

Global Case Writing Competition 2011

Corporate Sustainability Track

Finalist

Corporate Social Engagement: How Aramex Crosses Boundaries

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Raji Hattar, Chief Sustainability and Compliance Officer at the logistics company Aramex, looked around the warehouse. After a long working day, everyone had gone home and he was finally alone. Although he had barely slept during the last few weeks, he felt proud of what they had achieved. Aramex had shown that it could successfully use its core competencies for the benefit of communities in need. Furthermore, this latest disaster relief campaign had triggered a wave of enthusiasm and volunteer support that was unprecedented. Relishing the silence of the warehouse, he paused before going home to reflect on the “Deliver Hope to Gaza” campaign.

Aramex – Delivery Unlimited

Aramex is a logistics and transportation solutions provider offering customized services, from the transport of the smallest of packages to the most comprehensive of logistics solutions (see Exhibit 1). As a global logistics company with its roots in the Middle East, Aramex seeks to enable and facilitate regional and global trade and commerce and helps local and global companies connect with one another. To successfully compete within an industry dominated by giants, Aramex builds on a flexible business model and high investment in people and technology. The company is divided into small units that are in close contact with customers and communities.

“We are a very flat organization that acts locally while being global,” explained Fadi Ghandour, Founder and Chief Executive Officer (CEO) of Aramex.¹ People are at the core of the company’s services, as Aramex highlights on its website:

“(…) quality people produce consistently excellent service and continuously innovate to meet customer needs – a cornerstone of our business. Therefore, we strive to attract and maintain the best talent, while continuously nurturing and offering them opportunities to achieve and motivate.”²

With more than 10,000 employees in over 53 countries and over 294 locations around the world, Aramex interacts with a number of communities, some of which are underprivileged. Taking this, as well as the ecological footprint of a transportation company, into consideration, sustainability and a social agenda have become key topics within the company. According to Fadi:

“A company’s development is intertwined with the well-being of all stakeholders. Therefore, it is imperative for us to take on an activist approach.”³ He added, “How you treat your customers, employees, and communities has an impact for your company and, finally, your shareholders. They will increasingly want to know if you act in a sustainable way and how you engage in community.”

1 Fadi Ghandour, Aramex International, BSR Conference 2009, part 4, <http://www.youtube.com/watch?v=louVDW7I0n4> (09.09.2010).

2 <http://www.aramex.com/aboutus/default.aspx> (09.09.2010).

3 Press release Aramex (28.01.2010).

What started at Aramex as a small social initiative around sports turned into a global strategy that impacts all employees (see Exhibit 2). The strategy is considered a major step in making sustainability and social engagement an integral part of Aramex' corporate culture and day-to-day business. It is based on six focus areas for social and ecological engagement that underpin every initiative: education and youth empowerment; fostering entrepreneurship; community development; sports; environment; and disaster relief (see Exhibit 3).

To facilitate and coordinate the diverse social and ecological projects, Raji manages a sustainability team of three people in Aramex' Global Support Office. However, the projects are jointly proposed, designed, and implemented with employees across the company. For Raji, *"Basically, every person at Aramex is a member of this team. Sustainability is the responsibility of everyone at Aramex."*⁴

How do they ensure that sustainability and social engagement are embedded throughout the company? At Aramex, top management advocates the sustainability principles and the initiatives as important items on the agenda of management meetings. Second, employees are encouraged to shape and implement projects. Each employee is expected to complete four hours of community service per month, with the option of doing them during working hours. This commitment is then reflected in the employee's performance appraisal. To guide and prepare employees, Aramex broadly communicates guidelines and principles and has launched a code of conduct for managers and employees to follow. To support the sustainability efforts, Raji and his team offer a sustainability awareness training that has become an integral part of the basic training program for all employees.

Given that Aramex is a federation of independent local country companies, the sustainability team ensures that there are projects in each country. Each project is the responsibility of the country manager, but a central task of the sustainability team is to make sure that

*"The offices around the world budget around 1% of their pre-tax profits for social and sustainability initiatives and implement projects that are in line with our guidelines."*⁵

Proposals are submitted to Aramex' Sustainability Council, composed of Fadi as general CEO, regional CEOs, Raji as Chief Sustainability and Compliance Officer, the Chief Operations Officer, the Chief Marketing Officer, the Manager of CEO Operations, and the Director of Public Affairs and Research. The Council meets formally every quarter but stays in close contact between meetings to discuss submitted projects and provide feedback as well as final approval or disapproval. Projects have to fit in with the company's six focus areas and to offer value for both Aramex and the community.

Raji vividly recalled the urgency during the 28 and 29 December 2008. The Sustainability Council did not exist yet and there was no time for a formal and detailed proposal. The agility and decisiveness of the company's management team were put to the test as never before.

⁴ Interview with Raji Hattar (08.09.2010).

⁵ *Ibid.*

Crossing Borders – Preparing for the Gaza Campaign

As a response to the humanitarian crisis in the Gaza territory during and after the Israeli assault in December 2008 and January 2009, social media all over the world immediately called for humanitarian assistance. In Jordan, 7iber.com, an independent web-based media outlet, initiated a two-day donation collection campaign on 28 December. When the founder of 7iber.com approached Aramex, he was happy to hear that Aramex would not only support this campaign but would also start its own region-wide campaign. In view of the great humanitarian need and Aramex' track record on humanitarian engagement, the company had decided to use its logistics expertise and networks to help people in Gaza. Within Aramex and among its customers there was increasing vocal support for such a humanitarian engagement. Thus, the idea had crystallized very soon that Aramex would collect most urgently needed items like food and clothing to send to Gaza.

In one day, Aramex set up a campaign team that would be responsible for the initiative's coordination and management. They had to develop plans for how to communicate the need for donations, select collection points, clear the goods, pack them in Aramex warehouses, and finally send them to Gaza (see Exhibit 4). It was clear to Raji that *"This was a logistics job."*⁶ However, he knew that it would be a complex initiative and he couldn't help but have some doubts.

As a first step, a communication strategy had to be developed. How could they get the message out to their business partners, employees, clients, and the community that they needed a number of relief goods? They would certainly use Aramex' online channels to promote and run the campaign. But how could they get access to an even larger target group? Aramex decided to use an integrated media approach and a broad mix of media channels including conventional as well as online and social media. Furthermore, the communication process was facilitated as Aramex could also use the media channels of 7iber.com to broadcast the location of the collection points and the types of items needed – first-aid kits, medical emergency supplies, chronic illness medication, personal hygiene products, non-perishable food, clothes, tents, and blankets.

Second, collection points had to be well chosen. They needed to be highly visible and easily accessible for the wider public. In this respect, malls and shopping districts were favored, but coordination with Aramex' existing operations and accessibility for Aramex trucks also had to be considered. Here, Aramex leveraged its resources and partners, and contacted clients with whom they had coordinated in previous disaster relief campaigns (e.g., the Majid Al Futtaim Group in the United Arab Emirates (UAE)). In addition, Aramex' network facilitated access to further organizations. For example, 7iber.com negotiated the involvement of Cozmo Supermarket in Amman.

Next, the warehouses needed to be prepared for sorting and packing. But how could the parcels cross the borders to Gaza? Knowing that the Jordan Hashemite Charity Organization (JHCO), a semi-government organization in Jordan, was the only organization with clearance from the Israelis to cross the frontier to Gaza (see Exhibit 5), the campaign team immediately

⁶ Interview with Raji Hattar (08.09.2010).

called them and was relieved to hear their enthusiastic response to the campaign. Their eight staff members would accompany the relief goods. Raji explained to the campaign team⁷:

“They had been delivering to Gaza for the last five years. The Hashemite Fund had its own ties to Gaza and sent trucks to Jericho. In Jericho, they transfer the goods from the Jordanian trucks to the Palestinian trucks. Then they go into Gaza and deliver the goods to the United Nations Relief and Works Agency (UNRWA).”

Designing a Communication Strategy

Once the idea of the Gaza initiative was born within Aramex, it was the task of the Marketing and Communications Team to brainstorm for a suitable name. It needed to be positive and as apolitical as possible, while emphasizing hope and the humanitarian dimension. It had to be catchy, easy to communicate in diverse media, and help people identify with the campaign. By no means should it give the impression that Aramex was exploiting the situation to promote its own corporate image, but it had to indicate why Aramex was involved and how the activities connected to its corporate competencies and values.

When one staff member proposed “Deliver Hope to Gaza”, the suitability was immediately evident. “Deliver” corresponded to Aramex’ competencies and commitment to putting its expertise at the service of communities and, at the same time, clarified its role as enabler. “Hope” stood for the initiative’s positive aspirations. Thus, the first step towards implementing the campaign was accomplished.

Public Announcement

The campaign was announced publicly on 31 December – just two days after it was agreed on. Given the urgency of the situation in Gaza, the relief operations had to start as quickly as possible. To reach a large number of potential volunteers and donors they had to use different media channels. This proved to be tricky since the message had to be customized to the respective media channels and to resonate with each specific audience. Conventional media channels, such as a corporate press statement, e-mails to all Aramex employees, and advertisements in newspapers and TV in Jordan and the UAE were used to spread the news first. However, during the campaign, participatory communication tools such as blogs, social networking platforms, mobile text messaging, and word-of-mouth played an important role to convey the message.

For the first few days, the Marketing and Communications Team worked under constant time pressure. But once the message had crossed different media channels it seemed to spread by itself. The team, together with 7iber.com, then had to constantly disseminate new information with regard to the number of goods donated and the volunteers needed as well as photos of the initiative. These updates were communicated by using flexible and easy-to-update media channels. Aramex created a Facebook group to serve as a reference point and sent out e-mails to a range of bloggers in the Middle East and the Gulf.

⁷ Interview with Raji Hattar (08.09.2010).

“Radio stations in Jordan like Play, Spin, Ayyam, and Amman Net helped in spreading the news. They all joined the Gaza campaign group on Facebook to receive the updates and then broadcast them live on air. Online channels like Watwet and Twitter were constantly updated regarding the number of volunteers needed.”⁸ (Razan Khatib, blogger and founder of Spring)

Indeed, the blogs became the crux of raising awareness. While some simply re-posted Aramex’ flyers, others turned into real champions of the campaign. They encouraged people to donate and volunteer and offered tips on which items were needed most.

Immediately after the initial public announcement, the campaign team had their hands full coordinating the work as the campaign started to take shape (See Exhibit 6).

Filling the Campaign with Life

Opening the Collection Points

The campaign team was deeply impressed by the scale of the response in the following weeks – the volume of material and the number of people wanting to help transport the items were overwhelming. Ahmed Marie, Operations Director of the campaign team, reported:

“A Korean woman with no knowledge of Gaza went out and bought a mountain of blankets. She said ‘I don’t know what kind of food Palestinians eat, but they will need these.’”⁹

Aramex was happy to receive offers of help from many corporate and charitable partners. They helped spread the news and contributed donations, a volunteer workforce, trucks or other operational assets. A fitness club, for example, provided another layer of drop-off points and the Modern American School in Amman provided its buses for three shifts a day to take volunteers to the Aramex facility.

The Aramex team quickly realized that in order to sustain the campaign it was important that everybody who wanted to help should be allowed to do so. Raji recalled:

⁸ Aramex (2010), p.6 (<http://www.aramex.com/content/uploads/100/55/35297/Gaza%20white%20paper-%20Jan%2017.pdf>). For more information about Spring please see <http://www.hellospring.net/>.

⁹ Aramex (2010), p.12 (<http://www.aramex.com/content/uploads/100/55/35297/Gaza%20white%20paper-%20Jan%2017.pdf>).

"The idea of using volunteers wasn't actually present at the outset, but when people saw the activities at the Cozmo supermarket in Amman, collecting all of the items from people, they wanted to help – and even started helping to load the trucks, then loading their own cars and following the trucks to the Aramex warehouse! When they started also sorting the items, we realized we could harness this to help the campaign."¹⁰

Aramex' collection team, together with the volunteers, loaded the materials into the Aramex trucks, which then transported them to the warehouses for sorting and packing. In Jordan, the campaign team later decided that Aramex' offices would better serve as drop-off points: they were already part of the company's logistics network and also reduced the need for additional staff supervision and management.

Working at the Warehouses

In Aramex' warehouses, the aid material was compiled, sorted, and packed. Raji recalled:

"We had people from all Aramex teams, such as from the operations, the marketing, and communications departments, as well as from Ruwwad¹¹. We had 7iber.com people with us and people from the Hashemite Fund sitting in our warehouse. They supported us and helped us understand and catch up with the latest regulations on the items that could be sent and those that were not allowed to cross the borders."¹²

Initially, the coordination team had a clear plan for how to proceed. However, the regulations on permitted items changed continuously so they had to stay in close contact with the JHCO that kept Aramex informed on the latest prohibitions and developments on the ground. Flexible planning and leadership soon became the key competencies for the campaign. Clear and concrete information with regard to places, times, and work instructions was important to guide the volunteer effort. In addition to the coordination team that channelled the campaign's daily operations, additional staff were required to communicate the rules to the volunteers and ensure that they were followed.

Many Aramex employees offered their help. For the campaign team, this was not only because of a high level of social motivation among the employees but also because the activities – physical logistics tasks – fell into the core of their business. Some employees added long volunteering hours to their normal working schedules and pushed themselves to the limit:

¹⁰ Interview with Raji Hattar (08.09.2010).

¹¹ See Exhibit 3.

¹² Interview with Raji Hattar (08.09.2010).

*"We had around 25 people who coordinated the activities all day in the warehouses. They already have a challenging job and if they worked as volunteers after their work, this was hard. We pushed them to take days off during the week, but some of them even refused."*¹³

The role of Aramex employees was crucial. To ensure that their normal workload and their work for the campaign did not interfere with one another, the corporate department and team was either split into two separate groups and different work shifts were assigned to cover both regular duties and campaign activities. In the UAE, the facilities were separated: the campaign operations were located in Aramex' Land Freight Terminal and regular business shifted to Aramex' facilities at Jebel Ali.

Although employees volunteered with great enthusiasm, their number was not constant. One day there could be up to 100 people from Aramex managing and supporting the project, while the next day there might only be 10, depending on their professional obligations. Likewise, the number of external volunteers varied. At times 200 to 400 volunteers turned up at the warehouse. *"We needed a team to manage just this amount of people to make sure that we did everything properly,"*¹⁴ Raji recalled.

The campaign team had to brainstorm how best to train and integrate the new volunteers into the operations. It became clear that their integration had to be flexible as recruitment was virtually instantaneous, with separate day and evening shifts channelling the flow of volunteers. A network of leaders soon emerged among the volunteers that took over the initiative and managed the workflow of the others. They became the focal point for receiving and disseminating instructions, providing updates, and verifying new information or processes.

Given the time pressure, shifts in the number of volunteers and volume of donations, continuously changing regulations, and volunteers pushing themselves to their limits, there was a need to enforce strict quality controls, manage human error, and constantly check the parcels for compliance with the latest regulations. Balancing the overwhelming desire to help with the increasingly strict rules and regulations on the products to be delivered proved to be challenging. With bans on certain items and restrictions on parcel weight, and with every shipment potentially threatened with rejection at the border for failure to comply, volunteers had to be reminded that over-filling boxes or trying to smuggle in prohibited items – for all their best intentions – was actually hindering the aid delivery. This was especially difficult when it concerned seemingly harmless items such as baby food.

The work process in the warehouses was generally organized in stages: volunteers and Aramex employees sorted the goods into categories, then they put the items into "care packets" containing a specific set of goods and prepared them for shipping, as described by Sulaiman Aqel, Aramex Senior Operations Supervisor in Amman:

"We formed two 12-metre lines of pallets. One side had the collected items and the other had empty boxes marked for each required item. There would be 15

¹³ Ibid.

¹⁴ Ibid.

volunteers at a time, moving between the two lines separating the items. We had six such lines! Another group of volunteers would take over the packing process, using the shopping list to fill the packages. It was like a beehive!”¹⁵

Confronted with the overwhelming response in terms of donations and volunteers in the UAE and Jordan, Aramex had to allow for more decentralized operations. For volunteers to stay motivated and engaged, they needed to develop ownership of the campaign. It was important to allow them to set their own working practices in the warehouse, as long as they kept within the requirements. Too many rules and regulations for staff and volunteers would have dampened the collective spirit and reduced further participation. Therefore the coordination team let the volunteers control their own teams, using their own experience as the best form of discipline. As long as the required targets and standards were met, the process organization could be left to the teams themselves.

For example, at the warehouse in Jordan, it was considered easier to make no structural distinction between the sorting and the packing of the collected items. As the people involved wanted and needed to stay informed and as a way to further motivate the volunteers, the coordination team had the idea of installing online media access at the drop-off points and in the warehouses. YouTube, Facebook or Ikbis offered a means to broadcast photos, videos, and news – on condition that volunteers agreed to be filmed or photographed.

The diversity of nationalities and backgrounds enriched the atmosphere. Everyone seemed inspired and the top management including Fadi Ghandour and the Chief Operations Officer took a hands-on approach. However, the diversity of political, religious, and socioeconomic groups within the volunteer corps potentially risked generating political debate, disputes and tensions. An umbrella was needed under which differences could be positively channeled or overcome. It had to be made clear to all volunteers that the campaign activities were solely to collect and distribute aid to people in Gaza – not a platform for expressing partisan views. The coordination team frequently told the volunteers:

“Irrespective of who you are and where you come from, we all work here as volunteers for the people in Gaza – and not for any political aspirations you have. Whenever you leave, you can get back to your political standpoints.”¹⁶

The approval of the campaign by the UAE Red Crescent (see Exhibit 7) and the Jordanian JHCO¹⁷ (see Exhibit 8) enhanced its non-political legitimacy.

Finally, the packages were loaded into trucks to be delivered to Gaza. In addition to food, clothes and blankets, the trucks were also loaded with medical equipment, as Raji described:

¹⁵ Aramex (2010), p.9 (<http://www.aramex.com/content/uploads/100/55/35297/Gaza%20white%20paper-%20Jan%2017.pdf>).

¹⁶ Interview with Raji Hattar (08.09.2010).

¹⁷ Also known as «Hashemite Charity Fund».

"We were in direct contact with hospitals in Gaza. They told us what they needed most urgently and we contacted our pharmaceutical clients for donations and help."¹⁸

Aramex thus collaborated with the pharmaceutical union in Jordan, which sent people from pharmaceutical companies to help Aramex with the medical donations.

Final Delivery to Gaza

On 9 January 2009, the first truck left from Dubai. A Jordanian delegation left Amman soon afterwards to deliver donations to the Gaza Strip. In view of the significant contribution and engagement of civil society, it was vital that the donations reached their target. The campaign team needed to maintain internal and external communication and pass on the latest news. Ultimately, over 600 tons of goods were delivered to Gaza with the official endorsement of the Red Crescent and as part of a convoy of the JHCO¹⁹.

Lessons Learnt

With a sense of relief, Raji locked the door and left the warehouse. Although his eyes were heavy, it was difficult to calm down. He was still inspired by the wave of enthusiasm and motivation the campaign had brought to Aramex. He had told one reporter:

"We ended up with enormous supplies. This is where our power is. We had an army of messengers and carriers – the Aramex community was empowered."²⁰

For Raji, the campaign had been a passion and a huge challenge. His initial doubts had vanished as soon as he saw the volunteers' engagement and enthusiasm.

"Once you put your hands on, you see that nothing is impossible and everything can be done on time."²¹

They had learnt that the inspirational impact of a cause, such as in Gaza, could resolve many operational issues, such as recruiting volunteers, erasing social, political and generational differences, and creating both team spirit and discipline. *"This is what made the campaign a success,"* he thought. *"Everybody was equal."²²*

He was sure that he would hear a lot of interesting stories about the campaign in the corridors at Aramex and when talking to clients and business partners. What he had to do was to gather and analyze the insights they had gained on awareness-raising, activism, networks, flexibility, team work, and logistical work in the humanitarian area. General lessons needed to be understood for future campaigns – he felt sure that this would not be

¹⁸ Interview with Raji Hattar (08.09.2010).

¹⁹ See Aramex (2010), p.3 (<http://www.aramex.com/content/uploads/100/55/35297/Gaza%20white%20paper-%20Jan%2017.pdf>).

²⁰ Interview with Fadi Ghandour (2009).

²¹ Interview with Raji Hattar (08.09.2010).

²² *Ibid.*

the last one that Aramex engaged in. It brought to mind a statement that Fadi had made early in the campaign:

“Aramex is not just about selling a product but a whole story. We think our corporate culture is what keeps us going and helps us survive. It keeps us passionate.”²³

Inspection Copy

²³ Interview with Fadi Ghandour (2009).

Exhibit 1

Aramex



Aramex is a leading global provider of comprehensive logistics and transportation solutions with more than 8,600 direct employees and around 1,000 indirect employees in over 53 countries across the Gulf Cooperation Council and Levant countries, Africa, Asia, Europe, and North America. Benefitting from its employees' local knowledge of the region and how to get around obstacles, as well as from having DHL as the sole competitor, Aramex started in 1982 as a delivery service for big American companies. Very soon, Aramex joined the Seattle-based Airborne Express in establishing a global alliance (Overseas Express Carrier). This proved to be a major growth opportunity. In 1997, CEO and founder Fadi Ghandour decided to take the company public to the NASDAQ, making Aramex the first Arab-based international company to do so.²⁴

Six years later, DHL bought out Airborne – putting the established alliance at risk. Fadi seized the chance and immediately called a meeting of all major partners to reinstate the alliance. A group of motivated Jordanian engineers at Aramex then quickly developed a tracking and tracing system to replace Airborne's former one. The fact that Aramex managed to rebuild a network – now called the Global Distribution Alliance – of about 40 companies within six months (before a competitor could step in) is celebrated by the company as one of its most enduring achievements.

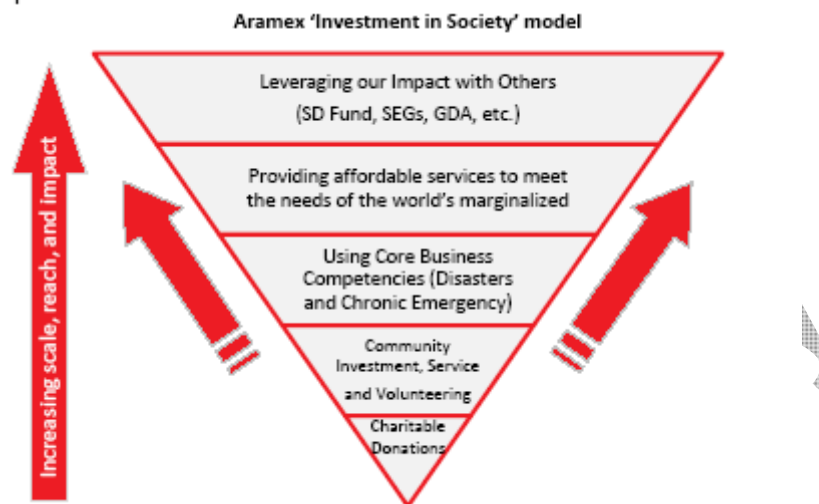
Today, Aramex markets itself as a global company with Middle Eastern roots which helps local and global companies connect with the rest of the world. Its main products and services include integrated logistics solutions, international and domestic express delivery, freight forwarding, secure records and information management solutions, as well as e-services including e-business solutions and Shop&Ship.

For more information see www.aramex.com.

²⁴ Thinking that the market simply did not appreciate Aramex' value, Fadi and a private equity firm bought the company back in 2002. Since 2005, Aramex is listed at the Dubai Financial Market.

Exhibit 2

Aramex 'Investment in Society' Model



Source: Sustainability Report 2006, www.aramex.org/library/634055502436849411.pdf, p. 73 (10.09.2010)

Exhibit 3

Aramex' Six Areas of Focus in Social Engagement (Short Version)

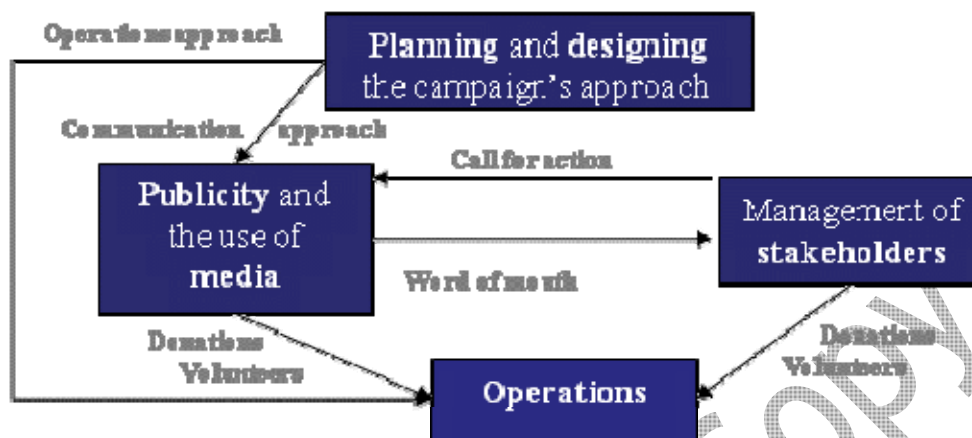
Area of Focus	Description
1. Education and youth empowerment	Aramex thrived through innovation and creativity of talented young people. Therefore, Aramex believes that the best way to give back to societies is by supporting education and educational initiatives, from primary school levels to bachelor degrees. Support activities cover sponsorships of university students, internships for excelling students, and sponsorship of extra-curricular scholarly activities such as workshops and programs related to education and youth empowerment targeting marginalized and underprivileged societies.
2. Fostering entrepreneurship	Aramex believes in the importance of entrepreneurs for job creation and community development. Consequently, it offers and sponsors workshops, initiatives, and training sessions that help entrepreneurs succeed. Recently, Aramex has established an entrepreneurship support unit.
3. Community development	Aramex leveraged the creation of Ruwwad, the first privately-funded non-profit organization in Jordan. Ruwwad runs a series of development and rehabilitation programs (see www.ruwwad.net). Aramex seeks to replicate this model across its global network.
4. Sports	Aramex sponsors and supports sports activities, especially clubs and projects targeting underprivileged youth. The athletes supported return

	the support to their communities, for example, by training young people.
5. Environment	The transportation industry accounts for an estimated 14% of pollutants. To reduce its environmental footprint, Aramex works on initiatives to decrease driving time, emissions, and resource consumption. It invests in new, alternative technologies.
6. Disaster relief	Aramex uses its core logistical expertise and transportation network in aid of disaster relief campaigns, including the Tsunami catastrophe in 2004, the Pakistan Earthquake in 2005, and the Lebanon Aid Campaign in 2006.

Source: based on Aramex Sustainability Guidelines (www.aramex.org).

Exhibit 4

The Interplay of the Different Campaign Components²⁵



Source: Aramex (2010), p. 17 (<http://www.aramex.com/content/uploads/100/55/35297/Gaza%20white%20paper-%20Jan%2017.pdf>).

Exhibit 5

The Jordan Hashemite Charity Organization



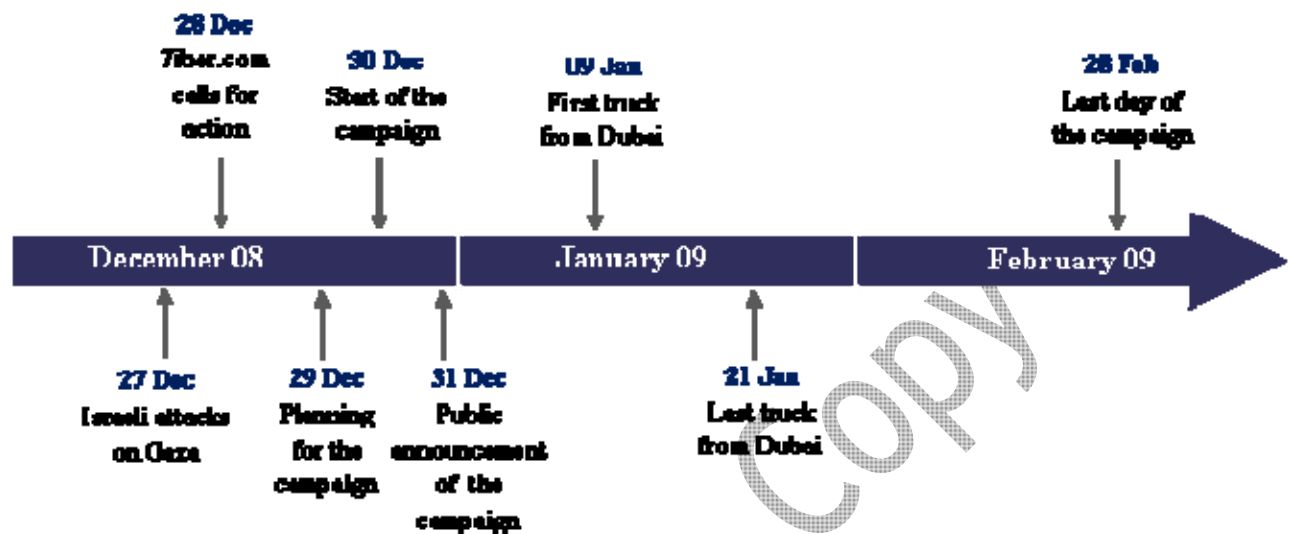
The Jordan Hashemite Charity Organization (JHCO) for Arab and Muslim relief development and cooperation was established in January 1990. As a national foundation for multi-faceted charity, JHCO aims to promote voluntary and charitable activities and cooperation inside and outside Jordan. JHCO helps donors support development projects and programs while deepening the solidarity and justice concept at all national Arabic Islamic and international levels. The JHCO works on the basis of voluntary work within a framework of comprehensive development.

Source: <http://www.jhco.org.jo/English/Default.aspx> (11.10.2010)

²⁵ Aramex (2010), p. 17 (<http://www.aramex.com/content/uploads/100/55/35297/Gaza%20white%20paper-%20Jan%2017.pdf>).

Exhibit 6

The Initiative's Implementation



Source: Aramex (2010), p. 5
 (http://www.aramex.com/content/uploads/100/55/35297/Gaza%20white%20paper-%20Jan%202017.pdf).

Exhibit 7

The International Federation of Red Cross and Red Crescent Societies

International Federation
of Red Cross and Red Crescent Societies

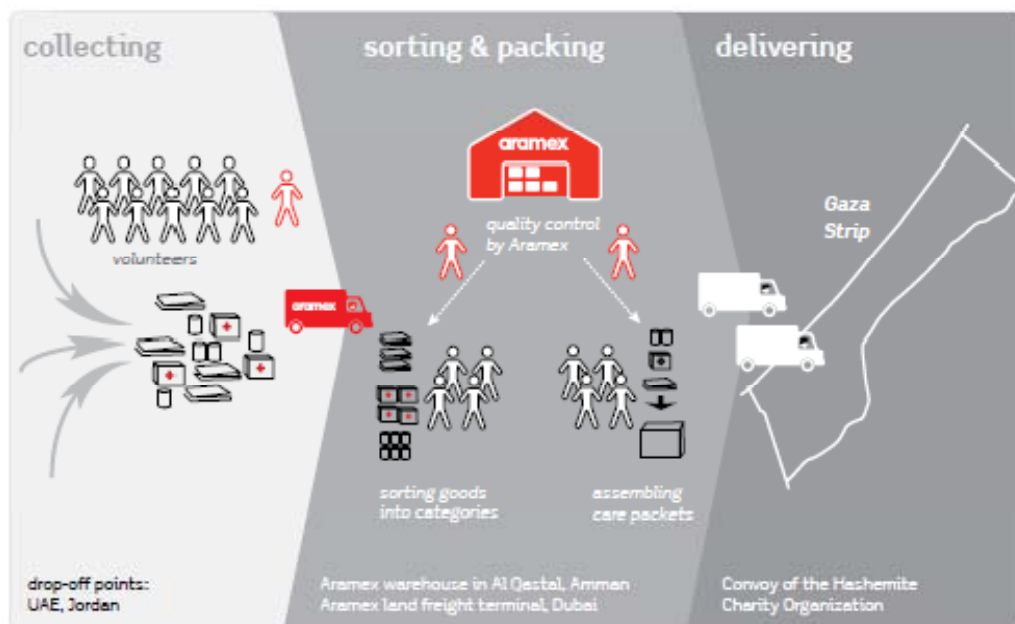
The International Federation of Red Cross and Red Crescent Societies is the world's largest humanitarian organization, providing assistance without discrimination as to nationality, race, religious beliefs, class or political opinions.

Founded in 1919, the International Federation comprises 186 Red Cross and Red Crescent member societies, a secretariat in Geneva and more than 60 delegations strategically located to support activities around the world. There are more societies in formation. The Red Crescent is used in place of the Red Cross in many Islamic countries. The Federation carries out relief operations to assist victims of disasters, and combines this with development work to strengthen the capacities of its member National Societies. The Federation's work focuses on four core areas: promoting humanitarian values, disaster response, disaster preparedness, and health and community care.

Source: http://www.ifrc.org/who/index.asp?navid=03_01 (11.10.2010).

Exhibit 8

From Donations to Delivery – the Campaign's Operations Model



Source: Aramex (2010), p. 10 (<http://www.aramex.com/content/uploads/100/55/35297/Gaza%20white%20paper-%20Jan%2017.pdf>).

Exhibit 9

Biographies

Fadi Ghandour

Fadi Ghandour is the Founder and CEO of Aramex International, one of the leading logistics and transportation companies in the Middle East and South Asia, and the first company from the Arab world to go public on the NASDAQ stock exchange. The company now trades on the Dubai Financial Market. Fadi is a Founding Partner of Maktoob.com; the world's largest Arab On-Line community recently acquired by Yahoo!; member of the Board of Abraaj Capital, Founding Board Member of Endeavor Jordan, and serves on the Advisory Board of the Suliman S. Olayan School of Business at the American University of Beirut. Between 2003 and 2005, he was the Middle East and North Africa Area Chairman of the Young Presidents Organization (YPO). Passionate about social entrepreneurship, he founded Ruwwad for Development (www.ruwwad.net), a regional private sector-led community empowerment initiative that helps disadvantaged communities overcome marginalization through youth activism, civic engagement, and education. He served as a Member of the Board of Business for Social Responsibility (www.bsr.org); is a Member of the Board of the "National Microfinance Bank" in Jordan (www.nmb.com.jo), and has served as Vice Chairman of the Board of Trustees of the Jordan River Foundation (www.jordanriver.jo) for over 10 years.

Raji Hattar

Raji Hattar is Chief Sustainability and Compliance Officer at Aramex. He holds a degree in Computer Science and has completed a number of executive development and management programs. In 2006, Raji took on the role of Chief Projects Officer and helped establish the CSR and Sustainability teams. He also led the team that developed Aramex' first Sustainability Report (2006), the first of its kind in the entire region. In line with the company's commitment to leadership in sustainability, and as part of its contribution to the UN Global Compact, he was appointed Chief Sustainability and Compliance Officer in 2008 to lead the company's ambitious CSR strategy. An active member of the company's Global Management Team, with extensive knowledge of corporate practices and in-depth understanding of current and future market trends, Raji also serves on the board of Ruwwad-Entrepreneurs for Development, a regional CSR initiative (www.ruwwad.net).