



APPENDICES AND ANNEXES

Appendices and Annexes

Annex 1 Reporting Standards Indices

International Integrated Reporting (IIR) (Part of IFRS)

International Integrated Reporting (IIR)	Section
What does the organization do and what are the circumstances under which it operates?	<ul style="list-style-type: none"> • About Aramex • Our Services • Strategic Context and Market Environment • Our Business Model
An integrated report should provide insight into the organization’s strategy, how it relates to the organization’s ability to create value in the short-, medium-, and long-term, and its use of and effects on the capitals	<ul style="list-style-type: none"> • About Aramex • Our Services • Strategic Context and Market Environment • Our Business Model • Sustainability and ESG at Aramex • Chairman and CEO Letters
To what extent has the organization achieved its strategic objectives for the period and what are its outcomes in terms of effects on the capitals?	<ul style="list-style-type: none"> • Chairman and CEO Letters • Value Creation Model • Strategic Context and Market Environment
An integrated report should disclose information about matters that substantively affect the organization’s ability to create value over the short-, medium-, and long-term	<ul style="list-style-type: none"> • Chairman and CEO Letters • Value Creation Model • Strategic Context and Market Environment • Environmental Stewardship and Climate Change Mitigation • Risk and Compliance
Where does the organization want to go and how does it intend to get there?	<ul style="list-style-type: none"> • Chairman and CEO Letters
An integrated report should provide insight into the organization’s strategy, how it relates to the organization’s ability to create value in the short-, medium-, and long-term, and its use of and effects on the capitals	<ul style="list-style-type: none"> • Chairman and CEO Letters • Value Creation Model • Strategic Context and Market Environment
What challenges and uncertainties is the organization likely to encounter while pursuing its strategy, and what are the potential implications for its business model and future performance?	<ul style="list-style-type: none"> • Strategic Context and Market Environment • Risk and Compliance
<p>“An integrated report should include a statement from those charged with governance that includes:</p> <ul style="list-style-type: none"> • An acknowledgement of their responsibility to ensure the integrity of the integrated report • Their opinion or conclusion about whether, or the extent to which, the integrated report is presented in accordance with the <IR> Framework.” 	<ul style="list-style-type: none"> • Chairman and CEO Letters • About this report • Disclosure on Management Approaches
How does the organization determine what matters to include in the integrated report and how are such matters quantified or evaluated?	<ul style="list-style-type: none"> • Reporting Approach • About this report • Disclosure on Management Approaches
What is the organization’s business model?	<ul style="list-style-type: none"> • About Aramex • Our Services • Strategic Context and Market Environment • Our Business Model
An integrated report should disclose information about matters that substantively affect the organization’s ability to create value over the short-, medium-, and long-term	Throughout the report

International Integrated Reporting (IIR)	Section
“What are the specific risks and opportunities that affect the organization’s ability to create value over the short-, medium-, and long-term, and how is the organization dealing with them?”	<ul style="list-style-type: none"> • Strategic Context and Market Environment • Environmental Stewardship and Climate Change Mitigation • Risk and Compliance
“What challenges and uncertainties is the organization likely to encounter while pursuing its strategy, and what are the potential implications for its business model and future performance?”	<ul style="list-style-type: none"> • Strategic Context and Market Environment • Environmental Stewardship and Climate Change Mitigation • Risk and Compliance
“An integrated report should provide insight into the nature and quality of the organization’s relationships with its key stakeholders, including how and to what extent the organization understands, takes into account, and responds to their legitimate needs and interests”	<ul style="list-style-type: none"> • Stakeholder Mapping • Stakeholder Engagement Report
“In the case of the unavailability of reliable information or specific legal prohibitions, an integrated report should: <ul style="list-style-type: none"> • Indicate the nature of the information that has been omitted • Explain the reason why it has been omitted • In the case of the unavailability of data, identify the steps being taken to obtain the information and the expected time frame for doing so.” 	<i>Throughout the report we included these aspects and have made references to the Six capitals and added icons for ease of navigation</i>

Figure 42: International Integrated Reporting (IIR) Standards Index




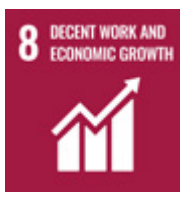





Task Force on Climate-Related Financial Disclosures (TCFD)

	Task Force on Climate-Related Financial Disclosures (TCFD)	Sections
Governance	a. Describe the board’s oversight of climate-related risks and opportunities.	<ul style="list-style-type: none"> • Environmental Stewardship and Climate Change Mitigation • Disclosures on Management Approaches
	b. Describe management’s role in assessing and managing climate related risks and opportunities.	<ul style="list-style-type: none"> • Environmental Stewardship and Climate Change Mitigation • Disclosures on Management Approaches
Strategy	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<ul style="list-style-type: none"> • Environmental Stewardship and Climate Change Mitigation • Risk and Compliance
	b. Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.	<ul style="list-style-type: none"> • Environmental Stewardship and Climate Change Mitigation • Risk and Compliance
	c. Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	<ul style="list-style-type: none"> • Environmental Stewardship and Climate Change Mitigation • Risk and Compliance
Risk Management	a. Describe the organization’s processes for identifying and assessing climate-related risks.	<ul style="list-style-type: none"> • Environmental Stewardship and Climate Change Mitigation
	b. Describe the organization’s processes for managing climate-related risks.	<ul style="list-style-type: none"> • Environmental Stewardship and Climate Change Mitigation • Risk and Compliance
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.	<ul style="list-style-type: none"> • Environmental Stewardship and Climate Change Mitigation • Risk and Compliance
Metrics and Targets	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	<ul style="list-style-type: none"> • Environmental Stewardship and Climate Change Mitigation • Reporting Approach
	b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	<ul style="list-style-type: none"> • Environmental Stewardship and Climate Change Mitigation
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	<ul style="list-style-type: none"> • Environmental Stewardship and Climate Change Mitigation

Figure 42: International Integrated Reporting (IIR) Standards Index

Sustainable Development Goals (SDGs)

Annex 1- Reporting Standards- Definitions

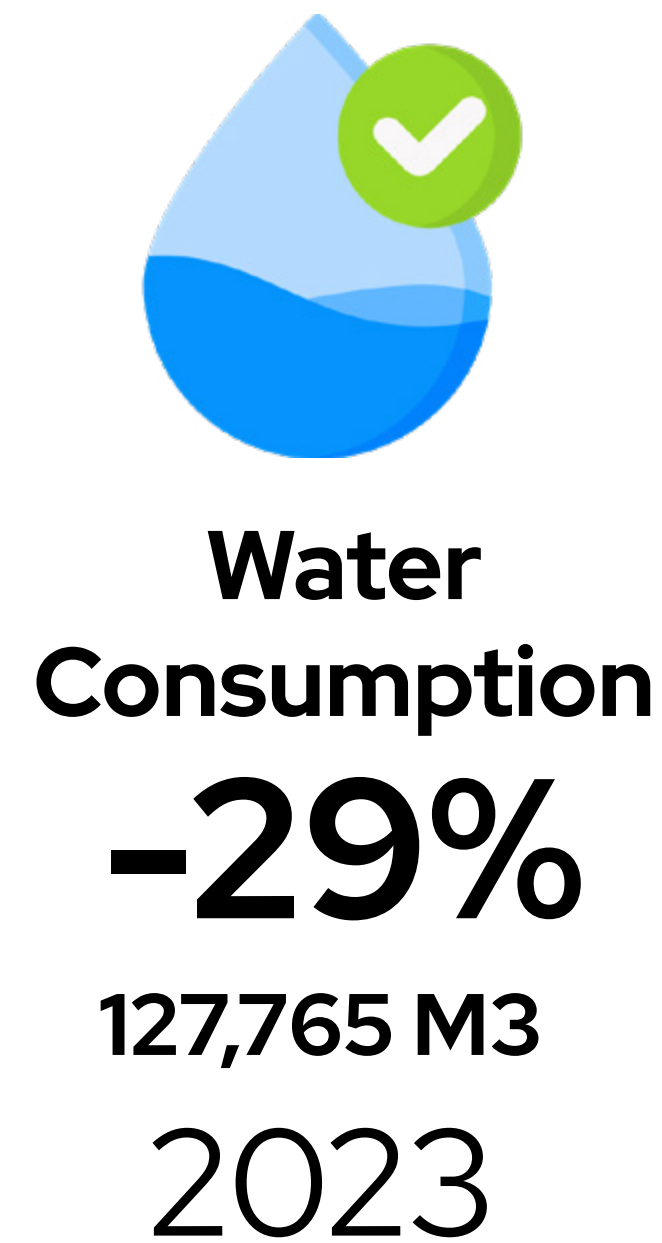
Goals and Definitions		Relevant Section(s)
Goal 1 No Poverty End poverty in all its forms everywhere.		Sustainability and ESG at Aramex Our Communities
GOAL 4 Quality Education Ensure inclusive and equitable quality education and promote life-long learning opportunities for all.		Our Communities Our People
GOAL 5 Gender Equality Achieve gender equality and empower all women and girls		Our People
GOAL 8 Decent Work and Economic Growth Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all		Our People Our Communities Value Creation Model
Goal 9 Industry, Innovation, and Infrastructure Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation		Our Services Technological Transformation, Innovation and Research and Development (R&D) Strategic Highlights and Business Model Our Customers Value Creation Model
Goal 10 Reduced Inequalities Reduce inequality within and among countries		Our Communities Value Creation Model Sustainability and ESG at Aramex
GOAL 12 Responsible Consumption and Production Ensure sustainable consumption and production patterns».		Sustainability and ESG at Aramex Environmental Stewardship and Climate Change Mitigation Procurement and Supplier Relations
GOAL 13 Climate Action Take urgent action to combat climate change and it's impacts		Environmental Stewardship and Climate Change Mitigation
GOAL 17 Partnerships for the Goals Strengthen the means of implementation and revitalize the global partnership for sustainable development		Partnerships for Good



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Annex 2- Environmental Data

International Integrated Reporting (IIR) (Part of IFRS)



Item Category	Item Description	KG
Paper	Paper - Recycled	193575
E-Waste	E-Waste - Recycled	120
Cardboard	Cardboard - Recycled	8385
Plastic film	Plastic film - Recycled	7035
Wooden Pallets	Wooden Pallets - Recycled	64835
Plastic Pallets	Plastic	1500

Figure 46: Material Consumption



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Annex 3- Other Human Capital Details

Ratio of Remuneration of Women to Men in significant Locations

- Female Pay Ratio for New Hires (in 2023) is: 1.00
- Female Pay Ratio for Employees completing Tenure of 5 years: 1.08

Female to Male Ratio 2023		
Country	Entry Level	Middle Management
Egypt	1.01	0.83
Jordan	0.70	0.59
Saudi Arabia	0.88	0.99
UAE	1.19	1.08
Holding Companies	0.93	1.11

Figure 47: Ratio of Remuneration of Women to Men

At Aramex, pay equity analyses reveal a parity in compensation between newly hired females and males globally in 2023, with a pay ratio of 1.00, indicating equal pay for both genders. Additionally, for employees who have completed a tenure of five years, females earn slightly more, with a pay ratio of 1.08 compared to their male counterparts, reflecting the Company's commitment to equitable pay practices across different tenure groups.

Unions Per Country	
Country	Union Members Number of Employee
Bahrain	180
Egypt	3
Jordan	2
Kenya	72
Morocco	14
South Africa	659
Türkiye	121
Grand Total	1,051

Figure 53: Union Membership per Country

Notes

Europe & UK

In EU countries, employees' rights, including those related to union membership, are protected under various directives and national laws. The EU strongly supports workers' rights to form and join unions. Generally, employers are not entitled to inquire about an employee's union membership or activities. Such inquiries can be seen as a form of discrimination or interference in workers' rights.

North America

United States: In the U.S., the National Labor Relations Act (NLRA) protects employees' rights to join or support a union. Employers are generally prohibited from interfering with these rights, which includes inquiring about union membership or activities in many circumstances. Doing so may be considered an unfair labor practice.

Canada:

Similar to the EU and the U.S., Canadian labor laws protect the rights of workers to join and participate in union activities. Employers are typically not allowed to ask about an employee's union membership or activities.

Turnover by age bracket			
Level	Involuntary %	Voluntary %	Total TO %
Under 21	42%	48%	90%
21 - 30	13%	27%	40%
31 - 40	6%	13%	19%
41 - 50	6%	8%	14%
51 - 64	8%	6%	14%
Above 64	14%	13%	28%
Global Turnover	8.3%	15.9%	24.1%

Figure 48: Employee Turnover Data

Turnover by Management Level			
Level	Involuntary %	Voluntary %	Total TO %
Senior Leadership	4%	8%	12%
Middle Management	6%	14%	21%
Others	8%	16%	24%
Global Turnover	8.3%	15.9%	24.1%

Figure 49: Turnover by Management Level

Turnover by Gender			
Level	Involuntary %	Voluntary %	Total TO %
Female	10%	24%	34%
Male	8%	14%	22%
Grand Total	8.3%	15.9%	24.1%

Figure 50: Turnover by Gender

Human Capital by Employment Type	
Employment Type	Number of Employees
Salaried - Full Time	15,377
Other, Not on Payroll	589
Hourly	214
Part-time	166
Casual	61
Not Applicable	4
Weekly	1
Daily	1
Grand Total	16,413

Figure 51: Employment Type

Human Capital by Employment Type	
Employee Type	Headcount
Non-Courier	75%
Ground Courier	22%
Truck Driver	3%
Grand Total	100%

Figure 52: Human Capital by Employment Type

We are pleased to report a downward trend in both our total employee turnover and attrition data vs that of 2022. We have seen enhanced retention of employees with the drop in TO from 26.4% in 2022 to 24.1% in 2023 and similarly a drop in attrition from 17.8% in 2022 to 15.9% in 2023.

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Newly Hired Employees by Region and Gender

Region	Gender	
	Female	Male
GCC	20%	80%
MENAT	24%	76%
Sub Saharan Africa	34%	66%
South Asia	32%	68%
Corporate - AGSO	68%	32%
North and South America	32%	68%
Oceania	41%	59%
Europe	43%	58%
North Asia	45%	55%
Corporate - AAIL	39%	61%
Grand Total	31%	69%

Figure 54: New Hires by Region and Gender

Newly Hired Employees by Age and Gender

Age Bracket	Gender		Total %
	Female	Male	Grand Total
21 - 30	21%	38%	59%
31 - 40	6%	21%	27%
41 - 50	2%	5%	7%
51 - 64	1%	2%	3%
Above 64	0%	0%	0%
Under 21	1%	3%	4%
Grand Total	31%	69%	100%

Figure 55: New Hires by Age and Gender

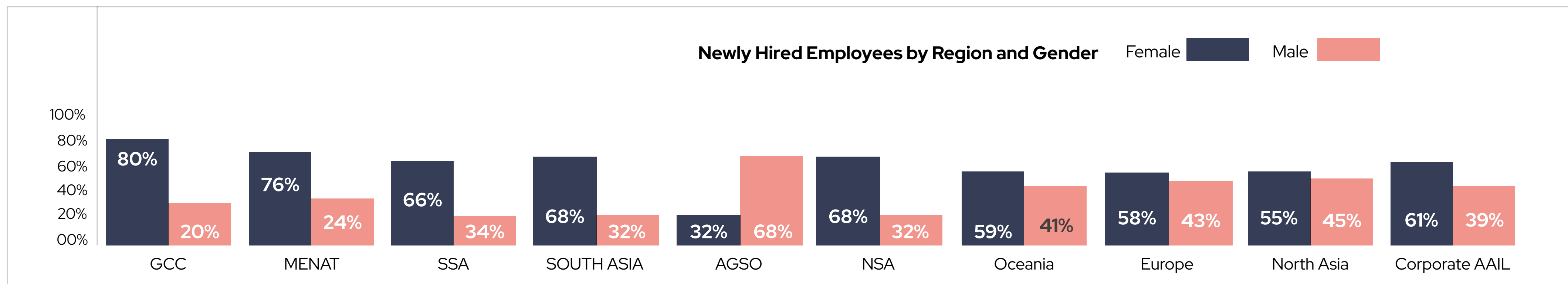


Figure 56: New Hires by Region and Gender

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Promoted & Internal Hires per Region per Gender

Region	Gender		Total %
	Female	Male	Grand Total
*GCC	6%	38%	44%
*MENAT	11%	20%	31%
Sub Saharan Africa	5%	5%	10%
South Asia	2%	5%	6%
Europe	1%	4%	6%
Oceania	1%	2%	3%
North Asia	0%	0%	1%
North and South America	0%	1%	1%
Grand Total	26%	74%	100%

Figure 57: Promoted Employees and New Hires by Region and Gender
*Including our headquarters and shared services

Learning per Management Level and Gender

	Learners	Hours	Headcount	Ratio Learners / HC
Female	3,148	30,487	3,246	%
Middle Management	180	2,107	165	109%
Others	2,938	27,968	3,049	96%
Senior Leadership	30	412	32	94%
Male	11,235	71,502	13,167	%
Middle Management	476	4,713	437	109%
Others	10,602	65,474	12,567	84%
Senior Leadership	157	1,315	163	96%
Grand Total	14,383	101,988	16,413	88%

Figure 59: Training Hours and Learners per Management Level and Gender

Training hours per Region

Region	Hours
Europe	2,608
*GCC	44,601
*MENAT	25,510
North and South America	675
North Asia	1,764
Oceania	522
South Asia	5,529
Sub Saharan Africa	20,779
Grand Total	101,988

Figure 58: Promoted Employees and New Hires by Region and Gender
*Including our headquarters and shared services

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Annex 4 Stakeholder Engagement Report

Purpose and Summary

This report aims to describe the methodology and outcome of Aramex’s stakeholder engagement conducted in the United Arab Emirates in 2023. In line with its annual sustainability reporting practices, Aramex conducts an annual stakeholder engagement exercise to connect with its key stakeholders, present its sustainability goals and performance, discuss its stakeholders’ needs and expectations, and ultimately generate its materiality matrix.

The 2023 engagement encompassed various stakeholder groups, including suppliers, airline companies, clients, employees, academia, and government entities. The engagement unfolded in two distinct segments: The initial segment concentrated on a comprehensive evaluation of Aramex’s sustainability performance and material topics. The subsequent segment delved into detailed discussions regarding the unique needs and expectations of each stakeholder group. Throughout the engagement process, Aramex gathered valuable inputs from stakeholders, enabling the formulation of its materiality matrix for 2023, which highlighted the key priorities for both stakeholders and Aramex, such as “Employee Health and Safety,” “Carbon Emissions,” “Human Rights Protection”, “Ethics and Business Conduct”, “Customer Relations and Engagement”, and “Data Protection and Security”.

Objectives

Stakeholder engagement is a pivotal driving force in Aramex’s journey as a company. Throughout the years, Aramex has been steadfast in its commitment to fostering a culture of transparency, open communication, and constructive feedback exchange.

This culture extends to its stakeholder management approach, propels its continuous improvement efforts, and empowers Aramex to fulfil its commitments to its stakeholders effectively. Particularly for sustainability performance, stakeholders play an imperative role in supporting Aramex’s sustainability and ESG journey and provide critical feedback and inputs that are used to conduct materiality assessments, define and assess gaps, and help Aramex develop its policies, programs, and projects.

Upholding this commitment, Aramex continued conducting its physical stakeholder engagement sessions in 2023. The session took place in the United Arab Emirates with different key stakeholders present, such as airline companies, suppliers, clients, government entities, academia, employees, and top management. Aramex designed its engagement in collaboration with an external consultancy and focused on fulfilling the following objectives:

-Assess Aramex’s sustainability performance: Inform stakeholders about Aramex’s sustainability goals, achievements, and challenges. Hold open discussion and collect feedback.

-Understand Stakeholder expectations from Aramex: Understand the needs and concerns of its different stakeholder groups and their expectations from Aramex.

-Define improvement areas: Discuss how Aramex can continue creating shared value for its stakeholders and how they can collaborate on solving challenges.

To achieve these objectives, the engagement was constructed in the following three spaces:

1. Inform: The external consultancy shared the objectives of the engagement and gave space to the stakeholders to share their expectations and desired output from the engagement, after which Aramex presented its sustainability context by sharing its sustainability strategy, achievements, challenges, and future plans.

2. Assess: After presenting the sustainability context, the stakeholders were engaged in an evaluation exercise and open discussion spaces where they gave feedback on different aspects of Aramex’s sustainability performance, asked questions, and provided valuable feedback. Within this space, Aramex gathered data on which material topics stakeholders think it should prioritize and how they perceived Aramex performing on these topics.

3. Discuss: To have more in-depth conversations, stakeholders were separated into focus groups to discuss topics that are specifically important to them considering their business relationships with Aramex.

Stakeholder Engagement and Materiality Assessment

As part of its stakeholder engagement process, Aramex partnered with Sustainable Square Consultancy, an independent and external third party to co-design and co-facilitate the assessment and conduct its 2023 stakeholder engagement and materiality exercise.

For this engagement, Aramex expanded the list of its participating stakeholders to include industry experts and representatives from the academic world. This is part of its strategy to assess double materiality and enhance collaboration with experts to enhance its sustainability performance, deepen its knowledge and expertise, and share best practices and analyses.

To conduct the engagement and materiality assessment, Aramex adopts a 5-step process, highlighted in Table 1.

Table 1. Aramex’s materiality assessment five-step process



When reviewing and updating the list of ESG topics to include in the 2023 exercise, Aramex used three lenses:

- Aramex Performance Metrics: In line with its sustainability reporting approach, Aramex established performance metrics, incorporating 12 disclosures (table 3) aligned with the GRI Standards. These metrics encapsulate its ESG priorities and enable Aramex to assess its performance on these topics. To further demonstrate the importance of the set performance metrics, with each reporting cycle, Aramex commissions an external and independent third party to ensure its reporting on them. For further details on the assurance report, please refer to (Page 131)

- Priority Risks: A materiality exercise has the objective of assessing topics of importance to a business and its stakeholders. To ensure the relevance of the selected topics, Aramex also considered the topics and subtopics included in its climate risk assessment exercise, where appropriate. The identified priority risks correspond to matters and topics that are of key importance to Aramex as a result of different assessments of Aramex’s impact and value chain, including climate risks. They represent the topics most likely to influence Aramex substantially.

- 2022 ESG Topics: As part of the process, the list of the 2022 materiality exercise was reviewed and updated based on feedback received following the exercise. The main alterations made to the 2023 topics from 2022 involve the introduction of the topics of “Energy Efficiency”, “Air Quality”, and “Waste Management and Recycling”

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Table 2. List of topics used in the 2023 materiality assessment

Environmental	Social	Governance
Climate Change	Employee Health and Safety	Ethics and Business Conduct
Waste Management and Recycling	Diversity and Inclusion	Data Protection and Security
Energy Efficiency	Customer Relations and Engagement	Sustainable Products and Services
Carbon Emissions	Sustainability Communication and Engagement	Economic Impact
Air Quality	Human Rights Protection	
Sustainable Supply Chain	Road and Public Safety	

Table 3. Aramex performance metrics grouped under material topics

The performance metrics are directly connected to material topics used in the assessment; therefore, performance metrics are grouped under relevant topics in the materiality assessment.

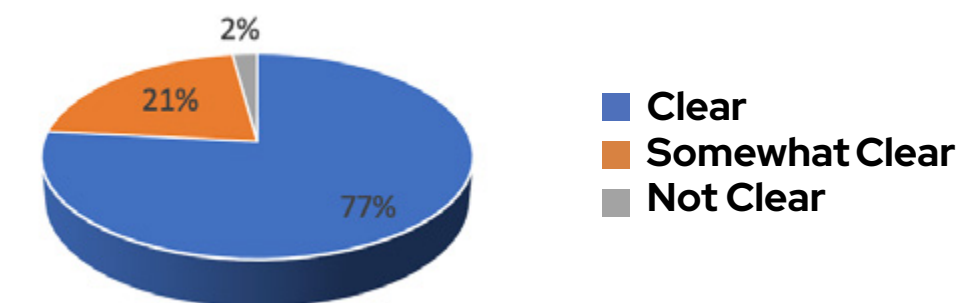
Material Topic	Aramex Performance Metrics
Ethics and Business Conduct	- Disclosure 202-1: Ratios of standard entry level wage by gender compared to local minimum wage
Economic Impact	- Disclosure 204-1: Proportion of spending on local supplier
Employee Health and Safety	- Disclosure 403-1: Occupational health and safety management system - Disclosure 403-9: Work-related injuries
Diversity and Equal Opportunity	- Disclosure 405-2: Ratio of basic salary and remuneration of women to men - Disclosure 404-1: Average hours of training per year per employee
Carbon Emissions	- Disclosure 305-1: Direct (Scope 1) GHG emissions - Disclosure 305-2: Energy indirect (Scope 2) GHG emissions - Disclosure 305-3: Other indirect (Scope 3) GHG emissions - Disclosure 305-4: GHG emissions intensity - Disclosure 305-7: Nitrogen oxides (NOX), sulfur oxide (SOX), and other significant air emissions
Energy Efficiency	- Disclosure 302-3: Energy Intensity

Engagement Output

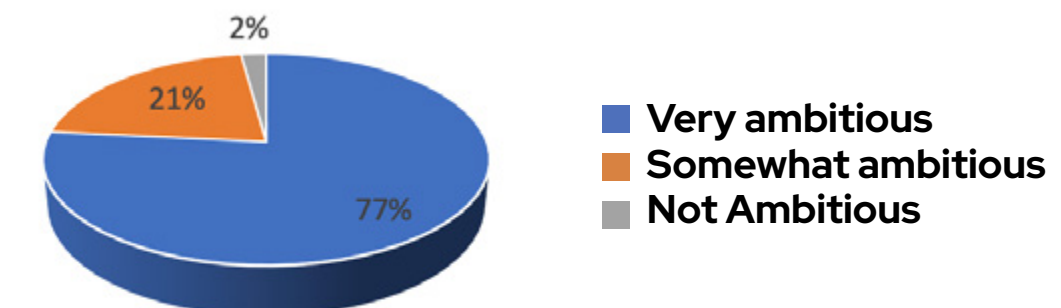
For effective engagement, the materiality assessment is conducted through a physical workshop. The engagement brought together 47 individuals representing diverse stakeholder groups and engaged them in open discussions, allowing everyone to freely share their feedback and opinions and exchange insights and good-case practices. Additionally, the workshop hosted group-focused discussions tailored to address the unique needs and interests of each stakeholder group.

To kickstart the workshop, Aramex shared a comprehensive presentation informing its stakeholders on its ESG strategy and commitments, initiatives and performance, ambitions, and challenges. Subsequently, stakeholders were requested to share their evaluation of Aramex as a responsible business across various criteria by participating in a live assessment survey. The findings from the exercise are highlighted in the following charts.

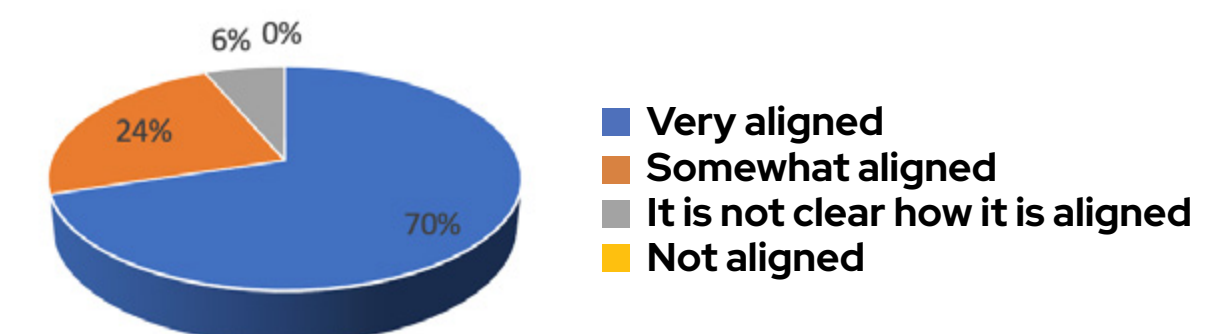
1. How clear do you find Aramex Sustainability Strategy?



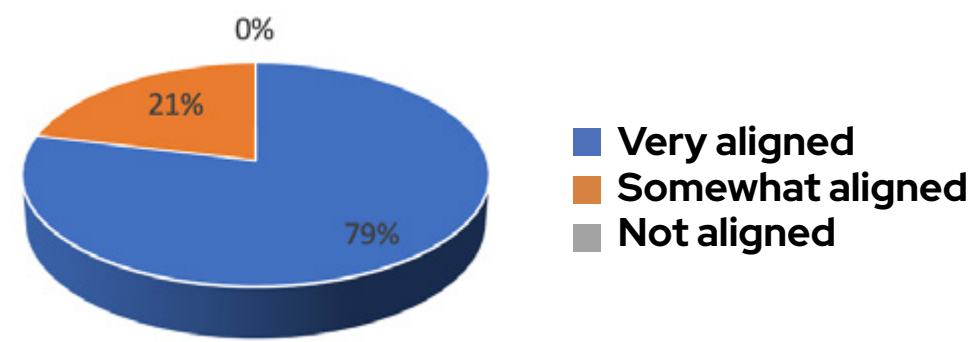
2. How ambitious do you find Aramex Sustainability Strategy?



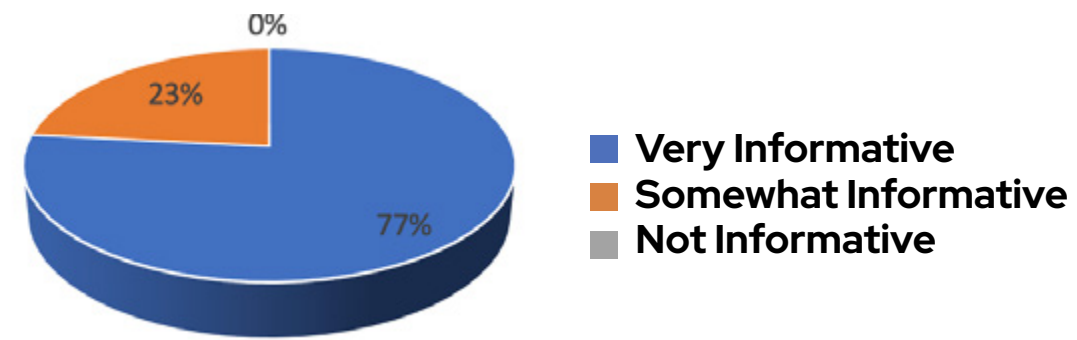
3. How aligned do you find Aramex Sustainability Strategy to the country's directions?



4. How do you find Aramex Sustainability Strategy aligned to its core business?



5. How informative do you find Aramex's Sustainability Communication and Engagement?

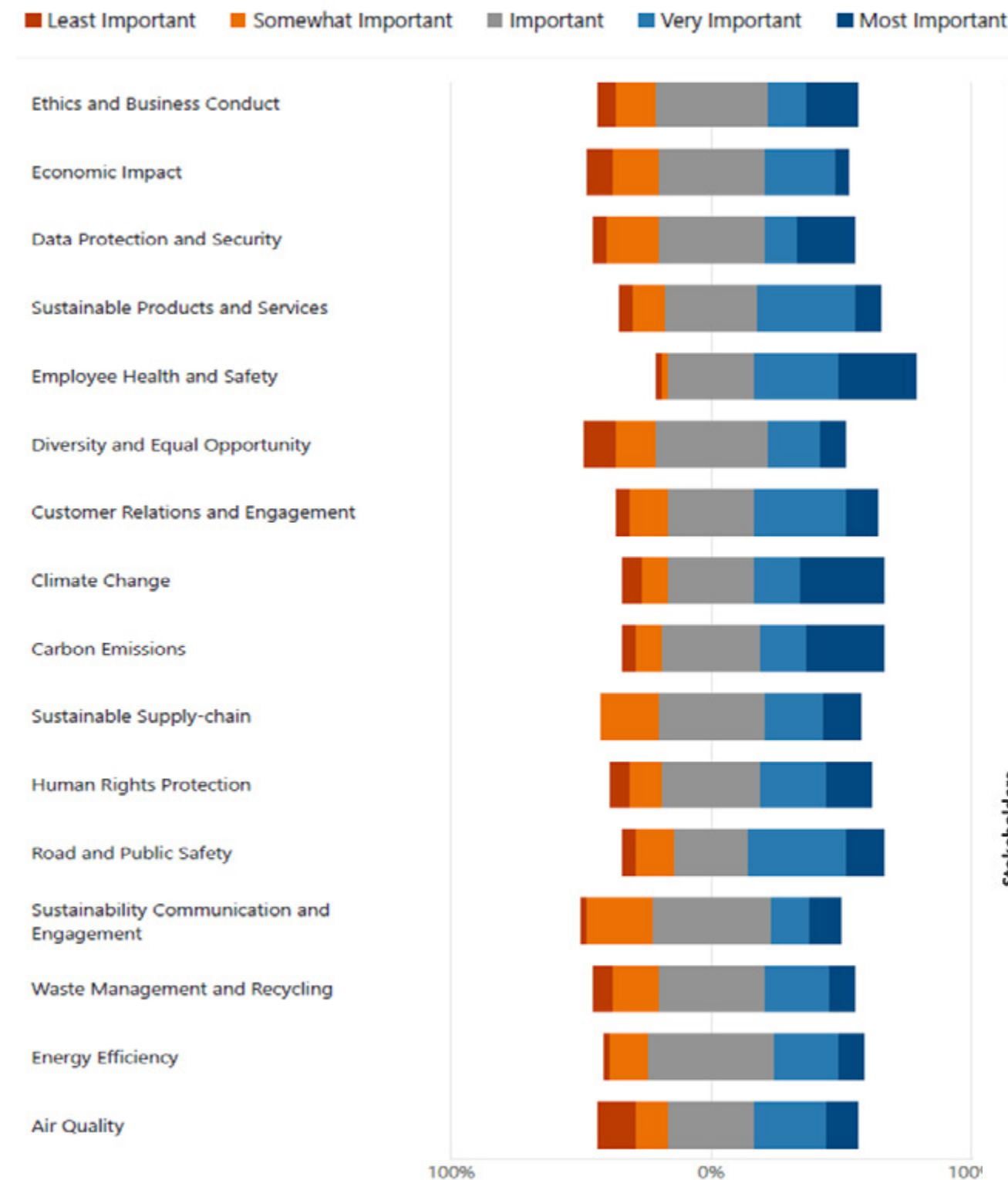


Following their input, stakeholders were engaged in deeper discussions to express their perspectives and reasons underlying their evaluations. Simultaneously, Aramex actively sought additional feedback and suggestions aimed at better understanding stakeholders' issues and enhancing its strategies and communications.

ESG Topics Assessment

The principle of the ESG topics assessment, better known as the materiality assessment, was to ask stakeholders to reflect on a list of ESG topics, keeping in mind the information shared on Aramex's sustainability performance, as well as designating a degree of importance to these topics for Aramex to prioritize. The topics deemed to be most important are material and Aramex is expected to prioritize them.

Materiality considers not only the impact of a business on specific ESG topics from the stakeholders' perspective, but also how the business itself is influenced by its stakeholders and these topics. Aligned with this principle, Aramex's management team was engaged in this process to provide the business perspective on the topics and their prioritization. This not only allows Aramex to have a wider understanding of the topics' importance from different perspectives, but also assesses the level of alignment between the business and its stakeholders regarding their perception of what is material.



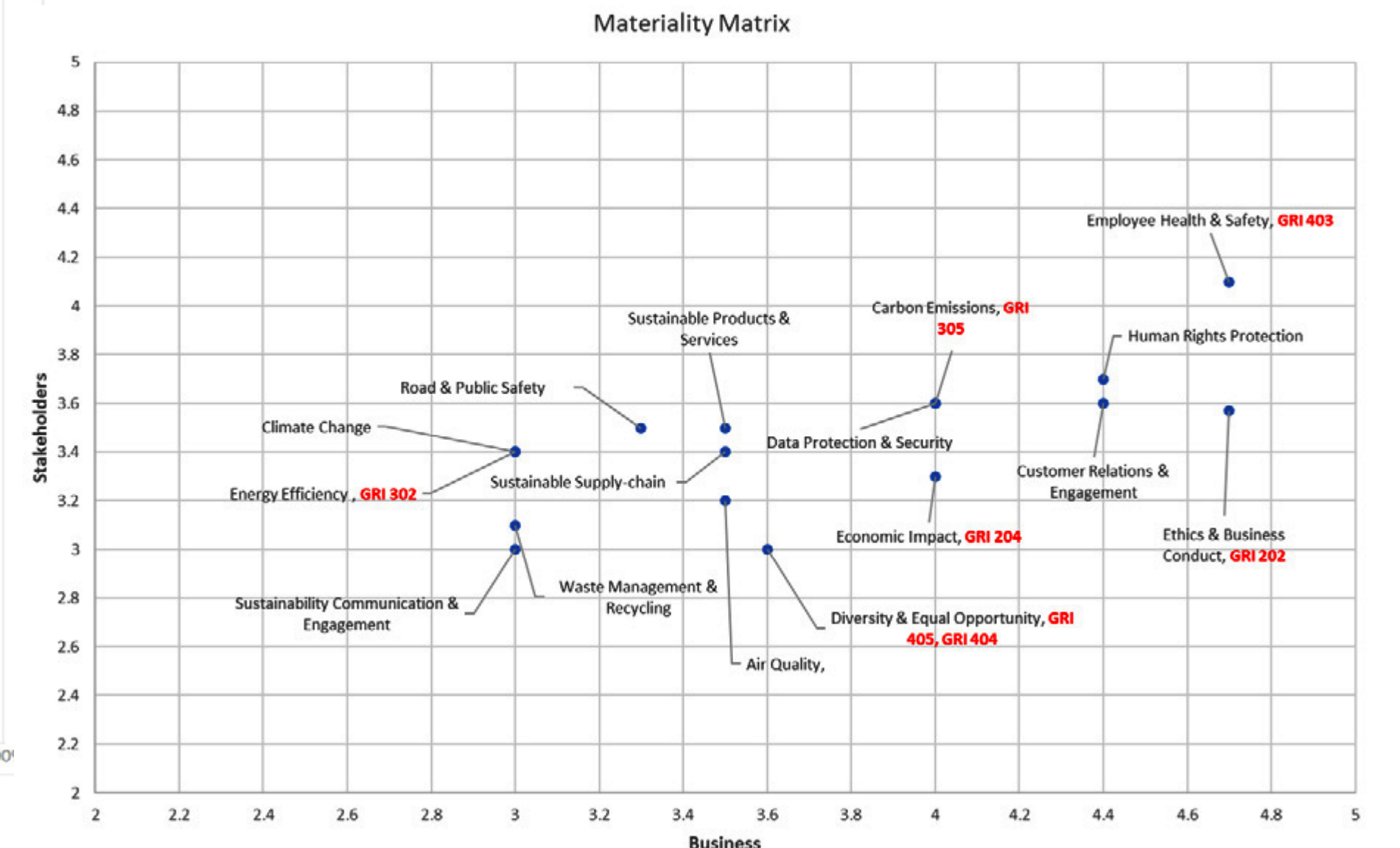
Materiality Matrix

In developing its materiality matrix, Aramex focused on ensuring inclusivity by reaching out to stakeholders in various geographical locations where it operates. Consequently, an online survey was conducted to engage with stakeholders on a global scale. The primary contributors to this survey were employees and customers. Their inputs were amalgamated with those gathered during the physical workshop to create a comprehensive representation of stakeholders' perspective on the topics.

As mentioned previously, the materiality matrix was generated using input from Aramex's management team and stakeholders. The input received from management was used to inform the "X" axis of the matrix while the "Y" axis was informed by the input of stakeholders. The topics "Ethics and Business Conduct" and "Employee Health and Safety" were rated with highest importance by Aramex's management team followed by "Customer Relations and Engagement" and "Human Rights Protection". Whereas for stakeholders, "Employee Health and Safety" was ranked highest, followed by "Human Rights Protection".

The threshold for materiality for stakeholders is defined starting from 3.5 and 4 for top management, out of 5. Considering the set thresholds, the defined material topics are the following:

Employee Health and Safety	Carbon Emissions	Human Rights Management
Ethics and Business Conduct	Customer Relations and Engagement	Data Protection and Security



Material Topic	Aramex's management of the topic
Employee Health and Safety	<p>Health and Safety is a crucial topic for Aramex. This topic is prioritized through the following initiatives:</p> <ul style="list-style-type: none"> • Emphasizing the significance of Health and Safety for Aramex; "Employee Health and Safety" is selected to be one of the topics included in Aramex's external audit assessment, represented by GRI disclosures 403. • Aramex ensures employees from different departments undergo Health, Safety, and Security training. Training is customized based on the nature of the employee's day-to-day work activities. • Aramex established an Employee Safety Committee. Its purpose is to ensure that Health and Safety continues to be an integral part of Aramex's operating procedures, culture, and programs. • The committee provides employees with a platform to communicate any needs and concerns for collective actions. <p>To learn more about Aramex's Health, Safety, and Security focused strategies and initiatives, please refer to the Health and Safety section on page 50.</p>
Human Rights Protection	<p>Managing human and labor rights is a crucial focus under Aramex's governance and sustainability strategy. Aramex manages this topic through the following initiatives:</p> <ul style="list-style-type: none"> • Aramex continually conducts training on labor and human rights, along with its compliance and code of conduct training. • Aramex includes human and labor rights metrics to assess its suppliers by integrating them into its third-party due diligence policy. • Aramex aligns its code of conduct with the guidelines of the International Labor Organization (ILO), the UN Declaration on Human Rights, and other international guidelines. <p>To learn more about Aramex's human rights management, please refer to the Risk and Compliance section of the report (pages 104-107).</p>
Carbon Emissions	<p>Carbon emissions management is an integral focus of Aramex's Environmental agenda. Aramex tackles this topic through the following initiatives:</p> <ul style="list-style-type: none"> • Aramex has set emission-reduction targets in line with the Science Based Targets Initiative (SBTi) in 2021. • Aramex is committed to reducing 42% of absolute scope 1 and 2 by 2030 from 2020 as a base year, and scope 3 by 25%. • Aramex has a Natural Capital Strategy that follows a multi-faceted approach towards the environment and climate change. • The key initiatives under its Natural Capital Strategy are focused on 1. Renewable Energy – Solar Installations and Investment; 2. Sustainable Fleet; and 3. Operational and Energy Efficiency. <p>To learn more about Aramex's environmental and carbon strategies and initiatives, please refer to the section on Environmental Stewardship and Climate Change Mitigation on pages 32-39.</p>
Ethics and Business Conduct	<p>Ethics and business conduct is a material topic for all businesses regardless of the industry. Good business conduct ensures innovation, growth, and sustainability of a business. Aramex's management strives to position the Company as a leader in Corporate governance by embedding and upholding best practices and innovation across the group.</p> <p>For more details on Aramex's governance model, processes, and policies, please refer to the governance chapter in the report on page 72</p>
Customer Relations and Engagement	<p>Aramex adopts a customer-centric philosophy putting customers at the center focus of its strategies to ensure excellence and value are delivered to its customers. Aramex tackles this topic through the following initiatives:</p> <ul style="list-style-type: none"> • To ensure effective communication with customers, Aramex provides several communication channels to its customers, where they can communicate feedback, dissatisfaction, or get any needed information. • Aramex invests in technologies such as AI to understand customers' intent and sentiments and respond to customers within seconds using AI-chatbots. • Aramex caters to the needs of its different customer segments by developing programs aimed at solving specific issues and challenges. <p>For more details on Aramex's customer centricity and management, please refer to the "our customers" section in the report on page 55</p>
Data Protection and Security	<p>Data protection and security is crucial for Aramex as it handles sensitive information about customers and business partners. This topic is material as it can affect customer trust, legal compliance, and business reputation. Aramex tackles this topic through the following initiatives:</p> <ul style="list-style-type: none"> • To ensure high levels of data privacy and security, Aramex invests in acquiring certifications that reflect its level of commitment and management of the topic. Aramex has the following certificates: ISO27001SMS certification, PCI-DSS certificate, and CCC+. • Aramex works across departments to drive a culture of information security by training and raising awareness among employees to ensure that they uphold and protect customer privacy, information security, and adherence to all relevant laws and regulations. <p>For more details on Aramex's data privacy and security management, please refer to page 59.</p>

Stakeholder Group Assessment

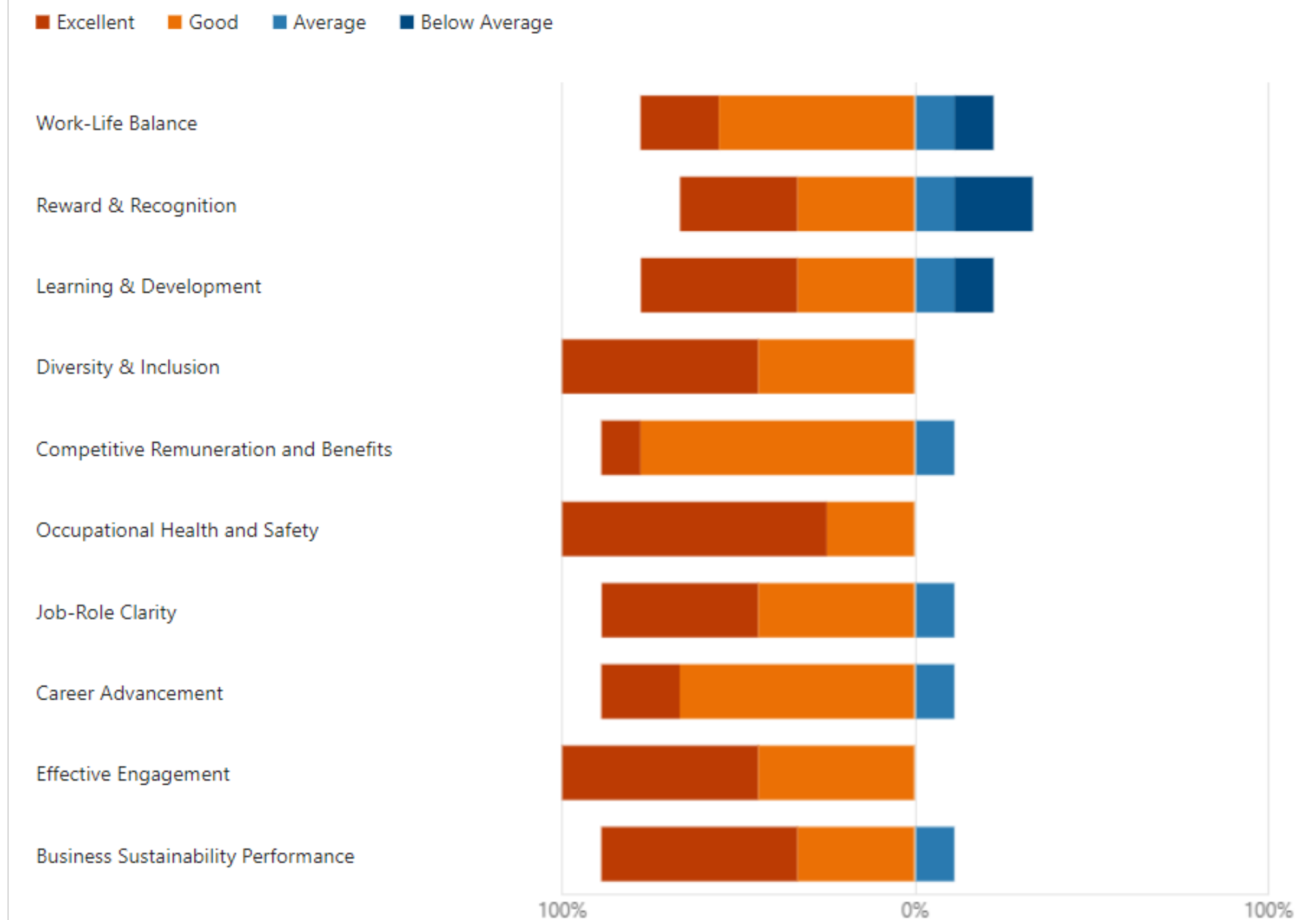
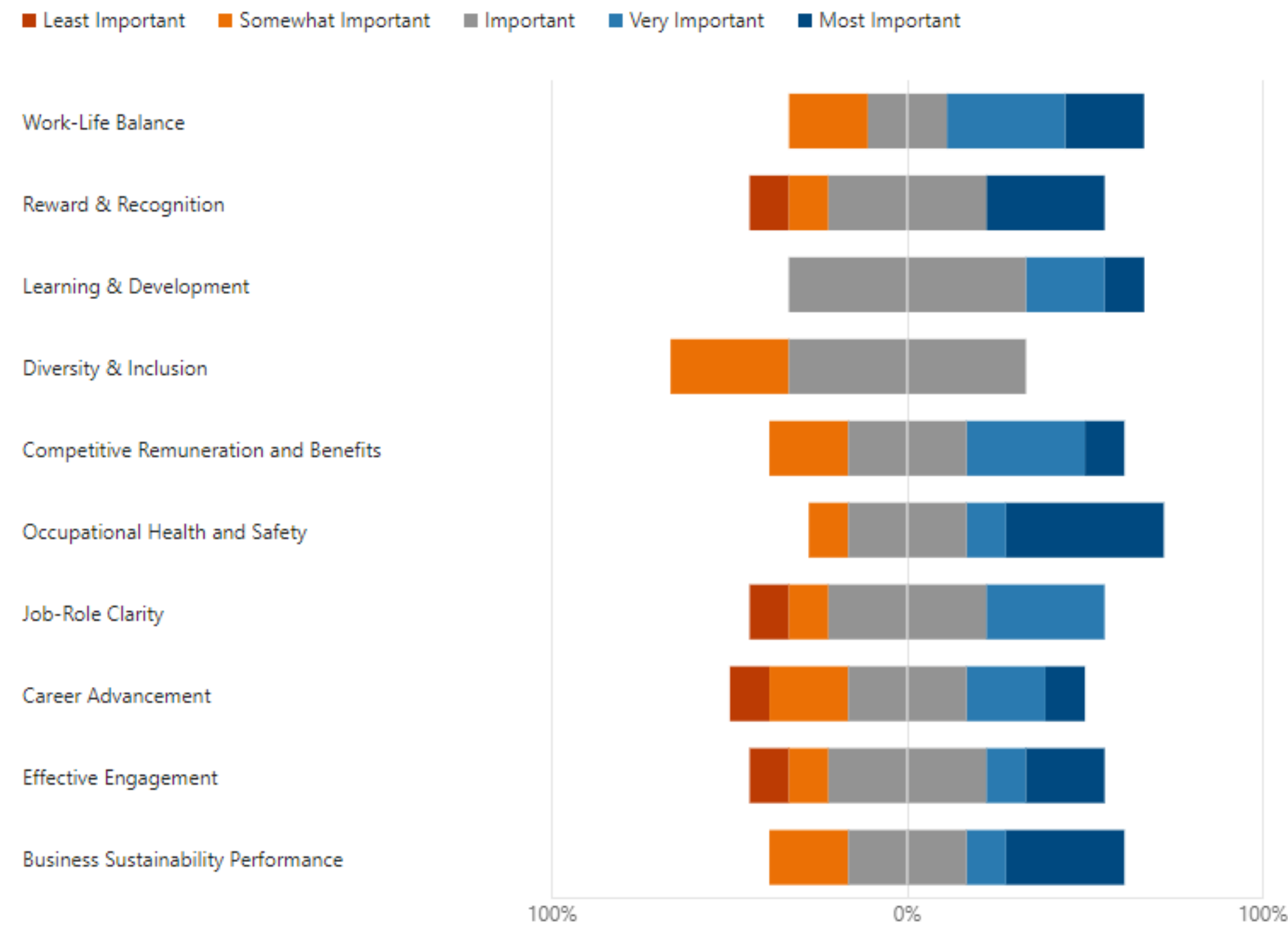
Different stakeholder groups have different needs and expectations from Aramex. These expectations are determined by the type of relationship a stakeholder group holds with the business. Aramex believes that discussing issues and topics specific to each stakeholder group is crucial for its assessment process, as it helps understand stakeholders' specific expectations, identify improvements on a more granular level, and drive more effective cooperation and opportunities for innovation.

The same process used in the materiality assessment was applied to the group assessments. Aramex identified relevant topics for each group according to the nature of their business relationship and held discussions where stakeholders highlighted their most important topics. Additionally, participants were tasked with assessing Aramex's present performance on these topics using a performance scale ranging from 1 to 4, where 1 signifies "Below Average" and 4 signifies "Excellent." The results of this evaluation are detailed in the subsequent section.

Employees Engagement

- The group included employees from various roles including managers, couriers, and senior management. The material topics defined during the exercise are Occupational Health and Safety, Reward and Recognition, and Business Sustainability Performance.

- The Learning and Development topic was considered of higher importance to most employees, whereas Diversity and Inclusion were not ranked as high importance topics.
- Employees indicated that Aramex demonstrates strong performance on the material topics defined in the previous step. However, Reward and Recognition emerged as a topic where employees think there is room for improvement.
- During the exercise, employees were asked to share recommendations and suggestions on how they believe Aramex can improve their experience and its performance on these topics. One of the main recommendations was to increase the number and quality of engagements on Corporate sustainability performance. Employees showed interest in learning more deeply about sustainability and believe that increasing engagement would be an effective approach to doing this. It is important to note that besides its customized training, Aramex includes sustainability and environmental training as part of the employee onboarding process. These training materials are available on its online platforms and accessible to all employees.

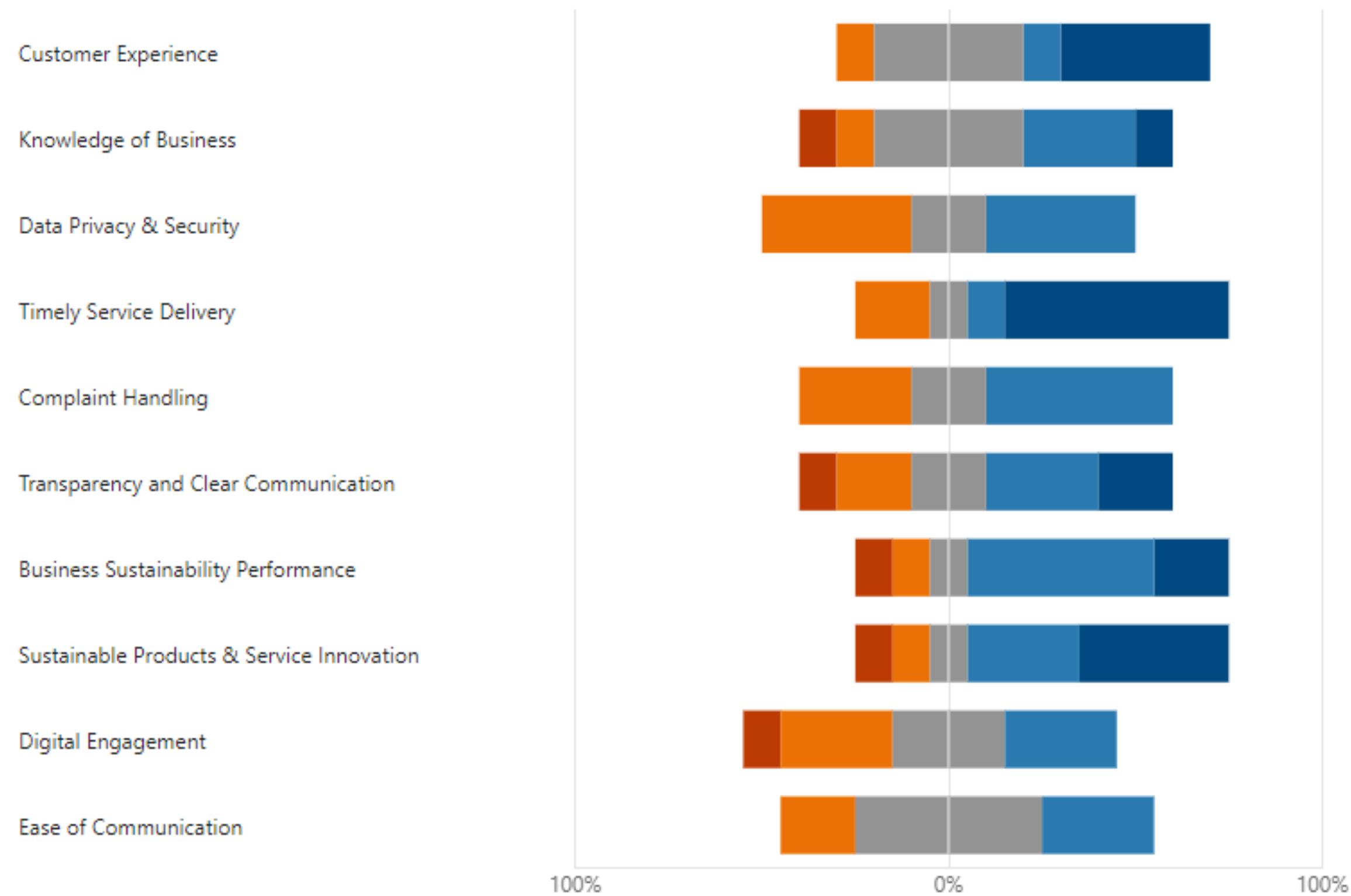


Customers Engagement

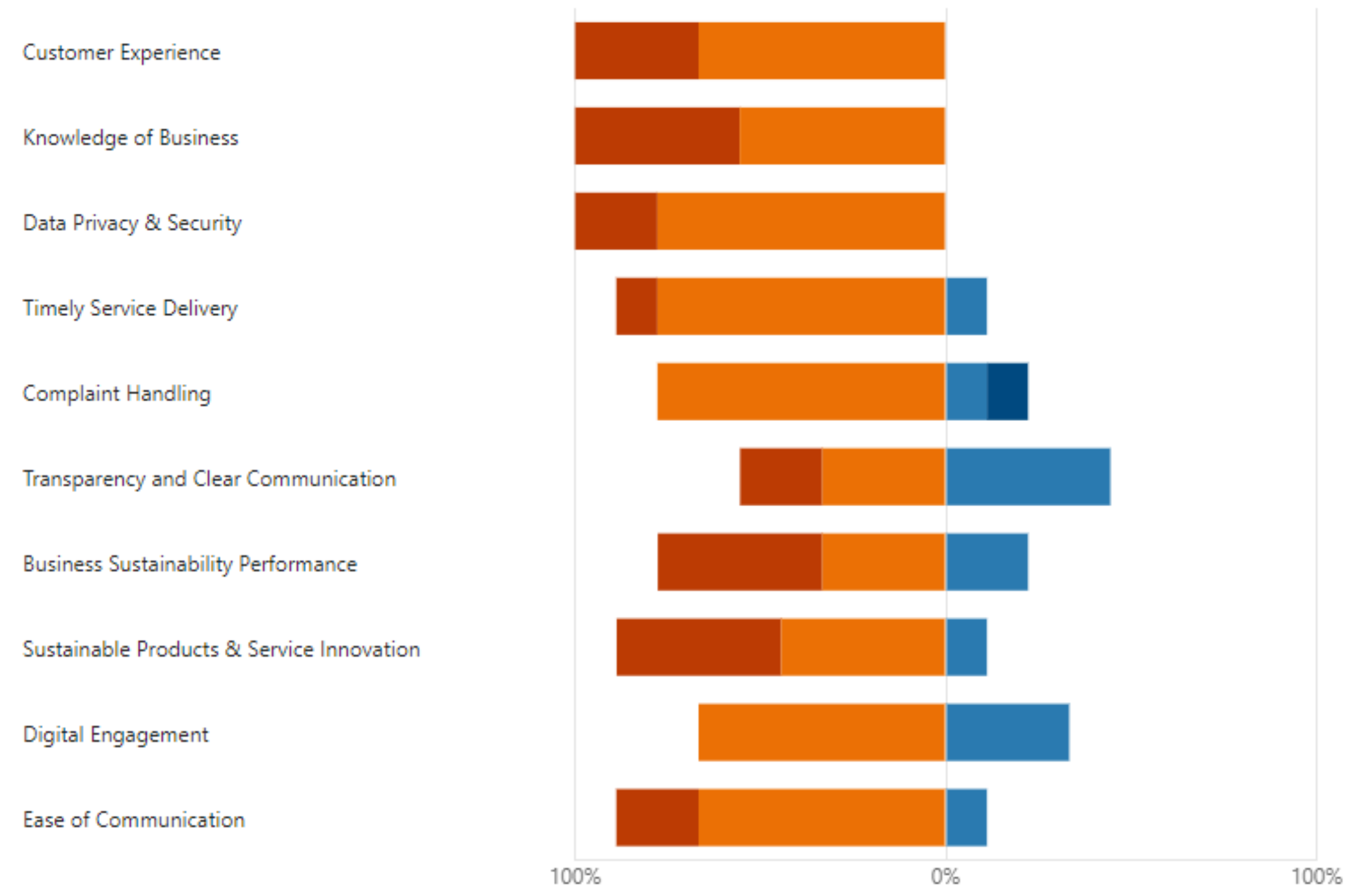
- Participants represented Corporate clients from diverse industries, including pharmaceuticals, personal care, and retail.
- During the engagement, Aramex employees assisted with discussion facilitation, fostering an environment for customers to engage in open and transparent conversations. This space allowed customers to provide direct feedback and address any uncertainties they may have had.
- Customers deemed the following topics to be most material: **“Timely Service Delivery”, “Sustainable Products and Service Innovation”, and “Customer Experience”.**

- When asked to evaluate Aramex’s performance on these topics, most customers rated “Transparency and Clear Communication” as average, followed by “Digital Engagement.” Hence, these topics were highlighted as focal points requiring more attention and improvement from Aramex.
- Customer Experience, “Knowledge of Business,” and “Data Privacy and Security” were rated between “Good” and “Excellent” by all customers.
- “Sustainable Products and Service Innovation”, “Knowledge of Business,” and “Business Sustainability Performance” received an “Excellent” rating by 45% of participating customers.

■ Least Important ■ Somewhat Important ■ Important ■ Very Important ■ Most Important



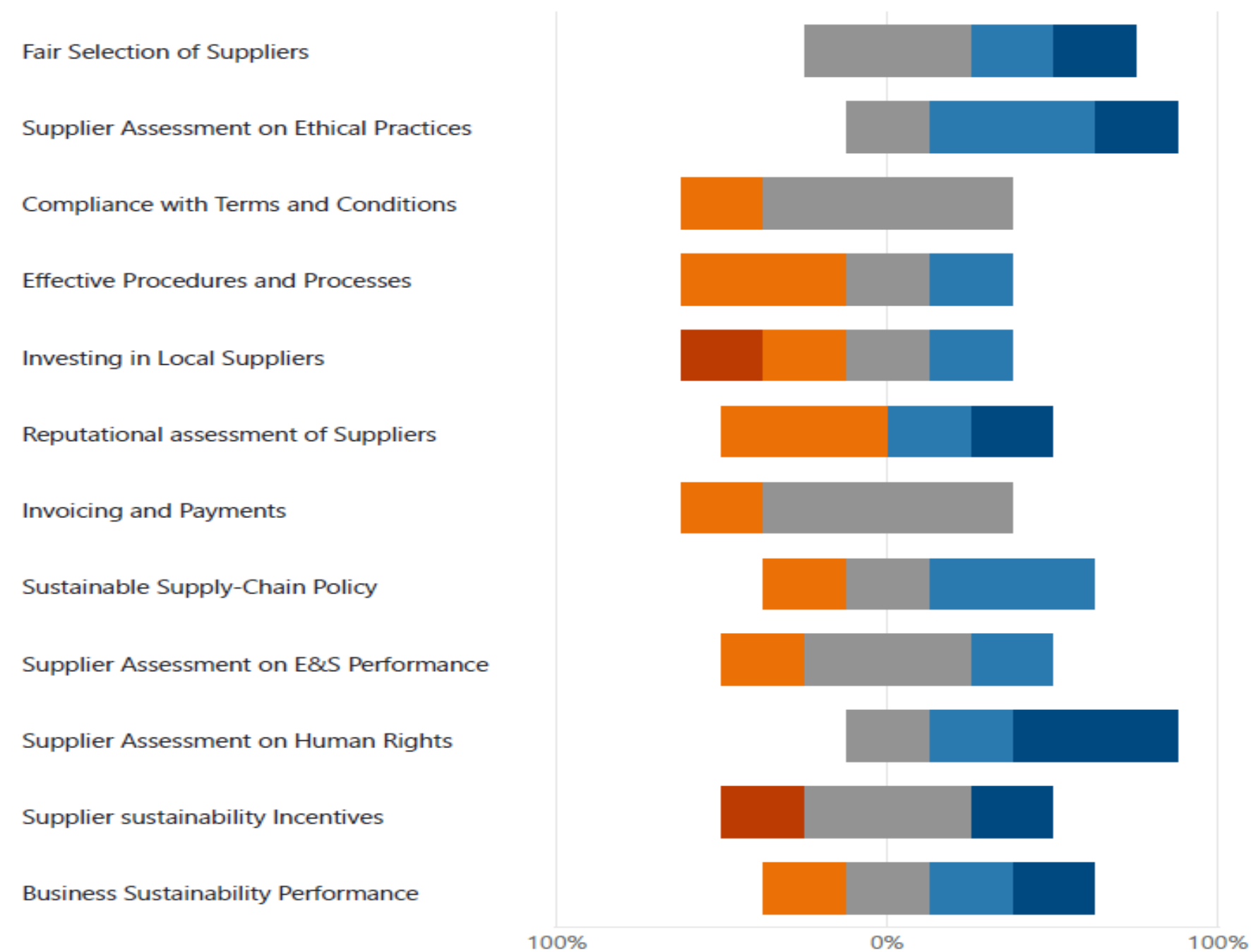
■ Excellent ■ Good ■ Average ■ Below Average



Suppliers Engagement

- Suppliers represented the biggest group participating in the engagement. To address the different needs and interests of its suppliers and facilitate meaningful discussions, Aramex segmented the supplier group into two categories: airline companies and mixed suppliers such as software solutions providers.
- The topics deemed material by Aramex's suppliers were "Supplier Assessment on Human Rights" and "Supplier Assessment on Ethical Practices".
- When discussing the material topics, suppliers emphasized the significance of establishing a robust supplier assessment process. Stakeholders argued that such processes motivate suppliers to improve their performance on specific metrics set by clients in such assessments. Furthermore, suppliers suggested that the assessment process be implemented in a way that allows for continuous assessment throughout the year with performance rating scores that allow Aramex to evaluate its suppliers' sustainability. It is worth noting that Aramex currently has a virtual platform for engaging suppliers through evaluations on different ESG topics, trainings, and questionnaires. For more, please refer to page 70 of the 2023 report and 66 of the 2022 report
- Suppliers suggested Aramex initiate additional discussions to support them in enhancing their sustainability performance and explore how they could best support Aramex in accomplishing its sustainability goals.

■ Least Important ■ Somewhat Important ■ Important ■ Very Important ■ Most Important



- When asked to evaluate Aramex's performance on their pertinent topics, suppliers believed Aramex could enhance its alignment with the previously highlighted prioritized topics and suggestions primarily centered around supplier assessments and supplier dedicated initiatives.

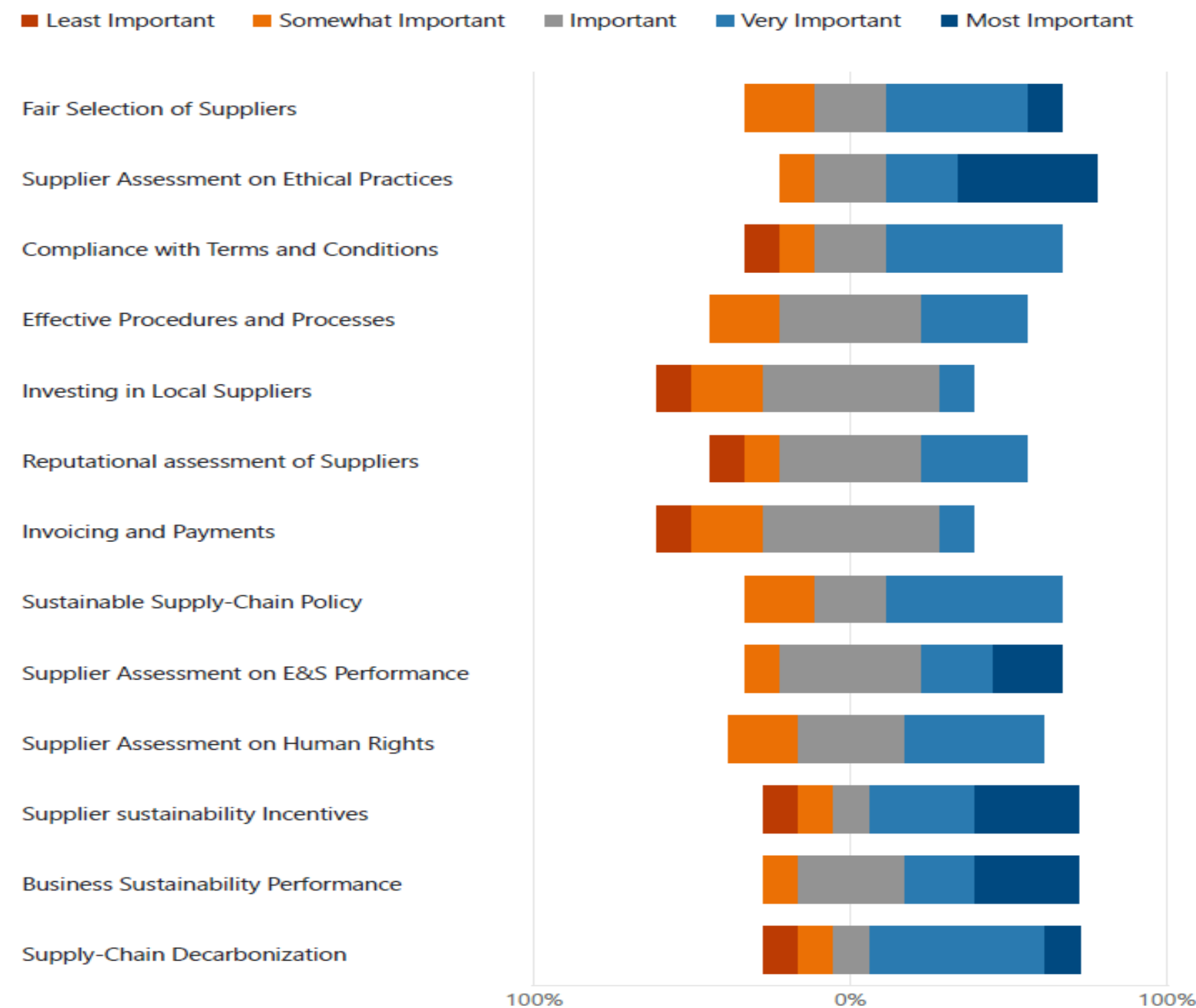
■ Excellent ■ Good ■ Average ■ Below Average



Airlines Engagement

Airlines – as a subgroup of Aramex’s suppliers – face different challenges and interests compared to other suppliers. Hence, Aramex engaged with airlines in a separate group from other suppliers.

- The topics deemed material by its airline partners were **“Supplier Assessment on Ethical Practices”, “Supplier Sustainability Incentives,” and “Business Sustainability Performance”**.
- The stakeholders underscored the interrelation between the prioritized topics and their potential mutual influence. They emphasized the importance of supplier assessments regarding human rights and the overall sustainability performance of suppliers. Additionally, airlines emphasized the importance and potential beneficial results of involving suppliers in collaborative discussions to devise solutions - Furthermore, participants discussed the shared challenges faced by airline companies in their sustainability journey and shared good case practices.
- Furthermore, participants discussed the shared challenges faced by airline companies in their sustainability journey and shared good case practices.



- When asked to evaluate Aramex’s performance on their pertinent topics, airlines predominantly rated Aramex’s performance as good or excellent. However, one topic that received a below-average score is **“Supplier Assessment on E&S Performance,”** which echoes the feedback discussed in the preceding evaluation with the other group of suppliers.

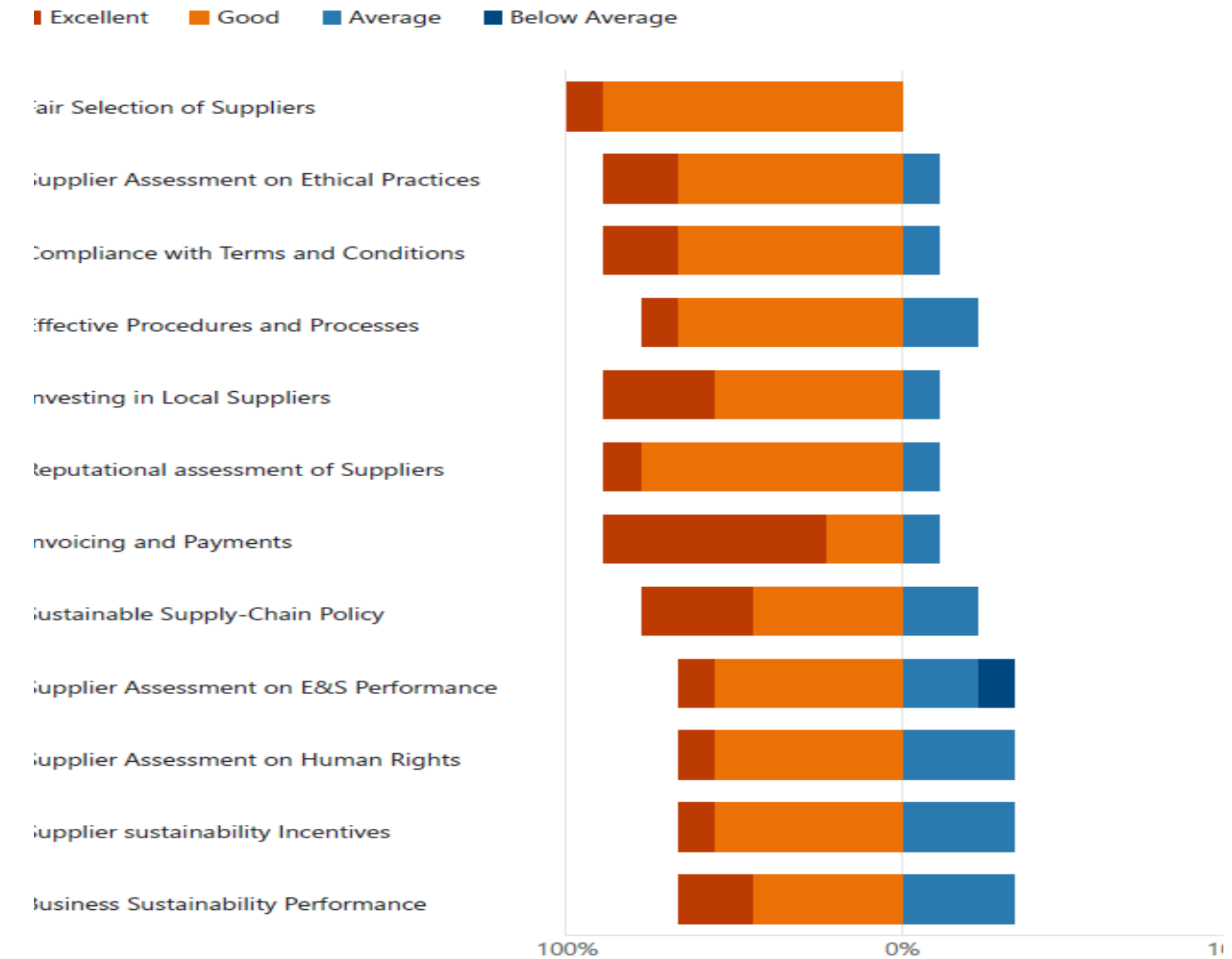


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