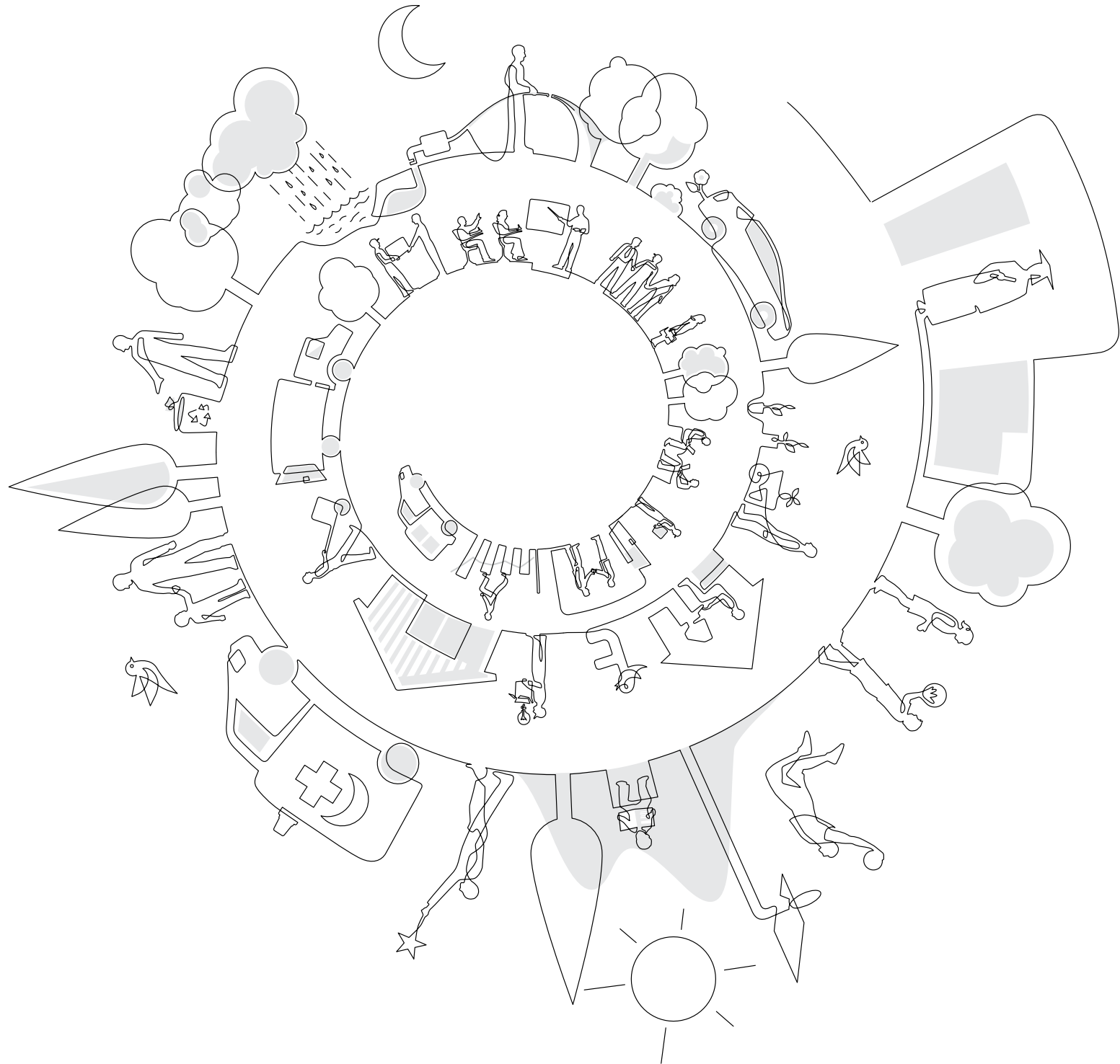


# Delivering on Emerging Opportunities

Sustainability Report 2009

**aramex**



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# Letter from the CEO



## Dear Stakeholders:

Aramex's commitment to sustainable business practices is a reflection of our values, our corporate culture and the way we choose to conduct ourselves. It is by all means a long term commitment; a management approach that is embedded in our business model and an ongoing affirmation of our responsibilities as corporate citizens towards our stakeholders. In 2006, we were the first company in the region to release an independently audited sustainability report. This 2009 report is our third exercise in reporting on our practices, measuring our economic, environmental, and social performance and most importantly learning along the way.

Our focus in 2009 has been as the title of this report indicates "Delivering on Emerging Opportunities", with a focus on developing human capital. Despite the global recession, our people have produced remarkable financial results with our net profits increasing by 25%. Today, the

Aramex family comprises of 81 nationalities in 46 countries, with women representing 15% of our management positions.

We continued investing in our main areas of priority- education and youth empowerment, entrepreneurship, community development, sports, emergency relief, and the environment. We have partnered with [Injaz Al Arab](#) across the region to empower young students to acquire entrepreneurial skills in order to create their own opportunities. In Egypt, we have worked hand in hand with the Future Generation Foundation ([FGF](#)) to equip youth with the necessary skills to enter the job market.

Our partnership with Ruwwad for development ([www.ruwwad.net](http://www.ruwwad.net)) continues to evolve, marking our commitment to our communities and continuing to put our entrepreneurial skills, network and expertise at the service of marginalized communities to help them create opportunities and be the change they wish to witness.

Furthermore, building on our transparent, interactive and continuous engagement with all our stakeholders, we have expanded our outreach through new communication channels with a new website ([aramex.org](http://aramex.org)), social media presence on Facebook and Twitter, and enhanced our internal communication tools.

On the environmental front, Aramex made significant strides in 2009. We continued to migrate our fleet to low-emission vehicles and reduce the fuel consumption from our direct fleet. Subsequently, we are working with our partners to enhance the current mechanisms for measuring emissions. We also met our target of converting all Aramex operations to unleaded fuel. And as a result of reducing paper consumption, we saved more than a hundred ton of paper between 2006 and 2009.

Quality is another aspect to which we give utmost attention. Aramex has achieved ISO14001 certification in eight of our stations. Moreover, we exceeded our commitment where eleven stations have been OHSAS1800 certified. Our safety record for 2008-2009 shows that we have achieved our 2006

target of zero fatalities across the network and that accidents per million shipments have decreased by 28%.

Finally, stemming from our belief that sustainable business practices and robust financial results are intertwined, this will be our last standalone Sustainability Report as we are shifting into integrated reporting next year. In the coming year, we will represent our sustainability results and progress in the 2010 Annual Report – further highlighting the inseparable role of sustainability in our operations, performance, and strategic direction.

Aramex self-declared this report as GRI Level A, and following a third party audit, we have maintained our reporting performance by achieving an independent rating of A+. As signatories to the United Nations Global Compact ([UNGC](http://ungc.org)), we are pleased to share this report on our efforts and achievements in 2009 as part of an ongoing dialogue about how to achieve and sustain outstanding performance while ensuring that our people, our clients and our communities remain the main beneficiaries of our success.

*Regards,  
Fadi Ghandour  
Founder and CEO of Aramex*



## About Aramex

Aramex is a leading global provider of comprehensive logistics and transportation solutions. Established in 1982 as an express operator, the company rapidly evolved into a global brand recognized for its customized services and innovative multi-product offering. In January 1997, Aramex became the first Arab-based international company to trade its shares on the NASDAQ stock exchange. After five years of successful trading, Aramex returned to private ownership in February 2002 and continued to expand and excel as a privately-owned company, establishing global alliances and gaining stronger brand recognition. In June 2005, Aramex went public on the Dubai Financial Market (DFM) as Arab International Logistics (Aramex) with its shares traded under ARMX. Today, Aramex employs more than 8,100 people in over 310 locations around the globe, and has a strong alliance network providing a worldwide presence.

### Legal Structure

Aramex PJSC, which stands for Public Joint Stock Company, is 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% of the



shares of 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, logistics and warehousing, document management, online shopping services, and e-commerce solutions.

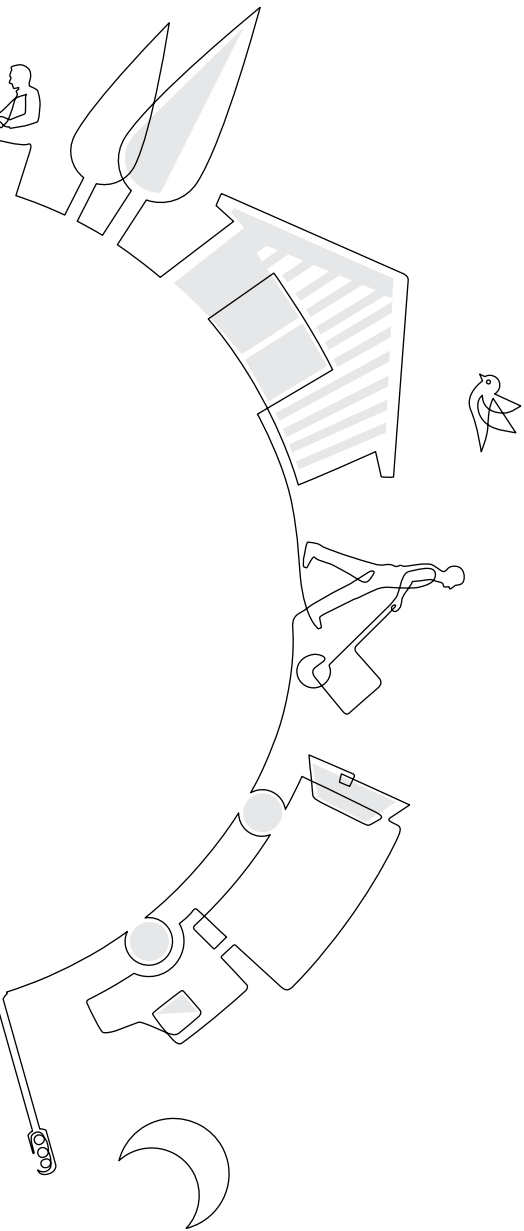
We call our ground offices “stations”, which are located in the following areas: Algeria, Bahrain, Belgium, Canada, China, Cyprus, Czech Republic, Egypt, France, Germany, Ghana, Holland, Hong Kong, India, Indonesia, Iraq, Ireland, Jordan, Kenya, Kuwait, Lebanon, Libya, Malta, Morocco, Oman, Palestine, Qatar, Saudi Arabia, Singapore, Slovakia, Sri Lanka, Sudan, Syria, Tunisia (under formation), Turkey, United Arab Emirates, United Kingdom and the United States of America.

In addition, we have franchises in the following countries: Armenia, Azerbaijan, Bangladesh, Bulgaria, Cambodia, Ethiopia, Georgia, Kyrgyzstan, Mauritius, Nepal, Switzerland, Ukraine, Uzbekistan, Vietnam and Yemen.

### Global Network

Aramex is a founding member and chair of the Global Distribution Alliance (GDA), a world-wide network that brings together over 40 leading express and logistics providers from around the globe. Each of these leading providers specialize in their own region, but as a network, these providers cover the world with the same unified quality standards and technology as Aramex. The GDA network has more than 12,000 offices, 33,000 vehicles and 66,000 employees serving alliance customers and attending to their business around the clock in more than 240 countries.

Aramex is also a founding member of the World Freight Alliance (WFA), a global and dynamic network of freight forwarding specialists. The collective expertise of the local and regional member providers of the alliance traverses through more than 200 countries and provides both ocean and air freight services to its customers.



### Our Customers

Aramex has a very wide spectrum of customers. This is partially due to the broad geographical area covered by our services and the extensive range of industry sectors in which our clients operate. These include trade, pharmaceuticals, banking, service and information, manufacturing, regional distribution, and e-commerce.

### Growth Strategy

We aim to employ the following major principals to insure the sustainable growth of Aramex:

- Geographical expansion through acquisitions.
- Globalizing the brand through franchises.
- Leveraging existing infrastructure.
- Continued emphasis on technology.
- Promoting entrepreneurship and e-commerce to encourage growth in trade.

For more details on our growth strategy, please refer to our [2009 Annual Report](#).

### Organizational Structure

Aramex has a Global Support Office (GSO), in Amman, Jordan. Our decision-making structure is based on a federal, decentralized model where each region is empowered to make decisions. This lean business model enhances effectiveness and responsiveness to the diverse local environments while maintaining a unified global brand. The model also promotes

collaborative decision-making towards a common business development strategy. Management is structured by type of service and by geographical location. Each main service line and geographical area is assigned a Chief Executive Officer (CEO).

Country managers and cross functional country-based 'Aramex Teams' are assigned to this coherent network to offer coordination of all Aramex services on a per customer basis.

### Expansions, acquisitions and Joint-Ventures in 2009

Throughout 2009, Aramex invested in logistics infrastructure and moved forward with expansions in emerging markets.

In November, we broke new ground on our environmentally friendly Logistics Center in Dubai Logistics City, set to open in early 2011.

As part of our strategy to boost our customer portfolio and service offerings in emerging markets, we forged new ventures in Oman and Sri Lanka. We also acquired Metrofile, a UAE outfit, to further bolster our document and data management solutions company, InfoFort. Metrofile's operations in the UAE have been integrated into those of InfoFort, Aramex's wholly owned records management company, whose operations span the UAE, Saudi Arabia, Bahrain, Jordan and Egypt.



### Awards and Certifications in 2009

In 2009, Aramex won several awards that underline its regional influence and commitment to sustainable practices.

Aramex was acknowledged regionally by topping the first Logistics Middle East Power 25 list. Moreover, Fadi Ghandour, CEO of Aramex, ranked in the top 30 of the Power 100: The World's Most Influential Arabs.

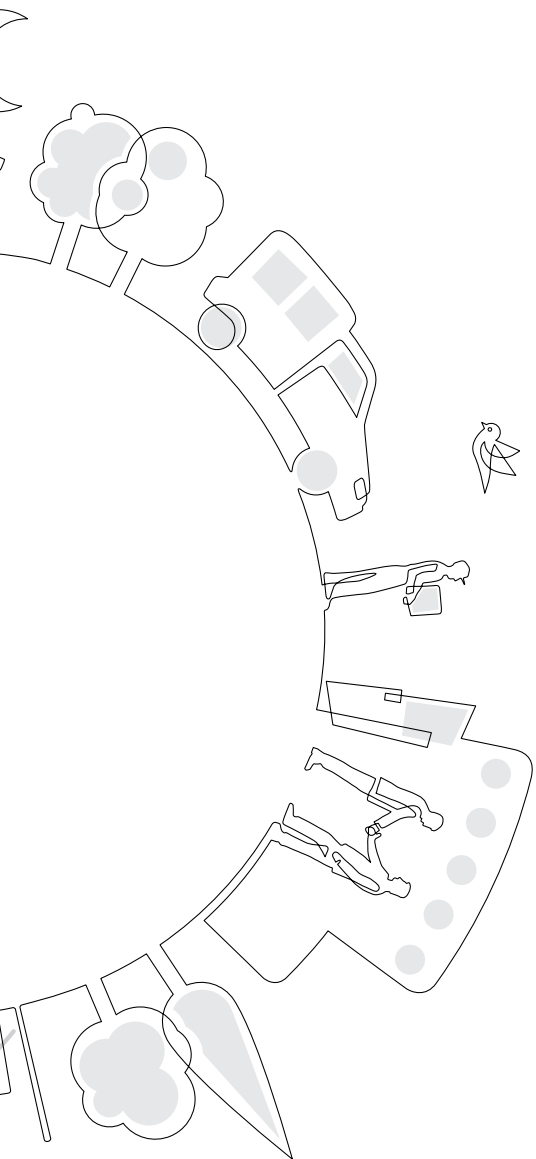
The company also received an award from the Dubai Roads and Transports Authority for delivering courier packages using alternative marine transport methods, including the waterway delivery service operating along Dubai's shoreline.

Engaging with our stakeholders is a critical part of our sustainability strategy. We have carefully identified our stakeholders' needs and expectations, recognized available communications mediums and devised evaluation methods to assess our impact.

We base our methods of engagement on this assessment. We also frequently reevaluate our performance to highlight areas for improvement and to devise new engagement strategies and tactics. This will ensure that our stakeholders will be the primary

beneficiaries of our sustainability efforts. The following chart maps our stakeholders, our methods of engagement with them, and our tangible response to their specific needs.

Stakeholder	How We Engage	Priority Issues/ Considerations of Stakeholder	Our Recent Response and Performance
<b>Employees</b>			
<p>We have 8,101 full-time employees across seven regions. We consider Aramex a youthful organization as 81% of our employees are between the age of 18 and 40.</p>	<ul style="list-style-type: none"> <li>- Through regular team and operational meetings, Station meetings, brainstorming meetings, performance appraisals, surveys, social events, management retreats and annual leaders conferences.</li> <li>- We also engage employees through internal channels such as blogs, a micro-blogging platform, email shots, idea sharing tools, and a video channel.</li> </ul>	<ul style="list-style-type: none"> <li>- Intellectual development.</li> <li>- Opportunity for promotion, and training.</li> <li>- Job security and safety.</li> <li>- Healthy work environment.</li> <li>- Maintaining a good reputation.</li> <li>- Empowerment and ownership of work.</li> <li>- Salary and benefits.</li> <li>- Knowledge sharing.</li> </ul>	<ul style="list-style-type: none"> <li>- Maintaining employee trust through job security amidst the financial crisis.</li> <li>- Acquiring OHSAS18001 certification for 11 of our stations in Europe and the Middle East. We aim to expand this to other stations in the network.</li> <li>- Expanding the utilization of the Human Resources Management System (HRMS) to improve processes.</li> <li>- Upgrading the job evaluation, description and grading processes based on a new competency framework.</li> <li>- Maintaining and increasing the number of females in middle and senior management.</li> <li>- Employing internal communication channels to share knowledge, give employees ownership of their roles, and empower employees to express their ideas.</li> <li>- Employee involvement through volunteerism in Aramex sustainability initiatives.</li> </ul>



Stakeholder	How We Engage	Priority Issues/ Considerations of Stakeholder	Our Recent Response and Performance
<b>Customers</b>			
<p>We serve over 60,000 customers, spanning a broad geographical area, but concentrated mainly in the Middle East, Europe, North Africa, South Asia and North America.</p>	<p>- By providing customized solutions catering to our clients' evolving needs. Feedback is gathered through personal meetings, online tools, two-way communication tools, contact centers, and surveys to improve services, create custom solutions, and enhance responsiveness to customers' changing needs.</p>	<ul style="list-style-type: none"> <li>- Customized services.</li> <li>- Cost-effective services and value for money.</li> <li>- On-time delivery.</li> <li>- Safety and privacy.</li> </ul>	<ul style="list-style-type: none"> <li>- Enhancing our contact centers and electronic tools to improve our responsiveness to our customers.</li> <li>- Restructuring the Customer Management Teams to improve our efficiency and relationships with our customers.</li> <li>- Retaining a higher percentage of our customers as a result of focusing on customer relationships. In 2009, 39% of our customers have been using our services for 5 years or more.</li> <li>- Engaging with our customers to enhance our services and products while catering to their changing needs.</li> <li>- Employing social media as a means for providing customer service and as a tool for customer engagement.</li> </ul>
<b>Business Partners</b>			
<p>Our business partners including airlines, sea freight, vehicle leasing companies, subcontractors, and NGOs.</p>	<p>- Primarily through negotiations, transactions, and providing services.</p>	<ul style="list-style-type: none"> <li>- Ensuring a continuous business relationship with Aramex.</li> <li>- Timely payment.</li> <li>- Ability to compete for Aramex business.</li> <li>- Adding value to our partners.</li> <li>- Maintaining good long-term relationships and ethical values.</li> </ul>	<p>- Maintaining mutual business standards and open communication channels.</p>



Stakeholder	How We Engage	Priority Issues/ Considerations of Stakeholder	Our Recent Response and Performance
<b>Shareholders</b>			
<p>Our shares are widely held, with 27,368 shareholders at year end 2009. Our largest shareholder owns less than 10%. Institutional investors hold approximately 54%. We aim to attract responsible global shareholders through our sustainable business practices.</p>	<ul style="list-style-type: none"> <li>- Primarily through our annual general meetings, annual reports, quarterly earnings reports, press releases, information provided on the "Investors Relations" section of our website, and responding to direct inquiries or concerns through our Investor Relations office.</li> </ul>	<ul style="list-style-type: none"> <li>- Above average return on investment.</li> <li>- High integrity.</li> <li>- Efficiently and effectively managed company.</li> <li>- Outstanding corporate reputation and brand.</li> <li>- Excellent and continuous growth.</li> <li>- Transparency.</li> </ul>	<ul style="list-style-type: none"> <li>- We have maintained business integrity and outstanding profitability and growth throughout 2009 amidst the global economic turmoil, registering a 25% growth in annual profits.</li> </ul>
<b>Communities and Society</b>			
<p>This is defined as the wider society, including the cities and countries to which Aramex services and connections extend. This includes local communities to which we belong to. It also includes marginalized communities and communities impacted by natural and human disasters.</p>	<ul style="list-style-type: none"> <li>- Through our branches and outlets (as customers).</li> <li>- Through direct engagement via major initiatives such as our partnership with Ruwwad Foundation and other similar partnerships.</li> <li>- Through direct feedback mechanisms tackling community concerns, such as noise pollution, traffic congestion, and road safety.</li> <li>- Through our employees and their families.</li> <li>- Through our contribution to, and participation in, community events including sports.</li> </ul>	<p>Being an engaged and active corporate citizen, which entails:</p> <ul style="list-style-type: none"> <li>- Social investments in societies and communities to which we belong to.</li> <li>- Job creation, local hiring, and good wages.</li> <li>- Responding to disasters and functioning as a vessel for people to make their own contributions towards disaster relief.</li> <li>- Noise management.</li> <li>- Road safety.</li> <li>- Minimizing our impact on traffic congestion.</li> </ul>	<ul style="list-style-type: none"> <li>- Expanding our Ruwwad community-development project in Jordan.</li> <li>- Partnering with the 'Future Generation Foundation' in Egypt and sponsoring 26 students.</li> <li>- Partnering with NASMA learning and resource center which sponsors young orphans from the occupied zones in southern Lebanon. We provided opportunities for our employees to get involved in cultural and educational activities for the orphans.</li> <li>- Partnering with the Syrian Young Entrepreneurship Association to support their awards in Syria.</li> <li>- Supporting the Arab Fund for Arts and Culture.</li> <li>- Supporting the UNICEF fundraising campaign in the UAE.</li> <li>- Launching a disaster relief program for Gaza.</li> <li>- Supporting the Arab Forum for Environment Development (AFED).</li> <li>- Providing support to other community-based programs across the network.</li> </ul>

Stakeholder	How We Engage	Priority Issues/ Considerations of Stakeholder	Our Recent Response and Performance
<b>The Environment and Environment-Related Stakeholders</b>			
This category includes future generations, environmental NGOs, and other interested stakeholders.	<ul style="list-style-type: none"> <li>- Various levels of direct and indirect engagement.</li> <li>- Communicating with NGOs to proactively address issues and/or to respond to any concerns or enquiries.</li> <li>- Collaborating with institutions and networks with a focus on the environment.</li> </ul>	<ul style="list-style-type: none"> <li>- Strategic response to social and environmental demands.</li> <li>- Maintaining the state of our ecosystem to protect the welfare of people and other living creatures, and to protect the environment for future generations.</li> </ul>	<ul style="list-style-type: none"> <li>- Obtaining ISO 14001 certification for eight of our stations.</li> <li>- Transferring 78% of our fleet into Low Emission Vehicles, an achievement which exceeds our 2006 target by 28% .</li> <li>- Converting the dependency of our entire operations from leaded to unleaded fuel.</li> <li>- Transitioning our fleet to CNG (Compressed Natural Gas) in Egypt and in New Delhi, India.</li> <li>- Reducing the fuel consumption per shipment by 21% since 2006.</li> </ul>

## Accountability 1000 Stakeholder Engagement Standard

We have been using the 'Accountability 1000 Stakeholder Engagement Standard' in our stakeholder engagement process as demonstrated below:

### The Principle of Inclusivity

To gain a deeper understanding of the impacts of our sustainability activities and improve our responsiveness, we practice inclusivity. For us, inclusivity means that our stakeholders are consulted and involved in decision-making processes that could effect them. A good example is our Ruwwad community development project, where the local community is consistently involved in the decision making and implementation of ideas and projects. Additionally, several communication mediums are used to interact with stakeholders, providing a two-way communication gateway for better inclusivity.

### The Principle of Materiality

The relevance of our activities to our stakeholders' concerns is also an essential guideline for our activities. For Aramex, materiality means that our sustainability activities are carried out in response to the material issues of our stakeholders. Stakeholders are encouraged to relay their concerns, ideas and opinions regarding economic, social and environmental issues. Also, employee awareness of sustainability issues is essential for ensuring that material issues are identified, monitored and addressed. This is manifested in three ways; top management involvement, empowerment of sustainability advocates across the network, and ongoing awareness training programs.

### The Principle of Responsiveness

Responsiveness means that we constantly respond to the needs of our stakeholders. We have followed the principle of responsiveness in several ways including:

- Providing support to disaster relief efforts.
- Improving operations in response to environmental concerns.
- Launching new customer services.
- Establishing policies to enforce responsible behavior.
- Engaging with global issues through governance and international standards.
- Employing our numerous internal and external communication mediums including social networking to enhance responsiveness.

## Stakeholder Engagement Standard

For the past few years, we have explored Social Accountability International SA8000, finding that our actions have complied with several of the principles concerned. In 2009, we started aligning our performance in reference to SA8000 social standards, as demonstrated below, in preparation for this certification in 2010/2011.

Social Accountability International SA8000	
<b>Management Systems</b>	
Whether concerns expressed by workers and external agencies are acted upon for improvement?	Yes
Whether company provides access to auditors to verify compliance?	Yes
<b>Remuneration</b>	
Are minimum wages as per regulation paid?	Yes
Are there pay slips with full wage details [including explanation of deductions]?	Yes
<b>Working Hour</b>	
The company exceeds 8 hour duty per day per head.	No
What is the normal overtime level?	2 hours
Work week cannot exceed 48 hrs.	Aramex does not exceed 48 hours per week.
Overtime shall not exceed 12 hours per week.	Aramex overtime does not exceed 12 hours per week.
Is one day off given weekly?	Yes
Are people working more than 10 days continually without a day off?	No
<b>Disciplinary practices</b>	
Is physical punishment like beating, illegal confinement, etc, carried out?	No
Are employees provided a fair opportunity to explain their side prior to decision on disciplinary action?	Yes

### Social Accountability International SA8000

#### Discrimination

Whether equal pay for equal work is given?	Yes
How promotion decisions are made? (among worker category)	Based on biannual evaluation.
Whether people of particular religion, region, and sex are discriminated against?	No
Whether restrictions exist that prevent practices related to religion or nationality?	No
Are women dismissed when found pregnant?	No
Are women subjected to sexual harassment?	No
Freedom Of Association And Right To Collective Bargaining.	No policies which prohibit associations or collective bargaining.
Whether unions are allowed in the company?	Yes
Are employees free to join unions (and that of their choice)?	Yes

#### Health and Safety

Is there an officer responsible for health and safety?	Yes
Are exits marked clearly?	Yes
Whether health and safety training has been given?	Yes
Whether accident register is maintained?	Yes
Whether adequate personnel are trained in fire fighting?	Yes
Whether adequate personnel are trained in first aid?	Yes
Whether proper drinking water is provided?	Yes
Whether gangways have been properly identified and free of clutter?	Yes
Any new equipment/process is installed only after proper risk analysis and identification of control measures.	Yes

### Social Accountability International SA8000

#### Forced and Compulsory Labor

Compulsory deposit of money to be employed in the job is not allowed.

Yes

The company should not deduct part of salary to force the continuation of the workers.

Aramex does not deduct part of salaries to force continuation of workers.

Check whether the employees have the freedom to resign and leave if they so desire. There should be no hindrance placed on them.

Employees have the freedom to resign without hindrance.

#### Child Labor

Check the proof of age for the persons working in the organization (Age should be above 15 years).

Yes

No child labor shall be engaged.

Aramex does not engage in child labor.

## Integrating Sustainability into Aramex



By definition, sustainability highlights a commitment to continuous, long-term engagement. At Aramex, sustainability is embedded in our business model. It is a mindset and a strategic business approach for long-term growth through responsible economic, social and environmental activities. Sustainability activities are directed towards shared values through social investment that contribute to the wellbeing of our stakeholders, which is intertwined with the future of Aramex.

To further expand our reach, sustainability guidelines have been developed and communicated, demonstrating clear criteria for engagement initiatives as illustrated in the chart on the right. Communicating our sustainability values was an area of focus in 2009 where several internal and external mediums were employed to spread sustainability awareness. We have also consistently reached out to both internal and external stakeholders with our sustainability initiatives.

In addition to sharing our sustainability reports on our website [aramex.com](http://aramex.com), we have launched a new website, [aramex.org](http://aramex.org), a knowledge sharing platform where stakeholders can learn about Aramex sustainability initiatives as well as



benefit from resources, trends and current showcases from around the world on sustainability related issues. We are keen on further utilizing this platform to facilitate better engagement with our stakeholders and increase advocacy. To raise internal sustainability awareness, the intranet, a corporate blog and email shots were used to increase the involvement of Aramex employees.

### Sustainability Steering Mechanisms

As mentioned previously, sustainability is embedded in our corporate culture, business practices and our operations.

There are several mechanisms that ensure that sustainability is spread throughout the company.

Firstly, our top management are deeply involved as they advocate for sustainability principles and ensure that this mindset propagates across the network to achieve tangible results.

Secondly, sustainability and various initiatives are also an integral part of the agenda in management meetings, as managers provide oversight and feedback on a regular basis.

Thirdly, two way communication channels between our employees in various teams and countries across the globe have been established because we believe that sustainability is a key driver for future innovations and strategic developments.

Fourthly, our code of conduct communicates the values and role of employees as they engage with their local communities.

Fifthly, Aramex has expanded its policies to include community service by its employees. Each employee is expected to complete four hours of community service per month and is permitted to complete their commitment during working hours. To add an incentive to volunteering, this community service is also reflected in the employee's performance appraisal.

Also, in order to further catalyze our sustainability efforts, sustainability awareness training sessions have been conducted on a large scale for existing and new employees. Following the clear positive results those sessions have achieved, Aramex now provides sustainability awareness training as part of the Basic Training Program for new employees. This training was provided to all newly hired employees in 2009.

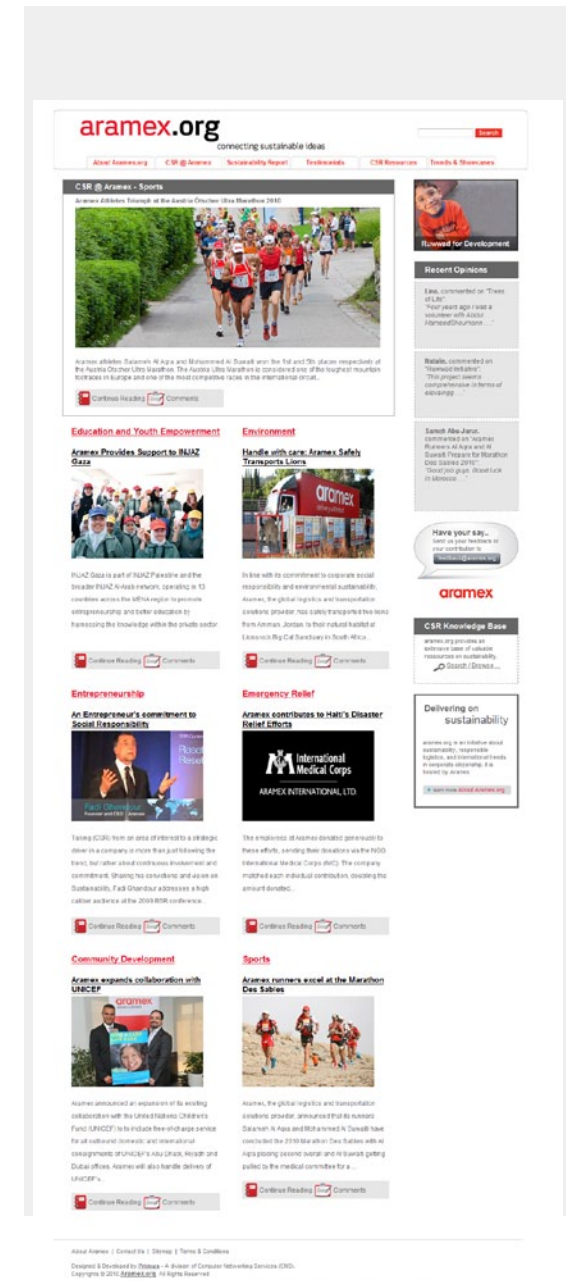
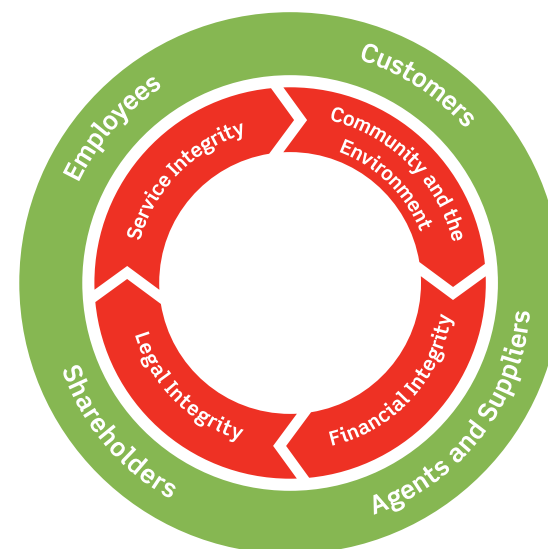
**Our involvement**

Aramex is highly involved in advocating sustainability practices and encouraging corporate governance regionally and globally. We are continuously engaged in

global working groups that address public policy issues, where we share and learn from global sustainability and corporate governance best practices.

Additionally, Aramex employs a partnership model when engaging with different entities in the private, public and non-profit sectors through partnerships that are consistent with our vision, values and sustainability guidelines. The numerous partnerships enable us to identify challenges and opportunities for utilizing Aramex's potentials to create strong values and to build a sustainable future.

Aramex also maintains a strong commitment to being an active member of the global sustainability field and is invited regularly to speak at conferences, panels and working groups. In 2009, Aramex was a new and ongoing member of several organizations, which are highlighted in the tables on the next few pages.



## Memberships

<b>Freight</b>	International Air Transport Association (IATA)	Some of our main stations are members on an individual basis. The remaining stations are all in the process of becoming IATA approved. We are IATA-approved agents with individual CODE/CASS numbers in: Amman, Amsterdam, Bahrain, Bangalore, Beirut, Birmingham, Cairo, Chennai, Cork, Dammam, New Delhi, Doha, Dubai, Jeddah, Manchester, Mumbai, Riyadh, Shannon and New York.
	Fédération Internationale des Associations de Transitaires et Assimilés/International Federation of Freight Forwarders Associations (FIATA)	Members
	The International Air Cargo Association (TIACA)	
	World Freight Alliance (WFA)	Founders
<b>Logistics and Ground Operations</b>	Supply Chain and Logistics Group	
<b>Express</b>	Global Distribution Alliance (GDA)	Founders
	Express Delivery and Logistic Association	
<b>Information Technology</b>	Information Technology Association of Jordan (INTAJ)	
<b>Business Improvement and Efficiency</b>	BSI Registered (British Standards Institute)	
<b>Security</b>	Transported Assets Protection Association (TAPA) – Jordan	
	Transportation Security Association (TSA) - USA	Aramex is an indirect air carrier.
	Customs Trade Partnership Against Terrorism (C-TPAT) - USA / Customs Dept	Aramex NYC is a member.
	Department of Transport (DFT) - UK	TwoWay and Priority are listed agents.
<b>Others</b>	Aramex – JFK Membership: KAMCO: Brokerage ABANA: Association of Arab Banks for North America MCAA: Messenger Courier Association of America (Recently joined)	



### Forums, Foundations, Associations, and NGOs

#### INJAZ

Injaz Al Arab covering the Middle East.

#### United Nations Global Compact (UNGC)

We have been members since 2007. We are now involved in human rights, anti-bribery and anti-corruption working groups.

#### Arab Forum for Environment and Development (AFED)

#### World Economic Forum (WEF)

- Global Corporate Citizenship Initiative Advisory Committee.
- Partnering Against Corruption Initiative (PACI).
- Sustainability work stream working on Supply Chain De-carbonization.

#### The Arab Foundation for Sustainable Development "Ruwwad"

#### Young Entrepreneurs Association (YEA)

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

#### International Union for Conservation of Nature (IUCN)

Future of Sustainability Debate.

#### World Trade Center

Jordan Chapter.

#### Eco Cities Initiative (2009)

#### Jordan European Business Association (JEBA)

#### Global Reporting Initiative

Organizational Stakeholder.












#### Arab Sustainability Leadership Group

Part of the founding group.

#### Chambers of Commerce in all countries of operations

# Our Progress Against Commitments



Key Issue	Key Area and 2009 Goals	Progress
<b>Economic Growth</b>	- Achieve 20% net profit increase.	
<b>Integrating Sustainability into the heart of Aramex strategy</b>	- Recognize sustainability as an inclusive framework for overall management.	
	- Increase internal awareness of sustainability.	
	- Aramex 'Culture of Sustainability' is well-known throughout the region.	
	- Be the sustainability performance and reporting leader, as ranked by public opinion, sustainability indices, and relevant major international sustainability rankings.	
	- Engage at least 20 other companies plus GDA members in Sustainability Excellence Leadership Forums.	
	- Achieve 80% average of 'Excellent' score on Sustainability Innovation Index.	
<b>Employee Engagement</b>	- Integrate sustainability targets into performance appraisals.	
	- Accelerate rate of innovation.	
	- Revise employee competency framework.	
	- Be in a position to assure quality of engagement against AA1000.	

<sup>1</sup> We have exceeded our target by achieving a 25% net profit increase.

<sup>2</sup> Sustainability awareness training has been incorporated into the basic training program for newly hired employees. Several mediums have been utilized to engage employees within the network on sustainability issues and activities including the intranet, notifications by email and blogs.

<sup>3</sup> Aramex has been active in regional and global forums engaging in panels, workshops and conferences such as

the World Economic Forum, Arab Forum for Environment and Development, United Nations Global Compact and GRI (Global Reporting Initiative).








<sup>4</sup> We are in the process of developing the index. It shall be fully operational by 2010.

<sup>5</sup> We have included sustainability into our policies and are working on incorporating sustainability targets into performance appraisals.

<sup>6</sup> Aramex has been utilizing several innovative techniques in

order to increase efficiency and involvement of employees.

<sup>7</sup> Although this was not our initial target, the competency framework was revised to better match skills and training with employee competencies.

Key Issue	Key Area and 2009 Goals	Progress
<b>Opportunity for Development</b>	<ul style="list-style-type: none"> <li>- Aim for 20 hours average training per employee.</li> <li>- Women in management: aim for 10% Senior and 20% middle managers.</li> <li>- Improve the training process.</li> <li>- Introduce online training.</li> </ul>	Revised <sup>8</sup>  <sup>9</sup>  <sup>10</sup>  <sup>11</sup>
<b>Employee Satisfaction</b>	<ul style="list-style-type: none"> <li>- Achieve 80% average 'Excellent' score in satisfaction survey.</li> <li>- Secure a Top 10 ranking in any external 'Best Places to Work' surveys in the Middle East.</li> </ul>	- In Progress <sup>12</sup> - Revised <sup>13</sup>
<b>Global Workplace Conditions</b>	Render all stations capable of successful certification against SA8000, with regular internal monitoring.	 <sup>14</sup>
<b>Create a Safety Culture</b>	<ul style="list-style-type: none"> <li>- Achieve 80% average of 'Excellent' score on H&amp;S Index.</li> <li>- Obtain OHSAS18001 certifications.</li> <li>- Attain 50% reduction in accident rate.</li> <li>- Attain 50% reduction in lost-time frequency.</li> <li>- Zero fatalities.</li> </ul>	- Revised <sup>15</sup>  <sup>16</sup>  <sup>17</sup> 

<sup>8</sup> Training programs have become more structured and focused. Both the increased use of online training and the focus on internal training contribute to the reduction in the number of training hours per employee.

<sup>9</sup> We have almost met our 2006 target by having 9% female senior managers and 16% in middle management.

<sup>10</sup> Training needs have been evaluated in order to focus more on the quality of training provided to employees.

<sup>11</sup> We have been piloting e-learning tools for online education.

<sup>12</sup> Employee satisfaction surveys are conducted once every two years. Therefore, we hope to meet this goal when the next survey is conducted in 2010.

<sup>13</sup> No surveys were conducted in the region in this regards.

<sup>14</sup> The SA8000 principles have been adopted by Aramex as practical guidelines. We have accomplished aspects relating to our employees. We will be installing new systems to monitor our progress and eventually verify our stations accordingly in the future.

<sup>15</sup> We have reevaluated our health and safety indicators and have adopted the OHSAS 18001 standards.

<sup>16</sup> Vehicle accidents have increased by 10% since 2006. However, the number of stations reporting on vehicle accidents have increased by 35% since 2006 therefore overall, we have reduced vehicle accidents and will continue

adopting trainings and health and safety measures for further accident reduction.

<sup>17</sup> A tracking system has been established and the number of entities reporting is increasing and the accuracy of reporting is also increasing.

Key Issue	Key Area and 2009 Goals	Progress
<b>Customer Relationships</b>	- Render Aramex the company of choice	●
	- Exceed 90% in customer satisfaction for all products and services.	● Plan to accomplish in 2010 <sup>18</sup>
	- Exceed 90% in on-time delivery rate for all products and services.	● <sup>19</sup>
	- Maintain customer service excellence by empowering and training frontline employees.	●
	- Provide customers with alternative service channels through contact centers and e-tools.	● <sup>20</sup>
	- Restructuring customer management teams to improve flexibility and responsiveness to customers' changing needs.	●
	- Provide customer service through social media.	●
<b>Contribution to Society</b>	- Donate 1% of pre-tax profits annually.	● <sup>21</sup>
	- Create alignment within 10% of revenue distribution, with the exception of greater weighting for regions with greater economic need.	● <sup>22</sup>
<b>Our Communities</b>	- Audit our 'Investment in Society' plan, actions, and measures against the London Benchmarking Group (LBG).	Revised <sup>23</sup>
	- Establish measurement of our "Investment in Society" impact, and measured year on year performance improvements.	● <sup>24</sup>
	- Positively impact 300,000 marginalized people and families.	●
	- Youth Empowerment: Increase impact by 10% per year (300 youth in 2009 and a total of 500 in 3 years).	●
	- Sustainable Community: Apply lesson learned with Jabal al-Natheef pilot initiative to a wider range of initiatives across Aramex countries of operation.	●
	- Emergency Relief: Expand use of our core competencies to support chronic emergencies and marginalized populations.	●

<sup>18</sup> Customer satisfaction is the quality and responsiveness of front line personnel towards our customers. A comprehensive customer satisfaction survey is being designed and will be conducted in 2010. The survey will reflect our customer service performance in relation to the majority of our business.

<sup>19</sup> We have exceeded the bottom line of our original target and scored 92%.

<sup>20</sup> This was not previously accounted for. However, we have used blogs, Facebook and Twitter to provide customer service.
















<sup>21</sup> We have exceeded our allocated budget.

<sup>22</sup> Aramex has allocated 1% of pre-tax profits as contributions to society. However, Aramex has exceeded the allocated budget to fulfill local societal needs.

<sup>23</sup> We are in the process of exploring different models for

impact assessment which cater to the customized needs in our areas of operation.

<sup>24</sup> We are working with our partners in developing a system to better measure Aramex's investment in society.

Key Issue	Key Area and 2009 Goals	Progress
<b>Environment</b>	- All stations capable of certification against ISO14001.	 <sup>25</sup>
	- Reduce emissions, including Nitrogen Oxides (NOx), by 50% per shipment.	 <sup>26</sup>
	- Reduce fuel consumption by 20% per shipment	 <sup>27</sup>
	- Reduce driving time by 10%.	
	- Transition of fuel dependency from leaded to unleaded fuel.	
	- Transition of fleet towards LEV, ULEV, SULEV and other alternative fuel vehicles (e.g., PZEV).	 <sup>28</sup>
	- Bring 50% of the fleet to Euro 4 (European emission standards) or higher.	 Revised <sup>29</sup>
	- Acquire a minimum of 10 hybrid electric Vehicles.	 <sup>30</sup>
	Reduce, Reuse, Recycle:	
	- Achieve 2009 targets regarding package recycling and recycled content.	 <sup>31</sup>
	- Reduce water consumption by 20%.	 <sup>32</sup>
	- Reduce paper consumption by 25% and increase paper waste recycling by 90%.	 <sup>33</sup>
	- Participate in multiple 'sustainable city' dialogues and the development of at least 2 corresponding innovative services.	In progress <sup>34</sup>
	- Gain 2% of revenues from supplying carbon neutral services.	 <sup>35</sup>
- Initiate 2 new successful 'Sustainable City' services.		
- Encourage E-waste (electronic waste) management.	 <sup>36</sup>	
<b>Urban Impact</b>	- Reduce the impact of criticized trends in relation to issues raised by the local communities, such as noise pollution and courteous driving.	 <sup>37</sup>

<sup>25</sup> Stations have been closely monitored for environmental friendly practices and, accordingly, have ISO 14001 certified eight of our stations. We aim to increase the number of certified stations in the near future.

<sup>26</sup> We have placed systems to measure our emissions. We will mark 2009 as our base year for future calculation of our emissions.

<sup>27</sup> The vehicle tracking system is being applied across the network which will enable us to track our driving time. However, the GPS (Global Positioning System) system and devices are not available in all of our countries of operation. This will result in incomplete information. We have placed systems to measure our fuel consumption and will use 2009 as our base year.

<sup>28</sup> In 2009, 78% of our total fleet are Low Emission Vehicles.

<sup>29</sup> In 2009, 44% of our Low Emission Vehicles are Euro 4 Standard and above.

<sup>30</sup> We have four hybrid vehicles operating as part of our fleet. We have reevaluated hybrid technology and decided that it does not fit our business model and has only been introduced to a few main countries of operation. Instead, we have focused on transitioning our vehicles to LEV and on employing potential alternative methods of transportation such as boats and trains.

<sup>31</sup> We have not been able to measure the volume of our recycling activities. We are investigating ways to measure our performance. Still, we have been maintaining the use of recycled products for our packaging.

<sup>32</sup> We have been working on developing a system to accurately measure our water consumption and we will be reporting as of 2010/2011.

<sup>33</sup> Levels of paper consumption and recycling have not yet been fully measured. We plan to devise a measurement system to enable us to report this in the near future.

<sup>34</sup> We have adopted a leadership role in sustainability as Aramex is an active member of the Arab Sustainability Leadership Group, Arab Forum for Environment and Development (AFED) and Eco Cities Initiative (2009). We are also a participant in the sustainable city development program in Jordan. In addition, we are now focusing on e-commerce which is more environmentally friendly.

<sup>35</sup> We reduced our overall carbon footprint from our operations as elaborated in our environment section. However, we are still exploring the potentials carbon-neutral services could provide.

<sup>36</sup> Although not previously planned, we have started encouraging e-waste management, beginning with e-waste recycling in India and Dubai.

<sup>37</sup> We have introduced the Global Case System which will be implemented across the network to bring about a more efficient logging and measurement of complaints.

# Governance



The following table sets forth the names of the Company's Directors:

Mr. Abdullah Mazrui, Chairman.

Mr. Fadi Ghandour, Founder,  
Chief Executive Officer & Director.

Mr. Helal Al-Marri, Director.

Mr. Ahmed Al-Badi, Director.

Mr. Arif Naqvi, Director.

Sheikh Tareq Qassimi, Director.

Mr. Ayed Aljeaid, Director.

Mr. Mohammed Ali Al-Hashimi, Director.

We strive to be leaders in corporate governance. Aramex is overseen by a Board of Directors responsible for the 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 also an independent director.

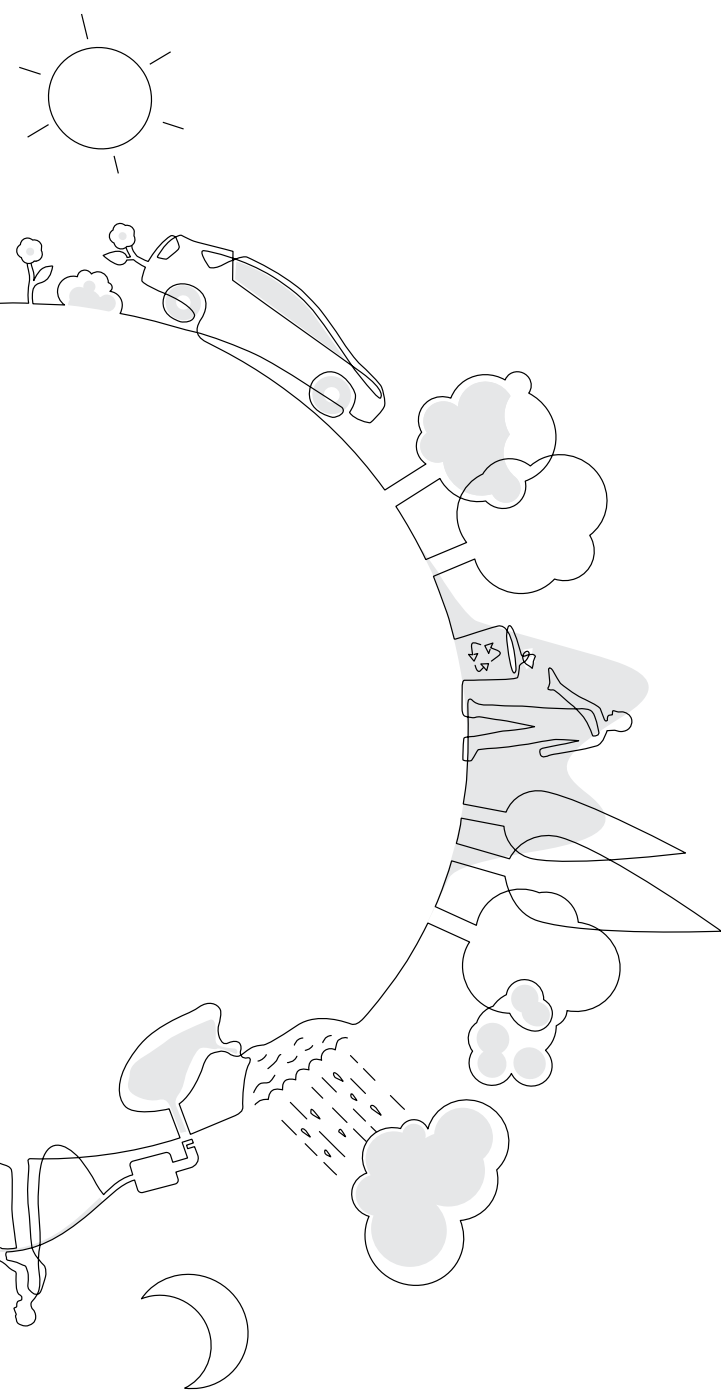
The Board meets four times per year. There are currently two standing Committees; the Audit Committee and the Executive Committee. Our directors are ultimately selected by the shareholders. However, we seek out highly qualified individuals to nominate as board members. This highly sensitive process is strictly ruled by specific criteria outlined in our Board of Directors' Charter and Corporate Governance Guidelines, while keeping faithful to certain 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 then excused from relevant discussions. Where necessary, the

Chair, or another member, can identify a potential conflict of interest involving another Board member.

Sustainability issues are discussed in board meetings, reflecting Aramex's commitment to being a responsible organization. Strategic sustainability related issues and decisions are approved by the board prior to implementation.

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, 2009, 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 the 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 shareholder with the highest percentage of shares, but still less than 10%. 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, Aramex Internal Audit uses a systematic and disciplined approach to evaluate and improve 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 2009 Annual Report, which is available online at <http://www.aramex.com/investor>.

# Management Approach

## Economic

Our business strategy is designed to maximize the benefits to our stakeholders through responsible profit maximization. In addition, our federal structure allows us to directly contribute economic gain to local communities by providing job opportunities and economic development in our areas of operation.

Aramex also partners with local, regional and global NGOs to expand its reach through social investment that contribute to empowering communities and improving the living conditions of underprivileged areas. We also hold the belief that reducing our carbon footprint and mitigating our negative impact is an economically astute strategy in an increasingly carbon-scarce economy.

## Environment

Aramex seeks new and innovative methods to act responsibly towards the environment. We continuously upgrade and adopt new programs to achieve our goals and deliver on our commitments towards the environment in different areas:

- **Materials:** Encouraging paper usage management through reducing, reusing and recycling of paper.



- **Energy:** Incorporating environmentally friendly technologies.
- **Emissions and waste:** Transition to alternative fuel and the use of recycled materials.
- **Products and services:** Using biodegradable plastic material across the network. In 2009, Aramex continued working on several approaches to establish environmental management systems across the network which we aim to refine further in 2010.

Eight of our stations have been ISO 14001-certified and we are aiming to increase the certified stations across our global network.

In regards to our carbon footprint, Aramex has established efficient tracking systems to log the emission levels across our network. This system should be able to direct our future progress towards managing our environmental impact. The year 2009 was our base year.





### Labor and Decent Work Practices

Providing a healthy working environment and an attractive and enabling workplace culture at Aramex is a key part of our sustainability initiatives. The Aramex Code of Conduct further supports our aim to provide a healthy and fair working environment for our employees. We treat our employees with utmost dignity without discrimination, while complying with local and international laws and standards such as the United Nations Global Compact (UNGC), which we have signed and to which we strongly adhere to.

To support our employees and develop their talents, we have revised our employee competency framework with the help of a consultancy group. The result of this was that we updated our job evaluation and grading processes, job descriptions and job titles across the network.

In order to cement sustainability values and ensures it trickles down the organization, we created and implemented sustainability training programs for new and existing employees. We have been intensifying our sustainability awareness training across the network and have also integrated the training into our Basic Training Program for all new employees. We believe that

through our people and their dedication to our sustainability values we can reach our sustainability goals.

### Human Rights

As signatories to the United Nations Global Compact (UNGC), Aramex is committed to implementing socially responsible initiatives to ensure compliance with human rights and labor practices. This includes a commitment to freedom of association and collective bargaining as well as combating child and forced labor. We have also strengthened our commitment to the UNGC by taking part in the human rights, and anti-bribery and corruption working groups.

In addition, we have also taken part in the World Economic Forum Partnering Against Corruption Initiative (PACI).

### Product Responsibility

Being a service provider, customer satisfaction is our goal. We believe that building long-term relationships with our customers is the only way to achieve this goal. In order to better cater to our customers changing needs, we will conduct a comprehensive customer service survey in 2010. The survey will reflect on current issues that impact and influence customer service and ways to enhance it in the future.

Our policies and trainings are geared towards ensuring compliance with the ethical expectations of customers. These include:

1. Committing to providing professional, flexible and excellent customer service, adopted by everyone in the company.
2. Ensuring the confidentiality and privacy of customer communication and information.
3. Supporting customers and accommodating their demands in time of need.
4. Providing a unique and differentiated customer experience.

We have also established systems to ensure compliance, where applicable, with national and international laws regarding customer health and safety, product and service labelling, marketing communications and customer's privacy. In terms of health and safety, eleven of our stations across the network hold OHSAS 18001 certificates.

### Society

As an active member of the community, Aramex believes in contributing to the development of local communities to which we belong to. We consider social investments to be business investments for the future.

# Management Systems



Striving towards continuous improvement is the driving force behind our highly structured management systems, operations and processes. We take a strategic and comprehensive approach towards managing our systems in order to catalyze our improvement efforts.

Quality management is at the core of our management systems and it guides our Documented Quality Management System (DQMS), renamed to InfoHub. The DQMS provides clear procedures, policies and standards for the processes that affect the quality of the service provided to customers. This system is updated constantly in order to accommodate any changes in the business.

Moreover, our DQMS is certified by the British Standards Institute (BSI) for “the provision of an international express and domestic express courier and freight forwarding logistics service”, and is a step towards being compliant with ISO 9001:2008.

Aramex deploys a continual improvement philosophy throughout the entire organization by:

- Having well-qualified, competent and trained Quality Representatives in our

stations across the network, the factor that ensures that our corporate policies, standards and procedures are monitored and followed.

- Presenting several performance awards to staff which provide appropriate recognition to those individuals and teams at Aramex who contribute significantly to the vitality of the company.
- Setting up plans to improve the quality system within the framework of management reviews. The output of this planning is expressed in the form of quality system objectives in all relevant departments within the organization.

Our Quality Objectives can be classified as:

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 towards improving operational performance. They are established, documented and monitored through a semi-annual performance appraisal.
3. **Service and Product Quality objectives:** These objectives pertain to the improvement of services and products, as well as to the maintenance of consistently acceptable service levels

that meet Aramex standards, and is verified through the Qualified Security Assessor (QSA) audits.

#### 4. **Quality System objectives:**

These objectives are related to the improvement of the quality system processes and performance.

In addition to our quality management system, other management systems and related tools are adopted and cater to specific activities. Our worldwide operations are connected through completely integrated information and communication technology, which enables a seamless flow of all relevant information between Aramex on the one hand and its alliance members and customers on the other. The network is empowered by the state-of-the-art Aramex-developed tracking system that has become the backbone of our business processes. We have also developed an array of customized IT solutions for our customers and have provided training for their staff in working with the technology.

Besides improving quality and efficiency in our operations, we have assumed a proactive role in combating corruption and bribery. We have taken part in the World Economic Forum Partnering Against

Corruption Initiative (PACI) as well as the United Nations Global Compact (UNGC) – two major human rights and anti-bribery and anti-corruption working groups.

Our commitment to fight corruption is also reflected in our Code of Conduct which encompasses rules of integrity, including ethics, anti-corruption and anti-bribery.

We have set up a training program for our leaders on the Code's content, which we aim to bring forward in 2010. We also intend to have our Code of Conduct signed by all of our employees in 2010.

In reference to our commitment regarding certifying our operations – recounted in our previous report – we are keen to highlight the following achievements:

- Eight of our stations obtained ISO14001 certifications.
- Eleven stations have been OHSAS 18001 certified including Jeddah, Beirut and Dubai stations, which we previously committed to certifying by the year 2010, thus exceeding our original commitment.
- Eight of our stations have been ISO19001 certified.

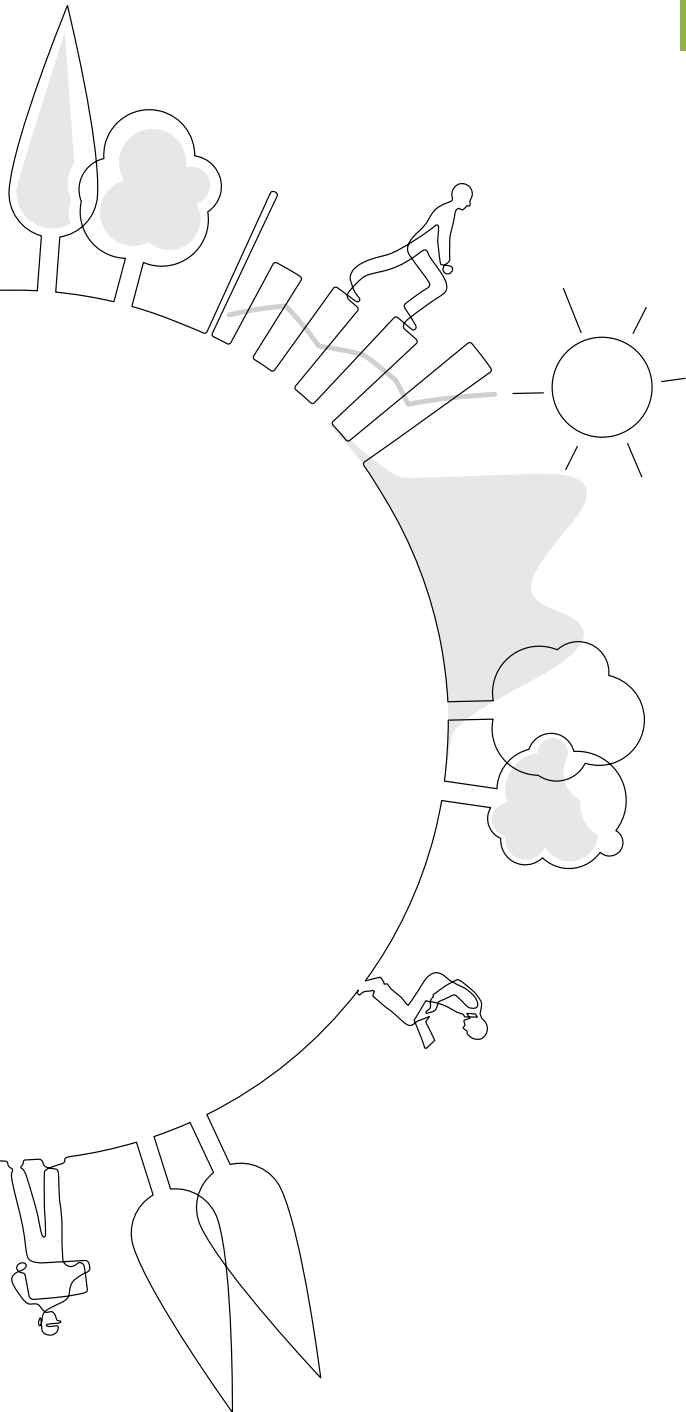
We have employed a focused approach for the certification process whereby one company reviewed our stations for all the certifications. In 2006, we committed to the SA8000 standards on labor conditions. This has guided our policies and ongoing operations since then. As of the end of 2009, we have been compliant to the SA8000 standards with respect to employees. During this time, we have also used the

AA1000 Stakeholder Engagement Standard to help inform and increasingly systematize our stakeholder engagement processes. We are also revising our Code of Conduct to enhance its utility throughout the company. Aramex is also certified by 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 received TAPA certifications in six of our stations and we aim to obtain certification for the rest of our facilities across the network.

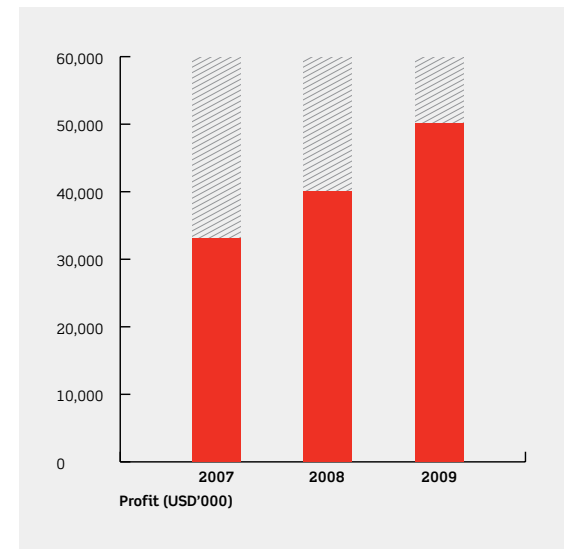


# Delivering Economic Value



## Our Financial Performance

In spite of a turbulent economic climate, Aramex's agile business model and stakeholder-centered approach reflected into record profits in 2009. Despite a 6% drop in revenues to AED 1,961 million, or USD 533 million, our net profits surged by 25% to AED 184 million, or USD 50.178 million, as net profit margins increased to 9.4%. We were able to deliver these results thanks to cost-cutting programs and an entrepreneurial culture that empowered our people to innovate, maintain market share and deliver customer-focused solutions.

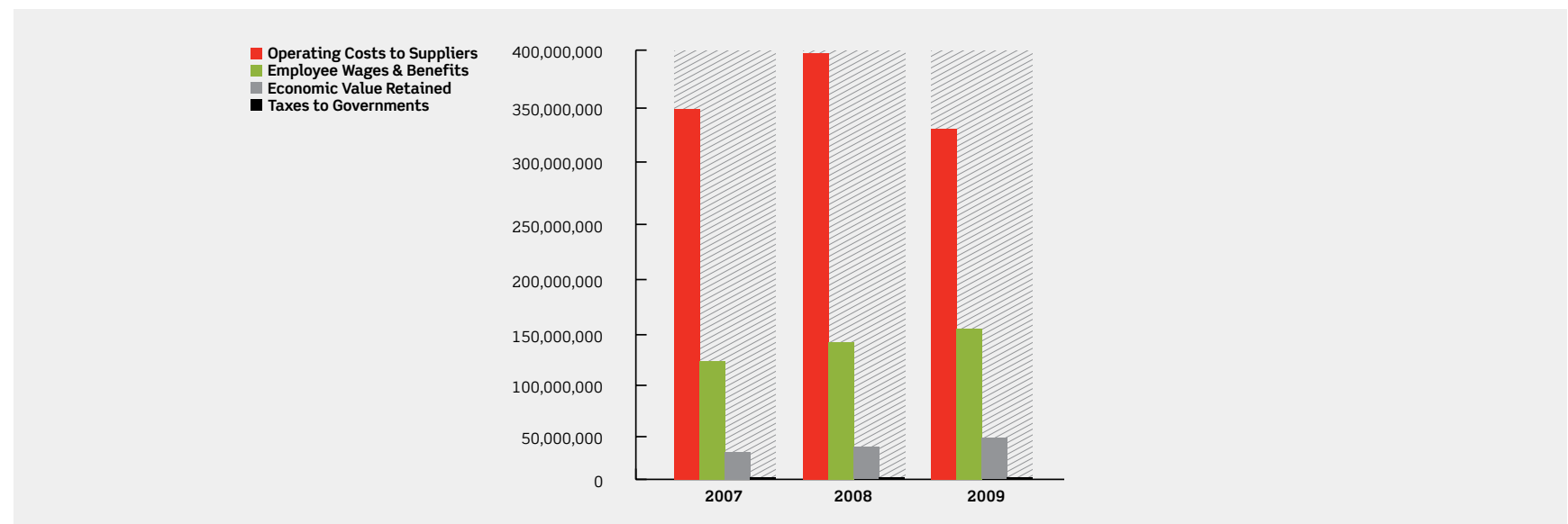


	2007	2008	2009
<b>Profit (USD'000)</b>	33,097	40,113	50,179

The following is a demonstration of our total economic flows to and from our stakeholders:

**25%**  
increase in net profit

Direct Economic Value Generated and Distributed (USD)			
	2007	2008	2009
<b>Total Revenue from Customers</b>	485,701,591	566,343,646	533,895,849
<b>Operating Costs to Suppliers</b>	338,802,636	387,684,233	330,900,907
<b>Employee Wages &amp; Benefits</b>	109,654,084	133,382,295	147,916,381
<b>Interest Expenses to Lenders</b>	1,124,733	937,142	498,398
<b>Taxes to Governments</b>	2,573,126	2,878,963	3,115,249
<b>Contributions and Donations to Society</b>	450,000	1,347,623	1,286,065
<b>Economic Value Retained</b>	33,097,011	40,113,388	50,178,849



At a regional level, revenue flow breaks down as per the associated table.

	2008	2009
<b>Middle East</b>	494,463,369	485,359,115
<b>Europe</b>	127,268,503	115,886,883
<b>North America</b>	25,493,415	21,825,283
<b>Asia &amp; Indian Subcontinent</b>	46,805,048	42,627,438
<b>Elimination</b>	-127,686,689	-131,802,870
<b>Total</b>	566,343,646	533,895,849

### Locally Hired Management

Aramex has adopted a federal system in which every country station operates as a local company. We continually monitor all stations to ensure compliance with local minimum wage laws and have found

our operations to be compliant in all inspected locations.

This system facilitates the creation of economic values for local communities by providing local job opportunities. Although

we do not have a formal policy for hiring employees locally, we fully support this notion. The table below demonstrates this by comparing the numbers of locally hired management versus expatriates over a three-year period.

Locally hired Management			
	2007	2008	2009
<b>No. of Locally Hired Management</b>	237	255	277
<b>No. of Expat Management</b>	165	176	211
<b>Total</b>	402	431	488

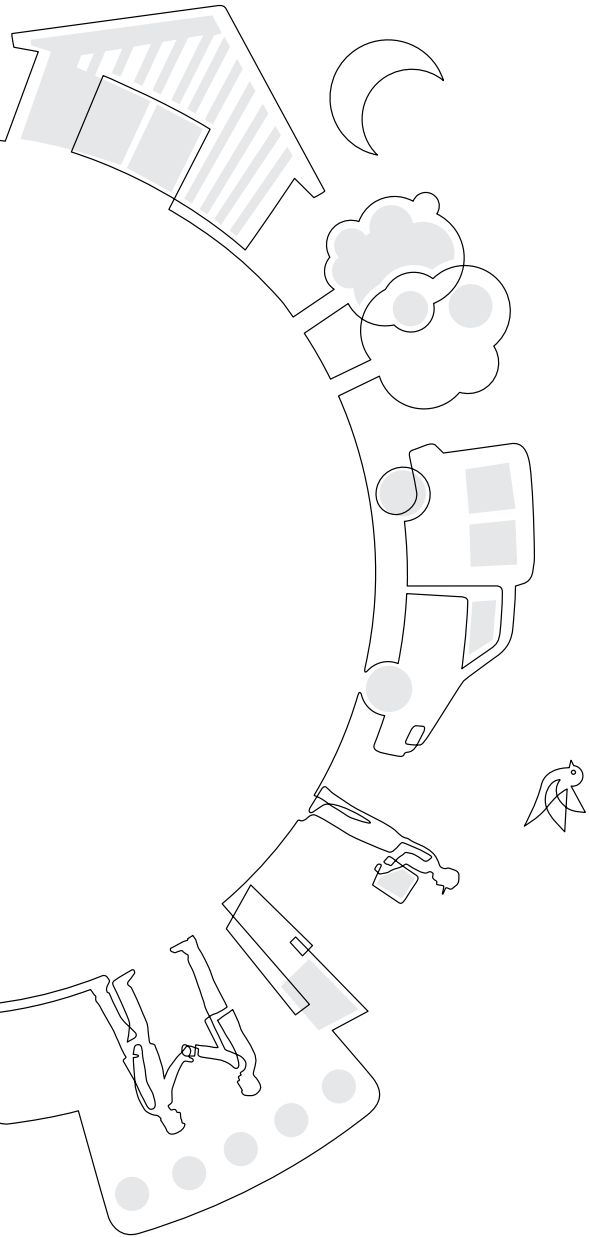
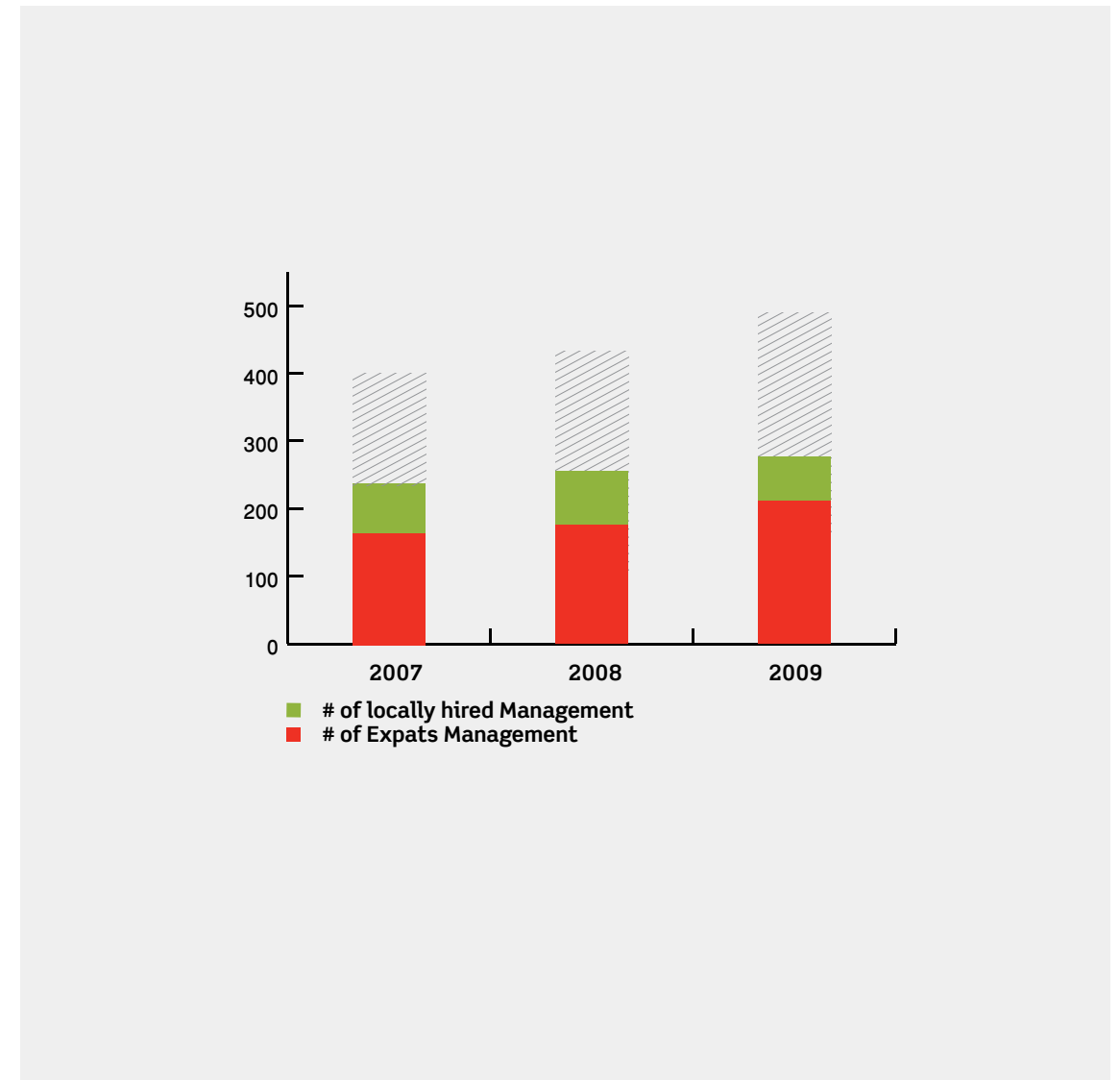
### Local Suppliers

To support local talents, we have been developing our procurement policies in favor of local suppliers for sourcing products and services. These policies will be finalized in 2010.

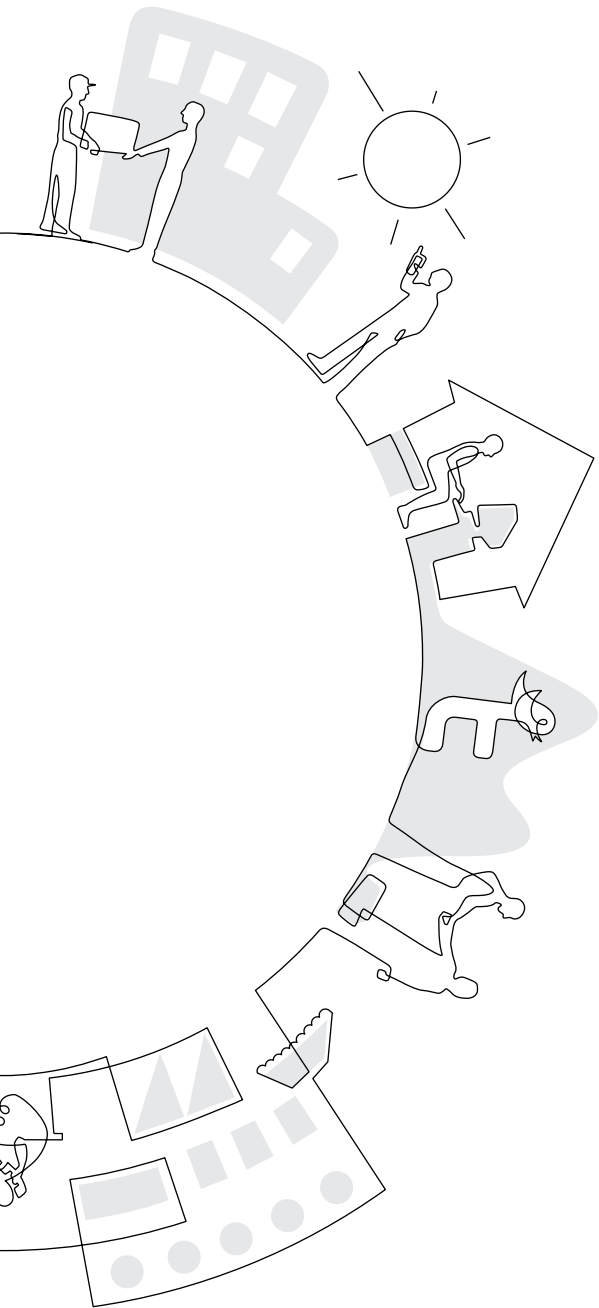
### Indirect Economic Impact

The nature of our business is to facilitate commerce and trade, which creates a positive indirect economic impact. Our stations, which operate as local individual companies, also contribute towards improving local economic conditions.

Our community outreach and partnerships with governments, NGOs and organizations help raise the living conditions of marginalized communities, as exemplified by our grassroots involvement at Jabal Al-Natheef in Amman Jordan. Finally, Aramex has an indirect positive impact on the environment through our responsiveness to pressing environmental issues and investment in innovative technologies.



# Innovating Customer Service Excellence



Customers are at the heart of Aramex. Customer centricity has long been a driving force in the growth of Aramex services as we continuously design solutions that meet our customers' evolving needs.

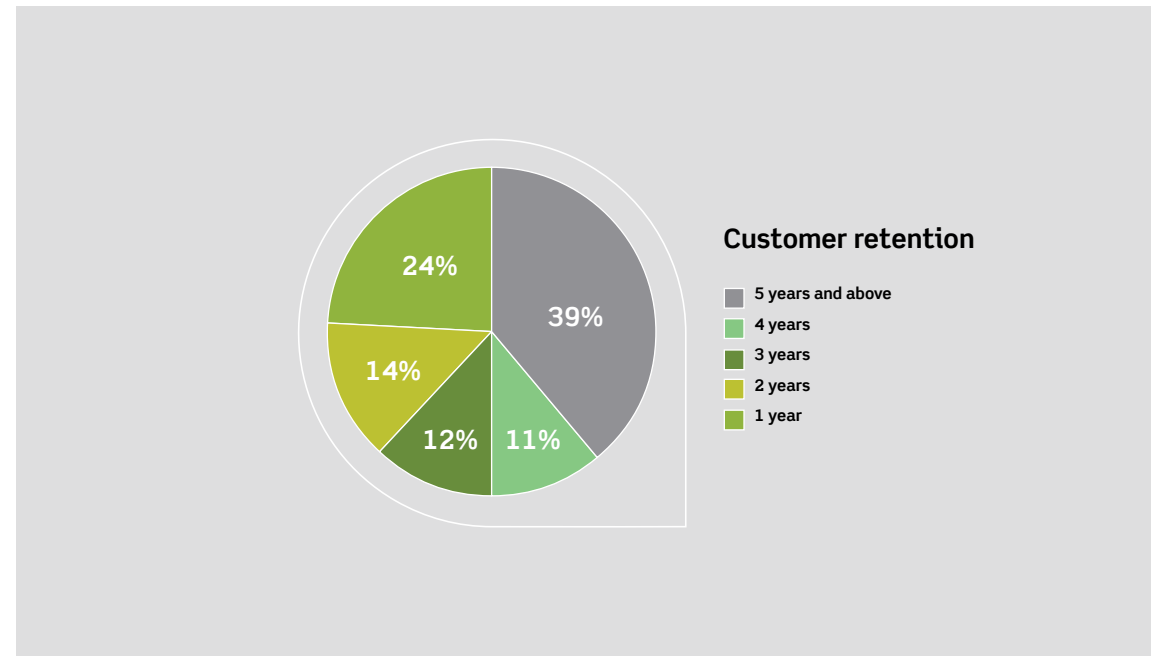
The year 2009 witnessed a major rethink of customer relationships and means towards guaranteeing a consistently high quality of service. Aramex has restructured the customer management teams to increase the efficiency and effectiveness of managing customer relationships.

Full-day Customer Centricity workshops were conducted at 11 of our major stations. The workshops focused on the importance of building relationships with customers as well as effectively understanding and responding to their needs by fostering a service mindset and empowering front-line employees.

### Customer Loyalty

We view our customers as long-term partners. Therefore, Aramex aims to continuously build strong customer relationships. The graph and table to the right demonstrate that the largest portion of our customers in 2009 have been loyal to Aramex for a minimum of five years.

	5 years & above	4 years	3 years	2 years	1 year
<b>% of Total Customers in 2009</b>	39%	11%	12%	14%	24%



# 39%

% of customers who have been with Aramex for a minimum of 5 years in 2009

### Service Excellence and Customer Satisfaction

Service Excellence at Aramex is driven by our people. The Customer Management Teams act as the primary points of contact for customers. The teams develop consistent, dependable and convenient interactions with customers in every touch-point. In

2009, Aramex increased the effectiveness of its customer management teams through a major restructuring of the teams. We also launched the Value Express service, which enables our customers, in both MENA (Middle East and North Africa) and South Asia regions to deliver non-urgent packages economically. Another important facet of

service excellence is on-time delivery rate. Even as we expanded geographically and vertically, we committed to maintaining our 90%+ on-time delivery rate and have witnessed an improvement in 2009 as shown in the table below.

On-Time Delivery Rate			
	2007	2008	2009
% On-time Delivery Rate	92%	91%	92%

To improve customer satisfaction, we initiated and implemented a comprehensive survey that would shed some light on our interactions with customers. The customer satisfaction survey is ongoing as of 2010, and it will track the progressive development of customer satisfaction from that point onwards.

In order to enhance customer service within standard response times, we deployed a new customer case tracking system in 20 locations during 2009, which contributed to better handling of customer complaints in comparison to 2008. We are planning to expand the deployment across the network in 2010.

Moreover, our frontline employees are empowered and encouraged to take immediate corrective action for any customer complaints – whether by providing them with free shipping or other compensations – without repercussions from their supervisors.





### Technology Utilization

Aramex provides a wide range of e-tools, client-based applications and online portals that provide convenient 24 hour access and support for customers. Not only does this provide reliable customer support, but it also streamlines processes to speed up the response cycle.

Aramex electronic tools are free, user-friendly, dynamic, flexible and customizable according to customers' choice of use. Web functions such as "Shipment Status Notification", "Click To Ship", "e-invoice" and "Tracking shipments by text message (SMS)" are designed to ensure that customers have access to our services and

to enable a convenient array of choices for tracking shipments.

Tracking technologies are also utilized to increase shipment visibility and tracking flexibility. In the past year, several geographical locations were merged resulting in a decrease in tracking system locations.

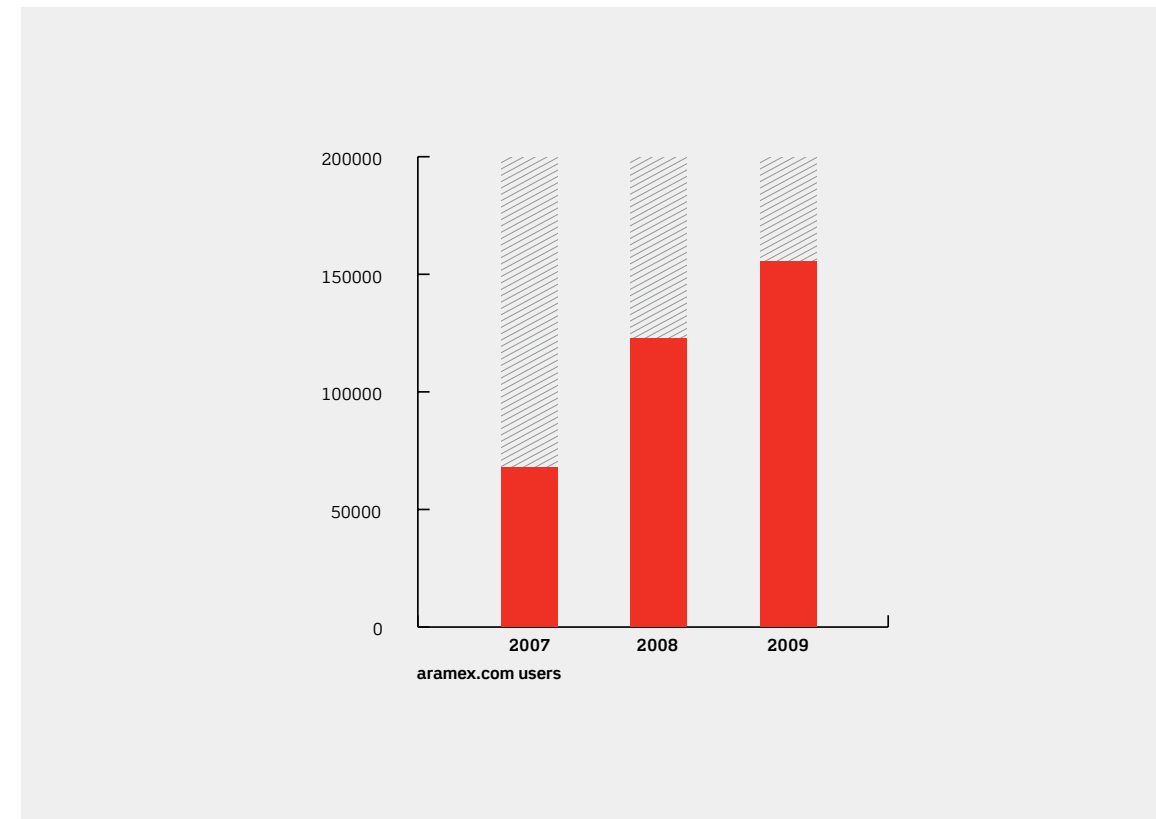
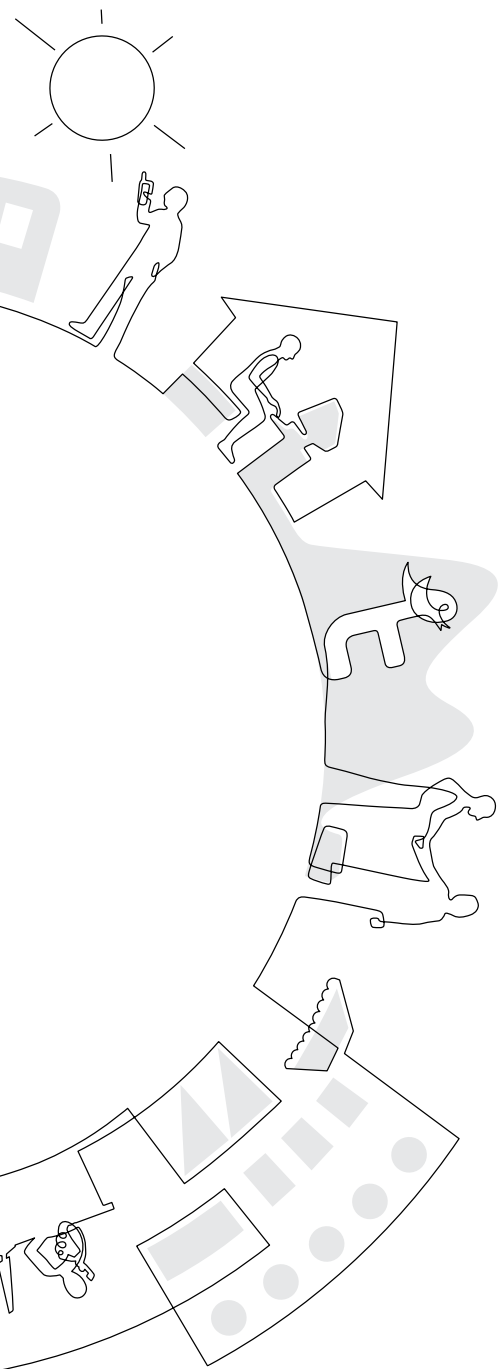
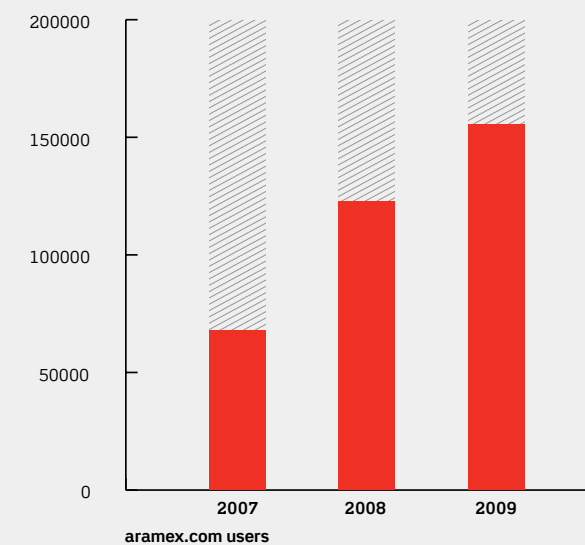
	2007	2008	2009
<b>Number of Tracking System Locations</b>	173	181	173

Our main platform for communicating with our customers and stakeholders is via our website, [www.aramex.com](http://www.aramex.com). Therefore, we are keen on increasing the number of users there to facilitate customer engagement. In 2009, we increased the number of aramex.com users by 27%.

Year	2007	2008	2009
<b>aramex.com users</b>	67,759	122,792	155,622

# 27%

increase in number  
of users online  
since end of 2008



Besides increasing engagement and providing customer support, Aramex also harnesses innovative technology to increase our efficiency. We have introduced an automatic outbound predictive dialing system in our contact center in the UAE, which has increased productivity by 50% and has drastically improved the contact centers' efficiency by 200%.

A live online chat option has been launched, where customers can enquire about their 'Shop&Ship' shipment status or submit their inquiries. We aim to expand the live chat service in the Middle East in the near future. We have also introduced a banking Call Management System (CMS) in our contact centers to facilitate the tracking of credit card shipments.

### Customer Service through Social Media

Aramex constantly seeks out new and innovative methods of providing customer service and has turned to the web to start a new digital frontline. Social media has now become a major touch point to serve customers online in their own comfort zone. Blogs, Facebook, Twitter, YouTube, LinkedIn and online forums have provided a new dimension to engaging with stakeholders at large. Aramex pages on these sites have become important touchpoints to start conversations.



Aramex has also utilized online portals to engage in conversations with customers and deliver better service.

In addition, Aramex launched [The Navigator](#), a bi-monthly customer newsletter and micro-site with information on the logistics and transportation industry. This customer-centric tool is designed to start a dialogue on pertinent industry issues, create a hub for customer interactions and feedback, and provide updates on our services.

### Customer Experience

Our customers' perceptions of Aramex and their willingness to stay with us is greatly formed by how they experience our services, and the consistency and quality of those experiences. Aramex values the customer experience and aims to provide consistent high quality service levels. In 2009, we enacted several steps to maintain and improve customer experience including internal and external auditing of our performance, training our team on customer interactions, incentives in the form of recognition for exceptional performance by the Customer Relationship Management (CRM) teams, and supplying our customers with numerous touch points to make contact with us.

### Maintaining Information Confidentiality

With regards to the information security of our customers, Aramex has adopted an information security policy, which addresses security issues related to ownership, integrity and accessibility of information.

This policy deals in particular with risks associated with the use of computers and networks when storing, transferring and

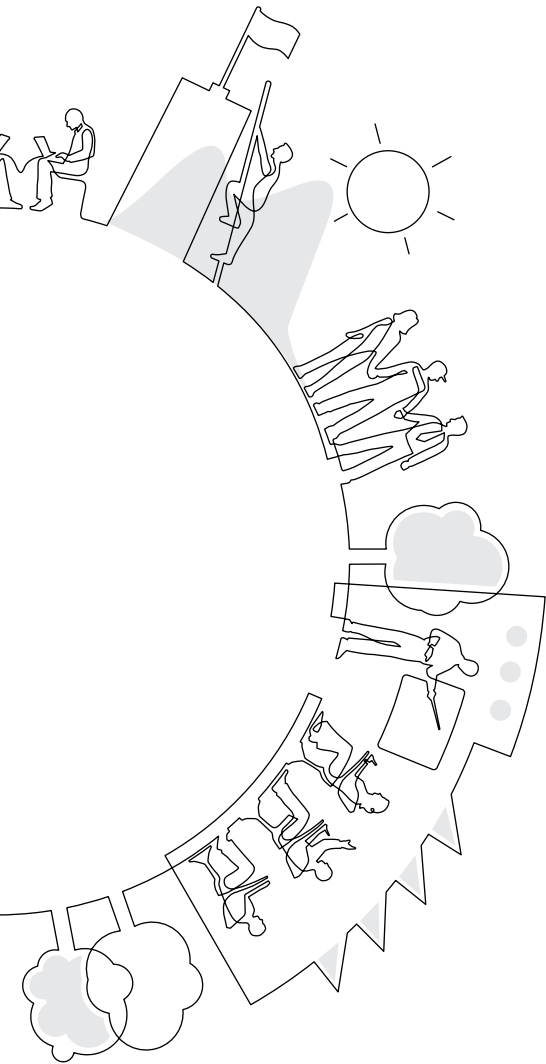
processing information. To protect the privacy of customers, Aramex is committed to protecting its critical information assets against unauthorized access and use, theft, modification, destruction and unauthorized disclosure. We regard the protection of our information assets as a common responsibility of all staff. Our efforts in this area are compliant with international information security standards.

Customer privacy and service integrity are also fundamental to Aramex's communication media guidelines. Aramex maintains certain procedures across its network to ensure strict standards that respect international treaties and comply with local laws and regulations regarding privacy as well as security. Thus far, we have not encountered any violations or breaches of local laws and regulations with regards to privacy.

Similarly, we have not encountered any case of non-compliance in our marketing and communication efforts. Aramex reliably requests third-party approvals and complies with referencing guidelines set forth in copyright and disclaimer policies.

These guidelines and policies cover the following areas: the provision and use of products and services, customer privacy, and third party information and security. There have been no incidents of monetary fines or non-monetary sanctions for non-compliance with laws and regulations concerned.

## Empowering Employees



At Aramex, we believe that quality people produce consistently excellent service. Therefore we strive to attract and maintain the best talents, while continuously nurturing and offering them opportunities to innovate and achieve. It is this principle that has driven Aramex to respond to the global crisis, not by laying off employees, but rather by partnering with employees through securing their jobs and capitalizing on the opportunity of investing in their potentials.

### Strategic Human Resources Management

Throughout 2009, Aramex continued to invest in its people. We firmly believe that this contributed in making Aramex the employer of choice for many.

In order to identify opportunities and optimize employee-related processes and functions, Aramex has fully instated a Human Resources Management System (HRMS) in Jordan, Syria, Egypt and Saudi Arabia. We aim to spread this system to Kuwait, UAE, Bahrain, Qatar and Oman in 2010. Our long-term objective is to broaden the use of HRMS within the regions mentioned previously, as well as Africa and Europe, in the coming years.

Despite the financial crisis, Aramex has hired new employees, increasing the total number of employees by

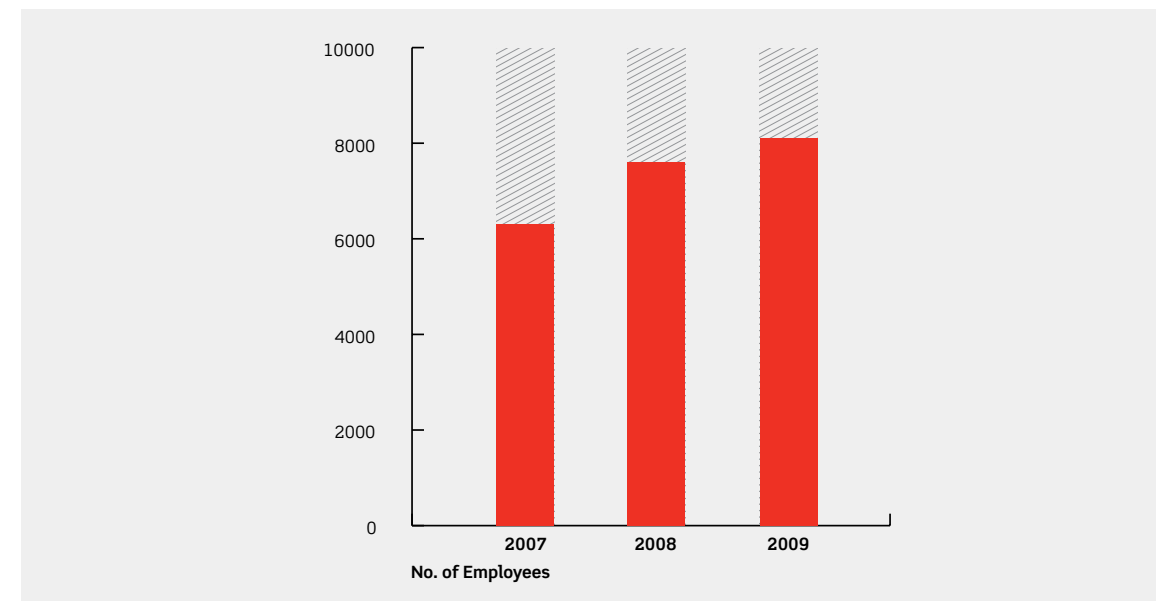
**6%** in 2009.

We have updated our job evaluation and grading structure, job descriptions and job titles across the network. This will ensure the feasibility in matching our employees' skills and competences with appropriate posts and training requirements. This will also motivate and empower our people to explore their own potential and will increase employee retention.

### Our Employees

While the global corporate trend has shown a steep reduction in the number of employees and increasing redundancies, Aramex has witnessed a 6% increase in the number of employees at year end 2009.

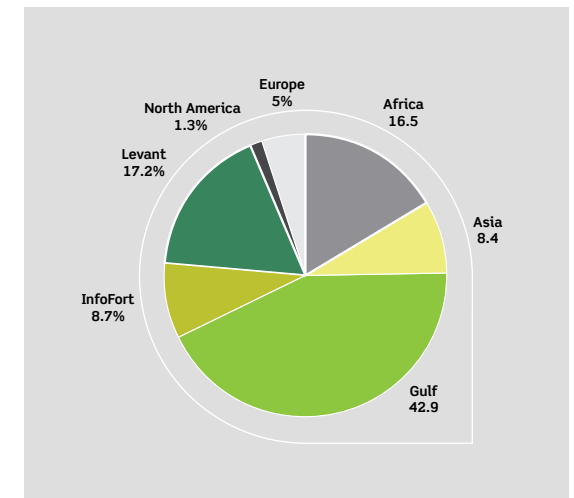
	2007	2008	2009
No. of Employees	6314	7607	8101
% of Increase in Employment	8%	20%	6%



Embracing diversity is essential for Aramex as the network covers all regions of the world. Aramex is always keen on hiring local talents and appointing local managers.

As a result, the number of locally-hired managers has increased by 12% in 2009. Below is a breakdown of our employees by region.

Region	Number of Employees	Employees Per Region
Africa	1,334	16.5%
Europe	410	5.1%
Asia	680	8.4%
Gulf	3,474	42.9%
InfoFort <sup>1</sup>	708	8.7%
Levant	1,391	17.1%
North America	104	1.3%
<b>Total</b>	<b>8,101</b>	<b>100%</b>

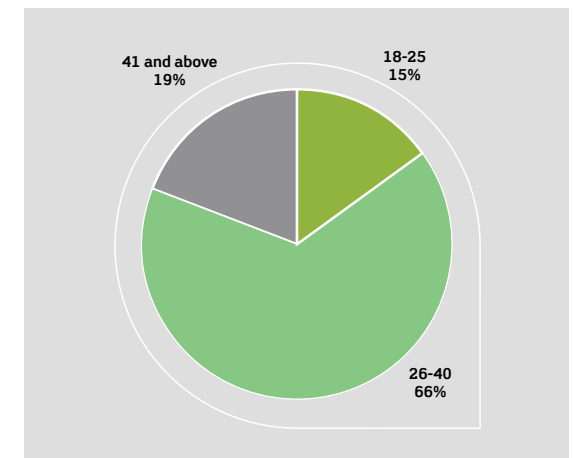


### Investing in our People

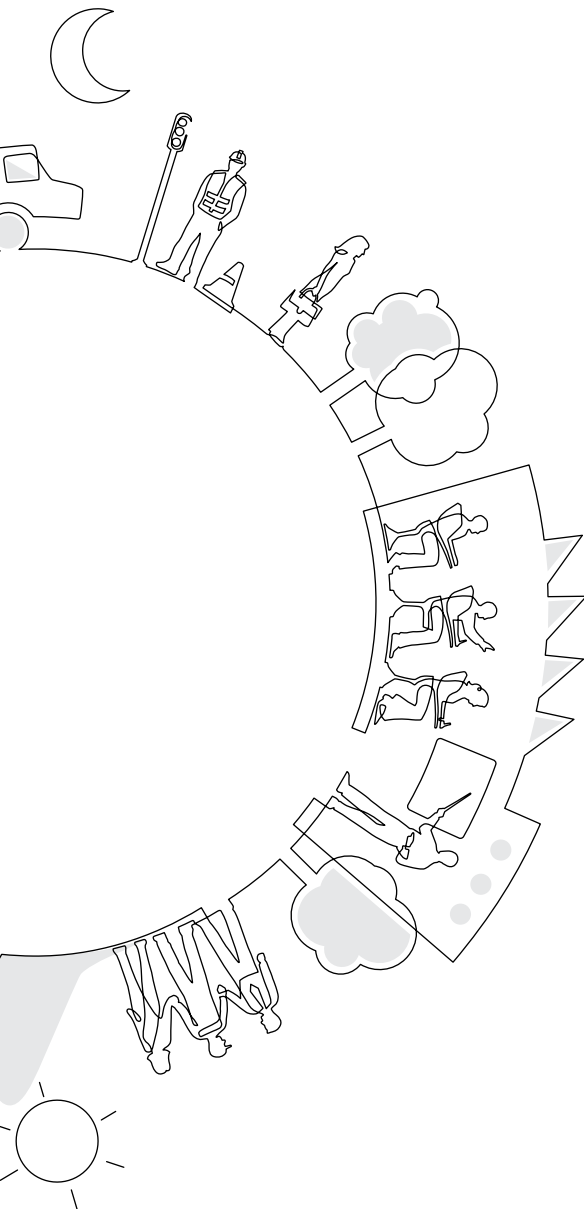
As an entrepreneurial company, we aspire to attract a high caliber pool of young talent. An integral aspect of our values is investing in our employees

and developing homegrown talents. This is demonstrated by the age range of our employees, as 81% of our people are between the ages of 18 and 40.

Employees Per Age	Percentage
18-25	15%
26-40	66%
41 and above	19%



<sup>1</sup>InfoFort is a sister company, therefore we included the number of its employees.



Aramex is considered a young organization as

**81%**

of our employees are between the ages 18-40.

**Short Term Contracting**

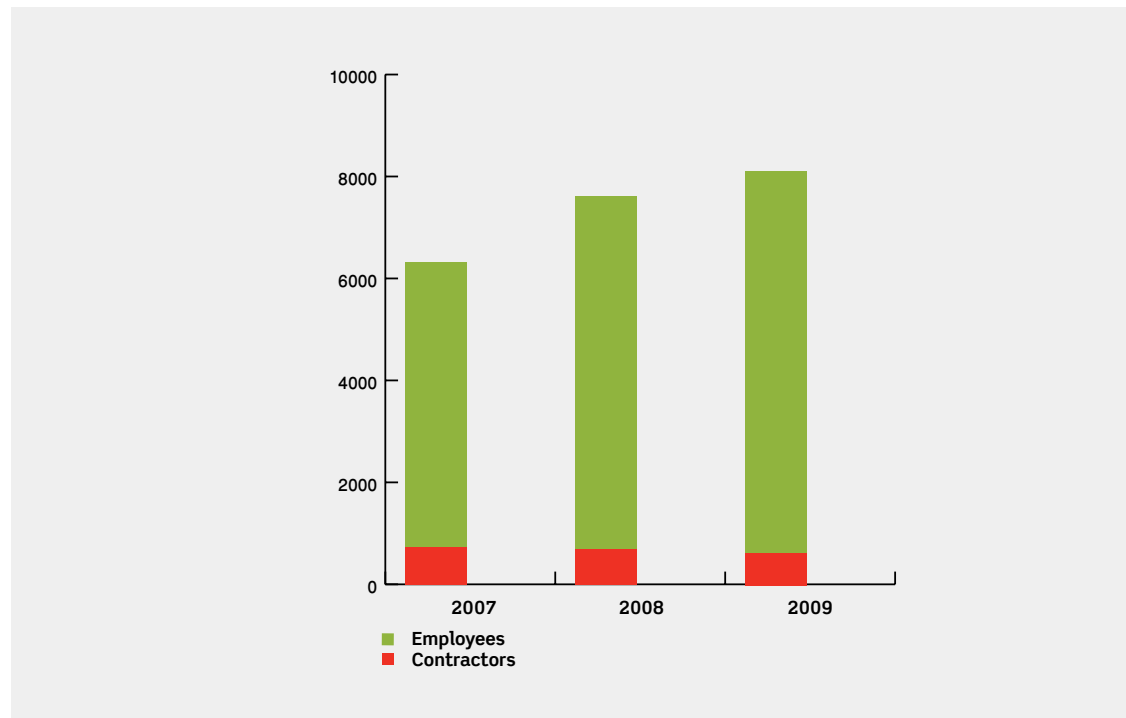
When short-term workers are required, Aramex typically hires workers through agencies and companies that specialize in temporary supply of manpower, thus increasing job security and continuity for these workers.

**Employee Engagement**

Building human capital and nurturing our intellectual assets can only be achieved through involving our people and opening a two-way communication channel between them and top management. We have been using the intranet to actively communicate with our employees, in addition to the customary team meetings, leadership retreats and conferences. We have maximized our utilization of the company intranet by adding new and advanced tools and encouraging the interaction and ideas sharing between employees and top management. These tools include an Aramex company blog, a micro-blogging platform and a video channel in addition to the regularly used e-mail newsfeeds. These initiatives are in line with the AA1000 foundation principle of inclusivity and principle of materiality.

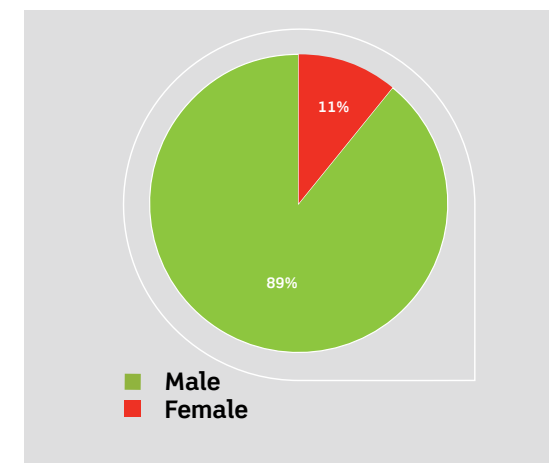
In the near future, we are planning to conduct surveys on leadership and to map our engagement efforts via our employees and ground couriers approximately every two years in order to measure the impact of our current strategies. We will share these survey results with the concerned parties to proactively create an action plan. We have been looking into a new survey system which will facilitate the survey process while also working with a consulting company to conduct a company-wide survey in 2010, to include all employees.

	2007	2008	2009
<b>Employees</b>	6314	7607	8101
<b>Contractors</b>	744	700	623



**Gender Equality**

Aramex advocates for gender equality by encouraging and empowering women to grow with Aramex. We have maintained the percentage of total female employees, but we aim to increase the numbers in the years to come. Our policy does not exclude women from applying to any post. However, women generally hesitate to take on roles in operations or as couriers, two areas that constitute 67% of the total job posts at Aramex.



Gender	Number of Employees	% of Total
<b>Female</b>	909	11%
<b>Male</b>	7,192	89%
<b>Total</b>	8,101	100%

In 2009,

# 15%

of middle and senior management were females.

Aramex also encourages women to pursue their ambitions and grow within the company. We have identified a positive trend amongst female employees towards filling posts in management. Overall, women in middle and senior management comprise 15% of the total management. We are moving closer to our 2006 target of 20% women in middle management by achieving 16% overall.

### Global Compliance

As signatories to the United Nations Global Compact (UNGC), we are in compliance with international and national regulations addressing workplace conditions. For this reason, we have included a UNGC index in this report and in our previous one. We continually revise our policies and procedures to accommodate needed modifications in order to maintain our compliance with the UNGC and the International Labor Organization (ILO).

We respect international laws on human and labor rights. We consciously combat the ill practice of holding workers' passports and are committed to complying with local laws as well as the UNGC and the ILO guidelines. Since Aramex firmly believes in combating child and forced labor, potential employees are required to hold a high school diploma and to present required documentation in compliance with local laws, as clearly stated in our hiring procedures. We did not encounter any detrimental hiring incidents during 2009.

Moreover, there are no policies at Aramex against labor unions and collective bargaining and many of our employees

	2007	2008	2009
<b>% of Female Employees From Total Aramex Employees</b>	12%	12%	11%
<b>% of Females in Senior Management</b>	6%	9%	9%
<b>% of Females in Middle Management</b>	15%	14%	16%

are already members of external labor unions. We respect the UN Global compact initiatives for human rights and labor practices which address freedom of association and collective bargaining.

In an attempt to update Aramex's policies in compliance with certain standards, we have been exploring both the "AccountAbility 1000 Stakeholder Engagement Standard" and "the Social Accountability International SA8000 Standards" as viable candidates. We have found that our actions comply with several of these principles. However, we are planning to take a more focused approach towards complete compliance through

(PACI). We have also issued guidelines on ethical practices in our Code of Conduct to specifically address the issues of bribery and corruption as part of our determination towards combating these issues. This is also supported by our financial policies, which are structured, predefined and continually monitored accordingly.

### Salaries and Benefits

We continue to maintain our commitment towards offering very competitive salaries and benefits for Aramex employees. When a minimum wage is not predetermined at a country level, we provide salaries that exceed the acceptable living wage. We monitor all stations to ensure compliance

<b>% of Women in Middle Management in Key Departments</b>	
<b>Team</b>	<b>% of Women in Middle Management</b>
Freight	20%
Sales	20%
Quality	25%
Marketing	43%
Human Resources	50%

embedding these social principles into our company-wide policies during 2010/2011. As an extension of our commitment to the UN Global Compact, we have maintained our membership with both the Human Rights and Anti-Corruption and Bribery working groups and the World Economic Forum Partnering Against Corruption Initiative

with local minimum wage laws and we have found our operations to be compliant in all examined locations. Additionally, Aramex ensures that the ratio of men's salaries to women's remains one-to-one in all of our locations of operation. This is another example of our stance against discrimination and there have been no allegations of discrimination in this regard.

With regards to hiring for new positions, we tend to hire and promote from within rather than employing new staff for vacant positions. This provides both greater employee motivation and job satisfaction. Aramex provides benefits to employees wherever applicable. For example, health insurance is provided to employees in countries where the service is not subsidized by the government. Cancer insurance is still being offered to employees in Jordan. Aramex also pays into governmental run social security funds when applicable, which provide employees with a pension income upon retirement. Moreover, special offers and discounts, as a result of collective bargaining, are offered to our employees in addition to special employee rates on personal use of Aramex services and eligibility for stock options. Finally, and despite the global economic crisis, bonuses were distributed to employees throughout the network.

### Caring for our Employees

We constantly monitor our workers' satisfaction. Our values in this regard focus on providing a healthy working environment and a positive atmosphere of fairness, honesty and support. Employees' rights are clearly identified through our Code of Conduct and company policy as to ensure that all employees are aware of their rights and feel secure at their work environment.

Additionally, our employee handbook elaborates on the key issues in regards to worker' satisfaction and rights. One of these highlights is our Employee Grievance Procedures, where employees are given the freedom to voice their concerns and resolve issues related to discrimination, harassment or victimization. Accordingly, a clear set of procedures is in place to resolve the raised issues or grievances as

well as appeals in case of objection, while employees have immunity from possible retaliation. We are proud to declare that we have not encountered any reported incidents as such in the year 2009.

### Aramex Corporate University

Since the launch of Aramex Corporate University in 2007, greater emphasis has been placed on the quality of the training that our employees receive and also on the desire to utilize technology through online education.

The year 2009 marked the launch of the first comprehensive training plan in this respect. This plan was based on an inclusive needs assessment within a structured career development scheme. The resulting training activities were therefore a true reflection of our workforce's learning needs. The Corporate University has also developed a system to closely monitor the execution of planned activities. This process has ensured an increased focus on the identified needs rather than having to roll out training programs without a clear target.

In addition, we have been focusing on the implementation of internal training programs for newly hired employees. This entails undergoing an intensive two-week training that covers all aspects of Aramex operations, tutored by Aramex employees themselves. To ensure the completion of the training programs, feedback is gathered via telephone interviews with the newly-hired employees. This has provided feedback regarding the training material and structure as well as trainers.

This process is crucial for ensuring the quality and effectiveness of the training. Similar mechanisms have been used

for external training courses where the Corporate University assesses all training suppliers to ensure that employees receive the best training experience. On the executive management level, two workshops were held in collaboration with the American University of Beirut (AUB) over the duration of 12 working days. The workshops were attended by a total of 50 Aramex leaders.

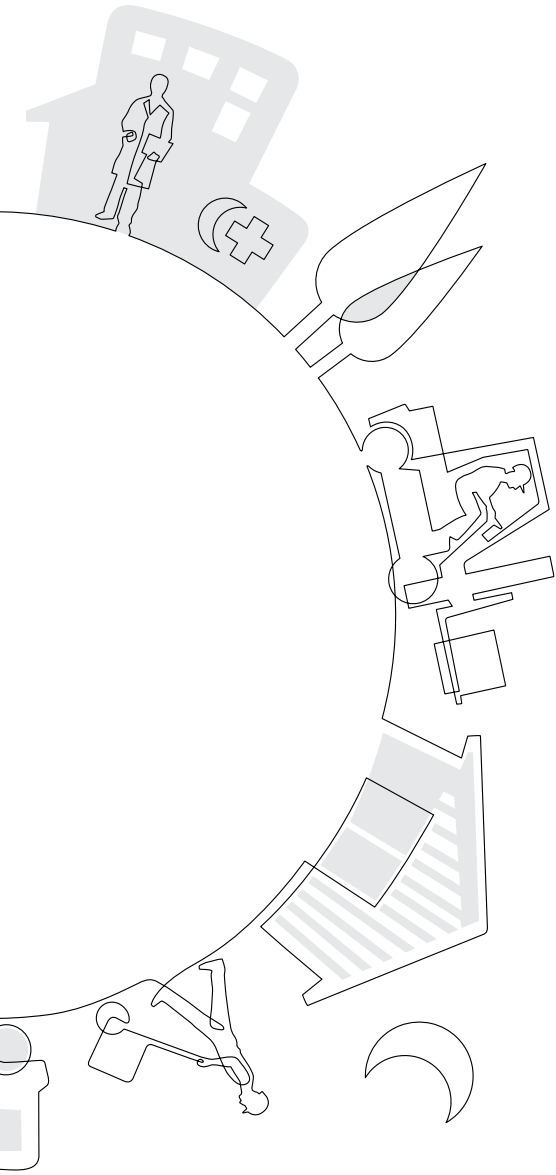
Furthermore, we recognize the significance of monitoring the quality of our employee training in relation to training hours. Therefore we have been keeping records of our employee training by logging sessions to monitor their progress and to improve our training programs. Our Human Resources Management System (HRMS) also permits automated employee training logging and evaluation system which is utilized to monitor our progress. So far, we have achieved an average of 17 training hours per employee in 2009.

To further improve the quality of employee training and customize training programs in accordance with training needs, we are seriously considering providing online education. Online education at Aramex was piloted with an e-mail communication skills course which was rolled out across the network. We predict that with the increasing utilization of online education, the number of employee training hours at physical classrooms might drop.

**17** hours  
of training per  
employee in 2009.



# Health, Safety and Security



Maintaining a healthy, safe and secure work environment and delivery service is a priority for Aramex. We accomplish this through safety awareness and education, listening to the concerns and issues of our people, the continuous tracking of incidents and accidents, and by adhering closely to global best practices .

Activities related to health and safety management are in line with OHSAS 18001<sup>2</sup> standards, which are considered amongst the best guiding principles globally.

In addition, eleven of our stations have been OHSAS 18001 certified and we aim to further expand the certification to the rest of our global operations. Finally, we have enacted mechanisms to garner feedback and input from Aramex employees to continuously improve our performance and provide a healthy working environment. All injuries that result from accidents at work are currently treated through our employee health insurance.

<sup>2</sup> While we make an effort in ensuring that a common safety standard is adopted across our stations, we are aware that there are inherently different cultures to reporting of minor



## Health and Safety Trainings

General health and safety training is provided to all of our employees. We also provide two specifically customized training programs for our ground couriers and warehouse employees.

All newly-hired couriers undergo safe driving awareness training sessions as part of their basic training program, in which they are accompanied and evaluated by a senior courier before taking full responsibility of their assigned area. Similarly, our warehouse employees also receive training sessions focusing on safety and back-injury prevention.

## Zero Tolerance for Substance Abuse

Aramex has a strict policy against substance use and abuse of any sort and the company does not tolerate any violations in these regards. Any employee suspected of substance abuse is subject to immediate termination. This matter is highlighted at the introductory and ongoing training sessions.

accidents or injuries. To further standardize reporting and improve safety performance, we are progressively certifying

Fortunately, Aramex does not have a history of significant incidents of the sort and thus no further training programs have been deemed necessary. Still, we are quite diligent at following up on any potential cases.

## Tracking System

Since 2007, our tracking system has been collecting data and storing it into a database on a semi-annual basis. This has enabled us to monitor accident related information from all the stations across the network. This process ensures consistent quality as dictated by our quality management system and OHSAS 18001. Accordingly, corrective actions are carried out following any health and safety incident.

our stations with OHSAS 18001 standards which will create a common standard for reporting for all stations.



We have achieved our  
2006 target for 2009 of  
**Zero**  
Fatalities.

### Overall Performance

Despite an increase in the number of stations in 2009, the number of reported accidents per million shipments has decreased significantly. We were able to meet our 2009 target – set in 2006 – of zero fatalities.

This is attributed to the health and safety training programs that are intended for our frontline employees on the road and in the

warehouses. Moreover, health and safety has a permanent place on the agenda at the biannual management reviews, which take place at every Aramex station.

Greater emphasis has been placed on the optimization of the tracking system and reporting of accidents, lost time and injuries. Since 2006, the frequency of reporting by stations has increased 35%.

Thus, the increase in accidents shown below is partially attributed to better tracking rather than an increase in accident rate.

All injuries are currently treated through our employee health insurance. Subsequently, Aramex continually explores training needs to increase safety measures.

Health and Safety Performance Index			
Summary	2007	2008	2009
<b>Fatalities</b>	1	3	0
<b>Accidents per Million Shipments</b>	15	25	20
<b>Percentage Change in Accidents per Million Shipments</b>	-11%	62%	-28%
<b>Lost Time Injuries per Million Shipments</b>	1.38	1.27	1.72
<b>Lost Time Injuries Frequency Rate (LTIF per 200,000)</b>	0.53	0.44	0.51

Due to our directed focus on specific training programs such as 'Safety Driving' and 'Healthy Back', the number of 'vehicle accidents resulting in no injuries' has declined significantly and 'warehouse lost time in days' and 'lost time per million shipments' have also decreased significantly. This

reflects the effectiveness of these training programs in creating changes on the ground.

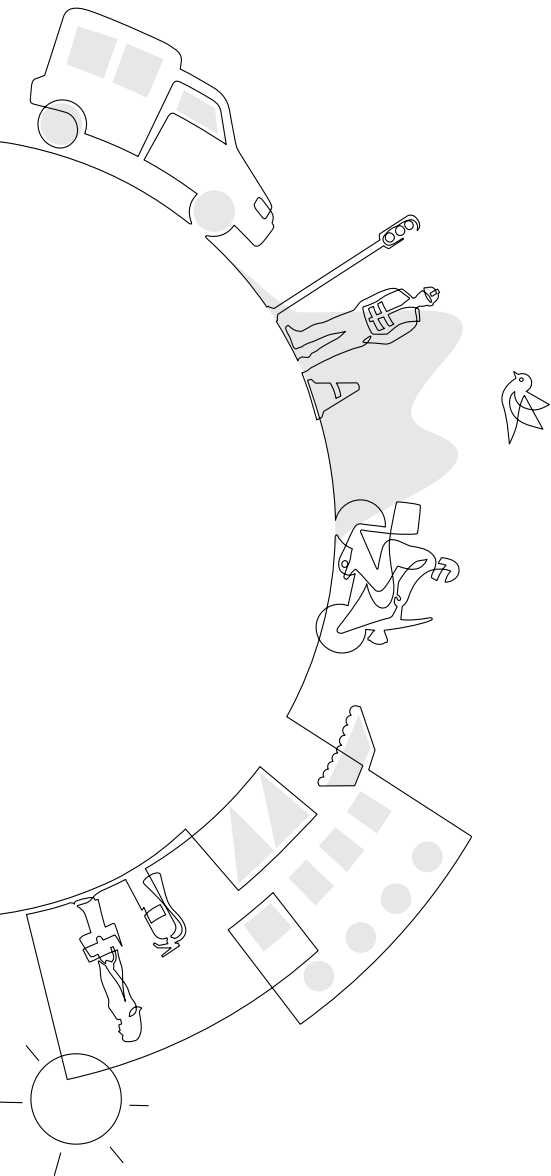
As mentioned previously, strict accident reporting and lost time logging processes have continued throughout 2009. Despite an increase in the total lost time as a

result of injuries, exceptional performance efficiency led to the reduction of total time loss (days) by 37%.

Vehicle Related Incidents	2007	2008	2009
<b>Vehicle Lost Time (days)</b>	402	353	323
<b>Vehicle Accidents (Resulting in Injury)</b>	25	25	34
<b>Vehicle Accidents (No Injury)</b>	343	628	403
<b>Vehicle Lost Time Injuries</b>	24	25	44

Lost time per million shipments  
have been reduced by

# 42%



## Security

Our policy dictates that we take all reasonable measures to protect company assets, customers' goods and other property from loss or damage, as well as to protect all our buildings from unauthorized intrusion. Our security procedures cover all aspects of the corporate cycle, from physical building security to information and data security.

Each of Aramex's stations comply with the security rules and regulations of their local and international regulatory agencies, represented by bodies such as the Transportation Security Administration in the USA, the Department of Transport in the UK, and the International Air Transport Association (IATA) organization.

We have acquired TAPA (Transported Asset Protection Association) certifications for six of our stations and we aim to increase this number of certified stations and facilities across the network.

As a C-TPAT (Customs-Trade Partnership Against Terrorism) certified provider, security measures at Aramex meet the latest requirements established by the US Customs and Border Protection agency.

We also comply with the US Bioterrorism Act, which includes provisions designed to protect the United States against bioterrorist threats to its food supply, including food from foreign sources. We have not encountered any incidents of non-compliance in 2009.

Warehouse Related Incidents	2007	2008	2009
Warehouse Lost Time (Days)	170.5	384	139
Warehouse Accidents (No Injury/Minor Injury)	13	11	20
Warehouse Accidents (Resulting in Lost Time Injuries)	11	10	10
Lost Time per Million Shipments	26	26	15
Lost Time/Total time	0.030%	0.036%	0.023%

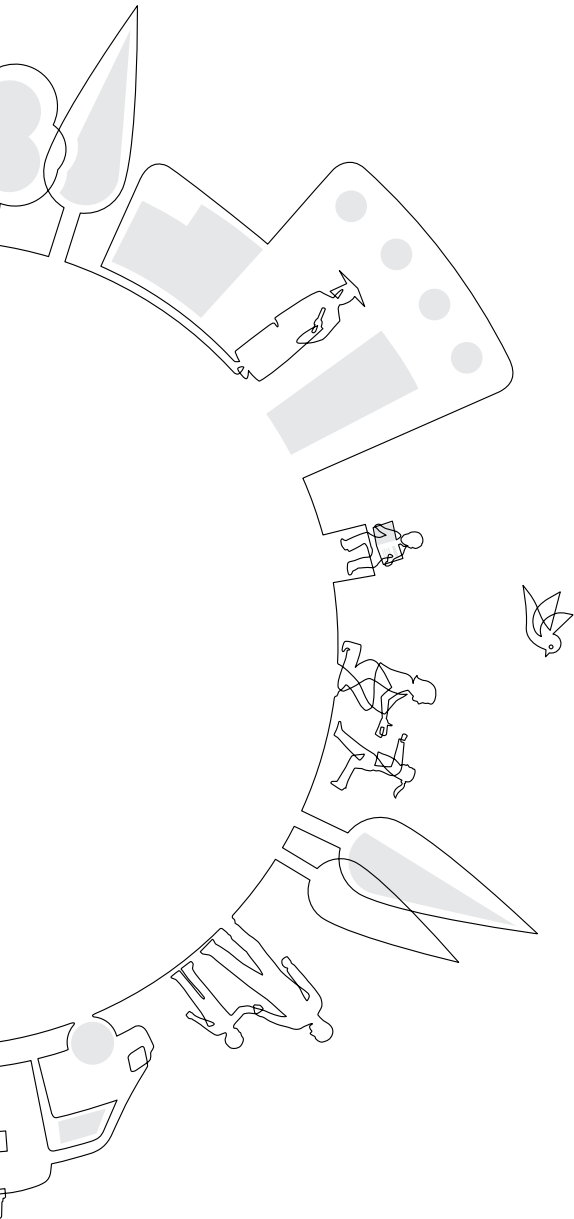
Normalizing Indicators	2007	2008	2009
Total Shipments	26,010,300	27,564,432	25,455,130
Total Lost Time (days)	572.5	737	462
Total Lost Time (Injuries)	36	35	44
Total Working hours across the network	13,488,840	16,246,416	17,303,736
Total Working Days	1,686,105	2,030,802	2,162,967

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 continuously revise and re-establish our efforts to adopt best practices and approaches in regards to safety and security of our services. Our excellent track record supports our efforts in this regard.

Total lost time in days  
has been reduced by

# 37%

# Serving Our Communities



Since our first Sustainability Report in 2006, we have recognized several key areas in our communities on which to base our sustainability plans and initiatives. These areas are: Education and Youth Empowerment, Entrepreneurship, Community Development, Emergency Relief, Sports, and the Environment.

We have committed to budgeting 1% of pre-tax profits to be utilized for sustainability engagement efforts across the network. However, we have surpassed this figure despite a turbulent economic climate.

In addition, we have been closely monitoring the social needs and revising our community investment to achieve maximum social impacts.

The year 2009 was an eventful year regarding our sustainability engagement.

We aim to communicate this progress across the network in accordance with our sustainability guidelines.

## Education and Youth Empowerment

Aramex firmly believes in supporting educational initiatives and empowering youth, from primary school level to bachelor degrees. Our vision in supporting individuals also extends to providing them with opportunities, which they will in return invest in their local communities.

Aramex has provided a wide array of sponsorships and internships through partnering with and supporting community-based bodies. This includes:

1. Partnering with 'Al Akhawayn University' in Morocco to provide internships for students.
2. Partnering with the 'Future Generation Foundation' in Egypt. We sponsored

26 students at Cairo University, where Aramex employees provided seminars in general business awareness and the emerging role of sustainability in the business environment.

3. Continuous support of [INJAZ](#), a region-wide initiative, through training programs to young students in Jordan, Lebanon and Morocco, conducted by Aramex employees. We also provided scholarships to outstanding students in Palestine, who were in need of support to pursue their education, as part of the Student-to-Student initiative<sup>40</sup>.
4. Partnering with the Saudi Ministry of Labor: 33 internships at Aramex Logistics were given to Saudi citizens.
5. Ongoing partnership with [AISEC](#): providing internships to two members from the UAE at our Jordan stations.

% of Pre-Tax Profit Invested in Communities	2007	2008	2009
% of Pre-Tax Profits	1.10%	2.70%	2.50%

<sup>40</sup> Student to Student initiative: Students are given scholarships to support their graduate education and in

return, they engage in voluntary community service by providing educational support to four school students each.



Our Ruwwad community-development project<sup>41</sup> has been active in enhancing the main programs targeting youth and education, such as:

- The Mousab Khorma Youth Empowerment Fund (MKYEF)<sup>42</sup> program at [Ruwwad](#) has expanded its operations to southern Jordan. The fund provides opportunities for young outstanding students to pursue their education. Subsequently, the Dardashat Forums – Arabic for “chit-chats” – helped MKYEF youth explore the notions of diversity of belief, lifestyles, ideologies and personal choice as well as to encourage youth to express their thoughts and opinions. Several forums



were conducted in cooperation with Takween<sup>43</sup>, focusing on expanding the boundaries of personal identity and on notion of citizenship.

- Ruwwad has partnered with the Anna Lindh Foundation<sup>44</sup> in a Regional Child Literature Project. This project supplemented five municipal public libraries in Jordan with new books, furniture and basic librarian training,

<sup>41</sup> The Ruwwad Project (or Ruwwad for short) is a community development model born in Jordan with three main programs; Children's Development, Community Empowerment and Youth Empowerment – following a partnership between Aramex and Ruwwad Foundation.

<sup>42</sup> (MKYEF) is one of the cornerstone programs of Ruwwad and was created in remembrance of Mousab Khorma, a Jordanian entrepreneur who was killed in the Amman bombings of November 2005.

<sup>43</sup> Takween: A non-for-profit NGO that launched an initiative on Youth Identity and Cultural Diversity.

<sup>44</sup> Anna Lindh Foundation: A Euro-Mediterranean foundation that aims to bring people together from different cultures and to enhance mutual respect between cultures through children's literature.

covering basic child enrichment programs and librarians' skills development.

### Entrepreneurship

Due to its entrepreneurial beginnings, Aramex has become a reflection and benchmark of successful and thriving entrepreneurship. Therefore, we believe in the importance of enabling and assisting entrepreneurs to create their own opportunities as a catalyst for positive change in communities. Aramex initiates, supports and sponsors programs, workshops and training sessions that will allow entrepreneurs and social entrepreneurs to succeed. Consequently, Aramex and Ruwwad have started incubating social entrepreneurs to help them achieve their goals. Specifically, Ruwwad aims to support entrepreneurial social bodies and initiatives in media, design and investigative journalism. In addition to Ruwwad, our other initiatives include:

- Supporting entrepreneurs in Syria through a partnership with the Syrian Young Entrepreneurs Association ([SYEA](#)<sup>45</sup>). The SYEA ventures bring industry experts and mentors to inspire small and medium business owners, and provide start-up grants.
- Partnering with Queen Rania Center for Entrepreneurship ([QRCE](#))<sup>46</sup> in sponsoring the Global Entrepreneurship Week in Jordan.

<sup>45</sup> The Syrian Young Entrepreneurs Association (SYEA) is a not-for-profit civil institution that aims to strengthen the entrepreneurial capabilities of young people in Syria in order to help them launch projects that would make them job creators instead of job seekers.

<sup>46</sup> Queen Rania Center for Entrepreneurship (QRCE) is a not-for-profit non-governmental organization. Its mission is to support economic growth by providing an array of services in entrepreneurship development and technology commercialization.

<sup>47</sup> 4Site Forum is the first interactive conference in the Middle East to promote innovation and entrepreneurship towards sustainable economic development and social impact sponsorship.

- Supporting the [4SITE Forum](#)<sup>47</sup> through sponsorship and in-kind support.
- Sponsoring the [International Youth Foundation \(IYF\)](#) in Jordan.
- Partnering with an entrepreneurial initiative entitled Taalileh<sup>48</sup> in order to engage youth through creative expressionism.
- Enhancing Ruwwad youth entrepreneurial skills through workshops on social media in partnership with [7iber.com](#)<sup>49</sup>.
- Piloting a Creative Arts for Psychosocial Support program in collaboration with World Vision set to target adolescent girls and their families in Jabal Natheef, where twenty youth volunteers and staff members received training from a young entrepreneur. The number of participants at the initial creative art therapy sessions reached 44 adolescent girls, while there was a good representation of male siblings and mothers at the awareness-raising sessions.
- Launching the [Zikra Initiative](#)<sup>50</sup>, devised by a social entrepreneur, which aims to bring cultural awareness to and improve the living conditions of marginalized communities through exchange tourism. Aramex and Ruwwad provided support in the form of monthly financial aid and use of office space and services to help expand the reach of this innovative initiative.

<sup>48</sup> Taalileh is a community-based initiative that supports youth social engagement through the use of creative expression.

<sup>49</sup> 7iber.com: 7iber is a youth-orientated independent media outlet that looks to provide an online platform to further encourage the active engagement of young Jordanians in social mechanics. Essentially, it is a place for citizen-generated content to flourish, while fostering a critical and informed civil society through an independent and interactive new media.

<sup>50</sup> Zikra Initiative is a social entrepreneurship initiative aiming to diminish the socio-economic gap between urban and marginalized communities through exchange tourism.

In addition, Ruwwad employees and students underwent training on a methodology of work devised by a young entrepreneur, which facilitated the expansion of the Zikra initiative into Ruwwad's areas of operation. Ruwwad youth have engaged in discussions and provided contributions to the upcoming project, 'Exchange Tourism Day', in Beida.

### Community Development

We believe that any project targeting a community should be sustainable and long term-empowering the whole community and enabling them to seek, contribute and find better opportunities for development. Some of these projects included:

- Providing in-kind support to the Arab Fund of Arts and Culture<sup>51</sup> for their annual award for Arab artists.
- Employing individuals with special needs in Dubai and Jordan. We are looking to increase the number of such employees in the future.
- Supporting UNICEF's annual Seasons Greetings card campaign, 'Send a Card, Save a Life', by providing the distribution logistics in the Gulf region.
- Establishing a partnership with 'Hikmat Road Safety' in Jordan to combat road accidents.
- Partnering with the Child Cancer Center in Lebanon and providing logistical services as well as financial support.
- Temporary schools in Nahr al-Bared were provided with computer centers and

children's libraries via our partnership with UNRWA. Additionally, numerous public libraries were established around Lebanon with our partner [Assabil](#)<sup>52</sup>.

- Ruwwad has been active in empowering marginalized communities through youth activism, civic engagement, and education. Such activities involved the following;
  - Expanding the 'Shams Al Jabal' Children's Library Model as a center of community development to two rural villages in the south of Jordan at Beida and Karak, in cooperation with Beida Amareen Association and Faghough, respectively.
  - Partnering with international foundations to upgrade the facilities and services at Ruwwad's own libraries and five municipal libraries across Jordan. The partnership also involved training in creative art therapy techniques, provided for staff and volunteers at Jabal Natheef station.
  - Obtaining books from the Young Global Leaders from the World Economic Forum Delegation as donations to Ruwwad's library. The delegation also contributed to Ruwwad's school support program by sparking the development of a youth financial literacy program.
  - Embarking on a partnership with the Sharif Zo'bi Law Firm resulting in the inauguration of the Ali Zo'bi Legal Aid Fund. The fund has serviced 76 free legal consultations to the Jabal Natheef community by the end of 2009. The fund's

legal aid center also conducted monthly legal awareness sessions targeting youth and focusing on labor law, personal status and citizens' rights.



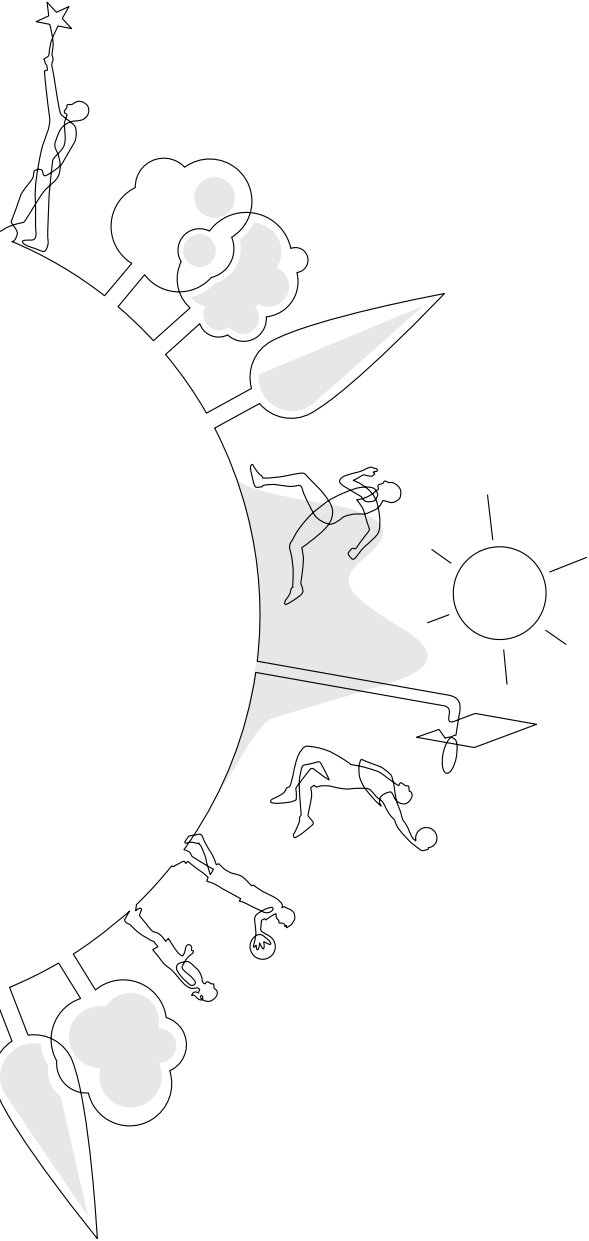
### Sports

At Aramex, we consider sports a healthy, physical equivalent of what Aramex represents: positive competition, teamwork, hard work, determination and drive. Thus, Aramex sponsors and supports sports activities, especially clubs and projects targeting underprivileged areas and extracurricular sports activities in public schools. In addition, Aramex encourages sports at its own stations. Aramex now has several active and competitive sports teams. Our activities include:

- Aramex has built three outdoor basketball courts in partnership with the Greater Amman Municipality (GAM) in Jordan.

<sup>51</sup> Arab Fund of Arts and Culture aims to stimulate and support artistic creativity and freedom of cultural expression in the Arab World.

<sup>52</sup> Assabil is a foundation dedicated to establishing public libraries.





- Al-Riyadi, an Aramex sponsored team, has hosted many local basketball events. Al Riyadi Senior Men's Team won the second place in the national championship and has qualified to play in the West Asian Club Championship. Our players have attended Europe's biggest basketball camp in Switzerland. Our girls team has participated in a mini-basket tournament in Giovanni, Italy where they won two matches out of seven.



- Aramex is also sponsoring the Jeddah United Women's Basketball team and has hosted a sports and cultural exchange program in Jordan for the Saudi female team.
- Ruwwad has initiated several sports programs, which were supported by a core group of 25 (Mousab Khorma Youth Empowerment Fund) MKYEF

youth volunteers and community sports activists. This initiative includes athletics, table tennis, football, karate, taekwondo and gymnastics. Two notable achievements were the total of 37 female participants at the taekwondo program and a third place ranking by one of our male participants at the Amman International Marathon.



- We have been sponsoring two Jordanian Marathon runners since the year 2000 and they have been achieving impressive awards at marathons around the world. One of our Marathon runners won third place at Marathon Des Sables in 2009 – a 202-kilometre endurance footrace across the Atlas Mountains in Morocco.

### Emergency Relief

Given that Aramex has extensive experience in global logistics and express transportation services, we utilize our resources and experience to facilitate the transportation of aid and donations to disaster and war-stricken areas. These activities included:

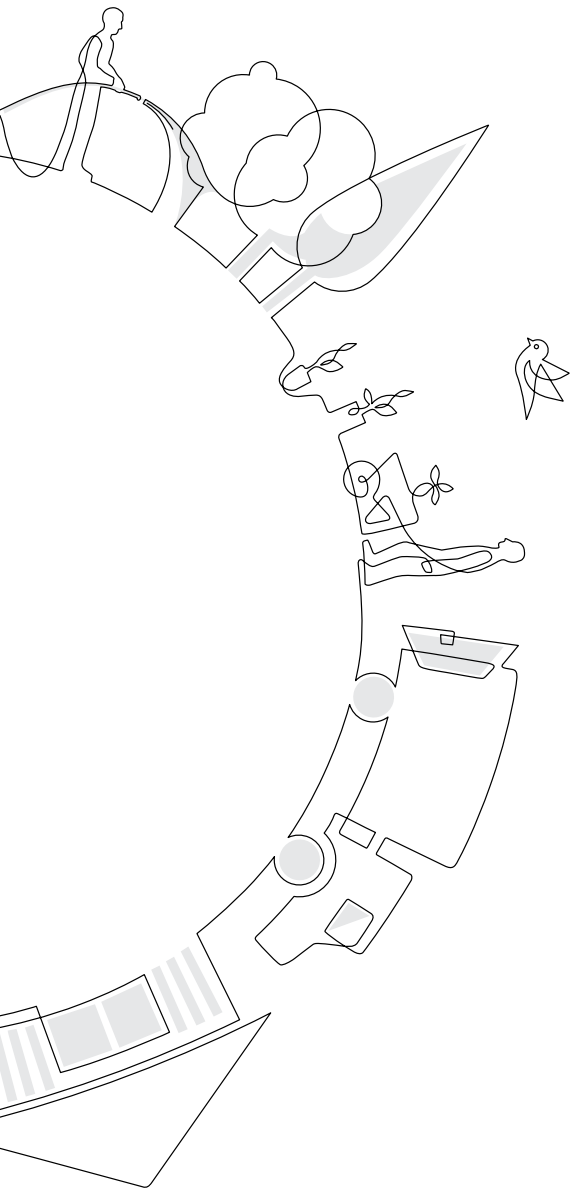
- We have been active in Jordan and the UAE in collecting and distributing donations to Gaza through our "Deliver Hope to Gaza"

campaign. An average of 200 volunteers per day, including Ruwwad's MKYEF youth, raised and handled 600 tons of donated goods. Despite the difficulty of delivering the collected aid, our partnership with the Jordan Hashemite Charity Organization ensured the secure delivery of aid to Gaza.

### The Environment

We are committed to reducing our environmental footprint. It is estimated that around 14% of pollutants are a result of the transportation industry. Therefore, we are currently implementing internal initiatives to reduce our driving time, emissions and consumption of valuable resources. Aramex has also invested in new and alternative technologies that are considered less harmful to the environment and augmenting our recycling activities across the network. Please refer to the next section, 'Preserving our Environment', for an in-depth report on our environmental initiatives, sustainability practices and our environmental management systems.

# Preserving our Environment



We have adopted a proactive approach in addressing our environmental performance by enacting an environmental management system that will enable us to track, measure and assess our impact and progress.

### Long-Term Environmental Goal

Our environmental initiatives and efforts are guided by our long-term goal of becoming a carbon-neutral company. We realize that our initiatives and progress towards environmental sustainability require time to be developed and take effect. Therefore, we believe that seeking consistent annual progress is the way forward. Aramex is committed to finding and adopting new and innovative solutions to reach this goal.

Vehicles Distribution	
Trucks	12%
Vans and Pickups	25%
Mini Vans and Sedans	35%
Bikes	28%

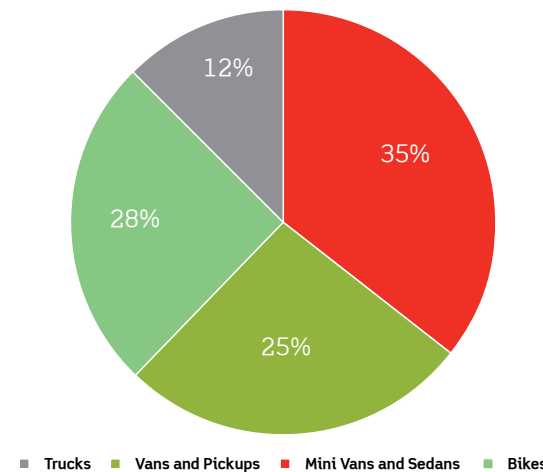
Eight of our stations in Europe have been ISO 14001 certified. This has solidified our commitment in adopting the ISO 14001 based environmental management

system across the network. Furthermore, we believe that it is extremely essential to engage our employees in our mission to become environmentally responsible. We have been incorporating environmental awareness in our sustainability awareness training as part of the Basic Training Program for newly hired employees. The Aramex Annual Conference – which brings together leaders and managers across the network – also addresses environmental issues and ways to increase environmental awareness.

### Implications of Our Agile Business Model

Aramex has a flexible and people-centered business model, meaning that we generally do not maintain heavy assets such as aircrafts or trucks and instead use the services of other transportation providers and lease the majority of our vehicles. This model means that most of our CO2 emissions are underestimated in our tracking since these emissions are carried by our transportation suppliers. Aramex is undertaking initiatives to actively monitor the CO2 emissions from these third party sources and to further reduce its environmental impact. Yet, despite our ongoing efforts in reducing CO2 emissions, we anticipate that our overall emissions will increase due to the operational expansion of Aramex in the following few years.

Vehicles Distribution per type



# 78%

of our fleet are  
Low Emission Vehicles.

New Procurement policies have been developed that set out conditions for the purchase of new vehicles and paper that stations must abide with; including stipulations to lease or buy only Low Emission Vehicles (LEV) and recycled paper. Specifying the type of vehicles to be leased or purchased will significantly reduce CO2 emissions. These policies will be implemented across the network in 2010. In terms of current vehicles, we have been working on upgrading our fleet to vehicles that abide by the European emission standards – referred to as Euro standards – and specifically to Euro 4 standard and above. These standards define the acceptable limits for exhaust emissions by new vehicles sold in European Union member states, covering emissions of nitrogen oxide, hydrocarbons, carbon monoxide and particulate matter.

In 2006, we committed to transitioning our fleet to LEV and for 50% of vehicles to comply with the minimum Euro 4 standards. By the end of 2009, we had transitioned 78% of our fleet to LEV with



44% of vehicles in compliance with Euro 4 standards or better.

### Alternative Energy

We have re-evaluated our commitment toward purchasing hybrid vehicles, as the technology is not readily available in most of the markets where we operate.

For this reason, we have redirected our efforts towards our strict policy of leasing and purchasing LEVs and engines that use alternative fuel, as mentioned earlier. We have maintained our policy of purchasing electric forklifts for all of our warehouses across the network and have been exploring the possibilities of using plug-in electrical vehicles and hybrid motorbikes in our operations. Subsequently, we are also lobbying car retailers to develop the infrastructure and technological support for hybrid vehicles in our areas of operation, to proactively limit our ecological impact. Finally, Aramex has initiated the use of alternative transportation means in Dubai by using 'canal' boat delivery and is aiming to explore this and other alternative means further.

### Reducing Our Emissions

We have directed our focus towards ensuring that our fleet uses only unleaded fuel and, where available, converting to cleaner alternatives, namely Compressed Natural Gas (CNG). We have transitioned our operations in New Delhi to CNG and are looking into expanding the use of CNG to the rest of our Indian offices. We have also

transitioned the remaining fleet in Egypt to using CNG. Our target for transitioning the fuel dependency of all our operations from leaded to unleaded – as stated in our 2006 report – has been met as we completed the transition in India. To further reduce our emissions, we have taken measures to reduce the fuel consumption of our direct fleet by 21% per shipment in 2009. We have managed to exceed our original target of 20%, which was set in 2006.

Fuel consumption  
per shipment has  
been reduced by

# 21%

since 2006.

As mentioned earlier, we have not been able to fully track our overall emissions as we are unable to track emissions from third parties including airlines, sea lines, subcontractors, suppliers and other providers of means of transport. In addition, adopting different technologies that consume different forms of energy has further complicated the possibilities of tracking our overall emissions and has caused a delay in starting our vehicle tracking system. However, we are working on mutual reporting with third parties. We expect to achieve our goal of providing a reasonably accurate reporting and emission tracking system in 2010.

<sup>53</sup> We are in the process of making our fuel and energy collation mechanisms across the network more robust and the number provided is an estimate. Since there has been additions to our global network since 2006, and since six stations – which handle a big amount of the whole network domestic shipments – had not been reporting fuel consumption in 2006, we have resorted to comparing the consumption over the past three years while keeping these key issues in mind. In the next report, we will be able to present more detailed information for fuel, energy and carbon emissions.



### Water and Electricity Consumption

Responsible water and electricity consumption is constantly addressed and communicated with our employees across the network. We are still facing difficulties in tracking consumption as the majority of our facilities are leased and, in some cases, water and electricity charges are incorporated in the lease package. However, we have established a database and a baseline to measure our water and electricity consumption and we will start reporting from 2010.

In terms of sewage, water used by our offices goes directly to public sewage systems available in the cities in which we operate. Our water usage and general operations do not pose any risk of pollution to any nearby water resources since the water is only used for domestic needs.

### Paper Consumption

Under the motto 'reducing, reusing and recycling', Aramex has been committed to reducing paper consumption. Our philosophy of "consuming only what is necessary" has been reinforced in Dubai with a pilot initiative that introduces a strict quota for printing paper usage per employee. The initiative has been met with a positive response and we are looking into expanding this initiative to other stations as well. We also refrain from printing circulars and reports, encouraging instead the digital distribution of mass communication information instead. Utilizing our intranet for business communications has also reduced our paper consumption. During the past 3 years, we have initiated several projects, some of which had been mentioned in our previous report, designed

to cut down on paper usage. We are also introducing double sided printing facilities, which we believe would further reduce our paper usage by 50%. In addition, we have introduced measures to reduce the number of way bills for domestic shipments and reduced the size of each waybill by 30%.

Our 2007 initiative to reduce the number of waybill copies by cutting down the waybill size has achieved positive results as shown in the table below.

Moreover, we have encouraged recycling and reusing by providing recycling bins in all of our offices.

Year	Paper consumption Savings
2007	32 Tons
2008	35 Tons
2009	34 Tons

### Packaging Material

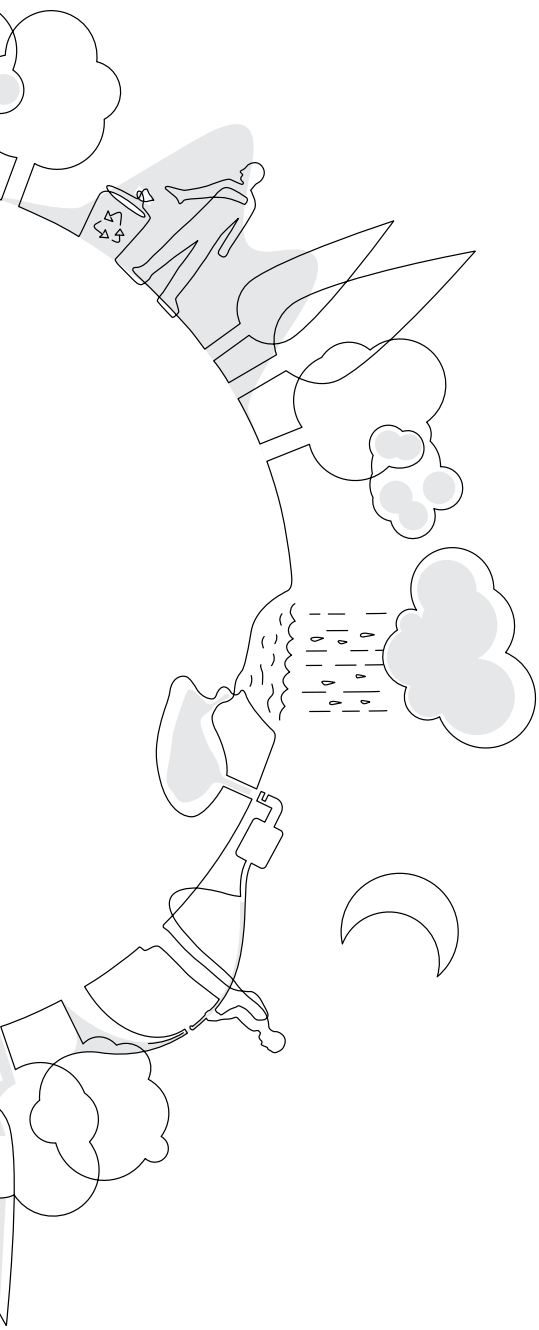
Aramex has been incorporating environmentally friendly alternatives into its procurement policies which will take affect across the network. This was characterized by the success of our company-wide initiative in transitioning from the use of regular plastic pouches to biodegradable plastic delivery pouches. In addition, Aramex only purchases recycled cardboard and reusable wooden boxes.

Reducing and tracking material waste from packaging is very challenging. We are investigating different packaging materials in order to find suitable alternatives and environmentally friendly solutions. We will also develop and install a packaging materials tracking system in 2010-2011.

In regards to our product and service responsibilities, our services adhere to the laws concerning the labeling and shipping of hazardous materials. For the safety of our customers, employees, and the environment, we have explicit policies that clearly list prohibited items and conditions under which hazardous or sensitive materials must be prepared and transported. Such regulations are mentioned on the IATA website under the dangerous goods section: <http://www.iata.org/ps/publications/dgr/Pages/index.aspx>

### Developing Sustainability Services

We have been focusing on making our existing products and services more environmentally friendly, with lower carbon footprints. This has been addressed through our use of alternative energy resources and technology as mentioned previously in this report. Currently, Aramex is investigating different options for providing environmentally friendly services.



### Tree Planting

Following a successful first phase, we have carried our commitment to tree planting through to a second phase in Aqaba. In Lebanon, we partnered with [IBSAR](#) to plant trees in order to restore burnt-down forests.



### Electronic Waste Recycling

We are also concerned about our electronic waste and have initiated IT equipment-recycling projects in India and Dubai. We aim to carry this initiative across the network through several partnerships. Mobile or cellular phone recycling has been an area of interest. We have partnered with NOKIA in Dubai and Vodafone in Qatar to facilitate mobile recycling. We have also formed a partnership with the 'Environment Agency' in Abu Dhabi to tackle environmental issues such as the quality and quantity of water, clean air, waste management, environmental awareness, and the conservation of biological diversity.

### Urban Impact

Aramex is committed to operating in a safe, clean, vibrant and healthy environment as well as to encourage 'sustainable cities'

initiatives. Aramex has committed to addressing issues related to urban impact including noise pollution, road safety and congestion and air pollution. We are also keen on tackling other environmental issues that irritate the public.

Combating these issues is essential as we are committed to responding to our stakeholders' concerns. We are part of the 'sustainable cities' initiative in Jordan and we are active in the implementation of the initiative's recommendations to the areas where we belong.

### Reducing Noise Impact

Extending from our commitment to better track our urban impact, a global case system has been developed to track complaints and to enable the enforcement of noise reduction policies in the future. As a result of monitoring complaints, we have maintained our target in moving our operation centers away from urban residential settings. We are currently in the process of building a new facility for our Amman operations outside residential areas to eliminate the noise impact on the local community. In addition, introducing new vehicles with minimum noise levels to our fleet has also contributed to reducing the noise and the pollution associated with our operations.

### Safe and Courteous Driving

Because our operations are highly dependent on driving, ensuring safe and courteous driving is essential. Our ground couriers are trained to maintain high standards of driving as outlined in our

policies. As mentioned previously, the 'Safety Driving' training has become part of the Basic Training Program in order to protect the employees and the public. Our Human Resource policies reinforce courteous and safe driving, providing incentives for better driving performance which are adopted at a station level. Each of our courier vehicles has a highly visible vehicle number, in addition to the number of our call center in order to allow for a more efficient feedback system regarding a courier's driving performance.

### Road Congestion and Driving Time

Due to the unavailability of GPS technology in some regions of operation, in addition to a lack of digital maps, the Vehicle Tracking System implementation has been delayed. Instead, we have decided to develop a manual tracking system to manage our fleet, which is dependent on barcode scanners to be developed and tested across the network in 2010. This will contribute towards reducing driving time, congestion and emissions.




The barcode scanners that were distributed across the network in 2008 have enabled the tracking of delivery times. We have started utilizing this tool to measure performance based on distance and time. Utilizing technology in improving our operational and environmental performance is a value we have been committed to over the years and one which guides our future endeavors.

# Independent Assurance

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.

## Report Application Levels


		2002 In Accordance	C	C+	B	B+	A	A+
Mandatory	Self Declared			Report Externally Assured		Report Externally Assured		
	Third Party Checked			Report Externally Assured		Report Externally Assured		
Optional	GRI Checked			Report Externally Assured		Report Externally Assured		



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.

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.



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**Independent Assurance Statement**

**The Board of Directors and Management**  
Aramex PJSC  
Dubai, United Arab Emirates

**OUR ENGAGEMENT**

Ernst & Young Jordan (EY) was retained by Aramex PJSC (“the Company”) to provide an independent assurance on its Corporate Sustainability Report (“Report”) for the calendar year 2009. 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 contents 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 international 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 Global Services Office (GSO) at Amman (Jordan) , Amman station and the Ruwwad Foundation office at Jabal Al Natheef (Amman) for review of

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information pertaining to the systems and processes in place for managing and reporting on the Company's sustainability and community development activities.

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, especially with respect to employees and the local community 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 2009 to 31 December 2009;
- 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, claims related to SA 8000, health and safety, training, fleet fuel consumption reduction, customer excellence, paper savings and community development initiatives;
- Visit to Amman where our work comprised review of the above mentioned indicators; interaction with the Company's Chief Sustainability and Compliance Officer and Corporate Sustainability team for understanding current status of sustainability activities and progress made on commitments in 2009.

#### 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 2009 to 31 December 2009;
- 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 maintained its commitment to sustainability by establishing a Sustainability Framework, Long-term Strategic Goals and reporting on progress against the key areas and 2009 goals;
- The Company has developed a Sustainability Guideline which covers community development and environmental aspects;
- In view of the fact that the Company is in its third year of reporting, there is a scope for developing its materiality analysis further by incorporating external stakeholders' views to delineate the most material issues for the Company;
- The reporting on energy related indicators can be made more robust by coverage of electricity consumption and third party emissions ;
- In terms of the community development agenda, a comprehensive impact analysis could be undertaken to understand Ruwwad's contribution to the community at Jabal Al Natheef.

#### 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  
June 30, 2010

# Reporting Process

This is Aramex's third Sustainability Report, focusing on and capturing our performance for the calendar year 2009. It includes our progress and performance in different 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 the main issues raised by stakeholders, issues reported 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 success factors including our corporate culture, the state of existing systems within the company, and the potential of our core competencies to contribute to sustainable development. There have been no significant changes since our 2007-2008 Report in this area.

**Stakeholder inclusiveness:** We have 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 to their needs.

**Sustainability context:** We have considered our sustainability context, taking into account global trends towards sustainability, but also considering regional and local areas 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 have evaluated our performance against all set targets from 2006 onwards, presenting our positive performance, as well as areas still requiring significant improvement and reevaluation.

**Comparability:** Wherever possible, we have provided year-on-year data, and have been following the GRI Indicator Protocols.

**Accuracy:** We have aimed for maximum accuracy and have identified estimations or other limitations to data accuracy.

**Timeliness:** We have committed ourselves to report our sustainability performances on an annual basis. We previously reported our progress in sustainability reports that

covered two-year periods, but in the future this will merged into one year reports.

**Clarity:** We have stated clearly our performance against our targets in our previous sustainability reports.

**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 franchise operations, which include: PDEX Worldwide Express Logistics Co. Ltd in Cambodia, Pegasus in the Republic of Azerbaijan, BA Logistics LTD in Mauritius and other franchises in Georgia, Ukraine, Ethiopia, Nepal, Yemen, Switzerland, and Bulgaria. Not all data includes these franchisee operations. For example, the financial data in this report includes 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 figure from our financial statements. We have also achieved third-party verification using the parameters expressed in the auditor's statement.

### Limitations

Aramex is a people-centered company with an agile business model. 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. Our calculation of fuel consumption, from which emissions might be derived, includes only fuel used for owned and leased vehicles, but does not include airplane fuel or usage by third-party contractors. We recognize that this underestimates our overall emissions levels. However, we aim to include these third parties in our emissions calculations in the coming two years.

### 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. However, there are still areas where estimation is used and 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. Please, send your feedback to:

[raji.hattar@aramex.com](mailto:raji.hattar@aramex.com)

# Global Reporting Initiative (GRI)/ UN Global Compact Index

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4.5 22-23

GRI Indicator	Page	UN Global Compact Principle
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### Governance, Commitments, and Engagement

4.6 22-23

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4.11 24-25

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.

4.12 16-17, 25,38

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.

4.13 16-17

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.

4.14 7-10

4.15 7-10

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### Economic Performance Indicators

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EC3 38-39

EC4 None

EC5 33-34

Principle 6: Businesses should support the elimination of discrimination in respect of employment and occupation.

EC6 27

Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.

EC7 30,36

Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.

EC8 30

EC9 30

### Environmental Performance Indicators

EN1 49

Principle 7: Businesses should support a precautionary approach to environmental challenges.

EN2 49

Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.

EN3 49

EN4 49-50

EN5 47-50

Principle 7: Businesses should support a precautionary approach to environmental challenges.

GRI Indicator	Page	UN Global Compact Principle
<b>Environmental Performance Indicators</b>		
EN6	47-50	Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.
<b>Economic Performance Indicators</b>		
EN7	47-50	Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.
EN8	49	
EN9	49	
EN10	Zero	
EN11	To the best of our knowledge, our operations do not threaten any biodiversity location.	
EN12	50. We do not operate in protected and high biodiversity areas.	
EN16	47-50	
EN17	47-50	
EN18	47-50	Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.
EN19	None known	
EN20	47-50	
EN21	None known	
EN22	49-50. We are in the process of establishing relevant systems to track this information by 2011.	
EN23	None	
EN24	None	
EN25	None	
EN26	47-50	Principle 7: Businesses should support a precautionary approach to environmental challenges.
EN27	49-50	Principle 7: Businesses should support a precautionary approach to environmental challenges.
EN28	None	
EN29	47-50	
EN30	Not yet tracked	Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.
<b>Labor Practices and Decent Work Performance Indicators</b>		
LA1	31-34	

GRI Indicator	Page	UN Global Compact Principle
<b>Labor Practices and Decent Work Performance Indicators</b>		
LA2	We continue implementing systems to track and collate this information. We will be able to report on this indicator for the organization as a whole by 2011.	
LA3	32-33	Principle 6: Businesses should support the elimination of discrimination in respect of employment and occupation.
LA4	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.	
LA5	We comply with minimum notice period(s) as per local laws. We are not aware of any complaints or breach in any of our stations.	
LA6	40	
LA7	41-42	
LA8	40	
LA9	None	
LA10	39	
LA11	39	
LA12	All Employees	
LA13	37	
LA14	38	Principle 6: Businesses should support the elimination of discrimination in respect of employment and occupation.
<b>Human Rights Performance Indicators</b>		
HR1	0 - In the process of issuing supplier code of conduct.	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.
HR2	We have agreements in place with our subcontractor in India that insist on compliance with our policies on child labor, forced labor, etc.	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.
HR3	38. We started a training program in 2009 which includes human rights which will be concluded in 2011.	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.

GRI Indicator	Page	UN Global Compact Principle
<b>Human Rights Performance Indicators</b>		
HR4	38	Principle 6: Businesses should support the elimination of discrimination in respect of employment and occupation.
HR5	We do not have any policy against Freedom of Association and Collective Bargaining.	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
HR6	11-13,24-25	Principle 5: Businesses should support the effective abolition of child labor.
HR7	11-13,24-25	Principle 4: Businesses should support the elimination of all forms of forced and compulsory labor.
HR8	38. We started a training program in 2009 which includes human rights which will be concluded in 2011.	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.
HR9	Not Relevant	Principle 2: Businesses should make sure that they are not complicit in human rights abuses.
<b>Society Performance Indicators</b>		
S01	49-50	
S02	All units have been analyzed for risk of corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.
S03	38. More than 30% of Employees	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.
S04	No incidents of which we are aware	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.
S05	15-17	
S06	None	
S07	None	
S08	34	
<b>Product Responsibility Performance Indicators</b>		
PR1	None	
PR2	None	
PR3	25,26	
PR4	None	
PR5	25	
PR6	34	
PR7	None	
PR8	34	
PR9	34	

GRI Indicator	Page	UN Global Compact Principle
<b>Sector Supplements</b>		
LT1	We have one 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.	
LT2	47-50	
LT3	47-50	
LT4	47-50	
LT5	47-50	Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.
LT6	47-50	Principle 7: Businesses should support a precautionary approach to environmental challenges.
LT7	47-50	
LT8	Not Relevant	Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.
LT9	As relevant	
LT10	24-25	
LT11	40	
LT12	41	
LT13	Not Relevant	
LT14	As relevant	
LT15	46	
LT16	35,38-39	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.
LT17	36	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.

# Acronyms

<b>ABANA</b>	Arab Banks of North America	<b>HQ</b>	Headquarters
<b>ADSG</b>	Abu Dhabi Sustainability Group	<b>HR</b>	Human Resources
<b>ADSG</b>	Abu Dhabi Sustainability Group	<b>IST</b>	Istanbul
<b>AED</b>	United Arab Emirate Dirham	<b>IUCN</b>	International Union for Conservation of Nature
<b>AFED</b>	Arab Forum for Environment and Development	<b>JEBA</b>	Jordan European Business Association
<b>AmCham</b>	The American Chamber of Commerce in Jordan	<b>JED</b>	Jeddah
<b>ASLG</b>	Arab Sustainability Leadership Group	<b>Kg</b>	Kilograms
<b>AUH</b>	Abu Dhabi	<b>KPI</b>	Key Performance Indicator
<b>BAH</b>	Bahrain	<b>KRT</b>	Khartoum
<b>BEY</b>	Beirut	<b>KWI</b>	Kuwait
<b>BOM</b>	Bombay	<b>LBG</b>	London Benchmarking Group
<b>C-TPAT</b>	Customs Trade Partnership Against Terrorism	<b>LEV</b>	Low Emission Vehicles
<b>CAI</b>	Cairo	<b>LPG</b>	Liquid Petroleum Gas
<b>CAS</b>	Casablanca	<b>MCAA</b>	Messenger Courier Association of America
<b>CEO</b>	Chief Executive Officer	<b>MCT</b>	Muscat
<b>CH<sub>4</sub></b>	Methane	<b>MKYEF</b>	Mousab Khorma Youth Empowerment Fund
<b>CMB</b>	Colombo	<b>N/A</b>	Non Applicable
<b>CMT</b>	Customer Management Team	<b>NGO</b>	Non-Governmental Organization
<b>CO<sub>2</sub></b>	Carbon Dioxide	<b>NOx</b>	Nitro oxide
<b>CTS</b>	Click to Ship	<b>PJSC</b>	Public Joint Venture
<b>DAM</b>	Damascus	<b>PZEV</b>	Partial zero-emissions vehicle
<b>DfT</b>	Department for Transport	<b>RUH</b>	Riyadh
<b>DHA</b>	Abu Dhabi	<b>SMS (Text)</b>	Short Message Service
<b>DOH</b>	Doha	<b>SO<sub>2</sub></b>	Sulfur Dioxide
<b>DQMS</b>	Data Quality Management System	<b>SSN</b>	Shipment Status Notification
<b>DXB</b>	Dubai	<b>SULEV</b>	Super Ultra Low Emission Vehicles
<b>EDI</b>	Electronic Document Interchange	<b>TAPA</b>	Transport Asset Protection Association
<b>eINVOICE</b>	Electronic Invoice	<b>THR</b>	Tehran
<b>EMS</b>	Electronic Management System	<b>TIP</b>	Tripoli
<b>ePOD</b>	Electronic Proof of Delivery	<b>TSA</b>	Transportation Security Association
<b>GCC</b>	Gulf Cooperation Council	<b>UAE</b>	United Arab Emirates
<b>GDA</b>	Global Distribution Alliance	<b>UK</b>	United Kingdom
<b>GHG</b>	Greenhouse Gases	<b>ULEV</b>	Ultra Low Emission Vehicles
<b>GPS</b>	Global Positioning Satellite	<b>UN</b>	United Nations
<b>GRI</b>	Global Reporting Initiative	<b>UNICEF</b>	United Nations Children's Fund
<b>GSO</b>	General Service Office	<b>US</b>	United States
<b>H&amp;S</b>	Health and Safety	<b>USD</b>	United States Dollar
<b>HKG</b>	Hong Kong	<b>VP</b>	Vice President

# Glossary

**AccountAbility1000 (AA1000):** is a series of principle-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.

**Carbon dioxide:** is a chemical compound often referred to as CO<sub>2</sub>, and is present in the Earth's atmosphere.

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

**Global Distribution Alliance (GDA):** is a partnership of more than 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 extensive coverage and expertise in each region of the world.

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

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

**ISO14000:** is a set of international environmental management standards that brings worldwide 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), and comply with applicable laws, regulations, and other environmentally-oriented requirements.

**ISO9001:2000:** is a set of standards for quality management systems 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 meet customer expectations.

**London Benchmarking Group (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.

**OHSAS 18001:** is an international occupational health and safety management system that provides specifications to help organizations 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.

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