

Sustainability Management

Salik's sustainability management is anchored in a governance framework that integrates sustainability considerations into decision-making and the broader business strategy, supported by policies, clear accountabilities, and continuous performance improvement.

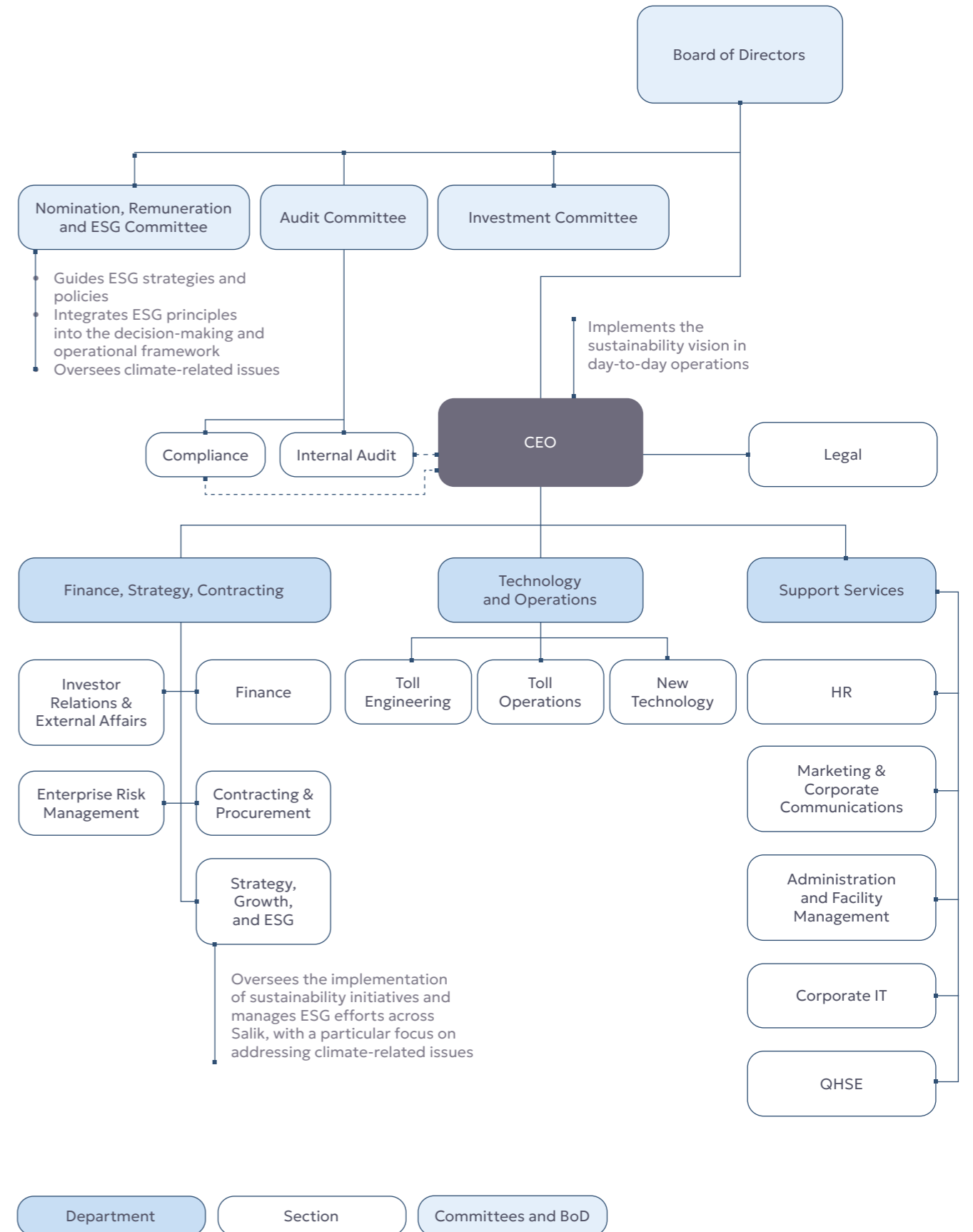
Salik's Sustainability Management is anchored in its Sustainability Policy, which sets the baseline for the Company's commitment to sustainable development and frames how sustainability goals are delivered. The Policy is designed to integrate sustainability into business objectives and strategy, translate sustainability commitments into practice, and build leadership accountability. It applies across operations and business relationships, including key partners and the supply chain, and is reviewed and updated under a defined governance and approval process.

The Sustainability Policy is supported by a wider suite of governance and sustainability-related documents that translate commitments into enforceable standards for employees and partners. These include:

- [Salik's Code of Conduct](#)
- [Conflict of Interest Policy](#)
- [Whistleblower Policy](#)
- [Anti-Money Laundering Policy](#)
- [Fraud Control Policy](#)
- [Human Rights Policy](#)
- [Diversity and Inclusion Policy](#)
- [HSE Policy](#)
- [Stakeholder Engagement Policy](#)

Operationally, sustainability is managed through cross-functional ownership, with clear separation between governance, execution and oversight.

The sustainability governance system in Salik



Board of Directors

The Board provides strategic leadership, sets core management policies, and serves as the principal decision-making body for matters significant to Salik, including sustainability-related matters. Its effectiveness is assessed annually through a structured process that combines self-assessment and independent evaluation. While the scope varies year on year, it consistently covers ESG awareness and oversight, and the integration of sustainability considerations into strategy and decision-making. Assessment outcomes inform tailored Board and Committee training programmes, with sustainability remaining a standing focus in recognition of evolving regulatory, market and stakeholder expectations.

The Board brings deep sector and public-infrastructure expertise, collectively representing over 150 years of experience in planning and managing Dubai's mobility needs, with backgrounds that have shaped the Emirate's urban landscape.

Nomination, Remuneration and ESG Committee

The Committee oversees the nomination process for Board members elections and monitors the independence of Directors. It also guides relevant Salik's strategies and policies, integrates ESG principles into the Company's decision-making and operational framework, and oversees climate-related matters. The Committee reviews sustainability initiatives periodically and recommends policy updates to the Board, as required.

Senior Management

Sustainability execution is driven through executive management and the relevant functions across the Company.

The Board comprises seven members, each appointed to a three-year term. The Board initially appointed pursuant to Dubai Executive Council Resolution 34 of 2022 served its full term, which concluded in April 2025. Following the expiry of this mandate, Salik's shareholders elected a new Board of Directors at the Annual General Meeting held on 9 April 2025, in accordance with applicable laws, the Company's Articles of Association and relevant regulatory requirements. All seven Board members are independent Directors.

100%
of the Board members are Non-Executive Directors

Board of Directors' Sustainability Expertise



Mr. Abdul Muhsen Ibrahim Kalbat
Vice-chairman

Deep transport-sector expertise with a clear sustainability lens, covering governance and long-term planning for public transport systems. Track record in emissions reduction through energy efficiency across Metro/Tram operations, renewables deployment and regenerative energy solutions. Also experienced in sustainable infrastructure planning aligned with Al Sa'fat and LEED standards for stations and network expansions.



His Excellency Mohammed Abdulla Lengawi
Board member

Executive leadership in sustainability-relevant governance, spanning regulatory frameworks, safety and security, environmental sustainability, and operational and climate-related risk management. Strong focus on resilience and continuity of critical infrastructure, emergency preparedness, and embedding sustainability and long-term continuity into sector-wide policies and institutional governance.



Mr. Abdulla Ali Al Madani
Board Member

Sustainability-related experience rooted in digital and smart city leadership, including establishing Dubai's Data Strategy, law and roadmap to enable data-driven optimisation of resource use. Contributions cited include the Driverless Strategy and flying taxi programme, the Enterprise Command and Control Center for real-time oversight of citywide movement, and the NOL contactless ticketing system.

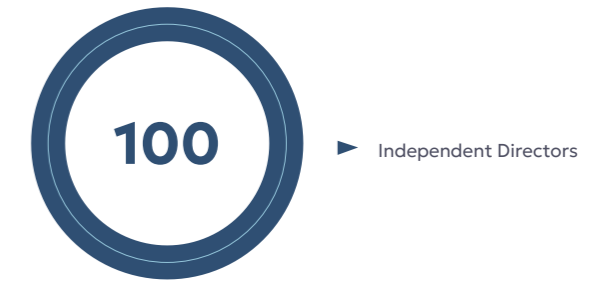


Mr. Sabah Salem Al Shamsi
Board member

Sustainability-relevant experience includes structured governance models emphasising performance management, risk oversight and accountability, as well as engagement with digital innovation and the use of data and analytics to support more proactive, long-term planning.

Board structure

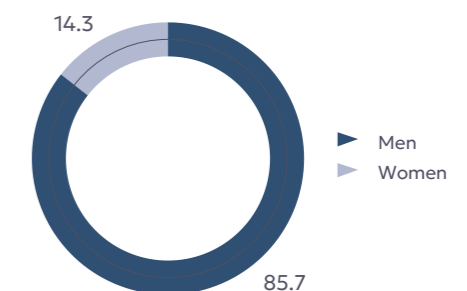
By independence, %



By nationality, %



By gender, %



To ensure clear accountability, the Board delegates implementation of Salik's ESG plan to management through the approved Delegation of Authority (DoA) framework. Management monitors emerging ESG trends and developments and reports them to the Board and its Committees, with senior executives providing updates on sustainability matters during scheduled committee meetings in line with the committee calendar.

In parallel, Salik is strengthening accountability for sustainability outcomes by embedding ESG priorities into performance management and executive incentives. In 2025, Salik further integrated ESG criteria into its performance management system. The Board approved the CEO's KPIs, with ESG accounting for 15% of the total weighting. These KPIs are assessed through measurable outcomes, including the S&P Corporate Sustainability Assessment (CSA) ESG rating score, the proportion of solar-powered gantries, and the number of fatal workplace injuries. ESG KPIs are also cascaded down to senior executives and incorporated into management scorecards, fostering a sense of shared responsibility throughout the Company.