

# Sustainability Risk Management

Salik cultivates a culture where risk management, business continuity, and resilience are integrated into its operations. This approach is reinforced by technologies with built-in continuity capabilities and an organisational commitment to embedding risk management, response, and recovery protocols across all levels.

Salik follows a comprehensive approach to Enterprise Risk Management (ERM), business continuity management, and crisis response. The Board of Directors establishes the Company's risk appetite, defining acceptable risk levels across all business units and types of risk.

The ERM Policy standardises processes for identifying, documenting, and communicating risks. This policy is implemented across all levels of the organisation, ensuring that risks are managed within the risk appetite defined by the Board. A dedicated management committee monitors these risks, including those related to critical vendor and third-party relationships.

The materiality assessment and the resultant focus areas driving Salik's ESG Strategy provide the context for Salik's sustainability risk management. Managing these risks is an integral part of Salik's ERM process. An aggregated view of Salik's top risks includes key risks pertaining to these material aspects, which are reviewed by executive management and reported quarterly to the Board of Directors. The Audit Committee independently assesses these risks to maintain oversight and ensure timely interventions. Additionally, the Company conducts emerging risk workshops for employees and performs risk analyses for revenue diversification projects. Risks associated with toll gates construction, as and when required, are evaluated on a project-by-project basis.

Salik operates a 'three lines of defence' model to delineate roles and responsibilities for risk management and compliance:

1. Business and process owners who manage risks and are responsible for implementing day-to-day controls.
2. Functions that support management in monitoring risks and controls, providing expertise, guidance, and process improvements.
3. The Internal Audit function, which operates independently to review the effectiveness of governance, risk management, and internal controls, assuring senior management and the Board.



# Business Ethics and Compliance

Salik positions business ethics as a daily discipline that protects trust in a regulated environment and safeguards the Company's reputation. The Company promotes a 'speak-up' culture built on openness, transparency, integrity and accountability.

Ethics and integrity are treated as non-negotiable operating principles at Salik, with clear accountability across the Company to uphold ethical business practices. This commitment is anchored in a Board-approved [Code of Conduct](#), which sets the baseline for ethical and personal behaviour and frames integrity as essential to protecting Salik's culture, reputation, and relationships with shareholders, business partners, and the wider community.

Oversight of the Code is embedded in governance. The Compliance Section supports compliance with applicable laws and regulations, develops and reviews related policies, and maintains channels for confidentially raising concerns. The Internal Audit Section provides independent assurance and reports to the Board and the Audit Committee as needed.

Salik has a strong anti-fraud governance based on the Fraud Control Policy. It sets out a structured model covering governance, prevention, detection, and response, supported by controls such as screening, third-party due diligence, conflict-of-interest declarations, access restrictions, and periodic control reviews.

In 2025, employees received awareness training on Salik's corporate ethics policies and procedures and recorded zero breaches or violations related to corruption or bribery, discrimination, harassment, customer privacy data, conflicts of interest, fraud, money laundering, or insider trading.

Salik does not make any contributions or donations that could constitute bribery or corruption. In 2025, the Company also made zero contributions to or expenditures for political campaigns, political organisations, lobbyists, lobbying organisations, trade associations, or other tax-exempt groups. These activities are prohibited under the UAE law.

## Anti-corruption and whistleblowing

Salik maintains a strict stance against business ethics violations, including bribery, corruption, and fraud. Employees are prohibited from offering, soliciting, or accepting bribes or engaging in corrupt practices. Anti-corruption due diligence is applied to new business partners and is overseen by the procurement team.

The Whistleblowing Policy is designed to detect unethical, corrupt, or illegal conduct and to support sound governance by enabling concerns to be raised without fear of retaliation. It applies not only to employees but also to a wide range of external parties interacting with Salik, such as suppliers, contractors, consultants, and service providers. Reports can be made openly or anonymously and are handled confidentially to the extent possible. Whistleblowers are protected from adverse action, such as demotion, harassment, or discrimination, for raising a concern or cooperating with an investigation.

Should you have any concerns or wish to report corruption incidents or fraudulent activity, please use one of the following reporting channels:

- Compliance and Ethics Hotline +971-523181299
- Email [IAC@salik.ae](mailto:IAC@salik.ae)

→ [Whistleblowing Portal](#)