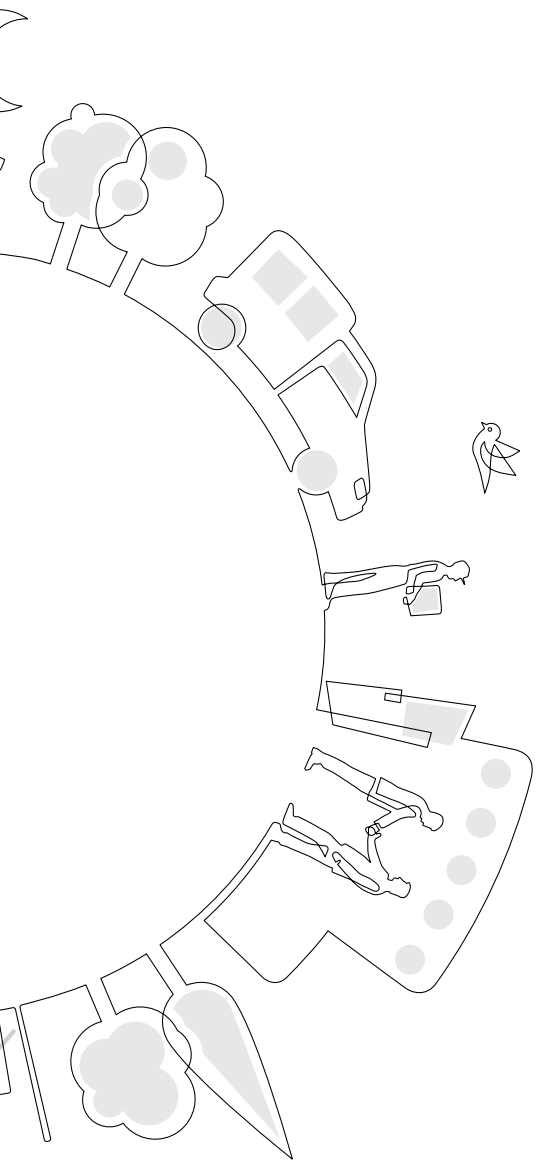


Engaging with our stakeholders is a critical part of our sustainability strategy. We have carefully identified our stakeholders' needs and expectations, recognized available communications mediums and devised evaluation methods to assess our impact.

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
Employees			
<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"> - Through regular team and operational meetings, Station meetings, brainstorming meetings, performance appraisals, surveys, social events, management retreats and annual leaders conferences. - We also engage employees through internal channels such as blogs, a micro-blogging platform, email shots, idea sharing tools, and a video channel. 	<ul style="list-style-type: none"> - Intellectual development. - Opportunity for promotion, and training. - Job security and safety. - Healthy work environment. - Maintaining a good reputation. - Empowerment and ownership of work. - Salary and benefits. - Knowledge sharing. 	<ul style="list-style-type: none"> - Maintaining employee trust through job security amidst the financial crisis. - 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. - Expanding the utilization of the Human Resources Management System (HRMS) to improve processes. - Upgrading the job evaluation, description and grading processes based on a new competency framework. - Maintaining and increasing the number of females in middle and senior management. - Employing internal communication channels to share knowledge, give employees ownership of their roles, and empower employees to express their ideas. - Employee involvement through volunteerism in Aramex sustainability initiatives.



Stakeholder	How We Engage	Priority Issues/ Considerations of Stakeholder	Our Recent Response and Performance
Customers			
<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"> - Customized services. - Cost-effective services and value for money. - On-time delivery. - Safety and privacy. 	<ul style="list-style-type: none"> - Enhancing our contact centers and electronic tools to improve our responsiveness to our customers. - Restructuring the Customer Management Teams to improve our efficiency and relationships with our customers. - 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. - Engaging with our customers to enhance our services and products while catering to their changing needs. - Employing social media as a means for providing customer service and as a tool for customer engagement.
Business Partners			
<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"> - Ensuring a continuous business relationship with Aramex. - Timely payment. - Ability to compete for Aramex business. - Adding value to our partners. - Maintaining good long-term relationships and ethical values. 	<p>- Maintaining mutual business standards and open communication channels.</p>

Stakeholder	How We Engage	Priority Issues/ Considerations of Stakeholder	Our Recent Response and Performance
Shareholders			
<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"> - 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. 	<ul style="list-style-type: none"> - Above average return on investment. - High integrity. - Efficiently and effectively managed company. - Outstanding corporate reputation and brand. - Excellent and continuous growth. - Transparency. 	<ul style="list-style-type: none"> - We have maintained business integrity and outstanding profitability and growth throughout 2009 amidst the global economic turmoil, registering a 25% growth in annual profits.
Communities and Society			
<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"> - Through our branches and outlets (as customers). - Through direct engagement via major initiatives such as our partnership with Ruwwad Foundation and other similar partnerships. - Through direct feedback mechanisms tackling community concerns, such as noise pollution, traffic congestion, and road safety. - Through our employees and their families. - Through our contribution to, and participation in, community events including sports. 	<p>Being an engaged and active corporate citizen, which entails:</p> <ul style="list-style-type: none"> - Social investments in societies and communities to which we belong to. - Job creation, local hiring, and good wages. - Responding to disasters and functioning as a vessel for people to make their own contributions towards disaster relief. - Noise management. - Road safety. - Minimizing our impact on traffic congestion. 	<ul style="list-style-type: none"> - Expanding our Ruwwad community-development project in Jordan. - Partnering with the 'Future Generation Foundation' in Egypt and sponsoring 26 students. - 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. - Partnering with the Syrian Young Entrepreneurship Association to support their awards in Syria. - Supporting the Arab Fund for Arts and Culture. - Supporting the UNICEF fundraising campaign in the UAE. - Launching a disaster relief program for Gaza. - Supporting the Arab Forum for Environment Development (AFED). - Providing support to other community-based programs across the network.

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

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	
Management Systems	
Whether concerns expressed by workers and external agencies are acted upon for improvement?	Yes
Whether company provides access to auditors to verify compliance?	Yes
Remuneration	
Are minimum wages as per regulation paid?	Yes
Are there pay slips with full wage details [including explanation of deductions]?	Yes
Working Hour	
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
Disciplinary practices	
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.