



**THE SUSTAINABILITY OPPORTUNITY**

**Aramex Sustainability Report  
2006 Executive Summary**

**ARAMEX**

## Our Mission

To be recognized as the 5th global logistics and express transportation service provider in the world by the year 2010.

## Our Purpose

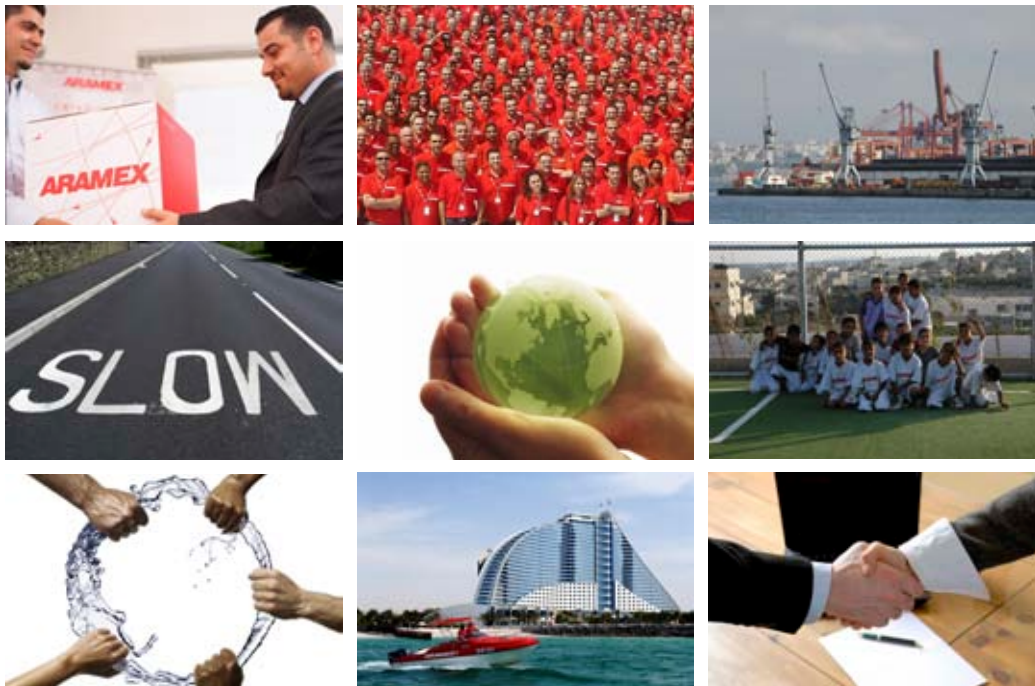
To enable and facilitate regional and global trade and commerce.

This is Aramex's first Sustainability Report, which coincides with the company's 25th anniversary.

As one of the first sustainability reports in the Arab world, we hope that it will be reviewed by opinion leaders and chief executive officers thereby providing inspiration for the widespread take-up of sustainability in the region.

We expect the report to be used extensively by sustainability experts. We also hope and intend to encourage its use by all of our key stakeholders. We believe it presents an outstanding platform for improved dialogue, collaboration, and sustainability innovation.

This Executive Summary highlights our strategic goals and targets for the coming three years. The complete report, which details our progress on the key performance indicators and the initiatives, can be found on our web site at [www.aramex.com](http://www.aramex.com)



## A letter from the Founder and CEO



Sustainability fits. It fits with our goal of creating long-term value for our investors by being the company of choice for all of our key stakeholders. It fits with our corporate culture, which has always focused on entrepreneurship and innovation, opportunities for growth and development, diversity across our global network and respect for others. It fits with our aim of finding the most efficient ways of meeting our customers' growing needs. It fits with our role of facilitating responsible economic commerce and development. It fits with our understanding of our role in society and the history of actions which faithfully reflect it. And it fits with our growing recognition of the need to aggressively and urgently work to eliminate any harmful environmental impacts.

Most excitingly, applying a sustainability lens to our view of the world has helped us to illuminate tremendous business opportunities, as well as expanded responsibilities. Our role as a global company is to look deeply and responsibly at the impact of our business on our stakeholders and the world at large.

We also ask you to temporarily suspend judgment and take a look at our ambitious plans for achieving these goals, as outlined in this report. We have a 25-year history of surprising our stakeholders in positive ways. And I personally believe that aiming for sustainability is the most important undertaking ever pursued by our company.

In closing, let me reiterate: Sustainability will transform the way we think about our business. It will lead to new types of services, new levels of understanding, new ways of collaboration, renewed respect for our place in the world, and a profound commitment to ecological preservation through sustainability innovation, all of which will benefit shareholders and stakeholders alike.

A handwritten signature in cursive script that reads "Fadi Ghandour".

Fadi Ghandour  
Founder and CEO

## Report Profile and Key Performance Indicators

The report covers the sustainability performance of Aramex for the 2006 calendar year. Where possible, data for preceding years is provided for comparison purposes.

The Aramex Sustainability Report 2006 is the company's first sustainability report. Social, environmental, health and safety, and other performances were not previously reported.

The report outlines commitments and targets for priority performance aspects for 2007. The company will report on its performance against these goals next year, and intends to issue a sustainability report annually.

### Key Performance Indicators

The report references a set of Key Performance Indicators (KPIs). Many of the proposed KPIs have no previous measurement but nonetheless we have determined that these indicators will ultimately be more meaningful than indicators for which we could present current data. In 2007 we intend to establish baseline measurements of current performance for all KPIs.

For questions or feedback on the content of the report, please write to: Sustainability Team, Aramex General Services Office (GSO), P.O. Box 960913, Amman 11196, Jordan, or e-mail: [sustainability@aramex.com](mailto:sustainability@aramex.com)

## Sustainability Issues, Key Performance Indicators, 3-year and Long-Term Goals


Based on our Sustainability Philosophy and Framework, we prioritized our key sustainability issues. We consider each of them important as we set aggressive performance indicators to achieve our goals. The following table lists our Key Performance Indicators and 3 year and long-term targets.

Key Performance Indicators	Long-Term Strategic Goal	Short-Term 2009 Strategic Targets
<b>Key issue 1: Human Resources Development</b>		
Employee Satisfaction and Motivation Index	Foster a sustainability-rooted culture of excellence in innovation, entrepreneurship, creativity, dynamism, results, and respect and care for our employees and others - to be our number one competitive asset	40 hours per employee annual average, with some level of training offered to 100% of employees
Salaries and benefits		10% women in senior management, 20% in middle management, 25% among 'leaders'
Training per employee		Top 10 Most Respected Employers / Best Places to Work / Most innovative companies in the Middle East
Women in management		
External rankings		
Workplace conditions		All stations capable of successful certification against SA8000
<b>Key issue 2: Workplace and Road Safety, and Security</b>		
Fatalities	Drive for Zero; zero at-fault fatalities, zero at-fault injuries, zero at-fault accidents	50% reduction in accidents/shipment
Lost-time injury (LTI) rate		50% reduction in LTI/shipment
At-fault accident rate		0 fatalities
<b>Key issue 3: Economic Growth and Development</b>		
Growth	To be recognized as the 5 <sup>th</sup> global logistics and express transportation company in the world	Achieve 18% growth in revenue and 20% in profitability
Profitability		
International recognition		

Key Performance Indicators	Long-Term Strategic Goal	Short-Term 2009 Strategic Targets
<b>Key issue 4: Marginalization in Society</b>		
Number of marginalized persons or families positively effected	Create opportunities and initiate meaningful change in marginalized societies, touching over 1 million underprivileged persons	Invest 1% of pre-tax profits into the communities where we operate  Continue to take a leadership role in facilitating humanitarian assistance in emergency situations
<b>Key issue 5: Climate change, Environment, sustainability-driven Innovation</b>		
Greenhouse Gas Emission reductions  Fuel consumption  Fleet composition – emissions rating  Service Innovations and revenue from green services	Be the first global logistics and express transportation provider in the world to be carbon neutral	50% reduction in emissions per shipment  20% reduction in fuel  100% elimination of leaded gas consumption  50% of fleet transitioned towards LEV (minimum Euro 4) where applicable  10 hybrid electric vehicles  2% of revenue from green services
<b>Key issue 6: Urban impact: Road Traffic, Congestion, and Urban Pollution</b>		
Driving delivery time  NO <sub>x</sub> and other smog emission reductions  Partnerships and service Innovations	To create innovative services that will help shape and accelerate 'sustainable cities'	50% reduction in NO <sub>x</sub> and other smog-related emissions from road fleet  10% reduction in driving delivery time
<b>Key issue 7: Overall opportunities related to the trend towards sustainable development</b>		
Public and media recognition as sustainability leader  Direct impact on take-up of sustainability in countries where we operate	Be the pioneer in the Middle East, Gulf, and North Africa. Ultimately, earn ranking among international sustainability leaders. Achieve corresponding recognition and growth in customers and 'green' customers	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

The Aramex Sustainability Report 2006 uses the GRI guidelines, including the 'Logistics and Transportation Sector Supplement'. We self-declare the report to be Level B+, and have obtained Level B+ through third party assurance from Ernst and Young. The Global Reporting Initiative (GRI) has also reviewed this report and rated it B+.

Our definition of sustainability management is the integrated development and growth of our economic, environmental, and social performance in a manner that optimizes value for all of our stakeholders.

		2002 In Accordance	C	C+	B	B+	A	A+
<b>Mandatory</b>	Self Declared			Report Externally Assured		Report Externally Assured <input checked="" type="checkbox"/>		Report Externally Assured
	<b>Optional</b>	Third Party Checked		Report Externally Assured		Report Externally Assured <input checked="" type="checkbox"/>		Report Externally Assured
	GRI Checked			Report Externally Assured		Report Externally Assured 		Report Externally Assured

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