

Disclosures on Management Approaches

Central to our ESG and sustainability efforts is the ability to create and preserve value for our stakeholders, fulfill our strategic goals, maintain competitiveness and profitability, and future-proof our operations. Our holistic and integrated focus on ESG provides a framework for us to manage relevant risks, impacts, challenges, and opportunities across our value chain globally, with oversight from the Board of Directors and executive management team for addressing relevant social, environmental, governance matters, as well as our internal performance and external economic matters.

Our CEO letter on page 6 elaborates on our performance as well as economic matters and financial results, which are handled by our management team (view our management team [here](#)). We ensure that these matters are handled ethically and sustainably, which includes compliance with all national and international norms and legislations, such as the World Economic Forum's Partnering Against Corruption Initiative (PACI), UK Bribery Act, US Foreign Corrupt Practices Act (FCPA), International Labor Organization (ILO), UN Declaration on Human Rights, and others.

More information on compliance, policies, human rights, grievance mechanisms, and more such as our whistleblowing system can be found on page 105.

Driven by our commitment to our people and ensuring we continue to be the employer of choice, our internal social and economic impacts on the workforce and Human Capital are managed by the Chief Human Resources Officer (CHRO) guided by our Code of Conduct and HR policies that govern areas such as equal remuneration for women and men, protecting diversity, limiting compulsory labor, and allowing the right of collective bargaining. More information on our approach to Human Capital management can be found on page 41.

We are committed to human and labor rights and demonstrate our commitment by meeting or exceeding all local and international standards and norms, code of conduct and compliance training, supplier evaluations, internal policies, and procedures. We further verify the effectiveness of these controls and efforts through human and labor rights assessments with external auditors periodically, to ensure both policy and practice are aligned.

Additionally, the Health and Safety function is led by our Global Director-Safety, Securities, and Facilities and has clear Occupational Health and Safety targets that are reported regularly. The health & safety function sits within the Corporate Risk and Compliance team, ensuring it is governed by our Group Chief Risk & Compliance Officer, who reports to the Group CEO and the Board of Directors. In addition, the Health and Safety KPIs are incorporated within station managers' annual performance metrics with SMART objectives agreed upon. For more on our Health and Safety, please refer to page 50.

Integrated governance of our ESG and sustainability matters is key to achieving our strategy, as such, it is embedded into our governance and management structures. Oversight of our environmental, social, and overall sustainability programs, policies, and goals, is provided by the ESG Steering Committee, which reports directly to the Group CEO. The Board is engaged in oversight of the strategy and through the budgeting process. Additionally, environmental concerns and efforts and sustainability goals and activities are discussed and approved by the ESG Steering Committee.

The Investment and Growth Committee is a Board of Directors' overseeing as part of its strategic planning and capital allocation mandates the ESG and climate related issues, strategies and plans that are implemented by the different functions and operations. Furthermore, the Board is updated on ESG initiatives as part of Management's regular update reports to the Board and approves plans where necessary in alignment with the Company's Delegation of Authority Matrix that are implemented by the different functions and operations. The Board is engaged through setting the Company's strategy including environmental concerns, efforts, and sustainability goals and activities, and through the budgeting process. The Committee meets periodically and is tasked with reviewing and guiding annual budgets and strategy, including climate mitigation and transition budgets, overseeing major capital expenditures, overseeing, and guiding the development of a transition.

The ESG Steering Committee is comprised of a team of 5 C-level executives of the Company, including the Group CEO and Chief Sustainability Officer. The role of the Committee is to align, direct, and strengthen the ESG activities. The Committee is tasked with managing annual budgets for climate mitigation activities, managing major capital and/or operational expenditures related to low-carbon products or services (including R&D), managing climate-related acquisitions, mergers, and divestitures, providing climate-related employee incentives, developing a climate transition plan, integrating climate-related issues into the strategy, setting climate-related Corporate targets, monitoring progress against climate-related corporate targets, managing public policy engagement that may impact the climate, managing value chain engagement on climate-related issues, and assessing climate-related risks and opportunities.

The Audit Committee is a Board of Directors' Committee overseeing the Corporate top risks and their mitigation strategies. Detailed risk reports and dashboards for the organization-wide top risks, including the environmental and sustainability risks, are provided to the Audit Committee for their consideration and review on a periodic basis. This allows the Audit Committee to review, monitor, and ensure the operational effectiveness of the Enterprise Risk Management program and processes.

The Chief Sustainability Officer (CSO) leads sustainability programs, which set out to reduce negative and increase positive impacts on environmental and external social areas linked to Aramex. Oversight of our environmental, social, and overall sustainability programs, policies, and goals, is provided by the ESG Steering Committee.

The Chief Sustainability Officer reports on the broad scope of activities and initiatives in the pipeline or those implemented to support climate mitigation, risk, and adaptation efforts as part of Aramex's Sustainability efforts and our climate stewardship pillar. The board is regularly updated to ensure their endorsement of commitments, goals, and progress. The role of the Chief Sustainability Officer includes managing annual budgets for climate mitigation activities, as well as major capital/ operational expenditures related to low carbon products/ services (including R&D). Additionally, the Chief Sustainability Officer manages the outreach and advocacy activities, assesses climate related risks and opportunities, provides climate-related employee incentives, and develops and implements the climate transition plan and integrated climate-related issues into the strategy. Additionally, the Chief Sustainability Officer is in charge of monitoring the progress against climate-related Corporate targets and managing public policy engagement that may impact climate related risks and opportunities. To support all these functions, Aramex has a sustainability team specialized in ESG topics with the necessary expertise to engage on initiatives and projects. When needed, Aramex also engages with third party and external experts in order to enhance know-how and skills.

The Chief Sustainability Officer reports to the **Chief Strategy Officer** who is tasked with reporting on the broad scope of activities and initiatives in the pipeline or those implemented to support climate mitigation, risk, and adaptation efforts as part of Aramex's Sustainability efforts and our climate stewardship pillar. As such, the Board is regularly (at least quarterly) updated to ensure their endorsement of commitments, goals, and progress.

The Chief Risk and Compliance Officer (CRCO), who reports to the Group CEO, leads the Enterprise Risk Management (ERM) function as well as other functions, such as Corporate Compliance, Health, Safety, and Facilities Management and Insurance Management.

Our sustainability efforts are in line with our goal to nurture and develop our Social and Relationship Capital and safeguard our Natural Capital, while also ensuring we mitigate any negative environmental impacts associated with our operations, especially our emissions.

As part of our efforts to safeguard our Natural capital, we implement several initiatives to reduce Green House Gas (GHG) emissions, increase energy efficiency, reduce material use and waste, promote recycling, and provide our customers with alternative and sustainable packaging materials. These efforts are in line with our aim to support the circular economy.

Furthermore, we continue expanding our investment in renewable energy, such as solar, to power our facilities and continue increasing our fleet of low or emissions-free vehicles, where available. We also work on reducing our material inputs and waste streams, while increasing recycling and reclamation at our facilities, where feasible. These initiatives reduce value erosion related to our Natural Capital, particularly nonrenewable Natural Capital. For more information on these activities, please refer to page 33.

Extending our efforts to our value chain, the Aramex Sustainable procurement policy and Environmental stewardship policy guide our approach to managing our environmental procedures internally as well as within our supply chain, more information can be found on page 70. Furthermore, in efforts to continually assess our impact and be proactive in managing environmental risk, we have undertaken a climate risk assessment with a third party to inform and strengthen our management approach addressing any potential risks across our capitals and value chain. The summary of the assessment, findings, and follow up plans can be found on page 35.

To create value in Social and Relationship Capital in our communities, our operations around the globe support different projects and initiatives that are important on a local level, while also engaging employees. Highlights of these projects can be found on page 60.

These projects include the SME program, which supports innovative startups and helps accelerate development in their communities. We also support and sponsor athletes at sports events to promote good health and boost company morale. We approach our social projects through a partnership approach and engage with NGOs and other socially driven and community-based organizations. These partnerships are always apolitical and areligious. For more information on sustainability, including goals and targets, please refer to pages 21,60-69.

We also leverage our core capacities, operations, and networks to respond to emergencies and provide disaster relief where possible. More information can be found on page 68.

All environmental, economic, and social concerns are managed also through regular ESG evaluations, conducted by a third party in response to investors' and customers' demands. These evaluations provide an in-depth look into our performance and are used as a tool to understand and tackle any gaps while improving our overall ESG activities. In 2023, we have launched an internal sustainability service desk to facilitate addressing internal ESG-related issues.

For a snapshot of our ESG performance, please refer to page 25.