THE GLOBAL COMPACT

WE SUPPORT

Delivering a Sustainable Future
Sustainability Report 2008

aramex

Delivering a Sustainable Future

When Aramex hosted a sustainability workshop at Ruwwad*, the vibrant, colorful pictures the children produced were a powerful demonstration of the optimism of youth-highlighting creativity, cooperation and community. Each drawing underlines the desire for a better way to care for our world.

We hope they can inspire us to help change our future for the better, one simple act at a time.

*Ruwwad is a non-profit organization initiated by a group of entrepreneurs, aimed at empowering underprivileged communities. (www.ruwwad.net)

Drawing by: Ba ra' Al-Karaki, 12 years old

How have we done?

In September 2007, we issued our first Sustainability Report, in which we made commitments – some of them short-term, some of them long-term. This report examines our progress as of year-end 2008, and outlines our steps to accelerate our adoption of sustainability practices. We are eager to hear your views on our progress.

Switched all plastic delivery packages to bio -degradable plastic.	Discontinued use of leaded fuel in most locations.	Achieved 19.8 average training hours per employee.
Introduced four hybrid vehicles into our Jordan fleet.	Transitioned more than 50% of our vehicle fleet in Egypt to Compressed Natural Gas vehicles.	Introduced a wide range of electronic tools for increased customer convenience and flexibility.
Prepared offices in 9 countries for ISO14001 certification in 2009.	Achieved ISO18001 certification at our Global Support Office.	Increased revenues by 31% in 2007, and 17% in 2008. Increased profits by 28% in 2007, and 21% in 2008.

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Dear Stakeholders:

Sustainability is at the heart of the way Aramex does business. It helps ensure that you-- our people, our clients, and our communities—will always be the primary beneficiaries of our success.

This report for 2007-2008 is our second exercise in holding ourselves accountable to all of our stakeholders for our economic, environmental, and social performance. At the close of the 2006 financial year, we were the first company in the region to release an independently audited sustainability report. We made some big commitments—with short-term targets that would demonstrate initial progress and reinforce our accountability.

Encouraging feedback came from a wide range of stakeholders, both in the region and globally. They applauded the transparency reflected in that initial report and appreciated our willingness to publicly commit to challenging targets in previously unmeasured areas. So, how have we done?

Aramex self-declared this report to be GRI Level A+, an improvement over our previous achievement of Level B+. Our achievement has since been accredited A+ by the GRI and was assured by a third party.

Here's why.

The years 2007 and 2008 were eventful for Aramex. We celebrated our silver jubilee, significantly expanded our network in key emerging markets, and completed a corporate-wide rebranding exercise.

On the financial front, our revenue grew by 31%, while net profits increased by 28% in 2007. Our results in 2008 were remarkably consistent with previous years despite the economic turbulence that affected markets around the globe. Revenue in 2008 witnessed 17% growth, while net profits increased by 21%. We were able to adapt --even thrive--thanks to our flexible business model, which is quick to capitalize on opportunities and adjust to challenges.

We made significant progress in environmental performance. We were the first Middle East-based express and logistics company to introduce hybrid vehicles to its fleet and to use biodegradable pouches across its global network. Aramex has transitioned more than half of our fleet in Egypt to use cleaner natural gas fuel. Many of our environmental innovations also contributed to cost-cutting, which strengthened our financial position during hard times.

We invested substantially in our people in 2007 and 2008, more than doubling the average number of training hours per employee. Our Jordan operations obtained the OHSAS18001 occupational health and safety certification, becoming the first Aramex country team to do so. We continue working towards combined certification for ISO9000, ISO14000, and

OHSAS18000 across nine European country operations.

We also expanded our community outreach through Ruwwad, Entrepreneurs for Development, a region-wide Corporate Social Responsibility initiative that focuses on offering better education and employment opportunities to underprivileged youth through activism, volunteerism, and entrepreneurship. Begun in East Amman, Ruwwad now engages communities in the north and south of Jordan and in Cairo, Egypt.

This report provides a transparent comparison of our actual performance against commitments, and documents progress in other sustainability-related areas. We met and exceeded many targets. Some targets have evolved as we gained greater appreciation of the sustainability challenge, and others are still being pursued. Overall, we kept our promise to move aggressively towards desired results.

Finally, we are heartened to report the opening of a much wider dialogue on sustainability in the Arab region. We are proud to be advocates in this discussion, and will continue to lead in the adoption and promotion of sustainability management.

At Aramex, we believe that sustainability is the next step in management excellence, and that achieving outstanding performance in priority sustainability areas is crucial to our business success. Sustainability is at the heart of the way we do business. It is also, quite simply, the right thing to do.

Drawing by: Ibrahim Al-Muwaket, 9 years old

Aramex is a provider of comprehensive logistics and transportation solutions. Established in 1982 as an express operator, the company rapidly transformed itself into a global brand recognized for its customized services and innovative multi-product offering. Today Aramex today employs more than 7,500 people in over 58 countries, and has a strong alliance network providing worldwide presence.

Legal Structure

Aramex PJSC is a Public joint Stock Company listed on the Dubai Financial Market. The company was registered in the Emirate of Dubai, UAE on 15 February 2005 under the UAE Federal law No 8 of 1984 (as amended). On 22 June 2005, the company acquired 100% shareholding in Aramex International Limited, a company incorporated under the laws of Bermuda.

Our Purpose

To enable and facilitate regional and global trade and commerce.

Our Mission

To be recognized as one of the top five global logistics and express transportation service providers.

Our Services

The range of services offered by Aramex includes international and domestic express delivery, freight forwarding, third-party logistics, supply chain management, document management and consumer retail services.

We call our ground offices "stations", which are located in the following countries: Cyprus, Egypt, India, Lebanon, Saudi Arabia (3), Syria, United Arab Emirates, Ireland, Libya, Bahrain, Canada, France, Hong Kong, Iran, Jordan (2), Kuwait, Qatar, Sri Lanka, Sudan, United Kingdom, United States, Morocco, Czech Republic, Oman and Iraq. Details of our global coverage and customized local services can be found on our website: www. aramex.com.

Global Network

Aramex is a founding member and chairs the Global Distribution Alliance (GDA), which brings together over 40 leading express and logistics providers from around the world, each specializing in their own region. Together they cover the world, using the same, unified Aramex technology and quality standards. The network has more than 12,000 offices, 33,000 vehicles and 66,000 employees serving alliance customers and attending to the details of their business around the clock in more than 240 countries.

The GDA is strategically positioned to provide swift and reliable global transportation solutions. Each member of the alliance provides extensive coverage and in-depth expertise in a different region of the world. Together, the members provide total world coverage with thorough local knowledge, ensuring a reliable and seamless service in every corner of the globe.

Aramex is also a founding member of the World Freight Alliance (WFA), a global and dynamic network of freight forwarding specialists. By integrating the local and regional know-how of all the members of the alliance, WFA covers more than 200 countries and provides both ocean and air freight services to its customers.

Our Customers

We have a diverse customer base, which is in part due to the broad geographical area that the business covers, but also the wide range of industries in which we have clients. Our customers' industries range from trading companies, to pharmaceuticals, banks, service and information companies, manufacturing and regional distribution companies.

Growth Strategy

Aramex's growth strategy includes the following key elements:

- Geographical expansion through acquisitions

- Globalizing the brand through franchising

- Leveraging existing infrastructure

- Organic growth

- Continued emphasis on technology

For more details on our growth strategy please see our 2008 Annual Report.

Organizational Structure

Aramex headquarters, known as the Global Support Office (GSO), is located in Amman, Jordan.

Management is structured by service, with senior managers for each key, cross-linked service line, and geographically, with regional senior managers, country managers, and cross-functional country-based 'Aramex Teams' offering coordination of all Aramex services on a customized basis to customers.

Acquisitions in 2007 and 2008

We made two acquisitions since our last Sustainability Report:

1. GDA Singapore was acquired during 2007, which provides transportation and logistics solutions, express delivery, air and ocean freight, and logistics services. It was purchased by Aramex for US$ 449,315,000.

2. The remaining 15% of Two Way Holland was purchased for US$ 597,260,000. Two Way is now fully integrated under the Aramex brand.

Awards and Certifications in 2007 and 2008

In 2007, Aramex's reputation as an innovator in the field was reinforced by winning a Retail Project Award from World Mail Awards for our Shop&Ship service, a mail forwarding service that allows users to enjoy all the benefits of having a US or UK mailing address without actually living there.

In 2008, Aramex was awarded the Green Apple Heroes Award for best environmental practices

from The Green Organization, which provides external recognition for our work in sustainability and environmental leadership. Aramex also received the 2008 BIFA Freight Service Environment Award from the British International Freight Association, which provides recognition from our peers in the industry who recognize the exceptional environmental work Aramex has undertaken.

Drawing by: Mohammed Hiasaat, 15 years old

Business serves society. We place the interests of our stakeholders at the center of our endeavors and aim to ensure that they are the primary beneficiaries of our success.

Business serves society. In identifying our stakeholders, we carefully considered the areas in which we have a material impact through our business practices as well as the people on whom our continued success is dependent. We place the interests of our stakeholders at the center of our endeavors and aim to ensure that they are the primary beneficiaries of our success. We will only achieve strong profitability and long-term success through the strength and effectiveness of our relationships with our stakeholders. The following table identifies our key stakeholders, the means in which we are able to engage and understand their

perspectives, the issues they raise with us, and our recent responses. The culmination of these stakeholder interests shape our sustainability priorities, as outlined in subsequent pages.

The more effectively we engage with our stakeholders, the more often we are able to arrive at creative, win-win solutions to the challenges and opportunities we face. We have been using the AccountAbility 1000 Stakeholder Engagement Standard as a learning tool and guide in our efforts to improve the quality of our engagement process.

Stakeholder	How we Engage	Priority Issues of Stakeholder	Our Recent Response and Performance
Employees			
We have 7608 full-time employees across seven regions. Our workforce is relatively young, with the largest number of employees falling between the ages of 30 and 50.	Regular team and operational meetings, brainstorming meetings, performance appraisals, surveys, social events, and an annual leaders' conference.	Priority considerations include: - Salary and benefits - Opportunity for development and promotion - Job security and safety - Work environment - Maintaining a good reputation - Staff development and training	- More than doubled average training hours per employee - Implemented OHSAS18001 in Jordan with a rollout plan for rest of Aramex locations
Customers			
We serve over 50,000 customers, spanning a broad geographical area, concentrated mainly in the Middle East, Europe, North Africa, South Asia and North America.	An ongoing process. Our dedicated customer teams consistently communicate with our customers and gather feedback through one-on-one meetings, online tools, contact centers, and surveys of various levels of detail.	Priority considerations include: - Cost-effective services - On-time delivery - Safety and Privacy - Customized Service	- We enhanced our contact centers and introduced several electronic services that significantly increased service convenience and flexibility. - We conducted an in-depth survey in our largest operation - Dubai.
Global Distribution Alliance (GDA)			
A partnership of over 40 leading logistics and transportation companies.	A well-structured process that includes: - An elected Board of Partners that acts as a strategic and policy setting group	- Global reach, high quality of services provided by each member, and overall ability of GDA members to compete on a par with biggest global logistics companies.	We fully support the GDA as a critical strategic business partner and continue to manage the GDA from our GSO offices.

Stakeholder	How we Engage	Priority Issues of Stakeholder	Our Recent Response and Performance
Global Distribution Alliance (GDA)			
	- Provision of full-time staff at Aramex headquarters to address the day-to-day operational and administrative issues of the GDA - An annual GDA Conference managed by Aramex GDA staff	- Coordination and fairness of issues such as: pricing, quality standards, membership standards, competition and collaboration among members, and fair dispute mechanisms.	
Business Partners (non-GDA)			
Include airlines, sea lines, vehicle leasing companies, sub-contractors, and other suppliers	Occurs primarily during negotiating, transactions, and servicing.	Primarily concerned with on-time payment, securing of ongoing Aramex business, and ability to compete for Aramex business.	We consistently treat our business partners with the same respect and standards that we expect from them. In 2010, we will complete a Supplier Code of Ethics.
Shareholders			
Our shares are widely held, with 28,402 shareholders at year end 2008. Our largest single shareholder owns approximately 11%. Institutional investors hold approximately 54%. We hope to attract worldwide investors applying sustainability criteria.	Primarily through our Annual General Meeting, Annual Report, quarterly earnings reports, press releases, the investor relations section on our website, and our investor relations office for direct inquiries or concerns.	- Above average return on investment - High integrity - Efficiently and effectively managed company - Outstanding corporate reputation and brand - Excellent and continuous growth	We maintained business integrity and outstanding profitability and growth throughout 2007 and amidst the global economic turmoil of 2008.

Stakeholder	How we Engage	Priority Issues of Stakeholder	Our Recent Response and Performance
Communities and Society			
The wider society of the cities and countries in which we do business. This includes the communities where our operations are located. It also includes marginalized communities, and communities impacted by natural and human disasters in our regions of operation.	Methods include: - Through our stores and outlets (as customers) - Through direct engagement at major initiatives such as Ruwwad Foundation - Through direct feedback mechanisms – such as any community concerns around noise, traffic, and road safety - Through our employees and their families - Through our contributions and participation in community events, including sporting events	Being a good corporate citizen, including: - Social investments in society and communities where we operate - At Jabal Al-Natheef, supporting empowerment through lobbying for basic services - Job creation, local hiring, good wages - Expectation to respond to disasters and be a delivery vehicle for people to make their own contributions to disaster relief - Noise management - Road safety - Minimizing our impact on traffic congestion	- Expanded our Ruwwad community service project in Jordan and Egypt - Supported a public library program in Lebanon - Partnered with an Entrepreneurship award in Syria. - Supported the Arab fund for arts and culture - Supported the UNICEF fundraising campaign in the UAE. - Launched a relief program for Gaza at the end of 2008 (delivered in 2009) - Other programs across the network.
The Environment and Environment-Related Stakeholders			
(such as future generations, environmental NGOs, etc. generations, environmental NGOs, etc.)	- Various types of direct/ indirect engagement - Engaging with NGOs to proactively address issues and/or to respond to any questions - Collaborate with institutions and networks focused on the environment	- Strategic response to social and environmental demands - Maintaining the health of our ecosystem to protect the well-being of people and other living creatures today, and to protect the environment for future generations	We have aggressively begun addressing our environmental impact, as outlined in our environmental performance section
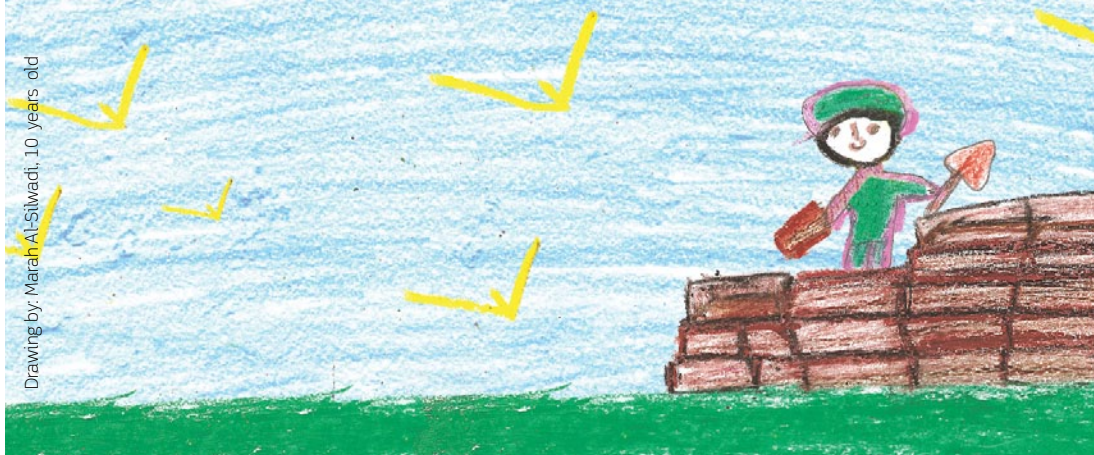
Drawing by: Marah Al-Silwadi, 10 years old

Our business success is dependent on achieving optimal performance across economic, environmental and social performance.

Sustainability Framework

Our Sustainability Framework attempts to synthesize the interests of our stakeholders into a single understanding of how our business serves society. Our framework reflects the following beliefs:

- That ultimately our business success is dependent on achieving optimal performance across economic, environmental and social spheres – this is our sustainability performance.

- That we will best succeed when we are the company of choice for all our key stakeholders– customers, shareholders, employees, business partners, governments, and the communities in which we work and live.

- That as a logistics and transportation solutions company, sustainability is at the heart of our business, and we have a responsibility to lead a transition to eliminate negative impacts on the environment.

- That sustainability is consistent with, and the logical extension of, our corporate culture. It is consistent from a number of standpoints; it is ethical, it reflects belonging to the community and it fosters quality, creativity and entrepreneurship.

- That sustainability can drive our innovation agenda to new heights, and that we can find ways to innovate that simultaneously create economic, environmental and social value.

- Through our products and services, we help bring the world closer together. This is an important time to be committed to this long-term endeavor.

Peace, Prosperity, Sustainability

Ecosystem preservation

Society Outreach, engagement, inclusion

Growth, re-investement, and profit for **Shareholders**

Co-Innovation with **GDA** and Business **Partners**

Service Excellence to **Customers**

Aramex Culture
of Sustainability
Care for
Employees
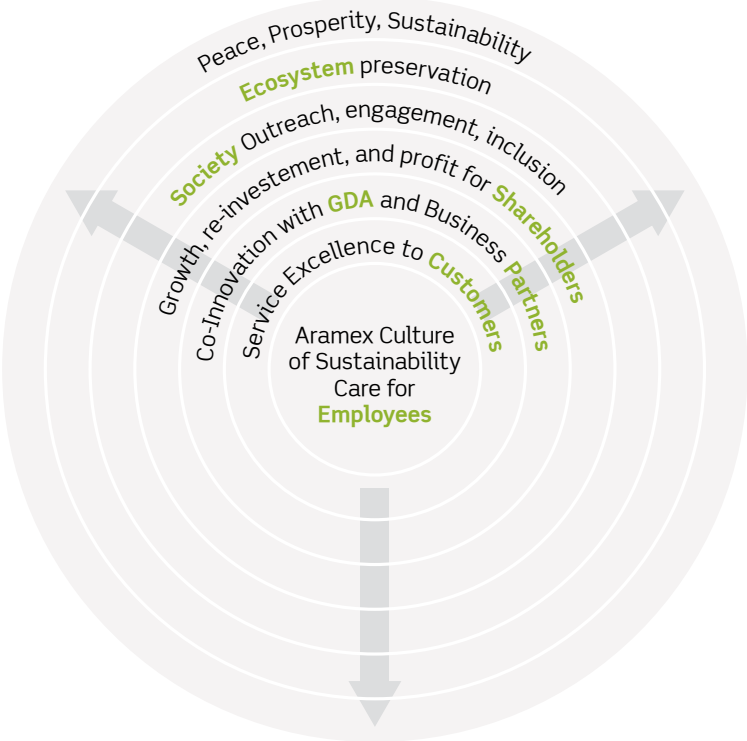
Long-Term Strategic Goals

At the beginning of 2007, we stated our long-term strategic goals across 7 priority sustainability issues. These long-term strategic goals provided the context for setting our specific short-term targets.

Long-term Strategic Sustainability Goals

Creating Economic Value

To be recognized as one of the top five global logistics and express transportation service providers

Service Excellence to Customers

To continue enhancing our customer satisfaction for all products and services

Our People: Human Resource Development

To foster a sustainability-rooted culture of excellence in innovation, entrepreneurship, creativity, dynamism, results, respect and care for our employees and others. For our employees to be our number one competitive asset

Health and Safety

The Drive for Zero: Zero at-fault fatalities, zero at-fault injuries, zero at-fault accidents

Our Cities: Urban Impact

To create innovative services that will help shape and accelerate "sustainable cities"

Our Communities: Investments in Society

Create opportunities and initiate meaningful change in marginalized societies, touching over 1 million underprivileged persons

Our Business Partners and the Global Distribution Alliance

Our Business Partners and the Global Distribution Alliance have contributed to a significant reduction in emissions per shipment across our network

Our Planet: Climate Change, Environment and Sustainability Innovation

To be the first global logistics and express transportation provider in the world to be carbon neutral

Catalyzing Sustainability

- To be the pioneer in the Middle East, Gulf and North Africa
- Ultimately, to be ranked alongside international sustainability leaders
- To achieve corresponding recognition and growth among customers, especially "green" customers

Drawing by: Raghad Khair, 14 years old

At the beginning of 2007, we made some challenging commitments to sustainability. Here is how we are doing so far.

Key Issue	Key Area and 2007 Goals	Progress
Creating Economic Value		
Economic Growth	- Growth in revenue of 17%	●
	- Growth in profitability of 21%	●
Service Excellence to Customers		
Customer Relationships	- Structure Contact Center processes, applications, and procedures	●
	- Build capacity of frontline personnel across the network to better serve customers	●
	- Increase customer access to online services on aramex.com and other e-tools	●
	- Increase CRM development and utilization	●
	- Conduct customer survey	●
	- Maintain 90%+ in customer satisfaction	●
	- Maintain 90%+ in on-time delivery rate	● [1]

Key Issue	Key Area and 2007 Goals	Progress
Our People: Human Resources Development		
Putting Sustainability at the heart of Aramex culture	- Implement corporate wide training on Sustainability	●
	- Establish global network of champions	●
	- Integrate into performance appraisals	◐
Engaging Employees	Use AccountAbility1000 Stakeholder Engagement Standard to enhance quality of engagement	●
Opportunities for Development	- Launch of Aramex Corporate University	●
	- 20 hours average training per employee	●
	- 13% women in middle management	◐
Global Workplace Conditions	Conduct a review of our labor performance against the SA8000	◐
Employee Satisfaction	- Establish Employee Satisfaction Index	◐
	- Enhance benefits and address any gaps in benefits across all stations	●
Health and Safety		
Create a Safety Culture	Establish H&S Index to measure degrees to which safety is equated to corporate culture	○ [2]
Health & Safety Management Systems	- Design and implement H&S management system based on OHSAS 18001	●
	- Begin tracking of H&S KPIs	●

Key Issue	Key Area and 2007 Goals	Progress
Achieve Dramatic Performance Improvement	- Significantly expand H&S training (both road safety and warehouse safety)	●
	- Establish a baseline for at-fault accident rate per shipment, and achieve 10% reduction	◒ [3]
	- Establish baseline for lost-time injury frequency rate per 200,000 working hours (covering all aspects of our operations), and achieve 10% reduction	●
	- Zero at-fault fatalities	*2007: 1 at fault 2008: 1 at fault and 2 not-at-fault*

Environmental Leadership - Our Planet: Climate Change, Environment and Sustainability Innovation

Key Issue	Key Area and 2007 Goals	Progress
Create a Sustainability Innovation Culture	Establish a Sustainability Innovation Index to measure degree to which innovation is linked to sustainability considerations	◒ [4]
Establish Environmental Management System (EMS)	- Design and implement EMS based on ISO14000	◒
	- Begin tracking of environmental KPIs	●
	- Significantly expand environmental related training	●
Achieve Dramatic Performance Improvement	Emissions-related:	
	- Reduce Emissions: 15% reduction per shipment (includes NO2 and others)	●
	- Reduce Fuel Consumption: 5% reduction per shipment	●
	- Reduce driving time: 5% reduction	●
	- Transition type of vehicle-fuel used: Transition at least 2 stations from leaded to unleaded	●
	- Transition of vehicle fleet towards LEV (low emission vehicles), ULEV, SULEV and other alternative fuel vehicles (PZEV):	
	- Upgrade 33% of fleet by one category	●
	- Purchase or lease 2 hybrid electric vehicles	●

Key Issue	Key Area and 2007 Goals	Progress
	Reduce, Re-use, Recycle: - Increase recycled packaging and recycled content, and set end 2009 targets - Reduce water consumption by 5% - Reduce paper consumption by 5% and achieve 10% paper recycling	● ⊖ ●
Develop Innovative 'Sustainability Services'	- Take initial steps towards development of 'low carbon' and 'carbon neutral' shipping services - Identify top 'sustainability service' opportunities related to reducing traffic impacts, helping shape 'Sustainable Cities', and introduce at least one innovation	⊖ ●
Our Cities: Urban Impacts		
Reduce Noise Impact	- Begin systematic tracking of noise complaints and develop policy - Commitment to move Abu Dhabi outgoing operations center in response to community input	⊖ ●
Ensure Safe and Courteous Driving	Implement systematic tracking of complaints against couriers and solutions undertaken, and establish baseline performance	⊖
Reduce Road Congestion and Driving Time	- Implementation of Route Optimization technology in pilot stations - 5% reduction in driving delivery time in pilot stations	● ●
Reduce Emissions	Establish baseline measures for NOx and other road fleet emissions per shipment, and achieve 15% reduction, as per environment section	⊖

Key Issue	Key Area and 2007 Goals	Progress
Our Communities: Investments in Society		
Amount and geographical distribution of contributions	- 1% of pre-tax profits donated annually	●
	- Significant increase in the geographic distribution of funds	●
Reducing Marginalization through Inclusion and Empowerment, includes sub-themes of Youth Empowerment, Sustainable Community Investment, and Emergency Relief	- Positively impact 100,000 marginalized people and families	●
	- Youth Empowerment: 180 young people significantly impacted (scholarship, internship, employment, other)	●
	- Sustainable Community: Continued investment of time and in-kind donations to Jabal Al- Natheef pilot initiative	●
	- Emergency Relief: Respond to major emergencies with campaigns to leverage support and contributions, coordinated shipping, and on-the-ground logistics support	●
Implement a model for categorizing, managing, and measuring impact and performance of our investment in society	- Strengthen our model using the London Benchmarking Group (LBG) model	○
	- Improved ability to measure our impact: Determine best means to measure impact at Jabal Al-Natheef, and begin tracking	◓
Our Business Partners and the Global Distribution Alliance		
Enhanced Reach through our network	- Launch and coordinate a Sustainability experience sharing and training forum for the GDA	●
	- Continue role as 'operations manager' for GDA	●

Key Issue	Key Area and 2007 Goals	Progress
Catalyzing Sustainability		
Catalyzing Sustainability	- Launch our Sustainability Report as a regional leadership example	●
	- Establish two Sustainability Excellence Leadership Forums – one for leadership companies in the Middle East, North Africa, and Gulf; one for the GDA	●

1. Although there was a big increase in the number of shipments and another increase in the geographical coverage, Aramex managed to maintain a 90%+ in both customer satisfaction and on-time delivery. Due to the above we have revised the indicator to read 90%+ for both items and will always look at increasing our performance.
2. The creation of such an index was downgraded in importance, with the emphasis instead placed on delivering training, developing systems, and focusing on performance improvements, all of which were improved.
3. Baseline was developed as of mid-2008. Some reductions were likely achieved before or at same time as baseline. We are now measuring reduction based on the baseline.
4. We have not developed an index yet, but our performance demonstrates success in linking innovation to sustainability; developing the index is in the process and we anticipate to have it ready by mid 2010.

Drawing by: Ghada Al-Muwaket, 11 years old

We strive to be leaders in corporate governance through continuous review of our practices, to optimize performance and sustain responsible decision-making.

Board of Directors 2008

- *Mr. Abdullah Mazrui - Chairman*
- *Mr. Fadi Ghandour - Founder, Chief Executive Officer and Director*
- *Mr. Helal Al Merri - Director*
- *Mr. Ahmad Al-Badi - Director*
- *Mr. Arif Naqvi - Director*
- *Sheikh Tareq Qassimi - Director*
- *Mr. Ayed Aljeaid - Director*
- *Mr. Mohammed Ali Al Hasimi - Director*

We strive to be leaders in corporate governance. Aramex is overseen by a Board of Directors responsible for adherence to, and implementation of, our "Board of Directors' Charter and Corporate Governance Guidelines". There are currently eight male members, of which seven (87%) are independent directors. The only management representative on the

Board is Fadi Ghandour, the Founder and CEO of Aramex. The chairperson of the Board is an independent director.

The Board meets four times per year. There are currently two standing Committees – the Audit Committee and the Executive Committee. Shareholders ultimately select the Directors, but we aim to seek out highly qualified board members, with several specific criteria outlined in our "Board of Directors' Charter and Corporate Governance Guidelines", combined with broader considerations that include awareness of material environmental and social issues. Conflicts of interest are self-declared by members of the Board and those members are excused from relevant discussions. Where necessary, the Chair or another member can identify a potential conflict of interest involving another Board member.

Board members are not currently required to own shares. Each year the Board recommends to the Company's shareholders the amount

of remuneration to be paid to the Company's directors. For the year ended December 31, 2008, the Board recommended and the Company's shareholders approved that directors would receive US$ 54,795 each.

The Board generally does not have direct contact with employees, but learns of their concerns and considerations via the feedback processes within the Aramex system. With regard to shareholder resolutions, a shareholder must own 10% of the company to automatically succeed in placing an item on the agenda. There is currently one shareholders with approximately 11% ownership,. As such, agenda items are at the discretion of the Board. Any shareholder can raise an issue during the Annual General Meeting.

The Board also receives direct reports from Aramex's Internal Audit team. The Internal Audit function provides the Board of Directors, Audit Committee and the management of Aramex with objective and reliable information that is useful in appraising performance and measuring compliance with policies and procedures. It provides independent, objective assurance and consulting services designed to add value and improve our operations. In-line with the Institute of Internal Auditors standards, it uses a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control, and governance process.

Aramex CEO and Founder, Fadi Ghandour, regularly briefs the Board on our sustainability activities and performance, and its relation to overall corporate performance. The Board signs off on any major sustainability initiatives or targets, such as the implementation of a Code of Conduct in 2007.

Aramex is listed on the Dubai Financial Market. The Emirates Securities and Commodities Authority have released "Corporate Governance Regulations for Joint Stock Companies and Institutional Discipline Criteria" for which compliance is mandatory by 2010.

More information about Aramex governance and the Board can be found in our Annual Report, which is available online at http://www.aramex.com/investor.

Management Approach

We strive to be leaders in corporate governance through continuous review of our practices, to optimize performance and sustain responsible decision-making.

Economic

At Aramex, we continue to be accountable to our shareholders. Our business strategies are designed to responsibly maximize our profitability while meeting the economic needs and expectations of our stakeholders. In addition to running a business that functions on the principles of inclusive and sustainable development, we continue to gradually expand our commitments to making social investments aimed at uplifting some of the most deprived communities in the regions where we operate. We also hold the belief that becoming a carbon-neutral company is an economically astute strategy in an increasingly carbon-constrained economy.

Environment

The Aramex Code of Conduct strengthens our commitment towards the environment. Aramex is committed to acting as a responsible corporate citizen in every jurisdiction in which

it does business, including the environment. We continue to focus on programs that support our commitments, achieve our goals, and improve our performance in the areas of:

- Materials – by adopting paperless initiatives and recycling programs

- Energy – by purchasing more environmental-friendly vehicles

- Emissions and waste – by using cleaner fuel and employing recycled materials

- Products and services – by using biodegradable packaging

In 2008, Aramex initiated the process of gradually establishing environmental management systems across its operations. Nine of our European operations have been prepared for ISO 14001 certification – and these are undergoing certification at the time of publishing this report. The successful implementation of this will be followed by similar implementation across our global operations.

In order to set the most appropriate targets and measures for greenhouse gas reduction, we plan to embark on a carbon footprint assessment exercise in the near future.

Labor and Decent Work Practices

Our employees are our most important resource. At Aramex, each employee is treated with dignity and fairness without any discrimination. An emphasis is placed on developing talent within the organization. The Aramex Code of Conduct commits Aramex to provide a supportive and healthy working environment based on fairness and honesty with our employees that reward achievement, dedication, teamwork, attitudes, and personal skills that embody the spirit of our corporate values.

Our employees take a front seat in driving our overall activities. Our sustainability efforts are similarly driven by our people. All Aramex offices around the world have been attending sustainability awareness sessions. We anticipate that our people will be agents of Aramex's sustainability agenda.

Human Rights

Aramex's commitment to the UN Global Compact initiative encourages us to adopt socially-responsible principles of human rights and labor practices. These include a commitment to freedom of association and collective bargaining, and an unwavering stance against child and forced labor.

At Aramex, we promote an open environment, in which employees can feel free to express grievances to the most senior Aramex personnel without fear of retaliation.

Through our commitment to the UN Global Compact, we have become an active member of the Human Rights and Anti-Corruption and Bribery committees and the World Sustainability Forum.

Product Responsibility

A service based company such as ours thrives on customer satisfaction. We serve a broad variety of customers spanning individuals and large corporations.
We continuously assess our customer satisfaction levels. We also plan to complement satisfaction surveys with in-depth studies on gauging customer needs. Our policies, regulations and trainings are designed to encourage our people to act in accordance with the key ethical expectations of all customers, including:

1. Committing to professional and caring customer service excellence by everyone in the company

2. Ensuring the confidentiality and privacy of customer communication

3. Supporting and accommodating customers in times of need.

We have also established systems to ensure compliance, where applicable, with national laws regarding customer health and safety, product and service labeling, marketing communications, and customerscustomers' privacy.

Society

We are committed to the sustainable development of the communities in which we operate. Aramex is involved in a number of social investment programs aimed at positively

impacting the livelihoods of these communities. At Aramex, social investments are treated as business investments; in future years, Aramex plans to draw on the benefits of the synergies between the social investments and business goals.

Aramex continues to explicitly tackle bribery and corruption, initially by signing the United Nations Global Compact. Aramex also issued ethical practices guidelines in our Code of Conduct against bribery and corruption, stating our determination to combat this serious issue. To further reinforce ethical practices, financial policies and controls are predefined and monitored by Aramex.

Drawing by: Dia'Eldin Abu Arqub, 10 years old

Management Systems

All of our major operations and processes are driven by well structured, underlying management systems that are focused on continuous improvement throughout the entire organization.

All of our major operations and processes are driven by well-structured, underlying management systems that are focused on continuous improvement, which in turn are built upon our Code of Conduct. First and foremost, our Code of Conduct sets out our rules of integrity, including ethics, anti-corruption and anti-bribery. All leaders in our principal regions have received specific training on the Code's content and, starting in 2010, all employees will be required to sign it.

At the core of our management systems is our quality-management system. All processes that affect the quality of services provided to the customers have related procedures, policies and standards outlined in our Documented Quality Management System (DQMS). These procedures, policies and standards detail the accountability for implementation and for quality assurance of the processes. The DQMS is implemented, maintained and continually improved in accordance to changes in the business, and is always directed to better meet the needs of our customers.

We have developed our DQMS to be compliant with ISO 9001:2000 and it is certified by the British Standards Institute (BSI) for "the provision of an international express and domestic express courier and freight forwarding logistics service".
Aramex deploys a continual improvement philosophy throughout the entire organization by:

- Having well qualified, competent and trained Quality Representatives in our stations around the world, to ensure our corporate policies, standards and procedures are monitored and followed.

- The establishment of several awards, which provides appropriate recognition to those individuals and teams at Aramex who contribute significantly to the vitality and strength of the company.

- Planning of improvements of the quality system within the framework of management reviews. The output of this planning is expressed in the form of quality system objectives at all relevant departments within the organization.

Our Quality objectives can be classified into:

1. Policy objectives: These objectives are principal and strategic objectives that apply to the whole organization.

2. Quality Performance objectives: These objectives set specific, measurable targets for improving operational performance. They are established, documented, and monitored through the performance appraisal on a semi-annual basis.

3. Service and Product Quality objectives: These objectives pertain to the improvement of services and products, as well as maintaining a consistent acceptable service level that meets Aramex standards, which is verified through the QSA audits.

4. Quality System objectives: These objectives relate to the improvement of quality system processes and performance.

Besides our quality management system, we adopt additional management systems and related tools catered to specific activities. A completely integrated information and communication technology infrastructure connects our worldwide operations, enabling a seamless flow of all relevant information between Aramex and its alliance members and customers. The network is empowered by the state-of-the-art Aramex-developed tracking system that has become the backbone of our business processes. We also develop an array of customized IT solutions for our customers and train their staff on working with the technology.

In our 2006 Sustainability Report, we made commitments to align certain management practices with various standards (without committing to certification). We have made progress with this commitment. In 2008, with reference to both environmental management and health and safety, we worked on the preparations for nine of our European operations to become both ISO14001 certified and OHSAS18001 certified. They are undergoing the certification process at the time of publishing this report. For health and safety, we achieved OHSAS18001 certification for our Jordan operations in 2008. Furthermore, beyond our European efforts, our stations in Jeddah, Beirut and Dubai will be certified in 2010 and we are working to align the rest of our global operations to this standard. For both environmental management systems and health and safety management systems, these certifications extended beyond our original sustainability commitments.

We have also used the SA8000 standard on labor conditions to inform our policies and ongoing operations across the company, thus allowing us to be compliant by the end of 2009 as committed to in 2006. We have used the AA1000 Stakeholder Engagement Standard to help inform and increasingly systematize our stakeholder engagement processes. We also committed to launch our Code of Conduct in 2007, which we did, and we are now revising it in 2009 to enhance its utility throughout the company.

Aramex is also certified for the Transport Asset Protection Association (TAPA) which provides rigorous guidelines and assessment criteria to ensure that every company meets a specified level of security. We have already received TAPA certifications for facilities in Bahrain, Riyadh, Dhahran , Beirut, Amman and Jebel Ali Free Zone in Dubai, and we are moving towards certifying the rest of our facilities in the network.

Regarding information security, we have adopted a policy which addresses security issues related to the ownership, integrity and accessibility of information, and in particular, risks associated with the use of computers and networks for storing, transferring and processing information. Aramex has a strong commitment to protecting its critical information assets against unauthorized access, use, theft, modification, destruction and unauthorized disclosure. Aramex also considers the protection of information assets as a common responsibility of all staff. This policy also supports our objectives to comply with international information security standards.

We also maintain various other management systems. We are currently revising our human resource management system, and have developed a Vehicle Tracking System, Stock Management System, as well as other technical systems that support management and quality procedures.

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Regarding information security, we have adopted a policy which addresses security issues related to the ownership, integrity and accessibility of information.

Our approach to management systems is further detailed at the beginning of relevant sections of this report.

Besides management systems, we have committed ourselves to numerous sustainability related initiatives that have now become embedded across our systems. This includes our commitment to using the Global Reporting Initiative G3 Guidelines for sustainability reporting, and our commitment to the UN Global Compact. The latter requires us to ensure that we have systematically implemented effective mechanisms to remain compliant with the UN Global Compact's 10 principles, as well as mechanisms for reporting our performance. This is our first year of Communicating on Progress for the UN Global Compact.

Based on our sustainability performance assessment and issues identification, we are committed to the Precautionary Principle related to the environment. This is evidenced by our direct statement of concern regarding the human contribution to global warming, and our goal to be the first company in our sector to be carbon neutral.

Creating
Economic Value

Drawing by: Ali Hassan, 10 years old

Drawing by: TJ Adel Dajani, 10 years old

Over the past few years Aramex has seen consecutive profit rises, which is a reflection on the effectiveness of the company's approach to expansion.

Key Issue	Key Area and 2007 Goals	Progress
Creating Economic Value		
Economic Growth	- Growth in revenue of 18%	●
	- Growth in profitability of 20%	●

Our Financial Performance

We exceeded the targets in our economic commitments, increasing our profit by 28% in 2007 and 21% in the turbulent market of 2008.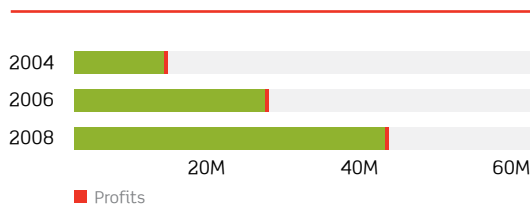 Over the past few years Aramex has seen consecutive profit rises, which is a reflection on the effectiveness of the company's approach to expansion. In the last five years, profits have more than tripled from $12,957,351 to $40,113,390.

Profit (USD)

Year	
2004	
2006	
2008	

20M   40M   60M

■ Profits

These figures include revenue growth of 31% in 2007 and another 17% in 2008. We are also proud of our cost-cutting efforts, which included some initiatives that both reduced costs and improved efficiency while reducing our environmental impact. The numbers also reflect growth in the total number of shipments, a 15% increase in 2007 and 7% in 2008. These numbers should be considered in the context that the market for global logistics has contracted due to the financial crisis, demonstrating Aramex's strength within its industry.

Total Number of Shipments

Year	
2004	
2005	
2006	
2007	
2008	

5M 10M 15M 20M 25M 30M
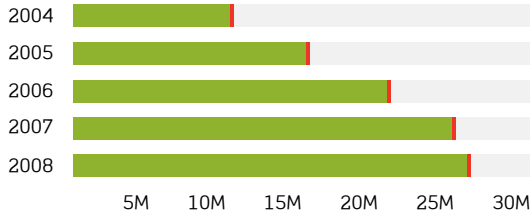
Economic Impact

Our total economic flows to and from our stakeholders are captured in the following tables and graph.

Direct Economic Value Generated and Distributed (USD)		
2006	**2007**	**2008**
Total Revenue from Customers		
371,345,471	485,701,593	566,343,646
Operating Costs to Suppliers		
266,239,916	338,803,031	387,684,233
Employee Wages & Benefits		
76,847,719	109,654,080	133,382,295
Interest Expenses to Lenders		
901,029	1,125,000	937,142
Taxes to Governments		
1,208,132	2,573,000	2,878,963
Contributions and Donations to Society		
220,362	450,000	1,347,623
Economic Value Retained		
25,928,313	33,097,010	40,113,390

Direct Economic Value Generated and Distributed (USD)

Legend:
- Taxes
- Economic Value Retained
- Employee Wages & Benefits
- Operating Costs
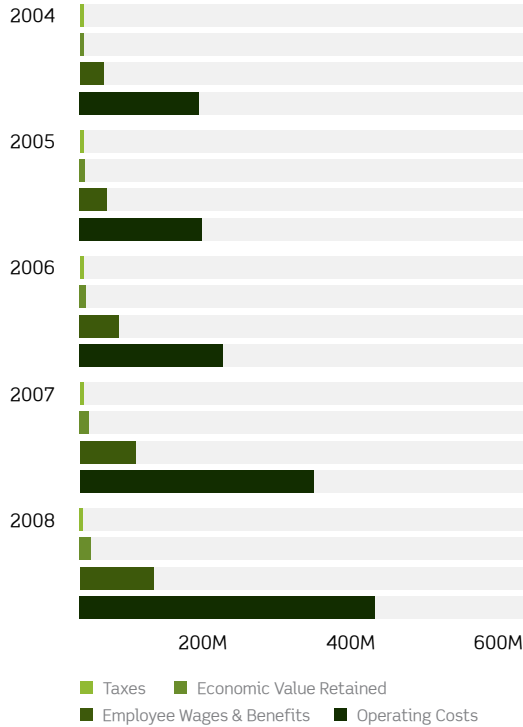
At a regional level, revenue flow breaks down as per the associated table.

Total Revenues by Region	
2007	**2008**
Middle East	
400,853,779	494,463,369
Europe	
130,862,874	127,268,503
North America	
18,683,349	25,493,415
Asia & Indian Subcontinent	
38,549,506	46,805,048
Elimination	
-103,247,916	-127,686,688
Total	
485,701,593	566,343,646

Locally Hired Management

We recognize that an important part of the role we play in society is the jobs we create wherever we operate. We do not have a formal policy of hiring locally, but we support the concept in principle. The following table demonstrates the ratio of local to non-local managers across our operations.

We are also aware of the importance of providing a living wage, ensuring that our salaries either match or exceed the local minimum wage. Competitive market forces or basic requirements for a living wage make it important for us to do so. Where no minimum wage exists, we ensure that our wage exceeds an acceptable living wage. Since our last sustainability report we surveyed key stations to ensure those stations complied with local minimum wage laws and found our operations to be compliant in all locations checked.

Locally Hired Management				
2004	2005	2006	2007	2008
# of locally hired Management				
169	191	217	237	255
# of Ex-pats Management				
35	35	53	165	176
Total				
204	226	270	402	431

Local Suppliers

Aramex offices usually depend on local suppliers to get the required services in each country of operation; this is part of our operations procedures and we do not use external suppliers unless the product or service is not found locally.

Indirect Economic Impacts

Our business is about facilitating commerce, and in this way we have positive indirect economic impacts. We have also worked to create positive indirect economic impacts in the communities we support. At Jabal Al-Nathif in Amman, where we work in partnership with other companies and the government to support the Ruwwad program, we have successfully worked to ensure that this marginalized community is provided with the normal level of basic services such as post, police and public health clinic services.

Service Excellence
To Customers

Drawing by: Rami Abdallah, 14 years old

Service Excellence To Customers

We empower frontline staff to utilize process and technology resources to better serve our customers and fulfill all their business needs.

Key Issue	Key Area and 2007 Goals	Progress
Service Excellence to Customers		
Customer Relationships	- Structuring Contact Center processes, applications, and procedures	●
	- Build capacity of frontline personnel across the network	●
	- Increase customer access to services through aramex.com and other e-tools	●
	- Increase Sage Accpac CRM development and utilization	●
	- Conduct customer survey	●
	- Maintain 90%+ in customer satisfaction	●[1]
	- Maintain 90%+ in on-time delivery rate	●[2]

1 Measured every two years – have not measured since the target was set, will measure in 2009
2 Although there was a big increase in number of shipments and an increase in the geographical coverage, Aramex managed to maintain 90%+ in both customer satisfaction and on time delivery. Due to the above factors we revised the indicator to read 90% + for both items and will always seek to improve our performance.

Continuously Improving Customer Management and Service

In 2006, Aramex committed to establishing four grass roots principles which would facilitate a better understanding of customer needs and values, consolidate available information on our customers, inform the development of a customer-focused infrastructure that will consistently support the customized treatment of each customer, and empower frontline staff to utilize process and technology resources to achieve profitable results. The last two years have seen continuous improvement in the tools and processes that have supported these principles.

Despite managing the added complexities of a significantly expanded network of partners to meet the growing needs of our customers, and the substantial increase in shipments over the previous years, in 2007 we achieved 92% for our on-time delivery rate and 91%in 2008. Looking ahead, we aim for 90%+ on-time delivery rate, while working closely with our partners to achieve this level.

On Time Delivery Rate	
2007	2008
% of on time delivery rate	
92%	91%

We highly value our customers and aim to consistently improve our activities in order to ultimately increase customer satisfaction and exceed our targets. We have not yet conducted a comprehensive survey to measure this, having focused instead on in-depth customer surveys as described later in this section. However, we are planning a comprehensive survey in 2009-2010.

Expanding Customer Management Tools

In 2007/2008 we developed a collection and dispatch system that allows the contact center to log any shipment pickup request from a customer and track it from the point of initial contact to the pickup and dispatch of the request. Customer-focused service is aided by the newly implemented Avaya software which allows call centers to consolidate and monitor customers' requests.

Over the last two years we have introduced several electronic tools which are available free through aramex.com. These customer tools provide alternative methods to enable customers to manage their shipping needs. They include:

- Shipment Status Notification (SSN): Previously known as ePOD, this service provides the customer with updates on their shipments at the frequency of their choice. The customer can request to receive notifications on monthly, weekly, daily or even hourly basis. The notifications can be based on all updates or just on delivery updates. The number of Shipment Status Notification (SSN) users has gone up from up from1035 in 2007 to 1479 in 2008, a significant 42% increase.

- Click To Ship (CTS): This software, developed in-house, allows the customer to prepare information about their shipments and send it to Aramex systems. The customer has the liberty to generate their own shipping waybills, place pickup requests, manage their address book and track their shipments among other features.

- aramex.com: our interactive website allows customers to place pickup requests, prepare their own shipments online, track shipments information, enquire about rates, check their Shop&Ship accounts, request the assistance of customer care teams, and generate helpful reports. Over the last two years, aramex.com has proven to be a useful and popular tool with our clients, with a dramatic increase in the number of users (see graph below)

- eINVOICE: Aramex is now sending invoices to customers via email. This environment-friendly option reduces the number of unnecessary pages that are printed and otherwise can be saved, and provides the customer with a faster means to receive their invoices.

Total Number of Users

Number of users
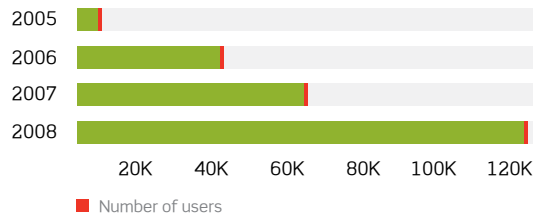
- Tracking shipments by text message (SMS):
Customers are now able to receive the latest updates on the status of their shipments on their mobile devices by simply sending their shipment number via SMS to Aramex.

Contact Center Enhancements

By revamping our call centers to become full-service contact centers, we have been able to improve and expand the level of customer service provided. The contact centers diagnose and identify problems and tackle them in a logical manner. They handle customer support requests received through aramex.com and respond to inquiries and reported problems, aiming to resolve customer queries in a timely and efficient manner. When necessary, the

center refers customer support queries and complaints to the appropriate team according to their relevant skills and areas of expertise.

In addition to handling customer support requests, services provided by the contact center include: registering customer pickup requests; providing product and service information such as cut off times, transit times, published rates, general information, etc.; and promoting Aramex products and services.

Our improvements to the contact centers have resulted in increased efficiency and increased ability to monitor calls and delegate them to specialized team members for timely and satisfactory results.

In-Depth Customer Engagement

Aramex continues to be proactive in engaging with customers via our highly-trained Customer Management Teams. In 2007, we conducted customer surveys in five countries to gain a better understanding of customer needs, what customers think about service provided by frontline employees, and if customer service practices match customer needs. Additionally, in 2008, detailed in-depth interviews were conducted in Dubai. Such customer engagement continuously informs us about customer values and shapes the company's customer service strategy.

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Aramex continues to be proactive in engaging with customers via our highly trained Customer Teams.

Additional Service Level Measures and Enhancements

Aramex values the customer experience and continues to closely monitor service levels provided to customers through its standard audit system. As a supplement to the audit system, we have worked to build capacity and empower frontline personnel on the customer management teams across the network to be able to resolve customer issues efficiently.

Ensuring Compliance

We maintain a strict standard of compliance with regards to customer privacy, responsible marketing, and other legal requirements. We are not aware of any breach in laws, regulations, or violations of best practices in the handling of customer data and privacy issues, or

with regard to any complaints or incidents of non-compliance with copyright laws in marketing communications.

Finally, Aramex has put systems in place to comply with local laws where appropriate and there have been no known instances of significant monetary fines or non-monetary sanctions for non-compliance with laws and regulations concerning the provision and use of products and services.

Our People: Human
Resources Development

Drawing by: Hilweh Ayman, 12 years old

Putting sustainability at the heart of Aramex culture

Key Issue	Key Area and 2007 Goals	Progress
Our People: Human Resources Development		
Putting Sustainability at the Heart of Aramex Culture	- Implementing corporate wide training on Sustainability	●
	- Establish global network of champions	●
	- Integrate into performance appraisals	◒
Engaging Employees	Use AccountAbility1000 Stakeholder Engagement Standard to enhance quality of engagement	●
Opportunities for Development	- Launch of Aramex Corporate University	●
	- 20 hours average training per employee	●
	- 13% women in middle management	◒ [1]
Global Workplace Conditions	Conduct a review of our labor performance against the SA8000	◒
Employee Satisfaction	- Establish Employee Satisfaction Index	◒
	- Enhance benefits and address any gaps in benefits across all stations	●

1 *Improved to 14%.*

Putting Sustainability at the Heart of Aramex Culture

Our sustainability team has grown to be an essential part of the organization. In 2007, Aramex was the first country in the Arab world to appoint a Chief Sustainability and Compliance Officer. The current CSCO, Raji Hattar, is supported by a network of six team members, called Sustainability Champions. These individuals are based in our major stations across Egypt, UAE, Saudi Arabia, Lebanon and Jordan. They support the implementation of our sustainability plans and targets. Furthermore they act as contact points for employees' concerns on sustainability issues.

Internal awareness on sustainability has been an active part of our efforts over the last two years. We included awareness training at our last two global leadership conferences (attended by all of our top leaders). Training on sustainability has also been incorporated into the basic training program undertaken by all new employees. Emphasis is now being placed on integrating sustainability into the 2009/2010 career development program and training curriculum. The revised training programs started to be implemented in early 2009 and include topics such as environmental and social responsibility. In addition to the above, our Chief Sustainability and Compliance Officer has delivered numerous sustainability training initiatives across many of our country offices.

At our Global Support Office (GSO), we are putting in place the first steps of integrating these issues into the job descriptions and reward schemes of all employees. Our first step was to implement our Employee Volunteer program, which encourages employees to contribute four hours of volunteer work each month, paid by Aramex, and entitling employees to an additional 10% increase on the year-end bonus. This incentive was implemented in the GSO starting September 2008 and will be expanded to other Aramex stations. Amongst other benefits, increased volunteering is already increasing employee awareness about social and environmental responsibility, both professional and personal. We intend to take further steps towards integrating the most pertinent sustainability issues for each employee into their job descriptions and reward schemes.

The culture of sustainability at Aramex is also being shaped by our direct actions, such as environmental innovations in some aspects of our product delivery, which will in turn lead to new opportunities. For example, our focus on the environment led us to transition to biodegradable packaging, even though this was not originally on our target list of actions. Also, projects like our recycling and waste management project in Dubai are highly visible and help create awareness among all employees.

Enhancing our Systems

Aramex operates a human resource management system (HRMS) as part of our overall quality system. We have been upgrading the HRMS to expand the areas that can be tracked in a single system, including training, leaves and payrolls. A trial phase was done in 2007, and due to requirements to customize the system after trials in a number of stations, implementation was delayed. From early 2009 we began the implementation of the system in a number of

locations, including Jordan, Egypt, Saudi Arabia, and others.

In 2008, we also evaluated and restructured our salaries, grades and titles with the help of a consultancy HR group. This was done for all Aramex stations in the Levant, Gulf and Africa. Also in 2008, we developed a framework to enable the identification of competencies required by each professional level. This helps to identify what the company is looking for in people and what skills need to be developed in our employees, especially as we grow rapidly as an employer.

Engaging Employees

Aramex values each one of its employees and makes every effort to engage with them. Team meetings are held regularly as well as leadership retreats and conferences. We conducted surveys for leadership and ground couriers in 2007.

The leadership survey provided valuable information on employees' opinions and concerns. All stations are required to share the survey

results with the employees themselves and then create action plans with them. The ground courier survey covered topics including working hours, overtime, usage of the company vehicle, job security and more.

We continue to try to improve our performance wherever possible on issues raised. By conducting such surveys and responding meaningfully and efficiently, we are working to create an atmosphere where our employees feel valued and confident that we are responsive to their needs.

In order to continue to improve this process, we have explored the AccountAbility 1000 Stakeholder Engagement Standard for guidance. We will continue to integrate suggestions from this standard into our 2009 engagement cycle, which will include our next set of ground courier and leadership surveys.

2004	
2005	
2006	
2007	
2008	

1K 2K 3K 4K 5K 6K 7K 8K 9K

■ Number of employees
■ Number of contractors
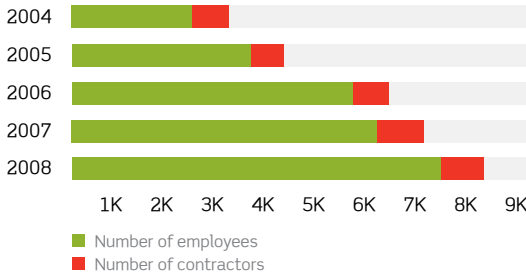
Workforce					
	2004	**2005**	**2006**	**2007**	**2008**
Employment Type: Contractors and Employees					
# of employees	2954	3934	5823	6314	7608
# of contractors	432	585	778	744	700
Total	3386	4519	6601	7058	8307

	2004	**2005**	**2006**	**2007**	**2008**
Employees per region					
North Africa	376	494	970	-	-
Africa	-	-	-	995	1,152
Europe	344	435	609	431	489
India & Sri Lanka	298	414	608	-	-
Far East & Asia	-	-	-	561	698
Gulf	1,315	1,731	2,445	2,967	3,507
Australia	0	0	2	-	-
Infofort	-	-	-	222	335
Middle East	548	744	1,011	-	-
Levant	-	-	-	1,066	1,331
USA & Canada	37	51	78	-	-
North America	-	-	-	72	95
Asia	36	65	100	-	-
Total	2,954	3,934	5,823	6,316	7,608

Opportunities for Development

### Aramex Corporate University and Training

A key commitment that we kept was to launch the Aramex Corporate University. It was established in 2007 as a virtual entity, chartered to provide employees and managers with the skills and understanding needed to achieve the organization's short- and long-term objectives. It acts as a center for company-wide development of training material and delivery. Also, the university develops the Aramex training system, creates standardized training material, and coordinates and delivers trainings to stations. We are already quickly improving the effectiveness of this system, which has undergone significant changes over the last two years. In line with the developments in our human resources system – where career development plans have been reorganized and enhanced – training needs are now assessed based on these career development plans in order to maximize impact. At the same time, each station is able to develop customized training plans based on a company-wide curriculum. Emphasis is placed on the quality and not just quantity of training.

This is relevant to our targets for yearly training hours for employees. In 2006, we set a target to achieve an average of 20 hours of training per year per employee, more than double the amount of time spent on training in previous years. This target was met in 2007 and essentially met in 2008. The results for 2008 were slightly affected by a trend that we anticipate will continue in the coming years. This is related to the above-mentioned revisions on our training system, which will bring a greater focus on the quality and new techniques. This will result in a decrease in measured training hours, as online courses will not be calculated based on time. We are working on revising our training indicator and targets to best capture the aim of these improvements.

Training Hours					
	2004	2005	2006	2007	2008
Average # of hours of training per employee\	-	8.5	8.45	20.45	19.2

Average # of Hours of Training Per Employee Per Year

■ Number of hours
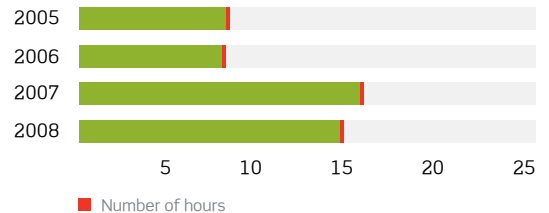
Further achievements relating to training and opportunities for development include:

1. Redesign and standardization of training material

At the end of 2008, 138 courses were restructured and standardized, with all training material available on the corporate intranet including a feedback system. This includes programs for skills management and lifelong learning, which we hope will contribute to the development and advancement of our employees throughout their careers.

2. Delivery of trainings

A central database of internal Aramex trainers has been created, facilitating quality assurance as well as further development of

trainers. In 2008, we focused on trainers that had experience but had not received training themselves. Assessment of the delivery of training is part of the feedback system and we expect to see first results in 2009.

3. Online Education
We have been experimenting with external online training and conducted trials throughout 2008. The results were encouraging and we are currently looking into the possibilities of expanding their implementation.

Women in Management			
	2006	2007	2008
# of females in senior management	0 (0%)	4 (6%)	6 (9%)
# of females in middle management	19 (10.4%)	52 (15%)	51 (14%)
# of female workers	753 (12.9%)	712 (11.2%)	842 (11.0%)
# of female employees from total	772 (13%)	764 (12%)	893 (11.7%)

4. Executive Education
In 2007, an executive education program was initiated with the American University of Beirut (AUB) to deliver executive trainings for high-potential future leaders. We held one course in 2007 and two courses in 2008. Our ongoing target is to successfully complete two groups per year with a total of 50 participants.

Women in Management

We set very ambitious targets in our previous report with respect to women in management. We achieved our 2009 goal for senior management two years early, having achieved a figure greater than the stated 10% in 2007. It is our belief that in comparison to other organizations in the region and in our industry, our performance, at minimum, appears to be on par with others. Nonetheless, we are working on improving our performance in this area and are reviewing our strategy to concentrate on functions within the company where we might have the greatest near-term improvement. We have combined the "middle management" and "leaders" categories from our previous report, in line with a change in our human resource management approach. Given the remaining gap between our performance and our target, we are in the process of re-evaluating this target.

Performance Reviews
All our employees receive annual performance reviews (most receive semi-annual reviews) which aim to contribute to workplace and personal development, and will in turn feed into our merit-based approach to promotion opportunities at Aramex.

Global Workplace Conditions

Aramex is committed to complying with international and national regulations regarding workplace conditions. This is evidenced by our commitment as signatories to the United Nations Global Compact and all its requirements. Although we have not yet committed to the certification against for Social Accountability 8000, our policies and procedures relating to labor conditions and human rights are in line with SA8000 standards. We undertook a preliminary check of our performance against SA8000 in 2008 without any notable observations, and still intend to do a more complete review of up to six of our highest priority locations in 2009 and 2010.

Managing Key issues
Aramex follows the national and International rules and regulations when it comes to employee's rights and labor conditions.

One key area that Aramex works hard to manage is the number of working hours for couriers. We track the number of working hours completed by employees through our HR systems. When applicable, we pay for overtime hours based on national and international laws.

Another key area is the holding of worker passports; we are aware that this issue needs more attention as it is globally perceived as part of poor practice prevailing in the region around workers' rights. The UN Global Compact cites it as a form of compulsory labor and as a signatory we are committed to complying with international guidelines (ILO) and global best practices.

Child Labor
It is commonly accepted that child labor has a negative impact on wellbeing, education, health, social capital and development. Aramex is committed to support any efforts that lead to the effective abolition of child labor. We made this commitment public when we joined the Global Compact. Due to the nature of our work, we have an internal policy to only hire secondary school graduates (high school-equivalent). In some locations where it is legal for them to be in employment, under 18 year of age are among our workforce (often for internships). In all cases, we adhere to international guidelines (ILO) and national laws.

Employee Grievances
Aramex employees are encouraged to voice any grievances they may have through our grievance system, which is clearly explained in the employee handbook. A Grievance Procedure is in place to raise and resolve concerns relating to discrimination, harassment or victimization.

Between 2007 and 2008, there was one incidence of a discrimination allegation. A thorough investigation was conducted and it was found that the complaint was unsubstantiated.

There are also procedures in place to address appeals where the employee is not satisfied with the resolution of their grievance. Aramex ensures that any employee with a grievance is protected from retaliation.

Short Term Contracting
When short-term workers are required, Aramex typically uses workers who are employees

of companies specializing in temporary employment, thus reducing uncertainty about job continuity for these workers.

Employee Satisfaction

Employee Satisfaction Index

We are currently working on implementing a new HR system that will include new methodology to measure employee satisfaction; from the data we are collecting we are going to produce the index in 2010.

Salary, Benefits, and Promotions

Aramex continues to offer very competitive salaries and benefits to our employees with health insurance being a key benefit. In 2007 and 2008, each Aramex station provided information on what benefits they provide for their employees. Based on the 2008 salary survey, the gaps and needs regarding benefits were assessed, and many steps have been taken to improve these benefits across most stations. For example, employees were given stock shares, a pay rise in 2007 and another in 2008. Additionally, medical insurance was covered in some stations in 2008 and cancer insurance was introduced in Jordan the same year. Aramex also pays into government-run social security funds where they exist, which provide employees with a pension income upon retirement. With regard to promotions, we aim to promote from within wherever possible, which in turn provides both greater motivation and job satisfaction.

Aramex ensures that the ratio of men's salaries to women's remains one-to-one in all our locations of operation. This is another example of our stance against discrimination and we are pleased to report there have been no allegations of discrimination in this regard.
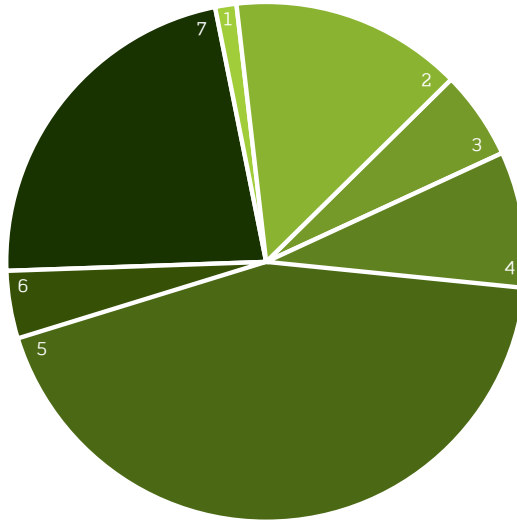
Turnover

We aim to attract and retain people in long, happy tenures. We are continuously striving to improve our human resources management systems to improve this matter, through investing in our people with enhanced training, implementing better career planning, offering competitive salaries and benefits, extensive engagement and establishing an Employee Satisfaction Index.

Throughout the reporting period, our employee turnover information was decentralized and managed through several systems. This has limited our ability in reporting turnover rates according to age group, gender, and region. However, we are in the process of upgrading our systems which will enable us to report detailed turnover rates in the near future.

The graph below shows the retention of employees at Aramex. It demonstrates that employees tend to stay with the company, and that our retention is improving year on year.

Employees Distribution Per Region in 2008

1 North America   2 Africa   3 Europe   4 Far East & Asia
5 Gulf   6 Infofort   7 Levant

500 1000 1500 2000 2500 3000 3500 4000

■ 2006 ■ 2007 ■ 2008 ■ Number of employees
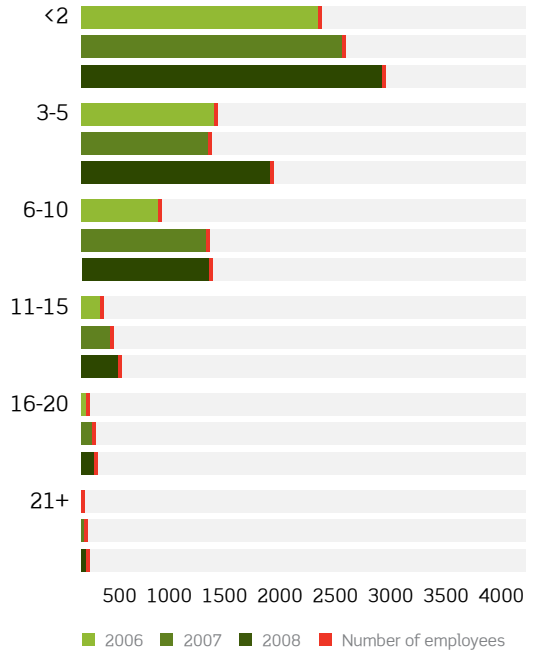
Health, Safety, and Security

Drawing by Ali Abu Rumman, 15 years old.

Drive for Zero: Zero at-fault fatalities, zero at-fault injuries, zero at-fault accidents

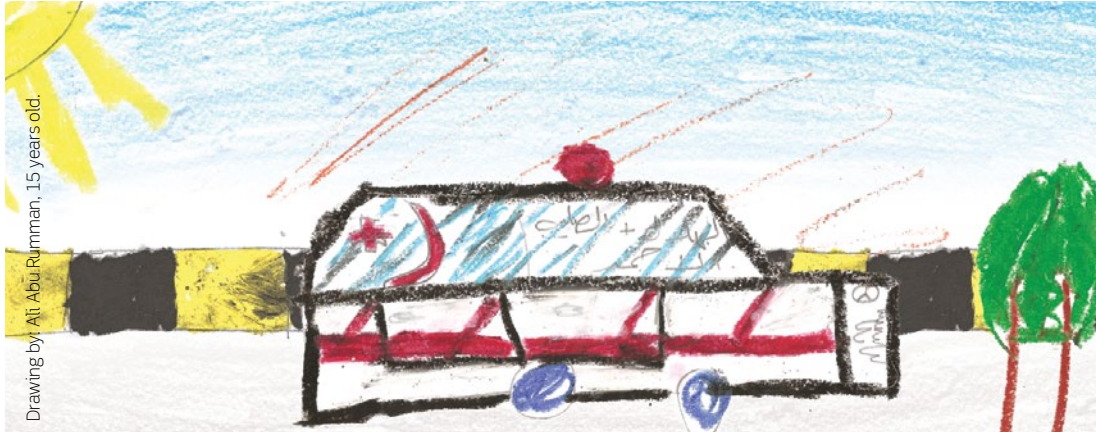| Key Issue	Key Area and 2007 Goals	Progress
Create a Safety Culture	Establish Health & Safety Index to measure degrees to which safety is equated to corporate culture	○[1]
Health & Safety Management Systems	Design and implement Health & Safety management system based on OHSAS 18001	●
	Begin tracking of Health & Safety KPIs	●
Achieve Dramatic Performance Improvement	Significantly expand Health & Safety training (both road safety and warehouse safety)	●
	Establish baseline for at-fault accident rate per shipment, and achieve 10% reduction	◖[2]
	Establish baseline for lost-time injury frequency rate per 200,000 working hours (covering all aspects of our operations), and achieve 10% reduction	●
	Zero at -fault fatalities	◖[3]

1 The creation of such an index was downgraded in importance, with the emphasis instead placed on delivering training, developing systems, and focusing on performance improvements, all of which were improved.
2 Baseline was developed as of mid-2008. Some reductions were likely achieved before or at same time as baseline. We are now measuring reduction based on the baseline.
3 2007: 1 at fault
2008: 1 at fault and 2 not-at-fault

Creating a Safety Culture

Safety continues to be a paramount consideration in our service delivery. Aramex endeavors to create a culture of safety awareness for the protection of our employees and those with whom they come in contact, be it customers or other road users. We provide training for our couriers, aligned to global best practices such as the OHSAS18001 health and safety management system, and engage with employees to find out about their safety concerns and how to make their jobs safer.

OHSAS Certification

OHSAS18000 is an international specification for occupational health and safety management systems. In 2007 we published our Health and Safety guidelines based on OHSAS18000. We have exceeded our 2007 commitments by achieving OHSAS certification for our Jordan operations, and we have developed a plan for certification of our major operations to be achieved in 2009 starting with Jeddah, Beirut, and Dubai along with nine of our European operations. We are working to align the rest of our global operations to this standard.

Improved Tracking System

At the end of 2007 we implemented a systematic tracking system which allows us to regularly gather accident information from all stations. Our centralized data gathering takes place every six months, and each station works according to our existing Quality Management System and OHSAS18001 guidance to take

action following any health and safety incident. In addition, health and safety now has a permanent place on the agenda at the biannual management reviews which take place in every Aramex station.

The improved tracking system has led to an increase of reported injuries – as a result of better tracking, not an increase in actual accidents. These provide valuable information on the type of health and safety training we should offer, enabling us to put the appropriate safety measures in place.

Achieving Performance Improvement

Unfortunately, in the last two years we lost four Aramex employees due to fatal accidents, two of which were at-fault accidents. We lost a motorcycle courier in 2007, and in 2008 we lost a van driver in Egypt and a car driver and bike rider in Dubai. We continue to work extremely hard to improve our systems and training to avoid fatal accidents.

Our improved tracking systems has enabled us to capture higher numbers of accidents per shipment in 2008, which, as noted previously, we feel does not represent an actual increase, but rather just improved tracking. The increase in accidents in Dubai is largely attributed to poor traffic and weather conditions.

We had a sharp increase of warehouse Lost Time Days from 170.5 days 2007 to 384 days in 2008. The number of lost days considered for lost time injury cases include only the actual man days lost. These were due to two major accidents, resulting in 270 total lost days, a figure that includes time taken off for physiotherapy. Despite these circumstances, we posted a 17% reduction in the overall Lost Time Injury frequency rate between 2008 and 2007.

Lost Time Injuries Frequency Rate		
	2007	2008
LTIF per 200,000	0.53	0.44

Health and Safety Performance Index			
	2006	2007	2008
Summary			
Fatalities	1	1	3
Accidents per million shipments	17	15	25
Percentage change in accidents per million shipments	Not previously tracked	-11%	62%
Lost Time Injuries per million shipments	Not previously tracked	1.38	1.27
Vehicle Related Incidents			
Vehicle Lost Time (days)	Not previously tracked	402	353
Vehicle Accidents (resulting in injury)	14	25	25
Vehicle Accidents (no injury)	385	343	628
Vehicle Lost Time Injuries		24	25
Warehouse Relate Incidents			
Warehouse Lost Time (days)	Not previously tracked	170.5	384
Warehouse Accidents (no injury/minor injury)	Not previously tracked	13	11
Warehouse Accidents (resulting in Lost Time Injuries)	Not previously tracked	11	10
Lost Time per million shipments	Not previously tracked	26	26
Lost Time/Total Time	Not previously tracked	0.030%	0.036%
Normalizing Indicators			
Total shipments	23,008,602	26,010,300	27,564,432
Total Lost Time (days)	Not previously tracked	572.5	737
Total Lost Time Injuries	Not pre viously tracked	36	35
Total working hours across network*	Not pre viously tracked	13,488,840	16,246,416
Total working days	-	1,686,105	2,030,802

Total working hours across network based on average days worked per year (267 days), average shift duration (8 hours), and the total number of employees

Health and Safety Trainings

We have initiated a training program for our ground courier staff which includes the "healthy back" training that we conduct on a regular basis. Moreover, an intensive training for safety awareness was developed and conducted for many of our warehouse staff.

All newly-hired couriers must take the Safe Driving Awareness training, and during their first week and they are accompanied and evaluated by a senior courier before being fully deployed to their assigned area.

Also Aramex has a strict policy against substance use and abuse of any sort, whereby any violation is subject to immediate termination. This issue is included as part of introductory and ongoing training. Fortunately, as we do not have a history of significant incidents, no further programs beyond ongoing training have been deemed necessary. We are diligent in following up on any potential cases.

Security

It is our policy to take all reasonable measures to protect company assets, customers' goods and other property from loss or damage, and to protect all our buildings from unauthorized intrusion. We have security procedures that cover all aspects of the business cycle, from building security to information and data security.

Aramex stations comply with their local governmental security rules and regulations at each site, such as the Transportation Security Administration in the USA, the department of Transport in UK, the International Air Transport Association (IATA) organization and many other important governmental bodies.

In addition to two previous TAPA (Transported Asset Protection Association) certified sites in Jordan, we have received TAPA certifications for Aramex facilities in Bahrain, Riyadh, Dhahran, Beirut, and Jebel Ali Free Zone in Dubai, and we're moving towards certifying the rest of our facilities in the network.

As a C-TPAT certified provider, security measures at Aramex meet the latest requirements established by US Customs and Border Protection. We also comply with the US Bio-terrorism Act, which includes provisions designed to protect the United States against bio-terrorist threats to its food supply including food from foreign sources. In 2007 and 2008 there were no incidents of non-compliance.

In addition to our efforts with the above mentioned associations and standards, we work closely with the relevant authorities in individual countries to ensure strong security measures in all of our regions of operation. We are continuously improving our efforts to adopt best practice approaches to safety and security of our services. Our excellent track record is a testament to our efforts in this regard.

Environmental Leadership
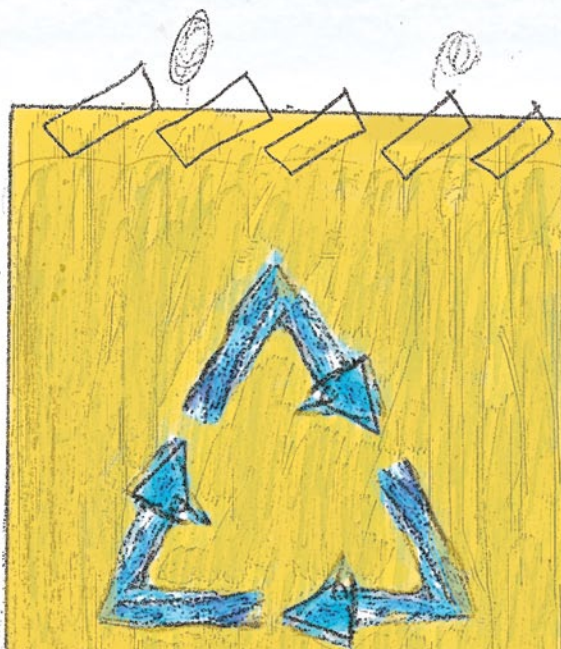
Drawing by: Mais Jammal, 11 years old

Environmental Leadership

We believe that our goal is not only to minimize practices that harm the environment but to pro-actively find solutions for a greener world.

Key Issue	Key Area and 2007 Goals	Progress
Create a Sustainability Innovation Culture	Establish a Sustainability Innovation Index to measure the degree to which innovation is linked to sustainability considerations	◑1
Establish Environmental Management System (EMS)	Design and implement EMS based on ISO14000	◑
	Begin tracking of environmental KPIs	●
	Significantly expand environmental-related training	●

Key Issue	Key Area and 2007 Goals	Progress
Achieve Dramatic Performance Improvement	**Emissions related:**	
	Reduce Emissions: 15% reduction per shipment (includes NO2, others)	●
	Reduce Fuel Consumption: 5% reduction per shipment	●
	Reduce driving time: 5% reduction	●
	Transition type of vehicle fuel used: Transition at least two stations from leaded to unleaded fuel	◖
	Transition of vehicle fleet towards LEV (low emission vehicles), ULEV, SULEV and other alternative fuel vehicles (PZEV)	◖ ●
	Upgrade 33% of fleet one category	●
	Purchase or lease 2 hybrid electric vehicles	
	Reduce, Re-use, Recycle:	
	Increase recycled packaging and recycled content, and set end-2009 targets	● ●
	Reduce water consumption by 5%	
	Reduce paper consumption by 5% and achieve 10% paper recycling	●
Develop Innovative 'Sustainability Services'	Take initial steps towards development of 'low carbon' and 'carbon neutral' shipping services	◖
	Identify top 'Sustainability Service' opportunities related to reducing traffic impacts, helping shape 'Sustainability Cities', and introduce at least one innovation	●

1 We have not yet developed an index, but our performance demonstrates success in linking innovation to sustainability.

Establishing Management Systems

As a starting point for ensuring that any environmental improvements were systematic in nature and widely applied, Aramex has begun the process of adopting environmental management systems. In 2008, we worked on the preparations for nine of our European operations to become ISO14001 certified (as well as OHSAS18001), and they are currently undertaking the certification process at the time of publishing this report. This will set the stage for the company-wide adoption of an ISO14001-based environmental management system.

Beyond management systems, we have been introducing widespread training on the environment and environment-related management systems. As mentioned elsewhere in this document, we provided sustainability training to Aramex leaders at our last two annual conferences (about 700 employees in Jordan, and about 390 employees in Egypt).

Achieving Performance Improvements

We have made important progress in the last two years regarding our environmental performance.

The ambitious objectives we set out in our 2006 report served as inspiration for strong action.

Vehicle Fleet and Emissions

We set a number of targets relating to the nature of our vehicle fleet and the related emissions. Some of our key achievements include:

- Transitioning all of our operations that were using leaded fuel to unleaded fuel (except India). And we transitioned more than 50% of our fleet in Egypt to cleaner Compressed Natural Gas. This exceeded our target of achieving this for two stations and has contributed to a major reduction in our emissions.

- Upgrading a third of our fleet to the Euro 4 category, which is part of our commitment to transition towards low-emission vehicles, ultra-low-emission vehicles, and super-ultra-low-emission vehicles. The European emission standards define the acceptable limits for exhaust emissions of new vehicles sold in European Union member states, covering emissions of nitrogen oxide, hydrocarbons, carbon monoxide and particulate matter, and ranks different levels of performance per its "Euro" categories. The upgrading of a third of our fleet will have a major effect on our emissions.

- Purchasing four hybrid electric vehicles in Amman, which surpasses our target of two

vehicles for 2007. However, we are re-evaluating our commitment to 10 vehicles by 2009, either due to unavailability (the technology is still being tested in most Middle East markets under the weather conditions) or because these vehicles do not meet our fleet needs at this time. That said, we have increased pressure on car retailers to put in place infrastructure to facilitate hybrid technology in the UAE in the same way as it is currently in place in Jordan. This is helping achieve our goal of creating more carbon awareness while reducing our impact on climate change.
- Transitioning all diesel forklift trucks in our warehouses to electric forklifts.

One of our most important contributions to fleet efficiency, delivery time reduction, and emissions reductions came from our decision to merge our domestic delivery and international express delivery teams in each country of operation. This has eliminated much overlap in our operations. Although we are still struggling to develop sound measurement tools for tracking our progress on some key issues, we are certain that this single change, combined with the four major fleet improvements mentioned above, has allowed us to achieve our 2007 goals relating to a 15% reduction in emissions per shipment, a 5% reduction in fuel consumption per shipment, and a 5% reduction in driving time per shipment.

Implications of an Asset-Light Company

Statements such as the above appear inaccurate in the context of our total CO_2 emissions. This is because we currently only track the carbon emissions directly related to our fleet. Since we are primarily an asset-light company, meaning that we generally do not maintain heavy assets such as aircraft and instead use the services of other transportation providers (such as airlines), and lease the majority of our vehicles, most of the carbon impacts from vehicles or

airplanes that we use are shared with, or are the primary responsibility of, others. In this way, our overall CO2 emissions are underestimated in our tracking. This also means that while we may be taking major steps to reduce our environmental impact, if another strategy in the business results in Aramex buying or leasing more vehicles as assets, then our tracked CO2 emissions will be increasing, even if we are taking measures to decrease them. Aramex is issuing policies to limit the leasing/buying of new vehicles into Low Emissions Vehicles

Vehicle Fleet		
	2007	2008
# of hybrid electric vehicles	0	4
Total # of Euro 4 (IV)	294	523
Total # of Euro 3 (III)	27	7
Total # of Euro 2 (II)	532	548
Total # of Euro 1 (I)	341	77
Total # of LPG vehicles	1	1
Total # of CNG vehicles	9	19
# of stations using routing technology	2	2

Reduce, Re-use, Recycle

Energy Consumption
Since our last report, we have been working to accurately track our energy consumption which correlates with our efforts to track our emissions,emissions and to meet the performance goals we set out for our emissions reductions.

Tracking our emissions on a precise basis has continued to be an enormous challenge because of all the changes that have taken place during 2007 and 2008 from changing the fleet to comply with the Euro 4 standard in major parts of our network; the change to CNG-running-vehicles in some stations; moving to unleaded gas in most of our operations and the increased number of shipments in 2007 and 2008. Although the number of shipments has increased in 2008 by 7% over 2007, and our fuel consumption went down by almost 7%, we are still uncomfortable reporting on our emissions as we know they would need some degree of restating in future years. This also applies to our emissions from our facilities. Most of our facilities have changed during the last two years, and most of our facilities are leased – both of these factors have added delays to the accurate tracking of their emissions.

We continue to aim to effectively track and systematically reduce our emissions. We expect to achieve our goal of reasonably accurate emissions tracking during 2010.

Water Consumption
We have been working with our employees to minimize the usage of water in our operations and we are setting stronger targets for the coming two years to reduce the water consumption. Due to the fact that most of our facilities are leased and many of the leasing contracts include the cost of the water bills, we were not able to accurately calculate our water consumption. All the water that is used by our offices goes to the public sewage systems in the cities we operate in and none of it cause pollution to any of the nearby water resources.

Paper Consumption

We have met both of our paper-related goals for 2007, reducing paper consumption by 5% and achieving a rate of 10% in paper recycling. Our most important contribution to reducing consumption has been the company-wide reduction of 50% of the papers required in our way-bills. This is our biggest source of our paper consumption therefore it also had the biggest possible effect.

In terms of paper recycling, Aramex has been using recycled material and introducing recycling programs within the company. This is a key part of our office ethos of "reducing, reusing and recycling", and as part of our efforts to try to curb the amount of waste that ends up in landfill sites.

Packaging Material

Aramex is not in the business of selling products that require packaging; however the nature of our operations requires packaging of shipments. One of our initiatives we are most pleased with, and which was not originally targeted, was the transition from regular plastic to biodegradable plastic delivery pouches. The new degradable pouches will decompose in less than two years (versus more than 1,000 years for plastic) and they can also be recycled.

Currently, we do not have a tracking system to track our packaging materials waste, the biggest contributor to our waste. We will install a packaging materials tracking system in 2010-2011.

Our product and service responsibilities also extend to our adherence and compliance with laws regarding the labeling and shipping of hazardous materials. For the safety of our customers, employees, and the environment, we have explicit policies clearly stating prohibited items and conditions under which hazardous or sensitive materials must be prepared and transported. Such regulations are mentioned in the IATA dangerous goods section http://www.iata.org/ps/publications/dgr/

Developing 'Sustainability Services'

In 2007, we set a goal of taking initial steps towards the development of "low carbon" and "carbon neutral" shipping services. We have not squarely addressed this point with new services, but rather have integrated sustainability as part of our product mix in our existing products and services, in the ways mentioned above. Additionally, we have taken actions such as planting 10,000 trees in Aqaba to offset our carbon footprint.

We mentioned in our 2006 report that we have been using the waterways in Dubai to reduce our contribution to Dubai's traffic congestion, and in 2007 and 2008 we have increased the use of land freight (versus air freight), which in some cases can be faster, delivered at lower cost and with a reduced carbon footprint.

The Long-Term View

We remain committed to a long-term approach of becoming a carbon-neutral company, hopefully the first in our sector. While this has always been a long-term goal for us, it is important that very clear, practical progress can be made on an annual basis. We hope these early successes help to demonstrate our level of commitment to this objective.

Our Cities: Urban Impacts

Drawing by: Farah Jammal, 10 years old

We are developing comprehensive systems that will help us in the creating of "sustainable cities"

Key Issue	Key Area and 2007 Goals	Progress
Reduce Noise Impact	Begin systematic tracking of noise complaints and develop policy	◖
	Commitment to move Abu Dhabi outgoing operations center in response to community input	●
Ensure Safe and Courteous Driving	Implement systematic tracking of complaints against couriers and solutions undertaken, and establish baseline performance	◖
Reduce Road Congestion and Driving Time	Implementation of Route Optimization Technology in pilot stations	●
	5% reduction in driving delivery time in pilot stations	●
Reduce Emissions	Establish baseline measures for NOx and other road fleet emissions per shipment, and achieve 15% reduction, as per environment section	◖

In 2006, Aramex committed to addressing the most pertinent concerns in the urban markets where we operate, including our noise impact, road safety and congestion, and air pollution. We recognized these issues were major irritants that also have both direct financial costs as well as reputational risks for the business. Our overarching goal was to operate in a manner that ensures mobile, safe, clean, vibrant, and healthy 'Sustainable Cities'.

Reducing Noise Impact

To ensure that we are aware of, and can begin to address, concerns about noise we may inadvertently generate during the course of our operations, we have begun systematically tracking noise complaints. We are also developing a comprehensive system to monitor complaints and capture information that will enable us to better understand where we need to make changes and in communicate any future noise reduction policies.

As an example of our responsiveness to our markets, Aramex set a target to move all operation centers from urban residential settings by 2007, based on feedback from the Abu Dhabi outgoing operations center. We are pleased to report that we essentially met this target. Although our operations in Amman are still in a residential area, we are currently in the process of planning and building a new facility in a more suitable location to minimize the noise impact we have on the community.

Ensure Safe and Courteous Driving

Obviously, driving is an indispensable part of the organization's service delivery system. Therefore Aramex takes road safety and courteous driving very seriously and holds our drivers to high standards. Human Resource policies have been developed to set incentives for better driving performance and are adapted at each station to the fit the local situation. If anyone wishes to log a complaint about a courier's driving, our call center number as well as the number of the vehicle are clearly distinguishable on each vehicle.

A quality-management unit has been put in place to monitor the number of complaints since 2007. However, up-to-date comparisons cannot currently be made as we are in the process of developing a robust tracking system to log and monitor all complaints. Once the system is in place, we will be able to establish a baseline to accurately track drivers' performance against targets.

Reduce Road Congestion and Driving Time

In 2006, Aramex launched a vehicle tracking system at two stations, Amman and Beirut, which provides the driver with Route Optimization Technology to advise on the best routes and times for their journey. The system has proved to be a success thus far, resulting in increased efficiency in delivery times as well as a reduction in the amount of time we spend on the road.

Currently the Route Optimization Technology has not yet been rolled out across other stations in the region due to the lack of digitalized maps. As the Global Information System, on which the system is based, becomes available in other parts of the region, we will implement the Route Optimization Technology accordingly.

Meanwhile, we distributed over 1,048 barcode scanners to all couriers in 2008 to enable tracking and measuring of delivery times. We can now accurately track the distance and time spent on each delivery and a baseline is being developed to measure future performance. We will continue to keep abreast of technology that will make it possible to monitor the time

we spend on the road and the effects this has on not only our operations, but also on the environment.

Reducing Emissions

Our progress in reducing emissions has been discussed in the environment section, but our improvements in reducing road congestion and driving time, both of which directly affect emissions output, serve to bolster our achievements in this area.

As mentioned earlier, we are struggling to develop sound measurement tools which would enable us to establish a baseline to accurately measure our progress in emissions reduction. However, the combination of our efforts in improving our fleet, reducing driving and delivery time as a result of merging our domestic delivery and international express delivery teams, and the use of Route Optimization Technology has undoubtedly contributed to achieving the desired target of a 15% reduction in emissions per shipment.

**Our Communities:
Investment in Society**

Drawing by: Ghada Ibrahim 11 years old

Investments in society create opportunities and initiate meaningful change in marginalized societies.

Key Issue	Key Area and 2007 Goals	Progress
Amount of Contributions and Geographical Distribution	1% of pre-tax profits donated annually	●
	Significant increase in the geographic distribution of funds	●
Reducing Marginalization through Inclusion and Empowerment, includes sub-themes of Youth Empowerment; Sustainable Community Investment; and Emergency Relief	Positively impact 100,000 marginalized people and families	●
	Youth Empowerment: 180 young people significantly impacted (scholarship, internship, employment, other)	●
	Sustainable Community: Continued investment of time and in-kind to Jabal Al- Natheef pilot initiative	●
	Emergency Relief: Respond to major emergencies with campaigns to leverage support and contributions, coordinated shipping, and on-the-ground logistics support	●
Implement a model for categorizing, managing and measuring impact and performance of our investment in society	Strengthen our model using the London Benchmarking Group (LBG) model	○
	Improved ability to measure our impact: Determine best means to measure impact at Jabal Al-Natheef, and begin tracking	◓

Contributions and Geographical Distribution

Since 2006, there has been an increase in the percentage of our pre-tax profits that are annually donated to various communities. We have been able to make a number of investments in society during 2008, which in part has been due to the overall profitability of Aramex. Among the initiatives that we have supported with investment in society for 2008, were: UNICEF's "Send a Card, Save a Life" annual greeting-card campaign across the GCC; the Arab Fund for Arts and Culture, an independent initiative committed to empowering artists, authors and filmmakers across the region; the "Call for Life" campaign held on behalf of the Children's Cancer Center in Lebanon; 'Dubai Cares' "Million Book Challenge", an empowering literacy project to provide children around the world with access to books; and the Hikmat Road Safety program in Jordan.

Contributions and Donations			
	2006	2007	2008
% pre-tax profit invested in community	0.81%	1.1%	2.7%
To communities: total $ value of donations to society	0.220 m	0.45m	1.35m

Over a two year period, Aramex has increased the geographic distribution of funds to support communities in need. Regions with the greatest economic need have received a greater portion of the contributions and investments in society.

Reducing Marginalization through Inclusion and Empowerment

In spite of the challenges posed by the current economic crises, Aramex considers its commitment to communities as a priority and continues to look into more ways to support the marginalized and under-privileged communities. In addition to financial contributions, Aramex committed to positively impacting 100,000 marginalized people and families by initiating or supporting programmes that foster inclusion and empowerment. This target was met and exceeded by various initiatives which are discussed in more detail below.

Impacting Our Communities
In 2008, we supported Tawasul, a community development organization in Egypt, as they developed their community center in Cairo. In addition to financial contributions to establish the center, we provided training from our experts at Ruwwad, Jordan. The center serves approximately 1,500 young people from the community who we hope to positively impact through our support of the project. We will continue to monitor the progress of the community center and report on the impact in the future.

Youth Empowerment
Aramex has teamed up with the Middle East Studies Association (MESA) to provide grants for Middle East-based Arab scholars. The grants illustrate Aramex's commitment to education and furthering the growth of the region's

intellectual capital through the support of innovative and exemplary scholarships. The grant directly impacted at least 495 young people over the course of two years, more than double our target of 180.

Sustainable Community: Continued investment of time and in-kind to Jabal Al- Natheef pilot initiative

Our 2006 Report introduced Ruwwad, the non-profit private organization spearheaded by Aramex in cooperation with other private sector companies. Ruwwad was founded in October 2005 with the purpose of acting as a catalyst for members of marginalized communities to work together to meet the needs of their communities as identified and prioritized by themselves. The community of Jabal Al-Natheef, located

Youth Empowerment			
	2006	2007	2008
Scholarships	120	215	280
Internships	11	40	66
Employment	6	28	65

in an impoverished part of East Amman, is the flagship initiative of Ruwwad. Since 2006 some of the highlights of the work Aramex has done along with other members of Ruwwad include:

- Shams Al-Jabal Library was established in Jabal Al-Natheef upon the request of the community and includes a variety of different programs and activities for children aged 4-18

- Madaress (Schools) Program - Atika Bint Zeid Primary School was of particular concern to the Jabal Al-Natheef community; although

the school taught 700 students, the lack of government funding and a meager budget made it impossible to meet running costs and maintenance needs.

- In 2007, Ruwwad completely renovated seven homes through the Jeeran program with the assistance of volunteers and community members and in cooperation with Habitat for Humanity.

- The Mousab Khorma Youth Empowerment Fund (MKYEF) is one of the cornerstone programs of Ruwwad and was created in remembrance of

Mousab Khorma, a Jordanian entrepreneur who tragically lost his life in the 2005 bombings in Amman. MKYEF currently provides around 300 scholarships to young people in Jabal Al-Natheef where Ruwwad's pilot project is based and the surrounding communities.

- Free Computer and English training classes for university students and 270 scholarships worth USD 500,000 were offered to students in 2007 and 2008.

For more information please visit the website: *www.ruwwad.net*

Aramex will continue to support Jabal Al-Natheef projects through Ruwwad to improve community development in the area. We also intend to apply lessons learned from the Jabal Al-Natheef pilot initiative to a wider range of initiatives across the countries where Aramex operates. Similar initiatives are already underway in Egypt, Palestine and Saudi Arabia and will be discussed in the next report.

Emergency Relief

Aramex is an organization that prides itself on being a business that cares. This is why when disaster strikes, especially close to home, we are quick to mobilize help for those in need through relief campaigns to leverage support and contributions, coordinated shipping, and on-the-ground logistics support.

When the crisis in Gaza occurred at the end of 2008, Aramex launched the "Deliver Hope to Gaza" campaign in the UAE and Jordan, extending logistics support to deliver aid supplies to the victims of the attacks. Aramex collaborated with the Jordan Hashemite Charity Organization Relief Commission in Jordan to deliver 600 tons of urgently needed aid supplies including medical supplies, dry food, clothes and blankets to more than 1.5 million Palestinians in the Gaza strip.

Assessing the Impact of our Investments in Society

Although it is outside of the scope of this report, in 2009 we have initiated an in-depth review of the effectiveness and impact of our investment in community, focusing specifically on our Jabal Al-Natheef project. We hope these findings will contribute significantly to continuously improving our impact and shaping our decision-making over time.

At the same time, but as a lower priority than measuring our development impact, we intend to use the London Benchmarking Guidelines for reporting publicly on the extent and types of our investments in the community.

Drawing by: Leen Eyad, 5 years old

Our Business Partners

Drawing by: Nadeen Ali, 11 years old

Through our partners and the alliance, we have contributed to a significant reduction in emissions per shipment across our network.

Key Issue	Key Area and 2007 Goals	Progress
Enhanced Reach through our network	Launch and coordinate a sustainability experience sharing and training forum for the GDA	●
	Continue role as 'operations manager' for GDA	●

Aramex continues to act as the "Operations Manager" company for the GDA, which involves managing the day-to-day running and administration of the network. Since inception, policies have been developed to cover all operational activities.

In 2007, Aramex and the GDA established a Business Improving and Efficiency unit. The quality team was upgraded to a business improvement force to revise all business processes to ensure continuous improvement. Five people at the GSO in addition to one or two individuals at each station are responsible for overseeing business processes.

As operations manager, we encourage our partners to integrate sustainability management into their business processes. In view of the progress we have made in integrating sustainability management into our operations, we seek to share our experiences and encourage our partners to take up the best practices we have learned, especially in the area of environmental responsibility.

In 2006, Aramex committed to developing a framework to facilitate knowledge sharing and learning in order to accelerate the adoption of sustainability management by members of the GDA. We have accomplished this target through

presentations, training and knowledge sharing of our experience with sustainability during GDA conferences. Specifically, we have shared our experience on tracking greenhouse gas emissions to create awareness and encourage our partners to incorporate emissions tracking within their operations.

We have not assessed the take-up of emissions tracking amongst our partners. However, we fully offer our support and the benefit of our experience to our partners and push for sustainability issues to be on our respective agendas.

**Catalyzing
Sustainability**

Drawing by: Afnan Khaled, 14 years old

We have always considered it a responsibility and a privilege to work with others to promote responsible corporate practices and maximize the positive impact of business on society.

Key Issue	Key Area and 2007 Goals	Progress
Catalyzing Sustainability	Launch our Sustainability Report as a regional leadership example	●
	Establish two Sustainability Excellence Leadership Forums – one for leadership companies in the Middle East, North Africa, and Gulf, and one for the GDA	●

We have always considered it a responsibility and a privilege to work with others to promote responsible corporate practices and maximize the positive impact of business on society. Since our formal commitment to sustainability, and even long before that, we have been active champions of sustainability across the Arab world.

Our previous sustainability report, issued in 2007 as the first GRI-checked report in the region, generated a level of interest that exceeded our expectations. We launched the report to an audience of several hundred people in Dubai in September of that year, and have received a large number of inquiries from different stakeholders in many regional countries. We have been specifically told by others that our work has catalyzed their own commitment to sustainability management and reporting.

In 2008, we were a co-founder of the first Arab-wide network of companies and organizations committed to the take-up of sustainability management and reporting, the Arab Sustainability Leadership Group, led by Her Majesty Queen Rania Al-Abdullah of Jordan. In 2008, we also made several presentations on sustainability to the GDA, and we continue to work on setting an agenda that embeds sustainability across the operating

companies of the GDA. We have also become an active member of the UN Global Compact's Human Rights and Anti-Corruption and Bribery committees and the World Sustainability Forum. We have requested to join the Abu Dhabi Sustainability Group after having been invited to present our leadership experiences to them.

Beyond these commitments, we took additional actions that have brought notable attention to the issue of sustainability and the necessity of sustainability management. In 2008, we were the first company in the Arab world to create the executive position of Chief Sustainability Officer. This has generated an unexpected level of interest at the executive and board level across the region.

Aramex is invited to speak regularly at sustainability-related events. Both our Chief Sustainability Officer and our CEO deliver speaking engagements frequently, often averaging one per week. Behind the scenes, our CEO actively encourages other companies to adopt sustainability practices.

In 2008, Aramex committed to sponsor the "Responsible Competitiveness in the Arab World 2009 Report", which was launched at the regional World Economic Forum in May 2009. Our CEO also contributed an article to that report (downloadable from www.responsiblecompetitiveness.com).

Drawing by: Tamara Mohammad, 10 years old

We consider third-party assurance to be important to the credibility of our sustainability reporting. We have sought two forms of third party review for this report – a limited sustainability assurance by Ernst and Young, and a review of our self-declared GRI rating by the GRI itself.

We treat the accuracy and reliability of our data very seriously, as well as the materiality of the issues chosen in our reporting. As we continue to develop our sustainability management, management systems, and reporting, we expect to continuously increase the comprehensiveness of the audit.

We look forward to working on addressing the recommendations provided by Ernst and Young in the coming year.

We have managed to meet our target of attaining an A+ rating as per the GRI rating system and aim to maintain this rating for our next report.

Report Application Levels

We are a registered Organizational Stakeholder of the Global Reporting Initiative (GRI) and support the mission of the GRI to develop globally accepted sustainability reporting guidelines through a global, multi-stakeholder process.

Independent Assurance Statement

April 1, 2010

The Board of Directors
Aramex PJSC
P.O. Box 95946
Dubai United Arab Emirates

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OUR ENGAGEMENT

Ernst & Young Jordan (EY) was retained by Aramex PJSC (the Company) to provide an independent assurance on its Corporate Sustainability Report for the calendar years 2007 and 2008. The Company's management is responsible for the content of the report, identification of key issues, engagement with stakeholders and its presentation. EY's responsibility is to provide independent assurance on the report content as described in the scope of assurance. Our responsibility in performing our assurance activities is to the management of the Company only and in accordance with the terms of reference agreed with the Company. We do not therefore accept or assume any responsibility for any other purpose or to any other person or organization. Any dependence that any such third party may place on the Report is entirely at its own risk. The assurance report should not be taken as a basis for interpreting the company's overall performance, except for the aspects mentioned in the scope below.

OUR ASSURANCE TEAM

Our assurance team, comprising of multidisciplinary professionals, has been drawn from our climate change and sustainability network and undertakes similar engagements with a number of significant businesses.

OUR APPROACH

The assurance engagement was planned and performed in accordance with International Federation of Accountants' International Standard for Assurance Engagements Other than Audits or Reviews of Historical Financial Information (ISAE 3000). The main steps included interaction with key personnel of the Company to identify the processes in place; capture sustainability performance data as per GRI 2006 (GRI G3) guidelines; followed by reviews of

the processes for collecting, compiling, and reporting these indicators at the corporate and operating division levels.

Visits to the Company's locations

The EY team visited the Company's offices and warehouse at Dubai (UAE) and also coordinated with the Global Services Office (GSO) at Amman (Jordan) for review of information pertaining to review the systems and processes in place for managing and reporting on the Company's sustainability activities. Consolidated data pertaining to the Company's sustainability performance was reviewed centrally at Dubai.

Evidence in support of selected claims made in the Report regarding the Company's sustainability performance was examined and necessary clarifications were obtained from the relevant data owners. Limited review of the stakeholder engagement process was done through interviews with the concerned personnel.

LEVEL OF ASSURANCE

Our evidence-gathering procedures have been designed to obtain a limited level of assurance (as set out in ISAE 3000).

SCOPE OF ASSURANCE

The scope of the assurance covers sites and indicators considered relevant to the company and include:

- Data and information related to the Company's sustainability performance for the period 1 January 2007 to 31 December 2008;
- The Company's internal protocols, processes, and controls related to the collection and collation of sustainability performance data;
- Sustainability specific data and information related to workforce, safety, training, fleet composition, emissions, customer access to online services and community development initiatives;
- Visit to Dubai where our work comprised review of the above mentioned indicators; interaction was also conducted with the Company's Chief Sustainability and Compliance Officer for understanding current status of sustainability activities and progress made on commitments in 2007 and 2008.

LIMITATIONS OF ASSURANCE

The assurance scope excludes:

- Aspects of the Report other than those mentioned under *Scope of Assurance*;

- Data and information outside the defined reporting period viz. 1 January 2007 to 31 December 2008;
- The Company's statements that describe expression of opinion, belief, aspiration, expectation, aim or future intention;
- Review of the 'economic performance indicators' included in the Report which, we understand, are derived from the Company's audited financial records.

OBSERVATIONS

Our observations on the Report are as follows:

- The Company has demonstrated commitment to its long-term sustainability goals articulated in its first Sustainability Report (2006) by reporting on their progress;
- The Company has made efforts to introduce hybrid vehicles and biodegradable pouches in its operations;
- The Report presents detailed information on engagement with key stakeholders, their priority issues and the Company's response to these issues;
- The Company is taking systematic steps for ugrading its fleet and fuels consumed. However, there is an opportunity to further improve the current process for tracking of GHG emissions and monitoring fleet composition in terms of comprehensively mapping the number of environmentally friendly vehicles and types of fuels used by the fleet.

OUR CONCLUSION

On the basis of our review and in accordance with the terms of reference for our work, nothing has come to our attention that would cause us not to believe that:

- The Report presents the Company's material performance covering key issues as mentioned in the scope ;
- The Report contents present a fair and balanced picture of the Company's sustainability performance.

for Ernst & Young Jordan

Waddah Barkawi
Partner

Reporting Process

This is Aramex's second Sustainability Report, focusing on and capturing our performance for the calendar years 2007 and 2008. It includes our performance against the targets and goals we committed to in our 2006 Sustainability Report, as well as a wider range of important performance areas.

Scope of the Report
Determining our Priority Issues:

We have reviewed our sustainability issues using a process consistent with the GRI's G3 Guidelines and its "Reporting Principles for Defining Content":

Materiality: We believe we have covered all topics (and included associated indicators) that reflect the organization's significant economic, environmental, and social impacts, or that would substantively influence the assessments and decisions of stakeholders. This includes main issues raised by stakeholders, issues reported on by our peers, standards and guidelines including the GRI G3 Reporting Guidelines and the GRI Logistics and Transportation Sector Supplement regulations and laws in our countries of operation, critical factors for enabling success including our corporate culture, the state of existing systems within the company, and the significant potential of our core competencies to contribute to sustainable development. There has been no significant changes since our 2006 Report.

Stakeholder inclusiveness: We considered and believe that we have identified all of our key stakeholders and have outlined how we engage them, our understanding of their interests and expectations, and how we have responded.

Sustainability context: We considered our sustainability context, taking into account global trends towards sustainability, but also considering regional and local contexts in which we operate. In some cases we point out the different priorities among these contexts, and how we try to best address these issues from multiple perspectives.

Ensuring Quality in our Sustainability Reporting
We have used the GRI 'Reporting Principles for Defining Quality', including the following aspects:

Balance: We evaluated our performance against all set targets from 2006, presenting both our positive performance, as well as areas still requiring significant improvement.

Comparability: Wherever possible we have provided year-on-year data, and have attempted wherever possible to follow the GRI Indicator Protocols.

Accuracy: We have aimed for maximum accuracy. Where estimations or other limitations to the data are involved, this is identified.

Timeliness: We committed ourselves to report annually our sustainability performances. We did not publish a report in 2008 as was our target.

Clarity: We have stated clearly our performance against our targets from 2006.

Reliability: We have obtained third-party assurance for this report for parameters expressed in the assurance statement.

Reporting Boundaries

The data in this report covers all of our operations in all regions, unless otherwise indicated. The exception is our franchisee operations, which include: PDEX Worldwide Express Logistics Co. Ltd in Cambodia, Pegasus in the Republic of Azerbaijan, BA Logistics LTD in Mauritius, Fann Express in Ghana, and other franchises in Yemen, Switzerland, and Bulgaria. Not all data includes these franchisee operations. For example, the financial data in this report include our proceeds from franchisee operations, while human resource data does not include the franchisees.

The financial data in this report has been generated using audited financial figures from our financial statements. We have also achieved third-party verification using the parameters expressed in the auditor's statement.

Limitations

Aramex is an asset-light company. This means that the company generally does not maintain heavy assets and instead uses the services of other transportation providers (such as airlines), and leases the majority of its vehicles (Aramex does maintain a small vehicle fleet). In some markets, most notably India, the company also subcontracts pickup and delivery of express packages to local companies. For this report, our calculation of fuel consumption (from which emissions might be derived) includes only fuel used for owned and leased vehicles, and not include airplane fuel or the third-party contractors. We recognize that this underestimates our overall emissions levels.

Data measurement techniques

Unless otherwise stated, indicators include global coverage, subject to the above mentioned considerations and limitations. Different indicators may have different levels of preciseness. For example, the company already has in place strong management and information systems for financial data and human resources data, and therefore this data is more accurate than other areas. This necessarily involves some level of estimation. We have provided an explanation of any estimation including the level of accuracy and approach to data collection for the relevant indicator.

Feedback

We welcome any comments by our readers. Feedback should be sent to: raji.hattar@aramex.com

Memberships

Aramex is a member of the following entities:

Logistics and Ground Operations
Supply Chain and Logistics Group
Express
Global Distribution Alliance (GDA)
Express Delivery and Logistic Association
Information Technology
Information Technology Association of Jordan (INTAJ)
Quality
Quality BSI Registered (British Standards Institute)
Security
Transported Assets Protection Association (TAPA)
Transportation Security Association (TSA) - USA / Aramex is an indirect air carrier
Customs Trade Partnership Against Terrorism (C-TPAT) - USA / Customs Dept. Aramex NYC is member
Department of Transport (DfT) - UK / TwoWay and Priority are listed agents
Other
Others Aramex – JFK Membership:
KAMCO: Brokerage
ABANA: Arab Banks for North America
MCAA: Association for messenger companies (Recently joined)

Forums, Foundations, Associations, and NGOs

INJAZ - Jordan

Jordan Exporters Association

The World Economic Forum:
Sustainability work stream working on Supply Chain De-carbonization.

UN Global Compact since 2007:
 participating on the sub-groups of Human Rights and Anti-Corruption and Bribery

The Arab Foundation for Sustainable Development "Ruwwad"

Young Entrepreneurs Association (YEA)

The American Chamber of Commerce in Jordan (AmCham-Jordan)

IUCN – Future of Sustainability Debate

World Trade Center – Jordan Chapter

Eco Cities Initiative (2009)

Jordan European Business Association (JEBA)

Global Reporting initiative

Arab stainability leadership group

Global Reporting Initiative (GRI) Index					
GRI	Page(s)	GRI	Page(s)	GRI	Page(s)
1.1	p.5-6	EC6	p.36	LA13	p.23, p.47, p.49
1.2	p.5-6, p.16	EC7	p.36	LA14	p.51
2.1	p.7	EC8	p.36	Human rights management approach	p.26-27, p.50
2.2	p.7	EC9	p.36	HR1	0 - In the process of issuing supplier code of conduct.
2.3	p.9	Environment management approach	p.25-27, p.62	HR2	We have agreements in place with our subcontractor in India that insist on compliance with our policies on child labor, forced labor, etc.
2.4	p.9	EN1	p.65	HR3	None, No major programs
2.5	p.8	EN2	p.65	HR4	p.50
2.6	p.7	EN3	p.64	HR5	We do not have any policy against Freedom of Association and Collective Bargaining.
2.7	p.8	EN4	p.64	HR6	p.50
2.8		EN5	p.64	HR7	p.50
2.9	p.9	EN6	p.62-64	HR8	None
2.10	p.9	EN7	p.62-64	HR9	Not relevant
3.1	p. 87-88	EN8	p. 64	Social management approach	p.26-27, p.70
3.2	p. 87-88	EN9	To our best knowledge, our operations do not significantly affect any water sources.	SO1	p.69-70

Global Reporting Initiative (GRI) Index					
3.3	p.87-88	EN10	Zero	SO2	All units have been analyzed for risk of corruption
3.4	p.88	EN11	To our best knowledge, our operations do not threat any biodiversity location.	SO3	More than 30% of Employees.
3.5	p.87-88	EN12		SO4	No incidents of which we are aware
3.6	p.87-88	EN13		SO5	p.81-82, http://www.aramex.com/investor/default.aspx
3.7	p.87-88	EN14		SO6	None
3.8	p.87-88	EN15		SO7	None
3.9	p.87-88	EN16	p.62-64	SO8	p.42
3.10	p.38, p.22	EN17	p.62-64	Product Responsibility approach	p.25-27,39
3.11	p.87-88	EN18	p. 62-64, p.70	PR1	None
3.12	p.24	EN19	None known	PR2	None
3.13	p.87-88	EN20	p.62-64	PR3	p.66
4.1	p.23-24	EN21	Not tracked	PR4	None

Global Reporting Initiative (GRI) Index					
4.2	p.23-24	EN22	We are in the process of establishing relevant systems (already established in two countries, Saudi Arabia and Dubai) across our global operations to track this information. Hence we will be able to report on this indicator in the mid-term	PR5	p.39-41
4.3	p.23-24	EN23	None	PR6	p. 42
4.4	p.23-24	EN24	None	PR7	p. 42
4.5	p.23-24	EN25	None	PR8	p. 42
4.6	p.23-24	EN26	p.62-66, p.69-70	PR9	p. 42
4.7	p.23-24	EN27	p.65	Sector Supplement	

Global Reporting Initiative (GRI) Index					
4.8	p.23-24	EN28	None	LT1	We have 1 boat operating within the city of Dubai. It is registered in Dubai with Dubai Port's World. It does not require registration in a shipping registry as this boat cannot go into deep sea.
4.9	p.23-24	EN29	p.62-64	LT2	p.64
4.10	p.23-24	EN30	Not yet tracked	LT3	p.63-64, p.69-70
4.11	p.25-26, p.27	Labor management approach	p.26-27, p.45-46	LT4	p.62-66
4.12	p.81-82, p.88	LA1	p.47	LT5	p.62-66
4.13	p.89	LA2	We have reported turnover in terms of the number of years that an employee typically stays with us. However, we do not yet report turnover in terms of age group, gender, and region as the systems to track and collate this information are being progressively established across our global operations. We have established the systems at 3 locations and will be able to report on this indicator for the organization as a whole by 2011.	LT6	p.69-70
4.14	p.10-13	LA3	p.51	LT7	p.69-70

Global Reporting Initiative (GRI) Index					
4.15	p.10-13	LA4	No Aramex employees are members of a company union. Many are members of national trade unions. Also, we do not have any policy against Freedom of Association and Collective Bargaining.	LT8	Not Relevant
4.16	p.10-13	LA5	We comply with minimum notice period(s) as per the local law. We are not aware of any complaints or breach in any of our stations.	LT9	As relevant
4.17	p.10-13	LA6	p.58	LT10	p.26
Economic management approach	p.25-26, p.32-33	LA7	p.57	LT11	p.58
EC1	p.34	LA8	p.36	LT12	p.57
EC2	p.36	LA9	None	LT13	Not relevant
EC3	p.51	LA10	p.48	LT14	As relevant
EC4	Zero	LA11	p.48	LT15	p.75-76
EC5	p.36	LA12	p.51	LT16	p.78-79
				LT17	Not Relevant

UN Global Compact

UN Global Compact Communication on Progress Index				
Human rights	Commitment	Systems	Actions	Performance
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.	p.50	p.50	p.50	p.50
Principle 2: Businesses should make sure that they are not complicit in human rights abuses.	p.50	p.50	p.50	p.50
Labor	Commitment	Systems	Actions	Performance
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	p.50	No policy in place prohibiting the freedom of association	No Aramex employees are members of a company union. Many are members of national trade unions. Also, we do not have any policy against Freedom of Association and Collective Bargaining.	No Aramex employees are members of a company union. Many are members of national trade unions. Also, we do not have any policy against Freedom of Association and Collective Bargaining.
Principle 4: Businesses should support the elimination of all forms of forced and compulsory labor.	p.50	p.50	p.50	p.50
Principle 5: Businesses should support the effective abolition of child labor.	p.50	p.50	p.50	p.50
Principle 6: Businesses should support the elimination of discrimination in respect of employment and occupation.	p.49-50	p.49-50	p.49-50	p.49-50
Environment	Commitment	Systems	Actions	Performance
Principle 7: Businesses should support a precautionary approach to environmental challenges.	p.25-26	p.62	p.62-64	p.62-64
Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.	p.69	p.69	p.69	p.69
Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.	p.25-26	p.62-64	p.62-64	p.62-64
Anti-corruption	Commitment	Systems	Actions	Performance
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	p.26, p.82	p.26	p.26	p.26

Commitment – a statement of specific commitments.

Systems – a description of policies, programs and management systems used to address each principle.

Actions – a description of practical actions taken during the reporting period.

Performance – a description of the impact of systems and tangible outcomes of actions.

Acronyms

CEO	Chief Executive Officer	IUCN	International Union for Conservation of Nature
GRI	Global Reporting Initiative	USD	United States Dollar
UN	United Nations	UNICEF	United Nations Children's Fund
ADSG	Abu Dhabi Sustainability Group	GCC	Gulf Cooperation Council
US	United States	SSN	Shipment Status Notification
UK	United Kingdom	CTS	Click to Ship
VP	Vice President	SMS (Text)	Short Message Service
GSO	General Service Office	eINVOICE	Electronic Invoice
AED	United Arab Emirate Dirham	CMT	Customer Management Team
PJSC	Public Joint Venture	HR	Human Resources
TAPA	Transport Asset Protection Association	HQ	Headquarters
GPS	Global Positioning Satellite	DQMS	Data Quality Management System
GDA	Global Distribution Alliance	N/A	Non Applicable
EMS	Electronic Management System	AUH	Abu Dhabi
ePOD	Electronic Proof of Delivery	BAH	Bahrain
LPG	Liquid Petroleum Gas	BEY	Beirut
H&S	Health and Safety	BOM	Bombay
KPI	Key Performance Indicator	CAI	Cairo
NOx	Nitro oxide	CAS	Casablanca
LEV	Low Emission Vehicles	CMB	Colombo
ULEV	Ultra Low Emission Vehicles	DAM	Damascus
SULEV	Super Ultra Low Emission Vehicles	DXB	Dubai
PZEV	Partial zero-emissions vehicle	DHA	Abu Dhabi
GHG	Greenhouse Gases	DOH	Doha
LBG	London Benchmarking Group	HKG	Hong Kong
MKYEF	Mousab Khorma Youth Empowerment Fund	IST	Istanbul
TSA	Transportation Security Association	JED	Jeddah
C-TPAT	Customs Trade Partnership Against Terrorism	KRT	Khartoum
DfT	Department for Transport	KWI	Kuwait
CH4	Methane	MCT	Muscat
CO2	Carbon Dioxide	RUH	Riyadh

ABANA	Arab Banks of North America	THR	Tehran
MCAA	Association for messenger companies	TIP	Tripoli
NGO	Non-Government Organization	UAE	United Arab Emirates
Kg	Kilograms	ASLG	Arab Sustainability Leadership Group
AmCham	The American Chamber of Commerce in Jordan	ADSG	Abu Dhabi Sustainability Group
JEBA	Jordan European Business Association	SO2	Sulfur Dioxide
YEA	Jordan Exporters Association Young Entrepreneurs Association	EDI	Electronic Document Interchange
AFED	Arab Forum for Environment and Development		

Glossary

Sustainability: is an attempt to provide the best outcomes for the human and natural environments both now and into the indefinite future.

AccountAbility1000: (AA1000) series are principles based standards intended to provide the basis for improving the sustainability performance of organizations. The AA1000 Framework was developed to help organizations build their accountability and social responsibility through quality social and ethical accounting, auditing and reporting. It addresses the need for organizations to integrate their stakeholder engagement process into their daily activities.

ISO9001:2000: is intended for use in any organization which designs, develops, manufactures, installs and/or services any product or provides any form of service. It provides a number of requirements which an organization needs to fulfill if it is to achieve customer satisfaction through consistent products and services which meets customer expectations.

ISO14000: a set of international environmental management standards that brings a world-wide focus to the environment, encouraging a cleaner, safer, healthier world for us all. As part of the ISO standards, ISO14000 exists to help organizations minimize how their operations negatively affect the environment (cause adverse changes to air, water, or land), comply with applicable laws, regulations, and other environmentally oriented requirements.

OHSAS18000: is an international occupational health and safety management system specification that helps organizations to control occupational health and safety risks.

Social Accountability 8000: SA8000 is promoted as a voluntary, universal standard for companies interested in auditing and certifying labor practices in their facilities and those of their suppliers and vendors.

London Benchmarking Group (LBG): LBG is a group of over 100 companies working together to measure Corporate Community Investment (CCI). The LBG model provides a comprehensive and consistent set of measures for CCI professionals to determine their company's contribution to the community, and to also capture the outputs and longer-term impacts of CCI projects on society and the business itself.

Carbon dioxide: is a chemical compound often referred to by CO2, and is present in the Earth's atmosphere.

Global Reporting Initiative (GRI): is a long-term, multi-stakeholder, international process whose mission is to develop and disseminate globally applicable Sustainability Reporting Guidelines.

G3 Reporting Guidelines: are a framework for reporting on an organization's economic, environmental, and social performance.

Global Support Office (GSO): is the company's Headquarters in Amman, Jordan.

Global Distribution Alliance (GDA): is a partnership of over 40 leading logistics and transportation companies. With operations throughout the world, the GDA is strategically positioned to provide swift and reliable global transportation solutions Each member of the alliance provides an extensive coverage and expertise in each region of the world.

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