



# Diversity, Equity and Inclusion Policy

Policy Name	Diversity, Equity and Inclusion Policy
Policy Content Owner	Chief Human Resources Officer (CHRO)
Effective Date of the Policy	27 <sup>th</sup> May 2021
Main Policy Statement	Establish the approach and commitment of Aramex towards diversity, equity and inclusion in its workforce and the Board of Directors of its holding company.
Eligibility or Scope (What Groups are Covered by the Policy)	All Aramex employees at all grades and all levels as well as the Board of Directors of Aramex PJSC where indicated

## 1. Purpose of Policy

Diversity, equity and inclusion are at the heart of our values and our growth strategy and play an important part in Aramex's success. For Aramex, creating a diverse, equal and inclusive workplace is a strategic business priority that fosters greater creativity, innovation and connection to the communities we serve.

The purpose of this policy is to describe Aramex's approach and commitment to diversity, equity and inclusion, both in relation to its employees worldwide and the Board of Directors of Aramex PJSC.

## 2. Scope of Policy

Reference in this policy to "Aramex" and "the Company" means Aramex PJSC and its subsidiaries. Unless set out below, this policy applies to all employees of Aramex, at all grades and all levels. Section 6 applies to the Board of Directors of Aramex PJSC ("the Board") only.

This policy is non-contractual - it is subject to review and change from time to time. It is also subject to applicable laws. In the case of any inconsistencies between Aramex policies and the relevant law, the law will take precedence.

Where references in this policy are made to "diversity", "equity" and "inclusion":

- Diversity is found in any social identity, such as race, ethnicity, nationality, religion, gender, relationship status, sexual orientation, age, parental status, disability or health, or any other attribute or status protected by the local laws or regulations of where we operate;
- Equity is an approach that ensures everyone has access to the same opportunities. Equity recognizes that advantages and barriers exist and that as a result we don't all start from the same place. Equity is a process that acknowledges that unequal starting place and makes a commitment to correct and address the imbalance;
- Inclusion is the process of involving, accepting, and valuing all people in the workplace regardless of their differences and social identity.

## 3. Related Policies

This policy should at all times be read in conjunction with:

- Our equal opportunities and discrimination and harassment policies set out in our [Global Employee Handbook](#) ;
- Our [Code of Conduct](#) ;
- Our [Human and Labor Rights Policy](#)

- Our [Grievance Policy](#)
- Our [Whistleblowing Policy](#),

all of which also play an important role in reinforcing a culture founded on principles of diversity, equity and inclusion.

#### 4. Policy Statement

Aramex is a global operation. Diversity is vital to the success of our operations and ensures that the different regions in which we operate, as well as our customers and stakeholders, are represented. Diversity, equity and inclusion are an important aspect of the Company's sustainability - it is about leveraging differences to drive our business strategy.

Aramex's commitment to diversity, equity and inclusion applies to all aspects of employment, including recruitment, selection, placement, training and development, performance management, engagement, promotion, compensation, benefits, disciplinary measures and termination. We are committed to providing a work environment built on the premise of diversity, equity and inclusion which encourages and enforces:

- Respectful communication and cooperation between all employees and stakeholders;
- Teamwork and employee participation and the representation of all groups and employee perspectives;
- Fairness and equal access to opportunities within the organization;
- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for diversity, equity and inclusion;

All employees of Aramex have a responsibility to treat others with dignity and respect at all times. All employees are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other participative events. All employees are also required to attend company mandated diversity awareness training to enhance their knowledge to fulfill this responsibility.

Employees who believe they have been subjected to any kind of inappropriate conduct including discrimination or harassment that conflicts with this policy (or any of the Related Policies referred to in Section 3 above) should seek assistance from their manager or an HR representative. In those circumstances employees also have the option of raising concerns through our [Grievance Policy](#) or [Whistleblowing Policy](#).

#### 5. Diversity, Equity and Inclusion Aspirations and Initiatives

Our aspiration is to have a 20% female representation at the Executive and Director level of the Company's workforce combined. Additionally, we are committed to enhance female representation

on the Board to achieve 20% representation. These aspirations will help guide our decisions, increase awareness and ensure focus - and they will be revised annually to monitor progress and to continuously ensure our initiatives are effective. They will change over time to reflect how our culture is maturing and becoming more diverse and inclusive - and to ensure that we keep raising the bar.

Annually, a number of initiatives are designed and implemented on both a Global and Local level, in order to support the realization of our diversity, equity and inclusion aspirations. We monitor the outcome and progress of these initiatives as necessary. To support the realization of our aspirations, some of the initiatives Aramex has implemented at the time of writing this Policy include:

- Aramex pledged to add female focused language for Arabic on its website on International Women’s Day 2021, through its social media channels with the hashtags #ChoosetoChallenge and #AddressHerCorrectly. Following this, in April 2021 we officially launched the female Arabic language option for our corporate website. The female Arabic language feature directly addresses female visitors, in a step that hasn’t been implemented before for Arabic corporate websites;
- Subject to our Flexible Working Policy, allowing work/life balance through flexible work schedules to accommodate employees’ varying needs;
- Working to remove bias and stereotypes from our culture. To this end we facilitate several diversity and inclusion campaigns in recognition of International Women’s Day, World Diversity Day, World Inclusion month, and the celebration of national days from across the communities we operate;
- Building awareness around our confidential and safe ‘Speak Up’ platforms to highlight our zero-tolerance policies for discrimination, harassment, and bullying on any grounds;
- Providing internal and external networking and career development opportunities for women to support our gender diversity ambitions, including an internal Community of Practice, “Women in Leadership” which provides a platform for networking and self-development;
- Ensuring a diverse representation in our signature leadership development programs. We also integrate core elements like unconscious bias and inclusive leadership into our core leadership development offerings and leadership framework, we will promote inclusive leadership role models, and in general hire for inclusive behavior.

## 6. Diversity on the Board

As a Dubai Financial Market listed company, the Company is governed by The Securities and Commodities Authority (“SCA”), which places emphasis on gender diversity under *The Chairman of Authority’s Board of Directors’ Decision no. (3/Chairman) of 2020 concerning Approval of Joint Stock Companies Governance Guide* and any decisions to amend or supersede it (“the SCA Regulations”). The SCA Regulations bind the Company. The SCA Regulations state that, amongst other things:

- UAE Public Joint Stock Companies must have at least one female board member;
- The Board shall set policies on gender diversity and its objectives and actions to meet these objectives;
- One of the duties of the Nomination and Remuneration Committee of the Board (“NRC”) is to develop a policy to apply for membership of the Board and Executive administration, aiming at take into account gender diversity within the formation and encouraging women through incentive and training programs and benefits, and to provide the SCA with a copy of such policy and any amendments thereto.

In addition to its duties under the SCA Regulations, the NRC is responsible under its Charter to review annually the skills required for Board membership and prepare a description of the abilities, capabilities and qualifications for Board membership. In discharging this duty, the NRC is required to recognize that diversity (including diversity of gender, age, ethnicity, geographical origin and professional experience) is an important factor in evaluating candidates for Board membership.

As a result, the NRC is the main body responsible for evaluating, promoting and ensuring diversity on the Board and this policy has been developed to discharge the NRC’s duties relating to diversity (and gender diversity in particular) under both its Charter and under the SCA Regulations.

The NRC believes that candidate selection for the Board should be based on merit and remains committed to selecting the best person to fulfill this role. At the same time, the NRC recognizes that in an increasingly complex global marketplace, diversity on the Board maximizes opportunities to achieve the Company’s business goals, through an informed understanding of the diverse environments in which the Company operates.

In executing its duties relating to diversity the NRC will:

- To the extent considered necessary, periodically assess and evaluate the composition of the Board. In reviewing Board composition, the NRC will consider the benefits of all aspects of diversity including but not limited to gender, age, ethnicity, geographic origin and professional experience. As part of its evaluation the NRC will highlight gaps between the skills and background of existing directors and their optimal mix. This exercise will help

inform the succession pipeline and recruitment of new directors, whose diversity should address any gaps identified;

- Partner with Human Resources to identify high potential female talent for positions on the Board. The NRC agrees that any external recruitment firm engaged by Human Resources to assist in identifying candidates for the Board will be directed to include a candidate slate taking into account multiple elements of diversity but female candidates in particular;
- Make good faith efforts to develop a diverse succession pipeline for the Board and set aside this topic as an agenda item during at least one NRC meeting annually;
- Identify a “Diversity Champion” of the Board who will be responsible for working with Human Resources to:
  - develop a strategy for attracting diverse (with particular emphasis on attracting female) qualified candidates for the Board. This may include developing appropriate incentive and training programs and benefits (including mentorship programs);
  - identify any external training for the Board to promote diversity and remove any unconscious bias;
  - Allow Aramex to include budget as necessary for external consultancy and support in achieving these goals.
- In identifying suitable candidates for appointment to the Board, consider candidates based on merit against objective criteria and with due regard for the benefits of diversity on the Board.

The NRC will discuss and agree periodically all measurable targets for achieving diversity on the Board to the extent considered necessary. The NRC may at any time seek to improve any aspects of Board diversity and measure progress accordingly. At the date of adopting this policy, the NRC’s long-term aim is to achieve a 20% female representation on the Board.

The NRC will report periodically on the progress and process it has used in relation to the Board diversity for the period under review. This will include reporting on the strategy and initiatives implemented and the progress made towards achieving the measurable objectives.

The NRC will ensure that a copy of this policy and any subsequent amendments to it are submitted to the SCA.

The above duties and responsibilities are in addition to the NRC’s other duties and responsibilities under the SCA Regulations in relation to Board membership and composition.

## 7. Reporting and Policy Review

Aramex monitors progress on our diversity, equity and inclusion aspirations on a continuous basis and will report annually on progress on aspirations set and committed to. This will include reporting on the strategy and initiatives implemented and the progress made towards achieving its goals.

Aramex will review this policy from time to time and at least once annually.

**Dated:** 27<sup>th</sup> May 2021

**Approved by:** The Nomination and Remuneration Committee of the Board