

# FACTSHEET LEARNING & DEVELOPMENT



Aware of having to face a constantly changing market, OCP decided to become a company of learner.

The key to success : agile teams, committed and capable of reinventing themselves to combine operational excellence and personal development.

To achieve this, we have relied on the continuous development of our associates skills, thus preparing our leaders of today and tomorrow, not only at the group level but also through their impact on its ecosystem.

Leaders who are committed to growing our Talents, wherever our Group operates, by offering them the opportunity to surpass themselves, to ensure the succession of tomorrow.

Today, our employees have the possibility to define their own project professional through targeted development actions and complete and personalized training, in addition to their contribution to cross-functional projects.

**This is the corporate philosophy of learners that drives us and that we carry daily.**

OCP Group invests heavily in the development of its associates' competencies & skills: in 2019, 82% of Group associates followed at least one training programme, with an average duration of 57 hours.

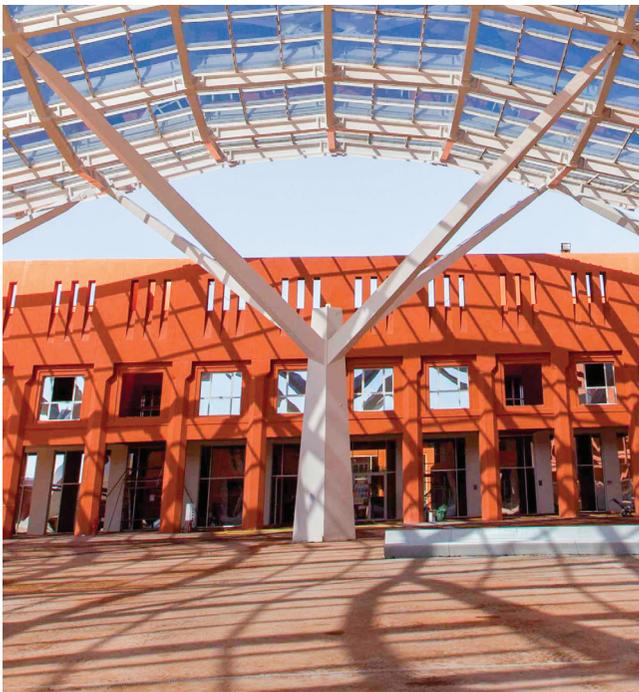
The Group devoted over 435 MMAD to employee training in 2019.

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

#### MOHAMMED VI POLYTECHNIC UNIVERSITY -UM6P:

OCP launched a state-of-the-art education institution, Mohammed VI Polytechnic University <https://www.um6p.ma/en>, which offered degree programs primarily for African students and also served as a training ground for OCP employees. The university is playing a key role in building the new skills and capacities necessary to support OCP's downstream expansion. Mohammed VI Polytechnic University aspires to be a world-class research university and a leading university in Africa.

The university's highly-qualified and experienced teaching community has been called on to design and lead training programs tailored to meet the specific needs of our employees and our business ecosystem.



#### THE LEARNING INSTITUTE:

The Learning Institute's mission is to adjust skills in order to adapt to changes in business lines and roles, support ongoing professional development programs, and provide personalized support for employees throughout their careers starting when they begin working for OCP Group. To this end, the Learning Institute offers a diverse range of training courses composed of different technical, managerial, or soft-skills training programs. Courses may be followed online via our e-learning platforms or in our classrooms. These programs are developed in close collaboration with OCP Group's business lines and in partnership with recognized institutions.



#### INDUSTRIAL EXPERTISE CENTERS (IEC):

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

#### OCP PROFESSORS:

We have implemented OCP professors which is a reflection of "OCP by OCP" learning, a program that allows any OCP employee or retired employee to transfer his or her know-how and expertise for the benefit of our internal and external ecosystem.

#### LE MOUVEMENT:

Since April 2016, OCP has created « Le Mouvement » to free up people's energy.

We have trusted our associates to make this project a success, and their accomplishments have gone beyond our expectations

« Le Mouvement » is a top-down-bottom up transformation and is now empowering every employee to think differently and think unthinkable. Instead, OCP is tapping into the knowledge and ideas of the associates, especially millennials. All employees share ideas. OCP has transformed its culture in the age of new disruption.

As a matter of fact, today, more than 8,000 employees participate in more than 60 situations of the Movement, including 10 in the process of being anchored (eg Switch to digital, Smart Fertilizer, OCP Maintenance Solutions).

#### 1 PACTE:

In 2019, OCP launched "1 pacte", a dialogue with all employees and ecosystem aiming to create a strong common sense.

By launching such a group-wide internal dialogue approach, OCP is creating a new transformation dynamic for OCP

These very large-scale internal dialogues took place through physical meetings animated by 120 connectors (groups of employee's volunteers) via iterative, constructive and open dialogues and exchange views.

This very large-scale internal dialogue is also supported by via a digital platform and an internal social network allowing everyone to register, submit their contribution and exchange views

## EMBRACING LIFE-LONG LEARNING

### Average hours of training per trainee

57 Hours



Group

88 Hours



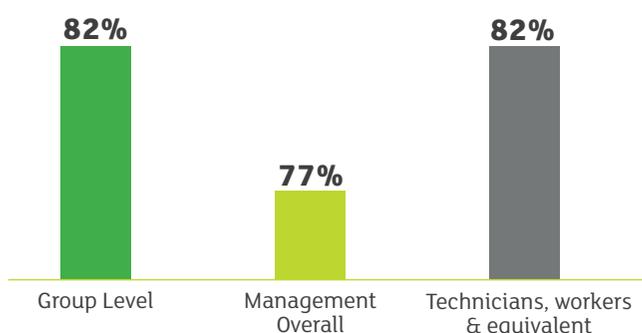
Management Overall

53 Hours



Technicians, supervisors, workers, employees & equivalent

### Learning coverage for employees



### L&D investment

435 MMAD

Amount spent on training & development

23 016 MAD

Average amount spent per FTE on training and development

### Training for our Ecosystem companies



2 923 Ecosystem



27 average hours of training per person

## CONTINUOUS FEED-BACK

OCP believes that regular feedback is necessary for the continuous development of its associates.

OCP promotes a culture of performance at all levels of the organization that ensures the achievement of results, by fairly encouraging and recognizing employee performance.

The associates relies continuously on performance and progress feedback, allowing them to better understand where they stand in terms of performance, and thus to optimize their individual performance and actively participate in overall performance.

My Dev is a development tool accessible to associates, to enhance leadership and performance, and to support career development and personal growth.

The associates base their performance improvement on 4 performance and progress feedback pillars :



In order to support the sustainability program, Environmental, Social and Governance « ESG » criteria are embedded within the performance review of all associates.

## MANAGEMENT BY OBJECTIVES

100%

Management by Objectives:  
Use of agreed measurable targets by line superior

