



SOCIAL DIALOGUE POLICY

APRIL 2020
OCP GROUP



I. PURPOSE

As a major contributor to the global fertilizer market, OCP Group supports the transition towards a more prosperous, sustainable, and resilient agriculture. The Group is vertically integrated, from phosphate rock extraction to phosphoric acid and fertilizer production, and therefore strategically positioned to deliver its mission: contribute to sustainably feeding a growing world population. This implies considering the environmental, social and governance impacts in every decision that is made.

The success of OCP Group's business comes from the accomplishments and well-being of its employees. The goal is to build a workplace culture that fosters leaders and allows every person to thrive, contribute and grow. This culture relies on the fundamental values of trust, mutual respect and dialogue.

This policy reflects OCP Group's commitments to promote consensus and democratic involvement among the main stakeholders in the workplace. It provides a frame of reference to build sustainable collective relationships, including all types of negotiation, consultation and information exchange between, or among, representatives of governments, employers and workers, on issues of common interest related to economic and social policy.

This Social Dialogue Policy falls under the General Human Capital Policy and further develops the related commitments contained therein.

In addition, this policy is aligned with the 2030 Agenda and the Sustainable Development Goals (SDG) and specifically with SDG 8: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all", and SDG 16: "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels".

II. SCOPE

This policy is relevant to all of OCP Group's employees worldwide. The Group will always comply with applicable laws and collective labour agreements that are in force. In situations where there is a potential discrepancy with international norms, OCP Group shall seek to uphold the company values - defined in the Code of Ethics – and develop a response on a case-by-case basis.

III. COMMITMENTS

The Group is committed to:

- Respect, promote and fulfil the four fundamental rights in the eight International Labour Organization (ILO) core conventions as set out in the Declaration on Fundamental Principles and Rights at Work. This includes:
 - Freedom of association and effective recognition of the right to collective bargaining.
 - Elimination of all forms of forced or obligatory labour.



- Effective abolition of child labour.
- Elimination of discrimination in employment and occupation.
- Align with relevant ILO conventions related to the specific issues covered in this policy.
- Promote social dialogue beyond legal and regulatory requirements based on the social charter, which defines the principles, rules, and obligations related to social dialogue.
- Consider its employees as an important and highly valued resource to be cared, empowered and rewarded.
- Respect the right of every employee to establish and join organizations of their own preference and engage in constructive negotiations.
- Consider trade unions as constructive role players in the organization.
- Establish structures through the organisation to proactively engage trade unions and employees with a view to create and strengthen constructive relationships. The competitive advantage of the Group depends on its ability to harness and optimise the human capital within the organisation.
- Implement and maintain non-discriminatory employee practices and internationally recognised employment standards and best practices. This includes – but not limited to – providing competitive wages and benefits that allow OCP Group employees to cover their needs according to local standards of living as well as offering working time to assure a safe and healthy workplace and work-life balance.
- Implement formal communication channels, systems and grievance mechanisms across all OCP Group operations which are legitimate, accessible – especially available in the local language of each location in which it operates and explained to employees as efficiently as possible - predictable, equitable, transparent, rights compatible and a source of continuous learning.
- Perform annual negotiations based on the joint claims book reflecting faithfully employees' expectations.
- Communicate the main results and decisions taken within the annual negotiation through agreement statements signed by the employees' representatives and the company leadership. The protocol of agreement concluded within the Collective Bargaining Committee is disseminated in a joint communiqué addressed to employees.
- Hold regular meetings with the different employees' representative bodies local and central, to maintain a climate of trust and social cohesion.
- Continuously develop the capacity of the various role players to effectively manage employee relations and to provide applicable training programmes; including the application of processes, policies and procedures.
- Regularly monitor and assess the effective application of this policy.

IV. IMPLEMENTATION

4.1. APPLICABLE TO OCP GROUP SA AND PHOSBOUCRAA:

These commitments underpin OCP Group's daily decisions, large and small, when it comes to social dialogue. The Group will implement the following lines of action related to OCP Group's social dialogue charter by:

- Promoting social dialogue beyond legal and regulatory requirements.



- Strengthening and structuring the partnership and social commitment relationships between the Group and its social partners, which defines:
 - Principles, rules and obligations related to social dialogue.
 - Mutual commitments related to employee relations management.
 - Procedures for setting up and operating employee representative institutions.
 - Social dialogue mechanisms and procedures for managing complaints and negotiations, for settling collective disputes, and for remedying situations.
 - Measures to support employee relations and promote internal social dialogue.
- Guaranteeing that the social dialogue charter is signed and adopted by all the trade unions & OCP Group management. The charter puts in place the very best standards of trade union rights and enables lasting relationships to be maintained between the Group and its social partners.
- Ensuring that the protocol of agreement is disseminated in a joint communiqué addressed to employees. This protocol consolidates the socio-professional achievements of employees in terms of income, skills and career development, housing assistance, social welfare and benefits.

Beyond all existing regulatory social dialogue mechanisms, OCP Group's Social dialogue charter voluntarily strengthens employees' social dialogue capabilities and OCP Group's open dialogue as well as continuous improvement culture. The charter continuously triggers agreement protocols to adapt employees' compensations and benefits.

4.2. APPLICABLE TO ALL OCP GROUP SUBSIDIARIES, JOINT VENTURES AND REGIONS:

Each subsidiary and joint venture shall:

- Respect employees' rights to freedom of association and collective bargaining.
- Develop and maintain a collaborative working relationship with employee unions.
- Follow and adhere to local legislative and collective bargaining framework of the countries in which it operates in accordance with applicable ILO conventions, our values and global standards.
- Adhere to all applicable labour laws and regulations during the collective bargaining process and unionization process.
- Recognize associates' right to freedom of association and collective bargaining.
- Authorized and properly executed collective bargaining agreement for the term of the agreement.
- Agreements are specific to subsidiaries/Joint ventures and countries and adjusted to the local legislation and the applicable collective labour agreements.
- Establish structures through the organisation to proactively engage trade unions and employees.
- Implement and maintain non-discriminatory employee practices and internationally recognised employment standards.
- Set formal communication to all employees and employees' representatives through the implementation of communication channels and regular interactions
- OCP Group will monitor and assess the application of the Group's Social Dialogue policy.



V. ESG GOVERNANCE

The responsibility of this policy lies under the ESG / Ethics committee that reports at least twice a year to the Board of Directors / Chief Executive Officer.

SPECIFIC FOR OCP GROUP SA AND PHOSBOUCRAA:

OCP Group's social dialogue is framed around the following institutions: the Staff Representatives, the Union Representatives (appointed in accordance with article 470 of the Moroccan labour code), the Elected Health and Safety Delegates (appointed in accordance with article 26 of Dahir number 1-60-007), the Union Delegates who are members of the national offices of the most representative trade Unions at OCP Group (appointed in accordance with article 5 of OCP Group Social Charter).

The Group social partners sit with management representatives in local and national dialogue bodies, especially: 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 and others)

VI. REPORTING

The Group will monitor and report, whenever it is possible, on a regular basis social dialogue KPIs mainly related to freedom of association and collective bargaining – mainly using the GRI 407 management approach and topic-specific disclosures.

For more information on OCP Group's approach to social dialogue, please consult OCP Group Sustainability report available on its website: <https://www.ocpgroup.ma/en/investors/annual-report>.

For consulting all the above-mentioned policies, please visit OCP Group's website <https://www.ocpgroup.ma/en/sustainability/policies-and-standards>.

VII. REVIEW

The Group will periodically review this policy to evaluate its relevance, to monitor compliance and to drive continuous improvement. OCP Group welcomes feedback and encourages dialogue with any interested party. All feedback and comments on this policy should be sent to sustainability@ocpgroup.ma.

Signature: Chief Human Capital and Services Officer