

Stakeholder Mapping

Maintaining a strong relationship with our stakeholders is key to our value creation. By consistently and periodically mapping our stakeholder groups, we better understand and meet their expectations and needs, while enhancing our value creation and minimizing any possible negative impacts that might result from our operations. For more on our stakeholder engagement, please refer to our consultant report on page 179.






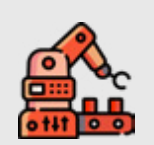








Stakeholder Group	Employees	Customers	Shareholders and the Investment Community	Government and Regulators	Business Partners and Suppliers	Our Communities
Highlights	In 2023, we had 16,413 employees, spanning over 104 nationalities. 94% of our workforce are full-time employees.	84.7% customer satisfaction rating for our new live chat channels as well as chat resolution rates of 85%.	Our top shareholders are Geopost with 28.0% ownership and Abu Dhabi Ports with 22.3% ownership, with the rest owned by a mix of local, regional, and foreign institutional and retail investors. Aramex has no majority shareholder. As of May 2022, the Aramex stock is 100% open to foreign ownership, being the first onshore UAE company listed on the Dubai Financial Market (DFM) to fully remove foreign ownership restrictions. Aramex has a clear set of disclosure principles, policies, and practices to ensure its disclosure and communications with all shareholders and the investment community are relevant, transparent, simultaneous, accurate, and timely. These are summarized in the Investor Relations ("IR") Policy and published on our IR website.	We have continuously engaged with government and regulators to ensure adhering to requirements and addressing key issues that arise.	More than 90% of our suppliers are local in our key stations. In 2023, all our new suppliers were evaluated based on our supplier evaluation criteria (page 70)	In 2023, we continued to enhance our Corporate Citizenship partnership model and strategies internally, while supporting a number of projects reaching a diverse base of beneficiaries across multiple geographical locations.
How we manage the relationship	<p>Our people-centered philosophy guides our relationship with our employees. We have a dedicated HR center of excellence as well as a Regional HR Structure of Directors and associated Business Partner teams, which manage and set the strategies related to our local and Global HR agendas.</p> <p>We engage and collect feedback from our employees through several channels, including regular performance quarterly check-in conversations, Bi-annual Aramex Pulse Survey, and Town Hall meetings (including Global Strategy Townhalls). We use internal communication channels such as our intranet, Yammer, and emails to share information on events, circulars, and other relevant communication.</p> 	<p>We have several engagement channels to ensure that we proactively manage our relationship with our customers. We continually work with our employees to implement the best practices related to customer service.</p> <p>We employ different communication channels on different platforms, ensuring that we are reachable for our customers' concerns. We have added live chat as a communication method for customers in the GCC for smoother and faster communication for those customers that want near-immediate answers to queries.</p> <p>Our customer teams conduct frequent check ins to gather feedback on our services.</p> <p>We use Social Media, WhatsApp Business, and Chatbots, to increase responsiveness.</p> <p>We regularly conduct customer service and call center training and establish KPIs to ensure faster response times.</p>	<p>Aramex is committed to adhering to and implementing best practices in investor relations. Therefore, Aramex aims to:</p> <ul style="list-style-type: none"> Proactively engage with the investment community to communicate a clear and accurate representation of Aramex's investment proposition, including our past and current performance as well as our growth prospects and strategy plans. Maintain an open dialogue with the investment community and regularly request feedback on company IR communications and practices with the aim of improving these to satisfy the requirements of our shareholders. In November 2023, the annual investor feedback survey was conducted, with investors notified and invited to participate via email while a link to the survey was also published in the quarterly investor presentation on the IR website. Provide the investment community with equal and regular access to Aramex material information through published materials on the IR website, and through meetings or conferences with senior management and the investor relations department. Ensure all investor communications abide by regulatory disclosure obligations. 	<p>A core part of our engagement with regulators and government organizations is ensuring our compliance with all relevant local and international laws and regulations.</p> <p>We conduct frequent assessments and training to ensure that we are up to date with any relevant policies and regulations.</p>	<p>In 2023, we continued our robust due diligence efforts with third parties, including training programs.</p> <p>We conducted online and offline engagement and meetings as necessary. We also conducted site visits and stakeholder engagement sessions.</p> <p>We conducted trainings for our suppliers through Ariba. Additionally, we onboard our new suppliers and they are subject to our due diligence process. All suppliers must also fill out our Supplier evaluation questionnaires.</p>	<p>We manage our relationship with our communities through our social projects, partnerships with community organizations, and stakeholder engagement. Additionally, we conduct assessments to understand our social impacts and set strategies to ensure that we are adding value to the communities in which we operate. We have regular meetings with our partners to track project progress and updates related to impacts, we also continually conduct research into best practices and approaches for community engagement, youth empowerment and education, and entrepreneurship.</p>
Stakeholder needs and expectations	Our employees' most pressing needs are competitive compensation, rewards and recognition, career advancement, effective engagement, learning and development, and work and life balance.	Our customers express that ease of communication, ensuring timely service delivery and effective handling of complaints, along with safeguarding privacy and security are top issues of concern.	Our shareholders' needs and expectations center on good company governance, shareholder value creation, and transparent and timely disclosure of material information, including accessibility and a direct line of communication with the Company through the investor relations department	Adherence and compliance with laws and upholding data security and privacy are the most pressing concerns for regulators.	For our major business partners and suppliers, ensuring compliance and fair supplier selection and procurement were priority areas, along with ensuring effective procedures and process, including supplier assessments on ethical practices and ensuring reputational assessment.	Through discussions with community-based organizations and NGOs, we have come to understand the priority issues that we need to focus our social projects on. Organizations have expressed the need for projects that focus on education and women and youth empowerment, both being areas that we currently work on and keep expanding. Additionally, ensuring ethical business conduct is a priority for our community stakeholders as well.
Key objectives and metrics	<ul style="list-style-type: none"> Employee Engagement and retention Diversity Learning and development Performance Management Talent Management <p>For more on our HR initiatives, please refer to page 41.</p>	<ul style="list-style-type: none"> Customer satisfaction Resolution rates Number of new customers Net Promoter Score (NPS) Tenders winning ratio Customer retention <p>For more on how we respond to customer needs, please refer to page 55.</p>	<p>Aramex measures shareholder value creation using several metrics including, but not limited to:</p> <ul style="list-style-type: none"> Net profit attributable to shareholders Earnings per share Total shareholder returns Return on equity Return on invested capital <p>For more information, please refer to our governance section on page 72.</p>	<p>-Aramex works closely with regulators, such as stock markets, to promote and mandate sustainability reporting and ensure awareness on relevant laws and regulations</p> <p>- Aramex works with relevant stakeholders to uphold compliance with international and national laws and advancing internal compliance training to ensure adherence with best practices. For more on this, please refer to page 104.</p>	<ul style="list-style-type: none"> Number of suppliers evaluated/trained Number of local suppliers <p>For more on our suppliers and procurement processes, please refer to page 70.</p>	<ul style="list-style-type: none"> Direct beneficiaries reached Project goals and impact Partnerships per geographical location <p>For more on our social initiatives and projects, please refer to page 60.</p>
Capitals impacted	  <p>Human Social and Relationship</p>	   <p>Social and Relationship Financial Intellectual</p>	  <p>Social and Relationship Intellectual</p>	  <p>Social and Relationship Intellectual</p>	   <p>Social and Relationship Intellectual Social and Relationship</p>	 <p>Social and Relationship</p>

Figure 6: Stakeholder Mapping