



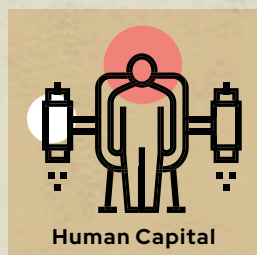
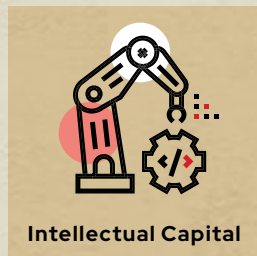
Social

UNBOXING THE FUTURE



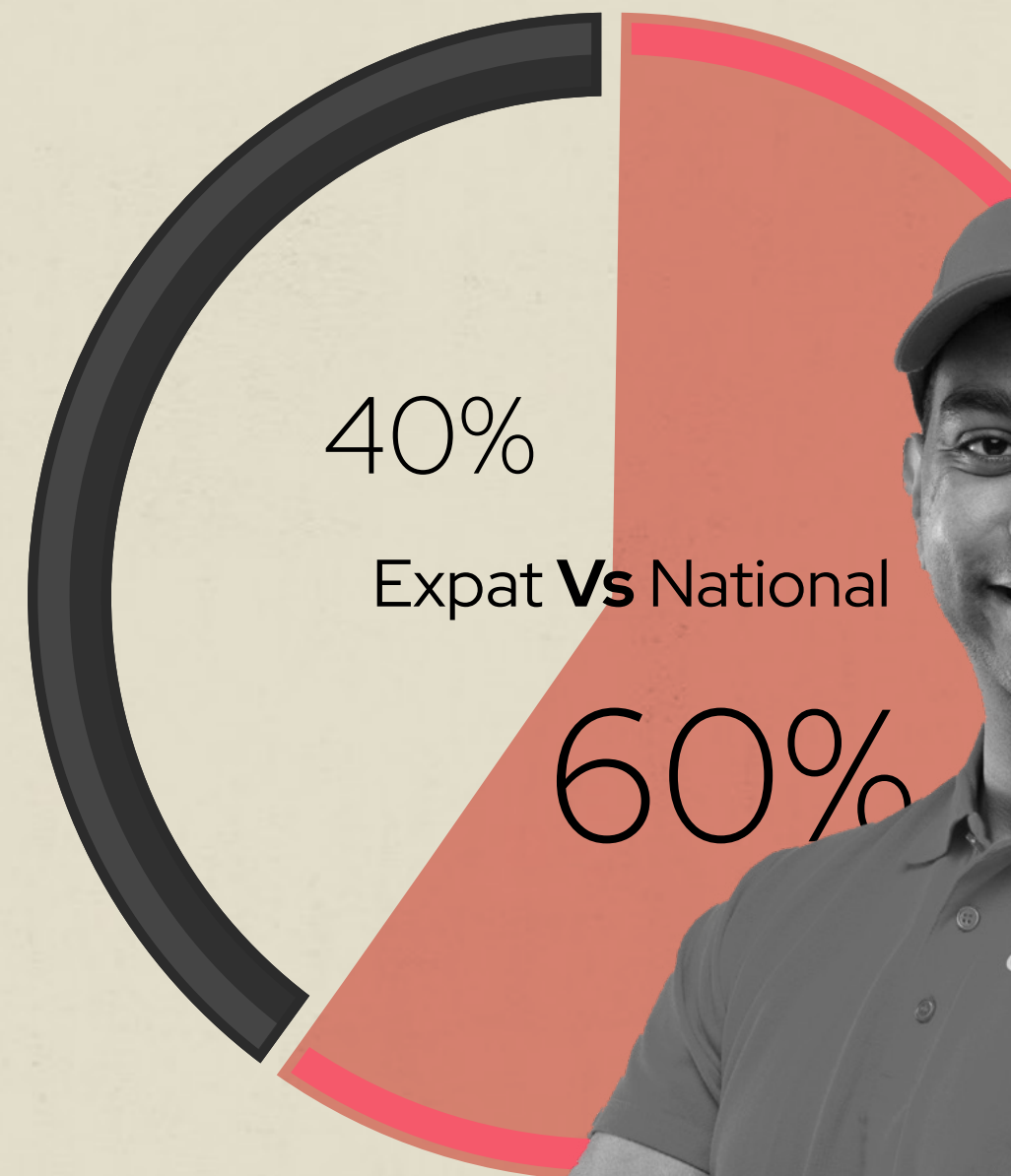
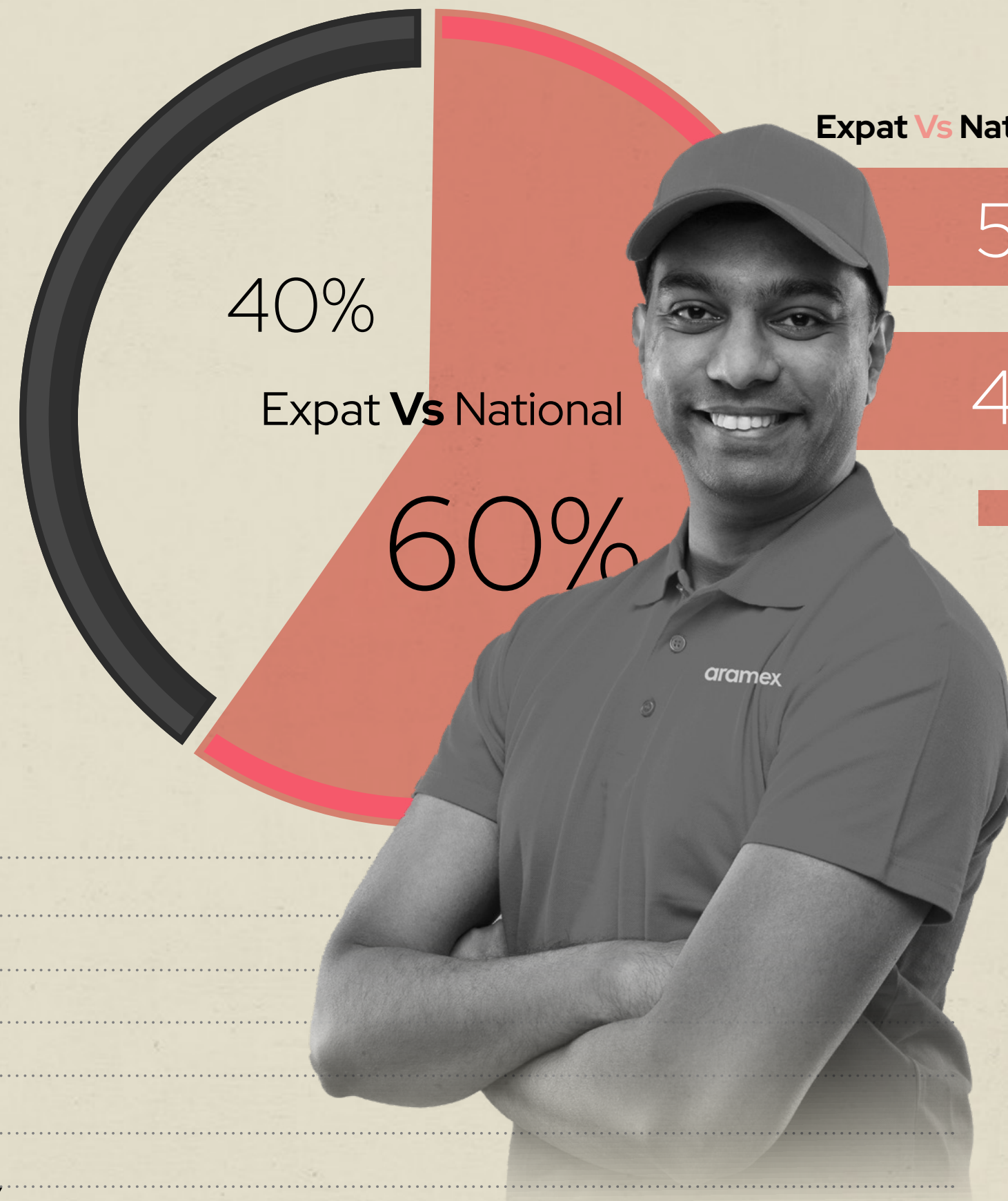
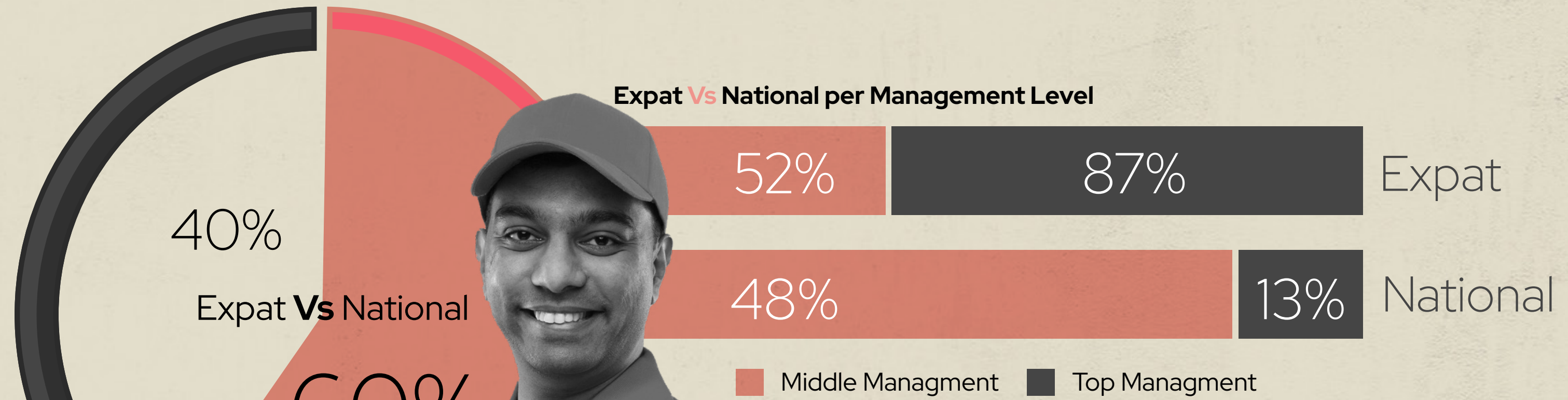
## OUR PEOPLE

Our people are comprised of diverse, highly skilled, and innovative teams, and we strive to foster a work environment that builds on each employee's key strengths, provides a safe space of belonging, inspires creativity, and fosters well-being.

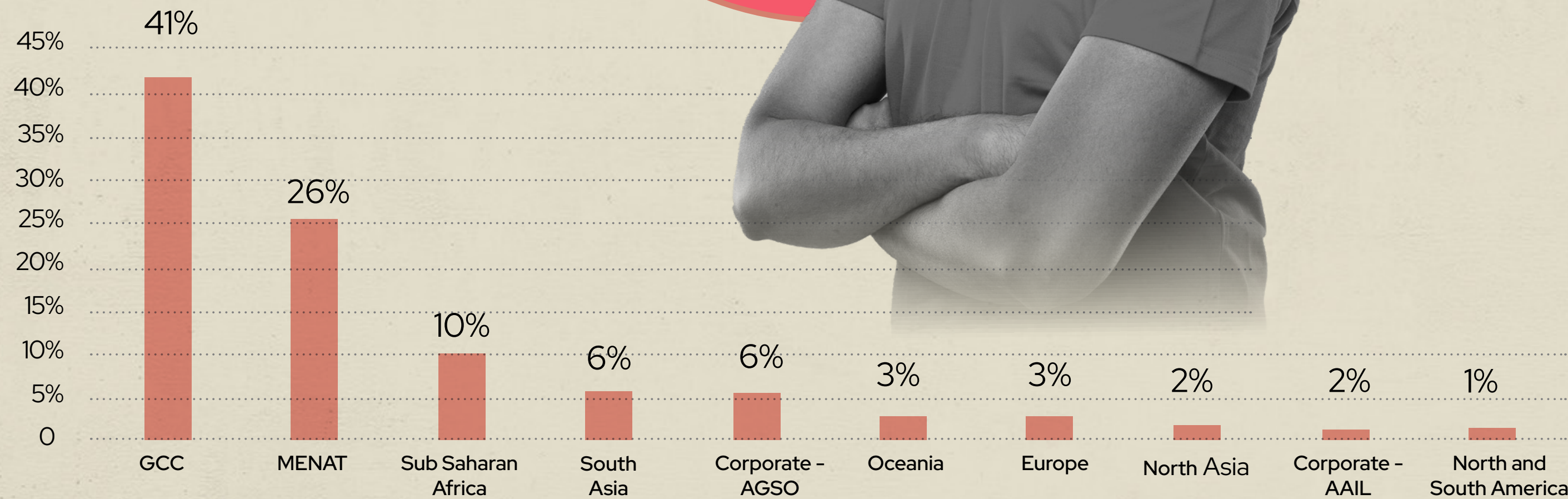


Throughout our 40 years, our people have been and remain the driving force enabling our strategy and business operations, fostering our value creation for our clients and customers.

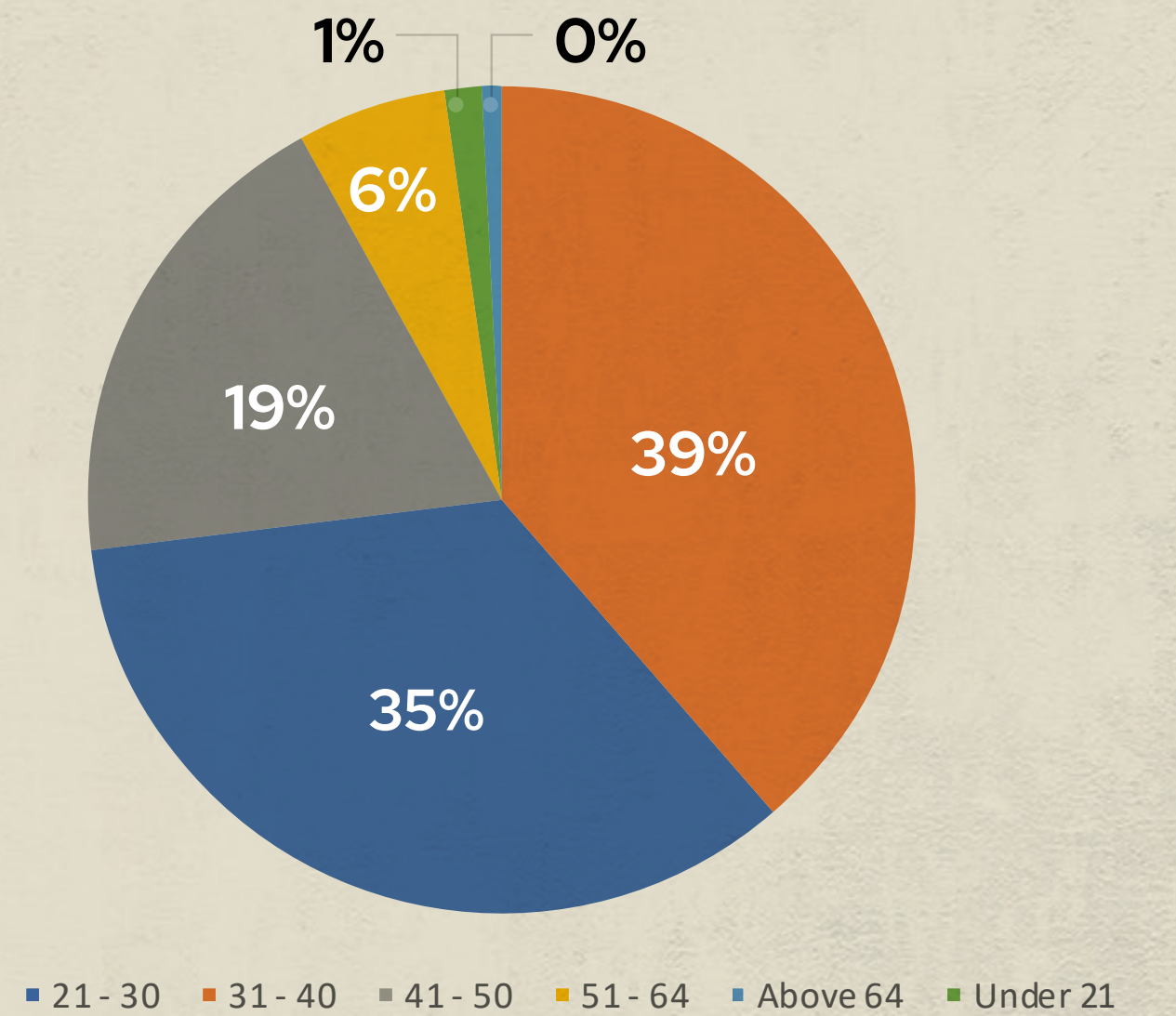
We pride ourselves on building a human-centered leadership culture that aims to inspire our employees, enabling their learning and growth, while continually delivering value to our clients and communities. Our people are comprised of diverse, highly skilled, and innovative teams, and we strive to foster a work environment that builds on each employee's key strengths, provides a safe space of belonging, inspires creativity, and fosters well-being.



**Human Capital by Region**

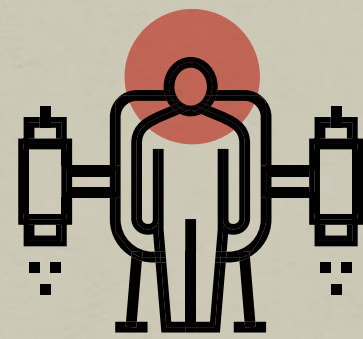


**Human Capital Age Distribution**



National Employees are defined as those who are nationals/ citizens of the country in which they are employed, whereas, expats indicate that the employees are not nationals / citizens of the country where they are employed.

## Our Human Capital Strategy



Human Capital

Our approach to human capital development is a journey fueled by empowerment and partnership. We continually work to ensure that our Human Resources function is front and center as a key enabler to our strategy and attainment of business goals. At its core, our corporate culture puts our people first, with an HR vision that centers on ensuring Aramex attracts, retains, and empowers talent, confirming we are the employer of choice. Our employee well-being, learning and development, and employee motivation are part and parcel of our human capital strategy.

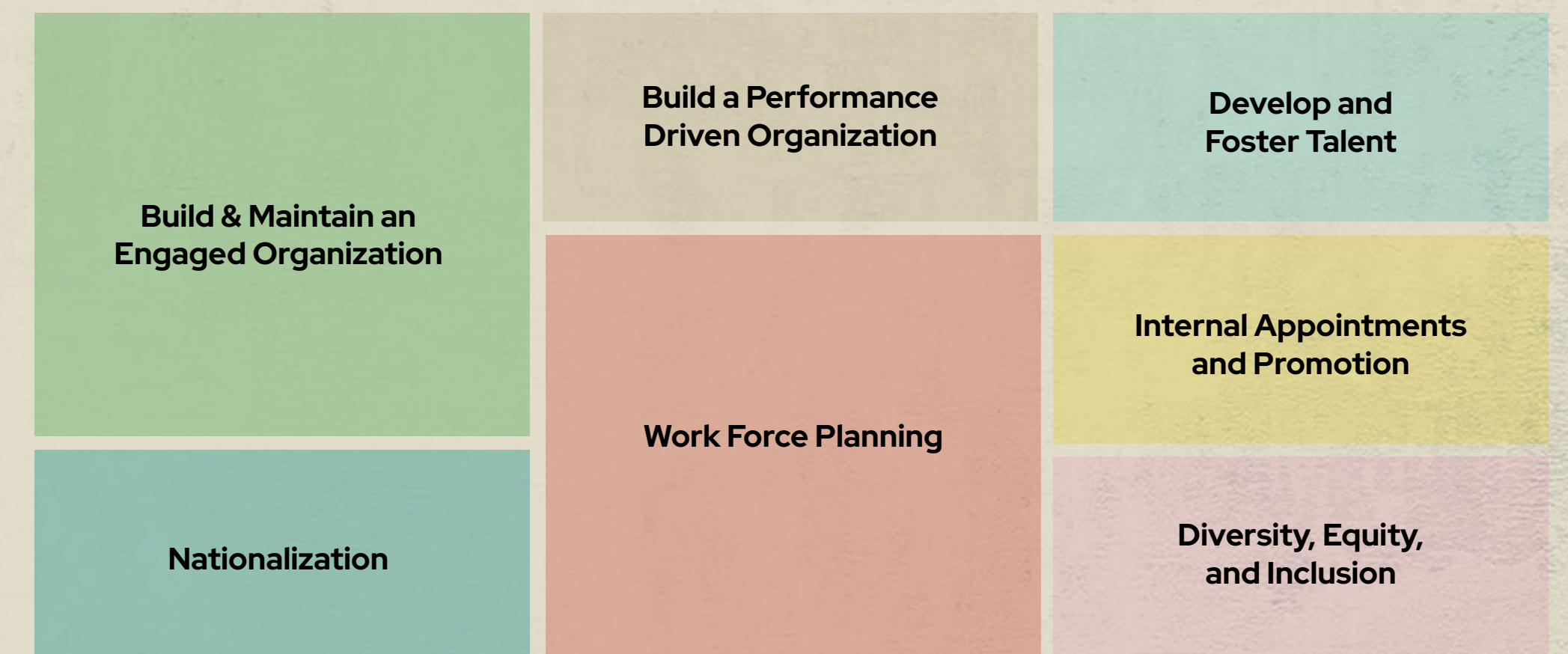
In 2022 we were able to further enhance and deliver on our Human Capital strategy through our Centers of Excellence. Expertise in these functions allows us to create and cascade new strategies, and HR best practices across the network.



We focused on improving organization effectiveness, instilling a performance mindset, invested in talent upskilling, and improving employee engagement in 2022. This included amongst other things, enhancement of our performance management process, transparent and detailed succession planning, review and harmonization of our benefits structures, the continuation of local recognition programs together with the launch of Aramex Pulse, our global employee engagement platform. We are also thrilled to have launched our updated Mission and Vision, which reaffirmed the centrality of our people at Aramex.

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. While the year was focused on embedding the effectiveness of the verticals of Express and Freight, we continued to work across different departments and functions to understand their recruitment, talent and organization design needs.

We are also working to provide an enabling environment for them based on key themes to contribute positively and fully to our strategy and consistently deliver value to stakeholders.



Each theme has a clear action plan and set of priorities. Based on these plans, managers facilitated by HR Business Partners invest time in building the capability, performance, and effectiveness of the teams they lead. We have also launched the HR Scorecard in 2022 which is published and circulated monthly at all levels of business and HR leadership enabling an immediate view of HR related KPIs.

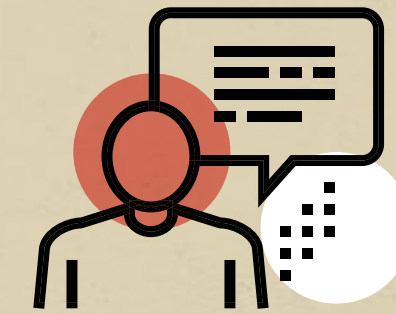
This year, we continued to build on the momentum set by the previous year, some of our highlights include:

**Sustaining organizational health and engagement**

We continue to deliver on our organizational health and engagement initiatives and set 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.

In 2022, we adopted an enhanced approach and rebranded our employee engagement survey as “Aramex Pulse”, delivered through a best-in-class technology portal, allowing us to measure and report greater insights. Surveys are now conducted twice a year enabling a health check of the whole organization. Quarterly Townhall meetings were introduced to connect senior leadership with employees frequently across our network, keeping everyone informed on business performance, achievements, and progress against key objectives. In addition, a specific strategy town hall took place to inform all employees of Aramex’s strategy.

The purpose of Aramex Pulse is to measure employee sentiment, connect with all employees, hear their feedback, fostering commitment via a bi-annual check-in with employees, resulting in higher engagement. This has led to both global and local management together with managers of people taking ownership of the initiative, using this feedback to drive change in line with opportunities highlighted by our employees.



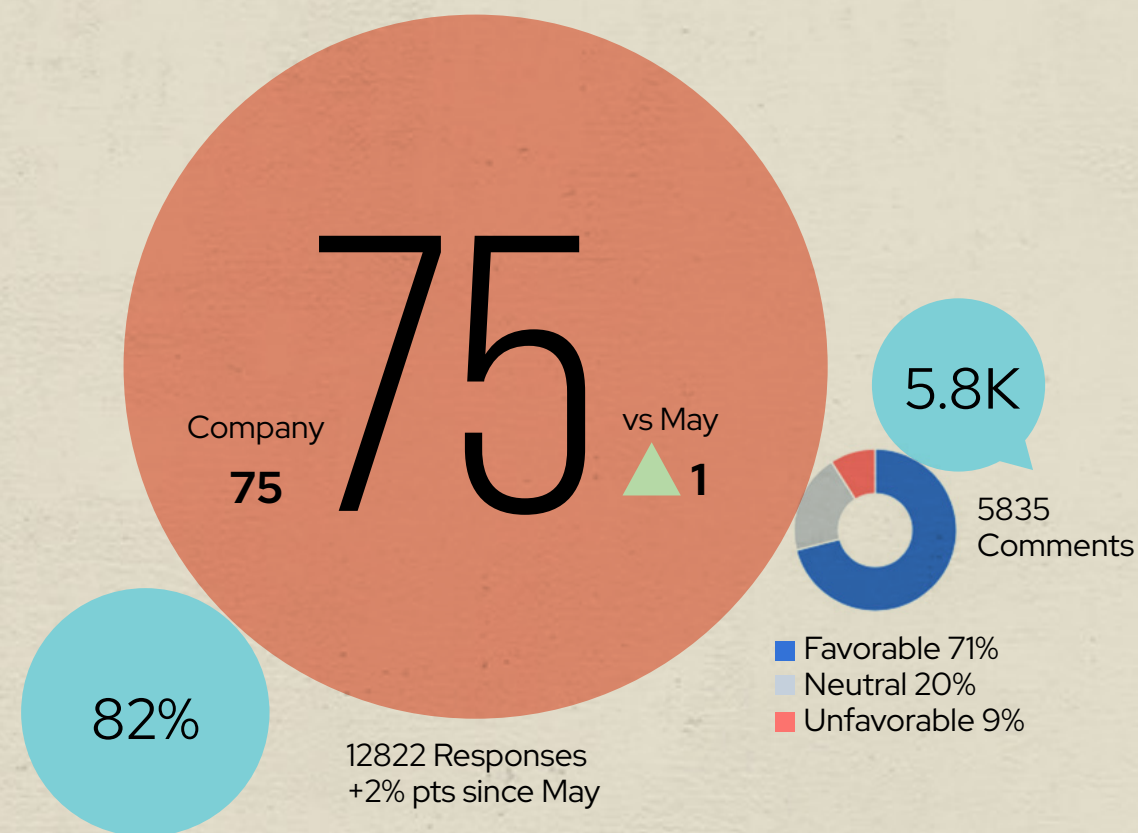
**Actions based on the feedback from our people**

- Invested in the development of our employees at all levels and increased our learning hours by +200%.
- Provided access to world-class learning opportunities including online delivery via LinkedIn Learning.
- Launched the Aramex Leadership Academy with the Executive & Essential programs.
- Increased our learning management system reach to frontline employees .
- Built functional capability in Sales, as well as Freight and Logistics.
- Established a global communication routine through Regular Quarterly Townhalls communicating business results & strategy.
- Focused on pay for performance and enhanced our managers’ feedback and engagement mechanism with their teams.
- Increased focus on compensation & benefits benchmarking.
- Initiatives to amplify Employee Voice including Speak Up.

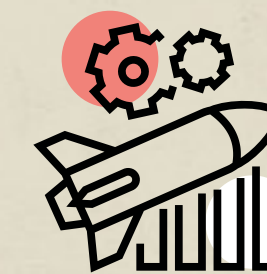
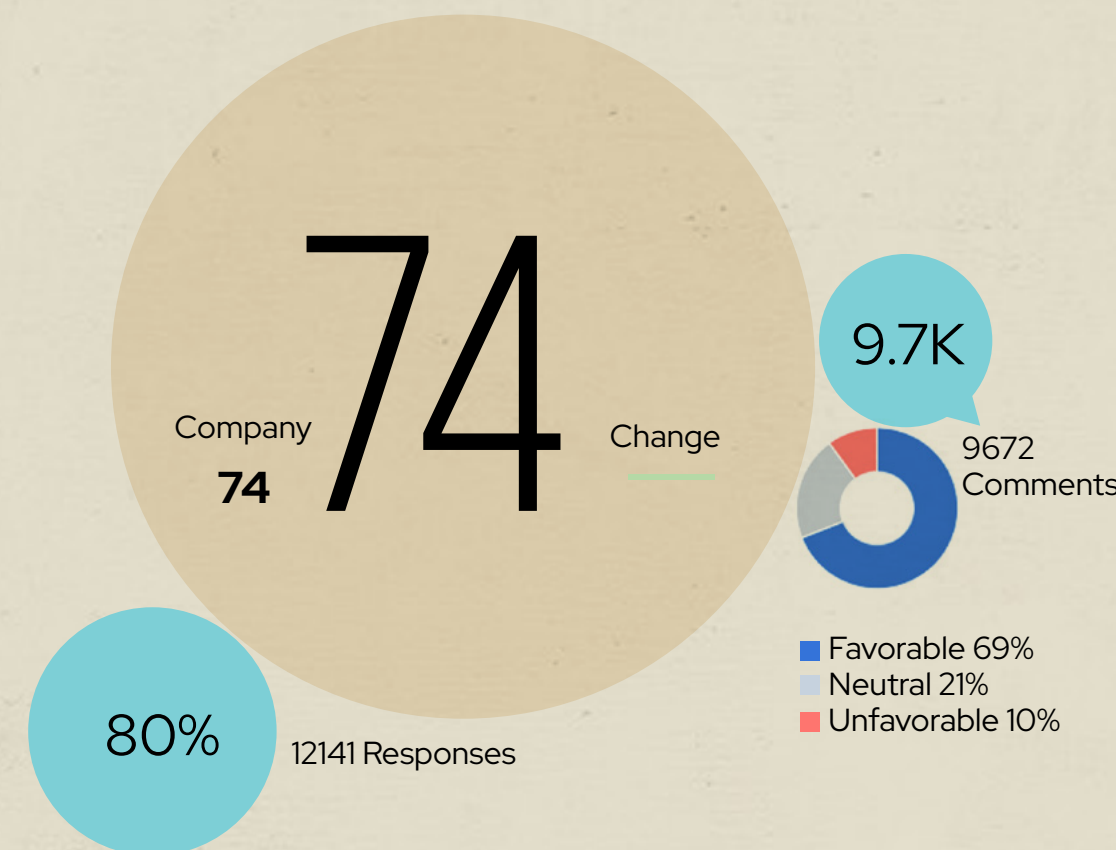


**82% of our total workforce participated in Aramex Pulse. Results allow sentiments and insights for every people manager and can be viewed by geography and team enabling an effective leader-led approach to addressing employee feedback.**

**October 2022**



**May 2022**



**Performance Management at Aramex**

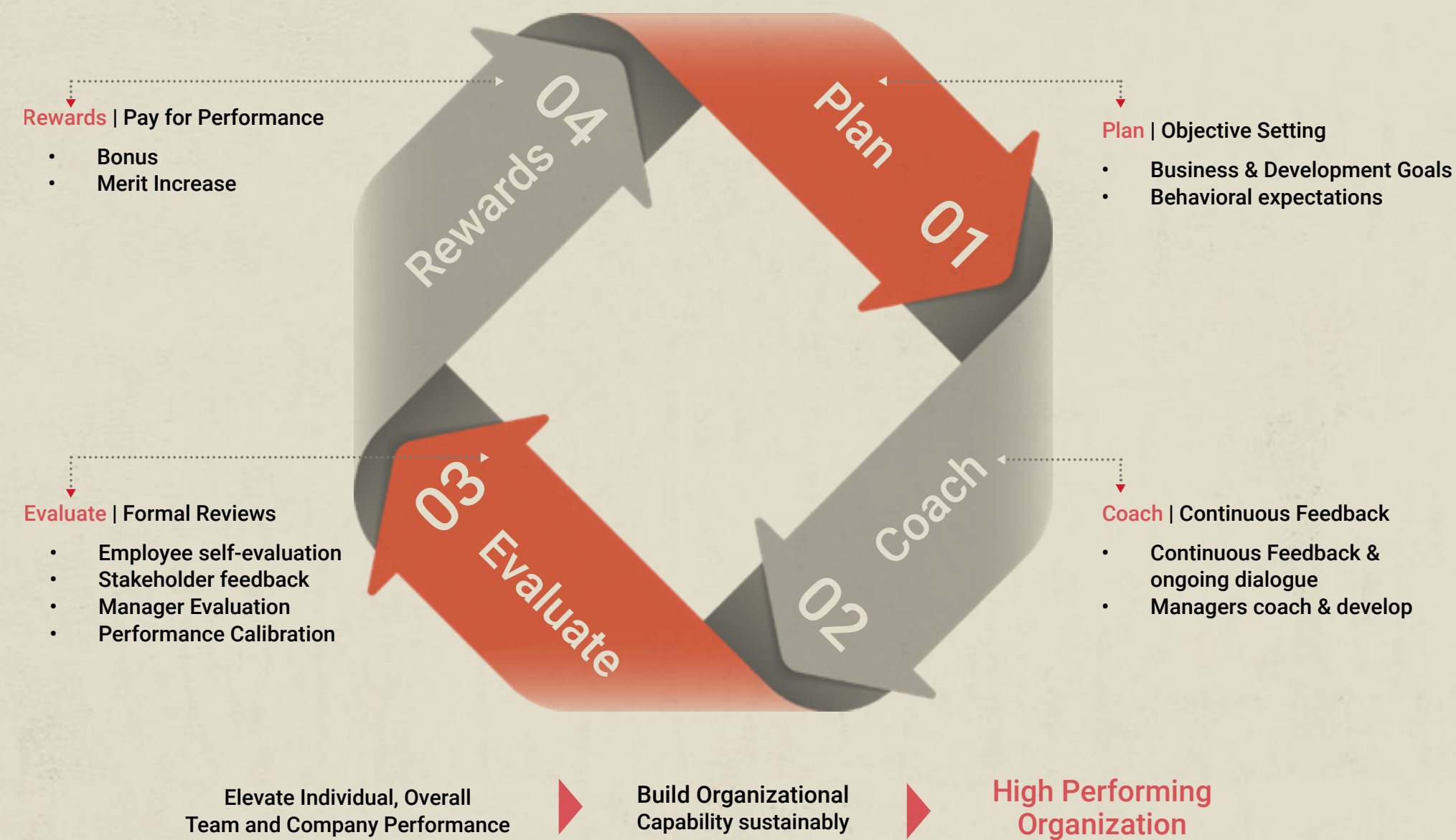
At Aramex, we aim to foster a performance-driven culture, whereby team members, along with their managers take ownership of the performance management process, which is continually evaluated and streamlined. We also worked to center coaching and employee development, focusing on building the relationship between team members and their managers. The goal is to ensure that we appropriately recognize employee contributions.

Starting in 2022, we shifted the focus to the power of the conversation between the manager and the employee so that performance management is continuous and seamless. Our focus has also been to constantly make the performance management process meaningful and more relevant to our employees. Part of this has been to train our line managers on coaching through workshops on goal setting, coaching frameworks, performance conversations, etc.

Formal performance reviews are conducted annually with quarterly check-ins throughout the period to facilitate continuous feedback through employee coaching and development.

We also conducted career and development workshops for our employees to help them set short-medium and long-term career goals with clear steps and planning support on what they need to achieve them.

### Performance Management Framework



### Employee Turnover

Separation Type	Percentage
<b>Voluntary Turnover</b>	17.8%
<b>Involuntary Turnover</b>	8.6%
<b>Turnover</b>	26.4%

For more information, please refer to Annex 3 (Page 180).

### Diversity, Equity, and Inclusion

At Aramex, we are proud of our diversity with over 95 nationalities in our workforce, which we believe is one of our core strengths. As such, we work to foster a sense of belonging among our employees and ensure equity and inclusion across all our operations.

We celebrate diversity across all functions through different programs, policies, and initiatives. We have clear policies and handbooks in place to ensure the well-being of our employees, raise awareness on appropriate behavior, and ensure that we tackle any concerns related to issues of misconduct or discrimination effectively and comprehensively.

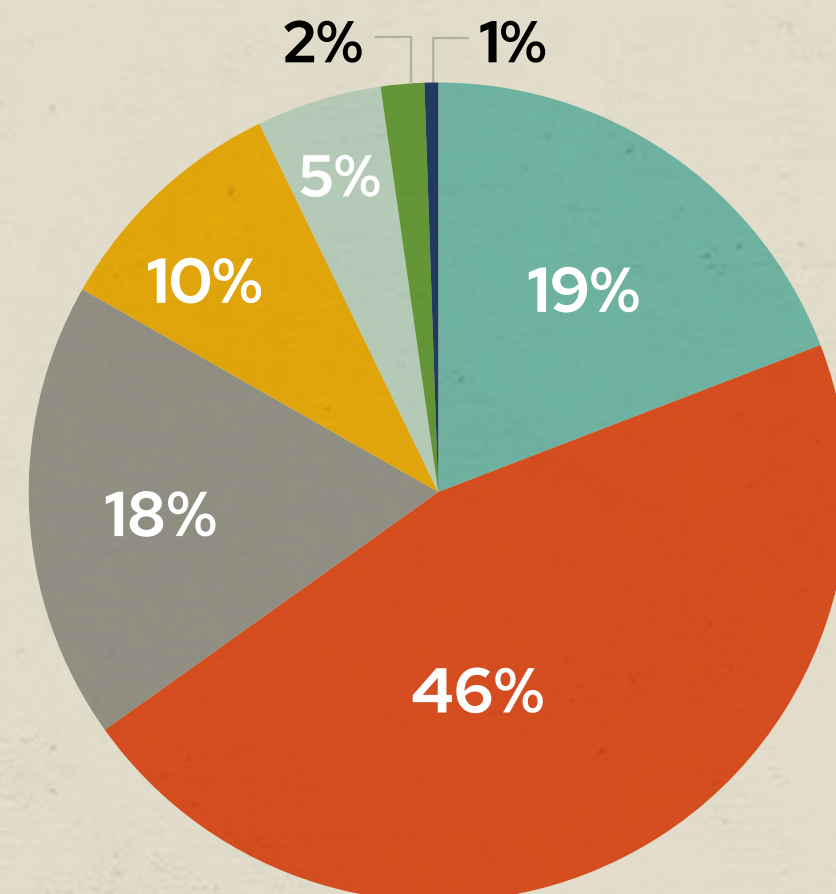
We have clear policies against discrimination on the basis of gender, ethnicity, abilities, disabilities, religion, age, or sexuality.

These include our Aramex Code of Conduct, Diversity, Equity & Inclusion Policy, Grievance Policy, Whistle Blowing Policy as well as the Global Employee Handbook, all of which are available on Aramex’s intranet, the policies are subject to periodic reviews and shared with employees.

These policies ensure that our people, all our people, are represented, able to participate, and are treated fairly and equitably. For more information on these policies please refer to pages 108 and 116.

### Year of Service

Years of Service	%
<b>Less than 1 year</b>	19%
<b>1 - 5</b>	46%
<b>6 - 10</b>	18%
<b>11 - 15</b>	10%
<b>16 - 20</b>	5%
<b>21 - 25</b>	2%
<b>Above 25 Years</b>	1%
<b>Grand Total</b>	100%



This year, we updated our Global Recruitment Policy which provides a recruitment framework to ensure that equity, diversity, and equal opportunity are comprehensively considered in all our recruitment practices, we also formally made our Anti-Bullying and Anti-Harassment training mandatory globally as part of our Zero Tolerance approach.

To further cement our women empowerment efforts, on International Women’s Day, a session titled “Break the Bias” was delivered to employees.

We continue to build awareness through campaigns on our confidential 'SpeakUp' platforms to highlight our zero-tolerance policies for discrimination, harassment, and bullying on any grounds, including gender, and enhance the overall understanding of our code of conduct and related compliance policies. Our Group CEO communicated with all employees an informative email including a video outlining the process in which employees can speak up in confidence which is a part of the awareness campaign of our **Whistleblowing Policy and Reporting System**.

### Commitment to Gender Equality and Representation

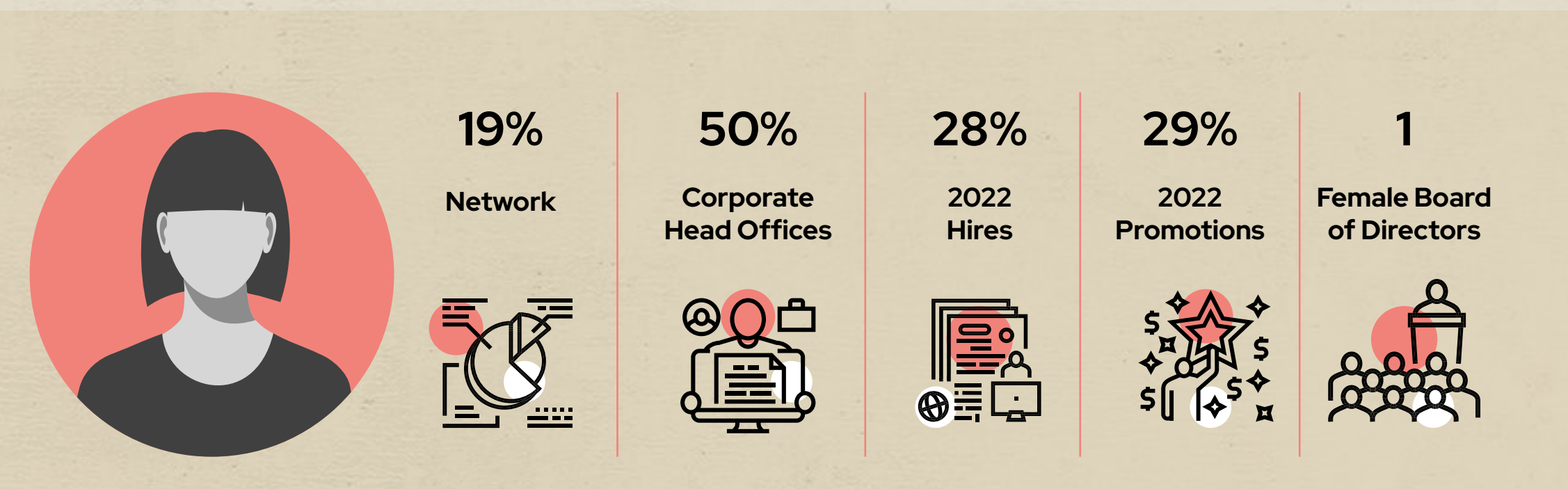
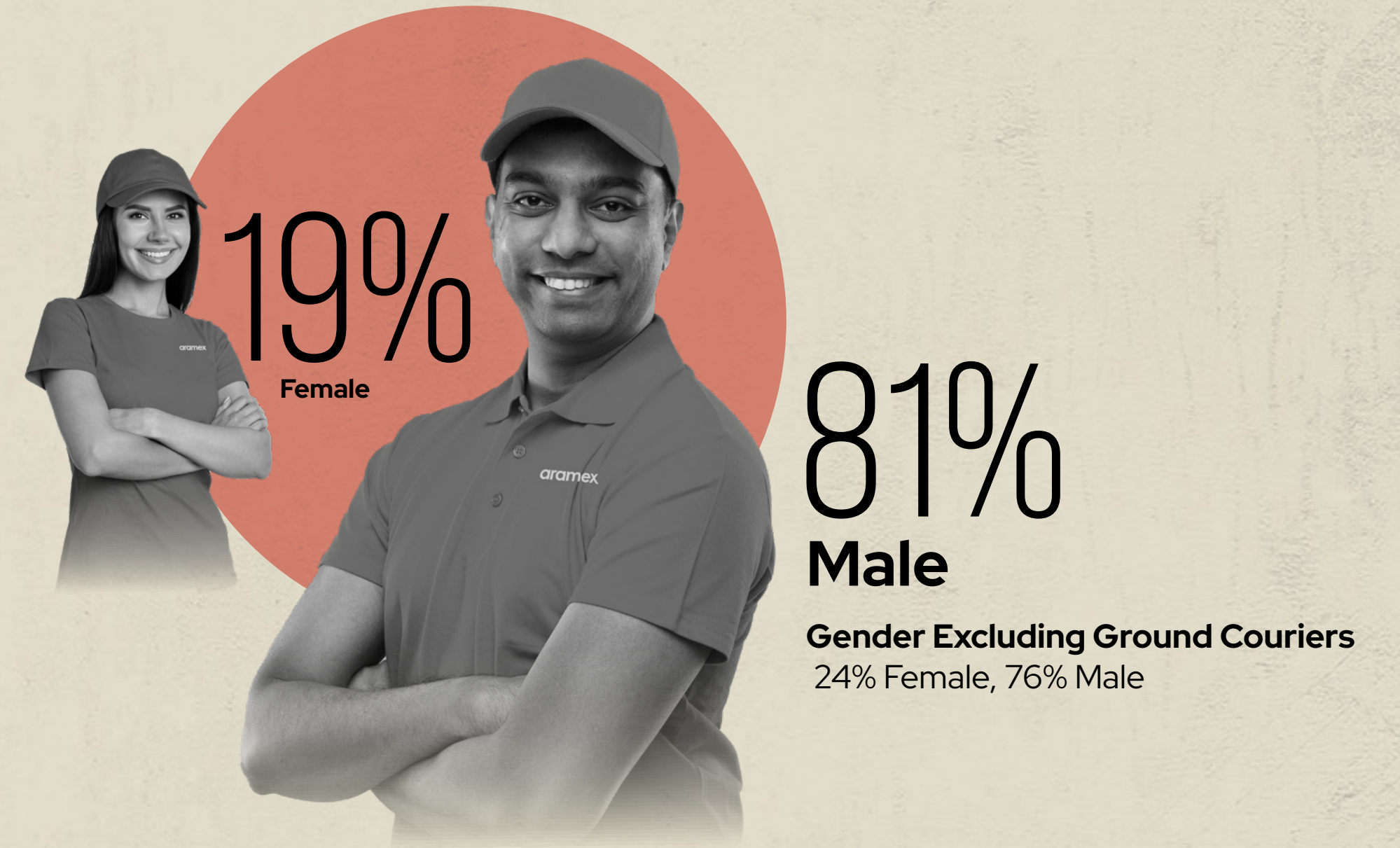
At Aramex, we are aware that in the majority of our key markets, jobs related to warehouse logistics and ground courier services are male-dominated. This in turn impacts our employee gender breakdown (19% Female and 81 Male), since the largest percentage of our workforce is made up of ground couriers and warehouse workers. However, we are committed to enhancing gender balance across all functions. Some of the ways we are addressing this include developing specific and targeted opportunities for women and ensuring equal and fair pay regardless of gender. We provide support to working parents, including parental leave, enhanced maternity pay, and leave benefits. The rate of return of new mothers following full maternity leave was 100 % in 2022.

An essential exercise we chose to embark on was to harmonize some of our benefits across the network, including our maternity leave. Benefits extended to mothers across our entire network will be enhanced effective January 2023.

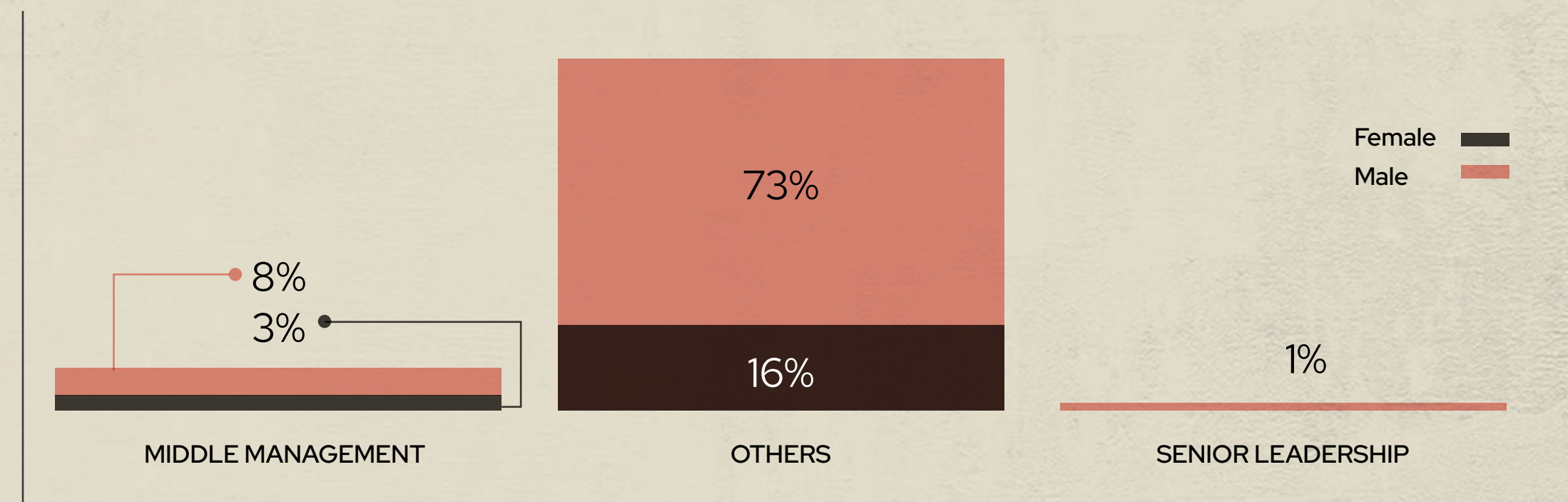
Aramex is amongst the first 50 companies in the UAE to pledge with the UAE Gender Balance Council to increase women's representation in mid and senior positions to reach 30% by 2025. Key elements of the pledge include:

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

We are focused on shaping the strategy and implementation program for rollout in 2023 to support and ensure the achievement of this essential commitment. This initiative is not limited to the UAE, it is part of our efforts toward women's empowerment and achieving gender balance across all our locations globally. The pledge provides the road map for our ongoing DEI strategy.



### Employees per Level of Management per Gender



**Employee Wellness and Well-being**

We are keen on enhancing our employees’ wellness and offering sessions by qualified psychologists through an expert third party open to all employees covering many topics to help improve employees’ wellness.

These Wellness initiatives aim to build awareness of best practices in diversity, equity, inclusion, and general well-being. To do this we have partnered with an external organization named “The Lighthouse Arabia”. Topics include –the mental health of adults and children, understanding ADHD in adults, emotional resilience, managing stress, mindfulness, and meditation, coping with anxiety, etc. The sessions are available to all our colleagues globally. We also upload the recording of these sessions on our Learning Management System.

**Employee Relations**

Maintaining positive working relationships is a core part of our approach to managing our Human Capital. Our Global Employee Handbook has clearly defined principles and guidance around our HR policies that apply to our people across the network and HR hub. Ensuring that we clearly communicate and share these guidelines provides employees with an understanding of our policies, appropriate conduct, and necessary actions to maintain. A healthy and safe working environment and employee relations. Our enhanced global policies aim to encourage better synergy and uniformity with local practices and procedures.

We share these policies along with awareness campaigns through various internal communication channels. Training programs organized through our Corporate University to reinforce policies are:

Newly introduced	Ongoing
<ul style="list-style-type: none"> <li>• Human labor rights awareness</li> <li>• Workplace bullying and harassment</li> <li>• Performance Management for Managers</li> </ul>	<ul style="list-style-type: none"> <li>• Dangerous goods regulation awareness</li> <li>• Cyber Security Essentials</li> <li>• Anti-bribery compliance</li> <li>• Code of Conduct</li> </ul>

**Internal Communications**

Internal Communications remains key to our Human Capital Strategy. In 2022, we have leveraged our internal Communications to drive transparency, ease the flow of information to ensure an informed population and increased engagement allowing us to bring the Aramex network and its people closer together. Highlights facilitated through our Internal Communications department have included the Global Town Hall as well as the communication on our updated Mission, Vision and Purpose.

**Talent Acquisition**

Ensuring that we have the right person in the right position in the required time is a key responsibility for our Talent Acquisition team, we actively seek to recruit candidates who not only have the needed skills and experience but also align with our culture. To ensure we are attracting high potential talent, it is fundamental to our Human Capital strategy to maintain our status as the employer of choice through our broader HR Strategies and Employee Value propositions.

Aramex is proud to have a history of partnering with universities across the globe where we seek to onboard fresh graduates and allow them to grow their careers in Aramex. As such, we continue to engage with top universities across the network and attract future talent. Enabling these strategies is only possible through well trained Talent Acquisition partners who are up to date with the latest recruitment trends and activities. As such all our Talent Acquisition Partners across our global network attended training on LinkedIn Recruiter to enhance their talent acquisition skills. The candidate application process was refreshed to enhance the candidate experience with reduced time to apply.

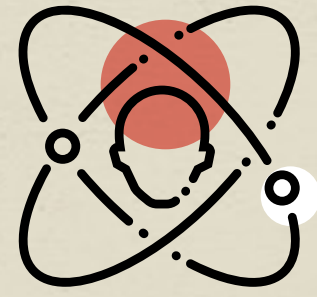
For more details on newly hired employees statistics please refer to page Annex 3 (Page 180).

**GCC Nationalization Targets**

In 2022, we also had an exciting opportunity across the UAE and KSA to facilitate nationalization programs to achieve national targets set by government authorities. We are proud to confirm that we achieved all targets set out and accrued no fines or penalties.







### Learning and Development

Learning and development (L&D) was an integral part of our HR agenda for 2022. Our mission is to manage the development of our employees in alignment with our key business priorities. Stemming from our belief that blended learning is the path forward, we combined classroom forums, in-field applications, personal and results-oriented feedback, and online engagement to empower and enable our employees to take ownership of their learning experience.

#### Our approach to L&D is guided by three key goals:

- To be a world-class center of learning and people development that elevates the employee experience.
- To provide employees with tools to excel and advance in their careers.
- To prepare managers to become future leaders of the company by providing learning opportunities that are aligned with our strategy and goals.

#### Our Training Policy

Our training policy outlines the philosophy underpinning our L&D approach, and provides the framework for managing employee training, ensuring that each and every employee participates in a properly structured training process. This allows us to support their career growth, develop their potential, and maximize their performance and well-being.

#### Our Training in Numbers

		2021	2022
<b>Number of Learners</b>	14,432		
<b>Number of Courses</b>	3,149		
<b>Learning Hours</b>	114,221		
<b>Average Hours per Employee</b>	7.91		
<b>Average Courses per Employee</b>	6.88		
<b>Female Learners</b>	3,203		
<b>Male Learners</b>	11,229		
<b>Training Highlights</b>			
<b>Total Training Hours including Linked in</b>		26,553	114,221
<b>Total Linked-in Learning Hours</b>		470	14,261
<b>Total Hours Female</b>		7,875	31,989
<b>Total Hours Male</b>		18,494	82,232
<b>Total Hours excluding Linked in</b>		26,083	99,960
<b>Average Hours – Active Learner</b>		1.6	7.9
<b>Average Hours – Headcount</b>		1.6	7.0

Learning Source	Aramex Courses (online and offline)	Linked-In Learning
<b>Number of courses</b>	590	2,559
<b>%</b>	19%	81%
<b>Hours</b>	<b>99,960</b>	<b>14,261</b>
<b>%</b>	88%	12%

#### Aramex University

A key milestone in 2022 was advancing Aramex University’s digital and inclusive platform, which is accessible to all levels of the organization, including our Delivery Champions (Ground Couriers). We were able to provide our Delivery Champions in GCC and MENAT access to Aramex University through their hand-held devices and will be expanding this globally. By the end of 2022, 67% of our Delivery Champions had access to our entire learning library, in 2023 we aim to significantly increase this percentage. Through this initiative, we aim to build the capability of our Delivery Champions by creating specific content on different topics and pushing it to their devices.

**A total of 99,960 learning hours were completed by users of Aramex University, focusing on programs such as Risk and Compliance, International Trade, Dangerous Goods, Antibribery, Security and Policies and Procedures, Onboarding, and Wellness.**

**Onboarding**

Learning and development at Aramex occurs at all levels. In 2022, we continued to enroll all new joiners in a structured e-learning onboarding program which is designed to orient newcomers and enable their seamless transitions into the Aramex workplace. During the program, new employees learn about the company’s mission, values, and purpose, along with the different functional units, operations, and services. Furthermore, the training includes modules related to sustainability, environmental stewardship and awareness, compliance, and our work with and duties towards our communities. Enrollment in the program is automatically assigned to all newcomers as a mandatory program.

**Leadership Development**

Another big focus for 2022 was leadership development. We introduced two new leadership development programs (for senior and mid-level leaders) in partnership with HULT Business School (UAE) and Ashridge Business School (UK) in our Leadership Academy. The curriculum focuses on 3 pillars: Leading Self, Leading Others, and Leading the business. Modules also include Strategy and Finance for Non-Finance leaders.

**Academies Framework**

The team also continued to enhance our partnership with business leaders by establishing capability academies in the key strategic areas: Sales, Logistics, Express, Customer Service, Operations Excellence and Leadership. This framework helps us establish a culture of operational excellence and productivity, by building the capabilities in our most critical functions. We have a three-tiered approach for each of the functions, namely Foundational, Advanced, and Mastery. Our approach was to pilot the training in some locations in 2022, learn from the feedback, and scale globally with a consistent approach.

**Sales Training**

To ensure we remain at the forefront of developing our Commercial Teams we launched The Aramex Sales Academy as a response to the emerging sales capability requirements in different regions. The academy has two programs, the **Sales Foundation Program**, which targets Commercial employees who are either newly hired or need a refresher, and the **Advanced Sales Program** which targets more experienced commercial employees that need further upskilling. The Advanced program is still under development and will be launched in 2023.

In 2022, we have trained more than **200 Commercial employees** including managers in the GCC, MENAT, North America, and South Africa: a total of **4,920 hours of training**.

**LinkedIn Learning**

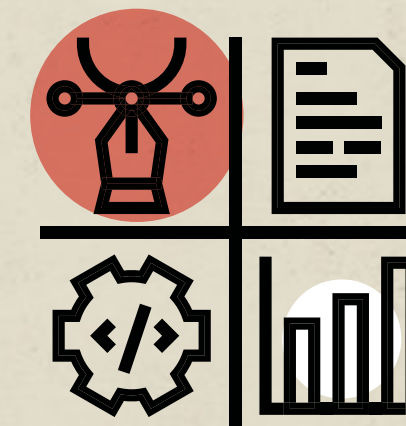
Another notable milestone in 2022 was expanding access to LinkedIn in learning, giving 6000 employees access to over 16,000 courses curated by experts, thereby allowing them to learn on the go. In line with our

goal to encourage employees to take ownership of their professional development, the platform allows employees to take courses when the need arises rather than wait for a scheduled classroom session. **A total of 14,261 hours was recorded with an average of two hours per learner.**

*“We want to instill a culture of lifelong learning, an ongoing, voluntary, and self-motivated pursuit of knowledge that enhances social inclusion, active citizenship, personal development, and above all prepare our employees to remain competitive.”*

**Aramex Lean Program (ALP)**

As part of our strategy to continuously develop our internal talent, we continued the Aramex Lean Program hosting a series of Lean Six Sigma programs. These programs focus on internal capability building where the development journey towards becoming a Lean Champion starts with Kaizen Workshops and continues with Yellow Belt and Green Belt. The program’s aim is to drive Aramex’s strategy to have focused teams working on operational efficiency and continuous improvement in a systematic manner ensuring sustainable results. Furthermore, we want to create a platform for connecting people from across the network and seamlessly transferring best practices.



**Aramex Lean Program (ALP) highlights**

- 1) **Yellow Belt**
  - a. 3 sessions conducted
  - b. 56 candidates trained
  - c. 48 training hours
- 2) **Green Belt**
  - a. 3 sessions conducted
  - b. 22 candidates trained
  - c. 120 training hours

**Forward focus: our 2023 goals and initiatives**

Our goals for 2023 are in continuation of our 5-year HR Strategy which were initiated in 2022 are:

Initiative	Impact	KPI
Drive & Reward Performance Driven Organization	Instill a culture of pay for performance and results orientation. Recognize and Retain achievers contributing to the growth of Aramex	Clarity on Business Objectives & cascade of KPIs. Transparent and clear communication of bonus and commission targets. Frequent performance reviews. Compelling pay propositions balanced for Fixed and Variable segments. Fast track and promote high performers providing development opportunities for all.
Develop Talent & Focus on Diversity	Accelerate talent development meeting succession and leadership needs. Improve diversity ratios and implement programs that deliver gender equality outcomes	Succession Plans for key leadership and operational roles. Assessment and Development Planning, backed by leadership reviews. Deliver Nationalization and gender balance goals.
Improve & Embed People processes	Continually improve HR practices, enhancing employee experiences	Maintain ongoing blended learning experiences. Simplify processes, leveraging technology for everyday people processes in the recruit to retire lifecycle.
Improve Org Effectiveness & Efficiency	Fuel Aramex for growth through continual adoption of organization design that enables achievement of business plans and strategy at optimal cost	Enable organization functioning through clarity of structure, role and accountability distinction. Achieve synergies where appropriate in M&A projects. Manage people cost, right size headcount aligned to Strategy and in year Plan. Review Productivity goals.
Nurture Organizational Health & Engagement	Build and ambitiously increase employee engagement levels through execution of initiatives and people programs	Enhanced communication and visibility of leadership through physical and digital mediums. Celebrating and promoting Aramex's unique culture. Recognizing and valuing people for contributions. Listening to and addressing issues from feedback and insights

## Health, Safety, and Security



The health and safety of our employees, customers, suppliers, contractors, and partners is of critical importance at Aramex. Maintaining Health, Safety, and Security (HSS) is a core component of the preservation of our Human and Social and Relationship Capitals in the short-, medium-, and long-terms.

Our occupational health and safety management system ensures that we safeguard the fundamental right to a safe and healthy working environment, it provides the framework for all our stations across the globe through a number of health and safety policies, procedures, and training. These include our Health and Safety, Driving, STOP Work, Substance Abuse, and No Smoking policies. Additionally, we have a number of manuals and procedures that are circulated and made available for employees as well. Relevant employees are also required to attend training on these procedures and should be aware of the safety manuals and information. These include Health and safety manual, warehouse safety manual, land transportation safety manual, permit to work procedure, safe use of work equipment procedure, hazard identification and risk assessment procedures were also in place to ensure the safe and healthy work environment for all .

In Q1 of 2022, our Riskconnect tool, which provides effective software for reporting and investigating incidents, went live and is currently being used in all stations, with more than 3,300 incidents reported in 2022 relating to Safety and Security. In addition to incident reporting, the tool was used to capture all of Aramex's properties and provide an overview of the safety standards within these properties. The tool was also used to carry out internal security and safety assessments and will be expanded in 2023 to cover daily, weekly, and monthly security inspections ensuring that all stations complete these tasks on time.

We continually monitor and update the system and all its components to address any business needs, mitigate risks and to eliminate any threats and gaps. As part of this, we have a hazard identification and risk assessment procedure that sets out how Aramex identifies the hazards and risks associated with



each activity and task. It helps to determine the significant impact they might have on our employees and to place risk controls to eradicate the hazard or minimize the risks through the hierarchy of controls.

Our incident reporting procedure requires all our employees 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 root cause analysis (RCA) approach. Appropriate Corrective and Prevention actions will be raised based on the RCA outcomes.

Aramex also introduced a STOP Work policy in 2022 as part of our Riskconnect tool which was designed to provide both employees and contract workers with the ability to stop when a perceived unsafe condition or behavior may result in an unwanted event. Both employees and contract workers are informed and empowered to act responsibly to ensure safety while undertaking any task or activity. Stopping unsafe work is not considered a negative action and there will be no retribution to the employee. This policy is to ensure that no employee will be expected or coerced into performing work that the employee considers unsafe. All stopped work can only be restarted if unsafe acts and conditions have been removed or mitigated .

The health and safety function is led by our Global Director-Safety, Securities and Facilities and has clear OHS targets that are reported on a regular basis. 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.

In the head-office and within the UAE, the Health, Safety and Security (HSS) team launched a campaign in 2022 "Health Campaign" in coordination with NMC Hospitals- UAE where 633 employees /contractors participated.

**Health, Safety and Security Training Highlights**



**17 courses on occupational Health Safety, Environment**



**2,019 training hours**



**2,370 employees**  
1,516 Male Learners , 490 Female learners



**Aramex Employee Safety Committee and HSS communication**

Aramex safety committee includes employees from different levels to discuss health and safety matters during official meetings. The purpose of the committee is to ensure that health and safety continue to be an integral part of the Aramex operating procedures, culture, and programs. The committees increase and maintain employee awareness and interest in health and safety issues, providing them with an official platform to share any needs and concerns through open discussions and mechanisms for corrective actions. Safety Committee meetings are held every quarter.

Additionally, regular facilities walkthroughs are conducted with Aramex management and department leaders to identify any possible health concerns and determine areas of improvement.

Aramex also engages employees in a management walkthrough of the facility where i department leaders and managers participate to identify any safety-related observations.

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

**Additionally, employees working in specific sectors (ex. Oil and Gas) receive specialized training. Training modules include:**

- Healthy, Safety, Environment (HSE) Induction online - New Hire
- Emergency Response & Preparedness
- Stop Work Process and Safety Observations
- Reporting incidents and near misses
- Site Specific Safety Orientation
- Life Safety Rules
- General Fire Safety
- Hazard Recognition and Control
- Electrical Safety Awareness
- Slips, Trips, & Falls
- Personal Protective Equipment
- Chemical Safety Awareness
- Heat Stress
- Hand Protection
- Manual Handling and Back Safety
- Ergonomics
- Fatigue risk management
- Stress management
- Dropped Objects Prevention
- Working At Height & Fall Protection
- Conveyor Safety
- Permit To Work
- Rotating / moving parts machinery safety (Wood cutting machine)
- External Lifting & Rigging
- External Overhead Crane Safety
- External Dangerous Goods Handling
- External Spill Control
- External Core defensive driving
- Safety in the Operation of MHE's
- External forklift Training (theory & practical assessment).
- External First aid
- External Fire warden



**Health, Safety and Security Training**

Training and awareness raising are crucial to ensuring the health and safety of employees and stakeholders, we continually evaluate our training programs as well as the training needs of different employees. Our in-house Health and safety training program for its workers is built according to the HS 1000 – (E) H&S Training needs Matrix. The training includes Our Health and Safety induction program, Permit-to-work procedure, along with additional general and on the job HSS training modules. In 2022, we trained 150 oil and gas employees, and plan to expand the training to include more employees in 2023.



**Dangerous Goods**

Under development is the Competency-Based Training and Assessment Center (CBTA) program which will be launched in 2023 where Aramex will partner with IATA to implement dangerous goods training programs based on a competency-based training and assessment approach and in compliance with international and industry standards. This initiative will support and enable our Ground Operations teams to develop capacity and resources and increase their level of dangerous good knowledge.

**65% of Ground Operations and Ground Courier team members attended the Dangerous Goods Awareness programs this year.**

Aramex has clear guidelines on the handling, transportation, and storage of hazardous material including chemicals, which includes procedures with a detailed risk assessment to be initiated in involved locations. These guidelines are continuously reviewed with function owners and "Safety Data Sheets" are reviewed by trained employees and emergency plans are initiated or revised

to include any changes. Additionally, all our stations comply with local and international standards, regulations, and best practices concerning handling dangerous goods or hazardous materials.

Additionally, in 2022, Aramex established a chemical handling procedure that covers guidance on how to manage health and safety risks associated with chemical handling within Aramex worksites. This procedure helps with assessing and mitigating risks related to chemical handling. Risk assessment is key to handling chemicals and other such goods, the procedure outlines the necessary safety data sheets, required training, and the emergency response plan. It also advises on relevant HS regulations to ensure compliance with appropriate procedures and requirements at any point where and when chemical handling is undertaken.

**Transportation Safety**

Transportation safety continues to be a core matter for the Health and Safety team and includes ensuring safety and appropriate measures in transporting products, loading, and unloading of goods, classifying, labeling, and packaging materials properly, especially any hazardous goods. In addition to our dangerous goods training, we also have our International Carriage of Dangerous Goods by Road (ADR) training for all employees involved in land

transportation, in addition to IATA CAT3 and CAT 6 in many locations and hubs. For the year in a row, Aramex did not experience any accidents involving contact with chemicals.

All our land freight vehicles are equipped with GPS devices and monitored by the 24x7 control room (including third-party trucks). New technologies were validated to enhance GPS tracking and a new project to monitor all Aramex vehicles is currently under review and is expected to be launched in early 2023. 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.

In 2023, defensive driving training will be implemented and will be mandatory for all drivers and 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-trip and post-trip by qualified staff to ensure the truck conditions and properly securing the load to avoid transportation-related incidents.



**Subcontractors are key partners in Aramex's health and safety management system, the assessment and contractual agreements ensure that they always comply with the safety policies, procedures, and responsibilities outlined within. Subcontractors are also encouraged to report any health and safety observations or near misses. All third-party contractors who work within our facility must undergo our health and safety induction and permit-to-work processes. Subcontractors are requested to join weekly tool-box meetings with an opportunity for the third parties to provide their inputs, comments, and observations ensuring a two-way communication. Furthermore, we encourage and ensure that vendors and contractors participate in our occupational health and safety campaigns.**



### Health and Safety in Numbers

In 2022, we have certified 15 more sites to OHS MS meeting ISO 45001 standard. Globally so far 39 sites were certified to ISO 45001 standard and 18 more sites to be added in 2023.

All ISO 45001 standard requirements are in place.

Health and Safety Disclosures							
Year	2017	2018	2019	2020	2021	2022	
<b>Lost time Injury Frequency rate (LTIFR)</b>	2.69	2.73	2.88	1.83	2.58*	2.22	Aramex experienced 2.22 LTIs for every 1,000,000 hours worked over the past year
<b>Lost time Injury Incident rate (LTIIR)</b>	0.57	0.58	0.62	0.53	0.66	0.57	Aramex experienced 0.57 LTI's per hundred employees
<b>Severity Rate (SR)</b>	12.08	8.99	16.45	17.61	17.72	11.90	On an average each LTI resulted in 11.90 days off work
<b>Lost time injury Rate (LTIR)</b>	0.54	0.55	0.58	0.37	0.52 *	0.44	For every 100 employees, 0.44 employees have been involved in LTI
<b>Vehicle related Lost days rate (LDR)</b>	9.69	7.64	12.27	8.03	6.93	3.87	Aramex experienced 3.87 vehicle related Lost days per million shipments
<b>WH &amp; Office related Lost days rate (LDR)</b>	4.54	4.26	3.63	5.42	6.92	4.94	Aramex experienced 4.94 WH & Office related lost days per million shipments
<b>Lost days rate (LDR)</b>	14.23	11.90	15.90	13.45	13.85	8.80	Aramex experienced 8.80 lost days per million shipments
<b>Accidents per Million shipments</b>	13.94	15,61	9.21	7.54	7.26	8.18	Aramex experienced 8.18 accidents per million shipments

<b>Fatality Rate</b>	0.054	Aramex experienced 0.054 Fatality for every 1,000,000 hours worked over the past year
<b>Near misses</b>	118	Aramex reported 118 Near misses Last year
<b>High Risk incident of total Incident</b>	0.022	Aramex reported 0.022 Major incident from all incidents reported last year



Unfortunately, and with a heavy heart we report that we had three fatalities in 2022. One related to an Aramex bike courier who lost his life in a collision with a road separation. Additionally, two of our land freight contractors also lost their lives. A heavy trailer driver passed away due to a blast of his rear tires as he was trying to fix it, while another truck driver was hit by a third-party heavy truck and lost his life. In these cases, for Aramex employees, all different types of support, including financial support and arrangement for the burial, along with life insurance benefits, were provided to the deceased's family. For contracted employees, Aramex provided all the dues through a contracting company. We are working to continuously improve our safety measures and take corrective actions to better safeguard our people.

\*Restatement: Correction for 2021

## Health and Safety Statistics

Total Number of Fatalities including non-occupational related and excluding Covid (1 employee and 2 Aramex full time subcontractors)	3
Total Number of Lost time injuries	92
Total Number of days lost	1,095
Total number of incidents resulted in minor or no injuries	905
Total number of incidents resulted in injuries	112
Total number of incidents	1,017
Total Number of employees	16,249
Total number of vehicle related incidents resulted in minor or no injuries	702
Total Number of Vehicle related incidents resulted in injuries	13
Total Number of Vehicle related incidents resulted in Lost time injuries	34
Total number of vehicle related incidents	715
Total number of days lost due to vehicle incidents	481
Total number of Warehouse & Office related incidents resulted in minor or no injuries	203
Total Number of Warehouse & Office related incidents resulted in injuries	99
Total Number of Warehouse & Office related incidents resulted in Lost time injuries	58
Total number of Warehouse & Office related incidents	302
Total number of days lost due to WH & Office related incidents	614



### Security

Physical security threats to the supply chain continued to evolve in 2022, especially given disruptions in the global supply chain overall. Some of the challenges include 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 better understanding of incidents trend and take decisions to mitigate risks on country and regional levels.

On the ground, we continued to upgrade 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. For the second year in a row, we completed the global Security property assessment on the top 86 facilities which helps us identify the gaps and address these accordingly. New facilities are planned for TAPA FSR – C certification, our goal in 2023 is to ensure that all logistics facilities are certified. We also aim to include more facilities in 2023 and improve the assessment scoring for the facilities evaluated in 2022.

To manage these challenges, we continued to grow our health, safety, and security team in 2022, while also upgrading our policies and procedures to stay ahead of the changing conditions and challenges. We are committed to continue these efforts in 2023 and beyond.

**Our 2023 Health, Safety, and Security Objectives are focused on the reduction of incidents and lost time injuries and the promotion of safety across all activities as a daily practice.**

We will launch our Safety Day Campaign across all of Aramex's locations, focusing on enhancing awareness and safety in our key incident categories.



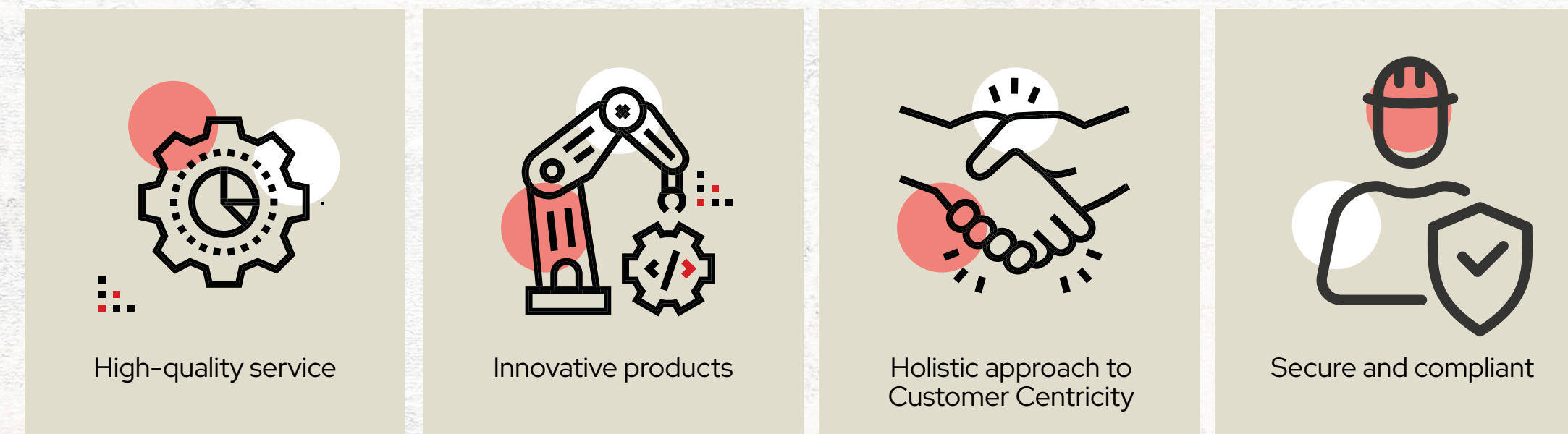


## OUR CUSTOMERS

Throughout our 40 years of operation, Aramex's customer-centric philosophy remains a pillar in our work to deliver excellence and value to our customers, whenever and wherever they might be. We are committed to providing high-quality services and innovative products that ensure our customers' needs come first and that their experience is at the heart of our strategies and operational decisions. In addition to our goal to meet and exceed customer expectations, we ensure that we have policies, training, and guidelines in place to safeguard client privacy, uphold confidentiality, ensure responsiveness and that all interactions and relations between Aramex and our clients uphold ethical and professional conduct.

Managing our relationship with our customers is integral to our Social and Relationship Capital flows, and we leverage our Intellectual and Human Capitals and augment our Manufactured Capital to ensure that we preserve and create value for all our customers and stakeholders.

**The Aramex approach to creating value for our customers:**



**Our customer-centric approach allows us to invest in continually building our Social and Relationship Capital while augmenting our Intellectual and Manufactured Capital.**



**Putting Customer Engagement at the Forefront**

Over the past 40 years, our customer-centric approach has informed our customer relations strategies, tools, and activities. This year was no different. We invested in new technologies that leverage AI to understand customers’ intents and sentiment and respond to customers within seconds using AI-chatbots. In addition to this, we continue to focus on the human factor in our customer engagement, which remains an essential component in ensuring personalized experiences. As part of this, we introduced the ‘Human-In-the-loop’ features on top of the NLP (Natural Language Processing) on chatbots for WhatsApp, and new additional channels for 2022 Twitter, Instagram, and Facebook.

In 2023, Aramex will focus on introducing even more communication and customer service channels in different regions to further personalize customer experiences globally.

To ensure prompt and responsive communications across multiple channels, Aramex focused on the employee experience which goes hand-in-hand with the customer experience and developed a synchronized omni-channel platform that allows employees across different functions to have full visibility on customer engagements history. Breaking any silos and ensuring identical experiences for customers regardless of the engagement channel.

Our Omni-channel approach allows us to maintain communication in a responsive and prompt manner while providing customers with different communication channels throughout their journey. All our communication is subjected to a quality management process with clear metrics including first contact resolution, acknowledgment time, and interaction closure, as well as the quality of resolution. To ensure continual improvement we collect customer feedback on their interactions to identify any gaps or lags. This year, we were able to streamline our interactions with customers. In 2023, our focus will be on digitalizing the first response to promote self-service, further enhancing the whole customer journey and reducing the first response time. This includes optimizing automation to maximize Service level agreements and serve customers even faster.

**Communication Channels**

We have listened to our customers and changed the way we communicate with customers by giving them the option to either select a door-to-door delivery for their shipments or to pick up their shipments from their nearest Aramex Pickup & Drop off Point which might be an Aramex outlet, Parcel locker or a Pick-Up & Drop-Off location.

**Expanding Aramex PUDO Network**

We have expanded our PUDO network within the GCC by expanding our Retail Outlet network, Parcel lockers network, and our Pick-Up & Drop-Off locations and our customers can enjoy collecting their shipments from a location that is within 10Km radius at their convenient time.

We have doubled our PUDO network in the GCC in 2022 vs 2021. A PUDO location can receive hundreds of parcels at a time, reducing the extra travel required for home deliveries and saving fuel and labor, and reducing their overall carbon footprint.

**Launching Counter to Counter Service**

In Saudi & Oman, we have launched our Counter-to-Counter service. This service will allow individuals to send domestic shipments from one of our outlets, parcel lockers or Pick & Drop locations and to be collected from the same network at competitive rates and convenience.

**Tenders**

Through our tender process, we make sure we engage with our customers to fully understand their needs from different topics of the organization, including legal, risk, commercial, compliance, and others to make sure we find the right solutions for each customer. In 2022, we managed to win a significant number of tenders within our different products, and across around 40 countries in different regions achieving an increase in the winning ratio by 17% over 2021. In 2023, we are aiming to increase the number of tenders by 25%, and work on better understanding the root-cause of the lost tenders and how we can build our internal capabilities to acquire more business.

**SME Support Program**

We continue to work on providing services and products tailor made to SMEs and startups, stemming from a keen understanding of the importance of entrepreneurship in transforming our economy and community. Aramex establishes a dedicated unit mandated by introducing an economical tailored logistics solution coupled with advanced technology to deliver a seamless shipping experience to specifically respond to the needs of SMEs. Additionally, this unit gathers and analyzes data on SMEs and startups to understand their needs and design and implement the appropriate solutions and offerings, focusing on a seamless end-to-end experience.

In 2022, we focused on enhancing our special SME offering and rate cards, lead generation mechanisms, as well as our communication channels for SMEs using Voice of Customer to collect continuous feedback. We also worked on enhancing the user journey by revamping our website and webtools. We are focusing on hiring business development managers that are experienced in working with startups and SMEs to better tailor our services to their needs.

We began exploring partnership opportunities with the Department of Economic Development (DED), Start-up Incubators, and SME business forums to expand our reach and the program.

**Since the program launched, we have reached over 75,000+ SMEs and startups, with over 26, 000 added in 2022.**



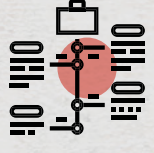
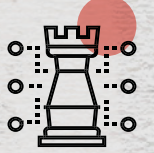


**In 2023, we aim to:**

- Expand our PUDO network. Our ultimate goal is to implement and expand Aramex PUDO location within 5 – 10 KM away from where our customers work, live, study or go out.
- Increase our current Pickup % out of the total inbound shipments to reach 30% of the total business.
- Introduce the Aramex Counter to Counter service within the rest of stations
- Introduce the Aramex In-House parcel locker network within Oman, Qatar, Kuwait, Bahrain, and Saudi.
- Automate the process of sending personal shipments through our physical retail outlets by introducing a self-service kiosk.

**Technology-Enabled Business Capabilities and Transformation**

At Aramex, we are keenly aware that our ability to deliver value to our stakeholders is bolstered by our ability to invest in and integrate technological innovation in all aspects of our value chain. By committing to leverage our technological capabilities and expertise and keep up with the ever-changing digital landscape, we remain true to our role as tech enablers and innovators. Our digital transformation mission and strategy is to develop technology-enabled business capabilities that scale digital business operations up and out, generate revenue, improve profit margin, advance customer satisfaction, and future-proof our business.

Building on our efforts in 2021, in 2022 we set a 5-year strategic plan which centers around the following pillars:

 <p><b>Developing new technology revenue and capabilities</b></p>	 <p><b>Modernize core technology</b></p>	 <p><b>Redefine the customer journey – Sender &amp; Receiver Intimacy</b></p>
 <p><b>Enhance operational efficiency</b></p>	 <p><b>Future proofing innovation</b></p>	 <p><b>Incorporate sustainable tech, paperless operations, and green computing</b></p>

Technology innovation and transformation provide the necessary infrastructure and base for us to deliver value to our customers and clients efficiently and effectively. We have various technological and IT solutions that we continually evolve and invest to optimize resilience, operations, and trust in response to our customer’s needs

**Customer Solutions Available Anytime, Anywhere**

Aramex maintains a comprehensive set of communication tools that allow individuals to seamlessly manage their shipments anytime anywhere. Following the redesign of our Aramex application in 2021, we continued to enhance our customer communication channels in 2022. We introduced Sprinklr – the new omni channel solution.

This AI-powered solution combines our different channels and experiences to unify the consumer business communication and experience through one omni channel platform offering the same level of automation process across all social media channels. Sprinklr will also help provide visibility across all channels on historical consumer conversations and transactions and build in the ground for proactive AI processes. The system will help Aramex continue to provide its exceptional ‘Last Mile’ delivery via accelerating digital priorities.

**Pioneer 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 their needs and are in line with their strategic goals.

**Capturing Customer Feedback**

Capturing customer feedback and insights allows us to improve our engagement strategies, improve our service delivery, and improve our customer retention. The Aramex Voice of the Customer program allows us to gather feedback through multiple channels, including phone, SMS, web, and through our mobile application and social media channels in addition to the frequent customer surveys that collect detailed feedback. These channels and the data gathering processes are in line with the General Data Protection Regulation practices. The program captures thousands of feedback data points across several metrics, which are analyzed and communicated to relevant teams both locally and globally to improve the customer journey accordingly.

**Continuous Monitoring of our Services to Continually Deliver Value**

Through continuously monitoring our service delivery across different levels, sectors, and verticals, we can anticipate customer needs, stay ahead of global shifts in our industry, and enhance our services. We deploy up to date investigative and predictive methodologies to forecast operational and technological changes and requirements, predict trends, volume fluctuations, and business and industry transformations and needs.

**Cyber Security**

As we continue to rely on technological innovation, automation, and digital transformation, information security is taking center stage as a priority for Aramex. Our commitment to customer and information privacy extends from our human rights commitments. We strive to provide our customers, business partners, and stakeholders the peace of mind knowing their data is safe and privacy is a top priority. We work across all departments, levels, and verticals to ensure that we establish and maintain a culture of information security, empowering all employees and raising their awareness to ensure that they uphold and upkeep customer privacy, information security, and adherence to all relevant internal and external laws and regulations related to data and information management. Safeguarding information security and privacy is a responsibility of all Aramex employees, to that end, awareness and involvement are integrated within every activity and every process, from boardroom to frontline. Although our systems are resilient and elastic to the needs and demands of our customers, Aramex has maintained an effective Disaster Recovery plan which defines to ensure the continuity of the company’s operations in case of a disaster and other disruptive cases.

We also acquired the PCI-DSS certificate which ensures that customer credit card information is protected per the highest protection standards and requirements. We adopted the European General Data Protection Regulation (GDPR) as a base for building the corporate data privacy framework, not only for our Europe operations but across our entire network. Our adherence to GDPR has helped us comply with most of the subsequent regulations that were introduced in other countries afterward. Additionally, our binding corporate rules (i.e., Privacy protection framework) application reflects Aramex’s commitment to protecting personal information across the whole group as per the highest standards.

In 2022, we had no substantiated complaints regarding breaches of customer privacy and losses of customer data.



**Information security measures and certificates**

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



## Innovation at Aramex

**Our innovation strategy has been to drive transformation internally to deliver value to our customers, while ensuring customer satisfaction, reliably and responsibly, while ensuring product profitability. Some of our current projects include:**

**1. Crowdsourcing:** We have a crowdsourcing product that helps us source partners in any function. Today we use a crowdsource platform for couriers under a brand name called FLEET. Since its launch in 2016, this product has been made available across 10 geographies and has successfully delivered nearly 8 million shipments. We are now in the process of further refining this product and launching crowdsourcing for other work functions like Warehousing, Back office, Contact center, and more.

**2. Pickup and drop-off (PUDO) solutions** are critical for us to offer customer convenience and achieve cost optimization in the last mile. We are now enabling regions and stations to build partnerships and launch 10-13k PUDO locations in the coming 5 years. We have doubled our PUDO network in the GCC in 2022 vs 2021, and we are now launching in the MENAT and Africa region. We aim to build 2,000 to 3,000 locations in the coming 12-24 months across our core geographies that shall enable customers to collect or drop off shipments from an Aramex-branded and enabled location close to them.

**3. Future Vehicle Program:** Through 2022 we have been focused on driving the adoption of autonomous vehicles which run on greener energy sources. Through this program we have spoken to regulators and have successfully piloted:

- **Drone deliveries:** We successfully rolled out drone deliveries in Muscat on a tough route which made a case for drone delivery deployment. Given that regulations related to the use of drone deliveries are still nascent, and considering possible security concerns, we are very proud to have partnered with them and to offer this to our customers across our network. We plan to scale up drone deliveries in 2023 across the globe where there is a business case and regulations in place, creating a new urgent delivery product. This will help reduce our negative environmental impact and emissions.

- **Autonomous BOT deliveries:** Autonomous vehicles which are powered by EV batteries were launched in the UAE in Q4 2022. We rolled out 4 robots to initiate deliveries in the last mile and simulated conditions under which we could prove the BOT's utility and performance. We are now scaling up these simulations and plan to roll BOT deliveries out across our regions to help us achieve our sustainability, productivity and quality metrics.

- **Fleet Electrification:** In efforts to reduce our environmental impact and carbon footprint as well as our cost, electric vehicles are essential for decarbonization goals and we continuously test vehicles to identify suitable solutions that meet our business needs. For more information please refer to our environment section on page 33.

**4. Aramex Command Center:** We launched a command center module in our global support office in Q4 of 2022. This command center module will have a live display of our operations across screens and focus on shipment level information based on service level agreements (SLA) and catch any misinformation or gaps to avoid delays. This will help us understand our operations' strengths and improve on any weaknesses and ensure shipments missing any SLAs are proactively resolved or communicated with our customers.

**5. Other innovation programs**

Our internal innovation program (Aramex RedLab) allows employees to share their ideas with us, after consideration and necessary assessments, these ideas developed into products, piloted, and launched. Some of 2022's exciting RedLab ideas from our employees that will be launched are:

- Ecommerce store for Aramex Boxes: We are planning to list Aramex as a store on online marketplaces for customers who would like to purchase boxes and other potential consumables for their use.
- NFT for shipping: We are looking at a way NFTs can be used for our freight services
- WhatsApp for Business solutions: We are looking at how WhatsApp can be leveraged for our services in franchise/agent geographies.
- Automation of training: Idea to automate the onboarding and training at our contact center.

We are looking into Metaverse for shipping and wearables for operation shipment processing. We had initiated the launch of Aramex in the metaverse through a startup called metamall where we would be the dedicated shipping partner for their sales.

**6. Franchising:** We are now re-initiating the program to recalibrate our franchising and agent strategy by creating new selection, onboarding, and partnering processes. As part of this we are amending the current revenue structure, support system, sign-on processes, and development cycles to generate new revenue streams in both new and current countries.



## OUR COMMUNITIES

Over the last 40 years, sustainability has been and remains a part of the Aramex DNA, it is a source of pride, a strategic vision, and an embedded value that we uphold. A crucial part of our sustainability has been our work and partnerships with our communities. We are firm believers that a big part of our role and responsibility as a company is to work closely with communities to enact a positive, sustainable, and effective impact.





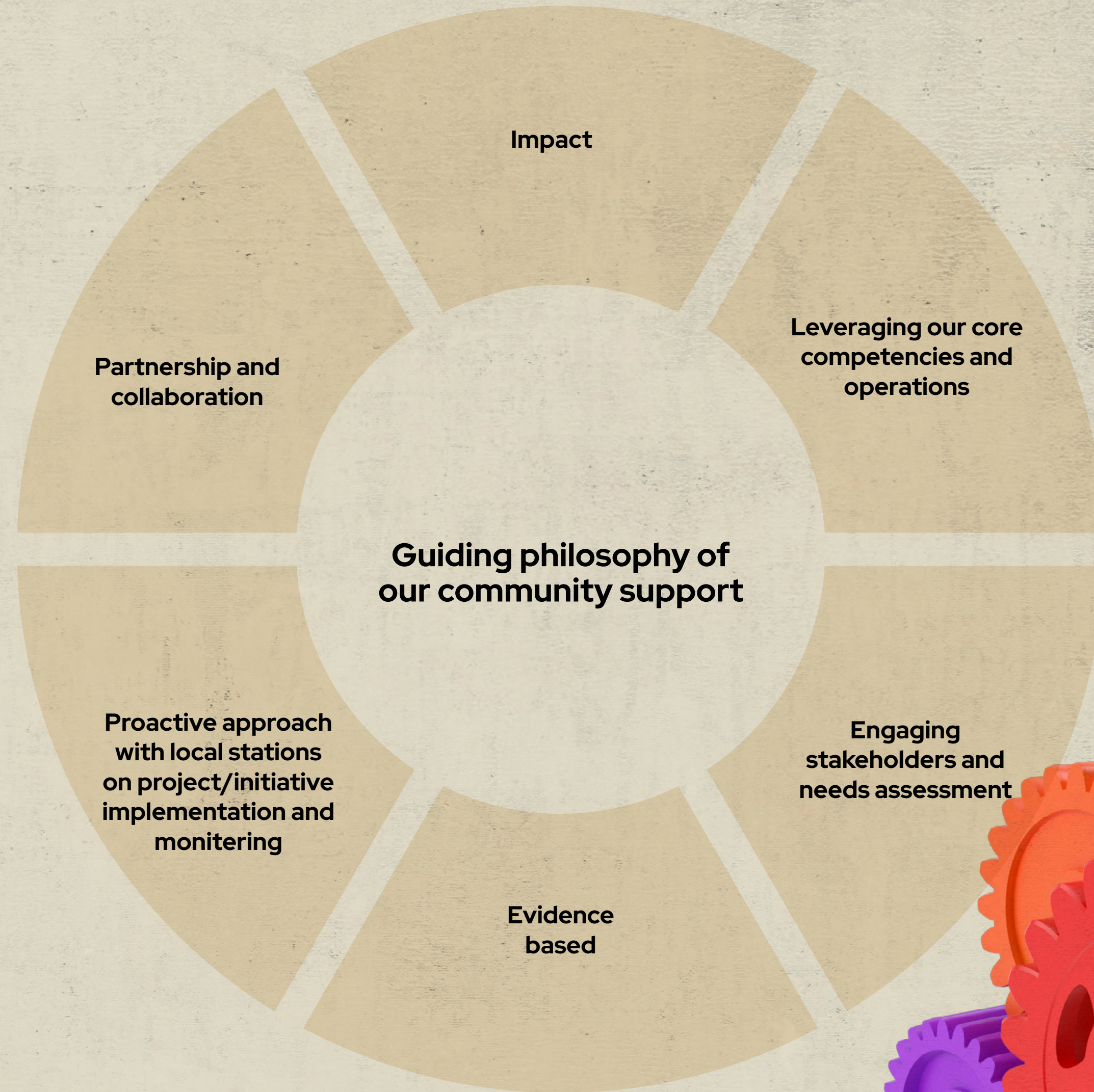
**Our Social and Relationship Capital Strategy**

The networks, partnerships, and relationships that we build and foster within Aramex and between Aramex and other institutions and stakeholders are key to upholding our sustainability strategy, enhancing collective well-being, and ensuring that we are aware of and responsive to the needs of our stakeholders and communities.

Our social and relationship capital is interconnected with our human and intellectual capitals. Our related strategy allows us to expand our understanding of our social impacts and ensure that we are actively contributing to the social good.

We continue to approach our community-based projects through a **partnership** and investment model, integrating sustainability in our operations, honoring our **commitments to stakeholders** and community members, and delivering value wherever we might be.

Our sustainability and social strategy are forward-looking, while building on past lessons, experience, and connections. We privilege a mode of scientifically informed, evidence-based, embedded, and partnership-oriented approach which centers longevity, transparency, and positive engagement with communities.



Our Corporate Citizenship program, which is implemented across our network, aims to create shared value and positively contribute to our communities based on their specific local context and needs. Our employees are engaged in our Corporate Citizenship program and motivated to make a difference in their community through volunteering and spearheading activities. The program focuses on the following key areas:

### Community Engagement

Being an active part of the community can take different forms depending on local community needs and context, given our global presence and varying community needs. At Aramex, we define community engagement as the process of active contribution and support that enhances community livelihoods, well-being, and sustainability.

### Youth Education and Empowerment

We believe that to achieve a sustainable future, we need to support the education and empowerment of our youth. As they shape the world we live in, we want to ensure they are equipped with the necessary skills and expertise to make a positive impact within their communities and beyond.

### Entrepreneurship

Our focus on entrepreneurship stems from our own entrepreneurial journey which started 40 years ago. And from that journey, we understand the ability of startups and SMEs to transform economies, drive innovation, and create value. To that end, we focus on supporting entrepreneurs and SMEs along their journey as part of our social program, we developed the SME program that has since been expanded on and integrated into our business operations.

This program is a great example of the intersection of our sustainability and Corporate Citizenship priorities and our business strategy and is a testament to our integrated approach and efforts to leverage core competencies. For more on the SME program, refer to page 57.

### Leveraging our operations to support humanitarian and emergency relief

Additionally, we actively and readily leverage our operations, capabilities, and human, financial, intellectual, and social and relationship capitals to provide emergency relief and support when the need arises. Our readiness to provide emergency relief is an important part of our engagement with communities. We are aware that with our operational bases, warehousing, and transportation networks, we are well poised to distribute necessary medicinal and food supplies, facilitate information flow, and work with partners on the ground.

With the massive work that took place in 2021 to support communities during the pandemic, we started structuring our community programs to reach more beneficiaries through strategic partnerships with community service providers.

The impact of these will show starting 2023 and for this reason, this year, we managed to reach over 140,000 different beneficiaries through our various partnerships and programs.

In 2022, our focus has been to consolidate our efforts and partnerships to strengthen and enhance our strategic goals and focus. During this year, we maintained our existing partnerships and support and conducted an evaluation of all our projects and activities, setting a road map to streamline our social projects, establish new partnerships, and conduct assessments and research on community and youth needs and priorities.

In 2023, we are looking forward to putting the planning and learning into action, working towards our goal to expand our beneficiary base by 5% year-on-year until 2030.



## 2022 Social Projects and Partnership Highlights

### Supporting Free medical Care in Kenya

As part of our community engagement in Kenya, we partnered with Action in Focus to support their free medical camp, held for three days in three locations. Aramex provided a truck and driver to transport the medicines and food packages to the sites of the medical camps, we also stored the material in the truck during the camp. The NGO provides local impoverished communities with free consolation/ medication and food packages. Overall, 3,100 people received different treatments, from cataract treatment, tumor removal, to cleft pallet surgery and dental treatments.

### Distributing Aid to Sudan

Together with the World Health Organization, we arranged for a charter flight to transport and distribute 100 tons of medicines to 13 states around the country, reaching more than 4,000 families affected by the flooding. We also arranged the storage of the supplies in our warehouse.

### Distributing School Bags in Tunisia

In collaboration with Rotaract club Tunisia, Aramex distributed 120 school bags to children and youth in the rural parts of Baja.

### Partnering with Injaz in Bahrain and Jordan

Through our long-standing partnership with Injaz, we delivered different training to youth on a multitude of topics, including managing personal finance and future planning, delivered by our employees in Bahrain to over 60 students. In Jordan, we also supported the Enterprise business challenge, which included over 80 students and focused on building entrepreneurship skills.

### Supporting Students' Education in Ghana

Aramex Ghana in partnership with the Lebanese Embassy, provided scholarships for 31 students in 2022. This is an outcome of the 8-year partnership that aims to improve the lives of many students, who in turn contribute positively to their communities as they continue their professional paths in various disciplines and fields.

### Employability Skills Support in Ireland

This year, our World of Work program managed by Business in the Community Ireland (BITCI) and in partnership with Balbriggan Community College, and Aramex Ireland welcomed 18 students who had the opportunity to gain insights into the many roles in the workplace to prepare them for employability, with exercises such as mock interviews. The program has been ongoing since 2015 and supported a total of 130 students.

### School Renovation in Kenya

In efforts to provide a better learning environment for students, Aramex Kenya provided support to rebuild and renovate Mambura Primary school which was started in early 1970 and is the best performing school in the county with 209 students and 45 Students Joining National Schools last year.

Support involved providing building material needed for infrastructure work. As a result, students can enjoy a new Laboratory and refurbished kitchen as well as other donated items for their school.

### Supporting Children in South Africa

Aramex South Africa facilitated operation Smile's program at Nelson Mandela Academic Hospital in Mthatha through in-kind support and beyond. This program brought together volunteers consisting of specialist plastic surgeons, pediatric anesthetists, pediatricians, pediatric intensivists, nurses, dentists, speech therapists, psychosocial therapists, medical records personnel, and logistics and volunteer coordinators to perform cleft lip surgery for 24 children (15 girls and 9 boys). Aramex support by providing:

- Logistic support and transport cargo of medical equipment, consumables, and medication.
- Supported the transportation to and accommodation in in Mthatha (by air and road) of the volunteer medical team.







## Partnerships for Good

At Aramex, we have a keen understanding that tackling global issues, such as climate change, poverty, and youth unemployment requires us to build effective partnerships, leveraging our expertise, capabilities, and networks to contribute effectively to sustainable development. As part of our sustainability strategy, we aim to build and nurture partnerships to enhance our value creation and positive impacts on our communities. We diligently advocate for sustainable business practices, improved regulations, transparency and accountability, and the integration of sustainability into business practices within different organizations. We work with different private, public, and nongovernmental institutions across different geographies and scales.

### Some examples of our partnerships and accomplishments and participation for 2022 include:

#### Global Partnerships:

Caring for climate World, Future Energy Summit

#### Regional Partnerships:

Dubai Financial Market (DFM), UNICEF RTC, AFED UNRWA, UNHCR, Ruwwad Development  
INJAZ Al-Arab

#### Local Partnerships:

Jordan Green Business Council, INJAZ Jordan, Dubai Chamber of Commerce, Abu Dhabi Sustainability Group, Peal Initiative, Egyptian clothing Banks, AmidEast.

#### Global and local participation:

United Nations Global Compact (UNGC).

### Partnership Highlight

In 2022 we partnered with the Dubai Sustainable Finance Working Group (DSFWG) which was established by Dubai International Financial Centre (DIFC) to develop and launch a self-assessment tool for measuring the maturity of ESG policies and practices in companies. The main goal behind the ESG Maturity Tool is to help companies build a clear and realistic roadmap to reach their sustainability ambitions. Aramex will work with the group to train companies on using the tool starting in 2023.

[Dubai Sustainable Finance Working Group \(dific.ae\)](https://dific.ae)

### Spotlight

#### WE SUPPORT



#### UNGC Jordan

Recognizing the value and importance of sustainability reporting and the UNGC in building responsible and better business practices, improving transparency and accountability, and driving sustainability, Aramex lead the partnership with a group of Jordanian companies to establish a UNGC chapter in Amman, Jordan. The chapter now includes 42 companies and holds different events geared toward training on sustainability reporting, raising awareness on sustainable and responsible business practices, current innovations, as well as the challenges and concerns related to sustainability. Notably, through this chapter, Aramex supported Amman Stock Exchange (ASE) initiative in partnership with UNGC chapter in Jordan to incorporate sustainability reporting within the annual report of the top 20 listed companies on the Jordanian stock market, an important step to ensuring corporate transparency.

In 2022, Aramex was also involved in the SDG Accelerator program, on the following thematic areas: Target gender equality, (SDG 5, 10), Climate ambition Accelerator (SDG 12) and an overall SDG Ambition relating to all 17 goals. Additionally, volunteers from Aramex delivered training on how to report according to the GRI standards for Amman Stock Exchange (ASE) staff.

SPOTLIGHT

### Our partnership with Ruwwad

Ruwwad is a non-profit community development organization committed to working with disenfranchised communities through education, youth volunteerism, and grassroots organizing fostering creative partnerships between the private sector, civil society organizations, government, and the communities themselves, and pursuing solutions whose impact is fundamental and life changing. It was established by the private sector, led by Aramex and now has a presence in Jordan, Lebanon, Palestine, and Egypt with a focus on four programs: Child Development, Adolescent Development, Youth Organizing, and Community Support.



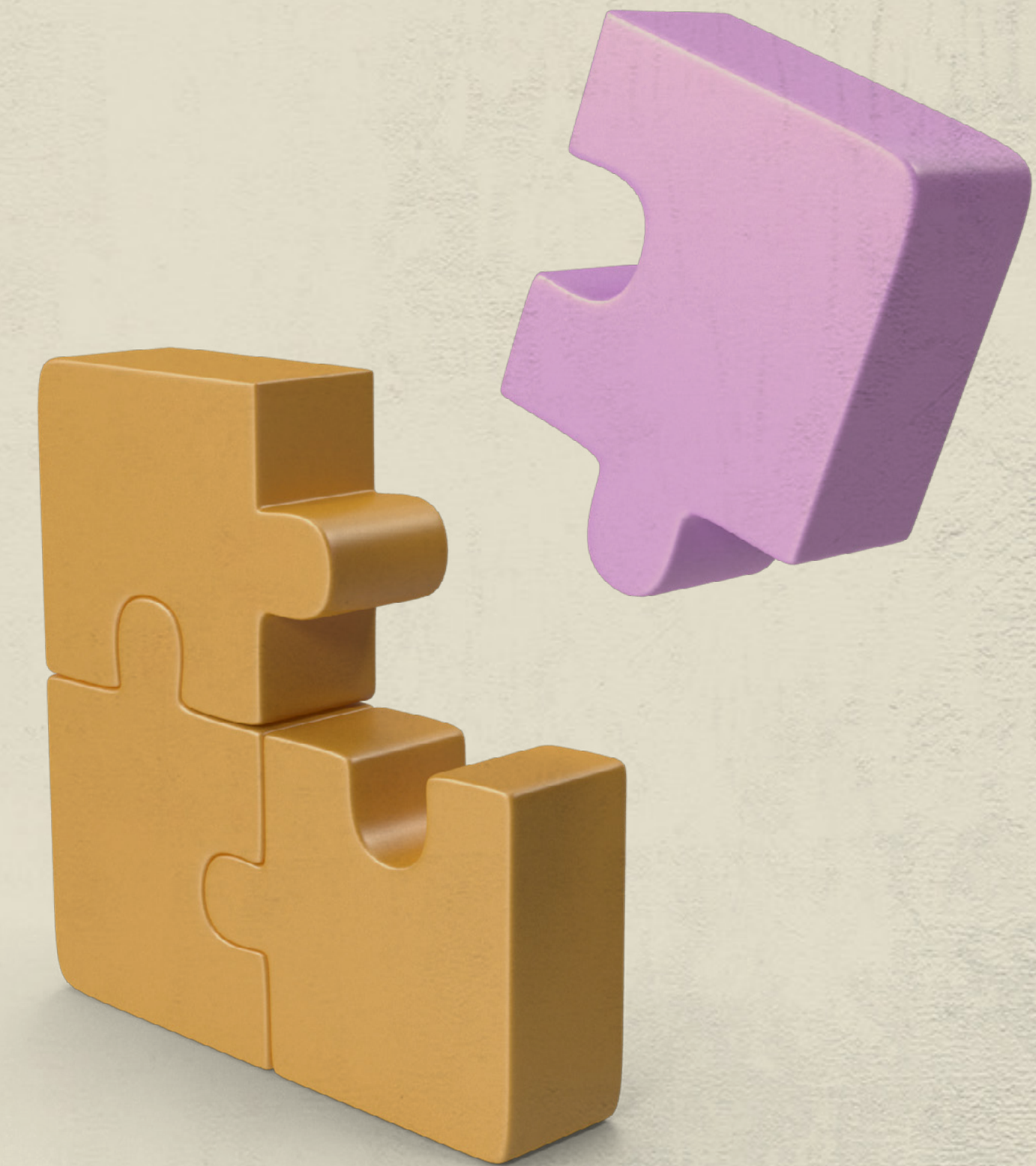
#### 2005

#### Ruwwad East Amman was established

2011 - 2013 Ruwwad regional expansion within Jordan, Lebanon, Palestine, and Egypt.

Since its foundation, a total of 2,550 youth scholars have benefitted from Ruwwad's scholarship programs in Ruwwad's six community centers in Jordan, Lebanon, Palestine, and Egypt. In exchange for their scholarships, youth commit to giving four community service hours a week.

In 2022, 473 youth scholars benefited from the youth scholarship programs in the region and gave more than 41,169 community service hours through volunteering and supporting Ruwwad's different programs, operational tracks, projects, initiatives, and campaigns.



For more information on Ruwwad's impact please refer to Annex 4 (Page 184).



### Procurement and Supplier Relations

Our proactive approach to procurement ensures that we uphold our code of conduct internally and externally through our supply chain and comply with relevant laws and regulations. Our procurement procedures are an important part of our business practices and facilitate our goals to source locally and responsibly and ensure cost effective, strategic, and responsible procurement and purchasing through a strict, yet user-friendly and transparent process.

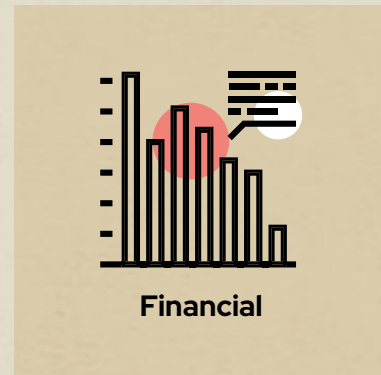
We engage with our suppliers through different channels, both online and offline. We also conduct site visits and stakeholder engagement sessions to have a comprehensive understanding of our supplier base. We have launched supplier training through Ariba, and all our suppliers have received training in 2022.

The procurement team works closely with all business units to understand their specific needs and requirements and streamline our sourcing process. We encourage and prioritize local suppliers and purchasing, as long as it is aligned with our code of conduct and business needs.

**In 2022, 98% of spending in key stations\* was spent on local suppliers\*\* .**

Considering the impact of procurement, we have improved the transparency of the existing due diligence process by including different departments including finance, compliance, health and safety, and sustainability in the onboarding cycle that is digitized through our online portal. All suppliers are screened using our supplier questionnaire during the onboarding process, which covers our third-party due diligence policy, 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 depending on the nature of the supplier. Additionally, we conduct quarterly evaluations for the suppliers we are working with.

Additional documentation is requested from suppliers based on their responses. If the supplier does not fulfill the screening criteria, we do not proceed with the onboarding. Through the questionnaire, along with training and partnerships, we aim to mitigate and reduce risks related to non-compliance, labor violations, and negative social and environmental impacts along our supply chain.



### In 2022 we refined our supplier due diligence process through:

- Updated to include additional questions on human and labor rights, health and safety, environmental impacts, and sustainability.
- Introduced Supplier Code of Conduct that covers an array of aspects to ensure alignment with Aramex code of conduct including; Culture of integrity in the workplace; Culture of integrity in doing business; commitment to the code of conduct.

Within the procurement function, we have developed procurement and sourcing strategies, these, along with our software and systems, allow for effective and smooth processing of our procurement needs. Internally, our procurement framework includes grievance mechanisms to raise issues with the respective regional procurement manager. Any issues raised will be investigated, and where necessary further investigation will be conducted to assess evidence and decide on the case.



**Aware of the importance of extending and embedding our sustainability and responsible business practices throughout our supply chain we have several initiatives that center on greening our supply chain. Within our supplier network, some of our partners are carbon neutral, which allows us to enhance our supply chain and reduce our scope 3 emissions in countries of operation.**

\*Key stations: Stations where we have significant operations, in terms of volume of business, size of operation, and its expenses/ budget

\*\*local Suppliers: Suppliers that are based in the country of the specific Aramex operation/ Station

# OUR STAKEHOLDERS

To further our understanding of our stakeholders' needs, perspectives, and key concerns, we conduct stakeholder engagement sessions (facilitated by a third part consultant) regularly in different locations to gather insights, share our activities, and think together with our stakeholders on how to enhance our sustainability, value creations, and overall operations.



To further our understanding of our stakeholders’ needs, perspectives, and key concerns, we conduct stakeholder engagement sessions (facilitated by a third part consultant) regularly in different locations to gather insights, share our activities, and think together with our stakeholders on how to enhance our sustainability, value creations, and overall operations. The sessions’ full report can be found in Anex 5.

**The goals of the sessions are to:**

- Assess Aramex’s sustainability performance: Stakeholders to understand and reflect on Aramex’s sustainability ambitions, achievements, and challenges.
- Understand Stakeholder expectations from Aramex: Aramex to understand the concerns of its different stakeholder groups and their expectations of the company.
- Define how Aramex can create a mutually shared value: Discuss how Aramex can further create shared value for its stakeholders and how they can collaborate on solving challenges.
- Define a way forward: Gather insights and recommendations on how Aramex can move forward to meet its stakeholder expectations and advance its sustainability ambitions with their support.

Our Stakeholders ranked different ESG topics according to their materiality, these were mapped on to the respective GRI disclosures

Material Topic	Relevant GRI Topics
Ethics and Business Conduct	GRI 205: Anti-corruption 2016
Economic Impact	GRI 201: Economic Performance 2016
Data Protection and Security	GRI 418: Customer Privacy 2016
Sustainable Products and Services	GRI 416: Customer Health and Safety 2016
Employee Health and Safety	GRI 403: Occupational Health and Safety 2018
Diversity and Equal Opportunity	GRI 405: Diversity and Equal Opportunity 2016
Customer Relations and Engagement	GRI 417: Marketing and Labeling 2016
Climate Change	GRI 304: Biodiversity 2016
Carbon Emissions	GRI 305: Emissions 2016
Sustainable Supply Chain	GRI 204: Procurement Practices 2016
Human Rights Protection and Compliance	GRI 409: Forced or Compulsory labor 2016
Road and Public Safety	GRI 413: Local Communities 2016
Sustainability Communication and Engagement	GRI 2: General Disclosures 2021

We report on our efforts and progress across these material concerns throughout this report, please refer to our GRI Index on page 117 for reference to specific information. Elaboration on our reporting, materiality determination, and external audit process can be found on page 113.

**Highlights from our Stakeholder Engagement Sessions**

The full Stakeholder Engagement session reports are found in Annex 5.

**Material Topics per Stakeholder**

**Clients**

Ease of Communication	Timely Service Delivery	Complaint Handling	Privacy and Security
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**NGOs**

Education	Women empowerment	Youth Empowerment	Ethical Business Conduct
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**Suppliers and Airlines**

**Suppliers**

Compliance with Terms and Conditions	Fair Selection of Suppliers	Effective Procedures and Process	Supplier Assessment on Ethical Practices
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**Airlines**

Compliance with Terms and Conditions	Invoicing and Payment	Supplier Assessment on Ethical Practices	Reputational Assessment
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**Government**

Ethics and Business Conduct	Data Privacy & Security	Compliance with Local and International Regulations	Business Sustainability Performance
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**Employees**

Reward & Recognition	Career Advancement	Effective Engagement	Learning and Development
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\* Topics are not listed based on ranking

## 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
Others	Global Distribution Alliance (GDA)	Founder
Others	Express Delivery and Logistic Association	Member
Others	BSI Registered (British Standards Institute)	Member
Others	Transported Assets Protection Association	Member
Others	Transportation Security Association (TSA) - USA	Member
Others	Customs Trade Partnership Against Terrorism (C-TPAT) – USA / Customs Dept.	Member
Others	Department for Transport (DfT) - UK	Aramex is an indirect air carrier
Others	Arab Forum for Environment and Development (AFED)	TwoWay and Priority and listed agents
Others	KAMCO: Brokerage – USA	Member
Others	ABANA: Association of Arab Banks for North	Member
Others	MCAA: Messenger Courier Association of America	Member