



aramex

Our
People

Our People



In 2021, we continued on our the path of building and maintaining strong business partnerships, ensuring the HR function is at the forefront, enabling company strategy, operations, and bolstering our agile and resilient approach. As with 2020, we ensured that we mitigate disruptions caused by the on-going COVID-19 pandemic and adapt quickly as required to fulfill the needs of the business. We worked to ensure the safety of our people, as underscored by our “people first” culture. Our yardstick was to effectively adjust our HR processes to safeguard our employees, enhance their engagement, facilitate their work, learning, and development.



The year was focused on the following themes:

Improving organizational effectiveness & efficiency

We reviewed our talent needs and set a plan for upgrading and enhancing our growth, with a special focus on organizational design underpinned by the desire to enhance performance in key markets. Costs were revisited and constructively adjusted to achieve improvements as a % of gross profit.

Driving and rewarding performance

We reenforced our focus on Pay for Performance culture by recognizing and rewarding high performers. As such, we created a conversation around performance management and review, building focus and accountability through KPIs at the HQ, function, region, and country levels.

Improving and embedding HR processes

Continuing with our goal to enhance employee experience, we worked on improving different HR processes including onboarding, career planning, development. This involved undertaking HR transformations in Talent and Reward mainly through enhancing performance management and introducing succession planning.



Sustaining organizational health and engagement and enhancing diversity

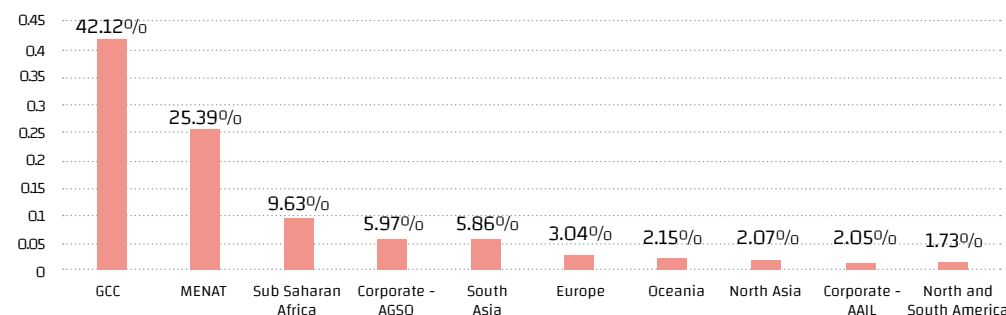
We continue to deliver on our organizational health and engagement initiatives, increase diversity ratios, improve Employer Brand awareness, and become a truly global force in logistics and supply chain.

Four groups comprising people around the globe were created to enhance the Organizational Health Index. These are Women at Work, Leadership and Direction, Positive Reinforcement and Renewal of our Customer needs with an external orientation. These initiatives center around encouragement, inspiration and recognition.

Organizational Health Index

For the 3rd year running, we conducted an Organizational Health Index (OHI) survey across our operations which had the highest participation rate since 2019 where over 80% employees shared their perspectives.

We found that OHI improved for both male and female employees, however, there remains a gap in outcomes scored lower by females. As such we dedicated an OHI global task team with a focus on Women at Work. Within this we ran multiple initiatives such as multiple female inspired learning interventions, revived our mentoring for women program and organized a Book Club for development and a greater sense of belonging. We plan to continue these initiatives into 2022.



Percentage of respondents who selected or “strongly agree”

	N	OHI Score	Direction	Leadership	Work Environment	Accountability	Coordination & Control	Capabilities	Motivation	Innovation & Learning	External Orientation
Aramex 2021	9220	78	79	81	77	77	78	86	66	80	80
Male	7032	80	80	82	79	78	79	87	69	81	81
Female	2188	74	75	78	72	73	74	83	58	75	76

Benchmark:

- Top Decile
- Top Quartile
- Second Quartile
- Third Quartile
- Third Quartile
- Positive quartile or top decile change
- No quartile change
- Negative quartile change

	N	OHI Score	Direction	Leadership	Work Environment	Accountability	Coordination & Control	Capabilities	Motivation	Innovation & Learning	External Orientation
Aramex 2021	9220	5	5	4	5	4	5	4	9	8	6
Male	7032	7	7	6	8	4	6	5	11	9	5
Female	2188	8	8	5	6	3	8	5	13	12	7

Employees per Gender	Gender		
Region	Female	Male	Grand Total
MENAT	5.31%	24.59%	29.90%
GCC	3.65%	22.07%	25.72%
Corporate - AGSO	8.59%	5.70%	14.29%
Sub Saharan Africa	3.72%	5.10%	8.82%
South Asia	2.17%	5.61%	7.78%
Europe	1.73%	3.49%	5.22%
North and South America	1.20%	2.91%	4.11%
North Asia	0.81%	1.02%	1.82%
Corporate - AAIL	0.51%	0.79%	1.29%
Oceania	0.58%	0.46%	1.04%
Grand Total	28.26%	71.74%	100.00%

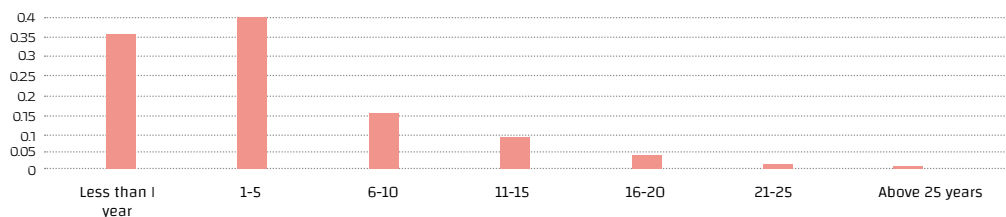
Going forward, employees will participate in engagement surveys at frequent intervals during the year for which we are currently in the design phase. This initiative allows listening to employee sentiments and provides them an opportunity to voice their opinion at regular intervals during the year, empowering managers to have real-time data enabling them in taking actions in the moment. The enhancement allows us to connect insights with the lifecycle of an individual employee and provides the ability to track feedback right from onboarding to the point of exit interviews.

Performance Management

The Performance Management System at Aramex continues to evolve and reinforce a performance driven culture within the organization and bring its core values to life. Our focus is to reach a place where the ownership of the performance management process becomes a seamless two-way process between the manager and their team members. In order to achieve this, the process has been simplified and the process burden reduced to a great extent. The steps involved in performance management process have been rethought and streamlined.

Our focus has also been to create differentiation based on performance and connect it with rewards, so that the employees who make the highest contribution are recognized in an appropriate way. As a part of this evolution, we shifted from the process/system approach to one that centers on the quality of the conversation between the manager and employee. We expect these conversations, which will focus on coaching, feedback, and development, to be happening more frequently. We are also shifting from the assessment of our competencies to focusing on our core values for measuring the 'how' of the performance. Our efforts are united in adopting the Performance Bell Curve across the network.

As an overall philosophy, we now have a performance cycle with 4 clear stages which starts with the planning stage whereby the discussions center on setting up SMART objectives pertaining to both business and development. To encourage a coaching culture, we are introducing check-ins for managers and employees to continue the discussions about performance and objectives throughout the year and ensure that feedback is shared in the moment. We view line managers as coaches who will enable and encourage their employees to see different perspectives, explore various opportunities, and reach their full potential. For evaluating individual performance, we will focus on employee self-assessments, stakeholder feedback, manager evaluation, and performance calibration. The entire performance management process is closely tied with rewards, such as bonus payments and merit increases, to ensure that employees are rewarded based on their performance ensuring an objective process.

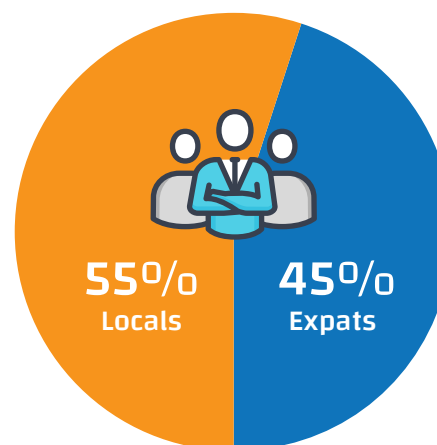


Diversity, Inclusion, and Belonging

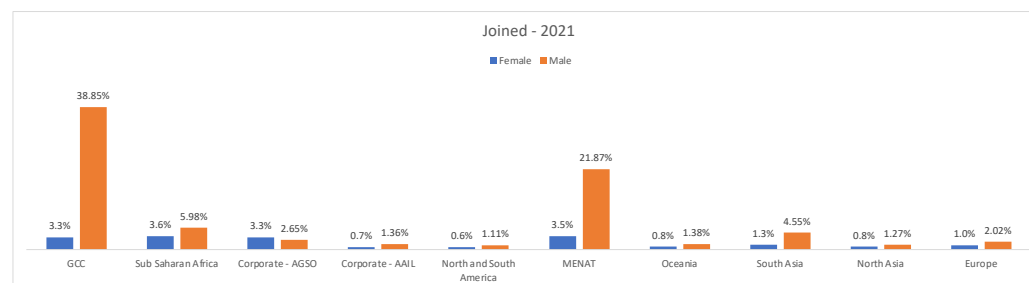
Our diversity and the belonging of our people and their inclusion at all levels is at the core of our values and long terms success. Through our HR function, we work to embed and celebrate diversity in all aspects of our organization and across all levels. We aspire to be representative of the global talent base in every aspect and leverage our international presence across continents.

Nationality and new hire in areas


Expats Vs. Locals



Nationality	Head Count
India	19.08%
Egypt	14.35%
Jordan	10.87%
Pakistan	8.11%
South Africa	7.32%
Saudi Arabia	3.99%
Philippines	2.14%
Lebanon	2.05%
China	1.95%
Tunisia	1.73%
Others	28.41%
	100.00%

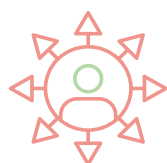


Promoted & internal Hire Region Percentage			
Count of Employee	Gender		
Region	Female	Male	Grand Total
GCC	4.43%	27.39%	31.82%
MENT	6.04%	14.80%	19.23%
Corporate - AGSO	7.35%	11.88%	19.23%
Sub Saharan Africa	5.24%	6.85%	12.08%
Corporate - AAIL	2.42%	3.73%	6.14%
South Asia	1.01%	3.42%	4.43%
Europe	21.52%	1.51%	2.11%
North Asia	1.01%	0.91%	1.91%
Oceania	0.40%	0.40%	0.81%
North and South America	0.30%	0.30%	0.60%
Grand Total	28.80%	71.20%	100.00%

Nationality	BU	Union members (of employees)
		
Bahrain	BAH	55
Egypt	ACAI	22
China	ASHA	1
Jordan	AAMM	11
Kenya	ANBO	88
Morocco	ACAS	1
South Africa	AJNB	322
Thailand	ABNK	49

New Hire -Age table	Gender		
Age	Female	Male	Grand Total
21 - 30	21.52%	41.81%	63.33%
31 - 40	4.36%	20.90%	25.26%
41 - 50	1.25%	5.54%	6.79%
51 - 64	0.30%	1.36%	1.66%
Above 64	0.00%	0.02%	0.02%
Under 21	0.83%	2.10%	2.93%
Grand Total	28.26%	71.74%	100.00%

We continually assess our policies, practices, and compensation packages are in line with our fair merit-based workplace commitments.



Ground Couriers and warehouse workers make up a large percentage of our work force and in the majority of our key markets, that profession is male dominated. Our gender breakdown is as follows: Gender Female 19% Male 81%. We are keen to increase the representation of women within our different functions, by providing targeted exposure and development opportunities for women to progress their careers in the organization. We also make sure that we provide ample support to working parents and in 2020 we launched a global paid paternity leave policy. We also offer enhanced maternity pay and childcare benefits in certain core markets. The rate of return of new mothers following full maternity leave was 84% in 2021.

We continue to build awareness through campaigns on our confidential and safe 'Speak Up' platforms to highlight our zero-tolerance policies for discrimination, harassment, and bullying on any grounds, including gender.



Female Inclusion at Aramex

Network



18%

Corporate Head
Offices



49%

2021
Hires



22%

2021
Promotions



28%

2021
Promotions



28%

Board of
Directors 2021



1 Female

Women senior management

Levels of Management vs. Gender	Female
First Line - Management (S4 & S3)	26.1%
Top Management (R & I)	18.0%
Grand Total	19.0%



Employment Relations

We seek to maintain positive working relationships, we launched the Global Employee Handbook with clearly defined principles and guidance around our HR policies that apply to our people across the network and HR hub, this helps ensure that employment relations are well maintained, and all policies are clear and understood. Our enhanced global policies aim to encourage better synergy and uniformity in the local practices and procedures. We share these policies along with awareness campaigns through our different internal communication channels. Some of these policies:

Aramex Enable	Grievance Policy	Training Policy	Recruitment Policy
<p>to ensure employees are given the support and opportunity to enable them to achieve and maintain appropriate standards of performance at work.</p>	<p>to provide a channel for employees to raise problems, complaints or concerns relating to their employment and to have them dealt with in a timely, fair and consistent manner.</p>	<p>to set out the philosophy we take to employee training and development to ensure that each and every employee takes part in a properly structured training process.</p>	<p>to provide a framework for the recruitment and selection of employees and communicate the guidelines for internal talent movement, built on our commitment to equal opportunity.</p>

In addition to the above we also ran mandatory training through our Corporate University to reinforce the policies on:

- Human labor rights awareness
- Workplace bullying and harassment
- Dangerous goods regulation awareness
- Cyber Security Essentials
- Anti-bribery compliance challenge refresher course

In 2021 we didn't not have any violations or incur fines related to environment, health and safety, compliance, or human resources, human rights, forced labor, or corruption. Nor did we have any grievances about human rights impacts and no grievances were filed, addressed and resolved through formal grievance mechanisms. We did not have any incidents of corruption or legal action for anti-competitive behavior, anti-trust, or monopoly practices.

Internal Communications

We launched our new HR Center of Expertise (COE) in 2020. This center enables us to enhance our efforts towards transparency, trust building, and engaging with our employees across our entire network. This center continues to provide an important platform for communications especially against the backdrop of the COVID-19 pandemic and facilitated our deskless and remote working necessities.



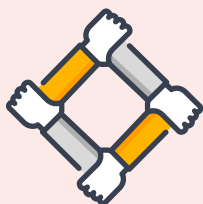
*Male vs. Female in Senior Management			
Expat Vs. Local	Female	Male	Grand Total
Expat	16.04%	83.96%	100.00%
Local	20.45%	79.55%	100.00%
Grand Total	18.04%	81.96%	100.00%

Employees Turnover	Percentage
Voluntary Turnover	16%
Involuntary Turnover	12%
Turnover	28%

* These Number represent the Global team

Learning and Development

The shift to a digital, knowledge-based economy means that Learning and Development (L&D) is more important than ever and thus continues to be paramount on our HR agenda.



One of L&D's primary tasks is to develop and shape a learning strategy based on the organization's business and talent strategies and to manage the development of people in a way that supports the building of a values-based culture, thereby ensuring the workforce comprises of knowledgeable employees and exceptional leaders.

Key to our L&D efforts is our learning management system (LMS): Aramex University, available to most of our employees, helps our people develop the required competencies in the most effective and efficient way. Since the Aramex University relaunch in 2021, we have extended the available offerings adding to the robust curriculum of fit-for-purpose and just-in-time offerings which provide employees with an opportunity to learn at their own pace. We also spearheaded the implementation of an L&D self-service tile which will allow for the consistent tracking and prompt response to training requests across the network.

A notable milestone supporting employee engagement was the team's weekly posts on our Room to Grow page allowing for an additional knowledge sharing opportunity. These posts focused on personal development and addressed a diverse range of themes such as emotional intelligence and critical thinking. Moreover, it ensured we continue to be an organization where relevant and effective learning opportunities are easily available to our people.



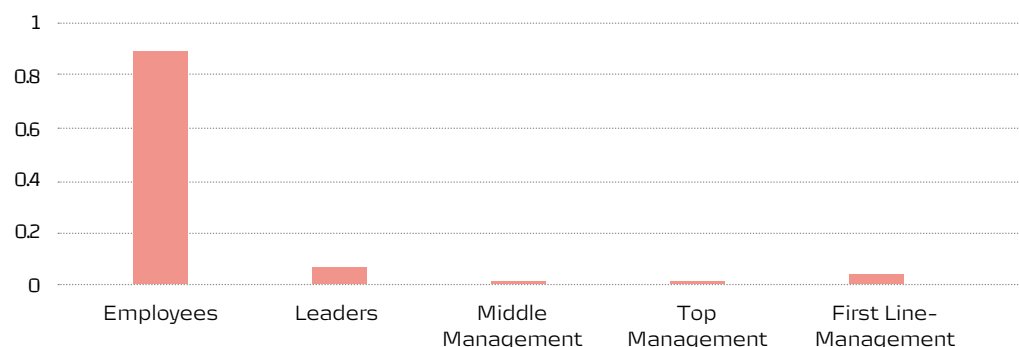
Furthermore, the team introduced a series of workplace badges to reinforce our learning culture by creating an opportunity to publicly celebrate individual learning achievements. The learning badges which are aligned with the L&D overarching goals are a great way to motivate our people.

To support the development of our key talent we introduced two new programs in 2021 namely the Accelerate program and the Women in Leadership certificate program.

Accelerate program focuses on the development of future station managers who are a part of our succession pipeline. The participants attend an extensive three-week program where they were introduced to subjects such as Leadership, Business Awareness, Strategic Thinking, Financial Analysis and Change Management. The classroom program was supplemented by job shadowing within their respective stations and also practical project work to ensure that they receive the necessary exposure for their future roles.

Fifteen women leaders from across the network attended the weeklong Women in **Leadership certificate program** of which the aim was to enable them to discover how to lead with courage and conviction, formulate an authentic leadership voice, communicate with strategic direction, and understand the elements of a successful negotiation. As a follow up to the program, the 15 participants were signed up for a mentoring journey where senior leaders within the organization acted as mentors supporting them in their leadership journey.

Levels of Management



We also rolled out the **EXCEL Leadership Development** Program globally for over 120 first-time and/or frontline managers. An important aim of the program is to provide our next generation leaders with opportunities to learn and develop new competencies, encourage them to live the company's values and most importantly to support the transfer of learning to the job.

Moreover, in 2021, seventeen leaders from across the network attended our flagship executive leadership program offered in partnership with the American University in Beirut. Our focus with the **LEAD program** was to strengthen leadership capabilities in a modern world of work focusing on change, cross-cultural collaboration, and innovation.

To ensure we remain at the forefront with our leadership development initiatives we piloted the first phase of our new **Excel Advanced program**, a leadership development program for managers with 3 to 5 years' experience.

We also stayed true to our unwavering commitment to customer satisfaction by adding to the number of strategic initiatives that support capability building, investing even more in developing our direct customer-interacting teams. Our intent was to create invigorating learning interventions concentrating on our customer service and sales teams.

Likewise, continuously provide our ground couriers and operations teams with a solid onboarding experience and a series of monthly learning opportunities, thereby ensuring they are equipped with the necessary knowledge, skills, and attitude to perform their jobs to the best of their ability meeting our business standards.

Total Training Hours including Linked in	57,753
Total Linked in Learning Hours	470
Total Hours Linked in EXCLUDED	26,083
National Qualifications Framework (NQF) South Africa	31,200

LinkedIn Learning provides online learning opportunities and is integrated with Aramex University making it easier for learners to find and consume content in the flow of work	300
Total Number of LinkedIn Learning Licenses	
Top Skills Learners are Developing:	<ul style="list-style-type: none"> • Leadership and Management • Business Analysis and Strategy • Productivity and Improvement
Total Video Views Since Launch:	26,687
Total hours of Learning Since Launch	1,182

Total Training Hours	57,753
Total Hours Female	30,651
Total hours Male	27,102
Training Coverage Percentage: Ground Couriers Onboarding	51%
Training Coverage Percentage: Overall	70%

Forward focus: our 2022 goals and initiatives

We have the follow initiatives planned for 2022 as part of our HR strategy and goals:

Initiative	Summary	Entity	Impact	KPI	Owner	Impact Type
Improve Organizational Effectiveness and Efficiency	Successful set up of Logistics and Express leadership teams and execution of new operating model. Manage spans of control and clarify decision rights for respective teams	Global	High	<ul style="list-style-type: none"> Clear organization structure outlining distinct roles, accountabilities, decision rights and deliverables in Logistics and Express 	COO Logistics COO Express CHRO	Process and Operational efficiency
Improve Organizational Effectiveness and Efficiency	Review talent needs in growth and underperforming markets. Hire new talent and replace underperformers with fit for future skills in operations and commercial functions	Global	High	<ul style="list-style-type: none"> Assess current talent & outline critical business skills Undertake exercise to replace underperformers, right size organization 	CEO President CFO COO's CHRO	Talent and Succession planning
Drive & Reward Performance Driver Organization	Embed a culture of Pay for Performance across Aramex. Reward high Performers. Cascade KPIs for every Function, Region and Country	Global	High	<ul style="list-style-type: none"> Clarity on Business Objectives. 100% KPI and formal reviews in place Updated salary ranges, Pay mix, benefits compensating top talent 	CEO & Direct Reports CHRO for Reward	Increase performance results & accountability
Improve & Embed People Processes	Transform HR practices and enhance employee experiences from recruit to retire / departure journey	Global	High	<ul style="list-style-type: none"> Consistent implementation of Recruitment, Probation Onboarding, Learning and Career Development processes 	CHRO HR Leadership team	Recruitment, development & retention of high caliber talent
Sustain Organizational Health & Engagement, Value Diversity	Sustain Organizational Health through execution of people programs and Key initiatives. Improve Diversity Ratios	Global	High	<ul style="list-style-type: none"> Deliver HR Calendar Activities Action planning and execution on Survey insights through line manager accountability Emiratization Roadmap 	CHRO, HR, Leadership team	Organizational Health & Engagement