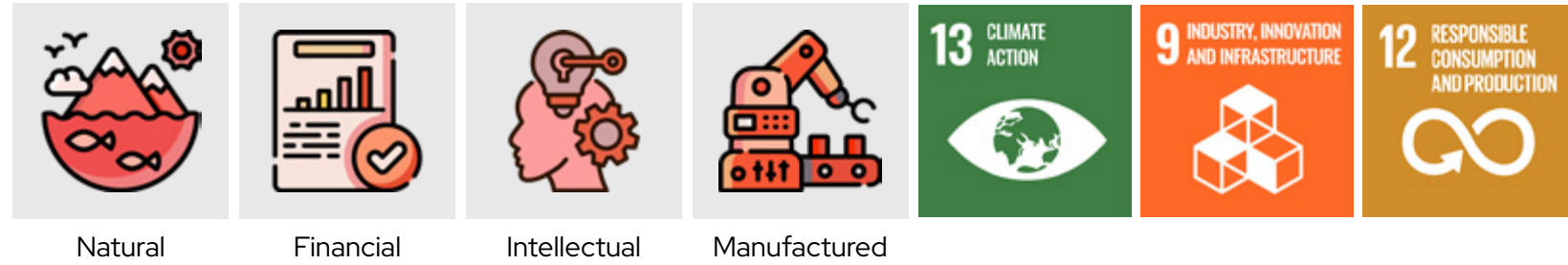




ENVIRONMENT

Environmental Stewardship and Climate Change Mitigation



At Aramex we take our commitment to environmental stewardship, mitigating climate change, and safeguarding the environment seriously, and 2023 was no exception. This year we continued to make progress on our commitments to reducing our emissions as per our goal to reach Carbon Neutrality by 2030 and Net Zero by 2050, as well as our science-based reduction targets set at 1.5 degrees for both scope 1 and 2 and at 2.0 degrees for scope 3^[1]. We finalized our climate risk assessment (for more on the process, refer to our 2022 annual report pages 38-39), developed action plans to address prioritized risks and opportunities, and continued to invest in renewable energy, fleet electrification, and other initiatives.


Our goal is to consistently establish and exceed benchmarks within our industry and beyond, serving as a guiding force by exemplifying sustainable practices. As a part of the shipping and logistics industry, our biggest environmental impact stems from our emissions, as well as packaging and material use, as such we prioritize these matters as part of our business and sustainability strategy and our value creation.

Our Natural Capital is defined as all renewable and non-renewable environmental goods and services that support our current, short-, medium-, and long-term ability to operate and prosper, and it includes all the resource inputs that we use, as well as the resources that our operations may impact, positively or negatively.



Our environmental and climate change mitigation strategy and management involves comprehensively monitoring our material inputs and outputs, evaluating operational and process efficiencies and addressing any gaps, identifying potential for improvements, managing and accessing climate risks, and screening our supply chain for environmental impacts. Part of this strategy is to drive collaboration and partnerships, raise awareness, provide capacity building opportunities, and leverage our expertise and resources for environmentally conscious innovations. We actively engage with our employees and stakeholders as part of our environmental strategy and activities.

We are aware that climate risks, along with scenario analyses are rapidly evolving, therefore we are continually assessing, analyzing, and managing the changes in regulations, risks, business, stakeholder needs, and environmental conditions. As such, we are committed to continual learning and improvement in terms of our methodological and analytical tools in this realm. By finalizing our Climate Risk Assessment and Framework (2022 report pages 38 and 39), we have followed the Task Force on Climate Related Financial Disclosures (TCFD) recommendations as an important step in our climate response, and it represents a learning tool as well as a communication and engagement channel with our key stakeholders. This is an iterative and continual process that we are committed to as part of our environmental stewardship and climate mitigation efforts.



Measuring Our Environmental Impact

When measuring and calculating our carbon footprint, we adhere to the principles of the Greenhouse Gas (GHG) Protocol accounting tool developed by the World Business Council for Sustainability Development (WBCSD) and World Resources Institute (WRI). We utilize an operational control approach to measure our emissions. We also use International Energy Agency (IEA) tools and emission factors to calculate our Scope 2 emissions. Our emissions data and calculation methodology are audited and assured by external parties. Our GHG calculations cover all our locations and geographies that are under our operational control, excluding franchisees and agents. More on our data measurement techniques, boundaries, and reporting approaches on page 108.

As a light-asset company, Aramex utilizes the services of transportation providers, such as airlines, sea lines, and vehicle leasing companies for our operations. Resulting emissions are captured in our Scope 3 calculations (freight which includes air, sea, and road, and express). Additionally, we rely on local subcontractors for the pickup and delivery of express packages in certain markets – most notably India. We calculate our fuel consumption from the leased vehicles and from the owner operator vehicles.

Emissions (tCO2)	2019	2020	2021	2022	2023
Scope 1 ^[2]	56,769	59,334	64,414	63,268	55,314
Scope 2	42,501	39,326	31,008	23,643	27,337
Scope 3					
• Freight	390,745	364,680	314,718	297,698	239,906
• Express	233,891	251,438	231,642	177,110	175,191
• Rail	-	0	78		-
• Commuting	26,522	12,430	27,236	27,236	26,310
• Business Travel	589	136	162	166	274
Total Emissions	751,017	727,344	669,258	589,121	524,332

Figure 8: Carbon Emission over 5 years

^[1] Our Scope 3 emission reductions are dependent on the performance of our suppliers and the availability of low carbon/ alternative transportation, technologies, and fuel options in the markets and locations in which we operate

^[2] Refrigerant emissions are not included in our Scope 1 calculation

11% Reduction in total GHG Emissions since 2022

We are pleased to share that our direct emissions were reduced by 11%, largely as a result of our environmental projects and investments. We also note a 14% reduction from our scope 3/ indirect emissions attributed to changes in routes and transportation modes, and efficiency enhancements done on behalf of our suppliers. These reductions are in line with our short-, medium-, and long-term commitments to reduce our carbon footprint.

Year over Year Performance

Year	2019	2020 New Baseline	2021	2022	2023
KgCo2e/ Shipment	7.50	5.7	5.1	4.8	4.2
Electricity (kwh)/ Shipment	0.65	0.50	0.41	0.35	0.41
Fuel/ Shipment	0.28	0.20	0.19	0.21	0.18
Electricity (kwh)	65,664,723	61,276,783	55,024,089	43,350,256	50,167,734
Fuel	22,854,060	24,267,172	25,715,644	25,438,603	22,362,950
Total Emissions	751,017	727,344	669,258	589,121	524,332

Figure 9: Emissions, Electricity and Fuel Data

Increase in electricity consumption is due to several factors, including new facilities, additional office and warehouse space, and enhancement in electricity usage measurement and reporting.

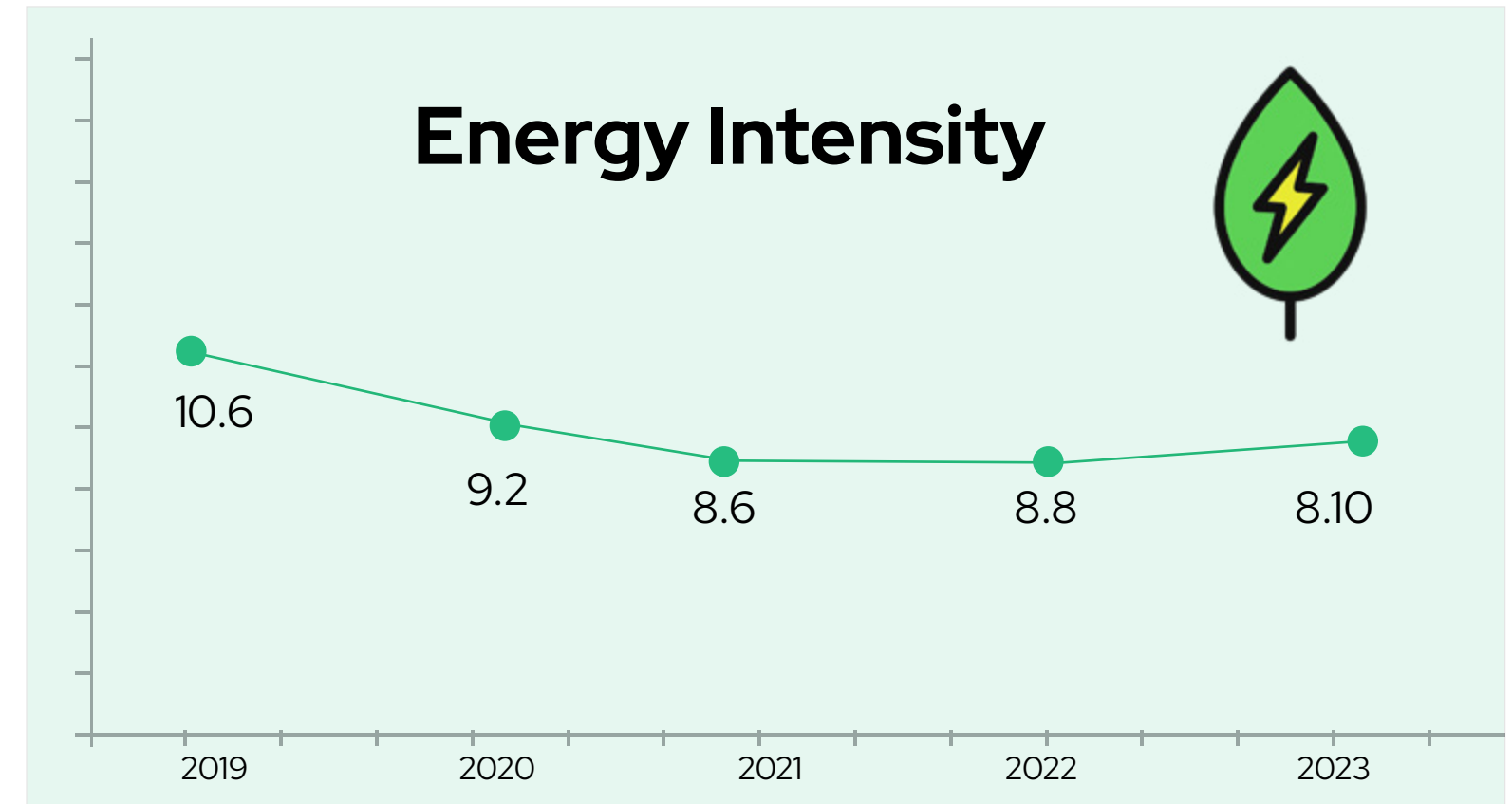
Fuel reduction is due to enhancement in route optimization, operational efficiency, fleet electrification, and introduction of LEVs. Detailed initiatives can be found on page 38.



SOx and NOx for the last five years

Year	SOx and NOx
2019	34,970
2020	33,146
2021	39,965
2022	38,182
2023	32,655

Figure 10: SOx and NOx



Overall, the energy intensity of our shipments has decreased this year, owing to enhancement in process and energy efficiency, such as our route optimization, investment in solar energy consumption, and fleet improvements. More details on our initiatives can be found on page 38.

Our asset-light model keeps us agile and enables us to adopt sustainable and environmentally friendly improvements when they become available. However, this also means that we often must rely on the estimates and data provided by our suppliers for our emissions that take place outside of our company boundaries resulting from our operations, mainly our Scope 3 emissions. We actively work with our suppliers and business partners to ensure and improve data completeness and accuracy. We are aware, however, that we face limitations in the availability of data from suppliers, and we are in a continual process to remedy this issue. The Aramex Sustainable procurement policy & Environment stewardship policy guides our approach in managing our environmental procedures internally as well as within our supply chain.

Our Climate Risk Governance Structure

Aramex's oversight of climate related risks and opportunities is embedded within our ESG Sustainability Governance structure. This includes joint collaborations between the Risk and Sustainability teams on climate risk plans, the upskilling of Climate Risk Champions to implement action plans, and the oversight from the ESG committee. We are continually evolving our Corporate governance structure in recognition of the urgency of climate action and in response to our increasing understanding of the impact of climate change on our business. Therefore, we present a holistic and transversal structure that maximizes the involvement and commitment of all internal stakeholders in the pursuit of the objectives set in sustainability matters. For more on our ESG governance structure, please refer to our Disclosures on Management Approaches on page 114.



Our Climate Risk Framework

As a result of our Climate Risk Assessment, we have developed a customized Climate Risk Framework, which is integrated into our enterprise risk management processes. This framework will allow us to regularly review previously identified climate risks, update the climate risk inventory if necessary, and ensure that suitable mitigation and adaptation plans are in place. To support the integration of our climate risk framework and promote climate risk understanding and awareness, we have developed a capacity-building program that was rolled out in 2023 for our internal stakeholders. These actions demonstrate our commitment to limiting the impact of climate risks on our business and stakeholders and will ensure that we are in a position to take direct effective action moving forward.

Our customized climate risk framework is founded on the four core principles of TCFD. Our climate risk framework provides a structured approach for identifying climate risks, evaluating various climate scenarios, assessing the impact of risks on the business, progressing action plans, and developing monitoring instruments. The framework can be found on page 39 of our 2022 report.

Moreover, we developed a monitoring toolkit to support the processes of the climate risk framework, which will allow us to maintain and improve our performance. What's more? We are currently in the process of assessing and

prioritizing the identified climate risks in terms of their business impact. The prioritization of risks will serve as the basis for us to effectively allocate the necessary resources and measures for addressing the most relevant risks and track our performance.

Our climate risk framework will undergo regular reviews to ensure that the identified risks are appropriately managed and that the risk framework is updated, if necessary, to reflect emerging risks. To complement our actions, we are also planning a three-tiered approach to capacity building for specific to general internal stakeholders. These sessions are directed toward our relevant stakeholders, aiming to support our climate risk assessment and management efforts. The sessions address general topics of climate change and climate risk management, global policy, and our Corporate actions toward managing climate risks, TCFD, and the risk framework.

The structure of our climate risk framework and the assessment tool was shared with relevant teams and internal stakeholders and was further developed based on their feedback. In doing so, we make sure that we upskill and embed what we learned in the assessment throughout our different functions, fostering shared ownership and empowering our people with the right knowledge, skill set, and tools to successfully implement our climate risk agenda. All these engagements will allow us to disseminate the essential knowledge and understanding of

climate risk assessment and management across our key functions. Furthermore, the sessions will communicate and demonstrate our commitment to identifying, mitigating, and managing our relevant climate risks, eventually building climate resilience in everything we do.

Defining Climate Risks

The **climate risks** to be addressed are divided into **two groups: transitional and physical risks**.

Transition risks are those associated with the pace and extent at which an organization manages and adapts to the internal and external pace of change to reduce greenhouse gas emissions and transition to renewable energy. This group incorporates aspects related to legislative and regulatory changes, availability of technologies with an impact on the organization, economic Disruptions, and new business models and topics with an impact on the reputation of the company.

On the other hand, **Physical risks** include acute and chronic risks caused by changes in the environment and ecosystems, namely extreme weather events, pollution, and depletion of resources, among others.

As a result, and since these groups present different characteristics, the **Climate Risk Framework** defines slightly different approaches to ensure maximum effectiveness and reliability of the entire process.

Scenarios and Scenario Planning

Our climate risk assessment was conducted with three different climate scenarios in mind:

1. No Policies and Worst-Case Scenario

The most severe scenario in which no type of policies to reduce emissions or fight climate change will be applied, representing an increase in global average temperature to approximately 4 °C in 2100

2. Business as Usual

The intermediate scenario assumes that governments will maintain the current pace of implementing policies and commitments to fight climate change, representing an increase in temperature between 2 and 3°C until 2100.

3. 1.5-2 °C or Paris Agreement (PA) Scenario

It is the most ambitious scenario with the average global temperature increase by only 1.5-2°C until 2100, as a result of a substantial reinforcement of the policies and commitments assumed by countries in the coming years.

Each climate scenario provides a credible alternative view of how the future could evolve from a climate change perspective. These scenarios provide a holistic view of the potential future risk impact on the business sustainability. By considering each scenario, we are able to future proof our strategy and risk management.



Risk Prioritization

Prioritization of risks for each category was performed based on the final risk score that is shown below. All of the risks on this slide are considered critical (the final score >= 10) except for the physical risks that are considered important (the final score >= 9).

This prioritization was developed based on the Climate Risk Assessment methodology outlined above. The following formula was used to calculate the final risk score:

Final risk score = max (Importance to peers; Importance to Aramex) + Severity + Likelihood

Time Horizon	10-15 years		
Scenarios	1.5	1.5	2.0
Modeling Simulation	Scope 1 reduction of %42 by 2030	Scope 2 reduction of %42 by 2030	Scope 3 reduction of 25 % by 2030*
Business Scope	Upstream, direct operation and downstream	Upstream, direct operation and downstream	Upstream and downstream
Risk Categories	<p>Policy risks and legal risks</p> <ul style="list-style-type: none"> a. Enforcement of supply chain control b. Enforcement of carbon-pricing mechanisms to reduce GHG emissions c. More stringent CO₂ emission performance standards for vans and heavy-duty vehicles, new fuel standards d. Introduction of more stringent regulation on packaging and packaging waste e. Enforcement of renewable energy consumption <p>Technology risks</p> <ul style="list-style-type: none"> f. Lack of availability of low emission and electric vehicles and necessary infrastructure (ex. charging stations) <p>Market risks</p> <ul style="list-style-type: none"> g. Competitive disadvantage of not fulfilling ambitious climate actions h. Failure to fulfill publicly disclosed climate goals, SBTi targets i. Change of input prices for natural resources j. Change in customer behavior k. Change of insurance costs <p>Physical risks (Acute and Chronic)</p> <ul style="list-style-type: none"> l. Coastal flooding and erosion m. Extreme heat and extreme precipitation events n. Increase in the mean temperature 		

*Our Scope 3 emission reductions are dependent on the performance of our suppliers and the availability of low carbon/ alternative transportation, technologies, and fuel options in the markets and locations in which we operate

Figure 11: Priority Climate Risks



The above risks correspond to our highest priority risks but are not exhaustive of all risks assessed. In total, 30 different climate risks were assessed.

Opportunities Resulting from Climate Action

We believe that our climate action will have positive results across our value chain, enabling us to deepen our value creation and Corporate responsibility; as such, our climate risk assessment revealed the following opportunity areas that we are embedding into our strategic goals.

1. Products and Services

There is an opportunity for Aramex to further its collaboration with 3rd parties regarding the development of low-carbon solutions to reduce scope 3 emissions and emissions beyond the value.

We are working on increasing our service offering to include low-carbon deliveries for customers (e.g. ensuring electric vehicle delivery for clients with net zero targets, Bio-diesel for cross-border routes between UAE and GCC).

2. Energy Source and Resource Efficiency

We are working to engage with local governments to promote and foster more favorable conditions for PV installation and autonomous vehicle use and on infrastructure development for EVs and low-emission fuels for aviation and marine transportation, where available and applicable.



3. Resilience

We are working to enhance our resilience against climate risks. This includes working with our risk and compliance and procurement departments to expand our supplier evaluation to include more detailed carbon and physical-related requirements for the 3rd parties based on the procurement size.

We will be also conducting studies, including hotspot analyses across transportation routes and infrastructure regarding the exposure to the most drastic climate change scenarios. The research would allow for adjusting the most exposed and critical infrastructural points (like sea terminals) for possible future changes or considering relocating the company's assets or warehouses to other locations. We will also initiate studies to analyze the effect of nearshoring on different revenue channels by geography and products and identify where this risk is most likely to emerge faster. This directly relates to our micro-distribution centers and the enhancement of our Pick-Up and Drop Off solutions.

Aramex's Environmental Stewardship and Climate Risk Mitigation Efforts

1. Reduction of Direct Emissions

We aim to substantially increase the usage of electric and low-emission vehicles in our fleet. Converting our fleet is a great opportunity to reduce our negative impact on the environment. However, it also presents a challenge due to our asset-light model and the nature of our operations and geographies. We are bound to local regulations as well as available and feasible technologies in key markets. With that in mind, we continually and proactively seek suitable solutions and test vehicles to help the transition toward a more sustainable fleet.

Our goal is to convert our fleet into Low Emission and electrify our fleet based on the availability of electric vehicles that meet our operations' needs in our markets. We have also entered into a leasing agreement in UAE to lease electric vehicles, if unavailable, then only LEVs. We have also begun piloting the use of biofuels and biodiesel mixes in the UAE to test the feasibility of using biofuels to reduce our scope 1 emissions.

(Relevant Priority Risks (Figure 11): b, c, g, h, i, j, k)

Highlights

Our fleet optimization initiatives in the UAE saw two major milestones in 2023:

- By streamlining our routes and verticals, we reduced the driving distance of 100-120 km per truck per day (1,123,200 KM total in 5 months), estimating a reduction of 1,238,000 KgCO₂e in emissions in 2023.
- We upgraded 73 trucks to Euro V emission standard 2023, which on average is estimated to cut emissions down by 13% compared to previous models.

In 2023, we also successfully converted and onboarded sixty-five 15m trailers, covering both dry and reefer types. This resulted in a total of 857 trips, transporting around 11 million kilograms over approximately 1,584,400.00 kilometers, which resulted in cutting down the emissions from these trips by 9%.

2. Route and Process Optimization

We have several initiatives to improve route optimization, while also utilizing micro hubs/ distribution centers, stemming from an understanding that we need to reduce emissions while also keeping up with the rising demand of last-mile operations. As such, the Micro Distribution Centers project continued its expansion in 2023, adding 5 new dark stores/hubs and 1 new location. For more information on this project, please refer to page 34 of our 2022 report. This project helps reduce the total distance moved by our couriers on the ground by consolidating business to Micro Distribution Centers, thus reducing our GHG emissions and operational costs.

Additionally, we are committed to expanding our future vehicles program, exploring delivery options using drones and autonomous vehicles, as well as optimizing our processes using different automation and technological investments. For more on our innovation and technological transformation projects, please refer to page 57.

Additionally, in 2023, we worked on tactical planning and territory optimization to enhance efficiency. This allowed us to use real-time traffic and stem time analysis to optimize our Delivery Champions' working hours throughout the day. The optimization model can assign different targets for various areas based on factors such as distance from a starting point, traffic conditions, and area density, to optimize driving conditions, reducing unnecessary driving distance and idling time, which in turn enhances fuel efficiency and reduces emissions. Enhancing route optimization and delivery window scheduling ensures less fuel is wasted due to missed delivery attempts, and that delivery and timings are planned in the most resource efficient manner, furthering our carbon footprint reduction. (Relevant Priority Risks (Figure 11): b, c, g, h, i, j, k)

3. Enhancing Energy Efficiency

We are committed to enhancing our energy efficiency to optimize and reduce our natural resource use and inputs. We are also committed to certifying our facilities according to the ISO 14001 standards, along with our LEED certification on our owned facilities, where feasible and possible. Additionally, we conduct energy audits in different locations and facilities to understand our energy use and identify potential energy savings. Moreover, we have initiated an energy efficiency project in the UAE logistics warehouses to reduce energy usage by 10% by the coming year, noting that 60% of the energy supplied to these warehouses comes from renewable energy (solar).

(Relevant Priority Risks (Figure 11): b, g, h, i, j, k)

LEED Certification

Site	Country	Category
Aramex Warehouse	Jordan	Silver
Aramex Burg El-Arab	Egypt	Silver
Aramex Mashreq Warehouse	Egypt	Silver
Aramex Office – Block A	Dubai	Gold
Aramex Office – Block B	Dubai	Gold
Aramex Logistics- 3 PL Warehouse	Oman	Gold

4. Renewable Energy Investments

We made commitments to invest in renewable energy projects where possible. In 2023, we added two new solar energy systems in Egypt. We currently have 7 solar energy systems installed, covering a major part of our energy needs for our warehouse in Dubai, UAE, Amman, Jordan, and Egypt.

Our goal is to install around 5 solar installations per year until 2030, as per technology availability and where regulations permit.

(Relevant Priority Risks (Figure 11): e, b, g, h, i, j, k)



5. Material and Waste Management

Throughout our operations, we encourage employees to limit the use of paper and to digitize where possible. In the UAE, Aramex has embarked on a project to digitalize all documents, as well as internal processes to become fully paperless, and currently the progress has reached 99%. We are aiming to expand this across our network. Our material use is mainly domestic and related to our operations in warehouses and shipments. Where possible, we include recycling bins in our facilities and reuse wooden pallets in our warehouses.

We have established waste reduction and recycling programs since foundation across our facilities, and we are aiming to minimize waste sent to landfills and promote a circular economy in the upcoming 5 years. Additionally, we currently employ eco-friendly packaging materials (degradable) and are exploring alternative options with various suppliers. This year, we have updated our Recycling project across all UAE branches to ensure 100 % segregation of the recyclable items from the general waste. The project started in February 2023 and we managed to recycle 520 tons of waste. For a breakdown of our material use and recycling, please refer to page 175.

(Relevant Priority Risks (Figure 11): a, d, g, h, i, j, k)

Stakeholder Engagement on Climate Related Issues

We engage with our stakeholders in determining our material matters as part of our annual stakeholder engagement. This includes engaging with stakeholders on our climate change mitigation efforts, our emission reduction efforts and targets, and our environmental activities.

As such, we conduct annual stakeholder engagement sessions in key geographies, as well as online surveys, to gather stakeholder inputs and concerns, and take note of their specific needs, then integrate these responses into our overall strategy, which extends to climate risks and opportunities.

Our annual integrated reports outline our strategy, emissions, and climate related risks and opportunities. The report provides a tool to communicate with our stakeholders on a timely manner on our material issues. We also seek feedback on our annual reports and are in the process of integrating a direct feedback channel for our stakeholders to respond to, seek further information, and comment on our sustainability performance, including our climate mitigation efforts. Additionally, we report on the Carbon Disclosure Project (CDP) in order to ensure

transparency as it relates to our climate mitigation strategy, efforts, and targets, as well as the assessment and evaluation of climate risks and opportunities as they are related to our business continuity and sustainability.

Given that the majority of our emissions are attributed to our scope 3 emissions, we extend our stakeholder engagement to include working together with our suppliers on managing emissions and environmental impacts. This includes our Supplier Evaluation Process, through which all suppliers are screened using our supplier questionnaire during the onboarding process, which covers our third-party due diligence policy, as well as supplier and Aramex codes of conduct, covering diverse ESG topics including environmental impact, child and compulsory labor, human rights, collective bargaining, and social impact. Questionnaires are reviewed by compliance, procurement, finance, accounting, sustainability, and health and safety teams depending on the nature of the supplier. We also work closely with our clients to reduce their carbon emissions and provide them with emissions data based on their shipments and activities to allow them to monitor and manage their carbon footprints.





SOCIAL

OUR PEOPLE



Our Human Capital strategy

Our Human Capital strategy centers on empowerment and partnership, putting our Human Resources function front and center as a key enabler to our strategy and business goals. The Aramex Corporate culture puts our people first to attract, retain, and empower talent, solidifying our position as the **employer of choice**.

Our Human Capital strategy is built on the following pillars:



Figure 12: Our Human Capital Strategy Pillars



Our Human Capital strategy and practices continued to evolve in 2023 building on our Centers of Excellence structure. Additional information available [here](#). The expertise in these functions allowed us to embed new strategies and HR best practices across the network.

In 2023, we embarked on a full Global Policy review, whereby we externally benchmarked our policies to ensure that we are aligned with best practices within our industry and across the globe.

Additionally, we successfully accelerated our performance management process in 2023 to create a focused and aligned performance-driven workforce through targeted process and system enhancements. On the talent management and development front, we established our internal succession planning for critical roles while expanding our leadership and commercial

academies to foster business continuity.

2023 was a successful year for our Talent Acquisition projects, which focused on commercial initiatives and nationalization, along with revamping our Career Page to highlight our global and regional Employee Value Propositions (EVP) offerings. We also conducted a review of our full-scale compensation benchmarking framework across all markets globally, allowing us to better manage compensation and related performance management strategies for the future.

Finally, we were proud to have enhanced and harmonized our leave benefits structure across the network in terms of annual, maternity, paternity, marriage and bereavement leaves. Moreover, as part of our benefits harmonization strategy, we extended life insurance to all employees of Aramex worldwide.



We are committed to putting the HR function at the forefront as a key enabler for our company strategy, operations, and sustainability by building and maintaining strong business practices, partnerships, and programs that center around our people’s talent development, well-being, and career growth.

Sustaining Organizational Health and Engagement

We continue to deliver on our organizational health and engagement initiatives, including setting goals and plans to increase diversity ratios and improve employer brand awareness to become a truly global force in the logistics and supply chain category.



Human Capital by Region

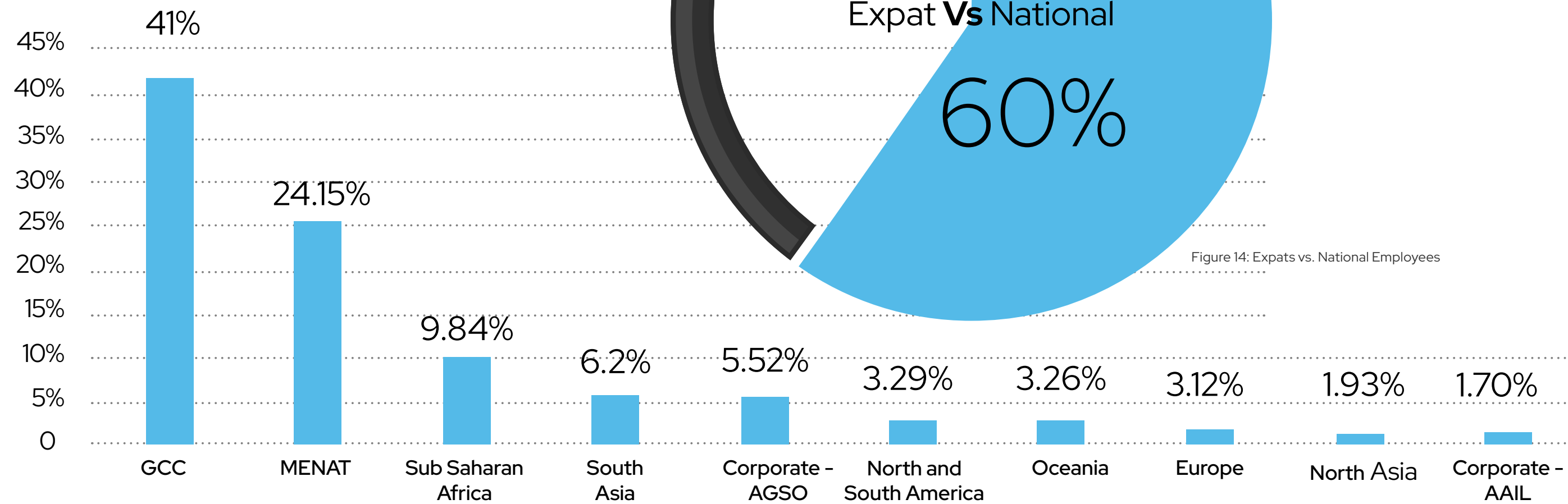


Figure 13: Human Capital Distribution per Region

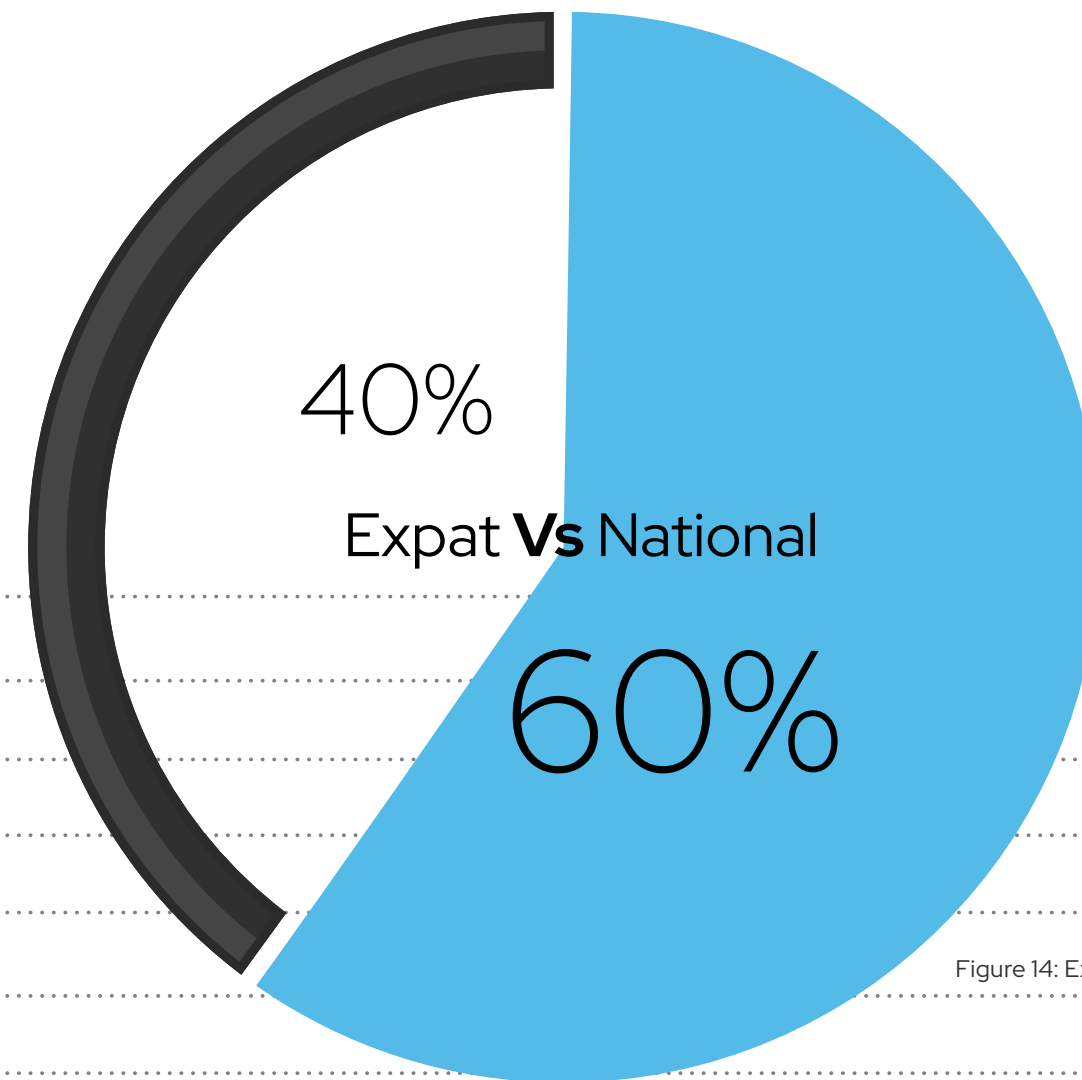


Figure 14: Expats vs. National Employees

Expat Vs National per Management Level

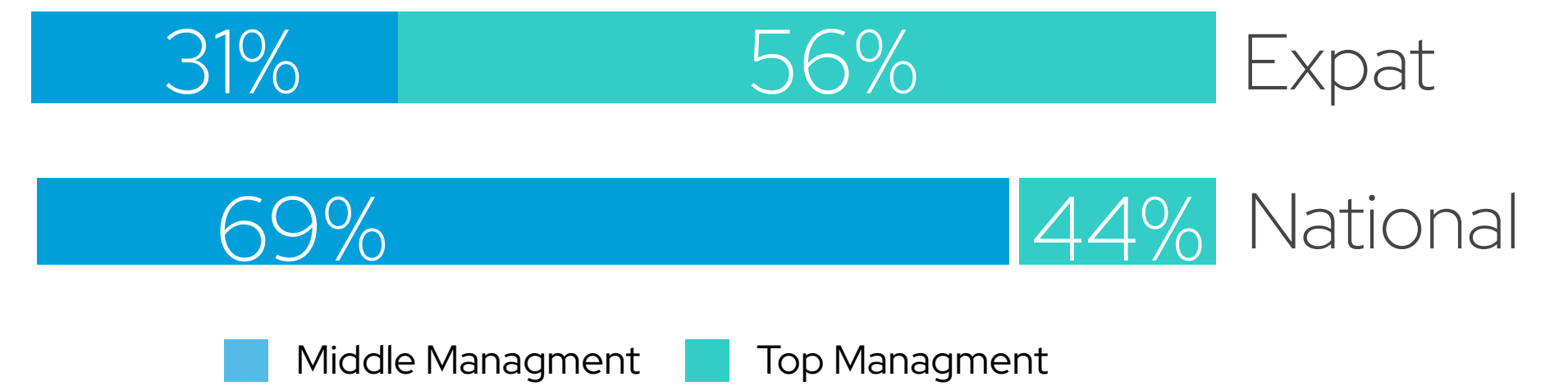


Figure 15- Expats Vs National Employees per Management Level

Human Capital per Age Distribution

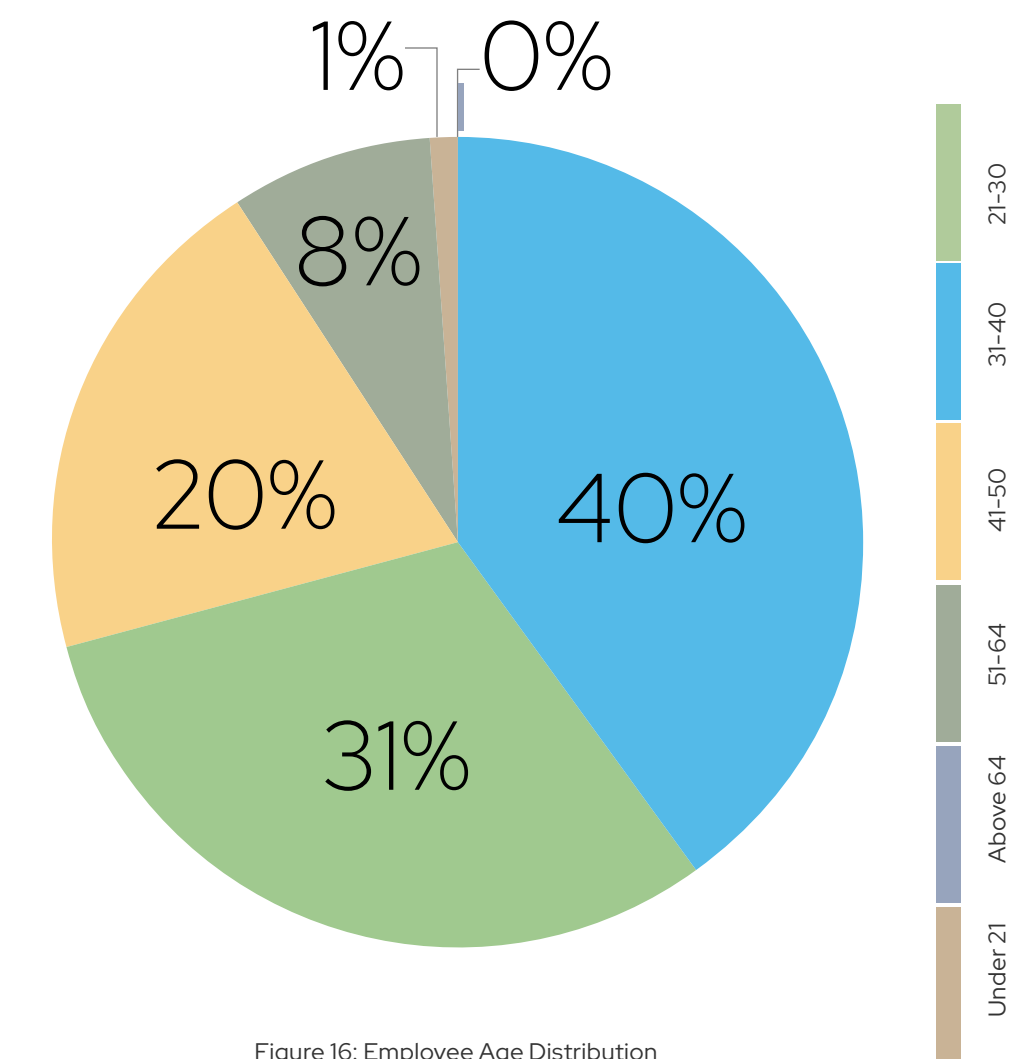


Figure 16: Employee Age Distribution



In 2023, we conducted our biannual “Aramex Pulse” to measure and gather greater insights into our overall organizational health. Our state-of-the-art platform allows managers to assess their team members’ engagement levels and come up with action plans to address issues, empower managers’ decision-making abilities, improve team management approaches, and create a more transparent culture leveraging bottom-up performance management and enhancements.

On the Corporate level, we continued to communicate the overall organization results during our global Town Hall events, while focusing on key areas of improvement and plans, such as employee communications, compensation and benefit offerings enhancement, and increased career and development opportunities.

To maintain our position as a responsible employer, our employee engagement also focuses on Health and Safety, as well as Compliance matters, to gather insights and feedback on areas of improvement.

Performance Management at Aramex



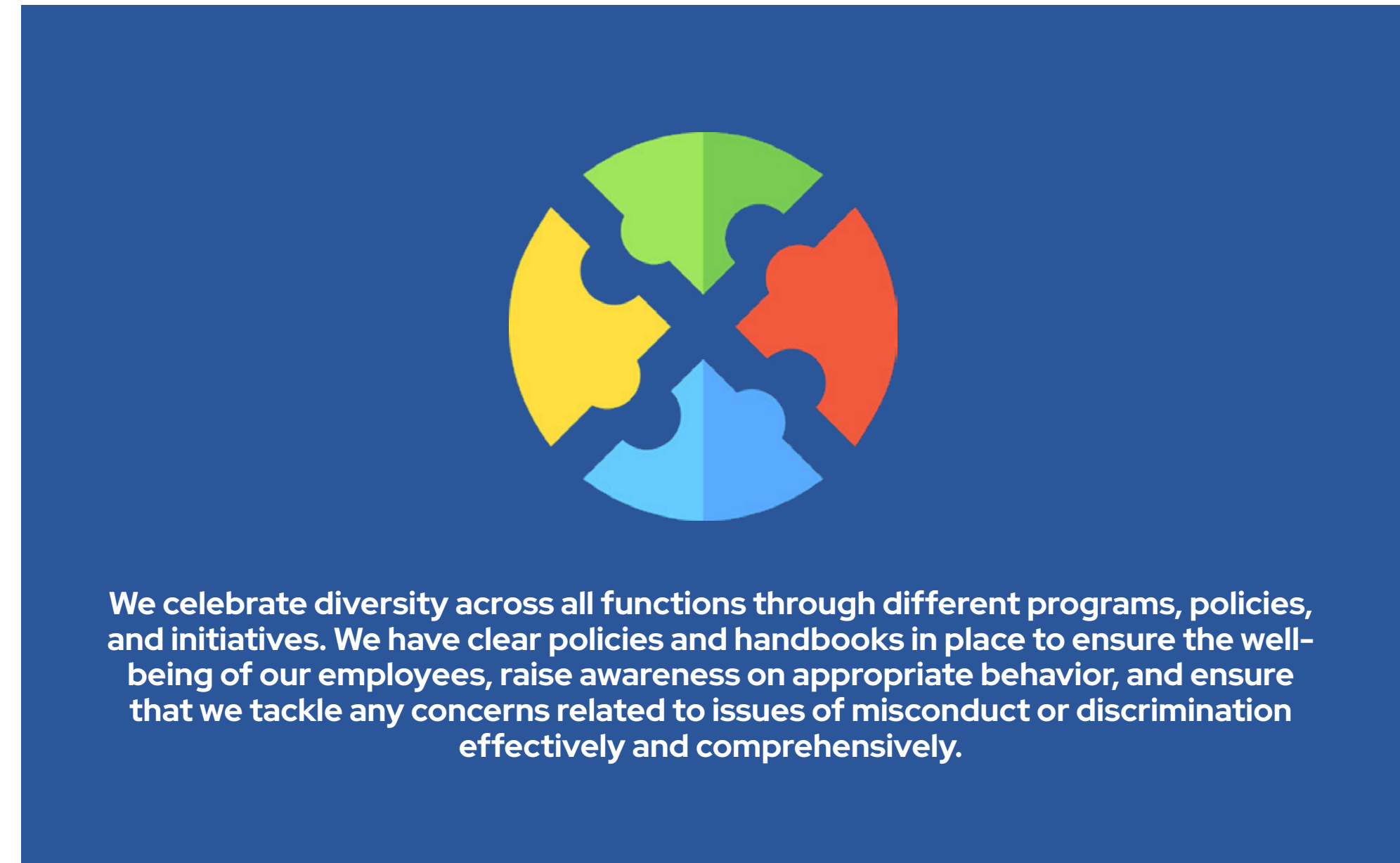
Aramex prioritizes a result-oriented approach, where team members and their managers are responsible for maintaining an effective performance management system. We emphasize the importance of coaching and development to strengthen the collaboration between employees and managers and to acknowledge the contributions of our people.

In 2023, we focused on ensuring that the performance management process and system are consistent, straightforward, and relevant to employees and their managers. Training for managers on goal setting and coaching is part of this effort. Additionally, regular performance evaluations with frequent feedback sessions are conducted to support employee development through quarterly check-ins.

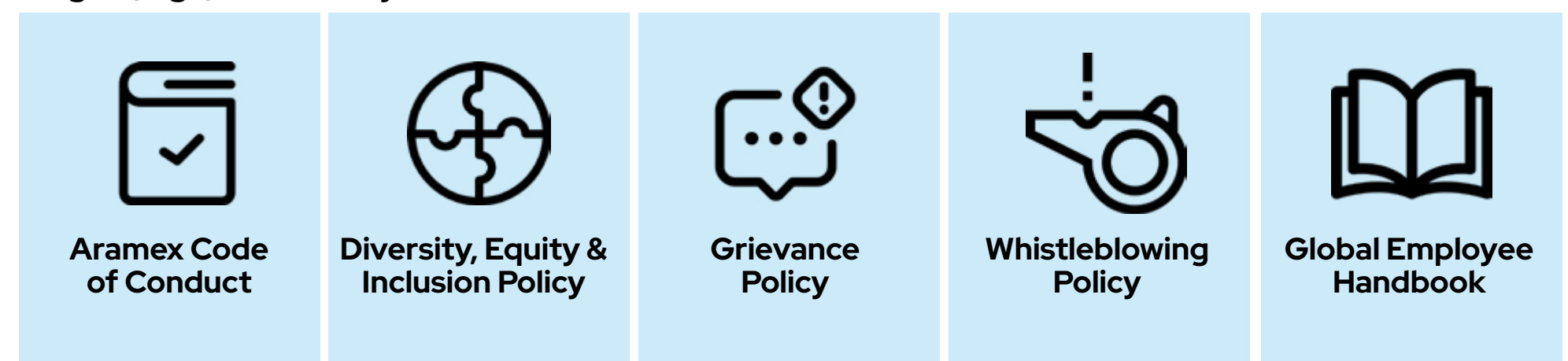
We have also streamlined our performance evaluation process, differentiating it for various job levels to make it more targeted and practical. For senior employees, our approach is strategic, whereas for junior staff, the focus is on concrete goals and behaviors to support their career growth. Career development workshops have been introduced to help employees define their career objectives, both in the short and long term and to provide them with the necessary tools and guidance, like LinkedIn Learning, to achieve their professional goals.

Diversity, Equality, and Inclusion

Diversity, Equality, and Inclusion (DEI) are key to our Human Capital Strategy at Aramex. Our Diverse workforce, which includes over 104 nationalities, is one of our key strengths, and as such, we work to ensure that all our employees have a sense of belonging, fostering equality and inclusion across all our operations.



We have clear policies against discrimination based on gender, ethnicity, abilities, disabilities, religion, age, or sexuality.



All our HR policies are available on Aramex's intranet and are subject to periodic reviews and shared with employees. In 2023, these policies were aligned with and externally benchmarked against best practices. For more on our Code of Conduct and Corporate policies, please refer to page (106). In 2023, we set forward our DEI Strategy that will be rolled out in 2024.

Our confidential 'SpeakUp' platform underscores our zero-tolerance policies for discrimination, harassment, and bullying on any grounds, including gender, and helps enhance the overall understanding of our code of conduct and related compliance policies. We continually build awareness of our 'SpeakUp' and our Whistleblowing Policy and Reporting System (page 106) through internal communication, including from our Group CEO.

Commitment to Gender Equality and Representation

In 2023, in line with our vision and updated policies, we established two key development programs: 'Stand-out Development Path for Women' and 'Embracing Equity' learning path'. In the majority of our key markets, warehouse logistics and ground courier services jobs are male dominated, which impacts our gender breakdown (20% Female and 80% Male). Despite this, we are committed to enhancing our gender balance and developing specific and targeted opportunities for women. Additionally, we ensure that our benefits and compensation are based on performance by committing to equal and fair pay regardless of gender. Additionally, we provide support to working parents, including parental leave, enhanced maternity pay, and leave benefits. In line with benefits harmonization, we enhanced our maternity benefits as well in 2023. The rate of return of new mothers following full maternity leave was 98% in 2023.

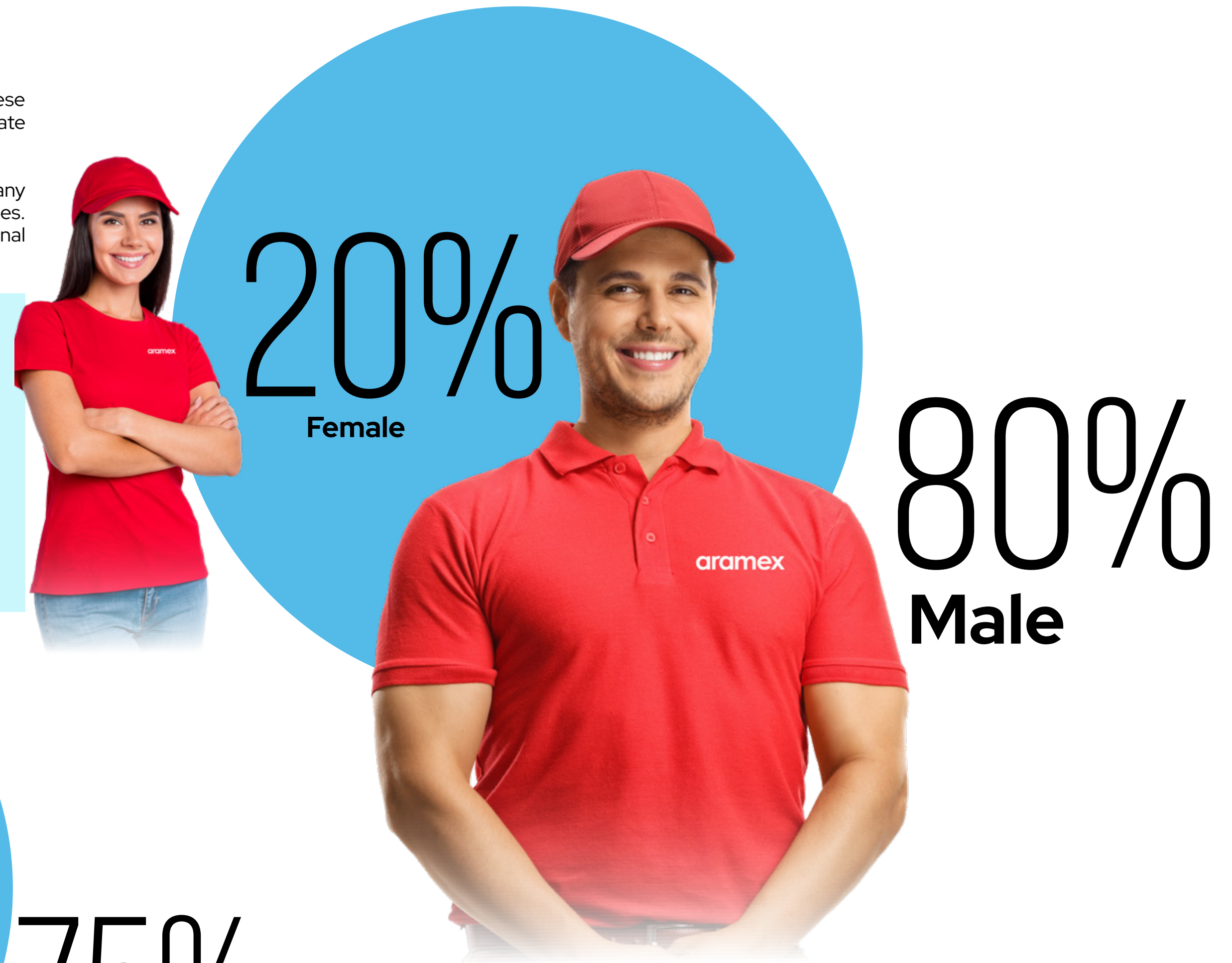


Figure 17: Employee Breakdown per Gender



Figure 15- Expats Vs National Employees per Management Level

Employees per Level of Management per Gender

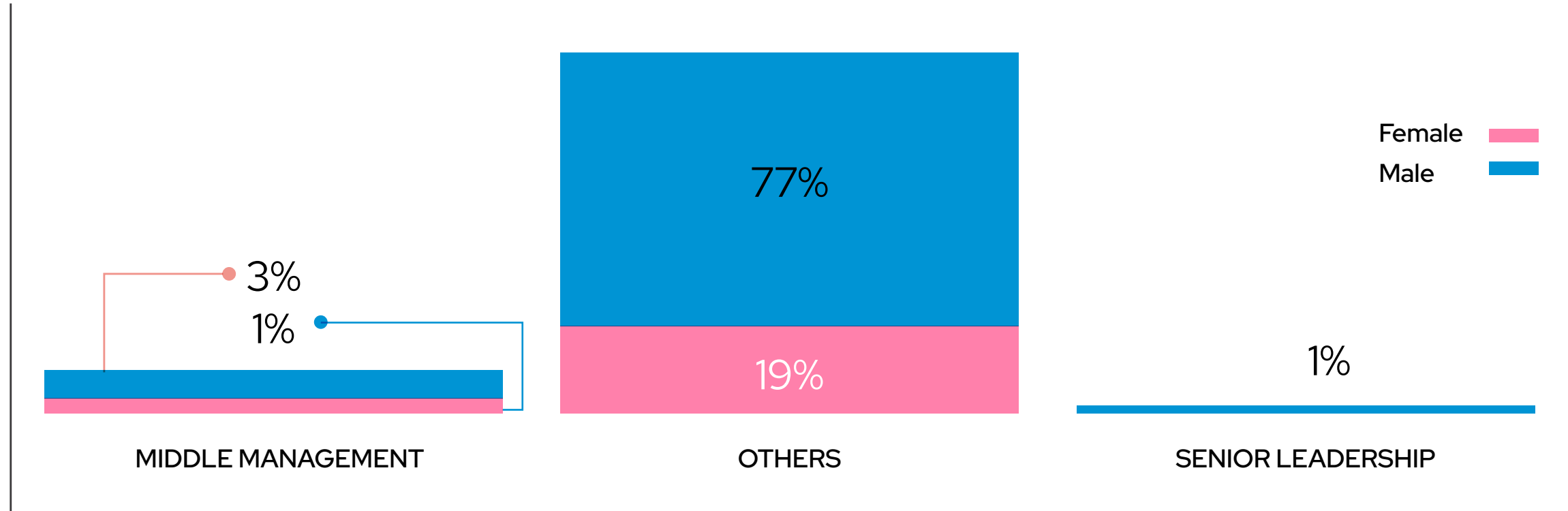


Figure 19: Employee Breakdown per Gender per Management Level

Human Capital- Years of Service

Years of Service	%
Less than 1 year	9.99%
1 - 5	50.86%
6 - 10	19.87%
11 - 15	9.96%
16 - 20	6.60%
21 - 25	1.96%
Above 25 Years	0.77%

Figure 20: Employee Breakdown by Years of Service

Female Representation at Aramex

20% Network	52% Corporate Head Offices	31% 2023 New Hires	26% 2023 Promotions	2 Female Board of Directors
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Aramex is amongst the first 50 companies in the UAE to pledge with the UAE Gender Balance Council to increase women’s representation in mid- and senior positions to reach 30% by 2025. Key elements of the pledge include:

1. Ensuring equal pay and fair compensation practices
2. Promoting gender-equitable recruitment and promotion
3. Reflecting our ambitions through policies and programs
4. Being transparent with our progress through annual reporting to the UAE Gender Balance Council

This initiative is not limited to the UAE but is part of our efforts toward women’s empowerment and achieving gender balance across all our locations globally. The pledge provides the roadmap for our ongoing DEI strategy.

Employee Relations

A core part of our Human Capital strategy is ensuring that we create and maintain positive working relationships with our employees. We updated our Global Employee Handbook in 2023 to ensure we have clearly defined principles and guidance around our HR policies that apply to our people across the network. Ensuring that we effectively communicate and share these guidelines provides employees with an understanding of our policies, appropriate conduct, and the necessary actions to maintain a healthy and safe working environment and safeguard our employee relations. Our enhanced global policies aim to encourage better synergy and uniformity across all practices and procedures, locally and globally.

We share these policies along with awareness campaigns through various internal communication channels. We also have training programs organized through our Corporate University to reinforce these policies and guidance.

Internal Communication

Internal communication remains key to the implementation of our Human Capital Strategy. In 2023, we continued to leverage our internal Communications to drive transparency, ease the flow of information, and increase engagement, allowing us to bring the Aramex network and its people closer together despite geographical distances. Our Group CEO facilitated global and local Town Hall sessions across the network to provide a space to share updates and for employees to share their concerns and questions. In addition to these Town Hall sessions, our internal communication function ensures communication on our network-wide Safety Week, International Women’s Day, as well as our Global Engagement results and ongoing strategic and operational progress.

Promoting Healthy Communities

We have partnered with Ministries of Health and Industry bodies in KSA, United Kingdom, India, Georgia, South Africa, Ireland, and Jordan to promote and participate in several events centering on health and wellbeing, including blood donation drives, Flu shots, free medical services, and awareness campaigns for World Hepatitis Day and Breast Cancer. This included raising funds for Breast Cancer research through our Wear It Pink Strong Platform in the UK and a focus on mental health awareness in Ireland.



#GenderEquity

**LET'S LOOK
BEYOND GENDER.**

Happy Women’s Day.



Employee Well-Being

Employee well-being is paramount to the preservation of our human capital and ensuring enhanced performance and career growth. As such, we are dedicated to enhancing their wellness through different initiatives and programs. Our comprehensive program offers a series of well-being sessions, including sessions led by qualified psychologists, which cover a variety of topics to strengthen employees’ wellness. These include practical advice on managing anxiety, utilizing sensory strategies effectively, navigating challenging situations without becoming overwhelmed, and engaging in brave, honest conversations. We also focus on topics such as fostering emotionally intelligent children, unlocking the secrets of a healthy mind, and setting goals to live your best life.

Our sessions also teach the cultivation of self-compassion during tough times, distinguishing toxic positivity from authentic happiness, and transforming lives through mindfulness and meditation. Our collaboration with “The Lighthouse Arabia” seeks to build awareness of best practices in diversity, equity, inclusion, and general well-being, addressing issues such as mental health in adults and children, understanding ADHD, emotional resilience, stress management, and anxiety coping mechanisms. All sessions are available globally to our employees and can be accessed through our Learning Management System, with recordings available for convenience.



aramex
delivery unlimited

**Join us for a healthy
dose of free services.**

Health Day 2023!
Date: December 4 - 5
Time: From 10:00am - 2:00pm
Place: Innovation Center

**The free medical services
you can look forward to:**

1. Eye Care Services
2. Skin Care Consultations
3. Medical Laboratory Services
4. Nutrition Counseling



Talent Acquisition

Our Talent Acquisition team works diligently to ensure that we recruit the best person for the right position. Our recruitment focus is on candidates who not only have the necessary skills but also align with our culture and are geared for career growth and learning. Fundamental to our talent acquisition is ensuring we maintain our status as the employer of choice through our broader HR Strategies and EVPs.

In 2023, we were recognized by LinkedIn for our learning and talent acquisition strategy.

Aramex is proud to partner with best-in-class providers such as LinkedIn for learning and recruitment solutions, as well as universities across the globe to onboard fresh graduates and support them in growing their careers at Aramex. Our Talent Acquisition partners are up to date with the latest recruitment trends and activities and are regularly trained, using training platforms like LinkedIn Recruiter to enhance their talent acquisition skills.

Learning and Development

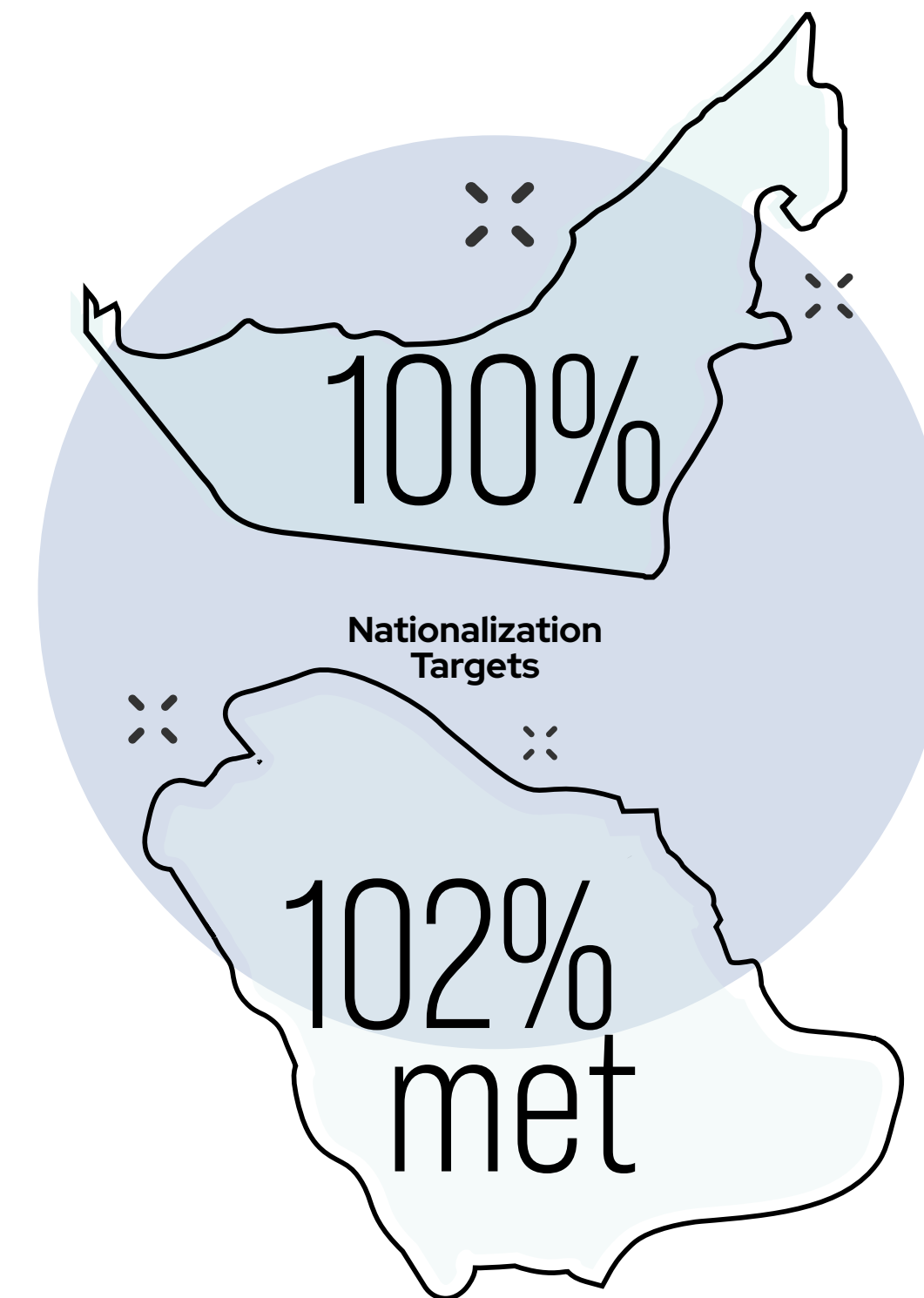
In 2023, our L&D strategy has been characterized by a blended approach, featuring traditional classroom learning with hands-on field experience, augmented by digital interaction and tailored feedback based on results. This approach is driven by our commitment to empowering employees to take control of their learning paths, equipping them with the necessary tools to advance in their careers and preparing them to step into leadership roles within our company.

Our Training in Numbers

	2023	2022	Training Highlights	2023	2022
Number of Learners	14,383	14,432	Total Training Hours including Linked in	101,988	114,221
Number of Courses	3,475	3,149	Total Linked-in Learning Hours	17,871	14,261
Learning Hours	101,988	114,221	Total Hours Female	30,486	31,989
Average Hours per Employee	6.2	7.91	Total Hours Male	71,502	82,232
Average Courses per Employee	8.4	6.88	Total Hours excluding Linked in	84,117	99,960
Female Learners	3,148	3,203	Average Hours – Active Learner	7.1	7.9
Male Learners	11,235	11,229	Average Hours - Headcount	6.2	7.0

GCC Nationalization Targets

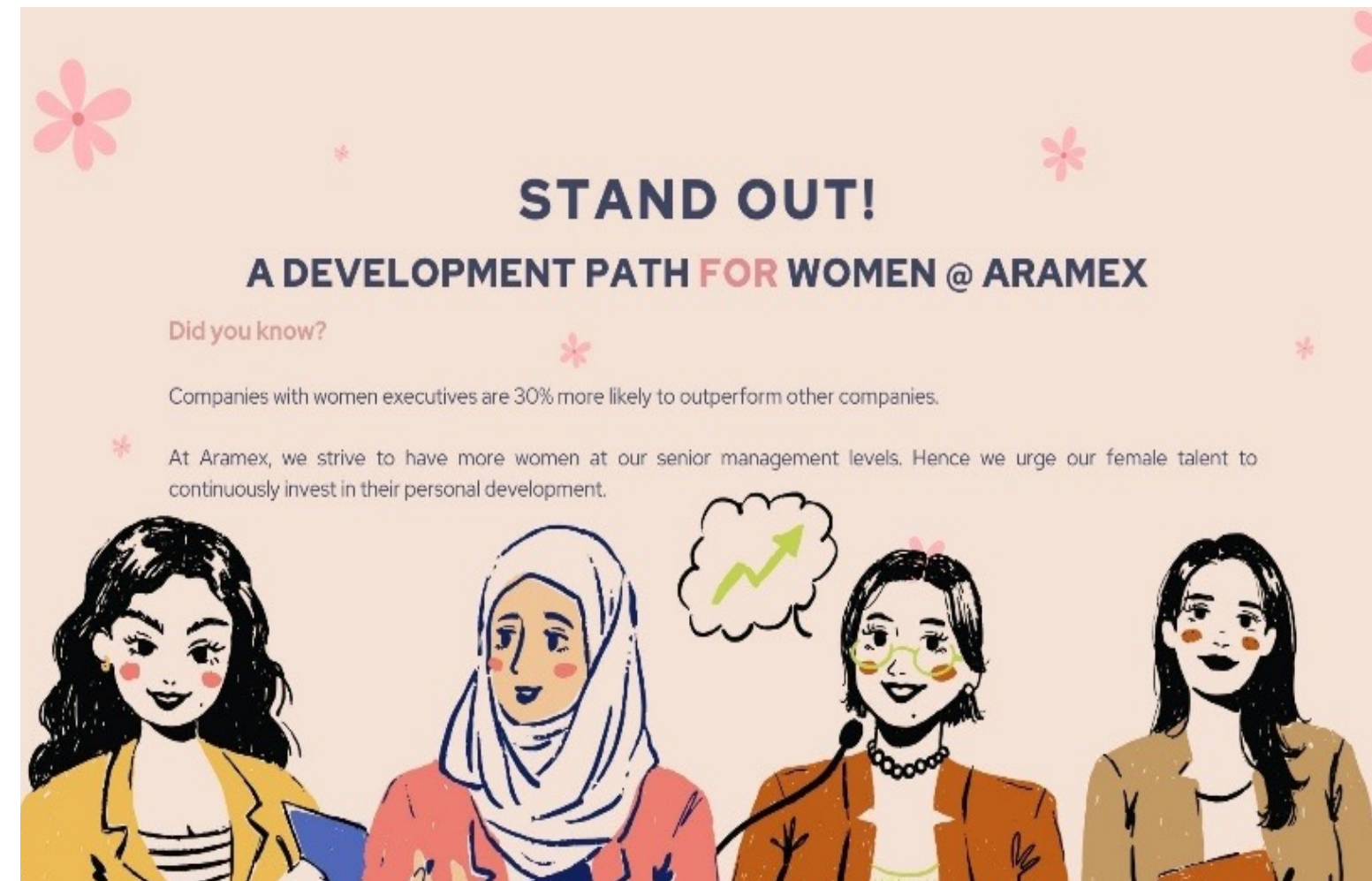
In 2023, we continued to work on our nationalization targets across the UAE and KSA to achieve national targets set by government authorities. We can confirm that we have achieved all the targets set out in 2023, noting that our ambition is to partner on delivering beyond mandates and to truly reflect an integrated and representative workforce.



Central to our L&D achievements this year was the rollout of the **Leadership Academy at Aramex University**, in collaboration with the prestigious HULT Business School. In 2023, the academy offered an Executive program for senior leaders and a Leadership Essentials program for mid-level managers, both of which have been praised by participants. The positive reception and the evident impact on leadership skills have set the stage for increased enrollment and investment in the coming years.

Learning Path for Women

We launched a specific learning path for women through LinkedIn whereby more than 150 women have completed the course



We have also made significant strides in enhancing the leadership capabilities of our Country Managers and Station Managers through the three-tier Station Manager Development Program, designed to prepare current and prospective talents for these critical roles. We also launched the High Impact Selling program, spread across regions including the GCC, MENAT, South Africa, Europe, and Asia, and have successfully trained trainers to deliver high-quality content globally and continue building capabilities for all the current and new employees.

Furthermore, we launched a digitally accessible Logistics and Freight curriculum to deepen employees' industry expertise. Simultaneously, we continued to leverage our digital platforms and assets, such as LinkedIn Learning, to upskill the organization through customized learning paths and upskill our frontline workforce in areas, such as communication and customer service, to meet the evolving demands of our customers and industry, maintaining our customer centricity and focus on customer experience. Operational excellence remains at our core and as such we continue with our commitment and pursuit of continuous improvement in a structured, impactful manner by hosting a series of Lean Six Sigma programs focusing on cultivating internal Lean Champions, starting with Kaizen Workshops and advancing through to Yellow and Green Belt certifications. The Lean Program not only reinforces our operational strategies, but also serves as a powerful platform for sharing knowledge and best practices across our global network, fostering a cohesive and continuously improving organizational culture.

Aramex's commitment to L&D has not only strengthened individual competencies, but has also emerged as a strategic asset to our overarching business strategy, positioning us for continued growth and innovation in the years ahead.

Forward Focus: Our 2024 Goals and Initiatives

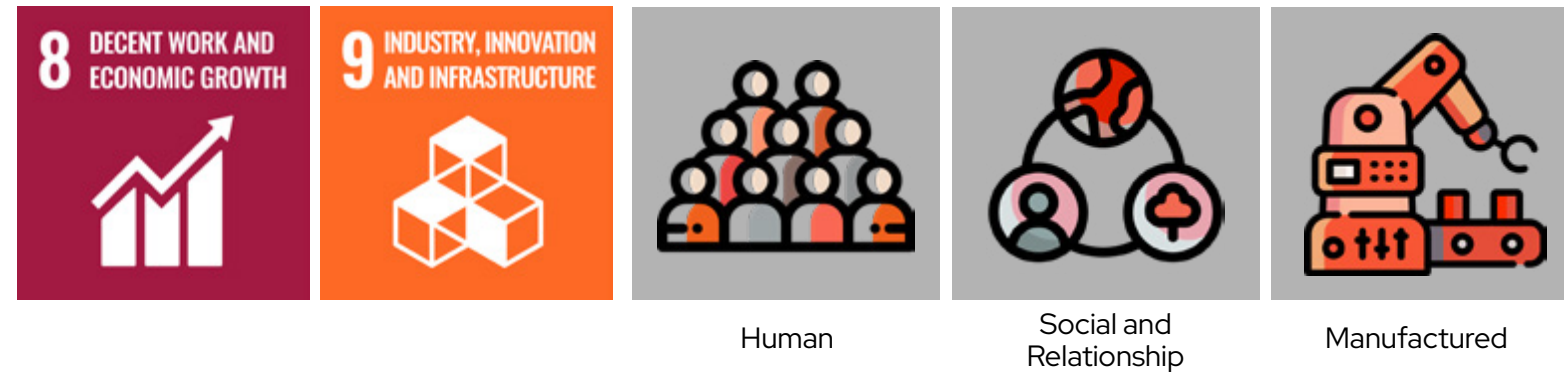
Our goals for 2024 are in line with the continuation of our 5-year HR Strategy initiated in 2022.

Our core focus will be around Culture Transformation as we will be launching our revamped leadership behaviors training and awareness program to build on the momentum and energy of our executive level to support our business aspirations.

In the coming year, we will build on our engagement survey data to enhance our DEI strategy and programs. From a compensation and rewards perspective, we will be leveraging the benchmarking data and frameworks we have built in 2023 to act on compensation strategies to better attract and retain key talent.

As part of employee engagement and development, we plan to build on and expand the 'Career Opportunities' element from the Career Development workshops launched in 2023 through technology, building career pathways, training on career development, and succession planning.

We also foresee an exciting year ahead by further investing in our Talent Acquisition practices and strategy, as well as by leveraging the best-in-class assessments and system enhancements through the power of AI to drive efficiency, effectiveness, and meaningful experiences with internal and external stakeholders.



Health, Safety, and Security


At Aramex, the Health, Safety, and Security (HSS) of our people, stakeholders, and facilities are of the utmost importance and central to our ability to create value and maintain our Human, Manufactured, and Social and Relationship Capitals.

Our occupational health and safety (OHS) management system provides the framework for all our operations to provide a safe and healthy working environment and sets out clear policies, procedures, manuals, and training to guide all relevant stakeholders to ensure our compliance with all relevant internal and external regulations and policies. Our health and safety approach aims to achieve the target of zero fatalities. OHS targets are further depicted within our OHS Objectives and targets.

Below is a snapshot of our Health, Safety, and Security policies and procedures:

Health and Safety Policy	Warehouse Safety Manual
Driving Policy	Land Transportation Safety Manual
Substance Abuse Policy	Permit to Work Procedure
Stop Work Policy	Safe Use of Work Equipment Procedure
No Smoking Policy	Hazard Identification and Risk Assessment Procedure
Health and Safety Manual	Security Policy


Figure 22: Snapshot of Our Health, Safety, and Security (HSS) Policies and Procedures



All relevant employees are required to attend periodic HSS training and be aware of all policies, manuals, and procedures. Additionally, all our employees and subcontractors are covered within our occupational health and safety management system.

We expanded our use of our 'Riskconnect' tool, which is used to report and investigate HSS incidents, to all our stations. Increased monitoring and reporting of incidents enable us to capture and mitigate any potential weak points in our HSS systems and procedures. We also utilize the tool to capture an overview of all Aramex facilities and the safety standards within them, which allows us to conduct internal safety and security assessments. In 2023, we expanded the scope of 'Riskconnect' to cover annual health and safety audits, alongside daily, weekly, and monthly security inspections to ensure that all stations complete these tasks on time.

Our incident reporting procedure requires all designated HSS employees across the network to report all safety and security-related incidents, including near misses, through the 'Riskconnect' tool. These incidents are then investigated by the respective station's HSS representatives using a root cause analysis (RCA) approach for all incidents and high potential/ high risk near miss observations. Appropriate Corrective and Prevention actions are raised based on the RCA outcomes. Incident investigation outcomes are communicated to the relevant stakeholders to ensure that appropriate actions are taken to prevent similar incidents from re-occurring. Furthermore, we have an internal platform for all employees who can also report near misses, safety observations, and accidents, whereby HSS employees take further action.



Our systems, software, policies, and procedures undergo continual monitoring and updates, combined with our hazard identification and risk assessment procedure, to ensure that all HSS components are prepared to address changing business needs, mitigate risks, and tackle gaps and threats.

Health and Safety Committees



Aramex Safety Committees are formed in each station and are chaired by Station managers. These committees serve as an official platform for employees to discuss any issues related to HSS and to ensure proper follow-up and corrective actions. The committee meets quarterly and includes employees from different functions and levels. The committee ensures active employee participation and engagement in health and safety matters and concerns. This is also facilitated by the internal platform for employees to report HSS observations and incidents.

Regular facility walk-throughs are another way to engage employees and management from different functions in HSS. These walkthroughs help identify any possible health concerns and determine areas of improvement.

Additionally, HSS alerts, circulars, and information are shared via specific notice boards and company intranet, and meetings are used to communicate and consult with employees.

Health and Safety Training and Awareness

17



courses on Health and Safety

180

drivers trained on defensive driving in the UAE



Our in-house HSS training program is developed based on an evaluation of the training needs of employees and relevant stakeholders. These include our Health and Safety induction program, Permit-to-work procedure, along with additional general and on-the-job HSS training modules (such as Forklift truck training and Fire safety training).

Handling Hazardous Materials and Dangerous Goods

Our Competency-Based Training and Assessment Center (CBTA) program was launched in 2023, in partnership with the International Air Transport Association IATA. The dangerous goods training programs are based on a competency-based training and assessment approach and in compliance with international and industry standards.

963 Ground Operations and Ground Courier team members attended Dangerous Goods Awareness and Training programs in 2023.

Our chemical handling procedure provides necessary guidance on the safe handling of chemical and hazardous goods with Aramex worksites and on the assessment and mitigation of risks associated with these goods. The procedure outlines the necessary safety data sheets, required training, and the emergency response plan. It also advises on relevant Health and Safety regulations to ensure compliance with appropriate procedures and requirements at any point where and when chemical handling is undertaken.

These guidelines are continuously reviewed with function owners while “Safety Data Sheets” are reviewed by trained employees. Emergency plans are also initiated or revised to include any changes. Additionally, all our stations strive to comply with local and international standards, regulations, and best practices relating to the handling of dangerous goods or hazardous materials.

In addition to our dangerous goods training, we also have our International Carriage of Dangerous Goods by Road training for all employees involved in land transportation. This is in addition to IATA CAT3 and CAT6 in many locations and hubs.

Working Closely with Subcontractors

Working closely and proactively with our subcontractors is critical for maintaining HSS across all Aramex operations and locations. Through our Health and Safety Management system, we make sure that we assess our subcontractors’ ability to comply with our policies, procedures, and responsibilities and make sure that contractual agreements clearly outline these expectations at the outset. All subcontractors are informed through:

- Undergoing the Aramex Health and Safety and Permit-to-Work training and procedures
- Attending weekly toolbox meetings and HSS campaigns.
- Encouraging all subcontractors to report any issues or concerns with our HSS, as well as any near misses and other observations.

Our HSS team works together with subcontractors to ensure effective communication and participation in all matters to safeguard HSS overall.

Highlights from Our HSS Activities in 2023 - Fostering a Safety Culture

In 2023, Aramex launched our First **“Global Safety Week”** Campaign to raise awareness on critical HSS topics including fire safety, road safety, and warehouse safety, and it will be an annual campaign to enhance HSS culture.



8,651 employees in 31 countries joined the campaign and attended sessions and trainings throughout the week.



Additionally, Our HSS team launched a Health Campaign offering health screenings in coordination with Al Noor Polyclinic Group in the UAE, which saw the participation of 700 employees and contractors.




Aramex UAE participated in a local campaign, “A Day without accidents,” launched by Dubai Police in UAE, where 850 Aramex employees participated in 21 training sessions across the United Arab Emirates.

As part of safety procedures, employees were trained on:

- Road Safety Awareness
- Fire Safety Awareness
- Forklift Truck Safety Awareness
- Chemical Safety Awareness
- Working at height
- Slip, trip, and fall

This year, we implemented defensive driving training, which is mandatory for all drivers departing from the UAE to other regions, including drivers transporting chemicals. Driver behavior will be monitored for excessive speed, harsh braking, sharp turning, etc. remotely through enhanced GPS tracking devices. The Journey Management System will be enhanced with two levels of truck inspections, such as pre- and post-load, by qualified staff to ensure the truck conditions and properly secure the load to avoid transportation-related incidents.

Moreover, in partnership with service providers, our GPS

tracking solution was further enhanced in 2023 with additional “Safety reporting” features to monitor and track our fleet in various locations. To further incentivize the application of safe driving, we initiated a recognition program this year to reward the top 3 safest drivers of the month. Our objective is to expand the program in 2024 to include other locations where the GPS solution is available.

In recognition of our HSS efforts, Aramex facilities in the Dubai Logistics City were awarded the Fire Safety Campaign Award by the Dubai Aviation City for the second year in a row.

Health and Safety in Numbers

Health and Safety Indicators						
Year	2019	2020	2021	2022	2023	
Lost time Injury Frequency rate (LTIFR)	2.88	1.83	2.58	2.22	2.78	Aramex experienced 2.78 LTIs for every 1,000,000 hours worked over the past year
Lost time Injury Incident rate (LTIIR)	0.62	0.53	0.66	0.57	0.71	Aramex experienced 0.71 LTIs per hundred employees
Severity Rate (SR)	16.45	17.61	17.72	11.90	11.25	On average, each LTI resulted in 11.25 days off work
Lost time injury Rate (LTIR)	0.58	0.37	0.52	0.44	0.56	For every 100 employees, 0.56 employees have been involved in LTI
Vehicle related Lost days rate (LDR)	12.27	8.03	6.93	3.87	2.20	Aramex experienced 2.20 vehicle related Lost days per million shipments
WH and Office related Lost days rate (LDR)	3.63	5.42	6.92	4.94	3.82	Aramex experienced 3.82 WH & Office related lost days per million shipments
Lost days rate (LDR)	15.90	13.45	13.85	8.80	6.03	Aramex experienced 6.03 lost days per million shipments
Accidents per Million shipments	9.21	7.54	7.26	8.18	8.38	Aramex experienced 8.38 accidents per million shipments

Figure 23: Health and Safety Indicators and Numbers

	2022	2023	
Fatality Rate	0.054	0.067	Aramex experienced 0.067 Fatality for every 1,000,000 hours worked over the past year
Near misses	118	299	ARAMEX reported 299 Near misses Last year
High Risk incident of total Incident	0.022	0.008	ARAMEX reported 0.008 Major incident from all incidents reported last year

Figure 24: Health and Safety in Numbers



Health and Safety Statistics in 2023

Total Number of Fatalities including non-occupational related	2
Total Number of Lost time injuries	116
Total Number of days lost	1,305
Total number of incidents resulted in minor or no injuries	907
Total number of incidents resulted in injuries	143
Total number of incidents	1,050

Figure 25: Health and Safety in Numbers

Vehicle HSS Statistics

Total number of vehicle-related incidents resulted in minor or no injuries	738
Total Number of vehicle-related incidents resulted in injuries	23
Total Number of vehicle-related incidents resulted in Lost time injuries	57
Total number of vehicle-related incidents	761
Total number of days lost due to vehicle incidents	826

Figure 26: Vehicle HSS Statistics

Warehouse HSS Statistics

Total number of Warehouse- and Office-related incidents resulted in minor or no injuries	169
Total Number of Warehouse- and Office-related incidents resulted in injuries	120
Total Number of Warehouse- and Office-related incidents resulted in Lost time injuries	59
Total number of Warehouse- and Office-related incidents	289
Total number of days lost due to Warehouse- and Office-related incidents	479

Figure 27: Warehouse HSS Statistics

In 2023, the number of “Near misses” reported increased by 150% because of the global safety campaign and increased awareness on the importance of reporting safety-related observations and unsafe activities. The severity level of “Lost working days” was maintained and lower than in previous years, in addition to the lower percentage of “Sever/major Incidents,” which indicates that the incidents of 2023 were of moderate- to low- impact level.

In 2023, unfortunately, and with heavy hearts we reported 2 fatalities, both of which were related to “Land freight” operations.

Both heavy truck drivers passed away due to road accidents. For both cases, support was provided to the deceased’s families including financial and insurance benefits. We started introducing the mandatory “defensive driving training” for all drivers, in addition to a full upgrade of the GPS to monitor and measure driver safety behavior, and in 2024, a reward scheme will be introduced to all heavy truck drivers who achieve high scores with “driver safety monitoring system.”

For the 7th year in a row, Aramex did not experience any accidents involving contact with chemicals.

There were no major incidents or accidents reported in our Oil and Gas transport operation, and our pre-trip inspections helped us ensure that trucks and loads are secured.

Security



Physical security threats to the supply chain continued to evolve in 2023, especially given the disruptions in the global supply chain overall. Some of the challenges included ensuring thorough cargo screening to ensure detection of any contraband of illegal commodities, while also mitigating delays and managing lowered capacity due to security measures.

All security incidents are captured using the ‘Riskconnect’ tool, which enables the security team to have a better understanding of incident trends and make informed decisions to mitigate risks on country and regional levels.

Efforts were made to continue upgrading our security system, including CCTV and intrusion alarm, meeting the best industry standards and enabling us to renew our TAPA FSR – A certificates in various locations.

In 2023 and for the third year in a row, we completed the global Security property assessment on the top 96 facilities, which helped us identify the gaps and address them accordingly.

New facilities are planned for TAPA Facility Security Requirements (FSR) – C certification, with our goal for 2024 to ensure that all logistics facilities are certified and improve the assessment scoring for the facilities evaluated in 2023.

We also participated in various workgroups to support the targeting of illegal substance detection for express courier, postal, and freight cargo governed by United Nations International Narcotics Control Board (INCB) and will continue to participate in such forums on an annual basis.



**OUR
CUSTOMERS**

Pioneering Engagement, Acceleration, and Opportunity

Our longstanding expertise and diligent efforts elevated us as key players in the logistics and supply chain solutions space. Aramex’s strategic planning, proactive efforts, and solution development allow us to offer our customers solutions that cater to and are in line with their needs.

Customer Solutions Available Anytime, Anywhere

Aramex maintains an extensive array of communication tools, empowering individuals to effortlessly manage their shipments from anywhere at any time. Following the redesign of our Aramex mobile application, we further improved our customer communication channels by introducing Sprinklr—the new omnichannel solution. This AI-powered solution integrates various channels and experiences, unifying consumer business communication and enhancing the overall experience through a single omnichannel platform. It ensures a consistent level of automation across all social media channels. Sprinklr not only facilitates visibility into historical consumer conversations and transactions across all channels, but also lays the groundwork for proactive Artificial Intelligence processes. This system is instrumental in supporting Aramex’s commitment to delivering exceptional ‘Last Mile’ services by prioritizing digital acceleration.

In the second half of the year, we conducted a strategic review of our customer experience to identify how to best transform and enable our customer service teams to deliver industry-leading Customer Experience (CX). We continue to invest in our CX strategic partnership Sprinklr, with 2024 being earmarked for further investment in our CX AI capabilities.

Capturing Customer Feedback

Capturing customer feedback and insights is integral to enhancing our engagement strategies, refining service delivery, and bolstering customer retention. The Aramex Voice of the Customer program facilitates feedback gathering through diverse channels, encompassing phone, SMS, web, our mobile application, and various social media platforms. Additionally, frequent customer surveys are employed to solicit detailed feedback. These channels and data collection processes adhere to the practices outlined in the General Data Protection Regulation.

The program systematically captures a multitude of feedback data points across various metrics. These data sets are meticulously analyzed and shared with pertinent teams, both at the local and global levels, to iteratively enhance the customer journey.

In 2023, we established new practices in our Voice of Customer program to receive real-time feedback from our consumers across different points in their Aramex journey. The Aramex Voice of the Customer program facilitates feedback gathering through diverse channels, encompassing phone, SMS, web, our mobile application, and various social media platforms. This feedback is then utilized to improve how we operate, particularly in our

contact centers, to improve the service we are providing to our customers.

Additionally, frequent customer surveys are employed to solicit detailed feedback. These channels and data collection processes adhere to the practices outlined in the General Data Protection Regulation.

The program systematically captures a multitude of feedback data points across various metrics. These data sets are meticulously analyzed and shared with pertinent teams, both at the local and global levels, to iteratively enhance the customer journey.

We appointed a new CX Director to oversee the global transformation of our customer experience program, unify our standards, and continue building on the work started in the digital transformation of our customer services functions. Also, we launched a live chatbot service in the GCC, which will be rolled out across several channels and regions in 2024. During this time, our Aramex bot handled 14% of inquiries seamlessly and effortlessly. The introduction of live chat and the BOT was a direct response to the research we conducted with our customers who told us they needed immediate answers to their inquiries, and it allowed us to provide a channel of communication that is appropriate for our younger, more digitally active demographic in the GCC.



Based on feedback from our customers requesting more visibility on delivery windows and shorter delivery times, we prioritized the improvement of our last-mile customer journey.

In 2023, we partnered with Google to enable our customers to track our couriers in real-time, allowing them more freedom to go about their day-to-day activities while waiting for their shipments to be delivered. This is currently being piloted in Dubai, with the aim of expanding this service to more regions in 2024.

SME Program

Our SME program continued to grow in 2023, with the support of our dedicated SME business development executives and account managers, focusing on all types of SMEs and startups, including social media sellers and e-commerce. We continue to tailor our service offering to fit SMEs and startup needs, requirements, and growth forecasts across all our services.

In 2023, we partnered with Meydan Freezone to connect with and provide SMEs with preferred rates, and our goal is to expand such partnerships.

Moving forward, our goal is to expand the program’s focus from e-commerce to include verticals such as B2B SME.

One of the highlights of 2023 is our partnership with Mastercard and The UAE Ministry of Economy’s Entrepreneurial Nation to launch the ScaleUp platform to facilitate SME growth. The program provides an opportunity for startups and SMEs in the UAE to pitch innovative ideas to win AED 250,000 (US\$68,000) and meet with angel investors, along with additional benefits including exposure, business mentorship, and preferential rates. For more on the story of our SME program, please refer to page 68.

Technological Transformation, Innovation, and Research and Development (R&D)

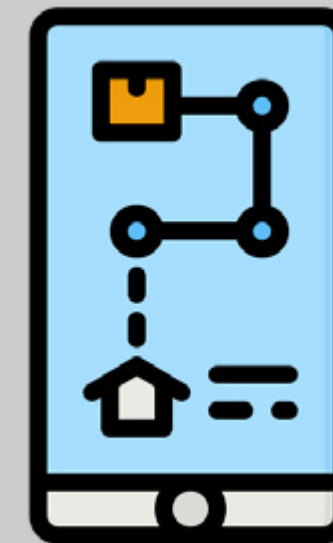
At Aramex, Technology supports and enables our business and allows us to continue innovating. Our digital transformation and innovation are core to our ability to create and deliver value to our stakeholders. We continually leverage our technological capabilities and expertise to invest in and integrate technological innovation across our value chain while keeping up with the evolving technological and innovation landscape. Part of our strategy is to enhance and up-scale our technological business capabilities to meet customer needs, improve operational efficiency and profitability, and ensure the future resilience of our business.



Innovation and transformation in technology lay the essential groundwork for us to deliver value to our customers and clients with efficiency and effectiveness. We possess a range of technological and IT solutions that undergo continuous evolution and investment, aimed at optimizing resilience and operations, and enhancing trust in alignment with the evolving needs of our customers.

At Aramex, we consider innovation and research and development (R&D) as the cornerstone of our commitment to delivering cutting-edge solutions and staying ahead in the dynamic landscape of technology. The past year has been marked by significant strides in our pursuit of groundbreaking advancements, driven by our dedicated efforts in innovation and R&D.

As we continue to witness the rapid evolution of artificial intelligence around us, we are proud to share that our organization has already been successfully utilizing various branches of artificial intelligence, starting with our Big Data and Machine Learning initiatives to help optimize our operations, Conversational AI for our external and internal chatbots, and recently, Robotic Process Automation (RPA) to help automate the process. We are proud to enable the organization by educating and thus fostering internal innovation ideas by initiating an AI-specific seminar series, the first of which took place in Q4 2023.



In 2023, Aramex undertook a groundbreaking collaboration with the Google Maps Platform, unveiling a set of innovative features. Our Real-Time Tracking system, launched in the UAE, reminiscent of Uber-style tracking, now brings unparalleled visibility to your awaited packages. Embracing a customer-centric approach, we introduced the 2-Hour Precision Deliveries system, eliminating day-long waits and providing a concise two-hour delivery window. Additionally, through this partnership we are able to continue optimizing route efficiency, ensuring swift deliveries, while also being environmentally conscious. This collaboration marks Aramex as one of the first global pioneers alongside Google, jointly shaping the future of delivery experiences. **We are not merely discussing innovation; we are actively contributing to a transformative shift in the delivery landscape.**

Our 5-year strategic plan, set in 2021, centers around the following pillars:

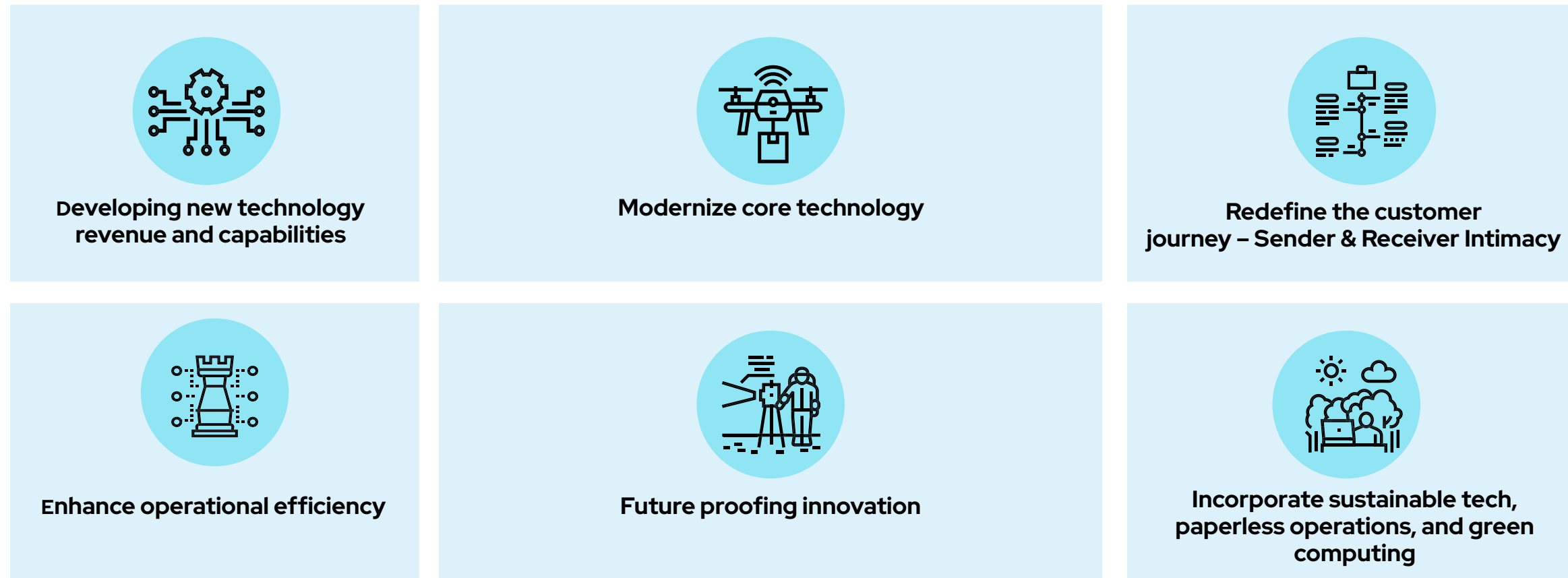


Figure 7: Technology and Innovation 5 Year Strategic Plan

We currently have the following overarching transformation programs:

1. Future Vehicle Program: Aramex is leveraging the power of AI self-driving vehicles to deliver packages to its customers. So far, our autonomous drones and robots have been operational for over 12 months, trailing and performing actual delivery to our customers. These vehicles have demonstrated the ability to disrupt the First-middle -last mile services as they allow for optimal routing, scalable operations, and enhanced labor efficiency. With the soft launch of the program completed in 2022, we focused this year on expanding the program to new locations and services. With the ever-advancing field of autonomous driving, we've worked with products tailored to the industry's particular needs and challenges to allow Aramex to streamline and exponentially grow this program:

•Drone Deliveries: Aramex is venturing into the cargo drone delivery market by solidifying its partnership with companies, such as Dronamics, which operate remotely-piloted cargo aircrafts. Cargo drones can offer up to 80% faster and 50% cheaper freight solutions that produce 60% less CO2e emissions compared to traditional transport services, making them well suited for express deliveries. We are currently working with the regulatory authorities in the UAE to prepare for the first cargo drone flight by 2024, by completing offshore test flights to ensure a safe and efficient process.

Autonomous Bot Deliveries: Aramex scaled up its autonomous bot delivery operations and expanded them to

provide services in KSA while continuing its program in the UAE. A total of 5 robots are live and delivering packages to customers with fully streamlined operations. In line with our goal for continual enhancement of this program, in 2023, we launched a multi-cabin robot allowing for more than one delivery per trip, significantly enhancing operational efficiency. As part of this, the bots completed more than 400 km travel distance and saved more than 60 Kgs in CO2e emissions.

•Autonomous Sea Deliveries: Aramex is preparing to expand its future vehicle program to cover smart sea transportation of goods. As an initial step, we are piloting use cases across the region with traditional last-mile marine transportation of goods between coastal cities. We will use what we learn to develop our autonomous operation, building on our partnerships with leading companies such as Regent Craft. We are piloting remotely operated seagliders that run within a wingspan of the water's surface, allowing them to overcome the traditional speed and reach of airplanes, thus paving the way for a cheaper, faster, and eco-friendly marine transportation of goods.

2. Fleet Electrification Program: To reduce our environmental impact and carbon footprint, we are approaching vehicle and asset electrification from a global and local perspectives simultaneously to meet our operational and commercial needs on a country level then scale up to a global scale. This allows us to engage with leading global and regional OEMs in the market and removes the barriers of fleet availability, which highly fluctuates on a country level. We've streamlined our efforts to create lasting partnerships with leading OEMs and regulators alike to guide and support the development and implementation of our EV strategy and plans. For more information on our existing EVs, please refer to our environment section on page 38.

3. Pick and Drop Program: With the success captured in 2022's core market expansion of pickup and drop-off locations, this year we opened around 300 new locations, enabling new territories in the GCC and MENAT to deploy smart lockers and other pick-up drop-off models to elevate our customers' experience and allow them the flexibility to select the last mile option that best suits their needs. We also expanded our pickup and drop-off footprint in Australia with over 2,000 new locations.

4. Courier of the Future Program: In 2023, Aramex looked into how tools, such as Augmented Reality glasses, can play a role in transforming couriers' last mile tasks. Aramex will also be investigating how Augmented Reality can impact freight and logistics services through streamlining activities, such as picking, and ensuring seamless operations of warehouses and facilities.

5. Investig-AI-te Program: Aramex is leading a transformative change driven by various AI applications, such as Generative AI, Interactive AI, and many others as we fully comprehend its ability to transform both employees'

and customers' experiences alike. We've recognized how fast this field is growing, thus the importance of tackling it not only from a holistic perspective but also from a "plug-and-play" approach, enabling us to adapt to changes while centering on our innovation and needs. In 2023, we have made several strides, including:

- We've upskilled more than 340 employees across the network on different AI and Gen AI tools available in the market by training them on how to best utilize those tools in the workplace. This spurred massive creative suggestions and innovative ideas which were channeled through RedLab, our internal idea generator, which allows employees to share ideas with the innovation team for possible implementation. Based on those ideas, we're currently assessing AI tools that allow for demand forecasting and reduce usage barriers for existing data dashboards by easing human interaction and data extraction.
- AI Voice Assistants were used to educate and bring awareness on the launch of Arabai, our robot delivery services, to ensure full transparency and a smooth experience for our customers.
- We are investigating the potential value of Humanoids and their ability to conduct human-like tasks in our warehouse facilities to offset labor shortage trends and reduce exposure to heavy lifting for our existing employees.

6. Crowdsourcing Program: FLEET is a crowdsourcing platform that supports Aramex with onboarding part-time couriers. Since its launch in 2016, this product has been made available across 12 geographies and has successfully delivered nearly 8 million shipments. This year, we've introduced a pickup module, increasing part-time couriers' potential earnings and reducing the workload of our ground couriers.



Our goal is to envision tomorrow's logistics and actively deliver it today. We follow an iterative and agile approach that allows us to explore how major industry and technology trends can transform our products and services, address challenges, meet customer needs, improve operational efficiency, productivity, and profitability, and ensure the future resilience of our business.

Information and Cyber Security

As we embrace technological innovation, automation, and digital transformation, the significance of information security has become a paramount focus for Aramex. Our dedication to safeguarding customer and information privacy aligns with our commitment to human rights. Ensuring the security of data and making privacy a top priority are integral aspects of our pledge to customers, business partners, and stakeholders. We actively cultivate a culture of information security across all departments, levels, and verticals. This involves empowering employees with awareness and knowledge to uphold customer privacy, information security, and compliance with relevant internal and external laws and regulations related to data and information management.



At Aramex, we consider information security and privacy as the responsibility of every employee. We integrate awareness and participation into all activities and processes, from the boardroom to the frontline.

Aramex continues to have a robust Disaster Recovery plan in place, defining measures to ensure the continuity of company operations in the face of disasters or other disruptive events. Moreover, we ensure that proper controls are in place to avoid any service interruption by using tier-one security companies, such as implementing an advanced CDN provider. Moreover, a new SOC service was introduced to monitor and mitigate the potential risks. Additionally, we have onboarded a new service Incident Response Retainer with the best in the world Mandiant/Google.

In addition, our commitment to information security extends to actively working on compliance with various regulations and laws, with a primary focus on the GCC, the Far East, and Africa. Acquiring the PCI-DSS certificate underscores our dedication to protecting customer credit card information according to the highest standards and requirements. In constructing our Corporate data privacy framework, we have embraced the European General Data Protection Regulation (GDPR) as a foundation, applying it not only to our European operations but throughout our entire network. Adhering to GDPR has facilitated compliance with subsequent regulations introduced in various countries. Furthermore, our application of binding Corporate rules, exemplified by our Privacy Protection Framework, illustrates Aramex's dedication to safeguarding personal information across the entire organization at the highest standards.

We had one substantiated case of breach of customer privacy, which as a precautionary measure has been notified to the relevant supervisory authorities.



Information security measures and certificates

- ISO27001 SMS certification
- PCI-DSS certificate
- CCC+



OUR COMMUNITIES



Working together with our communities to enhance well-being, contributing to sustainable development, and creating and preserving value are all key elements of our sustainability embedded into our Aramex values and strategic outlook. Aramex prides itself on creating lasting partnerships with communities and community organizations to create positive, sustainable, and effective impacts.

Contributing to social good and maintaining our position as a responsible business is a core component of our Social and Relationship Capital Strategy. As we have local entities in each area of operation, we are part of the local community. Key to our sustainability strategy is ensuring that we are aware of and responsive to the varying needs of our stakeholders and communities where we exist. At Aramex, our work with communities is embedded in our overall approach to value creation, ensuring that we work within and outside of our operations, leveraging our capabilities, and engaging stakeholders in our projects.

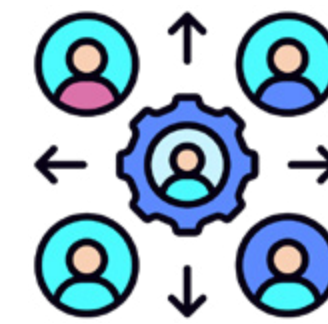
We build on our 40+ years of experience to uphold our social projects, while also using an evidence-based model that utilizes assessments, research, and active engagement with community organizations to understand needs and best approaches.

Our Social and Community Projects under “Delivering Good” Corporate Citizenship Strategy center on the following key areas:

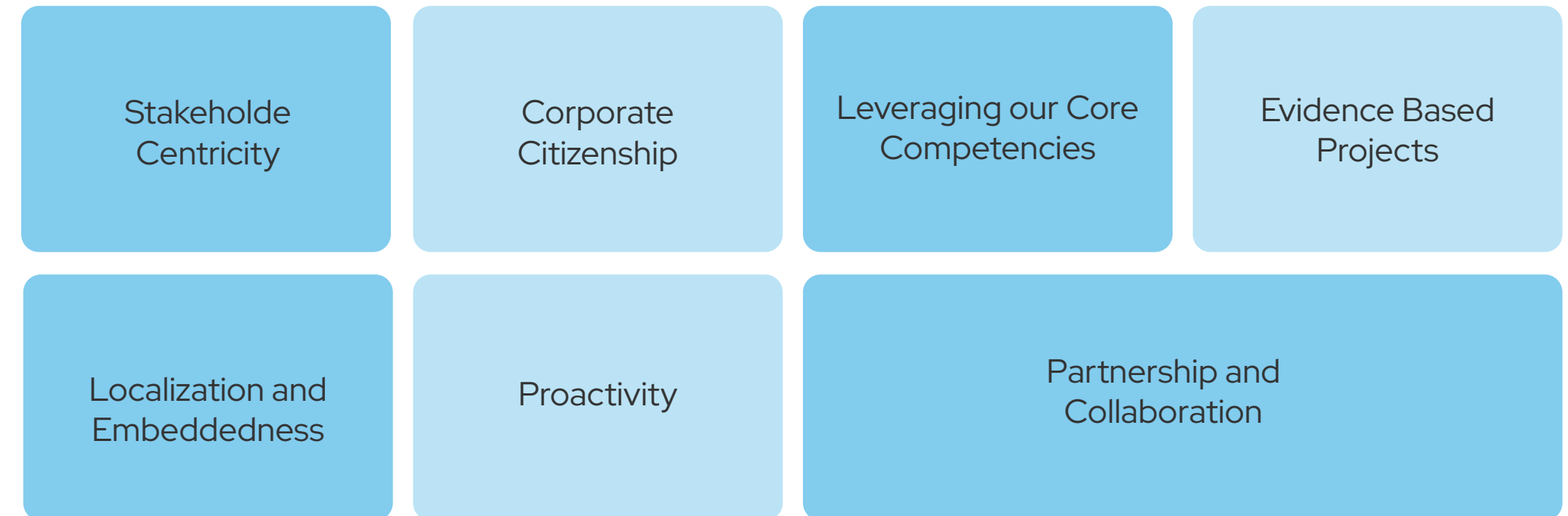
- Community Engagement
- Youth Education and Empowerment
- Entrepreneurship

Additionally, we are leveraging our operations to support humanitarian and emergency relief.

Our network-wide Corporate Citizenship program was developed to build on our Aramex shared values and contribute to social good in our communities. As such, our employees are key to our community work, as we encourage their active participation in our Corporate Citizenship program. However, this goes beyond simply volunteering; employees share with us their ideas for projects and partnerships, building on their knowledge of their communities and the causes most relevant and close to their hearts and encouraging a sense of ownership of these social projects.



Our Social Projects Guiding Philosophy



In 2023, we continued to build on our internal processes and policies relevant to our social projects, revamped our sustainability champions program, and launched our Corporate Citizenship guide and partner due diligence process to empower employees at all levels to propose and implement social projects that they care about, enhancing the embeddedness and localization of our social projects, while aligning with our key pillars.

Grassroots Community Development- Ruwwad- Jordan, Palestine, and Lebanon



Our flagship community development and education and youth empowerment project is implemented through a longstanding partnership with Ruwwad Al-Tanmeya, a non-profit community development organization established in 2005 by the private sector led by Aramex. Ruwwad works with disenfranchised communities and has presence in Jordan, Palestine, and Lebanon, impacting communities through education, youth volunteerism, and grassroots organizing via four main programs: Child development, adolescent development, youth organizing, and community support.

Ruwwad in the Region

In 2023, a total of 382 youth scholars benefited from the youth scholarship funds in Ruwwad’s three community centers in Jordan, Lebanon, and Palestine, and contributed more than 31,936 community service hours through volunteering and supporting Ruwwad’s different programs, operational tracks, projects, initiatives, and campaigns.

Since its foundation, a total of 2,147 youth students have benefitted from Ruwwad’s scholarship program, 1,437 of them from East of Amman / Jabal Al-Natheef, Al Tafilah, and Al Beidha in Jordan; 425 from Tripoli in Lebanon; and 285 from Budrus, Neilin, and Qibya in Palestine.

In 2023, 72 Ruwwad youth scholars graduated from universities, of which 44 came from Jordan, 19 from Lebanon, and 9 from Palestine.



Ruwwad Jordan

This year, under the Youth Development program, Ruwwad Jordan worked with 170 youth scholars who gave 15,705 community service hours, equivalent to over 1,900 working days. Their efforts were directed towards working with children, adolescents, and parents throughout the year.

In East Amman, 38 Dardashat sessions were conducted, covering key topics such as the self and the other, with an average attendance of 116 committed youth scholars. The primary objective of Dardashat sessions was to ensure freedom of speech, providing a platform for youth scholars to share their experiences and opinions courageously without fear of judgment. Additionally, 30 enrichment sessions were organized by Ruwwad’s team or through external volunteers. These sessions aimed to help youth scholars develop their Business and Digital Skills, focusing on areas such as Emotional Intelligence at the Workplace, Public Speaking Skills,

Presentation Skills, Digital Literacy, Digital Fabrication, and Design thinking.

In Ruwwad Al-Tafilah, 51 youth scholars attended 45 Dardashat sessions. Moreover, a total of 21 youth-led initiatives were launched in Tafilah, benefiting 1,212 local community citizen beneficiaries.

As part of the Child Development program activities in Jordan, 525 repeat children from the local community participated in various components, including academic support, child literature, creative art, and winter and summer clubs. Additionally, 4,044 school students across 39 neighboring schools benefited from enrichment activities focusing on children’s literature and creative arts.

Under the Adolescent Development Program, and within the Psychosocial Support unit in East Amman, the team engaged with 89 adolescents this year. These adolescents underwent a learning journey that included courses such as ‘Connect to your Power,’ where they explored their personal compass, learned the power of a growth mindset, and developed skills such as empathy, mindfulness, emotional resilience, and critical thinking. This journey aimed to help them understand the universality of human dignity and human rights, enhancing their readiness to embrace diversity. The program also reached a total of 1,169 students in 12 neighboring schools. Furthermore, Ruwwad’s Innovation Space in East Amman welcomed 87 adolescents throughout the year. The objective was to assist them in developing skills related to Design Thinking and Digital Fabrication, encouraging them to find innovative solutions to real-life problems using engineering, science, and technology. The goal is to nurture problem-solving abilities, critical thinking skills, and the capacity to be agents of positive change.

In 2023, Ruwwad supported 1,475 families through the Community Support Program within the components of women’s economic empowerment, rights-based services, and partnerships. Ruwwad also supported 252 vulnerable families in East Amman/ Jabal Al-Natheef through “Byoot Ahaleena” annual winter and Ramadan campaigns through providing in-kind contributions.

Throughout 2023, Ruwwad Jordan cooperated with 82 national, regional, and international partners, as well as 72 external volunteers who worked collaboratively with Ruwwad’s programs’ and projects’ teams to support different engagements with the communities we serve.

During the year 2023, Ruwwad worked with different partners on the implementation of 7 projects that focused on protection against violence, entrepreneurship, economic empowerment, and employment, which directly benefited 1,018 citizens.



Ruwwad Lebanon

In 2023, Ruwwad Lebanon’s Youth Scholarship Fund program empowered 165 youth scholars who actively contributed over 10,000 community service hours to support Ruwwad’s programs, projects, and the social enterprise ‘Atayeb Tarabulus’ community kitchen. Beyond their service, youth scholars engaged in 26 Dardashat sessions, covering diverse topics such as habits and behaviors, self-esteem, and artificial intelligence.

In addition to these sessions, 11 enrichment training programs were provided. Furthermore, Ruwwad Lebanon established valuable partnerships with numerous national and international stakeholders, collectively working to build the capacity of 80 youth scholars. The focus of these collaborations centered around foreign language proficiency, coding, technical skills, and topics of identity, among others. Moreover, a total of 6 youth-led initiatives were launched in Lebanon this year.

As part of the Child Development program activities in Lebanon, 224 repeat children (aged 9-12) from the local community participated in various components, including academic support, child literature, creative art, and winter and summer clubs. Additionally, 120 repeat adolescents (aged 13-17) were engaged throughout the year, with a focus on their holistic development.

In the Community Support Program, Ruwwad Lebanon supported 4,825 individuals through the various employability and emergency response projects that took place under this program. Moreover, 788 individuals benefited from the Help Desk, be it through in-kind distributions, awareness sessions, referrals, or medical examinations.

In 2023, Ruwwad spearheaded health campaigns addressing mental health, female hygiene, and eye examinations, benefiting 474 community members. Furthermore, benefitting from the program were 31 women, of which 22 worked in ATCK, and 590 families, of which 177 are repeats.

Under the project’s track, Ruwwad Lebanon partnered with national and international organizations to focus on economic empowerment, employment, and employability. In 2023, Ruwwad worked on the implementation of 3 projects, directly benefiting 4,825 individuals.



Ruwwad Palestine

In Ruwwad Palestine, under the Youth Program, the Youth Scholarship Fund benefited 47 youth scholars who participated in more than 6,187 community service hours to support Ruwwad’s projects and the communities of Budrus, Neilin and Qibya. 64 Dardashat sessions took place in 2023 to enhance these scholars’ personal and professional skills in different fields.

Furthermore, Ruwwad’s Palestine Child Program led activities with 310 repeat children under different programmatic components, such as academic support, child literature, and creative arts. Moreover, 400 school students participated in different enrichment activities in 4 neighboring village schools, focusing on child literature and creative arts.

Social and Community project highlights in 2023:

Community Engagement

Immersive Fundraising for the Homeless- Ireland

The Aramex Team Dublin braved the cold, dark, and superstitions on Friday 13th by sleeping outdoors overnight outside Aramex's Dublin HQ to raise funds in support of [Focus Ireland's](#) Homelessness Campaign.



Action in Focus – Kenya

We have partnered with [Action in Focus](#) donating in-kind transportation support where our delivery champion collected the medicine and food that was distributed at the camp. Action in Focus is a non-profit locally registered Non-governmental organization with the mission of serving the poor, the needy, and the suffering, while strengthening children, their families, and their communities. The organization runs yearly medical camps for community members that need medical support but are unable to access them. In 2023, 3,500 people attended the medical camp and 1,000 food packages were distributed to each family. The Medical Team comprised of different medical doctors and provided clinics for eye, dental, mental health, HIV, and Cancer screening. Minor surgeries were also conducted. A full pharmacy was also available for all the patients to get the needed medications. Aramex was involved providing in-kind transportation for the necessary resources and logistical support through employee volunteering and engagement.



Teaching in Inspiration Day Program- Indonesia

In partnership with Kelas Inspirasi Lombok, Aramex Indonesia hosted inspiration days that involved volunteering to teach and hold educational activities with 50+ children with special needs.

Volunteering for the Planet- Global

Across our network, Aramex employees volunteered to plant trees where possible. In Indonesia, more than 50 employees planted 1,000 mangrove trees to support ecosystem health, enhance mangrove benefits, and prevent soil erosion. In Kuwait, employees planted 200+ trees around different parts of the country, while our team in Egypt planted 400 trees around the Aramex facilities.





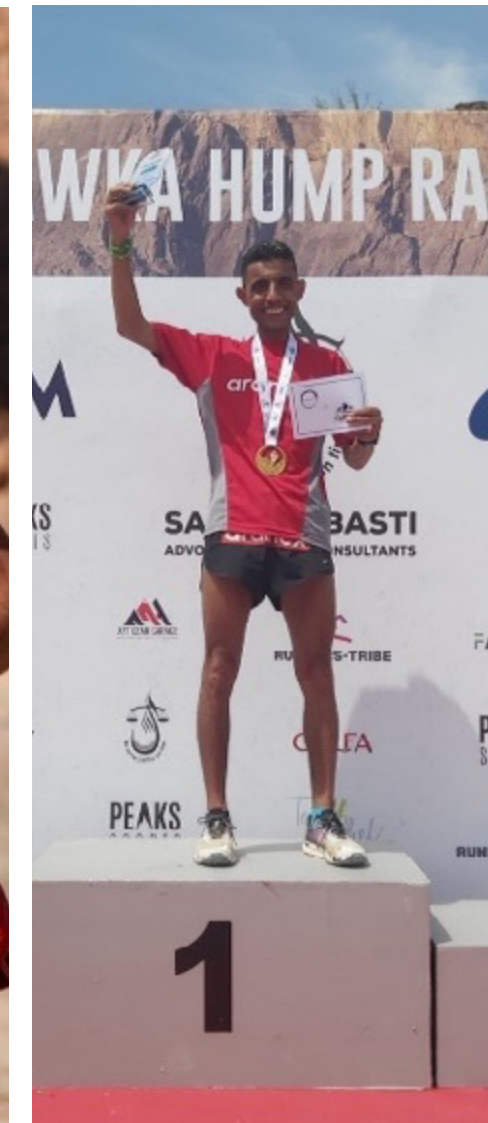
Supporting Champions Inspiring Communities – Morocco and Jordan

We've been proudly sponsoring Lama and Rana Qubbaj, two professional Jordanian Jiu-Jitsu competitors, for almost a decade.

"In 2023 our main goal was to qualify for and compete in some of the big four events of BJJ, qualifying both of us to compete in the World Championship."

In their respective divisions, Rana is now ranked 10th in the world and Lama is ranked 6th in the world. Lama and Rana also volunteer their time to train marginalized youth in Jordan.

We continued to support our two Jordanian marathon runners Salameh Al Aqra since 2007, who achieved 1st place in 5 marathons in 2023 and Mohammad Al Sweiti since 2000 who has achieved 1st place in 1 marathon in 2023.



We proudly supported our champion, Ahmed Errahili, for the IRONMAN 70.3 World Championship qualification in Tangier, Morocco

Youth Education and Empowerment



Engaging with Youth for Career Development - Global

Across our operations, where possible, we partner with universities and educational organizations to host students at our facilities to get a first-hand experience of business operations and practices. This aims to offer them an understanding of the logistics industry as a possible career path. During these visits, students not only learn about our industry, but also about business operations, sustainability, health and safety, human resources, risk, compliance, and more.

We welcome students from universities to learn more about Aramex and the business world as well as discuss sustainability at Aramex to raise awareness and exposure to the business world and the logistics industry.



World of Work Program- Ireland

Our World of Work Program is a long-standing partnership with Business in the Community Ireland (BITCI) and Balbriggan Community College. The goal of the program is to help those who struggle academically to enhance their skill development. The program has the following goals:

- To give students an insight into the World of Work
- To encourage students to recognize the value of completing their education
- To assist student skill development by understanding those skills most valued in workplaces

Aramex Ireland has completed this program for a number of years and have seen first-hand the impact it has on the students. Our partners report improved communication, enhanced student engagement in the classroom, and improved student attitude, focus, and commitment for around 40 students in 2023.



Entrepreneurship

Leaving Our Mark on the Entrepreneurship Landscape

Aramex’s entrepreneurial journey drives our belief in the power entrepreneurs have to create social good in their communities, enhance economies, and create employment opportunities. Our goal is to continue supporting the growth of startups and SMEs while using our sustainability expertise to help them embed sustainability and integrated thinking in their operations from the ground up. This is exemplified by our SME program, designed to offer startups and SMEs special business rates catered to their specific needs. Participants in turn can enroll in training on business, ESG, and sustainability issues. The program has been integrated into our business operations and service operations and exemplifies how we embed sustainability and Corporate Citizenship into our business practices.

For more information on this program highlights, please refer to page 57.

Disaster Response and Emergency Relief

Given the reach of our network, operational bases, and expertise, we have always been willing and ready to use our capacity, capabilities, and human, financial, intellectual, manufactured, and social and relationship capitals to deliver emergency relief and support when needed. This includes, but is not limited to, the distribution of necessary medicinal and food supplies, facilitation of information flow, and working with partners on the ground.

Emergency Relief in Response to the Turkey and Syria Earthquake

In response to the devastating Earthquakes that hit Turkey and Syria, local Aramex teams worked to distribute food, cleaning supplies, and drinking water to 420+ families. Additionally, we opened a donation box for employees across our network and pledged to match their financial donation. The donations were used to purchase food, water, warm clothing, power banks, and other essentials for those affected by the earthquake. Aramex also provided in-kind support, distributing these products to families in Turkey and Syria.

Emergency Relief Response to the Morocco Earthquake

On the following morning, less than 12 hours after the catastrophic earthquake in Morocco, our strategy was to use our logistics and transportation expertise to help in this national emergency. The approach was systematic and inclusive. Starting by offering donation transportation to our B2B clients, we later expanded this opportunity to all companies ready to contribute. Through collaborations with notable associations, we guaranteed that donations effectively reached the impacted regions. We welcomed contributions from individuals at our outlets, resulting in an incredible response from members of parliament, celebrities, influencers, and the public. The social media post announcing the open donations reached over 70,000 people in the initial 24 hours, not to mention the inundated phone lines.

Our logistics and domestic teams worked tirelessly to maximize impact resulting in the transportation of over 600 tons of donations in less than a week.

We were joined by other transportation and logistics providers as well as digital creators to expand on the reach and impact. The team in Morocco shared that they are actively reflecting on this experience and using what they learned to explore options for the coming year on how best to continue serving the community and creating lasting positive impacts for all those affected by the earthquake.

Employee organized Donation Drives for Gaza- Global

In support of those affected and displaced in Gaza, a companywide campaign was launched to collect donations that were urgently needed aid.

Additionally, our employees in Singapore volunteered and donated more than 1,000 blankets for Gaza, and Aramex provided necessary in-kind support and logistics.



Partnership with UAE Red Crescent



Transportation and Logistical Support to the Emirati Jordanian Refugee Camp- Jordan and UAE

Aramex provided in-kind transportation support to The Mrajeeb Al Fhood, the Emirati Jordanian Refugee Camp, to ship 25 housing units made of eco-friendly palm boards and equipped with solar units.

The project is under Her Highness Sheikha Shamma bint Sultan bin Khalifa Al Nahyan, the Director of the UAE Independent Climate Change Accelerators (UICCA) and the Founder of the Shamma bint Sultan Sustainability Initiatives social enterprise.

Partnerships for Good

At Aramex, we are aware that partnerships and advocacy are crucial for sustainable development and climate action. Beyond our efforts within our own operations and supply chain, we also work to advocate for transparent and robust climate action, sustainability, human and labor rights, and compliance matters on the policy and regulatory level, as well as working with partners to push forward programs and projects in line with our values and Corporate Citizenship, including environmentally and climate friendly solutions and technologies. These partnerships include working with different private, public, and civil organizations at different scales across different geographies. We also work with startups, entrepreneurs, and other firms for the procurement and piloting of green tech solutions. Additionally, we partner with universities to upskill youth, enhance career prospects, and raise awareness on ESG matters and sustainability.

Through these partnerships, we seek to leverage capacities and collaborate to tackle sustainability challenges, exchange knowledge, and develop best practices to enhance shared value creation in the short-, medium-, and long-term.

Some of these partnerships include:

Global Partnerships:

United Nations Global Compact (UNGC), World Green Building Council (WGBC)

Regional Partnerships:

INJAZ

Local Partnerships:

Jordan GBC, INJAZ Jordan, Dubai Chamber, Abu Dhabi Sustainability Group (ADSG), Jordan Stock Market, Dubai Financial Market, UNGC Jordan



Participation and Advocacy during COP28

Aramex Sustainability team and Chief Sustainability Officer represented Aramex during COP28, participating in 15 panels, spanning different topics, including Sustainable Humanitarian Supply Chain, Youth Impact on Climate Change, and Government-Business Collaboration for Technological Solutions to Climate Change.

Below are some of our highlights for 2023:

UNGC Jordan

In efforts to contribute to a sustainable ecosystem in partnership with the UNDP and the Ministry of Planning, together with representatives from the private sector, Aramex led the partnership with Jordanian companies to establish the United Nations Global Compact (UNGC) Jordan Chapter in 2007 in Amman, Jordan.

UNGC Jordan now includes 58 companies are engaged in promoting and enhancing sustainability reporting, SDGs, and responsible business practices that lead to local national and international prosperity.

Highlights of UNGC and Aramex engagements in 2023 include:

- Guest speaker on regional info circle themed: SDGs and 10 Principles
- Participated in the fourth WEPs Jordan Network meeting
- Participated in the Male Allyship session at COP28 in Dubai
- Partnership to promote ESG Maturity Model to Amman Stock Exchange listed companies.
- Attended GRI Reporting Training and Private Sector Forum: Economic Modernization Vision
- Participated and moderated a panel in the Ring the Bell for Gender equality Ceremony in collaboration with ASE, IFC, UN Women
- Took part in Climate Ambition Accelerator second cohort and Target Gender equality 3rd cohort
- Attended a series of Climate awareness sessions with the following topics, Demystifying Climate Concepts, Taking Action on Climate Change, and Nature-Based Solutions where more than 80 employees from UAE, KSA, Lebanon & Jordan attended

Spotlight

WE SUPPORT

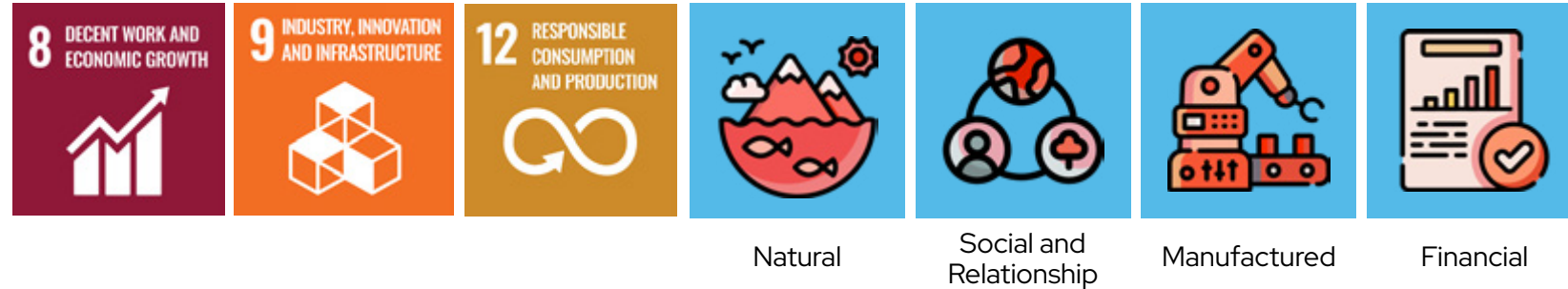


In 2022, Aramex became one of the first members to join the UAE Alliance for Climate Action (UACA) and is part of the working groups aiming to exchange knowledge and accelerate climate action. UACA is the 10th Alliance for Climate Action and the first in the MENA region as well as the first UAE tailored alliance for climate action aiming to increase momentum of Paris-aligned targets and see greater collaboration, and it is convened by Emirates Nature WWF, whose mission is to conserve nature and reduce the most pressing threats to the environment for the benefit of society.

UACA is catalyzing net zero ambitions in the UAE, in alignment with Paris Agreement targets and the Marrakesh Partnership for Global Climate Action (MPGCA), which calls for greater collaboration between government and non-government stakeholders. Aramex also joined Road2.0, powered by UACA and developed in partnership with Boston Consulting Group (BCG), which is also endorsed by the UAE Ministry of Energy and Infrastructure aiming to accelerate the transition to green road transport alternatives through early and tangible action from organizations across the UAE transport ecosystem, with initial focus on reducing road transport emissions, and increasing progressive collaboration across all transport modes.



Procurement and Supplier Relations



Extending our sustainability and Corporate responsibility to our supply chain is key to ensuring the long-term value creation that Aramex promises its stakeholders. As part of our Corporate governance, risk, and compliance, we proactively work with our procurement function and our suppliers to ensure that our Code of Conduct, along with adherence to applicable local and international laws and regulations, is upheld externally across our value chain as it is internally within our operations and business units. Therefore, we employ a strict, yet user friendly and transparent process for our procurement and purchasing, with the strategic goal of sourcing locally, responsibly, and cost-effectively in line with the needs of our business units, customers, and stakeholders.

As part of our procurement process, we engage with suppliers through online and offline channels, site visits, and stakeholder engagement sessions, gathering insights and understanding our supplier base and business needs.

We implemented SAP Ariba in 2022, and in 2024, new features such as taking the tender process online on Ariba from start to finish, will be added with the aim of further enhancing business resilience, relationship management, and cost management.

Our supplier training, conducted through Ariba, ensures all new suppliers are trained on the Aramex procurement process and code of conduct. In 2023, we were able to train all our registered supplier base.

We have also launched an internal awareness campaign for all employees on the role of the procurement function.

Following our efforts and accomplishments in 2022 to enhance our procurement process (link to 2022 report), we continued to refine our supplier due diligence and screening processes this year and engaging with suppliers on human, labor, and environmental matters. As part of our compliance process, all new suppliers are screened using different social, environmental, and compliance criteria. Additionally, we conduct a procurement evaluation for our strategic suppliers (high risk or high spend, based on KPIs that are embedded in our contracts, such as customer service, quality, delivery, and lead time). Our procurement and purchasing strategies and internal systems allow for efficient response to procurement needs. To ensure that we appropriately handle any issues, our procurement framework includes a mechanism to report grievances and issues to be investigated and dealt with through existing channels. Through our procurement system, we ensure that decisions on major transactions take into consideration our overall strategy, including sustainability related risks and opportunities. As such, we engage with the Risk and Compliance, sustainability, and Health and Safety functions in our evaluations.

Where possible, we prioritize local suppliers* to contribute to local economic development and sustainability, more than 90% of our suppliers are local in our key stations***.**

*Local Suppliers: Suppliers that are based in the country of the specific Aramex operation/ Station
 ** This number excludes holding companies/ global suppliers
 ***Key stations: Stations where we have significant operations, in terms of volume of business, size of operation, and its expenses/budget

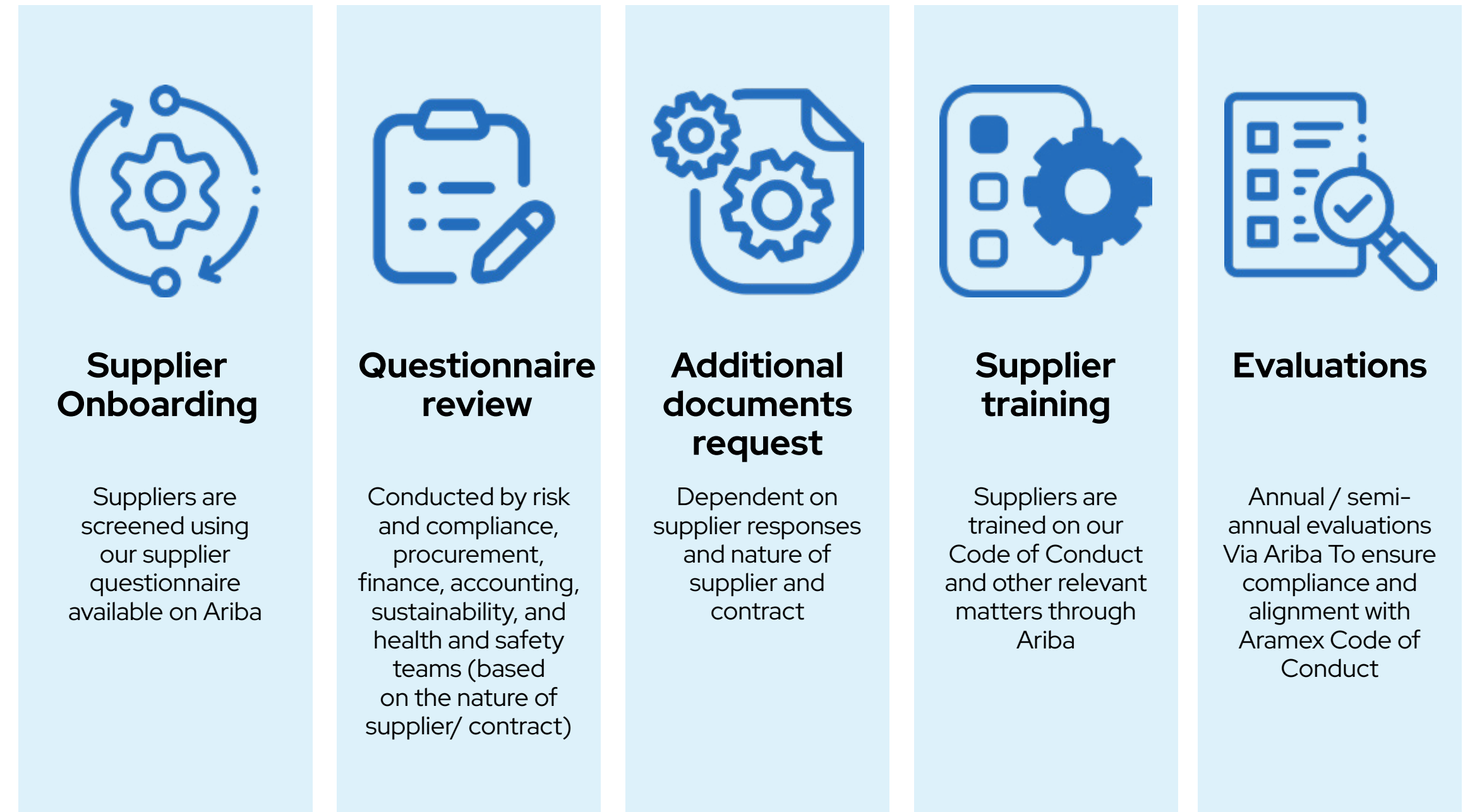


Figure 28: Supplier Engagement Processes

Our supplier questionnaire covers our third-party due diligence policy, supplier, and Aramex codes of conduct and includes diverse ESG topics including environmental conduct and impacts of manufacturing or service delivery, measures to ensure no child and compulsory labor abuses and other labor matters, adherence to human rights, allowance of collective bargaining, and transparency relevant to health and safety and social impact of business operations.

Memberships and Associations

Memberships		
Freight	International Air Transport Association (IATA)	We are IATA-approved agents with individual CODE/CASS numbers in Algeria, Bahrain, Bangladesh, Canada, China, Cyprus, Czech Republic, Egypt, Ethiopia, France, Germany, Ghana, India, Indonesia, Iran, Iraq, Ireland, Jordan, Kuwait, Lebanon, Libya, Malta, Mauritius, Morocco, Nepal, Netherlands, Oman, Qatar, Saudi Arabia, Shanghai, Singapore, Slovakia, Sri Lanka, Sudan, Switzerland, Syria, Turkey, UAE, UK, USA and Vietnam. Some main stations are individual members, while the remaining stations are in the process of becoming-IATA-approved.
Logistics and Ground Operations	The International Air Cargo Association (TIACA)	Member
Express	Fédération Internationale de Associationsde Transitaires et Assimilés/International Federation of Freight Forwarders Associations (FIATA)	Founder
Business Improvement	World Freight Alliance (WFA)	President
Security	Freight Forwarding Syndicate	Member
Environment	Fenex	Member
Others	Supply Chain and Logistics Group	Member
	Global Distribution Alliance (GDA)	Founder
	Express Delivery and Logistic Association	Member
	BSI Registered (British Standards Institute)	Member
	Transported Assets Protection Association	Member
	Transportation Security Association (TSA) - USA	Member
	Customs Trade Partnership Against Terrorism (C-TPAT) – USA / Customs Dept.	Member
	Department for Transport (DfT) - UK	Aramex is an indirect air carrier
	Arab Forum for Environment and Development (AFED)	TwoWay and Priority and listed agents
	KAMCO: Brokerage – USA	Member
	ABANA: Association of Arab Banks for North	Member
MCAA: Messenger Courier Association of America	Member	

Figure 29: Memberships and Associations