



# 2013 SUSTAINABILITY REPORT

PEOPLE, PLANET, PHOSPHATE

# PREAMBLE

This document presents the main sustainability achievements of the OCP Group for the year 2013.

Financial data has been prepared in accordance with International Financial Reporting Standards recognized in Morocco and abroad, unless otherwise indicated.

All amounts are in Moroccan dirhams, unless otherwise indicated.

## PEOPLE, PLANET, PHOSPHATE

OCP carries a unique legacy both nationally and globally, entrusting it with crucial economic, social and environmental responsibilities. Nationally, the company is Morocco's economic powerhouse and a significant contributor to national development. Internationally, OCP is a major global food security player. For the multitude of Moroccan public and private institutions, and global communities who share our sustainability values, we are more than just a company, we are the everyday partner that they can rely on to build the future. Our neighbors and partners look up to us to help create new economic opportunities, foster social progress, and ensure environmental leadership.

This year, we have continued to strengthen our relationship with our neighbors and communities at large. We have worked with hundreds of NGOs, and partnered with local authorities, cooperatives and a multitude of other local stakeholders, to address social needs, build capacity, innovate together, and expand possibilities. Through the creation of the Skills Centers, we have renewed our commitment to youth.

On the industrial level, our operational excellence program is well underway. It will allow us to double our mining production and triple our processing by 2025, all the while improving our environmental footprint and achieving world class performance.

In 2013, the construction of the slurry pipeline has been completed. Transportation of phosphate through the pipeline is set to commence early 2014. Thanks to the pipeline, OCP will reduce its CO<sub>2</sub> emissions by 900,000 tCO<sub>2</sub>e per year: this represents 20% of the average carbon intensity of Morocco's phosphate sector. The pipeline will also result in the savings of three Million m<sup>3</sup> of water per year.

“ This year we  
have continued  
to strengthen  
our relationship  
with our  
neighbors and  
communities  
at large ”

Underlying our global market leadership is the greater mission of ensuring global food security through a larger access to fertilizers and the promotion of sustainable agriculture. Together, with big and small farmers in Africa, Asia, Latin America and around the world, we work to increase yields, improve livelihoods, and create sustainable value.

Every day, we look beyond phosphate extraction to turn our activity into a transformational catalyst in every field and sector, sharing and transferring world class best practices to our numerous stakeholders, and offering limitless potential towards sustainable growth.

OCP employees are fully invested in this challenge, and convinced of the true meaning of our activity, which is beyond phosphate, a real commitment to people and the planet.

Mostafa TERRAB  
Chairman and CEO

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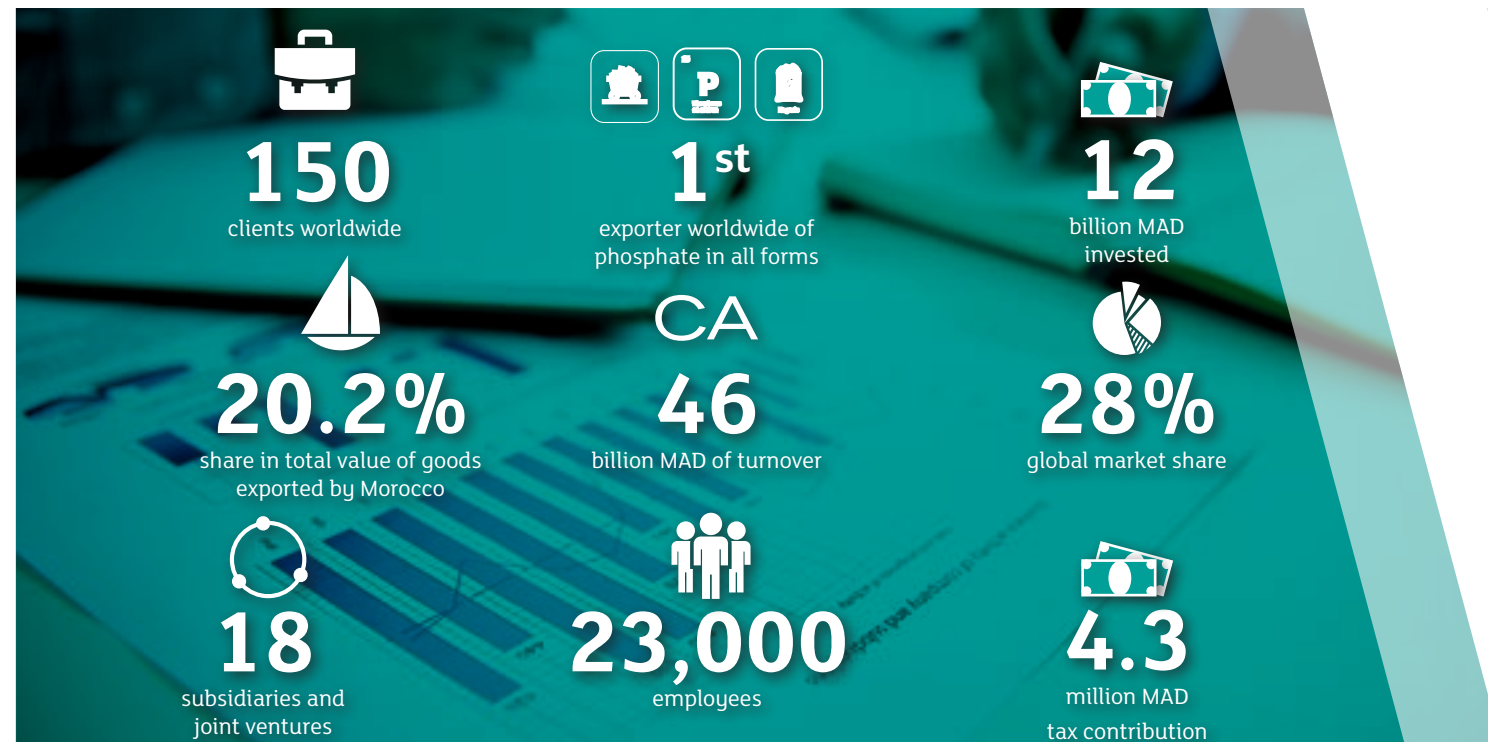
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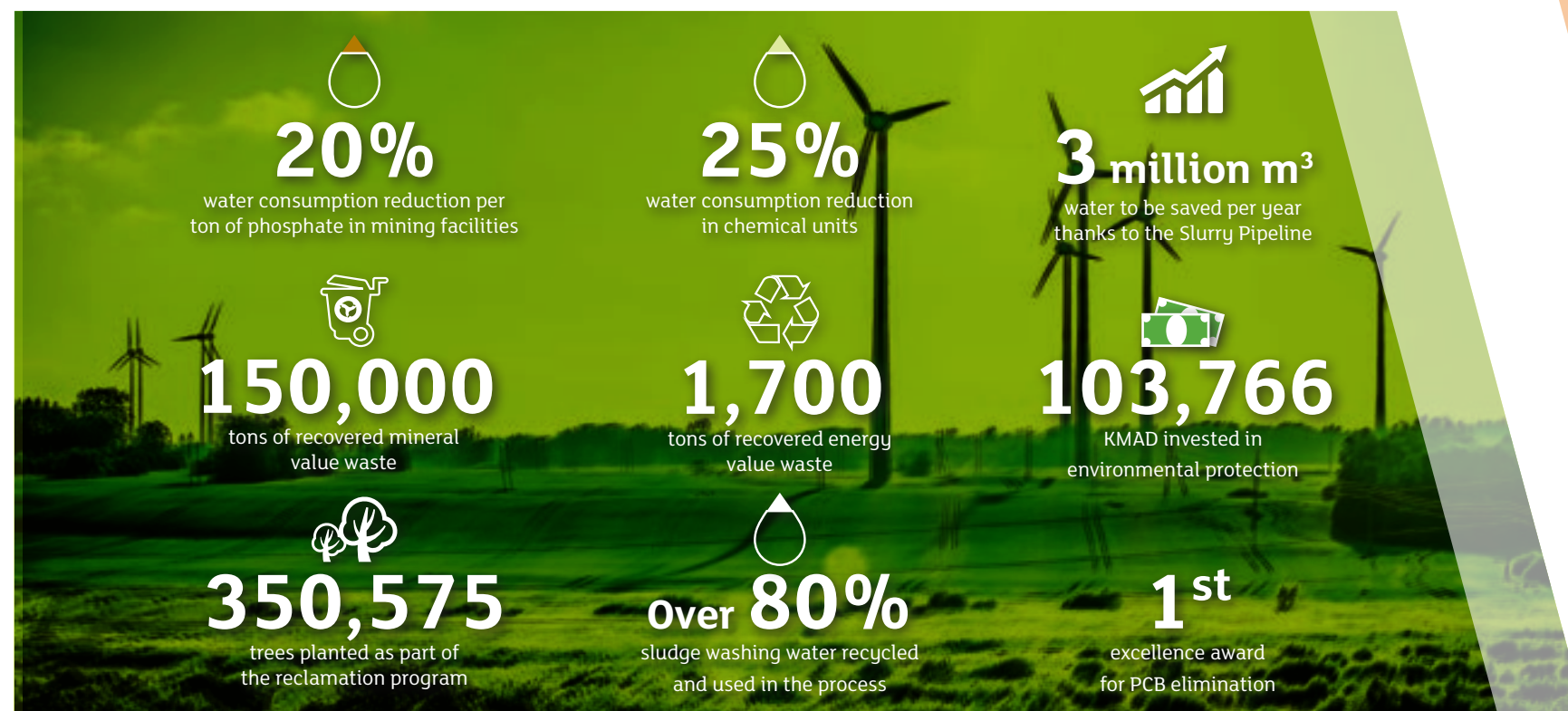


# 2013 HIGHLIGHTS

## ECONOMIC LEADERSHIP



## ENVIRONMENTAL EXCELLENCE



## SOCIAL COMMITMENT





# ABOUT THIS REPORT

This report represents the first OCP consolidated document on sustainability. It contains Standard Disclosures from the Global Reporting Initiative G4 sustainability reporting guidelines (GRI) and covers the period from January 1<sup>st</sup> to December 31 2013. The report is organized in a few chapters that will provide our stakeholders with information about our sustainable policy, goals and achievements in the following main areas: the creation of sustainable value, our human capital, our contribution to society, and environmental excellence.

This report was drafted following an engagement process through which OCP closely listened to its internal stakeholders, and discussed with them some of the most pressing sustainability issues tackled by the Group both locally and globally. It is the result of several internal consultations and meetings that allowed the sustainability reporting team to identify material aspects and to describe the key sustainability challenges that underline OCP's sustainability goals and objectives and inspire its projects. External stakeholders' input was translated from surveys, interviews and studies conducted by prominent research institutes, and involved major partners and neighboring communities.

OCP's sustainability report will be published annually. This first edition did not seek any external verification. We do hope however that this document will enrich the dialogue with our stakeholders, and represent a new engagement opportunity with our partners in Morocco and around the globe.

For questions about this  
sustainability report, please contact:  
[Peopleplanetphosphate@ocpgroup.ma](mailto:Peopleplanetphosphate@ocpgroup.ma)



**Enjoy the read!**

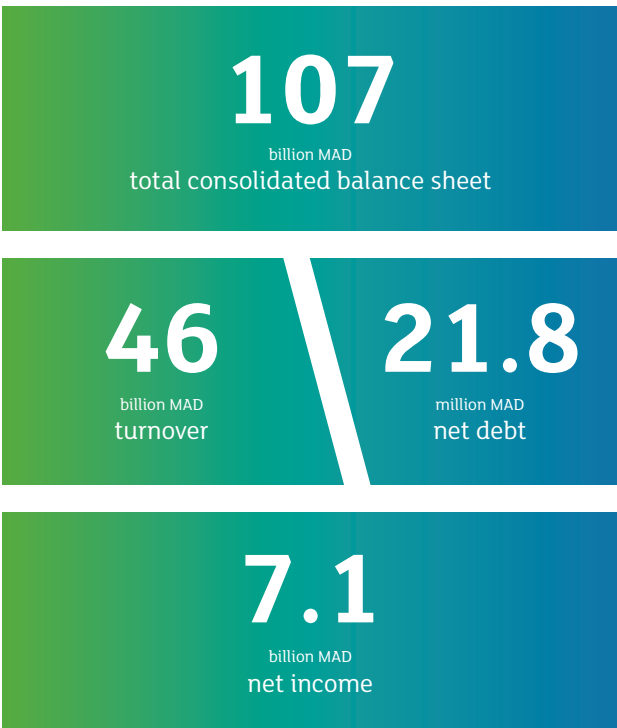


# PRESENTING OCP

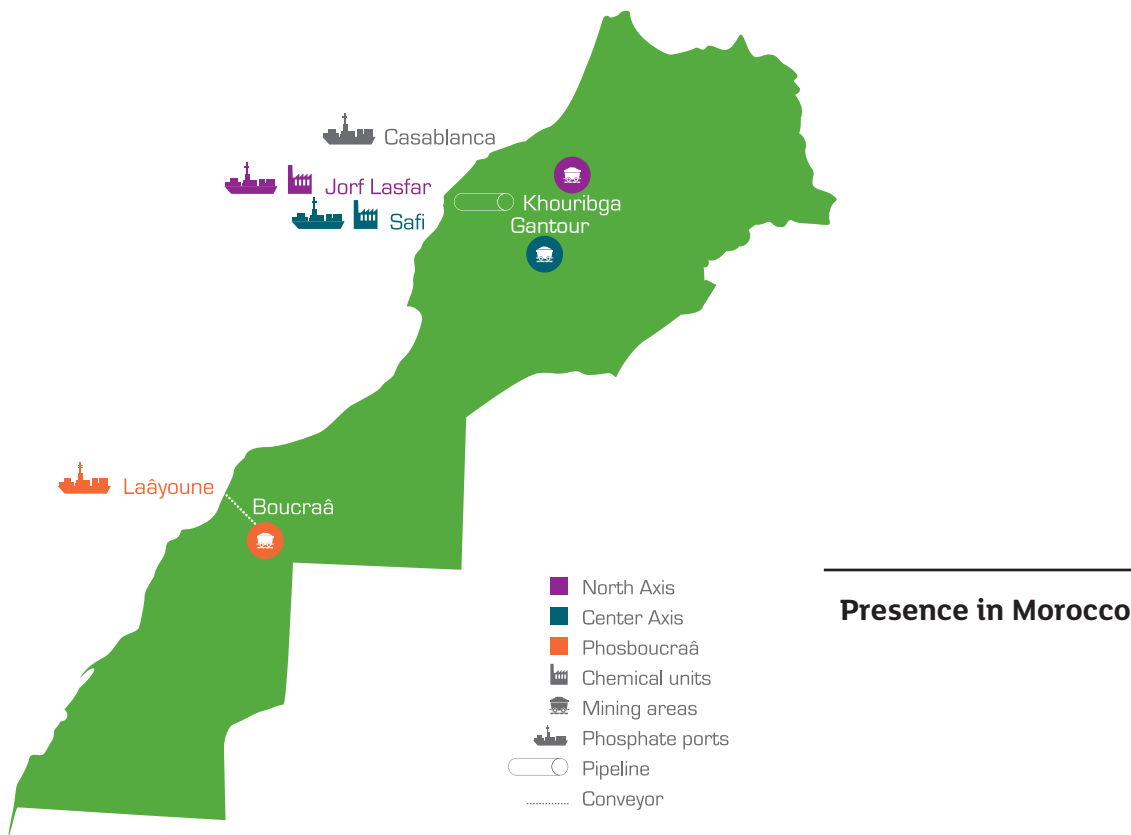
OCP holds a special place in Morocco’s industrial history, as the leading global exporter of phosphate ore, a market leader in phosphoric acid and a major player in solid fertilizers. This leadership has been made possible by our long history and the 94 years of experience accumulated since the creation of Office Chérifien des Phosphates in 1920.

The Company legally became the OCP Group in 1975 and a Limited Company named OCP SA in January 2008 with headquarters in Casablanca.

We have grown from several hundred people and revenues of three million USD at our creation to revenues of 46 billion MAD (2013), and nearly 23,000 employees today.

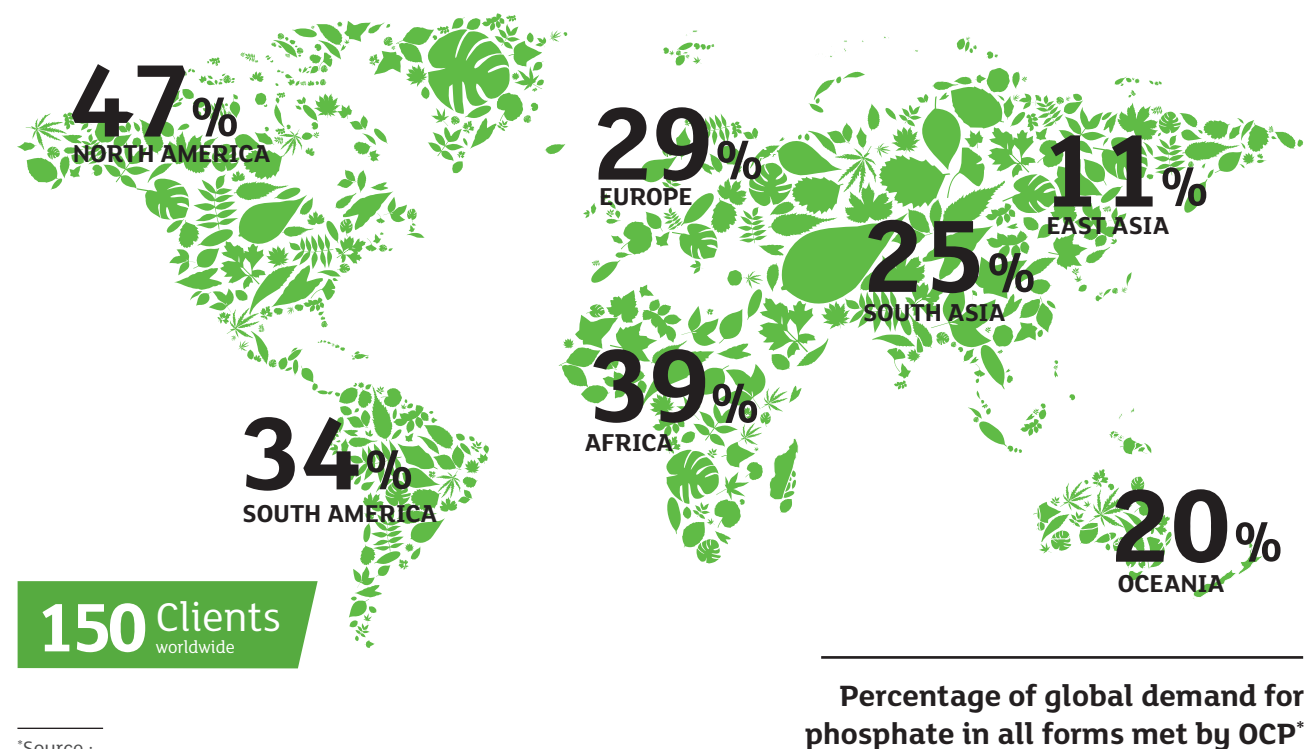


## A strong presence in Morocco and around the globe



\* in 2013





\*Source :  
IFA temporary report

## OUR PRODUCTS CATEGORIES

### Phosphate rock

The quality of phosphorous rock is determined by measuring the percentage of phosphorous pentoxide ( $P_2O_5$ ) it contains. This varies from five to 45 percent; if it is less than 30 percent (which is the bulk of production), the ore undergoes a first treatment using a dry method and/or an enrichment via dry or wet processes.

**OCP is the 1<sup>st</sup> exporter worldwide of phosphate rock with 33%\* of market shares.**

**25.9** million tons  
exported and  
delivered locally

**17.3** million tons  
processed in  
OCP units

**26.4** million tons  
extracted and processed

**8.6** million tons  
exported

### Phosphoric acid

An intermediate product between phosphate rock and fertilizers, phosphoric acid is the product obtained from the enrichment of the original ore obtained through a chemical reaction with sulfuric acid at various concentration levels. As for purified phosphoric acid, it is produced in smaller quantities to supply different food and industrial applications.

**OCP is the 1<sup>st</sup> exporter worldwide of phosphoric acid, with a 47%\* global market share.**

**4.4** million tons  
 $P_2O_5$  products

**2** million tons  
 $P_2O_5$  exported

### Phosphate fertilizers

- MAP (a binary fertilizer consisting of two fertilizing agents: phosphorus and nitrogen)
- DAP (the most commonly used fertilizer)
- TSP (trisodium phosphate)
- NPK (a ternary fertilizer made of three elements: phosphorus, nitrogen and potassium).

**OCP is the 2<sup>nd</sup> exporter worldwide of phosphate fertilizers with a 19% global market share.**

**4.8** million tons  
products

**4.3** million tons  
exported

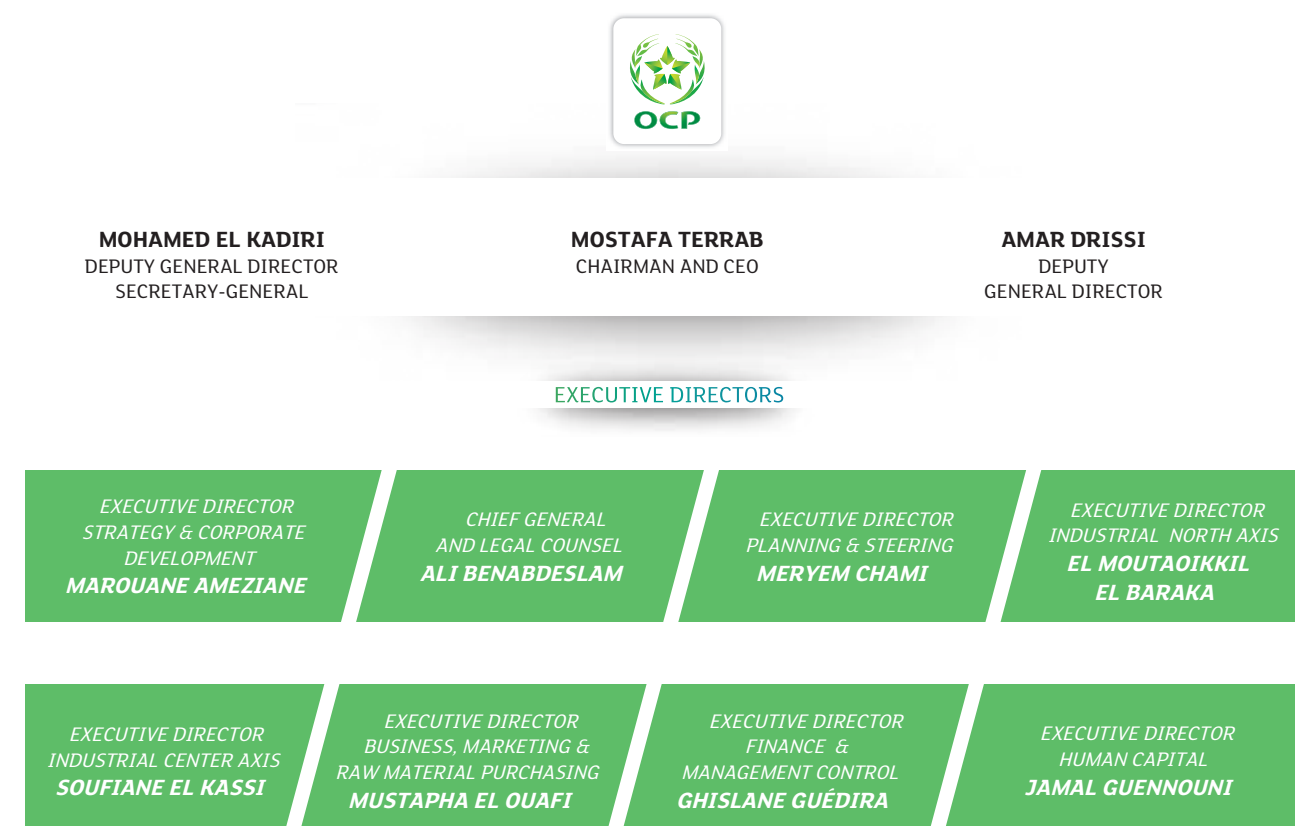
\* OCP & IFA, 2013.

# EFFECTIVE AND TRANSPARENT GOVERNANCE

## HIGHEST GOVERNANCE BODY

The board of directors determines the orientations of OCP's activity and sees to their implementation. Board members are representatives of different ministries and other institutions. OCP's CEO chairs the board of administration.

## 2014 ORGANIZATION CHART



## OUR VALUES

### NIYA

#### Ijtihad

- Show creativity and a spirit of innovation;
- Be capable of questioning and challenging oneself in order to better evolve.

#### Integrity / loyalty

- Demonstrate transparency, integrity and honesty in all circumstances;
- Display exemplary behavior within and outside OCP.

### OPENNESS

- Respect others and recognize their value, promote empathy;
- Listen to and be open to divergent view points.

### ADAPTATIVE LEADERSHIP

#### Leadership

- Be capable of mobilizing and federating around the Group's projects;
- Promote motivation and encourage others to surpass themselves;
- Be capable of taking decisions and arbitrating;
- Adapt to change and manage development shifts.

#### Responsibility / engagement

- Fully assume responsibilities, be accountable for personal and team actions;
- Demonstrate a genuine commitment to collective success.

#### Courage

- Show persistent efforts to bring projects to a successful end (resilience);
- Proactively seek to get out of one's comfort zone and take risk;
- Propose and defend new ideas;
- Provide and receive feedback and receive feedback in an honest and constructive manner.

#### Modesty

- Be humble in all circumstances;
- Value the team's accomplishments rather than one's own contribution;
- Be able to question and challenge oneself/ accept to be challenged and constantly seek self-improvement.

#### Solidarity

- Promote teamwork;
- Place the Group's interest before self-interest;
- Make knowledge and knowhow available to others; contribute to collective intelligence;
- Be reactive/Adopt a pay it forward attitude and genuinely support colleagues.



## A MISSION THAT MOTIVATES US

The OCP mission is to ensure a global and sustainable access to phosphate by committing to economic, social and environmental leadership in Morocco and worldwide.

## PRACTICING A RESPONSIBLE AND FAIR GOVERNANCE

The integration of ethical values and principles in our organization to support good governance is among our top priorities. Respecting our commitments, integrity, transparency and equity in all circumstances, are just a few examples of the principles that shape the OCP culture and create a real pride of belonging to the OCP family.

The full translation of the company values is illustrated through clear structures and governance tools. OCP employees are regularly trained and assessed on their adherence to these values. These assessments address both the operational and relational aspects of their work. Furthermore, the audit and control entity largely contributes to strengthening and embedding OCP values.

In May 2013, the Group was awarded the IFACI Certification of the French Institute of the Internal Audit and Control. This certification is recognized and promoted by the Institute of Internal Auditors IIA and the European Confederation of Institutes of Internal Auditing Certification ECIIA. As an independent and highly strict external evaluation, the IFACI certification further reflects OCP's commitment to a process of continuous improvement of its internal audit activities, thus ensuring greater performance and recognition both nationally and internationally.





## INTEGRATING SUSTAINABILITY AT OCP

OCP's sustainability mission is driven by the sustainability department and the sites' sustainability entities. The OCP Foundation reinforces this mission through social actions both locally and internationally.

### The drivers of sustainability at OCP:

- A common sustainability vision;
- A shared and coordinated function;
- Structured and cross-cutting programs;
- Partnership and collaborative approach;
- Local, national and international impacts;
- Reporting, performance assessment and continuous improvement.





# OUR SUSTAINABILITY POLICY

Sustainability is the driving force guiding our fundamental mission of feeding the soil to feed the planet. Contributing to global food security requires the protection of our planet's natural capital, and the generation of profit that creates sustainable value within our operation areas, and benefits society at large.

As a responsible industrial actor, OCP commits to leadership in safety, health and the environment. The Group works towards promoting projects that generate investments, increase skills and employability and improve living standards in the areas where we operate.

Building and maintaining strong relationships with our neighboring communities and ecosystem is key to turning existing challenges into tangible opportunities for the creation of sustainable shared value.

OCP has dedicated sustainability teams that facilitate the integration of sustainability at all levels of the organization. To do so, the Group adopts a partnership oriented approach with expert organizations and field actors, mobilizes the required human talents and financial resources, and relies on the unwavering commitment of all its employees.

OCP's sustainability policy is based on a logic of continuous improvement. It is translated into ambitious goals and key performance indicators allowing for a regular and transparent reporting.

These commitments are embedded in OCP's good governance and leadership strategy, and enable the Group to improve its performance and sustain its national and global leadership.

The following commitments further define our sustainability policy:

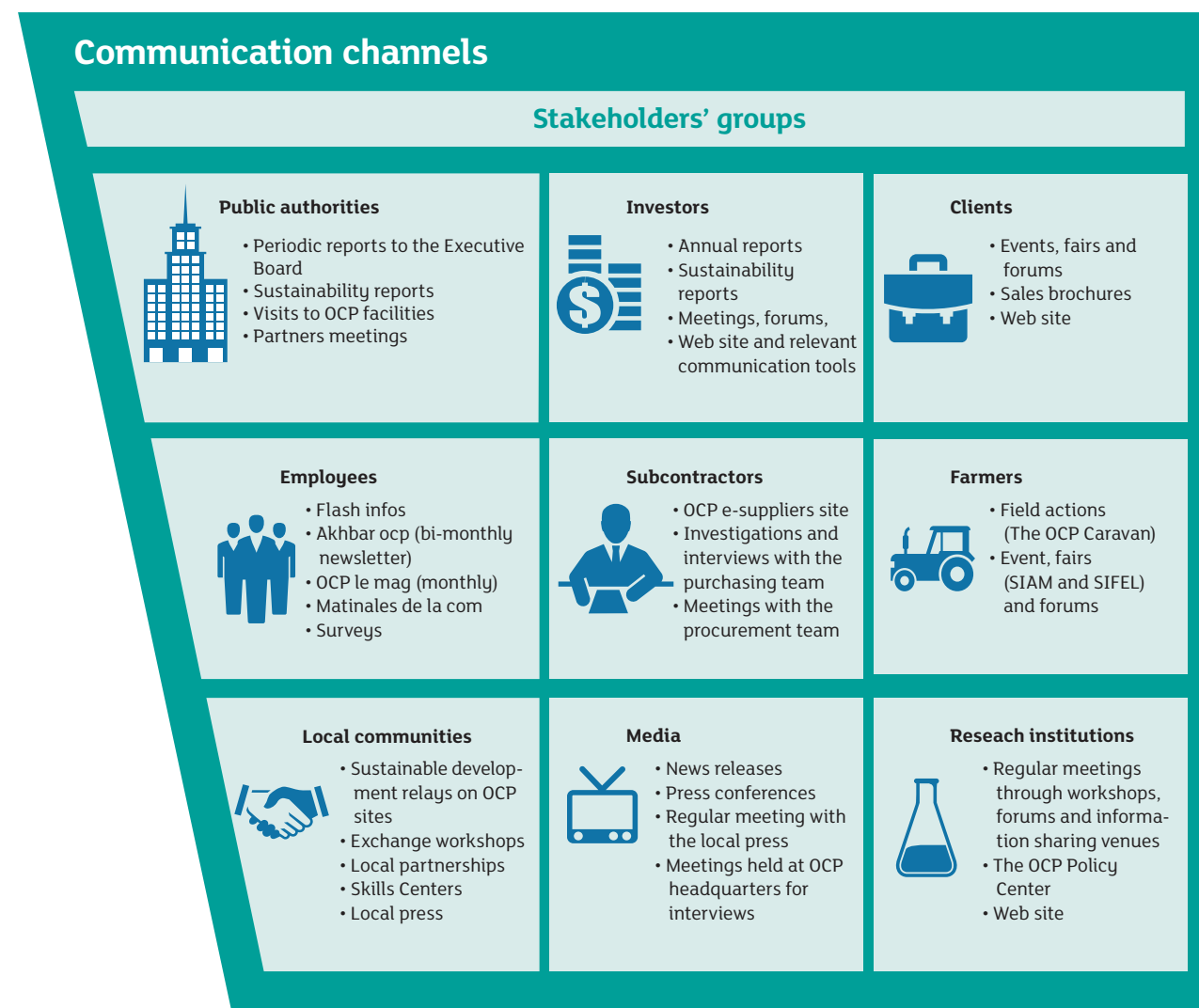
- 1 Ensuring that our projects lead to tangible opportunities for the creation of sustainable shared value with our stakeholders:**  
 This is achieved through ongoing dialogue, mutual trust and a translation of our stakeholders' needs in order to create win-win outcomes.
- 2 Securing our employees' and stakeholders' health and safety:**  
 We carefully manage all the risks linked to our activities, and adopt the highest health and safety standards, aiming at a zero incident target.
- 3 Contributing to the territorial development of our regions of operation:**  
 By establishing partnerships with local institutional actors and contributing to impactful projects that foster durable socioeconomic growth.
- 4 Improving life conditions for our neighboring communities through:**
  - Supporting our neighbors with skills development and income generating investments;
  - Improving youth's access to employment opportunities;
  - Strengthening the NGO sector;
  - Improving access to education and health services.
- 5 Supporting the development of small enterprises:**  
 We seek to create a sustainable supply chain and a competitive ecosystem that match OCP's growth strategy.
- 6 Promoting sustainable agriculture:**  
 We focus on research and innovation, and support farmers in order to optimize their yields and increase their income through balanced and efficient fertilization.
- 7 Achieving environmental excellence through:**
  - The optimization of our water consumption, the development of diversified non-conventional water sources;
  - The optimization of our energy consumption and the use of renewable energy;
  - Responsible management of final waste, and the recycling or valorization of all other waste;
  - Innovation for the valorization of by-products;
  - The promotion of innovation to foster sustainable mining and reclamation practices;
  - The mobilization towards achieving zero harmful emissions.

All OCP employees contribute to the promotion and achievement of these commitments.



# MATERIALITY ANALYSIS

While drafting this report, including the general disclosures of the Global Reporting Initiatives G4 guidelines, the sustainability reporting working group identified key stakeholder groups. However, no specific engagement process has taken place with these stakeholders' group as part of preparing this report.



In order to identify the sustainability aspects to be covered in this report, OCP adopted the following approach inspired by the GRI guidelines:

## Identification

OCP has developed a long list of relevant sustainability issues for the organization and its stakeholders. This list has been prepared while taking into consideration OCP stakeholders' input, industry related research and studies well as benchmarks and an analysis of media coverage of OCP.

## Prioritization

The Sustainability Reporting working group, composed of representatives of the main OCP entities, reviewed, completed and assessed the proposed long list of issues. This assessment has resulted in a list of relevant issues.

## Validation

The following list represents the result of our materiality analysis:

- Ensuring health and safety;
- Contributing to economic development;
- Promoting food security;
- Global market leadership;
- Good governance;
- Continuous quest for operational excellence;
- Efficient management of water resources;
- Land management;
- Reducing air pollution;
- Ensuring good working conditions.

Although this first sustainability report does not thoroughly address all of these issues, the materiality analysis enabled us to identify aspects, which will be more closely monitored for the purpose of their inclusion in our reporting system.





# CREATING SUSTAINABLE VALUE

Promoting Operational Excellence

Seeking Global Food Security

OCP in africa

Performance Phosphate Products

The OCP Caravan



*Building on nearly a century of industrial, commercial and social performances, the OCP Group looks to the future with the determination and commitment of a responsible leader.*

*Beyond profit, the Group works everyday to tackle the challenge of global food security. This mission is fully translated into an ambitious strategy and rooted in continuous innovation and a drive for industrial and commercial excellence.*





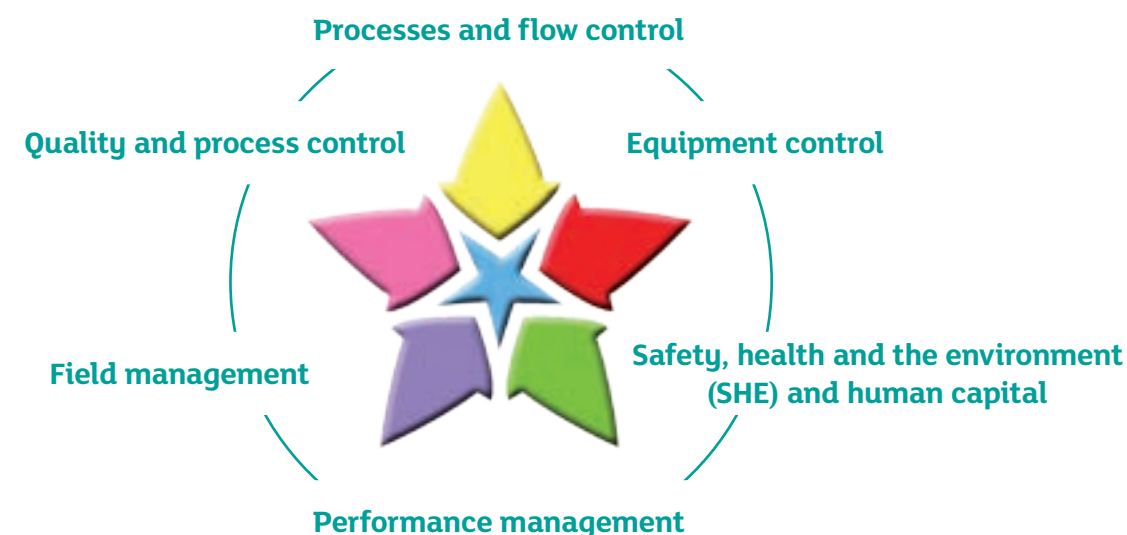
# PROMOTING OPERATIONAL EXCELLENCE

In line with its growth ambitions, OCP deployed an operational excellence program labeled OCP Production System (OPS). OPS was deployed to build upon the successes of Iqlaa and to secure OCP's World Class ambition. Launched in 2009, Iqlaa targeted achieving capacity in both mining and chemical operations and optimizing resources use to ensure cost leadership.

With the adoption of OPS, OCP further embeds its operational excellence ambition and shifts its industrial strategy from a centralized system to a system based on autonomy where OCP employees are the real engineers of the company's transformation.

OPS thus represents a complete system based on six core components and deployed across all OCP sites.

## THE 6 BUILDING BLOCKS OF OCP PRODUCTION SYSTEM



## OPS: FROM PERSONAL COMMITMENT TO COLLECTIVE INTELLIGENCE

Transformation means change, and change starts with people. Enabling each OCP employee to carry on OCP's transformational ambition is key to OPS success, and is made possible by empowering employees to become

leaders in their field. With OPS, transformation is triggered from the ground up. Thanks to the high autonomy that they enjoy, OCP teams are the real catalyzers of performance.

### How OPS works



#### Tools

- Wiki OCP
- OPS Sharepoint
- Applied seminars
- 4 Wikis per week
- 450 training sessions



#### Experimentation

- Free field trials
- 150 improvement proposals



#### 1<sup>st</sup> forum: collection

- Exchanging
- Comparing
- Debating
- Best practices
- 150 participants



#### Structuring

- Common exchange platform
- 200 champions
- 1<sup>st</sup> OPS manual



#### 2<sup>nd</sup> forum : Consolidation

- Broadening acquired skills
- Exchange on content
- Added value confirmation

### Collective intelligence

## Sustainable operational excellence



# SEEKING GLOBAL FOOD SECURITY

## LAYING THE GROUNDWORK FOR SUSTAINABLE AGRICULTURE

The core of OCP's mission is to provide farmers around the world with the means to ensure higher yields and incomes. This commitment is indeed a real priority given the challenges that the global community needs to address in order to feed a world population that will reach 9 billion people in 2050. Addressing this population growth, which will primarily affect

the South to see the opportunity to create meaningful impacts. While agricultural investment has been in decline in sub saharan Africa for thirty years, we have witnessed a new boost of investments that reveal the true potential of the continent. Africa represents 18% of arable land in the world, while fertilizer use represents only 1% of the world's total fertilizer consumption; these conditions point to the potential for African agriculture to stand as the real solution for achieving global food security.

These opportunities were clearly highlighted during the inaugural Global Food Security Forum held in

Rabat in 2012. This first forum came to reinforce the commitment of OCP to South-South cooperation. Among its priorities, the initiative looked to uncover the key actions and steps that will help smallholder farmers gain access to key inputs and opportunities to achieve sustainable agricultural and ensure global food security.

Building upon the recommendations of the Global Food Security Forum, OCP created the Global Food Security Initiative and organized two major follow-up meetings in Mumbai and Dakar in February and March 2013.

"We are really seeing a clear trend of reinforcement of South-South relationships; the global South is moving. and if we look in terms of investment, trade flows, in and out of africa, the global South is playing a much bigger role. We see it in our sector very clearly, in agricultural growth... massive investments in agriculture in africa, but coming predominantly from the South... with also new entrepreneurs from the South, and from africa, emerging, and really tapping the international financial market in Africa very smart ways, learning to derisk their investments in smart ways..."

*Dr. Mostafa Terrab, Atlantic Societies, Growth, Change and Adaptation, Atlantic Dialogues 2013.*

developing countries, requires a 70% increase in global food production between 2007 and 2050. Thus, such production will have to double for developing countries. For OCP, leveraging farmers' potential is not just about selling fertilizers, it requires integrated solutions to address the common challenges that smallholder farmers traditionally face in Africa and the world: storage, logistics, finance, market access, etc. Through sound partnerships, targeted strategies and clear actions, we work with our stakeholders to promote sustainable agriculture. We need to look no further than to our neighbors to



These two initiatives were attended by prominent organizations such as the International Center for Agricultural Research in the Dry Areas (ICARDA), the International Fertilizer Development Center (IFDC), the International Food Policy Research Institute (IFPRI), the World Bank, the International Finance Corporation (IFC), the United Nations Industrial Development Organization (UNIDO), the African Development Bank (AFDB). Participating experts came from a variety of sectors representing the public and private sectors, as well as NGOs, and organizations such as cooperatives and farmers' associations.

The 2013 meetings targeted a few initial objectives:

- Reemphasizing the commitment of OCP to South-South partnerships, and more particularly Africa's agricultural development;
- Working with regional stakeholders to design winning partnerships;
- Reviewing existing capabilities and challenges to provide tailored capacity development programs;
- Encouraging the emergence of value adding distribution networks and new income generation prospects for smallholder farmers;

- Building synergies with expert institutions such as FAO and the African Development Bank.

To achieve these objectives and build sustainable agricultural value chains, two preliminary action areas were identified:

1. Access to input: Working with input suppliers is key to helping small farmers access the necessary tools to increase yield, including tailored fertilizers, access to adequate financing, skills development and business training;
2. Market access: Securing reliable markets for farmers to sell their products by strengthening the public private partnerships and addressing systemic challenges such as: infrastructure limits, storage, distribution challenges, etc. With a sustainability oriented business strategy in Africa and worldwide, the Group has already initiated concrete efforts on the ground to realize these priorities, serve farmers around the world and lay the groundwork for global food security.



# OCP IN AFRICA

In order to boost sustainable agriculture in the continent, OCP has adopted a comprehensive strategy emphasizing three main actions:

## Learning

Better understanding the African market characteristics allows OCP to dedicate tailored solutions addressing priority needs and setting appropriate targets for improved production. In 2013, OCP continued to meet with local distributors, government agencies and agricultural research institutes from several African countries. These meetings are crucial to stay abreast of existing challenges and to unveil the opportunities for sustainable agriculture in Africa.

## Engaging

OCP dedicates specific production volumes to support African agriculture. Such commitment ensures the availability of an adequate supply of fertilizers on the continent.

## Innovating

OCP creates and markets new and innovative products that address specific crop and soil needs called Performance Phosphate Products (PPP).

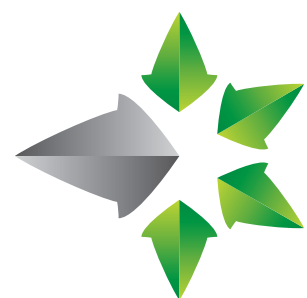
## FMB Africa 2013 for better agricultural productivity in Africa

The "Argus FMB Africa Fertilizer Conference and Exhibition" has been sponsored by OCP since its launch four years ago.

Now at its 4<sup>th</sup> edition, the Conference was organized for the 1<sup>st</sup> time from March 13<sup>th</sup> to 15<sup>th</sup>, 2013 in Dakar, under the theme "improving access to fertilizers for African farmers: the major role of local distributors in a growing African market". This theme choice highlights the importance of fertilizers use for the improvement of crop yields and agricultural productivity.

As a unique platform for networking and sharing, this event was an opportunity for various players, producers, traders, fertilizer distributors and retailers to share successful experiences in terms of access and use of fertilizers and to design sustainable solutions for the promotion of a Green Revolution in Africa.





# PERFORMANCE PHOSPHATE PRODUCTS

## PERFORMANCE PHOSPHATE PRODUCTS: INNOVATIVE AND ENVIRONMENTALLY ADAPTED PRODUCTS

This new brand embodies OCP's will to make optimal use of the P resource through the development of new product lines, with higher added value and intended for specific types of soils and crops. These products fit perfectly with OCP's sustainability strategy as they add value to the by-products phosphate industry, such as fluorine, phosphogypsum, washing sludge, trace elements, etc.

- **Complex fertilizers:** PPP Complex fertilizers were designed to address the issue of severe deficiency in essential elements in arable lands. This highly fertilizing line is composed of phosphate, nitrogen and incidently potash. This range is also mainly enriched with micro and macro nutrients (mostly sulphur, zinc, boron...).
- **PPP animal feed:** These high-quality, nutritious products are intended as animal feed for livestock, poultry, etc. As an important source for phosphorous and calcium intake, PPP animal feed helps strengthen animal bones and accelerate their growth. Two Safi-based production units are manufacturing DCP (dicalcium phosphate) and MDCP (mono dicalcium phosphate), pending the development of new food supplements.
- **PPP Soluble fertilizers:** Irrigation may consume up to 80% of a country's water resources. Given the growing scarcity of water resources, particularly in the Mediterranean area, micro-irrigation stands as an appropriate response to this challenge. Micro-irrigation is promoted as part of the strategies of particular sectors and industries, in many countries such as in Morocco with the "Plan Maroc Vert". PPP soluble fertilizers are specifically adapted to this irrigation system as they help ensure a better assimilation of nutrients by crops;
- **PPP Direct application:** This line of products is particularly intended for acidic soils (sub-Saharan Africa, Indonesia, Brazil...) and meets the needs of three major crops: cocoa (Teractiv cocoa), coton (Teractiv coton) and corn (Teractiv corn). Composed of highly reactive natural phosphorous, rich in calcium, zinc, silica and clay, these direct application fertilizers allow for better 'P' effectiveness thanks to a steady supply of released phosphate, its long term utilization rate as well as the availability of other elements with Ph regulating effect, which also limits the absorption of toxic substances by plants.





# THE OCP CARAVAN



## For a sustainable national agricultural development

In partnership with the Ministry of Agriculture and Marine Fisheries and major fertilizer distributors, the OCP Group and the OCP Foundation have held three editions of the OCP Caravan in 2013, as part of their continuous support to the "Plan Maroc Vert". These initiatives are an extension of the OCP Cereals Caravan organized in 2012, which was built around a public private partnership model. The OCP Caravan organized raises awareness among smallholder farmers in visited areas. It also represents an opportunity for access to expert knowledge and sharing know-how among all involved partners.

Thanks to the OCP Caravan, farmers have the opportunity to learn about the use of efficient agronomic techniques and the rational use of fertilizers and nutrients. Moreover, they may benefit from soil analysis offered through the mobile laboratory as well as learn how to use the fertility map.



OCP innovation fund for agriculture is an investment fund committed to the promotion of innovation and entrepreneurship in the agriculture and agribusiness sectors.

To help high potential projects succeed, the Fund supports entrepreneurs by providing them with strategic, financial as well as operational advice.







# DEVELOPING HUMAN CAPITAL

- Health and Safety: a non-negotiable priority
- Career and Skills Development
- Comprehensive social benefits for OCP employees
- IPSE: Providing the OCP community with quality education



*OCP's fundamental mission of enabling sustainable agriculture and building a better future lies in the hands of committed women and men working together towards the achievement of this common goal. In accomplishing this mission, OCP's 23,000 employees hold health and safety as a moral obligation and a priority that extend to all the Group's stakeholders.*





# HEALTH AND SAFETY: A NON-NEGOTIABLE PRIORITY



In terms of security excellence, OCP aims to achieve an objective of zero accidents and zero cost of equipment damages.

At OCP, employees are not just the company's most precious asset; they are precious lives, families, friends, colleagues and communities. Thus, their health and safety are non-negotiable.

OCP has rolled out a comprehensive health and safety strategy that establishes health and safety as a principle in its own right and places it at the top of OCP's operational excellence priorities. Because the ongoing transformation of OCP means higher risks, it also requires a higher focus on ensuring equal excellence in security.

In 2011, OCP concluded a partnership with Dupont Sustainable Solutions, which resulted in the full scale deployment of an occupational health and safety assessment completed the same year. This assessment analyzed and highlighted OCP's security culture, as well as the processes and security practices across its various industrial entities in order to locate vulnerabilities and risks.

In 2012, a large scale project targeting the transformation of safety, health and the environment (SHE) management at OCP was launched. Founded on a zero accident and incident vision, this new integrated governance model established new security foundations: committees for SHE management, world class governance and operational standards, a clear commitment and exemplary behavior of all employees from managers to workers

on the front line. The new model emphasizes a comprehensive reporting framework that captures and monitors all identified risks.

## Among the standards implemented in 2013:

- Managing incidents and accidents, health, safety and the environment;
- Visits and observations, health, safety and the environment;
- Visible commitment, exemplarity and SHE performance steering.

## The deployment of new operational standards represented a new milestone in 2013:

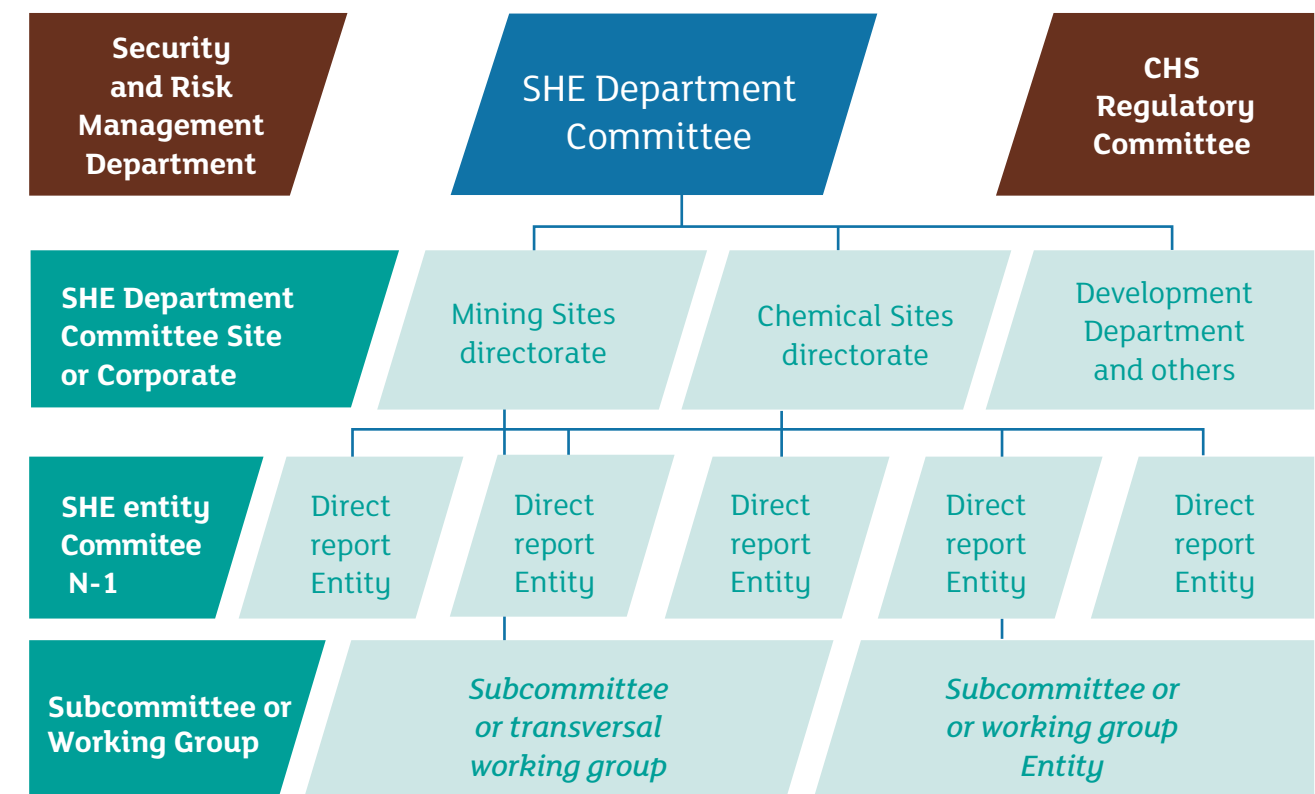
- Workstation risk analysis;
- Working conditions in confined areas;
- Logging of energy and hazardous materials;
- Hazard processes analysis.

In addition, the following standards have been developed:

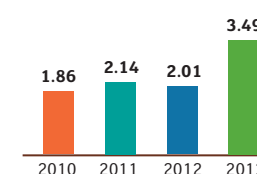
- Traffic in OCP facilities: Infrastructure, means, and organization;
- Management of Personal Protective Equipment;
- SHE management contractors;
- Management of technological changes.

In order to support this new governance model and the implementation of the new standards, 5,500 man/days of training on OCP standards were provided in 2013.

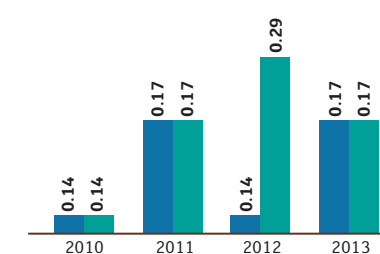
## THE NEW SHE GOVERNANCE



### EVOLUTION OF THE FREQUENCY RATE (OCP STAFF)



### EVOLUTION OF THE GRAVITY RATE (OCP STAFF)



The gravity rate is defined as follows:  
 $GR = \frac{\text{Number of days lost} \times 1000}{\text{Number of hours worked}}$   
 For GR1:  $ITT \times 300/365$  (commuting accidents excluded)  
 or GR2:  $ITT \times 300/365 + 6000 \times \text{number of deaths}$  (commuting accidents excluded)  
 ITT: Temporary inability to work

In 2013, a new standard for managing incidents and accidents has been introduced, improving the transparency and rigor of collecting information. The new standard "Visits and Observations, Safety and the Environment" was added to strengthen this proactive approach to transparency and rigor.

The Safi site won the 2013 National Safety Award in the category "large industrial companies". The prize, organized by the Ministry of Industry, Trade, Investment and Digital Economy, is awarded to companies that have adopted safety management systems, including the OHSAS 18 001 framework.

# CAREER AND SKILLS DEVELOPMENT

## THE OCP TALENT FACTORY

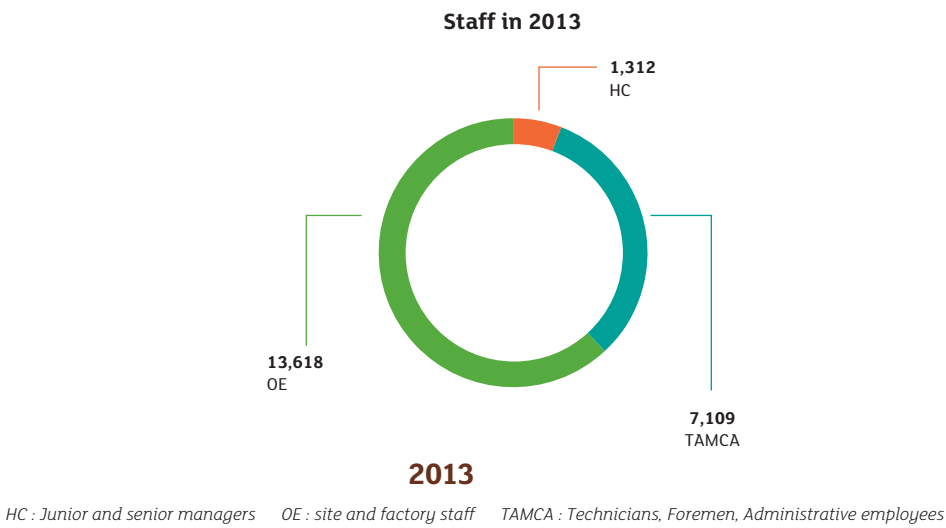
Human Capital is at the heart of OCP’s success and leadership. To ensure the success of its projects and achieve its goal of excellence, OCP relies on a new HR model branded the "OCP Talent Factory". Beyond the main objective of developing talent and enabling the Group to move from the role of Global challenger to that of Global leader, the OCP Talent Factory also aims to provide the Moroccan ecosystem with world class managers.

The OCP Talent Factory model consists of interrelated building blocks overseen by career committees. Among these building blocks: skills development, recruitment and integration.

In light of these building blocks, the Group has implemented a prospective management process, labeled GPEC (employment and skills management planning) to ensure the best match between business development

needs and recruitment opportunities. In order to ensure their efficient integration, new employees are immersed in the various OCP entities for a period of 18 months. Such immersion supports the new employee’s full acquaintance with the multidisciplinary facets of the organization and helps achieve the best match between profiles and organizational needs.

At OCP, employees’ developement relies on cross functional mobility, training and performance evaluation. Development interviews are held regularly between managers and their teams. This format allows OCP senior and junior level employees to share their self-assessment directly with their hierarchy and the Group’s career development committees. In 2013, all relevant employee groups have finalized their career development interviews.



## THE OCP CORPORATE TRAINING INSTITUTE

The OCP Corporate Training Institute was created in 2009 in order to support the Group’s strategic objectives of providing OCP employees and managers with access to a World Class Knowledge hub. The Institute was built around three main principles:

- Promoting a better understanding of the Group’s strategic goals and intent;
- Providing trainings that match the Group’s strategic needs;
- Supporting OCP employees with their career development ambitions.

In 2013, the OCP Corporate Training Institute offered diversified training modules, which were developed in very close collaboration with OCP management and top international universities. These trainings are built around innovative programs fulfilling the diverse skills requirements and career needs of OCP employees. A clear focus on curriculum design seeks to align content with OCP’s strategic objectives.

The new OCP Corporate Training Institute framework is structured around 8 main areas that share one common principal: offering programs that help achieve better performance both individually and collectively. These are operational, functional, strategic and business skills, soft skills, project management, languages and other skills, employee integration as well as seminars and conferences.

MIT, HEC and Ecole Centrale are just a few examples of top international institutions working with OCP to further its talent factory objectives. In 2013, over 335 OCP employees, organized in 16 groups, enrolled in the HEC Executive Development program. Furthermore, 60 managers enrolled in the OCP-MIT Management Academy training developed in partnership with the prestigious MIT Sloan School of Management.

## THE OPERATIONAL TRAINING CENTERS

These Operational Training Centers were established within each OCP site in order to offer world class trainings and support the Group’s operational excellence goal.

76 trainers are mobilized on a full time basis and help provide 95% of all the training programs scheduled for workers and technical staff.

Year	2011	2012	2013
Number of training actions	1,277	1,494	1,429
Number of trainees	8,401	14,044	16,895
Number of man-days of training	41,986	39, 822	40,295
Budget in million MAD	56	83	100



# COMPREHENSIVE SOCIAL BENEFITS FOR OCP EMPLOYEES

As part of its social policy, OCP proposes a full range of social benefits to its employees, including, support with home ownership (through mortgage assistance, land and home sales), access to social infrastructure such as sports facilities located within OCP's operation areas, and access to vacation centers and summer camps for employees and their families. In addition, the Group provides medical care for current employees and their families, as well as for former employees as part of their retirement benefits.

OCP employees are represented by six different unions. The Group entered into an agreement on social dialogue with the main unions to coordinate their activities through a committee. In accordance with the company charter and the relevant legislation, the Group has engaged in a series of annual discussions and negotiations with these major trade unions and sealed a number of memoranda of understanding, particularly related to negotiating collective agreements.

Actions	Achievements 10/2013	Budget in Million MAD (data ending 10/2013)	Forecasted achievements by end of 2013
Social loans	3,392	35.6	4,100
Holiday Centers and hotel	9,365	45.3	10,000
Summer camps for children	4,854	40.5	4,854

OCP offers highly competitive health coverage to its employees, their immediate family members and OCP retirees for a total cost of 58 million MAD. Health care benefits were further improved in 2013 with the adoption of a new and more comprehensive health coverage plan.

This year, OCP focused on revamping its health facilities within the Khouribga, Youssoufia and Benguerir sites. In 2014, the Group will continue to enhance its health management system further improving its social benefits offer.

Convenient access to sports programs guarantees healthy and motivated teams: Besides negotiating preferential sports facilities access to its employees and their immediate family members, OCP offers an elaborate weekly fitness program delivered right at the corporate gym. In 2013, over 3,700 employees signed up for a variety of sports competitions. OCP's industrial sites are all equipped with large family parks offering running and soccer fields, playgrounds, tennis, baseball, volleyball and basketball courts. These family parks also hold entertainment for children all year round. OCP organizes yearly summer camps for children of employees between the ages of 9 and 14.

OCP employees can have access to small interest free loans as well as home loans. In 2013, 4,100 employees had access to loans.





# IPSE PROVIDING THE OCP COMMUNITY WITH QUALITY EDUCATION

Ensuring that employees' children have access to quality education is a clear commitment of OCP. In 1974, OCP established the Institute for Socio-Educative Promotion in order to provide children of OCP employees with an educational offer covering pre-school, elementary, and high school levels and reflecting the highest international standards.

A real OCP pride, IPSE students consistently achieve outstanding academic results. During the 2012/2013 academic year, the high school graduation rate was at a remarkable 100%. In the Chaouia Ouardigha and Rhamna regions, IPSE students continue to score top grades in the high school entrance exam.

IPSE  
in numbers: (2012/2013)

504

hours of after school programs (homework and support club)

7,129

students

2,250

hours of pedagogical training

550

visits for educational support

560

hours of initial and continuous trainings for teachers

763

teachers and administration staff

2,736

hours of English

2,358

hours in scientifically equipped laboratories

3,144

hours to strengthen information technologies and communication skills





# SUPPORTING THE WELL-BEING OF LOCAL COMMUNITIES

OCP sites serving their neighboring communities

The OCP Foundation, committed to thriving communities

The Skills Centers

Rhamna Skills, a year later



*OCP is fully committed to the economic and social development of its neighboring communities. This historic commitment is reflected in various annual programs designed and implemented in close collaboration with our stakeholders and expert partners.*

*In line with its sustainability policy, the Group operates through its sustainability department to draw priorities, and implement projects in close cooperation with the OCP Foundation and the OCP Sites Sustainability teams.*

*Every year, the OCP sites are mobilized to implement considerable initiatives in education, health, poverty reduction, and sports and culture. Raising environmental awareness is an equal priority fully included in this commitment.*







# OCP SITES SERVING THEIR NEIGHBORING COMMUNITIES

## **Khouribga:** working towards promoting education and strengthening NGO capacity

In 2013, the Khouribga site worked with ACEC (Chouala Association for Education and Culture) to promote excellence in math and science. This project targeted more than **300 undergraduate** students from local high schools. In order to improve school attendance for young girls, the site renovated schools in the rural communities of Fokra and Fkih Bensalah. This project has provided access to education for more than **320 young girls**.

The Khouribga site also helped organize the sixth edition of the Forum for Information and Educational Orientation. This forum has reached more than **650 students** and provided them with the necessary advice to guide their future.

Excellence in education has equally been rewarded: this year, in collaboration with the local delegation of the Ministry of National Education, the Khouribga site offered prize awards to encourage top students graduating from Moroccan public schools.

### **Raising environmental awareness, represented another clear priority for the Khouribga site.**

In partnership with Errachad Association for the Environment and Development, OCP launched a broad campaign to raise awareness on environmental issues. This campaign benefited **1,300 students**.

### **Strengthening local NGO capacity**

In Khouribga, at least **6 local NGOs** have directly benefited from trainings to improve their management skills. Following this training, these NGOs have developed proposals to improve youth employability and the integration of small businesses in the local economy. A second group of projects supported the improvement of public infrastructure, such as squares and parks, and the revitalization of neighborhoods such as Labyoute. Labyoute is a historic district in Khouribga, and a major attraction for many young people.



## Jorf Lasfar: ensuring better access to health care and alleviating poverty

In 2013, OCP has established an Emergency Medical Assistance Service (EMAS) in the province of El Jadida in partnership with the National Initiative for human Development (NIHD). This action is part of **7 million dirhams** national pilot.

In all OCP sites, special efforts are continuously being made to improve access to medical services. This year, the Jorf Lasfar site supported the funding of the dialysis center at Mohammed V hospital in collaboration with the Association Chouaib Doukkali.

The Jorf Lasfar site regularly organizes health awareness campaigns. Like previous years, the site launched a large scale awareness campaign on diabetes during the holy month of Ramadan. Hundreds of free screenings and extensive research on the disease as well as information on prevention methods were provided.

Opening up rural areas encourages the movement of people, makes mobility more convenient, helps improve access to schools for children in rural areas, and boosts the local economy. In 2013, at least two rural areas have benefited from the construction of access roads: Ouled Hcine and Ouled Moulay Abdellah. Each of these projects has been carried out in partnership with the local NGO Association Rajaa Sebt Douib and the Federation of Associations Moulay Abdallah.

Besides these actions, the Jorf Lasfar site carried on its distribution of bicycles and provided school transportation in rural areas: **8,000 bicycles** for students and **72 buses for schools**.





## Laâyoune: investing in a clean and beautiful environment

In Laayoune, OCP's contribution to the "clean beaches" national program started in 2001. Since then, the Group has continued to play a major role in providing neighboring families with a beautiful and clean beach to enjoy in Foug El Oued. In Laayoune, OCP worked closely with local partners to ensure that Foug El Oued also becomes a summer destination of choice for local families. Considerable infrastructure was put in place such as: **clinics**, a **civil protection center**, a **Red Crescent Center** and **parking lots**. In addition, the Laayoune site has provided an ambulance, civil protection equipment as well as a utility vehicle for surveillance for Foug El Oued Beach.

With partners such as the Mohammed VI Foundation for Environmental Protection, representing the Foundation for Environmental Education in Morocco, Foug El Oued beach was designated "Blue Pavilion" in 2008, a label granted for **5 consecutive years** including in 2013. This year, the Blue Flag label was also awarded to beaches supported by OCP in El Jadida and Safi.





## Gantour: empowering women and supporting sports

In 2013, the Gantour site initiated major social investments in health, education, poverty alleviation, as well as in sports and culture. A full scale literacy campaign benefiting women was launched in coordination with the local delegation of the Ministry of Education. In 2013, **3 literacy centers** have been regularly operated in OCP villages with **250 women** enrolled each year. To date, more than **500 women** received their certificate of completion. In addition to educational classes offered throughout the year, OCP organizes several social, cultural and recreational activities as well as coaching benefiting local women. To this end, **four trips** were organized in 2013 to visit the city of Marrakech and its historical monuments. **180 women** participated in these trips.

In collaboration with the Provincial Delegation of Education in Youssoufia and the Youssoufia Commune, OCP supported the organization of the school provincial Cross Championship. **860 students** (girls and boys), coming from various local schools, participated in the event. This year, the Benguerir site organized a cycling race with the participation of **eight teams** representing the cities of Marrakech, Rabat, Casablanca, Ouarzazate, Mohammedia and Benguerir.



## Safi: a comprehensive approach to promoting education

In 2013, the Safi site has expanded its scope of action significantly focusing on promoting education and lowering school dropout rates. Excellence prizes were awarded to students in the region, including books, cultural games, and computer donations.

Considerable efforts were also deployed in partnership with the Wilaya and Safi province including the construction of sanitary facilities in **45 schools**. In the rural town of Ouled Selman, the focus was on creating the right conditions to promote girls' education in rural areas including the construction of fences and complete sanitary facilities for six schools. The Sidi Said Ajana school was renovated prior to the start of the new academic year and schools uniforms were provided to over **510 students**, including those of the Ribat Sheikh school in Ouled Selman rural commune.

The Safi site also engaged in opening up and connecting neighboring douars (small rural dwellings), through the building of dirt roads. Furthermore, in order to help students living at far distances from schools, over **5,337 bikes** along with accessories and protective gear, and **27 minibuses** were awarded to **20 rural** municipalities in the Safi Province.

In partnership with the Wilaya of Doukkala Abda Region, the Safi Province, and representatives of associations, the Safi site distributed school bags and school supplies to more than **3,200 students**.

The site also promoted environmental education. To celebrate World Environment Day, several workshops on environmental protection were organized benefiting over **900 students**. This initiative was led in partnership with the Association of Teachers of Life and Earth Sciences (AESVT).

Finally, and as an industrial facility, the Safi site represents an excellent platform for skills development and vocational training. Every year, over **1,150 students** from various academic majors pursue 1 to 3 months internships at the Safi facility. In addition, over **434 student engineers**, including **150 students** with final academic projects, pursue their internships at the site.





# THE OCP FOUNDATION, COMMITTED TO THRIVING SOCIETIES

The OCP Foundation was created in 2007 in order to support the implementation of the OCP Group's social responsibility commitments. Working with national and international stakeholders from the public and private sectors, the OCP Foundation implements a diversity of projects that benefit society at large, and puts a specific emphasis on supporting the most vulnerable populations. On the international level, the OCP Foundation works at strengthening South-South cooperation in the field of agriculture.

In 2013, the OCP Foundation designed and implemented various projects as part of four

main program areas: the Agricultural Development Program, The Youth Development Program and the Civic Development Program. Largely committed to fostering knowledge in public policy, the OCP Foundation supports a think tank, the OCP Policy Center. The overarching objective of the OCP Policy Center is to act through independent policy analysis and a network of partners and world class researchers in order to foster debates, build knowledge around crucial economic and international relations issues pertaining to Morocco's future and the African continent at large.

## THE AGRICULTURAL DEVELOPMENT PROGRAM

The OCP Foundation has undertaken a series of initiatives for the promotion of agricultural development at the national and international levels. These initiatives have targeted direct support to smallholder farmers to build capacity, and to help improve their yields and incomes. Internationally, the Agricultural Development Program reinforces food security programs in developing countries in the context of South-South cooperation.

### On the national level

The OCP Foundation's national agricultural program provides a diversity of services in order to promote and support agricultural development in Morocco. Projects launched

within this program target the adoption of best farming practices, rational use of fertilizers, training and capacity development of small farmers, and the promotion of entrepreneurial initiatives. Tens of thousands of smallholder farmers benefited from this program. The national agricultural development program is implemented in close partnership with the Moroccan government (Ministry of Agriculture and Fisheries), agricultural research institutions such as INRA, as well as through a network of distributors and cooperatives. In 2013, the total budget for the national agricultural program was 1.03 billion dirhams.







### At the international level

This year, the OCP Foundation's international agricultural development program pursued its rural development project in the State of Karnataka in India. This project focused on a best practices campaign benefiting over 6,000 smallholder farmers in the districts of Gulbarga, Bidar and Raichur. The results

In 2013, the OCP Foundation continued its Indian-Moroccan Food grain legumes rehabilitation program targeting 15,000 smallholder farmers in India and 10,000 in Morocco for the period 2012 to 2017. The goal of this project is to raise awareness on best farming practices and support the increase food grain legumes production both in India and Morocco. With a total investment of 9 million US dollars, including a 5 million dollars contribution from the OCP Foundation, the program was implemented in partnership with ICARDA, ICRISAT, MSSRF, and INRA.

Undeniably, this initiative will result in an important technical transfer, specifically given the considerable agribusiness experience in India, and its renown R&D in sustainable agriculture since its independence in 1947.

Through its various programs, the OCP Policy Center is actively engaged in promoting national policies, and international partnerships that foster growth and development. The OCP Policy Center organizes activities designed to promote a platform for the emergence of a genuine and prosperous "large atlantic", and to help reveal the region's largely untapped potential to fulfill its citizens' aspirations. Fully aware that tapping into this potential also depends on human development, the OCP Policy Center aims to bring its specific contribution to strengthen national and continental capacity in economic policy analysis and design. In doing so, the OCP Policy Center offers a "perspective from the South", that of a middle-income african country, on major international debates, strategic challenges and the role of international institutions. To achieve this, the OCP Policy Center focuses its work on four main overarching themes: (i) agriculture and sustainable agricultural value chain, and the environment; (ii) economic and social development; (iii) the economics of commodities, and (iv) "global Morocco".

revealed a substantial increase in yields and incomes of all participants in the program. The project had started in 2010 for a period of 4 years and was implemented by ISAP (Indian Society of Agribusiness Professionals) with the technical support of INRA. It benefited from an OCP investment of 1.7 million USD.

- (1) ICARDA : International Center for Agricultural Research in the Dry Areas
- (2) ICRISAT : International Crops Research Institute for the Semi-Arid Tropics
- (3) MSSRF : Fondation Swaminathan
- (4) INRA : Institut National de la Recherche Agronomique.

## THE YOUTH DEVELOPMENT PROGRAM

To ensure successful youth capacity development, the OCP Foundation partnered with private and public institutions in order to provide quality trainings and promote entrepreneurial spirit, mainly targeting youth and women living within OCP operation areas. The OCP Foundation allocated a budget of over 213,548 KMAD for this program, and worked with the following partners: IMA (Institut des Metiers de l'Aéronautique), AFEM (Association des Femmes Entrepreneurs du Maroc), MAROBTIKAR, Injaz Al Maghrib, the School of

Governance and Economics, the Moroccan Student Foundation, and the Moulay Youssef Foundation. In 2013, several hundred recipients of the OCP Skills Program were still finalizing their training. In order to ensure continued support until graduation, the OCP Foundation and the OCP sustainability department worked hand in hand to bring the program to a successful completion. OCP Skills was designed around three components: recruitment, training and support for entrepreneurial initiatives.



Launched in late 2013 by the OCP Foundation, the OCP Entrepreneurship Network aims to provide comprehensive support for entrepreneurship, to improve the economic base, and to create new opportunities for sustainable employment. although freshly created, OCP Entrepreneurship Network was able to launch one of the first business incubators in Morocco in 2013 in partnership with the NGO: Startup Morocco. 30 startups were supported and guided for 3 months by experienced entrepreneurs, experts and investors in connection with the 2013 edition of Morocco Startup Cup, a competition of business models and a business incubator in the development phase. The winner of this competition - a small fair-trade couscous business - has been supported to integrate an incubator in Silicon Valley (USA). This program will be repeated in 2014 for a new period of 6 months.

## THE CITIZEN DEVELOPMENT PROGRAM

In 2013, the Citizen Development Program of the OCP Foundation has invested more than 126,384 KMAD for the implementation of various projects mainly targeting rural development. The following areas of action represented clear priorities: improving access to educational opportunities, developing infrastructure and providing equipment, encouraging community service, and building local capacity.

The Program also provided projects focused on health care and hygiene catering specifically to mothers and children. New actions relating to culture and national heritage protection have been introduced. 254,957 people living in rural areas, mostly women and children have so far benefited from these projects.



# THE SKILLS CENTERS

Youth represent more than 30% of the Moroccan population, and are thus an important stakeholder for OCP. They are not just a priority OCP stakeholder; they also represent Morocco's most precious resource and the country's future; hence the need to empower them, and most importantly the necessity to provide them with the means to build their own future.

In 2011, OCP launched a major multifaceted program "OCP Skills" benefiting children of OCP retirees and youth living in OCP operation areas. Structured around three components (a rigorous recruitment plan, training and support for entrepreneurial initiatives), the program has provided thousands of young people with the opportunity to improve their employability and enabled their participation in the economic dynamization of their communities and regions.

Furthering its commitment to local youth, OCP launched the Skills Centers at the end of 2012. The Skills Centers are capacity building institutions offering a diversity of programs such as: guidance and counseling, communication and soft skills, language programs, music and arts, entrepreneurship workshops, as well as capacity building modules for local NGOs.

Besides core programs, the Centers were designed to foster personal growth and encourage community mindedness. Values such as respect for diversity, personal initiative, innovation, solidarity, and citizenship are consistently promoted and embedded in the Centers' diverse programming.

OCP sees the successful integration of the Skills Centers in the national capacity building structure as a clear priority. Thus, new partnership opportunities were extended to vocational training institutes, student clubs, and universities, to promote training, entrepreneurship and employability.

## PROGRAMS OFFERED BY THE SKILLS CENTERS

Applying to the Center

### Counseling and guidance

Identifying the personal project of each member

#### Preparing for the job market

- Resources for employment
- Soft Skills
- Transversal modules

#### Pre-training

- Proactive employment approach
- Youth orientation
- Annual Orientation Forum

#### Entrepreneurship

- Support with pre-creation
- Support with post-creation
- Integration into the ecosystem (networking, financial services, etc.)

Supporting access to the labor market

Enrollment in relevant trainings

Creation of small businesses, AGR and Cooperatives

#### NGO capacity Building

- Capacity building in project design and management
- Project financing
- Monitoring and support with implementation

#### Art and culture

- Music
- Theatre
- Cross cutting modules

Implementation of impactful outreach projects with high potential for job creation

Emergence of Talents

Three operational Skills Centers: Youssoufia Skills, Rhamna Skills, and Laayoune Skills. Two additional Skills Centers will open in 2014: Safi Skills and Khouribga Skills. Membership capacity is between 600 and 10,00 per Skill Center.

At Youssoufia Skills, 28 projects received assistance for the launch of small businesses, while 28 local NGOs were preselected to receive technical assistance.

At Laayoune Skills, 73 local NGOs have been selected to benefit from the Skills Center's capacity building program.



# RHAMNA SKILLS

## A YEAR LATER

### Members as of December 2013 : 729 members

- Job insertion track **440** members (**51%** women)
- Rate of insertion **61%** (**30%** working, **15%** in training, **13%** in internships, **3%** in pre-employment training)
- **35** small businesses created, **130** direct jobs created
- Pre-training track: **33** members
- Self-employment track: **130** members
- **27** local NGOs supported
- Trained staff in local NGOs: **54**
- **16** local NGOs projects funded, **11** direct jobs created
- Benefiting a total population of **1,600**

### Citizen initiatives: 75 actions in 2013

- Citizenship actions: **40**
- Environmental awareness actions: **5**
- Cultural actions: **7**
- Educational promotion actions: **23**
- Number of participants in the various activities: **2,300**
- Target population: **7,000**

“

I joined Rhamna Skills in 2013. Right after I submitted my application, I was provided with support and guidance to choose the program that would best fit my needs and expectations. I joined the insertion program, as I was actively job hunting. The program was highly useful. I was able to acquire key skills that allowed me to stand out in the job market and land a job as a web developer. Acquiring good job hunting skills, enabled me to search for a job in a more methodical manner. In addition, the personal development course helped me regain self confidence. Today, I am really proud of my technical and personal skills.

At Rhamna Skills, I discovered a new value that I used to overlook: the spirit of citizenship. Indeed, as part of the citizenship commitment module, I had the opportunity to participate in community projects. This experience really pushed me to think about my personal contribution to my community, specifically as a young person with the opportunity to be an agent of change and to build a better future.

”

*Safae MEDMAD, member  
of Rhamna Skills, 2013*





# ACHIEVING ENVIRONMENTAL EXCELLENCE

**The Environmental Excellence Program**

**The OCP water strategy**

**The OCP energy strategy**

**Waste management at OCP**

**Land reclamation and management**

**Controlling emissions**

**Promoting environmental awareness**



*In 2013, OCP continued to fulfill its environmental commitments through programs and activities ranging from the protection of water resources, improvement of energy efficiency, to responsible waste management, and raising awareness about environmental protection.*

*This year, in line with its operational excellence strategy, the Group launched the Environmental Excellence Program (EEP).*



# ENVIRONMENTAL EXCELLENCE PROGRAM



OCP's Environmental Excellence Program (EEP) aims to transform environmental risks into opportunities to achieve a positive foot-print over time. The EEP targets the structuring of OCP's environmental actions through clear performance targets with a specific timeline. To reach these targets, the EEP designs company-wide environmental programs with dedicated managers for each program, and focuses on securing OCP's environmental leadership both at home and internationally.

The EEP was built around three phases:

- 1. Identification of goals and programs:**  
In 2013, an environmental assessment and inventory covering the entire OCP value chain was completed. The first EEP phase will allow teams to work towards designing new environmental goals, setting immediate targets, establishing matching performance indicators, identifying quick wins, as well as prioritizing programs;

- 2. Deploying the EEP;**

- 3. Implementation of the programs, mainly:**
  - providing ongoing technical support for all OCP Sites;
  - establishing standards for each site and clarifying operational procedures;
  - building capacity (training, coaching, site visits...).

In addition to its comprehensive approach targeting the entire value chain, the EEP will focus on promoting a strong environmental culture spanning from areas such as research and development, to procurement practices.

## SHIFTING TOWARDS A PROGRAM BASED STRUCTURE



### Security, Hygiene and Environment commitment



#### Water

- Supply : Maroc Central project, desalination, Waste Water Treatment Facility
- Recycling (Water from sludge, waste water treatment plants, etc.)
- Optimization
- Water footprint
- Standards (coastal law, water related regulations, etc.)
- Recovering evaporated water



#### Air

- Emissions control (SO<sub>2</sub>, H<sub>2</sub>S, dust, Fluor, NH<sub>3</sub>, etc.)
- Gas dispersion modelling and plumes control
- Air quality
- Workplace remediation
- Measuring and monitoring



#### Ground

- Reclamation
- New extraction methods
- Biodiversity
- Management of industrial landfills
- Control of infiltration impacts from basins, oils, etc.



#### Waste

- Common industrial waste
- Hazardous industrial waste (PCB Chlorine tanks, Chemical products)
- Special waste (scrap, radioactive substances, batteries, etc.)
- Used vanadium Catalysts



#### By-Products

- Sludge
- Phosphogypsum
- Tailings
- Filter ash sulphur



#### Energy

- Energy efficiency (industry and services)
- Optimization: HRS, carbon footprint
- Innovations: wind energy, solar energy (CSP and PV) multi-technology platform



#### Health & Safety

- Improving workplace conditions
- Workstations nuisances
- Personal protective equipment
- Baseline review / KPIs
- VOSE, GIASE, EVEPS standards



# THE OCP WATER STRATEGY: ACHIEVING INDUSTRIAL GROWTH WHILE PROTECTING OUR WATER RESOURCES

Morocco is a semi-arid country, thus the preservation of water resources and sound management of this scarce resource represent not only a priority for OCP, but the only way to achieve sustainable industrial development. Water is a major priority given OCP’s ambition to double its mining production and triple processing by 2025.

Keeping these challenges in mind, OCP’s water strategy addresses two main priorities:

- Achieving industrial growth while promoting the conservation of water;
- Ensuring the optimal management of our water resources in our mining and chemical operations.

To address these priorities, OCP’s water strategy relies on the integrated management of its water needs through three main leverage areas:

## OPTIMIZATION OF WATER CONSUMPTION ACROSS THE VALUE CHAIN

### 1 - In the mining facilities

**20% reduction in water consumption per ton of enriched rock thanks to :**

- **Improved collection of water used in our washing facilities**

The washing by flotation enrichment process invented by OCP is used in the Khouribga and Gantour washing facilities, and soon in Laayoune. This system operates continuously and allows OCP to collect over 80% of water sludge and inject it back in the process. The performance of this process is guaranteed thanks to continuous improvements of the enrichment process, and the separation systems based on settling and spreading.

Efforts to optimize water use are consistently deployed throughout OCP’s value chain. In 2013, in cooperation with an international partner, the Khouribga site has concluded an in-depth study on the optimization of water consumption in various operations.



- **Improved moisture drainage from washed phosphate stocks:** The water draining system put in place by OCP allows the Group to collect 50% of the water remaining in stocked product. This is achieved through a geo-synthetic filter and the use of geo-membrane seals. Water from phosphate as well as from rain is recycled through two porous concrete gutters.

### 2- In our chemical platforms:

Several OCP phosphoric acid units have reduced their water consumption by about 25%.

The use of innovative recycling techniques is a must. By using fresh water, our phosphoric acid units can recycle up to 100% of the water used for gas washing. Fresh water also allows for the reuse of vaporized water resulting from the concentration process of this acid.

### 3. During transport :

Transportation of washed phosphate pulp through the pipeline will enable OCP to save water and energy significantly. This new means of transportation allows the elimination of the phosphate drying step, and consequently its rewetting at Jorf Lasfar.

The transportation of washed phosphate as a pulp through the pipeline will allow OCP to achieve significant savings in water and energy consumptions. Indeed, the pipeline will eliminate the need for phosphate drying, and subsequently phosphate rewetting in Jorf Lasfar. All the water used for transport will be reused for phosphate transformation within OCP’s chemical units.

The construction of the Slurry Pipeline connecting Khouribga to Jorf Lasfar was completed at the end of 2013. This investment cost 4.5 billion MAD. During its construction phase, the project generated 750,000 man/day, 70% of which were local hires. The project also created 110 direct jobs.

Water consumption for industrial use in 2013 ( Million m³)	
Underground water	12.5
Surface water	53.4
Treated waste water	4.4
Desalinated water	0.7
<b>Total</b>	<b>71.6</b>

An annual saving of 3 million m³ of water thanks to the Slurry Pipeline connecting Khouribga to Jorf lasfar.



## THE GEOGRAPHICAL REALLOCATION OF SURFACE WATER: AN ALTERNATIVE TO GROUNDWATER USE

In 2020, the Group intends to completely abandon its industrial use of the Tadla and Bahira groundwater. As an alternative to groundwater use, OCP has opted for geographic reallocation of surface water. One of the many benefits of this reallocation is the decrease in water wasted through evaporation and infiltration currently caused by water collected from Daourat and Safi dams.

This shift is a reflection of the important change in OCP's industrial process: thanks to the pipeline, the washing facility is directly integrated with the mine allowing ore enrichment and transportation simultaneously.

Two projects for the supply of surface water from Ait Messaoud and Al Massira dams will help meet the industrial needs of OCP's mining sites.

The "Maroc Central" project was effectively launched in 2013. This project consists of transporting 45 Million m<sup>3</sup> of surface water from the Ait Messaoud Dam via a water supply system that crosses Fquih Ben Salah city and ends in a reservoir near the Merah washing plant. This reservoir provides water for the washing plants in Khouribga mines and the slurry pipeline head station.

### The "Maroc Central" project

The "Maroc Central" Project aims to provide OCP with up to 45 Million m<sup>3</sup>/year of water needed for its industrial development program in Khouribga. This water will be channeled from Ait Messaoud dam in the Tadla Province. With a budget of 1.1 billion DH. The project involved the building of a water supply passing nearby the city of Fqih Bensalah and composed of a 81 Km long line and two pumping stations as well as a network of dedicated power supply.



## TAPPING INTO NON CONVENTIONAL WATER RESOURCES

### Treatment of waste water

Three units for the treatment of urban waste water

**Khouribga**

Operational since  
**2010**  
5 million m<sup>3</sup>/year

**Youssoufia**

Operational in  
**2014**  
2.7 million m<sup>3</sup>/year  
Capacity

**Benguerir**

Operational in  
**2014**  
2.6 million m<sup>3</sup>/year  
Capacity

- **Considerable** progress in studies and construction;
- **Total** cost: **380** million MAD.

- **More than 10** million m<sup>3</sup>/year: capacity of the three sites combined
- **Nearly 10%** dedicated to watering of the Mohammed VI Green City
- Elimination of wastewater discharges in the environment and protection of underground water.

- Completion of feasibility studies for other cities of the kingdom
- Energy optimization: **30 %** of the WWTPs energy needs are covered by biogaz

### Sea water desalination

**Desalination units  
(Reverse osmosis  
process)**

**Laâyoune**

Operational since  
**2005**

Production of **1.2** million m<sup>3</sup>/year  
of desalinated water

**Jorf Lasfar**

First phase of Mm<sup>3</sup>/year  
operational in  
**2014**

Production of **75** million m<sup>3</sup>/year,  
**15** million m<sup>3</sup> for El Jadida  
City's drinking water needs

**Safi**

Operational in  
**2019**

Production of **25** million m<sup>3</sup>/year



# THE OCP ENERGY STRATEGY

OCP seeks to grow as a leading national player while contributing to the future of energy in Morocco and to the achievement of strategic national priorities.

Energy efficiency is central to achieving OCP's operational excellence ambition. As we prepare to triple our chemical processing capacity and double our mining production, our needs in energy will also double.

To successfully meet the new energy demand and continue to improve efficiency, several objectives were prioritized:

- Securing access to energy, specifically for our key facilities;
- Maximizing energy efficiency (our energy cost equals 5%);
- Reducing our dependence on fossil fuels;
- Improving energy diversification by targeting cleaner, more competitive and non-conventional sources, and moving from a diversification rate of 64% to 90% by 2020;
- Exploring the energy market to identify new opportunities and roles for OCP.

## ENERGY DIVERSIFICATION

The diversification of energy sources will provide OCP with obvious benefits:

- Cost reduction and resilience to price volatility;
- Energy independence;
- Use of the excess energy produced by chemical units;
- Supporting Morocco's energy plan, which aims at sourcing 42% of its energy needs from renewable energy;
- Reducing OCP's carbon footprint.

Through its proactive energy strategy, OCP stands as a leading industrial player with a clear risk management strategy allowing it to build resilience to price volatility, and to be fully prepared to embrace the continuous evolution of environmental policies.

Agreements have been concluded with ONEE in order to meet the North Axis energy needs: 170 MW for Khouribga and 90 MVA for Jorf Lasfar.



### Renewable energy

OCP is in line with Morocco's strategic priorities for renewable energy and stands as a leading partner closely working with the government to support policy and regulatory efforts in the field. By 2020, renewable energy will represent 42% of Morocco's electrical energy production.

OCP views the cost of renewable energy, including wind and solar, as increasingly competitive. Benguerir and Khouribga, for instance, have a solar irradiation potential that is superior to 2,200 Kwh/m<sup>2</sup>/per year.

### Wind energy

- Signature of partnership with NAREVA production of 100 GWh per year of wind energy for Phosboucraa, which will help satisfy over 95% of the site's energy needs.
- In addition, the Group issued a tender to contract a purchasing agreement for wind energy production in Khouribga.

**4 offers have been pre-selected and were under review as this report was being drafted.**

### Solar energy: identifying solar energy opportunities in Benguerir

In 2013, OCP examined the opportunity of building a photovoltaic facility in Benguerir.

→ *The opportunity of a 5MW photovoltaic facility:* An assessment of the PV option reveals a production potential of 9,916 MWh/per year on a 15 hectares surface. The target price was evaluated at around 0.80 MAD/kWh, which is equal to the ONEE price.

→ *The opportunity of a 50MW CSP solar facility:* An assessment of the CSP option reveals a production potential of 214,000MWh/per year using a 350 hectare surface. The storage capacity was assessed at 8 to 9h, and the target price was evaluated at 1.22DH/kWh.

### Cogeneration

Cogeneration represents a real opportunity for OCP. Excess electricity resulting from the cogeneration process within OCP's chemical facilities is estimated at 131MW. Through this process, the Group has the potential to export its energy surplus from its chemical units to its mining sites. However, current laws and regulations do not yet address this opportunity. On February 20<sup>th</sup>, during the Chemical and Para-chemical industry Convention held in Tangiers, the Group included a proposal in the National Contract for the Chemical and Para-chemical Sector calling for improved regulations in the field.



## Energy Efficiency

In March 2013, OCP launched the first phase of its new energy efficiency program jointly developed with Dupont. The objectives of this first phase concluded in October 2013 include:

- Designing and implementing an energy management system that will help accelerate improvements related to energy performance, consumption and CO<sub>2</sub> emissions, while reducing costs at the same time;
- Developing capacity and implementing key processes to support continuous improvement in energy efficiency;
- Ensuring the full integration of energy management within OCP Production System.

In 2013, OCP and IRESEN have signed a memorandum of understanding for the development of an international platform for testing, training and for renewable energy research. The objectives of this platform are as follows:

- To create synergies between research institutions in order to achieve excellence
- To gain knowledge and expertise through partnerships between universities and Moroccan industrials

Main partners: OCP, UM6P, IRESEN

Participating Moroccan universities: Cadi-Ayyad University in Marrakech, Hassan 1<sup>st</sup> University in Settat, and Mohammed V University in Agdal, Rabat.

International partners: DLR, Fraunhofer CSP Center, Helmholtz Berlin Center, the network of engineering schools of ParisTech and the University of Chonbuk in South Korea.





# WASTE MANAGEMENT



Each year, the OCP Group works diligently to responsibly manage the waste and by products generated through its industrial operations, and to control all potential hazards that could lead to environmental risks. OCP's waste management strategy focuses on the following aspects:

- Reducing waste production;
- Creating dedicated safe areas for storage and disposal of industrial waste;
- Concluding strong partnerships with highly specialized recycling companies;
- Developing innovative waste recovery methods.

In 2013, as part of an agreement with the cement industry, OCP retrieved and eliminated over 150,000 tons of ash pyrrhotite, which were recovered by the cement industry, in accordance with relevant environmental standards. The agreement also resulted in the recovery of 1,700 tons of industrial waste.

On July 1<sup>st</sup>, 2013, the Ministry of Mines, Energy, Water and the Environment, awarded OCP the prize of excellence for the successful completion of its environmentally responsible disposal program for PCB contaminated equipment. According to this program, OCP has disposed of all PCB contaminated equipment: 60 tons of material and 30 tons of pure PCB oil. Equipment and oils were treated in specialized units in France, in full compliance with the Basel Convention and the EC 1013/2006 waste regulations in Europe.

The phosphogypsum recovery methods are currently being tested, including two very promising ones: the use of this by-product in road construction (embankment) and agriculture (soil amendment).

High in minerals, phosphate sludge has also been tested as an additive in some agricultural applications.

All OCP sites have adopted waste management projects. For instance, Jorf established an upstream sorting system for some waste previously considered as house hold waste (glass, plastic, fluorescent tubes, PVC, used Personal Protection Equipment, used paper and cardboard, toners, used printer cartridges and copiers, batteries and aerosols, etc). This waste is stored in an ecological recovery park for disposal and/or recovery in compliance with the best environmental practices.

## Waste recovery

### Types of waste recovered by OCP in 2013

**Waste with energy value (organic):** This includes a large array of waste of about 1,700 tons:

- Used oil and fat
- Tires and bands
- Used active coil
- Chemical products packaging (like Silica)
- Cloths

**By-Product with mineral value:** 150,000 tons of pyrrhotite ash, were valorized in the cement sector as a corrector of steel in final formulations.

## MANAGEMENT OF LIQUID WASTE

An innovative improvement underway at Jorf Lasfar is the pipe diffuser of seawater loaded in suspended solids, an investment exceeding 2.5 billion dirhams. This new out-fall represents an innovative environmental solution ensuring the best dispersal levels, and as such stands as one of the most efficient environmental options for the management of liquid discharges in areas with strong tidal currents.

The pipe diffuser is a network of 16 km on-shore and 3 km off-shore. It is equipped with multiple lines of nearly 300 m each that enable the transportation and diffusion of discharges from seawater.



To protect against all eventual environmental impacts that could result from accidental spills, holding tanks have been generalized in order to contain liquid chemical products.

This project was awarded to Moroccan companies and required an investment of around 3 million MAD. In 2013, the construction of the holding tank achieved 75% progress.



# LAND RECLAMATION AND MANAGEMENT



The OCP Group sees land reclamation as an opportunity for the creating of shared value benefiting both OCP, the environment and our neighboring communities. The Group has put in place a rehabilitation plan offering specific scenarios to each site while taking into consideration the climate conditions and the regional rainfall levels as well as the local cultures and agriculture. These scenarios will be implemented on the basis of their inclusive approach and potential to act as a leverage for the local environmental, economic and social progress.

In 2013, the Khouribga site has launched its reclamation program of around 140 hectares, including the planting of almost 350,575 plants composed of a variety of species that have low water consumption needs.

The sites of Gantour and Khouribga have adopted two semi-industrial trial pilots of an environmentally friendly extraction technology "The Surface Miner". This new technology eliminates drilling and blasting related risks, and improves the loading and transportation of phosphates within the mine.

The Green Mine is a sound example of OCP's commitment to the development of Khouribga. This innovative infrastructure project sits in old mining facilities and was environmentally designed to improve the urban quality and architecture of the City of Khouribga. The Green Mine offers the region an exceptional lifestyle setting.



# CONTROLLING EMISSIONS

Controlling air emissions is central to OCP's industrial performance. Thus, in 2013, all drying ovens in OCP's mining Sites were equipped with special filters for dust retention. This investment allows OCP to control all dust emissions from phosphate processing facilities.

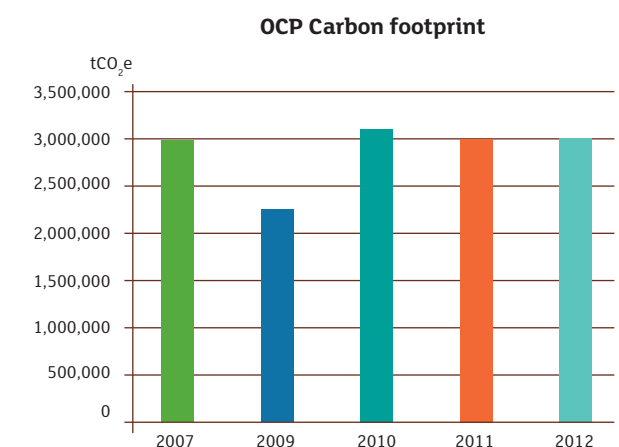
Currently, all OCP production units are being equipped with online analyzers that continuously measure multiple gazes (sulfur dioxide, ammonia, fluoride, etc.).

In sulfuric production units, we set up a gas treatment system for the emissions to be reduced. This system required an investment of around 12 million dirhams.

Moreover, a solution to predict the dispersion of air emissions emanating from stationary combustion sources, such as chimneys is being finalized. This solution will enable us to predict gas dispersion.

Finally, OCP chemical plants successfully tested an innovative process that is complementary to the current double absorption technology. This method allows for a 98% reduction in sulfur dioxide emission. The recovered gas will be converted to useful products such as sulfuric acid.

OCP sulfuric units are equipped with a heat recovery system. This system allows OCP to generate 8 to 9 MW of electricity and thus indirectly prevents the emission of over 300,000 of CO<sub>2</sub>/year. The estimated cost of this investment is 280 million dirhams. Jorf Lasfar foresees an investment of 140 million dirhams for the implementation of a global fertilizer improvement program in all its production units.



In collaboration with the environmental department at the Ministry of Mining and Energy, Water and the Environment, OCP implemented several initiatives such as:

- A project to standardize Morocco's phosphate sector;
- A carbon market project in collaboration with the World Bank;
- A project for the elimination of international POP (Persistent Organic Products).



# The OCP Sites renew their certifications

The Khouribga site has renewed the following certifications:

- ISO 9001
- ISO 14001
- ISO / IEC 17025 Certification of the oil and lubricants analysis laboratory
- SQM Certification ISO 9001 for general means

In 2013, the Jorf Lasfar site has renewed the following certifications:

- ISO 17025 (Central Laboratory)
- ISO 9001
- ISO 14001

EMAPHOS: Integrated Management System (IMS) certification quality, health, security and environment in accordance with:

- ISO 9001
- ISO 14001
- OHSAS 18001
- FSSC 22000

IMACID : Integrated Management System (IMS) certification Quality, health, security and environment according to:

- ISO 9001
- ISO 14001
- OHSAS 18001

The Safi site has renewed the following certifications:

- ISO 9001
- OHSAS 18001
- ISO 14001 in line with OCP Production System (OPS)



In 2013, with a view of ensuring sustainable environmental leadership, OCP has strengthened its partnership with several public and private stakeholders and deployed various environmental awareness programs both locally and nationally.

Solid partnerships have been established with rural associations, local authorities and leading national institutions such as Mohammed VI Foundation for Environmental Protection. These actions targeted OCP stakeholders and benefited society at large.

At Safi, OCP has partnered with municipalities and local authorities for the implementation of landscaping projects. Over 2,000 trees have been planted as part of city greening programs involving local schools. Furthermore, 7,500 trees were planted by the Jorf Lasfar site in 2013.

## PROMOTING ENVIRONMENTAL AWARENESS

### Rural associations

- Launch of a 3.2 million MAD prize;
- 39 projects submitted, and 12 preselected.

### Youth from neighboring communities

- Ongoing organization of environmental education classes for Skills Centers members.

### IPSE students

- 12 theatrical plays on environmental protection in collaboration with EducaFun;
- 3,600 students.

### National radios

- Broadcastings on environmental awareness;
- 1,000 broadcastings (in Arabic and Amazigh).

### Mohammed VI Foundation for Environmental Protection

- Voluntary carbon compensation project;
- Participation in WEEC;
- Clean Beaches and Blue Flag certification programs.

### OCP Employees

- 41 electrical bikes for travels within the OCP sites;
- Purchase of sanitary fittings systems to lower employee water usage by 70%.





# APPENDIX

GRI content index  
Credits



# GRI CONTENT INDEX

## General Standard Disclosures

Strategy and analysis			
G4-1	Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability.	🟢	4-5
Organization profile			
G4-3	Report the name of the organization.	🟢	12
G4-4	Report the primary brands, products, and services.	🟢	15
G4-5	Report the location of the organization's headquarters.	🟢	12
G4-6	Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	🟢	12-14
G4-7	Report the nature of ownership and legal form.	🟢	12
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	🟡	12-14
G4-9	Report the scale of the organization, including: <ul style="list-style-type: none"><li>• Total number of employees</li><li>• Total number of operations</li><li>• Net sales (for private sector organizations) or net revenues (for public sector organizations)</li><li>• Total capitalization broken down in terms of debt and equity (for private sector organizations)</li><li>• Quantity of products or services provided</li></ul>	🟢	12-13
G4-10	a. Report the total number of employees by employment contract and gender. b. Report the total number of permanent employees by employment type and gender. c. Report the total workforce by employees and supervised workers and by gender. e. Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. f. Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).	🟡	46
G4-11	Report the percentage of total employees covered by collective bargaining agreements.	🟢	48
Aspects and pertinent areas identified			
G4-18	a. Explain the process for defining the report content and the Aspect Boundaries. b. Explain how the organization has implemented the Reporting Principles for Defining Report Content.	🟡	24
G4-19	List all the material Aspects identified in the process for defining report content.	🟢	24
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements	🟢	N.A.
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	🟢	N.A.
Stakeholder or multi-stakeholder engagement			
G4-24	Provide a list of stakeholder groups engaged by the organization.	🟢	25
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	🟢	24
G4-26	Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	🟡	24-25
G4-27	Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	🟡	25
Report profile			
G4-28	Reporting period (such as fiscal or calendar year) for information provided.	🟢	10
G4-29	Date of most recent previous report (if any).	🟢	N.A.
G4-30	Reporting cycle (such as annual, biennial).	🟢	10
G4-31	Provide the contact point for questions regarding the report or its contents.	🟢	10
G4-32	a. Report the 'in accordance' option the organization has chosen. b. Report the GRI Content Index for the chosen option (see tables below). c. Report the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not a requirement to be 'in accordance' with the Guidelines.	🟢	10
G4-33	a. Report the organization's policy and current practice with regard to seeking external assurance for the report. b. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. c. Report the relationship between the organization and the assurance providers. d. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.	🟢	10
Governance			
G4-34	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	🟢	16-18-20
Ethics and integrity			
G4-56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	🟢	17

## Specific Standard Disclosures

Economics			
Aspect : Economic Performance			
G4-EC1	Direct economic value generated and distributed.	🟡	12
Aspect : Indirect Economic Impacts			
G4-EC7	Development and impact of infrastructure investments and services supported.	🟢	54-73
G4-EC8	Significant indirect economic impacts, including the extent of impacts.	🟢	54-73-81
Environment			
Aspect : Water			
G4-EN8	Total water withdrawal by source.	🟢	80 - 85
G4-EN9	Water sources significantly affected by withdrawal of water.	🟡	80 - 85
G4-EN10	Percentage and total volume of water recycled and reused.	🟡	80 - 85
Aspect : Biodiversity			
G4-EN13	Habitats protected or restored.	🟢	92
Aspect : Emissions			
G4-EN15	Direct greenhouse gas (ghg) emissions (scope 1).	🟢	93
Aspect : Effluents and Waste			
G4-EN22	Total water discharge by quality and destination.	🟡	91
G4-EN23	Total weight of waste by type and disposal method.	🟢	90 - 91
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous Under the terms of the basel convention2 annex i, ii, iii, and viii, and percentage of Transported waste shipped internationally	🟢	90
Aspect : Overall			
G4-EN31	Total environmental protection expenditures and investments by type.	🟢	80-81, 83-85, 87,91,93
Social – Labor practices and decent work			
Aspect : Employment			
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region.	🟡	46
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part time employees, by significant locations of operation.	🟡	48 - 51
Aspect : Occupational Health and Safety			
G4-LA5	Percentage of total workforce represented in formal joint management-worker Health and safety committees that help monitor and advise on occupational health and safety programs.	🟡	45
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender.	🟡	45
Aspect : Training and Education			
G4-LA9	Average hours of training per year per employee by gender, and by employee category.	🟡	47
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	🟢	47
G4-LA11	Percentage of employees receiving regular performance and career development Reviews, by gender and by employee category.	🟡	46

- 🟢 Information provided
- 🟡 Information partially provided
- 🟠 Information not provided



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