SUSTAINABILITY REPORT

2018

Working together for sustainable agriculture

OCP

SUMMARY

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4. ABOUT THE REPORT

GRI 102-14

MESSAGE FROM THE CEO

Mostafa Terrab
Chairman and Chief Executive Officer

I am delighted to present OCP Group's first sustainability report, which applies the sustainable reporting standards by GRI. Seeing all of the positive changes that my colleagues as a team are delivering is very gratifying

As part of our commitment to transparency; to improving every aspect of our business; and to finding more ways to serve the community, this report documents many of our achievements.

OCP was incorporated with a long-term sustainability vision and we have been fully committed to value-creation for all our stakeholders. Now we want to go beyond that, and show how we create value in a more transparent way with this report and also reinforce our commitment with sustainability. It provides a platform for us, and our many stakeholders, to set ambitious goals for the future. So, to help us continue our progress we openly invite all our communities – external and internal – to give us feedback on what we can do better.

Our sustainable development vision is deeply rooted in our DNA and is an integral part of our raison d'etre. Indeed, our mission of feeding the soil to feed the planet is inherently people-centred. It is made tangible through several strategic commitments that touch on our entire value chain.

OCP's challenge is to help feed a growing world population, while using resources responsibly and continually striving to reduce our environmental footprint. The circular economy, an ambitious program for optimizing the life cycle of products from their design to their end of life, including their production, use and reuse, is the main thrust of our industrial transformation program. This is illustrated in several key pillars of that program.

- **Water resource management:** In 2018, more than 30% of OCP's water needs were met through non-conventional water and our objective is to get to100% by 2028.
- **Air quality:** the integration of new technologies is helping us dramatically reduce emissions. One key milestone is in our sulfuric acid production, reducing SO2 emissions by up to 98% – 10 times lower than the World Bank threshold.
- **Clean Energy:** 70% of the power we use is now coming from clean energy and with an objective of self-sufficiency by 2028.

GRI 102-14

Responsibility for the environment has always been important to us, not just when working in our mines and fertilizer facilities, but as a fundamental principle of our circular economy approach. Therefore, in 2018 we strengthened our cooperation with the renowned German research institute Fraunhofer on a Green Ammonia project. It will help conserve valuable resources and provide our customers with sustainable new products.

We are committed to positive change in every aspect of our thinking and action. For many, the most tangible evidence of this is our evolution to customization of our fertilizer products at affordable prices for all the farmers we serve. It galvanizes us to innovate and is helping us to accelerate.

Yet the real secret of this approach is not scientific breakthrough or business system advancement, it is a heartfelt need to engage and empower people. – our all-important human capital. This commitment has been expressed through the "Movement", which was launched in 2016, and allows any OCP employee to develop a project to address the challenges we face and to be backed with the proper resources to implement it.

This focus on human capital as the key to the sustainable development of our company, our country and our continent has also led us to develop the Mohammed VI Polytechnic University, which aims to offer cutting edge world class education in applied research and development in science and technology, providing the tools and skills for future generations of African leaders.

We do not think of the activities documented in this report as Corporate Social Responsibility. Instead, we believe that our approach actually introduces a New Corporate Social Contract with all of the communities we serve.

As a company, we extract from the earth to give back to earth – phosphate rock to fertilizer, so the principles of the circular economy (including energy, water, waste, power and emissions) have also helped us reframe our thinking about the individuals who work for us, who use our products or who make up the societies that we help to feed.

Our focus is on sustainable socio-economic impact, rooted in our corporate values, powered by our revenues and guided by the conversations that our colleagues across the business have with the world around us.

Through our Act4Community initiative in particular, OCP is contributing to local development through an approach that encourages economic and social entrepreneurship in many areas, including industry, digital technology, agriculture, and the environment. Many of the Act4Community projects are not directly related to our operations. Instead, we seek to help build vibrant communities by planting seeds of hope and nurturing this through education and skills creation. We want to make sure the world is fed, but we also want to work in a safe, fair, inclusive and open society, where everyone has equal opportunity.

> "Our sustainable development vision is deeply rooted in our DNA and is an integral part of our raison d'être. Indeed, our mission of feeding the soil to feed the planet is inherently people-centred."

Similarly, through our farmer engagement programs in Africa, we have worked closely with farmers large and small (often with the full support of developmental organizations and governments) to increase their yields while using less fertilizers. In return, we have shared our insights about the business of farming and even provided financing to farmers who need it. Offering the right solution at the right rate, at the right time and at the right place means we can develop sustainable plant nutrition to develop agriculture across Africa.

And it is not just in Africa that we are promoting customized solutions and sustainable practices. In 2018, through an investment in Fertinagro Biotech, we increased our ability to develop customized plant nutrition solutions for farmers worldwide.

Our goal for the coming years is to continue and deepen these commitments. This report shows both the major milestones achieved and the distance we have yet to travel in order to reach our objectives and maximize our contribution to the 17 Sustainable Development Goals (SDGs) for 2030.

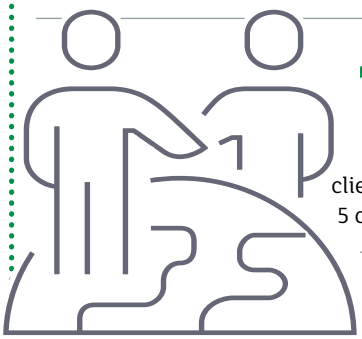
Thank you for your interest in our efforts, and we look forward to your suggestions on how we can continue to improve.

OCP KEY FIGURES 2018

Management

31% The **increase in the number of women** in middle and senior management positions has more than doubled in recent years **up from 14% in 2008** to **31% in 2018**, thanks in particular to a hiring policy that guarantees fair treatment of applicants

57 external and internal stakeholders – from suppliers to employees going through projects partners, farmers, associations, etc. – participated to our 2019 consultation to build the materiality matrix defining our main sustainability priorities to manage and report on.



160 clients across 5 continents

1,95 The combined lost time injury frequency rate – including OCP's employees and subcontractors – has improved compared to 2,24 in 2016

224 new suppliers trained in 2018

61 average training hours per employee

8,000 employees involved in the Movement and Situations

19,413 **employees**

10,364 days of training provided to suppliers

31% Ebitda margin

$ 5,95 billion (equivalent to MAD 55,91 billion) in revenue

18,687 employees benefiting from training actions related to occupational health.

$ 21,3 billion(equivalent to MAD 200 billion) in infrastructure investments

14,45% share of expenditures with local suppliers

Production

707 ha of rehabilitated land

12,000 metric tons of waste recycled and recovered at all OCP sites in 2018.

100% of black steel scrap, wood, paper, cardboard, used oils, and batteries recycled

400 GWh annual volume of clean renewable energy reserved for OCP Group, which has now reached the target announced at the 2016 United Nations Climate Change Conference. This energy supplies all mining sites: Khouribga, Benguerir, Youssoufia, and Phosboucraa, with the last three being supplied at 100%.

$ 21,3 million (equivalent to MAD 200 million) additional will be invested in 2019 for energy-related research.

7.4% reduction in SO_2 between 2017 and 2018

$ 53,25 million (equivalent to MAD 500 million) committed for implementing Sulfacid technology on the Jorf Lasfar and Safi sites.

To learn more about how SDGs are integrated into our value chain, check out our integrated approach pages 32 & 33

Shared value creation

At least

930,000

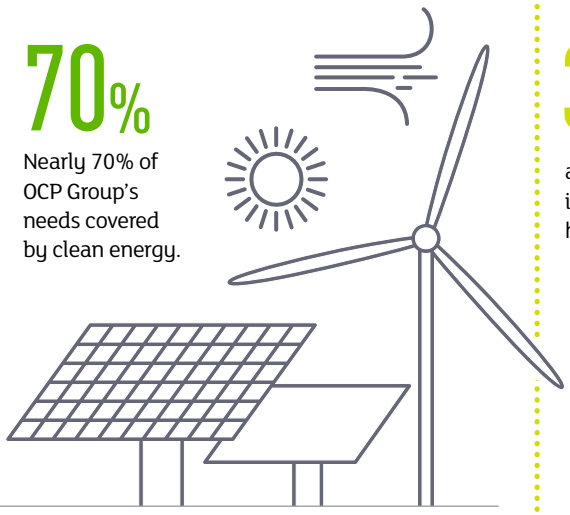
metric tons of CO_2 prevented and

3Mm³

of water saved through the Slurry Pipeline compared to conventional transportation.

70%

Nearly 70% of OCP Group's needs covered by clean energy.



30%

of OCP's water needs met by unconventional water resources, i.e. treated wastewater from the cities of Khouribga, Benguerir, and Youssoufia, as well as desalinated seawater from Jorf Lasfar and Laayoune.

53 JV and subsidiaries

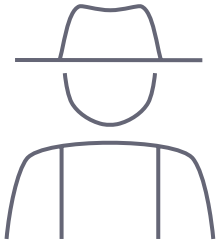
13 Joint Ventures and 40 subsidiaries, including three key industrial partnerships with Dupont, Jacobs, and IBM, contributed to OCP's industrial excellence

4

Incubation centers for local Micro and Small Entreprises (MSE) in Safi, Youssoufia, Benguerir and Laayoune.

127,000

farmers trained in OCP's School Lab program in Côte d'Ivoire, Guinea, Togo, Nigeria, Ghana, Kenya, and Burkina Faso.



10,000

Support for 10,000 farmers in India through improved infrastructure of 6 agribusiness centers and technical training.

51,000

farmers benefited from the Agribooster program in Côte d'Ivoire, Nigeria, Kenya, and Ghana

170

cooperatives supported through the Al Moutmir program in Morocco

3%

OCP invested 3% of its distributed value in communities in 2018. This includes partnerships with local associations and institutional stakeholders in youth training, education, culture, healthcare, and regional infrastructure.

225

associations used the capacity building program (finance, human resources, marketing, etc.) at the Khouribga, Youssoufia, and Rhamna sites.

145

micro-businesses and startups accelerated in Khouribga

2 069

young people trained and 816 young people integrated into the job market at the Khouribga, Youssoufia, and Rhamna sites.

112

local micro-businesses were trained on the purchase portal and QHSE standards and then registered on OCP's purchase portal for the Safi and Youssoufia sites.

1,000

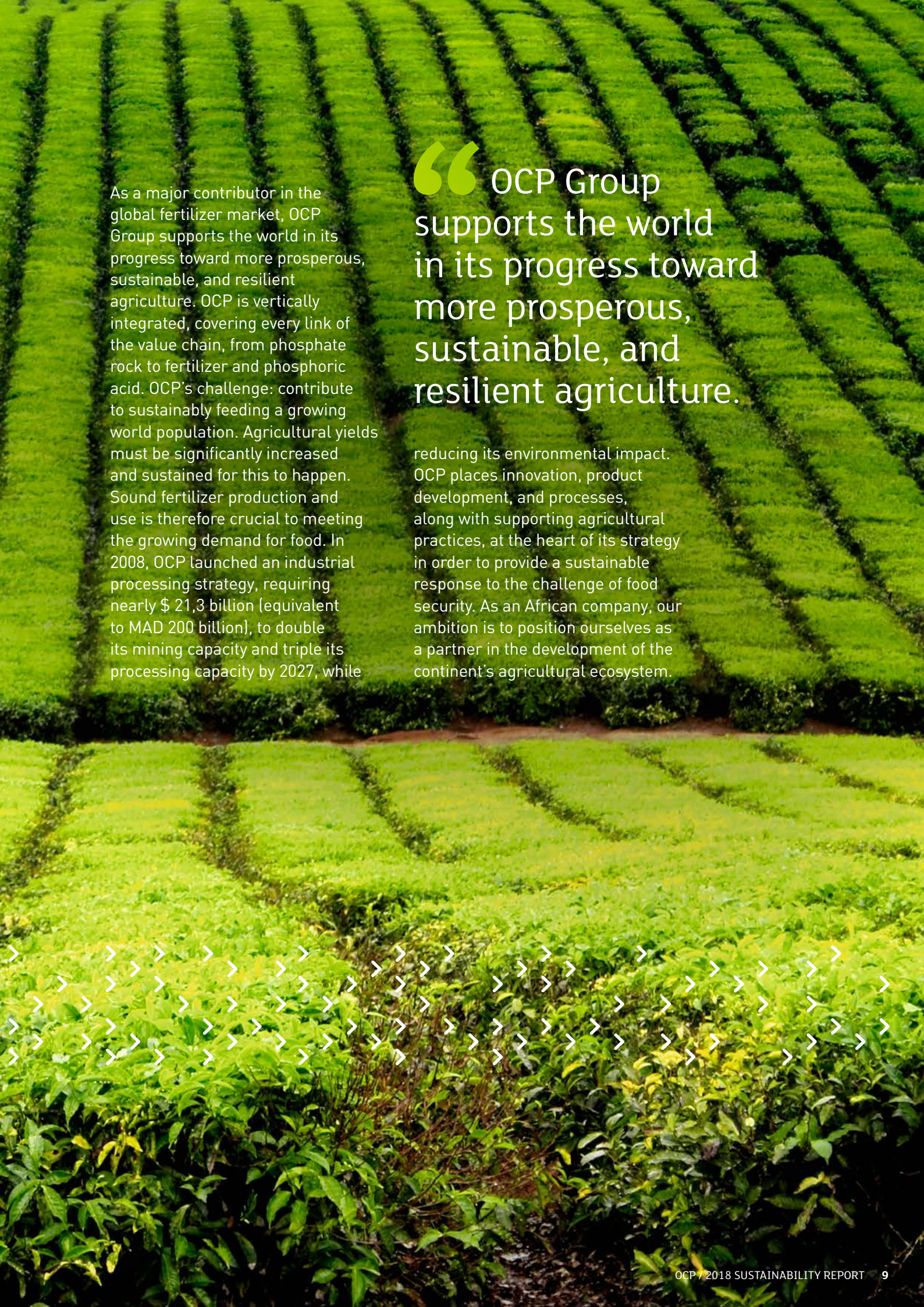
beneficiaries of the Skills Acquisition program in Laayoune, Dakhla, and Boujdour

4,690

days of volunteering as part of the Community Service Program that facilitates skills transfer, thanks to 2,000 employees who gave their time to associations and communities.

and the summary table of our contributions by topic pages 118 & 119

1 ABOUT OCP GROUP

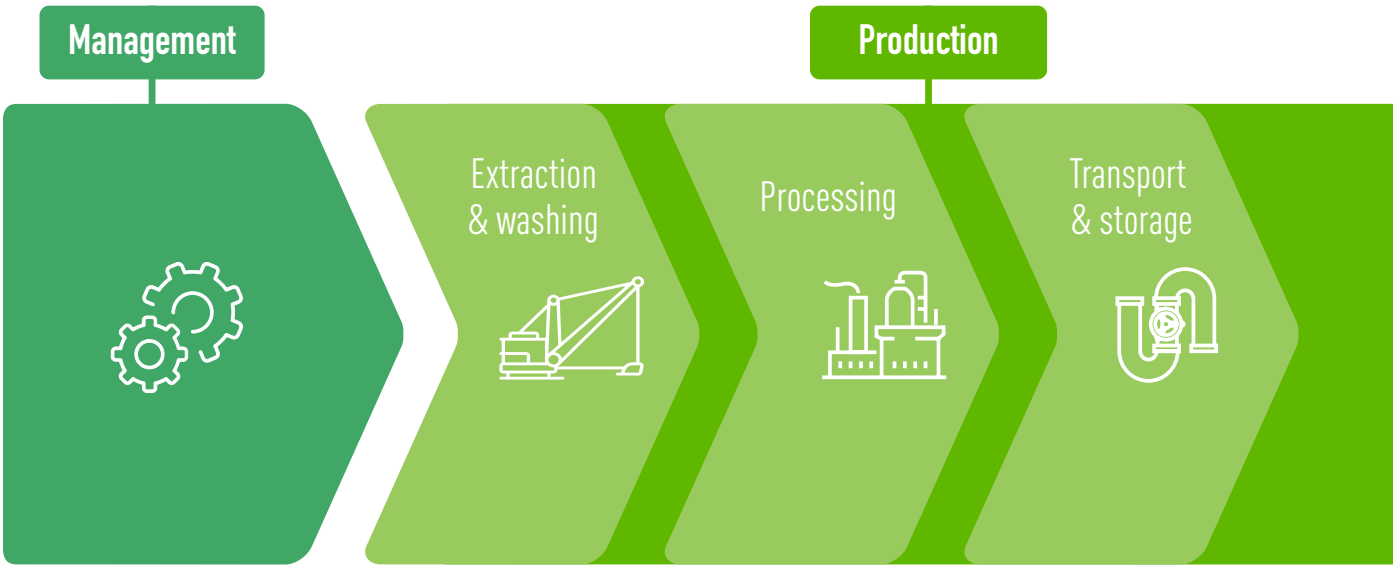


> “OCP Group supports the world in its progress toward more prosperous, sustainable, and resilient agriculture.

As a major contributor in the global fertilizer market, OCP Group supports the world in its progress toward more prosperous, sustainable, and resilient agriculture. OCP is vertically integrated, covering every link of the value chain, from phosphate rock to fertilizer and phosphoric acid. OCP’s challenge: contribute to sustainably feeding a growing world population. Agricultural yields must be significantly increased and sustained for this to happen. Sound fertilizer production and use is therefore crucial to meeting the growing demand for food. In 2008, OCP launched an industrial processing strategy, requiring nearly $ 21,3 billion (equivalent to MAD 200 billion), to double its mining capacity and triple its processing capacity by 2027, while reducing its environmental impact. OCP places innovation, product development, and processes, along with supporting agricultural practices, at the heart of its strategy in order to provide a sustainable response to the challenge of food security. As an African company, our ambition is to position ourselves as a partner in the development of the continent’s agricultural ecosystem.

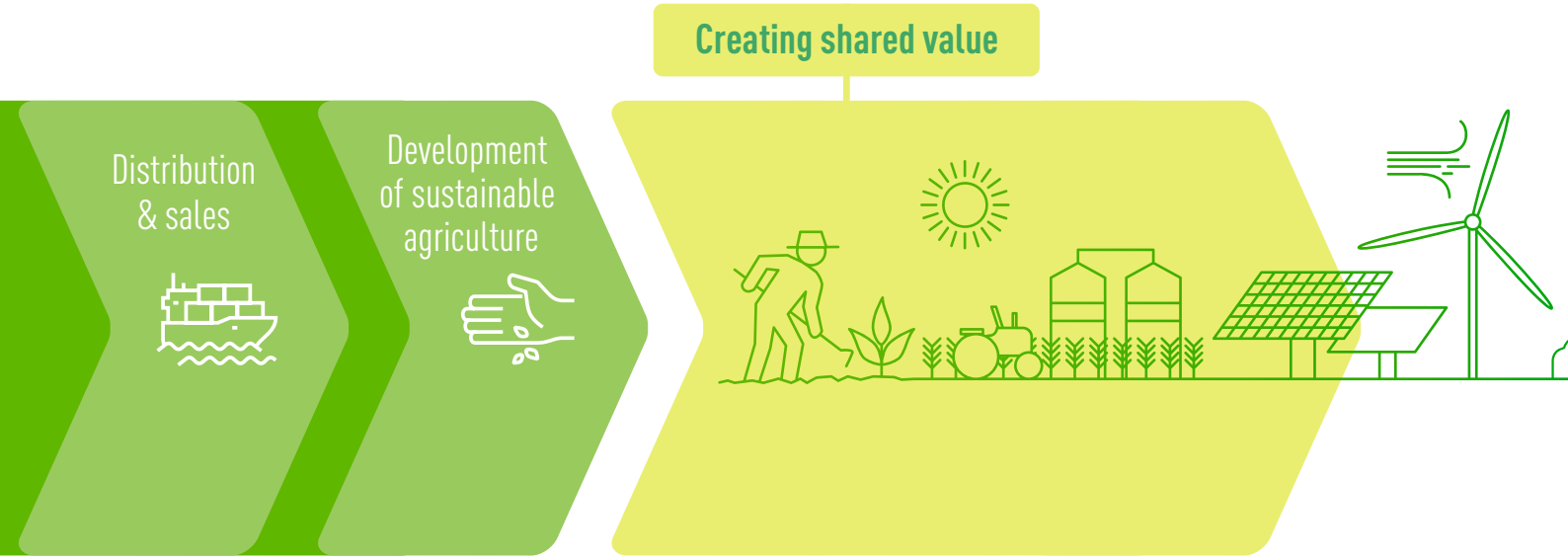
1.1

OCP'S ACTIVITIES



OCP'S VALUE CHAIN

As a global leader in the phosphate-based fertilizer industry, OCP promotes projects that positively impact society, strengthen skills and employability, and improve living conditions in the regions in which it operates. Its value chain is built with a view to creating shared value through its commitments to responsible and inclusive management and sustainable production.



GRI 102-9 | GRI 102-10

This value chain relies on a diverse supply chain. OCP purchases a wide variety of goods and services from over 3,500 suppliers worldwide. OCP's operating costs derive from mainly raw materials, energy, and transportation. In 2018, industrial activity costs amounted to $ 2,34 billion (equivalent to MAD 22 billion). The main changes in the supply chain in 2018 correspond to formalizing the new purchasing policy (see page 69).

GRI 102-1 | GRI 102-2 | GRI 102-7

Management

Key figures 2018

31% Ebitda margin

$ 21,3 billion (equivalent to MAD 200 billion) in infrastructure investments

$ 5,95 billion (equivalent to MAD 55,91 billion) in revenue

14,45% share of expenditures with local suppliers

19,413* employees

61 average training hours per employee

8,000 employees involved in the Movement

Highlights of 2018

Awards

ifa INTERNATIONAL FERTILIZER ASSOCIATION

OCP was awarded a gold medal by the International Fertilizer Association (IFA) for its Health, Safety, and Environment (HSE) practices.

AFRICA CEO FORUM

The Social Responsibility Strategy of the Year award was presented to OCP in March for its commitment to Africa during the Africa CEO Forum in partnership with Bureau Veritas.

Innovation

With a focus on open innovation, OCP Group, Mohammed 6 University and Fraunhofer, european largest application oriented research organisation, entered into an R&D partnership in November 2018. Thus "FRAUNHOFER MAZAGAN LAB" a world-class research center had been created as to develop the next-generation sustainable production solutions.

"The research and innovation ecosystem, currently being developed by the Mohammed VI University, is reinforced by this first Center of Excellence. The Fraunhofer-Mazagan Lab aims to develop industrial solutions and implement innovative business circular projects for Africa with the support of our partners in Germany, "Mostafa Terrab, OCP Group CEO.

*scope including OCP SA, Phosboucraâ and Sotreg.

GRI 102-2 | GRI 102-7

Production

Extraction & washing

Phosphate is extracted at four open-pit mining sites. This involves exploration and feasibility studies, mine development and construction, mining, closure, and reclamation. The extraction phase includes two main operations: drilling and blasting. Phosphate rock is then transported by a conveyor belt system to washing facilities to be enriched and then readied for transport via Slurry Pipeline or rail to processing platforms. Phosphate rock can be exported directly or converted to phosphoric acid or phosphate-based fertilizers.

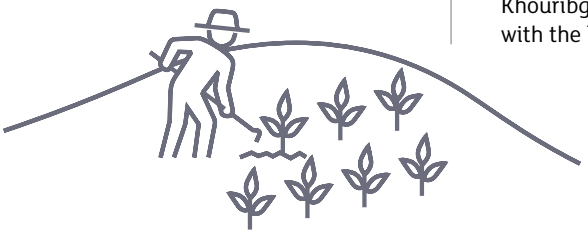
Phosphate rock

As the primary source of all phosphate products, phosphate rock is primarily used in agriculture to fertilize soil by either applying it directly or through the use of phosphate-based fertilizers. Phosphate rock is also used to produce animal feed supplements and for other industrial needs.

37,6 Mt produced | **11.3 Mt** exported

Key figures 2018

707 ha of rehabilitated land



400 GWh annual volume of clean renewable energy reserved for OCP Group, which has now reached the target announced at the 2016 United Nations Climate Change Conference. This energy supplies all mining sites: Khouribga, Benguerir, Youssoufia, and Phosboucraa, with the last three being supplied at 100%.

Highlights of 2018

Rehabilitation

An experimental farm project was launched in Youssoufia for 30 crop species in order to better adapt the planting during the rehabilitation of mining land.

Renewable energy

A new Power Purchase Agreement (PPA) was implemented to supply wind power to the two mining sites of Youssoufia and Khouribga for an additional annual volume of 260 GWh/year. The annual volume of renewable energy reserved for OCP has now reached the 400 GWh target announced at COP 22. This wind energy powers all mining sites: Khouribga, Benguerir, Youssoufia, and Phosboucraa, with the last three being supplied at 100%.

GRI 102-2 | GRI 102-7

Production

Processing

At the two processing platforms in Jorf Lasfar and Safi, phosphate rock is combined with sulfuric acid to produce phosphoric acid, which can then be directly exported for use or processed to obtain fertilizers. Processing sites have sulfuric acid and phosphoric acid production lines, as well as integrated fertilizer and granulation production lines.

Phosphoric acid

Two types of phosphoric acid are produced: purified acid, mainly used in the food industry (oils, lemonades, cheeses, preserves, yeasts, sugar, drinking water, etc.) and other sectors (pharmaceuticals, detergents, animal feed, metal processing, textiles, pigments, etc.), and phosphoric acid, used for fertilizer production and fertigation, a technique for fertilizing nutrients at the root level during irrigation.

Key raw materials: **phosphate rock and sulfuric acid either purchased locally, imported, or manufactured internally from imported sulfur.**

6,1 Mt
produced

2.1 Mt
exported

Types of products

- PPA: purified phosphoric acid
- H_3PO_4: merchant-grade phosphoric acid.

Fertilizer

Fertilizer can be applied directly or used as raw material for more complex fertilizers.

Key raw for complex fertilizers: **phosphate rock, phosphoric acid, ammonia, potash, and micronutrients (zinc, iron, copper, etc.).**

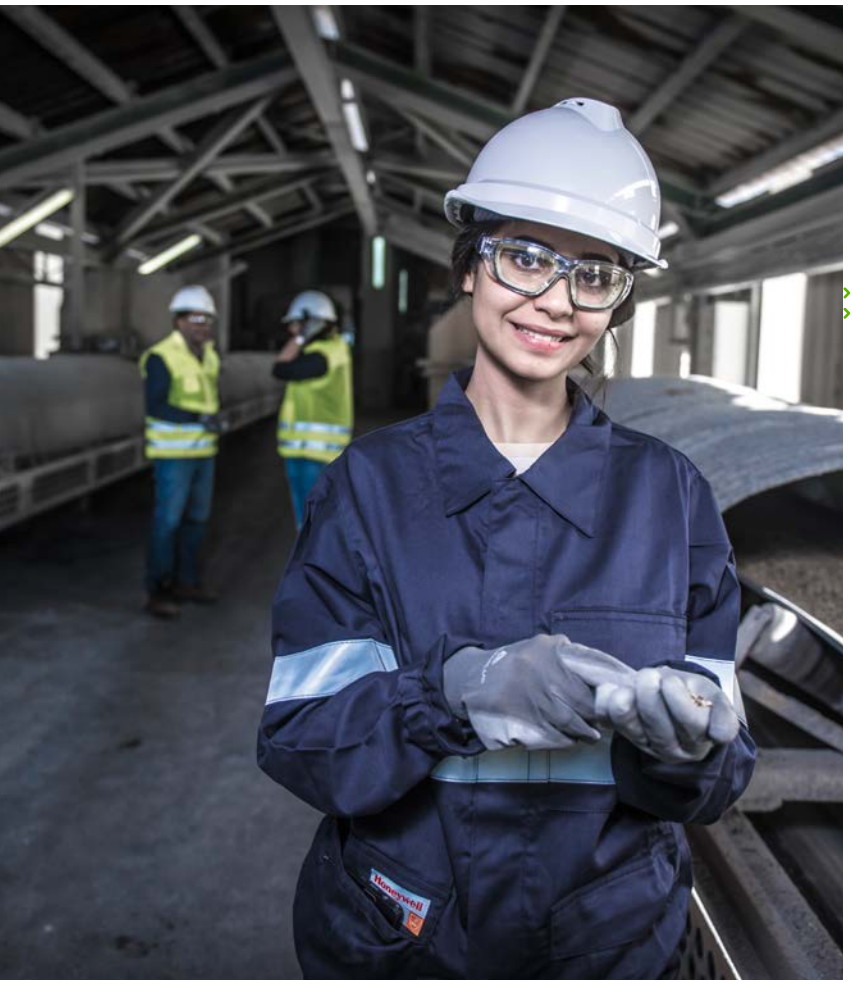
8,8 Mt
produced

8,4 Mt
exported

Types of products

- **DAP:** most commonly used binary fertilizer;
- **TSP:** phosphate fertilizer;
- **MAP:** a binary fertilizer consisting of two fertilizing agents– phosphorus and nitrogen;
- **NPK:** compound fertilizers composed of three elements– phosphorus, nitrogen, and potassium;
- **Performance Phosphate Products (PPP):** the latest generation of fertilizers developed with a view to sustainable and efficient agriculture;
- **Complex fertilizers (NP+):** nitrogen- and phosphate-based fertilizers enriched with secondary and micronutrients to improve agricultural yields, protect soil from degradation, and offer highly concentrated solutions to improve fertility;
- **Soluble fertilizers:** fertilizers for high-value-added and irrigated crops adapted to limited water resources and new micro-irrigation and watering systems;
- **DCP/MDCP:** phosphate- and calcium-based animal feed supplements used to manufacture mixed feed for farm animals. Feed phosphates strengthen bones and accelerate farm animal growth (cattle, sheep, poultry, goats, etc.).

* Million metric tons. ** IFA 2017, preliminary statistics (excluding purified and technical grade acid from China)

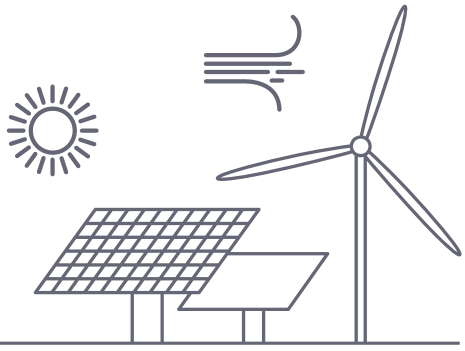


GRI 102-2

Key figures 2018

70%

Nearly 70% of OCP Group's needs covered by clean energy.



30%

of OCP's water needs met by unconventional water resources, i.e. treated wastewater from the cities of Khouribga, Benguerir, and Youssoufia, as well as desalinated seawater from Jorf Lasfar and Laayoune.

53 JV and subsidiaries

13 Joint Ventures and 40 subsidiaries, including three key industrial partnerships with Dupont, Jacobs, and IBM, contributed to OCP's industrial achievements

4 incubators for small and medium enterprise development in Safi, Youssoufia, Benguerir and Laayoune.

Highlights of 2018

Environmental footprint

Continued use of the Sulfacid system on new sulfuric lines at Jorf Lasfar and Safi to reduce SO_2 emissions.

Emissions

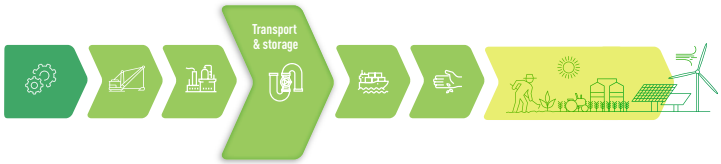
1. Launch of a project to collect and use CO_2 emanating from phosphate stacks;
2. Signing of a memorandum of understanding with Fraunhofer IMWS to develop a green hydrogen and green ammonia pilot project using renewable and clean energies.

Industrial ecosystem

3. Extensive support for local small businesses in order to create a network of local industrial suppliers through the incubator pilot project in Khouribga;
4. Mohammed VI Polytechnic University (UM6P) inaugurated its Innovation and Entrepreneurship (I&E) space in December 2018;
5. Mohammed VI Polytechnic University and École des Ponts ParisTech signed a partnership in March 2018 to jointly develop teaching and research programs using innovative models that meet the needs of the Moroccan economy and, more broadly, those of the African economy.

GRI 102-2

Production



Transportation & storage

Processing sites are supplied by mines via the slurry pipeline and railways. Railways are managed by the ONCF, the national railway operator.

Key figures 2018

At least

930,000 metric tons of CO_2 prevented and

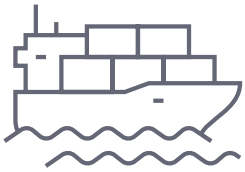
3Mm³ of water saved through the Slurry Pipeline compared to conventional transportation - the train.

Highlights of 2018

Launch of two new phosphate lines Z and U after adapting them to phosphate slurry transported via Slurry Pipeline at the MP (Maroc Phosphore) III and IV plant in Jorf Lasfar.

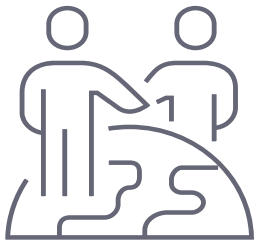
GRI 102-2 | GRI 102-6

Distribution & sales



Thanks to its well-established industrial and commercial presence, OCP is present in all major markets and closer to the needs of producers and operators with over 160 clients on 5 continents. All finished products, phosphate rock, phosphoric acid, and fertilizers are delivered by sea, by truck, or stored on site. Docks are managed by the National Ports Agency (ANP). Products are mainly sold to importers, processing industries, and wholesalers. OCP has deployed, primarily in Africa, a dense distribution network by developing partnerships with local, institutional, and private contributors in order to reach farmers at the lowest cost. OCP's supply chain in Africa relies on logistics centers, sales representatives, local subsidiaries, and also production plants dedicated to meeting the needs of regional markets.

Key figures 2018



160

clients across
5 continents

Highlights of 2018

One additional integrated complex (JFC4), with a capacity of 1 Mt of fertilizer, at the Jorf Lasfar site leading to a total capacity of fertilizers of 12 Mt.

GRI 102-2 | GRI 102-6

Production

Development of sustainable agriculture

OCP supports the end users of its products through farmer support programs (soil mapping, digital agronomic advice, etc.) and increasingly high-performing products (Agri Biotech, Agri Edge, specialty products, etc.).

Key figures 2018

127,000

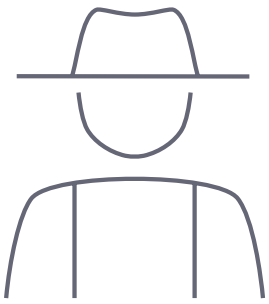
farmers trained in OCP's School Lab program in Côte d'Ivoire, Guinea, Togo, Nigeria, Ghana, Kenya, and Burkina Faso.

10,000

Support for 10,000 farmers in India through improved infrastructure of 6 agribusiness centers and technical training.

51,000

farmers benefited from the Agribooster program in Côte d'Ivoire, Nigeria, Kenya, and Ghana



170

cooperatives supported through the Al Moutmir program in Morocco

Highlights of 2018

Agricultural development in Morocco

With a team of agricultural engineers, Al Moutmir local outreach supports OCP Group's commitment to the Moroccan agricultural industry and furthers its activities. This initiative includes new municipalities, new crop types, and new resources created through Act4Farmers, which mobilizes OCP volunteers, and the implementation of agri-platforms for raising awareness and training.

Agricultural development in Africa

Advances cover soil fertility and mapping, soil analysis equipment for laboratories, and the organization of an agricultural caravan. Highlights:

1. **The OCP School Lab, an awareness-raising program to improve agricultural yields and small farmer incomes through an agricultural services package:**
   - Training on good agricultural practices
   - Provision of soil analysis and fertilizer recommendations
   - Agronomic advice (digital tools).
2. **The Agribooster program provides a complete package for farmers:**
   - All input (fertilizers, seeds, crop protection);
   - One training session per year and during each agricultural phase;
   - Secure markets to sell surplus production at a fair price.

GRI 102-2

Shared value creation

Key figures 2018

2 069

youth trained and 816 youth integrated into the job market at the Khouribga, Youssoufia, and Rhamna sites.

225

associations participating in a capacity building program (finance, human resources, marketing, etc.) at the Khouribga, Youssoufia, and Rhamna sites.

145

micro-businesses and startups participating in an accelerator program in Khouribga

1,000

beneficiaries of the Skills Acquisition program in Laayoune, Dakhla, and Boujdour

112

local small businesses were trained on the purchase portal and QHSE standards and then registered on OCP's purchase portal for the Safi and Youssoufia sites.

Highlights of 2018

OCP made new social commitments in 2018 to better create shared value for both OCP and its communities. Supported by Act4Community's innovative governance model that encourages OCP employees to volunteer, two key areas lay the foundation to the approach:

1. Development of the local business ecosystem to leverage OCP activities and expertise and boost local capacity;
2. Social entrepreneurship for local projects with a high social impact leading to employment and development (environment, education, health, athletics, culture, etc.).

1.2

LOCAL CONTRIBUTOR, GLOBAL PRESENCE

GRI 102-4 | GRI 102-7

Presence in Morocco

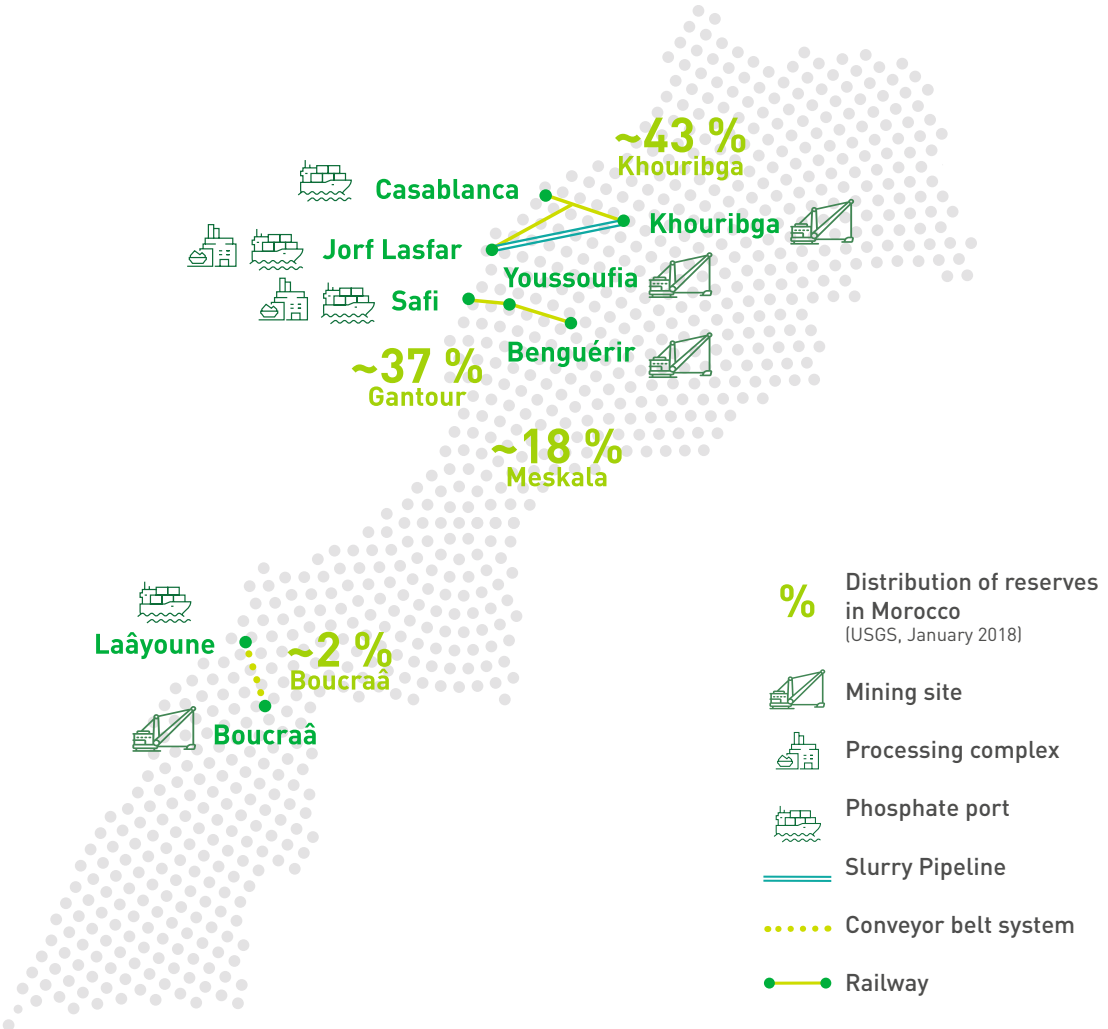
OCP mines at four sites in Khouribga (Sidi Daoui, Merah El Ahrach, Sidi Chennane, and Béni Amir), three in Gantour (Benguerir, Bouchane, and Mzinda), and one in Bou Craa. Processing phosphate into phosphoric acid and phosphate-based fertilizers is mainly completed at the Jorf Lasfar and Safi sites. A major industrial development project for Phosboucraa is also underway for the 2014–2022 period to improve industrial activities at the Bou Craa site, diversify the product portfolio, develop the regional business ecosystem, and contribute to the socioeconomic development of the southern regions: Guelmim-Oued Noun, Laâyoune-Sakia El Hamra, and Dakhla-Oued Ed Dahab.

An **integrated group** across the entire value chain

4 mining sites

2 processing platforms

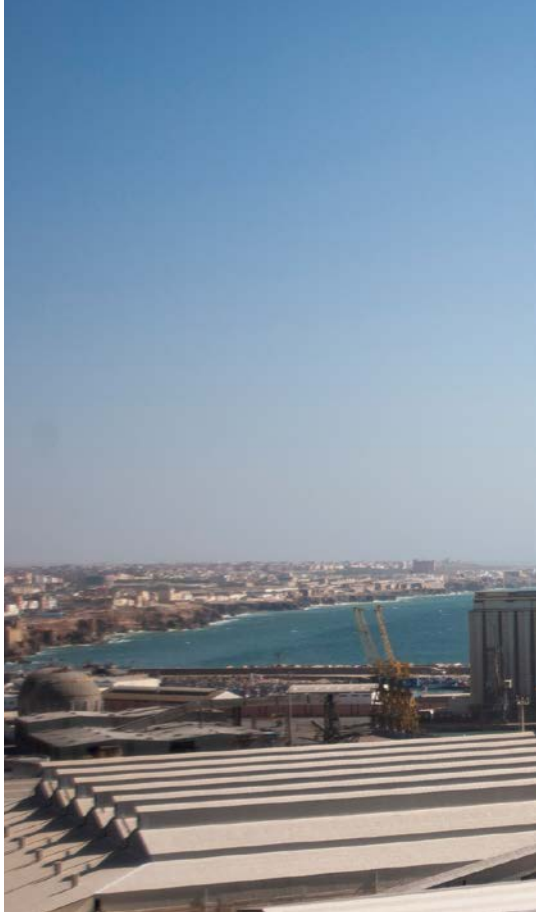
4 phosphate ports

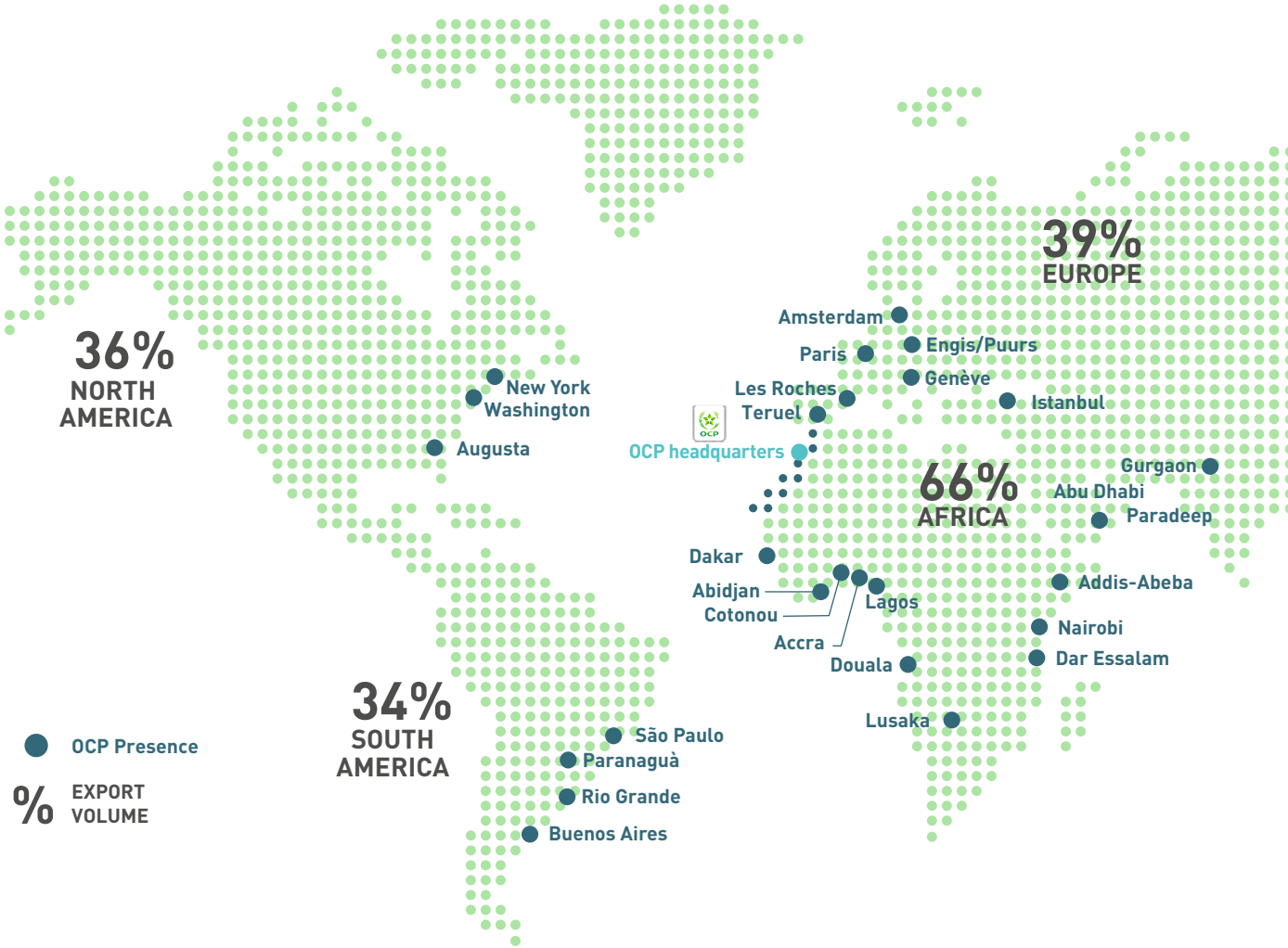


GRI 102-3 | GRI 102-4

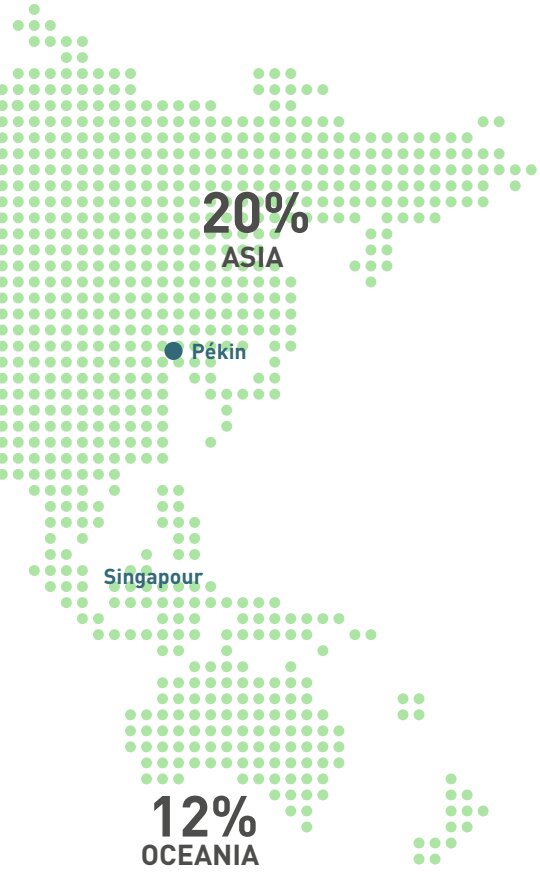
Global presence

With over 160 clients in 5 continents, OCP Group further strengthened the position of its finished products and its own presence, particularly in Africa, North America, and Latin America. Increasingly diversified product and regional portfolios reflect OCP's industrial and commercial excellence.





GRI 102-4 | GRI 102-12 | GRI 102-13



OCP is a member of many professional associations

AFA (Arab Fertilizer Association)

AFAP (African Fertilizer and Agribusiness Partnership)

IFA (International Fertilizer Industry Association)

All OCP industrial operation sites are Product Steward Excellence Protect & Sustain certified.
This certification is granted by the IFA and covers the quality, environment, health, and worksite safety aspects of ISO 9001 and 14001 certifications, as well as OHSAS 18001 certification.

protect&sustain
IFA'S PRODUCT STEWARDSHIP INITIATIVE

1.3

INNOVATIVE, AGILE, AND COMMITTED GOVERNANCE

GRI 102-18

OCP Group has prioritized governance as a key management tool in recent years by fostering agility and innovation. OCP's management structure enables it to better grasp complexities, maintain its leadership position, and ensure sustainable growth.

This governance has been evolving since 2016 through the creation of new executive initiatives:

- Performance Management enables global and integrated management of OCP's financial and extra-financial performance, and provides it with the necessary resources for optimal decision-making from a strategic and operational standpoint;
- Digital Office guides OCP's digital transformation while strengthening digital culture, introduces new work and collaboration methods, and enables new innovative initiatives through incubation platforms.

Board of Directors > Provides strategic direction and ensures implementation

The Audit and Risk Committee > Assists the Board of Directors in its oversight and reviews biannual and annual accounts

STRATEGIC COMMITTEE

The Strategic Committee focuses on OCP's medium- and long-term strategy;

MANAGEMENT COMMITTEE

The Management Committee is in charge of approving OCP's medium- and long-term strategic plan decisions approved by the Strategic Committee;

OPERATIONAL COMMITTEE

The Operational Committee is in charge of short-term decisions and operational coordination. It includes operational managers and is chaired on a rotating basis by an Executive Vice President.

THREE STEPS SUPPORT AGILITY AND INNOVATION

THE MOVEMENT

Each employee can suggest a new idea, form a team to build the project, propose it, and, if it is deemed relevant, be given the means to achieve this project.

ESTABLISHED "SITUATIONS"

Gathers a working group with resources and governance to carry out its mandate.

ANCHORING

Transforms the Situation into a regular activity, business line, or business unit.

Senior Management > Supports the Group's long-term professional development strategy and ensures cross-functional cohesion and sponsorship of the Executive Vice Presidents.

Executive Vice Presidents > In charge of the operational management of the Group's main business lines/ operations.

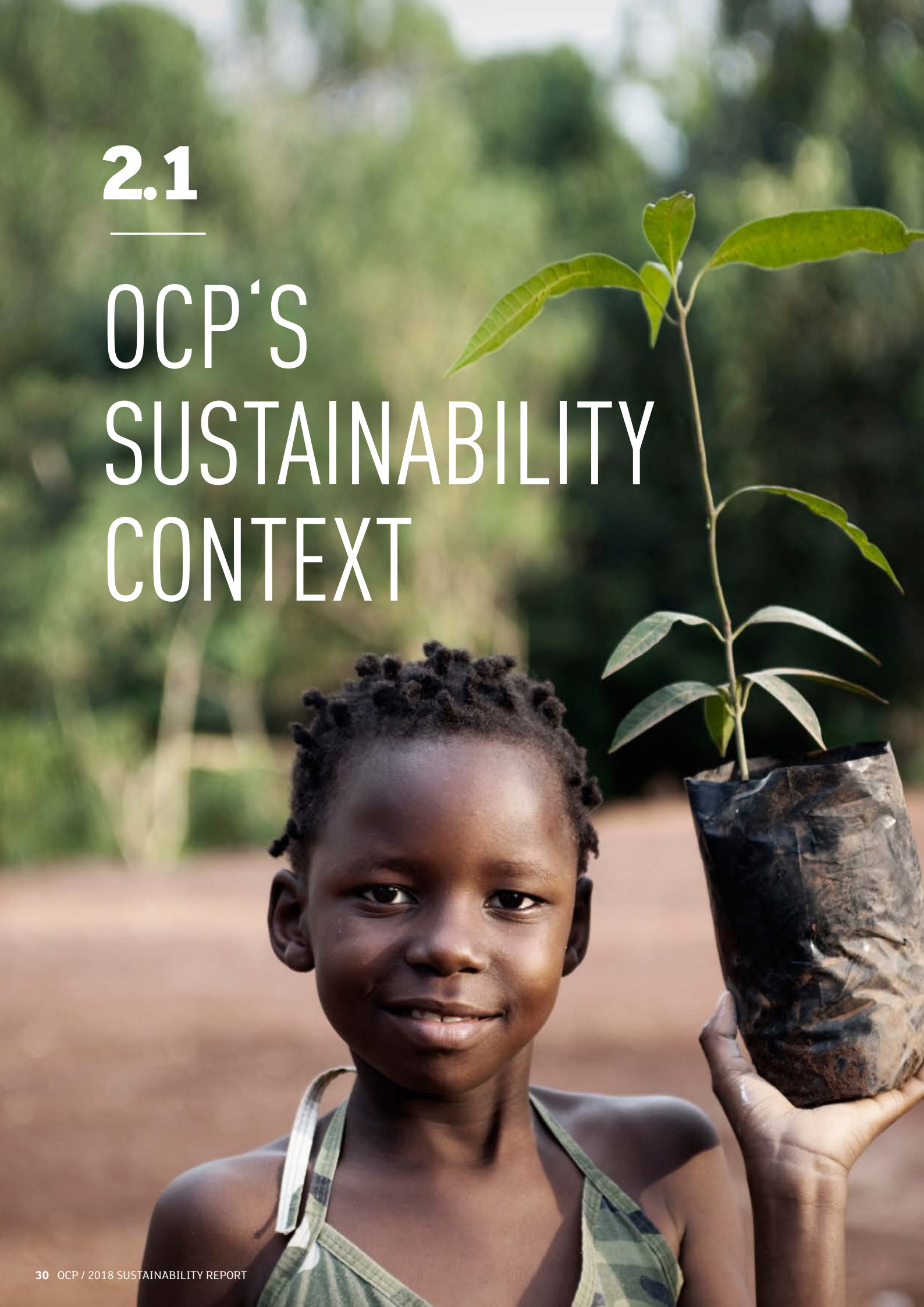
- Strategy & corporate development
- Human capital
- Finance and management control
- Sales & marketing
- Industrial operations
- Industrial development
- Legal & corporate affairs
- Secretary General
- Performance management
- Africa
- Digital office

Economic, social, and environmental issues are also managed in a cross-cutting way at all levels through the Movement. This innovative organizational tool mobilizes staff to foresee problems to make a more sustainable future (see p. 45).

SUSTAINABLE DEVELOPMENT: AN INTEGRATED APPROACH

2.1

OCP'S SUSTAINABILITY CONTEXT



GRI 102-11

As a major contributor to the global fertilizer market, our mission is to feed the soil to feed the planet.

For nearly a century, the global population has been growing steadily. In 1920 there were fewer than 2 billion people, today there are more than 7 billion, and in 2050 there will be about 10 billion. This rapid population growth requires a 77% increase in global agricultural production to meet world population food demands. To this end, the world must triple crop yields by 2050 in part by doubling phosphate nutrient consumption and fertilizer production. Fertilizer and, more specifically, phosphate, is needed to improve agricultural yields as they guarantee **food security** in the short, medium, and long term.

Food security concerns are compounded by the consequences of climate change and the depletion of precious natural resources, such as water and fertile soils.

In addition, intensive agricultural practices have a significant impact on the **quality and availability of these resources**. Soil erosion and the loss of topsoil lower soil nutrient content and contribute directly to lower crop yields. In this context, only judicious fertilizer use, based on the appropriate rate and application of proper nutrients at the right time and place, can reconcile achieving yield objectives and keeping crop systems sustainable.

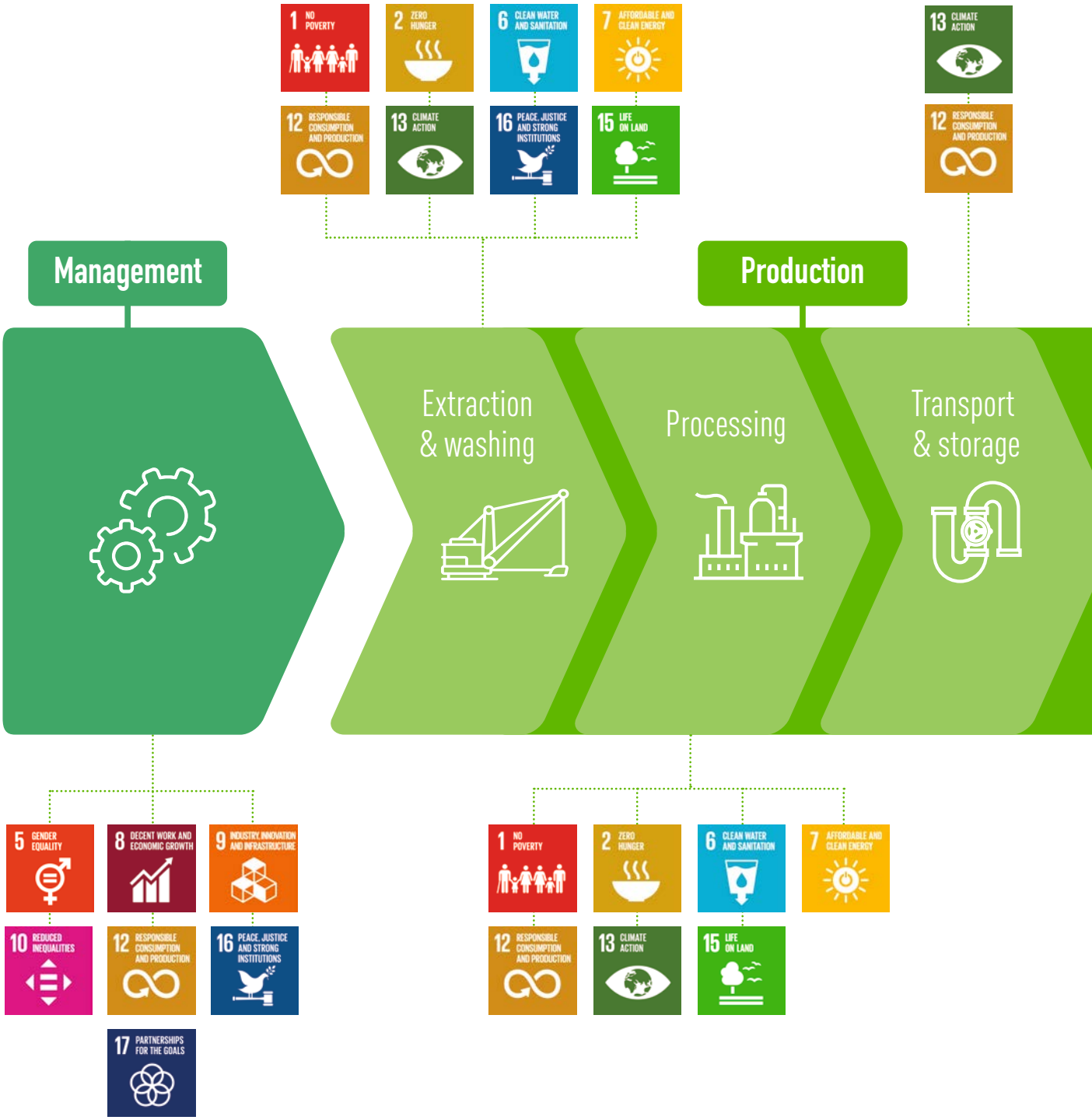
OCP's primary goal is to meet the exponential demand for food by optimizing the use of our natural resources.

OCP Group works daily to improve soil fertility and help farmers increase their yields. A balance between better crop yields and social and environmental objectives is now a prerequisite for a lasting response to global food demand.

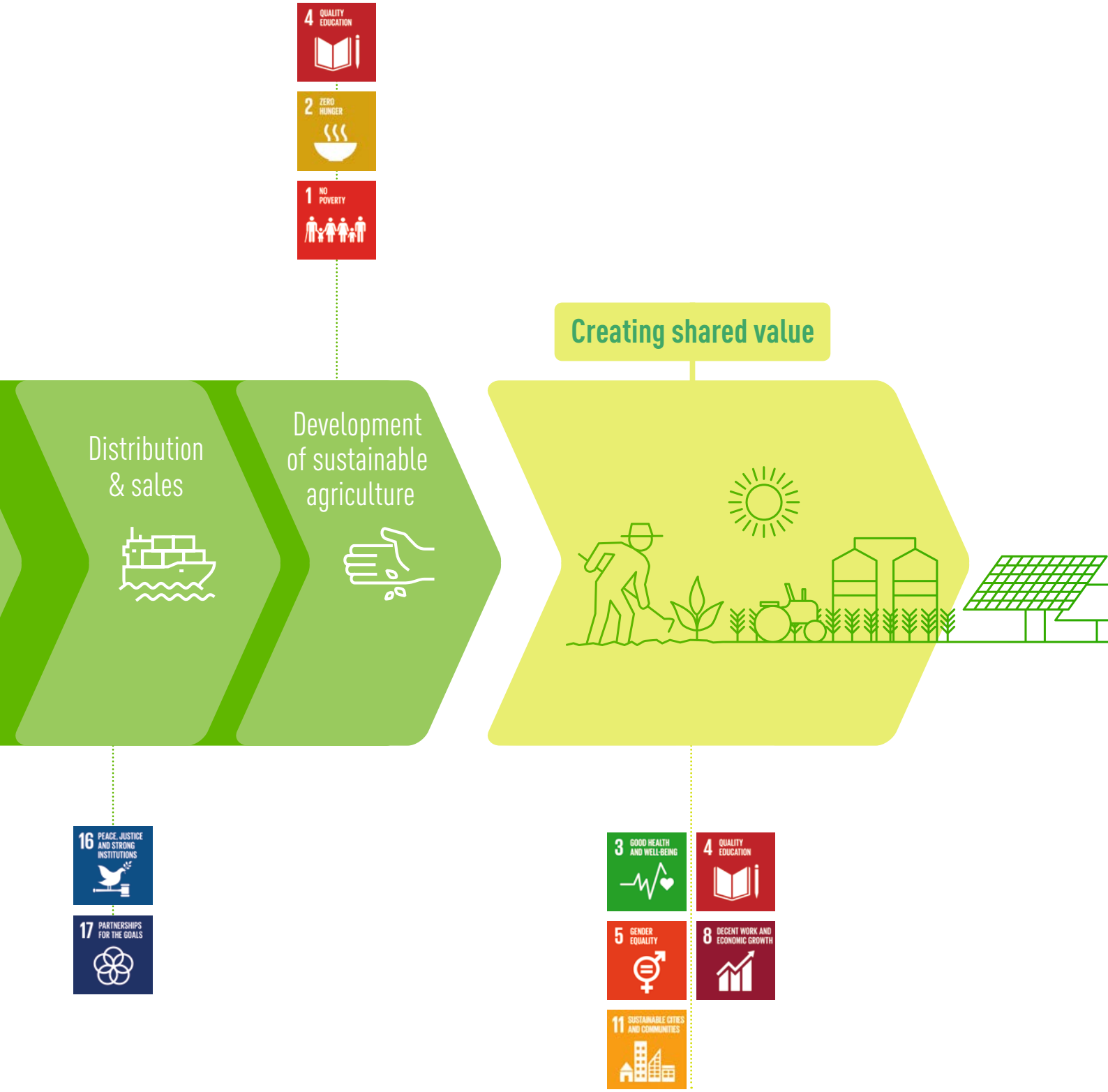
GRI 102-11

In response to these global challenges, OCP conducted a risk and opportunity analysis of OCP's contribution to the Sustainable Development Goals with value chain actors, the broader business ecosystem and other stakeholders with a view to achieving the sustainable development goals of Agenda 2030. This analysis identified priority issues and areas for OCP Group's sustainable development strategy.

The diagram below shows how OCP Group turns priority issues into opportunities for positive action by actively contributing to sustainable development goals.



GRI 102-11


4 QUALITY EDUCATION
2 ZERO HUNGER
1 NO POVERTY
Creating shared value
Distribution & sales
Development of sustainable agriculture
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS
3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
11 SUSTAINABLE CITIES AND COMMUNITIES

Management

Human and financial resource management is a prerequisite for creating value for the company. OCP's income allocation and investment strategy are centered on sustainability →see p.52 to remain competitive and contribute to Morocco's economy. Human resource management is primarily structured around equal opportunity, skill development, and a strong culture of health and safety using the inclusive approach of the Movement to promote employee collaboration →see p.59

Governance provides the framework for various parts of the company to define and create shared value. OCP aims to develop a transparent and innovative governance model that maximizes shared value creation and guarantees sustainable growth across the board. →see p.48

Circular economy and innovation and R&D principles →see p.53 govern all OCP activities in order to minimize negative impacts and increase growth.

Aware of the economic, social, and environmental risks and opportunities associated with procurement, OCP Group aims to manage its purchases responsibly within its various activities. Its strategy focuses on developing a network of local suppliers and promoting local entrepreneurship and partnerships to create sustainable industrial ecosystems. →see p.69

Extraction & washing

OCP's mining approach is maximize phosphate extraction in all soils at its sites, including those low in phosphate, by adopting new industrial processes that guarantee sustainable production. This includes washing plants, and to limit the development of new extraction sites. When new sites are needed, a land acquisition process is started to ensure support for those concerned through compensation and relocation →see p.81

Mining has significant impacts on the soil, which is why OCP adopted new industrial processes for eco-friendly mine reclamation. This requires the recovery, storage, and reuse of topsoil during the planting phase of rehabilitation. All these phases involve agricultural experimentation through the planting of diverse trees and species, which benefits nearby communities →see p.103

Mining and processing phosphate rock in washing plants generates significant water and energy requirements. It also developed its Energy Program to integrate renewable energy, specifically wind power, to meet its energy needs →see p.84

Processing

The process of turning phosphate rock into phosphoric acid and fertilizers requires significant amounts of water. OCP set up its Water Program in order to optimize consumption and develop unconventional water resources such as desalinated seawater →see p.84

Turning phosphate rock into phosphoric acid and fertilizers produces an important byproduct: phosphogypsum. This byproduct is the subject of considerable research and pilot project investments →see p.82

The increase in OCP's industrial capacity to meet food security challenges inevitably increases the need for resources. OCP launched its Circular Economy Program on resource conservation, sustainable production, sustainable consumption, and value creation through processing and recycling in order to implement a sustainable growth model. →see p.79

OCP's industrial development entails increased electrical energy needs, which is why OCP developed an Energy Program to implement a diverse energy mix and become self-sufficient. The program develops cogeneration capacities, energy efficiency measures, and renewable energy use →see p.88. The environmental footprint of processing also includes emissions from related industrial infrastructure, the most significant being sulfur dioxide (SO_2) emissions. To reduce its impact, OCP implemented innovative technology: the Sulfacid system →see p.91

Transportation and storage

The Slurry Pipeline between mining sites in the Khouribga region and the Jorf Lasfar processing site is revolutionizing phosphate transportation. In addition to optimizing logistics costs and increasing transportation volumes, it involves lower CO_2 emissions and water consumption than conventional rail transportation →see p.85 & 94

Distribution and sales

In addition to its traditional distribution and sales channels, OCP developed an innovative land rental model for Jorf Lasfar, the world's largest processing site, to bring together integrated production units from around the world and create industrial synergy with environmental and social standards. OCP has also deployed, primarily in Africa, an intricate distribution network by developing partnerships with local, institutional, and private contributors in order to reach farmers at the lowest cost. OCP's supply chain in Africa relies on logistics centers, sales representatives, subsidiaries, and production plants dedicated to meeting the needs of regional markets. →see p.99

Development of sustainable agriculture

As users of our product, farmers play an important environmental and societal role in the OCP value chain. OCP aims to create farmer-oriented ecosystem by providing farmers with all means necessary to improve their yields. This means teaching best agricultural practices, testing soils, recommending fertilizers, facilitating financing, and improving market access →see p.97

Shared value creation

OCP's operational activities make positive, lasting contributions to the communities in which it operates. It simultaneously develops innovative programs, in partnership with NGOs and civil society, to encourage entrepreneurship, job creation, and skills development while investing in infrastructure and access to services in areas such as education, health, and culture →see p.110

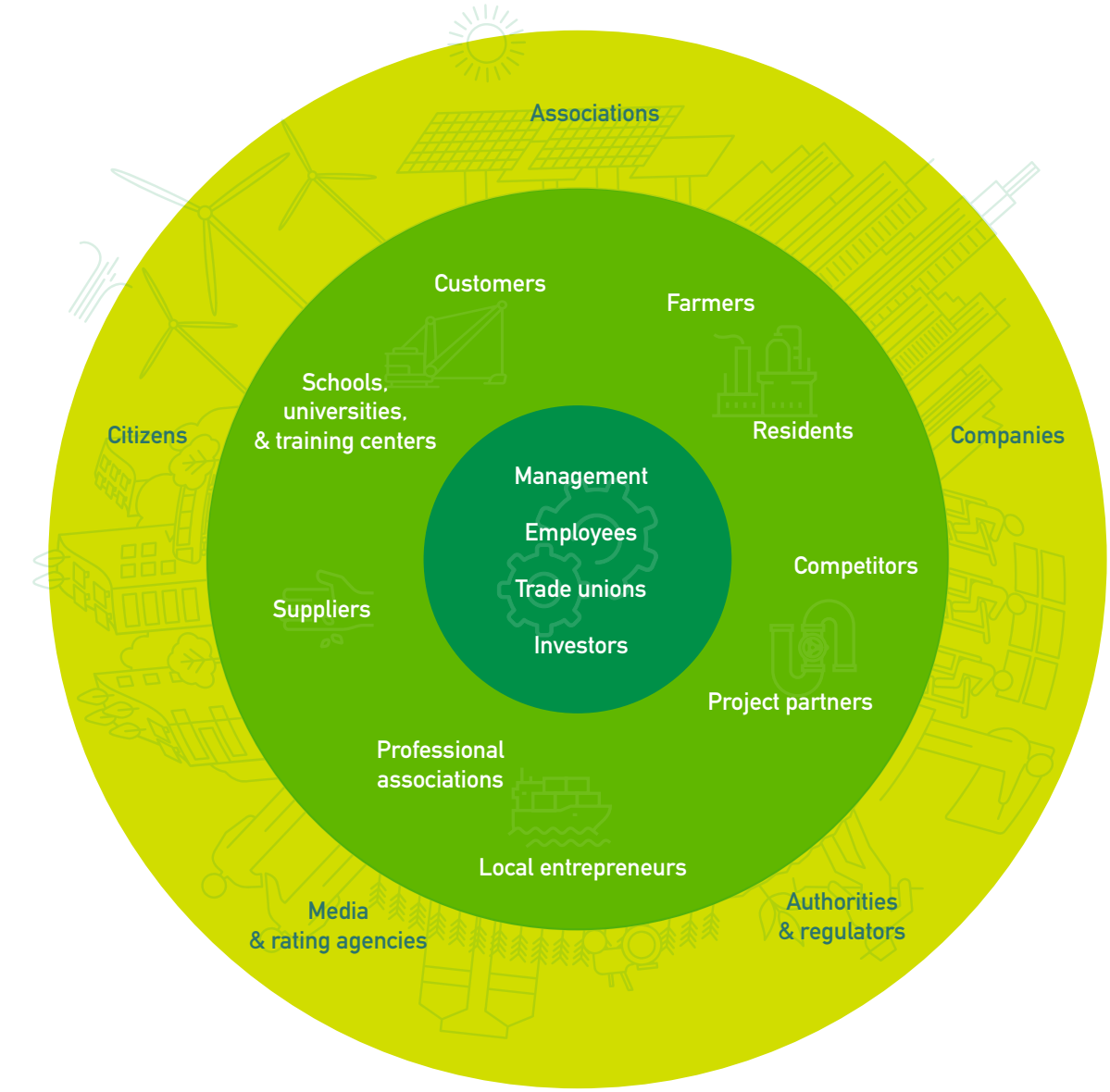
2.2

STAKEHOLDER ENGAGEMENT

GRI 102-40 | GRI 102-42

OCP's sustainable development strategy is based on continuous dialogue and joint development with internal and external stakeholders using an inclusive business approach.

OCP recognizes the mutual need for dialogue, transparency, and the strategic consideration of business ecosystem concerns as part of its sustainable development approach.
The illustration below shows the stakeholders with whom OCP interacts at various levels throughout its sphere of influence and value chain.



Internal stakeholders related to our **commitments to responsible and inclusive management**

External stakeholders related to our **commitments to sustainable production**

External stakeholders related to our **commitments to shared value creation**

In 2018, OCP included internal and external stakeholders in its materiality analysis for this report, presented on page 123.
The main objective was to identify priority issues in the value chain based on the principles of the Global Reporting Initiative. Through this approach, OCP was able to define its 2019–2020 dialogue plan for the preparation of future extra-financial reports while also prioritizing its stakeholders.

GRI 102-43 | GRI 102-44

SENIOR MANAGEMENT

METHODS OF ENGAGEMENT

- Board of Directors
- Audit and Risk Committee: risk assessment integrating sustainable development
- Strategic Committee: Global Strategic Review (activities integrating sustainable development criteria through a down-top/bottom-up process)
- Management Committee (Executive Vice Presidents): advisory process (on environmental and social issues) and thematic focus groups
- Operational Committee using, in their decision making, input from site management committees (right place, time, rate, source)
- Contracts with local authorities, public-private partnership
- Specialized committees (health, safety, environment, technical)

MAIN TOPICS

- Regulations
- Environment
- Society
- Social
- Economy

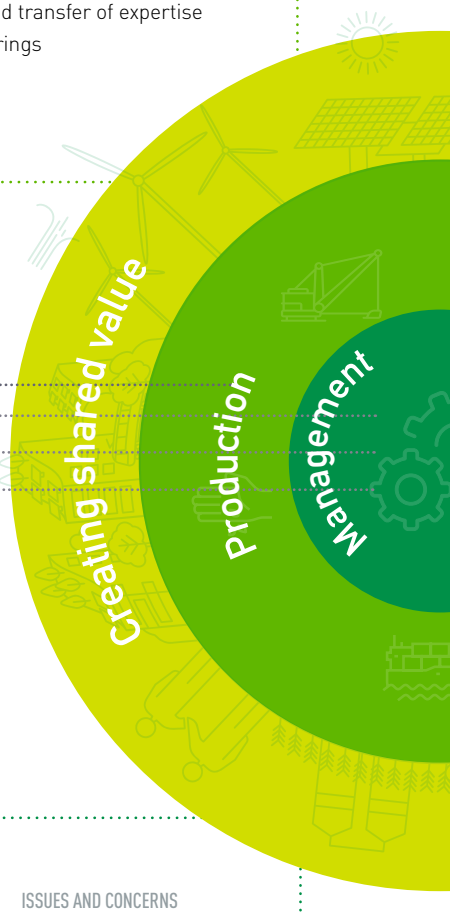
FARMERS

METHODS OF ENGAGEMENT

- 4R Program (customized agriculture)
- Development of a soil fertility map
- OCP Foundation / Phosboucraa Foundation
- Al Moutmir caravan and agronomic advice
- Development of a farmer-friendly business ecosystem (local production and distribution infrastructure)

ISSUES AND CONCERNS

- Joint venture and local partnerships
- Product efficiency (features, quality)
- Use of products
- Custom and smart fertilizers
- Societal commitments
- Fertilizer use training and transfer of expertise
- Agricultural service offerings



EMPLOYEES

METHODS OF ENGAGEMENT

- Workshops
- Surveys
- Situations and movements (Act4Community, diversity, Happy@OCP, etc.)
- Hackathons
- Training, peer-to-peer knowledge transfer (OCP Professors) and skills assessment programs
- Group intranet
- Digital applications developed with sections on Human Resources, performance evaluation, etc.

ISSUES AND CONCERNS

- Professional development
- Engagement through the sponsorship of employee skills (community service)
- Equal opportunity, social benefits (access to property, medical coverage, retirement, etc.)
- Training and skills development
- Working conditions
- Access to information and transparency

TRADE UNIONS

METHODS OF ENGAGEMENT

- Social Charter
- CSP (Staff Status Commission)
- CAS (Social Action Commission)
- CHS (Health and Safety Committee)
- CNC (Collective Bargaining Committee)
- Training academy

ISSUES AND CONCERNS

- Social
- Environment
- Medical
- Safety
- Administrative management (payroll, scheduling, etc.)

Average frequency of engagement in sustainable development topics

Continual Frequent Occasional

GRI 102-43 | GRI 102-44

RESIDENTS

METHODS OF ENGAGEMENT

- Public survey for industrial projects (development, modification, and expansion projects)
- Complaint management system at the corporate level and at operational sites
- Association forums
- Meetings with residents
- Thematic forums on entrepreneurship (micro-business, local business, etc.)

ISSUES AND CONCERNS

- Societal projects developed with local contributors (access to basic infrastructure: health, culture, education, etc.)
- Environment (management of soil, resources, etc.)
- Local employment creation and value sharing (direct and indirect employment, capacity building, etc.)

SUPPLIERS

METHODS OF ENGAGEMENT

- Progress pact (training and support for improving social, environmental, and safety compliance, and in other areas)
- The Movement (Act4Community)
- OCP purchasing platform (e-purchase)
- Programs for suppliers
- Forums and conferences on the emergence of an industrial ecosystem
- Meetings and dialogue with local stakeholders at the operational site level
- Industrial Expertise Centres, digital schools and startup incubators for local small businesses

ISSUES AND CONCERNS

- Direct and indirect local economic impacts
- Social, environmental, and safety compliance, and in other areas
- Skills development
- Development of a qualified local economic fabric
- Innovation
- Development of a local industrial ecosystem

CUSTOMERS

METHODS OF ENGAGEMENT

- Feedback in various forms (written, by phone, etc.)
- Meetings, site visits, road shows, client events (trade fairs, exhibitions, etc.)
- Quality and risk management processes

ISSUES AND CONCERNS

- Custom fertilizers
- Smart fertilizers
- Societal commitments
- Fertilizer use training and transfer of expertise
- Agricultural service offer (fertility map, demonstration platforms, adapted training and support, etc.)
- Co-investments

INFLUENCERS: MEDIA & RATING AGENCIES

METHODS OF ENGAGEMENT

- Discussions with local, national, and international media
- Site tours
- Websites (corporate, foundations) and social media (Facebook, Twitter, LinkedIn)
- Presentation of the sustainable development program to local and national media
- Forums, conferences, national and international events

ISSUES AND CONCERNS

- Access to the Group's economic, social, and environmental information

AUTHORITIES AND REGULATORS

METHODS OF ENGAGEMENT

- Global issue advocacy
- Board of Directors
- Program contracts
- Various discussions (local meetings, informal meetings, written correspondence with institutions, etc.)

ISSUES AND CONCERNS

- Regulations
- Environment
- Company
- Economy
- Regional development

ASSOCIATIONS AND NGOS

METHODS OF ENGAGEMENT

- Skills development programs
- Dialogue and joint development: Act4Community
- Subsidies for projects
- Association forums
- Thematic forums on entrepreneurship (micro-business, local business, etc.)

ISSUES AND CONCERNS

- Social and inclusive entrepreneurship
- Joint development of societal projects (access to basic infrastructure: health, culture, education, etc.)
- Respect for the environment, development of rehabilitated land, soil management, etc.
- Local employment creation and value sharing (direct and indirect employment, capacity building, etc.)

GRI 102-43

The deep commitment of stakeholders for an emerging industrial ecosystem

In 2018, OCP involved its suppliers in developing the local industrial ecosystem. Representing the construction, maintenance, and facility management sectors, over 80 suppliers participated in workshops. Five key partners also participated: the Industrial Expertise Centres, the JESA Institute, UM6P, the Ministry of Industry, Investment, Trade and Digital Economy, and the National Agency for the Promotion of Small and Medium-sized Enterprises. This led to the joint identification of the Pact for Industrial Emergence's issues and the development of its principles. There was a strong consensus on transparency, skill development, innovation and, mutual commitment among them. In addition, suppliers were able to express their expectations and proposals and ask questions (see page 89 for more on the Ecosystem Progress Pact).

OCP aims to strengthen its dialogue with stakeholders by involving them in the analysis of challenges and opportunities, and in sustainable development matters. To this end, the 2019–2020 stakeholder dialogue program will focus on raising awareness, training, and exchanging good practices with external stakeholders in order to facilitate and encourage the joint development of sustainable projects.

For the 2019–2020 fiscal year, OCP will adopt a decentralized approach to dialogue with stakeholders for each operational site through the following actions:

1. Training internal employees and key external stakeholders on sustainable development issues;
2. Developing external stakeholder organizational charts for each operational site;
3. Conduct materiality analyses using an inclusive and decentralized approach for each operational site;
4. Develop OCP's sustainable development priorities and actions, with internal and external stakeholders, using a decentralized and autonomous bottom-up approach for operational sites to follow.

2.3

2018 MATERIALITY ANALYSIS

In preparing this report, OCP Group conducted a materiality analysis using an inclusive approach with its stakeholders. This analysis assessed the significance of the economic, social, and environmental impacts of OCP's activities and their influence on stakeholders.

GRI 102–47

Based on this analysis, priority issues were identified and categorized by their scope of influence in three areas:

OCP Group's **RESPONSIBLE AND INCLUSIVE MANAGEMENT** commitments are reflected in its **sustainable economic growth**, its **ethical and transparent** practices, the development of its employees and their **Occupational Health and Safety**, and the integration of digital technology in worksites.

SUSTAINABLE PRODUCTION commitments include actions and initiatives revolving around **operational excellence**, the **circular economy**, and the emergence of an industrial ecosystem. This program involves resource conservation, **soil and biodiversity management, waste and hazardous product management**, the **development of renewable energy, water management**, and also **food security** through the development of smart agriculture.

SHARED VALUE CREATION commitments include all programs with **indirect economic** impacts, business ecosystem development support, and **community involvement**.

Find out more about the materiality analysis on page 125.

3

OCP'S SUSTAINABILITY COMMITMENTS

3.1

COMMITMENTS TO RESPONSIBLE AND INCLUSIVE MANAGEMENT

Responsible management commitments are reflected in OCP Group's inclusive business model implemented in 2018. In support of a sustainable economy, this business model makes it possible to include stakeholder concerns in strategic and operational decisions throughout the value chain.

Aided by dialogue, innovation, and R&D, management commitments are structured around:

- Transparent and innovative governance;
- Sustainable economic growth;
- A committed and involved employer;
- Responsible purchasing practices.

3.1.1. Transparent and innovative governance

primary material topic

GRI 102-16

Improving governance as a management tool continues to be a long-term priority at OCP. It requires strengthening procedures, rules, and organizational structures that will ultimately ensure greater transparency across the company's operations. OCP aims to go beyond regulatory compliance and develop an approach to governance that reflects the company's guiding principles, vision and ambitions. Governance is based on values that underlie all company actions: **integrity, ethics, and transparency.**

Since 2016, OCP Group has been developing an agile, innovative, and inclusive governance system through the Movement. The Movement is a truly innovative campaign led by all employees under the leadership of Chairman and Chief Executive Officer Mostafa Terrab. The Movement is an invitation to think outside the box and explore a more collaborative way of working that is not only more flexible, but also encourages all employees to be more innovative, creative, and proactive. The goal is to create new teams (called "situations") that enable OCP Group to anticipate future challenges and stakeholder expectations, but also to adapt to an increasingly complex environment.

The drive behind the Movement can now be felt at all levels: industrial, financial, commercial, legal, strategic, etc. The adventure that is the Movement has given rise to over 60 Situations, and more than 8,000 employees are now involved.

The Movement in numbers

+60 situations,

10 of which are in the anchoring phase.

9 communities of practice

Many local workshops launched.

"We want our employees' proposals to lead to decisions that engage us. And we hope that because these suggestions stem from a non-hierarchical process, they will positively disrupt the company by shifting its reference points and organization."

Mostafa Terrab
Chairman and Chief Executive Officer

Internal perimeter

GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 412-1 | GRI 102-11

Thanks to this innovative and cross-disciplinary approach, sustainable development is emerging as a new management method based on the principles of inclusive business. The inclusive business models OCP Group has developed include the circular economy, the business ecosystem strategy, Act4Community, the Africa strategy, and the innovation, research, and development strategy.

In **managing risks and applying the precautionary principle**, OCP takes into account uncertainties that may affect its activities and stakeholders, including those resulting from its environmental, social, and ethical objectives. the Risk Management Team under the supervision of the Audit and Risk Committee carries out the identification, analysis, and evaluation of these risks, and integrates them into the management plans of each business line in accordance with ISO 31000.

In 2018, OCP Group received a positive assessment after having its risk management system evaluated by an external body to align with international standards and benchmarks. The year also saw the bolstering of political, economic, and safety risk monitoring and follow up capacities in certain countries where OCP operates. The effectiveness of the response to these risks is also monitored by audits conducted each year based on risk criticality within business lines. As part of OCP's efforts to mitigate various major disruptions, an activity continuity approach was implemented in accordance with ISO 22301 in 2018.

The Group Internal Control Department also works to respect and promote ethics and transparency throughout OCP by:

1. Carry out compliance controls to detect any possible ethical, procedural, or regulatory compliance issues;
2. Assessing the compliance and efficiency of internal oversight systems;
3. Ensuring that business lines do not present irregularities.

The controllers in charge of reviewing processes are trained and certified in international best practices (ACFE).

OCP Group's grievance, complaint management, and mediation **mechanism** involves the following entities:

- Operational sites for oral and written complaints from residents. All complaints are received by operational site departments and processed according to the complaint type. In 2018, most complaints were mainly related to the purchase of neighboring land, unmet sponsorship and patronage requests, compensation for surface damage, and compensation amounts.

Key figures

100 Over 100 inspections were carried out in several areas, including industrial operations, finances, sales, purchasing, development projects, human resources, social issues, safety, logistics, and the environment

20 As part of the 2018 internal audit plan, 20 mandates were completed, namely those initially provided for in the plan that related to the industrial area (energy trading, mining/beneficiation interfaces, technical monitoring processes for subcontracted service needs, the new sulfur unit, etc.), the digitalization and information system area (industrial data management, IT security, etc.), the support area (marketing finished product inventories, delegation of powers, etc.), and commercial area (chartering ships, local sales processes, etc.). Rates for implementing internal audit recommendations remained satisfactory for the 2015–2018 period, with 74% of recommendations implented within the prescribed time limits

Ombudsman Office

OCP Group's Ombudsman Office is part of a strategy to strengthen OCP's sustainable commitment to its business ecosystems. For years, OCP has been engaging in development activity that considers the impact on its stakeholders. Acting independently and in compliance with international standards and best practices, the Ombudsman Office aims to be a space for mutual understanding, consensus, and the determined pursuit of fairly negotiated outcomes. The Office also develops and improves good governance practices within OCP Group.

The Ombudsman Office can accept and process your claim as per its mandate within the following areas of competency:

> Claims for which all possible means of appeal and formal direct complaints to the Group's relevant entities have been exhausted, and/or for which no other action is possible ;
> Requests for mediation for negotiated settlement of a conflict situation, a misunderstanding or a current dispute;
> Non-compliant processes' allegations; and
> Regularization of appeal right in case of issued rejection

The services of OCP Group's Ombudsman Office are open to all external stakeholders including its clients, its suppliers, and NGOs.

GRI 103-1 | GRI 103-2 | GRI 103-3

603

complaints from 2017–2018 were closed within 54 days. OCP Group solutions take various forms, including compensation, governed by national legislation, the development of social and economic support plans, and production process reviews to reduce incidents. Since 2018, a proactive and inclusive approach based on dialogue with communities has been used at sites to promote communication with residents and jointly develop social support plans.

- The General and Institutional Affairs Direction for complaints of all types concerning, in particular, pension issues, medical coverage, and operation-related damage caused to third parties.
- The Ombudsman Office, an independent complaint management apparatus that addresses the complaints of all external stakeholders, including, in particular, OCP's clients and suppliers, NGOs, and all other parties interacting with OCP's entities.

All three entities represent avenues for external stakeholders by which complainants can seek redress.

As **transparency** ensures trust and quality relationships, OCP Group has been employing an action plan over the past three years to develop financial and extra-financial transparency for all stakeholders. Launched in 2018, a new website publishes and disseminates updated performances every quarter.

Respecting human rights is also of particular interest to OCP in terms of its own activities as well as its relationships with stakeholders, local communities, and suppliers. In addition to regulatory requirements, human rights are factored into OCP's entire value chain and enforced through risk management processes, supplier and support choices, subcontractor training, and community engagement programs.

GRI 103-1 | GRI 103-2 | GRI 103-3

A cross-cutting oversight approach to human rights

- A strong management system using extra-financial risk management;
- A purchasing and investment policy that includes transparent selection, subcontractor support and training, clauses on complying with national law in investment contracts, social and environmental impact assessments, and audits and controls for compliance with labor laws;
- Community dialogue and involvement throughout the value chain at different levels: interaction, joint development, and the grievance mechanism

OCP has implemented procedures to ensure that its suppliers comply with Moroccan labor law and International Labour Organization Standards. To this end, OCP carries out ongoing impact analyses at its sites and ensures supplier compliance through its responsible purchasing policy.

The agility of OCP's governance also plays a major role in innovation and R&D, which are essential for the entire organization. In 2018, OCP significantly developed its governance in this area by launching a major innovation and R&D project, which includes:

- Reorganizing OCP's R&D activity by conducting research at UM6P and creating an internal innovation body responsible managing contracted work to strengthen the spirit of entrepreneurship;
- Jointly developing, with internal stakeholders, the innovation and R&D project portfolio with a focus on OCP's major challenges (Farmer Solutions, Hacking Phosphate, Operations Efficiency, Sustainability, and the Circular Economy);
- Structuring and enhancing collaboration with UM6P as a privileged partner to advance a research agenda that responds to OCP Group's challenges;
- Opening up to the external, national, and international business ecosystem that has resulted in a number of collaborations with renowned partners;
- Solidifying strategic partnerships in innovation and R&D, in particular by setting up joint laboratories and specialized innovation center projects.

Governance also supports OCP's community involvement through its two foundations, the OCP Foundation and the Phosboucraa Foundation.

The OCP Foundation is structured around several areas such as education, training, and R&D. It is active beyond Morocco's borders throughout Africa and into Asia where it carries out major projects to meet local needs and strengthen South-South Cooperation. This includes sustainable agricultural development programs to help improve the incomes and living conditions of small farmers.

The Phosboucraa Foundation was created to promote the sustainable development of communities in the Southern regions through programs specifically designed to meet local needs in four main areas:

- Educational support;
- Improving the local economy;
- Promoting natural and cultural heritage;
- Revitalizing the region through urban innovation programs.

OCP's goals

Improve sustainability monitoring and reporting system

- Evaluate the current internal reporting systems and integrate relevant data to cover all sustainability requirements

Implement training programs on ethical governance by 2020

- Develop programs to increase awareness on business ethics for OCP employees and subcontractors

Improve risk mapping by 2019

- Improve social and environnmental risk mapping
- Adapt risk mitigation plans

3.1.2 Sustainable Economic Growth

primary material topic

GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 201-1

Sustainable economic growth is reflected in OCP Group's inclusive economic approach. This approach is based on creating value for its stakeholders, from its employees and suppliers to the Government and local communities. Generated and distributed economic value increased by 32% between 2016 and 2018.

Distributed economic value, including salaries, employee benefits, payments to investors, government payments, and community investments, increased by 17% between 2017 and 2018, while generated economic value, corresponding to generated revenue, increased by 15% over the same period.

Community investments increased by 26% between 2017 and 2018 and were implemented through:

- Funds to develop community infrastructure;
- Contributions to charities and NGOs benefiting young people, children, farmers, residents, and women;
- Direct financing of social programs supporting education, culture, and health.

Direct and indirect job creation in the industrial ecosystem since the launch of the CAPEX program:

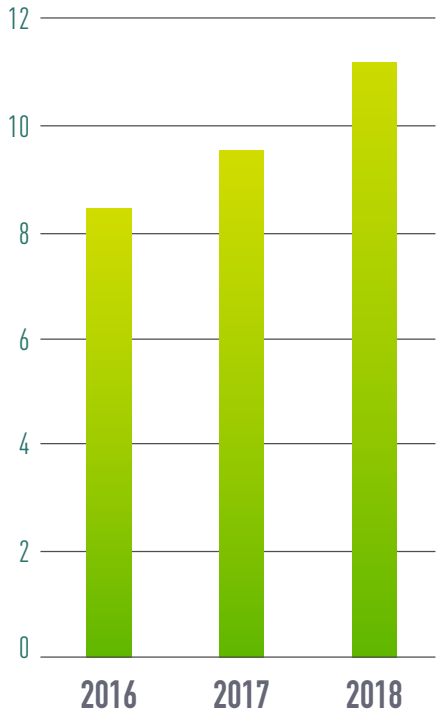
1. The business ecosystem generated **18,000,000 person-days**
2. The JESA joint venture created **1,650 new jobs** including 1,500 in Morocco, 1,100 of which are in engineering
3. 8,100 direct jobs

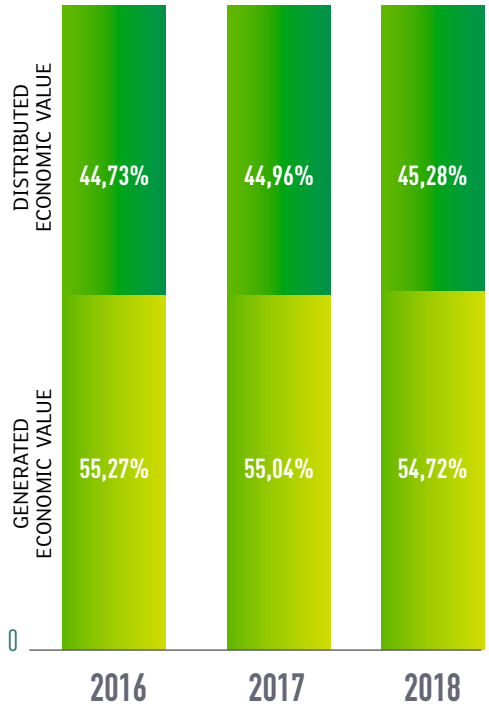
Job creation through industrial development:

1. **1,48 million person-days** in ongoing projects
2. **336 permanent positions** created in 2018 to operate JFC 4 and the concentration units on I&J production lines at Jorf Lasfar

Generated and distributed value ($ billion)

Retained value, calculated by subtracting the distributed value from the generated value, therefore amounted to $11,162.97 million (equivalent to 104,820.31 million MAD) in 2018.





Internal perimeter

GRI 103-1 | GRI 103-2 | GRI 103-3

The three pillars of OCP's industrial strategy

Strengthening mining and processing capacities

Cost control

Industrial flexibility and commercial agility

OCP has doubled its share in the fertilizer market from 11% to 22% over the past 10 years.

This economic growth stems from the goal of making OCP's position in the fertilizer market more sustainable to meet the challenges of population growth and food security. Accordingly, from 2008, OCP invested nearly $ 21,3 billion (equivalent to MAD 200 billion) into launching an industrial processing strategy to double its mining capacity and triple its processing capacity by 2027.

Innovation: a key lever for sustainable growth

secondary material topic

In order to make its performance and growth more sustainable, OCP also develops innovation and R&D programs, to develop products and services in support of sustainable agriculture. The 2018 budget for innovation and R&D was 37.5% higher than 2017's and it is projected to triple in 2019.

In line with its inclusive business model, OCP draws on an innovative business ecosystem and a joint development approach by forging key external partnerships with SMEs, startups, research centers, and innovation communities. Innovation practices evolved considerably in 2018 as shown in the previous section of this report *(Please refer to Tranparent and Innovative Governance)*. Innovation and R&D culture was significantly enriched in 2018 as it is now guided by a steering innovation body for all OCP innovation and R&D initiatives, open innovation, and close collaboration with Mohammed VI Polytechnic University (UM6P).

Mohammed VI Polytechnic University: A Privileged Partner of OCP Group

OCP has made UM6P a center of research and excellence as well as an incubator of ideas and innovation. The University's Living Labs, which are now central to OCP's research programs, are open to the scientific community and allow researchers from partner universities to test full-scale solutions in key areas. In 2018, a new Innovation and Entrepreneurship (I&E) space was created at the university. A new collaboration also began between UM6P and École des Ponts ParisTech with a focus on the challenges of the industry of the future.

- Built on OCP's challenges (Farmer Solutions, Hacking Phosphate, Operations Efficiency, Sustainability, and the Circular Economy), the innovation agenda has been restructured around 15 programs on key themes. This includes Plant Nutrition, Smart Fertilizers, New P Applications, Mining and Fertilizers Process and Technology, Upstream Integration, Element Extraction, and Water and Energy.
- Innovation initiatives have been launched with over 100 projects created in partnership with UM6P and other renowned partners such as École Polytechnique de Montréal (EPM), Massachusetts Institute of Technology (MIT), Fertinagro Biotech - a spanish company specialized in the production and marketing of fertilizers (NPK, NPK-enriched, biostimulants, etc.), and the Fraunhofer Institute for Microstructure of Materials and Systems to develop sustainable raw materials for the fertilizer industry.

Internal perimeter

Innovation and R&D: Main Achievements in 2018

FARMER SOLUTIONS

- Development of new fertilizer formulas (enriched liquid fertilizers, nitrogen-enriched TSP, Phosfeeds, TSP coated to be blended with urea, etc.).
- Agronomic tests carried out to validate the performance of new fertilizer formulas (high-sulfur fertilizers, polymers for P bioavailability, silicon as a stimulant, biopesticides, etc.).

HACKING PHOSPHATE

- Development of the fluorine production pilot tests and launch of a second pilot test using Fluorsid technology.
- Launch of innovation and R&D initiatives to develop phosphate-based materials for batteries in collaboration with UM6P (LFP for lithium-ion batteries, NVPF for sodium-ion batteries).
- Development, in test mode, of phosphate-based materials for thermal energy storage in partnership with Prayon and École des Mines d'Albi.
- Development of ways to make use of high-value-added items such as rare-earth elements.

OPERATIONS EFFICIENCY

- Industrial additive tests to improve phosphate slurry rheology for transporting and manufacturing phosphoric acid.
- Finalization of the pilot test on purifying phosphoric acid through membranes using the OCP process.
- Launching projects with UM6P to model and simulate fertilizer granulation and phosphoric acid production.

SUSTAINABILITY AND THE CIRCULAR ECONOMY

- Industrial additive tests to break down hydrogen sulfide when melting sulfur and at phosphate units.
- Launch of innovation and R&D initiatives to recover phosphate byproducts (waste rock, washing sludge, etc.) in the materials sector, such as the geopolymer project launched in collaboration with UM6P.
- Signing of a draft agreement to develop green ammonia production technology with the Fraunhofer Institute and Green Energy Park (GEP), an international testing, research, and training platform in the renewable-energy sector, jointly developed by OCP and the Institut de Recherche en Énergie Solaire et en Énergies Nouvelles (IRESEN).

OCP's goals

Promote sustainable agriculture

- Support balanced soil fertilization based on the 4R principles
- Develop customized products

Leading technical innovation in the phosphate industry

- Developping a multistackholder ecosystem around phosphates
- Support Open Innovation within the organization

3.1.3. A Responsible and Committed Employer

Within OCP Group's management commitments, being a responsible employer involves responsible job management, respect for diversity, equal opportunity, health, worker safety, and professional development programs.

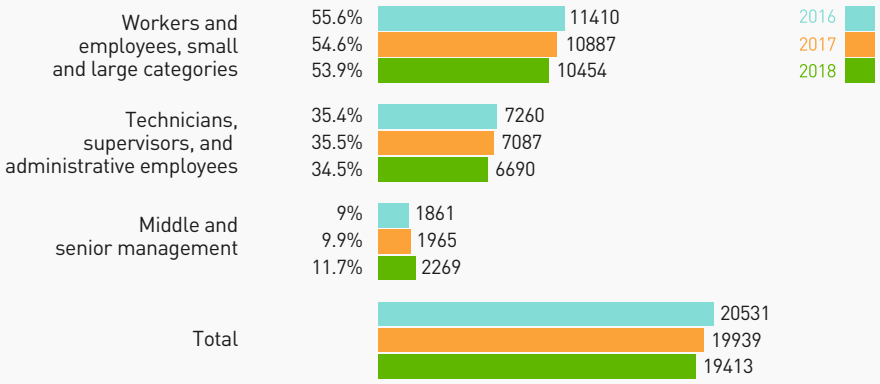
3.1.3.1. Responsible employee management

GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 401-1

secondary material topic

The entirety of OCP Group's workforce dropped 2.6% from 19,939 at the end of December 2017 to 19,413 on December 31, 2018. This change is mainly due to the 296 middle and senior management employees who were hired and the 691 employees who retired. Accordingly, 2018 saw a turnover rate of 7.4%.

The total workforce broken down by category is as follows:



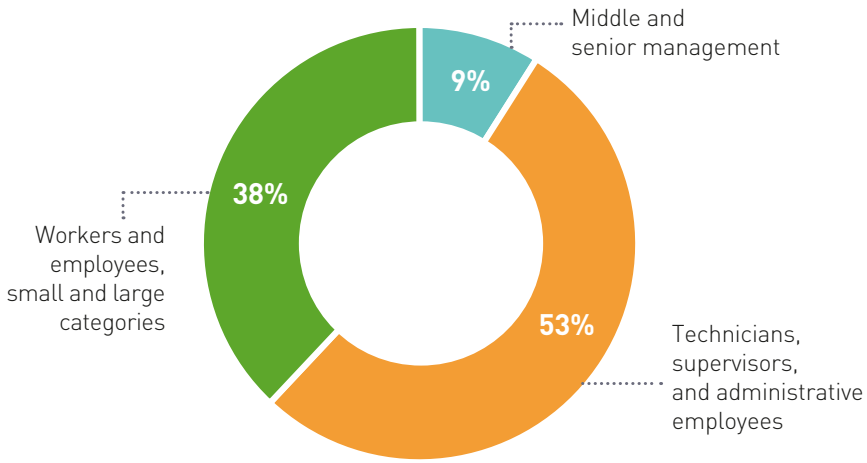
In 2018, OCP hired nearly 472 permanent employees and 154 non-permanent employees in all areas including 296 managerial staff in new trades (agronomy, digitalization, etc.). The 154 non-permanent employees (CTD) were retired OCP employees. This hiring program was supported by the following actions and achievements:

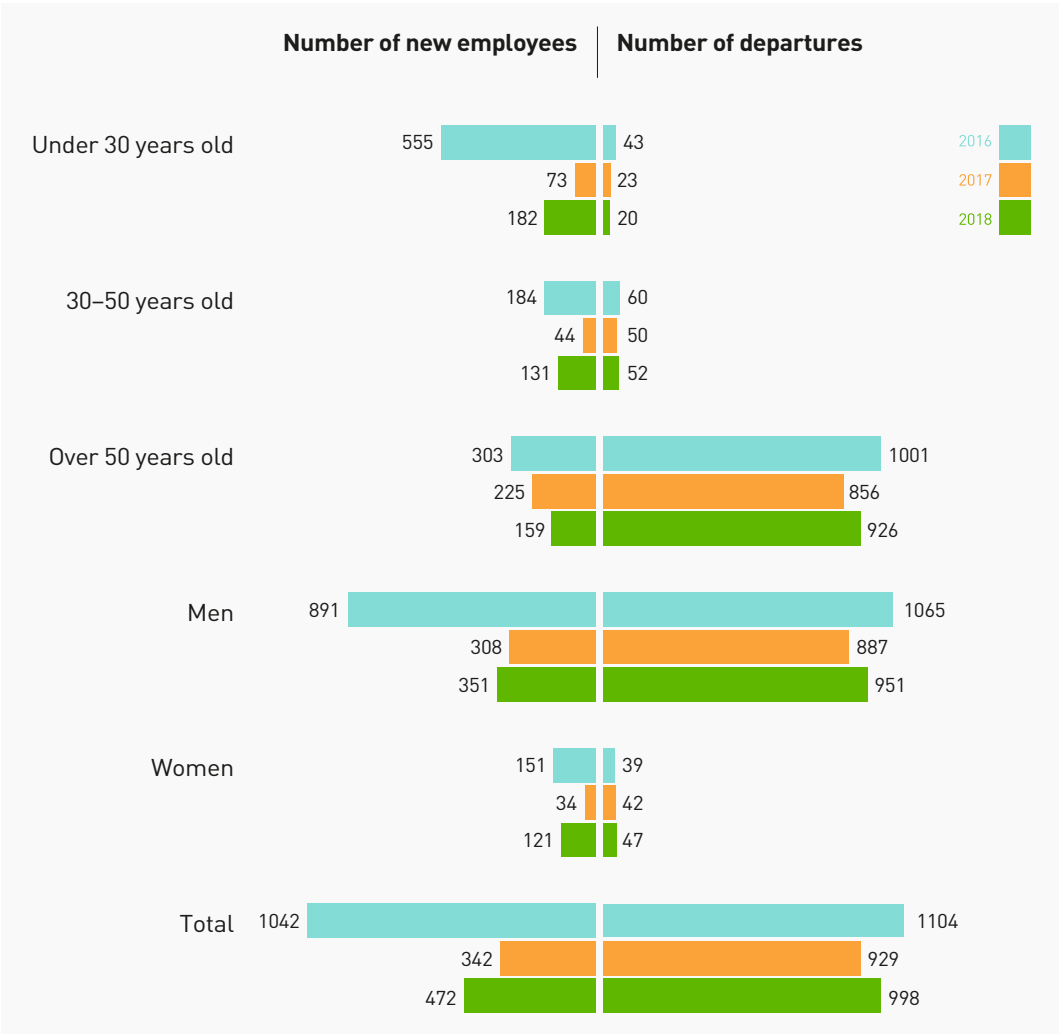
- Launch of OCP's new career site promoting its approach to human capital;
- Organization of Moroccan talent abroad events promoting OCP and UM6P;
- Partnership with École Polytechnique in Paris involving on-campus meetings with students as well as participation in the school's round tables;
- Launch of the international Pipeline Builder hiring campaign dedicated to industrial trades and organizing a meeting in Paris;
- OCP's LinkedIn presence, for which it has received several prizes in the MENA region including Most Social Executive, Top Social Recruiter, and Best Talent Acquisition Team.

Internal perimeter

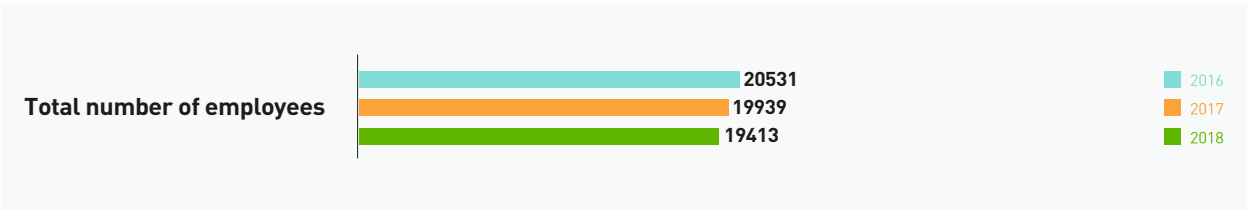
GRI 103-3 | GRI 401-1

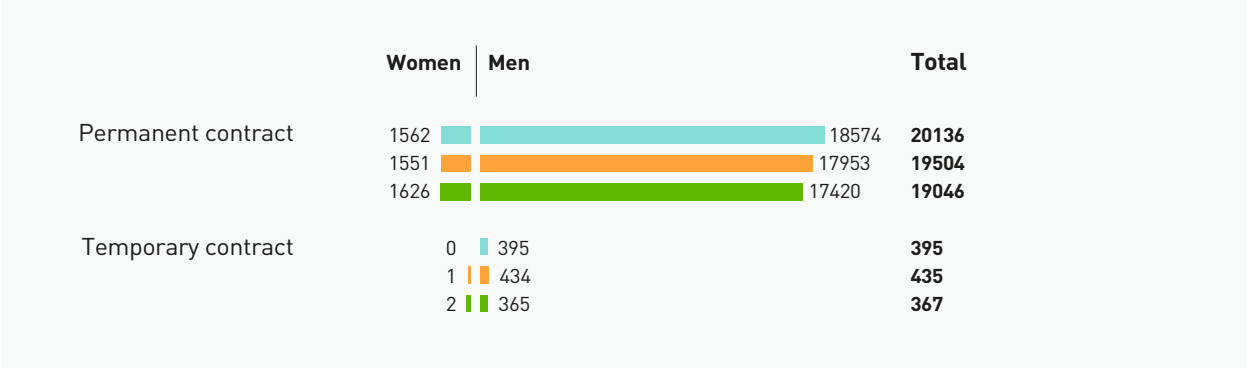
In 2018, 998 employees left the company, 777 of which were permanent employees. Retirement accounted for 89% of departures in 2018. The breakdown of departures by category is as follows:

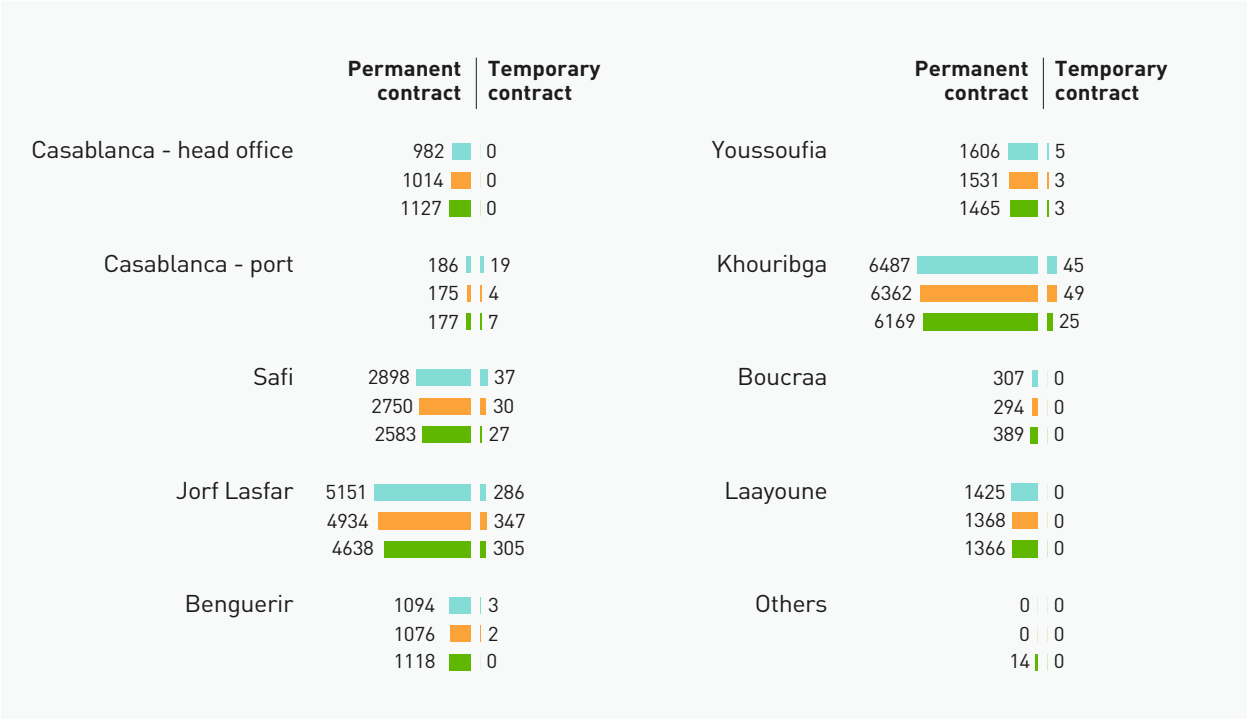


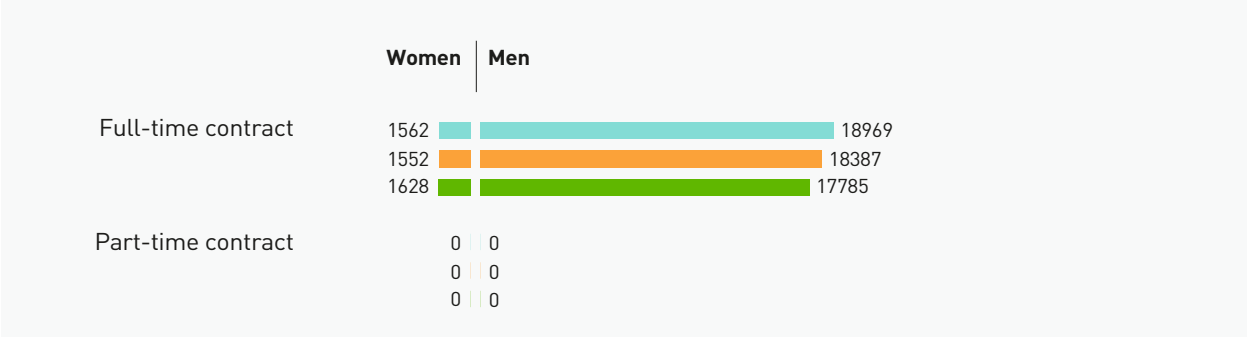


GRI 102–8









In addition to providing job security, OCP Group ensures equal opportunity and sees it as a performance factor. OCP works to ensure an environment in which every employee feels respected and valuable regardless of race, color, gender, sexual orientation, age, ethnicity, religion, or disability.

3.1.3.2. Diversity and equal opportunity

GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 405-1

tertiary topic

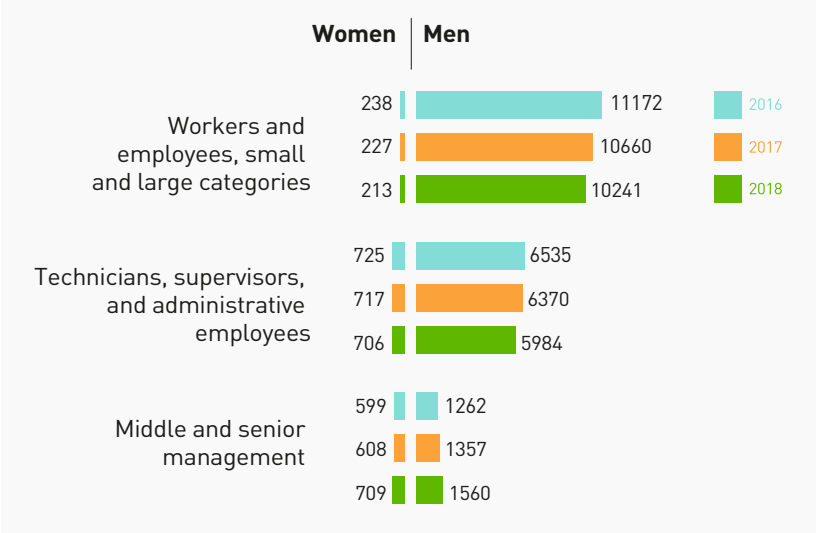
Combatting discrimination starts with a diversity policy aimed at establishing equal opportunity. This commitment stems from a strong conviction that diversity improves performance and overall capacity. OCP is involved in Morocco and Africa through numerous targeted initiatives in education, entrepreneurship, social development, cultural promotion, and athletics. The diversity policy also applies to hiring, promotions, career development, and employee remuneration.

In 2016, OCP Group created the Diversity Situation in order to educate, train, and support internal on topics central to cultivating a more diverse workforce.

Several programs have been developed since 2017:

- Gender diversity assessment campaigns and an internal diversity survey.
- Various meetings and talks, on topics such as corporate stereotypes and gender equality, public policy, and economic growth in Morocco, and Diversity Day to raise awareness among OCP managers.
- The Women@OCP leadership coaching program, which has had over 100 participants to date.

In 2018, the Vision Project and a diversity roadmap to implement a cross-cutting action plan with associated objectives were launched.



In order to apply equal opportunity to more areas, several initiatives have been developed:

- The internal promotion process ensures equal opportunity through performance evaluations and professional development. The new MyDev platform allows all Targeted employees (Managerial Staff, Administrative Employees,..etc.) to manage their development and learning path and their performance cycle, follow their objectives, and ask for feedback from their manager and peers. Annual evaluations based on predefined objectives are carried out using promotion criteria formalized in HR processes. An appointed committee is in charge of awarding promotions.
- The monthly performance incentive system uses performance ratings in three areas: technical performance, initiative, and HSE compliance.

Key figures

31%

The **increase in the number of women** in middle and senior management positions has more than doubled in recent years **up from 14% in 2008** to **31% in 2018**, thanks in particular to a hiring policy that guarantees fair treatment of applicants;

25%

Approximately **25% of OCP's new employees in 2018** were women (10% in 2017) and approximately **42% of new employees in 2018** under 30 were women (34% in 2017);

50%

Approximately 50% of current middle and senior management employees **under 30** are women.

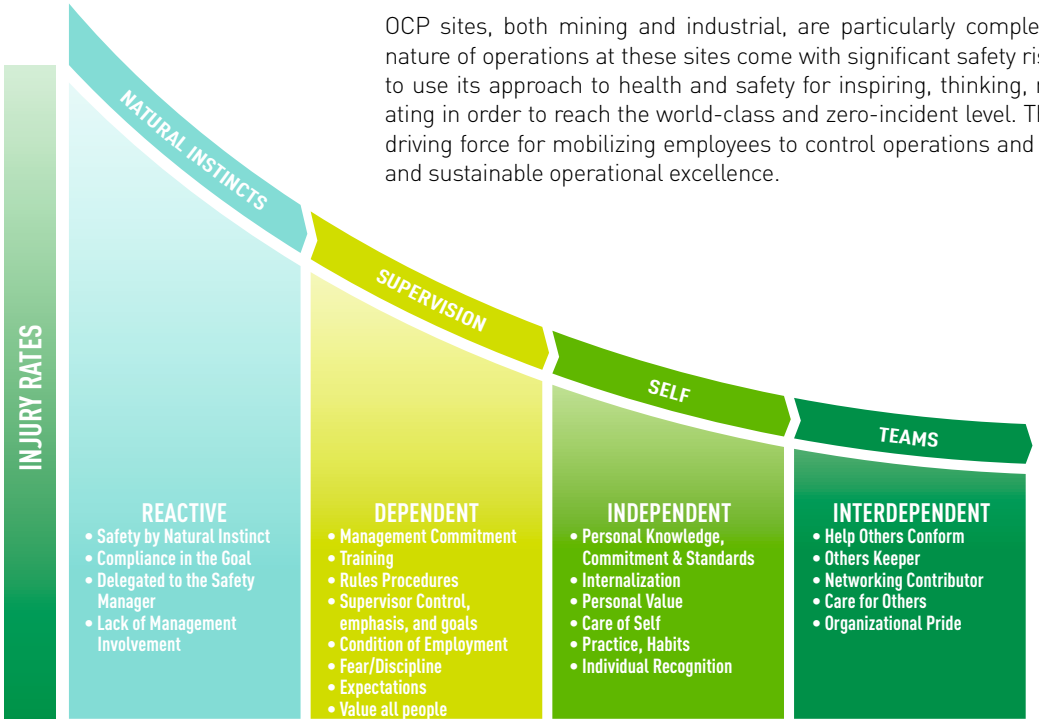
Internal perimeter

3.1.3.3. Health and Safety

GRI 103-1 | GRI 103-2 | GRI 103-3

primary material topic

OCP sites, both mining and industrial, are particularly complex environments. The nature of operations at these sites come with significant safety risks. OCP Group aims to use its approach to health and safety for inspiring, thinking, managing, and operating in order to reach the world-class and zero-incident level. This ambition is also a driving force for mobilizing employees to control operations and implement complete and sustainable operational excellence.



The Bradley Curve makes it easy for everyone to understand the changes in mentality and behavior necessary to gradually develop a well-established safety culture.

The key challenges are to:

- Build a global framework incorporating all safety-related aspects: leadership, technology, processes, risk management, standards and rules, HSE performance management, HSE digital, communication, etc;
- Build a common safety culture through standardization within operational units;
- Mobilize teams to achieve a world-class level of safety excellence and for all operations.

In 2012, in partnership with DuPont across all Group entities, the Zero Accident project was implemented with three main goals: organizational leadership and HSE (Health, Safety and Environment) governance, major risk management, and the creation of Group standards. A roadmap was established in 2015 that defined the project's action plan to reach the Independent level on the Bradley Curve by the end of 2020.

The main Safety Management System areas are:

- **Organizational systems for safety:** A corporate team is dedicated to health and safety management for all OCP sites and defines the broad lines of the safety approach based on feedback from the field. One manager per site is dedicated to safety and coordinates a network of safety correspondents assigned to different areas of the site. Various committees are held regularly to ensure that the HSE performances are committed at each level.
  In 2014, in partnership with Dupont, OCP also created DOOC (DUPONT OCP Operations Consulting), a joint venture dedicated to environmental, health, and safety aspects.

Internal perimeter

GRI 103-2 | GRI 103-3

- **Procedures and standards:** OCP Group has developed and implemented procedures and standards within its operations that align with international standards such as OHSAS 18001. They were bolstered by DuPont's experience and expertise. Significant risks are linked to the use of machines and vehicles during mining and product handling, and operating cogeneration electrical infrastructure equipment on processing sites. These standards touch on governance and operations, such as visible commitment, safety observation and audit, incident investigations, Management of Change, Process Hazard Analysis, Work at Heights, Confined Spaces, etc. These standards are also communicated to each subcontractor and OCP supplier before they start their activities on OCP sites. OCP also has standards and tools for identifying and analyzing risks and accidents. Among them, the HIRA method (Hazard Identification and Risk Assessment) is applied as are of PSIF (Potential Serious Incidents and Fatalities) reports and analyses.
- **Training:** Training plays a key role in building a safety culture. It consists of a technical training component, through which employees acquire knowledge and know-how in accordance with safety standards; and a training component on interpersonal skills. The latter is based on a change in behaviors and state of mind.
  OCP suppliers and subcontractors also receive training and procedures on industrial sites. Employees and subcontractors, those who apply safety measures, have been trained to manage crisis situations in accordance with human rights.
- **Key programs:** The programs are developed as the Zero Incident project roadmap unfolds. However, some events give safety management great impetus, such as the 5S continuous improvement programs (Seiri, Seiton, Seiso, Seiketsu, Shitsuke) and WCM (World Class Manufacturing) to optimize the working environment.
- **Performance monitoring:** OCP Group has independent bodies conduct regular safety audits to verify the compliance of each unit and site with the management system and safety standard requirements. Each audit follows a defined protocol and schedule. The safety of each unit and site is assessed using the DuPont reference system or OCP Group's standards checklists. The conclusions are sent to the management of the unit/site and OCP Group, which then define a relevant and rapid action plan. In addition, units/sites carry out their own audits based on self-assessment and implement the recommendations issued.

Safety at work

The safety of employees, assets, and activities is a top priority at OCP. OCP is committed to developing and implementing appropriate strategies and effective procedures to ensure the highest level of safety on its sites and facilities as well as in other industries where it operates.

OCP Group attaches great importance to employee participation, engagement, and responsibility in the application of safety standards. The goal is to protect OCP Group's people and assets from any threat or malicious act that could harm them or the continuity of activities. OCP Group's vision of safety is based on two major principles: anticipate rather than suffer threats and adapt measures to potential risks. A safety management system has been set up to strengthen the safety aspect within OCP Group. This system includes more than ten procedures divided into three areas: management, implementation, and support.

GRI 103-2 | GRI 103-3 | GRI 403-2

	2016	2017	2018
OCP EMPLOYEES			
LTIFR [1]	**4.13**	**3.07**	**3.23**
Occupational illness rate	**0**	**0**	**0**
Severity rate	**0.19**	**0.14**	**0.14**
Absenteeism rate[2]	**0.19**	**0.14**	**0.13**
Number of fatalities in the workplace	**0**	**0**	**0**
SUBCONTRACTORS			
LTIFR [1]	**0.87**	**1.02**	**0.88**
Number of fatalities in the workplace	**1**	**4**	**1**
OCP EMPLOYEES and SUBCONTRACTORS			
Combined LTIFR	**2.24**	**1.96**	**1.95**

[1] Lost Time Injury Frequency rate calculated per 1 million man hours worked.
[2] Absenteeism Rate: ratio calculated on the basis of absences related to work accidents

In 2017 and 2018, OCP's safety results improved. Lost Time Injury Frequency and severity rates fell by 22% and 26,3% respectively between 2016 and 2018. The number of accidents among OCP employees and subcontractors also fell by 17.4% between 2016 and 2018. There were no fatal accidents on OCP sites.

OCP Group's commitment to excellence in HSE (Health, Safety and Environment) was rewarded with a gold medal from during the Association's Strategic Forum in Beijing in November 2018.

OCP's goals

Project "Zero incident"

> Implement the roadmap 2019 to reach the ambitious "0 incident" target

Improve continuously the HSE culture

> Reach the ""independant stage "" on the Bradley Curve by 2020"

Healthy workplace

> Improve working conditions by implementing the DOOC standard ""GEEX"" for external companies & subcontractors management

> Strenghten health services provided to all employees by investing in more infrastructure, human and material resources

In 2018, various initiatives were undertaken such as:

- Review of the Zero Incident project based on feedback from the field and risk and incident analyses.
- Tools to raise awareness and engage employees with regard to safety standards were improved and new ones were implemented. A dedicated television channel for HSE experts is available on all OCP site screens. Competitions and games were organized to increase everyone's knowledge in an interactive way. New communication campaigns via posters and films further enhanced OCP's educational approach.
- The continued implementation of Risk Factor training with 70% of employees on industrial sites now trained.
- The digitalization of safety tools to monitor the standard Requirements, best practices, standards on the myHSE platform, etc.
- Active review of safety and popularization standards, including checklists and mnemonic sheets.

With this management system and these new initiatives, OCP aims to achieve the Independence stage of the Bradley Curve by 2019. This level is achieved when employees consider safety as stemming from themselves and believe that they can improve the situation through their own actions, which further reduces the number of accidents. They thus take responsibility for themselves.

Quantitative objectives are defined for the safety observations the regulatory compliance rates, and the action plan achievement rate resulting from audits with high criticality levels. These objectives are set by the Corporate Occupational Health and Safety Team and are accompanied by objectives defined by the sites according to their level of maturity.

GRI 103-1 | GRI 103-2 | GRI 103-3

Healthy workplace:

PREVENTION AT THE HEART OF THE STRATEGY:

Prevention against occupational illness is the priority of the Group's health policy and its occupational health system.

In addition to a clinical and radiological examination, the staff undergoes a systematic biological assessment in order to detect a given occupational risk; and professional reclassifications are ordered as soon as a warning sign appears.

The various actions undertaken both on the medical level and at the workplace level have a preventive role of occupational diseases. Several systematized actions are carried out - among which we can highlight:

- Noise campaign, as well as prophylactic measures undertaken.
- Semi-annual medical visits for all personnel exposed to certain occupational risks (vulcanizers, radiation, toxic, physico-chemical, etc.)
- The transformation of Occupational Health Medicine and especially its training component concerning doctors and nurses which has led to a new approach in the management of risk situations at the workplace. The new approach is based much more on prevention than on taking corrective actions of work-related risks resulting in the growth of occupational health professionals.

Key figures

31720

Medical visits related to occupational risks or hazards granted.Including 12,727 scheduled visits and 12,207 walk-in visits

28704

Complementary examinations and health checks at work, operated outside medical infrastructure of the group and fully supported by OCP (Radiology, Laboratory, Audiograms, Cardiology, etc.)

HEALTH CARE IS INTEGRATED WITH THE SAFETY SYSTEM

The Occupational Physicians regularly attend the various safety and environmental health meetings that take place in each operating entity, in the presence of the HSEs, the Health, Safety and Environment (HSE) delegates, safety and site safety officers.

Staff awareness campaigns at workplaces often take place during doctor visits. Added to this are the various courses or seminars led by the facilitators on issues of hygiene, safety, environment, and which are often illustrated by film screenings and posters on security etc ....

The existence of emergency care units or first-aid posts in the workplace has dramatically reduced the response time of the health care team and therefore the risk of worsening injuries in the event of an accident work. Nurses - who have sound knowledge of health and safety at work - play a significant role in this evolution.

Key figures

14

occupational health services and **30 help stations** led by a medical staff of more than 180 persons

TRAINING AS LEVER TO INCREASE PREVENTION:

The training of doctors and nurses specializing in occupational health and the awareness of all employees on related issues have been effectively coordinated in order to increase multidisciplinarity and strengthen the OCP's health management system.

Key figures

18,687

employees benefiting from training actions related to occupational health.

3.1.3.4. Professional development and engagement

GRI 103-1 | GRI 103-2 | GRI 103-3

secondary material topic

OCP Group is committed to developing its employees' talents and skills. Engagement, recognition, and personal development opportunities for employees are essential for a positive culture in any company. Beyond talent management and optimizing individual and collective performance, supporting change towards Industry 4.0, digitalization, and collaboration are also key. OCP is developing an organization of proactive learners through multiple opportunities. The goal is to shape the OCP of the future, by:

- Empowering employees as the main actors in their own development through a diversified training offering in conjunction with Mohammed VI Polytechnic University (UM6P), encouraging their exposure to different experiences and developing the subjects that interest them through Movement, and transmitting knowledge by committing to developing their work ecosystem through Act4Community and OCP Professors;
- Offering exciting career paths that balance individual aspirations and OCP Group's strategic objectives;
- Making mobility a major vehicle for development.

Ultimately, we have created many innovative and accessible programs offering everyone a training course that is unique and tailored to their needs.

- **The Learning Institute**

  The Learning Institute's mission is to adjust skills in order to adapt to changes in business lines and roles, support ongoing professional development programs, and provide personalized support for employees throughout their careers starting when they begin working for OCP Group. To this end, the Learning Institute offers a diverse range of training courses composed of different technical, managerial, or soft-skills training programs. Courses may be followed online via our e-learning platforms or in our classrooms. These programs are developed in close collaboration with OCP Group's business lines and in partnership with recognized institutions. Mohammed VI Polytechnic University is OCP Group's preferred training partner. The university's highly-qualified and experienced teaching community has been called on to design and lead training programs tailored to meet the specific needs of our employees and our business ecosystem.

- **Industrial Expertise Centers (IEC):**
  The mission of the IECs is to train employees in operational activities so that they are able to support OCP Group's industrial ambitions. With a capacity ranging from 850 to 1,000 learners, the IECs work in synergy with the sites to ensure the sharing of expertise. The Khouribga and Benguerir centers provide training in mine-related business lines, while the Safi and Jorf Lasfar centers focus on processing. A fifth center will be opened in Laayoune. The IECs use modern and adapted teaching tools such as e-learning, simulators, and training workbenches in an environment closely resembling OCP Group's real-life industrial experience. These technical devices are combined with specific training sessions provided by experts

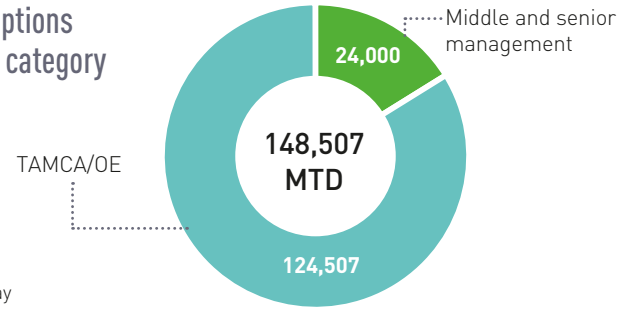
Internal perimeter

GRI 103-2 | GRI 103-3 | GRI 404-1

and include workshop, laboratory, and on-site simulations. These centers help OCP to expand its local business ecosystem by allowing OCP partners to take advantage of the available training programs and share their experience.

- **OCP Professors**
  is a mentoring program created in 2018 to encourage continuous learning within OCP Group. An innovative concept that bolsters the transmission and sharing of know-how between employees in OCP Group's main activities.

MTD (*) exemptions per employee category



(*) Man training day

Key figures for 2018

5400

Number of training activities conducted, representing nearly 13,000 training days provided to 2,000 middle and senior management members and 14,000 technicians, line managers, and administrative employees, small and large category workers and employees. Representing a total of nearly 148,507 man-days of training carried out in 2018, or an average of 7.65 days (or 61 hours) of training per employee. An average that increased by 34% and 86% compared to 2017 and 2016 respectively.

GRI 103-2 | GRI 103-3

In 2018, an ambitious skills development program was implemented by:

- **Strengthening synergies with UM6P** via:
  - The third Executive MBA Africa Business School in partnership with Columbia Business School
  - The second Master of Science in Geopolitics and Geo-Economics of Emerging Africa, by the Public Policy School and HEC Paris
  - Advanced training courses open to employees (Commodity Economics and Finance, Economics Analysis and Management, Agricultural Economics and Environment)
  - The Executive Master's in Science and Technology of Phosphate Fertilizers in partnership with the International Fertilizer Development Center (IFDC)
- **Continued enrichment and roll-out of the Business Line, Management, and Soft Skills paths with our international partners:** Dynamic Work Design and Design Thinking programs with MIT, Senior Leadership Program, Women@OCP Program, redesign of the Soft Skills Program in line with the newly advocated leadership approaches, etc).
- **Continued action to accelerate the development of learning channels** via digital tools with the implementation of a learning management system: the MyDev learning environment that gives employees continuous access to a broad, diversified, and dynamic offering.
- **Enhanced promotion and sharing of internal expertise** as part of being a company of learners:
  - Launch of the OCP Professors Program, with a pool of approximately 300 OCP Professors to date, qualified by their peers.
  - Launch of the Dynamics Academy, which aims to capitalize on, and pass on to as many people as possible, learning, knowledge, and methods developed within OCP as part of its transformation.
- **Heightened employee development program** for technicians, line managers, administrative employees, and small and large category workers and employees (TAMCA/OE) through the development of a training framework, adapted to the needs of each site, in OCP Group's Industrial Expertise Centers. In 2018, an development program for TAMCA/OE was set up, thanks to a training framework adapted to the needs of each site.
- **Learning ecosystem made more accessible** through the implementation of many training activities by the IECs, with more than 5,400 man-days of training given for the benefit of several partners.

Other projects will complement the development of human resources in 2018:

- The Middle and Senior Management Development Project, based on a new framework for employee career management, a continuous evaluation system via 360° peer feedback, and a new talent management system integrating more business skill and soft skill variables, supported by information about agile processes.
- The new MyDev platform allows each employee to manage their development, learning path, and performance cycle, and to follow their objectives and ask for feedback from their manager and peers.
- The annual TAMCA - High Master's development cycle, launched in order to introduce a series of major changes, breaking away from the current logic of competitions, including a culture of continuous discussion and dialogue between employees and managers, enriched training, and career development decision-making within development committees.
- The development of Job Competency Models, a central tool for managing and developing TAMCA/OE skills, making it possible, in particular, to place employees in relation to required skill levels, build targeted training paths that take into account changes in jobs, and manage career development through defined, coherent paths that give employees and managers greater visibility.

GRI 102-41 | GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 402-1

3.1.3.5. Dialogue, Joint Development and Engagement

All policies and approaches are carried out within OCP Group in an inclusive manner and with a diversity of internal stakeholders. Dialogue is essential and is a practice that has been established throughout OCP Group. It is particularly promoted through:

- **Dialogue through the Movement**

  The Movement makes it possible to strengthen top-down and bottom-up communication in order to optimize OCP Group's strategy, but also to encourage discussion and interaction among employees.
- **Dialogue formalized and established with social partners**

  OCP has long been committed to opening dialogue with its employees in order to ensure mutual understanding between employees and managers of each business unit, regardless of the state of the economic and social climate. Good communication makes employees feel respected and committed to meeting the company's challenges. The trade union is thus composed of committees and commissions dedicated to employee issues : The Employees Status Commission (CSP), Social Action Commission (CAS), Health and Safety Committee (CHS) and the Collective Bargaining Committee (CNC). They are composed of employee representatives from each production site and department. They meet regularly with management during events, but also when employees express specific needs.

Percentage of employees covered by collective bargaining agreements

Aware of the impact that operational development can have on employees, OCP ensures that dialogue occurs to reach consensus during any significant operational change related to its activities.

OCP and its social partners have a solid contractual framework, through the latest 2016 Social Charter, which defines the principles, rules, and obligations relating to social dialogue:

- Mutual commitments relating to professional relations management;
- Procedures for setting up and operating employee representative institutions;
- Mechanisms and procedures for managing complaints and negotiations and settling collective disputes, as well as appeals relating to social dialogue;
- Measures to support professional relationships and promote internal social dialogue.

GRI 103-1 | GRI 103-2 | GRI 103-3

Thus, OCP determines, among other things, the prerogatives of the Collective Bargaining Committee (CNC), implemented annually via a protocol of agreement. At the end of each Collective Bargaining Committee meeting, the main results and decisions taken are recorded in minutes or protocols of agreement, or where appropriate, non-agreement statements signed by the stakeholders. The protocol of agreement concluded within the Collective Bargaining Committee are disseminated in a joint communiqué addressed to employees. Since the Social Charter was signed in 2016, OCP has had no strikes. The year 2018 was marked by the signing, in December 2018, of the protocol of agreement consolidating the socio-professional achievements of employees in terms of income, skills and career development, housing assistance, social welfare and benefits.

OCP Group also supports its employee engagement through its Community Service Program. This is an innovative concept involving all employees, and a pool of multidisciplinary skills and know-how serving the communities that develop in and around a business ecosystem.

> “The idea is to free up all Group employees for a period of one to four weeks outside of annual leave, so that they can get involved in their community through volunteering activities relating to training, support for associations, or entrepreneurship”

Mostafa Terrab
President and CEO of OCP Group at the launch of the Community Service Program in 2017.

Since its launch, this initiative has been a great success with 2,000 employees involved **in 4,960 volunteer days in 2018**.

3.1.4. Responsible purchasing practices

GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 204-1 | GRI 308-1 | GRI 414-1

tertiary topic

	2016	2017	2018
Percentage of new suppliers assessed using environmental criteria	**56%**	**70%**	**64%**
Percentage of new suppliers assessed using social criteria	**100%**	**100%**	**100%**
Percentage of local purchases (around OCP sites)	**10%**	**14.52%**	**14.45%**

Conscious of the environmental and social risks of its activities, OCP monitors its suppliers from the very beginning of a new relationship. This process includes social and environmental criteria for evaluating suppliers. The social criteria currently being studied meet the requirements of Moroccan labor legislation, for which any supplier must systematically provide the relevant data. Suppliers are also evaluated and audited on compliance with social regulatory obligations towards the Caisse Nationale de Sécurité Sociale (CNSS), and the use of personal protective equipment. An inspection is also carried out via the External Company Management standard, particularly focusing on working conditions and subcontractor safety.

Environmental criteria are assessed for suppliers who perform services on OCP industrial sites, who must provide information relating to their environmental management.

A purchasing policy was implemented in 2018 to further develop due diligence and optimize existing processes. This applies to OCP S.A., its subsidiaries, and joint ventures. It includes procedures and processes with several areas of focus:

- Helping industrial/business line departments make more responsible purchases
- Transparency and integrity
- Security of supply
- Quality acquisitions
- Cost control
- Relationships with suppliers
- The development of industrial ecosystems and promotion of Moroccan companies via:
  - Structural partnerships with major international and national operators, thus contributing to the emergence of clusters and platforms near its sites;
  - Partnerships between international companies and Moroccan companies favoring the establishment of industrial groups;
  - An OCP's business ecosystem offering based on strategic collaboration, a performance pact, and a support system.

GRI 103-1 | GRI 103-2 | GRI 103-3

- The promotion of local SMEs:
  - > Developing SMEs around its sites by setting up dedicated programs and structures to support them in upgrading their operational know-how;
  - > Promoting the emergence of regional/national champions;
  - > Attracting investment from international suppliers at the local level for less developed sectors of activity.
- CSR and HSE management of companies
  - > Promoting and bringing HSE best in class practices and associated industry standards to its suppliers;
  - > Setting up HSE and CSR support programs and pathways that are accessible to suppliers;
  - > Implementing HSE and CSR risk prevention mechanisms to ensure a progression in suppliers' daily practices on OCP sites.
- Encouraging and promoting local entrepreneurship
  - > Providing operational support to new entrepreneurs to align their expertise and areas of activity with local market opportunities;
  - > Providing training and technical support to facilitate market access;
  - > Promoting the acquisition of new technologies and the adoption of innovative approaches to optimize their resources and lower their costs.
- The Progress Pact was introduced to a group of 250 Moroccan suppliers in 2018, in conjunction with the purchasing policy. The Progress Pact is a new long-term collaboration model, offering incentives for capacity development. A support system also operates through professionalization, training, the HSE system, etc. It is implemented in several key areas:
  - > Proactive and integrated skills management: individualized skills development based on a single standard reference framework; and certifying development paths;
  - > Support for local micro-businesses: dedicated local content development system to support the development of micro-businesses (restricted calls for tender, reserved purchasing group, etc.) as well as industrial business incubators and facility management;
  - > Contracts and flexible terms: short payment terms for local micro-businesses, flexible payment terms based on supplier profile, dynamic management of security bonds, etc;
  - > OCP Industrial Ecosystem Support Fund: creation of a development and seed fund to invest directly in micro-businesses and SMEs for their expansion efforts; and in micro-businesses and newly created companies that can bring value to OCP;
  - > Digitalization: end-to-end processes to improve performance and transparency (purchasing process deadlines, invoicing follow-up, etc.).

Organization at OCP has also been improved to support its new purchasing approach with the creation of two entities: the Industrial Ecosystem Partnerships Development entity and the Local Content entity. Act4Community field units have also been set up on site to support local structures.

Thanks to these significant developments in 2018, OCP aims to improve its local impact and the proportion of its purchases dedicated to local suppliers, which had stagnated between 2017 and 2018, highlighting the year of transition to these new systems and the progress still to be made.

Key figures

10,364

days of training provided to suppliers

224

new suppliers trained in 2018

OCP's goals

Improve capabilities of Industrial suppliers within the OCP Ecosystem

> Improve suppliers performance and competitiveness through training and capability building support (support around 400 suppliers in 2019)

Dedicate businesses to local suppliers and entrepreneurs to support their development

> Increase OCP local procurement budget dedicated to local suppliers in order to support the creation and incubation of young local entrepreneurs (increase the local purchase share up to 30% and support 150 young local entrepreneurs)

Internal perimeter


3M Scotchlite

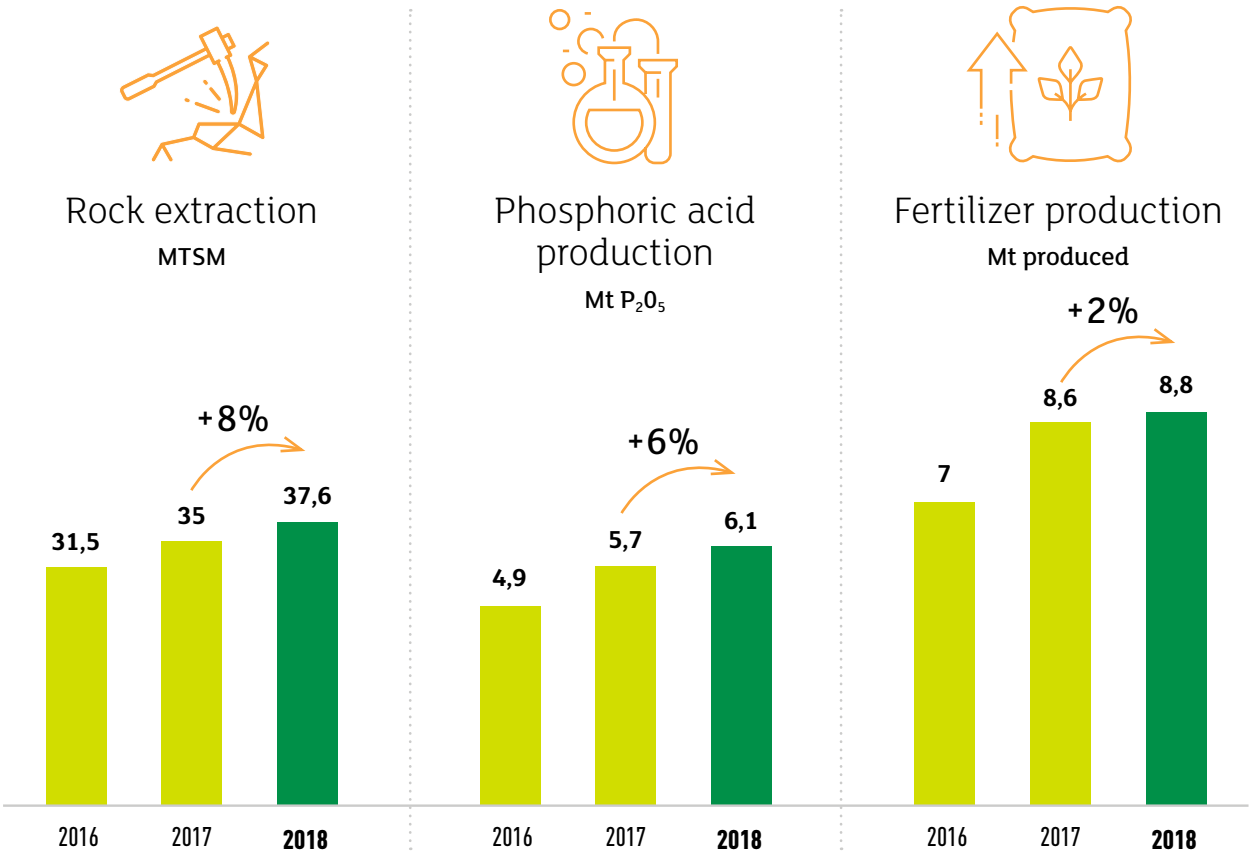
3.2

COMMITMENTS TO SUSTAINABLE PRODUCTION

3.2.1. Operational excellence

primary material topic

In line with its industrial development plan, OCP Group's production capacity has steadily increased in recent years.



Operational excellence is a powerful driver to support OCP Group's industrial strategy in terms of cost, capacity, and quality. Within OCP Group, operational excellence is based on the OPS (OCP Production System) management system and operational discipline.

The OPS is a reference system composed of practices, rules, tools, and methods that constitute the Group's industrial doctrine, enabling all industrial sectors to have a uniform organizational approach and use the same practices. Operational discipline and a culture of procedural compliance enable employees to adopt the managerial stances required to create a culture of sustainable operational excellence within their organization.

Internal and external perimeter

Since the launch of the operational transformation program in 2009, OCP Group has successfully structured its OPS production system around the three pillars: Professional Maintenance, Process Function, and Performance Management System:

Professional Maintenance

- Use of CMMS (computerized maintenance management system) as the exclusive tool for maintenance management;
- Development of an organizational model for the production planning department and its generalized application;
- Creation and dissemination of 11 maintenance standards;
- Establishment of a strong culture of problem solving and continuous improvement;
- Maintenance 4.0 based on advanced digitalization (CMMS anywhere, predictive tools, etc.)

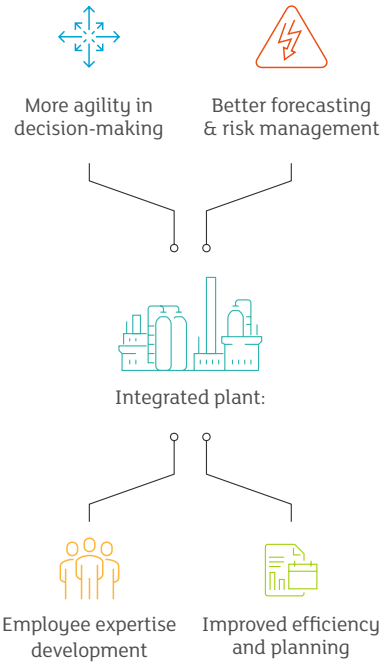
The Process Function

- Creation of the Process organization;
- Generalized use of the PI tool (tool using machine learning techniques to develop optimized operating scenarios) for operating parameter control;
- Creation and installation of the eight standards of the Process Function;
- Creation of the quality standard for product quality control;
- Preparation of Lean Six Sigma certifications.

Performance Management System

- Annual analysis of losses and action plan through the cost deployment exercise;
- Installation of the entity and sector dashboards with the necessary KPIs;
- Performance review meetings at all levels in the operating entities;
- Set-up of Obeya Rooms for conducting meetings in visual management mode;
- Integration of industrial performance with the HR performance management system.

The integrated platform: 4 major advantages



Digitalization, beyond operational excellence

tertiary topic

Driven by analytical tools and improvement methods, operational excellence is now transformed and maximized by digitalization, creating value for OCP Group. OCP Group's digital conversion is divided into three areas:

- Advanced analytics: using machine learning models to extract value from data, and predict and optimize yields, capacities, and quality;
- Advanced automation: setting up autonomous operation and control systems for mining equipment, storage and loading facilities, and production lines;
- Digital services: promote information sharing and lean and agile working methods.

Digitalization for quality

Physical fertilizer properties such as density, particle size, moisture content, and dust play a decisive role in performance and papplication precision, which, in turn, have an impact on crop quality and yields. Industrial digitalization makes it possible to optimize these parameters, which is why a pilot project has been launched at the Jorf Lasfar site. The goal is to control particle sizes and molar ratios during fertilizer manufacturing processes. Process optimization is ensured through online analysis systems built into facilities, which continually monitor critical manufacturing parameters in order to provide real-time data (particle size, moisture, molar ratio, etc.). Hence, advanced analytics models are developed to help predict fertilizers' physical and chemical properties, which help to maximize performance.

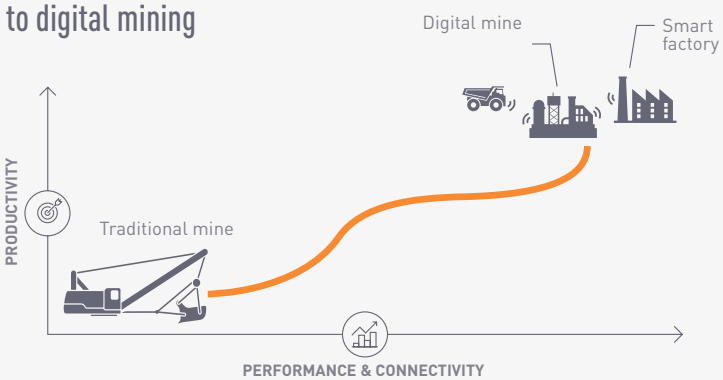
In 2018, many initiatives were implemented throughout the value chain:

	EXTRACTION →	BENEFICIATION →	CHEMISTRY →	LOGISTICS →
Advanced analytics	• Optimized machinery dispatching	• Rock quality forecasting and optimization	• Yield and quality forecasting and optimization • Predictive maintenance (turbines, dryers, etc.)	• Production, storage, and loading program optimization • Wharf logistics
Advanced automation	• Remote bulldozer operation • Autonomous trucks	• Online analyzers • Washing line automation	• Online analyzers • CATOX and HRS efficiency • PAC automation	• Integrated control rooms • Automated storage and loading • 3D scan of stocks
Digital services	• Fleet management • Mining planning • Cubage by drone	• **PI** - online process and quality management • **LIMS** - Quality traceability	• **Plum'Air** - Prediction and control of gaseous effluents	

After implementation of the digital plan across the entire industrial sector, the target gain is approximately $ 0,42 million (equivalent to MAD 3,9 million) per year.

A new generation of plants emerged from the fourth industrial revolution, which bring together the virtual world, a decentralized internet and real-world industrial facilities. The primary goal of industrial digitalization is to introduce innovative technologies and tools that will make employees' work easier and more efficient. Digitalization also provides a significant amount of data that today's technology can store and analyze to improve performance and explore new valuable deposits. Digitalization is a powerful catalyst for the transformation of operations and processes. It is an important driver of cross-disciplinarity, collaborative work, and collective intelligence.

Transition from traditional to digital mining



Three levels of maturity

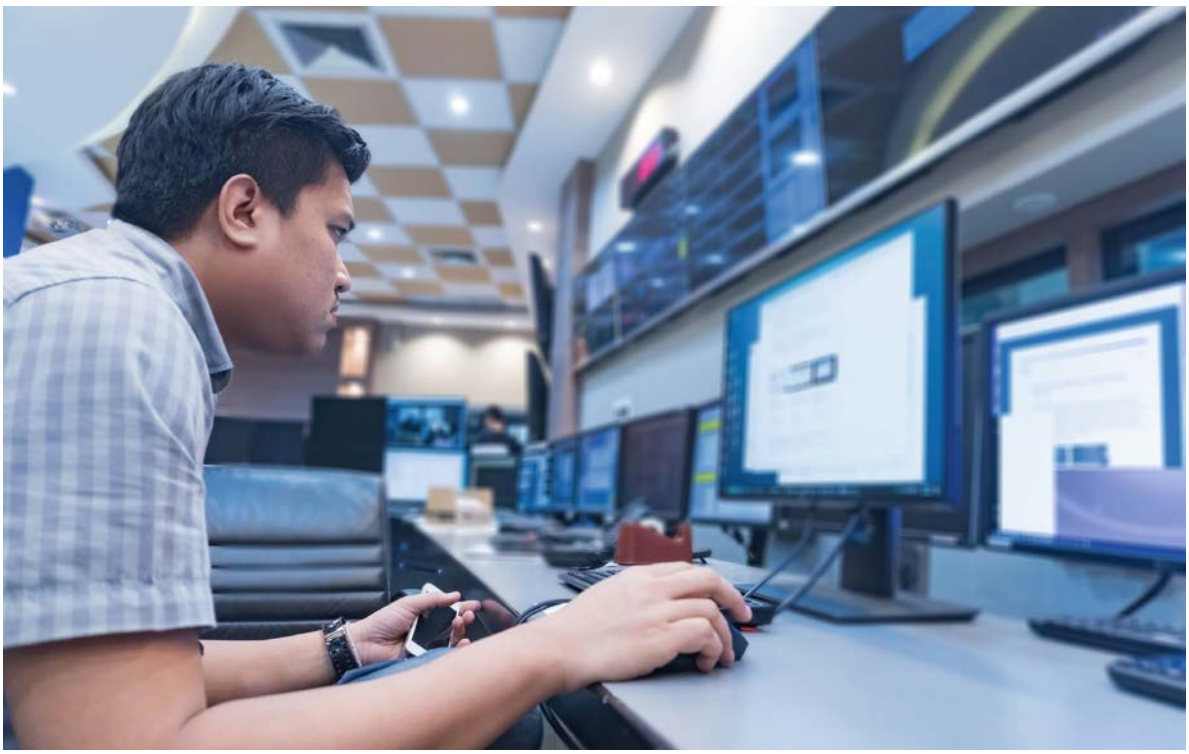
Supervised mine
Digitalized, supervised, and controlled activity

Integrated mine
Connected fleet, dynamic planning, remote operation

Smart facilities and utilities
On-board technology, autonomous operation, dynamic capitalization and learning models

The Digital Mine:

Benguerir's experimental open-pit mine is a significant step forward in OCP's transition to industry 4.0. This mine is one of the experimental sites open to the scientific community and central to research programs at Mohammed VI Polytechnic University. Called the "Advanced Mining Technology Platform", this pilot mine has many purposes. The first step is to place OCP Group at the forefront of technological progress in mining and management, attract equipment/technology suppliers and researchers to enable them to carry out full-scale trials in industrial environments, and create real expertise at Mohammed VI Polytechnic University based on learning by doing. Several projects have been launched and are currently being developed. They focus on industrial management, artificial intelligence, automation, and maintenance.



secondary material topic

Cybersecurity

The plants of the future are vulnerable to threats to cybersecurity. By encouraging growth in the internet of things for industrial objects, remote control of installations, automated robots, etc., data is more exposed, which implies a significant risk of dispersion and loss of control. OCP Group's approach is based on prevention and data monitoring. In 2018, the architecture for industrial and cybersecurity systems were installed and tailored to the operation of OCP Group's integrated plants were progressively installed. An OCP-specific IT risk management methodology will be rolled out to identify existing risks, assess their impact on OCP Group's activities, and propose appropriate measures in line with the guidelines of the National Directive on Information System Security (DNSSI), applicable to the industrial sector.

OCP Group's digital conversion is also supported at different levels through training and a knowledge ecosystem:

- Testing and innovation platforms: Agile digital factories, fostering collaboration and the exchange of ideas, requiring new skills, such as UX designers, agile coaches, data scientists; Digital Labs to familiarize employees with new technologies and source digital innovation internally and externally. This effort is based on a strategic partnership with IBM through the Teal Technology Services joint venture, which provides OCP Group with various conceptualization and design, implementation, operationalization, and maintenance services. UM6P and the IECs are also key players.
- Intrapreneurship and digital incubators: Khouribga's incubator and OCP maintenance solutions
- Capacity building: The 1337 coding schools in Khouribga and Benguerir and Youcode in Yousoufia, in partnership with the 42 school in Paris and the Simplon association to create an innovation and digital culture within its business ecosystem.

OCP's goals

Powerful driver to support OCP's sustainable industrial strategy, operational excellence will be further supported in 2019 via:

> New process mastery developing learning machine technologies and using new digital tools, both for industrial and support purposes

Internal and external perimeter

3.2.2. Circular economy: a systemic approach

primary material topic

Humanity today consumes the resources equivalent to 1.7 of our planet earth to meet its needs, and this ecological debt will double as a result of population and economic growth. The challenge for OCP is therefore to meet these growing consumption needs in order to guarantee food security while using a minimum of resources. The circular economy, making it possible to optimize the life cycle of products from their design to their end of life, including their production, use and reuse, is a top priority area in our commitment to sustainable production.

OCP Group's Circular Economy Program is structured around four major areas:
- Preservation of resources,
- Sustainable production,
- Smart consumption, and
- Value creation through transformation and recycling.

Resulting from agile management in the Movement the circular economy is anchored in OCP Group's priorities. The various circular economy programs are intended to be integrated and in symbiosis with the natural and industrial ecosystems and developed in collaboration with local communities.

OCP's goals

> **Ensure the achievement of the Group's stated environmental ambitions regarding related topics as materials, water, energy, emissions, soil, and waste management**

The Circular Economy Program mobilizes OCP Group's various business lines across its value chain.

Internal and external perimeter

> “The approach consists in moving from a linear pattern of resource consumption to a circular approach. To do so, it is essential to innovate to build a virtuous ecosystem, based on better use of natural resources in line with OCP Group’s eco-design and sustainability approach, and to minimize and recover waste generated through mining and industrial activities.”

Hanane Mourchid
Head of the OCP Circular Economy Program.

100% green power

Windmill, solar, or co-generated production - 25% of national green power produced by OCP (so 14% of the annual consumption in energy)

Mines rehabilitation for the communities' benefits

Redevelop twice the land rehabilitated each year, creating seasonal and permanent employment in the agricultural sector

Maximize the value of low content phosphate

Full recovery of phosphate and other elements present recovery of elements in the rock

Make our waste a new source of value

24,000 metric tons of industrial waste to be recycled each year, with the potential to create jobs

Zero conventional water consumption

Total consumption of water from seawater desalination or wastewater treatment

Emissions control and effluent management

Exploit all available technological advances to reduce emissions and discharges

Implement smart agriculture

Develop the 'smart fertilizers' and innovative solutions for farmers

3.2.2.1 - Resource preservation

secondary material topic

GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 301-1

Non-renewable materials consumed (expressed in millions of metric tons)

	2016	2017	2018
Solid sulfur	**4.84**	**5.52**	**5.93**
Ammonia	**1.07**	**1.41**	**1.42**
KCl potash	**0.21**	**0.36**	**0.27**

Top critical raw materials - phosphate not included

Preservation of phosphate resources

Morocco has the greatest phosphate resources, with more than 70% of the world's reserves. OCP Group aims to conserve them to meet the growing demand for fertilizers and guarantee food security. OCP develops and invests in the efficient management of the use of its raw materials and promotes industrial synergies.

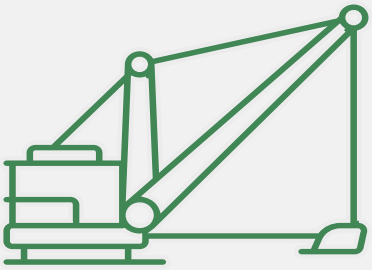
Its first line of action aims to make efficient use of deposits and maximize the recovery of low phosphorous content phosphates during the extraction phase at its open-pit mining sites. OCP has thus developed a reverse flotation process to enrich its phosphates, first for the low-content deposits in the Youssoufia and Khouribga area. This process is currently being rolled out to other sites such as those in Bou Craa and Benguerir. As a result of this process, 33% of Moroccan phosphates, considered to have a very low phosphorus content, have become economically viable and exploitable.

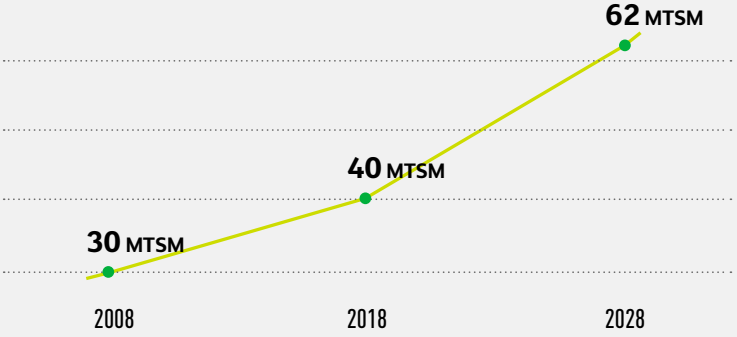
The Beni Amir washing plant, the flagship of OCP Group's digitalization and the largest washing plant in the world with an annual capacity of 12 million metric tons per year.

Internal and external perimeter

GRI 103-1 | GRI 103-2 | GRI 103-3

Evolution of nominal extraction capacities





MTSM: Million dry and marketable metric tons

Its second focus is on recycling byproducts, which are generated during the various stages of production. The most significant is phosphogypsum. This is a byproduct resulting from processing phosphate into phosphoric acid. OCP has initiated a strategy to study all possible ways of recycling and taking them from the laboratory to the field. Among the most important initiatives in 2018:

- Construction of the 900-meter stretch of road at the Safi site as part of the pilot project for recycling phosphogypsum in road construction. This consists of five sections, one as a control and four with different mixtures. The phosphogypsum content in these mixtures varies between 57% and 93%. The various segments comply with both the mechanical characteristics of road construction and international environmental requirements.
- The use of phosphogypsum as an amendment to saline soils and as a low-cost fertilizer. Pilot tests have been conducted in different regions of Morocco with different crops and different dosages. The aim is to correct saline and sodium soils or to boost the fertility of degraded soils. Similarly, a second pilot test aimed at developing phosphogypsum to rehabilitate mining lands that have lost their beneficial soil properties.
- Laboratory tests and an industrial pilot project in the cement industry.

In addition to the initiatives developed, OCP will devote $ 7,88 million (equivalent to MAD 74 million) to Research & Development in 2019 in order to develop new value chains. Research avenues include sulfur recovery or sequestration of CO_2.

Investment and research are also underway for processing other byproducts with a particular focus on fluorine since 2015. All phosphoric acid concentration units of the four integrated JFC industrial complexes in Jorf Lasfar have been equipped with recovery units to absorb fluorine into fluosilicic acid. In 2018, OCP built a pilot plant to recover fluosilicic acid (H_2SiF_6) into calcium fluoride (CaF_2) in order to maximize the added value of materials.

The third area of focus aims to identify the elements that can be used commercially in other industries. To this end, a major innovation program, "Hack Phosphate", has been launched to capture the value of these elements. Examples include the recovery of iodine and rare earth minerals.

GRI 103-1 | GRI 103-2 | GRI 103-3

Phosphorous recovery

As part of its circular economy program, OCP has developed a number of phosphorous recycling initiatives:

- **Nutrient recovery feasibility study:** In coordination with JESA, OCP has designed and launched a feasibility study for integrating phosphorous and nitrogen nutrient recovery systems into three existing wastewater treatment facilities developed by OCP in Khouribga, Benguerir and Youssoufia. The result of those studies will be released in Q4 2019. Furthermore, due to the regional geography, OCP is exploring the possibility of additional feasibility studies in the regions of Oued Sebou and Oum Rbii for phosphorous recovery systems.
- **Innovations and research in phosphorous recycling:** Through its participation in Fertinagro, OCP is committed to providing farmers with new products that consist of integrating macro and micro nutrients into organic fertilizers, commonly known as 'Organic Fertilizers'. These new products are derived from the recovery of nutrients (N, P, K, ...) from organic waste and are incorporated into new formulas that have not undergone the conventional value chain of fertilizer production. Such projects advance the development of new technologies that would enable phosphorous recovery and recycling from waste streams. This new approach further reinforces the Group's vision for the implementation of a circular economy from the mine to the farmer. In addition, UM6P has initiated a preliminary study on phosphorous recycling in the academic realm and anticipates further collaboration with international universities. Such research will broaden the academic communities' understanding of phosphorous recovery mechanisms and expand opportunities for further research in nutrient management.
- **Corporate engagement in sustainable phosphorous:** OCP is a foundational member of The Sustainable Phosphorus Alliance (SPA) since its founding in 2016. SPA is North America's central forum for the sustainable use, recovery, and recycling of phosphorus in the food system. As a membership organization, SPA collaborates with members and supporters to innovate and implement evidence-based solutions to the phosphorus sustainability challenge. Membership ranges from mining and processing companies, biosolids and manure companies, wastewater treatment plants, startups, innovators, academic leaders and others, all engaged in the advancement of sustainable phosphorous. As a foundational member, OCP has demonstrated its commitment to the circular economy in North America and leadership in the area of phosphorous sustainability.

Management of other raw materials

For several years, OCP has been working on operational excellence projects that have made it possible to reduce and optimize the consumption of raw materials in order to make its processes more efficient and reduce processing costs.

Growth-generating projects for the consumption of key inputs have been launched, including for sulfur and ammonia with annual consumption of these amounting to millions of metric tons. These initiatives have made it possible to disassociate production growth from consumption of these raw materials.

The operational excellence unit was strengthened in 2018 with additional human and financial resources to anchor the approach into the company's organization.

All these recovery actions have contributed to conserving the resources necessary for local industrial production processes.

OCP's goals

Phosphogypsum storage by 2021

> First OCP phosphogypsum stack by 2021

First Phosphogypsum Moroccan Road

> A first phosphogypsum road on the national grid in collaboration with the Ministry of Equipment, Transport, Logistics and Water

Phosphogypsum for Agriculture

> Implement a first demonstration pilot station in Jorf Lasfar for PG reuse in 2019
> Soil amendment tests using phosphogypsum in collaboration with the National Institute of Agricultural Research
> Realize salinity maps for different Moroccan regions in collaboration with the National Institute of of Agricultural Research

Phosphogypsum thermal decomposition

> Laboratory tests in 2019

3.2.2.2. Sustainable production

GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 303-3

Water Management

primary material topic

		2016	2017	2018
Volume of fresh water used	**Total (Mm³)**	**97.73**	**81.76**	**85.23**
	Resevoirs	**86.46**	**70.01**	**75.08**
	Groundwater	**3.15**	**2.95**	**1.85**
	Stormwater accumulated in abandoned mines	**2.18**	**2.14**	**1.70**
	Domestic wastewater (from cities surrounding OCP Group mining activities)	**5.86**	**6.58**	**6.54**
	Municipal water supply	**0.08**	**0.08**	**0.07**
Volume of water recycled and reused	Total (Mm³)	**65.2**	**153.43**	**166.63**
	Percentage	**67%**	**188%**	**196%**
Seawater volume*	**Total (Mm³)**	**1245.41**	**1392.32**	**1408.85**

* including the volume of seawater used for desalination in Jorf Lasfar and Laayoune, whose fresh water output is used for OCP Group's industrial activity (26 Mm³/year on average)

It should be noted that OCP also supplies water to villages bordering its mining sites in partnership with the institutions concerned.

As part of its development policy, OCP launched a new industrial processing strategy in 2008, aimed at doubling its mining capacity and tripling its processing capacity. By doing so, OCP has made preserving natural water resources central to its concerns. The challenge is to use water efficiently and fulfill current and future water needs of its mining and industrial facilities.

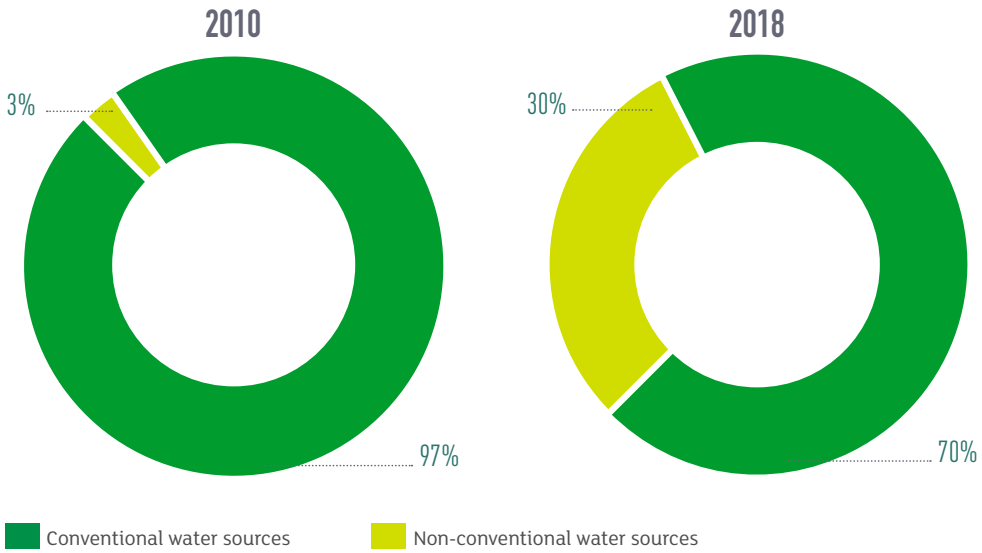
OCP Group has taken the proactive decision to transition away from using groundwater deemed a national strategic resource for Morocco by 2020. OCP has developed the groundwater resources considered as strategic resources for the country and has developed an integrated and sustainable Water Program, making it possible to achieve industrial development objectives using almost the same national water resources as in 2010. The Water Program has two key areas of focus:

- Optimized water use across the entire value chain;
- The use of non-conventional water resources: treated (domestic) wastewater and desalinated seawater.

Internal and external perimeter

GRI 103-1 | GRI 103-2 | GRI 103-3

Evolution of industrial fresh water supply sources



From now on, with the new Circular Economy vision, the ambition is to achieve 100% of water needs using non-conventional water sources.

Thanks to OCP Group's efforts, 30% of OCP's water requirements in 2018 were met from non-conventional water resources (treated domestic wastewater and desalinated water).

Integrated and optimized water management

Water is used at each stage of OCP Group's value chain (mining activities, transport, and processing). OCP is incorporating streamlined and sustainable preservation of water throughout its production process. Several major achievements can be mentioned in this respect.

OCP's slurry pipeline, linking Khouribga to Jorf Lasfar, is a feat of engineering. Pipeline transport of washed phosphate as pulp results in savings of nearly 3 million m^3 of water per year. It has eliminated the drying stage, necessary for the old mode of transport by train, and makes it possible to retain the natural humidity of phosphate, while all the water used for transport is reused in the recovery facilities.

OCP Group also recycles more than 80% of the water by volume used in phosphate washing and flotation enrichment processes.

At the same time, the new integrated complexes at Jorf Lasfar have reduced industrial freshwater consumption by 25%.

GRI 103-1 | GRI 103-2 | GRI 103-3

Use of non-conventional resources

OCP gives priority to reusing treated domestic wastewater, thereby protecting the environment and preserving natural freshwater resources.

Merah Larach is one of the first washing plants in the world to use treated wastewater. OCP commissioned the Khouribga Wastewater Treatment Plant in 2010 to provide water at its washing facility. Two other wastewater treatment plants followed at the Benguerir and Youssoufia mining sites, bringing OCP's industrial reuse of treated water to around 10 million m^3 per year. In addition, part of the water from the Benguerir wastewater treatment plant will be used to irrigate green spaces in the Mohammed VI Green City.

Moreover, biogas recovered from the wastewater treatment process is used to generate electricity, covering up to 30% of the wastewater treatment plant's energy needs.

The success of this pilot, will spur the use of wastewater in other industrial projects.

As part of the Circular Economy Program, several feasibility studies are underway with key national stakeholders for further industrial reuse of treated wastewater, based on new and existing wastewater treatment plants.

OCP is investing in seawater desalination to cover all the additional needs for its industrial development, without any reliance on conventional water resources.

The industrial platform of Jorf Lasfar is now supplied by the largest desalination plant in Morocco with an annual capacity of 25 million m^3. Its expansion is planned to be commissioned in 2022 to reach a total capacity of 40 million m^3 per year. This station is also designed to take advantage of the platform's existing facilities and infrastructure, as well as the energy surplus the platform generates.

Another 7.5 million m^3 capacity station is planned in Laayoune to meet the water needs of the Phosboucraa site's industrial development program, in addition to the existing reverse osmosis desalination plant with a capacity of 1.4 million m^3, commissioned in 2006.

Finally, for Safi, desalination is also planned to meet the future needs of its industrial development program.

Innovation to streamline water use

As part of the Circular Economy Program, OCP Group is investing in R&D and innovation to streamline water usage. Numerous projects have been launched in collaboration with various partners, including Mohammed VI Polytechnic University, in order to develop solutions for optimizing water in the industrial process and to use the most appropriate and advanced water treatment technologies (purification and desalination).

OCP's goals

Implement 2 Wastewater Treatment Plants at Safi & Fkih Ben Salah towns by 2022

> An overall capacity of 10 Million m3/year recovered from urban wastewater

Recover 90% of Water used in Phosphate Washing Plants

> Invest in dehydration technologies at the MERAH, DAOUI and YOUSSOUFIA washing plants to recover 50% of the remaining water from the residual sludge by 2010

90% reduction of water used for watering mine runways

> Leveraging on cutting edge runways treatment technology and saving 2 Million m^3

Developing renewable energy and energy efficiency

GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 302-1

primary material topic

		2016	2017	2018
Total fuel consumption within the organization from non-renewable sources	Industrial fuel 2	**7,980.88**	**8,919.63**	**9,963.68**
	Diesel	**2,001.06**	**2,269.23**	**2,575.29**
	Natural gas	**1,151.48**	**784.52**	**1,215.25**
	Total (TJ)	**11,133.42**	**11,973.38**	**13,754.22**
Total energy consumption within the organization from clean sources	Wind	**375.59**	**542.55**	**856.48**
	Self-generated clean electricity	**5,394.92**	**7,390.06**	**7,737.00**
	Total (TJ)	**5,770.52**	**7,932.62**	**8,593.48**
Purchased electricity		**4,374.31**	**4,714.20**	**4,555.82**
Electricity sold		**327.06**	**845.05**	**182.95**
Self-consumed electricity		**5,394.92**	**7,390.06**	**7,737.00**
Total energy consumption	**Total (TJ)**	**20,951.18**	**23,775.15**	**26,720.57**

Key figures for 2018

$ 463

million (equivalent to MAD 4,35 billion) overall investment forecasted on the Group's HRS capacities development by the end of the Industrial Development Program, $ 160 million (equivalent to MAD 1,5 billion) already invested up to 2018

Industrial processes inherently consume significant amounts of energy. Extraction and beneficiation activities account for 40% of total consumption, while processing accounts for 60%. OCP's growing industrial capacities, in line with the increase in fertilizer demand, implies an increasing need for electricity. In response to this situation, OCP Group has developed a responsible Energy Program with the goal of diversifying its energy mix and achieving self-sufficiency. The program is based on the following action plans:

- Development of cogeneration capacity
- Implementation of energy efficiency measures
- Increased use of renewable energy in the energy mix

Several projects were developed in 2018:

1. Development of cogeneration

- Cogeneration consists of recovering thermal energy released during the sulfuric acid production process for conversion into electrical energy. This system is being developed on OCP Group's processing sites. Its capacity

Internal and external perimeter

GRI 103-1 | GRI 103-2 | GRI 103-3

has been increased with the commissioning of the JFC4 integrated unit in Jorf Lasfar, equipped with a 65 MW thermoelectric power plant and a heat recovery system (HRS) that saves an equivalent of 10 MW in electrical power. The cumulative installed capacity of HRSs within the chemical complexes is equivalent to approximately 75 MW. In 2018, cogeneration covered more than 80% of the needs of the processing unit infrastructure.

2. Energy efficiency measures:

- Real-time energy management and smart energy automation. An energy management system is being implemented on the processing platforms for more efficient energy management by allocating usage in real-time according to the needs of each unit.
- Taking into account energy efficiency in the design phase during the implementation of industrial projects in order to optimize the energy balance of production units.

3. Development of renewable energy

- A new Power Purchase Agreement (PPA) has been implemented to supply wind power to the two mining sites of Youssoufia and Khouribga for an additional annual volume of 260 GWh/year.
- A memorandum of understanding was signed in 2018 with the German Fraunhofer Institute for Microstructure of Materials and Systems based in Halle (Saale) for the use of Green Hydrogen and Green Ammonia as raw materials. Green hydrogen, obtained by electrolysis of water using electricity produced from renewable energy sources, can be transformed into many products for the fertilizer production. Green ammonia, composed of green hydrogen and nitrogen, can be used, among other things, as a raw material for producing fertilizers. A pilot production platform will be designed in Morocco by OCP Group and the Green Energy Park in Benguerir, with the support of Fraunhofer IMWS. As an essential component of fertilizer, ammonia production accounts for more than 1% of global CO_2 emissions.
- An agreement has been signed between OCP, UM6P and the Green Energy Park. GEP, a solar energy testing, research, and training platform located in the Green City of Benguerir developed by the Institute of Research in Solar Energy and New Energies (IRESEN) with the support of the Ministry of Energy, Mining, Water and Environment and OCP. The deal explores innovation projects in the field of clean energy and new energies. Of the 20 projects identified, 4 were launched in 2018.
- The Stemphos project was created in 2018 to develop phosphate-based materials to improve thermal energy storage solutions. This project is being developed in partnership with UM6P.

In 2018, nearly 70% of OCP Group's needs were met by clean energy sources.

OCP's goals

90 % of electricity need covered by cogeneration and renewable energy by 2020

> Increase cogeneration capacity by 300 GWh/year

Energy efficiency

> Certification and energy efficiency assessment for all transformation sites by 2020

Green & Smart Building Park

> Develop an international testing, research and training platform for green buildings: energy efficiency and smart grids for buildings

First Green Ammonia Industrial Pilot by 2020

> Pilote unit for green Ammonia Production using renewable energy by 2020

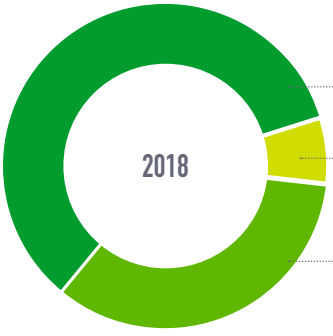
Key figures

400 GWh

annual volume of clean renewable energy reserved for OCP Group, which has now reached the target announced at the 2016 United Nations Climate Change Conference. This energy supplies all mining sites: Khouribga, Benguerir, Youssoufia, and Phosboucraa, with the last three being supplied at 100%.

$ 21,3 million (equivalent to MAD 200 million) additional will be invested in 2019 for energy-related research.

OCP Group aims to meet 100% of its electricity needs by 2028 through wind, solar, or cogeneration production. As a major contributor to Moroccan industry, OCP also participates in developing the national energy mix by producing 25% of the country's clean electricity, i.e. about 14% of the country's annual electricity consumption. Morocco's goal is to produce 52% of its electricity from renewable and clean sources by 2030.



59% Cogeneration: **2,115 GWh**

7% Renewable energy: **236 GWh**

34% Grid electricity: **1,211 GWh**

Emissions Management

GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 305-7

tertiary topic

	2016	2017	2018
SO_2	**70,657**	**61,602**	**57,024**
Dust	**2,087**	**2,080**	**2,155**
HF	**1,187**	**1,148**	**1,131**

OCP Group's environmental footprint also includes gas emissions from its industrial facilities. For years, OCP Group has been establishing environmental policies aimed at controlling its emissions and ensuring compliance with national regulations as well as adopting the best available technologies (BAT). The 2018 comparative study conducted within the global fertilizer industry shows that OCP Group, through its continuous improvement strategy and environmental policy, is among the most efficient producers in terms of atmospheric emissions, particularly for SO_2 and fluorine. It should be noted that OCP Group has the most efficient sulfuric acid production lines in the world in terms of SO_2 emissions. All new and renovated lines comply with the most stringent emission limit values in the world.

The Circular Economy vision OCP Group has adopted goes beyond regulatory compliance and develops true leadership to integrate into adjacent urban landscapes. To achieve this, OCP Group has implemented a two-pronged strategy. The first is the massive investment to develop best-in-class technologies. The second aims to set up a state-of-the-art environmental management system to ensure complete management of its emissions.

Axis 1: Best-in-class technology development

OCP has initiated a significant investment plan to design, in an eco-friendly manner, its new production lines and improve the technological performance of existing lines in order to align them with the most demanding standards, notably those of the World Bank. This plan concerns managing all gaseous emissions, in particular sulfur dioxide (SO_2), fluorinated gases and dust.

Beyond acquiring technologies available on the market, OCP has built strong partnerships in order to develop and adapt breakthrough technologies capable of meeting its specific needs. Sulfacid technology originated from this approach, commissioned in 2018, by combining the expertise of a partner specialized in gas processing and OCP Group's operational expertise in sulfuric acid production. This technology reduces SO_2 emissions by up to 98%, and achieves emissions 10 times lower than the World Bank's threshold.

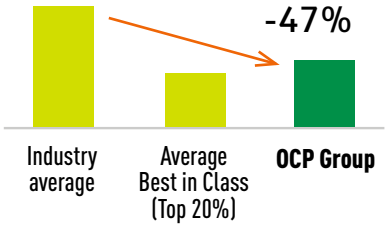
Finally, OCP has launched several research projects to test and develop new techniques for treating gas emissions and washing gases. The Circular Economy vision is the impetus behind research and development on gas emissions.

Key figures

7.4% reduction in SO_2 between 2017 and 2018

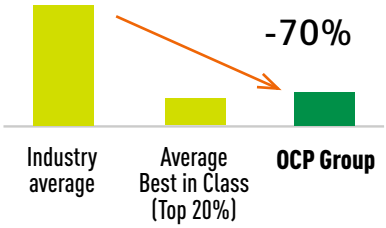
SO_2

From the production of phosphoric acid, average in PPM (2017)



Fluorinated gas

From the production of phosphoric acid, average in PPM (2017)



Internal and external perimeter

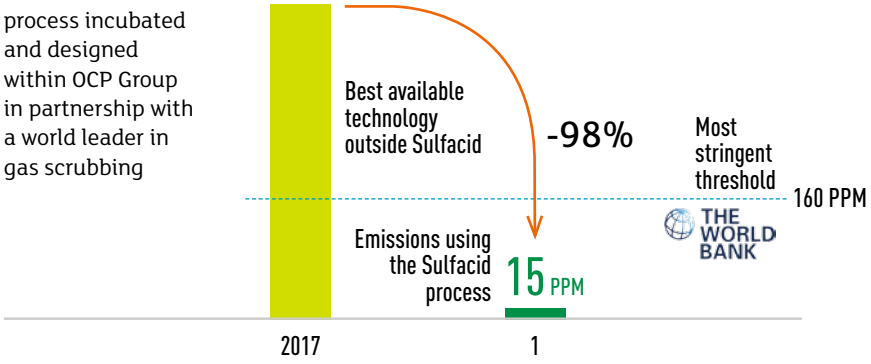
GRI 103-1 | GRI 103-2 | GRI 103-3

Key figures for 2018

$ 53,25

million (equivalent to MAD 500 million) committed for implementing Sulfacid technology on the Jorf Lasfar and Safi sites.

Sulfacid is a process incubated and designed within OCP Group in partnership with a world leader in gas scrubbing



Axis 2: Implementation of a management system to achieve environmental excellence

OCP Group has developed a monitoring and measurement system to monitor its emissions. Among the infrastructure and resources put in place are the PLUM'AIR emission dispersion modelling tool, investments in equipment and sensors for real-time monitoring, and organizational procedures and devices.

PLUM'AIR was implemented on all production sites in 2018. It is a state-of-the-art system based on a predictive model that allows for real-time and predictive monitoring of emission dispersion and simulation of multiple operational scenarios.

Organizational tools and new maintenance procedures for monitoring instruments have also been developed by an internal Environment Committee make it possible to further ensure quality control and monitoring.

OCP's Environmental Management System is designed according to the requirements of standard ISO 14001:2015. Several OCP sites are already certified according to this standard (Jorf Lasfar, Safi, and Khouribga). Certification of the other two sites is in progress.

All OCP sites are IFA Protect & Sustain certified, Excellence level, in terms of quality management, safety, occupational health & safety and environmental protection.

OCP's goals

Safi site as a world class Benchmark

> Make Safi a world class site for environmental excellence, in perfect symbiosis with its urban ecosystem, by 2020

80% reduction of Fluorine emissions by 2021

> Partnerships to develop & Implement best in class gas-treatment systems

100% industrial sites highly certified

> All OCP Group's operational sites certified on the latest ISO environment management standard (ISO14001 version 2015) by 2020

Managing Greenhouse Gas Emissions

GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 305-1 | GRI 305-2 | GRI 305-3

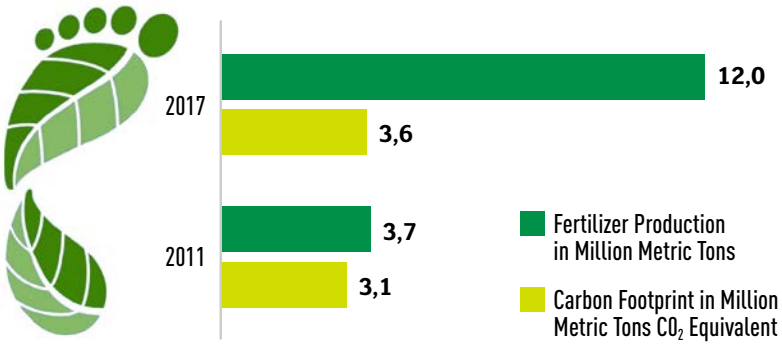
tertiary topic

		2016	2017	2018
Total GHG emissions	t CO_2 eq.	**3,387,053**	**3,674,337**	**4,138,168**
Direct (Scope 1) GHG emissions	t CO_2 eq.	**2,239,415**	**2,396,417**	**2,867,247**
Energy indirect (Scope 2) GHG emissions	t CO_2 eq.	**937,061**	**1,065,533**	**1,070,695**
Other indirect (Scope 3) GHG emissions	t CO_2 eq.	**210,577**	**212,387**	**200,226**

Aware of the challenges posed by climate change, and keen to actively participate in Morocco's goal of reducing its greenhouse gas emissions by 42% by 2030, OCP has, since 2007, pursued a cutting-edge strategy to reduce its CO_2 emissions. CO_2 is the only greenhouse gas significantly generated by its activity.

This commitment is clearly reflected in OCP Group's performance development. Its carbon footprint has increased slightly, while fertilizer production has tripled over seven years.

Carbon Footprint Calculation Certified ISO 14064



OCP Group pursues a policy driven by two founding principles: monitoring and transparency to disclose its GHG emissions and mitigating CO_2 emissions; and adapting to climate change.

Monitoring and transparency: OCP has been rigorously monitoring its carbon footprint since 2007. A calculation tool has been implemented in accordance with ISO 14064-1, the standard specifying requirements for organizations to quantify and report on greenhouse gas emissions. The carbon footprints for 2014, 2015, and 2016 have been verified according to ISO 14 064 by an approved certification body. As part of this thrice-yearly verification process, certification of the 2017, 2018, and 2019 results is in progress.

Key figures for 2018

42%

OCP Group contributes to Morocco's commitment to reducing its carbon footprint by 42% by 2030.

Carbon farming

Afforestation of treeless areas, such as arid, semi-arid, or former mining sites, could constitute a major CO_2 sink and thus contribute to combating climate change. OCP is developing know-how for optimal biosequestration, rehabilitation of marginal lands and mining sites, identification of high-growth, high-value-added species for the region and optimization of irrigation techniques. To date, OCP Group has identified seven tree species and two types of amendments that meet these criteria and has already planted 4.5 million trees.

Internal and external perimeter

GRI 103-1 | GRI 103-2 | GRI 103-3

Reducing OCP Group's carbon footprint: Several projects have limited carbon generation throughout the value chain, including:

- The Slurry Pipeline, a breakthrough solution in phosphate logistics. Part of both mining and processing activities, it allows to transition from the traditional mode of transport that involves drying phosphate for transport by train to hydraulic transport. The pipeline transports phosphate in the form of pulp and utilizes the difference in elevation between the mining site and the processing site. The pipeline reduces emissions by at least 930,000 metric tons CO_2 eq. per year by eliminating drying, rail transport, and handling activities.
- The new industrial platforms (JFC), developed to support the industrial development plan OCP Group launched in 2008, included the most stringent environmental requirements for production infrastructure design. An increase in the consumption of clean electricity, via renewable energies and HRS, is also a factor.
- Ammonia is a key input for fertilizer production. Today, the production of ammonia, mainly produced from fossil fuels (natural gas), is responsible for 1% of global greenhouse gas emissions. OCP, in a progressive approach, is aiming to develop industrial methods with a zero-carbon footprint for ammonia production.

Adaptation to climate change: the water as a strategic resource

Morocco is classified as one of the countries most exposed to water stress, a situation that is likely to be aggravated by climate change. Well aware of this challenge, OCP is pursuing a supply strategy aimed at preserving the country's conventional water resources for drinking and agriculture and meeting its need exclusively with non-conventional water resources.

OCP is in the process of designing a GHG emissions mitigation framework. Morocco has prioritized emissions reductions in the electricity, cement, and phosphate production industries. Among other things, the choice of these industries is predicated on the potential for mitigation, experience with market-based approaches, experience with Monitoring, Reporting, and Verification (MRV), and the benefits of sustainable development.

The project includes the following studies:

1. Analysis of different GHG mitigation instruments in Morocco.
2. Design of a digitalized Monitoring, Reporting, and Verification (MRV) system for guidance in all three PMR sectors.
3. Development of a regulatory and institutional framework for implementing mitigation measures based on carbon market mechanisms in the three sectors.
4. Establishment of baseline data and evaluation of the mitigation potential in each of the three sectors. A methodology for defining baselines and evaluating attenuation scenarios based on three different carbon prices has been developed. This was done first for the phosphate sector.

Drying phosphates with solar energy

OCP is investigating ways to innovate in order to replace fuel oil n. 2, now used to dry washed phosphates, with solar energy. This transition will represent a potential reduction in OCP Group's footprint estimated at more than 450,000 metric tons of CO_2 eq./year.

OCP is preparing for the carbon market as part of the World Bank's PMR program

Given the limited results achieved by the Clean Development Mechanism (CDM), many countries are considering establishing new carbon market mechanisms. In this context, the World Bank has developed the Partnership for Market Readiness (PMR) program to help participating countries establish the framework for establishing and developing one or more carbon market mechanisms adapted to their local particularities. Morocco is participating in this project with fifteen other countries and has committed to a 42% reduction in greenhouse gas emissions by 2030.

OCP's goals

World first phosphates specific methodolgy enabling moroccan carbon market development

- Partnership with the Secretary of State for Sustainable Development to establish carbon market mechanisms adapted to the Moroccan context
- Develop methodology enabling base-line calculation and assesment of the mitigation potential for the phosphate sector in Morocco

Carbon footprint assessment

- Calculation assessment for OCP Group's 2018 carbon footprint, based on ISO 14064

An efficient environmental management system

secondary material topic

GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 307-1

All OCP sites, whether existing or under development, are subject to environmental impact assessments carried out by the Moroccan authorities. Sites respect the regulations governing extraction authorizations. In addition, OCP has initiated a process to certify its production sites according to international environmental standards. Thus, all of its industrial activities have received the International Fertilizer Association Protect & Sustain certification, Excellence label, the highest level of performance. It certified compliance with the Protect & Sustain standard's 12 HSE principles and covers the entire phosphate value chain, from production to sales and distribution, at all levels of OCP's involvement (management, product management, environment, safety, security, quality, or health).

OCP's environmental management also includes the Zero Incident program, monitoring and evaluation, audits, workshops, HSE courses, and skills development for employees and subcontractors.

protect&sustain
IFA'S PRODUCT STEWARDSHIP INITIATIVE

All processing sites and OCP's largest enrichment site are ISO 14 001 certified. Certification is currently underway at the two remaining sites. This process would not have been possible without a solid environmental policy, clear definition of roles and responsibilities, measurable goals and deadlines, performance reporting, audits, and corrective and preventive actions. Certification also involves analyzing and ranking environmental risks, as well as an annual emergency situation simulation and training plan.

Environmental issues are factored into the global performance management system at various levels of governance. For example, at each site, HSE committees hold monthly meetings with industrial operation site managers. Bimonthly senior management HSE committees also meet in order to review environmental performance. At the plants, environmental correspondents (assigned per area) ensure an optimized top-down and bottom-up risks and opportunities process. HSE performance reviews are regularly held at all sites and levels, including with the HSE Management Committee led by the Executive Vice President of Industrial Operations. A complaint management mechanism also bolsters environmental governance.

An automated compliance monitoring and evaluation system is also available through dedicated computer platforms.

	2016	2017	2018
Fine amounts	**0**	**0**	**0**
Non-monetary fines	**0**	**0**	**0**

GRI 103-2 | GRI 103-3

Through the Dupont OCP Operations Consulting joint venture, standards for performance measurement and incident reporting and analysis have been adopted internally.

One of the main tools is the Incident Accident Safety Environment Management (GIASE) governance standard. It ensures that every environmental incident or accident is subject to a systematic and thorough analysis, which in turn leads to an action plan for controlling the risk and avoiding future incidents. The EKPI standard is a reporting tool that defines the method for company-wide environmental performance indicators.

The HSE auditing standard complements the continuous improvement approach by structuring the internal and external audit plan for HSE.

Category	Code	Name	Description and Goal
Operational	**GPA**	Secondary Product Management	Developing and implementing management principles for the safe and eco-friendly use of secondary products (SP) while protecting employees from risk exposure and preventing uncontrolled leakage or loss of these products.
Operational	**EKPI**	Environmental Measurement and Reporting	Standardizing environmental performance testing and using it for OCP's industrial performance, while considering environmental regulations and international best practices in positioning the company.
Operational	**SGD**	Waste Management Standard	Determining OCP's prevention and waste management requirements based mainly on applicable regulations and best practices. This standard ensured that reduction principles are applied at the source and that OCP waste is managed in an environmentally friendly and safe manner throughout the entire waste disposal life cycle (pre-collection, collection, storage, sorting, transport, disposal, beneficiation, and elimination).
Management & Governance	**EVEPS**	Visible Commitment, Exemplarity, & HSE Performance Control	This standard defines the HSE (Health, Safety, and Environment) actions that managers are to follow at OCP sites and entities in order to demonstrate visible and exemplary commitment, control performance, and promote HSE culture.
Management & Governance	**GIASE**	Incident Accident Safety Environment Management	Tool for achieving and maintaining the Zero Incident and Accident goal that makes it possible to identify, record, communicate, and analyze incidents and ensure that the associated preventive and corrective actions are taken. The standard includes incidents as well as dangerous product emanations and accidents involving people or property.
Operational	**ADRPT**	Workstation Risk Analysis	As part of the Zero Accident goal, the ADRPT standard defines the method for controlling workstation risks by identifying, evaluating, and mitigating them. It provides input data for establishing and/or updating work directives and operating methods.
Operational	**GEE**	HSE Management of External Companies	Controls HSE risks and prevents accidents and incidents when external companies intervene at OCP sites.
Operational	**VOSE**	Safety and Environment Visits and Observation	▫ Observe employees at their workstations, working conditions and practices, and safe or unsafe behaviors; ▫ Start interactive and positive dialogue about safety and the environment based on the observations; ▫ Take immediate action to stop any dangerous situations or actions; ▫ Ensure that employees are committed to working in a safe and environmentally friendly manner; ▫ Provide immediate feedback on the observations and recommendations to the person directly responsible for the visited sector in order to define additional action.
Management & Governance	**SAHSE**	Health, Safety, & Environment Audit Standard	Standard aimed at measuring and attaining objectives and steering HSE performance through structured and systematic audits.

Recurring training campaigns to guarantee that target populations learn HSE/environmental standards.

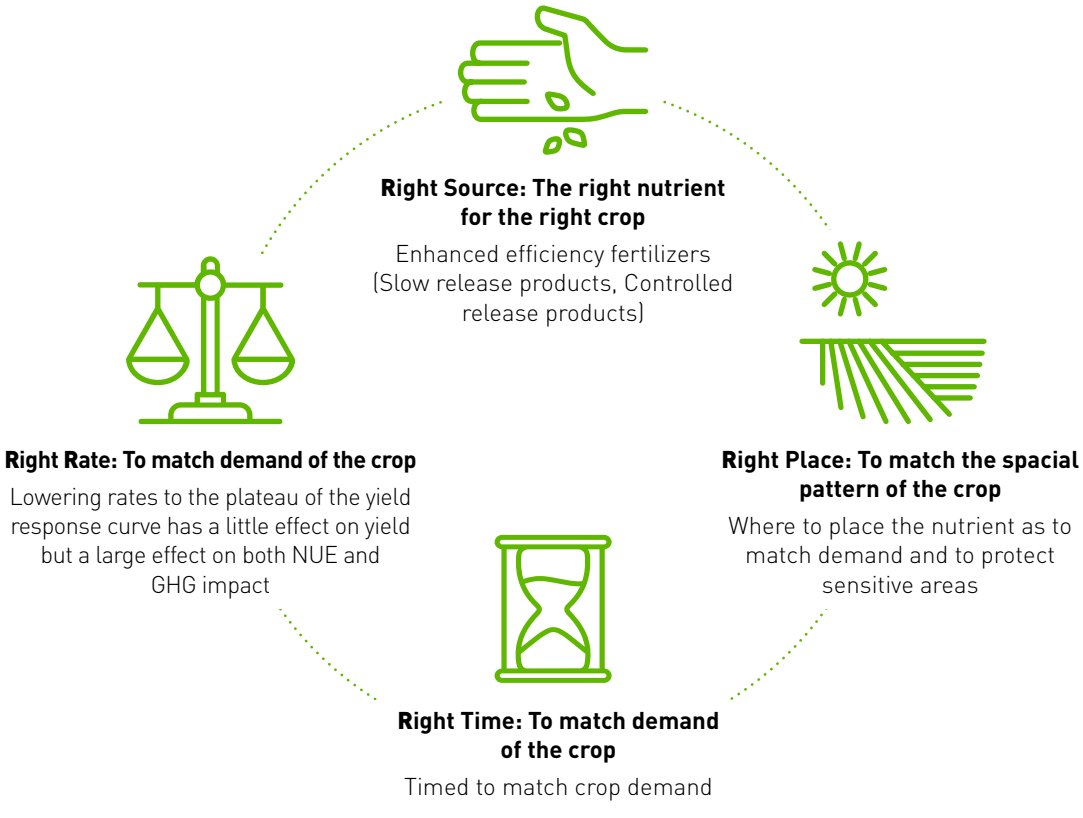
GRI 103-2

In order to raise awareness, environmental excellence training campaigns are organized through the Industrial Excellence Centers and UM6P. Among the events organized internally, there are the themed days dedicated to water, land, and the circular economy, organized in collaboration with international experts and streamed for OCP employees. Internal communications convey the company's commitment to sustainable development in order to better mobilize the different business lines. Externally, OCP is using major national media outlets to disseminate environmental knowledge and best practices. For example, OCP has produced radio segments to promote environmental culture.

3.2.2.3 OCP 4R framework: smart consumption to ensure long term food security

primary material topic

For OCP Group, as the leader in the fertilizer industry, food security is at the heart of its mission, as it intends to ensure access to food, and its availability and quality, around the world on a long-term basis. In the face of challenges related to population growth, climate change, and a significant environmental footprint, the agricultural sector must change by developing products and practices that respond to the growing food needs in a more sustainable manner. The 4R's (Right source, Right Rate and time, Right place) are providing a customer driven framework to achieve this ambition.



Internal and external perimeter

GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 203-1 | GRI 203-2 | GRI 413-1

Driven by its mission to feed the planet, and its commitment towards circular economy principles for resources preservation and smart consumption, OCP is putting at the heart of its business strategy the necessity of offering the right fertilizer, at the right time, in the right place and at the right price to all farmers. Empowered by innovation and technology, OCP group has set his own 4R framework based on customization and bringing the knowledge and the know-how. Increase knowledge of farming lands and make this knowledge instantly available for use are key milestones to bring efficiency to our agriculture, and especially to implement 4R principles.

Local market enhancement: Al Moutmir and Agricultural Development in Morocco

With the firm belief that local contact with farmers makes it easier to support them and meet their needs, in 2018, OCP set up the Al Moutmir Li Khadamat Al Qorb outreach initiative. It is one of the iterations of the Al Moutmir program, which acts as a concrete demonstration of OCP's commitment to developing the agricultural sector in Morocco. This translates into a multitude of offers, services, and technological solutions deployed as close as possible to the farmers.

It includes two operational mobile soil analysis laboratories active in different provinces, demonstration platforms (called agri-platforms) used to support training and education on best agricultural practices, and training sessions aimed at strengthening farmer capacities.

The initiative is supported by a team of agronomists that are already deployed in a dozen provinces across the country. As part of OCP's commercial development, each agronomist is tasked with promoting balanced fertilization using quality technical methods, all for the benefit of the local farmers in their assigned region.

Altogether, over 40 agronomists are permanently stationed in different provinces, working with the farmers every day in order to provide training,demonstrations, monitoring, and support.

Key figures for 2018

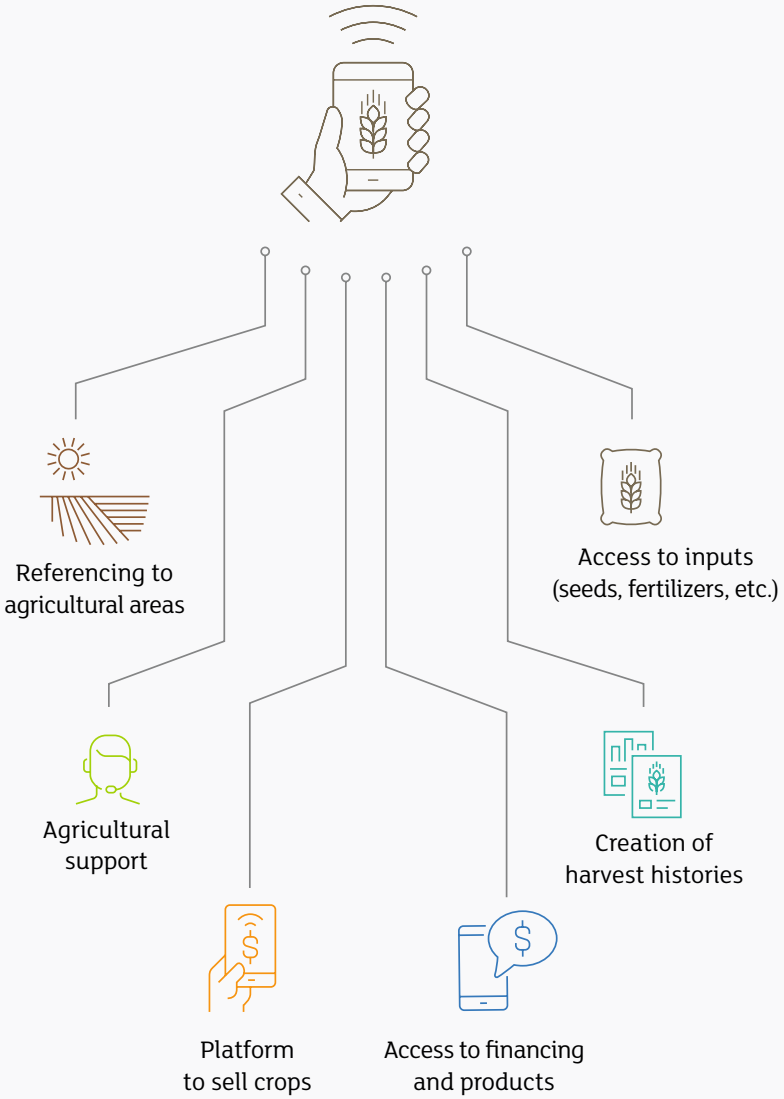
55,000

Over 55,000 farmers have benefited from the Agribooster program since it began in 2016, including 51,000 farmers in 2018 in Côte d'Ivoire, Nigeria, Kenya, Guinea, Togo, Nigeria, Ghana, Kenya, and Burkina Faso.

GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 203-1 | GRI 203-2 | GRI 413-1

Agribooster: Digital Technology Serving Farmers

The Agribooster is a complete package that includes everything farmers need for a successful growing season. The offer includes inputs (seeds, fertilizers, phytosanitary products), financing, a crop buyback guarantee, and support in the form of counseling to help farmers better prepare their seeds and harvests. The system is based on a digital platform that can be accessed by cell phone, even in the remotest areas. Three pilot projects are being conducted on three key crops (corn, sorghum, and rice) in Kenya, Nigeria, and Côte d'Ivoire.



AFRICA: where the land is king

With Africa having 60% of the planet's arable land and being responsible for a considerable surge in fertilizer demand and consumption, the growth opportunities for African markets are significant. OCP is responding by establishing a continental strategy driven by OCP Africa. For the subsidiary, improving farmer productivity is no longer enough. What is most important is facilitating their access to the market. To meet the challenge, OCP Africa has deployed many initiatives in the field and developed partnerships with local governments, startups, private companies, and, naturally, farmers. Production is also one of the fundamental areas of focus. Africa imports almost all its inputs, seeds, and fertilizers. For farmers, the cost of these imports is prohibitive.

Accordingly, one way to boost regional production is to support local blending operators and local production

GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 203-1 | GRI 203-2 | GRI 413-1

Key figures for 2018

2018 Ocp school lab footprint

50,000
The number of fertilizer recommendation reports

30,000
30,000 The number of free soil tests provided directly to farmers

+1,500
Villages visited by OCP School Lab caravans

+12
mobile laboratories traveling across Africa

+50,000
km distance travelled to meet SMH farmers

7 countries
Ivory Coast, Senegal, Burkina Faso, Togo, Ghana, Nigeria, Kenya

GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 203-1 | GRI 203-2 | GRI 413-1

AGRICULTURAL CARAVANS

Agricultural Caravans, launched by OCP in 2012, are used to map soils in order to create a decision-making tool for better fertilizer recommendations. This initiative of the OCP Foundation in partnership with the ministries of agriculture of host countries is a truly local tool that has proven its effectiveness in terms of organization and the ability to rally, support, and mentor farmers.

After Togo and Madagascar, the caravan was deployed to Burkina Faso,Ethiopia, and Rwanda in 2018.

OCP SCHOOL LAB

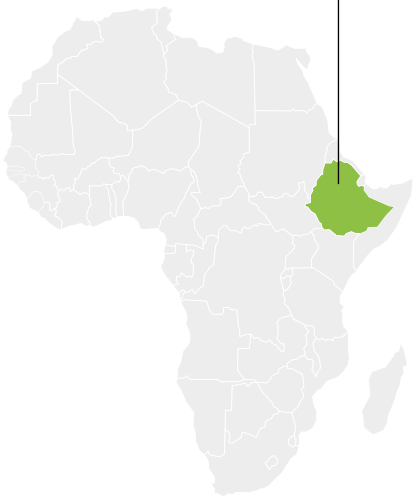
Through its subsidiary OCP Africa, dedicated to developing sustainable agriculture in Africa, OCP Group works hand in hand with farmers, in particular by offering training, agronomic tests, soil analyses, and fertilizer recommendations tailored to specific crops and soils. Over time, farmers will increase their yields

and incomes. Among the initiatives developed, OCP School Lab is truly innovative:

- It is a mobile school that offers awareness training for farmers in best agricultural practices tailored to the dominant crops in the regions where it is travels, for example, cocoa and rice for Côte d'Ivoire or corn for Kenya.
- It has a mobile soil analysis laboratory with the latest technology (mid-infrared sensors, MIR, x-ray techniques), that can assess soil fertility in real time.

Ethiopia

In 2018, OCP Group continued its involvement in Ethiopia through the OCP Foundation, training a large number of farmers in best agricultural practices. In addition, special efforts were made to connect research institutions with farmers in order to better introduce new technologies in the growing season. In addition, OCP made a sustained effort to promote agricultural automation. Finally, 25,248 farmers benefited from the E-Voucher system that promotes the use of agricultural inputs in Ethiopia.



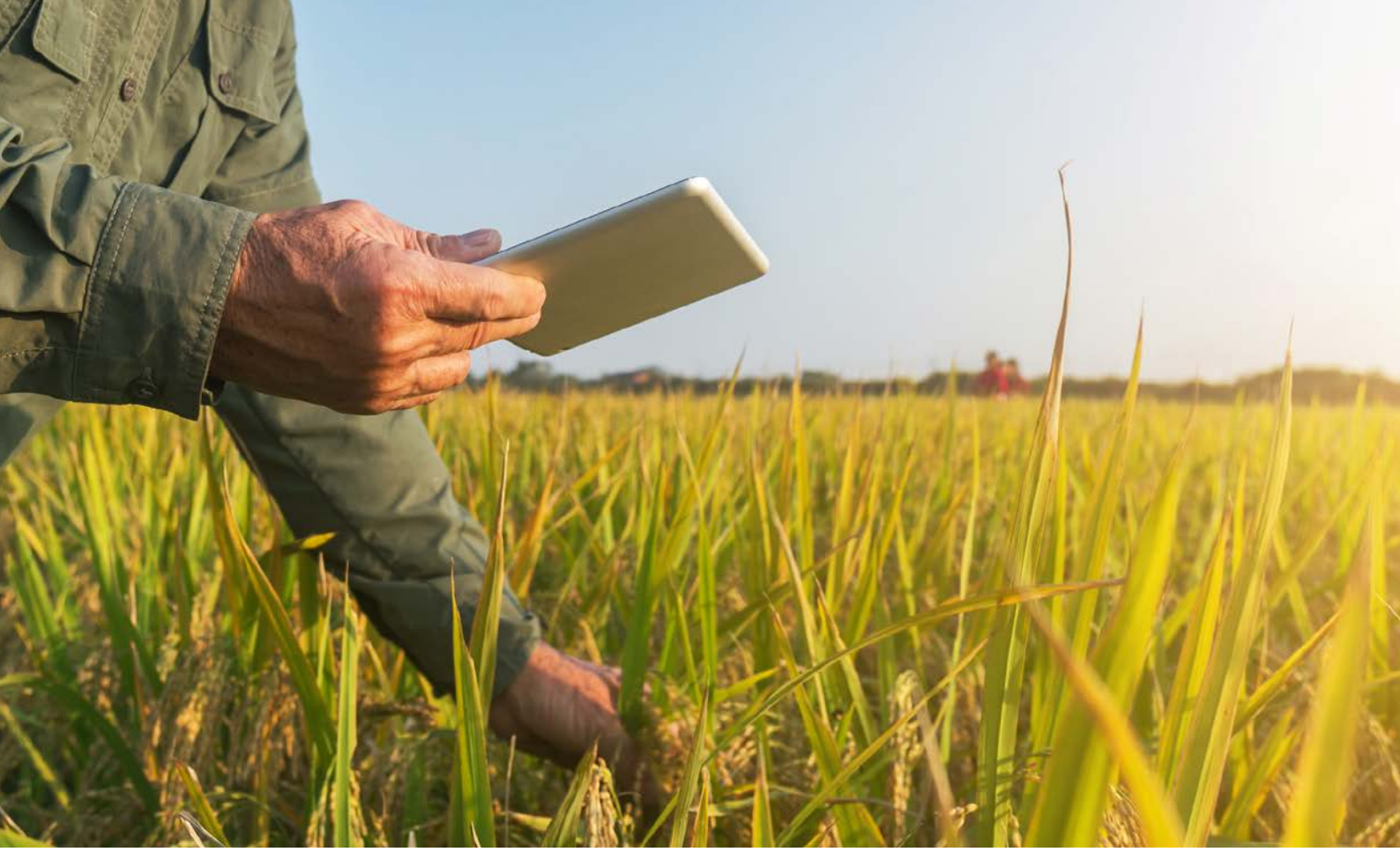
AGRIEDGE: Cutting-edge technologies for advanced sustainable agriculture

The goal of the Agri-Edge business unit is to streamline resource use in agriculture.

Created in 2018 as part of the Movement and incubated at Benguerir's Mohammed VI Polytechnic University, its main activity is precision farming.

It simultaneously exploits data, algorithmic models, agronomic know-how, and a range of advanced technologies, including satellite imagery, drones, and sensors, all used to achieve precise, balanced, and sustainable agriculture. This type of agriculture makes it possible to produce more while limiting the use of energy and inputs (water, fertilizers, phytosanitary products, etc.). Among the different services the business unit has developed, an important one is the soil sensor system that determines, in real time, the exact quantity of water required for healthy growth. The technology has been deployed on an experimental farm that a farmer owns in the Rhamna region, with early results showing water savings of 15%. The next short-term goal is to reach the 25% mark.

The business unit (BU) has also established an input optimization service that results in more balanced fertilization. The technology uses satellite imagery analysis to provide simple and effective recommendations for nitrogen fertilization rates. This service has helped around 400 farmers from the Khouribga and Safi regions. In order to provide the service for other types of nutrients, the BU is currently developing a system that quantifies the phosphorus and potassium content of soils using hyperspectral imaging. With the Disease Identification software, farmers can use their cell phones as phytosanitary diagnostic tools. By simply taking a photo, users can rapidly access information about preventive and curative methods for dealing with crop diseases.



OCP's goals

Partnerships for Yields

> Develop external partnerships and end-to-end ecosytems as to maximize synergies and allow cost effective, farmer centric supply chain

Farmer intimacy

> Increase the geographical area and the number of beneficiaries covered by sound agricultural practice support programs

Bio-Agritech: biostimulants for better nutrient absorption

OCP Group is now customizing and eco-designing its products in order to reduce product footprints throughout their life cycles, from production to soil uptake and product use.

In this context, OCP is looking to enrich its product range through new biotechnology solutions. These biostimulant products result in better nutrient absorption, higher resistance to different climatic stressors (heat, rainfall, etc.), and fruits and vegetables with higher nutritional value. OCP thus opened a new business unit as the result of the Smart Agriculture Movement in 2018, which is dedicated to the new agribiotech market and has the mission of developing these products and marketing them around the world.

Today, the global biostimulant market is worth $2 billion. Its annual growth of more than 10% reflects the global trend towards more sustainable and environmentally responsible agriculture. Biostimulants can come from different sources, such as plants, algae, beneficial bacteria, or recycled waste.

Developing this type of modern agricultural input makes it possible not only to streamline the use of natural resources, but also to create a new business ecosystem that favors innovation and the circular economy.

Innovation partnerships

In 2018, OCP took a 20% stake in Fertinagro Biotech, a spanish company specialized in the production and marketing of fertilizers (NPK, NPK-enriched, biostimulants, etc ...). This operation which is part of OCP's strategy aims to promote innovation and the development of products adapted to the specific needs of soils and cultures around the world. It also strengthens the Group's know-how through Fertinagro Biotech's technical capabilities and innovative product range, including specialty fertilizers and biostimulants.

In addition, the two entities have as their perspective the creation of a joint venture and the launch of an industrial unit producing high value-added fertilizers (enhanced NPK, biostimulants, etc ...) With an initial production capacity of 250,000 tons per year, the unit will be installed at the Jorf Lasfar site.

3.2.2.4 Transforming waste into resources

Soil management and biodiversity

GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 304-1 | GRI 304-2

primary material topic

	2016	2017	2018
Hectares of rehabilitated land*	**790**	**509**	**707**

*Rehabilitation includes reclamation and planting. Earthworks involve returning exploited lands to their original state.

As part of its environmental approach, OCP Group is developing new industrial processes that integrate eco-design into mining operations for better mining site rehabilitation. Rehabilitation involves reclamation, and, thereafter, planting, with a view to boosting a parcel of land's economic value and soil fertility, improving on in its initial state. This is in keeping with OCP's goal of creating wealth and local value.

The rehabilitation approach has two main stages:

1. The integration of rehabilitation in mining operation planning.
   The reclamation process is based on the idea of collecting and storing topsoil during the mine's operation in order to reuse it later. This process preserves the soil's properties and facilitates subsequent planting. To facilitate the reclamation, the areas to be mined are stripped and the excavated topsoil is stored.
2. In addition to performing reclamation on mined land, OCP has developed a smart planting approach that promoted alternative crops adapted to local challenges like water stress. The approach also includes grazing crops.
   In 2018, an experimental farm was launched in Youssoufia. An experimental protocol was developed for 30 crop species in order to better adapt the planting done during rehabilitation to the soil's properties. Another farm is being set up in Khouribga.
   Many successful crops are now growing on rehabilitated sites. One example is the quinoa cultivated in Benguerir or the argan tree in Khouribga. Although this rare species with high economic value is specific to the central regions of Morocco, OCP was able to transplant the crop to Khouribga.
   It is important to note that tree planting operations are often expanded to areas adjacent to mine sites in order to maximize the benefits for local communities.

An additional soil management and biodiversity challenge arises during the development phase of our industrial projects. Each industrial site underwent a biodiversity analysis during the permit process from the national authorities. In 2018, no activity site owned, rented, or managed by OCP was located in or beside protected areas or areas rich in biodiversity. In addition, each site has a management plan for its green spaces and the areas surrounding the site. Numerous projects have emerged, particularly for planting aligned with the properties of the surrounding land. Green belts have already been implemented both in and around many sites.

Key figures for 2018

707 ha

of rehabilitated land in Khouribga, Benguerir, and Youssoufia. Olive trees, argan trees, carob trees, and caper bushes are the cultivated species.

Internal and external perimeter

GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 304-2 | GRI 306-2

OCP's goals

1000 ha/year reclaimed land

> Restaure 1000 ha of old mines using highly efficient reclamation techniques and advanced agriculture technologies

Soil Plantation to create economic value for local community

> Develop agro-economic models to valorize planted land and generate employment and sustainable economic value for communities around our industrial sites

Biodiversity at Boucraa

JESA, the joint venture between OCP Group and Jacobs Engineering, carried out an in-depth biodiversity assessment at the Boucraa mine. Fauna, flora, and vegetation were all mapped. An action plan was created for improving biodiversity, particularly through awareness-raising among employees, environmental protection and regeneration, and waste and power line management.

Respect for cultural heritage and artifacts is also an important component of the mine planning process. According to legal requirements, all industrial development projects undergo acceptability studies before being authorized. These include cultural considerations and respect for protected areas. If, in the course of the work, OCP discovers locations with cultural value for the local population, such as places of worship or sacred sites, project plans are revised and the sites are preserved. The wave of industrial development that has occurred over the past ten years has involved a number of modifications to construction plans in order to preserve cultural property. This is also true for fossils and other geological objects discovered during mining operations. In such cases, OCP calls on relevant authorities to initiate the assessment and conservation process.

Waste Management

primary material topic

	2016	2017	2018
Total weight of hazardous waste (in metric tons)	**32,106**	**17,540**	**22,450**
Total weight of non-hazardous waste (in metric tons)	**20,593**	**13,804**	**14,906**

$ 2,66 million (equivalent to MAD 25 million) for the Safi Landfill

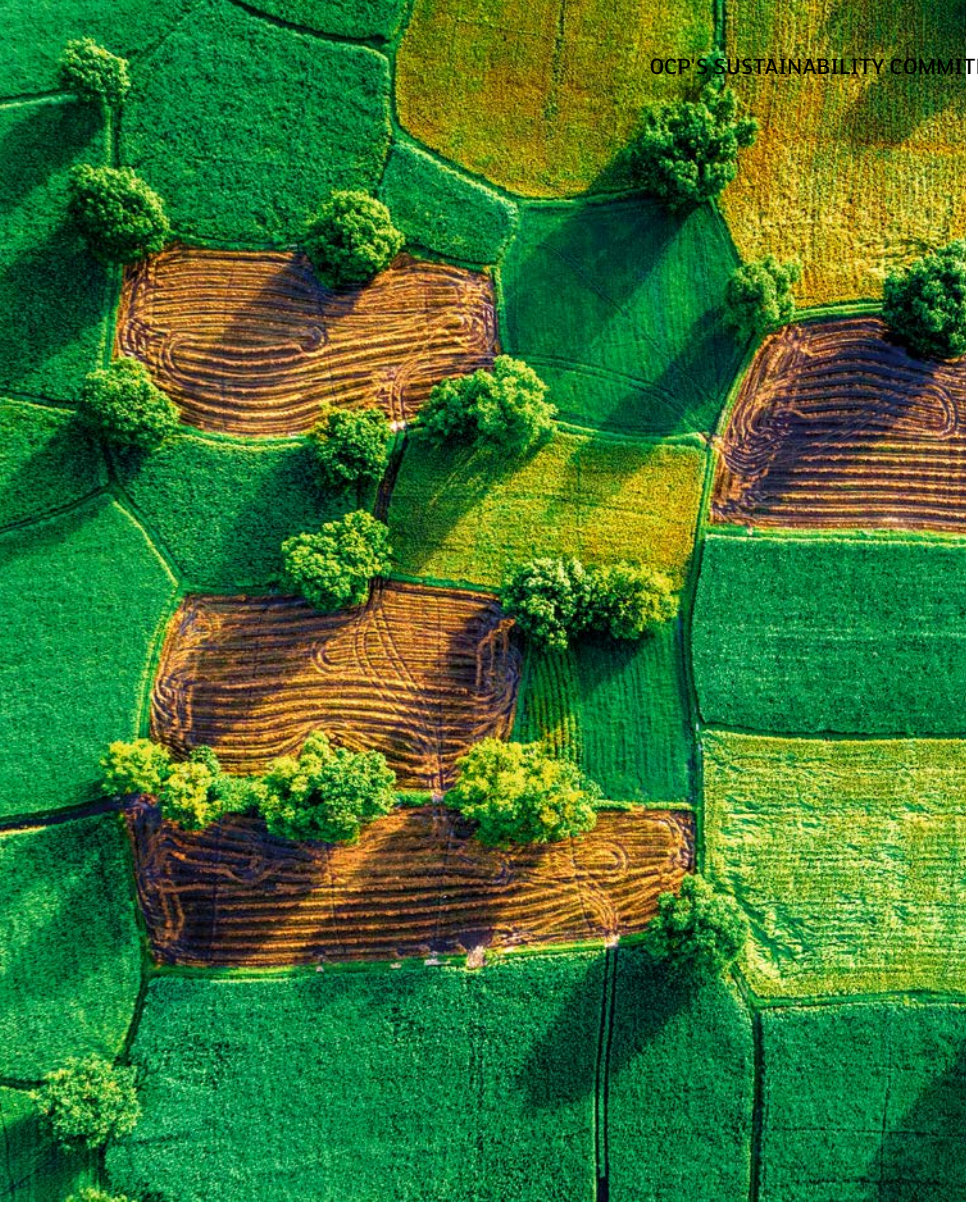
Built according to the latest international standards, the Safi landfill will be the benchmark for similar future projects. It spreads over a 7-ha area and is divided into two storage areas. It is covered with a geomembrane with a leachate collection system and has many accessible sumps for each waste type in order to facilitate disposal and recovery. The waste is temporarily stored in order to be re-used later. The way it is designed will better preserve the quality of the soil, air, and resources.

Waste management is a key part of OCP's circular economy strategy. Created and deployed in collaboration with the DOOC joint venture, the OCP Waste Management Standard Respect for cultural heritage and artifacts is also an important component of the mine planning process. for classification, identification, and treatment according to type of waste. The standard governs the identification and classification of waste, the collection, sorting and recovery stages, the necessary infrastructure and resources, and the audit and training process.

It emphasizes waste recovery by aiming for intrinsic maximum value. For example, landfilling is reserved for waste with recovery routes that are not yet mature, while incineration is being phased out to make way for recycling, regeneration, and reuse.

Subcontractors and service providers are rigorously selected and must be government -approved to be awarded collection and sorting contracts. OCP also requires certificates for the recovery and treatment of all removed waste to ensure traceability, in particular through the use of Waste Tracking Slips (BSD).

Internal and external perimeter



GRI 103-2 | GRI 103-3

Vanadium, a Successful Joint-Development Approach

2018 saw the continuation of the joint-development project to recover the vanadium present in OCP's used catalysts.
It took two years for OCP and its partner, a Moroccan SME, to develop a solution that can be used in the fracking industry. The principle consists of extracting vanadium oxide from the vanadium before producing ferrovanadium, which is used in the steel industry, and silica, which is used in the cement industry. This solution will make it possible for OCP to reduce its processing costs by 65%, provide the community with 30 additional jobs (20 direct jobs and 10 subcontracting jobs), spur investment around OCP sites, and make a product that is normally imported available locally. The sector has great potential beyond recycling vanadium from the fertilizer industry, as other Moroccan industries also dispose of 100,000 m^3 of the product each year.

In 2018, programs were initiated to optimize waste recovery:

- Contracts signed for collecting, sorting, and recovering different types of waste at the Khouribga, Jorf Lasfar, and Safi sites.
- Waste sorting areas established at the Youssoufia washing plant and waste and secondary product management equipment acquired.
- Construction work for the industrial landfill at the Safi site launched.
- Many trainings on the Waste Management Standard given by the DOOC

OCP's goal is to maximize the socio-economic value of the opportunities created through waste recovery. The beneficiation of the vanadium contained in the catalysts used in sulfuric acid production is a concrete example of this approach.

Key figures for 2018

12,000

metric tons of waste recycled and recovered at all OCP sites in 2018.

100%

of black steel scrap, wood, paper, cardboard, used oils, and batteries recycled

OCP's goals

70% of waste recycled and valorized by 2020

> Including 100% paper, 100% plastics and 100% scrap metal

Sulfur ashs waste converted into commercial grade sulfuric acid

> Partnership to adapt a hydrometallurgical process for sulfur ash recovery

Vanadium Recovery

> Partnership for a local treatment unit to recover more than 2000 t per year of used vanadium catalyst waste in higher added-value products (ferrovanadium)

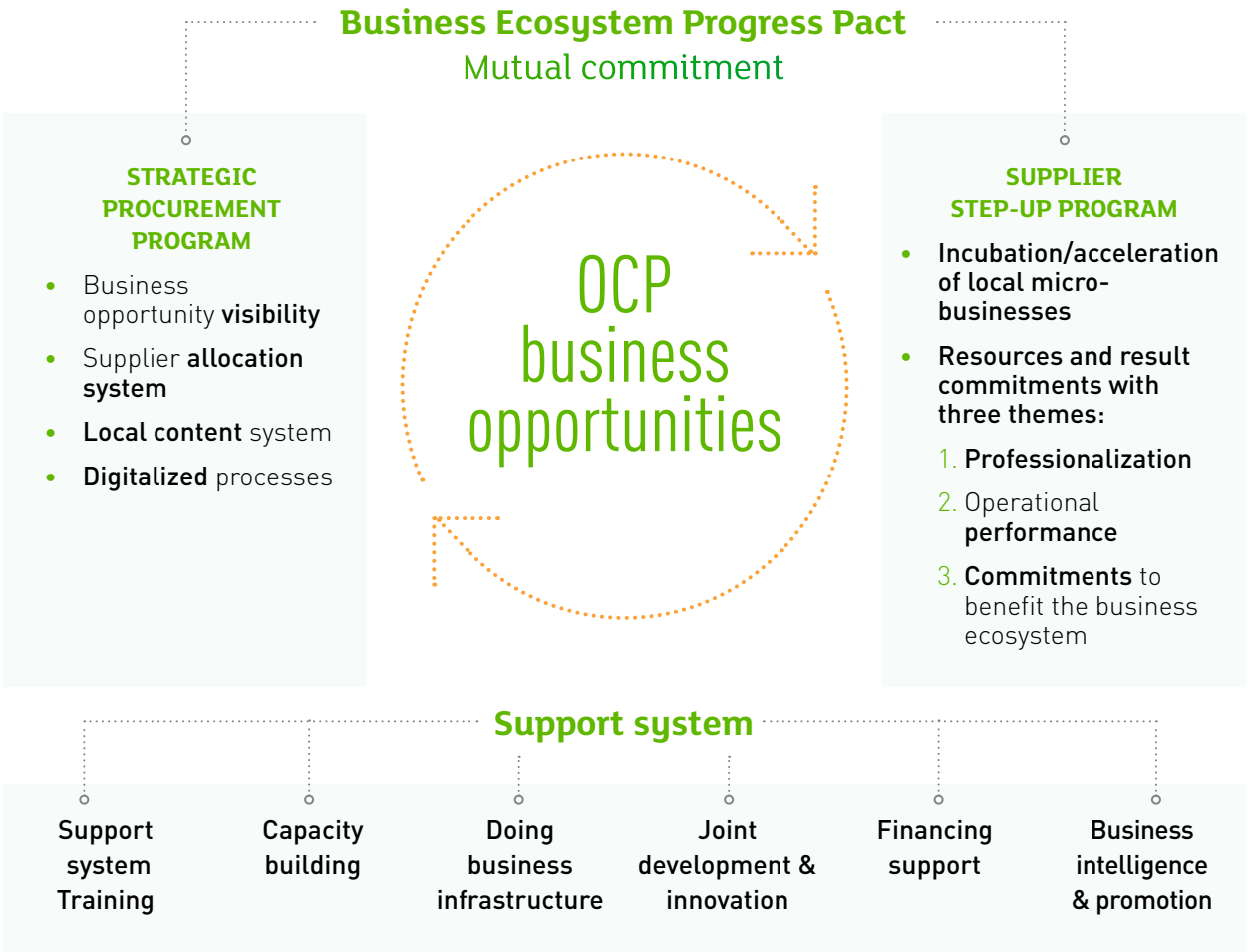
GRI 103-1 | GRI 103-2 | GRI 203-2

3.2.3. Supporting Morocco's industrial ecosystem

tertiary topic

OCP is currently deploying its industrial ecosystem development strategy. Launched in 2013 in the context of a local added-value creation approach, the strategy has already led to:

- Long-term business ecosystem partnerships with global market leaders. This ensures investments in local production and service units and contributes to improving OCP's performance and professionalizing local participants;
- Stronger Moroccan capacity among participants through developing new expertise and/or innovative products for the market (e.g. production of PROs for pumps, development of software for conveyor belt systems, etc.)
- Support systems and infrastructure implemented for a more attractive business ecosystem.



GRI 103-2 | GRI 103-3 | GRI 203-2

Since 2018, OCP's goal has been to accelerate the development of its industrial ecosystem through the company's Business Ecosystem Progress Pact, a key driver for supporting and promoting:

1. The competitiveness and industrial performance of OCP suppliers at the national and regional levels;
2. Socio-economic development around the areas where OCP operates;
3. The resulting improvement to OCP's performance and competitiveness, which is closely related to developing suppliers.

This approach is the result of discussion and joint development, carried out over several months between OCP and internal stakeholders and suppliers from different industrial sectors. It is a response to the expectations of OCP business ecosystem participants, who have expressed the need for personalized support that is aligned with their growth and sector-specific context. In return for the commitment, OCP industrial ecosystem suppliers have made in professionalization, compliance, operational performance, and commitment to the business ecosystem, the approach is applied through the following mechanisms:

- **The Business Ecosystem Progress Pact: A mutual commitment between OCP and its suppliers**, offering a new long-term collaborative model that encourages capacity development.
- **The local preference system**, established in the context of OCP's commitment to increase local purchasing. Its first significant results: the budget allocated to small local suppliers increased by 80% in 2018.
- The launch of incubators for small industrial and innovative companies at operational sites, with an annual capacity of 100 companies per site.
- The launch of digital incubators with a capacity of 50 startups per year at operational sites in support of the previously established digital schools.
- **Support for skills development through**:
  - The opening of the four Industrial Expertise Centers for companies in the OCP business ecosystem: investment of $ 0,13 billion (equivalent to MAD 1,2 billion) for a capacity of more than 4,500 beneficiaries per day;
  - A tailored training offering, in the OCP Industrial Expertise Centers, for business ecosystem participants that is in line with international standards and includes a skills certification framework;
  - A new labor pool that categorizes qualified resources by region.
- **Funding support for the OCP business ecosystem through:**
  - The creation of an OCP Business Ecosystem Support Development fund with an initial capital of $ 53,25 million (equivalent to MAD 500 million) to invest directly in micro-businesses/SMEs;
  - Agreements with banks to support financing micro-businesses and SMEs on the basis of their performance with OCP.

3.3

COMMITMENTS TO SHARED VALUE CREATION

Community Involvement and the Resulting Indirect Economic Impacts

GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 203-1 | GRI 203-2 I GRI 413-1

primary material topic

Act4Community is a new program that illustrates OCP Group's social commitment at the different sites where it operates. Launched in 2018, the initiative is central to OCP's business lines and actively contributes to the performance and evolution of its business model.

Act4Community aims to harness the sites' material and human resources for local social and economic development. Thanks to this new approach, OCP has established a relationship based on trust and continuous dialogue with communities, allowing the company to develop activities that generate as much local shared value as possible. Committed volunteer employees at OCP sites support Act4community. They work with local participants to develop relevant projects based on local engagement, discussion, and joint development.

The principles that drive Act4Community are outreach, **transformational impact** and discussion and sharing. **Outreach** makes it possible to get close to local populations, understand their problems and hear their proposals. **Transformational impact** aims to build projects with local populations in order to sustainably improve their living conditions. The final principle, **discussion and sharing**, allows them to learn from each other through lessons from the field and the experience of volunteers.

Through Act4Community, OCP is contributing to local development through an approach that encourages economic and social entrepreneurship in many areas, including industrial business lines, digital technology, agriculture, the environment, education, culture, and sports. The program aims to:

- Promote the socio-professional integration of young people through innovative, relevant training;
- Strengthen the skills of communities so that they can guide their own development;
- Contribute to developing sustainable green cities built in partnership with regional stakeholders;
- Encourage ongoing dialogue and partnerships with local stakeholders.

In 2017 and 2018, OCP's commitment has primarily taken the form of initiatives related to education, health, culture, and regional infrastructure development.

Key figures

3%

OCP invested 3% of its distributed value in communities in 2018. This includes partnerships with local associations and institutional stakeholders in youth training, education, culture, healthcare, and regional infrastructure.

4,690

days of volunteering as part of the Community Service Program that facilitates skills transfer, thanks to 2,000 employees who gave their time to associations and communities.

"Act4Community is the Group's initiative that consolidates its strategic orientation towards societies and communities surrounding its different operational sites. This dynamic is motivated by the Group's ingrained desire to foster the "creation of shared value" in an agile, innovative and decentralized way. Through Act4community, our group engage its material, immaterial and human resources to drive locally a sustainable social and economic development, and to trigger creation of equitable ecosystems. Convinced that knowledge is the cornerstone of the positive transformation of society, Act4Community had set as a first priority to strengthen and empower young people through an approach that develops skills and entrepreneurship."

Nabila Tbeur
Chargee de Mission to the Executive Vice President of OCP Industrial Operations on Act4community program

External perimeter

GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 203-1 | GRI 203-2 | GRI 413-1

Improving access to education and encouraging excellence

Given that education is the foundation for all economic and social development, OCP implemented the following educational projects with stakeholders:

↑ **Mohammed VI Polytechnic University**
A world-class academic and research institution in Africa.

Open to the world and focused on Africa, UM6P is dedicated to research and higher education based on technology transfer, incubation of innovative projects, and proximity to the corporate world.

↓ **Scholarships**
In order to support the academic sector and ensure equal opportunity, 1,710 students received scholarships for the 2018-2019 school year. Of these, 606 were enrolled in the French Grandes Écoles, 671 at the Benguerir School of Excellence, and 304 at UM6P (EMINES and Master's and Bachelor's degrees).

Improving learning conditions in local schools is also an important area of focus for OCP. This commitment has translated into investments in school transport to ensure that girls have access to education and improvements to school infrastructure.

↑ **Digital schools**
1337 and Youcode are Morocco's flagship IT training schools. They are completely free and accessible to all. No diploma or computer knowledge is required as a prerequisite. Its pedagogy is based on peer-learning, a participative approach that allows students to express their creativity by learning through working on projects. To train tomorrow's coders, rethinking the learning process and transforming IT into a fun and exciting discipline was necessary. Two campuses were opened, welcoming 300 young people every year in Khouribga and 110 in Youssoufia. In 2019, OCP will expand these schools to Benguerir, Safi, and El Jadida.

↑ **The Schools of Excellence**
The Schools of Excellence were created to prepare students for higher education and preparatory classes for the Grandes écoles. At the beginning of the 2018 school year, 671 students were enrolled at the Schools of Excellence.

↑ **The Skill Centers**
Skill Centers have been established at four OCP sites: Youssoufia, Benguerir, Laayoune, and Khouribga, each with a capacity ranging from 600 to 1,000 participants. They aim to strengthen the skills of youth through training programs and support, helping them to develop their entrepreneurial skills, set up projects, and launch businesses.

GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 203-1 | GRI 203-2 | GRI 413-1

Key figures for 2018

2,069

young people trained and 816 young people integrated into the job market at the Khouribga, Youssoufia, and Rhamna sites

225

associations benefiting from the capacity building and financial support program at the Khouribga, Youssoufia, and Rhamna sites.

137

local companies created and supported by training and financial support at the Khouribga, Youssoufia, and Rhamna sites

Supporting public health

- Support for people with disabilities:
  OCP supported five medical and social centers with financial and human resources in order to provide better care to people with disabilities, with the number of annual beneficiaries rising to 2,200.
- Access to healthcare infrastructure by contributing to the construction of a hospital in Safi, the Azilal Provincial Hospital, and local healthcare centers.

Valuing culture and preserving cultural heritage

- The Khouribga media library offers wide-ranging cultural programming, workshops, guided tours, and a physical, digital, audiovisual, and Braille collection that includes 35,000 books. In 2018, the media library welcomed 3,495 members and organized 750 initiatives and workshops, created programs in collaboration with 20 artist associations and groups, and involved 23 local facilitators in the various workshops and internal and external library initiatives.
- In March 2018, the National Ceramics Museum opened in Safi to showcase local cultural heritage.
- Artistic and cultural workshops were also supported, including the Khouribga African Film Festival, which honored Angolan culture in 2018 and presented the documentary film on the Rhamna province.

Designing and developing the city of tomorrow

OCP promotes sustainable development by creating technology clusters, urban centers, and green cities. Highlights of OCP's programs in urban planning include:

- Located on a 126-ha area, the Foum El Oued-Laayoune technology cluster aims to stimulate the sustainable growth of the Southern regions and will house three major clusters: a teaching and research cluster for issues related to the Saharan environment (agriculture, water, energy, and eco-construction), a regional economic development support cluster (business incubator, training center, and business center), and a socio-cultural cluster (museum, media library, commercial area, etc.). A Phosboucraa Foundation initiative, the first phase of construction began in 2018 and will continue until 2020. The project, which should be completed in 2022, will create 1,200 jobs and a total of 34,000 jobs are expected by 2034.

GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 203-1 | GRI 203-2 | GRI 413-1

- The Mazagan City Center, geared towards skilled trades, innovation, and research, is also being developed. Covering a 1,300-ha area, the project will include 294 ha of green spaces, an R&D and innovation zone for the processing and agribusiness sectors, an academic and training cluster, a business incubator, tourism and cultural facilities (convention center, exhibition center, artisan village), a tertiary business area, and a residential area.

- The Khouribga Green Mine is an urban area under development as part of the reclamation of former mining sites. This 300-ha area is home to a Green Mine park, a Central Mall (business services, commercial spaces, office spaces), facilities for the population, including a multiplex and media library, hotels and real estate, and training centers for improving employability. The media library and Central Mall are already operational.

- Benguerir's Mohammed VI Green City aims to establish an urban model based on respect for the environment and sustainable development through architectural designs that use bioclimatic materials. A unique project on the African continent, the urban model and the waste, water, energy, and wastewater management methods have set the stage for a range of further studies and research. Within the Green City, OCP Group also established Researcher Villas to house researchers from Mohammed VI Polytechnic University. These villas combine innovation and the use of different materials to optimize the management of natural resources.

In parallel with these major urbanization projects, OCP is involved in developing regional infrastructure. In 2018, initiatives focused on the following areas:

- Developing road networks in order to reduce the isolation of 9,000 residents in the provinces of El Jadida and Safi and the Fquih Ben Salah, Beni Mellal, and Azilal municipalities.
- Providing drinking water and electricity to nearby communities.

OCP's goals

Strengthening OCP's local outsourcing ecosystem

> Set up 5 SMEs incubators/ accelerators around the Group production sites with the objective of creating 500 new subcontracting SMEs

Creation of a local digital ecosystem

> Extend coding schools to the 5 production sites aiming at training 1000 young programmers per year; and build 2 Digital Business Incubators to develop 50 start-up in the digital sector

Development of sustainable and innovative employment in the agricultural sector

> Set up 2 rural agricultural schools in OCP mining sites with the aim of training 1000 small farmers and supporting 100 women's cooperatives valorizing local products

Support local communities to develop economic activities on the rehabilitated mining lands

> Plant 600 ha per year of fruit trees and other alternative crops and develop new agricultural sectors including Quinoa and Argan while establishing experimental farms and plant nurseries on mining sites

Preserve Cultural Heritage and promote Sports

> Invest in projects for the preservation of cultural and mining heritage and develop incubators of young talents in culture and sport by setting up two sports academies and a cultural incubator

Reach 30% of the volunteer employees involved in the OCP Community Service program

> Encourage and train them in social innovation through the launch of masters classes on innovation and social entrepreneurship within the UM6P

OCP'S SUSTAINABILITY JOURNEY: NEXT STEPS

Primary material topic

Transparent and innovative governance

Improve sustainability monitoring and reporting system
- Evaluate the current internal reporting systems and integrate relevant data to cover all sustainability requirements

Implement training programs on ethical governance by 2020
- Develop programs to increase awareness on business ethics for OCP employees and subcontractors

Improve risk mapping by 2019
- Improve social and environnmental risk mapping
- Adapt risk mitigation plans

Primary material topic

Sustainable economic growth

Promote sustainable agriculture
- Support balanced soil fertilization based on the 4R principles
- Develop customized products

Leading technical innovation in the phosphate industry
- Developping a multistackholder ecosystem around phosphates
- Support Open Innovation within the organization

Primary material topic

Occupawtional health & safety

Project "Zero wincident"
- Implement the roadmap 2019 to reach the ambitious "0 incident" target

Improve continuously the HSE culture
- Reach the "independant stage" on the Bradley Curve by 2020

Healthy workplace
- Improve working conditions by implementing the DOOC standard "GEEX" for external companies & subcontractors management
- Strenghten health services provided to all employees by investing in more infrastructure, human and material resources

Primary material topic

Operational excellence

Powerful driver to support OCP's sustainable industrial strategy, operational excellence will be further supported in 2019 via:
- New process mastery developing learning machine technologies and using new digital tools, both for industrial and support purposes

Tertiary material topic

Responsible purchasing practices

Improve capabilities of Industrial suppliers within the OCP Ecosystem
- Improve suppliers performance and competitiveness through training and capability building support (support around 400 suppliers in 2019)

Dedicate businesses to local suppliers and entrepreneurs to support their development
- Increase OCP local procurement budget dedicated to local suppliers in order to support the creation and incubation of young local entrepreneurs (increase the local purchase share up to 30% and support 150 young local entrepreneurs)

Secondary material topic

Circular Economy: Resource preservation & phosphogypsum

Phosphogypsum storage by 2021
- First OCP phosphogypsum stack by 2021

First Phosphogypsum Moroccan Road
- A first phosphogypsum road on the national grid in collaboration with the Ministry of Equipment, Transport, Logistics and Water

Phosphogypsum for Agriculture
- Implement a first demonstration pilot station in Jorf Lasfar for PG reuse in 2019
- Soil amendment tests using phosphogypsum in collaboration with the National Institute of Agricultural Research
- Realize salinity maps for different Moroccan regions in collaboration with the National Institute of of Agricultural Research

Phosphogypsum thermal decomposition
- Laboratory tests in 2019

Primary material topic

Circular Economy: Water

Implement 2 Wastewater Treatment Plants at Safi & Fkih Ben Salah towns by 2022
- An overall capacity of 10 Million m^3/year recovered from urban wastewater

Recover 90% of Water used in Phosphate Washing Plants
- Invest in dehydration technologies at the MERAH, DAOUI and YOUSSOUFIA washing plants to recover 50% of the remaining water from the residual sludge by 2010

90% reduction of water used for watering mine runways
- Leveraging on cutting edge runways treatment technology and saving 2 Million m^3

Primary material topic

Circular Economy: Energy

90% of electricity need covered by cogeneration and renewable energy by 2020

- Increase cogeneration capacity by 300 GWh/year

Energy efficiency

- Certification and energy efficiency assessment for all transformation sites by 2020

Green & Smart Building Park

- Develop an international testing, research and training platform for green buildings: energy efficiency and smart grids for buildings

First Green Ammonia Industrial Pilot by 2020

- Pilote unit for green Ammonia Production using renewable energy by 2020

Tertiary material topic

Circular Economy: Emissions

Safi site as a world class Benchmark

- Make Safi a world class site for environmental excellence, in perfect symbiosis with its urban ecosystem, by 2020

80% reduction of Fluorine emissions by 2021

- Partnerships to develop & Implement best in class gas-treatment systems

100% industrial sites highly certified

- All OCP Group's operational sites certified on the latest ISO environment management standard (ISO14001 version 2015) by 2020

Tertiary material topic

Circular Economy: GHG emissions

World first phosphates specific methodolgy enabling moroccan carbon market development

- Partnership with the Secretary of State for Sustainable Development to establish carbon market mechanisms adapted to the Moroccan context
- Develop methodology enabling baseline calculation and assesment of the mitigation potential for the phosphate sector in Morocco

Carbon footprint assessment

- Calculation assessment for OCP Group's 2018 carbon footprint, based on ISO 14064

Primary material topic

Food security

Partnerships for Yields

- Develop external partnerships and end-to-end ecosytems as to maximize synergies and allow cost effective, farmer centric supply chain

Farmer intimacy

- Increase the geographical area and the number of beneficiaries covered by sound agricultural practice support programs

Primary material topic

Soil management and biodiversity

1000 ha/year reclaimed land

- Restaure 1000 ha of old mines using highly efficient reclamation techniques and advanced agriculture technologies

Soil Plantation to create economic value for local community

- Develop agro-economic models to valorize planted land and generate employment and sustainable economic value for communities around our industrial sites

Primary material topic

Circular Economy: Waste Management

70% of waste recycled and valorized by 2020

- Including 100% paper, 100% plastics and 100% scrap metal

Sulfur ashs waste converted into commercial grade sulfuric acid

- Partnership to adapt a hydrometallurgical process for sulfur ash recovery

Vanadium Recovery

- Partnership for a local treatment unit to recover more than 2000 t per year of used vanadium catalyst waste in higher added-value products (ferrovanadium)

Primary material topics

Community involvement and indirect economic impacts

Strengthening OCP's local outsourcing ecosystem

- Set up 5 SMEs incubators/accelerators around the Group production sites with the objective of creating 500 new subcontracting SMEs

Creation of a local digital ecosystem

- Extend coding schools to the 5 production sites aiming at training 1000 young programmers per year; and build 2 Digital Business Incubators to develop 50 start-up in the digital sector

Development of sustainable and innovative employment in the agricultural sector

- Set up 2 rural agricultural schools in OCP mining sites with the aim of training 1000 small farmers and supporting 100 women's cooperatives valorizing local products

Support local communities to develop economic activities on the rehabilitated mining lands

- Plant 600 ha per year of fruit trees and other alternative crops and develop new agricultural sectors including Quinoa and Argan while establishing experimental farms and plant nurseries on mining sites

Preserve Cultural Heritage and promote Sports

- Invest in projects for the preservation of cultural and mining heritage and develop incubators of young talents in culture and sport by setting up two sports academies and a cultural incubator

Reach 30% of the volunteer employees involved in the OCP Community Service program

- Encourage and train them in social innovation through the launch of masters classes on innovation and social entrepreneurship within the UM6P


NO
LIMIT
1991

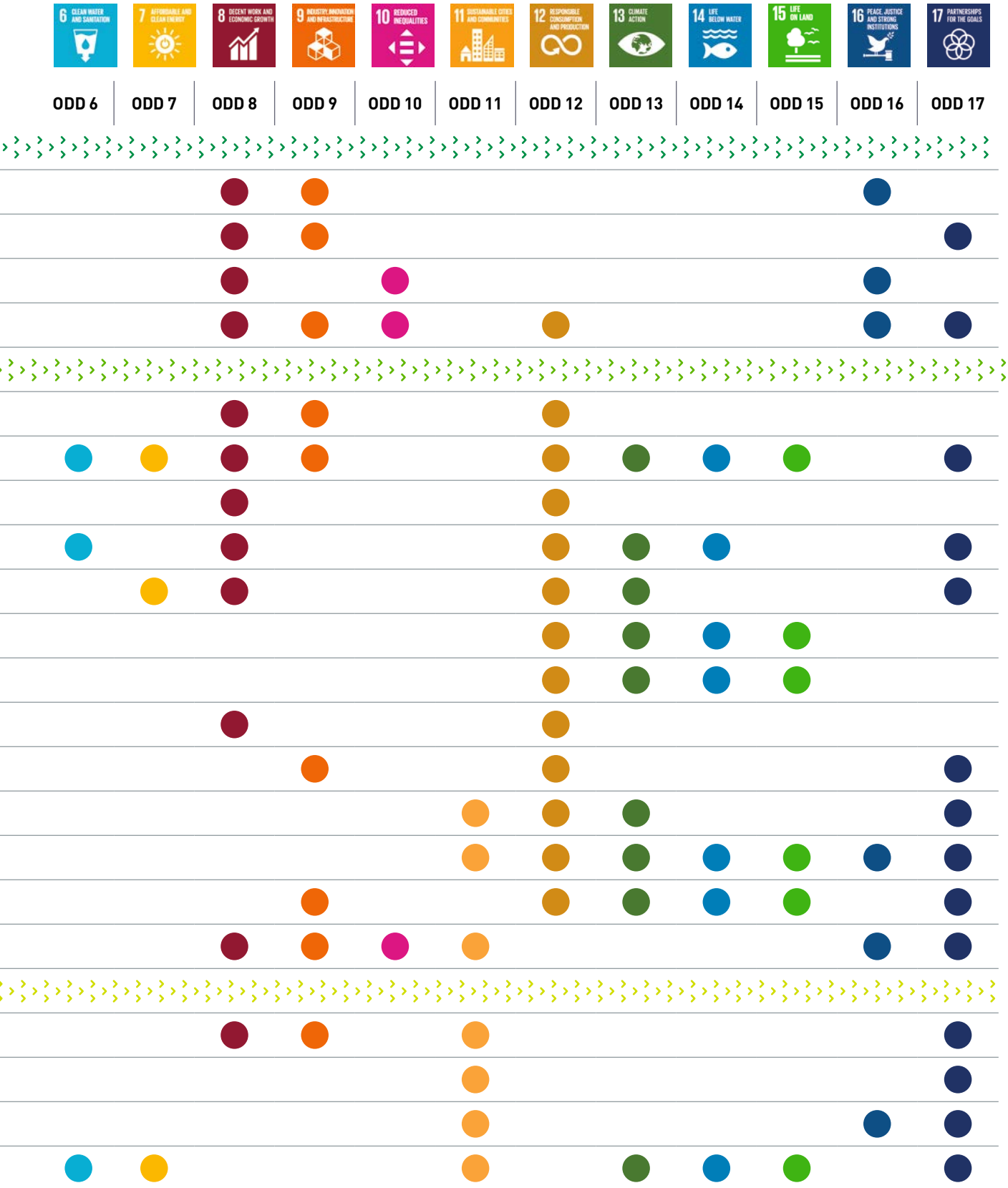

SOUTHSHORE
SeaFangs
DIVE.1
CROSS-COUNTRY

OUR CONTRIBUTION TO THE SUSTAINABLE

In conclusion, OCP Group has contributed to the Sustainable Development Goals through its integrated Sustainable Development Strategy, its investments, and its 2018 achievements. This contribution operates at different levels and reflects the company's commitment with respect to management, production, and shared value creation across the entire value chain.

	GRI STANDARDS	ODD 1	ODD 2	ODD 3	ODD 4	ODD 5
RESPONSIBLE AND INCLUSIVE MANAGEMENT COMMITMENTS						
Transparent and innovative governance	GRI 412					
Sustainable economic growth	GRI 201	●	●			●
Committed and attractive employer	GRI 401, 402, 403, 404, 405			●	●	●
Responsible purchasing practices	GRI 204, 308, 414					●
SUSTAINABLE PRODUCTION COMMITMENTS						
Operational excellence					●	
Circular economy: a systemic approach	GRI 301, 302, 303, 304, 305, 306, 307					
Resource preservation	GRI 301					
Water management	GRI 303			●		
Developing renewable energy and energy efficiency	GRI 302					
Emissions management	GRI 305			●		
GHG emissions management	GRI 305			●		
Efficient environmental management system	GRI 307					
Products for sustainable agriculture	GRI 203, 413	●	●	●		
Support for sustainable agricultural practices	GRI 203, 413	●	●	●	●	
Soil management and biodiversity	GRI 304					
Waste management	GRI 306					
Industrial and national ecosystem	GRI 203				●	
SHARED VALUE CREATION COMMITMENTS						
Improving access to education and encouraging excellence	GRI 203, 413				●	●
Supporting public health	GRI 203, 413	●		●		
Valuing culture and preserving cultural heritage	GRI 203, 413					
Designing and developing the city of tomorrow	GRI 203, 413					

DEVELOPMENT GOALS (SDGs)



4 ABOUT THE REPORT

GRI 102-5 | GRI 102-45 | GRI 102-48 | GRI 102-49 | GRI 102-50 | GRI 102-51 | GRI 102-52 | GRI 102-53 | GRI 102-54

This report is the official publication of OCP Group's sustainable development achievements and performance for 2018. This report has been prepared in accordance with the GRI Standards: Core option. It covers all OCP Group S.A. activities and entities for the period from January 1 to December 31, 2018, corresponding to the company's fiscal year. The reporting cycle is annual. The next publication will be released in 2020 and will cover OCP Group's sustainable development achievements and performance for 2019. This report was supported by the sustainability advisory firm Forethix, which provided the methodology for the materiality analysis shown on 122. The report's Content Index refers to general and topic-specific disclosures from the GRI standards; which correspond to the UN Global Compact principles as well. For the GRI Content Index Service, GRI Services reviewed that the GRI content index – disclosed from page 128 – is clearly presented and the references for all disclosures included align with the appropriate sections in the body of the report.

All of our publications are available on our website: **www.ocpgroup.ma**. OCP Group is at your disposal to provide any other information on our sustainability approach. To this end, we are providing an email address dedicated to our stakeholders that we encourage to give feedback on their expectations and concerns: **sustainability@ocpgroup.ma**.

4.1

GRI CONTENT PRINCIPLES NOTE

GRI 102-46

In preparation for this report, OCP Group conducted a materiality analysis, between December 2018 and February 2019, to identify the priority topics to report on according to the Stakeholder Inclusiveness principle, with the support of the sustainability advisory firm Forethix.

The program's objectives have focused on identifying, selecting, and ranking priority areas to report on based on consultation with internal and external stakeholders.
The purpose of this document is to describe the methodology followed by OCP to prepare its report in accordance with the GRI standards - core option.

Methodology

The materiality analysis process used to prepare this report is derived from the internal and external stakeholder engagement program, which consists of the following steps:

A. Topic identification

In order to create a list of Sustainable Development topics to consider in the stakeholder consultations, we based our methodology on:

1. A documentary analysis encompassing OCP's previous Annual Reports and Sustainable Development Reports as well as the Global Reporting Initiative's standards and mining sector supplement.
2. A comparative sectoral study of fertilizer industry companies based on their Sustainable Development reports.

45 topics were identified and subsequently underwent an impact analysis and a stakeholder assessment.

B. Analysis of the significance of economic, social, and environmental impacts

The significance of the economic, social, and environmental impacts of OCP's activities was assessed through a quantitative evaluation questionnaire completed by internal OCP experts in the company's Sustainable Development network. A quantitative survey was used in order to collect the maximum number of responses. Out of the 80 invited participants, 28 responded, bringing the participation rate to 35%. Three assessment criteria were taken into account:

1. The impact level (from 1 - not significant to 4 - very significant);
2. The impact frequency (from 1 – not frequent to 4 - very frequent);
3. The proficiency level (from 1 – very high proficiency to 4 – low proficiency).

A rating scale of 1 to 4 was used to avoid averaging.

The criteria were weighted identically (without a multiplier), giving each participant the same weight.
The position of the areas on the matrix's X axis corresponds to the average results for the three criteria.

GRI 102-42 | GRI 102-46

C. Sustainability impact assessment and contributions to the SDGs

In order to refine the impact analysis carried out as part of developing the materiality matrix, a risk and opportunity analysis for the value chain was created with members of OCP's internal Sustainable Development network. This was done according to UNGC and GRI recommendations *(Integrating the SDGs into corporate reporting: a practical guide, 2018)* in order to identify contributions to the SDGs. An assessment scale from 1 (low) to 4 (very significant) was used to assess the positive and negative impacts throughout the value chain.

D. Identification and selection of stakeholders

The internal and external stakeholder groups were first mapped by the Sustainable Development Committee in charge of producing the report. Stakeholders were positioned in OCP's sphere of influence based on their influence in the organization and how their interactions relate to the company's management, production, and shared value creation engagements.

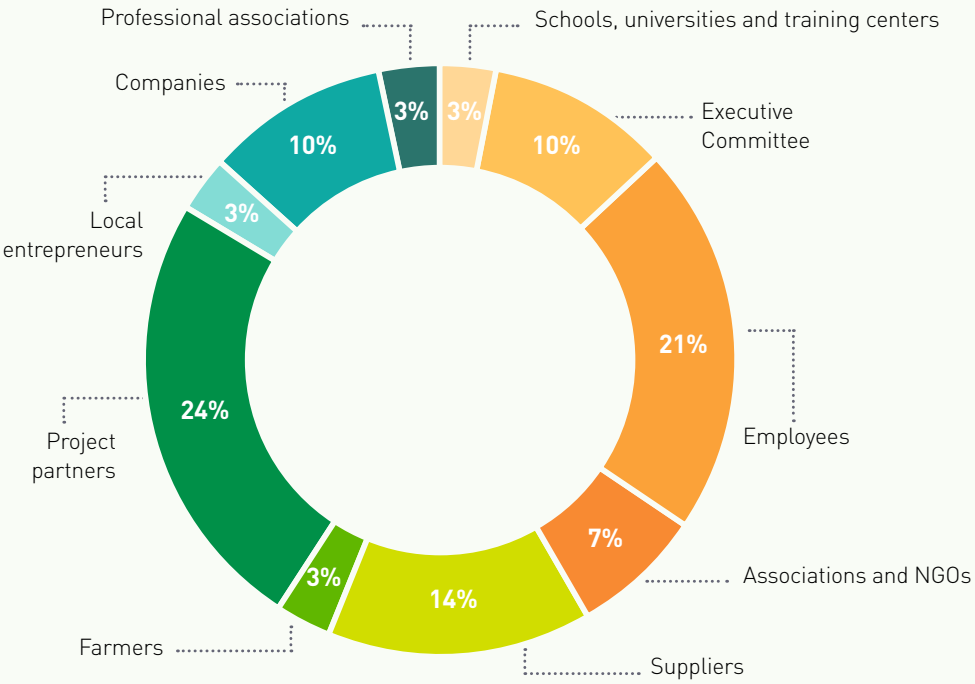
The questionnaire was then sent to 40 stakeholder representatives based on the duration of their relationship with OCP and their sustainability maturity.

E. Stakeholder consultation

The participation rate increased to 70%, with responses received from 29 stakeholders, distributed as shown in the pie chart on the right.

Only one rating criterion, the level of significance of the topics, was considered. A rating scale of 1 to 4 was used to avoid averaging.

The stakeholders were weighted identically (without a multiplier) to give each participant equal importance.

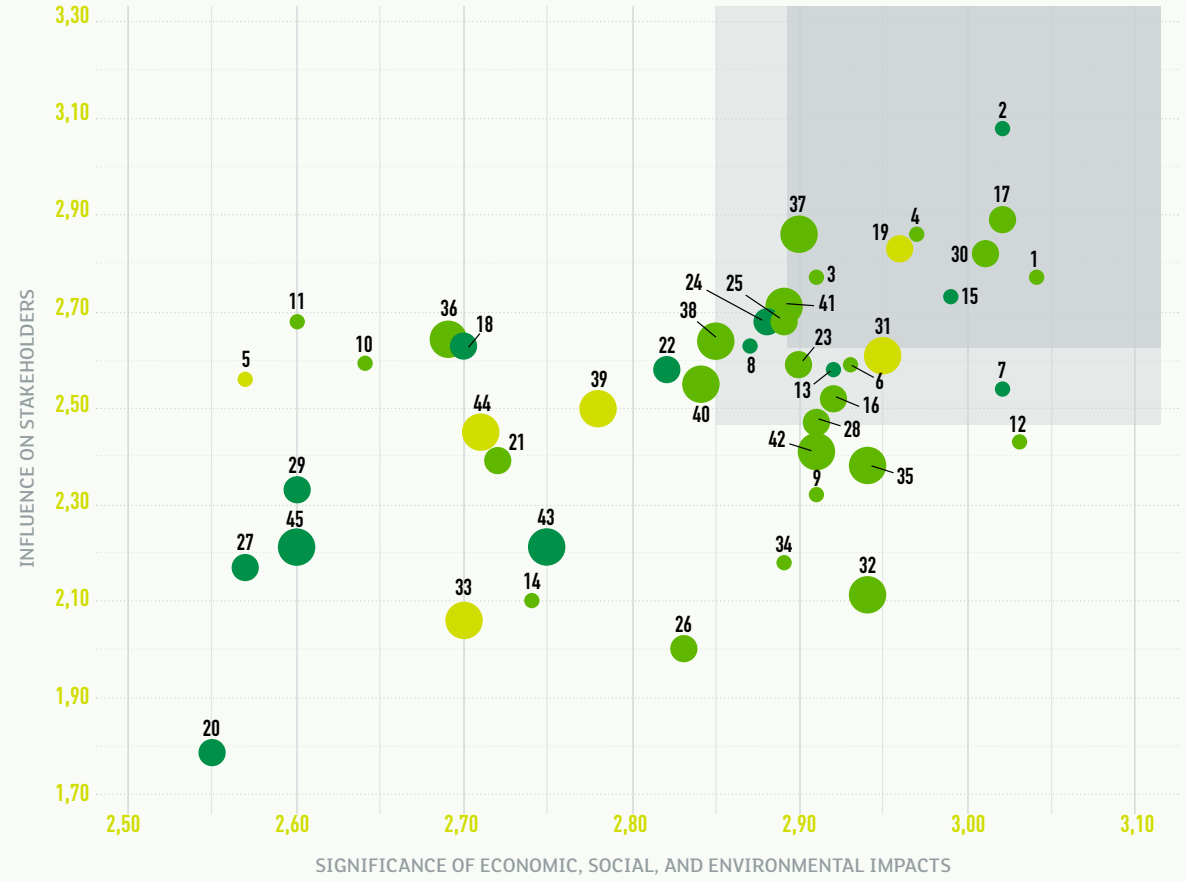


F. Selection of topics

Through analyzing the activities' economic, social, and environmental impacts and consulting internal and external stakeholders, the following materiality matrix was created:

GRI 102-46 | GRI 102-47

Materiality matrix



Responsible management Sustainable production Shared value creation

LEVEL OF PROFICIENCY

Good level of proficiency Moderate proficiency Proficiency to be improved

1. **Health and Safety**
2. **Economic growth**
3. **Operational excellence**
4. **Water management**
5. Infrastructure development
6. Management of raw materials
7. Fertilizer market development
8. Creation and preservation of jobs
9. Supply chain efficiency
10. Energy management
11. Industrial partnership development
12. Customer satisfaction
13. Employee development
14. Information on products and services
15. **Transparent and ethical governance**
16. Cybersecurity
17. **Food security**
18. Human rights assessment
19. **Community engagement**
20. Political contributions and lobbying
21. Collaboration and South-South partnership
22. Innovative governance
23. Environmental compliance of activities
24. Research & Development
25. **Waste and hazardous products management**
26. GHGs and other emissions
27. Freedom of association
28. Promoting sustainable agriculture
29. Diversity and non-discrimination
30. **Renewable energy**
31. **Indirect economic impacts**
32. Mine site rehabilitation
33. Preservation of mining heritage
34. Farmer profitability
35. Digitalization and Industry 4.0
36. Future talent development (STEM)
37. **Circular economy model**
38. Sustainable agricultural productivity
39. Emergence of talent: creative and innovative
40. Climate change
41. **Soil and biodiversity management**
42. Synergies and local supplier network
43. Social assessment of suppliers
44. Local entrepreneurship
45. Environmental assessment of suppliers

Primary and secondary topics were established using a materiality threshold determined collectively by the OCP internal experts and validated by Senior Management.

1. The materiality threshold defining the **primary material topics** (dark gray area) corresponds to coordinates greater than or equal to (2.89, 2.61)
2. Materiality threshold defining with **secondary material topics** (light gray area) corresponds to coordinates greater than or equal to (2.85; 2.47)
3. The topics in white are defined as **tertiary** and are the least important.

GRI 102-56

G. Next steps

OCP's Sustainable Development approach is based on a process of continuous improvement and dialogue with stakeholders through a progressive stakeholder engagement program. This program will be further developed as detailed on page 24 and periodically renewed to continually involve new categories of stakeholders as part of the reporting process.

Expert advice and review

In the context of the stakeholder engagement program and the work carried out to prepare this report, we attest that the report content principles of Stakeholder Inclusiveness, Sustainability Context, Materiality, were fully adhered to, in accordance with the reporting principles definition.

The progress targets for the next fiscal years are as follows:

1. Progressively and continuously expand the commitment of internal and external stakeholders through dedicated sustainable development programs to raise awareness, provide training, and share best practices;
2. Integrate materiality analysis approaches at each site;
3. Refine, quantify, and report on the 2025 objectives for management, production, and shared value creation engagements;
4. Promote and participate in regional sustainable development best practices;
5. Create an evaluation committee composed of external stakeholders in order to jointly develop the content of future reports.

May 30, 2019

Forethix SARL
Stéphanie Deltenre, Partner

Forethix
Embedding Sustainability

4.2
GRI CONTENT INDEX

GRI 102-55

For the GRI Content Index Service, GRI Services reviewed that the GRI content index is clearly presented and the references for all disclosures included align with the appropriate sections in the body of the report.

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GRI 102: GENERAL DISCLORURES 2016			
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GRI 102-2	Activities, brands, products, and services		13, 15-21
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GRI 102-10	Significant changes to the organization and its supply chain		11
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GRI 102-13	Membership of associations		25
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GRI 102-47	List of material topics	43, 125
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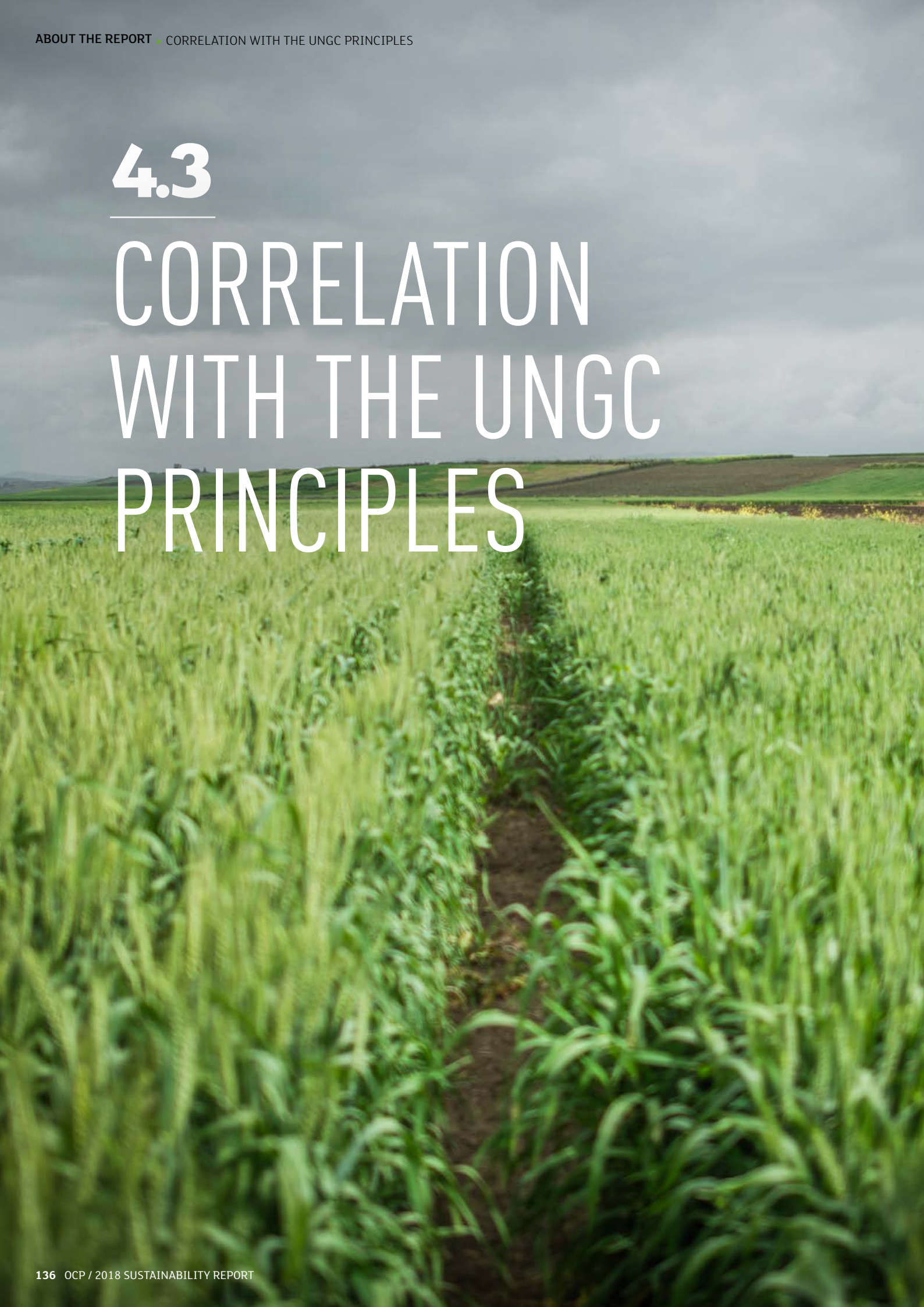
4.3

CORRELATION WITH THE UNGC PRINCIPLES



UNGC PRINCIPLES	GRI STANDARDS	REPORT DISCLOSURE
HUMAN RIGHTS		
Principle 1 : Businesses should support and respect the protection of internationally proclaimed human rights	GRI 412 - Human rights assessment	49-51
	GRI 413 - Local communities	98-101, 110-113
Principle 2 : Businesses should make sure that they are not complicit in human rights abuses	GRI 412 - Human rights assessment	49-51
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LABOUR		
Principle 3 : Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	GRI 102-41 - Collective bargain agreement	67
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Principle 4 : Businesses should uphold the elimination of all forms of forced and compulsory labour	GRI 412 - Human rights assessment	49-51
Principle 5 : Businesses should uphold the effective abolition of child labour	GRI 414 - Supplier social assessment	69-70
Principle 6 : Businesses should uphold the elimination of discrimination in respect of employment and occupation	GRI 102-8 - Information on employees and other workers	58
	GRI 401- Employment	56, 57
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ENVIRONNEMENT		
Principle 7 : Businesses should support a precautionary approach to environmental challenges	GRI 301 - Materials GRI 302 - Energy GRI 303 - Water GRI 304 - Biodiversity GRI 305 - Emissions GRI 306 - Effluents & waste GRI 307 - Environmental compliance GRI 308 - Supplier environmental assesment	81-83 88, 89 84-86
Principle 8 : Businesses should undertake initiatives to promote greater environmental responsibility		103-104 91-94
Principle 9 : Businesses should encourage the development and diffusion of environmentally friendly technologies.		95-97 69-70
ANTI-CORRUPTION		
Principle 10 : Businesses should work against corruption in all its forms, including extortion and bribery	GRI 102-16 - Values, principles, standards, and norms of behavior	48

Questionnaire
to our readers and stakeholders

In order to better understand your sustainable development expectations and concerns for our future publications, we invite you to fill out the following questionnaire.

1. Which stakeholder group do you belong to?

- ○ Executive Committee
- ○ Employees
- ○ Employee representatives and unions
- ○ Competitors
- ○ Investors
- ○ Clients
- ○ Suppliers
- ○ Local entrepreneurs
- ○ Universities, schools, training centers, professional associations
- ○ Residents around sites
- ○ Project partners
- ○ Authorities and regulators
- ○ Farmers
- ○ Associations and NGOs
- ○ Citizens
- ○ Media and influencers (ratings agency)
- ○ Companies

2. Based on your perceptions and expectations, evaluate the importance of reporting on the following areas of OCP's responsible management:

Select a number on the following scale:

1 Not very significant **2** Significant **3** Very significant **4** Critical

	1	2	3	4
Economic growth	○	○	○	○
Development of the fertilizer market	○	○	○	○
Research and development, innovation	○	○	○	○

Occupational Health and Safety	○	○	○	○
Creation and preservation of jobs	○	○	○	○
Employee development	○	○	○	○
Diversity and non-discrimination	○	○	○	○
Freedom of association	○	○	○	○
Transparent/ethical business governance	○	○	○	○
Innovative governance	○	○	○	○
Political contributions and lobbying	○	○	○	○
Assessment of human rights in operations	○	○	○	○
Social assessment of suppliers	○	○	○	○
Environmental assessment of suppliers	○	○	○	○

3. Based on your perceptions and expectations, evaluate the importance of reporting on the following areas of OCP's responsible production:

Select a number on the following scale:

1 Not very significant **2** Significant **3** Very significant **4** Critical

	1	2	3	4
Operational excellence	○	○	○	○
Supply chain efficiency	○	○	○	○
Digitalization and Industry 4.0	○	○	○	○
Cybersecurity	○	○	○	○
Future talent development (STEM: Science, technology, engineering, mathematics)	○	○	○	○
Environmental compliance of activities	○	○	○	○
Synergies and local supplier base	○	○	○	○
Promotion of local entrepreneurship	○	○	○	○
Development of industrial partnerships	○	○	○	○
Client satisfaction	○	○	○	○
Sustainable agricultural productivity	○	○	○	○

Information on products and services	○	○	○	○
GHGs and other emissions	○	○	○	○
Climate change	○	○	○	○
Energy management	○	○	○	○
Development of renewable energy	○	○	○	○
Development of the circular economy model	○	○	○	○
Waste and hazardous waste management	○	○	○	○
Management of raw materials	○	○	○	○
Water management	○	○	○	○
Biodiversity and soil management	○	○	○	○
Mining site rehabilitation	○	○	○	○
Farmer profitability	○	○	○	○
Collaboration and South-South partnership	○	○	○	○
Support to sustainable agriculture	○	○	○	○
Food security	○	○	○	○

4. Based on your perceptions and expectations, evaluate the importance of reporting on the following areas of OCP's shared value creation:

Select a number on the following scale:

1 Not very significant **2** Significant **3** Very significant **4** Critical

	1	2	3	4
Indirect economic impact	○	○	○	○
Infrastructure development	○	○	○	○
Preservation of mining heritage	○	○	○	○
Talent development in creative and innovative fields	○	○	○	○
Community engagement	○	○	○	○

5. Based on this report, do you consider OCP Group's sustainable development approach to be relevant and transparent?

- ○ Totally agree
- ○ Agree
- ○ Do not agree
- ○ Completely disagree

6. Would you like to receive our next sustainable development publication by email?

- ○ Yes
- ○ No

If so, please provide your email address:

7. Would you like to be more involved in OCP's sustainable development approach?

- ○ Yes
- ○ No

8. Which method of involvement would you prefer?

- ○ I would like to obtain further information through awareness raising media like themed talks and training courses
- ○ I would like to be asked (workshop, survey, etc.) to share my concerns and expectations
- ○ I would like to jointly create projects with OCP to address my challenges and those of OCP Group

Thank you for completing this questionnaire. Please send it to us at OCP Group, Boulevard Al Abtal; or by email, sustainability@ocpgroup.ma

OCP S.A.
Siège social : 2 - 4, rue Al Abtal - Hay Erraha
20200 - Casablanca, Maroc

www.ocpgroup.ma

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