

# 2022

## OCP Sustainability Integrated Report





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# Message from our CEO

[GRI 2-22]

## Dear Colleagues,

I am pleased to introduce to you the **Integrated Report 2022**. This report aims to provide a comprehensive overview of our business activities, highlighting the non-financial aspects that are fully integrated into our decision-making procedures.

Despite a challenging global environment in 2022 with extreme climate events, the continuing effects of the COVID-19 pandemic and the geopolitical conflict, our Group has continued to transform, shifting from a centralised business model to a model structured around a network of strategic business units. This change will enable us to better meet the needs of our customers, while helping to drive a just agricultural transition to combat climate change and end hunger in parallel.

I would like to take this opportunity to thank colleagues across the world who have shown their commitment and dedication to making OCP's vision a reality. Each one of our 17,688 colleagues plays a role, contributing to the company's leading global position and enabling sustainable growth.

## OCP a key actor for sustainable food system

Agriculture is both the lever to address global food security and the world's second highest carbon-emitting industry. Tackling both challenges **simultaneously** is essential to our future. That is why OCP urgently needs to drive collaboration and systemic change to unlock a global agricultural revolution that will deliver two important SDGs in parallel: achieving zero hunger and combatting climate change. To feed a growing population while protecting the planet, we need to close the yield gap while enabling the agriculture sector to go beyond net zero and play a significant role in carbon sequestration. In particular, the development of climate-positive agriculture will rely on the role of each nutrient throughout the plant's lifecycle. Moreover, phosphate will be crucial for the development of dense root systems, capturing even more carbon in the soils while closing the yield gaps, particularly in the tropics, where P is the most limiting nutrient.

To this end, OCP is committed to provide innovative and sustainable fertiliser solutions that help crops grow, while also **protecting the environment** and **improving soil health**. Because our fertilisers are customised to the needs of the soil, we provide crops with the right nutrients, at the right rate, in the right place and at the



right time. We are developing the science, technology and products to improve soil health and accelerate a just transition to climate positive agriculture, while making food systems more resilient globally.

By **supporting farmers**, big and small, with the necessary tools and expertise to produce healthy and sustainable crops, OCP contributes to a more food-secure world.

**To help African farmers, we launched our largest-ever fertiliser relief programme in 2022: an unprecedented contribution of 550,000 tons of phosphate-based fertilisers targeting food crops to protect harvests and mitigate the impact of soaring commodity prices.**

Moreover, under our farmer-centric approach we collaborate with farmers, researchers and other stakeholders to pioneer fully sustainable fertilisers and related knowhow, products and services to accelerate the transition to climate positive agriculture. Through Innovx, our innovation engine based at UM6P, we are pioneering cutting-edge solutions to also equipping farmers across Africa to drive a just transition to climate positive agriculture by **providing the customised fertilisers and plant nutrition solutions** needed to close the continent's yield gap and promote soil health.

Our programmes, such as Agribooster and Al-Moutmir, prioritise the needs of farmers and have been recognised for promoting social inclusion, nature-positive solutions, and nutritional enhancement.



[GRI 2-22]

## Green Investment Plan reaffirming our commitment to sustainability

To strengthen our commitment to energy transition and decarbonisation of the economy, we have launched the **Green Investment Strategy**. This strategy is a new global investment programme of **USD 13 billion for the period 2023-2027** and it aims to establish a leading global industrial ecosystem and drive the development of sustainable, climate positive agriculture solutions. This new plan will increase local integration to 70%, generate 25,000 new jobs and involve more than 600 companies in Morocco. Solar and wind projects will help us produce the green hydrogen and green ammonia we need to reach full carbon neutrality by 2040 **using science-based targets to align ourselves with the Paris Agreement's long-term goal and NDCs (Nationally Determined Contributions)**.

In this sense, the use of clean energy is at the centre of this new investment programme. **By 2027**, we will supply all our industrial facilities with **100% renewable and clean electricity** from wind, solar and co-generation sources. Zero-emissions energy not only strengthens our competitive advantage but will also allow us to power new seawater desalination plants, providing drinking water and irrigation to areas surrounding our sites. In this sense, we are committed to achieve 100% of our water needs covered by non-conventional sources by 2024.

## Restoring biodiversity key for fighting climate change

At OCP, we recognise that tackling climate change requires collective efforts to **restore natural capital and promote biodiversity**. Through several initiatives, we are committed to the protection, conservation, and responsible use of biodiverse ecosystems.

We actively participated in the UN CBD (Convention on Biological Diversity), whose purpose is to provide a roadmap for the conservation, protection, restoration and sustainable management of biodiversity and ecosystems for the next decade and are developing a biodiversity roadmap, which aims to implement a nature management system aligned with Taskforce on Nature-related Financial Disclosures (TNFD) and the Science-Based Targets for nature (SBTN). Moreover, the OCP Foundation is collaborating with the Senegalese Agency for Reforestation of the Great Green Wall (ASRGM) to support them in preserving biodiversity and fighting climate change.

## Social license to operate

We are deeply committed to the development of all our employees – and place a great emphasis on fostering their growth and development.

In line with our commitment to ethical and sustainable operations, we prioritise the well-being of all our colleagues, whether they work in our offices our mines and plants, or our joint ventures. We have made substantial investments to enhance health, safety, and overall employee welfare. Our dedication to inclusivity has been acknowledged through the esteemed **EDGE certification by the International Finance Corporation (IFC)**, which recognises our embrace of diversity, adherence to best practices, equitable career progression, and fostering of inclusiveness. We believe our employees thrive in a secure and empowering environment, which enables them to unlock their potential and drive innovation.

At OCP, we believe that youth and women empowerment is fundamental to the company's sustainable and successful growth. Creating a diverse environment where different stakeholders meet and collaborate promotes the development of collective intelligence. This allows us to see dilemmas differently, to break paradigms and to turn problems into opportunities.

At OCP we recognise the importance of promoting human rights within our operations and throughout our value chain. Upholding human rights is integral to both our core values and our business philosophy, being critical to the just agricultural transition as well as the broader aim to create a just and inclusive world.

We are also committed to **building skills and sustainable livelihoods in our local communities**.

Through our Act4Community initiatives, OCP Foundation in Morocco, Africa and Asia and the Phosboucraa Foundation in the southern regions of Morocco, we have allocated over \$1 billion in 2022 to supporting community-focus initiatives in the regions around our operational sites. We believe that by actively supporting the communities in which we operate, we contribute to their long-term growth and prosperity, while simultaneously strengthening our own business.

I am looking forward to the next stage of our company's growth and progress. In an increasingly fraught and complex world, we must stay focused on how our business can change the world for the better, by driving the just agricultural transition in order to combat climate change and end hunger in parallel.

**Mostafa Terrab**

*Chairman and Chief Executive Officer*



# Stakeholder inclusiveness

## Double materiality analysis

As a pioneer company in Africa, in adopting a double materiality analysis, OCP is paving the way for a more sustainable and resilient future, not just for the industry but for society as a whole. We firmly believe that achieving long-term profitability requires a paradigm shift from solely maximising shareholders' profit to embracing inclusiveness for all stakeholders. OCP Group is committed to creating value for every stakeholder, ranging from its employees, suppliers, farmers, local communities to society at large, including vulnerable groups.

In 2022, OCP conducted a double materiality analysis with the guidance of an independent expert to determine the priority topics for reporting. This analysis was based on the principles of Stakeholder Inclusiveness, Impact and Materiality. The double materiality concept stakes that sustainability issues must be assessed from the perspective of both 'financial materiality' and 'impact materiality', where impact materiality involves sustainability matters that are material in terms of the impacts of the reporting entity's own operations and its values chain; and financial materiality involves financial effects on undertakings, generating risks or opportunities that are

## THE METHODOLOGY FOR ANALYSIS

has undergone an evolution, transitioning from a focus on relevance approach to an impact-centric approach. This strategic shift is aimed at aligning with emerging European and international standards while embracing the concept of double materiality.

likely to influence the future cash flows and therefore the value of the company.

OCP recognises that relevant matters are those that have the potential to significantly influence stakeholder assessments and decisions, as well as the company's ability to meet current needs while protecting the interests of future generations. Through the implementation of double materiality analysis, OCP effectively identifies and prioritises the most significant issues for both the company and its stakeholders, considering their potential impact on the company's financial statements.

This report has been prepared with a focus on aspects in which the OCP Group has material impact on the economy, the environment and society as a whole, including those relevant stakeholders according to the content principles of the GRI Standards 2021 and AA1000 Standards 2018.

## Materiality matrix

OCP has conducted a comprehensive analysis of the economic, social, and environmental impacts of our activities, both inside-out and outside-in, and through consultations with our internal and external stakeholders. The materiality threshold for the priority topics has been set as high in the materiality matrix. EFRAG defines impacts and financial impacts as of equal importance, all financial risks have been selected as priority topics, fully coloured in the matrix, even those outside of the threshold. Based on this, the following materiality matrix was approved by the senior managers:

### Material topics

1	6	Workforce occupational health, safety & wellbeing
2	13	Critical incident management
3	4	Local communities engagement/dialogue
4	7	Human rights
5	6	Water management
6	7	Compliance with environmental and social norms
7	5	Food security & safety
8	5	Social dialogue
9	6	Economic performance
10	5	Climate change adaptation, mitigation & resilience
11	7	Effluents, waste and hazardous products management
12	3	Inclusive growth

13	1	Resettlement
14	2	Education
15	9	Biodiversity management
16	3	Employment
17	8	Synergies and local supplier network
18	11	Promotion of sustainable agriculture
19	2	Emissions & air quality
20	4	Energy management
21	8	Career and talent development
22	2	Training and education
23	9	Social assessment of suppliers
24	3	Soil health
25	10	Opportunities in clean tech

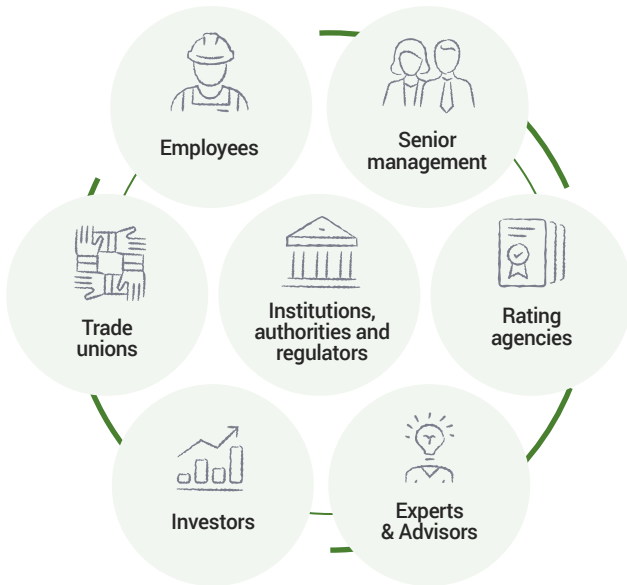




# Stakeholder engagement

OCP included internal and external stakeholders consultation in its materiality analysis. The main objective was to identify priority issues in the value chain.

## 1. INNOVATIVE, AGILE AND COMMITTED GOVERNANCE



## 2. RESPONSIBLE AND INCLUSIVE MANAGEMENT



## 5. SHARED VALUE CREATION



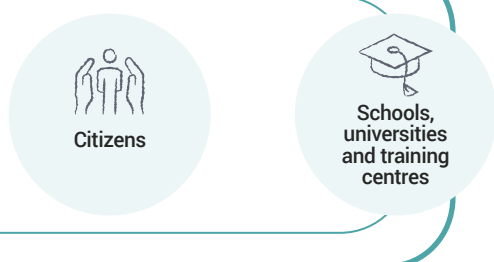
[GRI 2-29]

OCP's sustainable development strategy is based on continuous dialogue and joint development with internal and external stakeholders using an inclusive business approach. In 2021, OCP strengthened its stakeholder's engagement plan based on a robust methodology. OCP was able to prioritise its stakeholders considering the criteria of influence, dependance, vulnerability and capacity of dialogue. An inclusive trajectory for 2030 for all groups of stakeholders has been developed altogether with an action plan.

### 3. SUSTAINABLE PRODUCTION









### 4. SUSTAINABLE FOOD SYSTEMS











## Interactions with our stakeholders' ecosystem in 2022

[GRI 2-29]

STAKEHOLDERS	METHODS OF ENGAGEMENT	ISSUES AND CONCERNS
<b>Employees</b> 	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Surveys</li> <li>• Situations and movements (Act4Community, diversity, Happy@OCP, etc.)</li> <li>• Hackathons</li> <li>• Training, peer-to-peer knowledge transfer (OCP Professors) and skills assessment programmes</li> <li>• Group intranet</li> <li>• 1 Pacte (employee consultation programme)</li> <li>• Digital applications and workplace, performance evaluation, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Professional development</li> <li>• Engagement through the sponsorship of employee skills (community service)</li> <li>• Equal opportunity, social benefits (access to property, medical coverage, retirement, etc.)</li> <li>• Training and skills development</li> <li>• Working conditions</li> <li>• Access to information and transparency</li> <li>• Human rights (including identified vulnerable groups)</li> </ul>
<b>Trade unions</b> 	<ul style="list-style-type: none"> <li>• Social Charter</li> <li>• CSP (Staff Status Commission)</li> <li>• CAS (Social Action Commission)</li> <li>• CHS (Health and Safety Committee)</li> <li>• CNC (Collective Bargaining Committee)</li> <li>• Training academy</li> </ul>	<ul style="list-style-type: none"> <li>• Social</li> <li>• Environment</li> <li>• Medical</li> <li>• Safety</li> <li>• Administrative management (payroll, scheduling, etc.)</li> </ul>
<b>Senior management</b> 	<ul style="list-style-type: none"> <li>• Board of Directors</li> <li>• Audit and Risk Committee: risk assessment integrating sustainable development</li> <li>• Strategic Committee: Global Strategic Review (activities integrating sustainable development criteria through a top-down/ bottom-up process)</li> <li>• Management Committee (Executive Vice Presidents): advisory process (on environmental and social issues) and thematic focus groups</li> <li>• Operational Committee using, in their decision making, input from site management committees (right place, time, rate, source)</li> <li>• Contracts with local authorities, public-private partnership</li> <li>• Specialised committees (health, safety, environment, technical)</li> </ul>	<ul style="list-style-type: none"> <li>• Regulations</li> <li>• Environment</li> <li>• Social</li> <li>• Economy</li> </ul>
<b>Farmers</b> 	<ul style="list-style-type: none"> <li>• 4R Programme (customised agriculture)</li> <li>• Development of a soil fertility map</li> <li>• OCP Foundation / Phosboucraa Foundation</li> <li>• Al Moutmir caravan and agronomic advice</li> <li>• Development of a farmer-friendly business ecosystem (local production and distribution infrastructure)</li> </ul>	<ul style="list-style-type: none"> <li>• Joint venture and local partnerships</li> <li>• Product efficiency (features, quality)</li> <li>• Use of products</li> <li>• Custom and smart fertilisers</li> <li>• Societal commitments</li> <li>• Fertiliser use training and transfer of expertise</li> <li>• Agricultural service offerings</li> </ul>
<b>Customers</b> 	<ul style="list-style-type: none"> <li>• Feedback in various forms (written, by phone, etc.)</li> <li>• Meetings, site visits, road shows, client events (trade fairs, exhibitions, etc.)</li> <li>• Quality and risk management processes</li> </ul>	<ul style="list-style-type: none"> <li>• Custom fertilisers</li> <li>• Smart fertilisers</li> <li>• Societal commitments</li> <li>• Fertiliser use training and transfer of expertise</li> <li>• Agricultural service offer (fertility map, demonstration platforms, adapted training and support, etc.)</li> <li>• Co-investments</li> </ul>
<b>Trade associations and professional associations</b> 	<ul style="list-style-type: none"> <li>• Industry partnerships</li> <li>• Advocacy</li> <li>• Association forum and events</li> <li>• Thematic forums and events on entrepreneurship (microbusiness, local business, etc.)</li> <li>• Collaboration and partnerships</li> <li>• Research and Development activities</li> <li>• Alignment with sustainability targets</li> </ul>	<ul style="list-style-type: none"> <li>• Regulations</li> <li>• Professional development</li> <li>• Environment and biodiversity</li> <li>• Industry-specific challenges</li> </ul>

[GRI 2-29]

STAKEHOLDERS	METHODS OF ENGAGEMENT	ISSUES AND CONCERNS
<b>Suppliers and business partners</b>  	<ul style="list-style-type: none"> <li>Progress pact (training and support for improving social, environmental, and safety compliance, and others)</li> <li>Act4Community</li> <li>OCP purchasing platform (e-purchase)</li> <li>Programmes for suppliers</li> <li>Forums and conferences on the emergence of an industrial ecosystem</li> <li>Meetings and dialogue with local stakeholders at the operational site level</li> <li>Industrial Expertise Centres, digital schools and startup incubators for local small businesses</li> </ul>	<ul style="list-style-type: none"> <li>Direct and indirect local economic impacts</li> <li>Social, environmental, and safety compliance, and others</li> <li>Skills development</li> <li>Development of a qualified local economic fabric</li> <li>Innovation</li> <li>Development of local industrial ecosystem</li> <li>Human rights (including identified vulnerable groups)</li> <li>Water management</li> </ul>
<b>Nearby communities</b>  	<ul style="list-style-type: none"> <li>Public survey for industrial projects (development, modification, and expansion projects)</li> <li>Complaint management system at the corporate level and at operational sites</li> <li>Association forums</li> <li>Meetings with residents</li> <li>Thematic forums on entrepreneurship (micro-business, local business, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Societal projects developed with local contributors (access to basic infrastructure: health, culture, education, etc.)</li> <li>Environment (management of soil, resources, etc.)</li> <li>Local employment creation and value sharing (direct and indirect employment, capacity building, creation of cooperatives)</li> <li>Human rights (including identified vulnerable groups)</li> <li>Water management</li> </ul>
<b>Food industry</b>  	<ul style="list-style-type: none"> <li>WBCSD and other institutions</li> <li>UN Food Systems Summit 2021</li> <li>Dialogue with processors, retailers &amp; consumer-oriented companies</li> </ul>	<ul style="list-style-type: none"> <li>Agricultural transformation</li> <li>Equitable rural livelihood</li> <li>Healthy &amp; sustainable diets</li> </ul>
<b>Associations and NGOs</b>  	<ul style="list-style-type: none"> <li>Skills development programmes</li> <li>Dialogue and joint development: Act4Community</li> <li>Subsidies for projects</li> <li>Association forums</li> <li>Thematic forums on entrepreneurship (micro-business, local business, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Social and inclusive entrepreneurship</li> <li>Joint development of societal projects (access to basic infrastructure: health, culture, education, etc.)</li> <li>Respect for the environment, development of rehabilitated land, soil management, etc.</li> <li>Local employment creation and value sharing (direct and indirect employment, capacity building, etc.)</li> <li>Water management</li> </ul>
<b>Influencers: media &amp; rating agencies</b>  	<ul style="list-style-type: none"> <li>Discussions with local, national, and international media</li> <li>Social media listening - popularity check - sentiment analysis</li> <li>Site tours</li> <li>Websites (corporate, foundations and subsidiaries) and social media (Facebook, Twitter, LinkedIn)</li> <li>Presentation of the sustainable development programme to local and national media</li> <li>Forums, conferences, national and international events</li> </ul>	<ul style="list-style-type: none"> <li>Access to the Group's economic, social, and environmental information</li> </ul>
<b>Institutions, authorities and regulators</b>  	<ul style="list-style-type: none"> <li>Global issue advocacy</li> <li>Board of Directors</li> <li>Programme contracts</li> <li>Various discussions (local meetings, informal meetings, written correspondence with institutions, etc.)</li> <li>Participation in international conferences/events such as the Convention on Biological Diversity (CBD 15)</li> </ul>	<ul style="list-style-type: none"> <li>Regulations</li> <li>Environment and biodiversity</li> <li>Company</li> <li>Economy</li> <li>Regional development</li> <li>Civil society</li> </ul>

Average frequency of engagement in sustainable development topics



Regular



Frequent



Occasional



# People

KEY  
HIGHLIGHTS  
2022

17,688

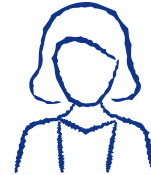


employees

94.4%



permanent  
contracts



31%

women in top  
management  
positions

OCP Group engaged Morningstar Sustainalytics, a globally recognised provider of ESG research, ratings and data to assess the estimated impact of OCP's operations, supply chain and programmes in 2021 and 2022.



\$15.9B

Impact on GDP (2022)



5,804

community development  
beneficiaries in 2022



137,596

jobs sustained (FTE) in 2022

1.4  
BILLION



community  
investments

140%

increased  
in community investment  
in 2022



CERTIFIED  
EDGE

Assess level, the first level of  
EDGE (Economic Dividends for  
Gender Equality) Certification

The **QUALITY OF  
LIFE AT WORK  
OBSERVATORY**



« O'QVT » was created  
in 2022 by Mohamed VI  
Polytechnic University to  
support developments and  
transformations related to  
the world of work



# Planet



Sustainable industrial development strategy by OCP :

OCP Group launches a



**\$13**

**BILLION GREEN INVESTMENT STRATEGY**



A new strategic programme for 2023-2027 devoted to raising fertiliser production, investing in new green fertilisers and renewable energy

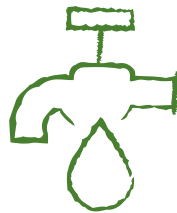
## INTENSITY DECLINES :



**Carbon**  
(P205 and \$)



**Freshwater Consumption**



**34%**



of our water needs covered by non-conventional sources, 100% by 2024

Official supporter of the FSB Task Force on Climate-related Financial Disclosures (TCFD).

OCP SA is working on aligning towards the recommendations of the TCFD.



**87%**



of OCP needs covered by clean electricity, 100% by 2027

OCP's participation in the

**UN CBD COP15**

OCP took part in the second phase of COP15 organised by the UN CBD (Convention on Biological Diversity)



**Convention on Biological Diversity**

# Food systems



The OCP Group dedicates

**4 MILLION**



tons of fertilisers to strengthen food security in Africa

OCP ranks

**4th**



World Benchmarking Alliance

out of 350 companies Food and Agriculture

**222,000**

farmers covered by Agribooster



**25,000**

women farmers registered and trained through Women in Agribooster since 2022

**50 MILLION**



hectares mapped in total in 2022 in 12 African countries

**39,675**



of farmers, rural women cooperatives & young leaders were trained by Al Moutmir on agricultural, managerial and soft skills

OCP participated in the

**5th LDC5**

United Nations Conference on the Least Developed Countries (LDC5) to highlight the key role that private sector plays in supporting and accelerating the structural transformation of rural economies and agri-food systems.



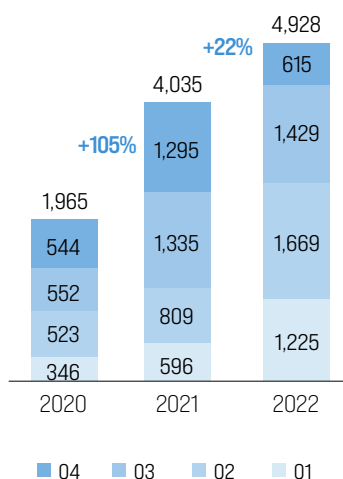
LDC5  
5TH UNITED NATIONS  
CONFERENCE ON THE  
LEAST DEVELOPED COUNTRIES



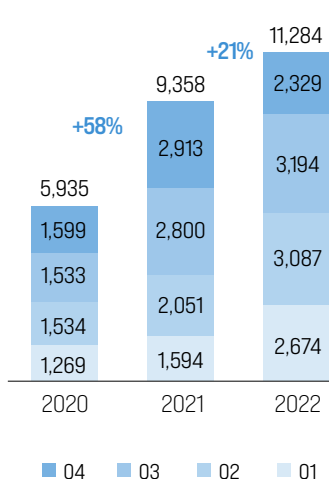
# Prosperity



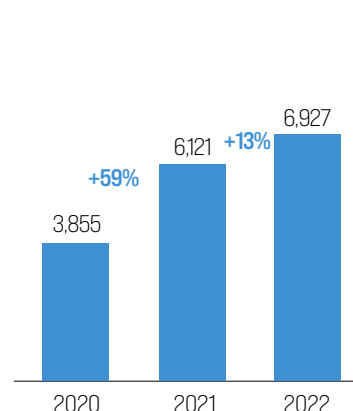
EBITDA (Million \$)



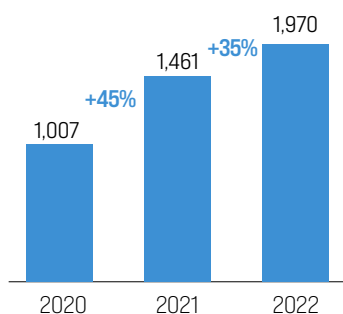
Revenues (Million \$)



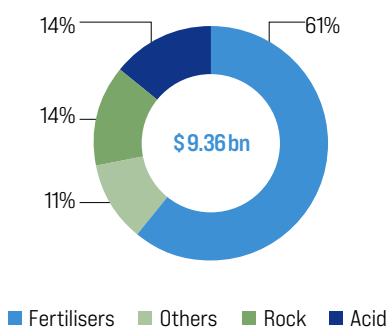
Gross profit (Million \$)



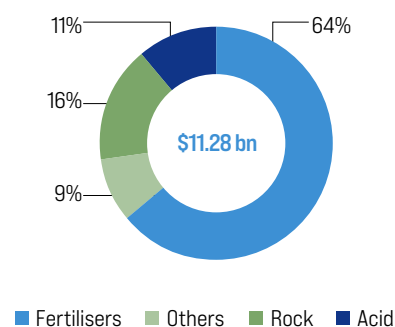
Capital expenditures (Million \$)



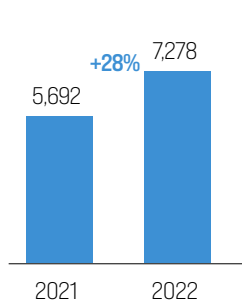
Revenue breakdown in FY 2021



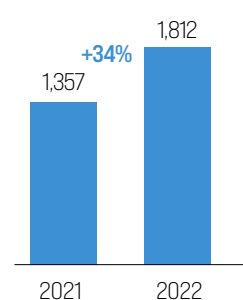
Revenue breakdown in FY 2022



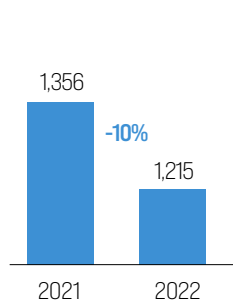
Fertilisers



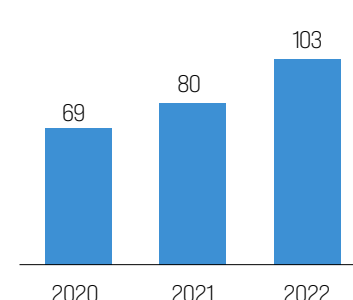
Rock



Acid



Fertilisers' evolution



# 1

## OCP Group at a glance

1.1 How OCP creates value

1.2 Committed partnerships, memberships, ESG  
rating profile and international recognition

1.3 Local contributor, global leader









# 1.1 How OCP creates value

OCP is a global leading producer of phosphate rock and phosphatic fertilisers, employing around 18,000 people. The Moroccan-based company, headquartered in Casablanca, was originally established as Office Chérifien des Phosphates in 1920 to oversee the management of the country's phosphate reserves - a responsibility which OCP continues to uphold to this day. In 2008, OCP ("OCP S.A") became a joint-stock company, independently

managed by a Board of Directors. Leveraging close to a century of agricultural experience and know-how, OCP is committed to operating as a globally responsible entity, prioritising sustainable agricultural solutions that aid farmers worldwide in feeding a growing population. Today, OCP represents around five percent of the Moroccan GDP and is the country's largest company.

**Our sustained achievements are a direct result of our strong community ties, our solid dedication to minimising our environmental footprint, and our eagerness to form partnerships with forward-thinking local businesses.**

## A journey of positive impact



OCP is founded in 1920 and mining starts at Khouribga in 1921



Mining starts at Youssoufia in 1931 and at Benguerir in 1976



## Our activities and products

[GRI 2-6]

### EXTRACTION & WASHING

Phosphate is extracted from three surface mining sites. Several steps are required: 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 transported via slurry pipeline or rail to processing platforms. Phosphate rock can be exported directly or converted to phosphoric acid or phosphate-based fertilisers.

#### Phosphate Rock

Phosphate rock is used for industrial purposes and animal feed supplements. Its primary application, however, is in agriculture through direct application or as phosphate-based fertilisers.

### PROCESSING

In phosphate production, processing is a vital step that takes place at two platforms located in Jorf Lasfar and Safi. During processing, phosphate rock is combined with sulphuric acid to create phosphoric acid, which can be directly exported or processed

with ammonia to create fertilisers. These processing sites are equipped with sulphuric acid and phosphoric acid production lines, as well as granulation lines that are fully integrated.

#### Phosphoric acid

Phosphoric acid is produced in two types: purified acid, used in the food industry, pharmaceuticals, detergents, animal feed, metal processing, textiles, pigments, and more; and merchant phosphoric acid, used for fertiliser production and fertigation. Phosphate rock and sulphuric acid are key raw materials used in the processing.

#### Fertilisers

Fertilisers can either be directly applied or used to create compound fertilisers. The production of complex fertilisers involves the use of several key raw materials, including phosphate rock, phosphoric acid, ammonia, potash, and micronutrients such as zinc and iron.

### TRANSPORTATION & STORAGE

Phosphate rock is supplied to the processing platforms from the extraction sites either via slurry pipeline or rail operated by the ONCF, the national railway operator.

### DISTRIBUTION AND SALES

OCP has a well-established industrial and commercial presence in major markets, with over 350 clients across 5 continents. The company delivers phosphate rock, phosphoric acid, and fertilisers by sea, truck, or on-site storage, managing docks through the National Ports Agency (ANP). OCP partners with public and private players in Africa to create a dense distribution network that provides farmers with cost-effective fertilisers, relying on logistics centres, sales representatives, subsidiaries, and production plants dedicated to regional markets.

### DEVELOPMENT OF SUSTAINABLE AGRICULTURE

OCP supports, where it's most needed, the end users of its products through sustainable farming practices programmes (soil mapping, digital agronomic advice, etc.) as well as customised and smart products having as a first purpose to create value for farmers.



Phosphate processing begins at Safi in 1965, and in Jorf Lasfar in 1984



OCP S.A. is established in 2008 and a wide-ranging transformation programme is initiated



OCP celebrates 100 years, with an ambitious plan for a sustainable industrial development to ensure a more sustainable future



OCP Group launches a \$13 billion Green Investment Strategy for 2023-2027

# Our mission, vision, values

## The challenge

### GROW ENOUGH FOOD



There will be nearly 10 billion people on the planet by 2050. Feeding everyone will require radical innovation in agriculture – while also reducing the impact on the planet. We know this is achievable, thanks to the essential role that phosphorus plays in nurturing soil and supporting plant growth.

## Our mission

### BRING PHOSPHOROUS TO LIFE



As the custodian of 70% of the world's phosphate reserves, we have a vital role to play in helping farmers around the world produce enough food. This role starts with increasing production of phosphate-based products to meet the growing demand, understanding the different soil and crop requirements, and supporting the farmers' sustainable use of fertiliser.

## Our vision



### FOR A SUSTAINABLE FUTURE: TO CREATE SUSTAINABLE GROWTH FOR EVERYONE

**Our ambitious plan is to feed the world to meet the global food security challenge. We understand the importance of the connectivity and balance between:**

#### INNOVATION

We are always looking for new ways to meet the challenges of our industry and global agriculture. We encourage innovation across the OCP Group – from employee-led change to extensive R&D, start-up initiatives, partnerships, education and skills development projects. It's a mindset that will open new opportunities and ideas that will propel us towards a sustainable future.

#### EDUCATION

We are creating an ecosystem of knowledge to make it easier for people to access expertise, develop skills, and bring ideas to life.

#### CUSTOMISATION

Customisation begins with understanding the specific needs and context of every challenge – whether we are helping farmers improve their soil fertility, reducing waste in our transformation processes, or developing new community initiatives.

Our vision of sustainable growth is responsible and inclusive, with a positive impact, alongside our partners and within an entire ecosystem, understanding the needs of soils and crops, and considering the environment as an essential factor in development.

## Our driving values



### INTEGRITY, TRANSPARENCY, SUSTAINABILITY

**Our values drive our day-to-day operational business and relationships with stakeholders and communities.**

#### INTEGRITY

Business integrity is preserved alongside our activities. OCP Group is committed to uphold the highest ethical standards through standardised policies impacting all the aspects of the organisation, from top management to supply chain.

#### TRANSPARENCY

Transparency drives everything we do: in our corporate governance, in our sustainable impacts, in our relationships with the workforce, local communities and stakeholders as well as in our supply chain.

#### SUSTAINABILITY

Sustainability is a central component of our business strategy. We are working to create a more sustainable future for business, community and environment. We have already adapted large areas of our operations, and our strategy for the next two decades will see us continue a programme of transformation in everything we do.



# Industrials, fertilisers producers and farmers at the centre

At OCP, we understand that farmers are the foundation of our business. Therefore, we have adopted a customer-centric approach that places the needs and expectations of our customers at the core of our products. As a result, we have integrated 27 new products in 2022, expanding our portfolio to 174 diversified products that are primarily focused on providing customised formulas.

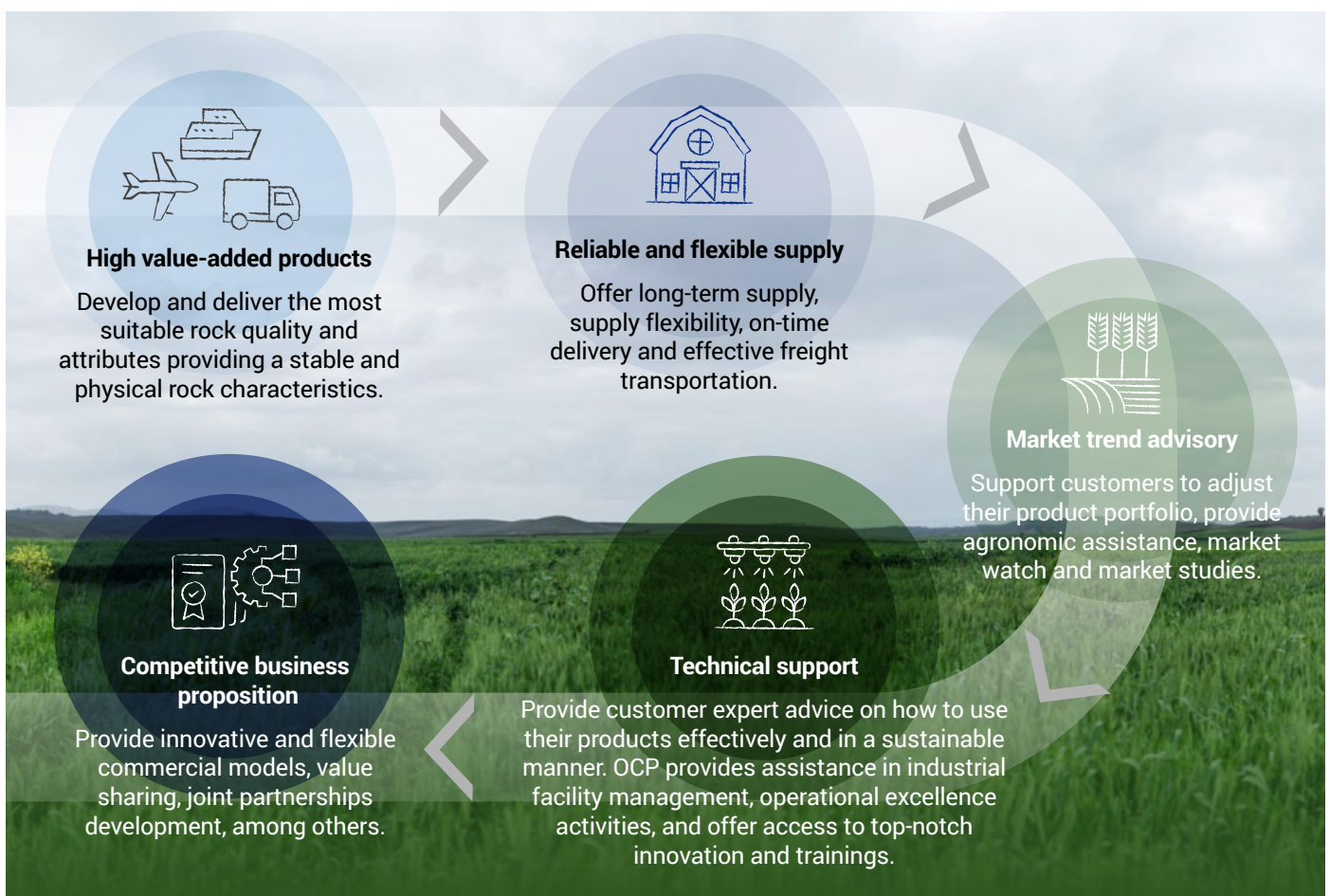
By creating a positive customer experience and building strong relationships with our clients, we can develop high quality and personalised products that can drive business growth for both OCP and our clients. This approach is central to our reputation for excellence. To achieve our goals, we have implemented a quality management system and invested in technologies and tools that enable us to collect and analyse customer data, providing valuable insights into customer behaviour and preferences.

At OCP, we are committed to a value-sharing approach with our customers, centred on sustainability, innovative solutions, and partnerships. We support customers in their journey by offering high-value-added and sustainable products, as well as technical assistance to help them optimise their fertiliser use and improve their overall performance:

**+23 NEW FERTILISERS PRODUCT**

**+3 NEW ROCK PRODUCTS**

**+1 NEW ACID PRODUCTS**



By providing high-quality products and services, we can help customers to be more successful in their activities, contributing to improving soil health, global food security and the sustainability of the agricultural industry. Moreover, OCP is committed to creating sustainable products improving the carbon footprint and offering green phosphate rock production.

# Our value chain

[GRI 2-6]

From phosphate rock extraction to phosphoric acid and fertiliser production, OCP is a vertically integrated group which helps us maximise the value of phosphate throughout our operations.

As a global leader in the phosphate-based fertiliser industry, OCP is committed to develop impactful projects that has a positive effect in 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 management and sustainable production.

We believe that financial success has a strong relationship with ESG performance. That's why we use **Value Reporting Foundation, formerly Integrated Reporting (IR)**, to show how OCP creates value over time.

## -14% CO<sub>2</sub>

intensity reduction over  
the last 5 years  
(2017 baseline)



### MANAGEMENT

### PRODUCTION

## HOW WE PERFORM

**11.28 billion \$** in revenues

**4.9 billion \$** in EBITDA

**17,688 employees**  
(OCP SA & Phosboucraa)

**Phosphate Rock**

**48.6 Mt** production capacity

**23.7 Mt** produced, extracted

**Phosphoric Acid**

**8.0 Mt** production capacity

**6.3 Mt** produced

**ISO 50001** energy management system 4 sites out of 5 certified (Safi in 2021, Gantour, Khouribga, Phosboucraa and Jorf Lasfar ongoing)

**Fertiliser**

**14.0 Mt** production capacity

**10.5 Mt** produced

## HOW WE CREATE VALUE

**44% in EBITDA** margin

**41 HOURS** average training hours per employee

**\$3.09 billion** of total suppliers' expenditures 90% of expenditures with Moroccan suppliers +39% of local purchases (around OCP sites)

**\$14.37 million** granted to suppliers through the Fonds Damane Tamayouz

**\$1.97 billion** in capital expenditures

**204 ha** of rehabilitating land

**\$194 million** investment in R&D

**35.7 MILLION m<sup>3</sup>** of produced non-conventional water in 2022

**99.63%** waste diverted from disposal

**87%** of our needs covered by clean electricity

Double mining output and triple processing capacity improve our efficiency, and strengthen our logistics. This project includes physical infrastructure developments and a complete digital transformation across the business. By making it possible for us to produce more fertiliser with fewer resources, this programme plays a crucial role in creating a more sustainable future.



**6 capitals:**

- Financial**
- Human**
- Intellectual**
- Manufactured**
- Natural**
- Business and society relations**

**Most impactful SDGs:**



TRANSPORT & STORAGE	DISTRIBUTION & SALES	DEVELOPMENT OF SUSTAINABLE AGRICULTURE	CREATED SHARED VALUE
<ul style="list-style-type: none"> <li> <b>589,882 metric tons of CO<sub>2</sub></b> prevented by year through the slurry pipeline compared to conventional railway transportation</li> </ul>	<ul style="list-style-type: none"> <li> <b>350 wholesale clients</b> and millions of end-users on 5 continents</li> </ul>	<ul style="list-style-type: none"> <li> <b>103 fertilisers customised formulas</b></li> <li> <b>23,500 ha</b> covered by no-till farming in 2021 and 2022</li> </ul>	<ul style="list-style-type: none"> <li> <b>1.4 billion</b> community investment</li> <li> <b>140% increase</b> in community investment</li> <li> <b>10,060 employees</b> volunteering for local communities since 2018</li> </ul>

<ul style="list-style-type: none"> <li> <b>32% market share</b> phosphoric acid</li> <li> <b>19% market share</b> in phosphate rock</li> <li> <b>27% market share</b> in fertilisers</li> </ul>	<ul style="list-style-type: none"> <li> <b>4 million ha</b> of soil mapped in Burkina Faso, Togo, Guinea, Rwanda, Ethiopia, Madagascar</li> <li> <b>50 million ha</b> of soil mapped in Africa</li> <li> <b>1 million farmers</b> working with OCP for bespoke fertilisers by 2022</li> <li> <b>25,000 farmers</b> covered and 80,000 soil analyses in Morocco through Al-Moutmir</li> <li> <b>68% of agricultural yield</b> for cereals, olive trees vegetables and other crops in 2022 with customised fertilisers compared to the national average in Morocco</li> </ul>	<ul style="list-style-type: none"> <li> <b>75 cooperatives</b> supported by Act4Community</li> <li> <b>20 agricultural cooperatives</b> supported by Act4community</li> <li> <b>5,000 beneficiaries</b> in vulnerable situations supported by OCP Foundation</li> <li> <b>500,000 people</b> reached by OCP foundation since 2012, for a more equitable future through sustainable innovation</li> <li> <b>3,323 scholarships</b> funded through FIRSI</li> </ul>
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# 1.2 Committed partnerships, memberships and international recognitions

## Committed partnerships

Each partnership we create is an opportunity for knowledge exchange, sharing expertise and a savoir faire promotion. This approach helps us to create opportune momentum to make our contributions to ongoing discussions on issues to which the Group is strongly committed. In addition to maximising the impact of our projects and providing a sound platform for our ecosystem to express itself, joining new circles allows us to broaden our vision of a constantly evolving world to respond as closely as possible to the required standards.

### JOINT VENTURES:

JESA, Teal Technology Services.

In 2021, Koch Ag & Energy Solutions (Koch) and OCP have signed an agreement under which a Koch affiliate will acquire a 50% interest in Jorf Fertilisers Company III (JFC III) from OCP. When closed, the transaction will establish a 50/50 joint venture.

### STRATEGIC & RESEARCH:

The Fraunhofer, UM6P, Fertinagro, Forbon, Prayon, Solvay, MIT, HEC.

The Group makes its environmental objectives a priority that drives its commitments among the professional associations in which it operates. For instance, OCP has engaged with peer companies and the World Business Council for Sustainable Development (WBCSD) to develop a Sectoral Decarbonisation Approach (SDA) within the Science Based Targets initiative (SBTi) specific to the fertiliser sector, to support companies in the sector to align their decarbonisation objectives with the Paris Agreement.

In the same vein, the Group, which adopts a soil health-driven approach based on fertilisation best practices to boost productivity while protecting the environment, developed customised products for African soils. For this purpose, OCP acted in partnership with CESFRA (Centre of Excellence in Soil and Fertiliser Research in Africa), IFA (International Fertiliser Association) and WBCSD (World Business Council for Sustainable Development).

Regarding the Group's advocacy activity, OCP is aware of its responsibility to promote nature-based solutions and to contribute to the ongoing reflections on how agriculture helps mitigate climate change.

### MEMBERSHIPS

OCP is a member of many professional associations:

- **AFA** (Arab Fertiliser Association)
- **AFAP** (African Fertiliser and Agribusiness Partnership)
- **Comifer** (Comité Français d'Étude et de Développement de la Fertilisation Raisonnée)
- **Club Demeter** (Think Tank expert in the agricultural and agri-food sector)
- **EITI** (Extractive Industries Transparency Initiative)
- **IFA** (International Fertiliser Industry Association)
- **UNIFA** (Union des Industries de la Fertilisation)
- **WBCSD** (World Business Council for Sustainable Development)
- **WEF** (World Economic Forum)

**All OCP** industrial operations sites are Protect & Sustain certified. This certification is granted by IFA and covers the quality, environment, health, and worksite safety aspects of ISO 9001 and 14001 certifications, as well as ISO 45001 certification.

[GRI 2-6]

## INTERNATIONAL RECOGNITIONS

International Fertiliser Association (IFA) Industry Stewardship Champions label is awarded to OCP Group for its participation in all of IFA's most recent Safety Performance, Environmental Performance and Energy Efficiency and CO<sub>2</sub> emissions benchmarks and our certification IFA Protect and Sustain.

## ESG RATINGS PROFILE

A range of ESG rating agencies are scoring our environmental, social and governance practices each year. OCP Group recognises the importance of ESG metrics performance as equal to financial performance. Our best-in-class ESG practices shape our resilience to short, medium and long-term risks. In 2022, OCP had achieved results reflecting its ability to manage ESG risks and be transparent on its sustainability performances and impacts.



Risk score:  
**24.4** in the agricultural sector  
**4<sup>th</sup> / 65** Companies



**25<sup>th</sup> / 5,000**  
companies across all sectors  
"Top performers" distinction  
Advanced level in ESG practices for  
the second consecutive year



**Ranked in the top 10%**  
of 500 companies



**4<sup>th</sup> / 350** companies in  
the food value chain



**Score: A-**  
Achieved the "Leadership Level" grade



Overall score **85%**  
in 2022 (information from 2021).  
**68%** in the previous year

As a company that values transparency and open dialogue with our stakeholders, we are committed to providing comprehensive insights and addressing any concerns to foster a deeper understanding of our company's sustainability efforts. In this sense, for any inquires, specific information, or clarification regarding any rating agencies aspect, we invite investors to avail themselves of contacting us directly via [G.laraki@ocpgroup.ma](mailto:G.laraki@ocpgroup.ma).

## 0 POLITICAL CONTRIBUTIONS

including political campaigns,  
political organisations, or  
candidates in 2022.

## ENVIRONMENT- CARBON



**OCP AMONG THE TRIO**  
of fertilisers industry  
supporters in 2022



### Science-based targets decarbonation trajectory

The company has collaborated with peer companies and the World Business Council for Sustainable Development (WBCSD) to establish a Sectoral Decarbonisation Approach (SDA) within the Science Based Targets initiative (SBTi). This approach is tailored to the fertiliser sector, aiming to assist companies in aligning their decarbonisation objectives with the goals of the Paris Agreement.

## SOCIAL DIVERSITY



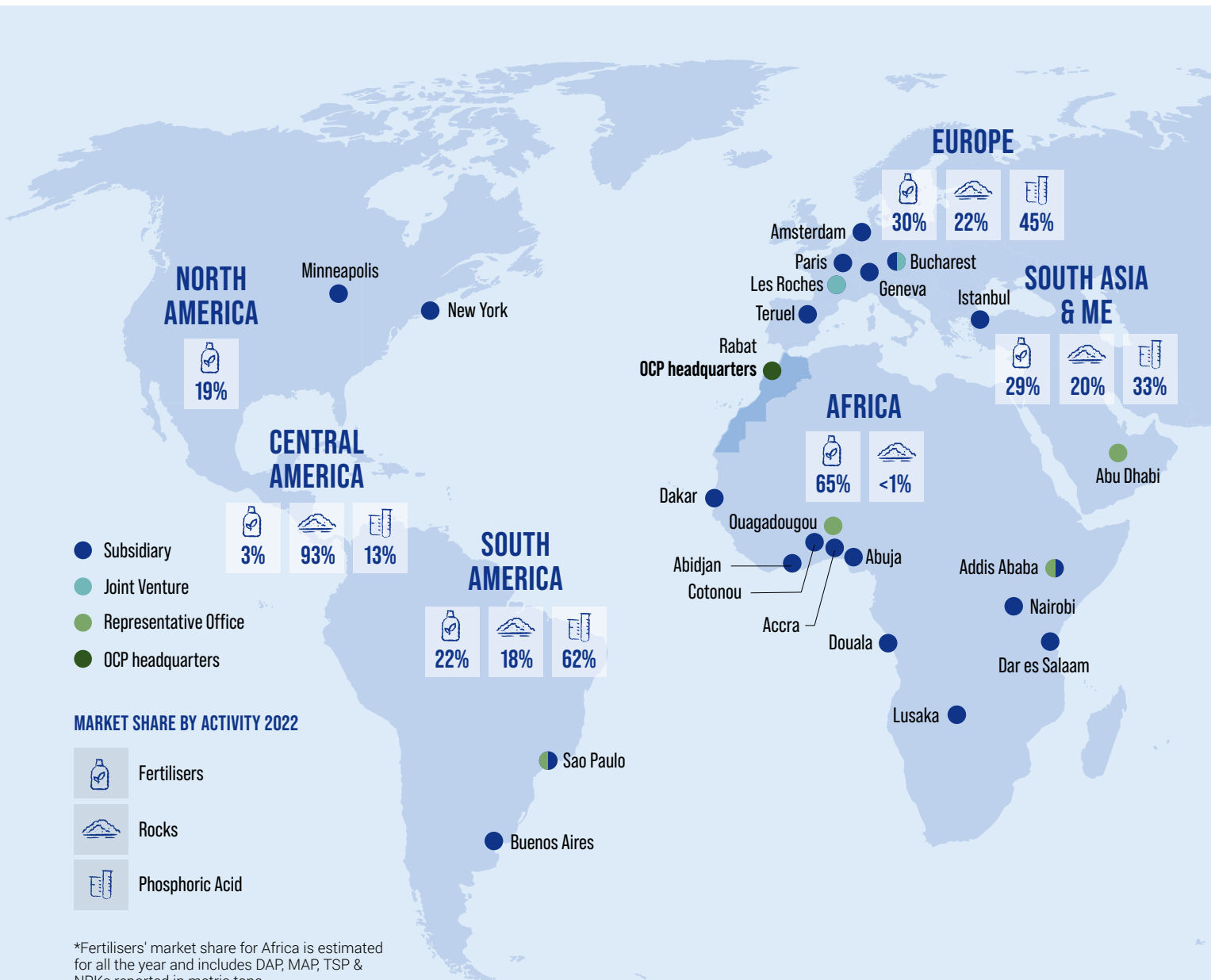
The "Assess" level, the first level of EDGE (Economic Dividends for Gender Equality) Certification.

# 1.3 Local contributor, global leader

At the core of our business model lies an unyielding commitment to create value for all our stakeholders and have a positive impact on our local community while being recognised as a leader in the fertilisers sector at a global level.

OCP has an integrated value chain that includes four phosphate mines, two processing plants, and a network of ports and wharves. OCP operates by processing phosphate into phosphoric acid and phosphate-based fertilisers, mainly at the Jorf

Lasfar and Safi sites. Our dedication to continuous improvement is reflected in our ongoing efforts, such as the Green Investment Plan, which aims to optimise the use of resources and find new ways to maximise the value of phosphate.



\*Fertilisers' market share for Africa is estimated for all the year and includes DAP, MAP, TSP & NPKs reported in metric tons

Source : IFA for the 9M2022 preliminary statistics . For Q4/2022, IHS, OCP's international offices, maritime agencies, sales and marketing's estimation. All data is excluding Purified Acid for technical use.

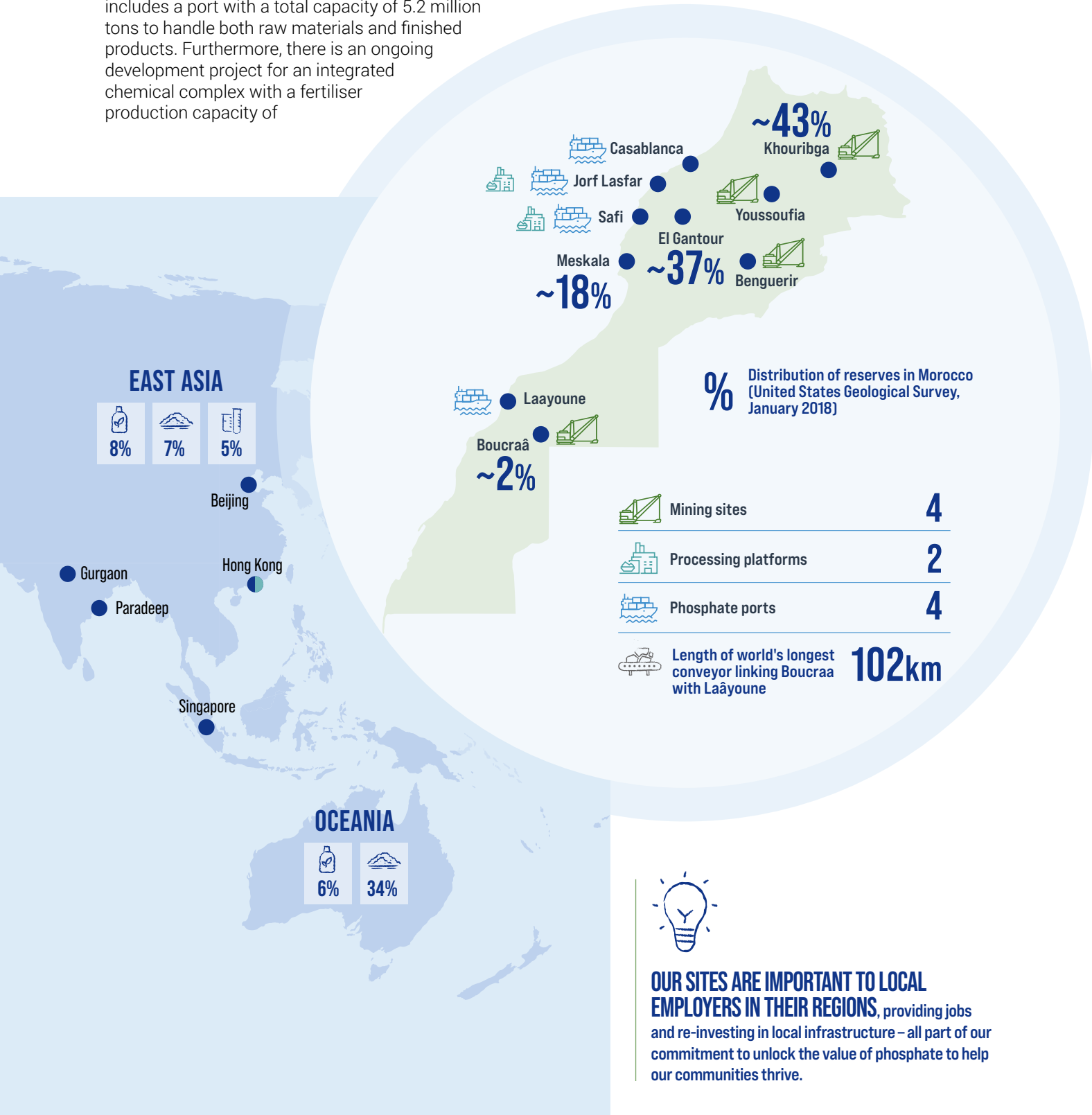
[GRI 2-1, GRI 2-6]

Additionally, an ambitious industrial development project worth \$2.2 billion is underway in Phosboucraâ, spanning from 2014 to 2026, designed to maximise the value of phosphate reserves in the region while contributing to the socio-economic development of the South regions, including Guelmim-Oued Noun, Laâyoune-Sakia El Hamra and Dakhla-Oued Ed Dahab.

During 2022, a new washing plant with a rock capacity of 3 million tons was established. Additionally, the construction of a new logistics infrastructure, which includes a port with a total capacity of 5.2 million tons to handle both raw materials and finished products. Furthermore, there is an ongoing development project for an integrated chemical complex with a fertiliser production capacity of

1.1 million tons of TSP (Triple Superphosphate). The project will also include a power plant, Sulphur and Phosphate acid plants, and granulation units.

As the industry's leading player, the OCP Group operates on all five continents. Our global subsidiaries and international partners bring us closer to our clients and the farmers they serve. With a diversified portfolio, the OCP Group demonstrates its industrial and commercial excellence and is present over the globe.



**OUR SITES ARE IMPORTANT TO LOCAL EMPLOYERS IN THEIR REGIONS**, providing jobs and re-investing in local infrastructure – all part of our commitment to unlock the value of phosphate to help our communities thrive.



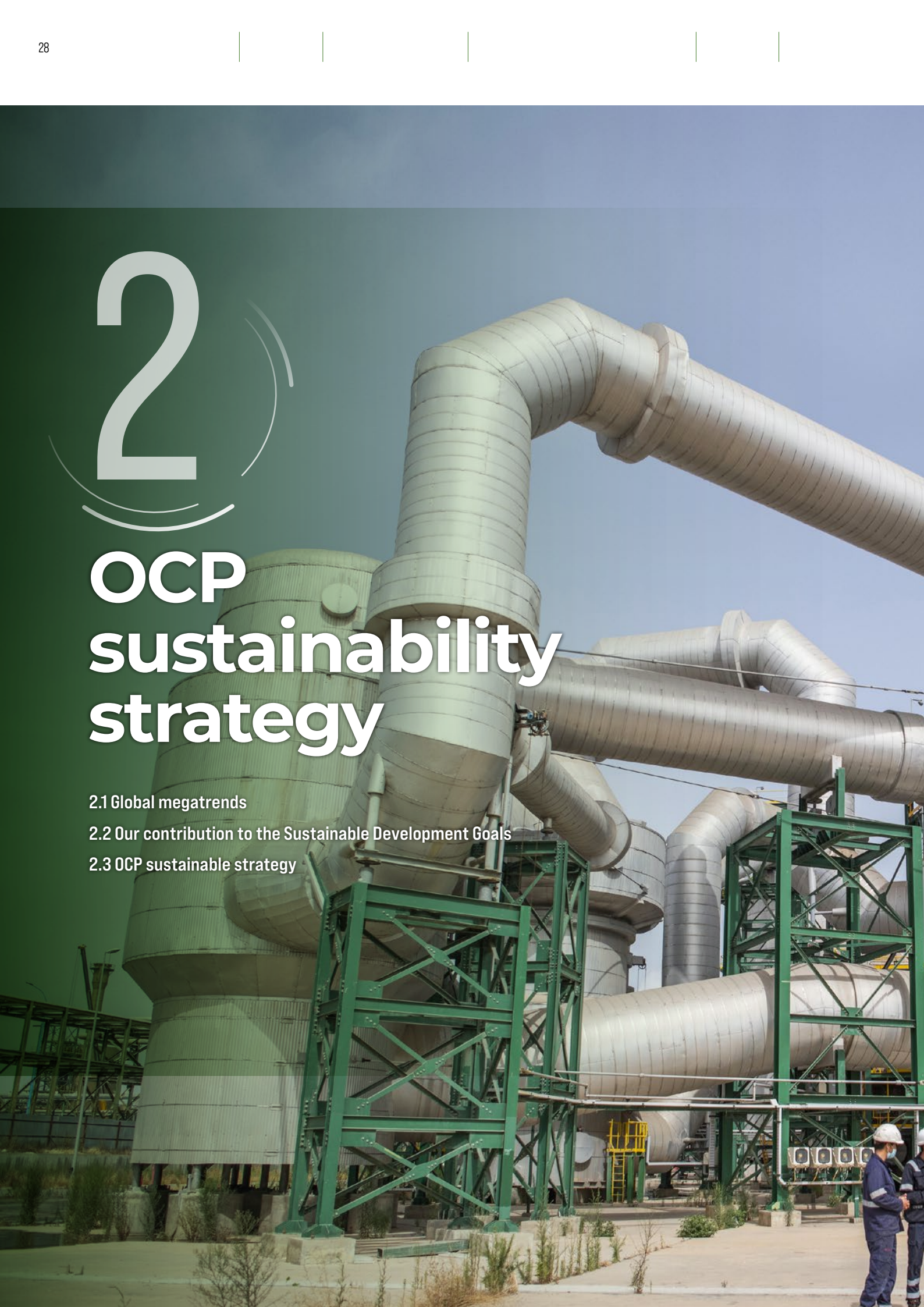
# 2

# OCP sustainability strategy

2.1 Global megatrends

2.2 Our contribution to the Sustainable Development Goals

2.3 OCP sustainable strategy



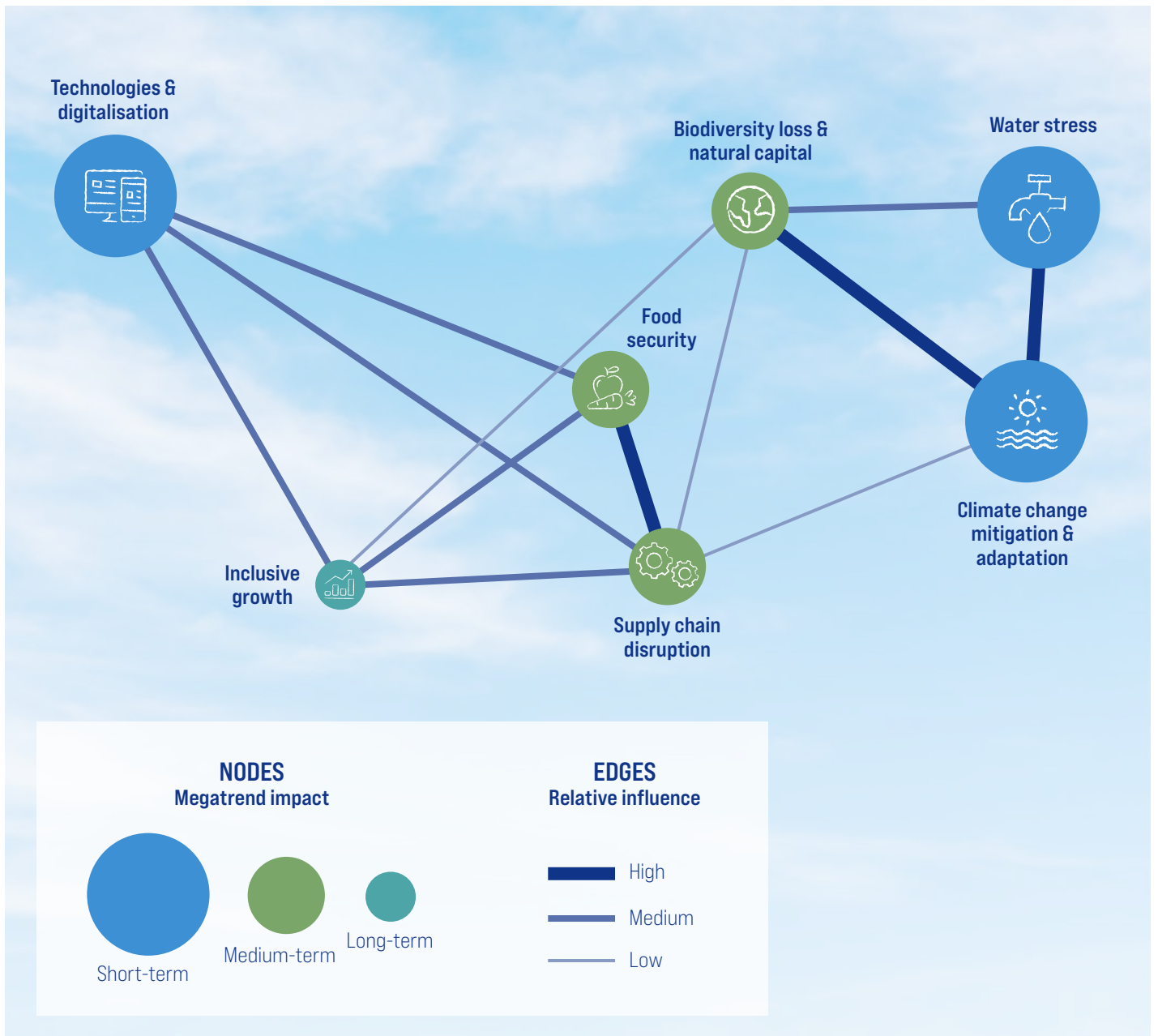




# 2.1 Global megatrends

As part of OCP's risk management, we continuously track emerging global economic, environmental and social megatrends that could directly or indirectly affect the agriculture industry and market. Turning evolving transition and physical risks into opportunities is part of our approach to respond to the most challenging sustainability issues.

In today's global landscape, several significant megatrends intertwine, underscoring the intricate connections and interdependencies that shape our world. For instance, climate change and water stress directly impact ecosystems, human well-being, and food security, demanding innovative solutions. Recognising and understanding the interconnections between these megatrends is essential for developing comprehensive strategies and policies. OCP considers the complex relationships between climate change, water stress, food security, inclusive growth, technologies & digitalisation, supply chain disruptions, and biodiversity loss & natural capital, to promote resilience, sustainability, and a prosperous future for all.





	CLIMATE CHANGE MITIGATION AND ADAPTATION	TECHNOLOGIES & DIGITALISATION	WATER STRESS
<b>WHAT IS THE MEGATREND?</b>	<p>The agricultural sector faces significant challenges due to the impacts of climate change, which disrupt the intricate equilibrium of environmental conditions necessary for successful crop production.</p> <p>Around 20% of greenhouse gas emissions, one of the main drivers of climate change, is attributed to the agricultural sector. This contributes to temperatures increased, altered precipitation patterns, and increased frequency of extreme weather events (droughts, floods) affecting agricultural production due to soil erosion, salination and loss of biodiversity.</p>	<p>Technology and digitalisation can have profound impacts on the economy, society and people and could lead to a better life for all. Today, technology and digitalisation are key success factors and can be a competitive advantage.</p> <p>As a true enabler and accelerator of growth and efficiency, technology can improve processes while enhancing productivity, sustainability and profitability.</p>	<p>Water stress refers to the condition in which the availability of water falls short of the demand, leading to constraints in water access for irrigation and other agricultural activities. Water scarcity and increasing water stress have profound implications for agriculture, as water is essential for crop growth and productivity.</p> <p>Water is crucial for agriculture; both in terms of quantity and quality. The agricultural sector is a huge consumer of water, around 70% of global freshwater is used for crops irrigation.</p>
<b>WHAT IS THE RISK?</b>	<p>The sector is facing increasing pressure and expectations from regulators, investors and civil society for net zero trajectory and related climate actions as well as optimisation of fertiliser use. Climate change could influence demand for our fertiliser products as natural resources for agriculture will become scarce by 2050.</p> <p>Moreover, climate change disrupts traditional growing conditions, impacting soil health, leading to increased crop losses and reduced productivity.</p>	<p>The foundation of growth lies in progress and innovation, with technology and digitalisation serving as valuable sources of competitive advantage. Failing to seize these opportunities can lead to diminished economic, environmental, and social performance in both the immediate and long-term.</p> <p>While technology and digitalisation offer significant benefits, there are also risks associated with their implementation and usage. Increased reliance on digital systems and interconnected networks can expose to cybersecurity risks.</p>	<p>Water supply limitations and regulatory constraints will significantly influence the fertiliser markets outlook. According to the World Resources Institute's Water Risk Atlas Tool (Aqueduct) baseline water stress Indicator, most of our sites in Morocco are located in high to medium-high water stress.</p> <p>Water scarcity can intensify competition and degrade ecosystems. Inadequate irrigation water supply reduces crop yields and productivity, affecting fertiliser demand. Insufficient water availability hampers plant growth, soil health, and may disrupt business operations, impacting customer satisfaction.</p>
<b>WHAT IS THE OPPORTUNITY?</b>	<p>Supporting climate-smart agricultural techniques and technologies presents opportunities for improving productivity while reducing greenhouse gas emissions. As a result, it can create customer trust impacting demand.</p> <p>Moreover, integrating renewable energy systems can contribute to climate change mitigation while reducing reliance on fossil fuels and can provide additional income streams to the company but also to clients.</p>	<p>Digital technologies enhance effectiveness, precision, and productivity in the agricultural sector. The Internet of Things (IoT), sensors, and data analytics optimise production processes, monitor soil health, and enable customised product application based on real-time data. Digitalisation also improves inventory management, supply chain optimisation, and customer relationship management by understanding nutritional needs. Our vision of digital transformation involves local communities and promotes the emergence of a complete digital ecosystem to enhance innovation. Moreover, having a robust system against cyberattacks strengthen cybersecurity, enhance resilience, build trust and reputation, gain a competitive advantage, ensure compliance, and foster innovation.</p>	<p>Optimising water usage in manufacturing processes, implementing water recycling and reuse system, as well as using unconventional water. Reducing water demand and improving water management can enhance the environmental performance and reduce operational costs.</p> <p>By empowering farmers knowledge and awareness on water management, it can foster a more responsible water and fertiliser usage.</p>
<b>HOW DOES OCP RESPOND?</b>	<p>OCP has launched a \$13 billion Green Investment Plan based on increasing mining and fertiliser production capacities while achieving full carbon neutrality by 2040.</p> <p>OCP is committed to reduce its greenhouse gas emissions below 1,5°C, aligned with the Paris Agreement and SDGs.</p> <p>OCP is continuously improving the product and service offers towards a smart agriculture embedding the 4R's nutrient stewardship framework - Right fertiliser, Right rate, Right time, Right place to achieve the "triple wins" of food security, environmental protection, and climate change adaptation and mitigation.</p>	<p>Digitalisation at OCP is spanning over the whole value chain as to deliver operational excellence, new business opportunities, and improve employees' experience. Many initiatives are also put in place by OCP to stimulate and energise the national and African territory through education, skill sharing and entrepreneurial innovation. OCP has a key role to play in the digitalisation and progress of our society.</p> <p>OCP has implemented an integrated Information Security Management System (ISMS) aligned with ISO 27001 standards. This system ensures that OCP maintains a consistently high level of cyber maturity, adapting to the evolving context of the Group.</p>	<p>The Water programme implemented by OCP entails a transformative shift in the water sourcing and consumption practices of the company. Through innovative techniques and unconventional sources, OCP aims to eliminate the reliance on fresh water by 2024. This programme optimises the water use, transforms the processes, and drives R&amp;D for even better water reduction methods. We provide smart solutions for water-scarce agriculture and offer surplus water capacities to local communities, addressing water stress and promoting well-being.</p>
<b>RELATED OCP'S COMMITMENT</b>	<ul style="list-style-type: none"> <li>• Climate change mitigation &amp; adaptation</li> <li>• Prevention &amp; control of pollution</li> <li>• Transition to a circular economy</li> <li>• Protection &amp; restoration of biodiversity &amp; ecosystems</li> <li>• 100% OCP's electricity needs covered by clean energy in 2027</li> <li>• Alignment to the Paris Agreement on Climate Change</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of digital tools and platforms</li> <li>• Investment on research and development efforts to explore emerging technologies and digital solutions relevant to the fertiliser industry</li> <li>• Protection &amp; development of good social and societal practices</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable use and protection of aquatic and marine resources</li> <li>• 100% sustainable (non-conventional) water by 2024</li> </ul>

	FOOD SECURITY & NUTRITION	BIODIVERSITY LOSS AND NATURAL CAPITAL
WHAT IS THE MEGATREND?	<p>Agriculture plays a pivotal role in enabling the production of approximately half of the world's food. With a population expected to grow from 7.9 billion people today, to nearly 10 billion by 2050. This population growth, coupled with changing dietary patterns driven by rising incomes and shifting preferences, requires the agricultural sector to adapt and expand production to meet the growing demand for diverse diets. The primary challenge is to increase harvests of nutritious food, while reducing greenhouse gas (GHG) emissions.</p>	<p>The decline of biodiversity is a significant global concern, driven by factors such as habitat loss, pollution, climate change, and unsustainable human activities. Biodiversity plays a vital role in agriculture and food production. It supports the health and resilience of ecosystems, enhances soil fertility, pollination and contributes to the overall productivity and stability of agricultural systems. By maintaining a diverse range of species, ecosystems can better adapt to environmental changes and challenges, leading to increased agricultural productivity and resilience in the face of climate change.</p>
WHAT IS THE RISK?	<p>Food security will be increasingly affected by future climate change impacts that can disrupt agricultural activities, lead to crop failures, reduce food supplies, food shortages and increase price volatility. This can affect the affordability of fertilisers for farmers, potentially reducing their purchasing power and impacting revenues.</p> <p>Moreover, poverty and economic constraints, conflict and political instability, limited access to resources (including land water and technology) and inadequate access to diverse and nutritious food pose significant risks to food security and can lead to interruptions and safety concerns.</p>	<p>Biodiversity loss can have significant impacts on agriculture. The decline in soil fertility due to the loss of beneficial soil organisms can impair the ability to promote and sell fertilisers, as the underlying soil quality deteriorates. Moreover, there is a growing recognition of the need to increase regulation on biodiversity to address escalating threats and challenges facing ecosystems and species. This will determine the license to operate for a company.</p> <p>The effects of climate change and water stress, along with the emerging risk of high biodiversity depletion, pose a threat to the continuity of businesses. This loss of biodiversity is accelerated by the impacts of climate change, creating an emerging risk in the environment.</p> <p>Additionally, reduced resilience of agricultural systems, resulting from biodiversity loss, can lead to lower crop yields and decreased quality of harvested produce, directly affecting the demand for fertilisers.</p>
WHAT IS THE OPPORTUNITY?	<p>Embracing sustainable agricultural methods, such as organic farming, agroecology, and precision agriculture, can enhance productivity while minimising negative environmental impacts. These practices promote soil health, water conservation, biodiversity preservation, and reduced reliance on chemical inputs, contributing to long-term food security. Moreover, implementing climate-smart agricultural techniques enables farmers to adapt to and mitigate the impacts of climate change.</p> <p>Promoting diverse nutritious crops enhances dietary diversity, addresses micronutrient deficiencies, and improves resilience against crop failures or disease outbreaks.</p>	<p>Preserving and protecting biodiversity presents significant opportunities. Embracing biodiversity conservation can drive innovation and product development, by exploring and creating solutions that minimise negative impacts on biodiversity and promote sustainable resource management.</p> <p>Additionally, providing training programmes and resources that emphasise sustainable farming practices and the preservation of natural habitats, can help farmers make informed decisions that support biodiversity, preserve nature and protect soil health.</p>
HOW DOES OCP RESPOND?	<p>OCP is committed to promoting sustainable farming practices through an extensive research and development network and innovative approaches. Our focus is on effective soil management to ensure increased crop yields, improved incomes, and livelihoods for farmers.</p> <p>OCP is dedicated to supporting farmers in achieving higher crop yields while prioritising soil health. We provide advanced fertilisers and sustainable techniques to contribute to the transformation of food systems towards regenerative agriculture, dietary shifts, and waste reduction. Our comprehensive solutions aim to empower farmers with the necessary knowledge, systems, and tools for sustainable and prosperous livelihoods while promoting environmentally conscious practices in agriculture.</p>	<p>OCP is actively implementing a biodiversity policy which commits to carry out biodiversity analysis and manage biodiversity plans for industrial sites and surrounding areas. Moreover, OCP is designing a biodiversity and nature roadmap aligned with the recommendations of the TNFD and SBTN, ensuring adherence to international best practices. Additionally, OCP contributes to the Green Great Wall Initiative in partnership with the OCP Foundation, combating desertification and land degradation in Africa. Through these efforts, we demonstrate our commitment to environmental stewardship and aim to make a positive impact on biodiversity preservation and sustainability.</p>
RELATED OCP'S COMMITMENT	<ul style="list-style-type: none"> <li>• Fostering collaboration and partnership</li> <li>• Protection &amp; development of good social and societal practices</li> <li>• Alignment to the Paris Agreement on Climate Change</li> <li>• Support big and small farmers</li> <li>• Investing in research and development</li> </ul>	<ul style="list-style-type: none"> <li>• Measure and control the impacts on biodiversity that OCP Group projects have or may have on their specific ecosystems.</li> <li>• Protect and preserve habitats and ecosystems of high ecological value where OCP Group operates.</li> <li>• Soil plantation to create economic value for local community.</li> </ul>

	SUPPLY CHAIN DISRUPTION	INCLUSIVE GROWTH
WHAT IS THE MEGATREND?	<p>Supply chain disruption has gained significant attention in recent years becoming an emerging challenge. The occurrence of black swan events, including war, natural disasters and pandemics, has been on the rise, leading to increased supply chain disruptions and challenges for businesses worldwide. These black swan events highlight the need for companies to proactively assess and manage supply chain risks.</p> <p>When a disruption occurs, it can impact not only one company but also suppliers, distributors, and ultimately, customers. The ripple effect can be felt throughout the supply chain, affecting multiple stakeholders and potentially disrupting the availability and timely delivery of fertilisers to farmers and agricultural customers.</p>	<p>Inclusive growth in the agri-food sector strives for equitable distribution of benefits from agricultural development and economic growth. Its focus is to address structural and social inequalities that hinder inclusive and sustainable agricultural progress. Most of the people living in extreme poverty are in rural areas where food production is often the most important economic activity.</p> <p>By adopting inclusive growth principles in the agricultural sector, societies can ensure that agricultural development contributes to poverty reduction, rural prosperity, gender equality, and sustainable food systems, leaving no farmer behind and creating a more equitable and resilient agricultural sector.</p>
WHAT IS THE RISK?	<p>Supply chain disruptions can pose risks to businesses, including financial losses, decreased customer trust, reputational damage, and market share erosion, highlighting vulnerabilities in the supply chain.</p> <p>Supply chain disruptions can cause delays or interruptions in the availability of raw materials, components, or finished products, resulting in production bottlenecks, reduced output, and potential shortages. This affects the company's ability to meet customer demand. This disruption can pose challenges in meeting regulatory compliance requirements and maintaining product quality.</p>	<p>Failure to promote inclusive growth can perpetuate poverty and widen the gap between different segments of society, leading to persistent inequality undermining economic stability. Marginalised groups, such as smallholder farmers and rural communities, may face limited access to resources, markets, and opportunities, exacerbating income disparities and social inequalities. This can have an impact on food security and limit the demand of fertilisers.</p> <p>The exclusion of large portions of the population from the benefits of agricultural development can create conflicts, particularly in rural areas.</p>
WHAT IS THE OPPORTUNITY?	<p>Actively managing and nurturing the supply chain present several opportunities. These include heightened resilience, improved operational efficiency, enhanced customer satisfaction, and avenues for innovation. Moreover, overseeing the supply chain enables the adoption of sustainable practices, fostering a positive brand reputation and long-term success. Additionally, it promotes the establishment of collaborative partnerships, facilitating knowledge sharing and joint problem-solving. Embracing these opportunities empowers the company to strengthen its competitive edge and consolidate its position in the market.</p>	<p>Inclusive growth in the agricultural sector provides opportunities for poverty reduction, improved livelihoods, and sustainable income for marginalised groups like smallholder farmers and rural communities. It achieves this through increased access to resources, markets, and knowledge. By empowering smallholder farmers and integrating them into agricultural value chains, inclusive growth enhances productivity, market access, and food availability, addressing food security and malnutrition. Additionally, it stimulates entrepreneurship, innovation, job creation, and overall economic growth by promoting inclusive business models and private sector investment.</p>
HOW DOES OCP RESPOND?	<p>OCP conducts assessments to suppliers, ensuring their environmental and social practices are aligned with OCP's sustainability goals. OCP prioritises open communication and collaboration, building strong partnerships for a resilient supply chain that thrives amidst challenges and adapts to dynamic conditions.</p> <p>Additionally, OCP prioritises the continuous improvement and development of its suppliers. Within the framework of our world-class certification programme, we provide comprehensive training opportunities to enhance the capabilities of our suppliers.</p>	<p>To deliver meaningful change for farmers and communities, OCP is focusing on four strategic priorities: Innovation, Customisation, Education and Vision for Africa. We are committed to getting Africa one step closer to transform its agriculture and make it more effective, more fruitful, and more sustainable. The key to that is meeting smallholder farmers' needs.</p>
RELATED OCP'S COMMITMENT	<ul style="list-style-type: none"> <li>• Assess suppliers using environmental and social criteria.</li> <li>• Establish strong relationship with suppliers.</li> <li>• Offer preferential financing solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Protection &amp; development of good social and societal practices.</li> </ul>



# 2.2 Our contribution to the Sustainable Development Goals



## Goal 2: ZERO HUNGER

As a leader in the fertiliser industry, food security is at the heart of OCP Group's mission to ensure long-term access – both in volume and quality – to food all over the world. To increase the crop yields significantly without damaging soils, OCP Group keeps on working to provide farmers with the smartest fertilisers possible and techniques to ensure sustainable and decent livelihood.

### Action & Progress

- Soil fertility mapping and onsite field trials
- Research & development to develop customised fertilisers in collaboration with UM6P, Agri-Edge and Bio-Agritech business units, and through innovation partnerships such as the one with Fertinagro Biotech – global R&D leader in sustainable agronomic solutions
- Educational tools such as OCP School labs to increase knowledge and expertise of farmers
- End-to-end solutions such as the Agribooster programme and AI Moutmir that bring together different stakeholders of the agriculture value chain to provide farmers with the best conditions to increase their yield, incomes and livelihood
- Additional agricultural community investment programmes through OCP Foundation, Phosboucraa Foundation & Act4Community

### KEY GOALS

- ▶ Double the R&D budget – including Farmer solutions- by 2025 compared to 2020 level
- ▶ Develop customised fertilisers and tailor-made formulas reaching farmers
- ▶ Increase the geographical area and number of beneficiaries covered by agricultural support programmes & end -to-end solutions

### WHERE WE STAND IN 2022

- ▶ 23 new fertilisers products launched in 2022 to better respond to African soils needs
- ▶ 360,000 farmers benefiting our flagship School Labs, Agribooster and AI Moutmir programme compared to 252,000 in 2021

## 4



## Goal 4: QUALITY EDUCATION

Education is one of the most important investments a country can make in its future. Nurturing smart, ethical and well-rounded successful individuals who will become responsible and resourceful citizens able to sustainably develop our society – and our companies.

### Action & Progress

- UM6P (Mohammed VI Polytechnic University), institution dedicated to research and innovation and entrepreneurship
- Digital schools (1337 & Youcode)
- Schools of excellence preparing for higher education, community colleges to improve soft skills
- Rehabilitation, mobility solutions, school supplies, training of the educator teams, summer camps
- Equal opportunity leverages: financial sponsorship, private tutoring, medical and social centres targeting people with disabilities, skills centres to support youth's professional development
- Incubators of small businesses and specific access to OCP's procurement, training, pro bono and financial support to local cooperatives and associations
- Farmers' training programmes
- OCP employees & suppliers' training
- Business Progress Pact to improve suppliers HSE performances

### KEY GOALS

- ▶ Increase the capacity (course offer evolution and beneficiaries) of our educational entities
- ▶ 5 digital schools covering our 5 production sites aiming at training 1,000 young programmers per year by 2023

### WHERE WE STAND IN 2022

- ▶ 4,562 students in UM6P
- ▶ 30 programmes at UM6P
- ▶ 942 academic publications made in 2022

## 7



## Goal 7: AFFORDABLE CLEAN ENERGY

Decoupling our production capacity increase from our environmental footprint is at the heart of our industrial development strategy to meet the exponential needs for fertilisers in the decades to come. At OCP, we believe a fair balance between better crop productivity and environmental objectives is a prerequisite for a lasting response to global demand. To achieve this sustainable growth strategy, we have implemented a responsible and innovative energy programme to reduce our carbon footprint and diversify our energy mix. Our Energy Programme is based on two pillars: clean energy and energy efficiency. Clean energy lies at the core of OCP's \$13 billion Green Investment Programme that will be dedicated to produce green hydrogen and green ammonia, achieved through wind, solar, and heat recovery sources.

### Action & Progress

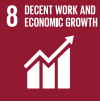
- Solar energy studies: solar mapping of the OCP group sites, solar smart and development of prediction model, solar desalination
- Micro-grids study
- Development of co-generation capacities
- Wind energy (Power Purchase Agreement)
- Solar power plants programme
- Clean drying
- Hydro energy
- Green mobility
- Renewable energy storage

### KEY GOALS

- ▶ 100% clean electricity by 2027
- ▶ 10% energy efficiency by 2030 compared to a 2019 baseline (in terms of energy intensity per tons of products)

### WHERE WE STAND IN 2022

- ▶ 87% of our electricity needs covered with clean energy
- ▶ 47% of energy consumption from clean sources
- ▶ \$13 billion green investment strategy programme



## 8 DECENT WORK AND ECONOMIC GROWTH

OCP Group's success is driven by the people who work for us and the ones we collaborate with. Facing an ever-changing market and sustainability challenges, we need a strong culture of learning and innovation to forge a company and a whole ecosystem of critical-thinking and agile entrepreneurs who will lead us to a sustained, inclusive and sustainable economic growth.

### Action & Progress

- UM6P (Mohammed VI Polytechnic University): research and innovation featuring a comprehensive entrepreneurship programme and partnership with academic leaders
- Living labs serving as experimental sites open to the scientific community
- Digital schools (1337 & Youcode)
- OCP Professors - mentoring programme carried out especially by OCP Group's retirees to transfer the Group's expertise, internally and externally
- Industrial Expertise Centres – open to local SMEs – to train employees in operational activities
- Incubators of small businesses and specific access to OCP's procurement, training, pro bono and financial support to local cooperatives and associations
- Beyond talent development programme and innovative approach such as the Movement

### KEY GOALS

- ▶ Double the R&D budget by 2025 compared to 2020
- ▶ 100% of employees learning coverage by 2025
- ▶ 50% of women in management by 2030

### WHERE WE STAND IN 2022

- ▶ 33% of women in management
- ▶ \$14.37 of million funding granted through the Damane Tamayouz Fund for our suppliers
- ▶ \$283.44 million, that is to say +32% compared to 2021 of commitments of industrial operations with local suppliers (within the regions of OCP sites)



## 11 SUSTAINABLE CITIES AND COMMUNITIES

Smart cities make our people and our ecosystem thrive. Education, mobility, health& wellness, housing and economic infrastructures are carefully throughout of in all our urban development projects. Listening to local needs and specifics is what help us to build all that is required to create long-term value for communities while environmental sustainability remains the common thread from South to North.

### Action & Progress

- Benguerir Mohammed VI Green City
- Fom El Oued-Laayoune
- Khouribga Green Mine
- Mazagan City Centre
- Rabat Campus
- Property ownership plans for OCP Group's employees

### KEY GOALS

- ▶ Deliver the development projects in a timely manner and maximise sustainable
- ▶ impacts (job creation, land preservation, research ecosystem, etc.)

### WHERE WE STAND IN 2022

- ▶ \$500 million investment in the Mazagan urban pole and a 134,000 residents in 2024
- ▶ 80 HA of green belt along 4km with 5 oases
- ▶ The Rabat Campus of Mohammed VI Polytechnic University built in 2021, in less than 9 months

## MORNINGSTAR SUSTAINALITYCS CORPORATE IMPACT REPORT

As a company committed to responsible business practices, we recently conducted a comprehensive socio-economic study to evaluate the impacts of our operations, supply chain spending, and investments on the gross domestic product (GDP) and sustained jobs in both 2021 and 2022. The study revealed significant positive contributions to the economy during this period. Our operations generated substantial GDP growth by fostering economic activity and supporting various industries within the regions where we operate. Furthermore, our supply chain spending created a ripple effect by stimulating local businesses and creating employment opportunities. Through our strategic investments, we have been able to fuel economic development, attracting further investments and facilitating job creation. We are proud to share that the study demonstrates our commitment to fostering sustainable economic growth and contributing positively to the communities in which we operate.





## Goal 12: RESPONSIBLE CONSUMPTION & PRODUCTION

Humanity today consumes much more resources the planet earth can offer, and the ecological debt will get worse as a result of population and economic growth. OCP Group's challenge is therefore to meet these growing consumption needs in order to guarantee food security while using a minimum of resources. Circular economy is the answer to optimise our products' life cycle footprint from design to end of life through smart use.

### Action & Progress

Preservation of the phosphate resources:

- Recovery of low phosphorus content phosphates through the reverse flotation process
- Phosphorus Life Cycle Assessment (LCA)
- Valorisation of byproducts mainly phosphogypsum programmes into roads, agriculture, construction, desertification control, etc.
- Phosphorus recovery feasibility studies in the wastewater treatment facilities at our mining sites
- Research & Development to find new phosphorus recovery routes, sustainable production of fertilisers through energy, emissions, water & effluents, waste reduction programmes

Best-in-class emissions management through best eco-friendly technologies :

- New mobile station to measure the quality of ambient air and weather conditions in Jorf Lasfar

Sustainable consumption of fertilisers through 4R framework (Right source, Right place, Right time, Right rate):

- Soil fertility mapping and onsite field trials
- Research & development to develop customised fertilisers in collaboration with UM6P, Agri-Edge and Bio-Agritech business units, and through innovation partnerships such as the one with Fertinagro Biotech – global R&D reference in sustainable agronomic solutions
- Educational tools such as OCP School labs to increase knowledge and expertise of farmers
- End-to-end solutions such as the Agribooster programme and AI Moutmir that bring together different stakeholders of the agriculture value chain to provide farmers with the best conditions to increase their yield, incomes and livelihood

### KEY GOALS

- ▶ Maximise valorisation and continue investments
- ▶ Byproducts on storage as an enabler
- ▶ Reduce SO<sub>2</sub> polluting load by 50% in 2025 compared to 2018
- ▶ 70% of non-mining hazardous waste diverted from disposal by 2025
- ▶ 100% water needs covered by non-conventional sources by 2024
- ▶ 1000 ha/year rehabilitated land

### WHERE WE STAND IN 2022

- ▶ 204 ha rehabilitated area
- ▶ 99.6% of waste diverted from disposal
- ▶ 35.7M m<sup>3</sup> of non-conventional water produced
- ▶ 34% of our water needs covered by non-conventional water



## Goal 13: CLIMATE ACTION

Climate is changing. The world is experiencing increasing concentrations of greenhouse gases, rising sea levels, and extreme weather conditions. This calls for urgent and accelerated action by countries as they implement their commitments to the Paris Agreement. OCP pursues a cutting-edge strategy to reduce its CO<sub>2</sub> emissions and adapt to actual and future climate. Climate change is also a major driver of loss of biodiversity, as the capacity of degraded ecosystems to assimilate and store CO<sub>2</sub> tends to decrease. Therefore, OCP incorporated biodiversity conservation into its strategy to protect and preserve habitats and ecosystems where OCP Group operates.

### Action & Progress

- Energy efficiency, development of cogeneration, renewable energies (wind & solar power plants)
- Development of green ammonia production targeting scope 3 CO<sub>2</sub> emissions
- CO<sub>2</sub> capture by our phosphoric acid chimneys
- Mine reclamation & carbon farming changing agricultural practices or land use to increase the amount of carbon stored in the soil and vegetation
- Slurry pipelines transporting phosphate rock to processing sites - allowing significant CO<sub>2</sub> savings compared to railway transport

- Clean drying of fertilisers
- Adaptation measures through an accelerated Water programme 2021-2026 based on optimised consumption and the use of non-conventional resources, as well as products and services for a sustainable and resilient agriculture
- Water spare capacities deployment for providing drinking water to local communities
- Decarbonation trajectory using science based targets to be in line with the Paris Agreement
- Scope 3 exhaustive calculation using GHG Protocol, certified Carbon Trust

### KEY GOALS

- ▶ 100% reduction of scopes 1 & 2 carbon footprint by 2030
- ▶ Achieve carbon neutrality by 2040
- ▶ Increase resilience facing water stress

### WHERE WE STAND IN 2022

- ▶ \$13 billion green investment strategy programme
- ▶ 35.7M m<sup>3</sup> of non-conventional water produced
- ▶ 87% of our electricity needs covered with clean energy
- ▶ 50% increase in clean energy used for production

## 2.3 OCP sustainability strategy

Our sustainability strategy is deployed around five commitments that drive our day-to-day decision-making process and set a vision for a sustainable future of our sector. This ensures that future generations will be able to meet their own needs through support and engagement in economic, environmental and social performance, as well as to monitor and communicate our commitments in these areas.



### 1. INNOVATIVE, AGILE AND COMMITTED GOVERNANCE

OCP's strong, robust and agile governance reflects the company's values (integrity, transparency, sustainability), vision and ambitions. Beyond strict regulatory compliance, OCP upholds the highest ethical standards in its operations and relations with its stakeholders. Through economic performance, OCP creates value for all its stakeholders, from employees and suppliers to government and local communities.



### 2. RESPONSIBLE AND INCLUSIVE MANAGEMENT

Responsible and inclusive management practices bring our human capital to develop themselves in a culture of diversity, well-being, dialogue and continuous innovation. Occupational Health and Safety management, Diversity programme and inclusion ensure employee attraction and retention. Respect for Human Rights is deeply rooted in our management practices.



### 5. SHARED VALUE CREATION

Empowering people, including women, local communities and vulnerable groups through 4 pillars of actions :

#### EDUCATION

We invest in education at every stage to create change. That's why we invest in schools, scholarships, training and research to inspire the next generation of problem-solvers.

#### ENTREPRENEURSHIP

We support people in taking the opportunities of entrepreneurship through innovative ideas.



[GRI 2-25]

Our innovative, agile and committed governance combined with responsible and inclusive management practices ensure that we allocate all necessary resources for sustainable production in line with our sustainable industrial development. Our value chain is built with a view to creating shared value through its commitments to responsible governance and management, and sustainable production. All those commitments enable us to achieve our mission to feed the soil to feed the planet for sustainable and secure food systems.

3.

### SUSTAINABLE PRODUCTION

OCP invests significantly in its sustainable industrial development. All CAPEX is invested with a view to financing sustainable and inclusive growth as well as the energy transition, carbon neutrality, water stewardship and the protection and preservation of biodiversity.

4.

### SUSTAINABLE FOOD SYSTEMS

OCP ensures access to safe, healthy and nutritious food for global food security through boosting soil health, delivering products which contribute to increasing the production, quality and variety of healthy and nutritious foods. Understand the farmers' needs for social inclusion enables OCP to provide customised solutions and make them thrive through sustainable farming, education and support for innovation.

#### HEALTH, SPORT AND CULTURE

We support local populations in access to medical health programmes. Promoting sport and culture boost the well-being of people.

#### BUILDING SMART CITIES

We invest in major development projects for Morocco's green and eco-responsible cities driven by innovation.





# 3

## Sustainability: a top priority for OCP. Performance and achievements 2022

3.1 Governance

3.2 Commitments to responsible and inclusive management

3.3 Commitments to sustainable production

3.4 Commitments to sustainable food systems

3.5 Commitments to shared value creation







# 3.1 Commitments to innovative, agile and responsible governance

[GRI 2-15, GRI 2-23, GRI 2-24, GRI 2-27]  
UNGC: Principle 10

Corporate governance at OCP Group, as reflected in the Principles of Corporate Governance, relies upon strong fundamental values aligned with the OECD principles and the recommendations of the International Corporate Governance Network (ICGN):

Links to our Policies related to responsible business practices and corporate governance, approved by Board of Directors/ Chairman and Chief Executive Officer:

→ [Principles of Corporate Governance](#)

→ [Anti-corruption Policy](#)



## INTEGRITY

In a collegial and individual manner, the board supports the Group in the implementation of its strategy in an honest, fair and transparent manner, in order to preserve its image, reputation and interests.



## ACCOUNTABILITY

Directors' accountability implies that they take ownership of the actions and decisions taken and are able to communicate regularly, transparently and fairly, on the Group's achievements through an objective and intelligible assessment.



## INDEPENDENCE

Directors shall act with independence of analysis, of judgement, of decision making and action, essential to the execution of their duties to serve the interests of the Group and its shareholders.



## DIVERSITY

The board is diverse and inclusive. Diversity in its broad sense, including diverse backgrounds, experiences, skills and gender.



## TRANSPARENCY

The board is willing to provide management and shareholders with clear information on financial and non-financial matters, and in particular on performance, in order to acquire and maintain trust.

### OCP Group earned the first level of EDGE (Economic Dividends for Gender Equality) certification

The global standard for assessing corporate performance in terms of gender equality and the creation of equal career opportunities for both female and male employees. This certification reflects our good practices towards gender equality, including gender balance within core functions; recruitment and promotion policies; pay equity; and inclusive culture. Diversity is well represented within our corporate governance.



## 3.1.1 Driving sustainability: [GRI 2-9, GRI 2-12, GRI 2-13] OCP Corporate Governance

At OCP, sustainability is an essential component of our business model that enables us to turn risks into opportunities. In this sense, we have enhanced the way we approach sustainability across our company; from the creation of agile governance initiatives to the establishment of ambitious sustainability objectives and deep impact analysis. Our unwavering commitment to sustainability is reflected at the highest level of the company, as it is an integral factor in the decision-making process.

In response to major changes in the external environment, such as food security, sustainable development, and technological advancements, the Group has undertaken a multidimensional organisational transformation. OCP has undergone two previous growth S-curves and is currently within its 3<sup>rd</sup> wave of growth powered recently by the new Green Investment Plan. This transformation aims to capitalise on previous achievements while maximising value creation throughout the value chain and expanding into new markets.

As a result, OCP has launched a "Strategizing, Organizing & Delivering" (SOD) transformation dynamic to adapt to the volatile context and empower its business lines. The SOD dynamic involves continuous adaptation, shared vision, and a focus on the human element as key contributors to the growth transformation. The Group's strategic orientations have been redefined, with sustainable development as a driving force.

The transformation is based on a collective awareness of the need for change, and the implementation follows continuous learning and improvement approach, gathering feedback and adjusting along the way.

As part of the acceleration of the 3<sup>rd</sup> S-Curve, the Group's governance and operating model evolved into a multi-business group, with strategically aligned performance units known as Strategic Business Units (SBUs). This Strategic Business Units consist of three market facing business units -Rock, Fertiliser and Speciality products- supported by two servicing business units - Industrial Facility Management and UM6P and its ecosystem including INNOV'X.

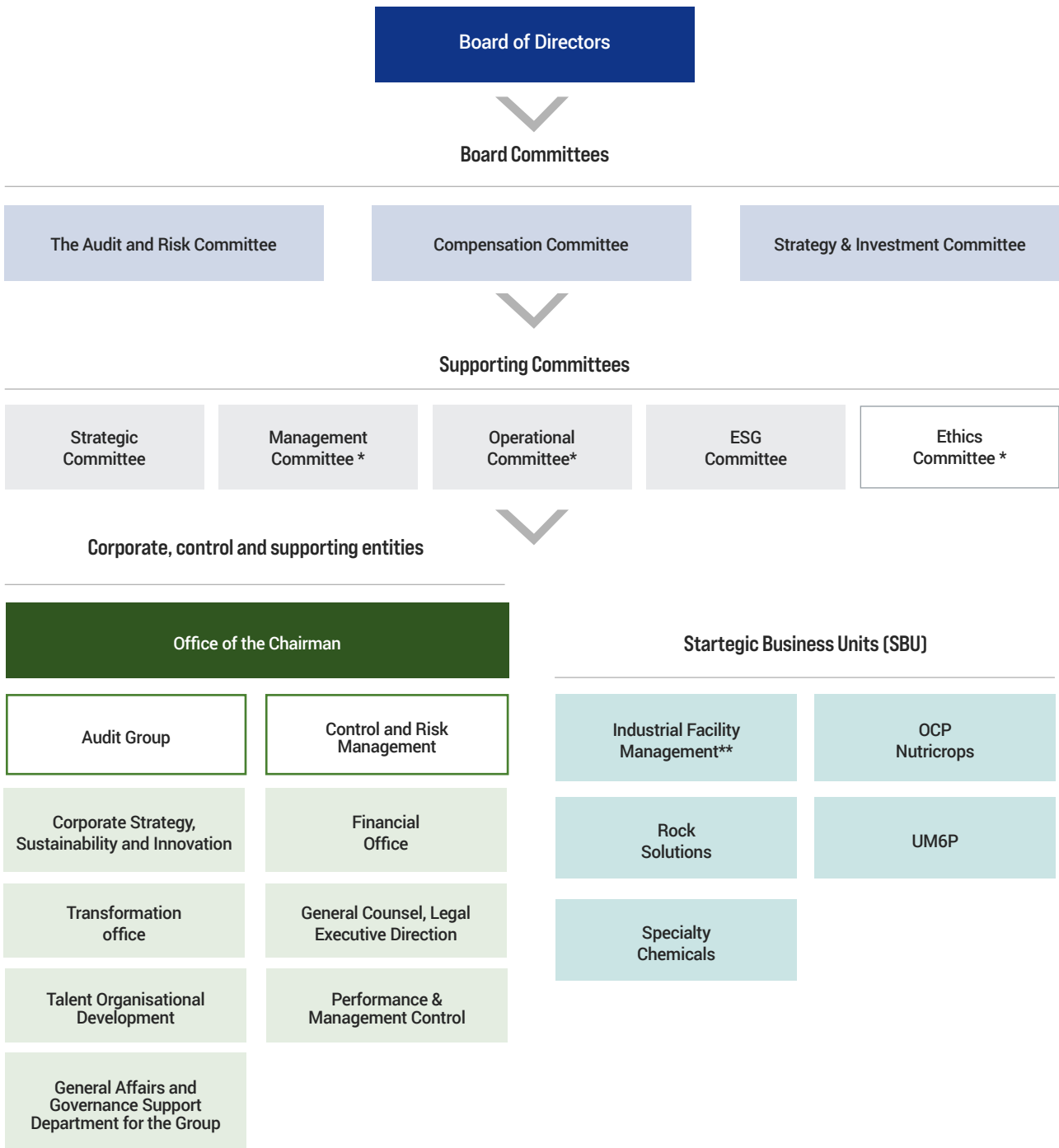


Moreover, this transformation has led to the creation of a new corporate entity called Corporate Strategy, Sustainability and Innovation (SSI), lead by a Managing Director, who is also a member of the executive governance committees. This entity holds a dedicated corporate Sustainability team with a Chief Sustainability Officer, who is responsible of setting the strategic implementation of sustainability and integrating it into the overall business strategy.

This emphasises the importance to hold ESG and Sustainability at the highest levels within the organisation. Moreover, at the operational level the Sustainability & Green Industrial Development team supports the implementation of the sustainability strategy and co-creates/initiates new ideas to reach our ESG targets.



Corporate governance at OCP Group relies upon strong fundamental values aligned with the OECD principles and the recommendations of the International Corporate Governance Network (ICGN):



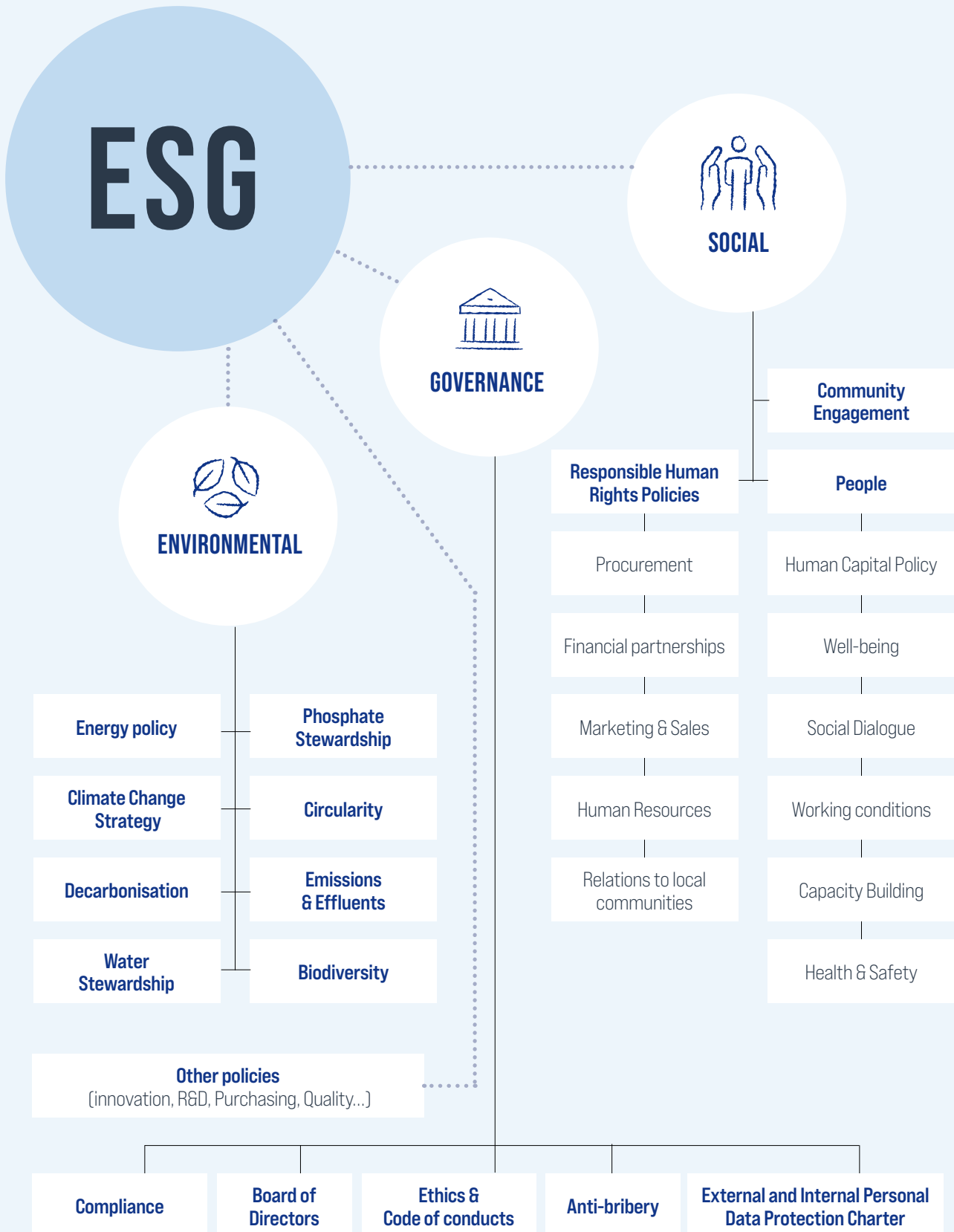
□ Control and supporting entities

■ Corporate entities

\* The Management Committee and the Operational Committee are under review as a result of the organisational transformation. Also, we are in the process of establishing an Ethic Committee”.

\*\* The Industrial Facility Management SBU holds the Sustainability and Green Industrial Development (SGID) and the human capital team.

OCP strongly believes that long-term financial performance is only possible through the management and continuous improvement of Environmental, Social and Governance (ESG) performance. Our vision of sustainable development is deeply rooted in our DNA and is an integral part of our raison d'être. Indeed, sustainability is integrated across our support, operational and strategic processes, enabling inclusion of our stakeholders and partners in our sustainable development efforts.



## 3.1.2 Transparent, innovative and ethical governance

OCP SA, a public company whose improvement in governance as a management tool, remains its long-term priority, is at the heart of the country's development model. This priority is driven by its strong commitment to governance, transparency, social and environmental responsibility and the consolidation of Morocco's intangible capital.

This involves strengthening procedures, regulations and organisational structures in order to establish greater transparency in the company's activities. OCP aims to go beyond regulatory compliance and develop a governance approach that reflects corporate values – integrity, transparency, sustainability – vision and ambition.

The Group recommends integrating good practices and complying with the legal framework to which OCP SA is strictly subject, namely Law 17-95 on SA and Law 69-00 on the financial control of Public Establishment and Enterprises (EEP) to identify and prevent conflicts of interest. In this context, OCP provides administrators with appropriate assistance and training to support them in carrying out their mandates.

The rules, procedures and mechanisms that oversees the company's operations, including shareholder rights and obligations and the functions of the board of directors are outlined in the Articles of Association of the company.

→ For more information visit this [link](#)





## A) OCP Board of Directors

[GRI 2-9, GRI 2-11, GRI 2-12]

OCP has a Board of Directors that determines the general directions of the company's activities and oversees their implementation, subject to powers that are expressly reserved to the shareholders and in accordance with OCP Group's corporate purpose. For decisions to be valid, the effective presence of at least half of the Directors is required.

As of 31 December 2022, the Board of Directors consists of the following members:

Board member	Gender	Primary occupation	Status	Since	Renewal of mandate	Expiration Date of their mandate	Number of mandates by members	EXPERTISE
<b>Mostafa TERRAB</b>	M	OCP Chairman and Chief Executive Officer	E-NI	2008	2022	Accounts 2028	3	International experience Industry Financial
<b>Nadia FETTAH</b>	F	Ministry of Economy and Finance	NE-NI	2021	2022	Accounts 2028	2	Financial
<b>Abdelouafi LAFTIT</b>	M	Minister of Interior	NE-NI	2018	2022	Accounts 2028	2	Governance
<b>Nasser BOURITA</b>	M	Minister of Foreign Affairs, African Cooperation and Moroccans Abroad	NE-NI	2018	2021	Accounts 2027	2	Governance International experience
<b>Ryad MEZZOUR</b>	M	Minister of industry and trade	NE-NI	2021	2021	Accounts 2025	1	Industry International experience
<b>Mohammed SADIKI</b>	M	General Secretary of the Ministry of Agriculture and Fisheries	NE-NI	2015	2022	Accounts 2028	2	Agriculture International experience Governance
<b>Leila BENALI</b>	F	Minister of energy transition and Sustainable Development	NE-NI	2021	2021	Accounts 2023	1	Energy International experience
<b>Abdellatif ZAGHNOUN</b>	M	Director General of the National Agency for the Strategic Management of State Participations and for monitoring the performance of public establishments and enterprises	NE-NI	2022	2028	Accounts 2028	1	Human resources Strategy Governance
<b>Banque Centrale Populaire</b>	CE	Represented by its President and CEO Mr Karim MOUNIR	NE-NI	2009	2021	Accounts 2026	3	Governance Digital and information technologies

**Mustapha Ouhadi:** Secretary of the Board

**E:** Executive (linked to the management of the company) **NE:** Non-Executive **I:** Independent **NI:** Non-Independent **M:** Male **F:** Female **CE:** Corporate Entity

\*Co-optation of new directors by the Board of Directors on 14/03/2023. These co-optations will be submitted for ratification at the next AGM to approve the 2022 accounts (expected date by 2023).

→ For more information on the members of the board please visit this [link](#)

In this regard, the Board of Directors is formed by a large group of professionals with a diversity of skills, profiles, backgrounds, age and gender, which aim is to add value to the company through integrity, transparency and responsible supervision. Moreover, the average tenure of the members is 6 years.

Independent assessments of board's performance are carried out to ensure board effectiveness and strengthen governance practices through regular reporting provided annually to the Department of Public Enterprises and Privatisation (DEPP) and in compliance with Law 69-00 on the governance and financial control of the State over public institutions and enterprises. The monitoring is done on the Governance of Public Establishment and Enterprise via a document provided annually by the company and which some information is included in the Annual Report on PEF Governance that is sent to the Head of Government.

### GROUP'S SPECIFIC BOARD SELECTION & NOMINATION CRITERIA

OCP SA is a public limited liability company with a share capital of 8,287,500,000 dirhams, where the directors are appointed by the Board of Directors and these appointments shall be subject of ratification by the next Annual General Meeting the Ordinary General Meeting in accordance with the articles of association and Moroccan Law 17-95 on public limited companies (SA).

The choice of the members of the board of directors was made since the transformation of the office into a limited company (SA) by the main shareholder (the Moroccan State). Defined by the main shareholder, members are several ministries, which are represented by the person of the Minister and whose appointment is made in line with the SA law. The representative of each Ministry may have to change with each Ministerial change. Decisions on provisional appointments or co-optations made by the Board of Directors shall be subject to ratification by the following ordinary general meeting.

### BOARD INDEPENDENCE

OCP's definition of independent board member is in accordance with the section 41 on the law 20-19 amending and supplementing Law 17 95 on SA (Société Anonyme, limited company) it must meet the following conditions:

- OCP Group's management or employees over the last three years before his/ her appointment.
- OCP Group's shareholders and their representants over the last three years.
- Management of a company in which OCP owns shares – whatever the percentage – for the last three years.
- Management of a company in which OCP is part of the management; or a company in which a member of the OCP's management remains in a managerial position or has been in such position over the last three years.
- Represented/acted for a business, financial, or advisory partner over the last three years.
- Family tie – including second degree – with the shareholders or any member of the board of directors.
- OCP's Auditors for the last six years.

### REMUNERATION

The terms of the remuneration of our Board of Directors are aligned with the Moroccan Law 17-95 on SA. The members of the Board do not receive remuneration.



## B) Board committee

[GRI 2-9, GRI 2-13, GRI 2-14]

### AUDIT & RISK COMMITTEE

The Audit and Risk Committee oversees the Board of Directors in its control operations and reviews half-year and year-end results. In 2022, in accordance with the decision of the last Board of Directors, the Audit and Risk Committee has extended its prerogatives to cover subjects related to the environmental, social and governance (ESG) issues as well.

The Audit and Risk Committee is composed of:

- Mr Abdellatif ZAGHNOUN, Chairman of the Committee (General Director of the National Agency for the Strategic Management of State Participations and for monitoring the performance of public establishments and enterprises).
- Mr Karim MOUNIR, Member.
- As a permanent participant, the Government Commissioner (representative of the Ministry of Economy and Finance).

The Committee's main functions are:

- Assessing internal audit function, particularly its organisation and effectiveness.
- Assessing the adequacy of the Group's internal control operations and coordinating internal and external audit operations.
- Approving the annual internal audit programme.
- Evaluating accounting principles and methods.
- Examining financial and non-financial risks and evaluating the significance of such risks.
- Advising on the appointment and compensation of external auditors.
- Monitoring compliance with the recommendations made at previous Audit and Risk Committee meetings.
- Helping the Board of Directors improve internal control, risk management, and information security.
- Reviewing the effectiveness of non-financial internal control and risk management systems.
- Carry out a work plan regarding the supervision of the ESG strategy of OCP.
- Overseeing the Company's ESG plans and strategies, as well as their periodic review, assesses the Company's ESG risks monitoring and mitigation plans and propose to the Board of Directors, recommendations to improve the Company's ESG framework with the objective of complying with applicable regulation and being aligned with best practices.

### COMPENSATION COMMITTEE

The Board of Directors has set up a Compensation Committee composed of the following members:

- Mr. Mostafa TERRAB.
- The representative of the Ministry of Economy and Finance.
- The representative of the Ministry of Energy and Mines (currently the Ministry of Energy Transition and Sustainable Development).

The Compensation Committee makes proposals or recommendations to the Board of Directors concerning the terms and conditions of the employment contracts of the corporate officers, i.e. the Chairman of the company and the Chairmen of the subsidiaries.

### STRATEGY & INVESTMENT COMMITTEE

The Strategy and Investment Committee is responsible for preparing the Board of Directors' deliberations on the Group's strategy, in particular its development policy and financing. It is composed of three to five members. Currently, it is composed of the following members:

- Mr Mostafa TERRAB.
- The representative of the Ministry of Economy and Finance.
- The Banque Centrale Populaire, represented by Mohamed Karim MOUNIR.

The committee can also be approached by the Board of Directors for all strategic matters, even if they do not require immediate deliberation by the Board.





## C) Supporting committees

[GRI 2-13, GRI 2-14]

### STRATEGIC COMMITTEE

The committee oversees strategic thinking, medium and long-term decision making and steering (Strategy, Business Plan and Investment Plan, M&A, Business Development, ...). The committee is chaired by OCP Chairman & CEO and composed of the Managing Directors in charge of the five Strategic Business Units, the Managing Director of Corporate Strategy Sustainability & Innovation, the Chief Financial Officer, the Chief Transformation Officer, the Director of Talent Organisational Development and the Director of General Affairs & Group Governance Support.

### MANAGEMENT COMMITTEE

The committee oversees OCP short and long-term decision-making within guidance provided by the Strategic Committee (budgeting, HR, CAPEX, etc.). The committee is chaired by OCP's Chairman & CEO and composed of the five Managing Directors of Strategic Business Units, the Managing Director of Corporate Strategic Sustainability & Innovation, the Chief Human Capital & Services officer, the Chief Financial Officer and the Executive Vice Presidents.

*The Management Committee is being reviewed as a result of the current organisational transformation.*

### OPERATIONAL COMMITTEE

The Operational Committee oversees short-term decision-making and operational coordination (Production & Sales Plan, Pricing, Business Review, ...). The committee is composed of the five Managing Directors of Strategic Business Units, the Managing Director of Corporate Strategic Sustainability & Innovation, the Chief Human Capital & Services officer, the Chief Financial Officer and the Executive Vice Presidents with a rotating presidency.

*The Operational Committee is being reviewed as a result of the current organisational transformation.*

### ESG COMMITTEE

The ESG Committee, which has been established in 2023, is a body dependent on the OCP Board of Directors, to which it reports through the Audit and Risk Committee. The ESG Committee is responsible for establishing a unified view of ESG aspects across the Company, and promoting robust standards of corporate governance that integrate ESG aspects to the strategy of the Group. Moreover, the ESG Committee must report annually to the Audit and Risk

Committee on the degree of implementation of ESG agenda. The committee is composed of diverse top executives from various departments.

This significant milestone marks a pivotal moment in our journey towards integrating ESG principles into our core operations.

### ETHICS COMMITTEE (Ongoing)

The Ethics Committee will be a body dependent on the OCP Board of Directors. The Committee has among its tasks to guide, supervise and control the Compliance Models implemented in OCP. Its main objective is to promote ethical conduct, as well as to ensure the proper functioning of the controls established by the company for the prevention, monitoring and response to eventual irregularities and / or unethical behaviours. In the exercise of their functions, the members of the committee will act under the strictest standards of autonomy, independence, professionalism, experience, dedication and integrity, ensuring in any case compliance with the provisions of Laws and Regulations and, in general, the rest of procedures and internal regulations for the Company's actions.

- Due control in ethics and compliance.
- Definition and oversight of the rules of conduct. Conflicts of interest.
- Oversight of the hotline and whistle-blowing procedure.
- Oversight of publicly communicated policies and procedures on anti-bribery and corruption.
- Definition and oversight of the compliance and ethics model.
- Oversight of ESG risks –including ethics-related and their reputational consequences.

#### OUR GOALS



Where we stand  
in 2022

Implement an ethics committee  
composed of members that are  
independent from operations

Ongoing

Extend training programmes on  
ethical governance to our employees  
and subcontractors

Ongoing

## 3.1.3 Transversal risk management & internal audit

[GRI 2-16 , GRI 2-24, GRI 2-25]

The OCP Group deploys a risk management system, integrated into its overall management framework, which aims to create and preserve value, help the Group achieve its strategic objectives, improve its performance, strengthen its resilience and foster innovation. The risk management system allows through the coordinated action of relevant units involved, to identify, assess, manage, monitor and mitigate the significant risks related to the business operations.

Under the leadership of the Risk Management Entity, the risk management and business continuity processes are conducted in line with international standards including COSO, ISO 31000, ISO 22301 and best market practices.

### Audit & Risk Committee

Supervises the effectiveness of internal control and risk management systems. It ensures that they identify the different types of risk and examines risks evaluating the significance of such risks and implement measures to address them. Moreover, the Committee is composed of three members of the Board of Directors, but also executives such as the CFO, the Vice-President Risk Management and Vice-President Audit.

### Internal Audit Group Department

It operates its engagements in accordance with International Standards for the Professional Practice of Internal Auditing and its activities are certified by IFACI (French branch of the Institute of Internal Auditors - IIA). To accomplish its purpose and activity each year, it designs and implements an annual audit plan based on the orientations of the CEO of OCP SA and the Audit and Risk Committee of OCP SA, the risk mapping of OCP Group, the proposals of missions of the various entities and the proposals of the internal auditors.

### Group Risk Management Entity

It establishes the framework, carries out the identification, analysis and evaluation of the risk, consolidates the risk mapping and the integration of risks in the management plans of each business line. Also, it reports to relevant governance bodies, including the Audit and Risks Committee.

### Business Risk Managers

Business Risk Managers at operational sites and subsidiaries support the Group Risk Management Entity in identifying risks in the areas they are located. Risk maps for operational sites are elaborated considering stakeholders and the community.



### 3 LINES OF DEFENCE MODE

#### 1. Internal control:

Identify, formalise, and structure roles and responsibilities. Set up a network of risk managers within the operating entities, in charge of periodic analysis of risks and opportunities -including ESG risks and opportunities-, supported by the Group's Risk Management team. Include the associated risk identification process in the various policies in place including sustainability policies.

#### 2. Risk management:

Ensure the identification, assessment and monitoring of the company's significant risks, including ESG risks, and the deployment by the risk owners of the appropriate controls to help the Group achieve its strategic objectives and improve its performance.

#### 3. Internal Audit:

Internal audit provides independent and objective assurance and advice on the adequacy and effectiveness of governance and risk management, including ESG risks. Internal audit achieves this through the application of systematic and disciplined processes, expertise, and insight and reports its findings to management and the governing bodies on risk management and internal control framework effectiveness.

## Risk management process

[GRI 2-16, GRI 2-24, GRI 2-25, GRI 3-3]  
TCFD: Risk Management c)

OCP adopts a standardised and systematic process to identify, assess and prioritise risks, including emerging risks. These risks to which the company is exposed to, are categorised into appropriate groups, which include notably financial, geopolitical, technological, environmental, social, community and governance risks comprising further subcategories in each group.

The risk identification process aims to identify and define the potential risks that can affect the company. Our process leverages the knowledge, background, and experience of the relevant risk managers at operational sites, functions & subsidiaries levels and the support of the Group Risk Management Entity to gather the best information to identify potential risks.

The risks identified and assessed accordingly to their total impact are registered and represented in the risk map, which is constantly updated and strengthened. Various risk maps are elaborated at different levels of the organisation, and then consolidated by the Group Risk Management Entity. In the final risk matrix, the likelihood of occurrence, the severity of the risk and the potential impact on the business operations are included, enabling the company to make informed decisions about how to allocate resources and mitigate risks. When analysing the severity of a risk, the financial, regulatory, environmental, social, and human impacts are considered. The Risk Management Entity requires periodically from every site, the evaluation of the different risks as well as the mitigation measures that will be implemented. The risk matrix is reported periodically to the Audit and Risk Committee, to integrate the risk perspective into the strategic oversight of the company objectives.

OCP develops strategies and actions to mitigate risks. This may involve implementing controls to reduce the likelihood or impact of a risk occurrence, or developing plans to respond to a risk if it does materialise.

Additionally, OCP regularly monitors and reviews its risk assessment process to ensure it remains updated and effective. This process may involve updating the assessment as new risks emerge or implement changes and assessments of the effectiveness of the risk mitigation strategies that have been implemented.

Regarding the business continuity, Business Continuity Plans have been developed for the most significant scenarios that have been identified at industrial site level. Preparation for the industrial sites certification according to ISO 22301 V2019 is underway with Gantour site successfully certified in Feb 2023.

The Internal Audit Group department operates its engagements in accordance with International Standards for the Professional Practice of Internal Auditing and its activities are certified by IFACI (French branch of the Institute of Internal Auditors - IIA), to be compliant with the requirements of the International Standards for the Professional Practice of Internal Auditing, and subject to annual follow up, since 2013. To accomplish its purpose and activity each year, the Internal Audit Group department designs and implements an annual audit plan based on the orientations of the CEO of OCP SA and the Audit and Risk Committee of OCP SA, the risk mapping of OCP Group, the proposals of missions of the various entities and the proposals of the internal auditors.

Moreover, OCP has an emergency response plan that outlines the strategies, procedures and resources required to effectively respond to and mitigate potential emergencies within the company. Lastly, it serves as a roadmap to OCP, providing guidance to employees, managers and the emergency response team during critical situations. Moreover, it ensures the well-being of our employees and stakeholders including vulnerable groups.

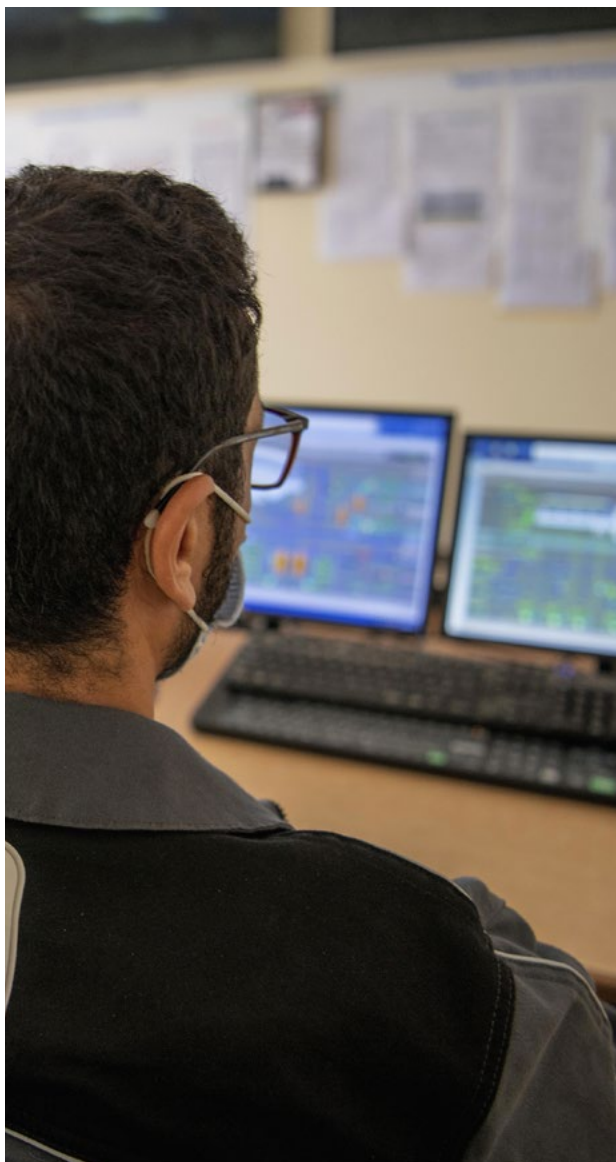
	2020	2021	2022
Audit engagements carried out in several areas, including industrial operations and project development, product quality management, safety, sustainable development, cybersecurity, data management, sales, logistics, purchasing and ecosystems, finance, human resources, governance and subsidiaries.	15	20	22
Recommendations implemented within the prescribed time limits as defined in the annual internal audit plan related to the industrial, digitalisation, information system, support and commercial areas, and subsidiaries.	71%	73%	76%

In 2021, OCP contributed to the National Strategy for Natural Disaster Risk Management 2020-2030, plan which aims to protect and strengthen the capacity of citizens and material goods to adapt and counter the effects of climate change.



## Embedding a Risk Management Culture

Embedding a risk management culture within an organisation is critical for mitigating risks, ensuring regulatory compliance and promoting a sustainable business environment. For OCP, an effective risk management culture goes beyond the implementation of risk management procedures and requires the commitment of all employees to identify, assess and manage risks. Therefore, OCP has implemented the Risk Management Academy in association with UM6P, which purpose is to reinforce through specific training & online sessions the development of a comprehensive understanding about risks including ESG risks and the implementation of effective risk management practices in line with the risk management system.



## ESG Risks Management

In the recent years, ESG risk management has become increasingly significant for companies. OCP integrates ESG factors into the organisation's overall risk management framework and decision-making processes. In this sense, ESG risks and opportunities are assessed and the most material ESG issues are incorporated into the Group's risk map and risk matrix.

Moreover, OCP has incorporated the recommendations of the Task-force on Climate-related Financial Disclosures (TCFD) to identify and manage climate-related risks and opportunities. The company periodically assesses and quantifies ESG risks and opportunities through all their business operations. During the assessment, OCP contemplates transitional risk scenarios which are focused on the transition to a low carbon economy and the physical risk scenarios associated with the physical impact of climate change, such as extreme weather events and sea level rise. By understanding and assessing these risks, OCP becomes more resilient to the impacts of climate change and better positioned to capitalise on opportunities posed by the transition to a low carbon economy.

→ [For more information on ESG Risk Management please visit section 3.3.2.1 Climate change adaptation & mitigation](#)

## Monitoring emerging risks

Identifying and managing emerging risks is crucial to remain resilient and adapt to changing environments. To effectively identify emerging risks, OCP carries out benchmarks, analyses and monitors global & sectoral trends as well as their potential impact on its business operations and stakeholders. OCP Group is advancing its targets and accelerating its resources to mitigate the impacts not only in the business but also in the communities.

From the assessment on the global trends, two risks have been particularly emerging from our risk analysis perspective:

Risk Event	Description	Potential Impact	Mitigation measures
Biodiversity loss and natural capital	<p>Biodiversity is essential for sustainable agriculture. The degradation of the ecosystems can generate operational, supply chain, reputational and economic risks to the business activities of the company.</p> <p>Biodiversity loss can disrupt ecosystems, including soil health. This can lead to reductions in soil fertility and imbalances in the natural process necessary for crop growth, reducing the effectiveness of fertilisers.</p>	<ul style="list-style-type: none"> <li>• Decreased business opportunities</li> <li>• Reputational impact</li> <li>• License to operate paralysed or lost</li> <li>• Regulatory compliance challenges</li> </ul>	<p>Implementation of the biodiversity policy.</p> <p>Carry out biodiversity analysis in the industrial sites, as well as elaborating management plans for natural spaces and surrounding areas.</p> <p>Development of a biodiversity and nature roadmap aligned with the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) and the Science-Based Targets for nature (SBTN) approach.</p> <p>Advance on the Great Green Wall initiative aimed at combating desertification and land degradation in Africa in partnership with OCP Foundation.</p>
Supply chain disruption	<p>The convergence of events, ranging from the pandemic to the Ukrainian war and geopolitical tensions and trade disputes have resulted in significant disruptions to global markets, highlighting vulnerabilities in the security of raw material supply chain. Moreover, it has led to greater uncertainty in the business landscape.</p> <p>A robust and efficient supply chain is critical for the development of the company's business operations.</p> <p>Supply chain disruption can arise from a variety of factors, including natural disasters, geopolitical tensions and economic instability and could impact the availability and price of key fertilisers raw materials or the ability to transport finished products.</p>	<ul style="list-style-type: none"> <li>• Raw material availability</li> <li>• Price increase and inflation</li> <li>• Operations may be interrupted or slowed down</li> <li>• Decrease business opportunities</li> <li>• Reputational impact</li> <li>• Regulatory sanctions</li> <li>• Shortages</li> <li>• Impact on customer</li> <li>• Lower product quality</li> </ul>	<p>Assessment to suppliers using environmental and social criteria.</p> <p>Strong relationship with suppliers by regular communication, collaboration and sharing of information to develop a more resilient supply chain.</p> <p>Support to local suppliers to thrive by procurement mechanisms such as direct tendering for local microbusinesses, local subcontracting development and local procurement preference.</p> <p>Offer preferential financing solutions to the most committed suppliers through the fund "Fonds Damane Tamayouz".</p> <p>Conduct training to suppliers within the framework of the world class certification programme, contributing to the development of suppliers' capabilities.</p>



## 3.1.4 OCP's corporate governance permeates across the organisation

The OCP subsidiaries' corporate governance practices are aligned with the group's objectives and values. At Corporate Group level, OCP guides, monitors, and oversees the board of directors at subsidiary level, including their performance and decision making. This ensures that all subsidiaries are working towards the same goals and values as the group, which helps to maintain consistency across the organisation.

The aim of the governance support in subsidiaries is to assist the group's entities to improve their governance rules to align with best practices and international standards, such as the OECD Principles, the International Corporate Governance Network (ICGN), the Moroccan Code of Good Practices for Corporate Governance and the Guide to Good Practices for Better Governance of Public Establishments and Enterprises. This is achieved through 5 pillars:

All OCP Group's subsidiaries must have at least a board of directors supported by specialised committees (Audit/Risks, Strategy/Investment and Nomination/Remuneration committees) to carry out its mission.

The composition of OCP subsidiary boards goes beyond the requirements on body structure stated in Moroccan law. The boards have a greater number of members, and the number of mandates is being limited to ensure that members can dedicate time to their obligations and duties. Gender diversity is also promoted to achieve a satisfactory female representation rate in subsidiaries' boards.

Regarding capacity building, trainings are carried out for members of the board of directors in collaboration with UM6P and Science (Paris) on corporate governance to enhance their ability to make decisions, improve governance practices, and increase the subsidiaries success. Moreover, board secretaries are trained to assist the chairman in meetings preparation to enhance board effectiveness.

Board members with the right skills, experience and knowledge can provide necessary guidance to the subsidiaries and ensure their success. Therefore, based on the social object and the need of the business, subsidiaries are able to elaborate a skill matrix to identify the skills, experience and capabilities of individual directors and the overall board to detect gaps that must be filled. Thus, profile analyses are carried out to identify if the best candidates are being consequently proposed to the board of directors of the corresponding subsidiary.





## 3.1.5 Cybersecurity and data privacy

The rise of digital transformation and the increased use of technology has brought significant benefits to society and companies. However, with the increased reliance on technology, there is also an inherent threat to cybersecurity and data protection. At OCP, the culture of risks is well established and integrated into our operating model, and because of that, we integrated cybersecurity as a pillar of our digital transformation for safe and sustainable digital use.

In this regard, OCP Group has been a trendsetter in the implementation of an integrated Information Security Management System "ISMS" in accordance with ISO 27001, that maintains persistently an adequate cyber maturity to the changing context of the Group. Our security management system is designed to adapt quickly to the change of our threat exposure and the strategic objectives of the Group. Because of that, we initiated an ambitious cyber resilience programme to increase our cyber maturity shifting toward a proactive Cybersecurity approach build on the 4 pillars based of NIST CRF framework:

- Prevention via awareness and training.
- Protection via security by design.
- Detection via Security Operations Centres.
- Response and recovery.

A proactive cyber-defence requires an adaptive cybersecurity governance; in that regard, OCP adopted the three lines of defense model that put cybersecurity at the executive level of the organisation, which oversees and monitors the implementation of cybersecurity matters. Being prepared to manage cyber incidents is crucial for proactive cyber risk management. Thus, cyber crisis scenarios are part of the Group's enterprise risk management setup enhancing the readiness of the businesses and the IT teams to handle cyber-attack scenarios.

Thanks to proactive cyber risk management and substantial investments carried out, OCP Group did not face any major cyber-attack in the past years safeguarding our operations and assuring a full protection of our employees, customers, and partners personal data. Our current cyber resilience approach comforts us in our cyber security strategy to keep our information system secure in a complex world, where cyber threats are continuously evolving.

In line with our commitment to data privacy, in 2023 OCP has launched an External and Internal Personal Data Protection Charter, which sets out our commitment regarding the protection of personal data of our employees, partners, customers and other stakeholders. The Charter, which comply with the Moroccan legislation and international standards, serves as a guiding framework that sets forth the principles and practices governing the collection, processing, storage and sharing of data within the company. OCP expects and requires every employee to adhere to these rules, standards, and practices in their daily actions and decision-making.

Link to our charter related to protection of internal and external data:

→ [External and Internal Personal Data Protection Charter](#)

### ISO 27001

OCP implements the Information Security Management System "ISMS"



To ensure the protection of personal data against accidental loss, destruction, or damage that may compromise their confidentiality or integrity, appropriate measures are implemented such as organisational procedures, physical security of premises, encryption of work tools, selection of secure hosting providers, and implementation of logical security tools.

Moreover, OCP has formed a department responsible for the personal data protection framework, including the right to information, access, rectification, objection, erasure, restriction, and portability that every individual possesses. For any inquiries or requests related to these rights, individuals may contact the following address: [dataprivacy@ocpgroup.ma](mailto:dataprivacy@ocpgroup.ma).



## Training and communication to employees

To strengthen the protection of the company's information, OCP Group regularly conducts awareness practices for employees and contractors on data privacy and cybersecurity. These practices include a range of activities such as regular webinars, General Data Protection Regulation (GDPR) training for top management, emails, flash reports, user guides and meetings with top management. The objective of these initiatives is to raise awareness and increase the vigilance of all OCP employees and contractors towards cybersecurity threats and adopt the best practices required to remain protected against them. Security awareness communications are done toward OCP employees on at least quarterly basis.

The company's comprehensive approach towards cybersecurity and data privacy education and training ensures that all employees are equipped with the necessary knowledge and skills to prevent, detect and respond to potential cyber-attacks and potential data privacy breaches.

In addition to the regular awareness activities, the OCP Group has defined an escalation protocol which is communicated to all OCP employees through emails and training sessions. This protocol enables the implementation of a security mailbox where users are encouraged to report any suspicious event related to cybersecurity to the IT security team ([Itsecurity@ocpgroup.ma](mailto:Itsecurity@ocpgroup.ma)).

## Incident response

As the frequency and sophistication of cyber-attacks continue to rise, ensuring the security and resilience of digital assets is essential for OCP's business operations. To this end, OCP has developed robust incident response and contingency plans that describe how security alerts and incidents are managed to minimise potential damages.

OCP has policies and procedures that are regularly tested, which outline cyber-attack scenarios, include measures on how to proceed, as well as procedures for investigating and reporting the incidents to the relevant authorities. We participate on a yearly basis to cyber drill exercises organised by Moroccan cybersecurity authorities "DGSSI" to keep our cyber incident management process up-to-date and ready to manage cyber threats.

In 2022, there were

**0** BREACHES  
filled regarding Data Privacy

# 3.2 Commitments to responsible and inclusive management

[GRI 2-23, GRI 2-24, GRI 3-3]  
SASB: EM-MM-210.a.3  
UNGC: Principle 1, 2, 4

## 3.2.1 Human rights due diligence

OCP's mission to feed a growing global population and create value for stakeholders, places human rights at the core of their operations, prioritising the protection of human rights and being firmly committed to the International Bill of Human Rights. As an employer, investor, partner, neighbour, and fertiliser provider, OCP Group integrates human rights considerations strategically.

In line with the UN Declaration of Human Rights, OCP is committed to eliminate all forms of forced and compulsory labour, prevent child labour, tackle human trafficking, mitigate modern slavery, ensure decent labour conditions and social dialogue, treat workers and vulnerable groups with dignity and respect, prevent discrimination and any form of violence in the workplace, protect health and safety, respect and adhere to rights of privacy, support the development of employees and the ecosystem, enhance diversity, inclusiveness and gender balance across the Group's workforce.

Links to our Policies for Human Rights in line with the UN Declaration of Human Rights, approved by the Board of Directors/ Chairman and Chief Executive Officer:

- [Code of Conduct](#)
- [General Human Rights Policy](#)
- [Responsible Procurement Policy](#)
- [Responsible local community's relations Policy](#)
- [Responsible human resources management Policy](#)

Our respect and promotion on human rights is structured around three pillars:



### GENERAL HUMAN RIGHTS POLICY

Approved in 2020, includes 5 specific policies to channel our respect of human rights in our practices with specific commitments related to procurement, human resources, community engagement, business partnerships, and marketing and sales.



### DUE DILIGENCE PROCESS

To identify, prevent, mitigate and account for the potential or actual human rights impacts.

Ensure that human rights are respected in our own operations and within and our supply chains or business relationships.



### GRIEVANCE MECHANISMS AND REMEDIATION

Mechanisms to identify and address complaints or concerns raised by stakeholders.

Despite preventive measures, provide remedial action to address potential harm caused and strengthen the due diligence process.



### 3.2.1.1 Human rights commitment and policy

[GRI 2-24, GRI 3-3]  
SASB: EM-MM-210.a.3  
UNGC: Principles 1, 2

OCP's commitment to human rights is formalised through the General Human Rights Policy. This policy formally aligns and commits to the UN Guiding Principles on Business and Human Rights, setting the fundamental values and emphasising on the importance of conducting assessments of potential human rights issues to ensure the respect of human rights in all aspects of our business operations, across the countries where we operate and throughout our value chain. In addition, the Human Rights Policy draws support and guidance from other codes and policies within the Group, as well as mandatory standards applicable to our employees, suppliers, and other stakeholders.

The Board of Directors is the governing body responsible for approving the policies regarding human rights and is supported by the ESG Committee. The ESG Committee serves as an advisory body, responsible for promoting the commitment to human rights, among other matters. Additionally, the Board has an Audit and Risk Committee, which is responsible of overseeing and assessing both financial and non-financial risks, including those related to human rights.

Moreover, OCP is committed to respect ownership and use of land and natural resources and related legitimate tenure rights in all contexts and locations. In Morocco, the Law 7-81 ensures that both the rights of property owners and the requirements of public utility projects are effectively balanced, when conducting land acquisitions. Furthermore, following the guidance of the World Bank, specifically the "Components of a Resettlement Action Plan" outlined in the IFC Resettlement Action Plan Manual and the national Law 7-18, the company has implemented a comprehensive policy to safeguard vulnerable landowners. A thorough socio-economic study, conducted in the field by a team from UM6P, supports the company's decision-making process. In addition, environmental Impact Assessment studies are also conducted to identify the impact of the project and the vulnerable groups within the communities.

The company proactively implemented in Africa Livelihood Restoration plans (LRP), following the recommendations outlined by the IFC and in compliance with local regulation. Collaboration with relevant government agencies responsible for land zoning and preservation of natural resources and community leaders is an integral part of OCP's approach to ensure compliance with land use and natural resource regulations.











### 3.2.1.2 Human rights due diligence process

[GRI 2-24, GRI 413-1]  
SASB: EM-MM-210.a.3  
UNGC: Principles 1, 2

In line with the regulatory requirements for due diligence, OCP aims to identify, assess, prevent, monitor, minimise and remediate its potential adverse human rights impacts that may arise from its activity and may affect the rights of stakeholders and identified vulnerable groups. This will be carried out through on-going due diligence processes, robust governance and appropriate management of salient human rights issues as recommended by the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises.

#### HUMAN RIGHTS IMPACT RISK ASSESSMENT

In 2019, OCP conducted a Human Rights Impact Risk Assessment to identify and evaluate significant potential salient human rights issues through an internal and external engagement across regions and functions. These assessments involved a systematic and rigorous analysis of the activities, supply chains, and interactions with stakeholders and human rights experts to identify any potential risks or adverse human rights impacts based on likelihood and impact. The main potential salient issues resulting from the assessment were regarding health and safety, employment and labour conditions and remediations among others:

	Progressive and fair transition to responsible investment
	Fair and transparent community investment
	Supplier and subcontractor safety
	Safety in financial partnerships (joint ventures, etc.)
	Employees health & safety
	Health & safety of communities surrounding operations
	Mental and financial pressures
	Farmer's labour conditions
	Financial partners remediation capabilities and transparency
	Grievance mechanism adaptation and transparency
	Land acquisition process
	Respect for intellectual property
	Whistleblowing processes
	Voice out opportunities
	Local empowerment and support to employability
	Employment stability
	Enhancement of all human rights among business partners

Based on the potential salient issues identified, OCP has developed a human rights risk management tool to mitigate potential human rights risks as well as providing an in-depth analysis of the progress and actions taken. The risks are divided into three categories -Own operations, contractors and suppliers, and joint ventures- and the tool is updated periodically.

In addition, during the assessment, OCP screened and mapped all stakeholders, rights holders and vulnerable groups – including women, children, local (or surrounding) communities, migrant labour – being divided into three categories: employees, business partners and/or local communities.

[GRI 2-17, GRI 2-24, GRI 413-1]  
SASB: EM-MM-210.a.3  
UNGC: Principles 1, 2

### Employees



Committed to respect the human rights of our employees by developing policies and processes with the aim to achieve uniform worldwide application of the relevant aspects contained in the International Bill of Human Rights and ILO's declaration.

### Business partners



Seek to respect and promote human rights when engaging with subcontractors, suppliers, customers, joint-ventures and other partners. This will be carried out through proactive engagement, monitoring, certification and contractual provisions. Suppliers operating in, or procuring from, areas where we identify our most severe risks, will be the key focus of this engagement

### Local communities



Seek to respect the human rights of local potentially affected people where OCP operates and to develop an understanding of the cultures that prevail in our local communities by developing transparent and sustainable engagement.

## Due diligence diagnosis

The Human Rights Impact Risk Assessment provided valuable insights into the areas where OCP's activities may intersect with human rights considerations. Building upon this risk assessment, OCP is directing their efforts towards gathering more valuable insights and data through questionnaires for the human rights due diligence process.

In this sense, OCP has designed a set of five questionnaires based on international standards such as the UN Guiding Principles and the Voluntary Principles on Security and Human Rights, to diagnose the level of integration of human rights matters. The questionnaires will be distributed to the previously selected individuals, either online or through other appropriate channels while protecting the confidentiality and personal data.

Based on the findings from the questionnaires and the analysis of the data collected, a comprehensive final report on the human rights due diligence process will be elaborated with recommendations, actionable measures and potential KPIs that can help monitor and assess human rights advancements. In addition, the recommendations and measures outlined in the final report will be translated into implementation plans.

As recommended by UN guidelines and international standards the due diligence will be then expanded to suppliers, communities and other external stakeholders.

## Communication and engagement with stakeholders

The collaboration and engagement with stakeholders nurture the due diligence process. OCP plans on engaging in meaningful dialogue and consultation with stakeholders to understand their concerns and perspectives regarding human rights to ensure they are being promoted and respected. Moreover, stakeholders can support OCP in the development of new strategies and implementation plans to address human rights issues.

## Awareness and training

To achieve a comprehensive integration of human rights throughout the company, collaboration and effective communication are key. In 2022, OCP deployed a two-day workshop on human rights to senior and middle managers. This initiative aims to enhance awareness and understanding of human rights principles, promote responsible business practices, and provide the knowledge and skills needed to ensure the respect human rights in all aspects of the operations. This training shall be expanded to key employees of the company.

**100% OF EXECUTIVE  
AND TOP MANAGERS**

trained on corporate social responsibility, Compliance & Corruption, GDPR\*, Anti-competitive practices in 2022

\*General Data Protection Regulation



### 3.2.1.3 Grievance mechanisms and remediation

[GRI 2-26]  
UNGC: Principles 1, 2

As part of our commitment to respecting and promoting human rights, we have established robust and effective grievance mechanisms to identify and address any potential human right impact associated with our operations and value chain. These mechanisms serve as channels for employees, communities, and stakeholders to raise concerns, provide feedback, and seek remedies related to human rights violations or complaints resulting from our activities. OCP has established 4 channels:

#### Operational sites (for oral and written complaints from residents)

Each site also ensures that dialogue occurs to reach consensus prior and during any significant operational changes related to its activities such as restructuring, closures, expansions, , openings, etc. Our community programme Act4Community has also dedicated teams for each operational site to proactively engage local communities, regularly carry out community impact assessment, and prevent or remediate complaints.

	2020			2021			2022		
	Complaints received	Complaints type	Complaints closed	Complaints received	Complaints type	Complaints closed	Complaints received	Complaints type	Complaints closed
Khoubga	129	<ul style="list-style-type: none"> <li>64%: compensation</li> <li>1%: environment</li> <li>6%: royalties &amp; various acts</li> <li>14%: society</li> <li>16%: social</li> </ul>	97%	251	<ul style="list-style-type: none"> <li>49%: compensation</li> <li>8%: environment</li> <li>2%: royalties &amp; various acts</li> <li>20%: society</li> <li>21%: social</li> </ul>	96%	259	<ul style="list-style-type: none"> <li>59%: compensation</li> <li>5%: environment</li> <li>4%: royalties &amp; various acts</li> <li>15%: society</li> <li>16: social</li> </ul>	96%
Yousseoufia & Benguérir	268	<ul style="list-style-type: none"> <li>42% job request &amp; applications from residents, subcontractors, retirees' families &amp; Skill centres beneficiaries</li> <li>35% COVID 19 impacts and 6% social compliance from suppliers</li> <li>7% OCP Group's support from associations &amp; cooperatives and residents</li> <li>5% green plots from employees</li> <li>2% Act4Community's support</li> <li>Others: 3%</li> </ul>	97%	401	<ul style="list-style-type: none"> <li>6%: Institutions</li> <li>20%: Associations</li> <li>52%: Local communities</li> <li>4%: Education</li> <li>18%: Suppliers</li> </ul>	98%	263	<ul style="list-style-type: none"> <li>5%: Institutional</li> <li>12%: Trade-union</li> <li>8%: Suppliers</li> <li>76%: Neighbourhood</li> </ul>	78%
Phosboucras	2	<ul style="list-style-type: none"> <li>Seniority: 50%</li> <li>Promotion: 50%</li> </ul>	100%	1	<ul style="list-style-type: none"> <li>100%: Local communities</li> </ul>	100%	14	<ul style="list-style-type: none"> <li>72%: Suppliers</li> <li>14%: Retirement Pension</li> <li>14%: Social</li> </ul>	100%
Jorf Lafsar	6	<ul style="list-style-type: none"> <li>67%: land acquisition process</li> <li>17%: environment</li> <li>17%: employment</li> </ul>	66%	4	<ul style="list-style-type: none"> <li>Local communities</li> <li>75%: land acquisition process</li> <li>25%: employment</li> </ul>	75%	2	<ul style="list-style-type: none"> <li>50%: Employment</li> <li>50%: Local development</li> </ul>	100%

[GRI 2-26]  
UNGC: Principles 1, 2

2020				2021			2022		
	Complaints received	Complaints type	Complaints closed	Complaints received	Complaints type	Complaints closed	Complaints received	Complaints type	Complaints closed
Safii	2	<ul style="list-style-type: none"> <li>50%: integration of young people in the OCP Skills programme</li> <li>50%: impacts of the industrial activities</li> </ul>	50%	5	<ul style="list-style-type: none"> <li>25%: Land acquisition</li> <li>50%: Employment</li> <li>25%: Suppliers and sub-contractors</li> </ul>	60%	12	<ul style="list-style-type: none"> <li>45%: Social</li> <li>27%: Land acquisition</li> <li>18%: Local communities</li> <li>09%: Suppliers and sub-contractors</li> </ul>	100%

### The Ombudsman Office (all types of complaints)

An independent complaint management platform that addresses the complaints of all external stakeholders, including OCP's clients and suppliers, NGOs, and all other parties interacting with OCP's entities. Acting independently and in compliance with international standards and best practices, the Ombudsman Office manages:

- Processing and examining claims, and recommending fair solutions to parties;
- Acting to reduce disputes between OCP and its partners;
- Providing mediation when required;
- Identifying interaction opportunities between the OCP Group and its ecosystem and advancing cooperative development projects.

Key figures	2020	2021	2022
<b>Complaints received</b>	42 including 2 not eligible	17 including 3 not eligible	33 including 3 not eligible
<b>Complaints type</b>	<ul style="list-style-type: none"> <li>60%: Overdue contracts, receipts and invoices</li> <li>10%: Subcontracting</li> <li>30%: Others*</li> </ul>	<ul style="list-style-type: none"> <li>53% Overdue contracts, receipts and invoices</li> <li>23%: Subcontracting</li> <li>24%: Others*</li> </ul>	<ul style="list-style-type: none"> <li>61% Overdue contracts, receipts and invoices</li> <li>12% issues of former agents or their families</li> <li>9% Subcontracting</li> <li>18% Others*</li> </ul>
<b>% of complaints closed</b>	97%	93%	70%

\*Grievances related to purchasing procedures, social issues, employment, etc.

### The General and Institutional Affairs (all types of complaints)

Key figures	2020	2021	2022
<b>Complaints received</b>	153	114	64
<b>Complaints type</b>	<ul style="list-style-type: none"> <li>56%: Employees, former employees &amp; retirees (pension, social benefits, medical coverage, etc.)</li> <li>10%: nearby communities (land acquisition, OCP's operations impacts, incl. environmental)</li> <li>21%: supplier (payment process &amp; disputes over project execution)</li> </ul>	<ul style="list-style-type: none"> <li>11%: Neighbourhood</li> <li>32%: Suppliers</li> <li>46%: Agents (or ex agents)</li> <li>11%: Others</li> </ul>	<ul style="list-style-type: none"> <li>20%: Neighbourhood</li> <li>20%: Suppliers</li> <li>47%: Agents (or ex agents)</li> <li>13%: Others</li> </ul>
<b>% of complaints closed</b>	59%	66%	50%

[GRI 2-25, GRI 2-26]  
MM5, MM6, MM7, MM9  
SASB:EM-MM-510a.2  
UNGC Principle 1, 2, 10

**The Whistleblowing channel (for all stakeholders' complaints)**

Employees and external stakeholders have at their disposal a whistleblowing channel to immediately report any suspected or actual violation of human rights and OCP Group's code of conduct. The whistleblowing channel use secure communication methods to protect the confidentiality of the information provided and the whistle-blower's identity who may ask to remain anonymous to the extent permitted for the resolution of the complaint. Moreover, confidentiality helps protect whistle-blower from potential retaliation and reprisal and maintains their trust in the process. The whistleblowing channel allows individuals to report misconduct and wrongdoing in the following categories: Fraud, corruption, and financial misconduct; Harassment and discrimination; Health, safety, and security; Environmental concerns; Ethical violations; Misuse of company resources; Regulatory compliance; Supply chain and vendor issues; Data privacy and information security; Human rights violations; Employee misconduct; and Other concerns. Moreover, OCP monitors disaggregated data by gender to track whether any gender is disproportionately affected, particularly in cases of harassment and discrimination, enabling us to take corrective actions and address any gaps in our initiatives and measures.

They may have access to it by sending an email to [whistleblowing@ocpgroup.ma](mailto:whistleblowing@ocpgroup.ma) 24 hours a day, 7 days a week.

Complaints received	Internal complaints	External complaints	Complaint type	Complaints closed (yes / no)
1	-	1	Employee misconduct	Yes

Based on the investigation findings, OCP will determine appropriate remedial actions to address human rights impact. To offer the most appropriate remedial mitigation, OCP analyses the context and vulnerability of the situation and addresses the demand of the affected parties.

**Decent working condition and decent pay in the supply chain**



**Human rights related: Right to work, right to life, right to rest and holiday, freedom from slavery.**

In response to the identification of contractors' inadequate facilities for workers, including insufficient rest areas and sanitation provisions, the company has taken proactive measures to address this concern. Specialised infrastructure has been established exclusively for the workers employed by our suppliers, aimed at meeting their basic needs and ensuring their well-being.

Furthermore, upon becoming aware of cases where suppliers were not fulfilling their commitment to fair remuneration, OCP took immediate actions. To uphold our corporate values, contractors are now required to submit employee payrolls and documentation of appropriate medical insurance coverage. This step enables us to ensure that our suppliers are aligned with our principles and prioritise the welfare of their workforce.

In 2022, there were

**0 BREACHES**

filled regarding Corruption or Bribery, Conflicts of Interest, Money Laundering or Insider Trading.

**0 RESERVES/ PRODUCTION**

in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index.

**FREE, PRIOR AND INFORMED CONSENT (FPIC): SYSTEMATIC PROJECTS ACCEPTABILITY**

Prior to all OCP's industrial development projects, OCP engages and consults relevant stakeholders which allows them to give or withhold consent to a project that may affect them. This ensures social and environmental acceptability in compliance with applicable national laws.

OCP has established robust remediation processes for addressing violence and harassment, with policies and procedures in place - Code of Conduct, General Human Rights Policy and Diversity and inclusion- that clearly define unacceptable behaviour and outline reporting mechanisms. Violence and harassment are included under the Harassment and Discrimination category of the whistleblowing channel. By analysing disaggregated data, OCP gains insights into the prevalence and nature of incidents for different genders, allowing for tailored strategies and interventions.



## 3.2.1.4 OCP Action plan for Human Rights 2025

[GRI 3-3]  
UNGC: Principle 1

In 2021, several actions have been taken across all functional areas- Procurement, Marketing sales; Local communities; Financial partnerships, Human resources- to prevent, mitigate and remediate impacts on humans, which could potentially affect rights holders, stakeholders or other vulnerable groups. Our action plan for 2025 includes the following initiatives:

### Procurement



Formalise a [Suppliers Code of Conduct](#) and require compliance with it by suppliers. OCP Group's contracts with its business partners will require that they shall respect internationally recognised human rights.

Train suppliers in business ethics- including human rights

Define and implement a land acquisition standard in alignment with international best practices, including International Finance Corporation (IFC) Performance Standard 5 regarding land acquisition and resettlement; and complementary tools necessary for its implementation.

### Marketing & sales



Strengthen internal training on products' lifecycle environmental impacts, including transport.

Encourage synergies between sales, marketing, researchers, engineers, and procurement teams to work on products' environmental impacts, including transport.

Encourage synergies between sales, OCP Group foundations, and other relevant internal stakeholders to improve farmers' working conditions and increase education on the environmental, social and economic impacts of their consumption choice and practices.

### Local communities



Improve the environmental management of our industrial sites, including R&D and innovation leverages, and align with the best available international practices and standards.

Strengthen our community investment strategy (governance, objectives and performance measurement).

Extend and adapt the grievance mechanisms systems as well as communication channels.

### Financial partnerships



Train relevant internal stakeholders on responsible financial partnerships and investments and raise awareness among investees, joint-ventures or financial partners.

Develop adapted grievance mechanisms.

Integrate early environmental, social and governance issues that may have a significant impact on the existing and planned investment/financial partnership over the next decades; and define selection criteria (common ones and sectorial weighting).

### Human resources



Improve training on sustainable development and provide training to senior management, staff and suppliers, as appropriate to their needs and specific to each functional area of human rights challenges to ensure that respect for human rights is consistent and integrated throughout the company and embedded in the company's culture.

Strengthen the health and safety (H&S) roadmap to reach the interdependent stage on the Bradley Curve - that allows everyone to understand the changes in mentality and behaviour necessary to gradually develop a well-established safety culture

## Our goals

Deploy trainings on Human rights for all employees by 2022

Complete the due diligence process by 2022 and implement the guidelines and recommendations by 2023

Formalisation of the ESG & Ethics Committee

## Where we stand in 2022

Training deployed to senior and middle management. Trainings for all key employees is ongoing

Ongoing

The ESG Committee was created in 2023



## 3.2.2 Sustainable and innovation-driven growth

In today's rapidly evolving business landscape, sustainability and innovation have emerged as key drivers of growth. OCP is experiencing a transformative shift towards sustainable practices and innovative solutions. As a leading player in the fertiliser sector, we are committed to harnessing the power of sustainability and innovation to drive our company towards long-term success.

### 2022 was a successful year at OCP Group, full of significant achievements

	2020	2021	2022
Revenues in billions \$	5.94	9.36	11.28
Ebitda	1.97	4.04	4.9
Operating cash flow	1.03	3.58	2.68
Ebitda margin	33%	43%	44%
Net debt	5.88	4.86	4.88

### Revenues repartition by business line

	2020	2021	2022
Phosphate rock	0.98	1.36	1.81
Fertilisers	3.46	5.69	7.27
Phosphoric acid	0.85	1.36	1.22
Others	0.64	0.95	0.97

	2020	2021	2022
CAPEX (\$ Billion)	1.0	1.46	1.97

Our growth strategy is rooted in inclusivity, as we strive to create value for all our stakeholders, including employees, suppliers, government entities, and local communities. We have made substantial advancements in environmental and social initiatives, directing significant investments towards research and development, innovation, and strategic partnerships. These endeavours bolster our industry leadership and reinforce our commitment to positively impacting global food security.

## A strong culture of R&D Innovation

Innovation runs through every aspect of OCP's operations, serving as the driving force behind our pursuit of a sustainable future. It is deeply ingrained in our approach to business, engineering, technology, and education. We continuously seek innovative solutions to address the evolving challenges within our industry and the global agricultural landscape. At OCP Group, we foster a culture of innovation that spans from employee-driven initiatives to extensive research and development endeavours, start-up collaborations, strategic partnerships, and educational programmes. This mindset unlocks a world of possibilities and propels us towards a future built on sustainability and prosperity.

Aligned with the core values of OCP, the Specialty Products & Solutions Strategic Business Unit (SPS SBU) was created in 2022. The creation of this business unit underlines our commitment to sustainable utilisation of phosphorus rock reserves and expansion into new industries beyond agriculture. While phosphate is commonly associated with agricultural applications, its versatile nature extends to various industrial, pharmaceutical, and food sectors. The Moroccan rock, which OCP possesses, contains several vital minerals that end up in our byproducts and discharges.

The SPS SBU encompasses three distinct business lines, each catering to specific market segments:

1. Animal Feed Additives
2. Specialty Phosphates
3. New Chemicals

## Synergies with Mohammed VI Polytechnic University

UM6P, an institution dedicated to research and innovation, is our privileged partner to foster a sustainable development in Africa through sustainable industrialisation, rational management of natural resources, human capital development and agile public policies. Its research areas are especially tackling OCP Group's significant strategic growth levers:

- Product innovation (special fertilisers, biofertilisers, biostimulants, etc.)
- Recovery and valorisation of heavy metals in phosphates
- Valorisation of phosphate by-products (trace elements, fluorine, phosphogypsum)
- Sustainable development (energy, water, environment)
- New phosphate applications development (batteries, biomaterials, etc.)

**\$194 MILLION\***  
 [equivalent 1,967 million MAD]  
 investment in Research & Innovation  
 in 2022



\* In 2022, as a result of the Group's reorganisation, the data on investment in research & Innovation (R&I) presents a more comprehensive perspective of all the innovation investments made across the entire group.



Our R&I programmes are deployed, applied and participative structured in streams to respond effectively to the strategic orientations of the group:

## PRODUCT INNOVATION THAT PROTECTS THE ENVIRONMENT

PHOSFEED®: OCP animal feed phosphate additive brand, which fulfil the highest quality standards for an optimal animal feeding experience, for cattle, ruminants, as well as for chicken, pig, and aquaculture farms.



- In 2019, Wageningen Livestock Research Centre performed a broiler [study](#) on the pre-caecal phosphorus (P) and calcium (Ca) absorbability where 9 different phosphate sources (European, Asian, American sources) were determined. The university focuses on excellence and education in animal nutrition. The same university does perform digestibility study on a frequent basis on available feed phosphate sources sold in Europe and other continents.
- The study confirms that PHOSFEED® 21 has 90.3% digestibility level, the highest ever measured for a 21feed phosphate, and comparable to the average values of 22.7 feed phosphates.
- Digestibility is a key criterion to evaluate a feed phosphate quality but also sustainability: the more digestible the feed, the less phosphate is secreted into the manure.
- PHOSFEED® digestibility study has been published in several magazines among which the "Special Welfare & sustainability- All about feed Magazine" and its digital platform.

→ Please for more information visit the following [video](#) and [link](#)

## PRODUCT INNOVATION PROMOTING SUSTAINABLE AGRICULTURE PRACTICES

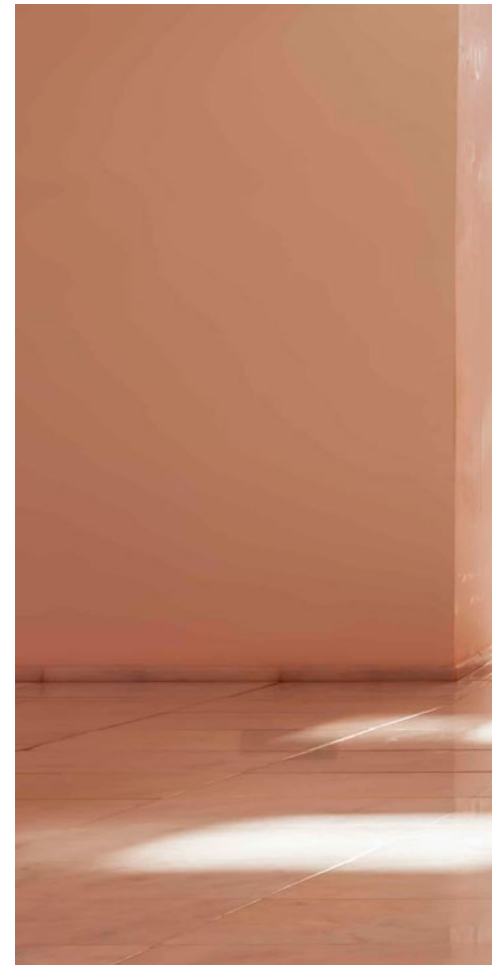
In 2019, OCP launched NUTRIDROP®, its first water soluble fertiliser. Soluble Fertilisers are used for high value crops specifically for irrigated lands. They ensure efficient use of fertilisers, thus considerably enhance agricultural productivity and reduce water consumption as water absorption can reach 95% on drip irrigated lands.

→ Please for more information visit the following [video](#) and [link](#)

## COMMUNICATION INNOVATION PROMOTING SUSTAINABLE AGRICULTURE PRACTICES

NUTRIDROP® has designed a disruptive and innovative virtual reality game to communicate on the brand launch and promote the 4R concept around NUTRIDROP® use. The game consists of selecting the right nutrients with the right dosages using the right fertigation system for the right seeds and crops based on their growth stage.

The player travels from Earth to Mars on the spacecraft GAMORA to establish the first Water-soluble Unit and infuse life on the red planet. As part of the mission, the player must follow the 4R principles by cultivating a chosen seed in a vertical agriculture system and determine NUTRIDROP® dosage. Tested successfully in Kenya, this concept combines virtual reality and gaming, entertaining while educating users on sustainable agriculture practices. Its versatility allows deployment in various settings, transcending boundaries. A second version of the game expands the user experience.





## OCP AFRICA

R&D is crucial for the development of sustainable solutions for the complex challenges that Africa faces – solutions that must take into consideration the diverse environmental and social-cultural elements of the continent. We believe that Africa cannot simply replicate imported models and must develop its very own agricultural revolution, based on holistic solutions including soil health management and climate resilient agricultural practices. As such, OCP Africa has over the last 6 years been leading R&D programmes in close collaboration with the Mohammed VI Polytechnic University (UM6P) and African Plant Nutrition Institute (APNI) as well as with an extensive network of African and international universities and research institutes to meet new challenges and sustainably strengthen the capacities of our partners. Our R&D agenda adopts a soil health approach using science to develop site and crop specific solutions and formulas for sustainable yields increase and higher smallholder farmers' incomes. In line with integrated soil fertility management, we are developing innovative fertilisation practices and application technologies derived from science to manage nutrient resources in ways that increase sustainability, and produce economic, social and environmental impacts in the soil-water-plant-atmosphere system. As part of these efforts, we have mapped 50 million hectares of soils in 11 countries, installed 5,000 demo platforms, and developed 44 new fertiliser formulas to customise fertilisers to soils and plants' needs, reaching a yield increase of up to 100%.

We have mapped

**50 MILLION**  
**HECTARES** of soils in 11  
countries, installed

**5,000** DEMO PLATFORMS,  
and developed

**44** NEW FERTILISER FORMULAS  
to customise fertilisers to soils  
and plants' needs,  
REACHING A YIELD INCREASE  
OF UP TO 100%.

→ Please for more information on OCP Africa visit the following [link](#)

## MOHAMMED VI POLYTECHNIC UNIVERSITY'S RESEARCH INFRASTRUCTURES

UM6P is engaged in economic and human development and puts research and innovation at the forefront of African development. Its research infrastructure include, but are not limited to:

### School of Computer Science (UM6P-CS)

The School of Computer Science (UM6P-CS) works today for the digital future of the African continent and aims to position its youth at the core of excellence and international innovation. As a development engine, high-level scientific research is at the heart of the mission of the UM6P-CS. Aligning itself with the prominent computer research centres and laboratories of major universities worldwide.

### Green Tech Institute (GTI)

The Green Tech Institute (GTI) is a new structure within Mohammed VI Polytechnic University (UM6P), created in partnership with the Green Energy Park (GEP), serving eco-industrial and social, inclusive and sustainable development. GTI aspires to play a pioneering role in knowledge transfer and growth creation. Responding to local, regional and African challenges through the development of innovative training and applied research activities.

### School of Collective Intelligence (SCI)

UM6P's School of Collective Intelligence embodies the service of knowledge and tools necessary for a collaborative society. In partnership with leading institutions in Africa, Europe and the United States, the school offers the first full master's degree in collective intelligence, as well as 5-year pre-doctoral and doctoral funding, and post research opportunities, an Executive Masters and a business incubator. This master's degree brings together cognitive science, data science and entrepreneurship in an innovative way.

### The Data Centre

The UM6P Data Centre is the largest data Centre in Morocco. It meets the strictest standards in terms of security, reliability and availability. It has Design Tier III and IV certifications of the Uptime Institute, a world reference in this field. It is therefore the only Data Centre to be certified multi-tier in Africa.

### Innovation Lab for Operations (ILO)

The programme aims to develop and manage infrastructures, demonstrators and other test tools focused on industrial digitisation. Making it possible to support OCP Group as well as Moroccan and African industrial actors in improving their competitiveness through industrial digitalisation and developing their production tools. ILO Supports innovation within the UM6P ecosystem through the development of an Open

Innovation platform (design, prototyping) open to the community by providing a FABLAB workshop with a large number of manufacturing equipment.

### Technology Transfer Office (TTO)

The Technology Transfer Office (TTO) aims to manage technology transfer, protect, promote and enhance Intellectual Property (IP) developed in the research laboratories of UM6P. It has an intellectual property charter and policy, and its mission is to protect IP, organise relations between UM6P and its employees and transfer inventions and discoveries to the socio-economic sector. TTO ensures the transfer of research and development (R&D) results to the socio-economic world, in accordance with international standards and the rules of the art in order to put UM6P in a forward-thinking position regarding its impact on research and innovation.

### FAB Lab

UM6P's Fab Lab (contraction of Fabrication Laboratory) is designed to allow an accelerated transition from the conceptualisation phase to prototyping, then to the development and deployment phase of all invention and creation projects incubated within the university. The lab adopts an experimentation-based approach and is open to all its communities (entrepreneurs and future entrepreneurs, engineers and engineering students, teachers, researchers, artists, designers, programmers, etc.). It provides them with all kinds of physical tools and cutting-edge digital technologies for the design and production of all types of inventions. Designed as a community resource, the UM6P Fab Lab is designed to promote diversity and sharing of knowledge, and the quality of documentation. Thus, enhancing the intangible capital of the university over the long term. It is a space for the emulation of science and all kinds of creation.

### Geology & Sustainable Mining (GSM)

The main mission of the Geology & Sustainable Mining department is to offer innovative solutions for the sustainable exploitation of mineral resources in Africa. Integrating the entire mining value chain, from the exploration of resources and extraction operations, up to the enrichment of the ore and the valorisation of by-products. The GSM department is particularly developing R&D activities in the three following areas: The multiscale geochemical characterisation of phosphate ores based on the unique capabilities of the OCP-UM6P «Geo-Analytical Lab» in terms of analysis and microanalysis; Optimisation of the exploitation



and processing of phosphates in a context of sustainable development, integrating the deployment of geophysical methods in exploration, exploitation of deposits under thick covers, recovery of low-grade ores, waste rock recovery and mining site restoration; Exploration of new and unconventional mineral resources for the fertiliser industry and the development of innovative fertilisers that respect the environment.

### **AI Movement**

AI Movement, the international centre for artificial intelligence of Morocco, is a centre of excellence in Artificial Intelligence that aims at fostering the emergence of Moroccan know-how in Artificial Intelligence and Data Science. A tool for the implementation and consolidation of various actions related to the field of AI, with the ambition to make Morocco a regional AI hub for its ecosystem, at the strategic, educational, and industrial levels. A lever for anticipating and supporting the developments and transformations related to Artificial Intelligence and Data Science, whose aim is to provide innovative, operational, resilient and ethical solutions to the problems of society, environment, market, economy and technology.

### **Centre of Excellence in Soil and Fertiliser Research in Africa**

CESFRA is designed to support the African continent in its efforts to transform agriculture through the analysis of technologies and innovations linked to personalised fertiliser formulations likely to boost the productivity of tropical agriculture driven by core expertise, namely soil science, fertiliser science and land use. African Centre for Applied Economics and Agricultural Development is intended to be a platform for research, incubation of teams of young future researchers and networking of researchers, academics and qualified national and international experts working in the field of economics applied to agriculture, natural resources and the environment. The Centre is also interested in fostering in general and African development related to soil, water, energy, and climate change.

### **WEF Nexus & Climate Centre**

The WEF Nexus & Climate Centre aims to be the beacon of research in the MENA and Africa region in the sectors of the Water-Energy-Agriculture-Climate Nexus. Its objective is twofold: to produce projects likely to have an application in real life, and to contribute to the reflection on WEF and Climate through its scientific productions.

### **Chemical & Biochemical Sciences - Green Process Engineering**

CBS-GPE aims to gain a deep understanding of the molecular mechanisms to offer new original alternatives that are more efficient, sustainable and environmentally friendly. One of the major objectives of CBS-GPE is the integration of new clean technological innovations at each stage of the extraction and transformation processes of phosphoric acid, from phosphate rock to finalised fertilisers to achieve better environmental performance at a minimum cost.



## LIVING LABS: REAL-SCALE EXPERIMENTATION PLATFORMS FOR APPLIED RESEARCH

UM6P's living labs are open to the scientific community and allow researchers to test full-scale solutions in key sustainable development areas such as resource management, food security, agriculture, etc. UM6P works with committed universities and institutes to optimise ongoing studies and share knowledge. Economic operators are involved in the projects. Beneficiaries test the proposed technological solutions and researchers are introduced to entrepreneurship to facilitate the transition to action and bring concepts to life. Living labs are central to OCP Group's R&D:

- **Experimental farms:** Many Agri-Tech platforms have been put in place in Morocco and will eventually be in other African countries. These platforms are experimental farms where researchers are developing crop rotation models and techniques as well as the use of innovative fertilisers. Researchers also carry out planting tests in various mineral and biological media. ESAFE (School of Agriculture, Fertilisers & Environmental Sciences) students do part of their learning within the framework of "learning by Farming."
- **Experimental mines:** OCP mines are made available to researchers and entrepreneurs for experimental purposes.
- **Chemistry and industrial agriculture:** In Mazagan - El Jadida region - this innovative, environmentally friendly urban centre will host research projects in the fields of chemistry, biochemistry and industrial agriculture.
- **Chemical hub:** This hub located in Safi includes plants to produce sulphuric acid, phosphoric acid, fertilisers, and phosphate salts, as well as water and gas treatment facilities. It also houses maintenance workshops, a power plant and various chemical engineering facilities.
- **Green energy park:** The Benguerir Green Energy Park (GEP) is a platform that allows engineers and researchers to experiment with various technologies and contribute to Morocco's strategy for the development of renewable energies.
- **Water management & Saline environment:** In Laâyoune, in the Fom el Oued Technopole a centre dedicated to research has been designed to develop sustainable activities on land characteristics of the region. UM6P has set up its ASARI "African Sustainable Agriculture Research Institute" to meet challenges related to agricultural issues on the continent: management of soil salinity, proper use of water resources, suitability of plants, animal husbandry, market studies and needed skills. The research outcomes will lead to sustainable livelihoods in a saline environment and the improvement of food security.



## OUR GOALS



### Long term

**Promote sustainable agriculture supporting balanced soil fertilisation based on the 4R principles and developing customised products**

**Leading technical innovation in the phosphate industry developing a multistakeholder ecosystem around phosphates & supporting open innovation within the organisation**

**Doubling the R&I budget by 2025 compared to 2020 level, taking into account the Covid-19 context, which has had a significant impact on project implementation and R&I investment**

### Interim

Through APNI, OCP has been funding several initiatives to support balanced fertilisation based on the 4R principles, including:

- Resilient Agriculture for African Dryland
- Closing Knowledge Gaps for Nutrient Management in Olive Orchards
- FertiClim project for Morocco, Soil Health & Carbon Sequestration for African Tree Crop Systems
- Nutrient Catalyzed Agricultural Transformation (NUTCAT), a great tool to guide precision nutrient management in cropping systems

This work is carried out in 11 countries around Africa and includes almost 15,000 in-field trials. Besides that, a large extension programme and nutrient management guidelines have been developed to bring knowledge to farmers and extension agents throughout the continent.

To support the application of the 4Rs on the ground, OCP Africa has mapped the soil fertility of 50 million hectares all around the continent and launched 44 new customised fertiliser formulas, which have achieved yield increases varying from 23 to more than 100% of increase

7 full campuses, 6 in Morocco and an international one in France, with state-of-the-art facilities driving R&D and innovation with partners all around the world

\$194 million (equivalent 1967 million MAD) investment in Research & Innovation in 2022





## 3.2.3 A responsible committed employer

[GRI 2-7, GRI 2-23, GRI 2-24, GRI 3-3]

### 3.2.3.1 Responsible employee management

At OCP Group, we recognise that our employees are the driving force behind our development. Our primary objective is to establish a workplace with an open and collaborative culture that empowers individuals to become leaders and realise their full potential. We prioritise the growth and contribution of our employees by providing them with top-notch training, competitive compensation, favourable working conditions, comprehensive succession planning, and robust retirement and health benefits. Our unwavering dedication to creating a safe, diverse, and inclusive environment where every employee is valued informs all our decisions related to human capital management.

Moreover, we affirm our commitment to uphold, promote and fulfil the four fundamental rights in the eight International Labour Organisation (ILO) core conventions outlined in the Declaration on Fundamental Principles and Rights at Work. This pledge is an integral part of our organisational values and reflects our commitment to ethical and socially responsible practices.

Links to our Policies related to Employment management, approved by Board of Directors/ Chairman and Chief Executive Officer:

→ [General Human Capital Policy](#)

→ [Working Conditions Policy](#)

#### Distribution of the Workforce

Distribution of total workforce by gender		2020	2021	2022
Men	Employees	16,655	16,303	16,037
	%	91%	91%	91%
Women	Employees	1,702	1,658	1,651
	%	9%	9%	9%
<b>Total</b>		<b>18,357</b>	<b>17,961</b>	<b>17,688</b>

Distribution of total workforce by age group and gender		2020	2021	2022
< 30 years	Men	708	483	341
	Women	331	237	180
	<b>Total</b>	<b>1,039</b>	<b>720</b>	<b>521</b>
30-50 years	Men	14,003	13,865	13,624
	Women	1,241	1,283	1,326
	<b>Total</b>	<b>15,244</b>	<b>15,148</b>	<b>14,950</b>
> 50 years	Men	1,944	1,955	2,072
	Women	130	138	145
	<b>Total</b>	<b>2,074</b>	<b>2,093</b>	<b>2,217</b>
<b>Total</b>		<b>18,357</b>	<b>17,961</b>	<b>17,688</b>

[GRI 2-7, GRI 2-8, GRI 405-1]  
UNGC: Principle 6

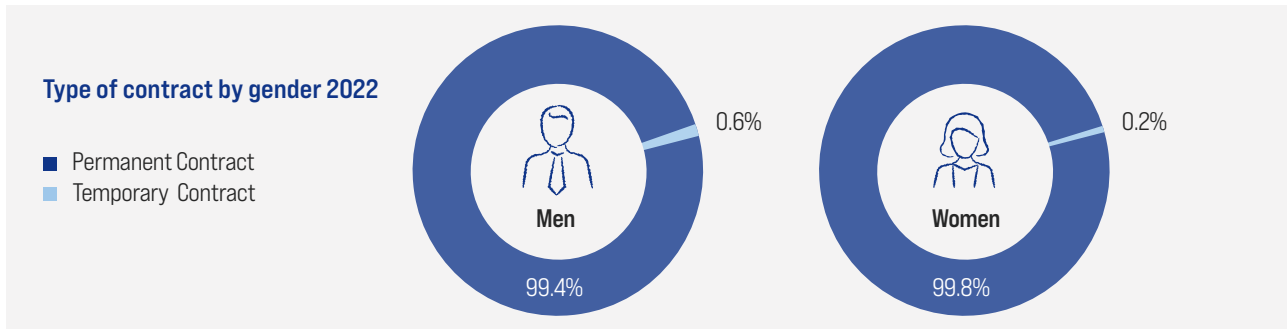
Distribution of total staff by professional category and gender		2020	2021	2022
Workers and employees, small and large categories	Men	9,788	8,297	7,365
	Women	202	189	182
	<b>Total</b>	<b>9,990</b>	<b>8,486</b>	<b>7,547</b>
Technicians, supervisors and administrative employees	Men	5,150	6,351	7,004
	Women	680	672	646
	<b>Total</b>	<b>5,830</b>	<b>7,023</b>	<b>7,650</b>
Junior, Middle & senior management	Men	1,717	1,655	1,668
	Women	820	797	823
	<b>Total</b>	<b>2,537</b>	<b>2,452</b>	<b>2,491</b>
<b>Total</b>	<b>18,357</b>	<b>17,961</b>	<b>17,688</b>	
Distribution of total workforce by nationality and gender		2020	2021	2022
Moroccan	Men	16,648	16,296	16,030
	Women	1,697	1,654	1,647
	<b>Total</b>	<b>18,345</b>	<b>17,950</b>	<b>17,677</b>
Algerian	Men	2	2	2
	Women	4	4	4
	<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>
Tunisian	Men	1	1	2
	Women	0	0	0
	<b>Total</b>	<b>1</b>	<b>1</b>	<b>2</b>
Other	Men	4	4	3
	Women	1	0	0
	<b>Total</b>	<b>5</b>	<b>4</b>	<b>3</b>
<b>Total</b>	<b>18,357</b>	<b>17,961</b>	<b>17,688</b>	

Data above include only OCP SA Morocco. Note more than 57 nationalities in our international subsidiaries

### Types of Contracts

Types of contracts by gender		2020	2021	2022
Permanent Contract	Men	16,540	16,200	15,934
	Women	1,701	1,656	1,648
	<b>Total</b>	<b>18,241</b>	<b>17,856</b>	<b>17,582</b>
Temporary Contract	Men	115	103	103
	Women	1	2	3
	<b>Total</b>	<b>116</b>	<b>105</b>	<b>106</b>
<b>Total</b>	<b>18,357</b>	<b>17,961</b>	<b>17,688</b>	
Full Time	Men	16,655	16,303	16,037
	Women	1,702	1,658	1,651
	<b>Total</b>	<b>18,357</b>	<b>17,961</b>	<b>17,688</b>
Part time	Men	0	0	0
	Women	0	0	0
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

Annual percentage by type of contracts		2020	2021	2022
Permanent Contract	%	99.3%	99.4%	99.4%
Temporary Contract	%	0.6%	0.6%	0.6%
Full Time	%	100%	100%	100%
Part Time	%	0%	0%	0%



Type of contract by region	Permanent Contract	Temporary Contract
Casablanca-Head office and other locations	1,284	1
Safi	2,176	0
Jorf lasfar	3,964	104
Benguerir	1,181	0
Youssoufia	1,289	0
Khouribga	5,695	1
Boucraa	426	0
Laayoune	1,501	0
Rabat	5	0
Others	61	0

Number of dismissals by category and gender		2020	2021	2022
Workers and employees, small and large categories	Men	4	3	8
	Women	0	0	0
	<b>Total</b>	<b>4</b>	<b>3</b>	<b>8</b>
Technicians, supervisors and administrative employees	Men	1	1	3
	Women	0	0	0
	<b>Total</b>	<b>1</b>	<b>1</b>	<b>3</b>
Junior, Middle & senior management	Men	16	1	2
	Women	11	0	0
	<b>Total</b>	<b>27</b>	<b>1</b>	<b>2</b>
<b>TOTAL</b>	<b>32</b>	<b>5</b>	<b>13</b>	
<b>Total (only permanent contracts)</b>	<b>32</b>	<b>5</b>	<b>13</b>	



[GRI 401-1]  
UNGC: Principle 6

Number of resignations by category and gender		2020	2021	2022
Workers and employees, small and large categories	Men	1	0	0
	Women	0	0	0
	<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>
Technicians, supervisors and administrative employees	Men	3	3	2
	Women	0	0	0
	<b>Total</b>	<b>3</b>	<b>3</b>	<b>2</b>
Junior, Middle & senior management	Men	27	51	41
	Women	20	22	19
	<b>Total</b>	<b>47</b>	<b>73</b>	<b>60</b>
<b>TOTAL</b>		<b>51</b>	<b>76</b>	<b>62</b>
Total (only permanent contracts)		50	74	61
Number of new employees by category		2020	2021	2022
Workers and employees, small and large categories	Men	14	15	13
	Women	0	0	2
	<b>Total</b>	<b>14</b>	<b>15</b>	<b>15</b>
Technicians, supervisors and administrative employees	Men	41	39	31
	Women	1	1	2
	<b>Total</b>	<b>42</b>	<b>40</b>	<b>33</b>
Junior, Middle & senior management	Men	18	5	20
	Women	43	5	29
	<b>Total</b>	<b>61</b>	<b>10</b>	<b>49</b>
<b>TOTAL</b>		<b>117</b>	<b>65</b>	<b>97</b>
Total (only permanent contracts)		61	10	57
Number of new employees by age group and gender		2020	2021	2022
< 30 years	Men	20	0	15
	Women	10	2	21
	<b>Total</b>	<b>30</b>	<b>2</b>	<b>36</b>
30-50 years	Men	20	3	9
	Women	7	3	11
	<b>Total</b>	<b>27</b>	<b>6</b>	<b>20</b>
> 50 years	Men	58	56	40
	Women	2	1	1
	<b>Total</b>	<b>60</b>	<b>57</b>	<b>41</b>
<b>Total</b>	Men	98	59	64
	Women	19	6	33
	<b>Total</b>	<b>117</b>	<b>65</b>	<b>97</b>

[GRI 2-7, GRI 401-1]

Total Turnover* by age group and gender		2020	2021	2022
< 30 years	Men	2.5%	1.4%	4.0%
	Women	3.5%	1.9%	8.1%
	<b>Total</b>	<b>2.8%</b>	<b>1.6%</b>	<b>5.4%</b>
30-50 years	Men	0.2%	0.2%	0.2%
	Women	1.0%	0.8%	1.0%
	<b>Total</b>	<b>0.3%</b>	<b>0.3%</b>	<b>0.3%</b>
> 50 years	Men	15.7%	10.1%	7.8%
	Women	9.6%	8.0%	7.6%
	<b>Total</b>	<b>15.3%</b>	<b>9.9%</b>	<b>7.8%</b>
Total	Men	2.1%	1.5%	1.3%
	Women	2.1%	1.6%	2.3%
	<b>Total</b>	<b>2.1%</b>	<b>1.5%</b>	<b>1.4%</b>

\* (Number of new employees on 31 December of year N + Number of employees having left the enterprise on 31 December of year N)/2 / Total number of employees on December of year N)\*100

	2020	2021	2022
Departure rate*	4%	2.6%	2.2%
Voluntary employee turnover rate	0.28%	0.42%	0.35%

\*All reasons for departures and all types of contracts combined



## Taking care of our associates

[GRI 402-1]  
UNGC: Principle 3

We provide a whole range of benefits to all our associates to support them in every moment of their life:



### HOUSING

Property ownership plans were among the earliest social measures offered to OCP associates through mortgage assistance, financial donation, home & land sales to become a homeowner.

More than

**900**  
**ASSOCIATES**  
in 2022



### CHILDREN OF EMPLOYEES EDUCATION

The Institute for Social Advancement and Education (IPSE) is an OCP institution providing high quality education to children from preschool, primary, middle school and high school, using new technologies, development of language skills, introduction to the experimental approach, and the promotion of science. OCP also offers scholarships to support the academic sector and ensure equal opportunity. IPSE is nearly free for children associates.

**35 ISPE**  
schools welcoming  
**23,047 CHILDREN**  
of employees in 2022

A new middle school was opened in 2022 in Khouribga with a capacity of

**600 STUDENTS**



### VACATION

The Group offers its employees and their families a range of partner hotels & resorts to spend their holidays in the different Moroccan cities as well as group-specific vacation centres.

Nearly

**13,530**  
**ASSOCIATES**

in 2022 enjoyed these partnerships. A true OCP success story, the Group's vacation camps attracted in 2022,

**7,400 CHILDREN**  
**OF EMPLOYEES**, aged 8 to 14 during the summer holidays



### SOCIAL PARTNERSHIPS

A portfolio of partnership agreements in a variety of areas (car assistance, transportation), as part of a continued effort to upgrade employee benefits. Moreover, OCP supports its employees to maintain a balance between work and life by offering a variety of social, sport and culture activities. To that end, a big social infrastructure is used (clubs, centres, sports facilities, etc.). Various social, cultural, sports and entertainment events are organised in collaboration with all stakeholders for the benefit of thousands of employees and their families. OCP has created a large network of sports installations available and promotes the membership of our employees in sports clubs and facilities.

More than

**40 SPORTS HALLS, CLUBS**  
**AND SPORTS COMPLEXES**  
**SPECIFIC TO THE GROUP**

are available to employees and their families as well as around

**1,000 PARTNERSHIPS**  
**SPORTS FACILITIES.**

In 2022, two new clubs have been opened for associates, retirees and their families at Jorf Lasfar and Safi Sites





## COLLECTIVE BARGAINING

OCP and its social partners have a solid contractual framework, through the Social Charter, which defines the principles, rules, and obligations related to social dialogue. The charter puts in place strong standards for trade union rights. The Group signed the Social Charter with the trade unions in recognition of the importance of effective consultation, participation and engagement with employees and workers' representatives to ensure social peace. The Group engages in annual negotiations with employee representatives. At the end of the negotiations, an agreement protocol is signed consolidating the socio-professional achievements of employees in terms of compensation, skills and career development, social welfare and benefits.

→ [For more information, please visit chapter 3.2.3.4 Dialogue, Joint Development and Engagement](#)



## HR LAW & POLICIES COMPLIANCE

OCP Group is dedicated to identifying, preventing, mitigating, and responding to any potential non-compliance with national labour laws and HR policies through due diligence and risk identification. HR audits are performed by the Audit department, and HR Business partners monitor key performance indicators (KPIs) and report for subsidiary compliance. Line managers hold the primary responsibility for cultivating a work environment where employees are personally committed and contribute to the company's success. The Human Resources teams provide professional guidance to line managers, enabling them to optimise team performance and ensure exemplary working conditions. Compliance with national labour laws and adaptation of HR policies to country-specific regulations are managed at each subsidiary or representative office.



## EMERGENCY FUND

OCP has set up an emergency fund for its associates, their families, retirees intended to partially or totally cover expenses related to difficult social/ medical situations.



## ACT4COMMUNITY LEAVE

Associates are encouraged to join Act4community, an initiative of corporate volunteering and skills sponsorship providing a community leave of one to four weeks, outside annual leave, so that they can get involved in their community by volunteering at associations or even in the field of entrepreneurship.



## A FAIR COMPENSATION AND BENEFITS POLICY

OCP Group promotes an attractive and fair compensation & benefits policy based on adequate recognition and appreciation of the performance and potential of each associate. OCP C&B policies are to be regarded as fair by employees and shareholders alike to reward both short and long-term performance and to reinforce the values and collective individual behaviours that drive sustainable performance. The compensation and benefits policy of OCP associates is structured around three main components with distinct, objective and transparent criteria to ensure fairness:

- **Base compensation:** Each employee is given a base salary based on the key areas of responsibility, job characteristics, required experience, location and skill set. The base salary is reviewed annually, and any increase considers the range of the remuneration in the pay bands & the Potential / Sustainable Performance level as well as market movements. Salary revisions are implemented through guidelines ensuring internal & external equity.
- **Benefits:** OCP offers diversified benefits to its associates, covering up to housing benefits, medical coverage, social benefits, children's scholarship, summer holidays and others.

The C&B policy is continuously monitored in line with the relevant market benchmarks to ensure the Group's competitiveness and implement guidelines ensuring internal and external equity. OCP defines remuneration equally and does not tolerate any discrimination related to origin, nationality, religion, race, gender, disability, age or other grounds established in applicable laws.



### A Living wage:

At OCP, we use for the living wage the definition agreed by the Global Living Wage Coalition. « The remuneration received for a standard workweek by a worker in a particular place sufficient to afford a decent standard of living for the worker and her or his family. Elements of a decent standard of living include food, water, housing, education, health care, transportation, clothing, and other essential needs including provision for unexpected events ». In Morocco, our lowest Job levels of full-time associates' « workers/ employees » are paid at least 4 times more than the minimum standards. At OCP group and in all our subsidiaries worldwide, our employees are paid a living wage through fixed compensation which is achievable without the need to work for an excessive number of hours.

At OCP living wage standards are monitored at a minimum every year and updated by our C&B specialists at Group and Local levels. The C&B policy is continuously monitored in line with the relevant market benchmarks (from Mercer and other international providers) ensuring the Group's competitiveness locally and worldwide. We implement guidelines ensuring internal and external equity.

All our subcontractors commit to ensuring and respecting minimum pay standards and regulations by signing our mandatory Health, safety and environment management of external companies' standards. Also, OCP conducts a global gender pay gap audit, reports the global mean and median raw gender pay gap and the ratio of basic salary and remuneration of women to men for specific employment categories, establishes quantitative targets, deadlines and initiatives to close the pay gap, monitor and measure progress.

### Staff-incentives and profit-sharing schemes

**Short-term Incentive** is a variable bonus awarded annually to Junior, Middle, and Senior management employees. The principles governing this bonus programme are as follows:

- Performance Evaluation: A performance evaluation system is implemented, which considers operational objectives and alignment with organisational values.
- Calibration of Performance Scores: Performance scores are calibrated using the Gaussian distribution in Performance Review Committees. This ensures fairness and consistency in evaluating individual performance.
- Percentage Allocation: The evaluation process automatically determines a target percentage of the annual bonus based on individual performance.

**Profit bonus** is an incentive Bonus, designed to align OCP employees with the annual profits of the OCP Group. The bonus is disbursed in two instalments, typically in July and December, as follows:

- Advance Payment: In July of each year, incumbent employees on the payroll receive an advance payment based on the Group's EBITDA for the first half of the reference year. The minimum amount for this advance is 0.5 months of the employee's reference salary.
- Balance Payment: The remaining portion of the profit bonus, determined by the estimated annual net income of the Group, is paid in December of each year through the regular payroll.
- The purpose of the Profit Bonus is to incentivise employees by linking their performance and dedication to the company's overall profitability.

### 3.2.3.2 Diversity and Equal Opportunities

[GRI 2-23, GRI 2-24, GRI 3-3, GRI 406-1]

At OCP Group, we are dedicated to fostering an inclusive workplace environment that empowers every employee to unleash their full potential, regardless of their background. We embrace diversity and reject all forms of discrimination, including but not limited to gender, pregnancy, disability, age, academic profile, culture, religion, nationality, and other characteristics protected by relevant national and international laws and regulations. Our goal is to cultivate an environment where everyone feels valued, respected, and supported to thrive.

OCP Group is committed to upholding the highest standards of social responsibility. Our vision and ambition are to solidify our position as a company that prioritises the well-being of its employees and strives to make a positive impact in the communities we serve. We believe that by promoting inclusivity and diversity in our workplace, we can foster a culture of innovation, collaboration, and excellence that drives our growth and success.

OCP Group is committed to creating this inclusive environment by:

- Respecting the principle of non-discrimination in all stages of the employee's career path.
- Implementing measures in favour of diversity and inclusion.
- Raising awareness among managers and employees of the challenges of diversity and inclusion.
- Communicating its commitment to non-discrimination and diversity to its employees and its ecosystem.

To promote the principles of diversity, equity and inclusion we maintain a continuous evaluation of our hiring practices. Our commitment to these values extends to our collaborations with recognised universities and schools in Morocco and worldwide, enabling us to engage with a large pool of candidates from diverse backgrounds. To ensure a fair representation of diverse backgrounds and equal opportunities, our selection team is very diverse. Moreover, our hiring and talent management process strictly prohibits any form of gender and age discrimination.

Link to our Policy related to Diversity and equal opportunity, approved by Board of Directors/ Chairman and Chief Executive Officer:

→ [Diversity and Inclusion Policy](#)

**+50 SPEAKING LANGUAGES AND**

**+60 NATIONALITIES**  
operating over

**150 BUSINESS**  
lines in more than 20 countries

In 2022, there were

**0 BREACHES**  
filled regarding Discrimination or Harassment

#### People with disabilities inclusion

We aim to build a more disability-friendly workplace and community by developing a formal policy on disability and offering employment opportunities for people with disabilities, matching their skills and professional qualifications directly or indirectly.

- Ensure OCP employees with disabilities not only have accessible workplaces, but also the support they need to achieve high performance in their career at OCP through education, collaboration, and other engagement.
- Ensure that hiring people with disabilities is part of the company's overall hiring plan.
- Contribute to the training of people with disabilities: internships, local partnerships, sponsorship.
- The Group has a proactive policy for promoting equal opportunities and ensuring the employment of people with disabilities.
- OCP Foundation supports more than 16 medical and social centres with financial and human resources to provide better care to people with disabilities, with the number of annual beneficiaries rising to 5,000 in 2022.
- OCP believes that all children are valued and have the right to grow and learn. The Group has launched a project to set up a local and inclusive socio-educational offer for disabled children of associates and community.
- OCP provides a monthly assistance allowance to meet specific medical needs and special care expenses. More than 1,000 allowances have been provided in 2022.

#### OUR INCLUSION COMMITMENTS 2030:

- Proactive recruiting policy for people with disabilities: 2% of our annual recruitment will be dedicated to qualified candidates with disabilities.
- Internships and work experience for people with disabilities: our internships are offered for qualified interns with disabilities.

## GENDER AND DIVERSITY

[GRI 2-24, GRI 3-3]

The Group is dedicated to eliminating the gender gap at each company site, paying particular attention to career paths, training, access to positions of responsibility and remuneration. This commitment relies on making industrial positions within our sites more attractive to young women and upholding equal opportunity for the women and men at OCP at each step of their career.

In 2022, broader initiatives that reflect an unwavering commitment were launched such as “leading without bias” workshops and training for associates and creating a women’s network « Connect her » a role model network within all sites to support diversity and ensure the mitigation of bias training for associates. Progress is measured through diversity indicators and a status assessment is regularly carried out through the diversity dashboard accessible to top managers at the company «Road to Diversity».

In addition, aware of its responsibility to develop equity, respect for diversity and the values of inclusion, OCP Group is committed to respecting the management independence of regulated infrastructure managers, to develop concrete actions in favour of professional equality and the professional and social integration of people with disabilities, and to fight against sexism and violence and support parenthood.

### Maternity and paternity leave

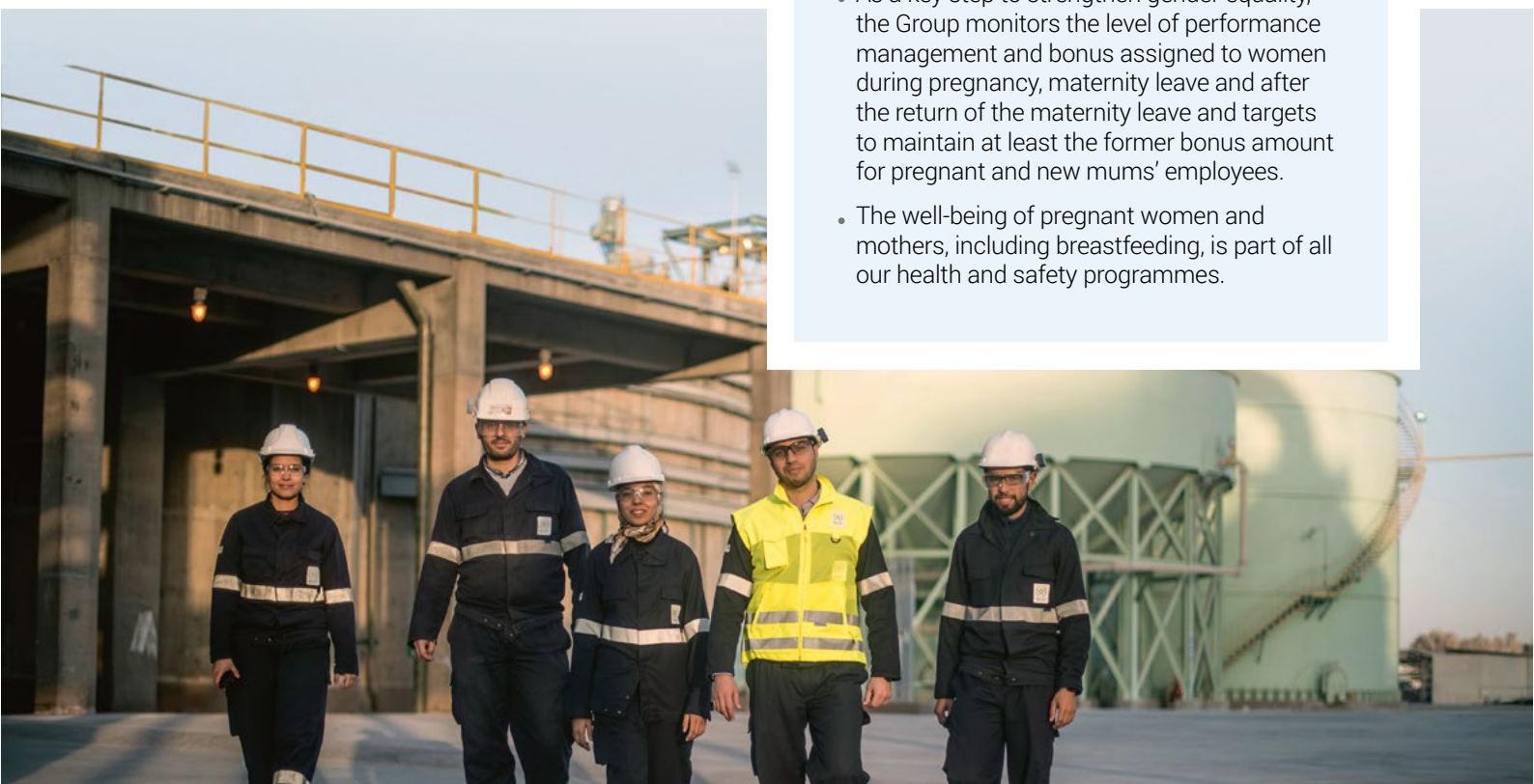
At OCP, we firmly believe in fostering a supportive and inclusive work environment that recognises the importance of work-life balance and family responsibilities. To ensure that our employees can fully embrace this special time, we provide maternity leave that goes beyond legal requirements.

#### **Paid maternity leave more than legally minimum required**

Regarding maternity leave, OCP offers a minimum of fully paid 14 weeks. If requested, additional 14 Weeks maternity leave half salary paid are offered and an additional 6 months of unpaid leave are assigned if needed. An additional 6-month unpaid leave are also assigned if needed. The paternity leave is fully paid for all OCP male employees. OCP Group offers to all the new mums & dads a childbirth bonus to welcome the newborn.

#### **OCP progress:**

- Paternity leave is increased from 3 days paid to 15 days paid, starting from the date of birth of the newborn.
- The Group grants one year more than the legal requirement for breastfeeding, one hour of breastfeeding per day for 24 months instead of 12 months.
- As a key step to strengthen gender equality, the Group monitors the level of performance management and bonus assigned to women during pregnancy, maternity leave and after the return of the maternity leave and targets to maintain at least the former bonus amount for pregnant and new mums’ employees.
- The well-being of pregnant women and mothers, including breastfeeding, is part of all our health and safety programmes.





## Edge certification IFC

The Group has achieved in 2021-2022, the "Assess" level, the first level of EDGE (Economic Dividends for Gender Equality) Certification. This is the world's leading standard for assessing corporate performance in gender equality and creating equal career opportunities for women and men. This certification supports the Group's commitment to the evolution of practices and the promotion of equality and diversity for the benefit of its employees and its ecosystem. Our Group is positioned at the forefront of gender diversity, inclusion and equal career opportunities. OCP Group aims to reach the highest level of certification by 2024 and has committed to an ambitious action plan for a more inclusive work environment.



## What is being measured

Quantitative and qualitative measurements, both processes and outcomes

1. **Representation.**
2. **Pay equity.**
3. **Effectiveness of policies and practices** to ensure equitable career flows when it comes to pay, recruitment and promotion, training flexible working and organisational culture.
4. **Inclusiveness of the culture** as reflected in employees' experience in terms of career development opportunities.



[GRI 405-1]  
UNGC: Principle 6

Distribution of categories by gender and age		2020	2021	2022
Governance body N-2 CEO + Audit Committee	Male	77.42%	73.33%	71.43%
	Female	22.58%	26.67%	28.57%
	Under 30 years old	0.00%	0.00%	0.00%
	Between 30 - 50 years old	64.52%	60.00%	57.14%
	Over 50 years old	35.48%	40.00%	42.86%
Workers and employees, small and large categories	Male	97.98%	97.77%	97.59%
	Female	2.02%	2.23%	2.41%
	Under 30 years old	1.51%	0.88%	0.30%
	Between 30 - 50 years old	85.70%	84.93%	84.23%
	Over 50 years old	12.79%	14.19%	15.46%
Technicians, supervisors, and administrative employees	Male	88.34%	90.43%	91.56%
	Female	11.66%	9.57%	8.44%
	Under 30 years old	5.04%	3.12%	1.95%
	Between 30 - 50 years old	85.71%	87.95%	87.83%
	Over 50 years old	9.25%	8.93%	10.22%
Junior, Middle and senior management (included Governance body, excluding CEO)	Male	67.68%	67.50%	66.96%
	Female	32.32%	32.50%	33.04%
	Under 30 years old	23.41%	17.37%	14.01%
	Between 30 - 50 years old	66.46%	71.94%	75.23%
	Over 50 years old	10.13%	10.69%	10.76%
Female in junior management positions		<b>39.20%</b>	<b>38.79%</b>	<b>36.76%</b>
Female in top management positions, i.e. maximum two levels away from the CEO or comparable positions		<b>30.77%</b>	<b>26.67%</b>	<b>30.77%</b>
Females in management positions in revenue-generating functions (e.g. sales) - excluding support functions such as HR, IT, Legal, etc.		<b>27.1%</b>	<b>27.7%</b>	<b>25.3%</b>

The pluralism and diversity as a strategic choice was clearly reflected in the 2011 Constitution. In its intro, the Fundamental Law stipulates that Morocco as a sovereign Muslim State, attached to its national unity and its territorial integrity, intends to preserve, in its plenitude and its diversity, its one and indivisible national identity. Its unity, forged by the convergence of its Arab-Islamic, Amazigh and Saharo-Hassanian components, has been nourished and enriched by its African, Andalusian, Hebrew and Mediterranean tributaries.

The constitution clarifies that the pre-eminence granted to the Muslim religion in this national frame of reference goes hand in hand with the attachment of the Moroccan people to the values of openness, moderation, tolerance and dialogue for mutual understanding between all cultures and civilisation of the world. This spirit has characterised for centuries the relations between Jews, Christians and Muslims in a unique way of living together. For that, the race and ethnicity are not tracked in Morocco and at OCP, only the Nationality is reported since we have an indivisible national identity.

**25%**  
**OF WOMEN**  
**IN THE HIGHEST**  
**GOVERNANCE BODY**

At OCP, we have more than  
**57 NATIONALITIES**  
located in our subsidiaries all around  
the world.



In 2022, OCP has made significant advancements in fostering diversity and inclusion. These initiatives reflect our commitment to creating inclusive work environment and embracing diversity:

- Organisation of Edge action plan Roadshow within all sites including the Committee of Directors.
- Elaboration of Global Edge action plan by sites to take into consideration the specifications of each site with representatives of all business.
- Appointment of a Gender Diversity ambassadors by site in charge of driving change within their scope.
- Organisation of E-Diversity & Inclusion talk series to exchange with Diversity & Inclusion managers from large companies and receiving their feedback on best practices accessible to all associates.
- Several co-construction and feedback local workshops with site management which have brought together more than 200 associates.
- Organisation of inclusive management training sessions for Middle management.
- Enrolment to date of nearly 150 Women in our leadership programme in collaboration with Africa Business School and Al Akhawayn University.
- Implementation of diverse actions aiming to retain women associates within operational roles and inside industrial Sites (flex-work, new ways of working, talent management, succession planning, critical career assignment, Executive learning etc).

- Achievement of parity in our recruitment, 57% of new recruits in 2022 are Women and Gender inclusive ipse selection committee.
- Implementation of a Diversity and Inclusion Chair at UM6P, with a programme dedicated to the leadership of African women.
- Ensure equal access to career-critical assignments for men and women.
- Launch in partnership with Alternego of the IRBI Tool: IRBI is the first educational tool to raise awareness and provide key recommendations to act on endogenous and exogenous factors to be more effective and practical. This tool invites our associates to discover and become aware of their own risk areas and gives them the opportunity to act accordingly, at the right time, to make decisions that are free of bias and legitimate. In the form of a quick questionnaire, it allows associates to develop a more inclusive posture daily.

At the ecosystem level, strong actions have been taken to promote gender equality on the social and economic dimensions, notably through various initiatives:

- Nearly + 1,000 women farmers in 43 regions of the country have benefited from +4,000 training and coaching sessions in the field of agriculture from the star of "Al Moutmir" Programme.
- The OCP Foundation has enabled the socio-economic empowerment of 15,757 girls and women.
- OCP has initiated two apprenticeship programmes "Ecole 1337" and "Youcode", the first promotions of these programmes include 12% and 24% of women respectively.

## OUR GOALS



### Where we stand in 2022

Move from 21% of Women in our Directors and higher categories to 30% by 2025 .

21% women in senior management positions [\*]  
[\*]: directors, VP, SVP, DEX et Chief Officer and Managing Director SBU

Move from 33% of Women in senior management to 50% by 2030.

33% of women in Junior, middle and senior management





### 3.2.3.3 Professional development and engagement

[GRI 2-23, GRI 2-24, GRI 3-3]  
UNGC: Principle 6

At OCP, we acknowledge that the business landscape is constantly evolving, and place great importance on cultivating a robust culture of learning to remain agile and competitive. OCP believes that fostering a company of critical thinkers and agile entrepreneurs is essential to our success, and we are committed to providing our employees with continuous opportunities for skill and knowledge development.

To this end, we offer a wide range of valuable learning opportunities and professional growth programmes that are tailored to each employee's unique learning expectations and knowledge appetite. Our approach to learning and talent management is grounded in the intersection of our business strategy and our employees' aspirations, and we strive to make it personalised, fair, agile, and inclusive.

In addition to the ongoing on-the-job training that we provide to all our employees, OCP offers a suite of tools designed to meet each employee's individual training needs. These resources include:



#### EXPERIENCE

Through the Movement allowing to develop her/ his idea



#### CAREER EVOLUTION

through sharp development management tools and teams



#### TRANSMISSION

of knowledge through OCP Professors and Act4Community



#### EMPOWERMENT

through world class training sessions

Moreover, by 2030, OCP's goal is to implement an Operational Workforce Planning and Dynamic Strategic Workforce Planning system for critical businesses, integrated into strategic and financial planning exercises. This system will enable the company to effectively align our workforce requirements with long-term organisational goals, while also identifying declining, rising, and neutral businesses, allowing us to proactively manage our workforce and allocate resources strategically. Additionally, OCP will develop reskilling and upskilling plans to meet future needs, equipping employees with the necessary competencies to adapt to evolving business demands and contribute to our continued success. Through these initiatives, we aim to optimise workforce planning, foster adaptability, and maintain a competitive edge in the dynamic corporate landscape.

Link to our Policy related to Professional development and engagement, approved by Board of Directors/ Chairman and Chief Executive Officer:

→ [Training & Development Policy](#)



## Beyond, an ambitious next level talent development programme

Launched in 2019, the beyond programme aims to support the growth of OCP, as talent will become increasingly critical, to deliver the new strategic vision specifically:

- To grow capabilities and increase knowledge while embedding OCP's Industrial and customer-centric culture to young talents.
- To be a catalyst for the creation of a generation of future ambidextrous change agents with ability to learn continuously, explore and exploit.

The "BEYOND" programme is a unique onboarding and development initiative by OCP Group, designed to prepare a new generation of change agents who embrace continuous learning and explore new perspectives. It aims to launch and implement strategic initiatives, empowering participants to have a real impact on OCP Group's transformation. "BEYOND" symbolises openness, diversity, and exploration, welcoming all candidates and employees. The programme serves as a bridge between academia and business, offering a two-year, full-time experience with a strong emphasis on "Learning by Doing" with the collaboration of the Africa Business School of UM6P and OCP professors. Beyonders work on projects in both operational and exploratory areas, receiving coaching from JESA Advisory and OCP Solutions. Additionally, "BEYOND" serves as a testing ground for innovative assessment, recruitment, and onboarding methods within the Group.

## OCP- A lifelong learning company promoting the ability to learn continuously as the most important skill for the future

OCP embraces a culture of continuous learning and skill development, recognising the importance of adaptability in a rapidly changing environment. The company's Social Pact enables associates to progress and evolve, as they demonstrate commitment and engagement in learning, skill development, and innovation projects. Through the "learning-exposure-development-transfer" model, associates have the freedom to shape their career paths while contributing to the Group's strategic goals. OCP believes that being a Learner goes beyond personal development, emphasising the importance of knowledge transfer and dissemination within the organisation and the UM6P ecosystem.

OCP strives to make employees lifelong learners who embrace new perspectives and actively seek knowledge through various channels. Associates are empowered to co-create their learning experiences and take responsibility for maintaining and updating their skills, promoting autonomy. The company provides a diverse range of learning opportunities, including hands-on experiences and participation in strategic initiatives, supported by training, coaching, and methodological assistance. UM6P plays a pivotal role in cultivating lifelong learners through innovative teaching approaches and research. OCP offers personalised development packages to employees, ensuring access to tailored learning resources and support, while anticipating and adapting to changing work demands and technological advancements.

**35 BEYONDERS**  
join the programme,



**57%**  
are women



[GRI 404-1]

Training hours per category and gender			2020	2021	2022
Executives	Hours	Men	4,593	9,940	11,200
		Women	994	2,058	2,800
		<b>Total</b>	<b>5,587</b>	<b>11,998</b>	<b>14,000</b>
	Average number of hours	<b>20.4</b>	<b>39.1</b>	<b>48.9</b>	
Junior, middle and senior management	Hours	Men	90,079	69,762	98,000
		Women	32,136	37,219	49,000
		<b>Total</b>	<b>122,215</b>	<b>106,981</b>	<b>147,000</b>
	Average number of hours	<b>54.0</b>	<b>49.9</b>	<b>66.7</b>	
TAMCA & OE*	Hours	Men	241,275	227,516	551,005
		Women	9,256	8,440	12,474
		<b>Total</b>	<b>250,531</b>	<b>235,956</b>	<b>563,479</b>
	Average number of hours	<b>15.8</b>	<b>15.2</b>	<b>37.1</b>	
<b>TOTAL HOURS</b>			<b>378,333</b>	<b>354,935</b>	<b>724,479</b>
<b>Annual average training hours by employee</b>			<b>20.6</b>	<b>19.7</b>	<b>40.9</b>

	2020	2021	2022
Number of employees who received training during the period	13,513	9,949	13,398
Average amount (\$) spent per employee on training and development	1,371	1,388	1,391

# 75.3 RATIO

of employees who received training

\*Technicians, supervisors, and administrative employees as well as workers and employees

**250  
MILLION MAD**  
invested on employees' training and development

**80%  
OF ASSOCIATES**  
followed at least one training programme

**5,460  
TRAINING  
activities**

**13,000 TRAINING DAYS** provided to 2,100 middle and senior management associates and nearly 12,000 technicians, line managers, and administrative associates, small and large category workers and associates



OCP has created many innovative and accessible programmes offering everyone a training course that is unique and tailored to their needs:

**Industrial Expertise Centres (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. The IECs work in synergy with the sites to ensure the sharing of expertise. The Khouribga and Benguerir centres provide training in mine-related business lines, while the Safi and Jorf Lasfar centres focus on processing. 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.



**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 programmes, and provide personalised support for employees throughout their careers starting when they begin working for OCP Group.



**KAFAATI:** The KAFAATI programme is a springboard to the learning enterprise. This TAMCA-OE associate development system was launched in 2019 to set up the conditions for the company of learners, with a view to providing employees with a framework for developing global and integrated skills. KAFAATI is a competency-based process based on a corpus of competencies/ skills, linked to a learning journal, individualised learning paths and co-constructed with the Direct Managers, with a 70/20/10 logic.



**The MOVEMENT:** Created in April 2016, the Movement Programme provides employees with the financial and human resources necessary to work on a topic of their choice, as long as it creates sustainable value for the Group. The programme enables employees to fuel their career path through lateral professional development and cross-functional teamwork, to acquire additional skills, enrich their job content and work on topics they care about, as well as broaden accountability.



**1 PACTE:** In 2019, OCP launched '1 Pacte' – a collective intelligence initiative to involve OCP employees and ecosystem in shaping the company's strategy. 1 Pacte aims to gather employees and ecosystem energies, foster strategic dialogue in decision-making, catalyse sustainable change and to co-build a common understanding of how to build a better OCP for the future. 1 PACTE aims to develop an environment that promotes safe space based on shared vision and sense making, thus encouraging exploration and innovation.



**OCP Professors:** OCP professors is a reflection of "OCP by OCP" learning, a programme that allows any OCP associate or retired associate to transfer his or her know-how and expertise for the benefit of the community. To date, more than 300 collaborators have been qualified by their peers as OCP Professors and meet OCP's various needs in terms of training, advice and support for UM6P laboratories. Because our professors are also learners, OCP has designated for them a dedicated training and a support programme (andragogy, pedagogical engineering, public speaking, etc.), as well as an individual pedagogical coaching programme.



**The University Mohammed VI Polytechnique:** at the heart of our knowledge ecosystem, it offers wide opportunities over academics, research, executive education and entrepreneurship geared towards the human and economic development of Africa. The university is committed to an innovative pedagogical approach that places learning by experimentation and practice at the heart of training and research. The Living Labs - serving as experimental sites open to the scientific community to test solutions on a real scale (Green Energy Park, Advanced Technology Mining Platform, Chemical Hub of Safi, etc.) – are one of the many examples. Committed to train the future leadership of the continent, UM6P is connected to a global network of universities, institutions, and industrial actors.



**School of Coaching:** The ambition to project OCP and its ecosystem into the 3rd S-Curve requires the dissemination and embodiment of a new mindset by managers and employees, enabling them to create the conditions to release their full individual and collective potential. This mindset and the associated behaviours are nourished by the fundamentals of coaching, notably the ability to generate collective intelligence and behaviours of creativity, subsidiarity, empowerment and initiative taking. In collaboration with UM6P and Transformance Pro, a Coaching School integrated within the Africa Business School was created in 2020.



Several coaching and support courses for Group employees (leaders, managers, transformation agents, connectors, internal coaches, etc.) are currently being deployed. In 2022, nearly 100 associates has been enrolled in our "Executive Coaching" programme, "Leader Coach" programme & "Internal Coach" programme.

**E-learning:** A continuous training offer through the Learning Universe of MyDev, the Group's one-stop learning shop allowing continuous access to the entire Learning offer (face-to-face, remote) including UM6P programmes. This learning universe is based on different learning channels:

- An E-learning platform (Crossknowledge) integrated, multilingual and personalised in technical and managerial skills.
- A selection of MOOCs and Webinars available from the most prestigious partner universities of UM6P.
- A platform of online language learning solutions.
- An online library with more than 60,000 books.
- Distance learning courses given by Best in class speakers from UM6P and other academic partners.
- Interactive virtual classes and/or via digital capsules led by our OCP Professors to share their knowledge and experience.

## Talent Development Cycle & Talent Review

Reinforcement of the digitisation of the Development cycle through Mydev, Mydev is a digital one stop shop employee development platform with the Job Market Place, the Career Centre, the e-Library of Career Journals, etc. The aim is to have a rich and targeted development conversation between employee and manager with a direct connection to the Learning Universe for the definition of Individual Development Plans.

### “Individual Development Plans”:

- Associates build their individual development plan with their manager, considering the various feedback received, personal and professional aspirations and the needs of the Group.
- The individual development plan can be updated throughout the year in a dynamic way, depending on the needs of the associate and new development opportunities.
- The associate develops while ensuring his performance in the position occupied, by developing new skills linked to his aspirations.
- The associate is encouraged to contribute to the development of his colleagues and his community, in a logic of “organisation of learners” by taking advantage of the means offered by the Group (e.g., OCP Professors).

### Performance appraisal

OCP believes that regular feedback is necessary for the continuous development of its employees. OCP promotes a culture of performance at all levels of the organisation that ensures the achievement of results, by fairly encouraging and recognising employee performance. The performance appraisal is based on management by objectives, multidimensional feedbacks and objectives and key results (OKR methodology).

The associates rely continuously on performance feedback, allowing them to better understand where they stand in terms of performance, and thus optimise their individual performance and actively participate in overall performance. MyDev is a development tool accessible to associates, to enhance leadership and performance, and to support career development and personal growth.

The performance appraisal is based on 6 pillars: continuous and multidimensional feedback, self-evaluation of performance, collection of annual feedback, management by objectives, performance review and objectives and key results (OKR methodology). To support the sustainability programme, Environmental, social and governance, « ESG » criteria is embedded within the performance review of all associates.

Moreover, OCP recognises employees who contribute with new ideas related to climate change. Employees are encouraged to adopt an ambidextrous behaviour, focusing on both operational goals and activities related to exploration and innovation. In summary, OCP's performance management system aims to foster employee engagement, promote innovation, and align individual goals with the company's strategy and objectives, particularly those related to climate and decarbonisation.

### Career Universe:

At OCP, our employees have access to an e-career universe to support them daily and offer them the means to develop within the Group.

This platform offers many functionalities through 4 areas: Explore the Group's roles, Internal exposure, Internal job exchange, Talent search:

#### 1. Explore the Group's roles:

Discovery of the Group's roles through career journals, offering possibilities for employees to broaden their field of expertise by focusing on other roles in line with their career projections.

**2. Internal exposure:** Offering an opportunity for the employees to communicate their skills and areas of interests through their personal wall. By enriching their profiles, employees will be able to increase their exposure and visibility within the Group and develop their professional network.

#### 3. Internal job exchange:

Offering a search functionality for wider career opportunities that may interest employees, to be informed in real time of internal job openings by recording alerts.

**4. Talent Search:** Allowing HR teams and Top Management to identify employee profiles.



## NEW WAYS OF WORKING



In 2022, OCP has adopted hybrid working for all relevant functions. The Group has put in place FlexOffice spaces, which enable employees to work in person for part of their time, fostering strong relationships with coworkers. Additionally, OCP has introduced a new platform to facilitate the booking of Flex-Offices and co-working spaces "O'Work".

The Group has established agile organisations that are organic rather than mechanical, embodying the values of being "agile, inclusive, and innovative." These agile organisations allow Business Units to operate with a start-up mindset and implement modern management practices that promote agility and empower teams.

- **Flexibility at a glance:**

OCP's Group offers to all its employees a work-life balance flexible working hour's programme. Indeed, we offer to all our employees, flexibles hours (1 hour per day starting & finishing hours)

OCP also offers to all its employees an exceptional absence permission (which is not cut off from their annual leave) to allow them to be absent for personal reasons. Exceptional permissions are granted per half-day and can be taken by days (days vary depending on the sites location from 05 to 18 days).

- **Other flexibility measures specific for women:**

We give returning mothers and all our women employees, access to the flexibility they need (one hour per day).

## Expertise focus

Definition and implementation of an operating model and all associated HR processes to identify develop and recognise the expertise and experts within the Group with a focus on industrial operations. The recognition of expertise offers alternatives evolution journeys to employees with highly recognised skills and preserve, develop and transmit internally rare skills, essential for sustainability and the development of the Group's activities.

## Succession Planning

An annual cycle designed to proactively anticipate and plan for the succession of executive positions within the Group's within various Business Units, and to offer targeted development programmes to prepare our talents for future responsibilities.

Leadership talent reviews- Annual discussions on key talents and managers are held every year: evolution potential, career projections, development actions.

## OUR GOALS



### Where we stand in 2022

Move from 80% training coverage rate to 100% by 2025.

86% in management positions  
73% for TAMCA & OE

Move from 7 days of training per associates to 10 days of training per associate by 2025.

9.4 days in management positions  
5.1 for TAMCA & OE



### 3.2.3.4 Dialogue, joint development

[GRI 3-3, GRI 2-23, GRI 2-24, GRI 2-30, GRI 407-1]  
SASB: EM-MM-310a.1, EM-MM-310a.2  
UNGC: Principle 3

At OCP, we are committed to cultivating a workplace culture that encourages leadership and enables every employee to flourish and contribute to our organisation's growth.

We believe that trust, mutual respect, dialogue, and open feedback are fundamental values that underpin this culture. As such, we have implemented a comprehensive and proactive labour relations process that promotes consensus and fosters sustainable relationships.

The promotion of social dialogue is at the heart of OCP Group's strategy, which requires respect for freedom of association and the establishment of social dialogue mechanisms at all levels of the company. The Group promotes social dialogue beyond legal and regulatory requirements and has implemented a social dialogue charter that aims at strengthening and structuring the partnership and social commitment relationship between the Group and its social partners. This charter signed, by all the trade unions & OCP management, enables lasting relationships to be maintained between the Group and its social partners. The charter puts in place the very best standards of trade union rights.

We engage our employees through various methods that enable us to listen to and understand their expectations in the short, medium, and long term.

- **The Movement** provides employees with financial and human resources to work on a topic of their choice that creates sustainable value for the Group. Through this programme, employees can broaden their skill sets, enrich their job content, work on topics they care about, and expand their accountability by participating in cross-functional teams.
- **1Pacte:** a sense-making and communication dynamic that integrates our Mission, Ambitions, Values, managerial principles, and strategic priorities. This programme involves all employees and the Group's ecosystem in a series of dialogues to establish a shared vision and a common sense. The sense-making and communication dynamic aims to model new ways of collaborating and communicating progressively through experimentation of new concepts such as 3D talk shows, vlogs, discovery programmes, interviews, best-of, etc. Due to the Covid context, we have also adopted a new mode of 100% digital dialogue.
- **Participative HR mechanisms:** through the annual assessment of the employee's performance and co-construction of their development plan. It also goes through continuous exchange and regular feedback surveys on employees' expectations.
- **Communication channels:** intranet, internal magazine, video and posters campaign, events, etc. to share information in a transparent and accessible manner.

#### Engaging with our employee representatives

- **Solid social dialogue institutions:** the Staff Representatives, the Union Representatives, the Health and Safety Delegates and the Union Delegates are members of the national offices of the most representative Trade Unions at OCP. Our social partners sit with management representatives in local and national dialogue bodies, in particular: The Employees Status Commission (CSP), Social Action Commission (CAS), Health, Safety and Environment Committee (CHSE), the Collective Bargaining Committee (CNC), the Work Council (CE) and the national thematic Commissions (social, emergency funds, etc.)
- **Elections of Safety Delegates:** In application of the legal provisions, the elections of delegates of safety were organised in 2022 with all industrial sites of the Group. These elections took place in a positive and transparent climate.
- **Proactive Social dialogue charter – adopted by all our social partners – which defines:** the principles, rules and obligations related to social dialogue; mutual commitments relating to employee 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 remedy relating to social dialogue; measures to support employee relations and promote internal social dialogue.

Link to our Policy related to social dialogue, approved by Board of Directors/ Chairman and Chief Executive Officer:

→ [Social Dialogue Policy](#)

## 10 STAFF

Representatives, with their alternates and 5 main labour unions that represent the Group's employees

## 86% OF ASSOCIATES

covered by collective bargaining agreements

## 0 STRIKES

the Group has not experienced any strikes in the last five years

## 0 PRODUCTION STOPPAGES

The Group has not experienced any production disruption

## 0 NUMBER

of social disputes collective or individual in the last three years

## 3.2.4 Responsible procurement practices

[GRI 2-23, GRI 2-24, GRI 3-3, GRI 308-1, GRI 414-1]  
UNGC : Principles 2, 5, 7, 8, 9

OCP Group is a vertically integrated organisation that relies on a rich supply chain featuring around 5,300 suppliers for essential procurement categories such as raw materials, energy, infrastructure and transportation. To minimise potential negative impacts on the economy, environment and society, the organisation continuously improves its risk management approach.

To go beyond regulatory compliance, at OCP we have developed a **Purchasing Policy** to **strengthen due diligence and optimise processes** related to quality, cost, transparency, suppliers' relationships, the development of a local industrial ecosystem and sustainability excellence. In addition, the **Supplier Code of Conduct, aligned with the Responsible Procurement Policy** is shared with all suppliers to ensure they act in accordance with OCP's ethical business standards.

Our local industrial ecosystem strategy still aims to:

- Prioritise safety while enhancing OCP Group local suppliers' competitiveness and industrial performance.
- Promote co-development of products and equipment for import substitution.
- Maximise local content and local integration around OCP Group sites.
- Encourage socioeconomic development in the areas where OCP Group operates.

Links to our Policies related to responsible procurement practices, approved by Board of Directors/ Chairman and Chief Executive Officer:

→ [Responsible Procurement Policy](#)

→ [Supplier Code of Conduct](#)

**\$3.09**  
**BILLION**

(equivalent 31.42 billion MAD of commitments realised for our suppliers in 2022, of which 90% were Moroccan)

	2020	2021	2022
Suppliers assessed using environmental criteria	397	600	674
Percentage of new suppliers assessed using environmental criteria	79%	85%	86%
Percentage of new suppliers assessed using social criteria	100%	100%	100%

### Ecosystem development programme

We have developed a strong community of suppliers through our collaboration model, co-built with our suppliers. The model is based on mutual commitment where suppliers are granted certain rights in exchange of their obligations to encourage them to develop their capacity and contribute to the local industrial ecosystem.

Our strategic procurement programme brings suppliers business opportunities, visibility, support system, local content programme, digitalised processes, incubation/acceleration of local micro businesses. On the other hand, the suppliers commit to their professionalisation, to develop their operational excellence and HSE system. Also 1<sup>st</sup> tier suppliers contribute with OCP to the ecosystem development of the 2<sup>nd</sup> and 3<sup>rd</sup> tier suppliers through subcontracting, among other things.

## Supporting local suppliers to thrive

[GRI 3-3, GRI 204-1]

Our main following procurement mechanisms:

<p><b>Direct tendering for local microbusinesses</b> with competition only between local microbusinesses located in the regions of OCP sites for dedicated business opportunities and purchases of up to 300,000 MAD.</p>	<p><b>Local subcontracting development</b> through a requirement for contractors to subcontract locally up to 30% of the market's amount to catalyse local development.</p>	<p><b>Local procurement preference</b> to value local players located in the regions of OCP sites up to 5% while respecting the competition rules.</p>
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## Our supporting & empowerment measures: key highlight 2022

### FINANCING SUPPORT

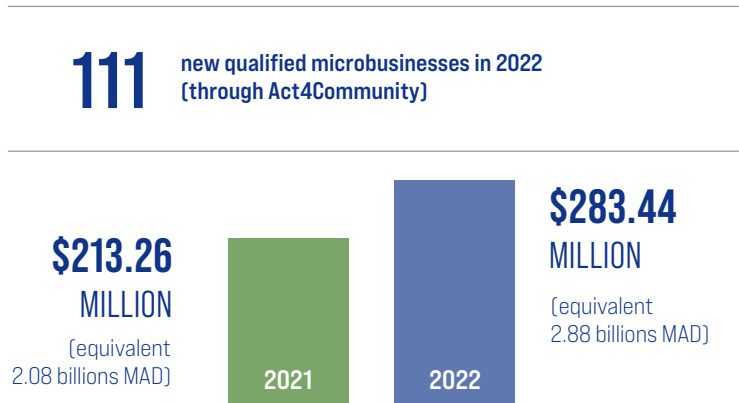
The fund "Fonds Damane Tamayouz" since 2021, has offered preferential financing solutions to the most committed suppliers without presenting additional guarantees. This allows our suppliers better access to financing their contracts with OCP Group. The Fund is the first securitisation fund in Morocco in the form of an FPCT (Securitisation collective investment funds), which aims to guarantee the financing by Finéa (a financing body subsidiary of the CDG, Morocco Depository and Management Fund) of the markets to the suppliers of the OCP ecosystem. With a size of 125 million dirhams, the fund could guarantee up to 950 million dirhams in loans. The fund will initially target markets in the civil engineering, metal construction and electrical sectors.

Supply chain finance platform deployed in a pilot phase during 2022, for the financing of OCP suppliers' invoices in reverse factoring mode for 12 suppliers. The total amount of contract to be financed is around 57 MDH. In 2023, the generalisation phase is planned to be deployed with 2 banks. This will entail a significant reduction on the suppliers' financing rate offered compared to classical factoring, financing digitalisation between parties, invoices to be financed are visible and there is flexibility of choice by the supplier.

### INTEGRATING SUPPLIERS INTO THE ECOSYSTEM

➤ **Local preference for supporting local microbusinesses:**

Commitments of industrial operations with local suppliers (within the regions of OCP sites)





### › Co-development with national suppliers for import substitution

20 VSEs supported in the prototyping of new solutions (Big-Bag, Pallet, waste recycling) to substitute imports in 2022

Creation of a cluster and group of companies in Safi and Jorf in 2022 (through Act4Community)

[GRI 3-3]  
UNGC : Principle 2, 5

### › Promoting women-owned businesses

OCP is committed to actively engaging in the procurement of goods and services from women-owned businesses and fostering women's entrepreneurship. As part of our Act4Community initiative, we have implemented several programmes aimed at empowering women and promoting their economic participation. Programmes such as "Programme learning by doing textile" and "Act4Ucd" empower women cooperatives and start-ups, respectively. In addition, 20% of local procurement of sites are made from women-owned businesses. These efforts reflect OCP's commitment to gender diversity and fostering an inclusive business ecosystem.

### › Digitalisation of purchasing process

Digitisation of the process for managing bank guarantees of suppliers (in progress) providing more transparency for suppliers.

Monitoring of the general deployment of the transactional platform (SAP FieldGlass) for the management of service contract execution and attachment processing.

# \$25.78 MILLION

(equivalent to 262 million MAD) import substitution amount in 2022, achieved through several co-development projects and the location of actors, particularly in the auxiliary materials sectors, including the manufacture of converter grids for sulphuric acid units Meehanite certified, manufacturing of pumps spare parts and balls for mills.

# + 1,900 SERVICE CONTRACTS

created, 2,200 external resources managed, and 2,500 attachments created and processed via this platform in 2022.

## ENHANCING SUPPLIERS' PERFORMANCE, PROGRESS AND COMPETITIVENESS

### › Performance assessment and development

OCP has implemented a supplier rating system for strategic purchasing categories to encourage supplier professionalisation and capacity development within the company's ecosystem. This system involves:

- Monitoring and follow-up of supplier performance through field audits, progress plans, and close monitoring.
- HSE qualification process for all suppliers on a documentary basis and project manager evaluation. To participate in tenders, contractors must meet a minimum qualification score, which is determined based on project risk and safety assessment.

The rating system is also considered when allocating contracts for the civil engineering, metal construction and electric engineering sectors.

Regular on-site audits are a crucial part of OCP's safety management system. These audits are conducted by OCP's personnel to ensure that contractors working on OCP projects fully understand and comply with safety guidelines and requirements. During these audits, OCP personnel closely monitor and evaluate the safety practices and procedures being implemented by the contractors to identify any gaps or areas that need improvement.

# +250 SUPPLIERS

from Civil Engineering, Metal Construction and Electrical Engineering sectors have been assessed according to a financial and capabilities rating based on the supplier assessment system carried out by the purchasing department of OCP Group and supported by a multi-disciplinary team.

### › Implementation of the HSE management system development programme for external companies, developed in partnership with DOOC

In 2022, a pre-generalisation phase was launched for 17 suppliers. Combining training sessions and field coaching over a period of 7 months, this programme enables suppliers to achieve Excellent HSE Performance grade.

## IN 2022, A PRE-GENERALISATION PHASE WAS LAUNCHED FOR 17 SUPPLIERS.

Combining training sessions and field coaching over a period of 7 months, this programme enables suppliers to achieve Excellent HSE Performance grade.

› **Incubation**

[GRI 3-3]

Scaling up available local suppliers through incubator programmes in each industrial site. Those programmes provide microbusinesses with equipped industrial infrastructures and offer them a technical and entrepreneurial training programme to develop their businesses and create local employment. The programme also involves developing partnerships with OCP Group and other potential customers, supporting microbusinesses in accessing finance and the market and post-incubation support.

Act4Community and UM6P, among others, are major actors involved in incubating start-ups.

› **Skills development system**

Deployment of the device of operators and subcontractors' capabilities development at the level of the centres of CCI Industrial Competence Centres, pilot on the Jorf site, through a world class certification programme, level 1 in "Mechanical and Electrical Maintenance".

› **Suppliers' Environmental, social and governance performance**

Beyond our local industrial ecosystem empowerment strategy, we are working on sustaining our whole supply chain. We already partially integrate suppliers' environmental, social and governance performance into our procurement approach through:

- Tendering criteria on Health, Safety and Environment (HSE) requirements as well as social regulatory obligations under the Moroccan labour legislation.
- Contractual social and environmental obligation.
- Audits – in line with our HSE management of external companies' standard – to control HSE risks and prevent accidents and incidents when external companies intervene at OCP sites as well as to ensure compliance with the Caisse Nationale de Sécurité Sociale (CNSS).

This approach covers the most important procurement categories.

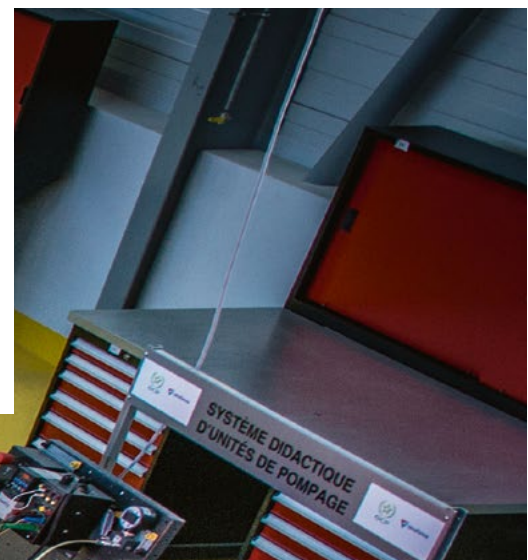
**PERSONALISED SUPPORT FOR MORE THAN**

**28** SMEs through support mechanisms (technical assistance, Lean programme, certification, digitalisation, HSE) developed in collaboration with national partners and OCP's Industrial Competence Centres

**OUR GOALS**



	Where we stand in 2021	Where we stand in 2022
Increase OCP Group's commitments to local suppliers to 25% by 2021 and 30% by 2022	16%	24%
Accelerate 800 existing small businesses in the panel of potential local suppliers with 3,200 jobs to be created	On going	Support to 170 VSEs



# 3.3 Commitments to sustainable production

## 3.3.1 Operational excellence

At OCP, we firmly believe that achieving operational excellence is intrinsically linked to maintaining a high level of safety for both our employees and subcontractors. This approach not only drives strong business performance, but also mitigates legal, financial, and reputational risks. As a company, we place significant emphasis on the safety of our workforce and partners, equipping them with the necessary tools and resources to perform safe operations and optimise production costs and output. Our industrial development plan is centred on operational excellence, which enables us to fulfil increasing demand while preserving natural resources.

Moreover, we leverage our operational excellence to bolster food security. As a major player in the global food supply chain with access to over 70% of the world's phosphate reserves, we strive to increase production while remaining mindful of our planet's limits. OCP's commitment to operational excellence guarantees the stability of the entire supply chain, ultimately ensuring global food security.

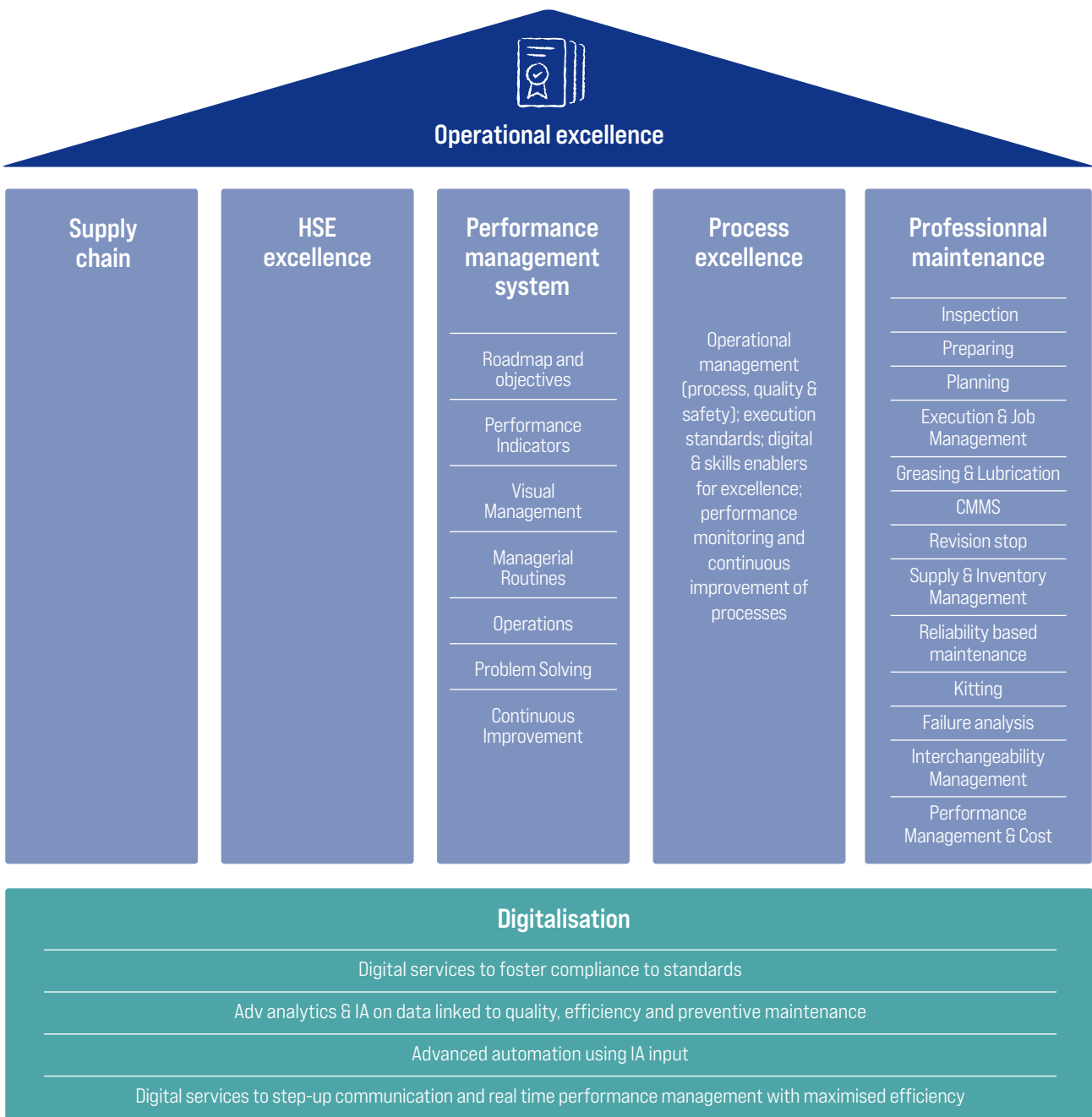
\$ billions	2020	2021	2022
Rock extraction MTSM	40.7	24.5	23.7
Phosphoric acid production Mt P2O5	7.2	7.1	6.3
Fertiliser production Mt produced	11.3	10.9	10.5
	2020	2021	2022
Carbon intensity (T CO <sub>2</sub> /KTP2O5)	360.5	350.3	267
Carbon intensity (T CO <sub>2</sub> /M\$)	633.7	431.5	333



## Commitment to building capabilities

By emphasising the needs of people, we empower them to achieve operational excellence while prioritising safety in our industry. Our approach to learning is designed to be “future-proof,” anticipating and addressing the training requirements for essential skills. We aim to cultivate a community of lifelong learners within our organisation, beginning with our operational excellence team. Their objectives include:

- Assisting with the implementation of operational improvement projects (such as performance management, maintenance, and process optimisation).
- Structuring and managing the OCP production system.
- Developing and implementing processes, standards and methods of industrial operation activities in collaboration with industrial sites.
- Identifying and implementing best practices, promoting the Group’s expertise and industrial knowledge, and fostering a culture of operational excellence.





## Transformation to boost competitive edge

At OCP, we are dedicated to enhancing our competitive edge through a variety of strategic initiatives. Our focus on several key areas has enabled the company to differentiate from our competitors and add value to our customers. Different cycles transformation have been successfully completed over the last years. In 2022, OCP has focused on three main pillars to achieve operational excellence:

- EXPLOI Programme
- SQPCI Framework
- Digitalisation and automatisisation of processes

### 1. Exploi

OCP Group launched in 2019 EXPLOI a three-year ambitious programme to transform all industrial facilities- Khouribga, Jorf Lasfar, Gantour, Safi and Phosboucraa- with the aim of achieving operational excellence, which ended in 2021. In 2022, OCP has permanently integrated the EXPLOI programme into the industrial management system of the company. In summary, the EXPLOI programme takes a comprehensive and systemic approach to achieve operational excellence and efficiency. This dynamic and inclusive programme has shown its agility by initiating cross-functional transformation projects. These projects are supported by engaged employees who understand the budgetary and operational challenges, effectively addressing the Group's new operational challenges.

The programme focuses on operational discipline and cost control, symbolised by the newly adopted S-curve, a novel development cycle embraced by OCP. This strategic shift involves strengthening the "safety" culture, mastering quality management, optimising capacity utilisation, reducing costs, and maintaining the Group's competitive edge in the global market, solidifying its leadership position.

The principles and foundations of the programme were:



#### **BOTTOM UP**

A principle of transformation "Bottom up" promoting responsibility and empowerment



#### **DIGITALISATION**

A hybrid of digital and operational excellence to maximise synergies and impact



#### **GOVERNANCE**

Strong governance with a strong agile approach to execution sponsorship, transparency and the guidance of top management



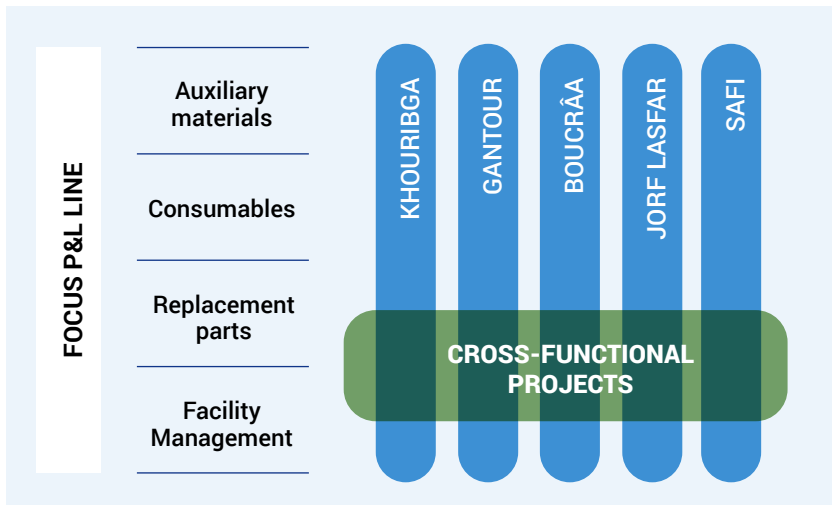
#### **PROJECTS**

A dual approach with optimisation and improvement by implementing short-term levers while working on structural projects

## OPERATIONAL AND CROSS-FUNCTIONAL PROJECT TRANSFORMATION

### Cross-Functional Projects

Implemented across all five Group sites, these projects concentrate on optimising costs for each purchasing category across the entire P&L spectrum. They go beyond consumption rationalisation, aiming for economies of scale through standardisation, consolidation, and best practices in contract management. Additionally, the EXPL01 programme focuses on cost centres, identifying further optimisation opportunities and fostering synergies between intra-site and inter-site initiatives. This effort has led to the establishment of 18 cross-functional projects that consolidate key P&L lines managed globally by the industrial management.



### Transformation Waves

The waves are short cycles of transformation at the operational level. They aim to identify and implement strategic levers to enhance safety, production capacity, cost management, and operational efficiency. Two approaches are employed: the “capacity” wave, which eliminates productivity losses, and the “cost” wave, which eliminates cost losses, both driven by a continuous improvement mindset.

The success and sustainability of the programme relied on the commitment of all employees and stakeholders, driven by the “Bottom-up” transformation philosophy, its adaptable nature, and the multitude of potential areas for action. Effective communication played a crucial role as a valuable asset and lever for strengthening collective dynamics, inspiring employees, and ultimately expanding areas of improvement. This approach fostered a culture of operational excellence and sustainability, enabling the programme to meet its ambitious objectives and overcome challenges.



## KEY FIGURES

Community

**+1,750**  
actors involved in the transformation within the entities

**+40** Agents of change

**+120** multidisciplinary actors mobilised in support

**+1,600** actors involved in the transformation within entities

Scope

**18** cross-functional projects

**37** transformation waves projects

**+1,000** identified levers

Gains

**624** MMAD Gain cost waves

**1,846** MMAD Gain cross-functional projects

**1.1** MTSM Gain mine production

**2.4** MTSM Gain Beneficiation

**1** MTMH Gain production ACS

**0.3** MTMH Gain production ACP

**2.1** Gain fertiliser loading

## 2. SQPCI framework

At OCP we employ a rigorous SQPCI framework to ensure we are meeting the highest quality standards and delivering optimal value to our customers. This framework enables us to identify and assess any issue systematically, minimising risks and maintaining competitive edge. The framework is divided in the following 5 dimensions:



### SAFETY

OCP prioritises the health and safety of employees, subcontractors, customers and stakeholders in all business operations. Moreover, it identifies and mitigates potential hazards in the workplace, providing a secure and safe environment.



### PRODUCTION

OCP seeks to optimise resources and increase efficiency. By identifying inefficiencies and waste in the processes and implementing indicators to measure productivity, reliability, yields, stock coverage among others, OCP remains highly productive. Moreover, it enables OCP to deliver optimal value to customers.



### QUALITY

OCP invests in robust quality standards, monitoring performance and product quality, process capability and customer satisfaction. OCP strives to deliver the best quality to our customers.



### COST

OCP is committed to identifying and reducing any unnecessary cost while maintaining high standards for quality and productivity. OCP measures the production costs, raw material costs, maintenance costs and non-quality costs among others.



### IMPLICATION

OCP fosters a culture of innovation and implementing processes to encourage and support new ideas by employees to improve our products and services. OCP measures the commitment of the team to performance rules, the implementation of action plans and the coaching of the team and their development.

### 3. Digitalisation

At OCP, we embrace digitalisation as a key strategy for achieving operational excellence. By leveraging digital platforms and performance reviews to streamline workflows, automate processes, and improve data analytics, we have achieved significant improvements in efficiency, quality, and profitability. During 2022, OCP has implemented the following platforms:

#### AVEVA PI System

OCP implements in their business operations the AVEVA PI System, which enables uses of artificial intelligence and is designed to capture operational data from a wide range of resources. This data is then, stored in a centralised repository and the system provides tools for analysing and visualising the data. This allows OCP to make informed decisions, carry out analysis to compare different years or predict future outcomes via AI algorithms, enable rapid integration of data into analytic platforms, enterprise applications and business intelligence tools and optimise their operation. With real-time data access, data integration from multiple resources and predictive analysis capabilities, the PI System allows streamlined data gathering, ensures the integrity and availability of critical data in real time and provides operations teams with self-service access to data for faster insight.

PI system enriches and delivers industrial data for a range of applications in maintenance, performance management and quality.



**1,800**  
users & 36 admins



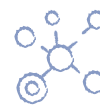
**1,553**  
dashboards and  
visualisations



**1,875**  
programmes &  
notifications



**25M** events  
used for decision  
making



**7,093**  
analyses &  
Programmes

**Daily meeting:** is a digital application that optimises the preparation and management of daily performance meetings in industrial operations through visual management and real-time reports. Its goal is to implement the best operational performance practices and standards to enhance operational efficiency and improve the performance management of industrial sites by monitoring SQPCI indicators on a daily basis. Additionally, this application enables the collection and daily management of field issues and deviations. It also facilitates the preparation and organisation of team meetings through interactive dashboards that consolidate actions and display and monitor performance indicators.

**RDP Digital platform:** The RDP (Revue de performance, performance review in English) provides a multi-dimensional view of the SQPCI framework performance, ensuring continuous and proactive management, enabling the monitoring and achievement of operational objectives and implementation of the operations strategy. OCP, with the aim of improving their business operations and customer experiences recognises the importance of leveraging digital technologies. Therefore, OCP has automatized their RDP procedure increasing efficiency, optimising the workflow, securing data, having traceability of the data, reducing errors, and having a standardised and consolidated process.

**Digitalisation of CsP (consommations spécifiques, specific consumption in English) and OEE (Overall Equipment Effectiveness):**

The annual budget construction exercise aim is to define a target setting, which will serve as a basis for steering the achievement of the objectives. To make the process more fluid and to guarantee the reliability of the data used, a digital platform for calculating the TRG & CsP is being developed. The digital platform will optimise the creation of the budget year through monthly data collection, monitoring and automatic calculations via the platform. Moreover, the data collected will be more reliable and the platform will ensure the traceability of the data, elaborating visual dashboards and ensuring the availability of data to inform decision-making bodies.



## Participative industrial excellence

### 1. Intra-innovation programme: INNOVOCP

The foundational dispositive of participative excellence, it involves the generation of ideas and the initiation of challenges through a comprehensive support process that encompasses ideation, prototyping, and eventual deployment.

InnovOCP is the main tool of this dispositive. It is an interactive and collaborative platform promoting the culture of innovation and supporting innovative initiatives and projects. The main objectives are:

- Promote the culture of innovation within SBU IFM and its ecosystem.
- Provide relevant & customised support.
- Ensure the industrialisation of successful innovative projects.

Moreover, the InnovOCP tool includes:

- Acculturate collaborators to the importance of innovation and creativity.
- Foster the emergence of innovative initiatives internally and support the development of their Proof of Concept (PoC) and prototype.
- Promote innovative approaches (Design Thinking, Pitch Canvas, Collective Intelligence tools, etc.) and facilitate the learning of creative techniques.

#### Some examples of projects supported in partnership with UM6P:

- Development of a prototype of a magnetic crawler robot to perform water depth readings on the seaside at the port.
- Design of a confined space monitoring system at the dragline level to control and inspect organs with difficult access or at risk.
- Preliminary study of compensator inspection using imaging techniques.
- Launch of a preliminary study of fertiliser and phosphate drying using biomass from palm date waste.
- Launch of the innovation campaign of olive pomace as an alternative to fuel oil in our production units, and selection of 2 solutions, 2 modes of combustion of olive pomace: Common hot gas generator mode and an individual burner mode, this as part of an innovation campaign of olive pomace as an alternative to fuel oil in production units.



KEY HIGHLIGHTS  
FOR 2022

**+ 400** IDEAS  
are received on the InnovOCP  
web platform

**+ 50**  
AWARENESS SESSIONS  
on innovation and support organised  
in preparation for pitching, Proof of  
Concept development, and coaching

**+ 500** EMPLOYEES  
reached across all sites

**+ 20**  
PROJECTS SUPPORTED, either in  
the preliminary study phase, Proof of  
Concept, or prototype phase



## 2. Incubation & acceleration programme

BloomLab is an intrapreneurship incubation and acceleration programme at IFM with a mission to empower intrapreneurship projects and encourage innovation and intrapreneurship culture among employees. Moreover, it provides intrapreneurs holistic support services to empower them to reach their potential.

To deliver this offer, the Bloomlab work closely with partners from the entrepreneurial ecosystem in and out of OCP, such as UM6P, incubators, and consultancy firms etc.

### Material and technical support:

- Providing access to OCP infrastructure (working space, labs, factories, pilots, experimental farms, etc.).
- Supporting intrapreneurs in prototyping.
- Technical expertise and advisory.

### Human resources:

- BloomLab core team participates in coaching the intrapreneurs.
- Experienced entrepreneurs/intrapreneurs are engaged as mentors to OCP intrapreneurs.
- Experienced coaches facilitate leadership and coaching session.
- External consultants and experts work with intrapreneurs on specific needs such as market research, business development, and business planning.

### Financial support:

- Seed funding for intrapreneurs, seed funds can be used in prototyping, procurement, and other expenses like digital communication and surveys.
- In-kind such as raw materials and prototyping materials.

### Administrative support:

- Facilitating and managing all administrative procedures and relations between intrapreneurs and other units and services in OCP (procurement, internal communication, budgets, etc.).

## 3. Open innovation programme:

Foster open innovation and forge partnerships with various stakeholders (universities, start-ups, UM6P, Act4community). In addition, it contributes to promoting external innovation and entrepreneurship within the national and international ecosystem.

### PRODUCTION OPEN INNOVATION:

Launching a challenge about flange covers on for one of the OCP Group's subsidiaries, IMACID, specialising in the production of sulphuric and phosphoric acids. The objective of this Challenge is to find partners who can develop flange covers that meet the specified characteristics.



### KEY HIGHLIGHTS FOR 2022

**30** APPLICATIONS

received (intrapreneurial projects), out of which

**10** WERE PRE-SELECTED and

**6** PROJECTS were selected for support in 2023, related to drones ensuring compliance with HSE, eco-bricks, e-competence, metrology and laboratory instrumentation, waste management and insect farming

## Health, Safety & Well-being

[GRI 2-23, GRI 2-24, GRI 3-3, GRI 403-1, GRI 403-3]

At OCP, we recognise that maintaining a safe and healthy workforce is crucial for the long-term sustainability of our business. To achieve our goal of zero-sustainable accidents, we take a proactive approach to establish a safety culture that aligns with global standards. By prioritising safety and implementing preventive measures, we aim to minimise safety risks and exceed international safety standards. Our commitment to safety extends to promoting a safety-conscious culture where all employees take ownership of their safety and well-being.

Links to our Policies related to Diversity and equal opportunity, approved by Board of Directors/ Chairman and Chief Executive Officer:

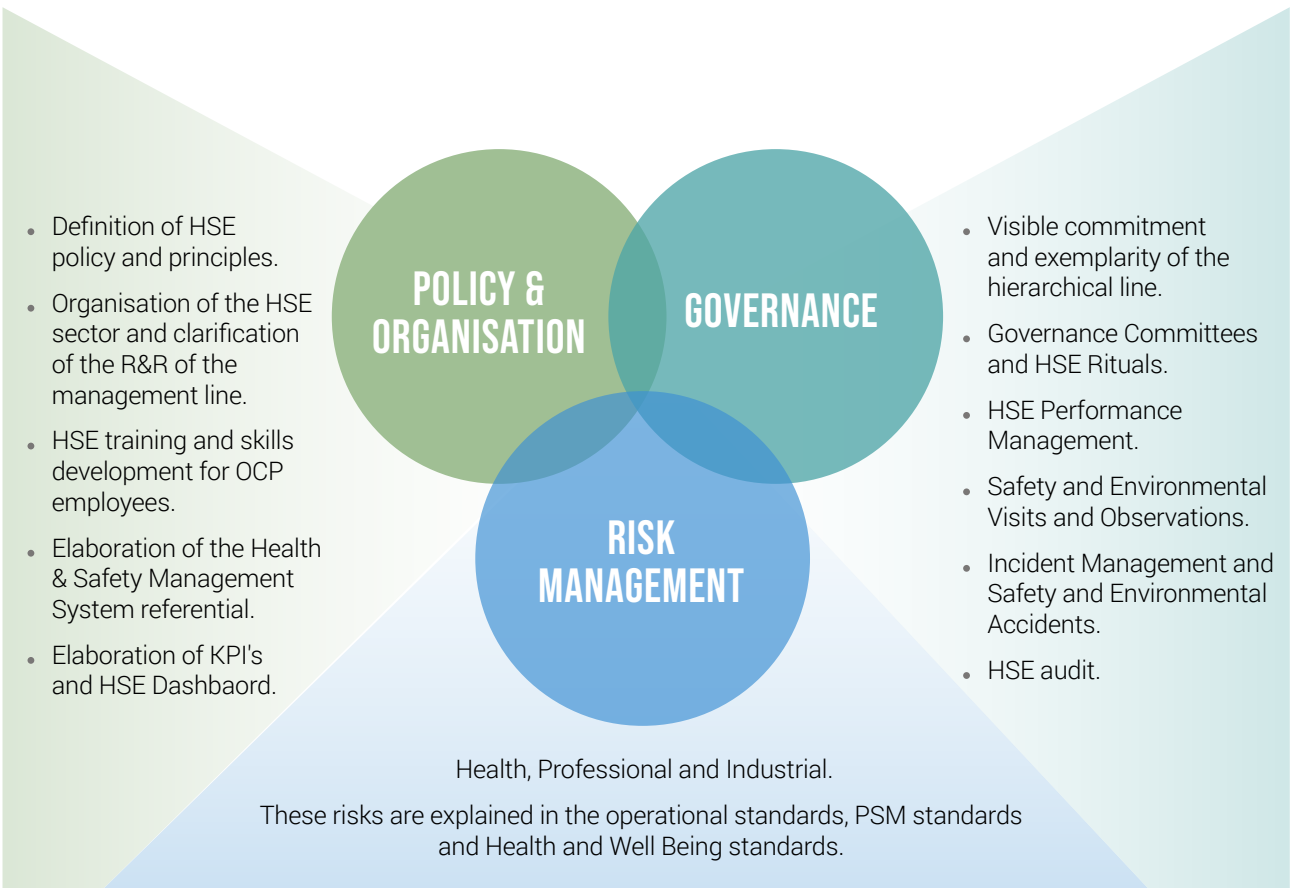
→ [Occupational Health and Safety Policy](#)

### OUR MANAGEMENT SYSTEM FOR HEALTH AND SAFETY MANAGEMENT

Health and Safety Management System (HSMS) represents a major and sustainable challenge for OCP Group. Our management system has been implemented based on the ISO 45001 standards and covers our employees and workers who are not employees but whose work and/or workplace is controlled by OCP Group. Our main goal is to ensure the welfare of our employees and promote a healthy workplace while safeguarding the integrity of our facilities. Our actions are firmly grounded in our principles of good governance and serve as the bedrock of our leadership values and code of ethics.

A corporate team is dedicated to health and safety management for all OCP sites and defines overarching guidelines based on feedback from the field. Each site implements a programme to identify, assess and mitigate

specific safety risks – driven by a safety manager who coordinates a network of safety correspondents assigned to different areas of the site. These programmes consider employees, subcontractors and local communities and other stakeholders, including vulnerable groups identified on these categories through the human rights risks assessment. Health & Safety committees – composed of employees’ representatives – are regularly held to ensure the co-construction and the efficiency of the performance cascading and feedback culture. The DOOC (DUPONT OCP Operations Consulting) – dedicated to health, safety and environment challenges – transversally supports the OHS management system. Our Health and Safety Management System (HSMS) is based on three main pillars:



[GRI 2-24, GRI 3-3, GRI 403-1, GRI 403-3]

Preserving the physical, mental and social health of employees as well as the integrity of the ecosystem is an absolute priority for the OCP Group. The Group promotes individual and collective health in all the countries of operation and complies with national and international regulations applicable to occupational health. As part of our commitment to the prevention of health and safety risks for all OCP employees and partners - including contractors, suppliers, visitors, OCP subsidiaries, joint ventures - we have implemented the Occupational Health and Safety policy. This policy outlines occupational health and safety guidelines to manage professional and industrial risks effectively. Moreover, the Responsible Local Communities Policy and the Environmental Management Policy ensures that all OCP Group sites regularly conduct a comprehensive and transparent environmental and health and safety risk assessment including vulnerable people, safeguarding the health and safety of local communities.

OCP aspires to become a global reference in HSE performance within the phosphate industry with a sustainable "Zero Accident" ambition.

**Our "Zero Accident" project is a programme that has contributed significantly to building a safety culture among OCP employees and external companies.**



### FIRST PHASE 2012-2016

OCP has established a safety management system that identified major risks in OCP's mining and chemical activities.



### SECOND PHASE 2017-2020

OCP has focused on improving human resources, including enhancing skills and expertise to better control occupational and industrial risks, risk perception training for all employees and partners, and using interactive communication to build a sustainable safety culture.



### THIRD PHASE 2021-2023

OCP aims to achieve an independent mode with a reduction in the frequency rate and an overall Health And Safety Management System (HSMS) assessment higher than 75%.

The "Zero Accident" project has several levers that have contributed to improving safety performance, including implementing the HSMS, organising the HSE department, implementing operational standards and Process Safety Management (PSM) related to professional and industrial risks, setting up field rituals, implementing a communication strategy, and supporting safety tools. Moreover, an OHS policy based on the 7 HSE principles has been defined, and the 5 life-saving rules have been established and deployed.

## AMBITION:

**ZERO repetitive accident to become a World Class reference in DHS performance**

Our safety approach is continuously improved through regular feedback survey and grievance mechanisms available to employees and people who work on our sites.

## A GUIDE OF WELL-BEING AT WORK IS BEING DEVELOPED

Our occupational health management activities include many regular preventive programmes such as clinical and radiological examination. Our employees undergo a systematic biological assessment 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. OCP carries out several systematised actions, such as noise campaigns, prophylactic measures, among others.



## AT OCP HEALTH AND PREVENTION ARE CARRIED OUT BY THREE BODIES

[GRI 2-24, GRI 403-1, GRI 403-3]

The occupational doctors have a preventive role, which consists in carrying out the necessary medical examinations, in particular the medical examination of aptitude during hiring and to avoid any impact on the health of employees due to their work by monitoring hygienic conditions in the workplace, the risks of contamination and the state of health of the employees. The occupational doctor is empowered to propose individual measures such as transfers or transformations of roles, justified by relative considerations, in particular, the age, physical resistance or state of health of the employees. The Group's managers are required to follow these proposals. The occupational physician has a role of an advisor, with the management, heads of department and the head of social service.

He is notably in charge of:

- monitoring general hygiene conditions in the company.
- protecting employees against accidents and against all nuisances that threaten their health.
- monitoring the adaptation of the workstation to the employee's state of health.
- improving working conditions, the elimination of dangerous products and the study of the workload and work intensity. The occupational physician is required to declare, under the conditions provided by the labour law, all cases of occupational diseases which he will have knowledge as well as symptoms or illnesses that may have a character professional. The occupational doctor keeps a file that he updates regularly. This sheet includes the list of occupational risks and diseases, if any, as well as the number of employees exposed to these risks and diseases. The file is addressed to the health and safety committee. It is made available to the labour inspection officer and the work doctor inspection.

### Health and safety representatives:

OCP has 12 health and safety representatives seconded to the Ministry of Energy, Mines and Environment and are completely independent. They are committed to detect occupational risks and ensure the health and safety of all the employees. They establish and send a report on health and safety conditions to the Minister of Energy, Mines and Environment on a continuous and permanent basis.

### OCP's Health and Safety at work committee:

The Health and safety at work committee is composed by a group representatives of safety and environment department, occupational doctors, Unions general secretary, independent health and safety representatives.

The roles of the health and safety work committee are as following:

- to detect the occupational risks to which the employees of the company are exposed.
- to ensure the application of legislative and regulatory law concerning the health and safety.
- to take care of the good maintenance and the good use of the devices.
- to take care of the protection of the environment inside and around the company.
- to encourage all initiatives related to methods and procedures of work, the choice of materials, equipment and tools required and adapted to work.
- to present proposals concerning the rehabilitation of disabled employees in the company.
- to give its opinion on the functioning of the occupational medical service.
- to develop a sense of prevention of professional and security risks within the company.

At OCP, we believe that the health and wellbeing of our employees are essential to our collective success. We want to give everyone the opportunity to take care of themselves and their families, and we demonstrate this commitment through a rich and diverse range of benefits. We are committed to provide state-of-the-art healthcare plan to our employees, their families, and to former employees as part of their pension. Our health care plan contributes to individual and family health including doctor visits, hospitalisation, dental care, vision care etc. Partnerships and conventions with best-in-class medical institutions have also been put in place to enrich the medical care offer. In addition, OCP Group has been proactive in the prevention area with the opening of medico-social centres in the cities where the Group operates to improve benefits and provide greater convenience to current and retired employees and their families. Group doctors are subject to medical confidentiality and a duty to inform employees, particularly on professional risks.

All OCP contractors are required to provide to their employees operating on the Group sites, an accident insurance at work, health care coverage, support assistance contract and disability coverage. Also, before being authorised access to our sites, contractors should provide specific documents to have an access badge to our operations. These documents include training document on health and safety, checking of qualification, age of employees, legal identification documents. Frequent inspections are also carried out via the External Company Management standard.

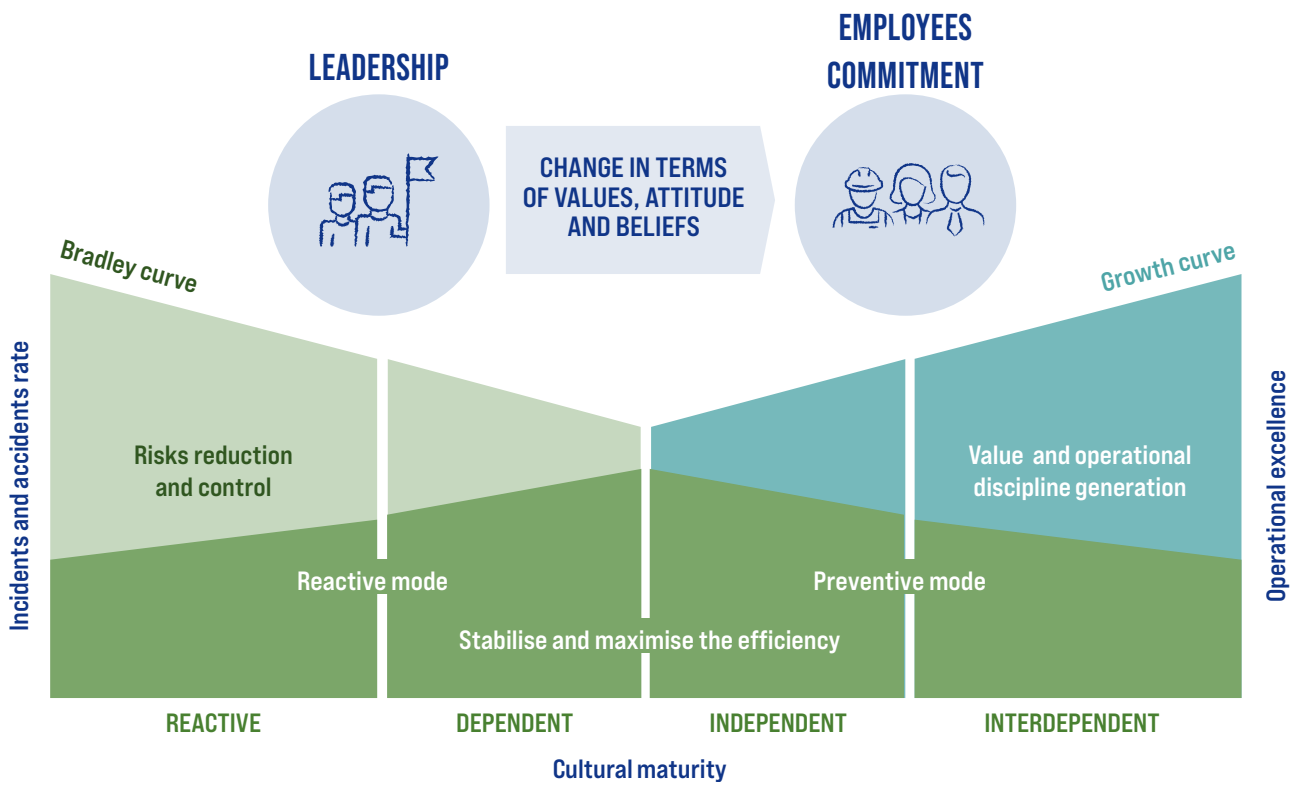
[GRI 2-23, GRI 2-24, GRI 403-2, GRI 403-7]

Previously to start any business operation, OCP conducts an evaluation with the business partner to verify that there are no controversies and that the principles of human rights are well met. Before being authorised to access to our sites, Contractors should provide specific documents to have an access badge to our operations. These documents include training document on health and safety, checking of qualification, age of employees, legal identification documents. Regular inspections are also carried out via the External Company Management standard.

### RISK IDENTIFICATION, ASSESSMENT & MITIGATION

At OCP, our priority is to cultivate a strong safety culture that aligns with our core values and standards. To achieve this, our Health and Safety Management System (HSMS) is designed to position us in the preventive mode on the Bradley Curve, specifically in the independent and interdependent stages. Our aim is to avoid reactive mode, which is marked by dependence and reactivity. We believe that this proactive approach will help us better control the risks associated with health, professional, and industrial activities. As a result, we have implemented a range of standards that are designed to mitigate these risks and ensure the safety of our employees and partners. When identifying health and safety risks.

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



#### Roadmap towards interdependent level by 2025

2023	2025
0 fatalities	0 fatalities
0 repetitive work accident	0 repetitive work accident
Lost-Time injury frequency < 0.5 for the Industrial Department with objectives to be set by site	-50% in overall Lost-Time injury frequency
Overall Health and safety management system evaluation > 75%	Overall Health and safety management system evaluation > 95%

## DIGITAL HSE: AN ESSENTIAL TOOL FOR SUPPORTING THE HSE AND WELL-BEING TRANSFORMATION

[GRI 3-3, GRI 403-1, GRI 403-3, GRI 403-4, GRI 403-6]

Digitalisation has become an essential tool for supporting HSE efforts. In 2022, OCP has improved the HSE section of MyOps platform including new features with the aim of facilitating the implementation of HSE requirements and providing real-time performance monitoring:

- Consultation of HSE policy and principles
- Consulting Life Saving Rules (LSRs)
- Consultation of HSE Standards
- Visualisation of HSE Expert emissions
- Monthly HSE reporting
- Access to the MYOPS platform and newly mobile app: editing, recording and monitoring of actions including:
  - DA (Detection Action): Reporting of dangerous situations and violations and follow-up of actions
  - VOSE (Safety and Environment Visits and Observation)
  - GIASE (Incident Accident Safety Environment Management)
  - GEEX (HSE Management of External Companies)
  - Audit standard
  - Best practices sharing from all sites

The platform empowers employees to consult standards, record events and data, communicate performance through reports, and disseminate HSE requirements. Site and Entity Functional Administrators ensure a seamless experience across different sites.

### MyHSE Mobile application



To further strengthen digitalisation in HSE, the MyHSE mobile application has been launched. It enables access to current HSE standards and forms, view HSE Expert TV shows, and communicate about the vision, HSE principles, and the 5 life-saving rules. The app also provides the ability to consult videos and memory aids for life-saving standard requirements, in addition to utilising all the features and tools of the MyOPS application.

As per accelerating the pace in our HSE Digital Transformation, OCP acquired in 2023 a breakthrough technology.

This new platform will connect siloed information, providing real-time operations and safety performance data with analytics and insights, including anomalies and corrective actions, visualised on one platform. Extensive analytics and risk assessment based on asset health and safety data will enable to conduct risk based inspections based on threat likelihood and potential consequence, to proactively identify hazards and implement risk control.

The safety digital platform will be structured around four modules:

#### 1. Control of Work

- Flexible system with dynamic Permit to work routines and workflows
- Data support investigation and corrective action
- Analyse all work processes across the facility and set and monitor KPI's

#### 2. Critical Event Management

- Integrated end-to-end emergency communication
- Detects anomalies and notifies workers with push notifications
- Emergency equipment audits, training and emergency drills

#### 3. Asset Performance Management

- Track, analyse and manage asset lifecycle
- From inspections to maintenance with a standardised and optimised process
- Analyses device properties to predict failures and performance degradation

#### 4. Health & Safety

- Proactive protection against potential dangers
- Data-driven actionable insights and alerts
- AI-enabled analytics and case management tools

## AUDIT

[GRI 403-5, GRI 403-6]

### Main objectives

- Identification and control of industrial risks
- Control of the PSM system
- Application of standards / Procedures
- Realisation of regulatory controls
- Training / qualification of personnel on Industrial risks and MOs (Operational Modes) for critical tasks, etc.

In addition, units/sites carry out their own audits based on self-assessment and implement the related recommendations.

As part of the assessment of the effectiveness of our Health and safety management system, a level 2 audit programme, supporting the continuous improvement of our system, has been set up. The audit topics scheduled for the year 2022 have been selected based on the strategic orientations of the 2022 OHS roadmap.

## TRAINING & COMMUNICATION

In order to cultivate a mature safety culture, our company's training programme encompasses both technical and soft skills training. Technical training equips employees with the knowledge and expertise required to adhere to safety standards, identify and mitigate job-related hazards, and handle hazardous activities and situations. On the other hand, our soft skills training aims to develop behavioural competencies such as taking ownership, assuming responsibility, and striving for zero injuries as an achievable objective.

Furthermore, our safety training is extended to OCP suppliers and subcontractors who may need to intervene on industrial sites. Our Industrial Expertise Centres (IECs) provide site-specific training, while our UM6P and OCP professors also contribute to the training initiatives. To ensure effective dissemination of information, we also conduct communication campaigns periodically to raise awareness of the challenges faced by our Occupational Health and Safety (OHS) management system.

Audit **100%**  
industrial sites audited for HSE  
in 2022

**181**  
HSE Audit missions conducted at  
the site level in 2022

**17**  
audit missions conducted cross-  
referenced between OCP sites  
in 2022

## KEY HIGHLIGHTS 2022

**57,889**  
MAN DAYS



Of trainings include the following topics:

- HSE policy and principle
- Risk perception
- Process safety management
- Structural Integrity Visual inspection – Level 2
- Lifting and Handling – Level 2
- Prevention of occupational and chemical risks
- Fire protection (evacuation techniques, etc.)
- Regulations and standards (ISO 45001, PPE, etc.)
- Lifeguard and first aid at work
- Governance standards
- Operational standards
- PSM standards.

**25%**

of employee's annual performance  
evaluation linked with Safety objectives.

A communication programme has been set up for employees and subcontractors to create awareness of the rules to respect and the best practices to adopt on the field. Several means of raising awareness are made available to them, including posters, leaflets and motion design videos.

Examples of campaigns include:

- National road traffic day
- Ramadan campaign
- Travel risk



## SUPPORTING OUR SUPPLIERS FOR HSE EXCELLENCE

[GRI 3-3, GRI 308-1, GRI 403-3]

Assessing the HSE performance of our suppliers is essential to roll out sustainable procurement. Our GEEEX standard governing the HSE management of external companies has been further strengthened in 2021 along with the assessment programme.



### HSE performance levels

Prequalification matrix	Excellent	Good	Average	Low
Level A	Accepted	Dismissed - Except derogation (*)	Dismissed	Dismissed
Level B	Accepted	Accepted	Dismissed - Except derogation (*)	Dismissed
Level C	Accepted	Accepted	Accepted	Dismissed - Except derogation (*)

### Level of HSE requirements

### Nature of work

Level A	<ul style="list-style-type: none"> <li>🔒 Intervention on storage areas and circuit handling a dangerous product (ammonia, acids, bases, sulphur, flammable products, etc.), circuit working under vapor or gas pressure, EIPS (Important Safety Equipment), dragline, truck over 70t, wharf, High Voltage electrical station, ATEX Zone</li> <li>🔒 Work involving explosives, cranes over 50t, non-standard scaffolding or requiring calculation notes</li> </ul>
Level B	<ul style="list-style-type: none"> <li>🔒 Other than levels A &amp; C</li> </ul>
Level C	<ul style="list-style-type: none"> <li>🔒 Gardening, non-industrial cleaning, security, office work, work that does not require special technical skills</li> </ul>

Topics assessed span over the whole HSE management system of suppliers: from policy to KPIs going through organisational resources & governance, planning, skills and accreditation, continuous improvements, and assessment results from past experience with OCP Group. Results are considered in the tendering phase as well.

Find out more about OCP's Program to enhance suppliers' HSE performances and reach higher level of performance.

→ [Responsible procurement practices- Ecosystem development programme](#)

## CREATION OF THE EE (EXTERNAL COMPANIES) HSE ASSESSMENT COMMITTEE



In accordance with the HSE Management Standard for External Companies (GEEEX), our project managers are responsible for conducting HSE pre-qualification of external companies during the call for interest (appel à manifestation d'intérêt, AMI) stage, prior to Tender Management (CGAO) committees. To facilitate this crucial task and ensure consistency in HSE evaluations across Industrial Facility Management (IFM), we have established the HSE Evaluation Commission within the external enterprise.

This committee plays a pivotal role in ensuring the proper evaluation and review of HSE systems across the EE. Its responsibilities include overseeing HSE system evaluations and reviews, tracking final field assessments conducted by the PMs and initiating improvement audits as required. Additionally, the committee is responsible for determining the pre-qualification score of each EE, considering the relevance of assessments conducted by the project managers.

The HSE Evaluation Commission also responds to requests for HSE system assessment updates from various stakeholders including purchasing, among others. The committee is also responsible for addressing any complaints related to HSE system assessments.



Employees		2020	2021	2022
Fatalities as a result of work-related injuries	Number	0	3	2
	Rate	0	0.11	0.06
High-consequence work-related injuries (excluding fatalities)	Number	47	29	38
	Rate	1.58	1.03	1.16
Recordable work-related injuries	Number	116	84	89
	Rate	3.90	2.99	2.71
Lost Time Injury Frequency	Rate	1.58	1.14	1.22
Process safety events- Tier 1	Number	0	0.06	0.01

Sub-contractors		2020	2021	2022
Fatalities as a result of work-related injuries	Number	1	1	1
	Rate	0.04	0.02	0.02
High-consequence work-related injuries (excluding fatalities)	Number	25	27	23
	Rate	1.00	0.63	0.36
Recordable work-related injuries	Number	123	125	128
	Rate	4.94	2.89	1.99
Lost Time Injury Frequency	Rate	1.04	0.65	0.37

Employees & subcontractors		2020	2021	2022
Recordable work-related injuries	Number	239	209	217
Lost Time Injury Frequency	Rate	1.34	0.84	0.66

(Calculated per 1 millionman hours worked)

During our activities on 2022, OCP has known injuries mainly related to projection chemical and physical products, falling to the ground, handling and falling from heights.

## OUR GOALS



### Where we stand in 2022

Reach the "Independent stage" on the Bradley Curve by 2023; and reach the interdependent stage by 2025

On going

Lost-Time Injury Frequency (for employees & subcontractors) rate below 0,5 by 2022 and a 50% reduction by 2024 compared to 2020

0.66

Improve working conditions by implementing the OCP standard GEEEX for external companies & subcontractors management

GEEEX standard reinforced and external companies audited & ranked in the prequalification stage

## WELL-BEING




The sustainable success of OCP Group relies not only on the achievements and successes of its employees but also on their wellbeing. The HSE and Wellbeing IFM Management aims to prioritise the improvement of employee wellbeing in the workplace, ensure the leadership's commitment towards this goal, and promote a culture of wellbeing that encourages the growth and development of all.

The Occupational Health Department, HSE Departments and Site Safety Managers are working together to prevent any negative health effects on workers. OCP deployed occupational physicians, nurses and occupational health clinics located in our operations to provide the health expertise and facilities needed to support this responsibility. Developed in line with the World Health Organisation standards to cover all our activities, our preventive approach is structured on three dimensions.

The company aims to prioritise workplace well-being by creating a culture that supports it. OCP plans to develop and implement an action plan to promote well-being. Moreover, OCP will implement various programmes, provide tools for employees, and measure the impact regularly. The company also aims to ensure the commitment of IFM leadership towards employee well-being and foster a culture that encourages everyone's growth and fulfilment.

### DIMENSIONS

### KEY HIGHLIGHTS 2022

<p><b>1. HEALTHY BODY</b></p> 	<p><b>Early identification of occupational disease, medical insurance, promotion of balanced diet and physical activities</b></p>	<ul style="list-style-type: none"> <li>• Continuation of health protocols and vaccination awareness waves.</li> <li>• Launch of the first class of OCP doctors for obtaining an Executive Master in Therapeutic and Preventive Nutrition at UM6P Benguerir.</li> <li>• Several events including but not limited to Prevention of breast and cervical cancer.</li> <li>• Promoting healthy food and eating habits by providing fresh products at the workplace.</li> <li>• Occupational screening for nutrition-related pathologies.</li> </ul>
<p><b>2. HEALTHY WORKPLACE</b></p> 	<p><b>Chemical and biological exposure, radiation, noise, ergonomics, temperature, illumination, best-in-class technologies, etc. Professional reclassification</b></p>	<ul style="list-style-type: none"> <li>• OCP has three representatives bodies that ensure occupational health.</li> <li>• OCP adopts remote working for all functions for which it is relevant. The Group has launched pilots FlexOffice spaces that allow work in person for part of the time, and thus reconnect social bonds with colleagues. O'Work is a platform that has been launched to book Flex-Offices and Co-working spaces. The Group set up organic and not mechanical "agile, inclusive and innovative" organisations allowing Business Units to operate with a start-up mindset and to implement modern management practices that promote agility and empowered teams.</li> </ul>
<p><b>3. HEALTHY MINDS</b></p> 	<p><b>Prevention of psychosocial risks, promotion of a friendly and respectful workplace</b></p>	<ul style="list-style-type: none"> <li>• Several workshops and events such as the "Well-being Week", Well-being for the HSE Community, Celebration of the World Mental Health Day, etc.</li> <li>• The Quality of Life at Work Observatory « O'QVT » was created in 2022 by Mohamed VI Polytechnic University to support developments and transformations related to the world of work and is focused on the 3 H: Healthy Bodies, Healthy Minds &amp; Healthy Workplace. The observatory aims to promote and develop the Quality of Life at Work within Moroccan and African companies and institutions using OCP as a living lab. It is oriented towards applied research and aims to promote the emergence of Moroccan and African expertise in the field of Quality of life at work and to advance its practices aligning with global standards.</li> </ul>



## Because we care Nutrition:

At OCP, we prioritise the protection and promotion of the health and well-being of our employees and the overall ecosystem. Our primary objective is to foster a healthy, engaged, and inclusive work environment that remains sustainable in the long run. We are committed to addressing health and well-being as an important business driver on a sustainable basis and our health and well-being initiatives are linked to our holistic well-being framework. We have been working on a 3-pillar well-being framework to address the mental and emotional well-being of our associates and their sense of purpose as well as the physical well-being of OCP as a whole.

For OCP, achieving global well-being means experiencing a sustainable state of feeling good and functioning effectively, both as individuals and as an organisation. We acknowledge that workplace well-being encompasses various aspects of working life, including the quality and safety of the physical environment, the satisfaction and perception of our associates towards their work, the overall work environment, and the organisational climate. Our well-being framework serves as a guiding principle to ensure that OCP remains a safe and healthy entity.



### Our nutrition programmes:

Acting on nutrition (food and physical activity) within OCP is undoubtedly a powerful way to contribute to the health and well-being of our associates, preventing the most common pathologies (prevention of chronic diseases whose risk factors are overweight, obesity, diabetes) and reducing absenteeism, improving the quality of work and the health of our employees.

#### > Promoting healthy food and eating habits at the workplace

At OCP, we recognise the significant impact of unhealthy eating habits on chronic diseases. To address this issue, we have implemented initiatives to promote healthy food choices among our employees such as the provision of fresh product delivery directly to the workplace. Additionally, we have installed water fountains throughout our premises, encouraging employees to stay hydrated and make healthier beverage choices.

Moreover, OCP provides a diverse selection of healthy eating options to employees, including a salad bar, balanced meals, and a variety of fruits and vegetables such as apples, carrots, and bananas. Additional offerings include fresh juices, sugar-free, Greek yogurt, smoothies, and whole wheat bread. These meals are prepared and served by a specialised food service provider who enables employees to make health-conscious choices. Furthermore, menus undergo regular reviews by a nutritionist to ensure they meet nutritional and caloric balance requirements. The catering service of OCP is managed by the occupational health department to promote healthy and safe nutrition.

#### > Occupational medicine screening for nutrition-related pathologies

The Group's occupational health entities managed by internal doctors monitor the state of health of all employees, which makes it possible to identify the emergence of pathologies and, if applicable, to propose and implement preventive actions including issues related to nutrition (diabetes, high blood pressure etc):

- Systematic screening (overweight, obesity, cardiac risk, hypertension, diabetes). Almost 50,000 medical visits among more than 30,000 periodic visits and more 32,000 medical analysts to deepen preventing and early-stage discovery.
- Encouragement to reduce risk factors for nutrition-related pathologies.
- Organisation of awareness campaigns, nutrition webinars, nutrition information day, animated by nutritionists and occupational doctors.
- Developing nutrition guidelines.
- Facilitating the management of nutrition-related pathologies by occupational medicine and proposal of a care circuit.
- Establishment of a privileged link with outpatient services for employees at nutritional risk.

#### > Nutrition trainings for our occupational doctors

In order to provide tailored nutritional monitoring for employees across various age groups and health conditions, our doctors have been enrolled in the master's degree programme Therapeutic and Preventive Nutrition, offered by UM6P. This advanced programme equips them with the necessary tools and knowledge to offer specialised dietary guidance and support to specific categories of individuals, including children, young adolescents, pregnant women, elderly subjects, and those with chronic illnesses. By participating in this programme, our doctors can ensure optimal nutritional care that is personalised and adapted to the unique needs of each individual.



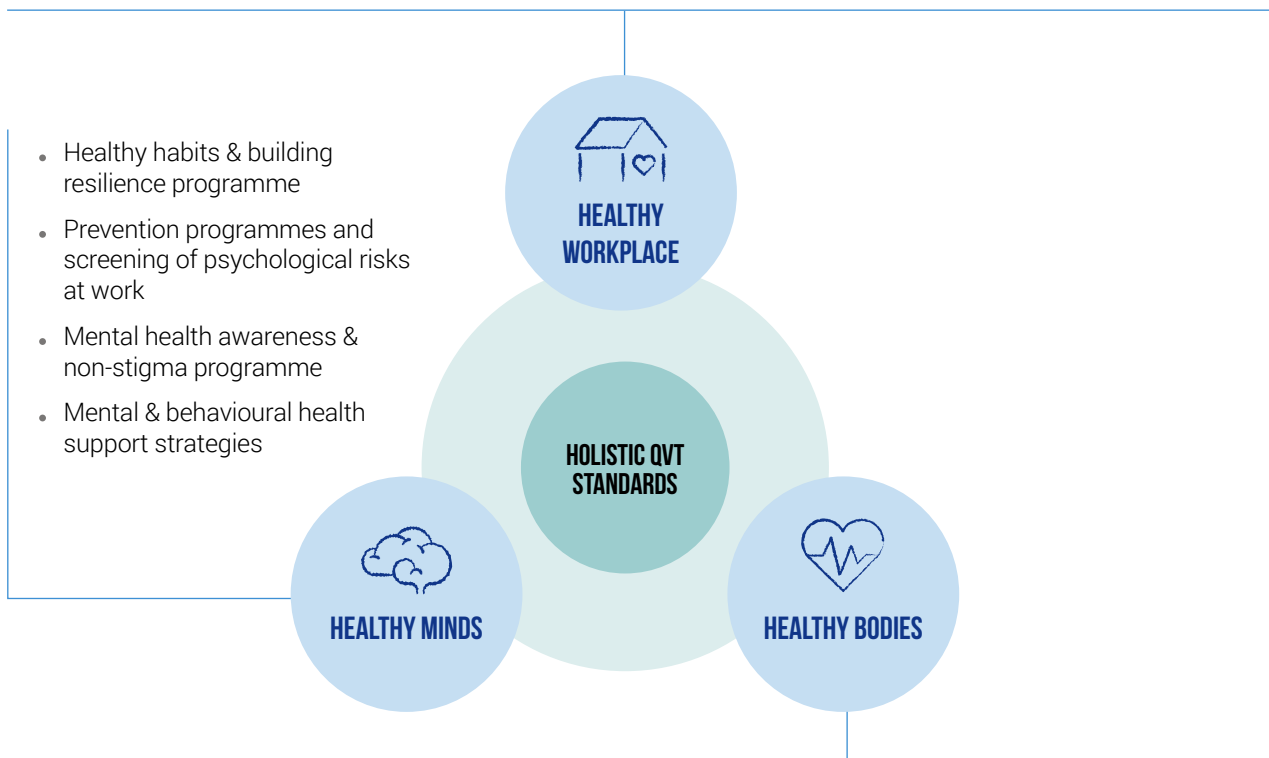
**THE QUALITY OF LIFE AT WORK OBSERVATORY HEALTHY BODIES, HEALTHY MINDS & HEALTHY WORKPLACE, OCP AS A LIVING LAB**



The Quality of Life at Work Observatory « O'QVT » was created in 2022 by Mohamed VI Polytechnic University to support developments and transformations related to the world of work and is focused on the 3 H: Healthy Bodies, Healthy Minds & Healthy Workplace. The observatory aims to promote and develop the Quality of Life at Work within Moroccan and African companies and institutions. It is oriented towards applied research and aims to promote the emergence of Moroccan and African expertise in the field of Quality of life at work and to advance its practices.

The Observatory of the Quality of Life at Work « O'QLW » aims to promote a positive environment in the workplace by supporting initiatives and projects relating to the physical, mental and social health of employees within companies, in line with international standards. The « QLW » Observatory is an invitation to shift from a classic functioning of well-being at work induced by "corporate initiatives" to a holistic strategy of quality of life at work set as a "business priority", for organisations that aims to accelerate and maximise value creation in a continuously changing environment.

- Physical work environment: working conditions, ergonomics, prevention of noise, radiation, chemical & biological exposure workload management
- Healthy leadership: content & purpose of work, healthy behaviours, equity, non-discrimination & non-violence prevention, team cohesion & engagement, management practices
- Future of work & the workplace: flexible Work & workplace, work-life balance & parenting support strategies, inclusive workplace models, future ways of working



- Physical work environment: working conditions, ergonomics, prevention of noise, radiation, chemical & biological exposure workload management
- Occupational health studies & research Lab
- Medical & lifestyle factors assessment & prevention: chronic disease prevention, sleep, nutrition, physical activity

# 3.3.2 Sustainable Industrial Development

Four pillars constitute the foundations of OCP Group’s environmental programme meant to drive positive impacts. Our framework is based on our deep understanding of the circular economy principles.



## SUSTAINABLE PRODUCTION

Optimising the production process for the sake of the environment and ecosystems

Our commitments for	Our ambitious roadmap to achieve our commitments
<ul style="list-style-type: none"> <li>• Water resources preservation</li> <li>• Efficiency &amp; green energy</li> <li>• Effluents management</li> <li>• Operational excellence</li> <li>• Sustainable sourcing</li> <li>• Carbon neutrality</li> </ul>	<p><b>100% non-conventional water by 2024</b> Total consumption of water from seawater desalination or wastewater treatment</p> <p><b>100% clean electricity by 2027</b> Cover 2.3 TWh needed for our industrial development plan by clean electricity</p> <p><b>“Best-in-class” Emissions and effluent management</b> Exploit all available technological advances to reduce emissions and discharges</p> <p><b>Carbon neutrality</b> Setting our roadmap to reach carbon neutrality on scopes 1 &amp; 2 by 2030, and on all three scopes by 2040</p>



## USING RESOURCE CONSCIENTIOUSLY

Minimise the need for natural resources at the source

Our commitments for	Our ambitious roadmap to achieve our commitments
<ul style="list-style-type: none"> <li>• Phosphate stewardship</li> <li>• Phosphogypsum as a coproduct (storage &amp; valorisation)</li> <li>• Other coproduct valorisation</li> </ul>	<p><b>Hacking phosphate to create value</b> Full recovery of phosphate and other elements present in the rock</p> <p><b>Maximise phosphogypsum valorisation</b> while using safe storage</p>



# VALUE CREATION



## RECYCLING & TRANSFORMING WASTE TO RESOURCE

Transforming the waste generated into maximum value resources

### Our commitments for

- Waste
- Mines rehabilitation

### Our ambitious roadmap to achieve our commitments

**Make our waste a new source of value**

#### Mines rehabilitation for the communities' benefits

Reclaim twice the exploited lands each year to create value for nature and communities



## FEEDING THE PLANT FAIRLY

To give the best, and the right amount to the plant and the soil

### Our commitments for

- Smart agriculture
- Customised products

### Our ambitious roadmap to achieve our commitments

#### Implement smart agriculture

Develop the 'customised fertilisers' and innovative solutions for sustainable agriculture

**Develop green fertilisers** (low carbon footprint, organo-mineral, organic,...)



## Green investment plan towards a sustainable future

In 2022, OCP Group launched a new **strategic programme for 2023-2027**, which aims to increase fertiliser production capacities to address global food security challenges while achieving carbon neutrality by 2040 through major investments in innovative green fertilisers and renewable energy. This new investment plan will contribute significantly to OCP's sustainability efforts by identifying new sustainable opportunities, developing actions to minimise the company's impact on the environment, increasing operational efficiency and enabling a more sustainable future for the planet.

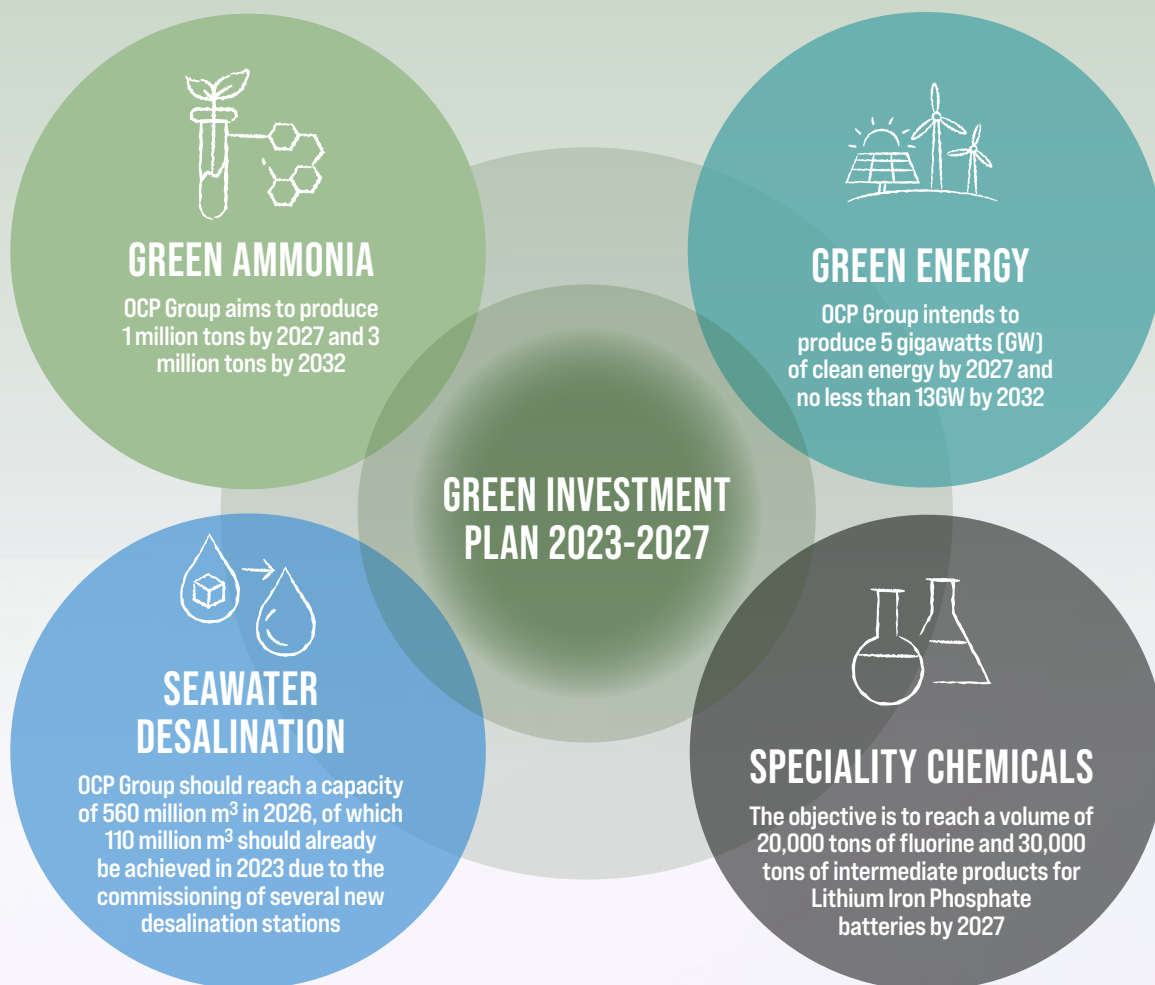
The green investment plan, which represents the consolidation of OCP's commitment to sustainability, will entail a global contribution of **\$13 billion between 2023 and 2027**. The specific goal of this strategy is to increase the production capacity of fertilisers from the existing 12 million tons to 20 million tons by the year 2027. Its key provisions entail an expansion of mining capacities that will encompass the opening of a new mine situated in Meskala within the Essaouira region, alongside with the establishment of a new fertiliser complex located in Mzinda. This production facility will undertake the processing of rock obtained from the Benguerir and Youssoufia mines, as well as the newly mine in Meskala.

At the core of this new investment programme lies the use of **clean energy**. OCP Group will supply all its industrial facilities with green energy including wind, solar, and co-generation by 2027. By adopting zero-emissions energy, the group aims to strengthen their competitiveness while simultaneously providing power to new seawater desalination plants. This action will not only enable OCP to meet its water needs, but also provide drinking water and irrigation to areas adjacent to OCP's operations, tackling at the same time the urgent water scarcity problem in the region.

To meet this commitment, OCP has created two new subsidiaries **OCP Green Energy** and the **OCP Green Water**. Both units will develop, implement and manage sustainable solutions promoting the adoption on renewable energy and the use of water from non-conventional resources on OCP's business activities. These business units play a crucial role in enabling the company to transition towards a more sustainable future while contributing to the communities and to the organisation's bottom line.

**100%** OF CLEAN ENERGY  
USE BY 2027





This plan is a key milestone in the path of OCP Group to seek for solutions that can help foster inclusive growth for the environment, the industry, a food-secure world.

### GREEN FINANCING FRAMEWORK

The Green Investment Plan is supported by the Green Financing Framework, which provides the guidelines and mechanisms for achieving the sustainability goals set in the plan through financial activities. The Green Financing Framework facilitates the issuance of green finance instruments like bonds, loans, and promissory notes, specifically tailored to fund projects that promote environmental and societal sustainability.

With this framework, OCP commits to transparency, accuracy, and integrity, adhering to the four core components of the ICMA Green Bond Principles (GBP) and LMA Green Loan Principles (GLP): 1. Use of Proceeds, 2. Process for Project Evaluation and Selection, 3. Management of Proceeds, and 4. Reporting. In this sense, Moody's through an independent Second Party Opinion, has affirmed the alignment of OCP's Green Financing Framework with these principles. The assessment recognises the framework's contribution to sustainability as robust and its ESG performance as advanced, validating its effectiveness in promoting sustainable finance.

→ For more information on the Green Financing Framework and the Second Party Opinion please visit the following [link](#).



# Environmental Management System

[GRI 2-23, GRI 2-24, GRI 2-27, GRI 3-3]

A certified environmental management system holds significant importance for OCP as it establishes a structured framework for the effective management of its environmental impact. By adopting this system, the Group can systematically identify and address environmental risks, enhance resource efficiency, minimise waste generation, and ensure compliance with environmental regulations. This certification showcases OCP’s dedication to sustainable practices, enhance its corporate reputation, and foster confidence and trust among stakeholders.

All existing and under development OCP Group sites are subject to environmental impact assessments carried out by the Moroccan authorities. Sites respect the regulations governing extraction authorisation. In addition, OCP has certified most of its operational sites according to best-in-class international standards.

Links to our Policies related to environmental management system, approved by Board of Directors/ Chairman and Chief Executive Officer:

- [General environmental management Policy](#)
- [Quality Management Policy](#)

	JORF LASFAR	SAFI	KHOURIBGA	GANTOUR	BOUCRAA
IFA's product stewardship initiative covers the main quality, environment, health, and occupational safety aspects of ISO 14001, 50001, 9001 and 45001 certifications	✔	✔	✔	✔	✔
ISO 14001	✔	✔	✔	Certification forecast Q3/2023	Certification forecast Q4/2023

Best-in-class certifications rewarding the quality of our activities and products are regularly renewed and expanded to relevant processing and industrial sites, including but not limited to:

- Occupational Health & Safety: ISO 45001:2018 / OHSAS 18001:2007
- Corporate Carbon Footprint: ISO 14064-1 :2018
- Quality management: ISO 9001:2015
- Laboratory requirements: ISO 17025:2005
- Food safety, GMP+ - Good Manufacturing Practices, Food hygiene – HACCP: ISO 22000:2005

We rely on a robust environmental policy and management system, which states a clear definition of roles and responsibilities, measurable goals and deadlines, performance reporting, audits, and corrective and preventive actions. Environmental issues are factored into the global performance management system at various levels of governance. Bimonthly, senior management HSE committees meet to review environmental performance. At each site, HSE committees hold monthly meetings with industrial operation site managers. Environmental correspondents (assigned per area) ensure an optimised 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. An efficient complaint management mechanism reinforces our environmental governance. An automated compliance monitoring and evaluation system is also available through dedicated computer platforms, enhancing our commitment to meeting regulatory requirements. Also, periodic training campaigns guarantee that our employees and stakeholders acquire knowledge on HSE/environmental standards, promoting a culture of continuous improvement and responsible practices.

**0** **MONETARY & NONMONETARY FINE**  
as in 2020, 2021 and 2022

Standards have been developed together with the Dupont OCP Operations Consulting, which is now fully owned by OCP, and adopted internally while being a continuous source of improvement:

Category	Name	Description & Goal
OPERATIONAL	Environmental Measurement and Reporting	Standardising environmental performance testing and using it for OCP's industrial performance, while considering environmental regulations and international best practices in positioning the company.
OPERATIONAL	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).
OPERATIONAL	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.
MANAGEMENT & GOVERNANCE	Visible Commitment, Exemplary & 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	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 analyse 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	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	HSE Management of External Companies	Controls HSE risks and prevents accidents and incidents when external companies intervene at OCP sites.
OPERATIONAL	Safety and Environment Visits and Observation	<ul style="list-style-type: none"> <li>• Observe employees at their workstations, working conditions and practices, and safe or unsafe behaviours.</li> <li>• Start interactive and positive dialogue about safety and the environment based on the observations.</li> <li>• Take immediate action to stop any dangerous situations or actions.</li> <li>• Ensure that employees are committed to working in a safe and environmentally friendly manner.</li> <li>• Provide immediate feedback on the observations and recommendations to the person directly responsible for the visited sector in order to define additional action.</li> </ul>
MANAGEMENT & GOVERNANCE	Health, Safety & Environment Audit Standard	Standard aimed at measuring and attaining objectives and steering HSE performance through structured and systematic audits.

## OUR GOALS



### Where we stand in 2022

100% of processing sites certified ISO 50001 by 2021

- ISO 50001 certification obtained for Khouribga, Gantour & Laayoune sites
- Construction of the energy management system for the Jorf Lasfar site completed
- Successful audit to maintain the periodic certification for Safi site

100% of industrial sites certified ISO 14001 by 2021

- Construction of the ISO14001 environmental management system at the Gantour site completed and ongoing at the Laayoune Site



### 3.3.2.1 Climate change adaptation & mitigation

SASB: RT-CH-110a.2  
EM-MM-110a.2

#### OCP'S CARBON NEUTRAL ROADMAP TOWARDS 2040

In line with the Paris Agreement goals

#### PHASE 1 : ACHIEVE CARBON NEUTRALITY ON SCOPES 1 & 2 by 2030

##### INNOVATION AND TECHNOLOGICAL ROADMAP

##### DISCLOSURE ROADMAP

- Join the Taskforce on Nature-related Financial Disclosures (TNFD)
- Develop Science Based Target initiative (SBTi) : advocate to pilot test chemicals SDA
- CDP and TCFD disclosures

##### INDUSTRIAL ROADMAP

##### CARBON NEUTRALITY ON SCOPES 1 & 2

**By 2030, decrease of around 4 Mt CO<sub>2</sub>eq (baseline 2021, more than 7 MtCO<sub>2</sub>eq BAU) on scopes 1 and 2 emissions, through intensive innovation on clean tech, CCUS, sequestration initiatives and carbon credits mechanism**

- *Energy efficiency* : optimisation and lean management to reduce electricity consumption by 10%
- *Renewable and clean energy* : plan to cover 100% of OCP needs of electricity from solar power plants, wind farms and cogeneration (- 0.6 MT scope 2)\*

##### CARBON DECREASE SCOPE 3

**By 2030, decrease of 6 Mt CO<sub>2</sub>eq (more than 10 Mt CO<sub>2</sub>eq considering the capacity increase) of scope 3 emissions, through switch to less emissive like TSP, sustainable procurement, lower carbon shipping, supply chain and downstream value chain engagement, green ammonia and carbon farming.**

- *Green ammonia production* : executing the plan in green-ammonia production
- *Production of sulphuric acid* from sulphur through new sulphuric-acid plants to replace importation (-220,000t CO<sub>2</sub>)\*
- *Water efficiency* : reduction of water consumption by 10%, resilience improvement, replacement of water from natural resources by water from waste water treatment stations and desalination plants (-100,000t CO<sub>2</sub>)\*

By 2025, 90% of OCP's electricity needs will be covered with clean energy

2018

2021

2025

\* By 2030

\* By 2027, 100% of OCP's energy needs will be covered with clean energy (both cogeneration and wind energy)

OCP launched a vast project to develop a detailed multidimensional decarbonisation roadmap, which covers its entire value chain and emission sources. OCP is currently validating its SBT (Science Based Targets) decarbonisation trajectory, with the ambition to align its emission reduction targets with those of the Paris Agreement.

## PHASE 2 : ACHIEVE CARBON NEUTRALITY

- Carbon certification projects
- Development of an MRV system dedicated to Africa

- Project to deploy a new carbon capture assessment technology in Brazil
- Project to use biomass for rock drying

- *Clean Drying technologies* to abate CO<sub>2</sub> from phosphates and fertilisers drying and calcination [-2.5Mt CO<sub>2</sub>]\*
- *Green mining* : decarbonisation of diesel mining engines by moving to electricity and hydraulic transport [-0.3Mt CO<sub>2</sub>]\*

- *Afforestation* : ongoing initiative of planting 10 millions trees by 2040 (5 millions trees by 2030) on rehabilitated mining lands [-200,000t CO<sub>2</sub>]\*
- *Carbon farming* : deployment at the farmer level of carbon farming practices (cover crop, nitrogen use optimisation, reduced tillage...). To be deployed on 10 Mha worldwide.
- *Carbon credits* : neutralise hard to abate emissions to carbon removal credits.

→ Carbon Capture Use and Storage (CCUS)

**CARBON NEUTRALITY**

2030

is the end of the capacity increase for our industrial plan

2040



## GREENHOUSE GAS EMISSIONS & CLIMATE CHANGE

[GRI 2-12, GRI 2-13, GRI 2-23, GRI 2-24, GRI 3-3]  
 SASB: RT-CH-110a.2 EM-MM-110a.2, RT-CH-530a.1  
 TCFD: governance a) b)  
 Risk Management b)  
 UNGC: Principles 7, 8, 9

Climate change is a global challenge that we face as our sector is one of most sensitive to potential climate risks affecting fertilisers and agricultural productivity. As a major player in Morocco and worldwide, OCP is committed to stay in line with goals at the national level (45.5% greenhouse gas emissions cut by 2030 and the contribution of the phosphate sector amounts to 11% in 2030), and at the international level with the Paris Agreement's limit of global warming to well below 2°C. To achieve those goals, OCP pursues a cutting-edge strategy to reduce its CO<sub>2</sub> emissions-being the only GHG significantly generated by its activity and reduce N<sub>2</sub>O emissions linked to the use of its fertilisers (downstream value chain, at farmer level). Being carbon neutral by 2040 on the three scopes is our ambition, which trajectory is shaped by innovative projects and high-level targets for our industrial development.

Links to our Policies related to climate change, approved by Board of Directors/ Chairman and Chief Executive Officer:

→ [General climate change Policy](#)

→ [Air emission Policy](#)

### Our approach to climate management

OCP aims to strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries in addition to improve education, awareness-raising, human, and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

### Climate Action & Decarbonisation Programme

In line with our Sustainability and Green Industrial Development (SGID), our climate action & decarbonisation programme represents our roadmap to ensure our industrial development while reducing by 100% our Scopes 1 & 2 carbon footprint by 2030 and become carbon neutral on all 3 scopes by 2040.

Check our [carbon neutral roadmap](#).

OCP collaborates with strategic institutional and economic partners to achieve its ambitious environmental objectives.

### Monitoring, reporting & verification

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 organisations to quantify and report on greenhouse gas emissions. Since 2014, the carbon footprint of OCP Group (scope Morocco) is certified annually according to ISO 14064 by an approved certification body GUTcert, subsidiary of the AFNOR Group.

**100%**  
 reduction of scopes  
 1 & 2 Carbon footprint  
 by 2030

**CARBON  
 NEUTRALITY**  
 on all 3 scopes  
 by 2040

## CLIMATE RELATED RISK MANAGEMENT

[GRI 2-12, GRI 2-13, GRI 3-3, GRI 201-2]  
TCFD: governance a) b)  
strategy a)  
Risk Management a) b) c)  
SASB: RT-CH-530a.1  
UNGC: Principles 7, 8, 9

### Governance around climate-related risks & opportunities



#### Board and Audit and Risk Committee

Oversees the Risk Management Team in understanding the principal risks to our business, including environmental and climate-related risks.



#### Risk Management Team

- Examines risks and evaluates the significance of such risks.
- Helps the Board of Directors improve internal control, risk management, and network and information security.
- Assesses the adequacy of the Group's internal control operations.



#### Sustainability and Green Industrial Development

- Coordinates our sustainability management, including climate-related issues.
- Coordinates and supervises implementation of the sustainability strategy as well as discuss, co-create and initiate new ideas.



#### OCP's Functional Areas

Responsibility and accountability for risk management is embedded in all levels of our organisation, and we are working to further integrate risk management into key decision-making processes and strategies.

### OCP's strategy to address climate-related risks and opportunities

As the biggest company in Morocco and custodian of the world's largest reserves of phosphate, OCP takes the risks of climate change very seriously. Climate-related risks could financially affect our business and stakeholders in several ways. Droughts, floods among others threaten production and operations, while decisions of regulators, governments and technologies influence management processes (strategic, regulatory, financial, reputational).

Turning risk into opportunity allows us to transition to a low-carbon economy, ensuring our long-term resilience and competitive advantage.

The Group is progressively aligning its sustainability report with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) framework to remain transparent on the path to carbon neutrality by 2040.

Within this context, OCP is implementing a holistic and integrated risk management system, designed to ensure the continued existence and future target attainment of the Group through the early identification, assessment, and treatment of risks. Its aim is to create and preserve value, help the




Group to achieve its strategic objectives, improving performance, strengthening its resilience and fostering innovation. OCP's risk assessment process includes a set of steps, aimed at creating a risk mapping, which includes the following:

- Analysis of the scope of the project, to understand its objectives, hazards, vulnerabilities and interactions with internal and external stakeholders.
- Risk identification and analysis, through workshops, to understand the potential events that could affect the achievement of the objectives.
- Risk assessment, based on four risk criteria: impact, probability of occurrence/frequency, time of impact and level of control.
- Drafting of risk sheets, choosing the risk management strategies and defining mitigation plans.

In addition, risk mitigation plans are integrated into the roadmaps and are monitored regularly, at least every six months, by the Risk Manager in charge of the concerned risk. Among the climate-related risks and opportunities that OCP is facing, the following were assessed.




## Physical and transition risks


Name	Type of risk	Description and potential impact	Mitigation
 <p>Changes in fertilisers' demand</p>	Physical	<p>By 2030, 2050 and 2090, changes in demand for fertilisers could have an impact on revenue in OCP's main customer regions (Africa, South Asia, Brazil and Europe) due to:</p> <ul style="list-style-type: none"> <li>a. Loss of crops from extreme weather</li> <li>b. GDP</li> <li>c. Population</li> </ul> <p>All IPCC-based climate scenarios forecast a decline in crop yield of around 20-30% by 2050 due to the physical impact of climate change.</p> <p>Nevertheless, OCP revenues are expected to continue to grow based on population and GDP growth driving demand for crops; but failure to adapt to climate risk may prevent OCP from realising the full potential of this growth.</p> <p>Crop yield losses are expected to be most severe in Pakistan, India, Turkey, Nigeria, Brazil and Mexico, with Pakistan seeing reductions of up to 50% by 2050 in most pessimistic scenarios.</p>	Educating farmers to help them adapt to climate change will be vital. These actions can also support soil-based decarbonisation to reduce overall emissions.
 <p>Carbon market</p>	Transition	<p>By 2030, 2040 and 2050, additional costs that may be incurred by OCP suppliers and clients, (upstream and downstream of production) increasing OCP's contractual risk and eroding margins due to:</p> <ul style="list-style-type: none"> <li>a. Carbon pricing (quantitative)</li> <li>b. Increased litigation (qualitative)</li> </ul> <p>The financial impact of carbon prices and mitigation on upstream and downstream of OCP's supply chain depends on the scenario. The highest financial impact occurs in a "delayed transition" scenario.</p> <p>This scenario underlines the importance of taking early action to address climate change across OCP's value chain. Most of this cost lies in N<sub>2</sub>O emissions borne by downstream stakeholders with direct traceability to OCP.</p> <p>Additional costs include carbon pricing/litigation costs from upstream stakeholders (e.g., suppliers) being passed to OCP, as well as emissions from transport, contractual arrangements may reduce the cost incurred by OCP.</p>	<p>OCP proactively participates to the development of a mitigation framework and carbon market mechanisms for Morocco through the following steps:</p> <ol style="list-style-type: none"> <li>1. Analysis of different GHG mitigation instruments in Morocco.</li> <li>2. Design of a digitalised MRV system for guidance. The Ministry of Energy, Mines and Environment is deploying a platform hosting the MRV system.</li> <li>3. Development of a regulatory and institutional framework for implementing mitigation measures based on carbon market mechanisms.</li> <li>4. Establishment of baseline data and evaluation of the mitigation potential. A methodology for defining baselines and evaluating attenuation scenarios based on different carbon prices has been developed.</li> </ol>
 <p>Emissions</p>	Transition	<p>By 2030, 2040 and 2050 competitive advantage/cost reduction that might arise due to OCP's embodied emissions (including its scope 2 energy procurement) compared to peers (from its operations) due to:</p> <ul style="list-style-type: none"> <li>a. Carbon pricing</li> <li>b. Total energy consumption</li> <li>c. Energy emissions</li> <li>d. OCP investment in behind-the-meter renewable energy</li> </ul> <p>Achieving OCP's carbon reduction targets leads to a 3-fold decrease in climate risk from OCP's operating emissions compared to a scenario in which OCP does not act to reduce emissions.</p>	This financial impact highlights the importance of OCP executing its decarbonisation commitments. Most costs are driven by carbon pricing for Scope 2 emissions.

continues

[GRI 3-3, GRI 201-2]  
TCFD: strategy a), b)  
SASB: RT-CH-530a.1

Name	Type of risk	Description and potential impact	Mitigation
 <b>Regulatory and global commitments</b>	<b>Transition</b>	Increased direct and indirect cost (contractual risk and eroding margins) related to mandates on and regulation of existing and future products and services	<p>As an industrial company complying with all current and future regulation whether local, national, or regional, our legal, technical, sustainability and public affairs are continuously monitoring the future regulations, which are under discussion in many areas of the world. In addition to that, we focus efforts on our industrial sites.</p> <p>Climate-related regulation has always been an active area. As such, we have processes in place to ensure monitoring the regulatory landscape in order to understand what may be coming down the pipeline, such as identifying the opportunities of range of carbon pricing and offset/incentive policies that are emerging in the short and medium term.</p> <p>EXAMPLE: In order to align with governments' commitments to the Paris Agreement, OCP agreed to align with the Moroccan NDC by committing to reduce 100% of scope 1&amp;2 emissions by 2030 and get carbon neutral by 2040.</p> <p>OCP is minimising exposure to CBAM by developing low carbon products. Carbon Border Adjustment Mechanism (CBAM) Regulation will have significant impact on trade with the European Union (EU) as well as on EU importers and non-EU producers of products covered by CBAM. OCP has followed the evolution of the CBAM regulation, and assessed the risks linked to it.</p> <p>OCP is preparing itself to a new cap and trade scheme in the coming years is the Chinese national carbon-trading scheme, which was launched in December 2017.</p> <p>Emerging SDA concerning fertilisers sector to ensure that reduction actions are serious, targets are ambitious and indicators are rigorously monitored. OCP joined the working group piloted by IFA and WBCSD and other peers to develop specific recommendations for the fertiliser sector (considering the sector's growth forecasts given the evolution of the world's population, the sector's adequate means for achieving the 2° C objective).</p> <p>OCP has the ambition to shift to zero ocean disposal by 2028 at the latest to limit the environmental impact and in anticipation of upcoming regulation. The main alternative for managing non-recycled PG waste is to deposit it in open-air piles. This is the solution adopted by most countries that generate PG, notably the US. While this appears less harmful than ocean dumping, it also raises environmental and health concerns for local communities.</p>

## Opportunities

Name	Type of opportunity	Description
 <b>Green ammonia</b>	<b>Transition</b>	<p>By 2030, 2040 and 2050 what opportunities (in market share and increasing revenue) might arise for the expansion of OCP's global product range to green ammonia and higher volumes of green TSP for OCP based on:</p> <ul style="list-style-type: none"> <li>a: Market premium</li> <li>b: Increasing demand for green products</li> <li>c: Green H2 availability to produce green ammonia and green N-based fertiliser</li> </ul> <p>Opportunity is mainly driven by TSP, assuming TSP-based fertiliser will reach 100% of the product mix by 2040. Green nitrogen-based fertiliser (from green ammonia) also contributes to the opportunity but is constrained by the availability of green hydrogen (to produce green ammonia). To capture this opportunity, OCP must proactively source green raw materials (i.e. green hydrogen/ammonia) and structurally decarbonise its operations. This opportunity is another demonstration of the importance of OCP executing on its decarbonisation plans, including its plan to expand TSP products and green ammonia.</p>

Beyond the climate-related risks and opportunities assessment, OCP is working towards implementing an internal carbon price within the company. Based on the climate risk scenario analysis, OCP is working to define either a shadow price or an internal fee for carbon, which will be introduced during the following year, covering scope 1, 2 and 3 emissions.

By setting a price for carbon, OCP demonstrates its commitment to addressing climate change, while improving the way it manages risks associated with regulatory changes and physical impacts, enables better financial planning and decision-making, fosters innovation and competitive advantage, and ensures compliance with evolving environmental standards. Overall, it aligns OCP's environmental sustainability with financial decision-making, promotes responsible business practices, and helps companies navigate a changing regulatory landscape.

## Develop climate smart products & services

[GRI 3-3]

The changing climate, from warming temperatures to changes in precipitation, is increasingly impacting the way plants grow all around the world. Agriculture contributes to around 20% of greenhouse gas (GHG) emissions – through intensive farming leading to soil erosion & loss of biodiversity, expansion of arable lands leading to deforestation. To provide farmers with sustainable answers to natural resources depletion and increasing regulations, we are continuously improving our product and service offers towards a smart agriculture embedding the 4R's nutrient stewardship framework - Right fertiliser, Right rate, Right time, Right place - which is structured around:

1. Providing farmers with local infrastructures such as blending and storage facilities and minimise supply chain disruption due to weather.
2. Developing customised products adapted to the evolution of the soil-crop-environment system to seize opportunities for climate-smart products.
3. Designing digital tools to enable farmers to make the right decisions.
4. Supporting farmers with customised financing solutions and insurance (i.e, rainfall deficit) acting as a facilitator and providing banks and insurers with yield and payback guarantee through smart inputs and training for farmers as well as access to market.

## KEY PERFORMANCES

### CDP- SCORE A-

Best score among peers from the 2<sup>nd</sup> submission



### TCFD AMONG THE TRIO

Of fertilisers industry supporters in 2021

Implementation of TCFD recommendations for Risk Management, Strategy and Governance



### CALCULATION OF SCOPE 3 WORLDWIDE



Aware of the criticality of an urgent response to climate change and of the importance of a full transparency on current footprint as a basis for a robust decarbonisation roadmap, OCP discloses its full scope 3 which has been exhaustively and thoroughly calculated following GHG Protocol and other international and sectoral guidance, and certified By Gutcet

OCP is also adopting innovative bio-geochemical models to assess its emissions at farm level with a tiers 3 precision, the impact of 4R principle adoption and regenerative agriculture on direct and indirect emissions and soil carbon stock.

### SCIENCE-BASED TARGETS DECARBONISATION TRAJECTORY



OCP's Science-Based targets are validated following the cross sectorial approach. Decarbonisation team has also evaluated the new FLAG SDA on emissions abatement pathway.

### GHG Emissions (t CO<sub>2</sub> eq.)

[GRI 2-4, GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4]  
SASB: RT-CH-110a.1, EM-MM-110a.1  
TCFD: Metrics & Targets b)

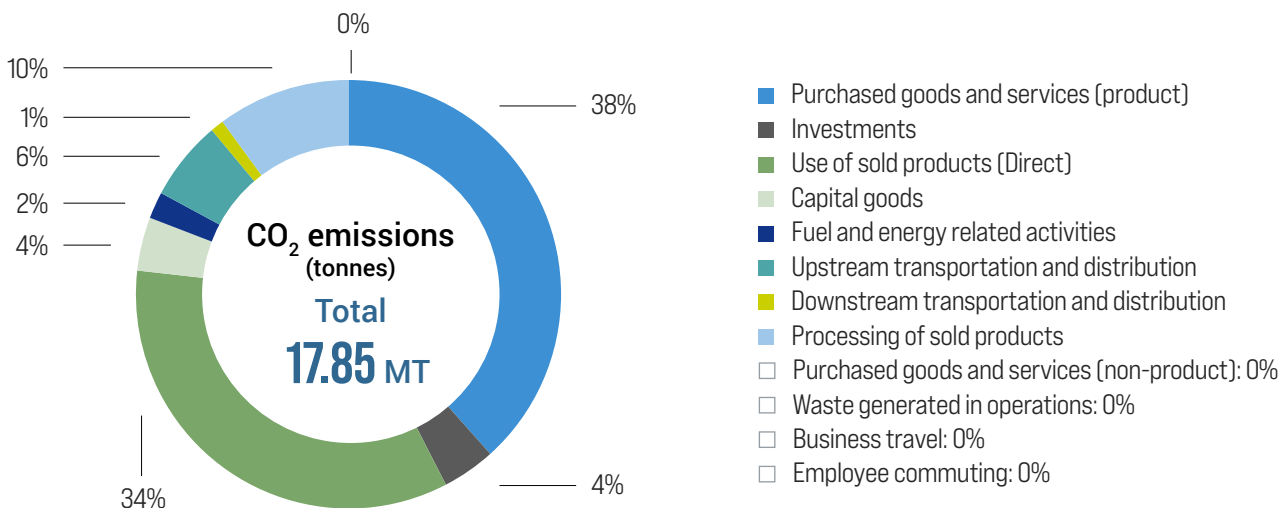
	2019	2020	2021	2022
<b>Total GHG emissions (t CO<sub>2</sub> eq.)</b>	3,570,178	3,540,496	23,015,865	21,202,071
<b>Direct (Scope 1) GHG emissions</b>	2,778,203	2,769,789	3,151,701	2,731,463
<b>Energy indirect (Scope 2) GHG emissions</b>	571,098	563,182	649,694	624,559
<b>Other indirect (Scope 3) GHG emissions</b>	220,877	207,525	19,217,470	17,846,048

To comply with the SBTi recommendations, we have recalculated our 2021 GHG emissions, taking into account Category 10.

All emissions calculations (2019, 2020, 2021, 2022) have been certified by approved external certification body, GutCert, company of AFNOR Group.

	2019	2020	2021	2022
<b>Carbon Intensity (T CO<sub>2</sub>/M\$)</b>	635	633.7	431.5	333
<b>Carbon intensity (T CO<sub>2</sub>/KTP205)</b>	361.8	360.5	350.3	267

### EXHAUSTIVE SCOPE 3 CALCULATION



OCP is working relentlessly on research and innovation of its products portfolio and is committed to delivering product mix with low CO<sub>2</sub> emissions (upstream, downstream and operational emissions) and high soil productivity performance

### World's first phosphates specific methodology enabling Moroccan carbon market development

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



# MITIGATION : HOW DO WE REDUCE OR PREVENT GREENHOUSE GAS EMISSIONS?

[GRI 3-3]  
SASB : RT-GH-110a.2  
EM-MM-110a.2

## Opportunities in clean tech

→ Find out more on opportunities in clean tech related to water

-  Business & Climate opportunities
-  Climate opportunities

### Green ammonia


**2.6 Mt potential**

 **Planned**

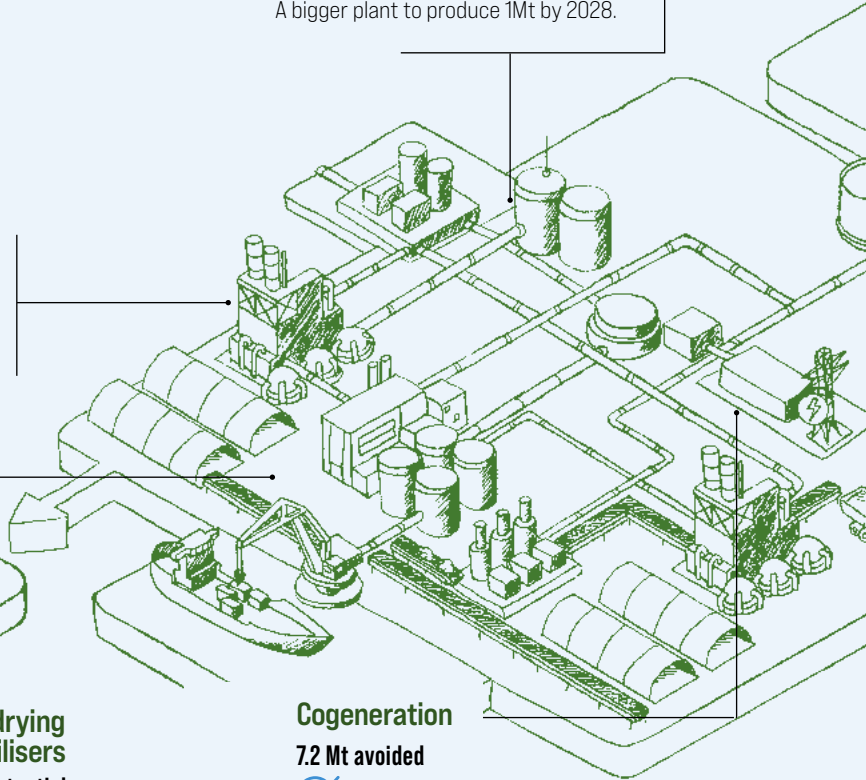
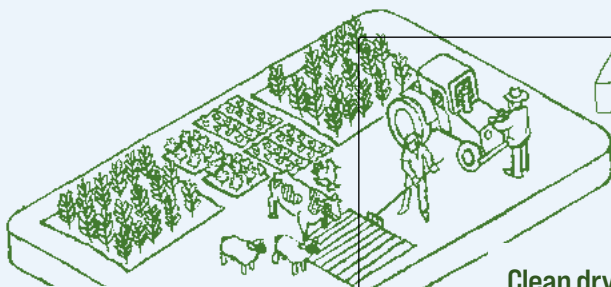
The decarbonisation of the OCP Group's value chain also involves the substitution of imported ammonia (produced from fossil fuels) by green ammonia (produced from renewable energies). In partnership with UM6P, OCP Group has undertaken the construction of two pilot units for a total CAPEX of around 600 million MAD. A bigger plant to produce 1Mt by 2028.

### Energy efficiency

**-10% consumed energy**

 **Ongoing**

Through the energy efficiency programme, based on a management system aligned with the ISO50001 standard, the continuous diagnosis and deployment of digital tools for monitoring consumption and managing energy resources ensure continuous improvement and optimisation of energy consumption, to the highest possible level.



### CO<sub>2</sub> capture

**1.4 Mt CO<sub>2</sub>e potential**

 **Planned**

We plan to capture CO<sub>2</sub> emitted by our phosphoric acid chimneys. Considerations are given to capture carbonates in the washing plants to decrease the CO<sub>2</sub> content in the phosphate prior to phosphoric processing.

Besides, half of our process emissions are planned to be captured and valorised as green products or stored permanently.

### Clean drying of fertilisers


**900 kt potential**

 **Planned**

Use clean technology for drying fertilisers. Existing processes are being adapted and new capacities are to be designed green.

### Cogeneration


**7.2 Mt avoided**


 **Achieved**

Cogeneration consists in recovering waste heat released during the sulphuric acid production within our processing sites to produce electrical energy. Capacity was reinforced with the commissioning of the integrated JFC4 unit at Jorf Lasfar, a unit equipped with a thermoelectric power station with a capacity of 65MW and a heat recovery system (HRS) which allows saving an equivalent electrical power of 10MW. The cumulative installed capacity of HRS is approximately 75MW equivalent.

*Note: annual estimation compared to business as usual*


**Green Mobility**   
**250,000 tCO<sub>2</sub> eq**  
**reducing potential**

 **Planned**  
 Decarbonising the extraction and transportation of phosphates (IPCC "In-Pit Crushing and Conveying, hydraulic transport, green mobility")

**Mine reclamation**   
**1000 ha/year**


Rehabilitation of 204 Ha in 2021, including 89 Ha developed and planted. Ambition to accelerate the rate of rehabilitation in the coming years to cover most of the land exploited in the past. Several innovative projects will be launched in order to choose the most suitable crops for the disturbed soils, tolerant to drought and of high added value in parallel with the development of agroforestry and valorisation of organic waste.

**Carbon farming**   
**3.1 Mt potential**


 **Planned**  
 Planned Carbon farming is the process of changing agricultural practices or land use to increase the amount of carbon stored in the soil and vegetation (bio-sequestration). Developed in Benguérir, our main experiment consists of growing 7 tree species using 3 irrigation levels, 2 types of soil amendments and in 2 locations. In 2021, OCP has launched Carbon Farming projects with partners in Brazil and Africa, to help farmers sequester carbon through regenerative farming practices (direct seeding, cover crops), and monetise this through the certification and sale of the carbon credits generated.

Other carbon farming projects are planned in Africa and Brazil.


**Wind power purchase**   
**300 k tCO<sub>2</sub> eq avoided**

 **Achieved**  
 Power Purchase Agreements (PPAs) – energy supply contracts – are implemented to supply wind power to OCP's mining sites of Youssoufia and Khouribga. For 2021, 444 GWh were provided via PPA wind contracts while some of our production sites already benefit from 100% renewable energy supply.


**Slurry pipeline**   
**Up to 1Mt avoided**

 **Achieved**  
 Compared to the railway conventional transportation, the slurry pipeline allows to transport more phosphate rock and remove all intermediary handling resulting in significant CO<sub>2</sub> emissions reduction. Considerations are given to capture carbonates in the washing plants to decrease the CO<sub>2</sub> content in the phosphate prior to phosphoric processing.


**Solar power plants**   
**1.8M tCO<sub>2</sub> offsetting potential annually by 2026**

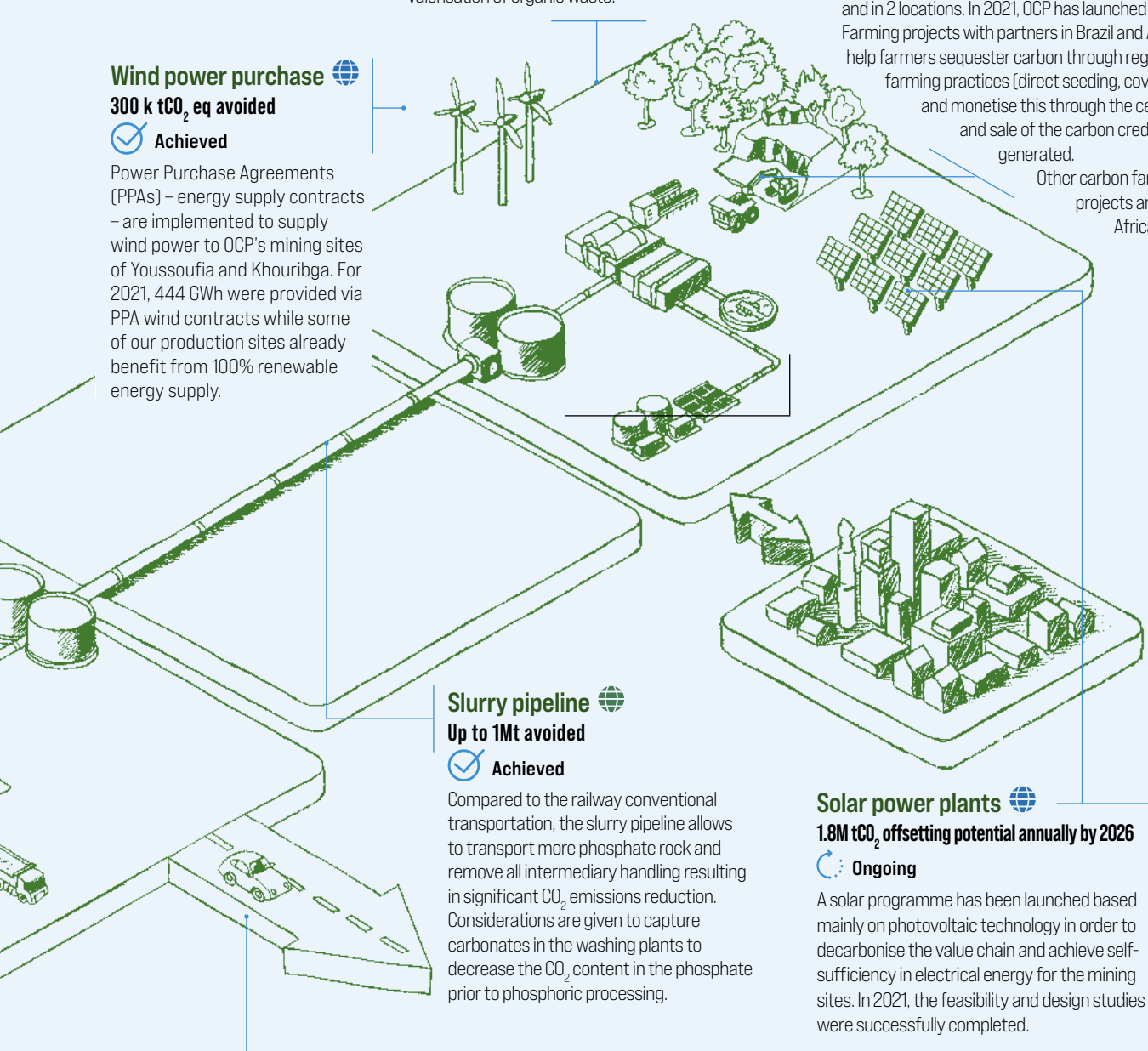
 **Ongoing**  
 A solar programme has been launched based mainly on photovoltaic technology in order to decarbonise the value chain and achieve self-sufficiency in electrical energy for the mining sites. In 2021, the feasibility and design studies were successfully completed.

**CO<sub>2</sub> offsetting for staff travel**   
**7000 - 9000 t CO<sub>2</sub> eq compensated**

 **Achieved**  
 We adhere to the "Voluntary carbon offsetting" programme implemented by the Mohammed VI Foundation for Environmental Protection (FM6E). OCP's financial contribution to the programme is intended to offset the CO<sub>2</sub> emissions due to plane and car travel for all its executives and staff in the context of missions related to their functions, based on estimated CO<sub>2</sub> emitted annually, on the price of DH 200 per ton carbon and using the available emission factors adapted to the Moroccan context. The FM6E is mainly committed to carrying out or having carried out projects in the fields of energy saving or energy efficiency, renewable energy or carbon sequestration.

**Solar drying**   
**1Mt potential annually**

 **Planned**  
 Drying of phosphate rock using solar energy instead of industrial fuel or natural gas.



## ZOOM INTO GREEN LOGISTICS

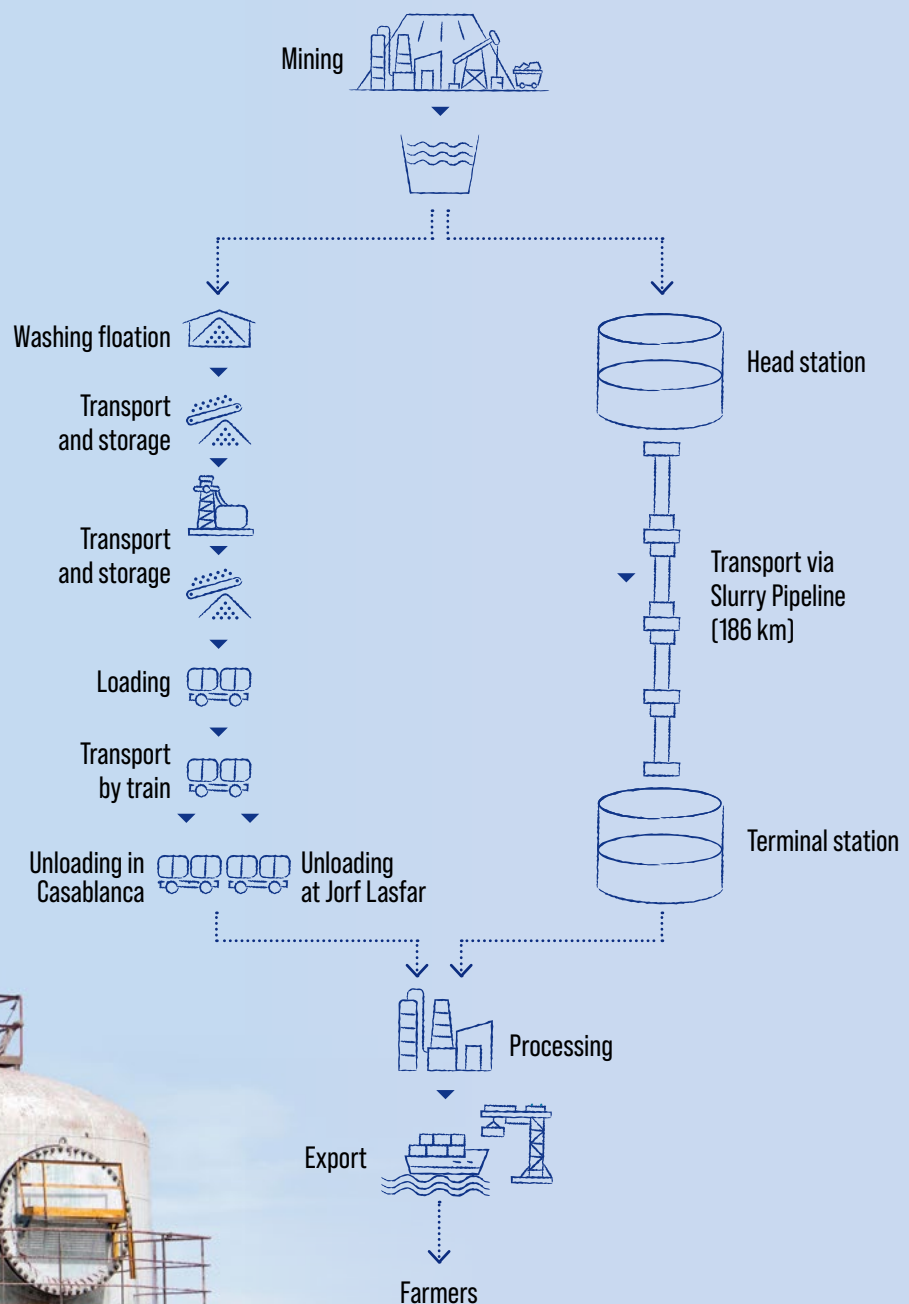
### Zoom into green logistics

OCP Group's supply chain includes a complex web of different transportation systems. Internally, the Group uses heavy mining trucks to carry out phosphate from mining areas to washing plants. Once enriched, the phosphate is transported to chemical facilities or to ports for export purposes by train or by pipeline. Externally, OCP Group uses bulk carriers and tankers to export its fertilisers to its clients and to import raw materials such as sulphur and ammonia. OCP Group's commitment toward sustainable logistics is ongoing, and the first step was the implementation of a slurry pipeline between its biggest mine (Khouribga) and its biggest chemical hub (Jorf Lasfar). The slurry pipeline enables the transport of more phosphate rock and removes all intermediary handling.

This new technology has allowed OCP Group to reduce train transportation by

# 50%

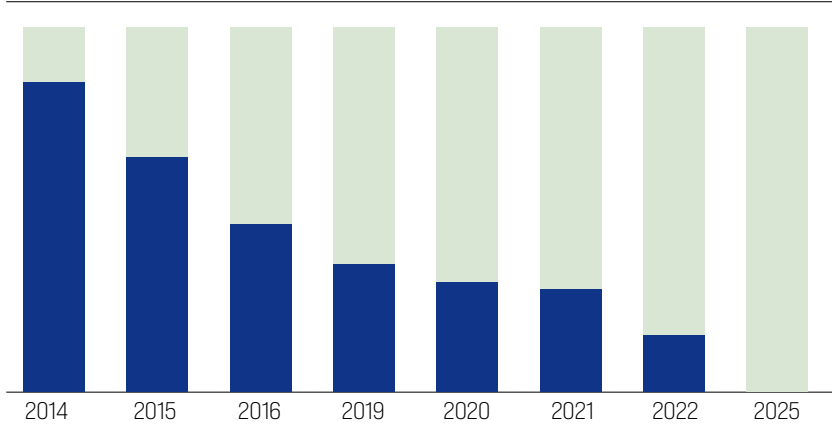
THAT CONSUMES FOSSIL ENERGY BY A PIPELINE THAT USES GRAVITY INSTEAD.



**CO<sub>2</sub> reduction (tons)** **At least**

110.380    276.627    495.920    620.000    665.000    670.000    589,882    930.000

[GRI 3-3]  
TCFD : Metrics & targets a)  
SASB : RT-CH-110a.2  
EM-MM-110a.2



589,882 CO<sub>2</sub>

reduction by  
slurry pipeline

■ By train  
■ By slurry pipeline

OCP has engaged in many studies that aim to use green energy wherever it may be possible. The Group is studying the use of electric or hydrogen mining trucks to replace the diesel ones, and also powering trains by renewable electricity from solar farms. Finally, in order to serve its clients, OCP Group is paving the way for the use of ammonia as a combustible for shipping (zero CO<sub>2</sub> emitting fuel) by launching technical studies for the feasibility of this substitution.

## ADAPTATION: HOW DO WE ADJUST TO ACTUAL AND EXPECTED FUTURE CLIMATE?

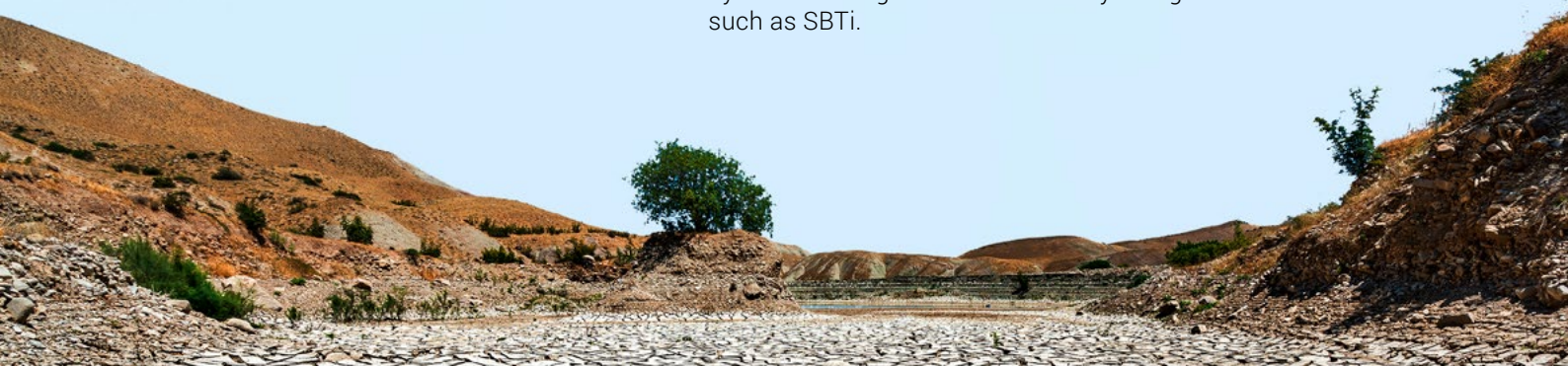
### Water efficiency

Facing increasing demand for fertilisers and aware of Morocco's water stress, OCP has been running a Water programme based on the circular economy principles to sustainably ramp up production and ensure food security. The programme is based on an integrated and optimised water management and the use of non-conventional resources.

### Smart consumption

Aware of the climate change risks on food security, OCP is developing products and services for a sustainable and resilient agriculture.

OCP builds upon its existing metrics and targets from its main commitments for the environment - more specifically commitments to sustainable production and commitments to sustainable food systems – to assess and manage relevant climate-related risks and opportunities. OCP is continually working on enhancing data collection and emissions measures by collaborating with internationally recognised standards such as SBTi.





## EMISSIONS MANAGEMENT

[GRI 2-23, GRI 2-24, GRI 3-3, GRI 305-7]  
SASB: RT-CH-120a.1, EM-MM-120a.1  
UNGC: Principles 7,8,9

It is a major priority for OCP to reduce its atmospheric emissions to enhance air quality and reduce the nuisance and health risks for local communities. OCP's emissions management is best-in-class and goes beyond national regulations by utilising the most eco-friendly technologies, in order to respect the most constraining thresholds defined by international organisations, such as the World Health Organisation and the World Bank.

### Our approach to emissions management

OCP has been committed to reducing its air emissions for many years to reduce environmental and human health impacts on the one hand, and to optimise production costs on the other hand. Facing significant emissions such as sulphur dioxide emissions, fluorine, ammoniac, hydrogen sulphur, and particulate matters (dust), our management approach is structured around prevention and mitigation leverages:

- Technological improvements: Such as the implementation of the fluorinated gases abatement process and its generalisation at the level of the phosphoric acid production units of the Jorf Lasfar and Safi sites, which has allowed to significantly reduce the level of emissions.
- Continuous monitoring coupled with atmospheric dispersion models allowing immediate or preventive corrective measures and in particular trade-offs depending on the level of production.
- Performing studies to evaluate the environmental and health impact.

Links to our Policies related to climate change, approved by Board of Directors/ Chairman and Chief Executive Officer:

→ [General climate change Policy](#)

→ [Air emission Policy](#)

## ISO 14001: 2015

OCP implements high-performance Environment Management Systems in accordance with the international ISO 14001:2015, enabling the continuous assessment of all aspects related to atmospheric emissions while guaranteeing a continuous improvement of the related performance.

### KEY PERFORMANCES 2022

#### NOx, SOx, and other significant air emissions (T/year)

	2020	2021	2022
SO2	46,451	54,662	54,784
HF	151	109	108
Dust	22,573	25,740	25,008
NH3	390	216	380
NOx	873	1,318	821

(1) SO3 is very low in OCP's air emissions.

(2) OCP Group doesn't emit VOC (Volatile organic compounds) & Chemical Oxygen Demand.

#### Intensity (T/M\$)

	2020	2021	2022
SO2	8.27	6.48	4.78
HF	0.03	0.01	0.01
Dust	4.02	3.05	2.18
NH3	0.07	0.03	0.03
NOx	0.16	0.16	0.07

## BEST-IN-CLASS

for emissions management OCP applies the best eco-friendly available technologies (BAT) at the conception of project phase for atmospheric emissions limitations.

## AIR QUALITY

OCP is continually monitoring compliance with national and World Health Organisation threshold values for air quality around OCP Group's facilities.

## Sulphur dioxide emissions

[GRI 3-3, GRI 305-7]  
SASB: RT-CH-120a.1, EM-MM-120a.1  
UNGC: Principles 7, 8, 9



**ACTIVITIES:** sulphuric acid production



**INDUSTRIAL SITES:** Jorf Lasfar and Safi processing platforms

### Air quality monitoring stations

Air quality continuous monitoring stations are operational. The sulphuric acid units are controlled by operating scenarios depending on weather conditions. These scenarios can vary from production reduction to shut down.

### Plum'air solution

Plum'air is a real-time and forecast atmospheric emissions dispersion modelling system operational in all processing sites. This system is equipped with the latest technologies in terms of emission control and air quality (automatic notifications, reporting, scenario simulation, monitoring of accidental events, etc.). The solution also allows the Jorf Lasfar site to model the dispersion of emissions in the workplace (3D).

This solution can also be used to support the decision to voluntarily shut down lines in the event of accidental emissions or adverse weather conditions, to protect the vulnerable community.

**6**

air monitoring stations 2 in Safi and 4 in Jorf Lasfar

**100%**

of chimneys have online SO<sub>2</sub> analysers

Development and implementation, with the collaboration of UM6P and MIT, of a new platform for real-time monitoring of weather conditions that combines predictions over the next 3 hours and comparison with Plum'Air predictions at the Safi site.



- ▶ **Ongoing:** Studies for further solutions to reduce SO<sub>2</sub> emissions.
- ▶ **Ongoing:** Construction of the new sulphuric acid production unit "PS4" with a daily production capacity of 2,300 tons, which is characterised by using a double absorption process. This technology will allow the improvement of the air quality of the OCP site in Safi by replacing two sulphuric acid production lines with simple absorption. The commissioning of the new unit is scheduled by the end of the second quarter of 2023.



Production lines aligned with the World Bank threshold (< 450 mg/Nm<sup>3</sup>):



### OUR GOALS



#### Where we stand in 2022

Reduce its global SO<sub>2</sub> polluting load by 50% in 2025 compared to 2018

-26% SO<sub>2</sub> intensity (TSO<sub>2</sub>/M\$) compared to 2021 and 42% SO<sub>2</sub> intensity (TSO<sub>2</sub>/M\$) compared to 2020

Align 100% of the production lines with the World Bank threshold by 2028

-38% aligned in Safi & 50% aligned in Jorf Lasfar

## Fluoride gas

[GRI 3-3, GRI 305-7]  
SASB: RT-CH-120a.1, EM-MM-120a.1  
UNGC: Principles 7, 8, 9



**ACTIVITIES:** phosphoric acid and fertiliser production



**INDUSTRIAL SITES:** Jorf Lasfar and Safi processing platforms

**Emissions monitoring system** through measurement campaign led by third parties, online analysers on each chimney.

**Successful operational commissioning** of the 8 fluorinated gas scrubbing units at the Safi site with the fluorinated gas washing system with Hydrogen fluoride emissions falling below 5 mg / Nm<sup>3</sup>, enabling all HF emissions from phosphoric acid production units to comply with national and international thresholds.

**Performing industrial pilot test** of a new technology to eliminate the odor of fluorinated gases at the Safi site (on a phosphoric acid production line).

# 28%

Reduction of fluoride gas annual pollutant load reduction in 2022 compared to 2020 mainly due to the generalisation of the fluorinated gas scrubbing system on all phosphoric acid production lines in Safi.

# 100%

production lines aligned with the World Bank threshold (<5mg/Nm<sup>3</sup>) and the Moroccan law.

### OUR GOALS



80% reduction compared to 2018 of fluoride gas emissions by 2021

### Where we stand in 2022

-90% HF (Tons/year) compared to 2018

-28% HF (tons/year) compared to 2020

## Ammonia



**ACTIVITIES:** nitrogen-based fertiliser production



**INDUSTRIAL SITES:** Jorf Lasfar processing platform

**Emissions monitoring system** through online analysers on each chimney; and a network of online NH<sub>3</sub> sensors at the workplace level.

### Plum'air solution

**100%** chimneys below 50 mg/Nm<sup>3</sup> aligned with the World Bank threshold

### OUR GOALS



Align the 3 new production lines planned with the World Bank threshold

### Where we stand in 2022

Ongoing

### Ongoing:

To improve the visual aspect, a project to study the elimination of the water vapor plume at the exit of the chimney of the fertiliser production units will be achieved by the end of the first quarter of 2023. This study has determined the feasible solutions for the elimination of the water vapor plume at the exit of the fertiliser units for the selected stacks in the two sites Jorf Lasfar and Safi. It was based on an international benchmark and the elaboration of a technical-economic comparison between the different scenarios considered (technical aspect, risk analysis, CAPEX/OPEX analysis, etc.).

## Hydrogen sulphur

[GRI 3-3, GRI 305-7]  
SASB: RT-CH-120a.1, EM-MM-120a.1  
UNGC: Principles 7, 8, 9



**ACTIVITIES:** sulphur melting and phosphoric acid pre-treatment.



**INDUSTRIAL SITES:** Safi & Jorf Lasfar processing platforms.

- **Hydrogen sulfide** gas washing unit for new sulphur melting in Jorf Lasfar.
- **Hydrogen sulfide** gas washing system for all phosphoric acid pre-treatment units.
- **Plum'air solution.**

### Commissioning of the new washing unit of the sulphur fusion in Safi.

This unit will allow to respect the national and international limit values for H2S emissions (<5mg/Nm<sup>3</sup>). Expected to be completed Q2 2023 for Jorf Lasfar Site.

## Particulate matter (dust)



**ACTIVITIES:** phosphate drying and calcination units, dry phosphate grinding units, fertiliser production units, MCP / DCP units.



**INDUSTRIAL SITES:** all sites.

- **Monitoring measures through stations**, measurement campaign led by third parties, and online analysers on each chimney.
- **Plum'air solution.**
- **Progressive shutdown** of old phosphate drying units.
- **Filters equipment** for all dry phosphate grinding units.
- **Electrofilters** at the calcination unit and bag filters at the phosphate drying units.

# -46%

PM intensity (T/M\$) compared to 2020 mainly due to operational control of emissions at the fertiliser unit level.

**100%** chimneys below 50 mg/Nm<sup>3</sup> aligned with the World Bank threshold

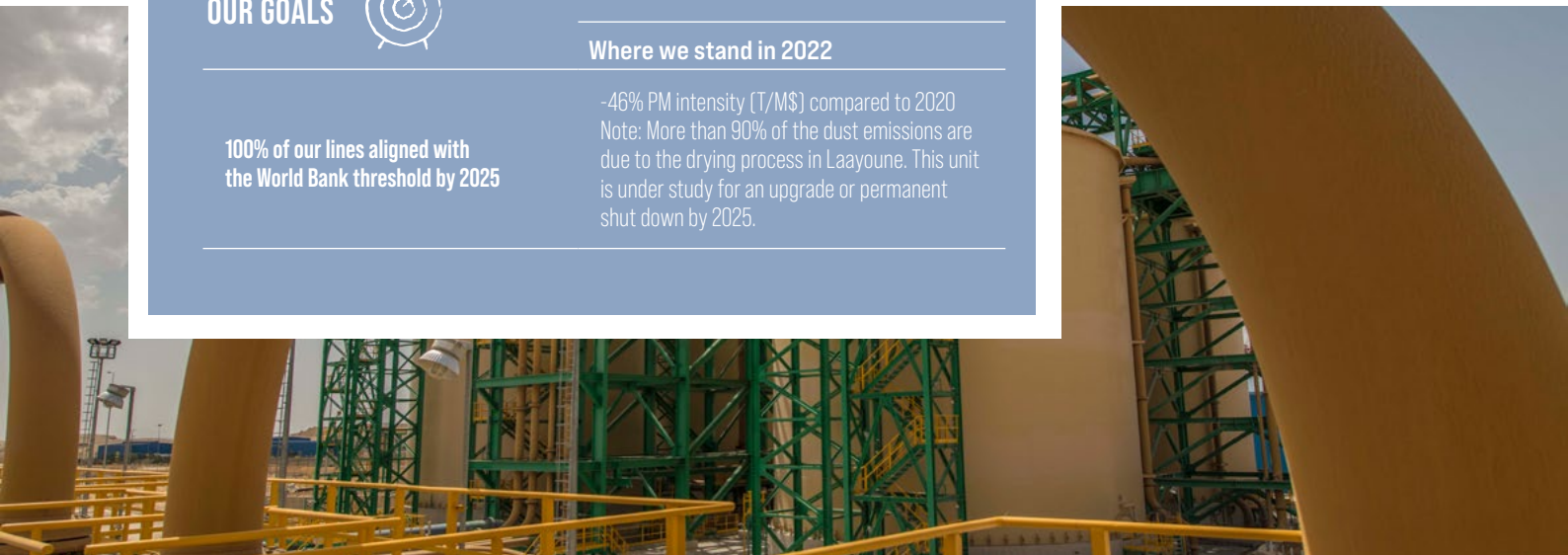
### OUR GOALS



100% of our lines aligned with the World Bank threshold by 2025

### Where we stand in 2022

-46% PM intensity (T/M\$) compared to 2020  
Note: More than 90% of the dust emissions are due to the drying process in Laayoune. This unit is under study for an upgrade or permanent shut down by 2025.





## DEVELOPING RENEWABLE ENERGY AND ENERGY EFFICIENCY

[GRI 2-23, GRI 2-24, GRI 3-3]

With the worldwide increase in fertiliser demand and the corresponding growth of OCP's industrial capacities, there is also an increasing need for energy.

### OUR APPROACH TO ENERGY MANAGEMENT

Decoupling our production capacity increase from our environmental footprint is at the heart of our industrial development strategy to meet the exponential needs of fertilisers in the decades to come. At OCP, we believe a fair balance between better crop productivity and environmental objectives is a prerequisite for a lasting response to global demand. To achieve this sustainable growth strategy, we have implemented a responsible and innovative energy programme to reduce our carbon footprint and diversify our energy mix.

The Energy programme is based on the following strategic pillars:

#### Energy Efficiency:

Reducing our consumption



#### Clean energy:

Increasing renewable energies and cogeneration



### ENERGY CRISIS MANAGEMENT

Since last year, the geopolitical instability has led to an unprecedented energy crisis, for which OCP has studied all the potential risks, including the supply risks and rising market and food prices. Nevertheless, the energy crisis may play in favour of accelerating the OCP Group's energy transition and reducing its dependence on fossil fuels. In a context of market volatility, OCP has adopted an ambitious energy programme for its industrial development that capitalises on renewable and sustainable energies to reduce its carbon footprint, guarantee price stability and competitiveness, as well as maintain global nutrition.

### 100% green electricity by 2027

Clean energy is at the heart of this new investment programme. OCP Group will supply all its industrial facilities with green electricity by 2027 using wind, solar, and co-generation sources. Zero-emission energy will not only strengthen OCP's competitive advantages but will also power new seawater desalination plants to meet the Group's needs as well as supply drinking water and irrigation to areas bordering OCP sites. In this respect, the Group will have already put into service, before the end of the current year, 40 million m<sup>3</sup> of desalinated water that will supply drinking water to its facilities.

Links to our Policies related to Emissions management, approved by Board of Directors/ Chairman and Chief Executive Officer:

→ [General climate change Policy](#)

→ [Energy Policy](#)

# 100%

## CLEAN ELECTRICITY BY 2027

This will significantly reduce OCP's carbon footprint, and it will lower the cost of the electricity, allowing for more industrial competitiveness. This ambition is powered by the tremendous renewable energy capacities of the country and the very high potential on solar and wind energy

**87%** of OCP's electrical needs are covered energy (co-generation and wind energy)

The investment in renewable energy will enable the Group, the world's largest importer of ammonia, to free itself from imports over the long term. Planned substantial investments in producing green hydrogen and green ammonia will enable OCP to produce wholly sustainable fertilisers and fertilisation solutions adapted to the specific needs of different soils and crops.

OCP has recently announced the launch of an investment plan for 2023-2027, based on several key objectives including the following ones related to energy:

[GRI 3-3, 302-1]  
SASB: RT-CH-130a.1 | EM-MM-130a.1  
UNGC: Principles 7, 8, 9

### GREEN AMMONIA:

Production of  
**1 MILLION**  
tonnes by 2027

### GREEN ENERGY:

Generation of  
**5 GW**  
of clean energy  
by 2027

**59%** consumption from processing

**41%** Consumption from extraction

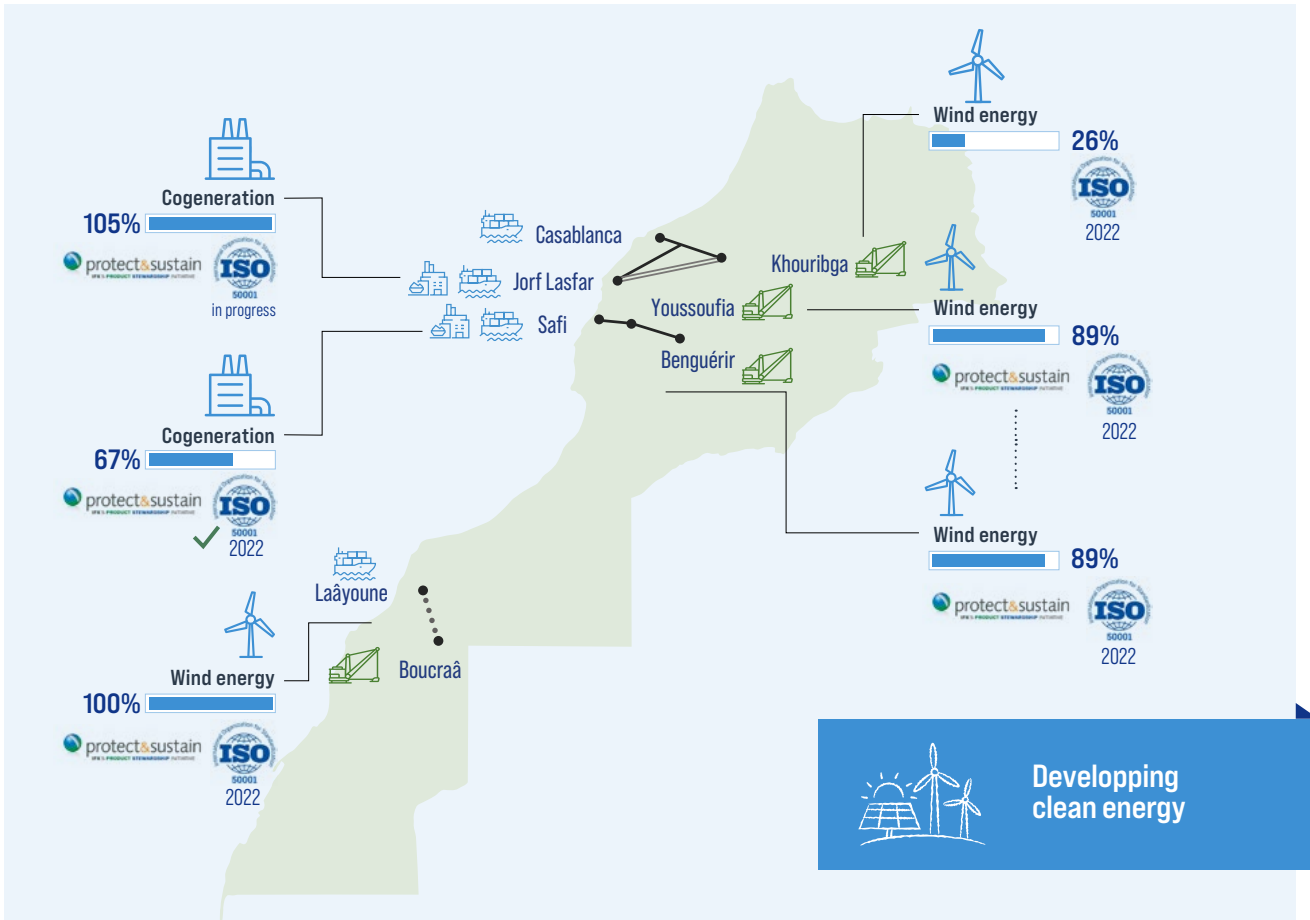
		2020	2021	2022
Total energy consumption within the organisation from non-renewable sources	Industrial fuel	9,631.32	10,213.32	7,284.21
	Diesel	2,360.75	2,038.66	2,001.17
	Natural gas	1,197.30	1,120.04	968.33
	Purchased electricity from National Grid	2,626.27	2,898.68	2,734.32
	<b>Total (TJ)</b>	<b>15,815.63</b>	<b>16,270.70</b>	<b>12,988.04</b>
Total energy consumption within the organisation from clean sources	Wind From PPA	1,705.78	1,598.47	1,438.80
	Self-generated clean electricity	10,144.30	10,895.07	10,272.24
	<b>Total (TJ)</b>	<b>11,850.08</b>	<b>12,493.54</b>	<b>11,711.04</b>
Total energy consumption	<b>Total (TJ)</b>	<b>27,665.71</b>	<b>28,764.24</b>	<b>24,699.07</b>
Total energy production	Electricity auto consumed	10,144.30	10,895.07	9,324.36
	Electricity sold	1,011.54	840.84	947.88
	<b>Total (TJ)</b>	<b>11,155.85</b>	<b>11,735.91</b>	<b>10,272.24</b>

### Increasing our energy efficiency

Real-time energy management and smart energy automation ensure the continuous improvement of our energy consumption. Energy efficiency is also considered at the early stages of each industrial project aligned with the eco-design spirit we have in everything we do.

The strengthening of the Energy Management System in the industrial sites of the OCP Group, has brought a net improvement of the energy performance and its operational control during the year 2022.

Conducting energy performance audits on the steam, seawater and drying circuits has enabled OCP to capture new sources of optimisation and energy recovery.

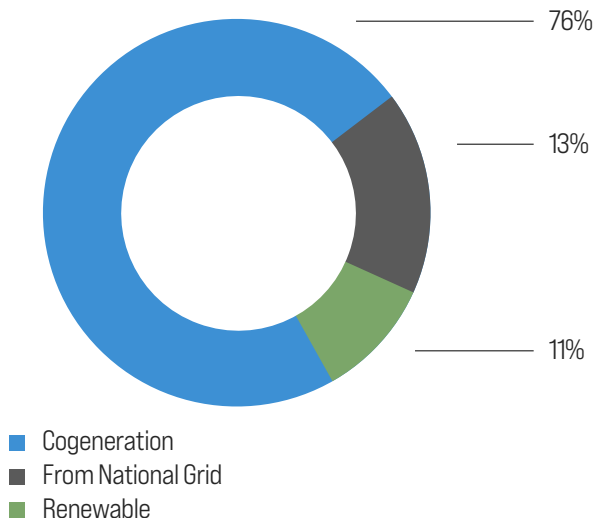


**Developing clean energy**

Please visit the following link for more information on the [ISO 50001 V2018 Certification](#)

The implementation of cogeneration has enabled Jorf Lasfar to achieve self-sufficiency and meet almost all its electrical needs, having a surplus of clean electricity generated at this site. Currently, this excess of electricity is being sold to the national grid operator (ONEE). However, we have plans in the foreseeable future to utilise the excess of electricity to power the expansion of the desalination plants and the fertilisers unit.

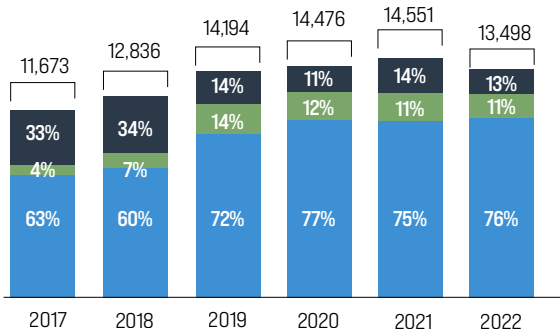
Electricity mix 2022



[GRI 3-3, GRI 302-1, GRI 302-3]  
 SASB: RT-CH-130a.1 | EM-MM-130a.1  
 UNGC: Principles 7, 8

**87% of electricity consumption from clean sources**

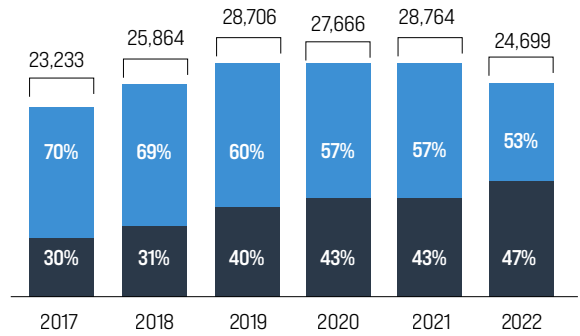
Evolution of Electricity consumption



- Net electricity from National Grid (TJ)
- Wind Energy
- Self-generated clean electricity

**47% of energy consumption from clean sources**

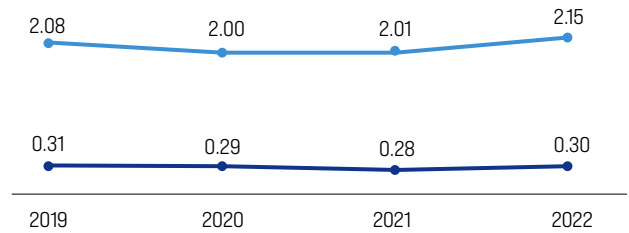
Energy mix from renewable vs. non-renewable sources



- Total energy (Fuel, Electricity, Gas, ...) consumption within the organisation from non-renewable sources (TJ)
- Total energy consumption within the organisation from clean sources (TJ)

At OCP, we have adopted a new methodology to calculate and present energy intensity by activity type: Mining (phosphate extraction and export) and chemical platform or processing (fertilisers production). This enables us to better monitor and manage energy intensity for each activity. Our ISO 50001-certified energy management system reflects our commitment to site-level energy performance.

Energy intensity



- Mining activities (Gj/TSM)
- Chemical activities (Gj/205)

**Development of cogeneration capacity**

Recovering waste heat released during the sulphuric acid production within our processing sites to produce electrical energy.

**Wind energy**

Power Purchase Agreements (PPAs) are still being implemented in 2022 to supply wind power to our sites.

**400 GWH** supplied in 2022 by PPA.



► **Carbon Footprint decrease**

**\$2,3 billion** investment in OCP's energy programme (solar, clean drying, green ammonia, green mining) to be achieved by 2028

► **463 M\$ to be invested over the next 10 years to develop its cogeneration capacities**

**400 GWH** supplied in 2022 by PPA





## SOLAR PLANTS PROGRAMME

As part of its energy & sustainability strategy aiming at reaching 100% of clean electricity by 2027, OCP Group launched an ambitious programme for the development and construction of solar power plants at all its mining sites. This project forms part of a €100 million green loan agreement between IFC and OCP, which will have a combined capacity of 202-Megawatt peak (MWp) as a first phase and will supply clean energy directly to OCP's operations. The initiative is part of OCP's \$13 billion Green Investment Programme, which aims to increase green fertiliser production and shift operations to green energy by 2027, thus avoiding carbon emissions by about 285,000 tCO<sub>2</sub>e per year.

This solar programme, based mainly on photovoltaic technology, will support the industrial growth of OCP Group to decarbonise its value chain and achieve autonomy of the mining sites in electrical energy. In 2022, OCP with the support of JESA have launched the procurement of the main equipment of the solar plants aiming the realisation of the project. Within the planification of the project, it is expected to reach 1.2GW as capacity from renewable sources.

For further [information](#)

## Clean drying

The OCP Group consumes large quantities of industrial fuel for drying phosphates and fertilisers. The CO<sub>2</sub> emissions resulting from the drying of phosphates using industrial fuel and natural gas represent about 12% of the OCP Group's carbon footprint, which constitutes a major challenge in achieving the objectives of carbon neutrality by 2040 of the OCP Group. In this context, OCP is working on several initiatives to find and implement clean alternatives to fossil fuels for the drying process.

In 2022, the OCP Group, the JULISH Solar Institute and eight Moroccan and German partners (including UM6P, GEP and IRESEN) joined their forces to launch a feasibility study to build a first demonstrator that will use solar energy to supply high temperature process heat to a phosphate drying system.

Furthermore, the Sustainability & Green Industrial Development team have performed a feasibility study of green drying of phosphates and fertilisers with the support of JESA.

## PV Rooftop

In line with the OCP Group's objective of reaching 100% clean electricity by 2027 and the policy to increase the share of clean energy, the PV rooftop feasibility study project is exploring the potential for the integration of

photovoltaic panels on the roofs of OCP's industrial buildings at the Safi and Jorf sites.

In this context, we remind that the Safi site is in deficit and covers only 67% of its electrical needs with clean energy. The possible spinoffs for the OCP Group are:

- Reduce the group's electricity bill and CO<sub>2</sub> emissions
- Achieve energy savings compared to conventional kwh
- Power buildings with green, economic and local energy
- Valuation of the group's real estate assets
- Preserve the surplus of cogeneration at the processing (chemical) sites for better use (green ammonia and desalination of seawater)

## Wave Energy

To support the industrial growth of the OCP Group in the southern region, harnessing wave energy is an opportunity for renewable and sustainable electricity production. The wave energy feasibility study project provides a possibility to explore the potential for integrating wave energy within the existing OCP port in Laâyoune.

Currently, this project is in the final stage of the feasibility study. Through this technology, the floaters extract energy from the incoming waves by converting their upward and downward movement into a clean process of energy generation.

## Green ammonia

The decarbonation of the OCP Group's value chain also involves the substitution of imported ammonia (produced from fossil fuels) by green ammonia (produced from renewable energies). In partnership with UM6P, OCP Group has undertaken the construction of two pilot units for a total CAPEX of around 60 million dollars.

The first unit, "Platform Green H2A" located in Jorf Lasfar, aimed at research and development on topics related to green hydrogen (green ammonia, methanol, energy storage, production optimisation, etc.). The second pilot unit concerns the exclusive production of green ammonia with the objective of scaling up to large capacities that can supply the OCP Group's fertiliser facilities.

The construction of the pilots will take about 3 years with commissioning scheduled for 2025, followed by periods of testing and implementation of different green hydrogen production conditions.

## Green mining

The Green mining project, part of the Group's Sustainability strategy, is mainly aimed at decarbonizing the extraction and transportation of phosphates. It involves the following main initiatives:

- The IPCC "In-Pit Crushing and Conveying" integrated system used inside the extraction mines will replace the stripping of primary overburden by loading and transport. This revolutionary semi-mobile system will lower the operating cost of mining and its carbon footprint.
- Hydraulic transport of phosphates within mining sites: In addition to reducing carbon dioxide emissions, hydraulic transport will make it possible to lower the cost of transporting phosphates by replacing diesel trucks and reducing our energy consumption.
- The transformation of the engines that cannot be replaced by IPCC and Hydraulic transport into green mobility such as electric or hydrogen fuelled engines.

This study gives recommendations about the appropriate mix of solutions for each mine in order to decarbonise OCP's mining mobility. It also defines the expected final impact on costs and the reduction of greenhouse gas emissions.

## Green mobility

Also, OCP launched a study for a pilot site to replace the personnel transport buses with green mobility. It aims to determine the optimal operational and business models and integrates digital solutions to monitor buses flux and performance.

[GRI 3-3, GRI 302-1]  
SASB: RT-CH-130a.1 | EM-MM-130a.1  
UNGC: Principles 7, 8,9

## ESTIMATED SCALE-UP CAPEX:

**\$5 BILLION**  
per million tons of ammonia

**2-3**  
**MILLION TONS OF CO<sub>2</sub>**  
**PER MILLION TONS OF**  
**AMMONIA WILL BE AVOIDED**



Highlight:

**\$700 K**  
(EQUIVALENT 7MMAD)



Highlight:

**\$460 K**  
(EQUIVALENT 4,6MMAD)

## Solar energy

Solar mapping of the OCP group sites: This data-driven project will boost the promotion of OCP Group's solar roadmap through a high-resolution solar mapping development for OCP sites - mainly Safi, Jorf lasfar and Phosboucraa. Calibrated by measurement data on the ground at site level, the study will make it possible to determine the potential of the sites' solar deposits (annual yield) rationally and quantitatively, suitable locations for the installation of solar power plants, or to thoroughly assess their profitability.

Solar smart and development of prediction model: It will allow to increase efficiency and cost reduction due to solar monitoring to develop a proactive and predictive system for advanced detection of anomalies based on artificial intelligence to be implemented in the future Benguerir solar plant. From an environmental point of view, the model will allow to minimise access to conventional energy sources and, therefore, reduce our carbon footprint.

Solar desalination: study and installation of two solar desalination systems for brackish water in Phosboucraa. The objective is to validate the potential of solar desalination as an alternative solution with low cost and environmental impact, to cope with water stress in landlocked regions with brackish underground resources. The outcome of this work can possibly be exploited at different scales for industrial, agricultural or domestic applications.

## Micro-Grids Study

Microgrids are a suitable solution for a decarbonised solution to strengthen rural and isolated areas electrification. The objective of the study is to analyse integrated solutions combining renewable energy, battery storage and an intelligent Energy Management System in order to produce electricity at a low cost and consume it optimally.

## Tackling the renewable energy storage challenge

Intermittency is increasingly becoming a key subject to address with rising renewable energy input in order to allow stability and continuity of the electrical energy supply. In this context, a study was launched focusing on the characterisation of electrochemical storage solutions with the different solutions that exist on the market and their compatibility with the different scenarios for the case of the OCP group sites as well as the development of a model allowing to optimise the production and storage of renewable energy used in the sites.

[GRI 3-3, GRI 302-1]  
SASB: RT-CH-130a.1 | EM-MM-130a.1  
UNGC: Principles 7, 8,9

**\$200 K**  
**(EQUIVALENT 2MMAD WILL  
BE INVESTED IN MICROGRID)**

**Stemphos project:** We have further worked with Prayon - a world leader in the phosphate sector which manufactures an extensive range of phosphate and fluorine products that are used in food applications, industrial applications, fertilisers and other applications such as pharmaceuticals to develop phosphate-based materials with UM6P to improve and scale up thermal energy storage solution. A pilot for thermal storage is being launched with Prayon to test the developed products in a bigger scale.

[GRI 3-3, GRI 302-1]  
SASB: RT-CH-130a.1 | EM-MM-130a.1  
UNGC: Principles 7, 8,9

OUR GOALS



Long term	Interim	Where we stand in 2022
<b>10% energy efficiency by 2030 compared to a 2018 baseline</b>	100% of our processing sites certified ISO 50001	Safi certified in 2021, processes for qualification of 100% of processing sites have been made in 2021, certifications extend until Q1 2023
	Real time monitoring by 2022 of our energy consumption through dedicated digital control room	Ongoing
<b>100% OCP's energy needs covered with clean energy by 2027</b>	90 % of electricity need covered by cogeneration and renewable energy by 2025	87% of electricity need covered
	Launch first pilot installation for solar drying avoiding Carbon emissions - PoC	I. In 2022, we invested 0.25M\$ for the feasibility study related to the pilot for solar drying
	Boost the energy research ecosystem with GEP – Green energy park	4 projects launched & \$1M investment
	100% of the OCP fleet in green (mining equipment & personal transport) by 2030	1.6M\$ investment
	Pilot unit for green ammonia pro-duction using renewable energy by 2022	\$1M investment to boost energy research ecosystem with GEP (Green Energy Park)





## RESOURCE PRESERVATION

[GRI 2-23, GRI 2-24, GRI 3-3, GRI 301-1]  
UNGC: Principles 7, 8, 9

Fertilisers play an important role for soil health. As a responsible custodian of the world’s largest phosphate reserves (around 70%), OCP Group considers efficient management of resources and product stewardship as being key components for achieving its ultimate mission of “feeding the planet”.

### Our approach to resource preservation

OCP Group is committed to managing its phosphate reserves and the use of phosphate in its fertilisers. We are acutely aware of our environmental impact on the planet and have put in place a circular economy based on 4 principles: the preservation of our phosphate resource, sustainable production, smart consumption and the creation of value through processing and recycling.

Links to our Policies for Resource preservation, approved by Board of Directors/ Chairman and Chief Executive Officer:

- [General environmental management Policy](#)
- [Phosphate stewardship Policy](#)

### KEY PERFORMANCES 2022

#### Material footprint: Non-renewable materials consumed (expressed in millions of metric tons)

	2019	2020	2021	2022
Solid sulphur	6.56	7.24	6.87	6.25
Ammonia	1.587	1.90	1.83	1.94
KCl potash	0.24	0.25	0.34	0.22

Top critical materials-phosphate not included

### Preserving the phosphate resource

#### 1. Better recovery of phosphorus at phosphate rock level

OCP has developed a reverse flotation process to enrich its phosphates, primarily for low-content deposits in Youssoufia and Khouribga region. This process is currently being rolled out at other sites such as Boucraâ and Benguerir.

The Group is constantly seeking to improve its operational performance. Through its Innovation department, several research actions are being carried out to improve the performance of these reverse flotation processes such as the development of new reagents or flocculants. In addition, several tests are underway for the use of new processes for the production of phosphoric acid from poor phosphates.

**33%**

of Moroccan phosphates, considered to have a very low phosphorus content, became economically viable and exploitable through the reverse flotation process

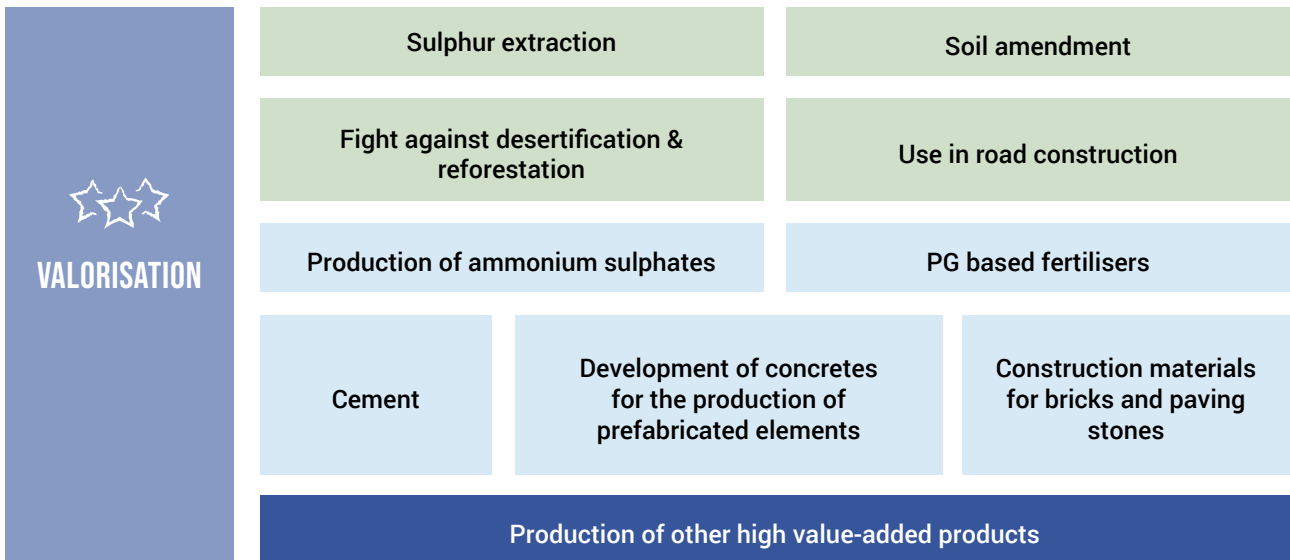
**2. By-products valorisation linked to phosphorus**

[GRI 3-3]

One of OCP's research axes for the preservation of phosphate resources is on valorising by-products, which are generated during the various stages of production. The most significant are waste rock and phosphogypsum: the first being derived from post-wash extraction and drying processes while the second is a by-product resulting from processing phosphate into phosphoric acid. Among the most important initiatives are:

- The reintroduction of waste rock, containing low concentrations of phosphorus, in the process enables the recovery of a fraction of this material and extends the reserve life.
- The use of phosphogypsum: as an amendment to saline / sodic soils and as a low-cost fertiliser, it is used in road construction, in building materials and in producing sulphuric acid and cement by thermal decomposition, etc.

To maximise the valorisation of phosphogypsum, several methods are being explored:



**Recovering phosphorus**

**Nutrient recovery feasibility study**

In coordination with JESA, OCP has designed and launched a feasibility study for integrating phosphorus and nitrogen nutrient recovery systems into three existing wastewater treatment facilities developed by OCP in Khouribga, Benguerir and Youssoufia. Research is also being carried out to assess the recovery of phosphorus from our liquid effluents in recoverable forms. Moreover, OCP launched a study to produce organic and organo-mineral fertilisers from organic waste.

**Innovations and research in phosphorus recycling**

Through its participation in Fertinagro, OCP is committed to provide farmers with new products that consist of integrating macro and micronutrients into organic fertilisers, commonly known as "Organic Fertilisers". 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 fertiliser production. In addition, UM6P has initiated a preliminary study on phosphorus recycling in the academic realm and anticipates further collaboration with international universities.

The Group's Innovation department is developing new recycling processes for waste rock and phosphate washing sludge for the recovery of residual phosphate and other valuable elements other than phosphate.

## Life Cycle Assessment (LCA)

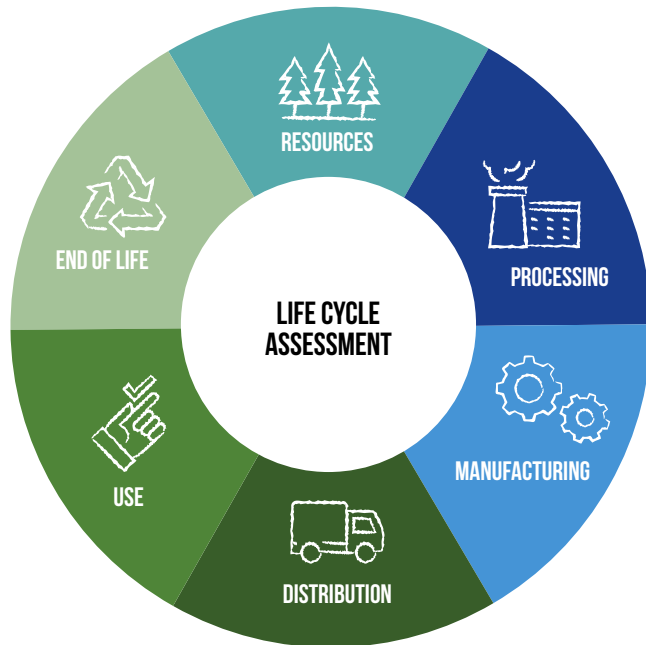
In full accordance with its world-class ambition to be a leader in sustainability within its industry, OCP aims to integrate new approaches and analysis tools to make more informed decisions for a circular and sustainable transition. One of these tools is LCA, and OCP is partnering with experts to implement this approach within the group and to carry out the Life Cycle Assessment (LCA) of its products. This is reflected as a commitment in OCP's Phosphate Stewardship policy.

LCA is a standardised evaluation method (ISO 14040 and 14044) allowing to carry out a multi-criteria and multi-stage environmental assessment of a system (product, service, company or process) over its entire life cycle. Its purpose is to know and compare the environmental impacts of a system throughout its life cycle, from the extraction of raw materials necessary for its manufacture to its treatment at the end of its life (landfill, recycling...), through its phases of use, maintenance and transport. For now, OCP has carried out LCAs for 5 out of 7 products, and further LCAs are planned for 2023 to cover 100%.

In this context, OCP has established a partnership with the International Reference Centre for the Life Cycle of Products, Processes and Services

(CIRAIG) to conduct Life Cycle Assessments and research related to its activities. OCP has conducted LCAs for five out of seven product categories, including fertilisers, phosphoric acid, and rock. Additional LCAs are planned for 2023 to cover 100% of its products. The LCAs conducted by OCP follow the Impact World+ method. Moreover, a comparative LCA of phosphogypsum management modes is currently carried out with CIRAIG.

In addition, a comparative LCA between standard and customised fertilisers indicated that customised fertilisers (studied cases of Ghana and Nigeria) have a positive effect on climate change by reducing the carbon footprint throughout the value chain, from the supply of raw materials to their use in the fields. Beyond the improvement in agricultural yields, customised fertilisers induce interesting carbon footprint reductions.



### LCA enables to:



Provide a global view of the **environmental impacts of the mining industry** and their **integration into the life cycle of the mine**



**Quantify environmental effects** such as overall energy consumption, natural resource extraction and atmospheric emissions in order to **identify eco-design opportunities or improve the environmental balance** of the system



**Identify grey areas** in the value chain that need improvement for sustainable and environmentally friendly production throughout the life cycle of a mine



**Compare the environmental performance** of systems that perform the same function, with the same amount of service provided



**Reduce overall environmental impact and production cost**

[GRI 3-3]

## Mining Environment and Circular Economy (EMEC)

OCP Group leans on the research undertaken by the Mining Environment and Circular Economy (EMEC) entity of the UM6P on Life cycle Assessment (LCA).

In the context of the fight against climate change, the depletion of non-renewable mineral resources and the transition to a circular economy, the EMEC entity of UM6P is developing high-level expertise to link science with strategic decision-making in terms of sustainable development. This includes conducting life cycle analysis studies related to the phosphate life cycle from exploration, mineral extraction, enrichment and processing and the management of generated by-products/waste.

EMEC, supporting by strategic partnerships with national and international academic and industrial institutions, aims to instil a new approach to the mining cycle based on sustainable mining, the integration of more circular economy and the optimisation of the different operations of the mine life cycle.

EMEC takes advantage of its proximity to OCP Group's experimental mine to implement innovative research ideas and promote new start-ups in the local ecosystem.

Several research topics are currently under development and will enable us to better respond to the challenges that the phosphate sector may face in the near future, including:

- Sustainable extraction of phosphates
- Chemical transformation
- Renewable energies
- Sustainable fertilisers and agriculture

## Chair on Life Cycle (ICV) of the International Reference Centre on the Life Cycle of Products, Processes and Services (CIRAIG)

The International Reference Centre for the Life Cycle of Products, Processes and Services (CIRAIG), established in 2001, is a research group and centre of expertise on sustainability and life cycle thinking. Through cutting-edge research, expert services, and education, the CIRAIG aims to define and implement sustainability metrics. Since 2021, OCP has joined this international centre, whose expertise is recognised worldwide to be supported on specific studies using the life cycle management tools or the development of tools and software. This will allow us to support our strategic decision making for a circular and sustainable transition.

## Fertilisers products & technologies

Phosphate management extends to the very fertilisers themselves. We develop smart and combined fertilisers, but also examine best application of fertilisers to the soil to ensure no over-use or misapplication.

### 1. Customised and smart fertilisers for better phosphorus efficiency

In less than ten years, OCP Group has developed more than 103 custom fertiliser formulas, including NPK, enriched liquid fertilisers, TSP enriched in nitrogen, Phosfeeds and TSP coated to be mixed with urea. Ongoing agronomic tests are also carried out to validate the performance of new fertiliser formulas, such as high sulphur fertilisers, polymers for the bioavailability of phosphorus, stimulating silicon, biopesticides, etc.

A new range of bio-stimulants, meanwhile, has been developed. These products result in better absorption of nutrients, greater resistance to various climatic stressors (heat, precipitation, etc.), and fruits and vegetables with higher nutritional value.

### 2. Customised application

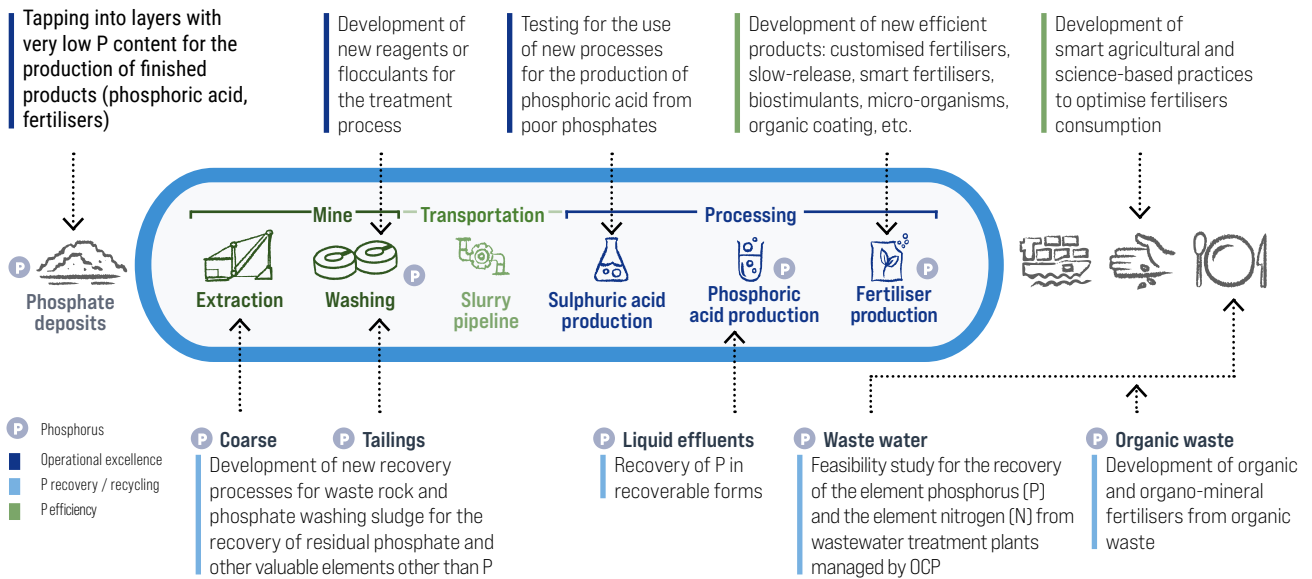
OCP Group's customisation programme prioritises the implementation of rational phosphate management, placing it at the core of our fertiliser practices across the globe. This approach began to make the best use of OCP's phosphate reserves and help farmers use only as much as they need. We help farmers understand exactly what their soil needs, then we produce customised fertiliser to deliver exactly the right nutrients.

### Innovation, R&D and a partnership approach towards sustainable management of phosphorus

Through its phosphate stewardship policy, the OCP Group is committed to supporting innovation, developing and deploying partnerships and R&D solutions to add value to the products exploited and the co-products generated, maximising returns and minimising the consumption of resources. The Group has several innovation and research and development projects aimed at the sustainable management of P that can be summed up in the improvement of operational performance, the recovery and recycling of P, and the development of efficient products allowing eco-friendly consumption while feeding the earth correctly.



**OCP's vision regarding P-stewardship**



**OCP implemented the customer driven 4R framework, a smart consumption framework to ensure long term food security**



**Fertinagro Biotech**

OCP has a 20% stake in Fertinagro Biotech, a Spanish company specialising in the production and marketing of fertilisers (NPK, enriched NPK, biostimulants, etc.). It aims to promote innovation and the development of products adapted to the specific needs of soils and crops throughout the world. It also strengthens the Group's expertise thanks to the technical capacities and the range of innovative products of Fertinagro Biotech. A joint venture was created in 2019 and an industrial unit is being launched to produce high added value fertilisers (improved NPK, biostimulants, etc.) at the Jorf Lasfar site with an initial production capacity of 250,000 tons per year.

**Hubei Forbon Technology Co., Ltd**

OCP Group and Hubei Forbon Technology Co., Ltd, a Chinese operator specialising in the research, development and supply of global fertiliser additive solutions and also active in the field of Smart Agriculture, signed in 2020 an agreement for the creation of a joint-venture operating in the field of research and development (R&D) for the development of sustainable agricultural solutions aimed at providing farmers with tailor-made fertiliser formulas, responsible agricultural practices and digital services that meet their needs.

**Founding member of The Sustainable Phosphorus Alliance (SPA)**

SPA is North America's central forum for the sustainable use, recovery, and recycling of phosphorus in the food system. SPA collaborates with members and supporters to innovate and implement evidence-based solutions to the phosphorus sustainability challenge. Members range from mining and processing companies, biosolids and manure companies, wastewater treatment plants, startups, innovators, academic leaders and others.

## Enhancing other high added value elements

The Group is committed to exploiting and enhancing all the high value-added resources contained in phosphate rock - other than phosphorus - as well as in by-products.

Several actions are being carried out:

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



## From phosphogypsum to resource

[GRI 3-3]

Phosphogypsum is our main by-product resulting from processing phosphate into phosphoric acid. OCP has initiated a strategy to study all possible ways of valorisation and taking them from the laboratory to the field. . In 2022, a study was carried out aimed at: (i) prioritising phosphogypsum valorisation routes (ii) developing business models for each of the prioritised valorisation routes (iii) defining abatement curves (iv) developing scenarios for maximising valorisation.



**Road:** Continuation of tests to optimise material mixes - composed of phosphogypsum (maximum desired content) treated with cement (to be minimised to reduce cost) and sand or steel slag as a granular corrector - to meet the mechanical requirements of a road base material. The mechanical and physical responses were modeled to establish the domains meeting the criteria required for the use of the mix material as road base or sub-base. In addition, through a parametric study, we evaluated the effects of traffic level, soil bearing capacity, and mechanical performance of treated phosphogypsum mixtures on pavement design for three different pavement structures and determined that the best to adopt for maximising PG recycling is the pavement structure with subbase treated with hydraulic binder. Discussions with the Ministry of Equipment and Water for the construction of three pilot road sections on the national network are getting to the final stage.



**Agriculture:** Implementation of the second campaign aimed at utilising PG for the amendment of saline soils under controlled conditions, and continuation of pilot tests for saline soil amendment at the Jorf Lasfar Platform. Additionally, executing the second campaign for using PG as a low-cost fertiliser, a source of phosphorus and sulphur, as a supplement to N and K: increase the grain yields and total biomass, enhancement of export of nutrients (such as Na, Mg, Ca, etc.) by plants and grains.



**Building materials:** Trials involving the formulation of mixes incorporating various materials (phosphogypsum, clays, sands, tailings, cement and hydraulic lime) suitable for the design of compressed mud bricks, concrete blocks and paving stones have been launched. The project also includes conducting physical and mechanical tests defined by current relevant national and international standards. Regarding the valorisation of phosphogypsum as a setting retarder in cement, a new project is underway with Ciments de l'Atlas.



**Fight against desertification:** Launch of a pilot study aiming to utilise PG to tackle desertification. This project, conducted in partnership with the African Sustainable Agriculture Research Institute (ASARI) - University of Mohammed VI Polytechnic (UM6P), aims to develop a substrate based on phosphogypsum that enables the establishment of sustainable vegetation barriers in semi-arid to arid pedoclimatic conditions. This project, carried out in the Southern regions of Morocco, also aims to contribute to certain goals of the Great Green Wall initiative.



OUR GOALS



Where we stand in 2022

Maximise valorisation and continue investments on storage as an enabler. Short term high priority valorisation routes: sulphur extraction, soil amendment for agricultural uses, fight against desertification & reforestation, Use in road construction

Ongoing

First Phosphogypsum Moroccan Road by 2023

Ongoing

Positive results from mix optimisation trials

Additional tests initiated with UM6P to assess the effects of the quantity and frequency of PG amendment, the quality of PG and irrigation water on different salins soils & crops

Ongoing

Phosphogypsum thermal decomposition

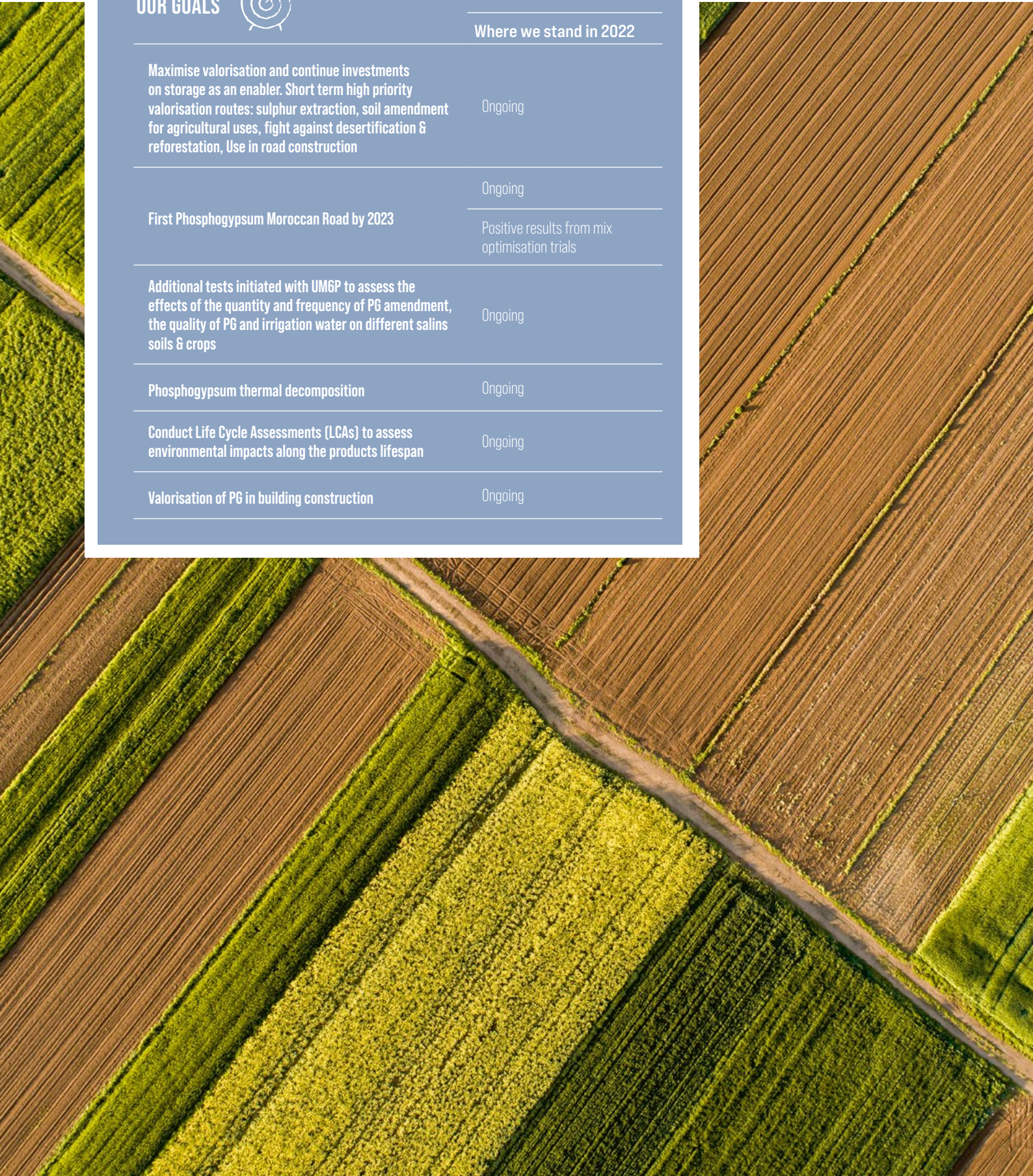
Ongoing

Conduct Life Cycle Assessments (LCAs) to assess environmental impacts along the products lifespan

Ongoing

Valorisation of PG in building construction

Ongoing





### 3.3.2.2. Natural Capital

[GRI 2-23, GRI 2-24, GRI 3-3, GRI 304-1, GRI 304-2]  
SASB: EM-MM-160a.1 | EM-MM-160a.3  
UNGC: Principles 7, 8, 9

At the heart of OCP's approach, the Group prioritises the promotion of biodiversity and preservation of natural capital, along with the promotion of local development. The following pillars are central to the various commitments and actions aimed at fostering sustainable growth and reducing OCP's environmental impact:

#### NATURE MANAGEMENT AND PRESERVATION

##### Biodiversity study

- Normative analysis
- Fauna and flora inventory
- Biodiversity assessment
- Strategy/action plan

##### Biodiversity preservation

- Great Green Wall
- Joal-Fadiouh Marine Protected Area

#### SOIL MANAGEMENT

##### Soil rehabilitation

- Biosaline agriculture in El Jadida and Khouribga
- Agroforestry
- Innovative land rehabilitation

##### Climate-smart agriculture

- Smart Irrigation
- Hydroponics
- Carbon farming

Links to our Policies related to Natural Capital, approved by Board of Directors/Chairman and Chief Executive Officer:

- [General environmental Policy](#)
- [Biodiversity Policy](#)
- [Land use Policy](#)

## NATURE MANAGEMENT & PRESERVATION

### OCP'S APPROACH TO NATURE

Protection, conservation and responsible use of biologically diverse ecosystems and habitats is a key factor for OCP Group.

OCP, as a committed industrial player, recognises the high stakes involved in preserving biodiversity and has established a comprehensive strategy to address this crucial issue. The strategy is based on the knowledge, monitoring, and evaluation of biodiversity, to take the necessary measures to minimise negative impacts on flora and fauna, while promoting a vision of "nature positive". Each of OCP's industrial sites has undergone a thorough biodiversity analysis and has an operating license issued by national authorities, along with a management plan for natural spaces and surrounding areas.

Preserving the nature remains at the core of OCP's initiatives, but the group aims to expand its reach even further, by promoting the preservation of biodiversity outside Moroccan borders and throughout the African continent. By collaborating with multilateral bodies, OCP is involved in several projects that aim to achieve both short and long-term benefits for biodiversity on a wide range of issues, including water scarcity, land degradation, desertification, deforestation and unsustainable agriculture. These initiatives not only benefit biodiversity but also create shared value for society.



**Managing and preserving the natural heritage, apart from being an ethical commitment, generates public benefits, contributes to social well-being and creates the necessary conditions for performing a sustainable activity at OCP Group.**

Hanane Mourchid,  
Chief Sustainability Officer



OCP Group, as an industrial actor, and as a major player of the food value chains is fully engaged in biodiversity preservation. The Group is committed to:

- Incorporate biodiversity conservation into its strategy, as a relevant consideration in making decisions in the stages of planning, implementing, operating, and dismantling of its facilities.
- Preserve world heritage sites and areas designated to conserve natural and cultural heritage, and not support deep-sea mining.
- Measure and control the impacts on biodiversity that OCP Group projects have or may have on their specific ecosystems.
- Preserve rivers and lakes and do not use tailing disposal in it.
- Minimise and ameliorate the negative impacts on biodiversity that OCP Group activities may have, through the application of the impact mitigation hierarchy.
- Protect and preserve habitats and ecosystems of high ecological value where OCP Group operates.

OCP shows clear intention to go beyond reactive attitudes of compensating any potentially negative effects of its activities on the biodiversity, but rather positively promote the wildlife in the different regions where it operates.

We are working on integrating a biodiversity approach in all the stages- planning, implementing, operating and dismantling of facilities. We are committed to define specific objectives, supervising and assessing impacts that OCP Group's projects and facilities are having at every stage, performing risk assessment to control main direct and indirect risks and implement specific training programmes for our employees and contractors. Each industrial site we operate underwent a biodiversity analysis during the permit process from the national authorities. No activity site owned, rented, or managed by OCP Group in 2022 was located in or immediately beside to or close to protected areas, areas rich in biodiversity, sites of international value for biodiversity or of national biological interest.

In addition, each site has a management plan for its green spaces and areas surrounding the site while several projects are ongoing to rehabilitate and plant former mining lands, and beyond. To keep on improving the way we manage biodiversity, we have partnered with JESA (Jacobs Engineering) to deliver a pilot study in the Boucraa mine and develop a best-in-class framework which was spread across all our sites in 2020. It consists in strengthening the mapping of the existing flora and fauna, list endemic, rare, endangered species; assessing the natural regeneration of biodiversity of exploited land; and the potential impact of mining activity on biological diversity.

## OCP'S PARTICIPATION IN THE UN CBD COP15



Convention on  
Biological Diversity

OCP took part in the second phase of COP15 organised by the UN CBD (Convention on Biological Diversity), held in Montreal from December 7 to 19, 2022. This conference aimed at adopting the post-2020 global biodiversity framework (CBF), which provides a strategic vision and a global roadmap for the conservation, protection, restoration and sustainable management of biodiversity and ecosystems for the next decade.

OCP was invited as an observer member to participate in the COP to have a session to discuss the positions of Morocco on the theme of biodiversity within the framework of the national committee for climate change and biodiversity. The objective of this meeting was that OCP's advocacy is in line with the position of Morocco on this issue.

### Global Biodiversity Framework targets:

- 30x30: conserve 30% of world's land and oceans by 2030.
- Reform of environmentally harmful subsidies.
- Resource mobilisation: pledge to mobilise at least \$200 billion for biodiversity protection per year by 2030 is a key development.
- Access and benefit sharing.

### Within this context, some next steps will be of relevance to OCP:

- Creation of an internal RPA/Sustainability taskforce to define a common engagement strategy on biodiversity.
- Identification of completed and ongoing projects to be promoted to international organisations.
- Monitoring the various initiatives of interest to the Group that would represent a relay for the dissemination of our messages.
- Creation of an external task force with the Ministry of the Environment to prepare it to be our relay at the international level.

## A PROMISING NATURE ROADMAP

To meet OCP's commitments regarding nature protection and preservation, and to ensure that disclosure of biodiversity performance meets international expectations, the Group is developing a biodiversity and nature roadmap. Among others, this roadmap aims to establish a nature management system and align with the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) and the Science-Based Targets for nature (SBTn) approach. Furthermore, OCP has appointed biodiversity specialists who consider the cumulative effect, since they also work with the Ministry of Energy Transition and Sustainable Development.

### Study of the biodiversity of OCP's operational sites

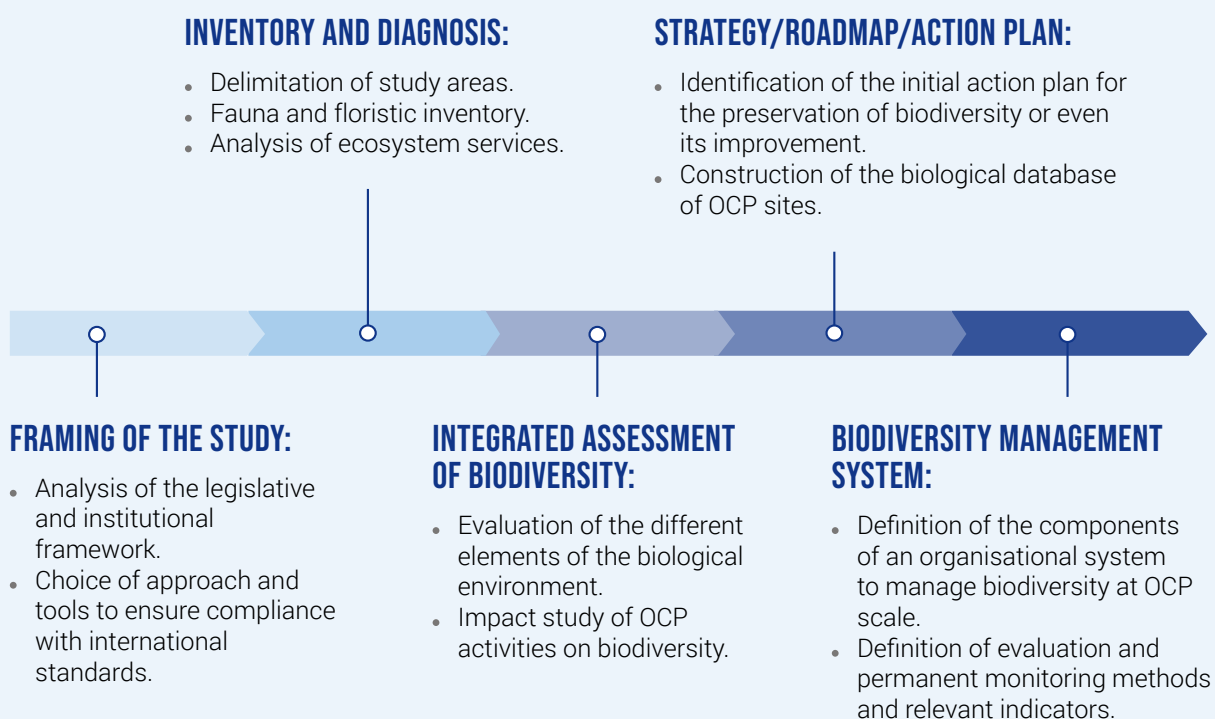
In 2022-2023, the Group has carried out an assessment of biodiversity and the impact of its activities in all its operational sites: 4 mining sites (Khouribga, Benguerir, Youssoufia and Phosboucraa) and 2 processing sites (Jorf Lasfar and Safi). Relevant summaries and conclusions of this work will be prepared and publicly released at the end of the study. Related action plans are currently being finalised. A specific analysis to identify major impact drivers, including IAS, will be programmed in the "Nature & Biodiversity" roadmap, which is currently under construction. Also, by 2024 OCP will publish the results of the dependency/impact matrix of the Group's activities on biodiversity across the entire value chain (including upstream and downstream).

As part of its efforts to gather knowledge on flora and fauna in Morocco, OCP has multiple ongoing studies, including a study on biodiversity led by a team of

experts and researchers. The study aims to strengthen the mapping of existing flora and fauna, list rare and endangered species, assess natural regeneration of the biodiversity on land used, and evaluate potential pressures and threats from mining and industrial activities on biological diversity. This study is a major action of OCP's biodiversity roadmap, which focuses on preserving the biodiversity of the group's operational sites.

OCP has commissioned a team of world-renowned consultants to carry out the study for the preservation of biodiversity and continental, terrestrial, and marine ecosystems within its operational sites. The study has four phases, including framing, inventory and diagnosis of biodiversity, integrated assessment, and proposing an action plan for preserving biodiversity.

This study is structured around the following phases:



The roadmap action plans targeted by this ongoing project will be organised around three framework objectives:



### Next steps in the ambitious biodiversity programme

Having finished the diagnosis and inventory of the different faunistic and floristic species and the integrated assessment of biodiversity, the next phase will be to focus on the definition of the strategy and action plan. In the medium term, OCP's teams integrate biodiversity management in their daily practices by reflecting on how to make biodiversity a goal in daily operations. In addition, the Group shows clear intentions to go beyond a reactive attitude, that consists of compensating the effects of its activities on the biodiversity, by positively promoting the wildlife in the different regions where the group operates.

### INITIATIVES IN PARTNERSHIP WITH OCP FOUNDATION

#### Green Great Wall Initiative

The Great Green Wall initiative is a project aimed at combating desertification and land degradation in Africa, with a focus on the Sahel region. This area, spanning countries like Senegal, Mauritania, Mali, and Burkina Faso, has been severely affected by droughts and overexploitation of agricultural resources. The initiative seeks to create a massive wall of trees and vegetation, running from west to east, to act as a buffer and halt desertification.

In Senegal, the OCP Foundation has partnered with the Senegalese Agency for Reforestation and the Great Green Wall to implement a pilot project that addresses the impact of climate change on the environment and local communities. The project aims to establish a symbiotic relationship between the communities living along the route of the Great Green Wall, providing income-generating opportunities, and improving living conditions, particularly for women and young people.

To achieve its goals, the project focuses on sustainable ecosystem management, reforestation, and improved water quality. The OCP Foundation, along with experts from UM6P (Mohammed VI Polytechnic University), is committed to providing training, education, and laboratory equipment for water quality control and soil monitoring. Additionally, a research fund has been launched at the Mohammed VI Polytechnic University to support Senegalese institutions involved in the Great Green Wall project.

The research fund is targeted at four main areas of study: water accessibility, management, and governance; renewable energy needs and accessibility; community development through improved soil health and ecosystem restoration; and governance and local knowledge management.

Overall, the partnership between the OCP Foundation, the Senegalese Agency for Reforestation, and the Great Green Wall aims to mitigate the effects of climate change, create sustainable livelihoods, restore biodiversity, and improve living conditions for communities along the Great Green Wall in Senegal.





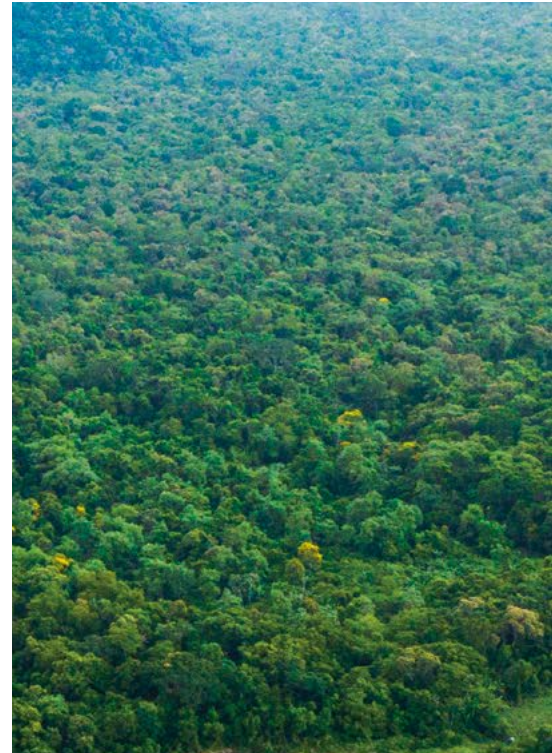
[GRI 3-3, GRI 304-2]  
 UNGC: Principles 7, 8, 9


**Community development project and improvement of the state of conservation of marine and coastal biodiversity at the level of the marine protected area (MPA) of Joal-Fadiouth:**

This project aims to help promote inclusive economic and social development of local communities and improve conservation of marine and coastal biodiversity, both inside and around the Joal-Fadiouth Marine Protected Area.

Wetlands comprising mudflats and mangroves surrounding the lagoon of Joal-Fadiouth are home to thousands of species of fish and sea birds. The mangrove provides protection for migratory species, such as sea turtles, and several species of shellfish.


This project sets out to protect these species while improving fishing yields, including socio-economic benefits for the local population. An important part of this project is training and education on themes ranging from awareness-raising, water salinity, soil management and key income-generating activities, such as oyster farming and beekeeping, to running cooperatives, with a special focus on women's associations. In July 2022, a wide mangrove reforestation operation, covering 20 Ha, was undertaken with both partners and the local communities. Initiated by OCP Foundation, partnering with the Ministry of Environment and Sustainable Development of Senegal and The Department of Marine Protected, this 3-year initiative is built around 4 key areas of focus:





1

**Community development** of the Joal-Fadiouth MPA through a technology transfer and RFC programme for women members of cooperatives and agents of the MPA Department.




2

**Improvement of the conservation status of marine and coastal biodiversity** of the MPA through:


- Promotion of the One Health Approach.
- Promotion of reforestation and mangrove restoration, supporting groups operating in this area.
- Acquisition of monitoring and surveillance equipment for MPA agents.
- Establishment of an education and awareness programme linked to the environment intended for the schools of Joal-Fadiouth.

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3

**Digitisation & introduction** of new technologies as a transversal axis to support all the planned activities and accelerate the technology transfer carried out.



4

**Communication / monitoring-evaluation** of the project (transversal axis of all activities described).





## SOIL MANAGEMENT

[GRI 2-23, GRI 2-24, GRI 3-3, GRI 304-1, GRI 304-2]  
SASB: RT-CH-130a.1, EM-MM-130a.1, EM-MM-160a.3  
UNGC: Principles 7, 8, 9

Soil Management	2018	2019	2020	2021	2022
Hectares of rehabilitated land	707	864	305	204	342

Salinity is a major problem that threatens agricultural activity as well as farmers' income in several regions of Morocco. Sidi Abed/Oulad Ghanem is one of the regions affected by salinity. This region is characterised by water scarcity and a semi-arid climate that highly depends on rainfall. Consequently, it has been necessary to employ pumped groundwater irrigation to improve crop productivity. Overexploitation of the aquifer has caused a significant drop in the piezometric level, which has led to marine intrusion and consequently an increase in groundwater salinity.

Among the practical solutions to the salinity problem found by the African Sustainable Agriculture Research Institute (ASARI) at Mohammed VI Polytechnic University in Laayoune is the use of salinity tolerant crops and varieties (such as Blue panicum, Quinoa, Safflower) and the application of soil amendments. The project responds to a pressing need of the local community of Sidi Abed/Oulad Ghanem and aims to improve the productivity of salinity-affected land and increase the income of farmers in the Sidi Abed/Oulad Ghanem area.

The specific objectives of this 3-year project are to remedy the salinity problem by introducing new adapted production systems and good soil, water and crop management practices, to enhance the value of phosphogypsum by using them as soil amendment affected by salinity, to strengthen the technical capacity of farmers, women's cooperatives and extension agents and to develop environmentally-friendly farming practices to combat phytosanitary problems and the value chain of salinity-tolerant alternative crops.

### VALUING CULTURAL HERITAGE

An important component of the mine planning process is respecting cultural heritage and artifacts. All industrial development projects undergo acceptability studies before being authorised – including cultural considerations and respect for protected areas. If, when operating the mine, 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. Over the past ten years, our industrial development implied modifications to construction plans in order to preserve cultural property including fossils and other geological objects. In such cases, OCP calls on relevant authorities to initiate the assessment and conservation process.

### REHABILITATION OF EXPLOITED PHOSPHATE MINING LANDS

OCP has launched an innovative agricultural rehabilitation aimed at rehabilitating more than 37,000 hectares of land on the sites of Khouribga, Benguerir and Youssoufia. By recovering by-products and utilising smart fertilisers, OCP's rehabilitation of mining and degraded soils is making strides towards a sustainable and green future.

**Improving agricultural productivity and resilience to salinity in the Sidi Abed-Oulad Ghanem area through the introduction of new production systems and best cropping practices**

**2022**

Crop species to be tested	5
Varieties tested in 2022	14
Beneficiaries to be trained	50
Days of employment created	2,000
Training sessions organised	3
Enhancing of productivity	50%
Increase of organic matter in the soil	25%
DH/ha [targeted turnover]	30k-40k
Increase in yield for farmers	25%
Good practices introduced	15
Platforms installed	2
Water savings	30%
Carbon sequestration per year	0,5T/ha CO <sub>2</sub>

**8.4 million MAD**  
invested annually for the rehabilitation projects of Benguerir and Youssoufia

To further these efforts, an experimental farm has been established on a 110-hectare plot in Benguerir. The farm is dedicated to the conservation of species adapted to semi-arid zones such as cacti, argan trees, carob trees, etc., evaluating and transferring agricultural technologies and providing practical training platforms for students, engineers, and researchers. The farm also serves as a platform for selecting the production of plants specifically for the rehabilitation of mining sites and degraded soils.

OCP believes that the rehabilitation of mining lands represents an opportunity to initiate profitable agricultural and forestry activities in communities. In fact, OCP anticipates the rehabilitation of the land from the start of mining, with a process that involves recovering the topsoil while the mine is in operation. The cuttings are then used to create even ground and prepare the soil for agricultural use.

[GRI 3-3, GRI 304-2]  
MM1, MM2  
UNGC: Principles 7, 8, 9

**15 million MAD**

will be mobilised for the Green Mine project, aimed at the rehabilitation of old mining facilities spread over 330 hectares

**160 ha**

of land rehabilitated by planting one million trees in Gandour

**2022**

Rehabilitation	
Soil	Water
<ul style="list-style-type: none"> <li>Organic amendments: Manure, Compost, Vermicompost, Biochar</li> <li>Top Soil</li> <li>Microorganisms</li> <li>Earthworms</li> </ul>	<ul style="list-style-type: none"> <li>Deficit irrigation</li> <li>Supplement irrigation</li> <li>Rainwater harvesting</li> </ul>
Crops	Crop system & practices
<ul style="list-style-type: none"> <li>Fruit trees</li> <li>Folder crops</li> <li>Cereals</li> <li>Aromatic and medicinal plants</li> <li>Forest species</li> </ul>	<ul style="list-style-type: none"> <li>Planting methos</li> <li>Agro-forestry</li> <li>Intercropping</li> <li>Foliar fertilisation</li> </ul>

Crop species to be tested	12
Varieties tested in 2022	24
Days of employment created	5,300
Training sessions organised	2
Enhancing of productivity	30%
Increase of organic matter in the soil	25%
DH/ha (targeted turnover)	12k-15k
Rate of establishment of trees crops	>90%
Good practices introduced	10
Renewable energy used	100%
Water savings	30%
Carbon sequestration per year	1.25T/ha CO <sub>2</sub>

**BIOSALINE AGRICULTURE: FITTING THE SOIL SPECIFICS IN SAHARA**

The African Agricultural Research Institute (ASARI) of Mohammed VI Polytechnic University in Laâyoune-Technopole Foug El Oued has launched in 2020 three research projects in partnership with ICBA (International Centre for Biosaline Agriculture). These research projects deal with Saharan issues concerning:

- The large-scale adoption of new alternative crops for farms affected by salinity.
- Designing a map of endangered native plant species.
- Adopting innovative integrated agriculture models based on fish farming and the cultivation of Salicornia and other halophytes.

10 research projects have been launched in total by the African Sustainable Agriculture Research Institute dedicated to Saharan agriculture in 2020 to tackle specific challenges such as soil salinity and rational use of water in collaboration with world class partners including Fertinagro, FAO (UN Food and Agriculture Organisation), ICBA (International Centre for Biosaline Agriculture), etc. – hinged on more than 30 researchers specialised in Saharan regions and 15 ha dedicated to the experimental farm located at the Boucraâ mine. The research programme was preceded by several consultation workshops with the scientific community and the local community including farmers and institutions

## CLIMATE-SMART AGRICULTURE

[GRI 3-3, GRI 304-2]  
UNGC: Principles 7, 8, 9

### SMART IRRIGATION

A precision irrigation project has been launched in 2020 with AgriEdge - OCP Group's business unit incubated by UM6P – which aims to optimise agricultural practices in rehabilitated mining lands thanks to the introduction of digitalisation, bringing the right quantity of water for crops using sensors, irrigation model and a mobile application. The pilot is being carried out at the Benguerir mine on 50 ha (olive, argan and carob trees) while outcomes will be scaled up to all our mining sites in the coming years. In 2021, we implemented the operating infrastructure of the solution composed of 3 transmitter nodes and 6 sensor nodes. First users had the chance to benefit from the Agriedge application on their smartphones. A monthly steering body has been composed to make this pilot project a success.

### HYDROPONICS

Following a successful test in 2019, an ecosystem has been structured around hydroponics in 2020. Hydroponics is about growing plants without soil, using nutrient-rich water. The technique allows growers to produce food anywhere, at any time of the year, at higher yields with fewer resources. The objective is to produce 300kg of fodder per day while saving 399 l/kg and 1,1 Dhs/ kg. Two hydroponics units have been installed in Youssoufia at two cooperatives and 900 breeders, which allows fodder availability throughout the year. Led by 10 volunteers in Youssoufia, prototyping of hydroponics units is also in progress while others have been trained to hydroponics to support the expansion of the technique in the province. A specialised SME has been set up in the industrial zone of Youssoufia aiming to create 40 jobs and 7 sub-contracting microbusinesses. An agreement with INRA (National Institute for Agronomic Research) was also signed to look deeper on the nutritional quality of barley, corn, triticale and hydroponic beans.

### CARBON FARMING

Planting arid, semi-arid and former mining sites areas could provide an important CO<sub>2</sub> sink. The 'Carbon Farming' project, in partnership with the UM6P University, OCP Group, the Natural Resource Institute Finland (LUKE) and St1, a Finnish energy company, has been designed to create a climate change mitigation tool through the rehabilitation of old mining sites and afforestation of marginal lands in dry and semi-dry environments. The project will be implemented in three phases: a pilot project, a demonstration, and a large-scale project.

The pilot project aims to identify local and exotic fast growing plant species and optimise their growth in arid and semi-arid areas, using different irrigation techniques and soil improvement mixes to reduce water evaporation and increase the soil's water holding capacity and nutrient availability. OCP embraces an innovative vision of mining site rehabilitation where each mining extraction plan is completed with a blueprint for the future rehabilitation of the sites involved.

The objective is to minimise the impact of OCP's activities at the operational sites, while setting up a sustainable development dynamic in the region to benefit neighbouring communities, also allowing for carbon-capturing implementation. These outcomes will allow to successfully roll out the demonstration project on a larger scale – from 500 to 5000 ha of mining and marginal non-agricultural land rehabilitated – and scale up the approach on all our mining sites. Beyond the environmental value, small farmers exploiting the planted areas will benefit from the socio-economic value created, which could include selling carbon units.

Nevertheless, marginal land afforestation needs a global economic model to implement it. The legislation needs to be amended to create economic bases for biological carbon capture and storage (BCCS) and subsequently create a business case for companies to invest in afforestation. The sequestered carbon (above and below ground) must be fully credited in the GHG reduction calculations. The amount of carbon sequestered should be verified and audited regularly through a verified measurement system that provides precise and reliable data.

In general terms, this study showed the viability of afforestation for carbon sequestration in arid areas. Eucalyptus trees are the best option for carbon sequestration, but they are water-use competitive, limiting plant biodiversity and agroforestry potential. Other species like carob and moringa, while providing



**39** hydroponics  
units for  
**2,000**  
breeders will be  
created by 2022

[GRI 3-3, GRI 304-2]  
UNGC: Principles 7, 8, 9

less carbon sequestration potential, offer additional products and they are more adapted for agroforestry. Mixed systems with eucalyptus as windbreakers and carob or moringa as the main tree, coupled with shrubs or other crops, could maximise carbon sequestration and production.

The 3-year pilot project was finished in 2022, with over 500 additional trees planted in our mining lands. The main results of the pilot project are the following:

➤ **Carbon sequestration:**

- 13.5 to 22.5 Mg CO<sub>2</sub>eq/ha after two years in drip-irrigated eucalyptus and 7 to 11.6 Mg CO<sub>2</sub>eq/ha for moringa.
- 2.3 to 3.9 Mg CO<sub>2</sub>eq/ha for carob trees. Although carob trees had lower sequestration values, they have the potential to sequester more carbon in the future using the same water levels.

➤ **Water use efficiency:** the study found that eucalyptus trees were the most efficient species at carbon sequestration, with moringa trees being the second. Pistacia had the lowest water use efficiency due to its slow growth. Regarding irrigation method, the sub-surface drip-irrigation was mainly the most efficient. In the trading water for carbon scenario, the cost to sequester 1 ton of CO<sub>2</sub> varies depending on the plant species and type of desalinated water used. However, with current numbers, the water cost to sequester 1 ton of CO<sub>2</sub> in the best combination (eucalyptus in drip-irrigation) could vary from 9.7 to 19.4 euros, and from 16.7 to 33.3 for the second-best option, moringa.

➤ **The Growboxx**, a biodegradable box that collects and retains water, providing a suitable microclimate for growing seedlings in dry areas, was tried to improve the water use efficiency. Tested in four species, the results showed that the Growboxx provided significant advantages over other treatments regarding water use efficiency. In the tank irrigated treatment, the seedlings' height from the Growboxx treatment was generally on the same level or slightly lower than the other soil treatments, but the Growboxx treatment received only 34% of the water quantity, showing the high water-use efficiency that can be achieved through these boxes.

→ Please for more information on Land use, Soil management and Biodiversity visit the following [link](#)

## NOURISHING AFRICAN SOILS & TRANSFORMING AGRICULTURE

The Centre of excellence in soil and fertiliser research in Africa (CESFRA) created in 2019 within the UM6P launched research programmes in 2020-2021. It aims to be a knowledge centre, technology and innovation incubator and soil reference archive of the African continent to bolster human welfare, economic growth and environmental sustainability. The continent of Africa covers 30 million km<sup>2</sup> and straddles the sub-tropical and tropical belts from the Mediterranean to the Cape of Good Hope. Its enormous size and variations in relief give a wide variety of climates, soils and agricultural systems. The soils of Africa range from stony shallow ones with meagre life-sustaining capabilities to deeply weathered profiles which recycle and support a large biomass. In many parts of Africa, inappropriate land use, poor management and lack of inputs have led to a decline in productivity, soil erosion, salinisation and loss of vegetation. African soils are widely at risk, they are commonly undergoing severe degradation since the traditional methods used by farmers cannot cope with the increasing needs of the ever-expanding human and livestock populations. CESFRA is tailored to render research and development services, share scientific knowledge and emerging technologies to assist Africa in tapping into its soil resources potential. The Centre aims:

- To provide soil testing services.
- To prepare digital soil fertility maps of Africa for judicious and sustainable fertiliser use.
- To conduct research for customised uses of various forms of mineral fertilisers for boosting crop productivity.
- To improve the soil health of Africa through the use of phosphogypsum and other phosphate derivatives.
- To provide long term and customised training and education in soil science for all \ To participate in local community development activities.

## USING THE POWER OF JOINT VENTURES TO ENHANCE SOIL

In the framework of our agreement with Fertinagro, several Research & Development subjects have been identified in 2020 in collaboration with UM6P around salinity, soil monitoring, etc. As part of the joint venture created with Hubei Forbon Technology Co., Ltd, a Chinese player specialising in smart agriculture, a study has been launched on the production of FMP (fused magnesium phosphate) fertilisers from low P layers (waste rock, washing sludge, etc.). Rock potential has already been confirmed based on the analysis provided to Forbon while the testing phase is in progress.



**EXPERIMENTATION: GOING FURTHER WITH GOJI & ROSEMARY**

[GRI 3-3, GRI 304-2]  
UNGC : Principles 7, 8, 9

OCP wants its rehabilitation approach to be a continuous source of learning and improvement. That's why we introduced in 2020 Goji in the Gantour area as a new alternative crop with very high added value as well as rosemary on the rehabilitated lands of Khouribga. We support farmers through capacity building and technology transfer in agriculture for crops with high potential in the area, in particular fodder, cereals, olive trees, cumin, and mint as part of the Al Moutmir programme.

**PICKING & SCALING UP THE RIGHT CROPS**

We have been following over the last years an integrated approach to rehabilitate former mining lands, which aims to deliver both environmental and economic value for the local communities:

- 1. Soil analysis to adapt our planting approach to soil's properties and local available natural resources.
- 2. Diagnostic among local communities to understand their needs.
- 3. Crop testing.
- 4. Training of farmers.
- 5. Creation of new and/or support to existing cooperatives.

Adapted crops are now growing on dedicated sites such as quinoa, argan & olive trees, etc. Quinoa has turned out to be one of the most relevant and scalable crops across our country. The crop has been the focus of a 3-year research including the International Development Research Centre (IDRC), ICBA and UM6P leading to strengthening the Quinoa value chain to improve food and nutrition security in rural communities of Rhamna, where a significant part of the population lives below the poverty line. In 2020, the Quinoa ecosystem has been expanded to other regions such as Gantour and consolidated with go-to-market measures from product design, packaging to cooperatives' branding.

**37,030**  
planted plants in 2021

**13** ha of planted surface in 2021

**7** Quinoa cooperatives and their farmers supported for the culture of 189 ha of Quinoa, 2 agricultural very small businesses supported in the sales of quinoa in 2021

**Land and environmental rights defenders**

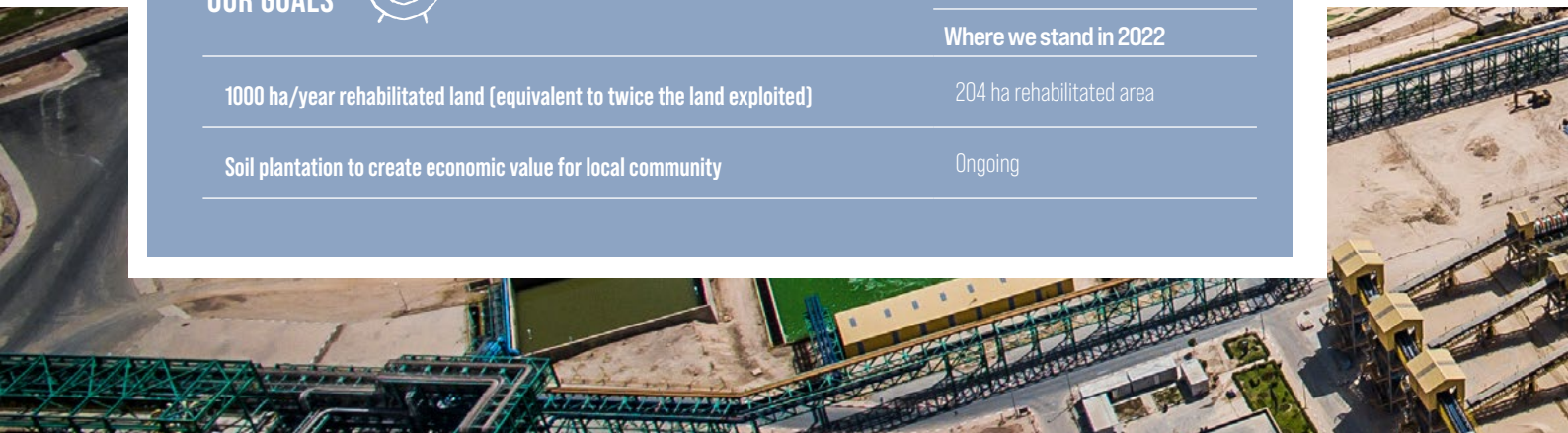
At OCP, we firmly commit to adopting a zero-tolerance approach towards acts of violence, threats, intimidation, or judicial harassment directed at land and environment rights defenders. We recognise the invaluable contributions made by this individuals and organisations who work to protect the environment, advocate for sustainable practices and safeguard the rights of local communities. We are committed to creating a safe and supportive environment that enables land and environmental rights defenders to carryout their essential work without fear of reprisal.

**OUR GOALS**



**Where we stand in 2022**

1000 ha/year rehabilitated land (equivalent to twice the land exploited)	204 ha rehabilitated area
Soil plantation to create economic value for local community	Ongoing



### 3.3.2.3. Towards a circular economy

[GRI 2-23, GRI 2-24, GRI 3-3, GRI 303-1]  
UNGC : Principles 7, 8, 9

As our planet faces pressing environmental challenges, we recognise the imperative of embracing a circular economy. By reevaluating and transcending the limitations of the linear model, we are seizing the opportunity to drive sustainable agriculture and contribute to a healthier and more resilient planet. Through resource efficiency, waste reduction, recycling and reuse and collaborative partnerships we are paving a prosperous future, where sustainable practices go hand in hand.

As a forward-thinking fertiliser company, we recognise the importance of efficiently managing our effluents, water, and waste to minimise our environmental footprint while maximising the value we generate from these resources.

## WATER MANAGEMENT

Water is essential for human health, fertilising production process and agriculture; both in terms of quantity and quality. Climate change involves global water risks, intensifying drought, shifting precipitation patterns and water shortage supply for local communities. OCP Group is aware of the urgent nature of the water crisis, especially in Morocco, an area of intense water stress. That's why the Group has decided to accelerate its Water programme to remediate those risks.

We are working to reduce our water intensity while tapping into unconventional sources of water to improve water preservation for a sustainable future for all.

Links to our Policies related to water management, approved by Board of Directors/ Chairman and Chief Executive Officer:

- [General environmental Policy](#)
- [Water management Policy](#)

## WATER STRESS RISK ASSESSMENT

Considering Morocco's water stress and increasing demand for fertilisers, OCP has developed a Water Programme based on the circular economy principles to sustainably ramp up production with one objective: food security. This programme hinges on a thorough water scarcity risk assessment that is regularly reviewed and reinforced. This assessment is structured around the main following steps:

- Identify water supply risks using the Aqueduct Water Risk Atlas, which maps and analyses current and future water risks across locations.
- Assess the impact of risks and control measures.
- Define a mitigation plan for the most critical risks.

We are refining our analysis by geographical zone - north, central and south axis of the country – and integrate the national water policy to create sustainable ecosystem









## WATER RISK MANAGEMENT: OCP'S WATER SUSTAINABILITY PROGRAMME

[GRI 303-1]  
 SASB: RT-CH-140a.3  
 UNGC: Principles 7, 8, 9

OCP's Water programme is changing where we get our water from, and how much we use. The Group is using innovative techniques and unconventional water sources to reduce our need for fresh water to zero by 2024. The programme is designed to optimise water use, transform processes, and invest in the R&D that will find even better ways to reduce water use.

During 2021, OCP started accelerating the Water programme with exceptional measures deployed in 2022 to address the water stress in Morocco. During 2022, OCP created a subsidiary focused on supplying non-conventional water for the Group, called "OCP Green Water" (OGW). OGW is responsible for the execution

of the construction phases and the operations for every water-related asset (desalination, water pipelines, wastewater treatment plants, etc.) and for addressing the water stress that Morocco is experiencing this year and to support local communities in this crisis. Through these initiatives, OCP's objective is to supply the Group with 100% non-conventional water by 2024 to ensure the supply of drinking water to neighbouring towns and launch high value-added agricultural activities. Leveraging our continuous risk assessment process, we are working on a two-pronged water mitigation programme non-conventional water and water efficiency:

 <p><b>NON-CONVENTIONAL WATER</b></p> <p>Using treated wastewater and desalinated seawater</p>	 <p><b>WATER EFFICIENCY</b></p> <p>Reducing our consumption</p>	 <p><b>COMMITMENT</b></p> <p><b>100%</b> non-conventional water by 2024</p>	 <p><b>PERFORMANCE 2022</b></p> <p><b>33.8%</b> OCP's water needs covered by non-conventional water in 2022</p>
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By 2027,

- a total of **60 million m<sup>3</sup>/year** wastewater treatment capacity
- a total of **560 million m<sup>3</sup>/year** desalination production



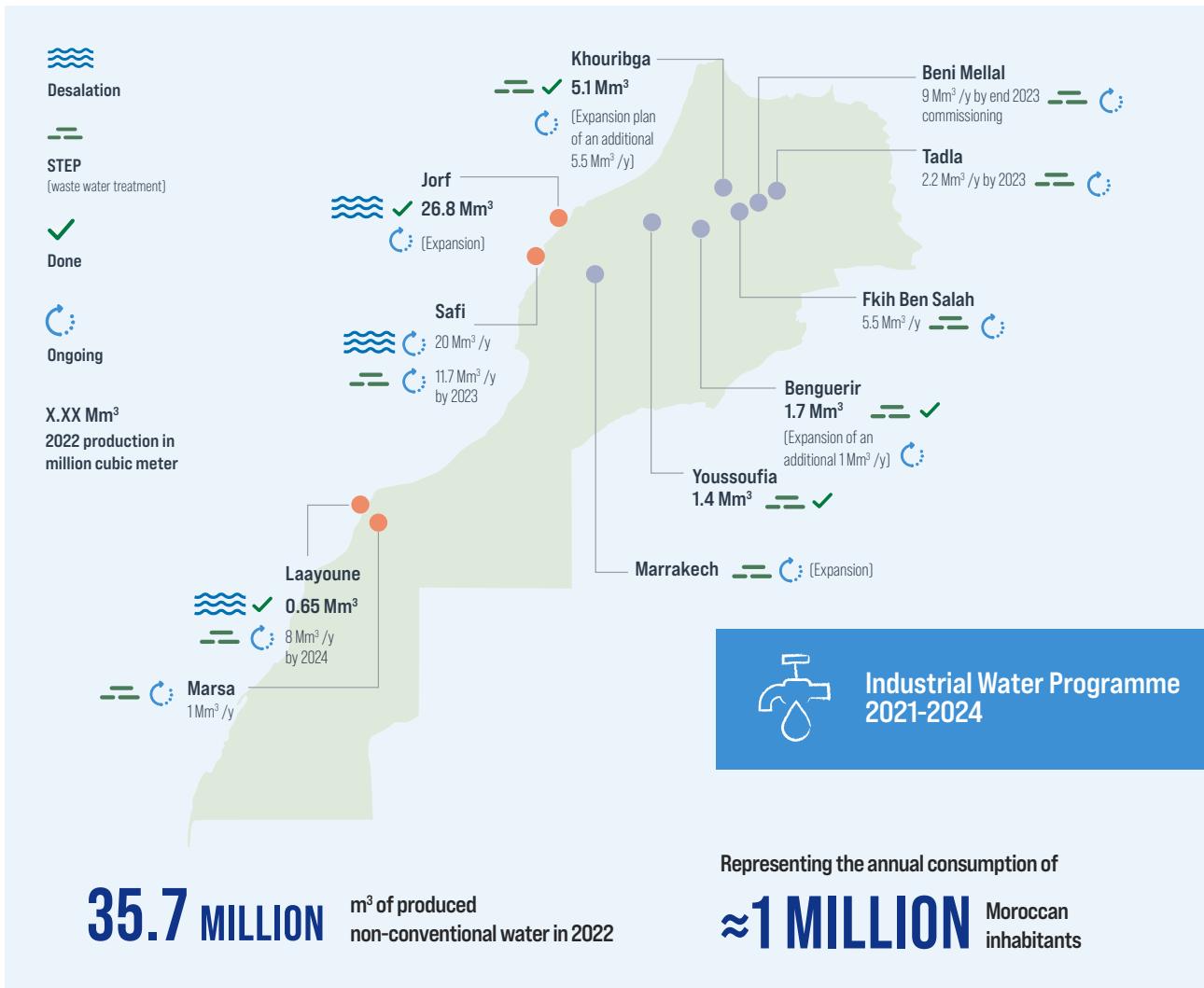
## NON-CONVENTIONAL WATER

[GRI 303-1]  
SASB: RT-CH-140a.3  
UNGC: Principles 7, 8, 9

### BUILDING RESILIENCE TO CLIMATE CHANGE FOR OUR INDUSTRY

During 2021, OCP launched a major transformation stream to leverage on water consumption reduction on all sites and accelerated the execution of its Water programme to reach the objective of 100% from non-conventional resources, to mitigate the risk of water shortage in the region and to let the conventional resources for local communities.

Our Industrial Water Programme is based on 3 pillars:





## BUILDING RESILIENCE FOR CLIMATE CHANGE FOR LOCAL COMMUNITIES

To respond to the climate urgency and water stress that faces Morocco currently, the Group will put in place spare water capacities to provide water to local communities and ensure good health and prosperity.

The Group will no longer use natural freshwater resources in its fertiliser production sites, pursuing a target of 100% non-conventional water by 2024, so the freed-up water allocations can be redirected to strengthen local water use in the Oum Er-Rbia basin.

We will put in place spare unconventional water capacities as to supply surrounding regions of El Jadida and Safi.

## WATER EFFICIENCY

OCP Group has continued innovation and R&D projects and improved its management system to reduce the consumption volume. By 2022, the OCP Group reached 20% reduction of conventional water consumption, compared to 2021 and intent to continue the effort to reach 15% by 2024.

The intensity calculus was changed this year to better reflect the use of water during the two main steps of OCP value chain: mining and chemical transformation. Starting from 2022, the methodology for calculating the water intensity will be split in two. In fact, the mining part is expressed in cubic meters of water per ton of phosphate (m<sup>3</sup>/TSM), and the chemical activities are expressed in cubic meters of water per ton of P2O5 (m<sup>3</sup>/T P2O5). That way, we can focus on key performance indicators of efficiency for mining and chemical valorisation.

As a result, 33.8% of water consumed at OCP Group comes from unconventional water.

Below is the last version of the water consumption per activities:

## HIGHLIGHT 2022

**33.8%**  
 consumption  
 of non-conventional  
 water

		2020	2021	2022
<b>Water intensity (total freshwater)</b>	m <sup>3</sup> /Equi. P2O5	11.5	10.7	13.2
	m <sup>3</sup> /k\$	20.3	13.2	9.4
	m <sup>3</sup> /TSM	3.0	2.9	3.4
<b>Conventional water intensity (surface and ground freshwater)</b>	m <sup>3</sup> /Equi. P2O5	8	7.6	8.8
	m <sup>3</sup> /k\$	14	9.3	6.2
	m <sup>3</sup> /TSM	2.0	2.0	2.3

	2020	2021	2022
<b>Total water consumption (MI)</b>	120,470	123,840	105,636
<b>Total conventional water (MI)</b>	83,128	87,491	69,918
<b>Groundwater (MI)</b>	301	151	157
<b>Surface water (MI)</b>	82,827	87,340	69,762
<b>Total non-conventional water (MI)</b>	37,342	36,348	35,717
<b>Seawater (MI)</b>	28,266	27,406	27,524
<b>Third party water (MI)</b>	9,076	8,942	8,193

[GRI 303-3]  
SASB: RT-CH-140a.1, EM-MM-140a.1  
UNGC: Principles 7, 8, 9

		2020	2021	2022	
Water withdrawal	<b>Water withdrawal from all areas</b>	<b>Total Megaliters (MI)</b>	<b>1,608,826</b>	<b>1,731,262</b>	<b>1,713,059</b>
	<b>Surface water</b>	Freshwater	82,827	87,340	69,762
		Other water	-	-	-
		<b>Total (MI)</b>	<b>82,827</b>	<b>87,340</b>	<b>69,762</b>
	<b>Groundwater</b>	Freshwater	301	151	157
		Other water	-	-	-
		<b>Total (MI)</b>	<b>301</b>	<b>151</b>	<b>157</b>
	<b>Seawater</b>	Freshwater	28,266	27,406	27,524
		Other water	1,488,356	1,607,423	1,491,456
		<b>Total (MI)</b>	<b>1,516,622</b>	<b>1,634,829</b>	<b>1,518,980</b>
	<b>Third-party water</b>	Freshwater	-	-	-
		Other water	9,076	8,942	8,193
		<b>Total (MI)</b>	<b>9,076</b>	<b>8,942</b>	<b>8,193</b>
	<b>Water withdrawal from areas with water stress</b>	<b>Total Megaliters (MI)</b>	<b>69,843</b>	<b>70,376</b>	<b>59,352</b>
	<b>Surface water</b>	Freshwater	60,467	61,282	51,001
		Other water	-	-	-
		<b>Total (MI)</b>	<b>60,467</b>	<b>61,282</b>	<b>51,001</b>
	<b>Groundwater</b>	Freshwater	301	151	157
		Other water	-	-	-
		<b>Total (MI)</b>	<b>301</b>	<b>151</b>	<b>157</b>
<b>Third-party water</b>	Freshwater	-	-	-	
	Other water	9,076	8,942	8,193	
	<b>Total (MI)</b>	<b>9,076</b>	<b>8,942</b>	<b>8,193</b>	

We use the WRI (World Resources Institute) Aqueduct risk atlas tool to define areas of high or extremely high baseline water stress. Freshwater: ≤1,000 mg/L Total Dissolved Solids. OCP is operating in regions that are under water stress level according to the WRI Aqueduct water risk atlas tool, and this is why the Group has taken strategic decisions to switch to non-conventional water supply from desalination and the re-use of treated water from municipal water treatment plants. Through the newly created subsidiary OCP Green Water, the Group aims to supply its operations from 100% non-conventional water by 2024.

**30%**

Consumption mainly through our phosphate washing plants- 27% covered by treated water:

**25%** Khouribga    **4%** Gantour    **0.5%** Phosboucraa

Consumption - slurry pipeline allows to save

**1.5 Mm<sup>3</sup>** of water

compared to conventional railway transportation

**60%**

Consumption mainly through our industrial processing plants (Phosphoric Acid Plants, Sulphuric Acid Plants, and fertilisers)- 42% are covered by desalinated water:

**42%**    **18%**

Jorf Lasfar    Safi

## INNOVATION FOR WATER

[GRI 303-1]  
SASB: RT-CH-140a.3  
UNGC: Principles 7, 8, 9

### WATER: SECURE THE WORLD

OCP Group partners with the International Water Research Institute (IWRI) to overcome the water challenge.

International Water Research Institute (IWRI) aims to:

- Create forward-thinking pathways to address water issues in a systemic manner in Africa: Water Science and Technology Research, Innovation, Infrastructure, Education and Capacity building in and for Africa
- Develop low-cost innovative water and energy technologies & solutions to address water stress, to better manage water use (agriculture, industrial...), and to foster water saving solutions through cutting edge technologies
- Tackle climate change & adaptation: Drought, flooding, increased water needs for agriculture, sustainable food systems
- Disseminate water culture, citizen's awareness, capitalisation of water management know-how
- Act as an African Water Hub through strategic cooperation and partnerships

## IMPACT DRIVEN RESEARCH

### Integrated Water Resource Management

- Water Resources
- Assessment, Use, Distribution, Water Related Hazards, coastal zone management

### Advanced Water Technologies

- Wastewater Treatment
- Reuse Desalination
- Engineering Innovative
- Water Saving Technologies

### Hydroinformatics

- Data Issues modelling & simulation
- Optimisation

### Climate Change & Adaptation

- Hydro climatology
- Adaptation Issues
- Climate Services

### Education

- Master Water Science & Technology
- Executive master of Integrated Water Management
- Master Soil and Water
- MOOCS and E-Learning
- Advance Workshops for African

### Innovation

- Adaptation Metrics & Techniques Cluster
- Water & Climate Observatory & IoT
- Cluster and Best Practices
- Start-ups Development

## OUR PARTICIPATION TO MULTI-STAKEHOLDERS & INDUSTRY INITIATIVES

[GRI 303-1]  
SASB: RT-CH-140a.3  
UNGC: Principles 7, 8, 9

Solutions for water stress need collective mobilisation and synergies; that is why we are part of national and international dialogues.



- ▶ OCP Group has participated in the ministerial water committee responsible for defining the National Water Plan on which is based the national water policy for the next 30 years from 2020 to 2050. As a major industrial actor, we participate in this committee to share and adapt our Water programme to fit the needs of our country.
- ▶ OCP was part of the national committee in charge of the participation in the 9th World Water Forum held by March 2022.

## IMPROVING ACCESS TO WATER FOR LOCAL COMMUNITIES

We are continuously working to provide local communities with access to drinking water:

1. Identification of village groups and local associations to encourage local ownership
2. Identification of the digging point in partnership with local authorities and douars' residents
3. Commitment of the association on the management and maintenance of wells
4. Local excavation and business equipment
5. Training of local associations and young people to manage and maintain wells



- ▶ The Jorf Lasfar site supplies drinking water to the population of 5 neighbouring douars which includes 800 households
- ▶ Daily supply of drinking water to neighbouring villages in Khouribga by 3 tanker trucks with a capacity of 20 m<sup>3</sup> each for more than 15,200 inhabitants
- ▶ 100 Households in 2 neighbouring douars supported to connect them to the ONEP (drinking water network)
- ▶ Renewal, construction, and supply of 23 water fountains for more than 5,000 inhabitants in Khouribga
- ▶ Work in progress for the installation of 12 km of drinking water supply pipe and the construction of a 500 m<sup>3</sup> reservoir for +8,000 inhabitants in Fquih Ben Salah
- ▶ Installation of 26 km of drinking water supply pipe for +2,200 inhabitants in Fquih Ben Salah



## OUR GOALS



### Where we stand in 2022

**Implement 2 wastewater treatment plants at Safi & Fkih Ben Salah towns by 2022 (additional capacity of 10 million m<sup>3</sup>/year recovered from urban wastewater)**

3 WWTP to start operations in 2023: Safi, Beni Mellal and Kasba Tadla

**Recover 90% of water used in Phosphate Washing Plants**

Ongoing action

**90% reduction of water used for watering mine runways leveraging on cutting-edge runways treatment technology and saving 2 million m<sup>3</sup>**

Ongoing action

- **15% water specific consumption reduction on mining by 2024 compared to 2019 level**
- **5% water specific consumption reduction on processing by 2024 compared to 2019 level**

We are on track regarding the reduction of water consumption objective.

Overall water specific consumption has been reduced by 10.3% compared to 2019

**100% water needs covered by non-conventional sources by 2030**

This goal is set to be achieved sooner than 2024, thanks to the fast-track approach OCP Group has taken by creating OCP Green Water which is dedicated to the water supply and operations of OCP



## EFFLUENTS MANAGEMENT

[GRI 2-23, GRI 2-24, GRI 3-3, 303-2]  
UNGC: Principles 7, 8, 9

The most significant effluents OCP is responsible for are located on the maritime coast (Safi, Jorf Lasfar and Laâyoune) and discharged into the Atlantic Ocean. The other sites (Khouribga & Gantour), representing about 98% of the OCP's total production of phosphate, do not have industrial liquid effluents. OCP's industrial liquid effluents mainly consist of:

- Cooling seawater.
- Sea water for phosphogypsum discharge.
- Water from the phosphate laundromat (only in Laâyoune).

OCP Group, as a major producer in the fertiliser sector, generates significant quantities of effluents, particularly phosphogypsum (PG): coproduct generated during phosphoric acid production. PG is a safe, reusable resource for which there are many beneficial uses, such as a sulphur-rich fertiliser, saline soil amendment, substitute material for raw construction materials used in building and road construction, source of sulphur to produce H<sub>2</sub>SO<sub>4</sub>, etc. OCP is currently exploring different routes for valorising phosphogypsum and significantly reduce discharges them. Some of these methods include sulphur extraction, valorisation to develop new high value-added products, as well as other different valorisation methods. For more information on OCP's efforts to reduce phosphogypsum discharges, as well as the CAPEX investment in these terms, please see the '[Resource Preservation](#)' section on this report.

### OUR APPROACH TO LIQUID EFFLUENTS MANAGEMENT

OCP is aware of the importance of the oceans on a global level and, that it, is a major issue, for sustainable development. To be aligned to international standards and regulatory requirements, OCP Group's strategy is focused on finding new modes of recovery and alternative storage options, as well as a focus on submarine outfalls. OCP is committed to carrying out actions aimed in the medium term at reducing and controlling the impact of its liquid effluents on the marine environment.

Within the framework of OCP's liquid effluent management programme, further actions have been deployed:

- Effluent quality monitoring by internal and external resources. All internal liquid effluent measurement laboratories are accredited according to the international standard ISO 17025.
- Third-party monitoring, carried out annually to ensure the quality of receiving environments such as seawater and groundwater.
- Periodic performance of studies to assess the impacts of liquid effluents on the marine environment.
- Prevention of accidental spills thanks to retention ponds for all stocks of chemical products, allowing the collection and recycling of these products.
- Permanent watch and benchmark on the legislative and regulatory level.
- The development and launch of the implementation of its vision related to the storage and valorisation of phosphogypsum on all its chemical transformation sites.
- Environmental assessment studies focused on the impact on fauna and flora, periodically renewed by specialised and leading international organisations.

Links to our Policies related to Effluents Management, approved by Board of Directors/Chairman and Chief Executive Officer:

- [General Environmental Policy](#)
- [Liquid Effluents Policy](#)



- ▶ **Make our waste a new source of value**
- ▶ **Accelerate the circular economy to reduce waste and diversify the product portfolio**
- ▶ **Reduce our environmental impact of waste throughout the entire value chain from generation to recovery**
- ▶ **Responsible mine waste management**

## OCP EFFLUENT COMPLIANCE STUDY

In partnership with JESA, OCP carried out a conceptual study, finished in 2022, to develop a roadmap for achieving compliance with national and international regulations regarding liquid effluents. The purpose of this study is to improve the liquid waste management practices implemented at three operational sites: the two industrial complexes of Jorf Lasfar and Safi, as well as the processing units of the Phosboucraa mining site.

This project falls within the framework of the ambition of the OCP Group to implement the best environmental and sustainable best-in-class technologies, allowing to treat and recycle the liquid effluents at the level of its transformation plants. Its approach is two-fold: it firstly identifies recoverable resources and then explore treatment options for the ultimate discharge. Regarding resource recovery, an inventory of discharges into various outfalls was conducted, which helped to identify the primary freshwater recovery deposits. These efforts will enable recovery of a significant percentage of the annual freshwater consumed by chemical complexes.

## PHOSPHOGYPSUM PROGRAMME

For the treatment of final discharges, the maximising phosphogypsum valorisation (including storage) will significantly reduce effluent levels. In 2022, a study was carried out aimed at: (i) prioritising phosphogypsum valorisation routes (ii) developing business models for each of the prioritised valorisation routes (iii) defining abatement curves (iv) developing scenarios for maximising valorisation.

Overall, by implementing these efforts, we aim to optimise our liquid effluents practices which will not only lead to a reduction of our environmental footprint but also provide an economic opportunity for the company and contribute to sustainable practices.

### MINING

- **KHOURIBGA:** 0% water discharge (supplied by wastewater treatment plants).
- **GANTOUR:** 0% water discharge (supplied by wastewater treatment plants).
- **PHOSBOUCRAA:** 100% water discharge to seawater (supplied by desalinated water).

### PROCESSING

- **JORF LASFAR:** 100% water discharge to seawater (supplied by desalinated water).
- **SAFI:** 100% water discharge to seawater.

During 2022, OCP carried out an environmental impact assessment study of liquid effluents from industrial processing activities on the marine environment. The study aims at determining the previous and current marine environmental impacts associated with the discharge of effluents coming from OCP's phosphate processing facilities in Safi and Jorf-Lasfar, taking into consideration the mitigation measures, technical controls and management strategies previously implemented on each site.

The main components of the project are the following:

- Review and describe the regulatory framework.
- Conducting a numerical modelling study.
- Field studies.

[GRI 303-2]  
UNGC: Principles 7, 8, 9

# 100%

complaints to national and international (World Bank) stringent requirements by 2028.

## BEST-IN-CLASS

liquid effluents management by exploiting all available technological advances to reduce discharges and environmental footprint.

## KEY PERFORMANCES

# 80%

of the wastewater from phosphate enrichment is recycled.

# 26 Million m<sup>3</sup>

of recycled water used either internally or sent to a third-party organisation representing.



To achieve our commitments, 2022 has been punctuated by a series of strong diagnoses:

- Calls for tender and technical choice for the sampling and analysis campaign the sea at Safi's and Jorf Lasfar's sea.
- Preparation of Jorf Lasfar and Safi data for the launch of a marine model on future market scenarios by Jacobs Australia.
- Final presentation of the results of the "OCP Effluent compliance" study.

[GRI 303-2]  
 UNGC: Principles 7, 8, 9

**ZERO**  
**effluents** coming from any  
 form of freshwater at all mining sites.

**OUR GOALS**



**Long term**

**Where we stand in 2022**

**Conduct development plans as to ensure 100% compliance in dispersion of liquid effluents as outlined by national and international regulations (IFC-WB for discharges and WHO for the quality of natural environments)**

Complete characterisation of all the effluents at the outlet of all the units is made  
 Reflection on solutions is launched  
 On target

Transition from phosphogypsum (PG) dispersion into the marine environment to valorisation/ storage, in order to develop PG as a coproduct: start of storage in 2025

Final presentation of the results of OCP's effluents compliance study.  
 Approximately 50% of the detailed engineering study for construction of the first storage area at Jorf Lasfar completed

Enhanced monitoring of the impact on the marine environment by setting up online measurement means, continuous dispersion supervision models, forecasting systems according to sea conditions and periodic studies of environmental assessment, based on a field diagnosis

Achieved

Reach zero effluents coming from any form of freshwater by 2028 on all OCP S.A Group sites

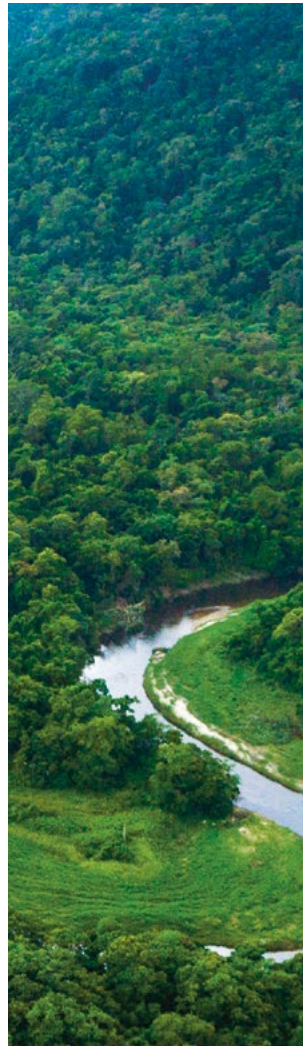
Target reached at mining sites

100% compliance of its liquid effluents with national and international regulations

Completed studies on chemical sites.  
 On target

Gradual abandonment of the discharge of phosphogypsum (PG) into the marine environment towards storage, with a view to recovering this coproduct

On target





## RESPONSIBLE WASTE MANAGEMENT

[GRI 2-23, GRI 2-24, GRI 3-3, GRI 306-1, GRI 306-2]  
UNGC: Principles 7,8,9

OCP as a company committed to the principles of circular economy, has established a waste management policy aimed at reducing its impact in all the stages of its value chain, focusing on the development of a recovery system with our partners. This policy's goal is to prevent the generation of waste and optimise its management.

### OUR APPROACH TO WASTE MANAGEMENT

The OCP Group's Waste Management standard has been developed in accordance with international best practices to identify, classify and treat waste according to their type to efficiently manage waste. The standard regulates the identification and classification of waste, collection, sorting and recovery phases, infrastructure and resources as well as the audit and training process. Waste recovery is encouraged to maximise the waste's inherent environmental and economic value and add value for both OCP Group and its ecosystem. Incineration and landfilling are used when the valuation paths are not yet mature. Subcontractors and service providers are rigorously selected and must have government approvals to be awarded contracts collection and sorting. OCP Group also requires receipt of recovery and treatment of all waste removed to ensure traceability.

In 2021, a second version of the OCP standard relating to waste management and recovery was established and deployed to each entity of the Group. In 2022, trainings and awareness campaigns on the waste management and recovery updated version were conducted for operational sites, as well as staff managing responsible of projects development and construction.

Links to our Policies related to Waste management, approved by Board of Directors/ Chairman and Chief Executive Officer:

- [General environmental Policy](#)
- [Waste management Policy](#)



- ▶ Make our waste a new source of value
- ▶ Accelerate the circular economy to reduce waste and diversify the product portfolio
- ▶ Reduce our environmental impact of waste throughout the entire value chain from generation to recovery
- ▶ Responsible mine waste management

### HIGHLIGHT 2022

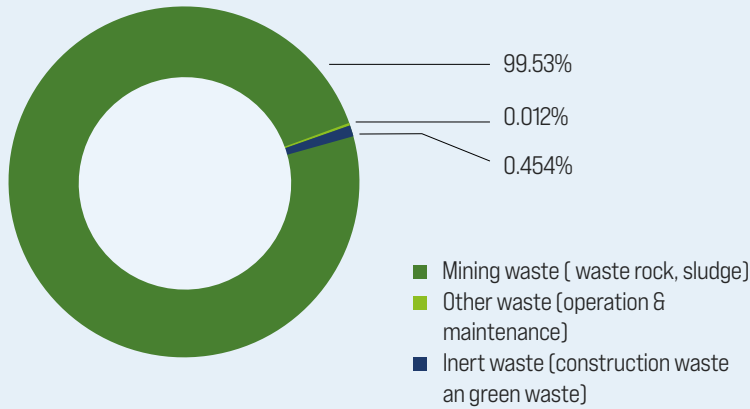
**26.27%**  
of waste recovery operation & maintenance



[GRI : 306-3, GRI 306-4, GRI 306-5]  
SASB: RT-CH-150a.1, EM-MM-150a.1 EM-MM-150a.2  
UNGC: Principles 7, 8, 9

		2020	2021	2022			
WEIGHT OF WASTE GENERATED	Weight of waste generated	Total Metric tons (t)	169,264,593	154,313,874	161,368,806		
		Mining waste (waste rock + sludge) (t)	168,882,746	153,792,648	160,019,077		
		Other waste (operation & maintenance) (t)	45,910	69,126	78,688		
		Inert waste (construction and green waste) (t)	335,937	452,100	1,271,041		
WASTE DIVERTED FROM DISPOSAL	Waste diverted from disposal	Total Metric tons (t)	168,887,981	153,804,535	160,769,413		
		Mining waste (waste rock + sludge) (t)	168,882,746	153,792,648	160,019,077		
		Other waste (operation & maintenance) (t)	5,008	11,714	20,007		
		Inert waste (construction and green waste) (t)	227	173	730,329		
	Hazardous waste diverted from disposal	Total Metric tons (t)	1,115	3,006	1,923		
		Preparation for reuse	Onsite	68	63	-	
			Offsite	134	26	30	
		Recycling	Onsite	-	450	358	
			Offsite	810	2,466	1,535	
		Other recovery operations	Onsite	1	1	-	
			Offsite	102	0	-	
		Non-hazardous waste diverted from disposal	Total Metric tons (t)	168,886,866	153,801,647	160,767,552	
	Preparation for reuse		Onsite	168,882,869	153,792,792	160,022,949	
			Offsite	60	15	49	
	Recycling		Onsite	-	-	726,400	
			Offsite	3,146	8,262	16,955	
	Other recovery operations		Onsite	791	578	1,199	
			Offsite	-	-	-	
	WASTE DIRECTED TO DISPOSAL		Waste directed to disposal	Total Metric tons (t)	376,612	509,339	599,393
Mining waste (waste rock + sludge) (t)		-		-	-		
Other waste (operation & maintenance) (t)		40,902		57,412	58,681		
Inert waste (construction and green waste) (t)		335,710		451,927	540,712		
Hazardous waste directed to disposal		Total Metric tons (t)	29,080	51,283	52,840		
		Incineration (with energy recovery) (t)	Onsite	-	-	-	
			Offsite	16	18	667	
		Incineration (without energy recovery) (t)	Onsite	-	-	-	
			Offsite	8,217	2	2	
		Landfilling (inert waste) (t)	Onsite	-	-	-	
			Offsite	-	-	-	
		Other disposal operations (t)	Onsite	20,847	51,153	52,171	
			Offsite	-	110	-	
		Non-hazardous waste directed to disposal	Total Metric tons (t)	347,532	457,936	546,552	
			Incineration (with energy recovery) (t)	Onsite	-	-	-
				Offsite	716	1,390	-
Incineration (without energy recovery) (t)			Onsite	-	-	-	
			Offsite	105	115	1,681	
Landfilling (inert waste) (t)			Onsite	3,322	-	-	
			Offsite	11,402	152,992	81,814	
Other disposal operations (t)	Onsite		331,987	300,319	451,757		
	Offsite	-	3,120	11,300			

**Waste diverted from disposal**



[GRI 306-2]  
SASB: RT-CH-150a.1, EM-MM-150a.1 EM-MM-150a.2  
UNGC: Principles 7,8,9

**99.63%**  
**WASTE DIVERTED FROM DISPOSAL**

0.03% Hazardous waste (mainly waste oils, catalysts removed and replaced during shutdowns, chemical residues and other waste from maintenance activities)

Aware of the impact of plastic packaging waste on the natural ecosystem and especially the oceans, OCP markets more than 99% of the volumes of its products in bulk, the rest (<0.8%) concerns special products (MCP/DCP and MAP Soluble) is packaged using recyclable food plastic.

Mining waste (tonnes)	2020	2021	2022	Disposal method
Waste rock (sterile)	159,839,210	142,001,930	148,517,579	Stored and used for reclamation
Sludge	9,043,536	11,790,718	11,501,498	Stored in sludge dams



- ▶ Reinforcement of solid partnerships with companies highly specialised in recycling and waste treatment: specifications were standardised between all the sites, integrating the requirements for the choice of companies specialising in recycling and waste treatment and the requirements for strict compliance with regulations. The first orders were granted in 2021.
- ▶ More than 90% of employees involved in waste management trained on the 3Rs (Reduce, Reuse, Recycle).





# CREATING CIRCULAR ECOSYSTEMS: OUR MAIN RESEARCH AREA

[GRI 306-2]  
SASB: RT-CH-150a.1, EM-MM-150a.1 EM-MM-150a.2  
UNGC: Principles 7,8,9





## MAKE OUR WASTE A NEW SOURCE OF VALUE

[GRI 306-2]  
UNGC: Principles 7,8,9

### From sulphur ash to high value-added input:

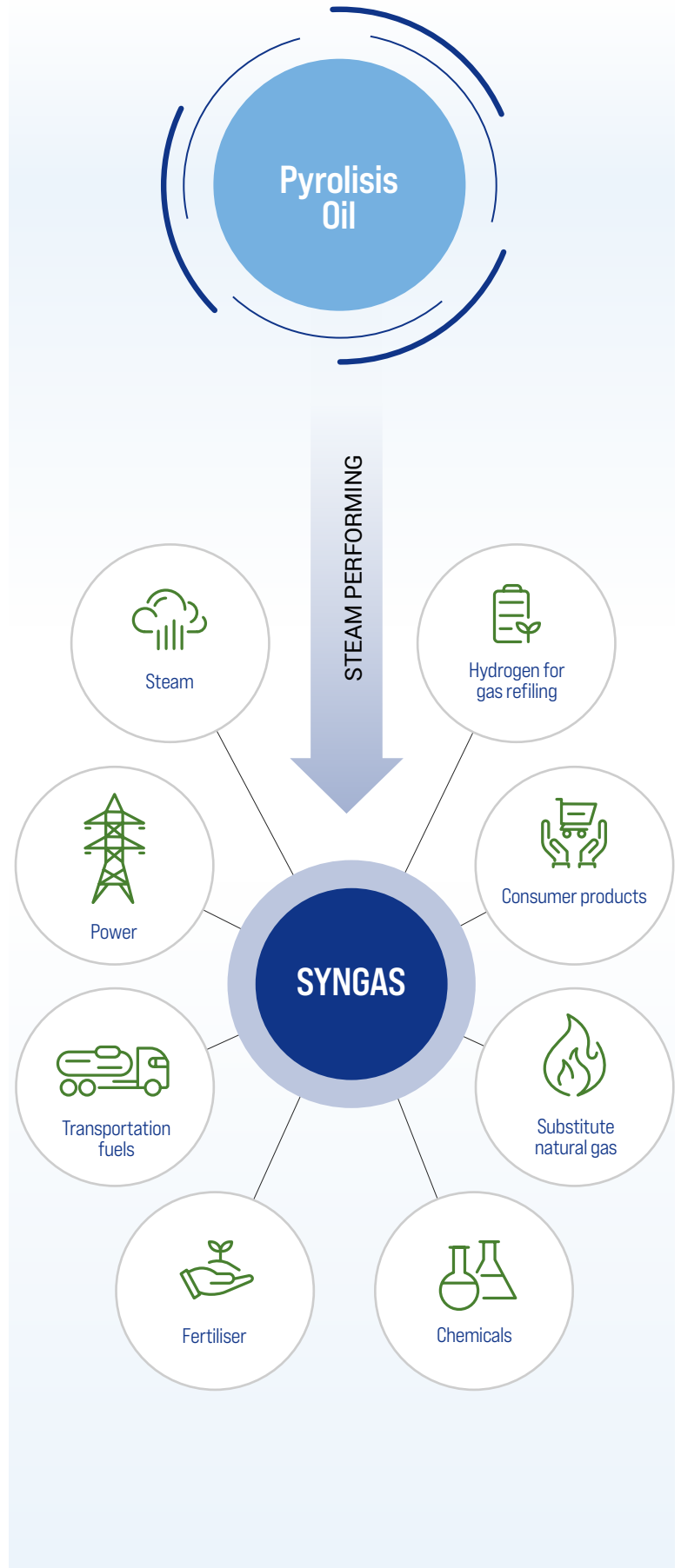
Sulphur ash results from the sulphur smelting and filtering facilities in our processing sites. Solutions have been found to turn ashes - by hydrometallurgy – into sulphuric acid that can be used at Safi and Jorf Lasfar processing sites, and industrial tests are ongoing to implement this solution with a Moroccan industrial firm. Beyond the environmental value, this new ecosystem project will have economic benefits for our local stakeholders.

### Tapping into our old used vanadium catalyst:

Over the last years, we have been working with a Moroccan SME to close the loop when it comes to vanadium oxide. Contained in our catalyst, used vanadium pentoxide is a hazardous waste which features precious materials we can value economically and environmentally. Technologies for the recovery of vanadium resources locally would allow Morocco to reduce its dependence on imports of ferro-vanadium. It could also enable local companies to position themselves in the by-product processing market with the potential for direct and indirect job creation as well as for the development of the local ecosystem since vanadium waste is generated by other industries. In 2022, 471 m<sup>3</sup> of used vanadium catalyst was recovered and a contract was signed with the local company how will implement the recovery unit which will transform catalyst waste into high value-added products for both OCP sites Safi and Jorf Lasfar.

**From waste to power:** As part of our circular economy programme, preparations are still ongoing to build the first pyrolysis unit in Morocco. This technology would allow OCP to treat more than 2,000 tons per year of hydrocarbon waste, including some hazardous waste like used oil and transform it into fuel, diesel, black carbon, and electricity. We have been working to get this pilot unit ready at the Khouribga site and deployed on all operating sites. This project has been developed within an ecosystem purchasing framework allowing the support of a Moroccan supplier to access an innovative technology using Pyrolysis, job creation in the region of the Khouribga site and the training and development of technicians and specialised labour in waste recovery trades.

The technology will allow compliance with national regulations concerning recovered waste while ensuring the creation of added value for OCP and its ecosystem in addition to the development of a new industry in Morocco based on the circularity and green technologies in the treatment and recovery of waste.



## Transformation of Wastewater Treatment Plants sludge into a high value added product for OCP and its ecosystem

[GRI 306-2]  
UNGC: Principles 7,8,9

OCP's vision on circular economy targets the sustainability of the entire value chain and the implementation of actions to recover and transform waste and by-products into sustainable resources, to support water resources conservation. The year 2022 saw the launch of a multi-year programme for the recovery of the sludge generated by OCP's current and future WWTPs (Wastewater Treatment Plants).

This programme aims at implementing solutions for the recovery of this sludge through the most sustainable methods, creating high value added for OCP and its ecosystem, It will be conducted jointly with the Centre for Agriculture, Innovation and Technology Transfer (AITTC) of UM6P and in collaboration with other academic partners, such as Cadi Ayyad University UCA (Microbial Biotechnologies, Agrosciences and Environment (BioMAGÉ) Laboratory), also involving a multidisciplinary consortium of researchers, integrating a diverse expertise in process engineering, agronomy, microbiology and analytical chemistry.



### The programme is articulated around 6 axes:

**1.** Assessing the current situation of sewage sludge and capitalising it, based on feedback from benchmark countries in the field (European Union, United States, China, etc.).

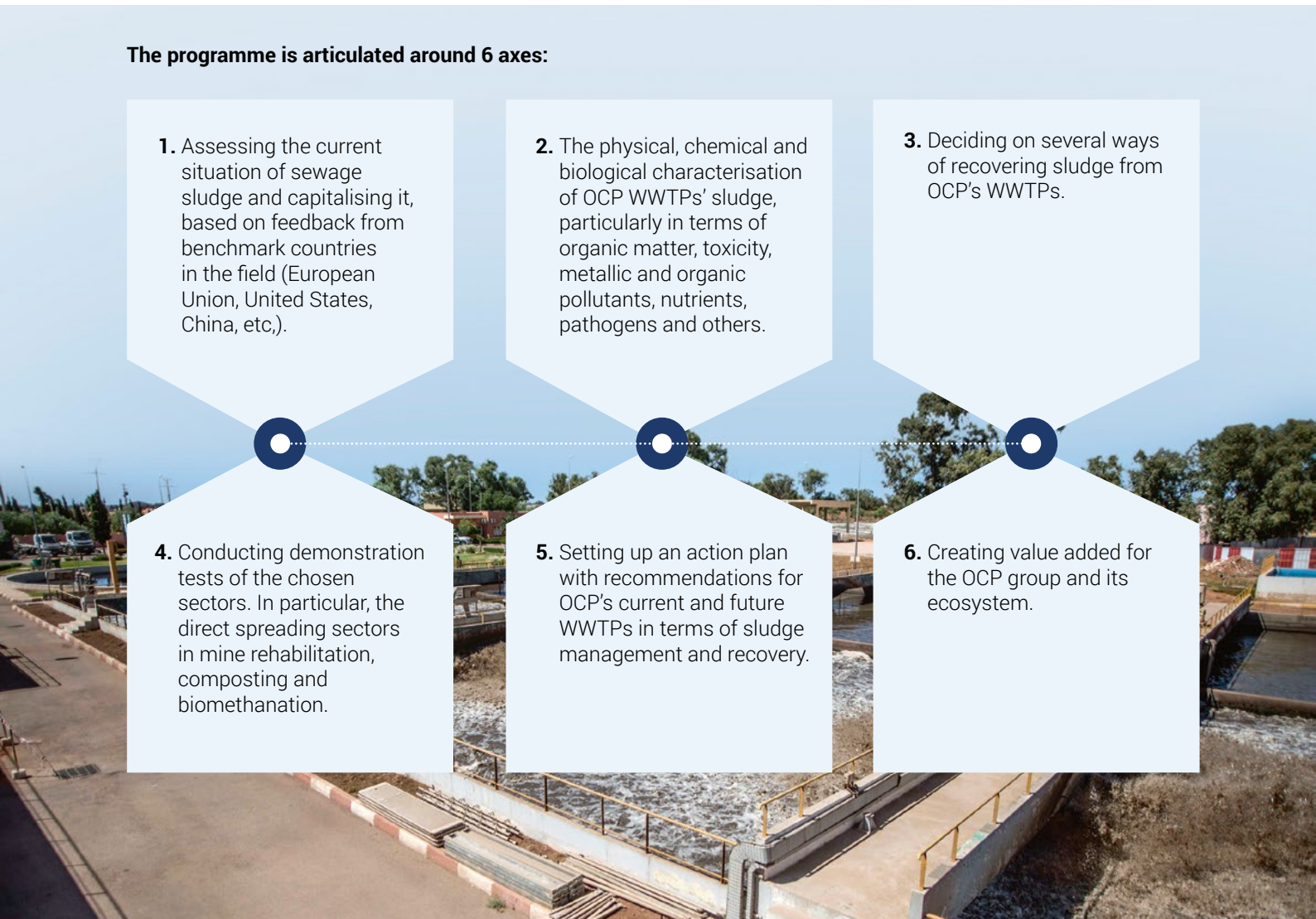
**2.** The physical, chemical and biological characterisation of OCP WWTPs' sludge, particularly in terms of organic matter, toxicity, metallic and organic pollutants, nutrients, pathogens and others.

**3.** Deciding on several ways of recovering sludge from OCP's WWTPs.

**4.** Conducting demonstration tests of the chosen sectors. In particular, the direct spreading sectors in mine rehabilitation, composting and biomethanation.

**5.** Setting up an action plan with recommendations for OCP's current and future WWTPs in terms of sludge management and recovery.

**6.** Creating value added for the OCP group and its ecosystem.



## Mine tailings management constraints and opportunities for the OCP group

[GRI 306-2]  
UNGC: Principles 7,8,9

Aware of the great importance of an eco-responsible management of resources from extraction to use, including everything related to by-products, discharges and waste, OCP is currently acquiring the necessary means for the responsible management of mining waste.

In continuity with the actions launched in 2021 as part of the evaluation phase, OCP went further during 2022 through the following:

Completion of a benchmark on international requirements and good practices in terms of mining waste management.

Development of an audit checklist including all Moroccan regulatory requirements, as well as international practices based on ICMM, ICME and RMI (Responsible Mining Index) international standards and European Commission reference documents.

Assessment on the best practices regarding waste mining management.

These actions have made it possible to set up an action plan at corporate and mining site level for responsible management of the OCP Group's mining waste.

### AFNOR certifies the data and ratios of the OCP waste management system

The data and ratios related to the OCP waste management system have been verified and certified in 2022 by GUTcert, part of the AFNOR Group. The certification covers all OCP sites in accordance with the ISO 14063-3 standard.

**GUTcert**  
AFNOR Group





## OUR GOALS



### Where we stand in 2022

70% of non-mining hazardous waste diverted from disposal by 2025  
80% of non-mining non-hazardous waste diverted from disposal by 2025

25.4% of waste are diverted from disposal (excluding mining and inert waste)

Reinforcing solid partnerships with companies highly specialised in recycling and waste treatment

In progress to cover all sites

Sulphur ashes waste converted into commercial grade sulphuric acid by the end of 2024

Transfer of 400 t of sulphur ash to the planned plant for recovery and launch of industrial tests to transform this ash into sulphuric acid, the first results are positive

More than 2000 t per year of used vanadium catalyst waste recovered in higher added value products by the end of 2024

About 330 t of used catalyst was recovered and a contract was concluded for the installation of an industrial unit near the SAFI site to recover the used catalyst from the O2 sites of SAFI and Jorf Lasfar

Setting up training programmes for OCP employees to further explain and promote the 3Rs in 2021

Awareness and training sessions on the O3 Rs were held during the celebration of World Earth Day in April 2022

2,000 tonnes per year of hydrocarbon waste transformed into fuel, electricity, black carbon and steel using clean pyrolysis technology

On going

Recovery of organic waste by 2023 to turn it into organic and organomineral fertilisers

Phase II of the project was contracted and launched in 2022 covering the lab test part and pilot tests for the development of an OCP organo-mineral fertiliser





# 3.4 Commitments to sustainable food systems

[GRI 2-23, GRI 2-24, GRI 3-3, GRI 203-1]

In 2021, the Food System Summit has been called as part of the Decade of Action for the food and agriculture sector to accelerate progress to the SDG 2030 Agenda. OCP's mission of feeding the soil to feed the world while respecting the planetary boundaries is today, more than ever, a responsibility for achieving SDG 2: eradicating hunger, achieve food security, improve nutrition and promote sustainable agriculture.

Links to our Policies related to sustainable food systems, approved by Board of Directors/ Chairman and Chief Executive Officer:

- [General Environmental Policy](#)
- [Community engagement Policy](#)

## Social Transformation Benchmark

OCP Group is well ranked among its peers for its responsibility to demonstrate socially responsible conduct by respecting human rights, providing decent work, and acting ethically.



## Food and Agriculture Benchmark

OCP Group ranks fourth in the Food and Agriculture Benchmark, demonstrating strength across our sustainability strategy and governance, environmental practices, actions for food security and nutrition as well as our effort for social inclusion. Some of our actions have been assessed as leading practices among the industry.

## Our ecosystem

To advance existing and new efforts to transform the food system, OCP generates multi-stakeholder partnerships.

In 2021, in addition to its events, working groups, CEO roundtables interventions, WBSCD representations, contributions to policies making and position papers, OCP contributed to the development of the Food and Agriculture Roadmap. This roadmap sets out transformational targets, key action areas and solutions urgently required to transform food systems to achieve environmental sustainability, equitable livelihoods, and nutritious and sustainable diets for all.



## United Nations Food Systems Summit 2021

[GRI 3-3]

OCP Group was heavily involved throughout the preparatory process for the first United Nations Food Systems Summit (UNFSS) and the Summit itself, implementing its various programmes to support farmers in adopting sustainable agricultural practices and the rational use of custom fertilisers, and raising awareness of their essential role in carbon sequestration. OCP Group is signatory of WBCSD's Food Systems Business Declaration.



### LDC 5 – 5th United Nations Conference on the Least Developed Countries



The 5th United Nations Conference on the Least Developed Countries (LDC5) was a once-in-a-decade opportunity to accelerate sustainable development in countries where change is needed the most, to promote engagement with the private sector and mobilise partnerships, innovation along with investments in the LDCs. Held in Doha, Qatar, between the 5th and 7th March 2023, it convened Heads of State and Government of the full UN Membership of 193 countries with over 5,000 expected in-person participants.

Within the framework of commitment to sustainable agriculture and food production worldwide, OCP participated in this conference to highlight the key role that private sector plays in supporting and accelerating the structural transformation of rural economies and agri-food systems. This role is composed by two relevant aspects: the private sector's support to the creation of high-quality rural jobs in LDCs, so as how LDCs can benefit from public-private partnerships between companies, governments and the UN.

In this regard, OCP is actively investing in several projects in Africa, aiming at supporting local fertiliser production and capacity across the continent not only through production plants but also through the deployment of local fertiliser processing units required for fertilisation and/or soil amendment as well as the implementation of the necessary logistics capacities. The Group has committed to make 4 million tons of fertilisers available to the African continent in 2023, benefiting almost 44 million African farmers and helping to significantly reduce the supply gap across the continent. This investment represents roughly double Africa's current annual phosphate fertiliser consumption.

Moreover, OCP Foundation initiatives play an active role in the context of LDC5 and Doha Programme of Action's main pillars. The main contributions are the integrated development project on the Great Green Wall, Marine biodiversity conservation and women's empowerment project in Senegal and reforestation and regeneration of endangered species in Madagascar. For more information on the initiatives carried out by OCP Foundation please visit [3.5 Commitment to Shared Value](#).



"OCP has been a committed partner as we drive forward collective work in food systems transformation. This became evident in OCP's continuous engagement, providing business insight and expertise on key challenges farmers, communities and SMEs are facing as they work to create a more sustainable future. Ranging from research to make fertilisers more precise to driving collective work to be carbon net zero by 2040, it is exciting to see the company stand firm on its sustainability commitments and support collective business leadership through WBCSD."



**Clea Kaske-Kuck**  
**Director, Policy, Advocacy and Member Mobilisation at WBCSD**

Aware of the Food & Climate Nexus, OCP Group aspires to a fair transition of food systems towards the adoption of sustainable, regenerative agriculture that contributes on a large scale to mitigate climate change. A fair transition also means leaving no one behind. OCP strongly supports smallholder farmers by ensuring them decent living incomes and empowerment to ensure resilient and inclusive growth. To ensure this just transition, OCP develops several programmes in favour of regenerative agriculture and farmer livelihoods, using the best-in-class technologies.

**CONSUMPTION**



**Climate response**

- Turning household organic waste into organic fertilisers
- Tapping into domestic wastewater to recover phosphorous and nitrogen nutrient – precious inputs for fertilisers
- Integrating macro and micronutrients recovered from organic waste into new formulas
- APNI (African Plant Nutrition Institute) – Promotion of 4R Stewardships as an efficient framework for Nutrient Management

**Non-climate response**

- E-commerce & digital platforms promoting local food products from cooperatives as well as support in branding & advertising local food products
- Waste management advice to households through Agribooter’s Farm & Fortune TV & radio channels



**Leading practices according to the World Benchmarking Alliance (WBA) Food and Agriculture Benchmark**

**RETAIL**



**Climate response**

- Farming spaces in the smart cities we build to boost urban & peri-urban agriculture
- Creation & training of local food cooperatives shortening supply chain

**Non-climate response**

- Entrepreneurship programmes aiming to improve food distribution such as ColdHubs, a start-up manufacturing 100% solar-powered cold-rooms, allowing merchants and farmers to store perishable goods 24hours a day, 7 days a week





[GRI 203-2]

**ENVIRONMENT:**

Boost nature positive solutions at sufficient scale

**NUTRITION:**

Ensure access to nutritious food for all

**SOCIAL INCLUSION:**

Advance equitable livelihoods and value distribution

**INPUT & CROP PRODUCTION****Climate response**

- GHG emission reduction
- Energy efficiency & clean mix
- Water efficiency & non-conventional water sources
- Land rehabilitation (afforestation, planting)
- Soil mapping and customised fertilisers formulas bridging any nutrient gaps for optimal plant growth while maximising environmental benefits
- Waste & effluent circular management to turn our waste into valuable inputs

**Non-climate response**

- Preservation of phosphate reserves through phosphorous recovery and untapped resources
- Waste & effluent circular management to turn our waste into valuable inputs
- Community development programmes empowering citizens

**FARMING****Climate response**

- R&D to fit crops to soils' specificities
- Carbon sequestration:
  - Carbon credits
  - Farmer guidance and rewards
  - Certified low-carbon crops
- Adjustment of planting dates
- Local production of adapted fertilisers
- Last-mile delivery system
- Precision fertilisers management
- Climate early warning system
- Improved water management
- Disease identification
- Crop insurance in case of weather events

**Non-climate response**

- Entrepreneurship programme for sustainable agriculture
- End-to-end solutions including financing & market linkages to sell crops: Agribooster, Al Moutmir
- Women empowerment activities: ElleMoutmir, Women in Agribooster





As a leader in the fertiliser industry, our main responsibility lies in providing sustainable input products as well as transforming the way farmers use them to ensure long term food security. This is done to produce more with less resources and environmental negative impacts. Our strategy is geared towards Africa: the continent features 60% of the world's available arable land but also the largest stock of underdeveloped arable land while 60% of the labour force is employed in agriculture.

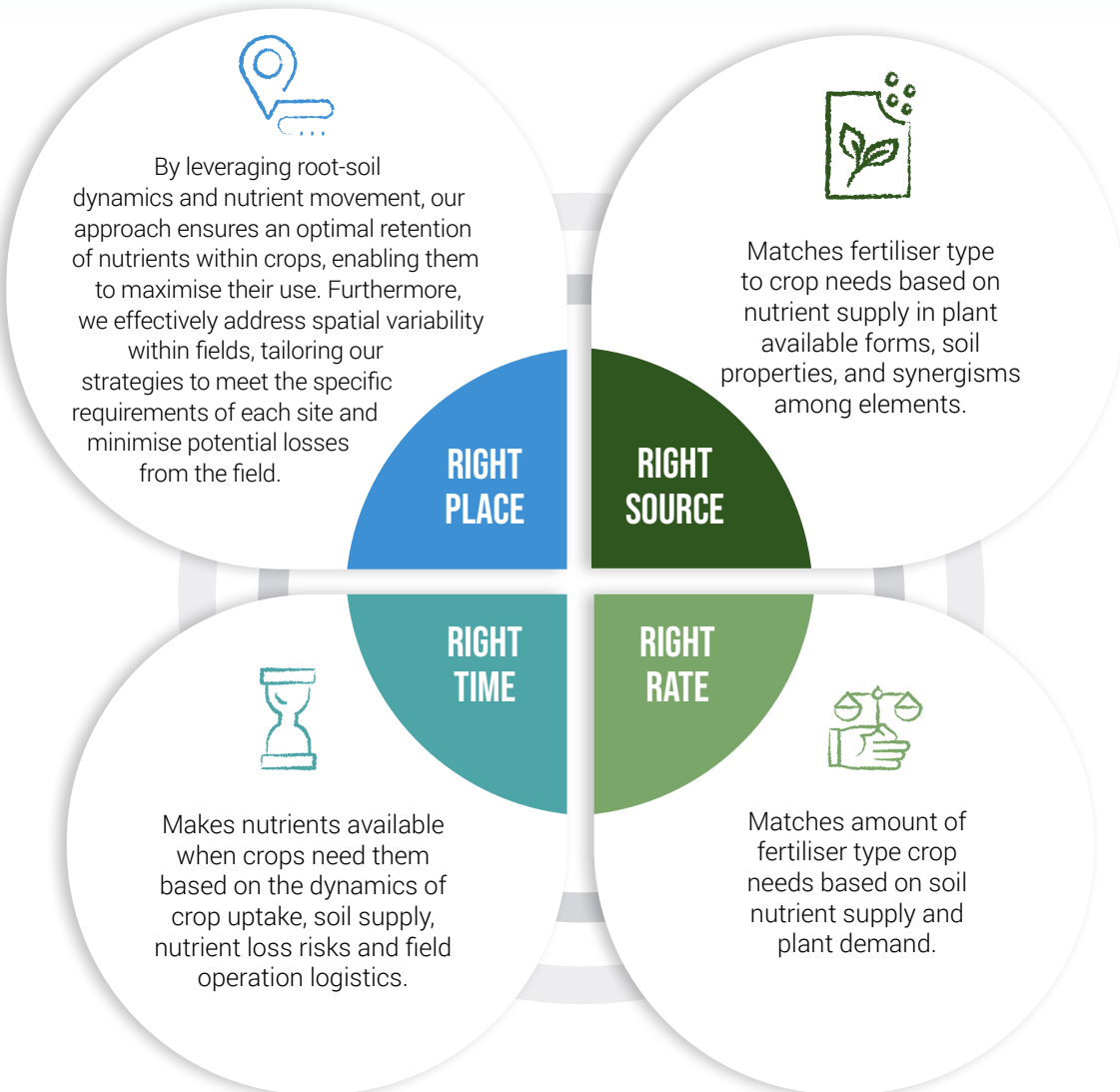
Through the 4R's framework of Nutrient Stewardship, we monitor and track our action related to nutrition, environment and social inclusion.

**AFFORDABILITY**

Can they afford to purchase fertilisers?

**AVAILABILITY**

Are farmers able to access the inputs they need?



**CAPACITY BUILDING**

Do farmers know how to use fertilisers effectively?

**CUSTOMISATION**

Are they using the correct customised fertilisers for their crops and soils?

# 3.4.1 Ensuring food security

[GRI 203-1]

## Sustainable Products & Services

OCP is constantly seeking to improve the environmental and nutritive benefits of its products and services by ensuring sustainable food production systems, implementing resilient and regenerative agricultural practices that increase productivity and production of nutritious food, help maintain ecosystems, strengthen capacity for adaptation to climate change, and that improve land and soil quality, while creating an enabling environment for rural communities to thrive.

**Products:**

**ROCK 36**

**PHOSPHORIC ACID 13**

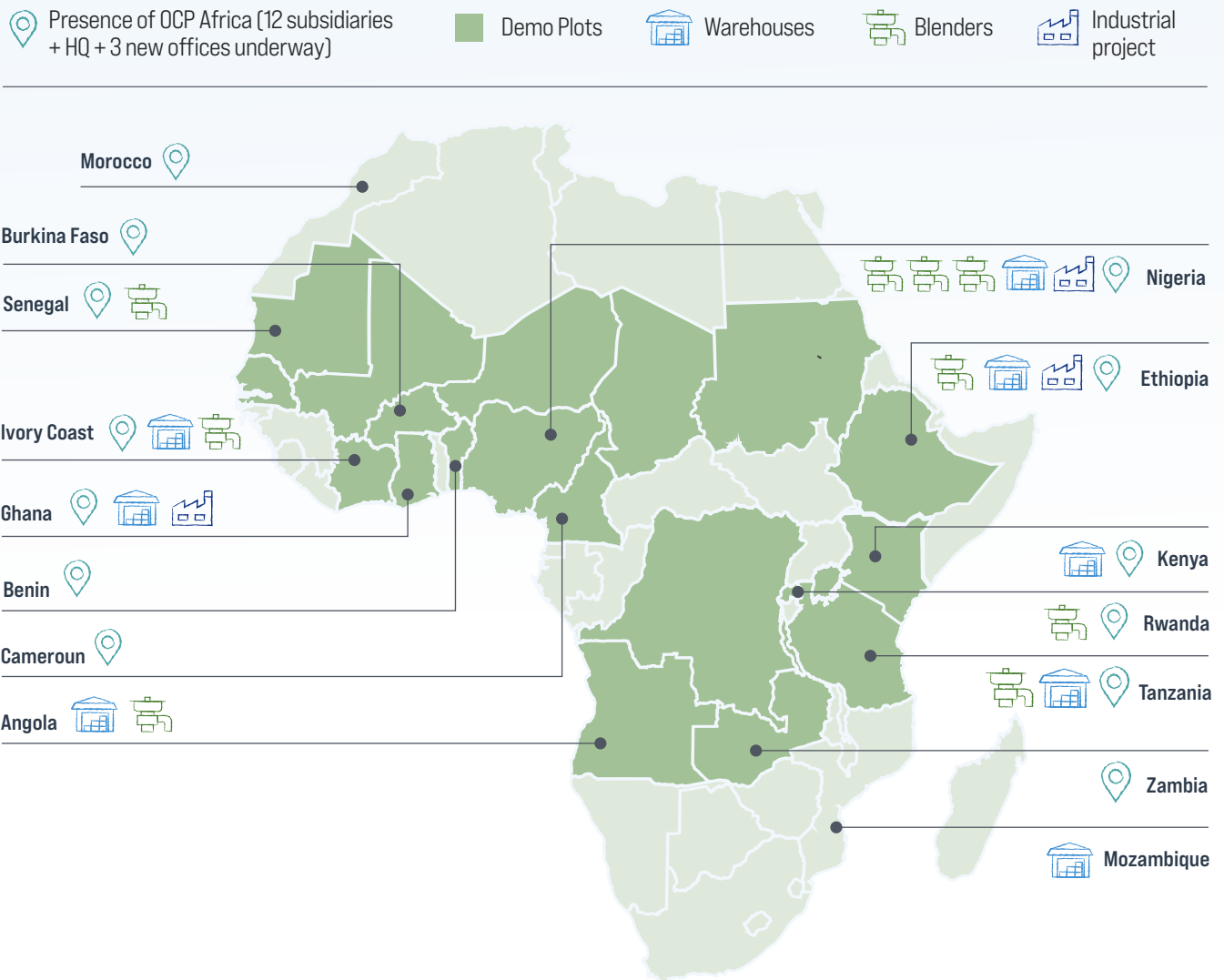
**FERTILISER 103**

		Environmental benefits			Nutrition benefits	Social benefits
		Water-efficiency	Soil-health reinforcement	Air emissions reduction	Nutrition loss reduction	Social inclusion
<b>PRODUCTS</b>	Fortified fertilisers (NPK, NP+) enriched with micronutrients: zinc, boron, silicon	✓	✓		✓	
	Slow-release fertiliser		✓		✓	
	Nutridrop (soluble fertiliser)	✓	✓		✓	
	High Phosphorus and Sulphur fertilisers		✓		✓	
	Fertilisers fighting against eutrophication with inhibition additives		✓		✓	
	NP-S nitrogen fertilisers allowing nitrogen stabilisation		✓	✓	✓	
	Fertilisers' specific formula for drought	✓	✓			
	New P, NP & NPK formulas for organic farming		✓	✓	✓	
	Premium fertiliser combining nutrients and technology	✓	✓	✓	✓	
<b>SERVICES</b>	Soil analysis, mapping & field trials	✓	✓	✓	✓	✓
	Capacity building programmes (OCP School Lab, Agribooster, AI Moutmir) & demonstration platforms	✓	✓	✓	✓	✓
	Digital tools allowing farmers to make smart decisions from financing to market linkage through plot monitoring.: Nutrient Expert, Udongo, Atmar, Agriedge, etc.	✓	✓	✓	✓	✓
	Agricultural ecosystem reinforcement leverages		✓		✓	✓
	Entrepreneurship programmes to boost agritech and biotech solutions in Africa	✓	✓	✓	✓	✓
	Staple crop diversification				✓	

# Availability

[GRI 203-1]

Beyond its Moroccan production capacities, OCP heavily allocates investments in production and logistics across numerous African countries, including fertiliser blending and storage facilities. These projects hold significant importance as they enable us to optimise cost efficiencies for farmers while enhancing our agility and responsiveness to local requirements. To date, our footprint extends across 16 African countries:



**MAIN CROPS IN AFRICA:**



**OCP School Lab**



**Agribooster**



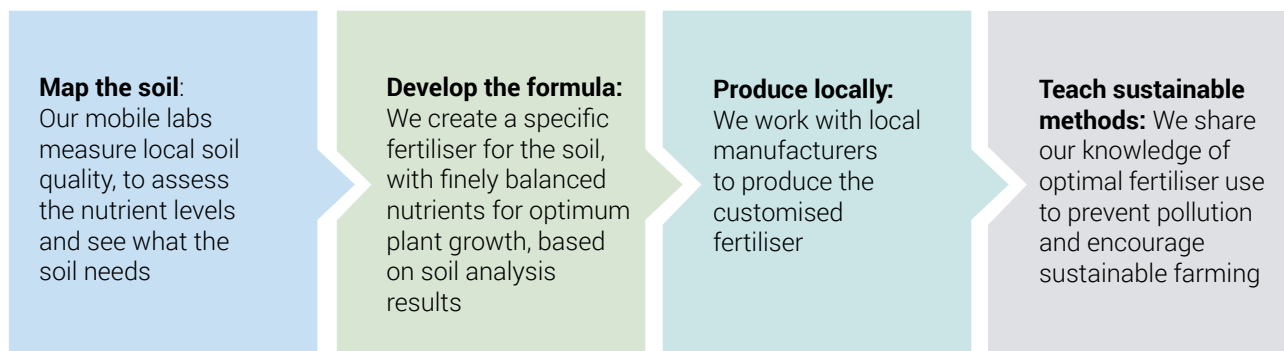
**Farmer Hub**



## Customisation

### AN INNOVATIVE APPROACH FOR PRECISION AND EFFICIENCY

Our customised fertilisers are fine-tuned to the needs of specific soils, helping farmers follow the 4Rs of nutrient stewardship – right fertiliser, right rate, right time, right place – with more precision than ever. Customised fertilisers are better for the soil, they reduce waste and are more cost-effective. They are also helping to unlock the potential of African agriculture. We're working with organisations across the continent to increase the availability of these fertilisers, through a network of stakeholders, local governments and local manufacturers.



#### MAP THE SOIL

Developing customised products requires a deep understanding of the soil-crop-environment system and the farmers' practices. Our approach is based on 3 levels of information:

##### 1. In-depth assessment of soil and crops response:

- Soil analysis to get soil fertility data of targeted regions.
- Onsite field trials testing the crop response to recommended fertilisers.
- Partnerships with local & international research and agronomy institutes to facilitate the dissemination of our results.

##### 2. In-depth assessment of current agronomic practices:

- Partnerships to collect macro information on farmers and their environment.
- Conduct surveys to collect data on current agronomic practices and farmers' behaviours towards new products/solutions. Our goal is to develop adapted, affordable and scalable solutions for farmers.

##### 3. Geospatial technologies for developing nutrient management platforms:

We frequently use satellite imagery and geospatial data (climatic, pedologic, agroecological, vegetal index, land use, etc.) as a third layer of information, to match it with onsite information, thus enhancing the quality of our results and helping make decisions about new formula development. The geospatial tools are important for developing DSM (digital soil mapping) related to soil fertility and yield forecasts. Some works have been engaged in this field to create thematic maps of nutrient deficiencies and contribute to develop a complete nutrient management platform dedicated to sub-Saharan countries.

#### KEY FIGURES 2022

**50** MILLION  
HECTARES

mapped in total in 2022 in 12 African countries

**TANZANIA** **25%** yield increase on maize

**GHANA** **35%** yield increase on rice

**ETHIOPIA** **113%** yield increase Teff

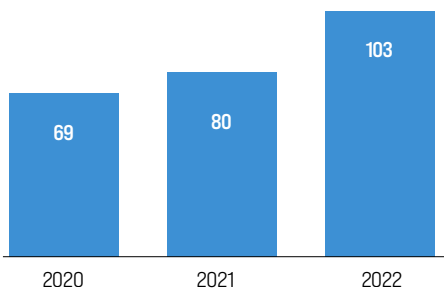
**CÔTE D'IVOIRE** **22%** yield increase on Cocoa

**193%** yield increase on Oil Palm





**Evolution of our fertilisers formulas**



**Evolution of products**

OCP is diversifying its product portfolio to deliver premium products that enhance crops and soil health. By maximising the plant growth through high-value products, it enables carbon sequestration and optimal resource usage.

**Through these efforts we have successfully elaborated a cumulative total of**

**103 PRODUCTS**

## Focus on customised products in 2022

### FOCUS ON TERRATEK: CUSTOMISED SOLUTIONS

TerraTek provides farmers with the optimal balance of phosphorus, nitrogen, sulphur and micronutrients, meeting the real nutrient needs of crops more efficiently.

- Highly concentrated in P, N and S.
- Sulphur availability maximised by the combination of sulphate and micronised elemental sulphur, to increase uptake of both macro and micronutrients.
- Incorporation of micronutrients for crops and soils with specific needs.

### AGRIBIOTECH BUSINESS UNIT FOR BETTER NUTRIENT ABSORPTION, HIGHER RESISTANCE TO DIFFERENT CLIMATIC STRESSORS (HEAT, RAINFALL, ETC.), AND HIGHER NUTRITIONAL VALUE FOR FRUITS AND VEGETABLES

Biostimulants are fertilisers that stimulate the process of plant nutrition independently of the nutrients they contain, to improve the characteristics of plants or their rhizosphere such as the efficiency of the use of nutrients, the tolerance to abiotic stress, qualitative characteristics and the availability of nutrients confined in the soil of the rhizosphere. They also allow an improvement in yield of at least 10%:

- Improving the absorption by the plant of macro and micronutrients (N, P, K, Ca, Mg, Mn ...) present in the environment or provided via fertilisers.
- Improving the bioavailability of nutrient compounds in the soil (macro and microelements) allowing better absorption and use within the plant.
- Increasing tolerance and resilience of plants to abiotic stresses (drought, excess water, frost, salt, etc.).
- Improving the quality criteria of harvested products.
- Improving the microbial activity of soils allowing soil humification.
- Improving certain physicochemical properties of the soil allowing better degradability of organic compounds.

### FOCUS ON PHOSACTIV: ORGANIC SOLUTION

Phosactiv, (rock phosphate for direct application in soil) has received IBD CERTIFICATIONS “inputs approval programme” for the use in organic production as an important process for ensuring the visibility and credibility of approved inputs and providing security to customers interested in producing organic products and healthy foods. Approval by IBD not only ensures organic market access for products, but also provides a differential compared to other inputs in the market, adding quality, safety, sustainability, social and environmental responsibility to the company and product image.



## 3.4.2 OCP Al-Moutmir: the farmer as the real agent of change

Al-Moutmir is a multiservice offer including innovative and customised solutions to better serve farmers, especially the small ones. This initiative focuses on promoting the best agricultural, technical and governance practices and in particular balanced fertilisation as a real lever for improving productivity, while preserving natural resources. Al-Moutmir includes best-in-class products and solutions, agricultural extension services (soil testing, training sessions, demonstration platforms, monitoring and support, etc.), user-friendly technological solutions, as well as a capacity building programme for farmers, rural women, cooperatives and young leaders. It aims to provide farmers with the tools they need to move from a subsistence to a profitable and sustainable business. To guarantee the sustainability of the initiative, the scientific approach is at the heart of Al-Moutmir offers. It relies upon robust digital technologies as a key lever to multiply the impact and serve a maximum of farmers across the country: the Smart Blender technology, the demonstration platform programme, the no-till farming programme and the free mobile application @tmar for all.

Al-Moutmir is based on a participatory and inclusive approach. Teams of more than 80 agronomist engineers are permanently in the field. They connect with the communities and learn from these close relationships with the ecosystem, which then allows them to develop and implement customised solutions with and for the ecosystem. They thus, continuously stimulate the innovation loop with the various stakeholders to give an agile response to the challenges of the ecosystem and bring out new solutions, adapted and affordable to everyone.

From September 2022, Al-Moutmir is carried by UM6P to further anchor the scientific approach that is the essence of the initiative. The latter will be able to ensure the link between applied research and the agricultural ecosystem to contribute to the implementation of sustainable and inclusive agricultural development models.

### KEY HIGHLIGHTS 2022:

#### SCIENTIFIC APPROACH

to ensure the sustainability of the offer

#### Partnership approach

to develop co-built solutions with and for the ecosystem

#### Farmer as the real agent of change

to support him/her to become a leader

By 2025

**38.5** million ha

of acidic soil will be mapped in Africa soil with appropriate recommendations for liming



[GRI 203-1, GRI 203-2]

## KEY PERFORMANCES 2022

	2022
Moroccan provinces - covered by OCP-AI Moutmir	43
Farmers - covered by OCP-AI Moutmir	17,700
Soil analysis (for free in the mobile laboratories & UM6P)	33,920
Demonstration platforms covering different crops to demonstrate scientific recommendations and agricultural innovations	6,022
Beneficiary farmers in remote areas are reached via OCP-AI Moutmir souks & moussems programmes: mobile trucks visiting weekly rural markets and festivals to assist them before the launch of each crop cycle	87,000
@tmar app users (end-to-end support for free, everywhere)	126,973
Trainings, FFS and online training on agricultural, managerial and soft skills for farmers, rural women cooperatives & young leaders	39,675
Agricultural yield for cereals, olive trees, vegetables and other crops with customised fertilisers compared to the national average in Morocco, compared to previous year	21% to 25%: Cereals and Pulses 19% to 22%: olive trees 6% to 21%: vegetables and other crops
Dedicated Smart Blenders points of Blending and Sale (manufacturing Blend NPK formulas for each agricultural plot based on its own soil testing results)	50
Individual feedbacks session on soil testing results in addition to meetings with our fertiliser manufacturer, distributors and retailers	33,920
Improvement of water productivity	7% to 26%: vegetable crops 10% to 22%: olive crops

## The right formula for the right soil

### EVERYTHING STARTS WITH UNDERSTANDING THE SOIL NEEDS:

Aware that soil testing is the first step towards a balanced fertilisation, UM6P mobilises its human and technical resources to support farmers and enable them to carry out this diagnosis on scientific grounds. Mobile laboratories travel across Morocco and carry out free soil testing. Other tests are also carried out at Mohammed VI Polytechnic University of Benguerir and at the national laboratories.

The AI-Moutmir offer of mobile soil analysis laboratories is made possible thanks to the mobilisation of various national partners, including scientific institutions (INRA, IAV, ENA), agricultural experts, AI-Moutmir engineers' agronomists, Local Authorities, farmers and OCP volunteers working within the framework of Act4Community. Aware that soil analysis is the first step for reasoned fertilisation, and as a good soil analysis can only be guaranteed if the sampling process is carried out correctly, our teams enable farmers to carry out sampling on scientific grounds. Several explanatory and demonstration sessions are organised at field level. Educational tools are also distributed to farmers (flyers, demonstration videos, etc.) to enable them to be autonomous and to carry out sampling on a scientific basis. Soil analysis feedback sessions are also planned, one to one, to allow each farmer to better understand the nutrient needs of his soil. The soil analysis carried out at these laboratories are monitored by a scientific committee of experts from UM6P and the national scientific consortium (INRA, IAV and ENA) with the assistance of agricultural engineers AI-Moutmir and a team of experienced laboratory technicians. The results of soil analysis are thus certified by the scientific committee, that regularly carries out quality controls in addition to the methodical calibration operations of the equipment mobilised.

### KEY HIGHLIGHTS 2022:

**+300,000 HA**  
soil mapped

**+100,000**  
soil analysis  
carried out since  
the launch of AI-Moutmir in  
September 2018

**100% digital**  
to ensure the reliability of data  
and facilitate its sharing with  
the ecosystem. Soil sampling  
> soil analysis > fertilisers  
recommendations > presentation of  
results > Moroccan soil referential >



### TO CREATE REGIONAL FORMULAS AND PLOT SPECIFIC FORMULAS

[GRI 203-1, GRI 203-2]

Thanks to the Soil Fertility Map of Morocco, fertiliser formulas customised by crop and by region are produced by our manufacturer-distributor partners equipped with technological tools for mixing Bulk-Blending. These fertilisers are transported to the different regions and marketed through a national network of retailers bringing fertilisers closer to farmers.

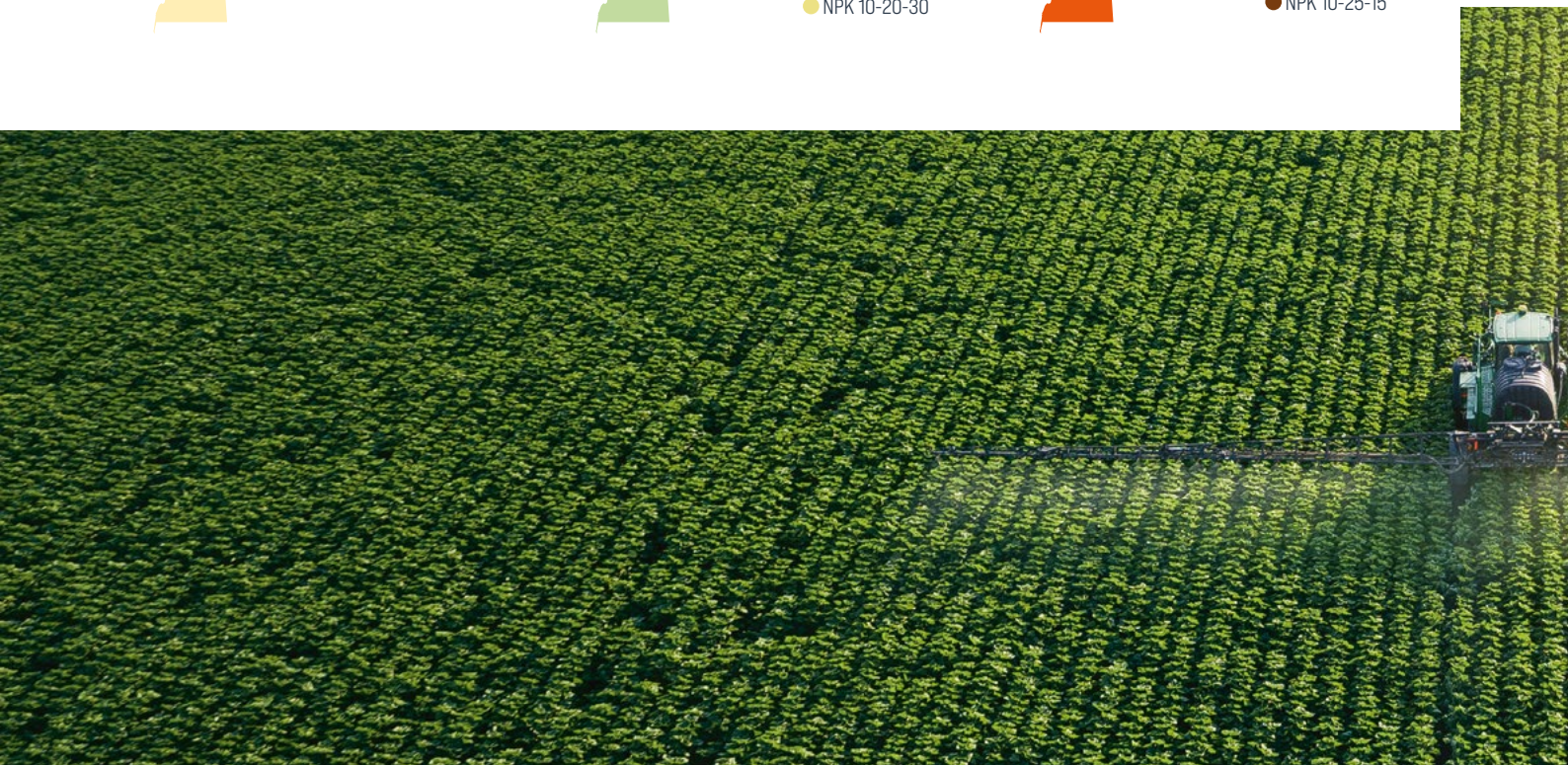
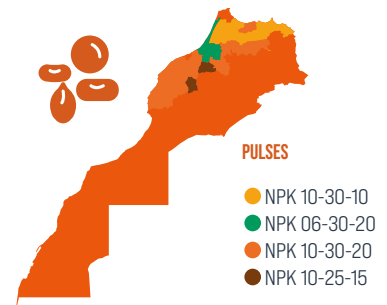
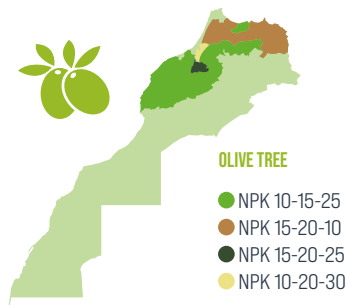
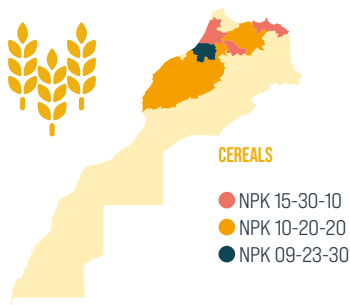
Looking deeper into plots: To go further towards optimising natural resources and using adequate N, P and K nutrients, the Smart Blender technology has been developed in 2018. The solution aims to produce customised NPK formulas to each agricultural plot based on its soil analysis and its potential yield. Aiming to optimise plant nutrition through the best adjustment of the supply of fertilisers, the Al-Moutmir programme has set up Smart Blenders to further develop a proximity offer, while encouraging the use of custom NPK blends. This technical approach makes it possible to adjust fertilisers to the needs of the crop, which contributes to balanced soil nutrition in addition to better yields and environmental protection. Smart blender technology is deployed today through our national fertiliser distributors and aggregator partners at proximity units located as close as possible to farmers.

### KEY HIGHLIGHTS 2022

**5,000** tons annual production capacity per smart blender and up to 10,000 ha covered

**50** operational points of sale of customised fertilisers (smart blender network)

**+1,200** customised formulas during 2022





## ENHANCING CLIMATE CHANGE RESILIENCE

We are working on territorial agroecological transition models that can scale up varied and complementary measures to fight climate change. No-till farming or zero tillage is an agricultural production system that consists of sowing without prior tillage. One of the three fundamental pillars of conservation agriculture, no-till farming preserves the soil and its microbial life as well as water stocks. The Al-Moutmir no-till programme aims at accelerating the adoption of this practice nationwide as a key lever of the agriculture new agroecological transition model in our country and continues to support the national direct seeding programme targeting 1 million hectares by 2030. Al-Moutmir's objective is to significantly support this momentum to increase the resilience of agriculture to climate change.



### ENVIRONMENTAL BENEFITS

- Avoid CO<sub>2</sub> release during tilling
- Preserve soil's water stocks
- Protect soil's microbial life



### ECONOMIC BENEFIT

- Less production costs saving labour and inputs costs
- Better physical and chemical soil's properties for better yield

## KEY HIGHLIGHTS 2022

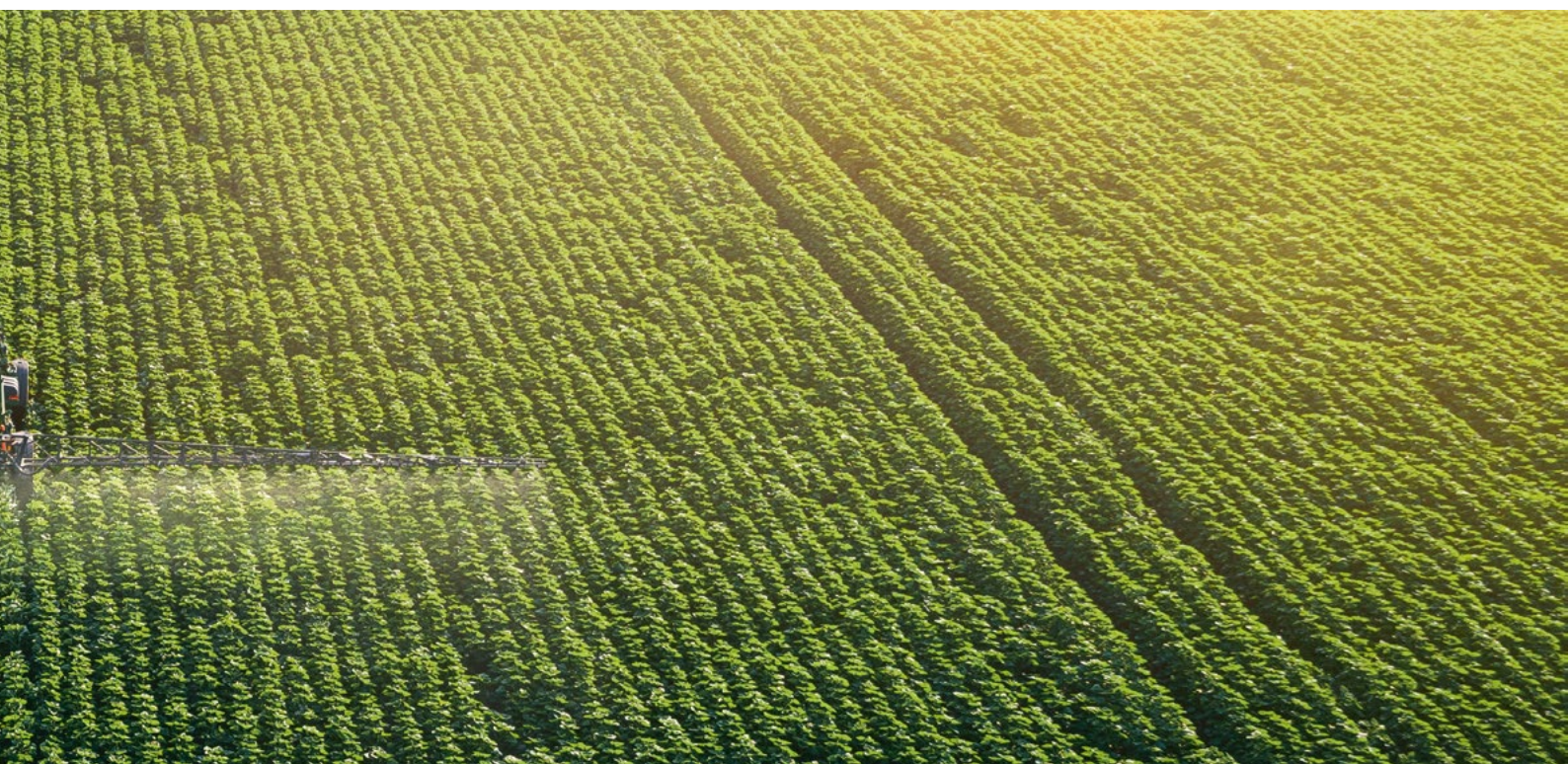
**45 Seeders**  
made available for farmers

**+25,000**  
Ha cultivated (2022)

**55 Beneficiary**  
cooperatives

**+5,000**  
Beneficiary  
farmers per Year

**+1,000**  
Dedicated  
demonstration platforms (2022)



## PROVING RESULTS TO SCALE UP ADOPTION

[GRI 203-1, GRI 203-2]

Al-Moutmir has set up more than 23,718 demonstration platforms in different provinces of Morocco, covering several crops (Cereals and Legumes, Arboriculture, vegetables). The platforms are indeed a powerful extension tool for demonstrating scientific recommendations and agricultural innovations. Co-constructed and produced in partnership with the agricultural ecosystem and in particular the scientific ecosystem (INRA, IAV, ENA UM6P), these platforms are installed in the fields of volunteer farmers and make it possible to demonstrate the considerable impact of adopting best agricultural practices on the yield and quality of agricultural production, the income generated and on the rational consumption of fertilisers. Each platform focuses on the application of the best agricultural inputs, operations and techniques, from tillage to harvest. As the culture cycle progresses, it is possible to compare the impact of good practices versus average practices in localities or even regions. The objective is to create an effect of emulation and induction carried by the farmers who hosted these demonstration platforms, true ambassadors of good practices.

The demonstration platforms benefit from close scientific monitoring provided by agricultural engineers Al-Moutmir and experts mobilised from various national scientific institutions. An Integrated Crop Management Programme (ICP) is deployed for each platform and covers the different stages of cultivation.

## ENHANCING SMART DECISIONS THROUGH DIGITALISATION

**AGRIPEDIA:** Scientific reference web platform to facilitate decision-making are available for free to agronomists, farmers, students to enhance and share agricultural knowledge through diverse educational materials adapted to the user needs and targeted crops.

**AGRIAGENT:** An integrated management solution for OCP-Al Moutmir team activities: farm advice, crop operations and farm cost accounting, yield management and monitoring. Objective: real-time monitoring of field activities - from demonstration platforms to follow-up visits - and performance evaluation.

**@TMAR:** A mobile application to facilitate access to extension services to all farmers, everywhere in Morocco for free – from request for financing to market trends going through plot monitoring.

**AGRIDISTRIBUTORS:** An integrated solution dedicated to our fertiliser manufacturer distributor partners that allows the digitalisation of the entire business and development process with OCP Group. Two distinct components: modelling the operational process with manufacturer distributor to automate decision making; educational & technical tools for distributors to carry out their daily activities (regulatory aspects & core blending).

**CORE BLENDING:** A fast and powerful simulator to help our fertiliser manufacturer distributor partners find the most cost-effective combination to make a given NPK formula. This model considers the chemical and physical compatibility between the different inputs and their availability in stocks but also offers the possibility to expand the list of inputs.

**AGRITRIAL:** Digital solution allowing efficient follow-up of the demonstration platform as well as the capitalisation on the agronomic and economic knowledge gathered from each demonstration platform – which is shared with the scientific, academic and business ecosystem and used to customise our products & services offer.

**T@swiq:** A free mobile App to connect small farmers to markets and create more resilient new business models: selling and buying farming bulk products, selling and buying plants, selling and buying forage, renting and selling farming plots of land, selling and buying bulk oils, and selling and buying of livestock.



## WOMEN: ESSENTIAL DRIVERS FOR A SUSTAINABLE RURAL DEVELOPMENT

[GRI 203-1, GRI 203-2]

Through the Elle Moutmir programme, we actively support women in rural areas to become agents of change. The objective is to develop their individual and collective agricultural and entrepreneurial capacities and encourage their networking for the achievement of common and impactful actions.



### WOMEN FARMERS PROGRAMME

This programme includes close agronomic support for women farmers in different provinces of Morocco, training and promotion of peer-to-peer outreach as well as networking support and common actions implementation.

### WOMEN COOPERATIVES PROGRAMME

This programme targets cooperatives and professional women organisations working on the valorisation of agricultural and local land products. The objective is to support them in building a resilient and sustainable business. The services offered include local agronomic support, equipment and mechanisation in addition to capacity building trainings (technical, business and soft skills).

### WOMEN AGRI-RETAILERS PROGRAMME

This programme brings to women retailers working in the fertiliser sector. It is a capacity building offer based on technical support, equipment, networking, business meetings coordination with Al-Moutmir partners and support in the diversification of products and services (Smart blender, extension services, inputs and more).

### YOUNG WOMEN PROGRAMME

Tailored programmes are provided to meet the need of each identified group. These programmes help young leader women in the identification of entrepreneurship opportunities, capacity building as well as technical and administrative support for the creation of small businesses or cooperatives.





## 3.4.3 OCP Africa's contribution to sustainable food systems

### OCP Africa develops a personalised approach to supporting smallholder farming which covered over 2.1 Million farmers by the end of 2022

Smallholder farmers are at the centre of OCP's business in Africa, informing investments by the Group to ensure that producers have the necessary resources to optimise their output. Thus, OCP has dedicated resources to train farmers across Africa on the importance of modern and improved agricultural inputs, as a factor of increased agricultural production. Beyond the trainings, field demonstration plots show to farmers how to practically use and manage the recommended inputs for a transformation in their yields.

OCP School Lab is a powerful brand and demand creation tool at the heart of OCP Africa development strategy.

This innovative programme aims at increasing the yields and the incomes of smallholder's farmers on strategic crops by offering a full set of agri-services. This specific solution based on the implementation of adapted distribution mechanisms designed to increase the yields of smallholder's farmers on strategic crops by offering:

#### 1. SCHOOL



A mobile school that offers interactive training sessions with live demos and videos on good agricultural practices.

#### 2. LAB



A mobile laboratory that offers soil-testing using latest innovations (X-rays, big data and machine learning) and live information on soil needs and fertiliser recommendations.

#### KEY FIGURES

# 770,000

farmers reached by OSL programme since its launch in 2016, including

more than **136,000** in 2022

# 11 countries covered:

Ivory Coast, Guinea, Nigeria, Ghana, Kenya, Burkina Faso, Tanzania, Ethiopia, Rwanda, Senegal and Togo



[GRI 3-3, GRI 203-1, GRI 203-2]

## DIGITALISATION AT THE SERVICE OF REGENERATIVE AND SUSTAINABLE AGRICULTURE PRACTICES

- Using Popular Media to Educate Farmers:**  
 With the Covid-19 pandemic difficulting the interactions between people by requiring social distancing and limitation of movements, the Farm & Fortune TV and radio show bridged the gap in the availability of information on good agronomic practices. Moreover, the School Lab initiative, which also plays a role in educating farmers and farming communities, was limited by lockdowns. Filmed and recorded in Nigeria, the Farm & Fortune show is a variety TV and radio programme that is focused on promoting agricultural best practices.
- Nutrient Expert** is a digital platform in partnership with the African Plant Nutrition Institute (APNI) to help farmers in their decision-making process. The tool enables farmers to make more informed decisions based on their soil needs, expected yields and cost & profit analysis.

- Digital: a new source of competitive advantage by unlocking untapped value in the agricultural sector-udongo 2.0:** This digital solution that offers farmers the possibility of accessing the agricultural input market, along with recommendations, agronomy contents and local support through the Agri Extension Agents Network has been updated and transformed into Udongo 2.0. It now includes access to weather services, push notifications, and the ability to locate the nearest Farmer Hub, as well as to improve its user-friendliness. The app is gradually being opened to farmers in Cote d'Ivoire, Ghana, Kenya, Tanzania, Nigeria and Senegal, where it is being adapted to respond to local needs.



## A HOLISTIC OFFER AROUND THE FARMER, ENABLING THE DEVELOPMENT OF HIS ECOSYSTEM THROUGH AGRI-BOOSTER /WOMEN IN AGRIBOOSTER

Agribooster is a unique initiative for food crops that provides farmers with support for every aspect of the agricultural value chain to enable African farmers to become world leaders in sustainable farming and ensure transition from subsistence farming to an agribusiness approach.

The Agribooster programme aims to provide integrated support to farmers in all areas where they face difficulties,

by guaranteeing access to: Agri-Inputs, Agri-services, Machinery, financing insurance, training and advisory services, working with local extension agents to train them on proper fertiliser use, collaborating with other providers to ensure they have the right fertiliser and other inputs. Our involvement has enabled over one million farmers to gain the capacity to implement sustainable plant nutrition techniques on their farms, leading to bigger and higher quality.



## KEY DATA

### AGRI-PROMOTERS:

Agripromoters are OCP Africa's extension workers attached to Farmer Hub. They provide agricultural inputs as well as training, extension, and demonstration activities. To reach small rural farmers in their communities, each Agripromoter is equipped with a tricycle and tablet.

# 2.5 Million

farmers trained and supported since 2016

# 34 Million

farmers (audience) reached through media programme

# +160

## partnership

developed in the Continent through our Flagship programmes

# 230

Agripromoters trained and implemented

# 5,000

more demo plots additional to the 5,000 already established to further promote good agricultural practices and environment sustainability

# 5 countries

covered by Agribooster: Ivory Coast, Nigeria, Ghana, Senegal and Kenya

# 25,5000

women farmers registered and trained through Women in Agribooster since 2022

	2016-2018	2019	2020	2021	2022
<b>Farmers covered by Agribooster</b>	164,017	173,521	300,312	145,585	222,000

## OCP AFRICA WOMEN IN AGRIBOOSTER PROGRAMME TO EMPOWER WOMEN FARMERS

Because no agricultural transformation in Africa will take place without the participation of women and youth, investing in the economic empowerment of this part of the society is a high return on investment, that will have multiple effects on the continent's productivity, efficiency, and inclusive growth of the continent. OCP Africa is committed to these strategic populations that are important for African agriculture and deploys innovative programmes adapted to their challenges.

Historically, women farmers have been neglected or marginalised during the disbursement of facilities like credit and other logistics. This project aims at empowering exclusively the women farmers by assisting them to have access to quality inputs and markets, coupled with tailored training.

The programme also helped mitigating the negative impact of COVID-19 on women in agriculture and ensuring that they continue to produce food crops for their communities.

To increase productivity and livelihood, the programme gives Women in Agribooster access to quality inputs and finance, training on good agricultural practices and extension services as well as access to market for sales of farm produce. These has also raised their yield from 1.9MT/Hectare to 4MT/Hectare. In Ghana, TROTRO TRACTOR and SAYeTECH, two Ghanaian start-ups, winners of the first IMPULSE cohort, respectively supported women farmers in mechanisation via a powerful on-demand mobile platform that connects farmers to tractor operators and harvesting activities via smart machines. Women aggregators were selected to serve as channel for inputs and produce markets for the women farmers that cultivate maize and rice.

To further expand the Women in Agribooster programme in 2022, OCP Africa planned a Training of Trainers (ToT) programme targeting 15 field officers selected from three aggregators. The women aggregators were linked to the importers for the fertiliser supply.

Through this programme, OCP Africa is creating innovative links between the start-ups it supports and vulnerable female populations.

## KEY FIGURES

# 13,000

Women reached by the Women in Agribooster initiative, using the Agribooster platform in Ghana and Nigeria since 2020

# 30,000

smallholder farmers benefitted from Good Agricultural Practices (GAP) training in Ghana

## "FARMER HUB" A CONCEPT PROVIDING FARMERS WITH A FULL RANGE OF SOLUTIONS, WITH INNOVATION AND DIGITALISATION AT THE HEART OF OUR SERVICES

[GRI 203-1, GRI 203-2]

A well-functioning last mile delivery system is an integral part to an integrated agricultural value chain that ensures food security. In Nigeria, farming input and product last mile delivery is underdeveloped especially in rural farming communities. As a result of this underdeveloped delivery system in the undeserved communities, farmers travel long distances to access quality farm inputs and market linkage for produce at a profitable value, and such distances not only add cost to food but also create a psychological barrier to food security. The challenge faced by smallholder farmers - who produce 85% of total food - required the development of an integrated last mile delivery & support solution to improve access to farm inputs, training and market linkage that ensures profitability, hence increasing food production.

"FARMER HUB" is an all-inclusive last mile distribution solution that aims to address the challenges of farm inputs availability and accessibility by bringing together all basic farm inputs (fertiliser, CPP, seeds,...), training on Good Agricultural Practices (GAP) and extension services needed to ensure the perennial increase of farmers' yield and revenue under one physical roof close to small holders farmers in the rural communities (machinery services, marketing services, storage, post harvesting support ...). Train agricultural promoters and equip them to support last mile delivery and promote entrepreneurship in agriculture through this agripromoter programme connected to farmer hubs. In 2022, 212,000 farmers have been trained on good agricultural practices, with near half a million farmers benefited from supply inputs. By 2024, these initiatives aim to reach 5 million farmers and to generate 40,000 jobs by leveraging partnerships with public and private players, as well as universities and cooperatives.

### KEY DATA

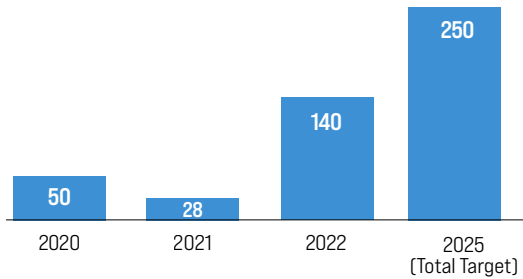
**+ 140**  
Farmer hubs

**30**  
states in Nigeria with Farm & Fortune

**470,000**  
Trained through Farmer Hubs in 2022 and 870,000 supported

**80**  
communities given access to clean water

Farmer houses in Nigeria



### DEMO PLOTS IN NIGERIA

OCP Africa supports food sufficiency in the continent by demonstrating the benefits of agricultural inputs, particularly fertilisers, to farmers. The organisation established demo plots to showcase best practices and test new methods alongside traditional ones. In Nigeria, a set-up 42 demo plots were made to demonstrate the effectiveness of OCP specialty fertilisers for maize and millet.

Alongside with demo plots, Green and Brown Field Days are organised to educate farmers on good agronomic practices and fertiliser application. During the Green Field Days, farmers compare their own practices with the demo plots. Around 408 smallholder farmers attended these sessions, sharing knowledge and experiences. These initiatives aim to improve farmers' adoption of technologies and increase their productivity for food sufficiency in Africa.

### HIGHLIGHT

**42**  
demo plots in 40 communities across 27 local government areas in 9 states

**408**  
smallholder farmers turned out for Green Field Day sessions across five locations



## 3.4.4 Quality Management

SASB: RT-CH-410b.2

### Customer engagement

At OCP, we believe that customers are at the heart of our business operations. Therefore, we prioritise transparent, efficient and clear communication with clients along the value chain including producers, distributors and farmers working together to provide sustainable product solutions that align with their expectations and needs.

To ensure the best quality for our customers, OCP has implemented procedures to actively assist and efficiently respond to their requests and needs. OCP strives to maintain regular contact with customers and suppliers through formal and informal meetings, conferences, and other business support services. These services may include visits, emails, telephone calls, and technical assistance.

Our commitment to our customers is reflected in our ongoing efforts to provide exceptional service, respond to feedback, and continuously improve our product offerings. At OCP, we understand that our success is built on our customers' success, and we are dedicated to working together towards shared goals.

### Quality management

OCP Group is committed to delivering exceptional quality solutions and services that meet customers' expectations both throughout the product development and delivery process. OCP, as stated in their Quality Management Policy, has implemented a comprehensive quality management system to ensure that the products they manufacture adhere to the highest standards. Quality control procedures are all overseen by the company's dedicated quality management departments. We have also established a target system of quality control indicators that define our key quality indicators, and we conduct periodic tracking and assessment of the results. Through technological innovation, process quality control, and equipment technology transformation, OCP has achieved a one-time inspection pass rate of nearly 100% with quality that is at an international advanced level.

We are especially committed to guarantee that fertilisers and raw materials, additives and intermediate products are manufactured, handled, stored, delivered, and used in a safe way regarding occupational and public health & safety and the environment, aligning with legislation and best practices industry guidelines.



#### QUALITY MANAGEMENT SYSTEM LIFE CYCLE PRODUCT (QMS-LCP OCP)

The QMS-LCP OCP provides a framework to implement and manage the product quality and process in a sustainable manner. This system is designed to ensure that products meet customer requirements and the constant implementation of quality excellence along the whole product life cycle. The system is based on 6 pillars:

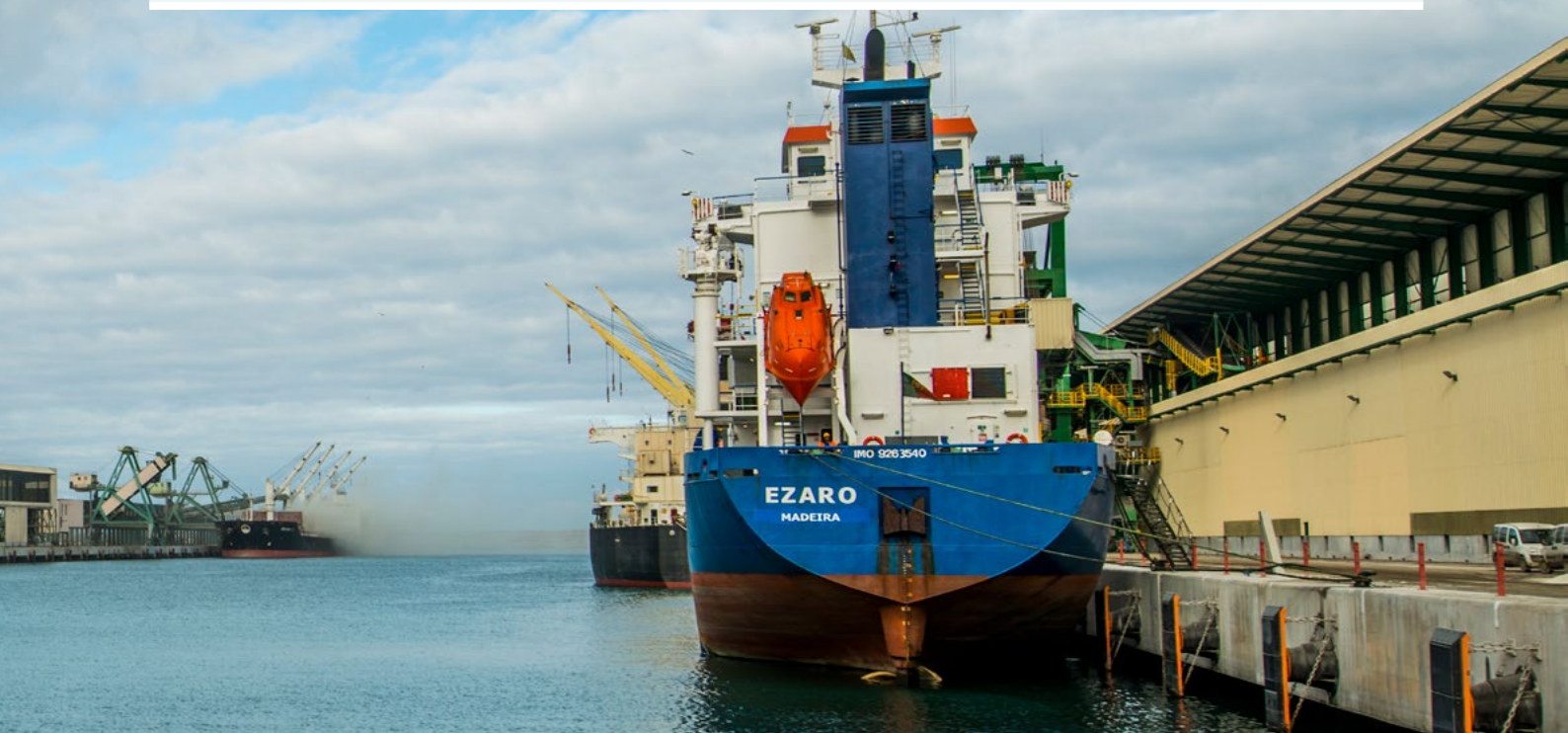
- Leadership & engagement
- Effective listening to the client's voice
- Anticipation of market needs and developments
- Development of capabilities
- Efficiency of quality across the entire value chain
- Rituals of quality performance & continuous improvement

Stemming from these L.E.A.D.E.R pillars, 15 product lifecycle-oriented work axes are developed in 227 elements. Each element is described in a maturity matrix at five levels thus constituting the QMS-LCP OCP reference system.

The implementation of the quality management system is monitored to ensure the achievement of goals and objectives set forth in the quality policy. With the use of the QMS LCP OCP, our company can ensure that it is providing the highest quality products to its customers.

SASB: RT-CH-410b.2

<b>Marketing Sales</b> <ul style="list-style-type: none"> <li>• Safety data sheets</li> <li>• Chemical compliance &amp; due diligence</li> <li>• Voice of the Customer programme</li> <li>• Sharing of knowledge through local resellers, agronomists, agripromoters</li> <li>• Smart blenders</li> </ul>	<b>Application &amp; Use</b> <ul style="list-style-type: none"> <li>• Safety data sheets</li> <li>• Soil analysis, demonstration platform</li> <li>• Capacity building programmes</li> <li>• Precision farming &amp; nutrient management programmes</li> <li>• Digital &amp; analytical tools</li> </ul>
<b>Product development</b> <ul style="list-style-type: none"> <li>• R&amp;D &amp; on-site tests</li> <li>• HESQ assessments</li> <li>• Chemical compliance &amp; due diligence</li> <li>• New product evaluation (NPE) &amp; New product introduction (NPI) processes</li> </ul>	<b>Storage</b> <ul style="list-style-type: none"> <li>• Safety data sheets</li> <li>• Online process monitoring</li> <li>• Traceability tools</li> <li>• HSE audits for subcontractors</li> <li>• Emergency response plans</li> </ul>
<b>Transportation</b> <ul style="list-style-type: none"> <li>• Safety data sheets</li> <li>• Online process monitoring</li> <li>• Traceability tools</li> <li>• HSE audits for subcontractors</li> <li>• Emergency response plans</li> <li>• Innovative last-mile delivery systems</li> </ul>	<b>Packaging</b> <ul style="list-style-type: none"> <li>• Bulk material assessment</li> <li>• Product safety &amp; labelling compliance</li> <li>• Customisation options</li> <li>• Client Private Labelling           <ul style="list-style-type: none"> <li>• Some WS MAP clients have the possibility to get their own branding on 25kg packages</li> </ul> </li> </ul>
<b>Manufacturing</b> <ul style="list-style-type: none"> <li>• HSE programmes</li> <li>• Process safety programmes</li> <li>• Circular economy programmes</li> <li>• Security programmes</li> <li>• Business Continuity Plan</li> <li>• Audits &amp; continuous improvement plans</li> </ul>	<b>Sourcing</b> <ul style="list-style-type: none"> <li>• HSE programmes</li> <li>• Process safety programmes</li> <li>• Circular economy programmes</li> <li>• Security programmes</li> <li>• Business Continuity Plan</li> <li>• Audits &amp; continuous improvement plans</li> </ul>



## Product quality

Our products' quality is essential to the success of farmers. At OCP, we follow a systematic manufacturing process that ensures that our products are formulated using high-quality raw material and produced according to strict quality control standards. Moreover, we are committed to a production of sustainable products that reduces our carbon footprint and enable us to provide green phosphate rock production.



### MARKETING AND LABELLING IN FERTILISERS

OCP is fully committed to complying with national and international chemical and product-related regulations and adheres to the strictest standards when making decisions based on its policies and procedures. To this end, all products are in compliance with the labelling requirements specified by the laws and regulations and are monitored and reviewed by the Company to ensure that they meet international standards and customer expectations. The Company prints the required information regarding the net weight of the bag in case of packaged fertilisers, chemical name, chemical composition, manufacturer, marketer on its product packaging, and also adds relevant health and safety information for all its products.

Additionally, the Company also adheres to laws, standards and voluntary codes related to advertising, promotion and sponsorship.

**0** breaches against applicable law and voluntary codes of practice in relation to the labelling of products and services.



### ORGANIC CERTIFICATION FOR ROCK-PHOSACTIV

IBD CERTIFICATION inputs approval programme for rock use in organic production is an important process for ensuring the visibility and credibility of approved inputs and provides security to customers interested in producing organic products and healthy foods. Approval by IBD not only ensures organic market access for products, but also provides a differential compared to other inputs in the market, adding quality, safety, sustainability, social and environmental responsibility to the company and product image.

This certification approves the inputs(s) "phosactiv" to be compliant with standards for sale in the European market (EEC 889/08 and IFOAM standards), the North American market (NOP / USDA standards), the Japanese market (JAS standard), the Canadian market (COR standard), the Brazilian market (Law 10.831), and the biodynamic market (Demeter standard).





## Culture of quality

SASB: RT-CH-410b.2

The first step of the Quality Management System is to foster a culture of quality within the organisation. OCP is committed to delivering high-quality products, promoting continuous improvement, encouraging innovation and creativity and empowering employees to take ownership of the quality of their work. In 2020, we reaped the benefits of a global organisation with built-in operational synergies among rock, phosphoric acid, fertilisers product development teams. Our new product evaluation (NPE) and new product introduction (NPI) processes are now production proven and delivering world-class results. Our quality team is a worldwide organisation that leads customer-critical functions within OCP Group. Their responsibilities include:

CUSTOMER QUALITY	EXTERNAL QUALITY	FAILURE ANALYSIS LAB
<ul style="list-style-type: none"> <li>Finding the root cause of quality issues</li> <li>Working on product quality improvements through preventive and corrective actions</li> </ul>	<ul style="list-style-type: none"> <li>Working with final manufacturing subcontractors on quality-related tasks, audits and incidents being the main quality point of contact for outsourced products</li> </ul>	<ul style="list-style-type: none"> <li>Chemical and physical product analysis for new product development, customer issue resolution and manufacturing effectiveness improvements</li> <li>Providing an expert voice in new product development teams</li> </ul>
MANUFACTURING QUALITY	NEW PRODUCT INTRODUCTION (NPI) QUALITY	QUALITY STANDARDS AND BODIES
<ul style="list-style-type: none"> <li>Acting as customer advocates for internal manufacturing sites regarding change management, discrepant material and product qualifications</li> <li>Overseeing and performing quality audit activities</li> <li>Giving expert knowledge, with the help of quality tools and methods, to help ensure quality of manufactured products</li> </ul>	<ul style="list-style-type: none"> <li>Driving quality into product development activities</li> <li>Helping ensure that new product releases meet customer and standards requirements</li> </ul>	<ul style="list-style-type: none"> <li>Voicing our position and interests within industry standard bodies such as ISO, IFA and AOAC (Association of Official Analytical Chemists)</li> <li>Communicating internally, industry standard trends and changes (planned or actual)</li> </ul>
MANUFACTURING QUALITY	NEW PRODUCT INTRODUCTION (NPI) QUALITY	QUALITY STANDARDS AND BODIES
<ul style="list-style-type: none"> <li>Managing our quality rules, process structure and documents</li> <li>Coordinating internal and certification audits</li> <li>Leading continuous improvement activities</li> <li>Making sure that customer-specific and market-specific requirements are available and understood</li> </ul>	<ul style="list-style-type: none"> <li>Operating life and environmental stress labs to validate long-term reliability of our products Supplier Quality</li> <li>Working with suppliers on quality related tasks, audits and incidents</li> <li>Driving supplier quality improvements</li> </ul>	<ul style="list-style-type: none"> <li>Identifying critical processes that may interrupt business operations and implement strategies to minimise the impact</li> </ul>
REGULATORY INTELLIGENCE		
<ul style="list-style-type: none"> <li>Maintain the regulatory compliance of all OCP products.</li> </ul>		



## Quality information systems

We developed online quality tools and processes to support operational and customer needs, which can be found on our internal quality portal website. The quality portal is our hub for critical business functions. These systems have many reporting and data mining capabilities.



### QMS LCP OCP

is an in-house quality management system that requires self-assessment plans, objectives, and action plans from all users to share best practices and improve problem-solving skills.



### REGULATORY INTELLIGENCE PLATFORM

monitors and ensures compliance with national and international regulations. The platform allows to screen products' compliance – including chemical safety – with domestic regulations worldwide and share knowledge across the company. Regional regulatory intelligence committees are held regularly to identify further regulatory local developments and define compliance action plans accordingly.



### CUSTOMER-DRIVEN QUALITY

Customers are the starting point for a closed-loop process that ensures exceptional interaction and accountability.



### THE MASTER DATA PRODUCT

serves as a common product reference to share quality standards knowledge across OCP. All data included in this platform is integrated into each trade management system, including procurement, occupational health & safety, etc.

All data from this platform finally fuels product catalogues and sheets including their correct uses and safe handling.

# 3.4.5 Product & chemical safety

[GRI 403-1, GRI 403-2]  
SASB : RT-CH-410b.2 SASB: RT-CH-410b.2

OCP Group has independent bodies, which conduct regular safety audits to verify the compliance of each unit and site with our HSE policy, our safety standards and regulations requirements. Each audit follows a defined protocol and schedule; and conclusions are sent to the management of both the unit/site and corporate to adapt action plan.

Process safety management audits strengthening chemical safety:

- **Process Safety Management (PSM)** aims to identify, evaluate and control the hazards associated with the highly hazardous chemicals used in our processes. OCP Group has developed an effective PSM programme.
- **Process Safety Information:** written safety information to conducting a PHA.
- **Process Hazard Analysis:** to identify, evaluate, and control hazardous processes.
- **Procedures and Performance Standards:** written operating procedures to be implemented.
- **Incident Investigation:** thorough investigations must be completed after all incidents related to the process.
- **Change management:** changes in a process must be evaluated to determine if there will be any impacts on the health and safety of employees.
- **Mechanical integrity:** process equipment must be designed and set up correctly.
- **Employee participation:** workers must be involved in PSM programmes.
- **Compliance Audits:** conducted and reported at reasonable intervals.
- **Training:** Employees must be trained on hazards and procedures.
- **Contractors:** all contractors working on or near highly hazardous chemicals must be trained on emergency procedures and other relevant aspects of the PSM programme.
- **Pre-Startup Safety Review:** for new and modified facilities, PSSR must be conducted before operations can begin.
- **Emergency Planning and Response:** employees must be trained on emergency planning and response procedures.

## Customer enquires and feedback

OCP's Customer Service Department is dedicated to addressing and resolving any issues or opinions from customers regarding product quality. Clear responsibilities have been outlined and a complete system of operations established. In 2022, the fertilisers business unit has received 30 complaints by dealers and customers which translates into a 60% decrease compared with 2019. After investigation and dialogue, the responsible departments arranged suitable refunds and other solutions.

### CUSTOMER SATISFACTION ACHIEVED SCORE IN 2019 FOR THE CUSTOMER SATISFACTION SURVEY 3,4/5

	Claims rate		Closing rate	
	2021	2022	2021	2022
<b>Fertiliser</b>	2.76%	2.58%	79%	83%

#### OUR GOALS



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

Increase the geographical area and the number of beneficiaries covered by rational agricultural practice support programmes

#### Where we stand in 2022

Additional extension services provided through our end-to-end solutions OCP AI-Moutmir and Agribooster

20,000 farmers covered by OCP-AI Moutmir in Morocco  
144,600 farmers covered by Agribooster in 4 African countries  
87,695 farmers covered by OCP school labs

# 3.5 Commitments to shared value creation

[GRI 3-3, GRI 203-1, GRI 413-1]  
SASB :RT-CH-210a.1  
EM-MM-210b.1  
UNGC : Principle 1

## From investing in mines to investing in people

At OCP, we firmly believe that the success of a business is closely linked with the prosperity of society. We understand that sustainable development, which meets the current needs without compromising the ability of future generations to meet their own needs, is crucial for creating a thriving society.

Despite the fundamental nature of basic necessities like breathing, eating, working, and learning, these needs are still under threat. As a responsible corporate citizen, we are committed to thoroughly assessing our impact and taking action to create shared value for all our stakeholders. We are particularly focusing on promoting capacity development and job creation, as we recognise their pivotal role in empowering individuals and communities.

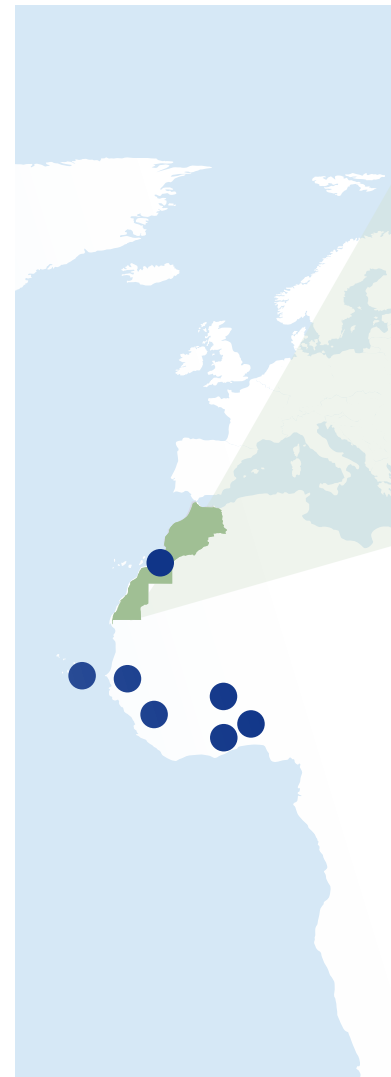
A number of OCP's entities are dedicated to creating positive change in society. Act4Community has recently undergone a significant shift from a more traditional endowment model to a more action-oriented approach. Recognising that endowment can often be reactive rather than proactive, they have decided to take a more hands-on approach to drive impactful and sustainable change.

By leveraging its resources and expertise, OCP Foundation, the Phosboucraa Foundation and Act4Community have focused on taking concrete actions that directly address the root causes of the issues they aim to tackle. They are actively engaging in programmes and initiatives that empower communities, working hand-in-hand with the populations and considering their actual needs, rather than simply providing resources, consequently promoting social, environmental, and economic justice. The main objective is for people to be in charge of their own development. In addition, the foundations work is based on key performance and sustainability indicators, within a strong yet agile governance process.

Our initiatives are implemented across the globe, with a special focus on Morocco and West and East Africa. We acknowledge that a one-size-fits-all approach is insufficient to address the specific needs of diverse communities and vulnerable populations. Therefore, our approaches are customised to cater to the unique needs of local communities, fostering inclusive growth, and creating a sustainable future for all.

### TRADITIONAL COMMUNITIES

At OCP, we acknowledge and value the diverse communities present in Morocco. We understand the importance of embracing the rich cultural heritage and contributions of various traditional and rural communities within the country. We strive to promote inclusivity, respect and cooperation among all communities, designing programmes to empower and uplift traditional and rural communities located around OCP's sites.

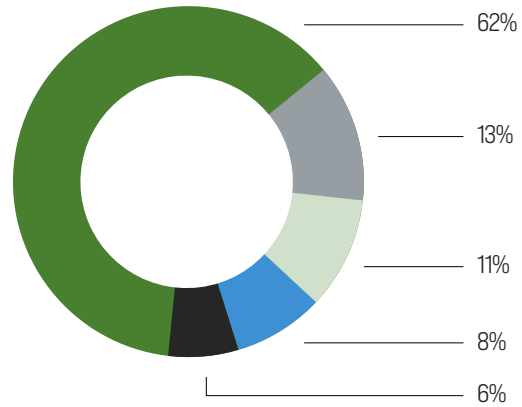


[GRI 201-1]

**\$1.4  
BILLION  
COMMUNITY  
INVESTMENT**  
in 2022

**140%**  
increase in  
**COMMUNITY  
INVESTMENT**  
in 2022 compared to  
2021

**Our economic value generated and distributed to our ecosystem of stakeholders**



- Suppliers & other external payments
- Communities
- Employees
- Shareholders
- Government



**Act4Community**

creating ecosystems for local industries; incubators; development of Social and Solidarity Economy; social innovation

- ✓ Khouribga
- ✓ Gantour
- ✓ Safi
- ✓ Jorf
- ✓ Laâyoune

**OCP Foundation**

Reinforcing excellent and inclusive education; improving food security; supporting R&D and social innovation; fostering community & local agriculture, addressing climate change and preserving biodiversity

- |                |              |
|----------------|--------------|
| <b>Africa:</b> | ✓ Morocco    |
| ✓ Burkina Faso | ✓ Rwanda     |
| ✓ Cape Verde   | ✓ Senegal    |
| ✓ Ghana        | ✓ Togo       |
| ✓ Guinea       | <b>Asia:</b> |
| ✓ Madagascar   | ✓ India      |
| ✓ Malawi       | ✓ Bangladesh |

**Phosboucraa Foundation**

Research & development, Innovative entrepreneurship, urban development around tech project of a city of knowledge and innovation : the Fom El Oued Technopole Education, Local socioeconomic development, Enhancement and promotion of local natural and cultural heritage

**South Moroccan regions**

- ✓ Guelmim-Oued Noun,
- ✓ Laâyoune-Sakia El Hamra,
- ✓ Dakhla-Oued Ed-Dahab.



[GRI 203-1, GRI 413-1]  
UNGC : Principle 1

# Act4community

Act4community was launched in 2018 with the aim of conducting local development initiatives that create sustainable value with high impact on both the local ecosystem and OCP itself. Act4community is a collective intelligence dynamic whose role is to mobilise the Group's ecosystem such as UM6P and the Foundations, its knowledge on the local environment and its volunteer employees to provide empowerment to local communities and support OCP's performance. This collective intelligence arises from the cooperation and collaboration of team members working to achieve a shared goal.

A multitude of initiatives have emerged from this dynamic including:

- The **creation of an ecosystem of small local industrial companies** through the identification and support of 487 companies and the integration of 193 local Very Small Enterprises (VSEs) into the local OCP suppliers (electrical maintenance, mechanics, refrigeration and air conditioning, manufacturing according to plan). This initiative has enabled a significant increase in the percentage of industrial orders that are redistributed locally, from 6% before 2018 to 25% today.
- The **establishment of new incubators for VSEs and start-ups** to create new products and services, such as local manufacture of Big-Bag (bags for fertilisers), pallets, recycling of scrap metal from the sites, among others.
- The implementation of **mechanisms to strengthen the skills and creativity of young people** and to reinforce their employability by local subcontractors.
- The **development of the Social and Solidarity Economy** by supporting the certification of local products made by women in the countryside (honey, couscous, spices).
- The **agricultural valorisation of mining lands** through the development of alternative crops (quinoa and medicinal plants) by local communities.
- The development of a new approach to **social innovation** through the establishment of social incubators in the sites on culture, sport and education.
- The development of **connectivity** around the installations and in the villages around the sites through the opening up of the populations, leading to the development of an attractive region.

**10,060**  
**EMPLOYEES**  
**VOLUNTEERED**

for actions since 2018

**37,936**  
**VOLUNTEER DAYS**  
**SINCE 2018**



## KEY AREAS OF ACTION AND POSITIVE IMPACTS 2022



### Development of local economic ecosystem 2022

Social and solidarity economy in the OCP's local supply (textile, carpet and catering industries)	75 cooperatives supported
	730 jobs

Support of Local Very Small Business (VSB) at OCP sites	170 VSB supported
	Creation of the first Mechanical Cluster and steel construction in the region of El Jadida. Jorf Lasfar: 15 VSEs, 3 SMEs, 6E (Sonasid), 3 engineering schools and Chouaib Doukali University

Support of solidarity agriculture at OCP sites	20 agricultural cooperatives
	250 members



### Development of the youth competences 2022

Development of the youth entrepreneurship	375 young people trained
	95 very small business newly created

Support for youth education at OCP sites	120 students have created 24 start-ups
--	--

	2 startups incubators (in partnership with UM6P)
--	--

	24 start-ups created under incubation
--	---------------------------------------

Social innovation	26 associations supported
-------------------	---------------------------

	54 cultural entrepreneurs trained and supported
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	Community First Aid training for 140 certified first aiders.
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	Specialised training: 20 ambulance attendants, 20 school health workers, 35 water rescue workers, 30 community relays, 15 sports rescue workers
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# OCP Foundation

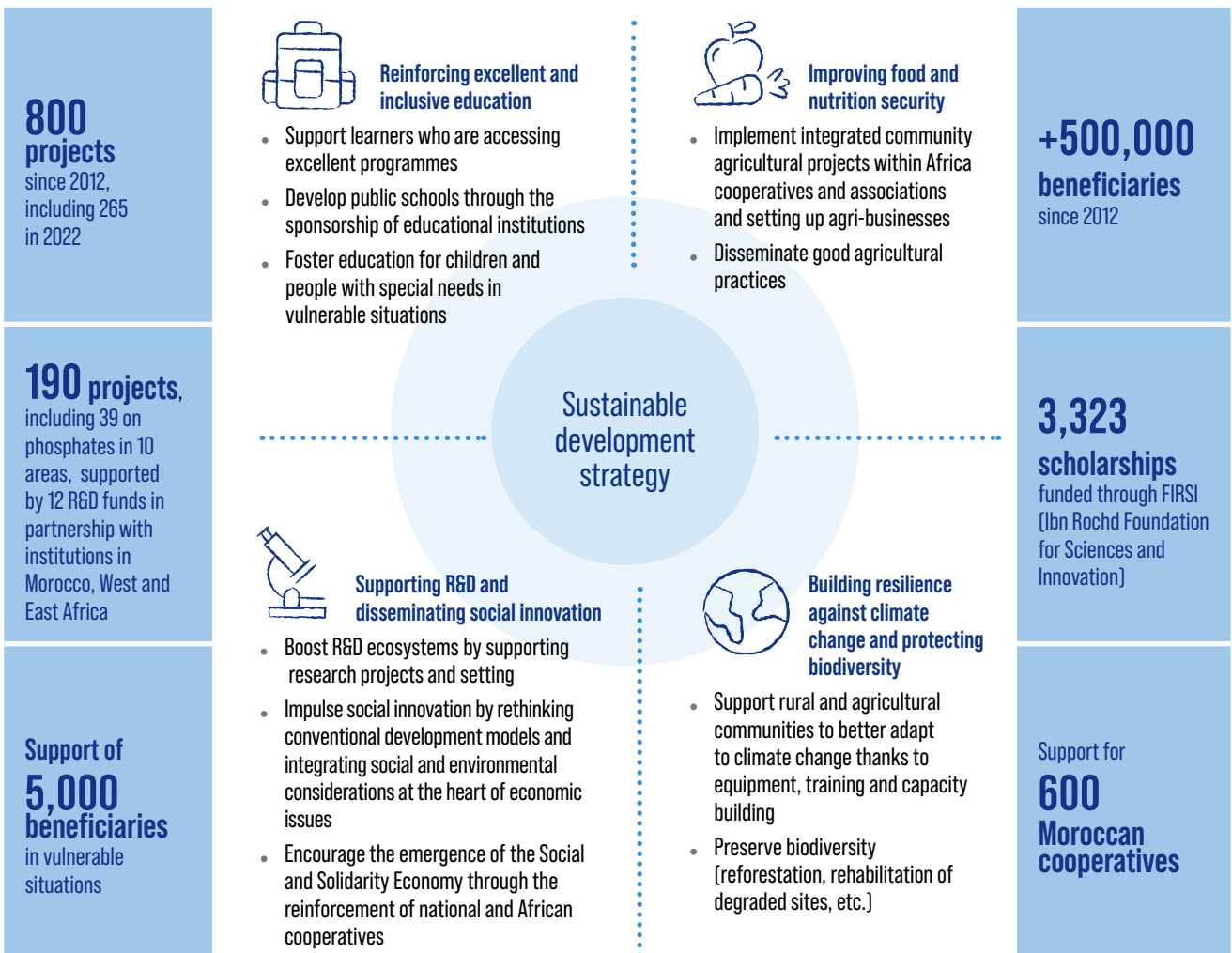
[GRI 203-1, GRI 413-1]  
UNGC : Principle 1

OCP Foundation was created as a non-profit association with the aim of supporting and developing OCP Group’s social and societal footprint. Through an integrated approach built on social innovation, it seeks to contribute to an inclusive socio-economic progress, skills development and knowledge dissemination. OCP Foundation uses its expertise and network of partners to co-build sustainable and impactful solutions that meet the priority needs of the communities it serves. In 2022, OCP Foundation celebrated its 10th year anniversary of being recognised as a public utility by the State. OCP Foundation is leveraging this decade of achievements and the Group’s agility to adapt to evolving global paradigms by transforming its mission

and contribution to OCP’s value chain. In 2022, OCP Foundation consolidated its strategy to maximise its impact and bring sustainable added value to its partners and target communities. Specifically, it aims to:

- Leverage its solid expertise and proven know-how in the fields of education, social and solidarity economy and community agriculture;
- Launch more initiatives in new fields that are of major importance for the reputation and competitiveness of OCP Group;
- Strengthen its governance and operational models.

Within this approach, OCP Foundation aims to be a social and societal actor committed to promoting sustainable human development values carried by the Group in Morocco and other southern countries adopting an agile action model based on collective intelligence through the following strategic axes:





OCP Foundation implements a number of projects and promote innovative approaches in partnership with Moroccan institutions and other national and international organisations to stimulate and sustain the creation of shared value. Along its promotion of a knowledge ecosystem, OCP Foundation is also proud to support the Mohammed VI Polytechnic University and the Mohammed VI High School for Excellence.

[GRI 203-1, GRI 413-1]  
UNGC : Principle 1

**Sustainable and integrated agriculture**

**40** ministerial staff trained in Cameroon and 8 in Ghana

**630** farmers trained in Burkina Faso

**1,000** women targeted for capacity building sessions

Deployment of sponsorship contracts for 29 new schools

Completion of a fertile soil mapping programme in Africa with a total of 5.4 million hectares mapped



**GREAT GREEN WALL INITIATIVE**

The Great Green Wall initiative is an ambitious project aimed at fighting desertification in Africa by creating a wall of trees stretching across the entire width of Africa. The initiative was launched in 2007 by the African Union, and its goal is to restore 100 million hectares of degraded land, capture 250 million tons of carbon and create 10 million jobs by 2030.

OCP Foundation, driven by its ambition to contribute to sustainable development efforts in Africa, joined forces with the Senegalese Agency for Reforestation of the Great Green Wall (ASRGM) in June 2022 to deploy a pilot project focused on reducing the effects of climate change on the environment and on the living conditions of vulnerable populations. The project is based on a multi-sectoral, holistic and ecosystem approach, sustainable land management, restoration of production bases and local economic development, with a vision of transforming Sahelo-Saharan areas into viable economic hubs. The pilot, implemented in the locality of Louga in northern Senegal, is based on 4 main axes:

**1,000  
WOMEN  
TARGETED**  
by capacity-building sessions

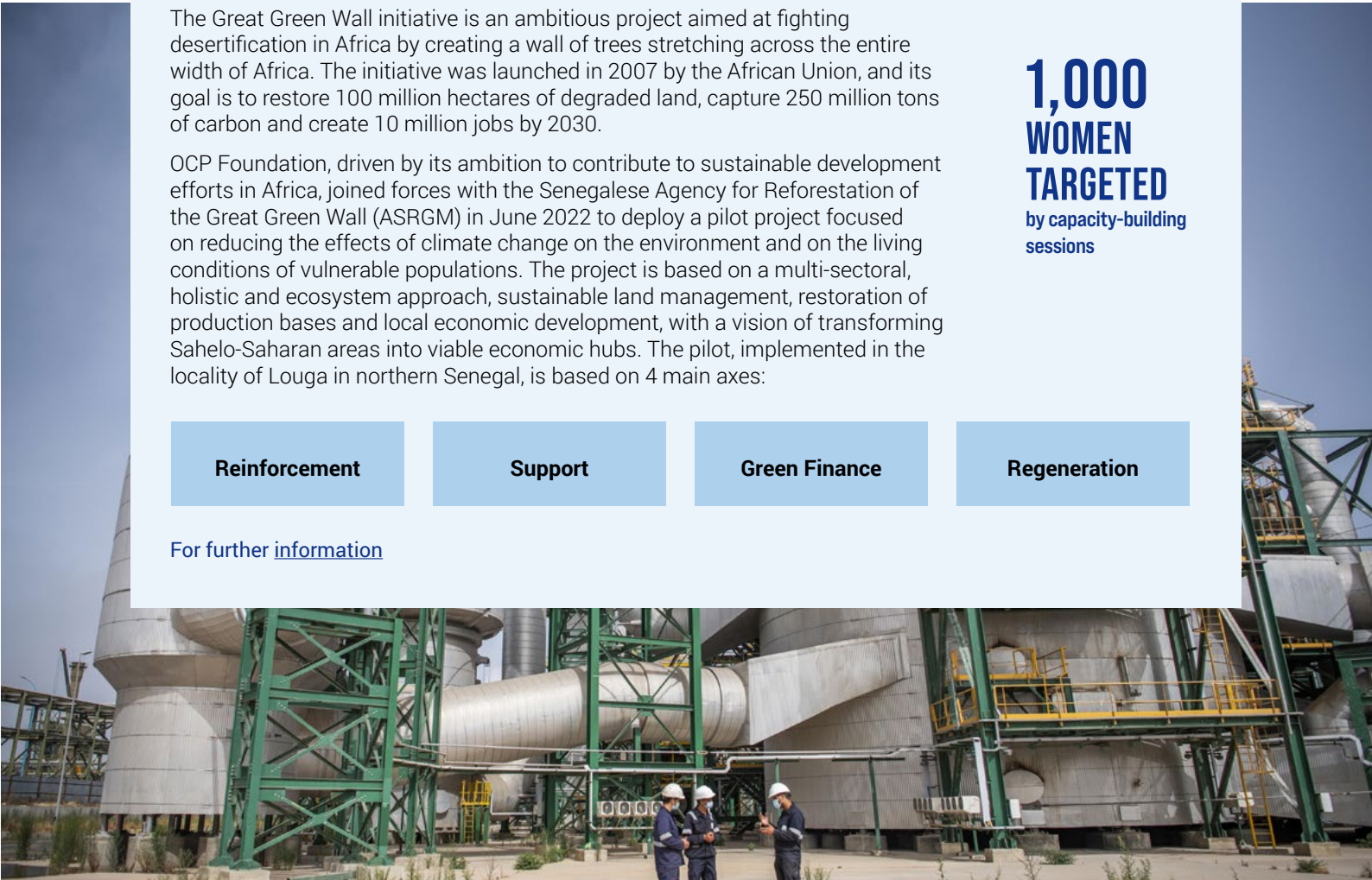
**Reinforcement**

**Support**

**Green Finance**

**Regeneration**

For further [information](#)





## OCP FOUNDATION INITIATIVES

### Education support to excellence

[GRI 203-1, GRI 413-1]  
UNGC : Principle 1

#### CONTINUED SUPPORT TO THE APEE-LM6E (LYCÉE MOHAMMED VI D'EXCELLENCE)

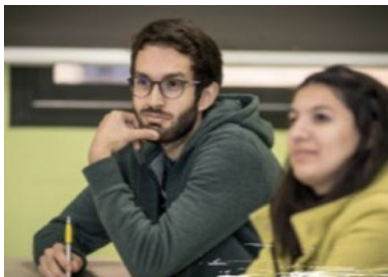
- Support for the 2022-2023 school map of LM6E through balancing subsidy.
- Purchase of additional equipment (accommodation, extension of video surveillance and Fablab, chemistry and IS equipment).
- Completion of infrastructure works and payment of all suppliers.

**144** students admitted to the major  
French engineering schools



#### STRENGTHENING THE UM6P OFFER

- **National Centre for Digitalisation and Distance Learning (CNDE):** 14 operational studios, call for projects launched (76 projects selected, 69 contracts signed), Moodle platform being designed.
- **Social Experience Programme for UM6P students:** Kick off of the programme and involvement of 18 students in citizenship actions and community immersion courses.
- **UM6P Sustainable Development Fund:** 3 calls for projects launched and 30 projects supported.



#### SCHOLARSHIP PROGRAMME

Support for the operation of FIRSI (Ibn Rochd Foundation for Science and Innovation)  
<https://www.firsi.org>

**3,323**  
scholarship holders  
benefiting from

**7**  
programmes

#### SUPPORT FOR PUBLIC PREPARATORY CLASSES TO "GRANDES ÉCOLES" (CPGE) IN COLLABORATION WITH UM6P

- Launching of the 4th stage and delivery of the 3rd stage of the equipment of laboratories in didactic material.
- Realisation of 6 training modules on the projects of establishment for the benefit of 85 beneficiaries of the whole of the CPGE of the Kingdom (Directors, directors of study, etc.).
- Selection of school projects to be supported (22 projects under evaluation).
- Launch of the mobile version of the PrepaDigitale platform.
- Launch in December of the registration of 47 capsules of the economic streams.

**27** CPGE in the 12 regions  
in Morocco

#### SUPPORT TO THE CPA (Centres de Préparation à l'Agrégation)

- Acquisition of didactic equipment and books for the CPAs of Casa, Rabat, Fez and Marrakech.
- Delivery of the first tranche of equipment for the CPA of Settat.
- Final acceptance of the rehabilitation works of the CPA of Rabat and Marrakech.

Acquisition of  
equipment and  
books for

**4 CPAS**



## Education: support for inclusive education

[GRI 203-1, GRI 413-1]  
UNGC : Principle 1



### MAHIR NETWORK

- The aim to train individuals to actively contribute to the human development of Morocco and to drive positive change in our society.
- 76 laureates from the first classes of which 45 are active, 24 have returned to school and 7 are looking for work or study opportunities. 2 new classes of Mahir (16 in Benguerir and 13 in Rabat).

#### Applications for the 3 Act Schools:

**50** candidates in Yousseoufia, **53** in Khouribga and **57** in El Jadida

### 16 ASSOCIATIONS SUPPORTING MORE THAN 5,000 BENEFICIARIES IN VULNERABLE SITUATIONS

- 172 children with disabilities sponsored in partnership with 7 associations.
- 150 Down's syndrome children benefit from early care.
- 86 cochlear implants for deaf children "Nasmaa Programme".
- 30 beneficiaries of hearing aids.
- 10 specialised classes created for 100 autistic children.
- 50 diabetic children treated
- 5 mentally handicapped young people helped to find employment.
- 1500 beneficiaries living with HIV.
- Pilot for the digitalisation of Social Welfare Institutions (AL Ihssan Association).
- 33 visually impaired young people learned to use devices and mechanisms that support their learning.



### SUPPORT THE NATIONAL UNION OF WOMEN (UNFM)

Finalisation of the works within the training centre of Témara.

Launching of training courses in the fields of cooking, pastry-making, dressmaking, hairdressing and paramedicine.

**1,983**

beneficiaries (Tangier 1736, Rabat 142, Khouribga 105)



### SOLICODE SHOOLS TANGIER

This inclusive and supportive training centre focuses on IT development professions.

**2**

classes for 83 learners



### SPONSORED SHOOLS

- Start of the new programme contracts (29 schools): End of the CPS of the development works of the schools of Khouribga, Safi, El Jadida with the accompaniment of the teams OCP, A4C and SAP+D-UM6P.
- Training of teachers and directors in the school project approach: content engineering and planning of training courses with UM6P.
- Curriculum enrichment offer: Finalised engineering phase. Enrichment kits being finalised by the ISE-UM6P.
- REX study of the first cohort of the EP programme launched in collaboration with SIL-UM6P.

**60** establishments sponsored

## Support R&D ecosystems

[GRI 203-1, GRI 413-1]  
UNGC : Principle 1



### R&D FUNDS

- **Multi-thematic R&D Fund - Ecosystem:** 61 projects selected and deployed (35.14 MDH / 170 MDH).
- **APRA-UM6P Fund:** 7 projects selected and deployed (14.56 MDH / 70 MDH).
- **Virology R&D Fund - IPM-UM6P:** 1 project selected and deployed (3.13 MDH / 10 MDH).
- **Fund (SEHSM) - UM6P:** Submission of 7 projects in the framework of the SEHSM call for projects.



### APPHOS (R&D FUNDS)

- Impact assessment completed and shared with stakeholders.
- One week of Talent Moon Shot training for 20 PhDs from the programme.
- Organisation of the closing forum at UM6P (200 people).
- Budget committed: 84.04 MDH / 87.06 MDH.
- Closing of the programme: Holding of the COPIL and closing initiated.

**39** projects on phosphates

### UM6P SUPPORT TO NATIONAL RESEARCH INSTITUTES

- **IPM Virology Centre:** Construction of the infrastructure entrusted by IPM to the Agence Nationale des Equipements Publics (6 MDH / 23 MDH).
- **INH:** 18 projects submitted (4 projects will be selected, 25% of the budget to be committed as soon as the projects are selected).
- **INRA: Project under construction National Agency for Medicinal and Aromatic Plants (ANPMA):** Signature of the agreement in progress.
- **Scientific Institute and CNESTEN:** Files under preparation with the partners in question (25% of the budget to be committed as soon as the projects are selected).

### P3 UM6P LABORATORY

Launch of the construction phase and acquisition of equipment (7.64 MDH / 41 MDH).



### FUNDS TECH TRANSFER

- **Funds TECH Transfer 2020 - Ecosystem:** Due diligence with the 13 selected projects (34.62 MDH/60 MDH).
- **APVAR-UM6P 2021 Fund:** 1 project selected and deployed and submission of complementary studies for 5 projects (1.50 MDH/20 MDH) Economic, Human and Social Sciences and Management.



### RESEARCH FUND MANAGEMENT UNIT UM6P (FMU)

- Operational unit with 10/12 staff (2 profiles under recruitment).
- Launch of 7 calls for projects (CFP), launch of a new CFP with INH, and preparation of a CFP with IPM.
- Conclusion of the study on the TT technology transfer model (10.11 MDH / 30 MDH).

**Launch of a call for projects for the Great Green Wall in conjunction with Senegalese universities and research institutes**



## Promotion of social innovation and dissemination of knowledge

[GRI 203-1, GRI 413-1]  
UNGC : Principle 1



### IMAGINING THE FUTURE OF AFRICA

- Launch of a fundamental module in foresight “Thinking the future and acting in the present” for the benefit of 15 students in the third year of a Bachelor’s degree in Political Science.
- Conducting a bootcamp for 26 students from all disciplines.
- Continuation of the doctoral programme (2 doctoral students in progress).
- Realisation of an executive training for the benefit of 21 participants.
- Realisation of a prototype of Future Literacy Labs for the benefit of 49 people in collaboration between the Faculté de Gouvernance, Sciences Economiques et Sociales de l’Université Mohammed VI Polytechnique (FGSES) and the Social and Human Science Sector UNESCO team.

Conducting a bootcamp for **26** students from all disciplines



### SOCIAL INNOVATION LAB UM6P (SIL)

- Completion of the study of the SIL operational model and proposal of a roadmap for its implementation (Governance and service offer).
- Strengthening of the operational team through the recruitment of a leader and 4 managers.
- Launch of Extended Services in response to the needs of the OCP ecosystem:
- Modelling of school transport management in rural areas (A4C).
- Creation of an incubator for cooperatives in Safi (A4C Safi).
- Pilot REX of sponsored schools (FOCP).
- 9 projects financed under the Seed Fund Research.
- Experimentation of the SI approach by Participatory Video in a sponsored school in Rhamna with the participation of 30 teachers and parents and 20 students.

**9** projects financed under the Seed Fund Research



### LAUNCH OF INITIATIVES IN AFRICA IN COLLABORATION WITH COOPLAB

- Carrying out a pilot diagnosis and capacity building for 50 women in the Niokolo Koba Park.
- Realisation of the participatory diagnosis for the elaboration of a capacity building plan for 38 women members of groups in the localities of Mbaye Awa and Widou and 6 executives of ASERMV.
- Participatory diagnosis for the elaboration of a capacity building plan for the benefit of women members of cooperative groups in Malawi - EWA.



### CONTINUATION OF THE MOURAFKA 2.0

Launch of the capacity building of the first cohort for 230 cooperatives in 4 regions (Rabat-Salé-Kenitra / Marrakech-Safi / Guelmim Oued noun & Draa Tafilalet).

Support to **600** Moroccan cooperative



### SUPPORT TO THE INTERNATIONAL OPENING OF COOPLAB

- Organisation of the African Cooperative Forum for 150 participants (national/international, 36 prizes, 12 sponsors, 15 exhibitors).
- Regional meeting of CEFE facilitators, organised on the side-lines of the Forum, with the participation of some twenty representatives from Senegal, Togo, Mali, the Netherlands and Morocco.
- Setting up of a support programme for Moroccan women’s cooperatives in collaboration with UM6P, Desjardins International and World Affairs Canada and ODCO.



## Climate change and biodiversity

[GRI 203-1, GRI 413-1]  
UNGC : Principle 1



### SUPPORT TO THE NIOKOLO KOPA PARK IN SENEGAL

- Equipment of a fixed water quality analysis laboratory in Tambacounda - Niokolo Koba Park.
- Provision of a mobile water quality control device (mobile unit, motorbikes, pickups).
- One Health diagnosis carried out (animal, human and plant health).

#### Training of

**24** managers and agents of the National Park Directorate (DPN) in the fields of water quality control



### REFORESTATION AND REGENERATION OF ENDANGERED SPECIES-MADAGASCAR

- Organisation of 43 training days for 136 beneficiaries (trainers and learners).
- Provision of equipment for the installation of 40 nurseries.
- Mobilisation of 3 CAFPA centres and 12 women's associations.
- Training for the trainers of the 3 CAFPA centres launched: 22 days organised and 12 modules deployed.
- Delivery of computer equipment to one of the three centres.

**2,000** HA  
under preparation

### SUPPORT PROGRAMME OF THE GREAT GREEN WALL IN THE SAHEL

**Component 1:** Supporting cooperatives in adding value to the agricultural products of the GGW:

- Carrying out a diagnostic study of the needs of cooperatives in the localities of Mbaye Awa and Widou.
- Installation of the integrated agricultural farm in Mbaye Awa and Widou.

**Component 2:** Capacity building of the Agency:

- Diagnosis of the Agency's needs.
- Provision of water analysis laboratory equipment and equipment for the distance learning room.

**Component 3:** Establishment through UM6P of an R&D fund dedicated to GGW:

- Organisation of 2 scientific expeditions (1 expedition of UM6P researchers to the GMV route and 1 expedition of Senegalese researchers to UM6P).
- Launching of a call for projects for the benefit of Senegalese and UM6P researchers.



### BIODIVERSITY RESTORATION OF THE MANGROVE IN THE FADIOUTH BAY

- Training of 60 managers and women in cooperative management, good agricultural practices, salinity management, reforestation, beekeeping and oyster farming.
- Environmental education programme using the One Health approach: 10 target schools identified and programme engineering carried out.
- Provision of small production tools, computer equipment and rolling stock to cooperatives and the Directorate of Community Marine Protected Areas.

### TECHNICAL CAPACITY BUILDING FOR AFRICAN LEADERS

22 training sessions on water, climate change and sustainable agriculture for 40 managers from 6 beneficiary countries (Cape Verde, Togo, Madagascar, Senegal, Ghana, Rwanda).

## Integrated community-based agriculture programmes

[GRI 203-1, GRI 413-1]  
UNGC : Principle 1



### COMMUNITY PROJECT TO SUPPORT THE DAR ESSEALAM COOPERATIVE BORDERING NATIONAL PARK OF NIOKOLO Koba (PHASE 2)

- Diagnosis of the needs of women's cooperative groups bordering the National Park of Niokolo Koba.
- Installation of the integrated agricultural farm for the benefit of the Park's community women's cooperative underway.

Capacity building programme for

**50** women underway



### SUPPORT TO THE EMPOWERMENT OF WOMEN IN AGRICULTURE (EWA) PROGRAMME IN COLLABORATION WITH FEMMES AFRICAN SOLIDARITÉ (FAS)

- Development of a project to support a women's group in Malawi.
- Signature of the FOCP/FAS agreement.
- Carrying out a preliminary diagnosis and identifying partners in Malawi.
- Signature of the agreement with the identified partners in Malawi in progress.
- Carrying out a diagnosis of partner women's cooperatives.

Launch of training for

**164** women from two cooperatives, and installation of the agricultural farm

## Dissemination of good agricultural practices



### PILOT TO SUPPORT RURAL RADIO STATION IN COLLABORATION WITH THE TOGOLESE MINISTRY OF COMMUNICATION

- 3 training sessions on radio production techniques for 24 radio managers and directors.
- Ongoing delivery of communication equipment to 6 local radio stations.
- Production of awareness capsules on agriculture.
- Rehabilitation of 6 rural radio stations.

Rehabilitation of

**6** rural radio stations

### COMPLITION OF FERTILITY MAPPING PROJECTS

- Cameroon: Completion in November 2022. Mapping of 100,000 ha, training of 40 Ministry of Agriculture staff.
- Ghana: Completion in October 2022
- Mapping of 142,000 ha, training of 8 Ministry of Agriculture staff.



# PHOSBOUCRAA Foundation

[GRI 203-1, GRI 413-1]

The Phosboucraa Foundation is committed to enhancing the skills of communities in the southern regions of Morocco and building a brighter future. The Foundation achieves this goal through close monitoring of economic and social developments and identification of emerging challenges. This enables the Foundation to continuously refine and adapt their programmes to best serve the needs of these communities, thus ensuring their ongoing progress.

The commitment to continuous improvement is reflected in the projects undertaken by the Foundation, and which currently prioritise delivering **excellent education and nurturing** innovative entrepreneurship. Their ambitious objectives are achieved through the mobilisation of a diverse range of expertise, the promotion of collaborative synergies, and the cultivation of strong relationships with key players within local ecosystem, such as the Mohammed VI Polytechnic University.

## 2022

### EDUCATION



# 31,875

**young people** and women beneficiaries of the foundation's Learning Centre training programmes, including 3,662 trained in 2022

# + 3000

**students benefiting** from the programme of support towards excellence launched in 2022

### UPGRADE OF TEXTILE SECTOR:



# 20

**cooperatives trained**

### TRAINING OF THE ECOSYSTEM:

# 42

**beneficiaries**

### URBAN DEVELOPMENT



# 10

**hectares developed**

and dedicated to research and development (6 buildings, 1 agricultural green house, + 14 experimental platforms)

### ENTREPRENEURSHIP



# 843

**micro businesses** and cooperatives supported in 2022 within the Learning Centres

# +32,621

**young people**

introduced to entrepreneurship in 2022 to build a more equitable world

### GENDER EQUALITY



# +775

**women financially** empowered in 2022 for a more inclusive world

### RESEARCH AND DEVELOPMENT



# +720

**farmers** benefiting from research projects aimed at improving their production in arid and saline lands





[GRI 203-1, GRI 413-1]

In 2022, the Foundation successfully mobilised several UM6P's institutes and engaged new expert partners to address the needs of the region, leading to the launch of several impactful initiatives:

- The Foundation's R&D support has been enhanced by the establishment of a Scientific Follow-up Committee, aimed at evaluating and assess the research projects funded by the Phosboucraâ Foundation.
- To further enhance education, the Foundation has partnered with UM6P's School of Collective Intelligence. The programme encompasses a sponsorship initiative for high schools in Laâyoune, infrastructure upgrades for schools, and capacity building for both students and teachers.
- The promotion of entrepreneurship has been bolstered with the addition of four new training programmes, two of which are in collaboration with UM6P.





## PHOSBOUCRAA FOUNDATION INITIATIVES

[GRI 203-1, GRI 413-1]  
UNGC : Principle 1

### CAPACITY BUILDING PROJECT FOR COOPERATIVES IN THE REGION OF LAËYOUNE SAKIA ELHAMRA (64 cooperatives)



#### Capacity building project for cooperatives in the region of Lâayoune Sakia Elhamra (64 cooperatives)

The Phosboucraâ Foundation, in partnership with Amideast, has financed a project aimed at strengthening 64 cooperatives in terms of rehabilitating premises and stables, purchasing the equipment required for their operation and providing them with technical assistance of local products.

Development of

**11** livestock cooperatives and equipment for 6



#### Support to 9 new cooperatives of local product obtaining authorisation by the National Office for Food Product Safety (ONSSA)

- Support the preparation and implementation of plans for the development of their premises in accordance with the requirements of the ONSSA.
- 8 have obtained the ONSSA in the first phase of the project and a second wave of 9 cooperatives have also been supported in the preparation of their technical files of these 9 cooperatives 5 are authorised ONSSA and 4 are in progress.

Final objective

**17** cooperatives



#### Organisation of training for the 64 cooperatives

- To strengthen the technical and managerial capacities of the programme's cooperatives, 7 training modules were organised on both the transversal and technical levels.
- A training session was organised in collaboration with Act4community on health and safety at work, risks at the workplace and measures.

**8** days of face-to-face training for cooperatives

[▶ Building entrepreneurial capacities of cooperatives from the region of Laayoune](#)

[▶ How the Foundation supported Laayoune cooperatives? Testimony of our beneficiary Basmat Ibdâa Sahara](#)

[▶ How the Foundation supported Laayoune cooperatives? Testimony of our beneficiary Safae and Marwa](#)

[▶ How the Foundation supported Laayoune cooperatives? Testimony of our beneficiary Al Jamal Union](#)

### RESEARCH & DEVELOPMENT



#### Innovative solutions adapted to the specificities of the southern region

- 14 R&D projects implemented in collaboration with the ASARI centre of UM6P, of which 3 are with International Centre for Biosaline Agriculture (ICBA) and 1 with Seaweed Company.
- Several research projects have been carried out and several results have been obtained with a considerable scientific contribution and a successful transfer of technology with the local ecosystem.

**14** demonstration trial platforms installed

High yields of the tested crops 49T/ha/year of blue panicum

**358** native plants collected and classified



#### Project upscaling alternative crops tolerant to salinity and drought conditions

- The study was carried out at six experimental platforms in southern Morocco.
- Six demonstration platforms are installed at the following sites (Boujdour (Jrifiya), Essemara, Boucraâ (Tadkhesst), Tarfaya, BirAnzaran, Fom Eloued).
- After conducting several trials, blue panicum was evaluated as the most suitable plant for the Saharan context and gave the highest yield (49T/ha/year).

**20** agricultures

**1** PhD student trained

**1** publication



#### Project for the adaptation of innovative integrated farming models

- As part of the FPB ICBA and UM6P partnership, the Integrated Farming Project was conducted to develop integrated aquaculture farms for the production and valorisation of halophytes.
- Throughout this project, the partners were able to install the halophyte production system in ASARI (Salicornia), and seeds of five Salicornia genotypes (ICBA-4, ICBA-5, ICBA-7, ICBA-9, ICBA-10) were sown.
- Equipment is being acquired and fiberglass tanks with adjacent pipes have been purchased and delivered to the Boucraa site.

**20** genotypes of the Salicornia plant were introduced from ICBA and cultivated



## Project development of an atlas book on native plants of the southern region

- In partnership with UM6P and ICBA, the development of an atlas book on native plants of the southern region was carried out, several expeditions by a technical team were conducted in the southern desert to collect indigenous species of the region.
- A scientific classification study was conducted to identify the botanical classes of these plants, their scientific and common names, and their uses. ICBA's expertise was involved in this study to contribute to the botanical identification of the collected plants.

**32** days of expeditions carried out, including 6 days with the participation of ICBA experts

**358** species collected



## Advanced concept for combined evaporative cooling

- In the framework of the FPB-UM6P partnership, this project is registered for the optimisation of energy use in the innovation of air conditioning technology.
- Through this project, a literature review of the processes and materials used in evaporative cooling systems was carried out.
- Suitable equipment has been selected and designed, simulations are underway, the prototype will be developed at ASARI and a workshop on the technology will be organised.

**1** material designed 1 post doc and PhD student trained



## Project on the agronomic and economic sustainability of grass-legume mixtures

- As part of the FPB UM6P partnership, this research project aims to continually improve forage production and provide solutions to the water and salt stress of the region.
- This study concerns the evaluation of the sustainability, adaptation, and performance of grass mixtures such as blue panicum, alfalfa, corn, barley, grass pea, and others.
- As part of this project, 5 research and demonstration platforms have been installed (mostly in Foug Eloued), and several trials have been conducted on new grass mixtures based on the 5 species described above. Technology will be organised.

**5** research platforms are installed

Training of 10 local farmers on the use of forage mixtures under salinity conditions



## Scientific evaluation of ongoing R&D projects by the UM6P's Fund Management Unit (UGF)

- Aims to support the Foundation in evaluating and ensuring the scientific follow-up of the R&D projects underway.
- An expert committee evaluated the progress of all the projects with the ASARI project leaders for the project start-up phase.

**5** experts mobilised

## EDUCATION

[GRI 203-1, GRI 413-1]  
UNGC : Principle 1



## High school sponsorship for the promotion of excellence

- The High School Sponsorship Programme aims to promote excellence in public schools in Laayoune. It is inclusive and open to high school students who want to benefit from an interactive and stimulating learning experience.
- Their progress will be constantly evaluated by the teaching staff in order to accompany them on their way to excellence. Their involvement in events and competitions, as well as outings, will enrich their experience and open up their future prospects.

**120** beneficiaries



## Scholarship Fondation Marocaine de l'étudiant (FME)

- The Phosboucraa Foundation Excellence Scholarship in partnership with the Moroccan Student Foundation is a programme set up in 2014. This programme targets deserving young baccalaureate students from disadvantaged social backgrounds from the 3 regions of the south.
- In the academic year 2021-2022, the total number of remaining beneficiaries of the Phosboucraa Foundation Excellence Scholarship programme by FME is: 5 students.

**3** scholarships in medicine in Morocco

**2** scholarships in engineering schools abroad

## EDUCATION



### Supporting students from southern regions in gaining access to prestigious schools

- In order to facilitate the access of students from the southern regions to prestigious schools and in particular to the prestigious Mohammed VI Polytechnic University, the Phosboucraa Foundation has started a series of orientation and support initiatives in 2022.
- Open days at UM6P Laâyoune research institute in Foug El Oued, were organised.
- The workshops attracted more than 1,500 visitors. Phosboucraa Foundation organised a tour of the high schools in the city of Laayoune to raise awareness of the importance of preparing for the post-baccalaureate stage.

**+250** visitors -  
baccalaureate  
holders

Orientation forum:  
**1,500**  
beneficiaries

High school  
tour:  
**15** high  
schools

Programme of  
support for the  
grandes écoles: **40**  
candidates trained



### Science Week 2022

- In view of the importance of science in the development of society and consequently of the southern regions, the Phosboucraa Foundation naturally joined forces with UM6P Laâyoune for the second edition of the science week. Efforts were concentrated on developing a rich programme accessible to the general public, mobilising the local ecosystem and create awareness.
- The Sahara Astronomy Association, the Regional Academy for Education and Training (AREF) of Laâyoune, the Régional des Métiers de l'Education et de la Formation and The Laâyoune learning centre participated in this science week.

**875** people reached in 2022 vs 410 in 2021

## INSTITUTIONAL SUPPORT



### Construction of the Mohammed VI National Centre for people with disabilities in the regional section Guelmim

- Prevention and early care of people with disabilities
- Medical care, rehabilitation, specialised education, sports and school support.- Social care for children with disabilities.
- Support to families (parental guidance), educational support.
- Professional training and social integration

Construction work is underway,  
with completion scheduled for  
the end of 2023



### Construction of a reception and Care Centre for children in vulnerable situations in Boujdour

The project consists of carrying out:

- The studies relating to the creation of the reception and accommodation centre for children in difficult situations;
- The construction of the reception centre consisting of 3 floors;
- The equipment necessary for the operation of the centre.

Capacity:  
**50**  
beds

Nursery capacity:  
**80**  
children

The works are  
completed, the  
installation of  
the equipment  
is in progress

## TRAINING

[GRI 203-1, GRI 413-1]  
UNGC : Principle 1



### Launch of a certification course dedicated to cooperatives

- To ensure the sustainability of the cooperative capacity development programme and in particular the quality of the skills acquired, the Phosboucraa Foundation has initiated the launch of a cycle of certification training courses in partnership with UM6P-ASARI.
- The learners involved in the training will be evaluated by the pedagogical team of the UM6P Laayoune.
- The certification cycle concerns 4 sectors:
  - Biosaline Agriculture Certificate
  - Certificate of Valorisation of the MAPs sector
  - Certificate in Animal Feed Management
  - Cameline value chain certificate

**90** targeted  
beneficiaries

## ENTREPRENEURSHIP



### Scale up programme

- Is a support programme for VSEs seeking to boost their capacity and increase their performance by providing advice and guidance.
- The programme objective is to provide support to entrepreneurs wishing to diversify their offer or increase their turnover in order to provide larger businesses and move from a VSE status to an SME.
- It is based on four pillars: Diagnosis, Planification, Execution and Evaluation.

**60**

enterprises supported

**60**

Diagnosis carried out

**36**

Group workshops implemented

**56**

Coaching sessions carried out



### Support for textile cooperatives in the Ish region

- This programme, the result of a partnership between the Phosboucraâ Foundation, Act4Community and the École Supérieure des Industries du Textile et de l'Habillement (ESITH), following field visits which enabled the needs of the cooperatives to be identified and a tailor-made programme to be designed to meet their expectations.
- A total of 60 days. Equip cooperatives with all the technical and managerial tools necessary to raise their level of professionalism, improve the quality of their products and thus increase their profitability.

**20**

cooperatives trained (85% women)

A centre equipped for technical training



### INFARMER programme

- The INFARMER programme aims to build a network of distributors of tech solutions and services dedicated to making farmers' lives easier. The programme targets young people seeking socio-economic integration who have knowledge of the agricultural sector and an appetite for entrepreneurship.
- Designed in two stages, the programme focuses on developing young people's entrepreneurial skills and training them in digital agriculture.

**60**

beneficiaries



### Support to Moubadara structures

- With the support of the "Moubadarat", the Phosboucraâ Foundation contributes to providing the southern regions with financial support structures that benefit project holders in these regions.
- The Moubadarat, supported by funding from the Foundation, has a fund that enables it to grant loans on honour after studying the applicant's file. This financing formula, at zero interest, is combined with support for project leaders.

**10**

projects financed in Dakhla (plus 15 ongoing)

**11**

projects funded in ESSEMARA (plus 34 ongoing)

Projects in Tarfaya are ongoing



### Upgrading the catering sector in the Laayoune region

- As part of its mission to develop the socio-economic environment in the southern regions, the Phosboucraâ Foundation has requested the support of the UM6P - SHBM to upgrade the collective catering ecosystem in the Laâyoune region.
- The support programme is in 2 stages:
  - Preliminary phase which consists in establishing a diagnosis and an inventory of the needs of the catering sector in the region of Laâyoune.
  - Structuring a support offer for local catering stakeholders

**1**

field visit of 3 days

**3**

international experts mobilised



### Training assistant sports manager and socio-cultural animator

- The project consists in training and certifying assistant sports managers and socio-cultural animators capable of intervening in the field of animation, supervision and management of sports structures.
- Develop the skills of young people in the region of Laayoune Sakia El Hamra by training and certifying them as assistant sports managers and socio-cultural animators.

Socio-cultural animators:

**20**

young people to be certified in the region of Laayoune Sakia El Hamra

Assistant Sports

Manager: 20 young people to be certified in the region of Laayoune Sakia El Hamra



## ENTREPRENEURSHIP

[GRI 203-1, GRI 413-1]  
UNGC : Principle 1



### Innovative entrepreneurship programme

- The Innovative Entrepreneurship programme has a purpose to contribute to regional development by creating quality local companies, that encourages innovation and co-construction in order to push young people to enhance the economic opportunities of the region.
- The Learning Centres' innovative entrepreneurship programme intervenes in 4 essential phases: Ideation, Market study, Technical study, Financial study.

**152**

business models completed

**13**

business plans produced

**27**

companies created



### Women entrepreneurship programme

- As part of the FPB ICBA and UM6P partnership, the Integrated Farming Project was conducted to develop integrated aquaculture farms for the production and valorisation of halophytes.
- Through this project, the partners were able to install the halophyte production system in ASARI (Salicornia), and seeds of five Salicornia genotypes (ICBA-4, ICBA-5, ICBA-7, ICBA-9, ICBA-10) were sown.
- Equipment is being acquired and fiberglass tanks with adjacent pipes have been purchased and delivered to the Boucraa site.

**143**

women trained

**84**

workshops organised

**190**

hours of training implemented

**64**

project ideas developed



### Creating bridges

Through its recognised expertise in the implementation of programmes to encourage and strengthen innovative entrepreneurship, the Laâyoune Learning Centre, which belongs to the Phosboucraa Foundation, was called upon to support the Boujdour youth platform. The aim is to train and support the teams of the youth platform in implementing the Innovative Entrepreneurship programme in the province of Boujdour.

**1**

Diagnosis targeting the needs of 14 trainers benefited

**6**

hours of interviews

**75**

hours of training on action-based teaching, active pedagogy, facilitation techniques and modular progressions.



### Entrepreneurial skills programme

- Is a programme that aims to develop the capacities and skills of beneficiaries to help them better carry out a professional project through better self-knowledge and better exploitation of their strengths to compensate for their weaknesses.
- This programme helps participants to be confronted with concepts such as problem solving, creativity, critical thinking, among others.

**362**

People trained

**52**

People who entered the entrepreneurial creation programme



### Summer programme

- As part of its commitment to the development of skills in young people, the Learning Centres launched a summer programme in August containing training courses targeting young people in the southern regions who are over 18 years old.
- These trainings are structured around the following main components: Teaching and developing English language skills; Personal development; Communication skills; Entrepreneurship awareness; Photography.

**173**

participants framed

**143**

workshops organised



### Ecosystem Mobilisation Programme

The Entrepreneurial Ecosystem programme welcomes different actors of the entrepreneurial ecosystem, companies of all sizes, schools, governmental and private socioeconomic structures, banks, civil society associations among others. The role of this programme is to strengthen the entrepreneurial environment of the Learning Centres' beneficiaries and to create synergy between the different actors of the ecosystem.

**1,751**

participants in ecosystem mobilisation activities

[GRI 3-3, GRI 203-1]

# UM6P as a leverage of sustainable development

Mohammed VI Polytechnic University (UM6P) stands as a centre of excellence, fostering the training of new generations and serving as a catalyst for a prosperous and innovative Africa. Aligned with the principles of Doughnut Economics, UM6P adopts a transformative approach that shapes the institution and generates positive impact on society. Through this approach, it seeks to strike a balance between meeting the needs of all individuals while respecting the limits set by our planetary boundaries. The university, actively contributes to various dimensions and stages

of social development, including education, health, employment, and social equity. In this sense, UM6P offers a diverse range of programmes and initiatives spanning education, research and development (R&D), entrepreneurship, culture promotion, health and sports care, as well as sustainable infrastructure, UM6P is committed to creating an ecosystem of professionals and individuals who possess the skills, knowledge, and values required to shape a thriving and sustainable future.



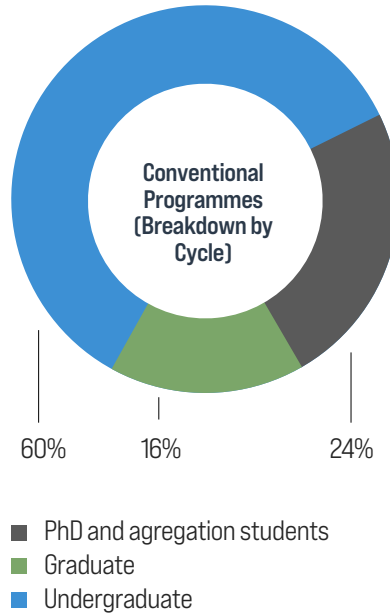
## The way we promote education

Education is one of the most important investments a country can make in its future. Breeding confident, well-rounded successful individuals who will become responsible and resourceful citizens to sustainably develop Africa and our companies as well as international talents.

The university is based on the following pillars:

- Building skills and knowledge
- Training a new generation of competent, innovative, socially responsible leaders
- Promoting research
- Developing sustainable partnerships
- Sharing the values of social responsibility and sustainable development

To pursue its mission, UM6P is divided into four interdependent poles:



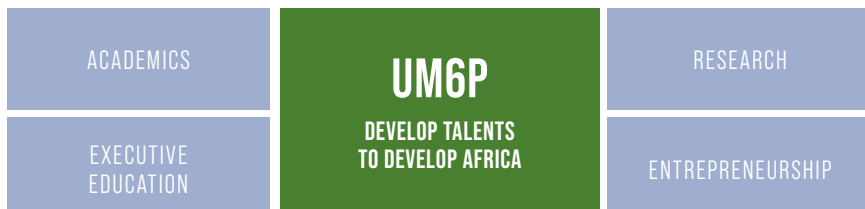
**4,562**  
STUDENTS

**30**  
PROGRAMMES

**26**  
NATIONALITIES

STUDENTS  
**53%** FEMALE **47%** MALE

**50** EXCHANGE STUDENTS



## CAMPUSES ACROSS THE COUNTRY ADAPTED TO SPECIFIC REGIONAL NEEDS

[GRI 3-3, GRI 203-1]

In the service of the common good, merit and excellence, UM6P is expanding its presence in the territories according to a logic of thematic campuses to respond to the economic realities of the regions and to the Kingdom's development challenges while embedding sustainability as a common pillar of its development.

**Rabat:** International relations, political science, economics, and behavioural social sciences within the Faculty of Governance, Economic and Social Sciences (FGSES).

**Casablanca:** Business administration, collective intelligence and coaching within the Africa Business School (ABS).

**Benguerir:** Fundamental sciences, applied research and coding.

**Laayoune:** Biosaline agriculture and management of arid lands – especially through the African Sustainable Agriculture Research Institute (ASARI).

**El Jadida** (to be implemented by 2023): new innovative urban and university hub that respects the environment is planned to host a research centre in the fields of chemistry, biochemistry and industrial agriculture.

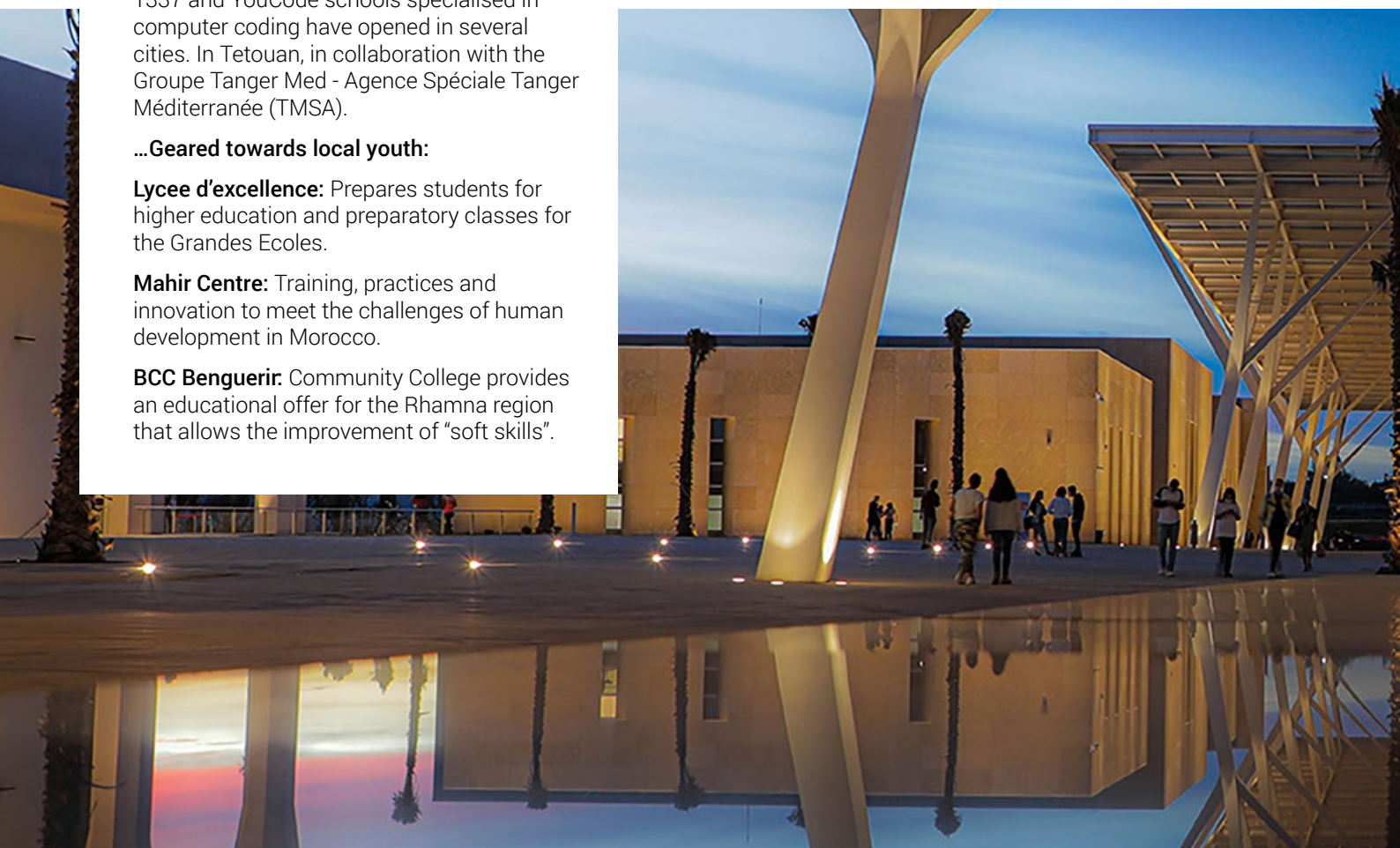
**Khouribga/Tetouan/ Youssoufia/ Safi:** The 1337 and YouCode schools specialised in computer coding have opened in several cities. In Tetouan, in collaboration with the Groupe Tanger Med - Agence Spéciale Tanger Méditerranée (TMSA).

### ...Geared towards local youth:

**Lycee d'excellence:** Prepares students for higher education and preparatory classes for the Grandes Ecoles.

**Mahir Centre:** Training, practices and innovation to meet the challenges of human development in Morocco.

**BCC Benguerir:** Community College provides an educational offer for the Rhamna region that allows the improvement of "soft skills".






## ACADEMICS & EXECUTIVE EDUCATION

[GRI 3-3]

The Executive Training programmes offered by UM6P are tailored to meet the expressed needs of the industrial sector, supporting their aspirations for growth and adaptability to emerging scientific and technological trends. These programmes are versatile and can be personalised to cater to the specific requirements of various industries, offering comprehensive coverage of diverse fields and a wide range of topics with a strong emphasis on practical problem-solving.




In Morocco, **1337** and **YouCode** are leading institutions for IT training. Their programmes are fully accessible to everyone, without any prerequisite diploma or computer-related knowledge. The institutions have implemented an innovative and participatory approach to pedagogy, grounded in peer-learning, which enables students to unleash their creative potential by working on real-world projects. By transforming IT education into a dynamic and engaging discipline, these institutions aim to shape the coders of tomorrow. The schools boast well-equipped and modern campuses to facilitate a productive and conducive learning environment.

### YOUCODE

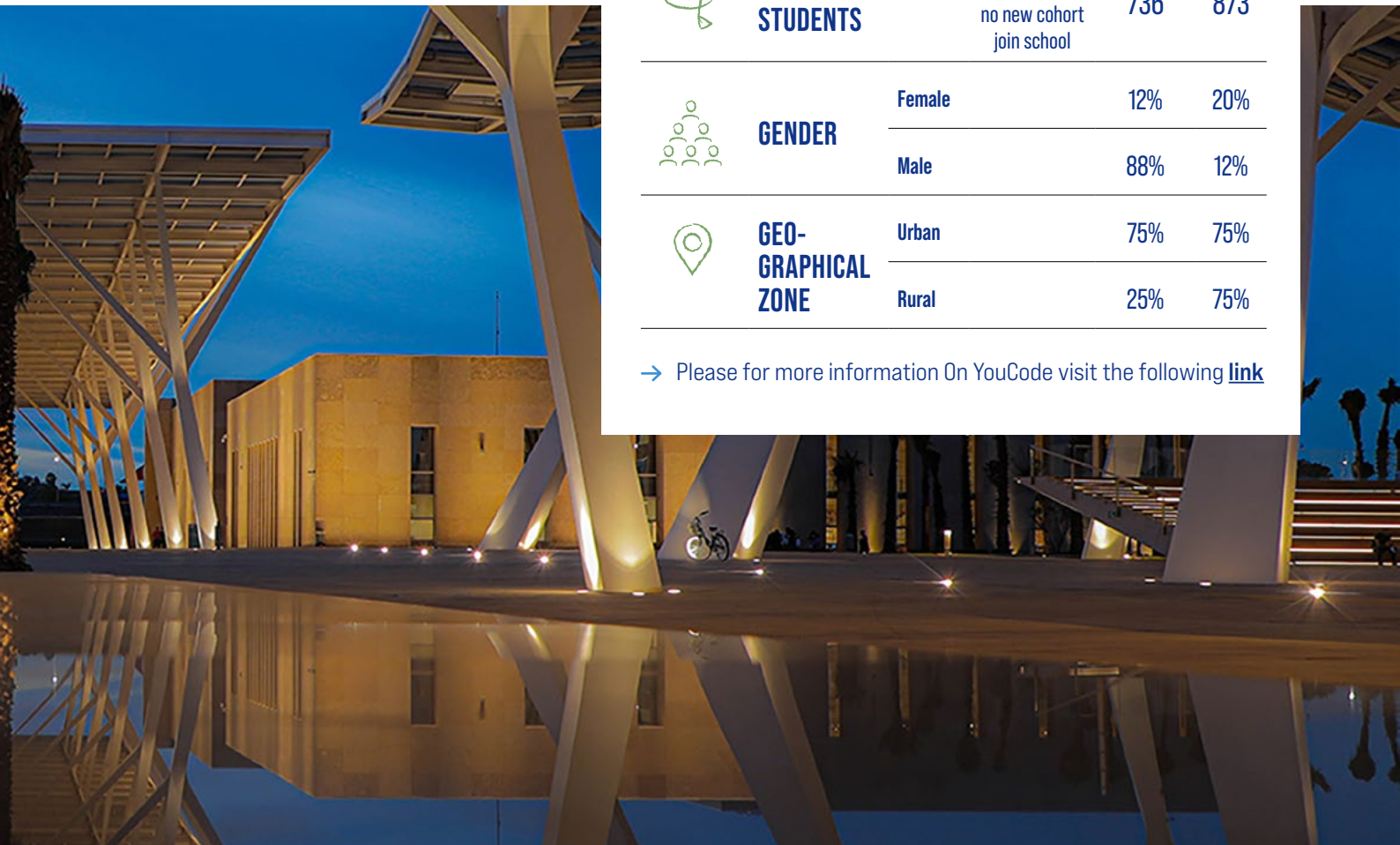
		2020	2021	2022	
	<b>NUMBER OF STUDENTS</b>		165	143	152
	<b>GENDER</b>	Female	19%	24%	20%
		Male	81%	76%	80%
	<b>GEO-GRAPHICAL ZONE</b>	Urban	75%	75%	75%
		Rural	25%	25%	25%

→ Please for more information On YouCode visit the following [link](#)

### 1337

		Academic year		
		2020-2021	2021-2022	2022
	<b>NUMBER OF STUDENTS</b>			
			Covid Lockdown, no new cohort join school	736
	<b>GENDER</b>	Female	12%	20%
		Male	88%	12%
	<b>GEO-GRAPHICAL ZONE</b>	Urban	75%	75%
		Rural	25%	75%

→ Please for more information On YouCode visit the following [link](#)





## UM6P Sustainable Development Ambassadors Programme

[GRI 3-3]



UM6P Sustainable Development Department selects student representatives to become Sustainable Development Ambassadors, who spearhead sustainable initiatives and empower their peers to achieve their full potential. These Ambassadors support the development of the SD strategy and actively involve their colleagues in making the campus eco-friendlier. Their efforts directly contribute to the implementation of the United Nations' Sustainable Development Goals on campus.



**+ 60**  
Actions implemented

**By 59 SDG**  
Ambassadors

**From 15**  
Schools / Programmes



### COXIBIO

In collaboration with the General Affairs Office and the Agriculture and Innovation Technology and Transfer Centre, UM6P has witnessed the official launch of the university Biodiversity-preservation project. COXIBIO is a biological control programme aiming to replace the chemical pesticides used in the treatment operations of UM6P green grounds with a biological control solution. This sustainable bio-project is implemented through the release of auxiliary insects, in particular ladybugs and the landscapes' treatment with 100% Bio insecticides products. Biological control is a method of controlling pests such as crop pests and weeds using antagonistic living organisms, called biological control agents.



### AVIFAUNE

An initiative carried out in collaboration with General Services, involved the installation of 28 birdhouses throughout the Benguerir campus (T1 in 2022 and T2 in 2023) with the aim of providing new places for bird populations to occupy and promoting the local ecosystem. It is also an effective and ecological way to fight against harmful insects by promoting the presence of birds that play a role as natural predators, thus contributing to maintaining the ecological balance of our campus.

Beyond the direct impacts on the ecosystem, this action should also encourage us as campus users to become aware of the importance, beauty, and fragility of local wildlife.



### UM6P 1ST CARBON FOOTPRINT ASSESSMENT

As part of UM6P's Sustainable Development strategy, UM6P has successfully completed its 1st Carbon Footprint assessment, carried out during 2022 for the year 2021, according to the GHG Protocol Corporate Standard and through simulations using both the Bilan Carbone and SIMAP tools focusing on scopes 1, 2 & 3, concerned the 1st extension of the campus of Benguerir, GEP, AITTC and ASARI.

At the end of this 1st assessment, and in a voluntary strategy to reduce the carbon footprint of UM6P in the short and medium term, a decarbonisation plan was

established and has already been implemented through various projects, such as:

- The installation of photovoltaic panels for the production of green energy;
- The implementation of infrastructure for a better waste management and its diversion and upgrading through the appropriate channels;
- Storage and recovery of hazardous chemicals;
- Further promotion through awareness campaigns of good SD practices.

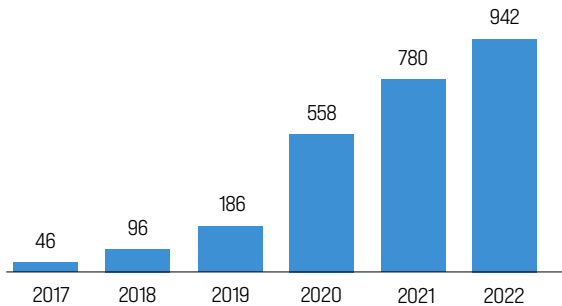
## RESEARCH

[GRI 3-3]

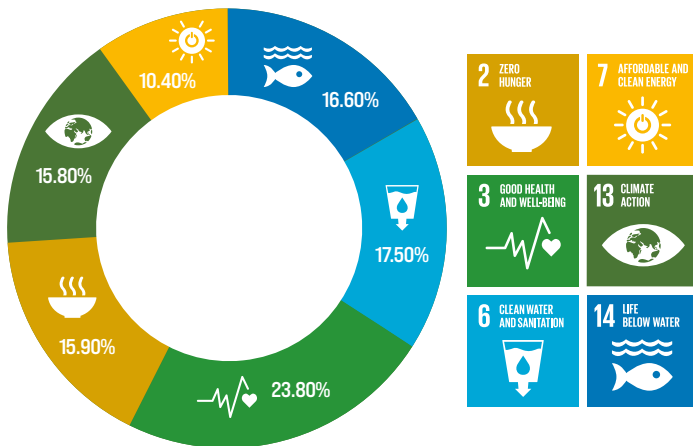
At UM6P, sustainability research has become a prevalent focus across multiple research departments, generating significant interest from our academic staff. To ensure comprehensive and effective sustainability research, it is imperative to foster interdisciplinary collaboration, creating connections between individuals, labs, research centres, and other members of our campus community. Through our research efforts, we actively contribute to Goal 13 of the Sustainable Development Goals, taking urgent action to combat climate change and its impacts, as well as addressing other SDGs related to gender equality and ocean conservation.

 **+21%** of publications in 2022 compared with 2021

Number of publications per year



The breakdown of UM6P publications related to the SGDs



### EXCELLENCE IN AFRICA INITIATIVE

The Excellence in Africa initiative promotes technological excellence in Africa through digital transformation using a network of scientific institutions and engineering schools. Its goal is to establish a sustainable impact by building collaborations, fostering research and innovation, and supporting digital transformation through highly qualified faculty members.

#### JUNIOR FACULTY DEVELOPMENT

**113** applications from 23 African countries

**9** research fields

#### 100 PHDS FOR AFRICA

**10 PHD**

**5** female PhD students

**5** male PhD students

**7** countries

#### DIGITAL EDUCATION

**6** African Universities benefited from the creation of 6 Centres of Competence in Digital Education (C-CoDE)

**180** professors were trained through online workshops (Digital Education Masterclass)

**88** certificates were delivered to participants who completed their trainings

## ENTREPRENEURSHIP AND VENTURING

[GRI 3-3]

### StartGate

Established in 2020, StartGate is a platform that serves as a hub for various incubation and acceleration programmes, designed to cultivate a thriving start-up culture within the UM6P ecosystem, its living labs, and the Green City Mohammed VI of Benguerir. By providing an enabling environment for start-ups to grow, StartGate aims to accelerate the pace of African development, fostering innovation, and supporting entrepreneurial spirit.

### Plug & Play

Plug and Play Morocco is the first external project to integrate the StartGate platform in 2021. Plug & Play is a global innovation platform headquartered in Silicon Valley. It will focus on key areas that will shape the future in Africa – targeting especially the challenges around smart cities.

**10%** Women  
Led projects

**280** Project holders &  
startups supported

**+10** Programmes

**100%** Moroccan project  
owners

**+15** International Mentors invited  
to StartGate with strong  
expertise

## INNOVATION AND ENTREPRENEURSHIP ECOSYSTEM



**Entrepreneurs  
Academy:**

A programme designed to instil an entrepreneurial mindset and equip aspiring African entrepreneurs with the necessary skills through initiation and training in entrepreneurship.



**UM6P  
Ventures:**

The university supports an investment company that provides financial support that enables students and researchers to launch their entrepreneurial projects.



**Social  
Innovation Lab:**

Led by the OCP Foundation and the Mohamed VI Polytechnic University, the lab is a continuous accelerator of innovative initiatives to answer the needs of diverse communities from different regions within our Group's ecosystem. In 2022, 7 projects were selected.



**Impulse:**

A programme created in collaboration with MassChallenge that aims to accelerate the progress of innovative startups involved in fields like agritech, biotechnology, mining technology, materials science and nanotechnologies.



**P-Curiosity  
Lab:**

The PCL is an entrepreneurship and innovation organisation that provides project owners with an opening to initiate their innovative, sustainable, and distinctive ideas for the rural community. It focuses on several clusters, including socio-economic development, sustainability, environmental health, access to energy and education.

**CoopLAB Spinoff Social  
Innovation Lab:**

The CoopLAB, created through a collaboration between OCP Foundation and UM6P, aims to be a model of social innovation at the service of the Social and Solidarity Economy sector by promoting a culture of excellence that reconcile economic efficiency and social impact.



**U-Founders:**

A programme for incubation has been established to support students and researchers in the creation of innovative projects related to deep tech and shallow tech fields.

### UM6P SOLIDARITY MARKET

UM6P solidarity market is an initiative for the promotion of the social and solidarity economy and the support of its components, where UM6P opens its doors once a week, since 2019, to cooperatives from Rhamna region, thus offering them a sales area to promote and highlight the heritage of the province

**+ 54** impacted cooperatives

**+20** editions

**+9** types of products

## Programmes of Entrepreneur Academy

### Entrepreneurship programme

It is a practical training module in entrepreneurship delivered over a semester or trimester for UM6P students.

**74** UM6P  
Students

**150** training  
hours

### The Futurpreneur

The Futurpreneur is an innovative entrepreneurship programme for students aged 9 to 18 years old from public and private Moroccan schools.

**54** high school  
students

**33** training  
hours

### The entrepreneurship programme for the Royal Society of Horse Encouragement (SOREC)

This Entrepreneurship programme consists of teaching entrepreneurship to horse trainers to develop their entrepreneurial mindset and equip them with tools and fundamentals to develop their entrepreneurial project in a more creative way and responding to a real need linked to the equine sector.

**1<sup>st</sup>** cohort of 15 horse trainers  
**33** training hours

### African Young Women Entrepreneurs Exhibition

The Young Woman Entrepreneur Fair was organised on the sidelines of Women's Day. The idea was to highlight young African women entrepreneurs in Morocco. This event was organised in collaboration with a government incubator in Congo. The theme of this Fair was "Dare entrepreneurship". There were workshops and conferences, exhibitions, and sales of women entrepreneurs.

**+60** participants (Non-UM6P)

**9** African Nationalities represented

**+7** women entrepreneurs stands

## Social Innovation LAB supported by OCP Foundation

### TSRD+Q

Empower people in rural areas of the Rhamna region to manage a system that ensures the safety and movement of children to and from school, while being economically viable and providing employment opportunities for local people.

**30** jobs to be created  
**4** workshops organised

### Action Research

Short-term action research projects (maximum 12 months), led by UM6P researchers. Contribution to the reduction of the socio-economic impact of a pandemic through Action Research.

**11** projects selected  
**10** projects funded  
**7** areas researched

### Educational Innovation

A study carried out on the co-construction of a new model of remote education able to face rural challenges in the event of a pandemic and reduce territorial disparities.

**5** establishment covered

**+1,476** of students

**29** schools in the province of Rhamna potentially benefiting from the prototype

### Evaluation of The Sponsored Schools Programme

Evaluation of the Sponsored Schools programme run by OCP Foundation, which supports 60 schools, according to their needs, in the following areas: infrastructure and equipment, pedagogical support, animation of school life, social and community environment, governance.

**31** schools including 20 in rural areas

**13** schools of which 9 are in rural areas to be evaluated

### VCU Safi

Support for the structuring of the caper's value chain, farm chicken and honey in Safi. Phase 1- Diagnosis.

**150** targeted beneficiaries

**9** targeted start-ups supported

**15** targeted cooperatives supported



## COOPLAB Spinoff Social Innovation LAB supported by OCP Foundation

### COOPLAB Academy

#### Programme Mourafaka

Support programme for newly created cooperatives which aim to contribute to the Moroccan cooperative sector through an integrated training and support programme. 600 cooperatives are beneficiaries of the 4th phase of the Mourafaka programme, over a period of 3 years.

**245** Cooperatives  
**123** women's cooperatives  
**2,268** members

#### Support to the Imoutaouina / solidarity generation funding

In collaboration with the Office for the Development of Cooperation (ODCO), the CoopLab supported 12 youth cooperatives in 2022, to set up innovative cooperative projects that meet the needs of structuring and development with business models.

**8** women's cooperative  
**4** sub-Saharan cooperatives

### COOPLAB Academy

#### A4C collaboration

Support to cooperative value chains.

**3** Application  
**100** cooperatives

#### COOPLAB LINK- Rawabit

As part of the "RAWABITE" networking programme, CoopLab organised exchange workshops, workshops and training sessions on the principles of cooperation.

**22** cooperatives  
**72** business opportunities identified

#### Certified training counsellors on cooperative management

Training of trainers in cooperative development using the CEFEE approach.

**19** counsellors trained  
**16** days of training

#### Capacity building for economic interest groups in Senegal

In collaboration with the International Portfolio of the OCP Foundation, CoopLab carried out strategic diagnostic missions in Senegal in three localities. In the Niokolo-Koba National Park (PNNK) in Senegal, CoopLab conducted a participatory diagnosis (Self-diagnosis & Focus group & Value chain analysis) with 20 women from GIE DAR Salam and developed a capacity building plan for the GIE which is being implemented.

#### SOOKOA

Marketing platform: Marketplace to market cooperative products.

#### COOPLAB THINKING-African Cooperative Forum

Event organised in Benguerir. 39 youth cooperatives participated in this edition, which were awarded the "Generation Solidarity" prize worth 50 thousand dirhams per cooperative. The CoopLab organised two Design Thinking workshops with stakeholders, actors of the ecosystem and cooperatives.

**150** representants of the cooperative ecosystem  
**15** exhibitors



## The way we promote culture

[GRI 3-3, GRI 203-1, GRI 413-1]

### MAHIR

The MAHIR Centre, supported by OCP Foundation, creates and applies innovative approaches to foster the growth of young people so they can confidently navigate the challenges of the future. Each year, over 200 individuals participate in the MAHIR and ACT School centres, engaging in activities such as reading, debating, writing, cultural exploration, and collaborative creation. Through these activities, participants empower themselves and form a community of mutual encouragement, capable of contributing to the sustainable development of their country.

### NABNI #3-AMOUR

ACT School participants made a significant contribution to the art exhibition NABNI #3, inaugurated on 15 February 2022 at UM6P in Benguerir. Under the theme of "Love", the participants of the ACT School used their artistic talents (handicrafts, design, music, dance) in collaboration with participants from MAHIR Network centres to create different artworks inspired by two masterpieces of world literature on love: Ovid's The Art of Love and The Necklace of the Dove by Ibn Hazm.

### SOLE

SOLE is the Department of Student Affairs responsible for developing and implementing programmes and services focused on non-academic aspects of student life. Their mission is to ensure student success and autonomy by providing innovative and collaborative learning opportunities, helping them achieve their goals and engage in high-impact activities. Extracurricular activities offered by SOLE benefit students by providing opportunities to develop new abilities and interests, social and organisational skills, better employability, and job opportunities.

### SCIENCE WEEK EVENT

The Science Week is an event organised by UM6P mainly for its students and staff, which main purpose is to invite renowned scientists and thinkers to discuss a current topic and contribute to the dissemination of knowledge and the reputation of the university. This year's edition was about Complexity, with the participation of Professor Réda Benkirane. During the event, over 800 books were distributed, and they will be the subject of a workshop in the upcoming academic year. The UM6P-Press exclusively prints on PEFC certified paper, guaranteeing sustainable forest management.



## GREAT GREEN WALL

With the collaboration of the chairman's office, UM6P organised an event for approximately twenty African artists before the Africa-USA summit held on December 13 in Washington DC. The aim of this residency was to raise awareness among world leaders regarding climate concerns through a constructive and optimistic approach. The artworks were transported and showcased during the sidelines of the summit.



## The way we provide health and sport care

UM6P is committed to promoting a healthy lifestyle, improving academic performance and building a sense of community among students and individuals who are part of UM6P. At OCP, we firmly believe UM6P can create an environment that not only fosters academic excellence but also supports students' holistic development. The following initiatives were conducted in 2022, among others:

**UM6P Wellness Week:** A presentation was carried out on household hygiene by the quality, hygiene, and food safety management. Moreover, a presentation on stress management by a psychologist.

**Medical supervision of the summer camp:** Medical examination for the children participating in the summer camp at the American school. In addition, an inspection of the food served to the children was conducted.

**October Rose:** As part of the "Pink October" movement, the health centre had the pleasure of organising a breast cancer prevention awareness day on October 21st.





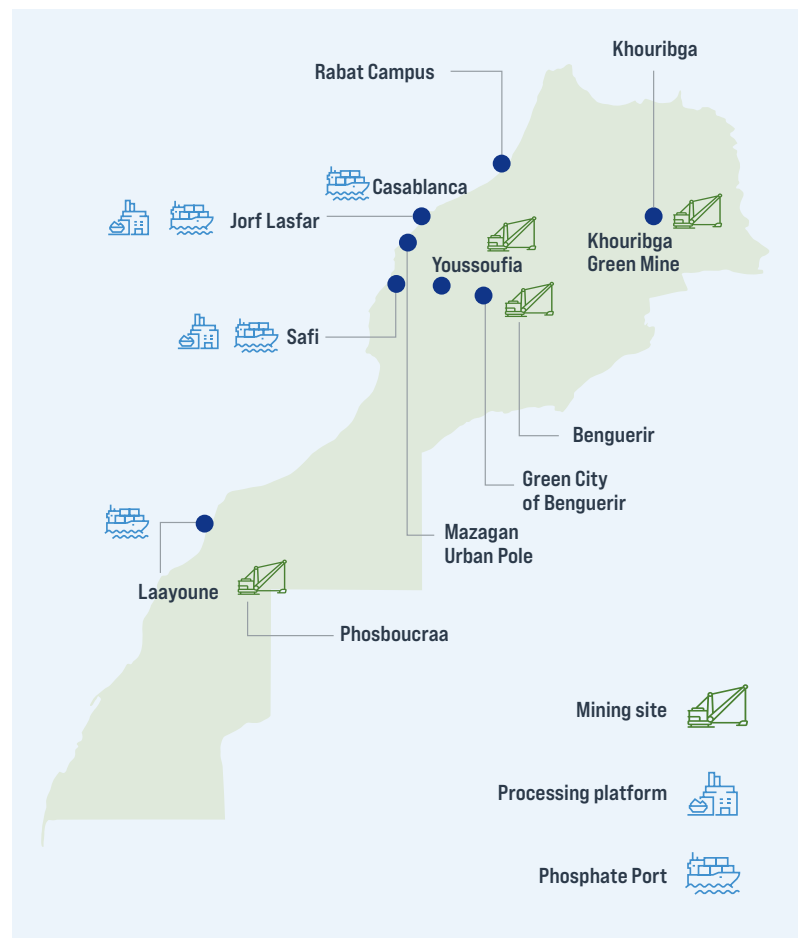


## The way we create smart living environment

[GRI 3-3, GRI 203-1, GRI 413-1]

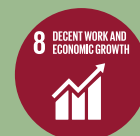
The rapid growth of urban population, the concentration of people in cities, the consequent increase in carbon emissions and the raise in the frequency and severity of natural disasters due to climate change, results in a greater need for cities to become sustainable and resilient. OCP is committed to strengthening urban resilience and inclusive growth. Therefore, over the past years, OCP has created sustainable ecosystems that generate long-term value for communities. Our urban development projects integrate the following principles of smart cities:

- **Smart economy:** promotes productivity, opportunity, and local/global interconnectedness by improving the overall business climate and attractiveness.
- **Smart environment:** smart buildings, resource management, and urban planning including energy transition to limit emissions, water consumption and waste generation.
- **Smart mobility:** enhances the efficiency and service quality of urban transportation, encourages the adoption of new mobility solutions, and increases people mobility through mixed modal access, clean & non-motorised mobility, and integrated ICT.
- **Smart people:** promotes education, career choices, labour market opportunities, talent development, and lifelong learning for all age groups, including inclusion and creativity.
- **Smart government:** strengthens the connections and interactions between public authorities and all stakeholders.
- **Smart living:** improves the quality of life for residents and visitors through health, safety, culture, and happiness infrastructures. To ensure success, OCP believes that smart collaboration and innovation between public authorities, businesses, academia, and civil society are crucial. Thus, OCP engages with stakeholders in its projects to address specific local needs and challenges.



### SDG

OCP strongly supports the achievement of SDG 8 and SDG 11 by creating safe, affordable and resilient cities with green, inclusive and decent living conditions.





## 1. Rabat Campus

Mohammed VI Polytechnic University's Technopolis (Rabat/Salé) Campus is a multi-thematic one, currently hosting the department of Social Sciences, Economics and Humanities, the Business & Management department and the Moroccan International Centre for Artificial Intelligence, which is a centre of excellence that aims to foster the emergence of Moroccan expertise in Artificial Intelligence and Data Sciences. The Department of Social Sciences, Economics and Humanities is a teaching and research ecosystem that brings together three entities: the Faculty of Governance, Economics and Social Sciences (FGSES), The Africa Institute for Research in Economics and Social Sciences (AIRESS) and the Public Policy School (PPS).

The Department of Business Management includes several schools: Africa Business School (ABS), the School of Collective Intelligence (SCI) and the School of Hospitality Business & Management (SHBM), where the belief is that changing mindsets and practices for effective resource management is crucial to foster sustainable economic development and ensure the well-being of communities.

In 2021, the first phase of Mohammed VI Polytechnic University's Technopolis (Rabat/Salé) Campus was built in nine months.

## 2. Benguerir green city

### LOCAL NEEDS SHAPING THE CITY

The green city of Benguerir aims to extend its development and infrastructure beyond the first phase achieved to meet the growing need of UM6P of facilities and services. The SADV (Société d'Aménagement et de Développement Vert) is launching a programming study to define the vision and the programme of the new phase which represents an area of 1000 ha and which consider the city of Benguerir.

### Main features of the Green City

The green city of Benguerir aims to become a reference knowledge city, both smart and green. The plan is to build an intelligent and sustainable urban area with UM6P at the heart, with the goal of providing a modern and appealing living environment for its residents. This urban area is designed as a living lab allowing experimentation in all domains of urbanism.

- **Academic excellence & research:** a value chain of educational excellence and comprehensive applied research with state-of-the-art equipment and living laboratories. Among the key infrastructures: the world class Mohammed VI Polytechnic University (UM6P), Lycée d'Excellence (LYDEX), the coding school (1337), Industrial Expertise Centres and living labs open to the scientific community to test full-scale solutions in key areas - Green energy park, Green & Smart Building Park.
- **Economic development:** an economic activity zone dedicated to innovation players with a range of specific services and support.
- **Urban attractiveness & sustainability:** a city with quality, sustainable and smart urban amenities and living spaces, combined with a real estate offer and attractive services.

### The Green Belt as the connection of the Green City elements

In 2021, the green belt of the city began to take form. The purpose of this structure is to link the different natural urban areas in the city serving as its backbone and lungs, increase and preserve biodiversity, mitigate heat effects, and reduce pollution. Nature is also enhanced before starting any new urbanisation project through pre-planting adapted to local soil and the re-introduction of native species, with around 50,000 trees foreseen to be planted. Playgrounds and street furniture will be built to provide a walking path with several stop points and to make the corridor accessible and attractive for all-age citizens.

**70,000** PLANTINGS ALL STRATA COMBINED



[GRI 203-1]

## A modern city

The Green City will provide its users a range of services and facilities that will create a healthier and more sustainable environment. The project is designed to provide a high-quality of life for its residents by providing all accommodations needed, creating a peaceful and harmonious community. The project aims to minimise disturbances and offer a calm environment that fosters a sense of community.

The Green City will be equipped with the following features:

### 1. ENERGY:

- the green city aims to provide all of its needed energy from **renewable sources by 2027**, collaboration and partnership in discussion with OCP Green Energy.
- Bioclimatic architecture and energy efficiency of buildings:** urban shapes are designed to optimise the natural circulation of winds and sunshine.

### 2. GREEN WATER:

- A **responsible water management** system which includes double circuit drinking and grey water, rainwater retention, and recycling of wastewater.
- Partnership with AgriEdge to develop **smart irrigation technology** to maximise irrigation efficiency. Satellites will be used to watering plants when needed.
- Partnership in discussion with OCP Green Water to provide **recycled water** for watering, and desalinated water by 2025.

### 3. TRANSPORTATION:

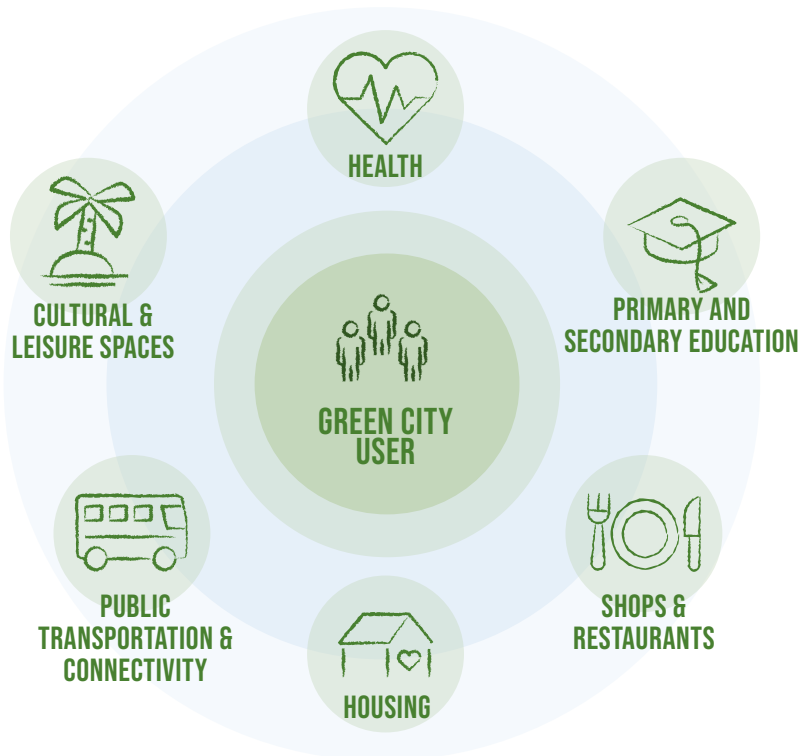
- A **Green belt** to structure all the soft routes and connect all districts in a natural way.
- Soft mobility routes** (pedestrian & biking paths).
- Electrical charges** expected to be implemented around the green city. Electrical buses project is under study.

### 4. WASTE:

- A **smart system of waste management**, which includes recovery of waste and a compost station that will be established around 2024 to process food scrap and divert waste away from landfills.

### 5. INNOVATION:

- Semi-autonomous districts** to guarantee residents close access to shops and services, and helps reduce movement and CO<sub>2</sub> emissions.
- Open innovation promotion:** to allow start-ups within the ecosystem to propose innovation solution to common issues of the city, such as green transportation using electrical bikes.
- Eco-construction** prototype under construction as a research project with UM6P, based on using phosphate waste-rock as raw material, which will allow after the proof-of-concept phase to build housing and facilities.
- Quality urban service.



Moreover, in line with the Green Investment Strategy, the Green City is partnered with OCP Green Water and Green Energy and will receive its support to provide energy for the city by 2027 from renewable sources, as well as recycled and desalinated green water.

The Green City is part of the LEED ND (Neighbourhood Development) internationally recognised certification process. The new city is organised around 2 overlapping grids: one grid is assigned to vehicle service routes, the other to soft mobility: pedestrians and bicycles. This grid structuring the built volumes, the positioning of the buildings and the urban fabric was designed according to an orientation featuring the best bioclimatic trade-off.



### GREEN ENERGY PARK: SCALING UP TO BOOST SOUTH-SOUTH COLLABORATION

The Green Energy Park is 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). The ecosystem model created in Benguerir is being duplicated outside our country in African countries such as in Côte d'Ivoire where the construction of a local Green Energy Park is being finalised. The new platform will allow Ivorian students and Ivorian companies to develop expertise as well as, the use and inspiration from Moroccan technologies.

**80 HA**  
of green belt along 4km  
with 5 oases

**30 HA**  
of thalwegs

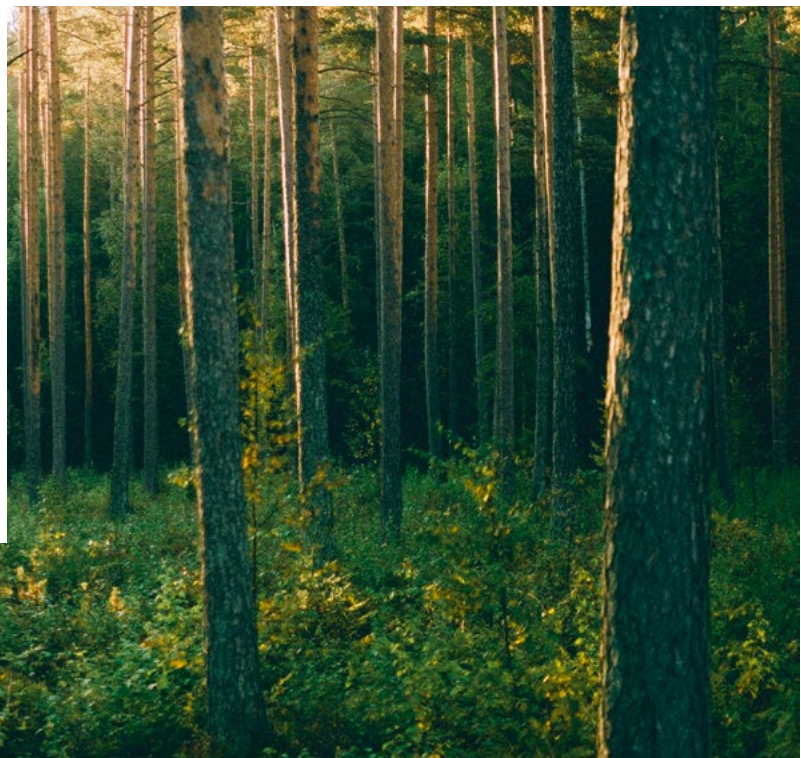
**15 HA**  
of farming space

**20 m<sup>2</sup>**  
of green spacer per  
habitant

	2045
Ha	1,300
Inhabitants	100,000
Residential units	25,000
m <sup>2</sup> green space per inhabitant	20
Students & Researchers	20,000
m <sup>2</sup> of shops	200,000

### Africa's most powerful SuperCalculator for scientific research and innovation

Morocco has become the top-ranked African country in terms of computing power after integrating the most powerful supercomputer in Africa in 2020, which has a capacity of 3.15 petaflops. The African Supercomputing Centre was developed in partnership with the University of Cambridge and is ranked 98th among the world's most powerful supercomputers. The project provides opportunities for advances in scientific research and innovation in areas such as modelling genome of African plants and microbiomes, agricultural land management, and renewable energy integration.





### 3. Technopole Foum El Oued - Laayoune

Designed around the Mohammed VI Polytechnic University, The Technopole Foum El Oued aims to contribute to the socioeconomic development of Morocco’s southern regions through the promotion of academic excellence, research and development, and innovation. In 2022, four new entities from the Mohammed VI Polytechnic University joined forces with the Phosboucraâ Foundation to further enhance the existing activities. This collaboration builds upon the foundation laid by the research institute of UM6P (ASARI) in 2020 and the subsequent addition of the Higher Institute of Biological and Paramedical Sciences of UM6P (ISSBP).

As a result, the Phosboucraâ Foundation has expanded its partnership to include the UM6P School of Collective Intelligence, with the aim of promoting its education excellence support programme initiated in 2022. Additionally, the Foundation relies on the expertise of the UM6P Fund Management Unit (UGF), which oversees a scientific monitoring committee responsible for evaluating and promoting research projects funded by the Phosboucraâ Foundation. Furthermore, collaborations with SBU AgriEdge and the School of Hospitality and Business Management (SHBM) are utilised to provide the community with new entrepreneurial opportunities.

	2022
<b>In operation phase</b>	1,200 jobs
<b>Students</b>	2,500 in the long term of UM6P Laayoune
<b>Budget</b>	200 million USD (2,080 Billion MAD)

**85%** of the technopole's service providers are locals

Biotechnologies

Water Management

Renewable energy

**3**

Research areas

**11**

Research projects

**30**

Researchers, technicians and PhD students

#### UM6P Laayoune, creating value from Saharan Soils with African Sustainable Agriculture Research Institute (ASARI)

In its endeavour to stimulate new sources of economic growth in the southern regions of Morocco, the Phosboucraâ Foundation is providing support to the UM6P research centre, the African Sustainable Agriculture Research Institute (ASARI), that focus on matters concerning the Saharan and saline context, with three dedicated research units in biotechnology, water and environment, and renewable energy. The collaboration consists of funding of 14 scientific projects, that are now yielding concrete results:

- With regards to the introduction of new crops resilient to salinity, Blue Panicum has been identified as the most suitable crop for the Saharan climate, offering better preservation of production and income for local farmers. Scientific research efforts have also focused on enhancing crop yields in saline environments, resulting in the identification of three salinity-tolerant crops that boost farmers’ production by 80%.
- In the field of biochemistry, important biochemical substances, particularly in algae extracts, have been identified for their potential use as dietary supplements, bio-pesticides, or biostimulants. Novel extraction methods have been developed for to harness these substances for the benefit of the local community, whether as bio-insecticides, biostimulants, or for applications in the pharmaceutical and cosmetic industries.
- Water scarcity poses a critical challenge in the region. To address this issue, a solution has been developed to assist the community in coping with water scarcity through a process known as desalinating water by adsorption.

These promising results have been validated by the scientific committee appointed by the Phosboucraâ Foundation through the UM6P Fund Management Unit. The committee consists of three experts who are widely recognised in their respective research domains. In addition to providing a positive evaluation of the Foundation’s projects, the scientific committee has also issued encouraging recommendations endorsing their potential for large-scale implementation or transfer to business ventures. To ensure the practicality and applicability of the research projects it supports, the Phosboucraâ Foundation maintains its commitment to facilitating collaboration between ASARI researchers and local communities. By fostering this connection, the Foundation aims to enhance the relevance and impact of their research, aligning it closely with the needs and aspirations of the community.



## 4. Mazagan urban pole

### LOCAL NEEDS SHAPING THE CITY

The Mazagan Urban Pole project aims to encourage the development of a national urban area composed of El Jadida and Azemmour and promote economic and social development in regions where the OCP Group operates. The project is based on a diagnostic approach that identifies key factors impacting territorial dynamics, including economic, social, environmental, and cultural factors. The Société d'Aménagement et de Développement de Mazagan Ltd. (SAEDM), held by OCP Group and the Department of State Property, was created to deliver the project and increase the appeal of El Jadida and create value from Azemmour's uniqueness.

#### Main features

The Mazagan urban pole is built around three main principles:

- **Modernity:** a connected city, a pioneer in new technologies in Morocco perfectly integrated into an urban and sustainable territory.
- **Quality of life:** an exceptional living environment, between ocean and forest, offering quality services and infrastructure - embedding environmental standards, conserving forests/green spaces, and encouraging social mix and workplace diversity.
- **Knowledge & innovation:** recognised academic centre allowing for the development of research, knowledge and innovation, etc.

The objectives are to:

- Create a quality residential offer to meet the growing need for housing.
- Train and develop the skills necessary for the region's economic development.
- Participate in the region's influence and its attractiveness at national and international level.

**USD 500**  
MILLION INVESTMENT

**134,000**  
RESIDENTS BY 2045

The Mazagan urban pole is being built to be certified Green Star Communities – sustainable urban certification launched by the Green Building Council Australia

	2045
Ha	1,300
ha hosting residential area, academic centre, research and innovation area, touristic and cultural amenities, zone for tertiary activities, etc	622
ha dedicated to green spaces	303
ha for land reserve	180



## PROJECT PHASES

Mazagan urban pole consists of a collection of four urban villages in the form of green neighbourhoods centred on active cores - each has its own purpose:

- **Cores A & C:** composed of residential, retail & office components
- **Cores B & D:** devoted mainly to research, innovation, academic and hospitality infrastructures.
- **Phase 1:** 2017-2026 – Core A & D
- **Phase 2:** 2026-2035 – Core B
- **Phase 3:** 2035-2040 – Core C



## 5. Khouribga Green Mine

The Khouribga Green Mine is an old mine transformed into an urban area administrated by the mining site. This 300-ha area is home to a Green Mine Park, a Central Mall (with business services, commercial spaces, office spaces), facilities for the population, including 1,800 units of housing, a multiplex and media library, hotels and real estate, and training centres for improving employability. The media library and Central Mall are already operational.



# 4

# Financial Statements









## Key figures

(In millions dirhams)	Note	FY 2022	FY 2021
<b>Revenue</b>	4.1.1.2	<b>114,574</b>	<b>84,300</b>
Profit (loss) from joint ventures	6.1	1,887	1,185
<b>EBITDA</b>		<b>50,076</b>	<b>36,269</b>
Profit (loss) before exceptional items		41,640	27,254
Cost of net financial debt	10.1.5	(2,286)	(2,223)
<b>Net profit (loss) – Group share</b>		<b>28,185</b>	<b>16,326</b>
Consolidated equity – Group share		108,052	86,200
Net financial debt		50,945	45,076
Net operating investments		(20,011)	(13,135)
<b>Basic and diluted earnings per share (in dirhams)</b>	12.4	<b>338.41</b>	<b>193.96</b>
<b>Dividend per share (in dirhams)</b>	12.2	<b>98.50</b>	<b>61.85</b>

## Consolidated statement of profit loss

(In millions dirhams)	Note	FY 2022	FY 2021
Revenue	4.1.1.2	114,574	84,300
Production held as inventory	4.2.4	10,403	278
Purchases consumed	4.2.2	(54,596)	(29,360)
External expenses	4.2.2	(11,754)	(9,969)
Personnel expenses	5.1	(11,615)	(10,550)
Taxes		(306)	(278)
Profit (loss) from joint ventures	6.1-6.2	1,887	1,185
Exchange gains and losses on operating receivables and payables		1,010	620
Other operating income and expenses		471	44
<b>EBITDA</b>		<b>50,076</b>	<b>36,269</b>
Amortisation, depreciation and operating provisions	8.4-9.2	(8,435)	(9,016)
<b>Operating profit (loss) before exceptional items</b>		<b>41,640</b>	<b>27,254</b>
Other non-recurring operating income and expenses	7.2	(1,258)	(1,454)
<b>Operating profit (loss)</b>		<b>40,382</b>	<b>25,799</b>
Cost of gross financial debt		(2,508)	(2,384)
Financial income from cash investments		222	161
<b>Cost of net financial debt</b>	10.1.5	<b>(2,286)</b>	<b>(2,223)</b>
Exchange gains and losses on financial receivables and payables	10.2.3	(3,366)	(899)
Other financial income and expenses	10.2.3	(374)	(2,178)
<b>Financial profit (loss)</b>		<b>(6,026)</b>	<b>(5,299)</b>
<b>Profit (loss) before tax</b>		<b>34,356</b>	<b>20,500</b>
Corporate Income Tax	11.2 – 11.3	(6,122)	(4,164)
<b>Net profit (loss) for the period</b>		<b>28,233</b>	<b>16,336</b>
Net profit (loss) – Group share		28,185	16,326
Net profit (loss) Non-controlling interests		49	10
<b>Basic and diluted earnings per share (in dirhams)</b>	12.3	<b>338.41</b>	<b>193.96</b>

[GRI 2-2]

## Consolidated statement of comprehensive income

(In millions dirhams)	FY 2022	FY 2021
<b>Net profit (loss) for the period</b>	<b>28,233</b>	<b>16,336</b>
Actuarial gains or losses	(47)	(552)
Taxes	15	109
<b>Items that will not be reclassified to profit or loss</b>	<b>(32)</b>	<b>(443)</b>
Translation of differences	405	(25)
Share of gains and losses recognised in equity for equity-accounted (CFH variation)*	(1,504)	(464)
Taxes	526	103
<b>Items that may be reclassified to profit or loss</b>	<b>(572)</b>	<b>(387)</b>
<b>Income and expenses for the period, recognised directly in equity</b>	<b>(605)</b>	<b>(830)</b>
<b>Consolidated comprehensive income</b>	<b>27,629</b>	<b>15,506</b>
Including Group share	27,580	15,496
Including non-controlling interests' share	49	10

(\*) The effective portion of the hedge, which corresponds to the portions of the bonds redeemed (i.e. 41.36% of the bond maturing in 2024 and 44.44% of the bond maturing in 2025), was fixed among the recyclable reserves at MAD 496 million. On the other hand, changes in the fair value of cash flow hedges for the remaining shares not yet redeemed continue to be recognised in equity for the effective portion of the hedge.. The share of fixed reserves and the gains and losses accumulated in equity for the remaining loans not yet repaid will be reported in the income statement when the future revenue is recognised, starting from April 2024

## Consolidates statement of financial position

(In millions dirhams)	Note	FY 2022	FY 2021
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	10.1.3.1	18,556	8,001
Cash financial assets		509	2,538
Inventories	4.2.4	25,990	14,804
Trade receivables	4.1.2.2	15,481	13,184
Other current assets	7.3	23,116	15,765
<b>Total current assets</b>		<b>83,652</b>	<b>54,293</b>
<b>Non-current assets</b>			
Non current financial assets	10.2.2	1,078	708
Investments in equity-accounted companies	6.1	7,076	5,518
Deffered tax assets	11.4	125	156
Property, plant and equipment	8.2	129,547	116,938
Intangible assets	8.3	4,532	4,385
<b>Total non-current assets</b>		<b>142,359</b>	<b>127,705</b>
<b>Total Assets</b>		<b>226,012</b>	<b>181,998</b>

## Consolidated financial statements

(In millions of dirhams)	Note	FY2022	FY 2021
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Current loans and financial debts	10.1.2.1- 10.1.2.2	10,136	4,662
Current provisions	9.2	587	556
Trade payables	4.2.5	20,306	18,141
Other current liabilities	7.4	16,953	10,104
<b>Total current liabilities</b>		<b>47,982</b>	<b>33,463</b>
<b>Non-current liabilities</b>			
Non-current loans and financial debts	10.1.2.1- 10.1.2.2	59,877	50,954
Non-current provisions for employees and benefits	9.2	5,169	5,964
Other non-current provisions	9.2	1,231	1,131
Deferred tax liabilities	11.4	590	1,633
Other non-current liabilities		12	
<b>Total non-current liabilities</b>		<b>66,880</b>	<b>59,681</b>
<b>Equity – Group share</b>			
Issued capital	12.1	8,288	8,288
Paid-in capital		18,698	18,698
Consolidated reserves – Group Share		52,882	42,888
Net profit (loss) – Group share		28,185	16,326
<b>Equity – Group share</b>		<b>108,052</b>	<b>86,200</b>
Non-controlling interests		3,098	2,654
<b>Total equity</b>		<b>111,150</b>	<b>88,854</b>
<b>Total liabilities and equity</b>		<b>226,012</b>	<b>181,998</b>

[GRI 2-2]

## Cosolidated statement of cash flows

(In millions dirhams)	Note	FY2022	FY 2021
<b>EBITDA</b>		<b>50,076</b>	<b>36,269</b>
Subsidies and donations	7.1	(988)	(997)
Other non-current operating income and expenses		24	(16)
Other non-current operating income and expenses- prior period		386	(65)
Profit or loss of associates and joint ventures		(1,887)	(1,185)
Other movements		(2,133)	(2,274)
<b>Funds from operations</b>		<b>45,470</b>	<b>31,732</b>
<b>Impact of the change in WRC</b>		<b>(13,596)</b>	<b>2,091</b>
Inventories		(11,030)	(1,206)
Trade receivables		(2,183)	(4,476)
Trade payables		(846)	1,894
Other current assets and liabilities		462	5,880
Taxes paid		(4,637)	(1,656)
<b>Total net cash flows related to operating activities</b>		<b>27,244</b>	<b>32,167</b>
Acquisitions of PP&E and intangible assets	8.2.8.3	(20,011)	(13,135)
Disposals of PP&E and intangible assets		141	156
Net financial investments		1,952	(2,663)
Impact of changes in scope		(51)	(54)
Acquisitions of financial assets		(285)	(69)
Disposal of financial assets		3,025	
Dividends received		380	106
<b>Total net cash flows related to investing activities</b>	<b>10.1.4</b>	<b>(14,849)</b>	<b>(15,658)</b>
Loan issue	10.1.4	12,848	17,500
Loan repayment		(3,640)	(22,980)
Hybrid securities coupons		(385)	(393)
Net financial interest payments		(2,529)	(3,815)
Dividends paid to Group shareholders	12.2	(8,091)	(5,081)
Dividend paid to minority shareholders		(170)	(173)
<b>Total net cash flows related to financing activities</b>		<b>(1,968)</b>	<b>(14,941)</b>
Impact of changes in exchange rates on cash and cash equivalents		126	10
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>10,544</b>	<b>1,577</b>
Opening cash and cash equivalents	10.1.3.1	8,003	6,425
Closing cash and cash equivalents	10.1.3.1	18,557	8,003
<b>Changes in net cash</b>		<b>10,544</b>	<b>1,577</b>



## Consolidated statement of changes in equity

(In millions of dirhams)	Issued capital	Paid-in capital	Actuarial gains or losses <sup>1</sup>	Hybrid securities <sup>2</sup>	Other consolidated reserves	Translation difference
<b>Equity as at 1st January 2021</b>	<b>8,288</b>	<b>18,698</b>	<b>(3,484)</b>	<b>8,665</b>	<b>40,820</b>	<b>(401)</b>
Allocation of profit (loss) for FY 2021					3,231	
<b>Consolidated comprehensive income for FY 2021</b>			<b>(443)</b>			<b>(25)</b>
Subordinated debt's coupons						
Change in scope				(393)		
Dividends paid					(5,081)	
Others					35	
<b>Equity as at 31 December 2021</b>	<b>8,288</b>	<b>18,698</b>	<b>(3,926)</b>	<b>8,272</b>	<b>39,005</b>	<b>(426)</b>
<b>Equity as at 1st January 2022</b>	<b>8,288</b>	<b>18,698</b>	<b>(3,926)</b>	<b>8,272</b>	<b>39,005</b>	<b>(426)</b>
Allocation of profit (loss) for FY 2021					16,326	
<b>Consolidated comprehensive income for FY 2022</b>			<b>(32)</b>			<b>405</b>
Subordinated debt's coupons				(385)		
Change in scope					2,192	
Dividends paid					(8,091)	
Others					556	
<b>Equity as at 31 December 20212</b>	<b>8,288</b>	<b>18,698</b>	<b>(3,959)</b>	<b>7,886</b>	<b>49,988</b>	<b>(21)</b>

<sup>1</sup> Defined benefit plans are subject to a provision, determined on the basis of an actuarial valuation of the commitment using the projected unit credit method and taking into account demographic and financial assumptions. Actuarial assumptions are reviewed on an annual basis. Differences related to changes in actuarial assumptions and experience-related adjustments are actuarial gains and losses recorded in non-recyclable equity in accordance with the provisions of IAS 19R.

<sup>2</sup> OCP SA closed two perpetual subordinated bond issue with early repayment and deferred payment options for a total amount of MAD 10 billion issued in five tranches. Given the characteristics of this hybrid issue, the financing is recognised in equity according to IFRS 9.

[GRI 2-2]

Financial assets at fair value by OCI	Share of gains and losses recognised in equity (CFH variation)	Net profit (loss)	Total equity Group Share	Non-controlling interests	Total equity
(521)	846	3,231	76,143	1,448	77,590
		(3,231)			
	(362)	16,326	15,496	10	15,506
			(393)		(393)
				1,372	1,372
			(5,081)	(173)	(5,254)
			35	(2)	33
(521)	484	16,326	86,200	2,654	88,854
(521)	484	16,326	86,200	2,654	88,854
		(16,326)			
	(978)	28,185	27,580	49	27,629
			(385)		(385)
			2,192	565	2,758
			(8,091)	(170)	(8,261)
			556		556
(521)	(493)	28,185	108,052	3,098	111,150

# 5

## About the report

- 5.1 Double-Materiality methodological note
- 5.2 GRI Content Index
- 5.3 Correspondance tables
- 5.4 Third-party assurance
- 5.5 Glossary







The 2022 sustainability report describes how OCP Group (including activities and entities) addresses corporate sustainability and contributions to positive impacts for a sustainable future for all. There have been no significant changes to the Group's size, structure or ownership during the reporting period.

This report is the official publication of OCP Group's sustainable development achievements and performance for 2022. It covers all OCP Group S.A. activities and entities. OCP has reported in accordance with Circulaire de l'Autorité marocaine du marché des capitaux n° 03/19 and GRI Standards for the period January 1st, December 31, 2022, corresponding to the company's fiscal year. The reporting cycle is annual. The next publication will be released in 2024 and will cover OCP Group's sustainable development achievements and performance for 2023.

All of our publications are available on our website: [www.ocpgroup.ma](http://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](mailto:sustainability@ocpgroup.ma).



# 5.1 Double-Materiality methodological note

In preparation for this report, OCP Group conducted a double materiality analysis early 2022 to identify the priority topics to report on according to the Stakeholder Inclusiveness and Materiality principles, with the support of an independent party. This materiality aims to identify the environmental, social and governance aspects, as well as the economic and financial aspects aligned with OCP Group's continuous improvement approach. This materiality analysis was strengthened in 2022 through the engagement of additional stakeholder groups.

## The materiality process is carried out according to:

- An **"impact materiality"** or "inside-out" view, which allows to identify and evaluate the most significant actual and potential impacts of OCP on the economy, the environment and the society including Human Rights;
- a **"financial materiality"** or "outside-in" view which highlights the material issues that generate risks or opportunities for OCP, influencing its future cash flows and therefore the enterprise value in the short, medium or long term;
- a **"stakeholder engagement process"**, which allow to identify the main issues and concerns the most significant for OCP main stakeholders.

The union of both perspectives are of equal importance. Therefore, no averaging was done in order not to prioritise issues over others and thus consider all of the company's most significant material issues, both impact and financial, challenged by the interests and concerns of the main stakeholders. The materiality analysis process used to prepare this report is grounded on both internal and external stakeholder engagement programme, which consists of the following steps:

## A. UNDERSTAND THE ORGANISATION'S CONTEXT

1. A documentary analysis encompassing OCP's previous Annual Reports and Sustainable Development Reports, the requirements of the rating agencies (Sustainalytics, Moody's, S&P, MSCI, World Benchmarking Alliance, WBCSD) and the main international sustainable Standards on their latest versions: GRI Standards and the Mining sector supplement, Task force on climate-related financial disclosures (TCFD), Sustainability Accounting Standards Board (SASB), International Fertiliser Association (IFA), Carbon Disclosure Project (CDP) in a context of sustainable development in continuous evolution.
2. A comparative sectoral study of fertiliser, mining, agriculture and food industries companies based on their Sustainable Development reports.
3. A tracking of the key environmental and social global megatrends that could directly or indirectly affect the fertiliser, mining, agriculture and food industries.
4. A legal and regulatory review has voluntary been made to meet the needs of investors' information in line with the EU Green Deal including Corporate Sustainability Reporting Directive (CSRD) and the related-standards by the European Financial Reporting Advisory Group (EFRAG), the EU Taxonomy and Sustainable Finance Disclosures Regulation (SFDR).

51 topics were identified and subsequently underwent an impact analysis and a stakeholder assessment, which means a significant increase of topics compared to the materiality analysis included in the Sustainability Report 2021.





## B. ASSESSMENT OF IMPACT AND FINANCIAL MATERIALITY

[GRI 3-1]

### For the impact assessment, “inside-out”:

In a dedicated face-to-face workshop in 2022 lasting two days, more than 30 OCP Group representatives participated in an assessment of the most significant impacts on economy, environment and society, including human rights. The activities and business areas as well as stakeholders represented were:

- **Innovation:** Research partners, Policy makers, Competitors, Business and education partners, Market and UM6P.
- **Communities & education:** Students, Associations, Medias, Farmers, Economic actors (SMEs, cooperatives), Institutional partners, Local communities, Foundations, UM6P/SADV.
- **Investors & finance:** National and international bondholders, National banks, Financial and extra-financial rating agencies, Market regulators, State agencies.
- **Market & customers:** Foundation OCP Maroc, Foundation OCP Africa, Clients, Distributors, Retailers Morocco and Africa, Institutions, Policy makers, Suppliers, End-users Morocco and Africa, R&D, Financing partners.
- **Media & lobbying:** National and international medias, Professional associations, Rating agencies, EU/UN standards issuers, Investors, Public, Peers, Employees, Clients and suppliers, Local communities, Activist and NGOs and Influencers.
- **Social (human resources):** Employees, Employee representatives, Future talents, Universities, schools, learning centres, Subcontractors, Seniors in pre-retirement, labour standards issuers and social rating agencies.
- **Supply chain:** Local suppliers (VSB, startups, entrepreneurs, cooperatives), National suppliers (tier 2 and 3), International suppliers (tier 2 and 3), Capacity building organisation, Supplier financing organisation, Local workforce.

The significance of impacts of OCP's activities was assessed (from 1 -not significant to 4 – very significant) by the internal experts in a quantitative and written manner through a robust workshop facilitation methodology. 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.

### For the financial assessment “outside-in”:

In October 2022, OCP conducted a Scenario Analysis based on the TCFD methodology with the support of an independent third-party climate expert to identify the highest risks and opportunities of climate change on OCP's business. Potential physical and transition risks were quantified through a Scenario Analysis based on IPCC forecast. The main steps of this analysis were as follow:

1. Identification of risks and opportunities universe
2. Prioritisation of risks and opportunities
3. Definition of the scenario landscape
4. Development of the scenarios
5. Exploration, testing and reporting

A risk matrix on the value chain downstream and upstream was drawn based on the significance of impact and likelihood. A Risk Prioritisation workshop in May 2022 enabled OCP to set a threshold of criticality was set to identify top priorities. Main opportunities to mitigate risks were raised.



## C. ASSESSMENT OF IMPACTS ON THE SDGS

To refine the impact analysis carried out as part of developing the materiality matrix, a risk and opportunity analysis throughout the value chain was organised with members of OCP's internal sustainability network. The analysis was structured according to the UNGC and GRI recommendations (Integrating the SDGs into corporate reporting: a practical guide, 2018) in order to identify strategic 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. In 2022, OCP prioritised 7 SDGs representing the most significant impacts, risks and opportunities regarding its activities, products and services.

## D. STAKEHOLDER IDENTIFICATION AND SELECTION

The internal and external stakeholder groups were first identified and segmented into groups and subgroups during a dedicated face-to-face workshop in March 2022 by OCP's internal stakeholders representing the following business areas and activities of the company: innovation, communities & education, investors & finance, markets & customers, media & lobbying, social (human resources), supply chain and OCP Africa. Then, groups and sub-groups of internal and external stakeholders were mapped and prioritised according to level of dependence, influence, vulnerability, and ability to dialogue to establish appropriate levels of engagement.

A robust stakeholder engagement action plan for each category of stakeholders was set up including objectives, methods, frequency, performance indicators & monitoring and governance.

## E. ENGAGEMENT WITH INTERNAL AND EXTERNAL STAKEHOLDERS

[GRI 3-1]

In a dynamic approach, OCP continuously monitors stakeholders' expectations during the year independently of the report preparation through proxies and representatives of its different departments. It enables the company to draw a dynamic materiality, to determine whether a non-material issues might become material issues for the business over time.

Additionally, and for the purpose of this report preparation, a documentary analysis was conducted on the basis of rating agencies expectations reports (Sustainalytics, Moody's, S&P, MSCI, World Benchmarking Alliance, WBCSD), competitors sustainability reports and international sustainability standards on their latest versions: GRI standards and its Mining and Agriculture sectoral supplements as well as SASB. The materiality threshold for ESG issues qualified as material has been defined depending on the number of occurrences of the topic in the sources mentioned.

Each issue was given a weighting from 1 to 4 to prioritise expectations:

- **0-25% occurrence of the issue: 1/4**
- **25%-50% occurrence of the issue: 2/4**
- **50-75% occurrence of the issue: 3/4**
- **75%-100% occurrence of issue: 4/4**





# 5.2 GRI Content Index



CONTENT INDEX  
ADVANCED SERVICE

2023

For the Content Index - Advanced Service, GRI Services reviewed that the GRI content index is clearly presented, in a manner consistent with the Standards, and that the references for all disclosures are included correctly and aligned with the appropriate sections in the body of the report.

<b>Statement of use</b>	OCP Group has reported in accordance with the GRI Standards for the period 1st January to 31st December 2022.
<b>GRI 1 used</b>	GRI 1: Foundation 2021
<b>Applicable GRI Sector Standard(s)</b>	NA

<b>GRI STANDARD/ OTHER SOURCE</b>	<b>DISCLOSURE</b>	<b>PAGE NUMBER(S)</b>	<b>OMISSIONS</b>
<b>GENERAL DISCLOSURES</b>			
	2-1 Organizational details	18, 20, 26-27	
	2-2 Entities included in the organization's sustainability reporting	248-253, 256	
	2-3 Reporting period, frequency and contact point	256	
	2-4 Restatements of information	131	
	2-5 External assurance	272-275	
	2-6 Activities, value chain and other business relationships	19,20,22,23, 24-27	
	2-7 Employees	74-76, 78	
<b>GRI 2: General Disclosures 2021</b>	2-8 Workers who are not employees	75	
	2-9 Governance structure and composition	43, 44, 46-49	
	2-10 Nomination and selection of the highest governance body	48	
	2-11 Chair of the highest governance body	47	
	2-12 Role of the highest governance body in overseeing the management of impacts	43, 46,47, 126, 127	
	2-13 Delegation of responsibility for managing impacts	43, 49, 50, 126, 127	
	2-14 Role of the highest governance body in sustainability reporting	49, 50	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	PAGE NUMBER(S)	OMISSIONS
	2-15 Conflict of interest	42	
	2-16 Communication of critical concerns	51, 52	
	2-17 Collective knowledge of the highest governance body	46, 48, 61	
	2-18 Evaluation of the performance of the highest governance body	48	
	2-19 Remuneration policies	48	
	2-20 Process to determine remuneration	48	
	2-21 Annual total compensation ratio		<b>Confidentiality constraints:</b> The company does not provide their annual compensation ratio due to confidential constraints, safeguarding sensitive financial information.
<b>GRI 2: General Disclosures 2021</b>	2-22 Statement on sustainable development strategy	4,5	
	2-23 Policy commitments	42, 56, 58, 74, 82, 87, 93, 94, 106, 122, 126, 136, 140, 148, 155, 165, 173, 176, 184	
	2-24 Embedding policy commitments	42, 51, 52, 58, 60, 61, 74, 82, 83, 87, 93, 94, 106, 122, 126, 136, 140, 148, 155, 160, 165, 173, 176, 184	
	2-25 Processes to remediate negative impacts	38, 39, 51, 52, 64	
	2-26 Mechanisms for seeking advice and raising concerns	62-64	
	2-27 Compliance with laws and regulations	42, 122	
	2-28 Membership associations	24	
	2-29 Approach to stakeholder engagement	8-11	
	2-30 Collective bargaining agreements	80, 93	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	PAGE NUMBER(S)	OMISSIONS
<b>MATERIAL TOPICS</b>			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	257-259	
	3-2 List of material topics	6-7	
<b>Workforce occupational health, safety and well-being</b>			
GRI 403: Occupational Health and Safety 2018	3-3 Management of material topics	106, 107	
	403-1 Occupational health and safety management system	106, 107, 108, 110, 209	
	403-2 Hazard identification, risk assessment, and incident investigation	109, 209	
	403-3 Occupational health services	106, 107, 108, 110, 112	
	403-4 Worker participation, consultation, and communication on occupational health and safety	110	
	403-5 Worker training on occupational health and safety	111	
	403-6 Promotion of worker health	110, 111	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	109	
	403-9 Work-related injuries	114	
<b>Critical Incident Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	52, 106, 107	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	106, 107, 108, 110, 209	
	403-2 Hazard identification, risk assessment, and incident investigation	109, 209	
<b>Local community engagement/dialogue</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	210, 229, 230, 231, 233, 234, 237, 238, 239, 243, 244	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	210-228, 229, 230, 237, 238, 239, 240-244	
	203-2 Significant indirect economic impacts	184, 186, 187, 194, 195, 196, 198, 199, 201, 203	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	210-228	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	PAGE NUMBER(S)	OMISSIONS
<b>Human rights</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	58, 65	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	82	
<b>Water management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	165	
	303-1 Interactions with water as a shared resource	165-168, 170, 171	
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	173-175	
	303-3 Water withdrawal	169	
	303-5 Water Consumption	168	
<b>Compliance with environmental and social norms</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	122	
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	127, 128, 129	
<b>Food security &amp; safety</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	184-188	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	184, 189, 190, 194-196, 197, 199, 203, 210-228	
	203-2 Significant indirect economic impacts	184, 186, 187, 194, 195, 196, 198, 199, 201, 203	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	194, 200, 210-228	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	94	
<b>Social dialogue</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	93	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	93	



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	PAGE NUMBER(S)	OMISSIONS
<b>Economic performance</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	66, 127, 128, 129	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	211	
	201-2 Financial implications and other risks and opportunities due to climate change	127, 128, 129	
<b>Climate change adaptation, mitigation and resilience</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	126	
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	127, 128, 129	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	141-147	
	302-3 Energy intensity	143	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	131	
	305-2 Energy indirect (Scope 2) GHG emissions	131	
	305-3 Other indirect (Scope 3) GHG emissions	131	
	305-4 GHG emissions intensity	131	
	305-7 Nitrogen oxides (NO <sub>x</sub> ), sulphur oxides (SO <sub>x</sub> ), and other significant air emissions	136-139	
<b>Effluents, Waste and hazardous products management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	173, 176	
GRI 306: Waste 2020	306-1 Waste generation and significant waste related impacts	176	
	306-2 Management of significant waste-related impacts	176, 178, 179-182	
	306-3 Waste generated	177	
	306-4 Waste diverted from disposal	177	
	306-5 Waste directed to disposal	177	
<b>Inclusive growth</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	82, 186, 210,	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	211	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	PAGE NUMBER(S)	OMISSIONS
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	210-228, 229, 230, 237, 238, 239, 240-244	
	203-2 Significant indirect economic impacts	184, 186, 187, 194, 195, 196, 198, 199, 201, 203	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	75, 85	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	210- 222	
<b>Resettlement</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	59	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	60, 61	
<b>Education</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	210, 229, 230, 231-234	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	210- 222	
<b>Biodiversity management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	155-164	
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	155, 156, 160	
	304-2 Significant impacts of activities, products and services on biodiversity	155-164	
<b>Employment</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	74	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	77, 78	
GRI 407: Freedom of association and collective bargaining	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	93	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	PAGE NUMBER(S)	OMISSIONS
<b>Synergies and local supplier network</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	94-97	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	95	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	94	
<b>Promotion of sustainable agriculture</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	184, 200, 201	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	184,189, 190, 194-196, 197, 199, 203, 210-228	
<b>Emissions and Air Quality</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	126, 136-139	
	305-1 Direct (Scope 1) GHG emissions	131	
	305-2 Energy indirect (Scope 2) GHG emissions	131	
GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	131	
	305-4 GHG emissions intensity	131	
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	136-139	
<b>Energy Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	140-147	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	141-147	
	302-3 Energy intensity	143	
<b>Career and talent development</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	87, 88, 91	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	77, 78	
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	89	
	404-2 Programmes for upgrading employee skills and transition assistance programmes	88, 90, 91	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	PAGE NUMBER(S)	OMISSIONS
<b>Training and education</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	87, 88	
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	89	
	404-2 Programmes for upgrading employee skills and transition assistance programmes	88, 90, 91	
<b>Social assessment of suppliers</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	94	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	94	
<b>Soil Health</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	155, 160	
<b>Opportunities in clean tech</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	132,133	



# 5.3 Correspondance tables

## TCFD FRAMEWORK

Climate change is a strategic risk with potential financial implications for our company and all our stakeholders. That is why we are working to align this report with the recommendations of the TCFD (Task force on Climate related Financial Disclosures).

DISCLOSURE	LOCATION
<b>GOVERNANCE</b>	
a) Describe the board's oversight of climate-related risks and opportunities.	126-127
b) Describe management's role in assessing and managing climate-related risks and opportunities.	126-127
<b>STRATEGY</b>	
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	127, 128, 129
b) Describe the impact of climate-related risks and opportunities on the organization's business, strategy, and financial planning.	128
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	-
<b>RISK MANAGEMENT</b>	
a) Describe the organization's processes for identifying and assessing climate-related risks.	127
b) Describe the organization's processes for managing climate-related risks.	126, 127
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	127, 52
<b>METRICS &amp; TARGETS</b>	
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	135
b) Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	131
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	-

## UNGC PRINCIPLES

UNGC PRINCIPLES	GRI DISCLOSURES	LOCATION
<b>HUMAN RIGHTS</b>		
<b>Principle 1:</b> Businesses should support and respect the protection of internationally proclaimed Human Rights	GRI 2-25 Processes to remediate negative impacts	58- 65
	GRI 413 - Local communities	210-228
<b>Principle 2:</b> Businesses should make sure that they are not complicit in Human Rights abuses	GRI 2-25 Processes to remediate negative impacts	64
	GRI 414 - Supplier social assessment	94
<b>LABOUR</b>		
<b>Principle 3:</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	GRI 2-30 - Collective bargaining agreement	80, 93
<b>Principle 4:</b> Businesses should uphold the elimination of all forms of forced and compulsory labour	-	58
<b>Principle 5:</b> Businesses should uphold the effective abolition of child labour	GRI 414 - Supplier social assessment	94
	GRI 2-8 - Information on employees and other workers	75,76,77
<b>Principle 6:</b> Businesses should uphold the elimination of discrimination in respect of employment and occupation	GRI 401- Employment	77
	GRI 404 - Training & education	87
	GRI 405 - Diversity & equal opportunity	75,85
<b>ENVIRONMENT</b>		
<b>Principle 7:</b> Businesses should support a precautionary approach to environmental challenges	GRI 301 - Materials	148
	GRI 302 - Energy	141-147
<b>Principle 8:</b> Businesses should undertake initiatives to promote greater environmental responsibility	GRI 303 - Water	165-168, 170, 171, 173-175
	GRI 304 - Biodiversity	155-164
	GRI 305 - Emissions	131, 137
	GRI 306 - Effluents & waste	176, 177, 178, 179-182
<b>Principle 9:</b> Businesses should encourage the development and diffusion of environmentally friendly technologies.	-	132,133
<b>ANTI-CORRUPTION</b>		
<b>Principle 10:</b> Businesses should work against corruption in all its forms, including extortion and bribery	-	42, 61, 64

## SASB STANDARDS

SASB REFERENCE	METRIC	LOCATION
<b>ENVIRONMENT</b>		
<b>GHG EMISSIONS</b>		
RT-CH-110a.1 EM-MM-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	131
RT-CH-110a.2 EM-MM-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	124, 126, 132, 135
<b>AIR QUALITY</b>		
RT-CH-120a.1	Air emissions of the following pollutants: (1) NO <sub>x</sub> (excluding N <sub>2</sub> O), (2) SO <sub>x</sub> , (3) volatile organic compounds (VOCs), and (4) hazardous air pollutants (HAPs)	136-139
EM-MM-120a.1	Air emissions of the following pollutants: (1) CO, (2) NO <sub>x</sub> (excluding N <sub>2</sub> O), (3) SO <sub>x</sub> , (4) particulate matter (PM <sub>10</sub> ), (5) mercury (Hg), (6) lead (Pb), and (7) volatile organic compounds (VOCs)	136-139
<b>ENERGY MANAGEMENT</b>		
RT-CH-130a.1 EM-MM-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	141-147
<b>WATER MANAGEMENT</b>		
RT-CH-140a.1 EM-MM-140a.1	1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	168, 169
RT-CH-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	166-168, 170, 171
<b>HAZARDOUS WASTE MANAGEMENT</b>		
RT-CH-150a.1	Amount of hazardous waste generated, percentage recycled	177, 178, 179
EM-MM-150a.1	Total weight of tailings waste, percentage recycled	177, 178, 179
EM-MM-150a.2	Total weight of mineral processing waste, percentage recycled	177, 178, 179
<b>BIODIVERSITY IMPACTS</b>		
EM-MM-160a.1	Description of environmental management policies and practices for active sites	155
EM-MM-160a.3	Percentage of (1) proved and (2) probable reserves in or near sites with protected conservation status or endangered species habitat	155, 156, 160
<b>SOCIAL</b>		
<b>SAFETY &amp; ENVIRONMENTAL STEWARDSHIP OF CHEMICALS</b>		
RT-CH-410b.2	Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact	204-209
<b>WORKFORCE HEALTH &amp; SAFETY</b>		
RT-CH-320a.1	Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	114

SASB REFERENCE	METRIC	LOCATION
<b>SOCIAL</b>		
<b>COMMUNITY RELATIONS</b>		
RT-CH-210a.1 EM-MM-210b.1	Discussion of engagement processes to manage risks and opportunities associated with community interests	210
<b>LABOUR RELATIONS</b>		
EM-MM-310a.1	Percentage of active workforce covered under collective bargaining agreements, broken down by US and foreign employees	93
EM-MM-310a.2	Number and duration of strikes and lockouts	93
<b>SECURITY, HUMAN RIGHTS &amp; RIGHTS OF INDIGENOUS PEOPLES</b>		
EM-MM-210a.3	Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	58, 60, 61
<b>GOVERNANCE</b>		
<b>MANAGEMENT OF THE LEGAL &amp; REGULATORY ENVIRONMENT</b>		
RT-CH-530a.1	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	126-129
<b>BUSINESS ETHICS &amp; TRANSPARENCY</b>		
EM-MM-510a.2	Production in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	64

## MSCI REFERENCES

ESG TOPICS	LOCATION
<b>ENVIRONMENT</b>	
Water Stress	165-172
Toxic Emissions & Waste	136-139, 176-179
Opportunities in clean tech	132-133, 144-147
Carbon Emissions	130,131
Chemical Safety	204-209
<b>SOCIAL</b>	
Health & Safety	106-117
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<b>GOVERNANCE</b>	
Corporate Behaviour	42
Corporate Governance	42-57
<b>CONTROVERSIES</b>	<b>136-139, 141, 165-167, 204-209</b>



# 5.4 Third-party assurance

## Verification

The Corporate Carbon Footprint of the organisation

### OCP S.A.

2-4 Rue Al Abtal, Hay Erraha  
20200, Casablanca, Morocco

the mine sites of Khouribga and Gantour (Benguerir & Youssoufia),  
the industrial platforms of Jorf Lasfar and Safi, Phosboucraâ (Boucraâ & Laâyoune)  
and the headquarters in Casablanca

between the 01/01/2022 to the 31/12/2022 has been verified according to the requirements  
of

### ISO 14064-1

June 2019 issue

The verification has been performed according to the ISO 14064-3:2020-05 requirements. The greenhouse gas inventory includes direct and energy-related indirect greenhouse gas emissions as well as other indirect greenhouse gas emissions (Scope 3), as defined by ISO 14064-1 and GHG Protocol Corporate Standard (see annex). **The emissions (in t CO<sub>2</sub>eq ± 2.40 %) come to:**

	2022	% of total
Scope 1	2,731,463	13%
Scope 2	624,559	3%
Scope 3	17,846,048	84%
<b>total</b>	<b>21,202,071</b>	<b>100%</b>

The goal of the verification was to guarantee a reasonable assurance. The necessary information was made clear in the greenhouse gas declaration "Synthèse de l'inventaire des émissions de Gaz à Effet de Serre, Année 2022" dated 28.06.2023 and has been reproduced with reasonable assurance and accuracy on the basis of historical and hypothetical data and relevant system boundaries.

Based on the process and procedures conducted, the GHG assertion is materially correct and is a fair representation of the GHG data and information and is prepared in accordance with the related International Standard on GHG quantification, monitoring and reporting, or to relevant national standards or practices.

The basis of the verification is the audit report C-22-11563.

Berlin, 20/06/2023

Prof. Dr.-Ing. Jan Uwe  
Managing Director

Andreas Lemke  
Head of Certification Office



No. C-23-11563

# Confirmation

For the organisation

## OCP S.A.

2-4 Rue Al Abtal, Hay Erraha  
20200, Casablanca, Morocco

at the mine sites of Khouribga and Gantour (Benguerir & Youssoufia),  
the industrial platforms of Jorf Lasfar and Safi,  
Phosboucraâ (Boucraâ & Laâyoune) and  
the headquarters in Casablanca



the following ratio could be verified based on balance data from 01/01/2022 to the  
31/12/2022

**"clean electricity use ratio": 86.99 %**

The verification has been performed according to the ISO 14064-3:2020-05 requirements.

The goal of the verification was to guarantee a reasonable assurance. The necessary  
information was made clear in the report "Water & Energy Ratios Réalisé 2022 VF.xlsx" from  
June 2023 and has been reproduced with reasonable assurance and accuracy on the basis  
relevant system boundaries.

Based on the process and procedures conducted, the assertions

- are materially correct and are a fair representation of the data and information, and
- are prepared in accordance with relevant national standards or practices.

The basis of this confirmation is the audit report C-23-11563.

Berlin, 10/07/2023

Prof. Dr.-Ing. Jan Uwe  
Managing Director

Andreas Lemke  
Head of Certification Office

No. C-23-11563



# Confirmation

For the organisation

## OCP S.A.

2-4 Rue Al Abtal, Hay Erraha  
20200, Casablanca, Morocco

at the mine sites of Khouribga and Gantour (Benguerir & Youssoufia),  
the industrial platforms of Jorf Lasfar and Safi,  
Phosboucraâ (Boucraâ & Laâyoune) and  
the headquarters in Casablanca

the following waste management ratios could be verified based on balance data from  
01/01/2022 to the 31/12/2022

„Global waste diverted from disposal“: **99.63 %**

„Waste recovery operation & maintenance“: **26.27 %**

The verification has been performed according to the ISO 14064-3:2020-05 requirements.

The goal of the verification was to guarantee a reasonable assurance. The necessary information was made clear in the report "Data GRI 2022 Waste Management Ratios.xlsx" from June 2023 and has been reproduced with reasonable assurance and accuracy on the basis relevant system boundaries.

Based on the process and procedures conducted, the assertions

- are materially correct and are a fair representation of the data and information, and
- are prepared in accordance with relevant national standards or practices.

The basis of this confirmation is the audit report C-23-11563.

Berlin, 10/07/2023

Prof. Dr.-Ing. Jan Uwe  
Managing Director

Andreas Lemke  
Head of Certification Office



No. C-23-11563

[GRI 2-5]

# Confirmation

For the organisation

## OCP S.A.

2-4 Rue Al Abtal, Hay Erraha  
20200, Casablanca, Morocco

at the mine sites of Khouribga and Gantour (Benguerir & Youssoufia),  
the industrial platforms of Jorf Lasfar and Safi,  
Phosboucraâ (Boucraâ & Laâyoune) and  
the headquarters in Casablanca



the following ratio could be verified based on balance data from 01/01/2022 to the  
31/12/2022

**"non-conventional waters use ratio": 33.81 %**

The verification has been performed according to the ISO 14064-3:2020-05 requirements.

The goal of the verification was to guarantee a reasonable assurance. The necessary  
information was made clear in the report "Water & Energy Ratios Réalisé 2022 VF.xlsx" from  
June 2023 and has been reproduced with reasonable assurance and accuracy on the basis  
relevant system boundaries.

Based on the process and procedures conducted, the assertions

- are materially correct and are a fair representation of the data and information, and
- are prepared in accordance with relevant national standards or practices.

The basis of this confirmation is the audit report C-23-11563.

Berlin, 10/07/2023

Prof. Dr.-Ing. Jan Uwe  
Managing Director

Andreas Lemke  
Head of Certification Office

No. C-23-11563



# 5.5 Glossary

**ANP:** National Ports Agency

**ONCF:** Office national des chemins de fer, national railway operator

**ONEP:** Office national de l'électricité et de l'eau potable, National operator of electricity and drinking water

**USGS:** United States Geological Survey

**AFA:** Arab Fertiliser Association

**AFAP:** African Fertiliser and Agribusiness Partnership

**IFA:** International Fertiliser Industry Association

**WBCSD:** World Business Council for Sustainable Development

**TCFD:** Task Force on Climate-related Financial Disclosures

**M&A:** Merger & Acquisition

**R&D:** Research & Development

**DAP:** Di-Ammonium Phosphate - most commonly used binary fertiliser

**TSP:** Triple Super Phosphate – phosphate fertiliser

**MAP:** Mono-Ammonium Phosphate - a binary fertiliser consisting of two fertilising agents – phosphorus and nitrogen

**NPK:** compound fertilisers composed of three elements – phosphorus, nitrogen, and potassium

**NP+:** nitrogen and phosphate-based fertilisers enriched with secondary and micronutrients to improve agricultural yields, protect soil from degradation, and offer highly concentrated solutions to improve fertility

**Soluble fertilisers:** fertilisers for high-value added and irrigated crops adapted to limited water resources and new micro-irrigation and watering systems;

**DCP/MDCP:** Di-calcium Phosphate/ Mono Di-calcium Phosphate - 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.).

**TSP-S:** Triple Super Phosphate - sulphur: phosphate fertiliser

**R&I:** Research & Innovation

**CEA:** Commissariat à l'énergie atomique et aux énergies alternatives, Atomic Energy and Alternative Energy Commission

**GEP:** Green Energy Park

**JFC:** Jorf lasfar Fertiliser Complex

**COSO:** Committee of Sponsoring Organizations of the Treadway Commission

**IFACI:** French branch of the Institute of Internal Auditors - IIA

**HSE:** Health, Safety & Environment

**EE:** External companies

**GEEX:** HSE Management Standard for External Companies

**AMI:** appel à manifestation d'intérêt,

**CGAO:** Tender Management

**IFM:** Industrial Facility Management

**PG:** Phosphogypsum

**JESA:** Jacobs Engineering SA

**EMS:** Environment Management System

**IFC-WB:** International Finance Corporation – World Bank

**WHO:** World Health Organisation

**3Rs:** Reduce, Reuse, Recycle

**INRA:** Institut national de la recherche agronomique, National Institute for agronomic research

**IAV:** Institut agronomique et veterinaire, Agronomic and veterinary institute

**ENA:** Ecole National d'Agriculture, National school of Agriculture

**FAO:** Food and Agriculture Organisation – United Nations institutions

**CSP:** Employees Status Commission

**CAS:** Social Action Commission

**CHSE:** Health, Safety and Environment Committee

**CNC:** the Collective Bargaining Committee

**CE:** Work Council

**CNSS:** Caisse Nationale de Securite Sociale

**TAMCA-OE:** Technicians, supervisors, and administrative employees as well as Workers and Employees

**IECs:** Industrial Expertise Centers

**HRS:** Heat recovery system

**FM6E:** Mohammed VI Foundation for Environmental Protection

**PPAs:** Power Purchase Agreements

**MRV:** Monitoring, Reporting, and Verification

**4R:** Right fertiliser, Right rate, Right time, Right place

**IRESEN:** Institute of Research in Solar Energy and New Energies

**COALMA:** Moroccan Coalition for Water

**STEP:** Wastewater treatment plant

**DSM:** digital soil mapping

**OSL:** OCP School Lab

**LYDEX:** Lycee d'Excellence, School of excellence

**SADV:** Societe d'Amenagement et de Developpement Vert, Green urban development agency

**SMEs:** Small and medium enterprises

**ICBA:** International Center for Biosaline Agriculture



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