

# Sustainability Report

Working together for sustainable agriculture

# 2020



# Summary



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# Message from our CEO

As I look back over the past year, I cannot help but reflect on the acute global challenge that we all faced with COVID-19. The pandemic forced us to think differently about the planet and the people who inhabit it – our impact, our reliance, and our connection to one another. But I continue to be heartened by the mobilization and collective work of so many to respond – and hopefully one day soon – end this crisis.

In our work, we have been reminded that we can all do better and more quickly achieve greater impact by collaborating more closely with farmers, scientists, engineers, entrepreneurs, governments, and our peers. The pandemic has, in a very real way, illustrated how we are all connected and that global challenges require us all to work together.

At OCP, we have chosen to be more ambitious, more inclusive, and more expansive in our approach to sustainability while reducing even further negative impacts on the environment. We have committed to bold goals which will reshape how we operate, including achieving carbon neutrality by 2040. In the following report, we are pleased to share our achievements to date, as well as our goals for the future.

## Building resilience

In confronting the pandemic, our first objective was ensuring the safety and wellbeing of our employees and their families, our supplier partners, and the communities in which we operate. As the primary global supplier of phosphate, we also understood our duty to support the world's farmers, and by extension, the global food system, by maintaining the supply of fertilizers and other phosphate products.

In our operations, we implemented comprehensive preventative health measures and provided extensive training

and protective equipment to our workforce. More broadly, we adapted our operational systems and protocols across all of our mines, plants, and offices. As a result, we are now more resilient and agile than ever.

Recognizing our responsibility to the communities in which we operate, we donated over \$300 million to support Morocco's response to the pandemic. We also donated personal protective equipment to the national health services; enhanced national virology research capacity; supported the creation of national online education; and helped small businesses adopt e-commerce. The last year has been challenging, but I have never been more proud of the OCP team.

## Collective innovation and action

Thinking beyond the current crisis, we recognize that to ensure food security in the long term, the entire value chain must join forces to improve the way we produce, process, and consume food. OCP is a vital player in this value chain and has been at the forefront of innovation in the fertilizer industry.

We are focused on delivering customized fertilizers to farmers. They are the key to increasing yields and minimizing environmental impact. We continue to expand our efforts in soil fertility mapping, and developing and delivering high-quality and state-of-the-art customized fertilizers adapted to different crops and soil characteristics.

**The pandemic has, in a very real way, illustrated how we are all connected and that global challenges require us all to work together.**





## // We are committed to achieving carbon neutrality by 2040.

Together with partners, we are building a robust R&D network to promote sustainable farming and smart agriculture and explore innovations in tailor-made fertilizer formulas, responsible agricultural practices and digital services. And for sure, we will continue to build strategic partnerships to accelerate advancements in our field. I am immensely proud of the results we have delivered for our customers and the planet – and more are on the way.

### Unlocking Africa's potential

While OCP's impact is global, our roots are in Africa. There is so much potential to unlock sustainable agriculture throughout the continent. We have designed end-to-end solutions to provide farmers with the best knowledge, systems and tools to increase their yields, incomes, and livelihoods. Thanks to these solutions, like OCP's Agribooster programs, farmers have achieved more than a 30% average yield increase in maize, rice, millet, and sorghum crops in 2020 alone.

Working with local communities, we continue to expand programs to support farmers throughout Africa. In 2020, we launched the Women in Agribooster program in Ghana to provide tailored support to female smallholder farmers. In rural communities in

GRI 102-14

Nigeria, we also created 'Farmers Houses', physical hubs with support services, training, knowledge sharing, and raw materials like seeds and fertilizers. These programs increase yields and improve market access, helping farmers generate revenues to invest in their communities.

### Ramping up efforts to fight climate change

Despite the past year's challenges, our efforts have been unwavering to accelerate our circular economy program and address our impact on the environment around us. We are working every day to build supply chains that are more efficient with expanded capacity while simultaneously reducing environmental impact. We are committed to achieving carbon neutrality by 2040. While nearly 90% of our operations are currently powered by clean energy, we are redoubling our efforts to reduce our energy consumption and transition to 100% clean electrical energy by 2030.

Our focus on innovation extends to our dedication to fighting climate change. We are working to address the impacts of ammonia production, which currently accounts for more than 1% of global CO<sub>2</sub> emissions. Along with our partners, we are developing viable and practical green ammonia solutions based on green hydrogen production and leveraging the tremendous solar resources in Morocco.

### Building history, together

Beginning in 1920 with a single phosphate mine, we have grown into a global business of over 20,000 people; each one focused on creating a more sustainable future for all of us. Thinking about the next 100 years, we want our successors to look back and see that we left no stone unturned; that we never chose the easy, less ambitious option; and that we stayed true to our values of honesty and partnership.

We are proud of our history, experience, and the solutions we have delivered to farmers around the world. But there are many more to come, and we are as committed as ever to sustainably feeding a growing world.

### Mostafa Terrab

Chairman and Chief Executive Officer

# Overcoming the COVID-19 pandemic

- › Health & Safety protocols for both employees and subcontractors incl. disinfection of premises, temperature control, social distancing & necessary equipment
- › Reinforced medical infrastructure & staff
- › Awareness & screening campaigns to employees & subcontractors
- › Psychological support cell
- › Teleworking & support to WFH transition (telework guide, webinars on quality work environment, internal barometers, etc.)
- › Support to employees' children (IPSE distance learning platform, IT special grants, guide, virtual vacation camps, etc.)
- › Digital learning & performance management with tools to create a digital workplace culture hinged on social linked

## \$300

million (equivalent to 3 MMDH) to the special fund dedicated to managing the pandemic

## \$8

million invested in Research & Development in virology with UM6P and Institut Pasteur in Morocco

- › Disinfection operations in public places, transports, hospitals
- › Medical and protective equipment to national health services as well as awareness campaigns in different languages, dialects
- › Agreement with the Institut Pasteur du Maroc (IPM) to contribute to the development of the national virology research capacity
- › Creation of a P3 category laboratory able to house research in virology within the UM6P
- › Internal solidarity platform to allow our employees to gather ideas and initiatives and implement them as quickly as possible in order to reduce the health, economic or social repercussions of the COVID-19 pandemic.
- › Collaborative platform 'M3ak.ma' designed by 1337 coding school to geolocate volunteers to offer personal services for needy people
- › Support to the continuity of cooperative activities: training on BCPs, e-commerce, reconversion of activities, solidarity purchasing initiatives
- › Support distance education through UM6P, LYDEX, 1337, YouCode and IPSE: production of digital educational content, sharing of expertise with teachers & students
- › Scaling up solutions for digital education: online platform between UM6P & Ecole Polytechnique Fédérale de Lausanne (EPFL), National Center for Digitization and Distance Learning (CNDE) created with MEN (Ministry of Education)



Employees

Resilience

Recovery



Local communities

## +135%

community investment increase between 2019 and 2020

## 9,595

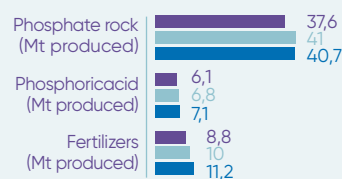
employees engaged in the internal solidarity platform created in 2020 to allow our employees to gather and implement ideas to reduce health, economic or social repercussions of the pandemic



**Investors**

- › Business continuity plans to ensure that operations are maintained at a normal production rate in optimal conditions – including health & safety protocols
- › Organizational measures: establishment of monitoring units at Central & Local levels, business resilience task force
- › Audit plans & continuous improvement measures

Revenues (\$ billions)



■ 2018 ■ 2019 ■ 2020



**Farmers**

- › Distribution of health equipments & COVID 19 awareness campaigns
- › Funding for the acquisition of raw materials & distribution of fertilizers, livestock feeds for smallholder
- › Catalysing efforts on our existing agricultural programs: Agribooster & Al Moutmir
- › Collaboration with the Africa Fertilizer Financing Mechanism (AFFM) & contributions to African emergency plans
- › Increased digitalization of our capacity building programs
- › Enhanced Research & Development and innovation projects
- › Support to food cooperatives : digitalization, e-commerce platform, initiative to boost local demand

**+78%**

farmers covered by our end-to-end solution Agribooster in 2020 compared to 2019 in 4 African countries



**Suppliers**

**\$107**

million loans will be covered through the Damane Tamayouz fund created for our suppliers to access financing with advantageous conditions to face COVID 19

- › Special taskforce to ensure payments to our suppliers, prioritizing local suppliers
- › Acceleration of the digitalization of our procurement tools
- › Support to suppliers defining BCP, managing in time of crisis, honoring orders, etc.
- › Transitioning to relevant activities (logistics, home delivery or mask production.)
- › Access to COVID 19 financing & other financing sources at advantageous conditions through the Damane Tamayouz fund
- › Strengthening of our incubation & local entrepreneurship support programs



# Digitalization At the heart of our growth strategy

**//** As part of its national and international leader ambition, OCP Group seized the Digital opportunity as growth driver. The implemented transformation strategy is covering the entire value chain with defined objectives set as operational excellence, contribution in new business opportunities, especially for farmers, and enhancing employee experience.

As part of this transformation, the Group developed advanced infrastructures that aim to boost the national and African ecosystem through education, skills and expertise sharing.

In fact, our vision of digital transformation involves local communities and promotes the emergence of a complete digital ecosystem. OCP Group has initiated this dynamic by continuously engaging them through education and open innovation initiatives creating ascension channels for high-potential talent and startups. Within this perspective the two coding schools were developed with innovative concepts (YouCode in partnership with the French school Simplon, as well as 1337, whose concept is similar to that of the school 42 in Paris) as well as the STARGATE innovation Hub.

Since the creation of its ecosystem, OCP Group is a locomotive that intends, more than ever, to play through digital the role of innovative emulation.



**MOHAMED LAKLALECH,**  
Chief Digital Officer



Teal Technology Services is a Joint Venture between IBM & OCP created to accelerate the digital transformation of our clients in Morocco and then in the African continent. This JV includes projects on advanced technologies such as Analytics, Cognitive Computing and Connected Objects (IOT, Internet of Things).



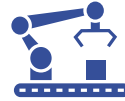
## Digital procurement

[+ Find out more](#)



## Digital education

[+ Find out more](#)



## Digital mining

[+ Find out more](#)



## Digital farming

[+ Find out more](#)



## Digital workforce

[+ Find out more](#)



## Digital safety

[+ Find out more](#)

Transforming  
ways of working



Operational  
excellence



Generating  
sustainable impacts  
on ecosystem



Delivering  
new business  
opportunities



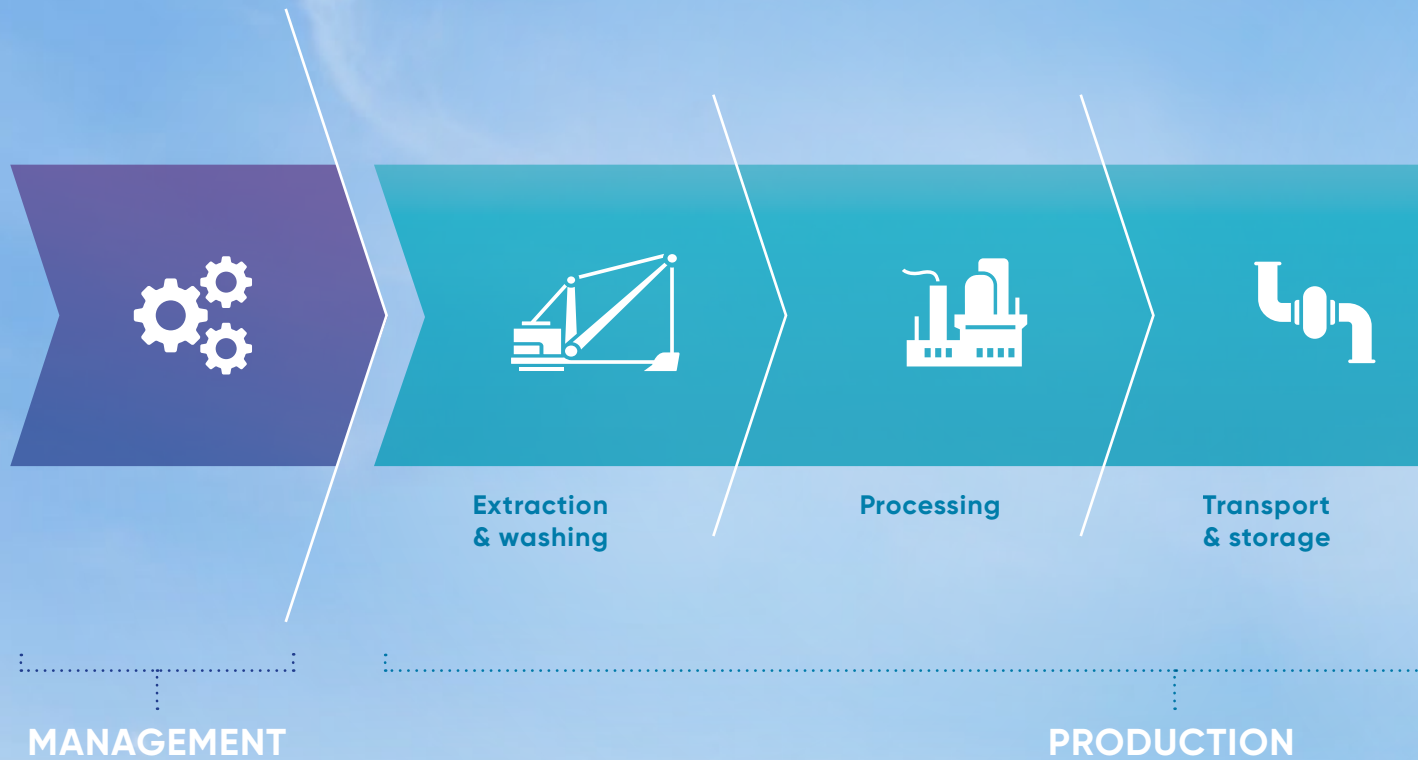
# 1. About our group

OCP Group is a leading producer of phosphate rock and phosphatic fertilizers, employing 21,000 people and serving 350 customers around the globe. Moroccan company headquartered in Casablanca, OCP was originally founded in 1920 as Office Chérifien des Phosphates, a Moroccan entity established to manage the country's phosphate reserves—which OCP continues to do today. In 2008, OCP ("OCP S.A") became a joint stock company, independently managed by a Board of Directors. Building on nearly 100 years of cumulative agricultural knowledge and expertise, OCP is committed to being a globally responsible company, focusing on sustainable agriculture solutions that help farmers around the world feed a growing population.





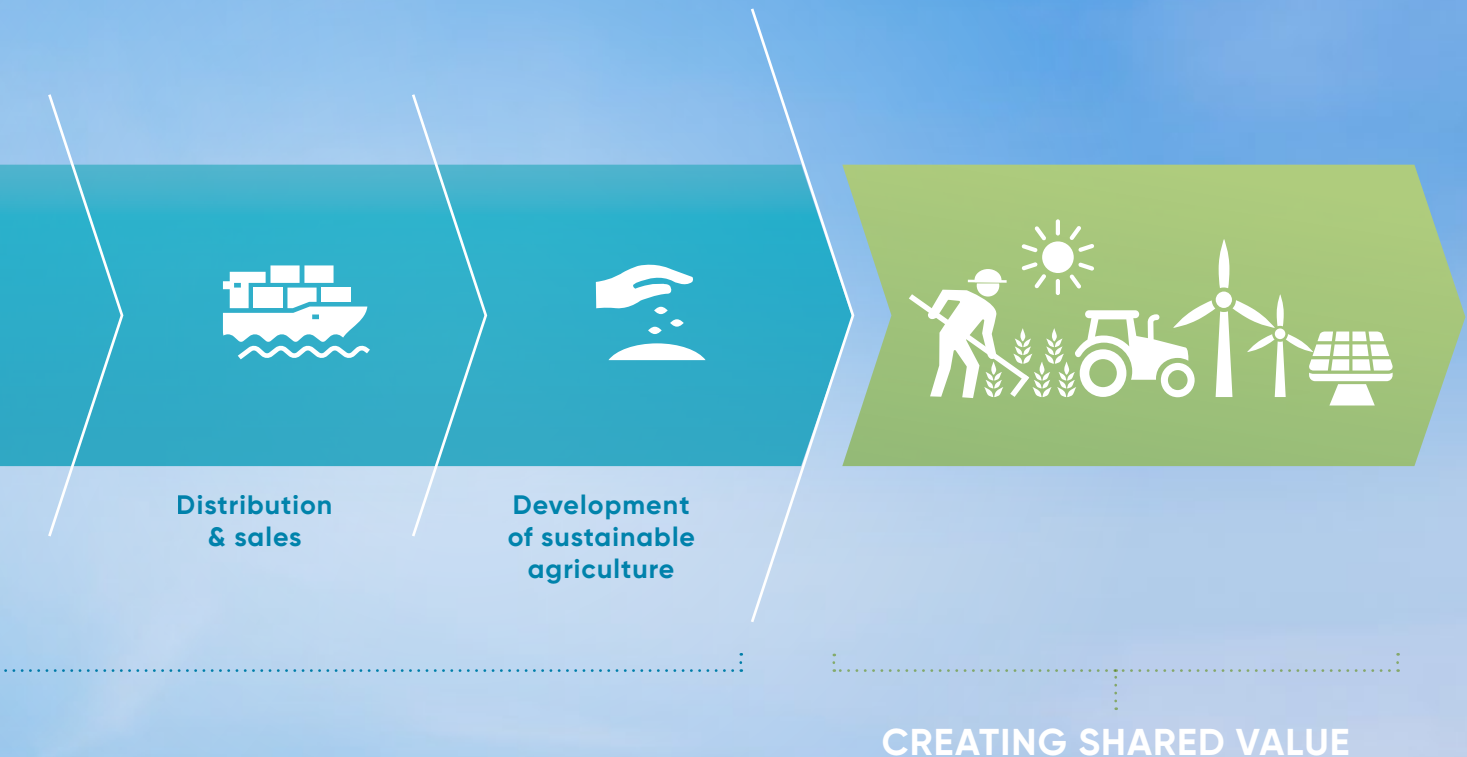
# 1.1 Activities & products





## OCP's value chain

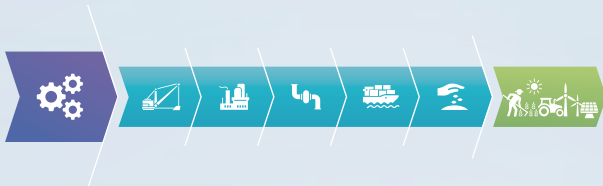
As a global leader in the phosphate-based fertilizer industry, OCP promotes projects that positively impact society, strengthen skills and employability, and improve living conditions in the regions in which it operates. Its value chain is built with a view to creating shared value through its commitments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



This value chain relies on a diverse supply chain. OCP purchases a wide variety of goods and services from over 5,200 suppliers worldwide. OCP's operating costs derive from mainly raw materials, energy, and transportation. In 2020, operating costs

amounted to \$3,1 billions (equivalent to MAD 27,7 billions). The main changes in the supply chain in 2020 correspond to implementing the Progress Pact – a long-term collaboration model with our Moroccan suppliers (Find out more on page 108).





GRI 102-1 | GRI 102-7

# Management

## Key figures 2020

**\$5.94**  **billion**  
(equivalent to MAD 56,182 million)  
**in revenues**

**\$1,97** **billion**  
(equivalent to MAD 18,657 million)  
**in EBITDA**

**\$1.0** **billion**  
(equivalent to MAD 9,566 million)  
**in capital expenditures**

**91%**  
of operational expenditures  
performed nationally

**33%**  
**EBITDA margin**  
(earnings before interest, taxes,  
depreciation and amortization)

**18,357**  
**employees**  
(scope including OCP SA,  
Phosboucraa and Sotreg.)

 **22**  
average **training & education**  
**hours** per employee in 2020

**4.3%**  
reduction in combined LTIFR  
(Lost-time injury frequency rate)  
compared to 2019, reaching 1.34

**9,000**  
**employees** involved  
in the Movement



**1,920**  
stakeholders engaged early 2020  
to reshape the Act4Community  
community development strategy





## Highlights of 2020

### Turning idea into business

The virtual Demo Day of the IMPULSE program – world-class start-ups acceleration program launched in 2019 with Mohammed VI Polytechnic University (UM6P) – held on September 2020 marked the end of the support period and allowed all the start-ups to pitch their innovative agritech and biotech solutions to potential investors and partners. A prize was awarded to the 16 entrepreneurs to help them develop their businesses and overcome the impact of the Covid-19 pandemic.

Mohammed VI Polytechnic University (UM6P) [+](#) also launched the start-up support program "U-Founders" to promote a global community of visionary researchers and entrepreneurs, who are engaged in the development of the African continent. Two themes: "Deep Tech", bringing together projects and breakthrough innovations in sectors related to the research agenda of the UM6P; and "Shallow Tech", grouping projects whose economic model is based on widely available technologies.

[+](#) [Find out more](#)

### IFA's 2020 Green Leaf Award

Every two years, the International Fertilizer Association (IFA) recognizes safety, health, environment (SHE) excellence with its prestigious Green Leaf Award. The in-depth review of numerous applications by an independent panel of international subject matter experts concluded that Jorf Lasfar site deserves the 1<sup>st</sup> prize in the P/K-producer category for its world class SHE (Safety, Health & Environment) program and results.







GRI 102-2 | GRI 102-7

# Production Extraction & washing

Phosphate is extracted from three surface mining sites. Different steps are necessary: exploration and feasibility studies, mine development and construction, mining, closure, and reclamation. The extraction phase includes two main operations: drilling and blasting. Phosphate rock is then

transported by a conveyor belt system to washing facilities to be enriched and then transported via slurry pipeline or rail to processing platforms. Phosphate rock can be exported directly or converted to phosphoric acid or phosphate-based fertilizers.



## Phosphate rock

Phosphate rock is primarily used in agriculture by either applying it directly or through the use of phosphate-based fertilizers. Phosphate rock is also used to produce animal feed supplements and for other industrial uses.

**44 Mt**  
production capacity

**40,7 Mt**  
produced

**10,3 Mt**  
exported

**///** Phosphorus is also a vital element in a broad range of industrial, chemical, and health products and processes.

GLOBAL PHOSPHORUS INSTITUTE





## Key figures 2020

**305** ha  
of rehabilitated land



## Highlights of 2020

### Carbon farming: using our former mining lands as sinks of CO<sub>2</sub>

7 tree species using 3 irrigation technics, 2 types of soil amendments and in 2 locations are being experimented as part of our carbon farming project with UM6P and St1, a Finnish energy company, to create a climate change mitigation tool via the rehabilitation of old mining sites as well as the afforestation of marginal lands in dry and semi-dry environments.

### Best-in-class water-saving practices:

A precision irrigation project has been launched with AgriEdge – OCP Group's business unit dedicated to precision farming – which aims to optimize agricultural practices in rehabilitated mining lands thanks to the introduction of digitalization, bringing the right quantity of water for crops using sensors, irrigation model and a mobile application. The pilot is being carried out at the Benguerir mine on 50 ha (olive, argan and carob trees) while outcomes will be scaled up to all our mining sites in the coming years.







GRI 102-2 | GRI 102-7

# Processing

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



## Phosphoric acid

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

Key raw materials: phosphate rock and sulfuric acid either produced by the processing platforms or purchased from local suppliers.

**7,1 Mt**  
produced

**1,9 Mt**  
exported

### Types of products

- PPA: purified phosphoric acid
- H<sub>3</sub>PO<sub>4</sub>: merchant-grade phosphoric acid.



## Fertilizer

Fertilizer can be applied directly or used to produce compound fertilizers.

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

**12 Mt**  
production capacity

**11,2 Mt**  
produced

**11,5 Mt**  
exported

### Types of products

- DAP (Di-Ammonium Phosphate): most commonly used binary fertilizer made of two fertilizing agents – phosphorus and nitrogen;
- TSP (Triple Super Phosphate): phosphate fertilizer;
- MAP (Mono-Ammonium Phosphate): a binary fertilizer consisting of two fertilizing agents–phosphorus and nitrogen;
- NPK: compound fertilizers composed of more than one element phosphorus, nitrogen, and potassium;
- Performance Phosphate Products (PPP): the latest generation of fertilizers developed aiming at sustainable and efficient agriculture;
- Complex fertilizers (NP+): nitrogen- and phosphate-based fertilizers enriched with secondary and micronutrients to improve agricultural yields, protect soil from degradation, and offer highly concentrated solutions to improve fertility;
- Soluble fertilizers: containing several nutrients totally soluble in water to be used with drip irrigation;
- DCP/MDCP (Di-calcium Phosphate/ Mono Di-calcium Phosphate): phosphate- and calcium based animal feed supplements used to manufacture mixed feed for farm animals. Feed phosphates strengthen bones and accelerate farm animal growth (cattle, sheep, poultry, goats, etc.).



## Key figures 2020

# 89%

OCP Group's needs covered by **clean energy** (cogeneration and renewable energies) against 86% in 2019.

# 31%

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

# \$61 million

(equivalent to 546 MDH) dedicated to **Research & Development**

# 68

**strategic partnerships** – including Fertinagro, Fraunhofer, Forbon, Prayon, Solvay, MIT, etc.

# 249

Research & Innovation projects are being implemented in partnership with UM6P and internationally renowned partners.

## Highlights of 2020

- Development of additional clean and renewable energy capacities
- Development of additional non-conventional water capacities – STEP & desalinisation units
- Strengthening of our R&D projects: green ammonia and hydrogen, green methanol, carbon capture and valorisation, renewable energy storage, sustainable mobility
- Creation of joint-ventures to enhance smart fertilizers expertise :

OCP Group and Hubei Forbon Technology Co., Ltd, a Chinese player specializing in the research, development and supply of global fertilizer additive solutions and also active in the field of Smart Agriculture, signed in 2020 an agreement for the creation of a joint-venture operating in Research & Development of sustainable agricultural solutions providing farmers with tailor-made fertilizer formulas, responsible agricultural practices and digital services.

An industrial unit has been launched in for the production of high added value fertilizers (improved NPK, biostimulants, etc.) at the Jorf Lasfar site with an initial production capacity of 250,000 tonnes per year as a result of the joint-venture created with Fertinagro Biotech, a Spanish company specializing in fertilizers (NPK, enriched NPK, biostimulants, etc.), innovation and development of products adapted to the specific needs of soils and crops throughout the world. It also strengthens the Group's know-how thanks to the technical capacities and the range of innovative products of Fertinagro Biotech.





GRI 102-2

# Transportation & storage

Phosphate Rock is supplied to the Processing Platforms from the extraction sites either via the slurry pipeline or rail operated by the ONCF, the national railway operator.

## Key figures 2020

# 665,000

**metric tons of CO<sub>2</sub> prevented**

by year through the Slurry Pipeline compared to conventional railway transportation.

# 1,5Mm<sup>3</sup>

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

## Highlights of 2020

**Slurry pipeline:** Among the key flagship innovations is the slurry pipeline, which transports washed phosphate as slurry to the main processing platform. With a total transport capacity of 38Mt, the slurry pipeline allows to transport more phosphate rock than the conventional railway transportation, remove all intermediary processing like drying at the mine level and re-adding water at the processing sites level, resulting in significant CO<sub>2</sub> emissions reduction. The process is being developed for all our processing sites by 2030.





GRI 102-2 | GRI 102-6

# Distribution & sales

Thanks to its well established industrial and commercial presence, OCP is present in all major markets and closer to the needs of producers and other players across the value chain with over 350 clients on 5 continents. Phosphate rock, phosphoric acid, and fertilizers are delivered by sea, by truck, or stored on site. Docks are managed by the National Ports Agency (ANP). Products are delivered to the end customers who use them as end products or process them further for other grades of fertilizers. OCP has deployed, primarily in Africa, a dense distribution network by developing partnerships with local, public, and private players in order to provide the farmers fertilizers at the lowest cost. OCP's supply chain in Africa relies on logistics centers, sales representatives, local subsidiaries, and also production plants dedicated to meeting the needs of regional markets.

## Key figures 2020

# 350

**wholesale clients** and millions  
of end-users on 5 continents







GRI 102-2 | GRI 102-6

# Development of sustainable agriculture

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

## Key figures 2020

**4+** million hectares

of **soil mapped** in Burkina Faso, Togo, Guinea, Rwanda, Ethiopia, Madagascar

**321,329**

**farmers covered** by Agribooster and OCP School Labs (OSL) programs in Africa

**10**

new **tailor-made formulas** introduced in 6 African countries

**30,000**

**farmers covered** and 50,000 soil analyses in Morocco through the AI Moutmir farmer outreach program

## Highlights of 2020

- The **Agribooster program** was further enhanced in 2020 through the launch of the Women in Agribooster program as well as the extension of the crop types covered in the program
- The **educational program OCP school labs** turned digital due to COVID 19 through TV channel 'Farm & Fortune' and radio to provide both daily advice and guidance
- **Launch in Nigeria of the Farmer House system** with the creation of 55 shops and support for 36 Agripromotors and young people as part of the EMAY (Empowering African Youth) program
- **Contributions to national emergency plans** and food programs (Ivory Coast, Nigeria, Ghana, etc.) to mitigate COVID 19 impacts on food security
- **AI Moutmir** : In addition to @tmar - the agricultural end-to-end service mobile application, OCP-AI Moutmir team has implemented a range of digital solutions, including a free e-learning platform to overcome COVID 19 challenges in Morocco
- Strengthening of the Moroccan soil mapping, regional & plots customized formulas, demonstration platforms, and conservation agriculture programs
- Special support provided to cooperatives to take advantage of the economic situation - introducing them to digital technology to explore new marketing models with shorter, local circuits.





# Shared value creation for communities

## Key figures 2020

# 202

**Local cooperatives** trained in commercialisation techniques

# 556

**Local microbusinesses** incubated and trained

# \$300

million (equivalent to 3 MMDH) to the special fund dedicated to managing the pandemic

# 3,107

Students receiving **scholarships**

## Highlights of 2020

- **Solutions to COVID 19 impacts:** disinfection operations and awareness campaign in different languages, dialects and in sign language – with adapted tools for rural communities; medical and protective equipment to national health services; actions against vulnerability (food distribution, support to the homeless), mobilization of our volunteers' innovation capacity (conception of facial protection, hand sanitizer contact-free distributors, automatic door opening system, Y-connector design to double the capacity of life support respirators, UV disinfection system etc.), support to business model reconversion (e.g mask, food delivery, etc.), 'e-souk', solidarity purchasing to source directly from farmers for donations, contribution of our education ecosystem (UM6P, LYDEX, IPSE, 1337, YouCode and the OCP Foundation) to provide online courses for all school levels to ensure distance teaching continuity & hotline for both students and teachers, sharing of expertise and skills, and solutions development.

- **Strengthening of education, entrepreneurship, culture, health and urban planning program**

➕ Find out more





# 1.2 Value creation model

## Input

The resource we use

## Business model

How we create value

Contribute to sustainably feeding a growing world population

### Financial

**\$ 1,97 billion** EBITDA  
**\$ 5,9 billion** Net debt  
**\$1,03 billion** Free cash flow  
**\$5.94 billion** in revenues

### Human

**18,357** employees  
**9000** employees involved in the Movements

### Intellectual

**\$ 61 million** R&D expenditures  
**249** R&D programs

### Manufactured

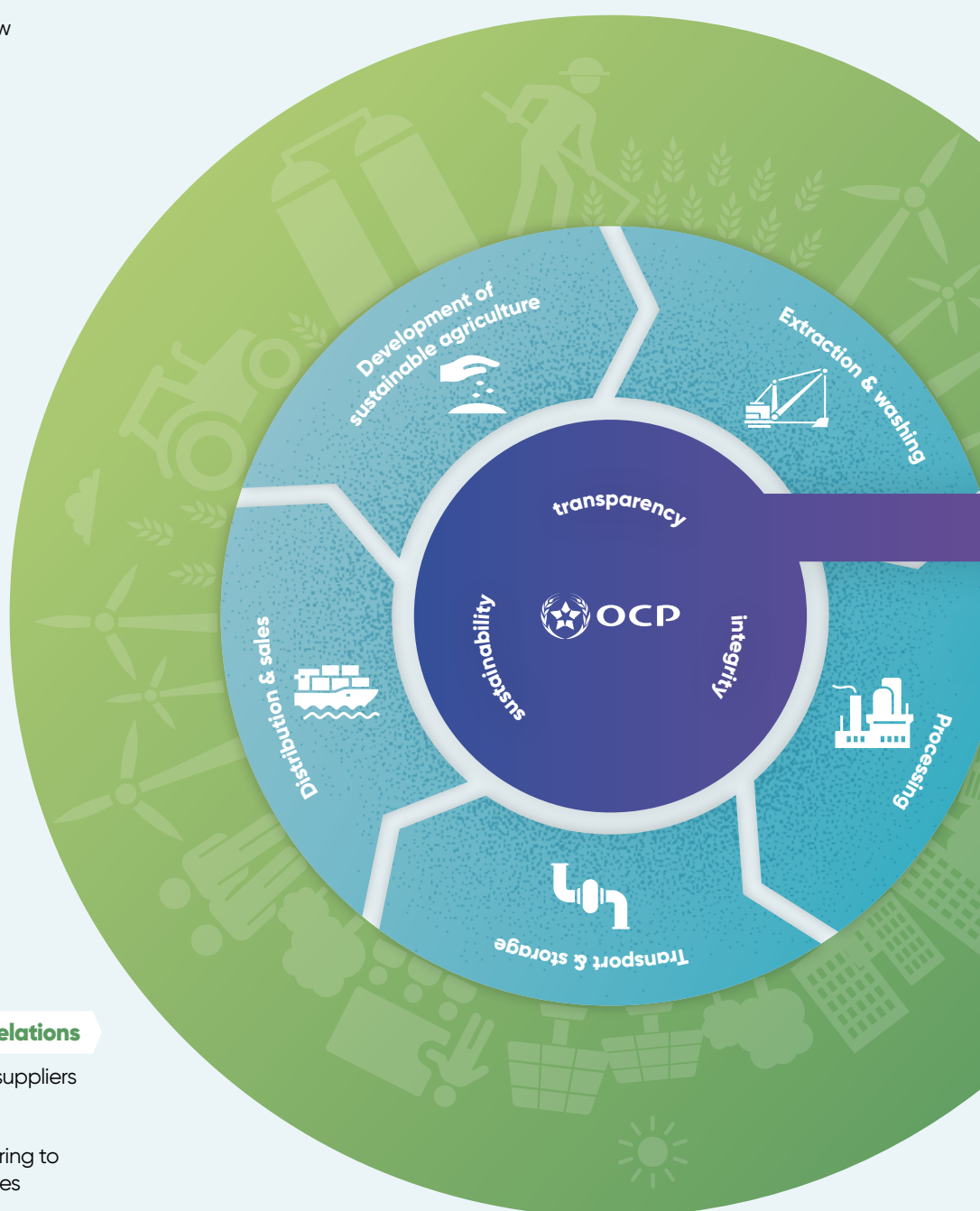
**\$ 1 billion** CAPEX  
**350** customers

### Natural

**40,7** Mt phosphate rock extracted  
**27,666** TJ energy consumption  
**111,394** ML water withdrawal

### Business and society relations

Pact of progress with our suppliers to develop local business ecosystem  
**2,557** employees volunteering to empower local communities



## Output

Value we create



**33%** EBITDA margin  
**37%** market share in phosphate rock  
**50%** market share in phosphoric acid  
**31%** market share in fertilizers



**\$ 1,024 million** wages & benefits  
**32%** of women in management  
**22** average training hours per employees



**\$ 1,8 billion** of total suppliers' expenditures  
**91%** of expenditures with Moroccan suppliers  
**15%** of local purchases (around OCP sites)



**+55%** of agricultural yield - with customized fertilizer formula compared to national average in Morocco  
**+30%** yield for potatoes and + 23% farmers' profitability with customized fertilizer in Africa  
**+40%** yield for maize and +14% farmers' profitability with customized fertilizer in Africa  
**29** million hectares of soil mapped in Africa  
**1+ million** farmers benefited so far from the AGRIBOOSTER program and OCP school lab in Africa  
**50,000+** soil analysis by AI MOUTMIR in Morocco



**6%** reduction of SO2 compared to 2019  
**1%** reduction in CO2 compared to 2019  
**31%** of OCP's water needs met by unconventional water resources  
**89%** of OCP Group's needs met by clean energy sources  
**305ha** of rehabilitated land



**527** Local microbusinesses trained & 29 being incubated  
**\$ 496** million of community investments - 135% increase compared to 2018  
**\$ 206** million taxes paid to the state of Morocco



Ensuring a responsible & inclusive management

Developing sustainable operations

Sharing value with communities



**All 17 Sustainable Development Goals are important and we aim to contribute to all of them. However, as major player in the fertilizer industry supplying essential crop nutrients to farmers, our purpose is to support global food security and focus on 6 of them:**



## Goal 2: Zero Hunger

### Targets

**2.3** By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous people, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.

**2.4** By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.

### Why is it important?

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

### Actions & progress

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

### Key goals

**x2**

Doubling the R&D budget – including Farmer solutions – by 2025 compared to 2020 level

Develop customized fertilizers and tailor-made formulas reaching farmers



Increase the geographical area and number of beneficiaries covered by agricultural support programs & end-to-end solutions

### Where we stand in 2020

**\$4,9**

millions dedicated to farmers solutions R&D

**10**

new tailor-made formulas for African countries

**351,329**

farmers benefiting our flagship Labschools, Agribooster and Al Moutmir programs

[Find out more](#)



## Goal 4: Quality education

### Targets

**4.1** By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and Goal-4 effective learning outcomes

**4.4** By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

**4.B** By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programs, in developed countries and other developing countries

### Why is it important?

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

### Actions & progress

- UM6P (Mohammed VI Polytechnic University), institution dedicated to research and innovation featuring a comprehensive entrepreneurship program
- Digital schools (1337 & Youcode)
- Schools of excellence preparing for higher education, community colleges to improve soft skills, Mahir center to meet the challenges of human development in Morocco, etc.
- Rehabilitation, mobility solutions, school supplies, training of the educative teams, summer camps
- Equal opportunity leverages: financial sponsorship, private tutoring, medical and social centres targeting people with disabilities, skills centers to support youth's professional insertion
- Incubators of small businesses and specific access to OCP's procurement, training, pro bono and financial support to local cooperatives and associations
- Farmers' training programs
- OCP employees & suppliers' training

### Key goals

- Increase the capacity (course offer evolution and beneficiaries) of our educational entities
- 5 digital schools covering our 5 production sites aiming at training 1000 young programmers per year by 2023

### Where we stand in 2020

**2,182**

students in UM6P  
(+151% compared to 2019)

**848**

students in the digital schools  
on 4 campuses: Benguerir,  
Youssefia, Khouribga, Safi.

[Find out more](#)





## Goal 8: Decent work and economic growth

### Targets

**8.2** Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors

**8.3** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

### Why is it important?

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

### Actions & progress

- UM6P (Mohammed VI Polytechnic University) – institution dedicated to research and innovation featuring a comprehensive entrepreneurship program and partnership with academic leaders such as MIT, HEC, etc. and renowned research institutions such as Fertinagro, Fraunhofer, Forbon, etc.
- Living Labs serving as experimental sites open to the scientific community to test solutions on a real scale (Green Energy Park, Advanced Technology Mining Platform, Chemical Hub of Safi, etc.)
- Digital schools (1337 & Youcode), digital centers, etc.
- Learning institutes to support ongoing professional development programs, and provide personalized support for employees throughout their careers
- OCP Professors – mentoring program carried out especially by OCP Group's retirees to transfer the Group's expertise, internally and externally
- Industrial Expertise Centers – open to local SMEs – to train employees in operational activities
- Incubators of small businesses and specific access to OCP's procurement, training, pro bono and financial support to local cooperatives and associations
- Beyond talent development program and innovative approach such as the Movements which provide employees with financial and human resources necessary to work a topic of their choice, as long as it creates sustainable value for the Group.

### Key goals

- Doubling the R&D budget by 2025 compared to 2020 level
- 100% of learning coverage (all our employees) by 2025
- 47% of women in management by 2030
- Create 5 SMEs incubators around the Group production sites by 2022
- Dedicate 25% of OCP Group's procurement budget to local suppliers by 2021

### Where we stand in 2020

**\$61**

millions dedicated to R&D

**78%**

for TAMCA/OE (workers & employees, technicians and supervisors) and 72% for Middle & Senior Management

**32%**

of women in management

**2**

incubators created around our production sites

**15%**

of our procurement budget dedicated to local suppliers

[Find out more](#)



## Goal 11: Sustainable cities and communities

### Targets

**11.1** By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums

**11.3** By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries

### Why is it important?

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

### Actions & progress

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

### Key goals

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

➤ [Find out more](#)

### Where we stand in 2020

**\$200**

Million investment in the Technopole Fom El Oued – Laayoune along with 1,200 expected job creation, 2,500 students and researchers, and 600ha of green spaces

**\$500**

million investment in the Mazagan urban pole along with 55,000 jobs created by 2023, 134,000 residents by 2034 and 303 ha dedicated to green spaces

**80 ha**

of green belt in Benguerir Mohammed VI Green City along with 100,000 inhabitants, 20,000 students & researchers, 25,000 residential units by 2045





## Goal 12: Responsible consumption & production

### Targets

**12.2** By 2030, achieve the sustainable management and efficient use of natural resources

**12.4** By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse

impacts on human health and the environment

**12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

**12.6** Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle

### Why is it important?

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

### Actions & progress

- › Preservation of the phosphate resources :
  - Recovery of low phosphorus content phosphates through the reverse flotation process +
  - Recycling by-products – mainly phosphogypsum – programs into roads, agriculture, construction.
  - Phosphorous recovery feasibility studies wastewater treatment facilities in our mining sites
  - Research & Development to find new phosphorus recovery routes, including organic fertilizers made of recovered nutrients (N, P, K, ...) from organic waste with Fertinagro
- › Sustainable production of fertilizers through energy, emissions, water & effluents, waste programs
- › Sustainable consumption of fertilizers through 4 R framework (Right source, Right place, Right time, Right rate):
  - Soil fertility mapping and onsite field trials
  - Research & development to develop customized fertilizers in collaboration with UM6P, Agri-Edge and Bio-Agritech business units, and through innovation partnerships such as the one with Fertinagro Biotech – global R&D reference in sustainable agronomic solutions.
  - Educational tools such as OCP School labs to increase knowledge and expertise of farmers
  - End-to-end solutions such as the Agribooster program and AI Moutmir that bring together different stakeholders of the agriculture value chain to provide farmers with the best conditions to increase their yield, incomes and livelihood.

### Key goals

- › 100% phosphogypsum storage by 2028 as part of our by-products management strategy
- › Reduce SO<sub>2</sub> polluting load by 50% in 2025 compared to 2018
- › 70% of non-mining hazardous waste diverted from disposal by 2025
- › 100% water needs covered by non-conventional sources by 2030
- › 1000 ha/year rehabilitated land

### Where we stand in 2020



Storage study for phosphogypsum storage achieved in Jorf Lasfar & Recovery by-products researches.

**19%**

**1,130**

SO<sub>2</sub> reduction load compared to 2018  
tons non-mining hazardous waste diverted from disposal

**31%**

of our water needs covered by non-conventional sources

**305**

ha rehabilitated area

+ [Find out more](#)



## Goal 13: Climate action

### Targets

**13.1.** Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

**13.3.** Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

### Why is it important?

Climate is changing. The world is experiencing increasing concentrations of greenhouse gases, rising sea levels, and extreme weather conditions. This calls for urgent and accelerated action by countries as they implement their commitments to the Paris Agreement. OCP pursues a cutting-edge strategy to reduce its CO<sub>2</sub> emissions and adapt to actual and future climate.

### Actions & progress

#### ► Mitigation measures: +

- Energy efficiency, development of cogeneration, renewable energies (wind & solar power plants)
- Development of Green ammonia production targeting scope 3 CO<sub>2</sub> emissions
- CO<sub>2</sub> capture emitted by our phosphoric acid chimneys
- Mine reclamation & carbon farming changing agricultural practices or land use to increase the

amount of carbon stored in the soil and vegetation

- Slurry pipelines transporting phosphate rock to processing sites – allowing significant CO<sub>2</sub> savings compared to railway
- Adaptations measures through a water program based on optimized consumption and the use of non-conventional resources, as well as products and services for a sustainable and resilient agriculture.

### Key goals

**50%**

reduction in the carbon footprint by 2030 compared to 2014

**100%**

OCP's energy needs covered with clean energy (both cogeneration & renewable energy) by 2030

- Achieve carbon neutrality by 2040

### Where we stand in 2020

**6%**

reduction in CO<sub>2</sub> intensity (T CO<sub>2</sub>/M\$) compared to 2019.

**89%**

of our energy needs covered with clean energy

➕ [Find out more](#)



# 1.3 Local contributor, global presence





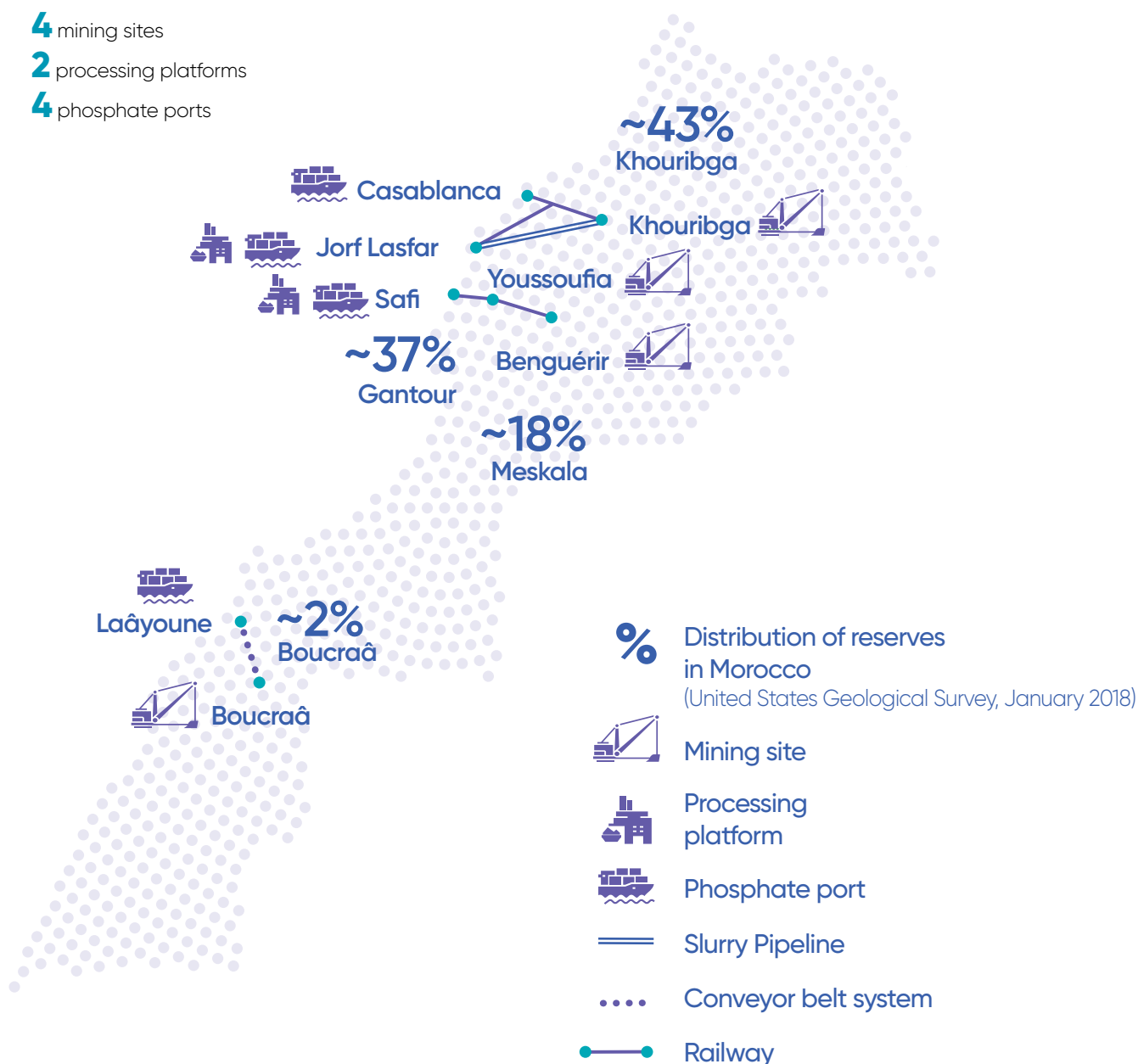
# Presence in Morocco

OCP mines are located at four sites in Khouribga (Sidi Daoui Merah El Ahrach, Sidi Chennane, and Béni Amir), three in Gantour (Benguerir, Bouchane, and Mzinda), and one in Boucraâ. Processing phosphate into phosphoric acid and phosphate-based fertilizers is mainly done at the Jorf Lasfar and Safi sites. A major industrial development project for

Phosboucraa is also underway for the 2014–2022 period to improve industrial activities at the Boucraâ site, diversify the product portfolio, develop the regional business ecosystem, and contribute to the socioeconomic development of the southern regions: Guelmim–Oued Noun, Laâyoune–Sakia El Hamra, and Dakhla–Oued Ed Dahab.

An integrated group across the entire value chain

- 4** mining sites
- 2** processing platforms
- 4** phosphate ports





GRI 102-3 | GRI 102-4 | GRI 102-6

# Global presence

With over 350 clients in 5 continents, OCP Group further strengthened the position of its finished products and its own presence, particularly in Africa, North America, and Latin America. Increasingly diversified products and regional portfolios reflect OCP Group's industrial and commercial excellence.



\*Africa Market Share includes NPKs  
Source: IFA preliminary aggregate statistics 9M 2020, excluding purified acid from China.





GRI 102-4 | GRI 102-6 | GRI 102-12 | GRI 102-13

**7%**  
EAST ASIA

● Beijing

Singapore

**15%**  
OCEANIA

## OCP is a member of many professional associations:



**AFA** (Arab Fertilizer Association)



**AFAP** (African Fertilizer and Agribusiness Partnership)



**IFA** (International Fertilizer Industry Association)



**WBCSD** (World Business Council for Sustainable Development)

### All OCP industrial operations sites are Protect & Sustain certified.

This certification is granted by IFA and covers the quality, environment, health, and worksite safety aspects of ISO 9001 and 14001 certifications, as well as ISO 45001 certification.



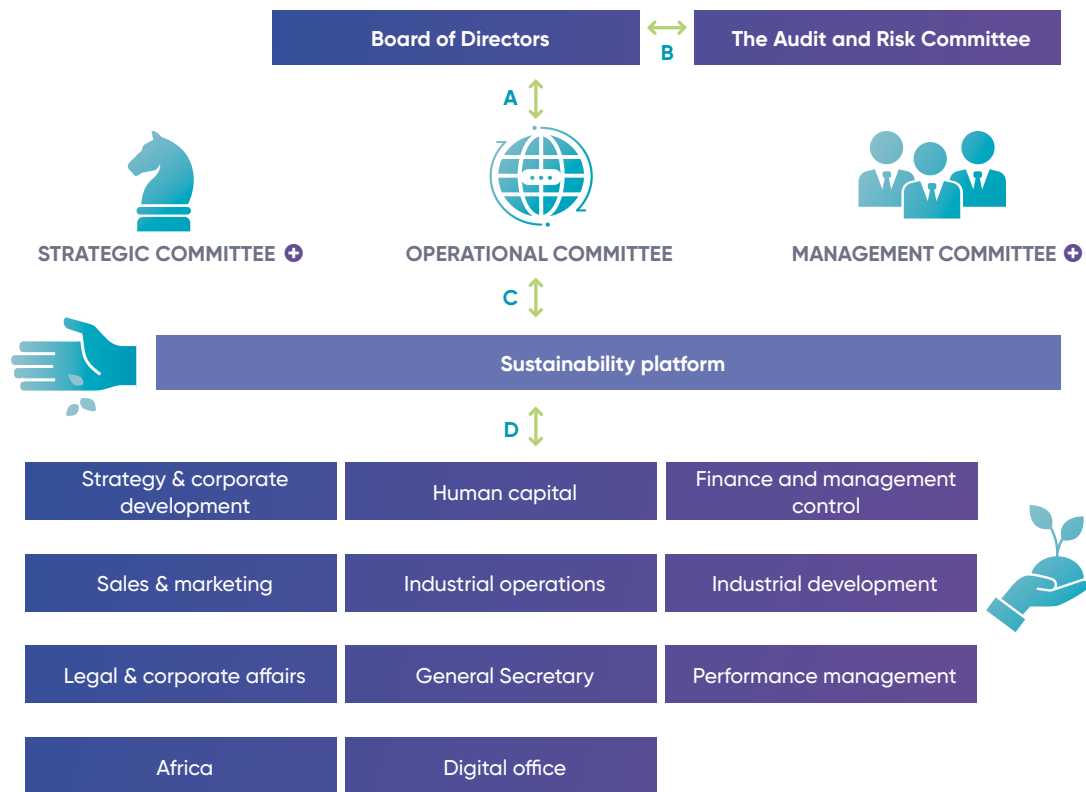


# 1.4 Innovative, agile & committed governance

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







### THREE STEPS SUPPORT AGILITY AND INNOVATION



#### THE MOVEMENT

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



#### ESTABLISHED "SITUATIONS"

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



#### ANCHORING

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

#### MISSION & RESPONSIBILITY:

- A.** The Board provides strategic direction and ensures monitoring
- B.** The Audit & Risk committee assists the Board of Directors in controlling operations and reviews financial & extra-financial data
- C.** The Operational Committee works in close collaboration with the strategic and management committees to determine short, medium- & long-term strategy, and approve targets.
- D.** The Sustainability platform coordinates and supervises implementation of the sustainability strategy as well as discuss, co-create and initiate new ideas

[+ Find out more](#)

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



## Defined opportunities:

# Our journey to improve how we maximize sustainability

Over the past few years, we have been strengthening the way we tackle sustainability across our company; from the creation of agile governance initiatives to ambitious sustainability objectives going through deep impact analysis. A lot has been done, but there is still a long way ahead to sustainable development. Our continuous improvement process is supported by external and independent sustainability experts to catalyse our transformation. Despite COVID 19, OCP Group has continued to work on its weaknesses and ensure progress in 2020 over:

## Vision & strategy

In line with the prioritized SDGs 2, 4, 8, 11, 12, 13, OCP Group has identified sub-targets and is still strengthening some of its goals to maximize its contributions, raise the bar and integrate COVID 19 new normal.

OCP has laid strong foundations upon which to build a best in class company-wide sustainability management system allowing to identify, assess and minimize potential adverse impacts that we may cause or contribute to, through on-going due diligence. This still needs to be rolled-out across all functional areas and will be enabled by the evolution of our governance.

## Management system



## Reporting & disclosure

Beyond the GRI standards, OCP Group sustainability reports feature key mechanisms of complementary reporting standards such as Integrated Reporting and TCFD (Task Force on Climate-related Financial Disclosures) that have been further deepened in 2020. Additional reporting standards will be integrated in the coming years such as CDP (Carbon Disclosure Project) - working towards global alignment on a corporate reporting system.

## Governance

Considering the COVID 19 challenges, the creation of the ethics committee planned for 2020 has been postponed to 2021. The committee will integrate independent members and monitor the implementation and respect of our code of conduct. Rising environmental (including climate-related) and social risks required a continuous work on optimizing governance to engage across the company and manage them efficiently.

## Policy

Having formalized its policies aligned with internationally recognized standards and frameworks in 2019 - available on its website, OCP Group continues the journey to live up to expectations and implement commitments.





# 2.

## **Sustainable development: our integrated approach**



# 2.1 OCP's sustainability context

As a major contributor to the global fertilizer market, our mission is to contribute to sustainably feeding a growing world population. This implies caring about the environmental, social and governance impacts of our daily decisions, large and small, that are shaping our future. *In dubio pro malo* (when in doubt, listen to the worst prognosis rather than to the best) is the leitmotif that guides our whole organization as we comprehensively address sustainability challenges and turn emerging risks into opportunities.

## The salient megatrends we face:



### Climate change

Changing climate, from warming temperatures to changes in precipitation, is increasingly impacting the way plants grow all around the world. Agriculture contributes to around 20% of greenhouse gas (GHG) emissions – through intensive farming leading to soil erosion & loss of biodiversity, expansion of arable lands leading to deforestation and cattle. The sector is facing increasing pressure to reduce its footprint. Climate change could influence demand for fertilizers as land becomes unproductive while regulations tend to reduce fertilizer use.



### Water stress

Irrigation of crops comprises 70% of global water use. Water is essential for agriculture; both in terms of quantity and quality. Climate change involves significant changes in precipitation patterns while agriculture taps into aquifers and impacts on quality through salination. Water supply restrictions as well as legal constraints will shape fertilizers markets outlooks while we work on smart products and practices to offer solutions for water-scarce agriculture.



### Growing world population

Increasing the crop yields significantly through the use of fertilizers is essential to ensure food security. The global food system is expected to provide safe and nutritious food to a population – increasingly urban – that will likely grow from 7.9 billion people today, to nearly 10 billion by 2050.



### Providing a livelihood to farmers

The agri-food sector also provides a livelihood for millions of people and is a key driver of economic development. Most of the people living in extreme poverty are in rural areas where food production is often the most important economic activity. There is an estimated 570 million farms worldwide today, and millions of workers in food-related jobs.



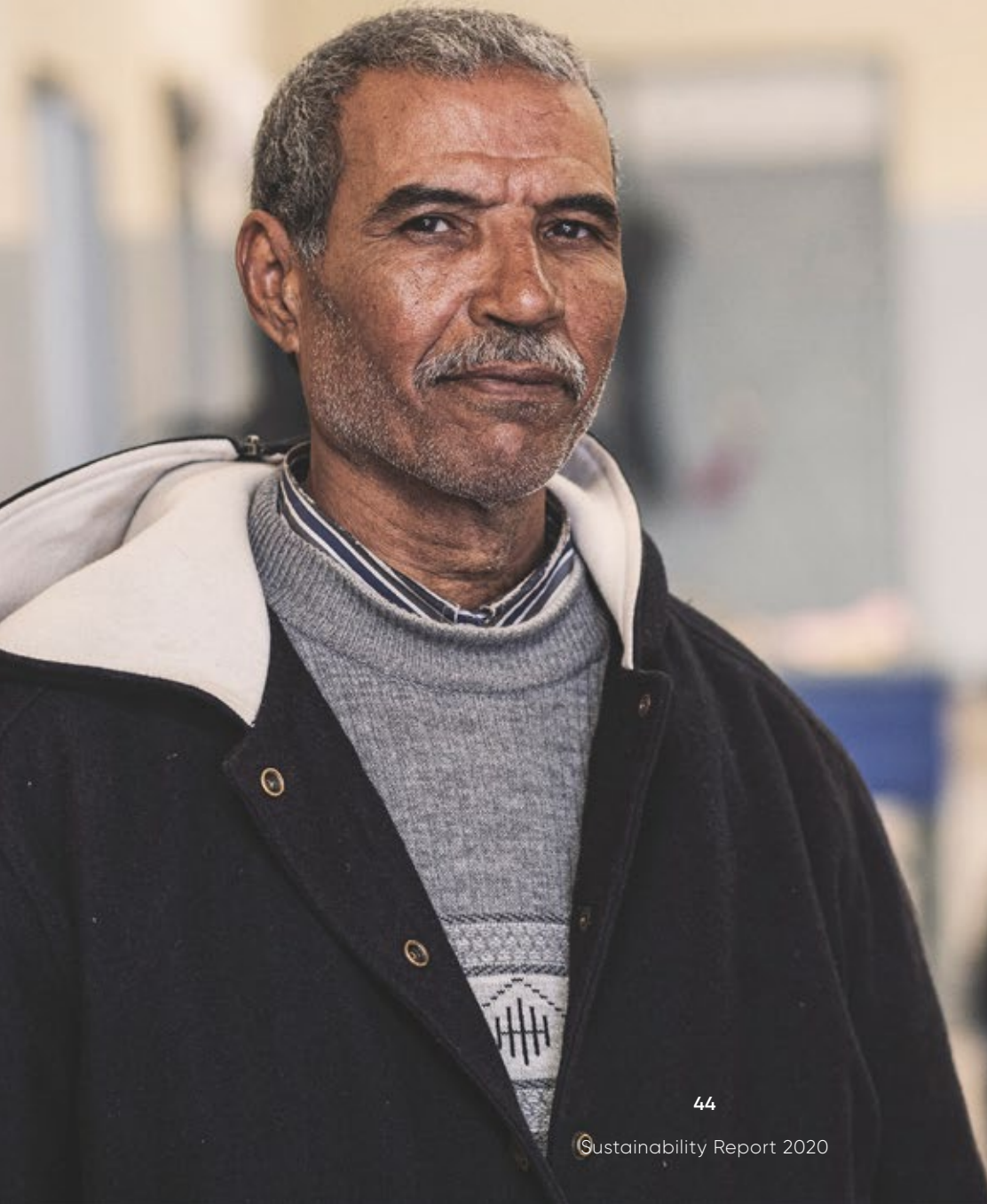
### Transforming food systems

Agriculture and the food value chain are increasingly joining forces to improve the way we produce, process and consume food and galvanize global actions to provide safe, nutritious food for all within our planetary boundaries – and achieving the Sustainable Development Goals and the Paris Agreement. As a major contributor to the global fertilizer market, OCP group needs to participate to the systemic transformation of food systems hinged on the move towards regenerative agriculture, dietary shifts and zero waste.



# 2.2 Stakeholder engagement

OCP's sustainable development strategy is based on continuous dialogue and joint development with internal and external stakeholders using an inclusive business approach. The illustration below shows the stakeholders with whom OCP interacts at various levels throughout its sphere of influence and value chain.





OCP included internal and external stakeholders consultation in its materiality analysis used for preparing this report, presented on page 250. The main objective was to identify priority issues in the

value chain. Through this approach, OCP was able to prioritize its stakeholders and define a dialogue plan for the preparation of future extra-financial reports.



GRI 102-43 | GRI 102-44



## Management



### Employees

#### Methods of engagement

- Workshops
- Surveys
- Situations and movements (Act4Community, diversity, Happy@OCP, etc.)
- Hackathons
- Training, peer-to-peer knowledge transfer (OCP Professors) and skills assessment programs
- Group intranet
- 1 Pacte
- Digital applications and workplace, performance evaluation, etc.

#### Issues and concerns

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

### Senior Management

#### Methods of engagement

- Board of Directors
- Audit and Risk Committee: risk assessment integrating sustainable development
- Strategic Committee: Global Strategic Review (activities integrating sustainable development criteria through a Top-Down/ bottom-up process)
- Management Committee (Executive Vice Presidents): advisory process (on environmental and social issues) and thematic

#### focus groups

- Operational Committee using, in their decision making, input from site management committees (right place, time, rate, source)
- Contracts with local authorities, public-private partnership
- Specialized committees (health, safety, environment, technical)

#### Issues and concerns

- Regulations
- Environment
- Social
- Economy

### Trade unions

#### Methods of engagement

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

#### Issues and concerns

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

Average frequency of engagement in sustainable development topics



Continual



Frequent



Occasional

## Production



### Farmers

#### Methods of engagement

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

### Customers

#### Methods of engagement

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

### Suppliers

#### Methods of engagement

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

### Nearby communities

#### Methods of engagement

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

### Food industry

#### Methods of engagement

- WBCSD and other institutions
- UN Food Systems Summit 2021
- Dialogue with processors, retailers & consumer-oriented companies

#### Issues and concerns

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

#### Issues and concerns

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

#### Issues and concerns

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

#### Issues and concerns

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

#### Issues and concerns

- Agricultural transformation
- Equitable rural livelihood
- Healthy & sustainable diets

## Creating shared value



### Associations and NGOs

#### Methods of engagement

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

#### Issues and concerns

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

### Influencers: media & rating agencies

#### Methods of engagement

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

#### Issues and concerns

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

### Institutions, authorities and regulators

#### Methods of engagement

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

#### Issues and concerns

- Regulations
- Environment
- Company
- Economy
- Regional development
- Civil society





## Act4Community forum: sharpening strategy from stakeholders dialogue

As part of the '1 Pacte' – a collective intelligence dynamic to involve OCP group's employees and ecosystem in shaping the company's strategy – external dialogues have been led by the Act4Community network of volunteers from January to March 2020 involving 900 stakeholders and have been concluded by a 2-day forum gathering 1,020 stakeholders from all our industrial sites. Cooperatives, local entrepreneurs, associations, students, institutions together with our employees joined forces to capitalize on the existing and build new high-impact community development models. The forum's objectives were to :

- Mobilize local stakeholders and Act4Community volunteers around a common reflection on local development initiatives;

- Assess the impact of A4C and the perception of stakeholders on the local development of the regions;
- Learn from A4C initiatives, identify improvement actions and new measures to develop new models that create long-term change;
- Contribute to the anchoring and opening up of the UM6P to civil society actors in the regions where OCP operates.

Plenary sessions, focus groups, thematic dialogues going through sustainable agriculture, solidarity economy, employability and professional integration of young people as well as social innovation allowed everyone to voice out concerns and turn it into solutions.

**For the 2021-2022 fiscal year, OCP Group will strengthen its stakeholders engagement to better understand how COVID 19 has transformed the expectations of its stakeholders. OCP Group will also deepen the stakeholders' engagement methods deployed during the pandemic and further adopt a decentralized approach through the following actions:**

1. Training internal employees and key external stakeholders on sustainable development issues.
2. Developing external stakeholder organizational charts for each significant operational site
3. Refining our global materiality outcomes especially through consultations with communities near OCP sites.
4. Developing OCP's sustainable development actions with internal and external stakeholders, using a decentralized and autonomous bottom-up approach for operational sites.





# 2.3

## Materiality analysis

This report has been prepared following a materiality analysis using an inclusive approach with its stakeholders. This analysis assessed the significance of the economic, social, and environmental impacts of OCP's activities and their influence on stakeholders.



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



## Responsible & inclusive management

OCP Group's responsible and inclusive management commitments are reflected in its sustainable economic growth, its responsible and transparent practices, the development of its employees and their Occupational Health and Safety, and the integration of digital technology in worksites.



## Sustainable production

Sustainable production commitments include actions and initiatives revolving around operational excellence, the circular economy, and environmental compliance. This program involves resource conservation, soil and biodiversity management, waste and hazardous product management, the development of renewable energy, water management, and also food security through the development of smart agriculture and fertilizer market development.



## Shared value creation

Shared value creation commitments include all programs with indirect economic impacts, business ecosystem development support, and community involvement.

Find out more about the materiality analysis on page 250.







**3.**

# **Sustainable development: our integrated approach**



# 3.1 Commitments to responsible and inclusive management



## 3.1.1 Transparent, innovative and ethical governance

### 3.1.1.1 Integrity governance

Improving governance as a management tool continues to be a long-term priority at OCP. It requires strengthening procedures, rules, and organizational structures that will ultimately ensure greater transparency across the company's operations. OCP aims to go beyond regulatory compliance and develop an approach to governance that reflects the company's values – integrity, transparency, sustainability – vision and ambitions.

✚ Find out more on our [Code of Ethics](#), our [Principles of Corporate Governance](#) aligned with the OECD principles and the recommendations of the International Corporate Governance Network (ICGN), as well as our [Anti-corruption Policy](#)

#### OCP BOARD OF DIRECTORS

OCP has a Board of Directors that determines the general directions of the company's activities and oversees their implementation, subject to powers that are expressly reserved to the shareholders and in accordance with OCP Group's corporate purpose.

BOARD MEMBER	GENDER	PRIMARY OCCUPATION	STATUS	SINCE
<b>Mostafa Terrab</b>	M	OCP Chairman and Chief Executive Officer	E – NI	2008
<b>Abdelouafi Laftit</b>	M	Interior Minister	NE-NI	2018
<b>Moulay Hafid Elalamy</b>	M	Minister of Industry, Investment, Trade, and Digital Economy	NE-NI	2014
<b>Nasser Bourita</b>	M	Minister of Foreign Affairs and International Cooperation	NE-NI	2018
<b>Mohamed Benchaaboun</b>	M	Minister of Economy and Finance	NE-NI	2019
<b>Aziz Rabbah</b>	M	Minister of Energy, Mines and Sustainable Development	NE-NI	2018
<b>Mohammed Sadiki</b>	M	General Secretary of the Ministry of Agriculture and Fisheries	NE-NI	2016
<b>Banque Centrale Populaire</b>	M	Represented by its President and CEO	NE-NI	2009

**E:** Executive (linked to the management of the company)    **INE:** Non-Executive    **I:** Independent    **INI:** Non-Independent    **M:** Male



GRI 102-18 | GRI 102-22 | GRI 102-24 | GRI 102-35 | GRI 102-36



### Group's specific Board selection & nomination criteria

OCP SA is a public subsidiary subject to company law and to the provisions of SA (Société Anonyme, limited company) law. The choice of the members of the board of directors was made since the transformation of the office into a limited company (SA) by the main shareholder (the Moroccan state). Defined by the main shareholder, members are several ministries represented by the person of the Minister and whose appointment is made in line with SA law. The representative of each Ministry may have to change with each Ministerial change.



### Board Independent Member

Following the Dahir n°1-19-78 of the 20 chaabane 1440 (April 26, 2019) on the promulgation of the law n°20-19 editing and completed the law 17-95 related to the limited company (SA) that has come into force on April 2020, we will nominate an independent member. Aligned with the law, he/she won't :

- have been part of the OCP Group's management or employees for the last three years before his/her nomination;
- have been part of the OCP Group's shareholders and their representants for the last three years;
- have been part of the management of a company in which OCP owns shares – whatever the percentage – for the last three years;
- have been part of the management of a company in which OCP has a mandate in its management; or a company in which a member of the OCP's management is still mandated or has been for the last three years in the management;
- have been or represented a business, financial, or advisory partner for the last three years;
- have family tie – including second degree – with the shareholders or the boards of directors;
- have been part of auditors for the last six years.



### Remuneration

The terms of the remuneration of our Board of Directors are aligned with the SA law.

## BOARD COMMITTEE

### Audit & Risk Committee

The Audit and Risk Committee is in charge of assisting the Board of Directors in its control operations and reviewing half-year and year-end results. The Committee's main functions are:

- Assessing the adequacy of the Group's internal control operations and coordinating internal and external audit operations;
- Approving the annual internal audit program;
- Evaluating accounting principles and methods;
- Examining risks and evaluating the significance of such risks;
- Monitoring compliance with the recommendations made at previous Audit and Risk Committee meetings;
- Helping the Board of Directors improve internal control, risk management, and network and information security.

## SUPPORTING COMMITTEES



### Strategic Committee

The committee is in charge of strategic thinking, medium and long-term decision making and steering (Strategy, Business Plan and Investment Plan, M&A, Business Development, ...). The committee is chaired by OCP Chairman & CEO and composed of the Chief Operating Officer, the Chief Growth Office, the Chief Human Capital & Services officer and the Chief Financial Officer.



### Management Committee

The committee is in charge of OCP short and long-term decision-making within guidance provided by the Strategic Committee (budgeting, HR, CAPEX, etc.). The committee is chaired by the OCP Chairman & CEO and composed of the Chief Operating Officer, the Chief Growth Office, the Chief Human Capital & Services officer, the Chief Financial Officer and the Executive Vice Presidents.



### Operational Committee

The Operational Committee is in charge of short-term decision-making and operational coordination (Production & Sales Plan, Pricing, Business Review, ...) The committee is composed of the Chief Operating Officer, the Chief Growth Office, the Chief Human Capital & Services officer, the Chief Financial Officer and the Executive Vice Presidents with a rotating presidency.

## TRANSVERSAL RISK MANAGEMENT & INTERNAL AUDIT

The OCP Group deploys a risk management system, integrated into its management system, which aims to create and preserve value, to help the Group to achieve its strategic objectives, improve its performance, strengthen its resilience and foster innovation.

Under the leadership of the Risk Management entity, the risk management and business continuity system complies with international standards (ISO 31000, ISO 22301) and best practices.



Risks that may affect the Group's activities and stakeholders are taken into account – particularly those related to environment (including climate-related), societal and environmental risks.

The Risk Management entity reports to Management and governance bodies, including the Audit and Risks Committee.

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

	2018	2019	2020
Audit engagements carried out in several areas, including industrial operations and project development, product quality management, safety, sustainable development, cybersecurity, data management, sales, logistics, purchasing and ecosystems, finance, human resources, governance and subsidiaries.	20	23	15*
Recommendations implemented within the prescribed time limits as defined in the annual internal audit plan related to the industrial, digitalization, information system, support and commercial areas, and subsidiaries.	74%	76%	71%

*\*Most of the engagements in the 2020 audit plan were carried out. The planning of the remaining assignments was reviewed based on their remote feasibility with the business lines and their added value in times of crisis.*

## MONITORING EMERGING RISKS

Two risks have been particularly emerging from our risk analysis :



**Water stress:** Water is essential for our fertilizing production process while Morocco still suffers water stress. We are working to reduce our water intensity while tapping into unconventional sources of water to remediate this risk.

[+ Find out more](#)



**Fertilizers market resilience:** Changing climate, from warming temperatures to changes in precipitation, is increasingly impacting the way plants grow all around the world. This influences demand for fertilizers as land becomes unproductive while regulations tend to reduce fertilizer use.


[+ Find out more](#)


## Our goals

Implement an ethics committee composed of members that are independent from operations by 2021

Extend training programs on ethical governance by 2021 to our employees and subcontractors.

## Where we stand in 2020

 Ongoing

 Ongoing





GRI 103-1 | GRI 103-2 | GRI 412-1 | EM-MM-210a.3

### 3.1.1.2 Human rights

OCP's mission is to contribute to sustainably feeding a growing world population. This implies caring about the environmental, social and governance impacts of our daily decisions, large and small, on those around us. We do believe business can only thrive in a thriving society. Respecting Human Rights is an integral part of our corporate responsibility and a strategic purpose in our role as an employer, investor, partner, neighbour and fertilizer provider. We therefore have the objective to identify, assess and minimize potential adverse Human Rights impacts that we may cause or contribute to, or that are linked to our business, through on-going due diligence and appropriate management, aligned with the United Nations Guiding Principles on Business and Human Rights.

➤ [Check out the General Human Rights Policy here](#)

Key mitigation measures have been adopted in 2020 to manage salient Human Rights challenges specific to each major functional area and potentially affected rights holders and stakeholders – to be achieved by 2025:

#### PROCUREMENT:

- Formalise a Suppliers Code of conduct and require compliance with it by suppliers. OCP Group's contracts with its business partners will require that they shall respect internationally recognized human rights.
- Train suppliers to business ethics – including human rights.
- Define and implement a land acquisition standard in alignment with international best practices, including International Finance Corporation (IFC) Performance Standard 5 regarding land acquisition and resettlement; and complementary tools necessary for its implementation.
- Train relevant internal stakeholders on responsible procurement in alignment with ISO 20400.
- Strengthen the assessment and monitoring system for suppliers' environmental, social and governance performance, together with mechanisms to address concerns and, if concerns are not promptly and satisfactorily addressed, to terminate contracts.
- Systematically integrate the supplier's environmental, social and governance performance into the procurement decision-making process.

#### FINANCIAL PARTNERSHIPS & INVESTMENT:

- Train relevant internal stakeholders on responsible financial partnerships and investments and raise awareness among investees, joint-ventures or financial partners.
- Develop adapted grievance mechanisms.
- Integrate early environmental, social, governance issues that may have a significant impact on the existing and planned investment/financial partnership over the next decades; and define selection criteria (common ones and sectorial weighting).
- Strengthen the contractual framework which will ensure the partnership follows OCP Group's responsible commitments described in the Responsible financial partnerships and investments policy.
- Guide or assist the investee/partner to ensure its ongoing compliance with the ESG requirements, implementation of the relevant action plan and continuous improvement of its sustainable performance.

#### MARKETING & SALES:

- Strengthen internal training on products' lifecycle environmental impacts, including transport.
- Encourage synergies between sales, marketing, researchers, engineers, and procurement teams to work on products' environmental impacts, including transport.
- Encourage synergies between sales, OCP Group foundations, and other relevant internal stakeholders to improve farmers' working conditions and increase education on the environmental, social and economic impacts of their consumption choice and practices.
- Increase Research & Development & innovation capabilities as well as assessment to optimize products' environmental impacts in line with international standards and best practices.
- Continue to adapt the products offer according to lifecycle assessment carried out.

## HUMAN RESOURCES MANAGEMENT:

- › Improve training on sustainable development and provide training to senior management, staff and suppliers, as appropriate to their needs and specific to each functional area of human rights challenges to ensure that respect for human rights is consistent and integrated throughout the company and embedded in the company's culture.
- › Strengthen the health and safety (H&S) roadmap to reach the «interdependent stage» on the Bradley Curve – that allows everyone to understand the changes in mentality and behavior necessary to gradually develop a well-established safety culture.
- › Develop grievance mechanisms.
- › Develop complementary standards and implement targeted corrective actions as necessary, to ensure that human resources management follows the commitments described in the Responsible Human Resources Management Policy across the employee lifecycle.
- › Work in collaboration with relevant internal stakeholders to strengthen the assessment system to flag operations at significant risk for incidents related to the following four fundamental rights at work:
  - Freedom of association and effective recognition of the right to collective bargaining.
  - Elimination of all forms of forced or obligatory labour.
  - Effective abolition of child labour.
  - Elimination of discrimination in employment and occupation.
- › Implement targeted corrective actions to ensure human resources management follows the commitments described in the Responsible Human Resources Management Policy across the employee lifecycle.

## LOCAL COMMUNITIES RELATIONS:

- › Improve the environmental management of our industrial sites, including R&D and innovation leverages, and align with the best available international practices and standards.
  - › Strengthen our community investment strategy (governance, objectives and performance measurement).
- Extend and adapt the grievance mechanisms systems as well as communication channels.
- › Define and implement a land acquisition standard in alignment with international best practices, including International Finance Corporation (IFC) Performance Standard 5 for land acquisition and resettlement; as well as complementary tools necessary to its implementation.





GRI 103-2 | GRI 103-3

## HOW DO WE IDENTIFY POTENTIAL HUMAN RIGHTS VIOLATIONS AND REMEDIATE?



OCP Group's grievance mechanism involves the following main elements:

► **Operational sites for oral and written complaints from residents.** All complaints are received by operational site departments and processed according to the complaint type.

2020	Complaints received	Complaints type	Complaints closed
<b>Khouribga</b>	129	<ul style="list-style-type: none"> <li>• 64%: compensation</li> <li>• 1%: environment</li> <li>• 6%: royalties &amp; various acts</li> <li>• 14%: society</li> <li>• 16%: social</li> </ul>	97%
<b>Gantour (Yousseoufia &amp; Benguerir)</b>	268	<ul style="list-style-type: none"> <li>• 42% job request &amp; applications from residents, subcontractors, retirees' families &amp; Skill centers beneficiaries</li> <li>• 35% COVID 19 impacts and 6% social compliance from suppliers</li> <li>• 7% OCP Group's support from associations &amp; cooperatives and residents</li> <li>• 5% green plots from employees</li> <li>• 2% Act4Community's support</li> <li>• Others: 3%</li> </ul>	97%
<b>Phosboucrac</b>	2	<ul style="list-style-type: none"> <li>• Seniority: 50%</li> <li>• Promotion: 50%</li> </ul>	100%
<b>Jorf Lasfar</b>	6	<ul style="list-style-type: none"> <li>• 67%: land acquisition process</li> <li>• 17%: environment</li> <li>• 17%: employment</li> </ul>	66%
<b>Safi</b>	2	<ul style="list-style-type: none"> <li>• 50%: integration of young people in the OCP Skills program</li> <li>• 50%: impacts of the industrial activities</li> </ul>	50%

Each site also ensures that dialogue occurs to reach consensus prior and during any significant operational changes related to its activities such as restructuring, outsourcing of operations, closures, expansions, settling in new areas, openings, takeovers, sale of all or part of the organization, or mergers. Our community program Act4Community has also dedicated teams for each operational to proactively engage local communities, regularly carry out community impact assessment, and prevent or remediate to complaints.

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

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

KEY FIGURES	2018	2019	2020
Complaints received	32 including 8 not eligible	33 including 5 not eligible	42 including 2 not eligible
Complaints type	40%: Overdue contracts, receipts and invoices 20%: Subcontracting 40% : Others*	40%: Overdue contracts, receipts and invoices 20%: Subcontracting 40% : Others*	60%: Overdue contracts, receipts and invoices 10%: Subcontracting 30%: Others*
% of complaints closed	100%	82%	60%

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

+ Find out more on our Ombudsman platform [here](#)

➤ **The General and Institutional Affairs** also deals with complaints of all types.

KEY FIGURES	2018	2019	2020
Complaints received	247	224	153
Complaints type	60%: Employees, former employees & retirees rights (pension, social benefits, medical coverage, etc.) 40%: Other (non-integration after internship, land acquisition, OCP's operations impacts, incl. environmental)	52%: Employees, former employees & retirees (pension, social benefits, medical coverage, etc.) 20%: nearby communities (land acquisition, OCP's operations impacts, incl. environmental) 14%: supplier (payment process & disputes over project execution)	56%: Employees, former employees & retirees (pension, social benefits, medical coverage, etc.) 10%: nearby communities (land acquisition, OCP's operations impacts, incl. environmental) 21%: supplier (payment process & disputes over project execution)
% of complaints closed	86%	50%	59%

➤ **Whistleblowing channel.** Employees have at their disposal a whistleblowing channel to immediately report any suspected or actual violation of human rights and OCP Group's code of ethics. They may have access to it by sending an email to [whistleblowing@ocpgroup.ma](mailto:whistleblowing@ocpgroup.ma) 24 hours a day, 7 days a week.

Grievance mechanism systems will be thoroughly analysed, expanded and adapted to potentially impacted rights holders as part of the specific functional area action plans mentioned above.

To improve the transparency and efficiency of our remediation measures, we will create in 2021 an Ethics committee composed of members that are independent from operations. Among others, the committee is responsible for emitting recommendations to the Board of directors based on the grievance mechanisms outcomes.

0 Reserves/production in countries that have the 20 lowest rankings in [Transparency International's Corruption Perception Index](#). + Check out our [Anti-corruption policy](#)



## Our goals


Deliver our action plan on Human rights by 2025

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

Extend training programs on ethical governance to our employees and subcontractors by 2021

## Where we stand in 2020

Action plan adopted in 2020

 Ongoing

 Ongoing



### 3.1.1.3 Agile governance

Back in 2016, OCP Group has been developing an agile, innovative, and inclusive internal governance system through the Movement. The goal is to create new teams – called situations – that will enable OCP Group to anticipate future challenges and stakeholder expectations, as well as adapt to an increasingly complex global environment.

OCP Group's Circular Economy Program, industrial ecosystem strategy, Act4Community, and African strategy as well as its innovation, research, and development strategy have all emerged from the Movement.



#### Key figures

**9,000**  
employees engaged  
in the Movement

**60**  
Situations

**10**  
in anchoring phase



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

## 3.1.2 Sustainable and innovation-driven growth

Primary material topic

\$ billions	2018	2019	2020
Revenues	5,95	5,62	5,94
Ebitda	1,82	1,59	1,97
Ebitda margin	31%	28%	33%
Operating cash flow	0,82	1,25	1,03
Net debt	3,7	4,7	5,9

Capex  
(\$ billion)

1,15  
2018  
1,45  
2019  
1,0  
2020

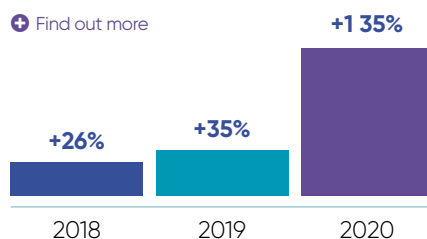
\$ billions	2018	2019	2020
Phosphate rock	1,05	0,99	0,98
Phosphoric acid	1,04	0,98	0,85
Fertilizers	3,24	3,04	3,46
Others	0,61	0,62	0,64

We do believe that our company can only grow within a thriving society. This is why we adopted an inclusive approach based on creating value for all our stakeholders, from employees and suppliers to government and local communities:

\$ billions	2018	2019	2020
Direct economic value generated	5,95	5,62	5,94
Economic value distributed (operating expenses, employee wages & benefits, payments to providers of capital, payments to government & community investments)	5,3	5,4	5,4
Economic value retained	0,65	0,22	0,54

### Community investments increase

+ Find out more



83%

distributed value in 2020 (86% and 83% in 2019 and 2020) to our suppliers, employees, government, shareholders and communities

The economic value we generate:

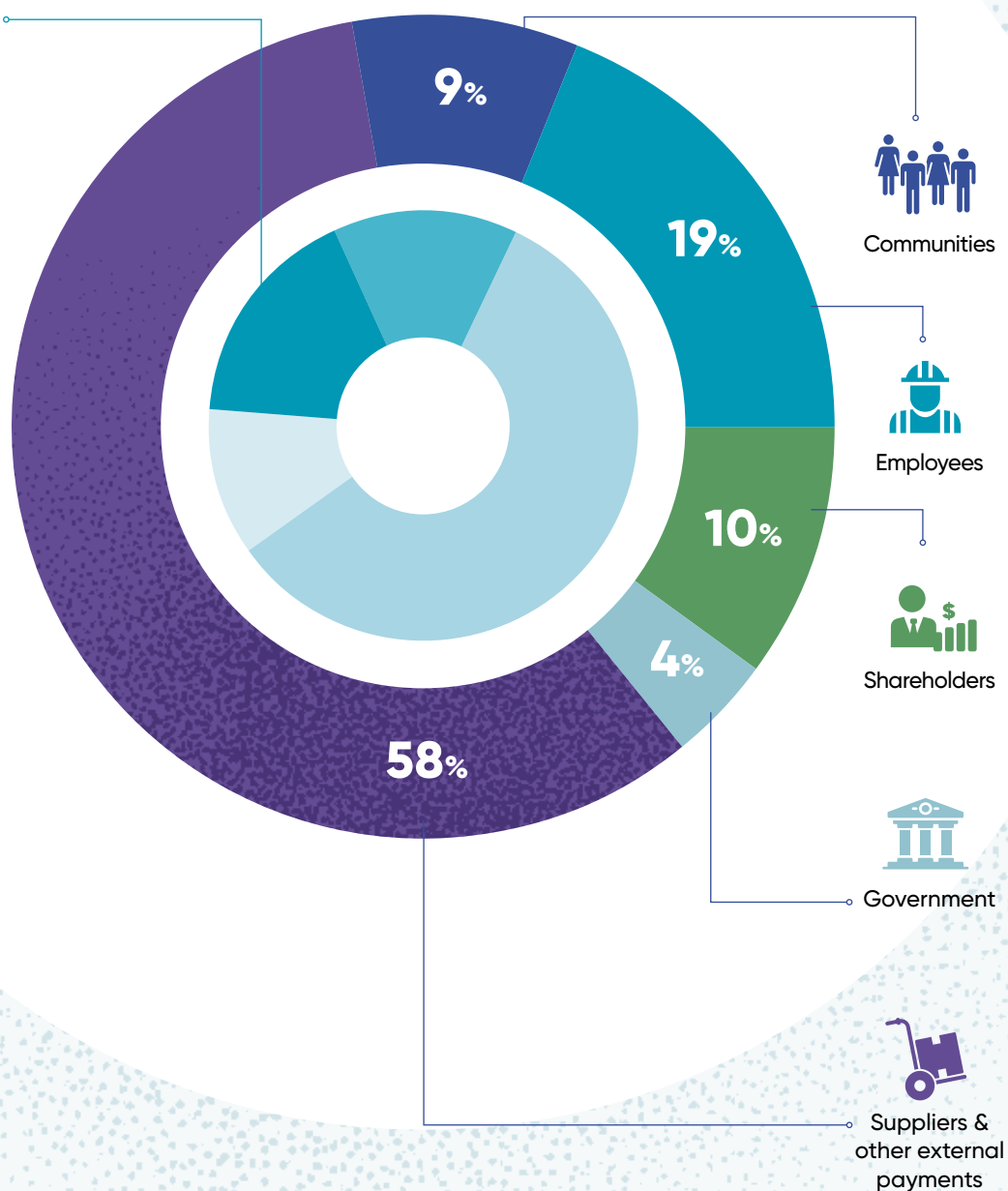
**\$5,9**  
billions

The economic value we distribute:

**\$5,4**  
billions

### Revenues breakdown

- Phosphate rock
- Phosphoric acid
- Fertilizers
- Others





## A STRONG CULTURE OF R&D AND INNOVATION



**YOUSSEF BOULAHYA,**

Vice President  
Head of Innovation

**“**Innovation is a key pillar of the OCP Group's strategy to meet its ambition for transformation and its strategic challenges. It follows an innovative and unique model of a tandem relationship between the Group and UM6P University, with a focus on delivering value-creating projects for the Group. A model that favors a strong open innovation approach both with renowned academic and industrial players as well as startups, with the development of intrapreneurship which is definitely becoming a new essential lever to capture new opportunities for the Group.”

In order to make its economic growth sustainable, OCP Group develops significant research and innovation (R&I) programs around two main poles, applied and participative structured in streams to respond effectively to the strategic orientations of the group:

### Applied innovation



**Farmer Solutions**



**Hacking Phosphates**



**Sustainability & Circular Economy**



**Operations Efficiency**

### Participative innovation



**Production sites' dynamics & culture**



**BloomLab**



**Open Innovation**

**Pilot platforms**



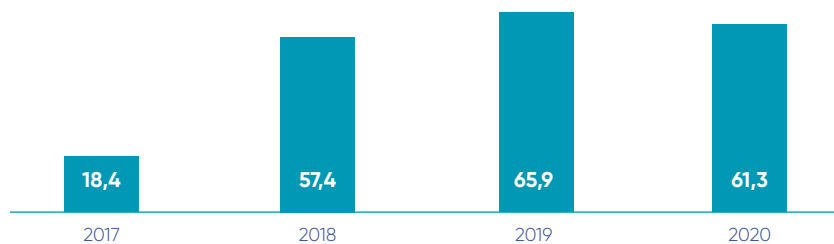
**Scalability**

**Capability**

**Process Engineering**

Innovation places at the heart of its system the requirement of delivery driven by impact and speed. Innovation therefore benefits from a dedicated governance mechanism in order to remain aligned with the challenges of the group and speed up industrialization prioritizing the portfolio of projects.

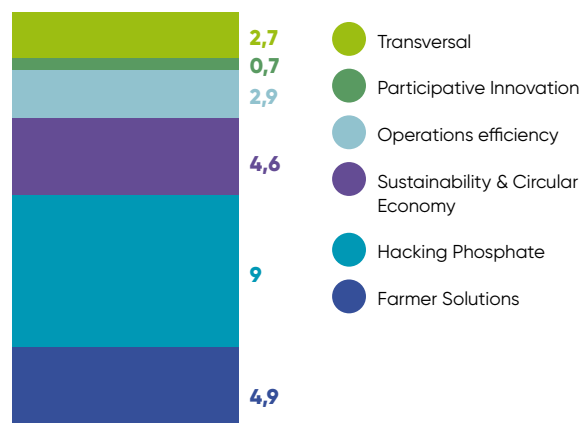
#### EVOLUTION OF THE R&I INVESTMENT (\$million):



Investment in research and innovation has evolved significantly in recent years, operating in tandem with the UM6P. Considering the COVID-19 pandemic, the budget has exceptionally been reduced in 2020.

#### BUDGET 2020 BY STREAM INNOVATION (\$million, delivery achieved)

##### Held by the innovation department

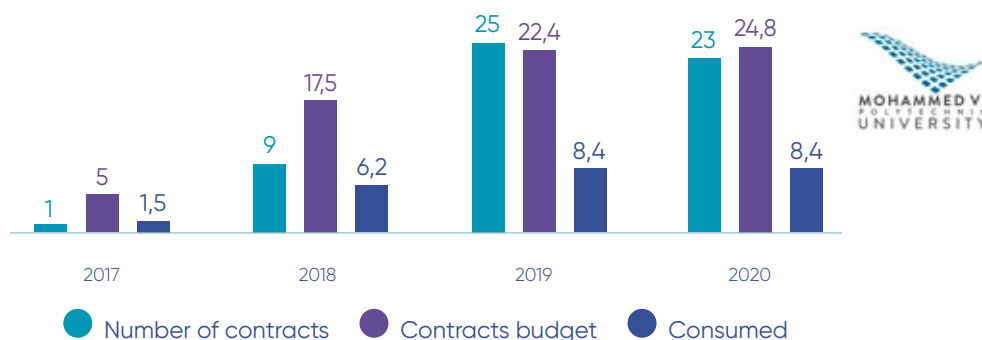


##### Held by functional departments



**\$26** millions R&D budget dedicated to **clean technologies** (including energy-related topics)

#### EVOLUTION OF THE COLLABORATION WITH THE PRIVILEGED PARTNER UM6P





## APPLIED INNOVATION



### Farmer Solutions

- › Launch of the industrialization of the new coating technology for elemental sulfur fertilizers (Forbon technology) for a first production of High Sulfur and Phosphorus fertilizer at the JFCV unit.
- › Preparation of the industrial phase for the production of a TSP (Triple Super Phosphate) Blendable with urea.
- › Agronomic trial in collaboration with North Carolina State University (NCSU) to study the impact of phosphorus-silicon on the physiological performance of corn.
- › Establishment, at UM6P, of 4 research and innovation platforms: Applied genomics, Proteomics, and bioinformatics; Phenotyping; Phytopatology; Valorization of algae. These 4 platforms will boost the R&D potential of UM6P and make it a driving force in the medical, agricultural, forestry, nutrition and environmental industries.



### Operations efficiency

- › Conclusive industrial trial for the production of a new quality of so-called green acid, for direct use in fertilization.
- › Start of engineering work for the construction of the sulfur recovery and recycling pilot from the thermal decomposition of phosphogypsum.
- › Launch of industrial demonstration trials to modify the rheology of fines generated at the Down Stream unit (DWS) with a view to validation and final adoption of the technology on an industrial scale scheduled for Q2 2021
- › Launch of industrial tests aimed at the thickening of sludge from overflow from separator conveyors and pulp from the Downstream entity
- › Use of Artificial Intelligence for process enhancement at mining treatment level.
- › Development of a visual inspection system for estimating sphericity and colorimetry of fertilizer granules.



### Hacking phosphate

- › Finalization of pilot tests, with market study, and launch of the conceptual study of the membrane acid purification process, with a view to making an industrialization decision during Q2 2021.
- › Launch of works for the demonstration pilot for the production of CaF<sub>2</sub> (fluorine) from FSA (fluosilicic acid) using OCP Group technology and carrying out basic studies for the construction of the pilot for the production of CaF<sub>2</sub> using a partner's technology.
- › Strengthening of initiatives aimed at recovering rare earths through new partnerships (Ecole des Mines d'Albi, Cap Holding Company, etc.) and continuation of the work with UM6P on the subject.
- › Signature of new partnerships and launch of work aimed at developing new applications of P, in particular 2D materials, natural phosphate for catalysis, production of HAP (Hydroxyapatite) with various partners (UM6P, MASclR, etc.), in addition the continuation of the work initiated in the theme (active materials for batteries, materials for thermal energy storage, etc.).
- › Setting up, in collaboration with UM6P, projects aimed at exploring the potential of phosphate for medical applications, in particular as therapeutic biomaterials, for a start of work scheduled for Q1 2021.
- › Development of zinc phosphate, as the first phosphate salt explored, with the contribution of the national ecosystem, in particular via the chemistry cluster in collaboration with UM6P.
- › Implementation of a strategic vision of diversification covering by-products recovery and new P applications, with projections of first industrializations over the next 5 years.



### Sustainability, and the Circular Economy

Several innovation projects linked to the circular economy and sustainable development continued or were launched in 2020, the main ones being mentioned in the section 3.2. Sustainable production of this report.

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## XP (EXPLORATION & EXPLOITATION) JOINT PROGRAM\_BIC :

The BIC (Boost Innovate Collaborate) program was created to respond to the OCP Group's desire to accelerate the development and implementation of viable eco-efficient industrial solutions, in a complex, competitive global context strongly impacted by increasingly restrictive regulations, and all by being part of its circular economy strategy. In this context, several works and solutions have emerged:

- Technological and economic evaluation of more than 16 technological solutions for the treatment of Cadmium throughout the value chain.
- Consolidation and capitalization of all the decadmiation solutions explored / developed for more than 20 years at OCP in a new book on the topic.
- Exploration and launch of various studies and trials of demetalization solutions at rock level with certain routes with interesting potential justifying more advanced development.
- Organization and implementation by the BIC program of a specific innovation hackathon on the theme of demetalization in partnership with UM6P, MASCIR, EPM, with:

 **100+** participating researchers

 **8** new innovative solutions selected, including 4 for treatment on rock and the rest for acid.

- Establishment of a partnership with the Fraunhofer Institute for a screening of fairly mature technologies for the treatment of heavy metals and radioelements both in rock and phosphoric acid.

---

**90**

confirmed contracts – with partners such as UM6P, Prayon, Solvay, Fertinagro, Fraunhofer, Forbon, MIT, INRA, Mines d'Albi, etc.

**140**

Research & Innovation projects

**40**

industrial tests

## PARTICIPATIVE INNOVATION

Participative innovation was created to support each and every one of us to carry out their innovative project.

Main objectives:

**1**

Promote the culture of innovation within OCP Group and its ecosystem

**2**

Provide relevant & customized support

**3**

Ensure the industrialization of successful innovative projects

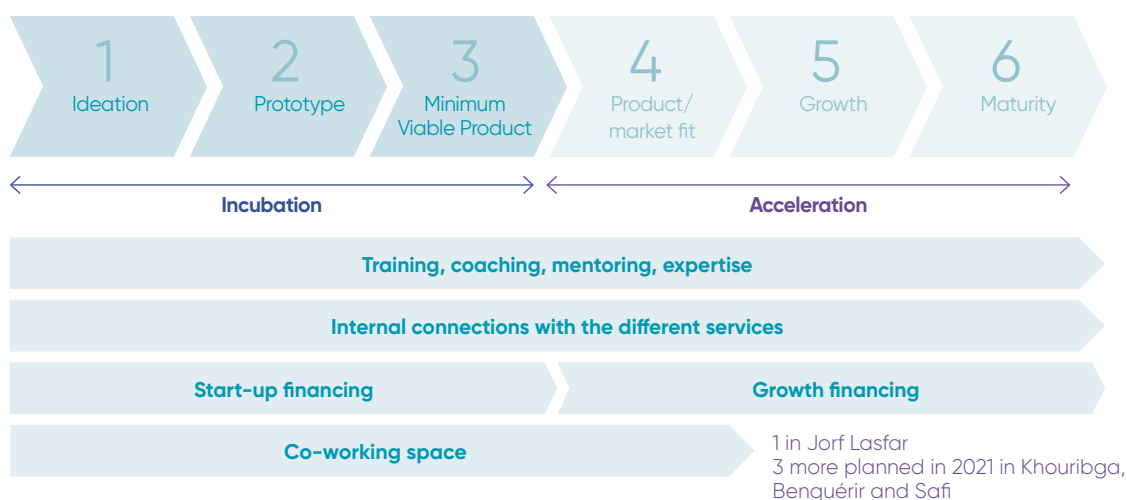


### > Production sites' dynamics & culture

InnovOCP is an interactive and collaborative platform promoting the culture of innovation and supporting innovative initiatives and projects.



### > BloomLab



BloomLab's mandate focuses on business growth and support of intrapreneurship from the "Movement" – relies on a network of providers to deliver the support program.

### > Open innovation

Oriented towards external start-ups, the Open innovation mechanism aims to:

- Open up to the world of start-ups allowing the OCP group to be at the forefront of innovation and benefit from new solutions on the market
- Foster innovation through co-creation between OCP and start-ups in an agile framework and by relying on the resources of the OCP group and its ecosystem
- Becoming a global player in open innovation will allow it to have an image of openness to the outside world and thus attract innovation talents

The process starts with the applications of start-ups through an Open Innovation platform gathering spontaneous applications and needs of OCP Groups departments and ends up to 3 scenarios:

1. Purchase contract
2. Investment
3. Merger & acquisition



## ZOOM ON INNOVATION FOR WATER

### RAMPING UP RESEARCH TO OVERCOME WATER CHALLENGES

The International Water Research Institute (IWRI) aims to :

- Create forward-thinking pathways to address water issues in systemic manner in Africa: Water Science and Technology Research, Innovation, Infrastructure, Education and Capacity building in and for Africa
- Development of low-cost innovative water and energy technologies & solutions to address water stress, to better manage water use (agriculture, industrial...), and foster water saving solutions through cutting edge technologies
- Climate change & adaptation emphasis : Drought, flooding, increased water needs for agriculture, sustainable food systems
- Dissemination of water culture, citizen's awareness, capitalization of water management know how
- Acting as an African Water Hub through strategic cooperation and partnerships

#### Impact Driven Research



##### Integrated Water Resource Management

Water Resources Assessment, Use, Distribution, Water Related Hazards, coastal zone management



##### Advanced Water Technologies

Wastewater Treatment, Reuse Desalination Engineering Innovative Water Saving Technologies



##### Hydroinformatics

Data Issues modeling & simulation Optimization



##### Climate Change & Adaptation

Hydroclimatology , Adaptation Issues, Climate Services

#### Education

Master Water Science & Technology  
Executive master of Integrated Water Management  
Master Soil and Water  
MOOCS and E-Learning  
Advance Workshops for African

#### Innovation

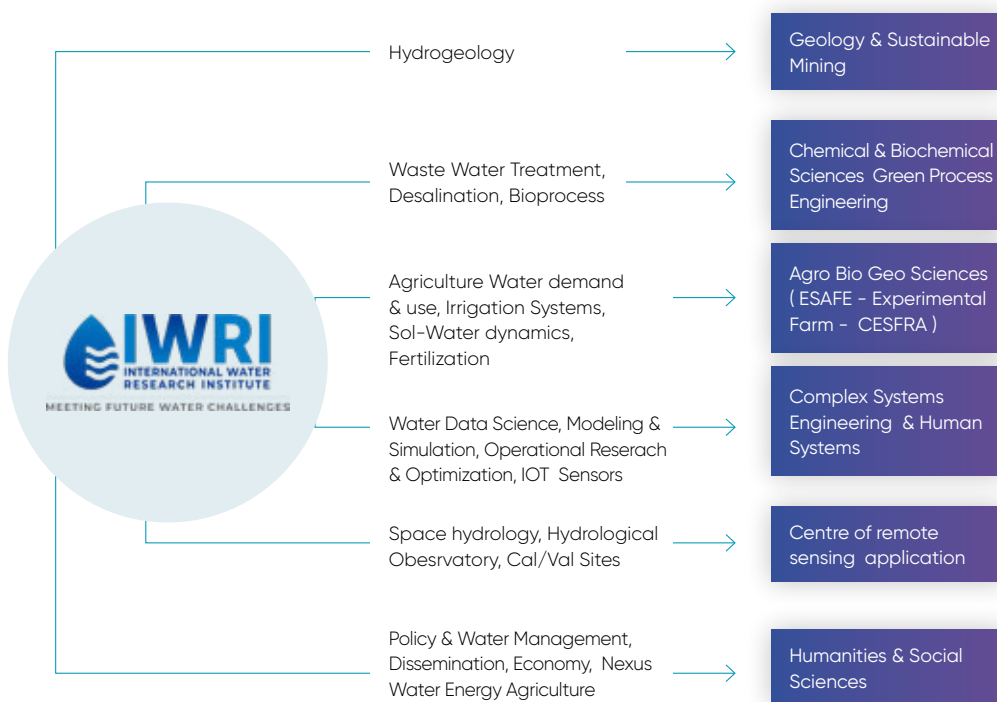
Adaptation Metrics & Techniques Cluster  
Water & Climate Observatory & IoT  
Cluster and Best Practices  
Startups Development

## SYNERGIES WITH MOHAMMED VI POLYTECHNIC UNIVERSITY:

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

- Product innovation (special fertilizers, bacteria, biostimulants, etc.)
- Valorization of cadmium and heavy metals in phosphates
- Valorization of phosphate by-products (uranium, fluorine, phosphogypsum, batteries)
- Sustainable development (energy, water, environment)

### International Water Research Institute

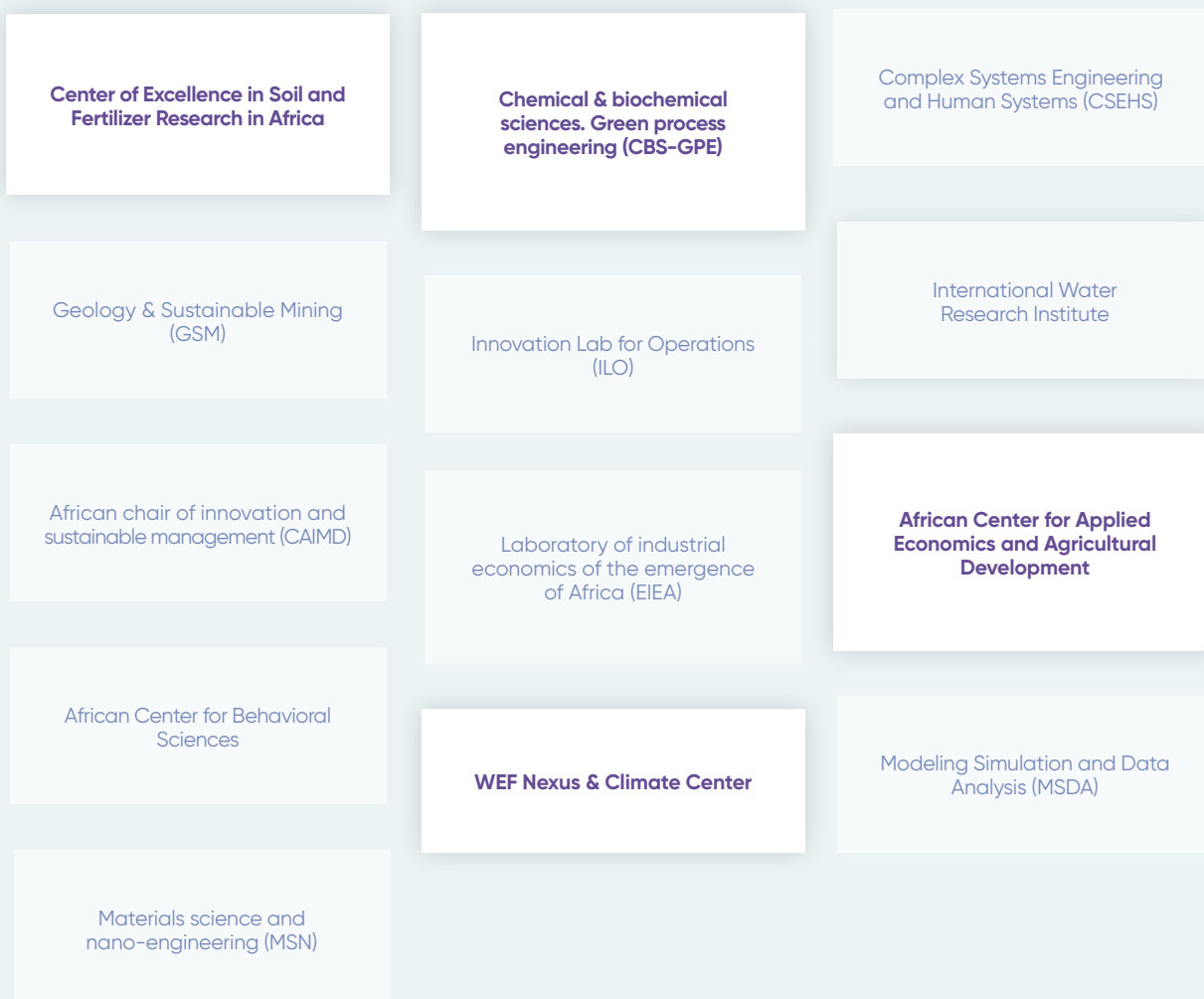


### Main partners





## MOHAMMED VI POLYTECHNIC UNIVERSITY'S RESEARCH LABORATORIES



### Center of Excellence in Soil and Fertilizer Research in Africa :

CESFRA is designed to support the African continent in efforts to transform agriculture through the analysis of technologies and innovations linked to personalized fertilizer formulations likely to boost the productivity of tropical agriculture driven by core expertise, namely soil science, fertilizer science and land use.

### African Center for Applied Economics and Agricultural Development:

African-CAAED is intended to be a platform for research, incubation of teams of young future researchers and networking of researchers, academics and qualified national and international experts working in the field of economics applied to agriculture, natural resources and the environment. The center is also interested in development in general and African development, in particular, related to soil, water, energy, and climate change.

### WEF Nexus & Climate Center:

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

### Chemical & Biochemical Sciences. Green Process Engineering:

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

[➕ Find out more](#)

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

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

Living labs are central to OCP Group's R&D :



- **Experimental farms:** Many Agri-Tech platforms have been put in place in Morocco and will eventually be in other African countries. These platforms are experimental farms where researchers are developing crop rotation models and techniques as well as the use of innovative fertilizers. Researchers also carry out planting tests in various mineral and biological media. ESAFE (School of Agriculture, Fertilizers & Environmental Sciences) students do part of their learning within the framework of "learning by Farming."



- **Experimental mines:** OCP mines are made available to researchers and entrepreneurs for experimental purposes. They form a life-size living laboratory on a real-life scale to carry out experiments, provide training and develop new technologies in the mining industry.



- **Chemistry and industrial agriculture:** In Mazagan - El Jadida region - this innovative, environmentally friendly urban center will host research projects in the fields of chemistry, biochemistry and industrial agriculture. Equipped with advanced infrastructure, this urban center has been designed and adapted to carry out R&D work with an efficient and optimized energy use.



- **Chemical hub:** This hub located in Safi includes plants for the production of sulfuric acid, phosphoric acid, fertilizers, and phosphate salts, as well as water treatment facilities and gas. It also houses maintenance workshops, a power plant and various chemical engineering facilities.



- **Green energy park:** The Benguerir Green Energy Park (GEP) is a platform which allows engineers and researchers to experiment with various technologies and contribute to Morocco's strategy for development of renewable energies. In collaboration with the GEP, the Green Tech institute was created in 2020 to further catalyse our work on clean technologies.



- **Water management & Saline environment:** In Laâyoune, in the Fom el Oued technopolis, a center dedicated to research has been designed to develop sustainable activities on lands characteristics of the region. UM6P has set up its ASARI "African Sustainable Agriculture Research Institute" to meet challenges related to agricultural issues on the continent: management of soil salinity, proper use of water resources, suitability of plants, animal husbandry, market studies and needed skills. The research outcomes will lead to sustainable livelihoods in a saline environment and the improvement of food security.



# Our goals

Promote sustainable agriculture supporting balanced soil fertilization based on the 4R principles and developing customized products

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

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

## Where we stand in 2020

10 customized products for African soils (26 in total since 2018)  
Strengthening of CESFRA (Center of Excellence in Soil and Fertilizer Research in Africa)

13 research laboratories in UM6P  
6 living labs for applied research open to the scientific community & students  
In the race to win the Franz Edelman 2021 prize

\$61,3 million R&D invested (equivalent to 546 MDH)

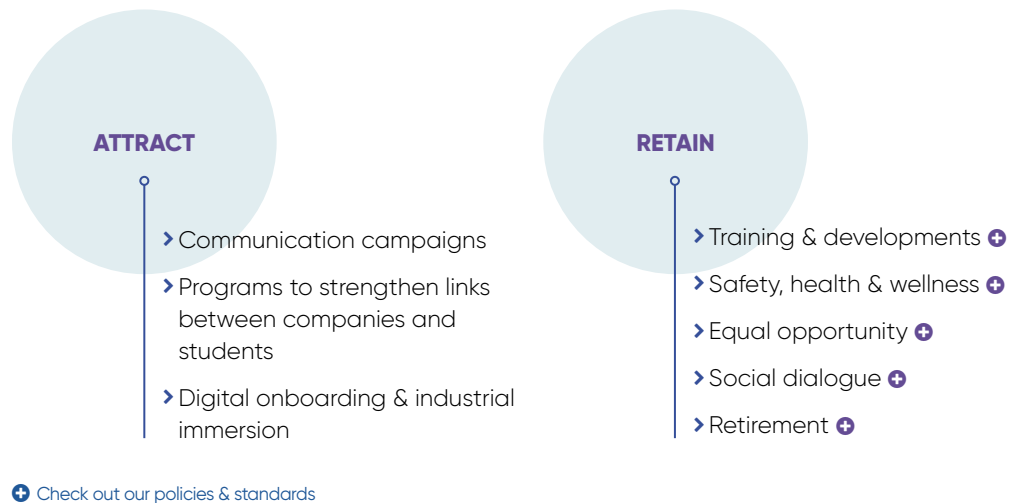




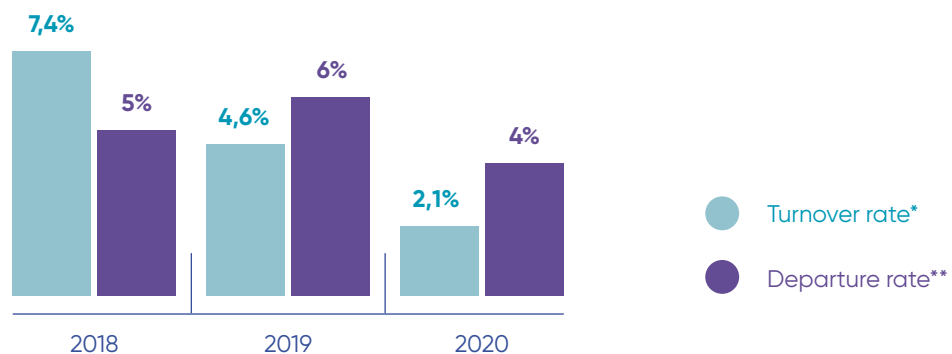
## 3.1.3 A responsible and committed employer

### 3.1.3.1 Responsible employee management

The success of our business comes from the accomplishment and well-being of our employees. Our goal is to build a workplace culture that fosters leaders and allows every person to thrive, contribute and grow. That is why we care about every one of our decisions in every aspect of the OCP employee lifecycle: recruitment, working conditions, remuneration, training, development, succession planning and retirement alongside employee relations.

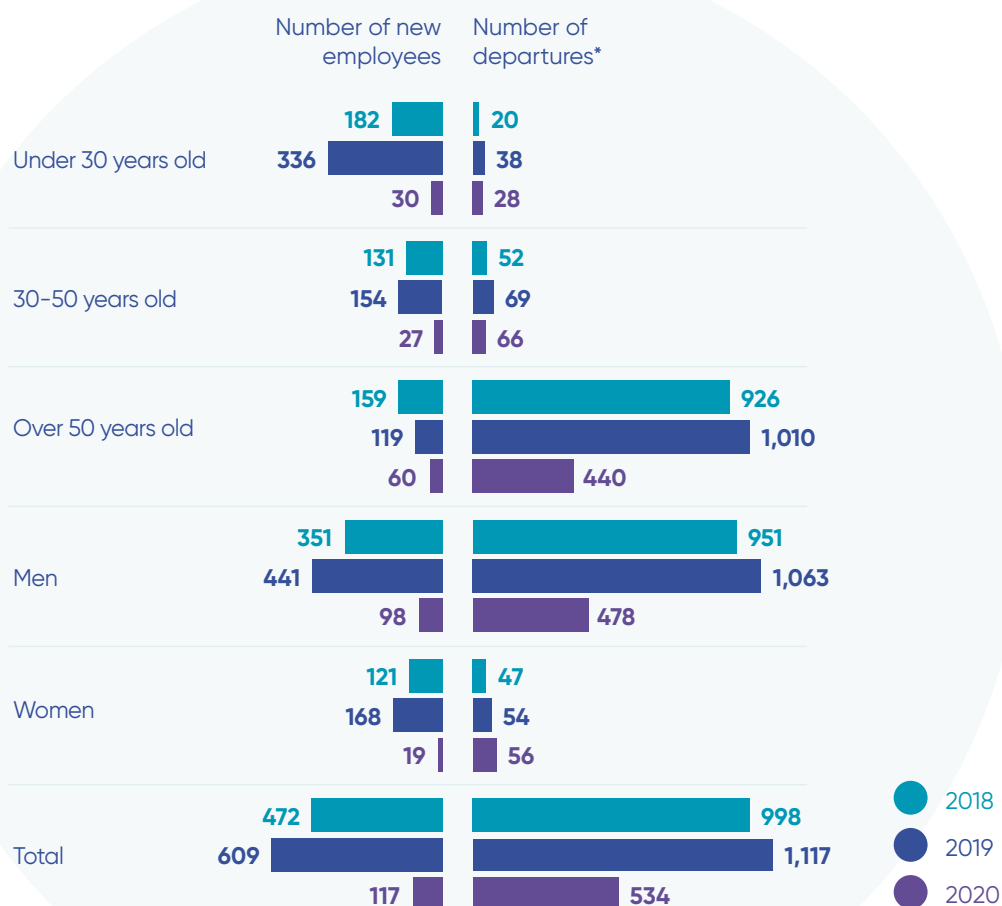
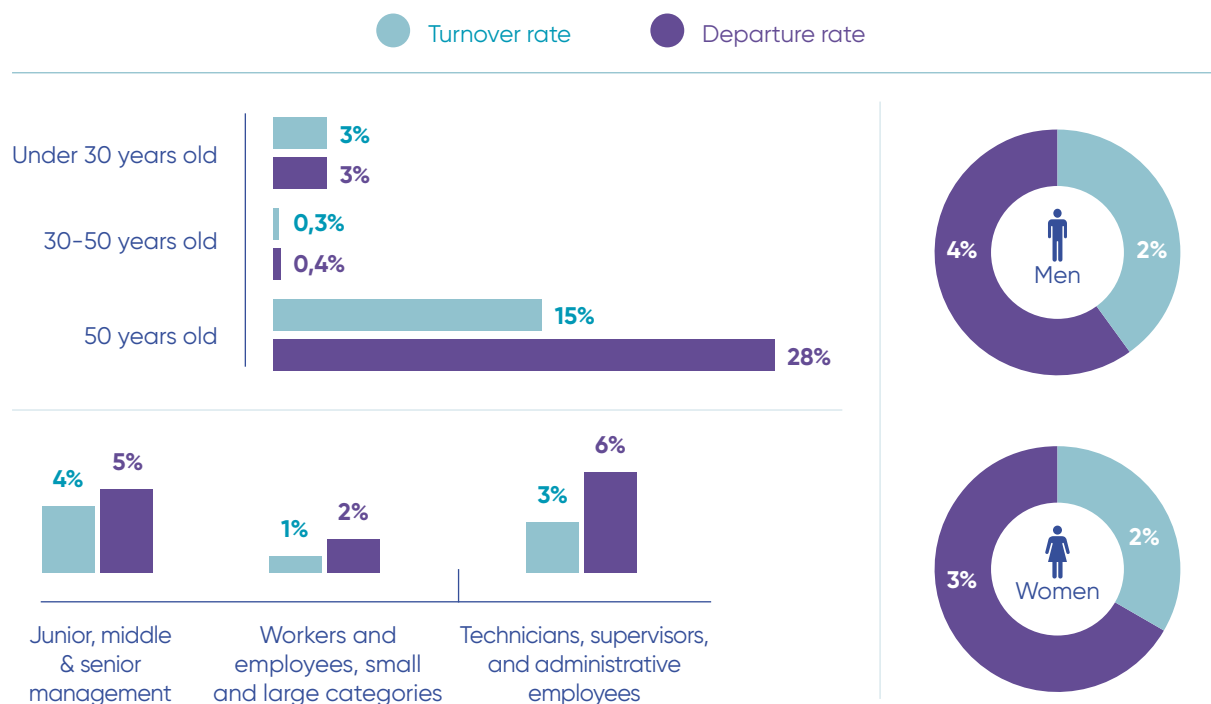


OCP Group's workforce dropped by 3% from 2019 to 2020 – this change is mainly due to retirement.



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

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

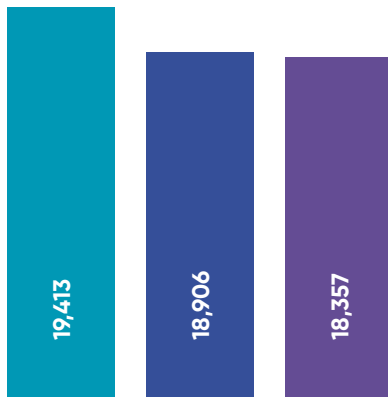


(\*) Departures include resignation, layoffs, retirement and deaths.

## Overview of our workforce:

● 2018 ● 2019 ● 2020

### Total number of employees



Workers and employees, small and large categories

Year	Percentage	Count
2018	53.8%	10,454
2019	53.9%	10,184
2020	54.4%	9,990

Technicians, supervisors, and administrative employees

Year	Percentage	Count
2018	34.5%	6,690
2019	32.4%	6,126
2020	31.8%	5,830

Junior, middle & senior management

Year	Percentage	Count
2018	11.7%	2,269
2019	13.7%	2,596
2020	13.8%	2,537

**13.8%**

Junior, middle & senior management

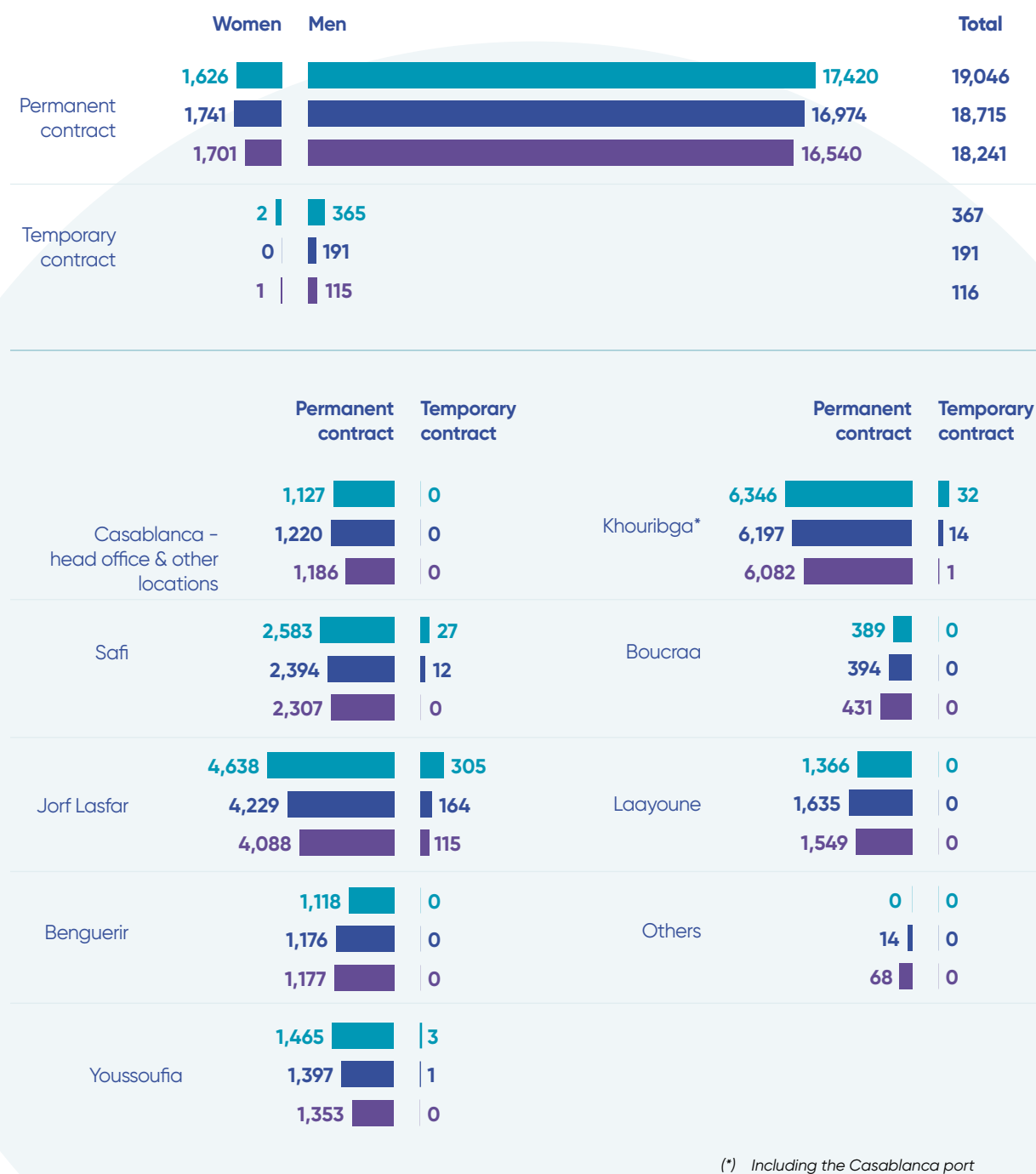
**31.8%**

Technicians, supervisors, and administrative employees

**54.4%**

Workers and employees, small and large categories





GRI 103-2



# 3,612

employees  
supported to  
access property  
in 2020



# 200

children of local  
communities  
onboarded in  
2020.

# 0

employee strikes



## TAKING CARE OF OUR EMPLOYEES

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

### HOUSING

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

### CHILD EDUCATION

The Institute for Social Advancement and Education (IPSE) is an OCP institution providing high-quality education to children through the use of new technologies, development of language skills, introduction to the experimental approach, and the promotion of science. OCP also offers scholarships in order to support the academic sector and ensure equal opportunity.

34 ISPE schools welcoming 20,300 children of employees in 2020 & distance-learning platform 'ipse-learning' created. A special allowance has been granted to our employees to acquire IT equipments.



To support distance learning, an exceptional allowance for the purchase of computer equipment to employees' children attending primary, college and high school cycles was attributed.

### VACATION

The group offers its employees and their families a panoply of partner hotels & resorts to spend their holidays in the different Moroccan cities as well as group-specific vacation centers. In the specific context of COVID 19 pandemic, 'virtual vacation camps' have been set up for children.

### COLLECTIVE BARGAINING

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

### GIVING OUR EMPLOYEES THE CHANCE TO VOLUNTEER

Always providing new opportunities to thrive, OCP offers as well community leave of one to four weeks, outside annual leave, so that employees can join Act4community and volunteer in their community.

> **OCP\_Moutadamin** is a Group of employee volunteers fighting Covid-19 and gathering as many ideas and initiatives through an internal social platform to implement quickly in order to reduce the health, economic or social repercussions of the COVID-19 pandemic.

> **Act4Community** is several local civic initiatives have been launched in the cities, towns and villages near our production sites such as :

- **Supporting Health to reinforce capacity within public hospitals:** In anticipation of any emergency concerning the spread of the Covid-19 pandemic, rehabilitation of public facilities & hospitals has been done by OCP's doctors and Act4community volunteers in collaboration with health delegations. Wearing a protective masks is highly recommended for medical and paramedical community fighting against coronavirus. To help ensure that healthcare workers have adequate protection, OCP distributed protective masks,

gloves, other personal protective equipment, surgical masks, antiseptic gels, bio-cleaners, protective glasses, medical shoes, disposable coveralls, etc.

- **Awareness campaigns (face to face & digital)** carried out by medical entities and Act4Community volunteers trained by the group's medical staff
- **Providing First aid training by trained associates**
- **Disinfecting of public** spaces and public transportation
- **Food distribution for people in need**

### REMOTE WORK

OCP has instituted an expanded temporary policy allowing all employees who can perform their duties from home to work remotely including our subsidiaries, joint-ventures and sales offices.

OCP has also expanded virtual work capabilities using a series of tools that support employees/ teams collaboration, productivity and culture continuity. We have enhanced virtual work support to enable new ways of working by providing several user guides of digital and collaboration tools and a help desk hotline and webinars have been shared with all the associates.

During the Covid crisis, over **13 700** of our associates work from home. A flexibility at work charter has also been established and communicated to our associates. **End of year 2020, 37%** of our associates are working remotely.

Workplace :  
**6,700**  
followers

  
YouTube :  
**1,8k+**  
followers

### ACCESS TO SOCIAL-CULTURAL ACTIVITIES THROUGH THE SOCIAL LINK

More than 300 Capsules distributed to more than 6,700 subscribers on the "Socialink Tv" – a digital initiative launched during the COVID 19 pandemic to maintain links with employees and their families, by providing virtual sport sessions or yoga classes . To help people cope with the constraints of the Covid 19 crisis, a diverse programme of cultural, artistic, kids summer camp and entertainment events in order to keep teams connected socially has been implemented

### DROP-IN SESSIONS WITH HR BUSINESS PARTNER

To support employees during the Covid 19, OCP Group has set exchange sessions animated by the HR Business partners in order to nurture the links between employees, answer various concerns and address the subjects that interest them. The exchange sessions are an opportunity for employees to share stories, support each other, celebrate everyday events and enjoy moment with colleagues.

### HR LAW & POLICIES COMPLIANCE:

With the aim of identifying, preventing, mitigating and responding to any potential negative consequence regarding the compliance with national labor laws and HR Policies and since risks associated to it may change over time, OCP Group commits to conduct an ongoing process of due diligence and risks identification in the activities that may directly affect them. In order to prevent violation and ensure respect for the laws and policies HR audits are conducted by the Audit department , an KPIs and reporting are tracked by the HR Business partners in charge of subsidiaries.

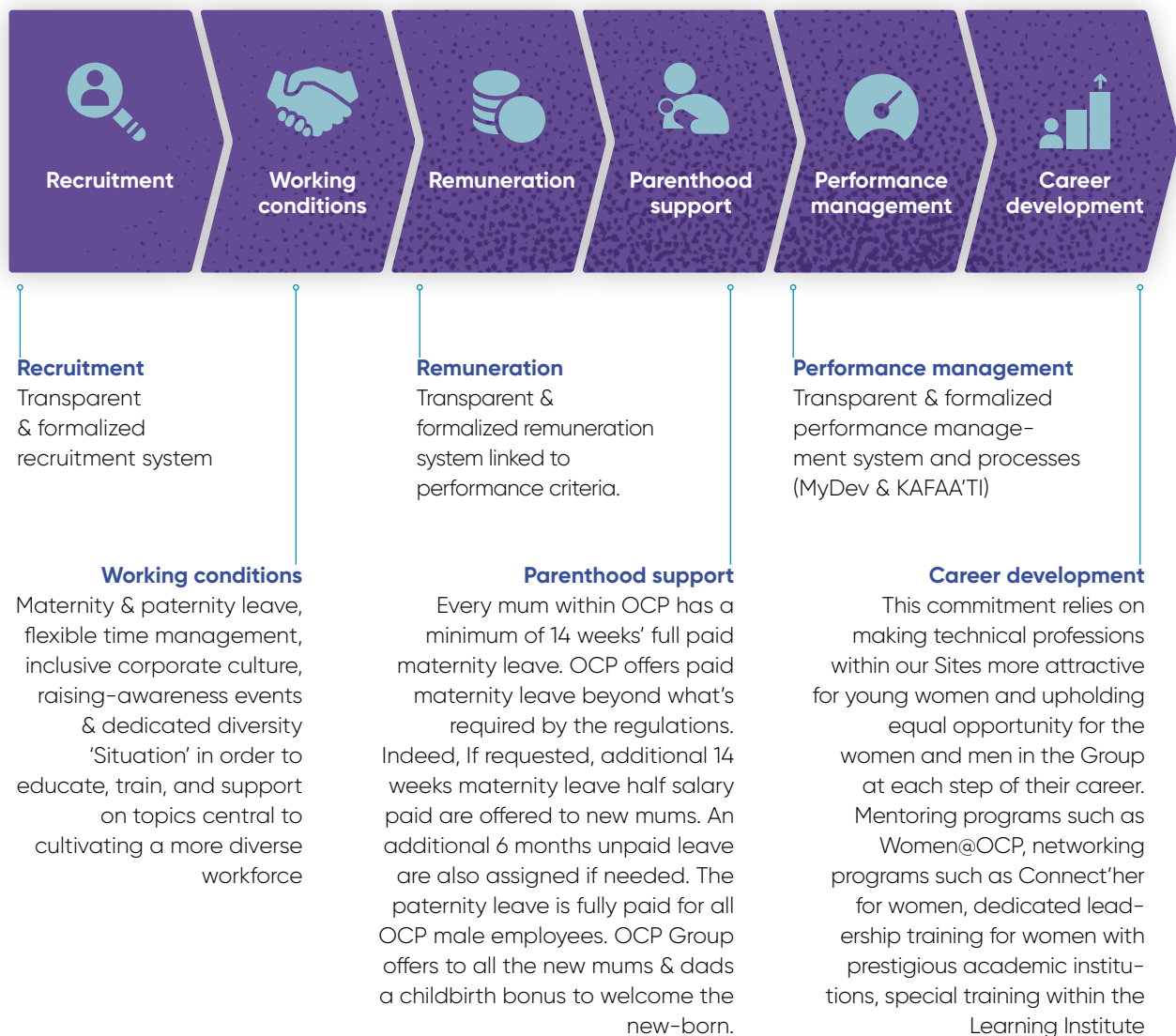
Line managers have the prime responsibility for building and sustaining an environment where people have a sense of personal commitment to their work and give their best to contribute to the company's success. Therefore, the mission of Human Resources teams is to provide professional guidance to line managers aiming to deliver superior business results by optimising the performance of their teams, while ensuring exemplary working conditions.

Compliance with national labor law is managed at each subsidiaries / representatives office's level and HR policies are adapted to each country specificities, laws and regulations.



### 3.1.3.2 Diversity and equal opportunity

OCP Group is committed to exclude at each step of work life any and all forms of discrimination related to origin, nationality, religion, race, gender, disability or age, or other grounds established in applicable laws and international norms and conventions. It goes through responsible recruitment practices, working conditions, remuneration, performance management and career development.



OCP has developed its diversity vision and ambition for 2025, which focuses on three main areas:

- Serve as an example of an inclusive mining company in the world.
- Offer new opportunities to women and develop entrepreneurship.
- Participate in the education of future generations and promote equal opportunities by breaking down biases as early as possible.

Gender diversity assessment campaigns and an internal diversity survey are used to measure progress. With the aim of strengthening its actions to promote female entrepreneurship at the highest level, OCP Group will adhere to the Women's Empowerment Principles (WEP), an UN-Women initiative.

		2018	2019	2020
Governance body N-2 CEO + Audit Committee	Male	92%	83%	77%
	Female	8%	17%	23%
	Under 30 years old	0%	0%	0%
	30 - 50 years old	50%	67%	65%
	Over 50 years old	50%	33%	35%
Workers and employees, small and large categories	Male	98%	98%	98%
	Female	2%	2%	2%
	Under 30 years old	5%	3%	2%
	30 - 50 years old	82%	85%	86%
	Over 50 years old	13%	12%	13%
Technicians, supervisors, and administrative employees	Male	89%	89%	88%
	Female	11%	11%	12%
	Under 30 years old	8%	7%	5%
	30 - 50 years old	73%	81%	86%
	Over 50 years old	19%	12%	9%
Junior, middle & senior management (including governance body, excluding CEO)	Male	69%	68%	68%
	Female	31%	32%	32%
	Under 30 years old	26%	29%	23%
	30 - 50 years old	62%	61%	66%
	Over 50 years old	12%	10%	10%
Females in junior management positions, i.e. first level of management		39%	39%	39%
Females in top management positions (maximum two levels away from the CEO or comparable positions)		13%	16%	31%
Females in management positions in revenue-generating functions - including the whole industrial and commercial operations.		26%	27%	27%

## GRI 103-2

The vision of the Group regarding the promotion of women is not limited to its workforce. It goes beyond, within its ecosystem, and undertakes several initiatives for the benefit of communities living around its sites. The Moroccan coding schools of 1337 and Youcode, founded by OCP Group and located in Khouribga, Benguerir, Youssoufia and Safi, welcomed a **female cohort of 10% and 38%**, respectively, in their first year. Moreover, young girls attended – around half of the class size – preparatory classes for the Grandes Écoles (engineering schools in France), thanks to another school launched by the Group: the Lycée d'Excellence (LYDEX) of Benguerir. Moreover, the IMPULSE program – launched by the University Mohammed VI Polytechnic University – has enabled and encouraged young women to launch start-ups in fields such as agritech, biotech and mining technologies. The Group's 'ElleMoutmir' and 'Women in Agribooster' initiatives aims to support, in particular, smallholder women farmers towards economically viable and sustainable, innovative agriculture. The OCP Foundation has supported the economic empowerment of 700 rural women and development of several agricultural projects; the Phosboucraa Foundation is still running the Women Entrepreneurship program in the southern region supporting **72 women in 2020 while Act4Community "Lala Moutaouina"** Program in collaboration with ODCO (Cooperation Development Office) has also empowered 8 women's cooperatives.

**1 500**  
participants in  
the Diversity Week

Beyond a simple celebration, March 8, 2021 was an opportunity for OCP Group to reiterate its commitment to diversity – gender, age, etc. A commitment that is not limited only to this day, but is reflected on a daily basis and throughout the year, by placing diversity as a vector of growth for the Group and a pillar of its strategic ambition.

In continuity with all the actions carried to promote diversity, the OCP Group organized the Diversity Week during which a series of events take place to raise awareness and train employees, as well as the OCP ecosystem, to issues of diversity, inclusion and female leadership. The objective is also to strengthen employee mobilization in favor of the "Gender" issue. Through the sharing of experiences and inspiring journeys, Diversity Week will also be a new opportunity to pay tribute to the employees who help to promote the OCP Group.





## Our goals

**47%** of women in management by 2030

**30%** of women in senior management positions by 2030

## Where we stand in 2020

**32%** of women in management

**17%** of women in Senior management positions (\*)

(\*) We define management positions as Chief officers, Directors, Senior Vice presidents, Vice presidents, as well as Directors.



GRI 103-1 | GRI 103-3 | GRI 403-9 | RT-CH-320a.1

### 3.1.3.3 Health and Safety

Primary material topic

#### Employees

		2018	2019	2020
Fatalities as a result of work-related injuries	Number	0	0	0
	Rate	0	0	0
High-consequence work-related injuries (excluding fatalities)	Number	125	78	47
	Rate	3,23	2,11	1,58
Recordable work-related injuries	Number	337	227	116
	Rate	8,71	6,13	3,90
Lost Time Injury Frequency	Rate	3,23	2,11	1,58

#### Subcontractors

		2018	2019	2020
Fatalities as a result of work-related injuries	Number	1	1	1
	Rate	0,02	0,02	0,04
High-consequence work-related injuries (excluding fatalities)	Number	40	30	25
	Rate	0,86	0,73	1,00
Recordable work-related injuries	Number	196	205	123
	Rate	4,21	5,00	4,94
Lost Time Injury Frequency	Rate	0,88	0,76	1,04

#### Employees & subcontractors

		2018	2019	2020
Recordable work-related injuries	Rate	533	432	239
Lost Time Injury Frequency	Rate	1,95	1,4	1,34

(calculated per 1 million man hours worked)

Beyond direct positive impacts on productivity and costs, we do believe safe, healthy, and well-rounded workers sustain our business model. Aware that there is significant safety risk inherent in

mining and industrial operations, OCP implements a preventive approach in line with international standards fostering a mature safety culture to reach the zero-incident level.

## SAFETY

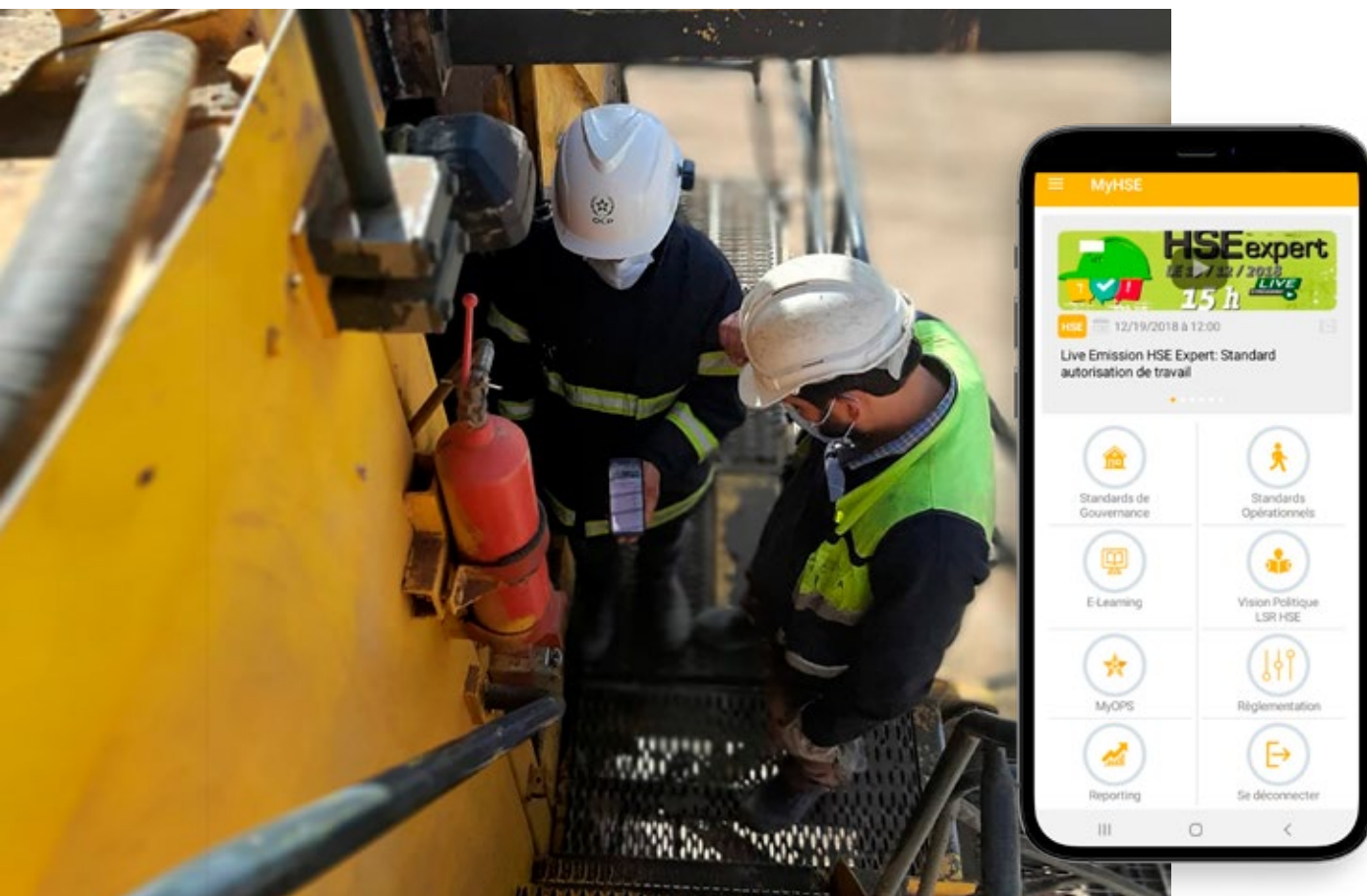
### MANAGEMENT SYSTEM

The Occupational health and safety management system has been implemented based on the ISO 45001 standards and covers our employees and workers who are not employees but whose work and/or workplace is controlled by OCP Group. A corporate team is dedicated to health and safety management for all OCP sites and defines overarching guidelines based on feedback from the field. Each site implements a program to identify, assess and mitigate specific safety risks – driven

by a safety manager who coordinates a network of safety correspondents assigned to different areas of the site. Health & Safety committees – composed of employees' representatives – are regularly held to ensure the co-construction and the efficiency of the performance cascading and feedback culture. The DOOC (DUPONT OCP Operations Consulting) joint venture – dedicated to health, safety and environment challenges – transversally supports the OHS management system.

### Digital safety

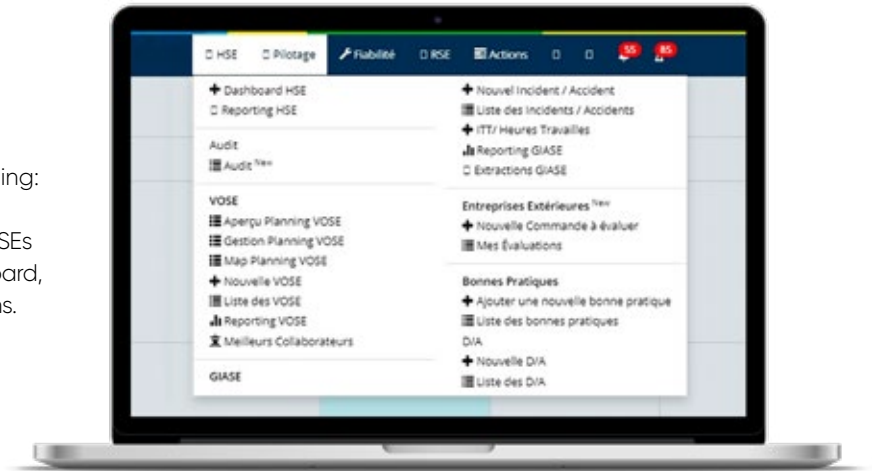
Safety management has been further digitized in 2020 to access all information in real time and therefore increases efficiency as well as monitoring. Two digital applications – mobile and web – features all our employees need to know from HSE policy to reporting & audits:





GRI 103-2 | GRI 403-7 | GRI 403-2

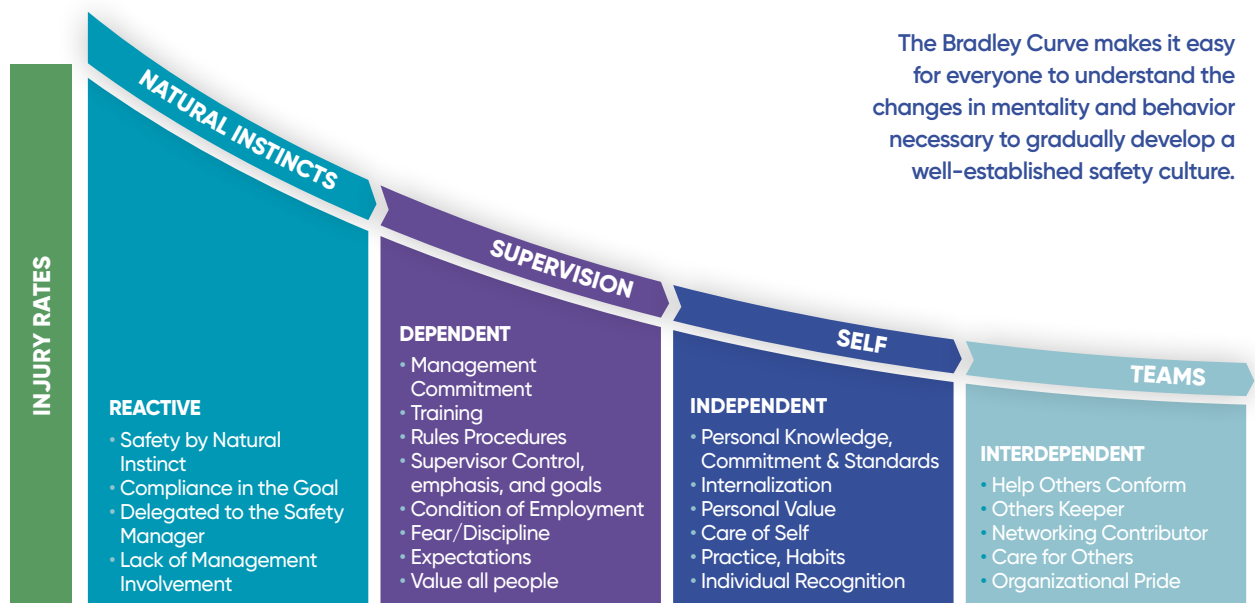
- Consultation of HSE policy and principles
- Consulting Life Saving Rules (LSRs)
- Consultation of HSE Standards
- Visualization of HSE Expert emissions
- Access to the MYOPS platform: editing, recording and monitoring of actions including:
  - VOSE (Safety and Environment Visits and Observation): Editing and recording of VOSes and preventive actions, reporting, dashboard, alert notifications, and follow-up of actions. Also, Dissemination of a weekly summary with ranking of the VOSE achievements of employees
  - GIASE (Incident Accident Safety Environment Management): Digitization of the workflow of creation / validation, automatic generation & distribution of flash reports, GIASE analyzes and monitoring of PA
  - GEEX (HSE Management of External Companies): Periodic and final evaluation of contractors
  - Audit standard: Digitization of checklists, planning and execution of audit missions
  - Best practices: sharing of best practices from all sites



## RISK IDENTIFICATION, ASSESSMENT & MITIGATION

OCP has implemented procedures and standards within its operations to identify work-related hazards and assess risks as well as to apply the hierarchy of controls in order to eliminate hazards and minimize risks. Prevention measures for serious and potentially serious injuries and fatalities (PSIFs) have been strengthened by developing a methodology to analyze the root causes of serious or potentially serious injuries and to ensure that corrective actions are taken accordingly. The aim is to avoid any recurrence of these events and to gradually develop a mature safety culture for all OCP staff and business partners (subcontractors, suppliers, joint ventures). A Zero incident roadmap has been developed to reach the ultimate "Interdependent" stage of the Bradley curve. Aligned with our continuous improvement approach, this methodology is strengthened year-on-year thanks to routine and non-routine control.

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



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

## PERFORMANCE MEASUREMENT

OCP Group has independent bodies conduct regular safety audits to verify the compliance of each unit and site with our HSE policy, our safety standards and regulations requirements. Each audit follows a defined protocol and schedule; and conclusions are sent to the management of both the unit/site and corporate to adapt action plan.

### Process safety management audits strengthening chemical safety

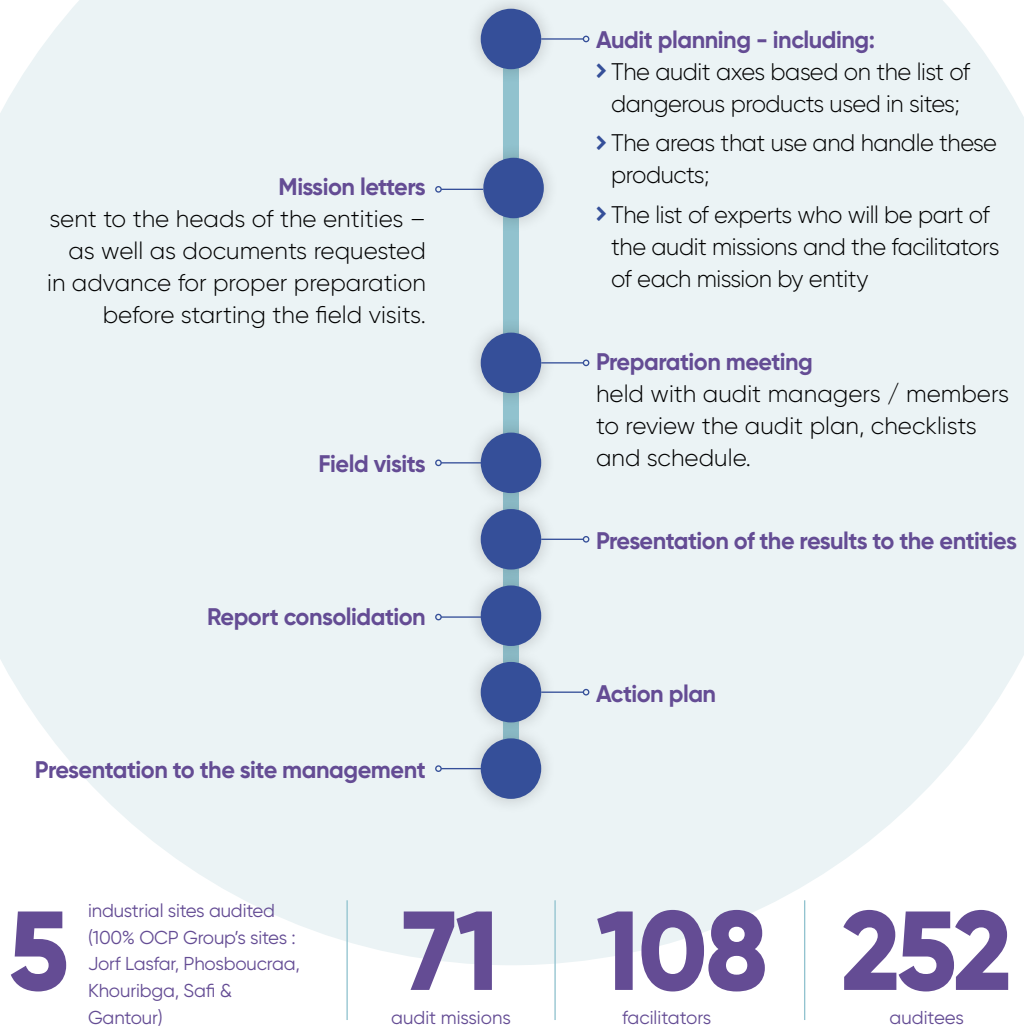
Process Safety Management (PSM) aims to identify, evaluate and control the hazards associated with the highly hazardous chemicals used in our processes. OCP Group has developed an effective PSM program involving:

- › **Process Safety Information:** written safety information to conducting a PHA.
- › **Process Hazard Analysis:** to identify, evaluate, and control hazardous processes.
- › **Procedures and Performance Standards:** written operating procedures to be implemented.
- › **Incident Investigation:** thorough investigations must be completed after all incidents related to the process.
- › **Change management:** changes to a process must be evaluated to determine if there will be any impacts on the health and safety of employees.
- › **Mechanical integrity:** process equipment must be designed and set up correctly.
- › **Employee participation:** workers must be involved in PSM programs.
- › **Compliance Audits:** conducted and reported at reasonable intervals.
- › **Training:** Employees must be trained on hazards and procedures.
- › **Contractors:** all contractors working on or near highly hazardous chemicals must be trained on emergency procedures and other relevant aspects of the PSM program.
- › **Pre-Startup Safety Review:** for new and modified facilities, PSSR must be conducted before operations can begin.
- › **Emergency Planning and Response:** employees must be trained on emergency planning and response procedures.



GRI 103-2 | GRI 103-3

OCP Group strengthened in 2020 compliance audits hinged on the OCP Safety managers' expertise and a thorough monitoring process:



#### Main objectives :

- › Identification and control of industrial risks: Hazard studies, ATEX (Atmosphere explosives), HAZOP (HAZard and OPerability analysis), etc.
- › Control of the PSM system
- › Application of standards / Procedures: MOC (Management of Change), PHA (Process Hazard Assessment), Integrity of the safety organs of EIPS (Important Safety Elements), SIL (Safety Integrity Level), Shunt, etc.
- › Realization of regulatory controls
- › Training / qualification of personnel on Industrial risks and MOs (Operational Modes) for critical tasks, etc.

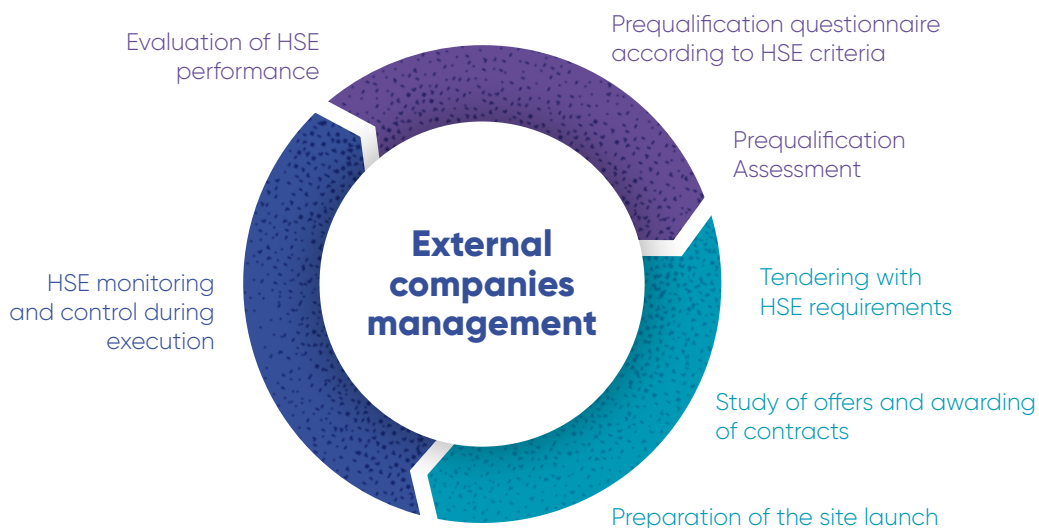
In addition, units/sites carry out their own audits based on self-assessment and implement the related recommendations.

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



### REINFORCING THE HSE PERFORMANCE OF OUR SUPPLIERS

Assessing the HSE performance of our suppliers is essential to roll out sustainable procurement. Our GEEX standard governing the HSE management of external companies has been further strengthened in 2020 along with the assessment program.



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

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

Topics assessed span over the whole HSE management system of suppliers: from policy to KPIs going through organizational resources & governance, planning, skills and accreditation, continuous improvements, and assessment results from past experience with OCP Group.

Results are considered in the tendering phase as well.

GRI 103-2 | GRI 403-4 | GRI 403-5

## TRAINING & COMMUNICATION

To build a mature safety culture, training consists of both technical and soft skills training. On the one hand, employees acquire knowledge and know-how in accordance with safety standards, job exposure and specific work-related hazards and hazardous activities or situations. On the other hand, employees are trained to strengthen behavioral skills to feel ownership, responsibility and believe zero injuries is an attainable goal. OCP suppliers and subcontractors also receive safety training and procedures when it comes to intervention on industrial sites. Training mainly goes through our Industrial Expertise Centers (IECs) that provide site-specific trainings as well as UM6P and OCP professors. Communication campaigns are organized regularly to raise awareness on particular challenges faced by the OHS management system.

### Safety on the road

As part of the national road safety day on February 18 the industrial sites organized a 2-week program on the internal and external traffic – on OCP Group's sites and at schools for our children (compliance with the highway code, requirements of the OCP traffic standard and good practices). Actions have been designed according to the targeted audience:

- OCP employees and subcontractors: Raising awareness program on the traffic standard including video, mnemotechnic sheets, sharing experience sessions and flyers, preventive controls (fleet compliance checks, including external companies), presentation of the 2019 results and action plans, educational contest, etc.
- OCP and external drivers: Day of mobilization as well as training with experts including explanation of the road safety standard, mnemotechnic sheets with best practices, etc.
- Children: Best practice program to be good citizens on the road with video, guide book on road safety as well as a special day organized in the IPSE (Institute for Social Advancement and Education) with a practical exercise.



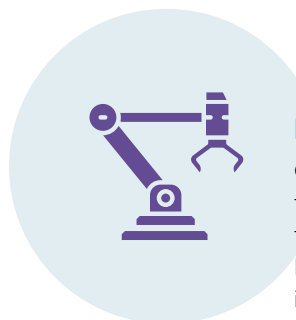
## HEALTH & WELLNESS

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



### Healthy bodies

Our key monitoring and actions aim to the early identification of occupational disease, with a strong focus on high exposure jobs. Occupational diseases and their causes are collected according to a formal classification based on international classification of jobs and diseases. Medical insurance and care are provided for both employees and retirees (multidisciplinary medical infrastructures such as radiology, laboratory, audiograms, cardiology, etc.) as well as a full coverage of heavy and long term disease. Our daily monitoring and actions also focuses to encourage consumption of a balanced and varied diet, promote regular physical activity, vaccination, etc.



### Healthy workplace

Our key control and monitoring programs include, but are not limited to – chemical and biological exposure, radiation, noise, ergonomics, temperature, illumination, etc. Best available technological equipments, R&D investments, and human resources are dedicated to manage impacts according to international standards and best-in-class practices. Professional reclassification is performed if early signs appears.



### Healthy minds

Our key monitoring and actions aim to develop a primary, secondary and tertiary prevention of psychosocial risks (stress, burndown, burnout, harassment, post-traumatic stress) for both employees and managers; and to foster a friendly workplace.

In the context of the COVID-19 pandemic, preserving the health of employees, their families and our subcontractors was an absolute priority in 2020. OCP Group respected and strengthened preventive health measures; provided employees with all the means and equipment necessary for their protection; and ensured continuous monitoring and adaptation of measures according to the evolution of the epidemiological situation.



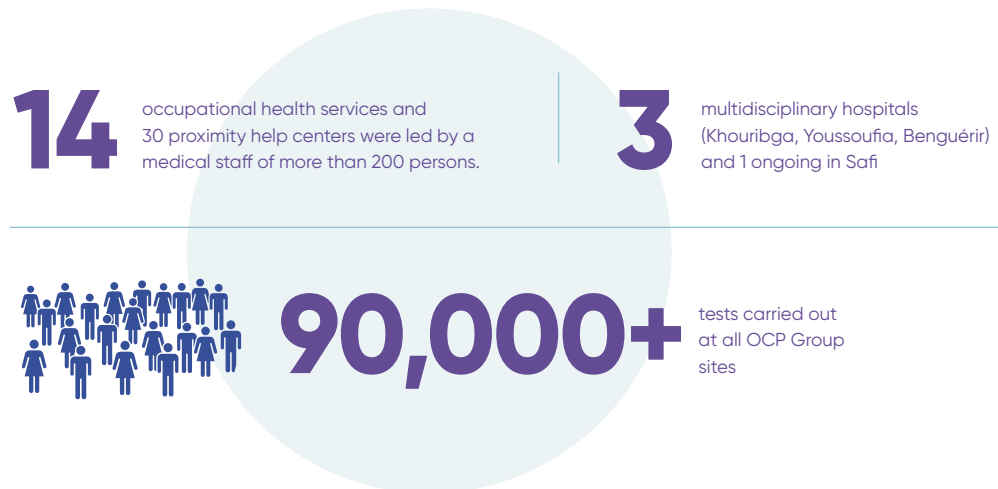
GRI 103-2 | GRI 103-3 | GRI 403-3 | GRI 403-6

### Reinforcing the medical infrastructures & equipments

Construction work has been ongoing in 2020 on the multidisciplinary hospital in Safi while the "hospitalization" activity of the Youssoufia multidisciplinary hospital has been launched. Health infrastructure and the medico-social teams have been strengthened in Khouriba, Safi and Lâayoune medico-social centers.

To prevent the spread of the COVID-19 pandemic, several actions have also been implemented:

- The creation of equipped resuscitation spaces and installation of sanitary equipment, within the Group's three multidisciplinary hospitals in Khouribga, Youssoufia, Benguéir
- Carrying out mass screening, for the benefit of OCP Group staff and its partners
- The development of two laboratories (Khouribga and Youssoufia) dedicated to COVID-19 PCR analyzes
- The establishment of a mobile unit, for the mass screening of COVID-19 by PCR analysis,
- Covering the costs of hospitalization for OCP Group patients with COVID-19.



### Adopting health complementary measures:

- Establishment of monitoring units at central & local levels
- General mobilization of occupational medicine and establishment of a medical on-call service and a psychological listening unit at the service of employees
- Implementation of a PCA system to ensure the continuity of on-site activities while preserving the health of employees (work flexibility, new work schedule, more than 30 PCA and H&S protocols, digital solutions, organization in blocks, etc.)
- Establishment of a reinforced medical infrastructure at the service of employees – including specially equipped first aid stations for the reception and management of suspected cases
- Adoption of barrier gestures, and strengthening of physical distancing measures
- Set up of multiple distributors of hydro-

alcoholic gel, disinfection campaigns at all sites including associates transportation, supply of protective masks, infrared thermometers, gloves, personal protective equipment, surgical masks, thermal cameras, bio-cleaners, etc.

- › Development of guides to good health practices and strengthening of awareness-raising actions (employee guide, posters, videos, rounds of doctors and ward managers, information and awareness emails, information and coordination with social managers, etc.),
- › Development of health protocols and audit plans (Management of confirmed cases, management of contact cases, temperature control, management of disinfection, Medico-social support, etc.)
- › Launch of screening for the benefit of all

OCP employees and partner companies in collaboration with health authorities

- › Awareness campaigns: A series of regular communication and awareness actions across the Group have been implemented to contain the spread of COVID-19 such as regular communication updates, hygiene precautions videos and visual guidelines at work and at home, face-to-face awareness sessions at sites and exchange meetings with social partners. These measures are covering all Group entities, subsidiaries, representation offices and joint ventures.
- › Medical Emergency Service: Employees or family members experiencing one or more of the Coronavirus symptoms can join 24/7 by phone or on site, occupational health medical teams of each site for medical or psychological assistance & support.

#### Ensuring wellness for working from home:

From the start of the pandemic, our Group set up a series of local support systems to help employees overcome the negative effects of the health crisis and maintain social ties. Teleworking support actions have been organized for employees:

- › Reinforcement of internal communication through newsletters, flash news, testimonials and employees effort recognition actions, such as a series of short capsules celebrating those working despite the dangers and constraints on the ground, along with a range of virtual events & initiatives.
- › Organization of webinars series aimed at demystifying concepts related to quality work environment to help people better manage their mental and emotional wellbeing, regular Quality of Life webinars, has been hosted inviting experts on wellbeing, remote work and mental health to share tips and advice
- › Implementation of the Healthy Leadership charter aimed at preserving employee life balance while maintaining performance requirements based on 3 axis and 10 engagements:
  1. Servant Leadership: sense making and supportive management
  2. Balanced Leadership: empowering management based on trust
  3. Sustainable Leadership: a responsible management, respectful of work-life balance

**8,619** employees joined the new QVT community on Workplace



GRI 103-2 | GRI 403-3 | GRI 403-6

**Mental Health support:**

Minds support is part of the wellness of OCP's associates as the topmost priority, and even more during these special context.

OCP provides a psychological confidential counselling help line for associates, seeking for support or any stress related issues. Feelings of anxiety and uncertainty can overwhelm our people, to support them our Youcode students, in collaboration with medical teams, have developed a teleconsultation platform to offer a safe and effective way to get in touch with doctors and behavioral health specialist who can carry out evaluations by video, audio or messaging according to the choice of the associate.

Online resources and guides on a range of topics are also on hand to help people manage their physical and mental well-being.

**2,000****participants attended the QVT Summit**

For the World Wellness Day, Africa Business School and OCP Group organized the Quality of Life at work summit which aims to bring together Quality of Life specialists, researchers, management and associates to demystify quality of life concepts exchange and share their experiences.



## Our goals

Reach the "Independent stage" on the Bradley Curve by 2021; and reach the interdependent stage by 2025.

Lost-Time Injury Frequency (for employees & subcontractors) rate below 1 by 2021 and a 50% reduction by 2025 compared to 2020.

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

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

## Where we stand in 2020

 Ongoing

1,34

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

 Achieved



### 3.1.3.4 Professional development and engagement

The success of our business is driven by the people who work for us. Facing an ever-changing market, OCP bets on a strong culture of learning, continuous development of skills and knowledge to forge a company of critical-thinking and agile entrepreneurs who will become leaders of today and tomorrow. In order to achieve its mission to sustainably feeding a growing world population, OCP provides valuable learning opportunities and professional growth programs sized to each step of work life to meet its employees' knowledge and knowhow appetite. At the intersection of both OCP's business strategy and employees' aspirations, we want our learning and talent management approach to be grounded, personalized, fair, agile and inclusive. Beyond the ongoing on-the-job training provided to all our employees, the following tools are available to meet each employee's training needs:

#### Experience

through the Movement allowing to develop her/his idea

#### Career evolution

through sharp development management tools and teams

#### Transmission of knowledge

to the ecosystem through OCP Professors and Act4Community

#### Empowerment

through a world class training sessions



**FARIS DERRIJ,**  
Chief Human  
Capital & Services  
Officer

**“We live in an era where change is permanent and where technology and digital have a profound impact on the world of work.**

That is why our leaders are committed to make our employees grow in a dynamic of lifelong learning, preparing them for the skills of the future to stay ahead of their career. By strengthening our employee's skills, we are aiming to maintain our global leadership and enhance our impact on our customers and the communities we are serving.

At OCP, the ability and willingness of our employees to adopt a Growth mindset by learning for life and reinventing themselves in permanence have always been a top priority.”

**The learning institute:** to adjust skills in order to adapt to changes in business lines and roles, support ongoing professional development programs, and provide personalized support for employees throughout their careers starting when they begin working for OCP Group. Programs are developed in close collaboration with OCP Group's business lines and in partnership with recognized institutions (MIT, HEC, CBS, etc.) while Mohammed VI Polytechnic University is our preferred training partner.

**UM6P:** at the heart of our knowledge ecosystem, offer spans over academics, research, executive education and entrepreneurship geared towards the human and economic development of Africa. The university is committed to an innovative pedagogical approach which places learning by experimentation and practice at the heart of training and research. The Living Labs – serving as experimental sites open to the scientific community to test solutions on a real scale (Green Energy Park, Advanced Technology Mining Platform, Chemical Hub of Safi, etc.) – is one of the many examples. Committed to train the future leadership of the continent, UM6P is connected to a global network of universities, institutions, and industrial actors such as the Massachusetts Institute of Technology, HEC Paris, Ecole Polytechnique Fédérale de Lausanne, etc.

In 2020, we reinforced our academic partnership with UM6P, setting up new programs including the 'Voice of Customers' program, 'Controlling 2.0' program, the 'Digital Academy' program and the 1st edition of the Executive Degree in Financial Engineering and Operation Research. We launched a series of webinars with the Africa Business School and the School of Collective Intelligence to support employees in learning new ways of working together.

The Coaching School within the Africa Business School (ABS) has been created to allow the dissemination and incarnation of a new mindset by managers and employees, creating the conditions to unleash their full individual and collective potential. It aims to develop a capacity to generate collective intelligence and behaviors of creativity, subsidiarity, empowerment and initiative-taking.

[+ Find out more](#)

**Industrial Expertise Centers (IEC):** to train employees in operational activities so that they are able to support OCP Group's industrial ambitions. With a capacity ranging from 850 to 1,000 learners, the IECs ensure the sharing of expertise in line with each operational site's specific activities: mining-related trades focus for Khouribga and Benguerir; chemical trades in Safi and Jorf Lasfar. A fifth center will be opened in Laâyoune.



Beyond the development of new training paths, we focused in 2020 on scaling up training solutions and develop the capabilities of our ecosystem through:

- Certification and support agreement on Ecosystem training with the National Center for Construction Education and Research (NCCER, USA).
- Cooperation model with OFPPT (Office for Vocational Training and Work Promotion) to improve OCP ecosystem companies' access to financing training as well as support program for OFPPT centers to upgrade and promote excellence in vocational training in industrial professions

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

**OCP Professors:** mentoring program to capitalize, share, transfer and promote the Group's expertise, internally and externally. It is a pool of resources open to any OCP employee and retiree wishing to transmit their knowledge, know-how or expertise for the benefit of the OCP Group, the Mohammed VI Polytechnic University and our ecosystem.



OCP professors

**300**  
2018

**400**  
2019

**500**  
2020

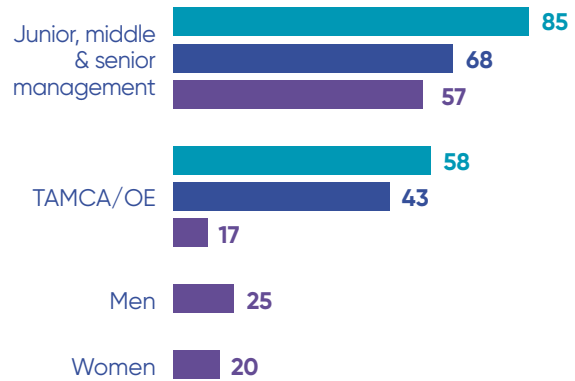
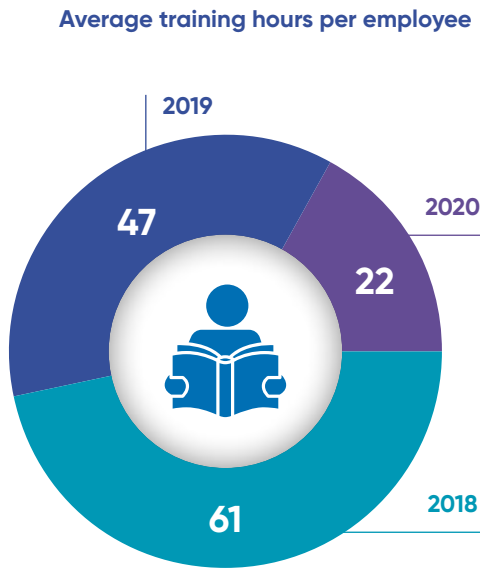
### Going digital

During the COVID-19 pandemic, our learning programs were able to adapt in order to maintain the continuity of learning and contribute to the success of the objectives of our professions:

- The Learning Institute in collaboration with UM6P provided OCP employees with an adapted distance training offer: the Learning Marketplace. And this through various innovative learning channels: an E-learning offer, online language learning solutions platforms, MOOCs and Webinars available from the most prestigious universities and UM6P partners, podcasts.
- Industrial Expertise Centers (IEC): deployed Kafa'ati distance learning courses and production of more than 230 digital capsules to strengthen distance training. The MySkills digital platform was created for the management of training and certification of OCP Ecosystem employees.
- OCP professors: were mobilized notably through interactive virtual classes and digital capsules.



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



 **2,263** Man Training Days benefiting 1,318 Ecosystem employees

### Beyond program :

The Beyond program aims to support the growth of OCP as talent will become increasingly critical to deliver the new S-curve, specifically:

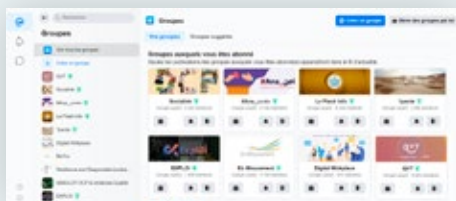
- To grow capabilities and increase knowledge while embedding OCP's industrial and customer-centric culture to young talents
- To be a catalyst for the creation of a generation of future ambidextrous change agents with the ability to learn continuously, explore and exploit

Beyond program has been launched in October 2019 and is based on a learning by doing approach through on-the-job learning based on exploration and exploitation strategic initiatives and academic and practice skill-based learning.

**Duration :** 24 months; 27 internal employees, 23 external hires, 1/3 learning, 2/3 on the job development journey.

### New ways of working

- **Workplace:** OCP promotes collaboration through the internal social network to help employees connect, build communities, adopt new ways of collaboration, and be together.



- **1Pact:** In 2019, OCP launched "1 Pact", a dialogue with all employees and ecosystems aiming to create a strong common sense. By launching such a group-wide internal dialogue approach,

OCP is creating a new transformation dynamic for OCP. These very large-scale internal dialogues took place through physical meetings animated by connectors (groups of employee's volunteers) via iterative, constructive and open dialogues and exchange views. During the COVID-19 pandemic, this very large-scale internal dialogue turns digital (digital dialogues, capsules, best-off, blogs, PodCast etc). A new animation dialogue kit has been implemented and the co-construction of OCP of the future vision with and by employees has been pursued.

**120 Connectors, 6 spocs, 231 dialogues (physical and digital), 43 ecosystem dialogues, 30 digital dialogues, 23 dialogues subjects areas covered.**

### Talent Plan 2030

- › Implementation of an Operational Workforce Planning and Dynamic Strategic Workforce Planning system for the Group's critical businesses by 2030, integrated into strategic and financial planning exercises
- › Identification of Declining, Rising and Neutral businesses by 2030.
- › Construction of business reskilling and upskilling plans to better meet the Group's future needs.

### New Talent Development Cycle & Talent Review

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

### Career Universe

Creation of a new space dedicated to the careers of Group employees to support them on a daily basis and offer them the means to develop within the group. This platform offers many functionalities through 4 areas: Explore the group's roles, Internal exposure, Internal job exchange, Talent search :

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

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

**3. Internal job exchange:** Offering a search functionality for a wide career opportunities that may interest employees, to be informed in real time of internal job openings by recording alerts

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

### Expertise focus

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

### Engagement

OCP adopts a qualitative and quantitative approach to measure employee engagement based on key HR KPIs, HR Business partners' and managers' employees exchange insights on a regular basis through a continuous feed-back platform.

In addition to that, OCP implements periodic pulse survey series, which are quick check-ins, surveys covering topics such as employee satisfaction, employee mood, ways of working, managerial relationships ...

The pulse surveys aim to collect feedback from employees on a regular basis in order to be as close as possible to the teams and act in an agile manner by setting up rapid action plans.

An SOS section is also integrated within the pulse survey in order to assist quickly employees with personal problems and/or work-related problems that may impact their job performance, health, mental and emotional well-being.

An #Onvoursrépond section dedicated to employees questions and concerns is also integrated within the pulse survey. According to the request of the employees, answers to their questions are communicated collectively through OCP internal newsletter or individually.







## Our goals

100% of learning coverage by 2025

## Where we stand in 2020

78% TAMCA/OE

72% Middle & Senior management



### 3.1.3.5 Dialogue, joint development and engagement

We are continuously working to build a workplace culture that fosters leaders and allows every person to thrive, contribute and grow. And we think this culture relies on fundamental values of trust, mutual respect and dialogue. This is why OCP implements a comprehensive and proactive labor relations process that generates consensus and builds sustainable relationships.

#### ENGAGING OUR EMPLOYEES

Different engagement methods allow us to listen, understand, and find relevant solutions to employees' short, medium and long term expectations:

› **The 'Movement':** provide employees with financial and human resources necessary to work a topic of their choice, as long as it creates sustainable value for the Group. Employees are enabled to fuel their career path through lateral professional development and cross functional teams to acquire additional skills, enrich job content and work for topics they care about as well as widen accountability.

➤ [Find out more](#)

'1 Pacte' is a collective intelligence initiative to involve OCP employees and ecosystem in shaping the company's strategy. In a fast-changing world that we all want sustainable, our way of thinking, living, and working needs to efficiently evolve. Launched in 2019, 1 Pacte aims to gather employees and ecosystem energies, foster strategic dialogue to make together – everyday – the right decisions, large and small, to catalyze sustainable change. 1 Pacte is a "Situation" – a Movement that has been anchored – which has now been given all the resources it needs to co-build a common understanding of how to build a better OCP for the future. In 2020, a platform for Connectors – groups of employee volunteers trained to lead the dialogues – and employees for the management of dialogues and the publication of language elements around the vision, strategy as well as the development of several communication and digital initiatives (Capsules, Interview, Best-Of, blogs, PodCast, etc.).

› **Participative HR mechanisms:** through the annual assessment of the employees performance and co-construction of their development plan. It also goes through continuous exchange and regular feedback survey on employees' expectations.

› **Communication channels:** intranet, internal magazine, video and posters campaign, events, etc. to share information in a transparent and accessible manner. In order to better meet the COVID 19 challenges, new channels have been deployed: HRBP at your service, CH News, etc.





## ENGAGING OUR EMPLOYEES' REPRESENTATIVES

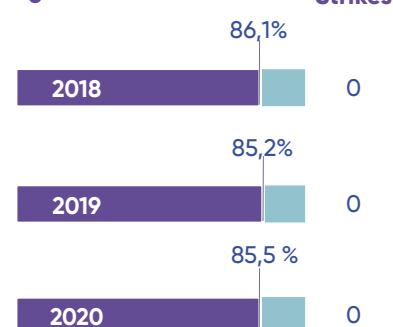
➤ **Solid social dialogue institutions:** the Staff Representatives, the Union Representatives, the Health and Safety Delegates, the Union Delegates who are members of the national offices of the most representative Trade Unions at OCP. Our social partners sit with management representatives in local and national dialogue bodies, in particular: The Employees Status Commission (CSP), Social Action Commission (CAS), Health, Safety and Environment Committee (CHSE), the Collective Bargaining Committee (CNC), the Work Council (CE) and the national thematic Commissions (social, emergency funds, etc.)

➤ **Proactive Social dialogue charter – adopted by all our social partners – which defines:** the Principles, rules and obligations related to social dialogue; mutual commitments relating to employee relations management; procedures for setting up and operating employee representative institutions; mechanisms and procedures for managing complaints and negotiations and settling collective disputes, as well as remedy relating to social dialogue; measures to support employee relations and promote internal social dialogue. Beyond all existing regulatory social dialogue mechanisms, the charter continuously triggers agreement protocols to adapt employees' compensations and benefits. The last annual protocol of agreement was signed in December 2020 and consolidated socio-professional achievements of employees in terms of income, skills and career development, housing assistance, social welfare and benefits in the context of COVID 19 pandemic.

OCP also ensures that dialogue occurs to reach consensus during any significant operational change related to its activities.



**Employees covered by collective bargaining agreements**





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

## 3.1.4 Responsible procurement practices

	2018	2019	2020
Suppliers assessed using environmental criteria	230	290	397
Percentage of new suppliers assessed using environmental criteria	64%	60%	79%
Percentage of new suppliers assessed using social criteria	100%	100%	100%
Percentage of local purchases (around OCP sites)	14.5%	21%	15%

From phosphate rock extraction to phosphoric acid and fertilizer production, OCP is a vertically integrated group. Our value chain relies on a rich supply chain featuring around 5,200 suppliers for essential procurement categories related to raw materials, energy, industrial infrastructures development and transportation. Considering this complexity, we are continuously improving our risk management approach to identify, assess and minimize potential adverse economic,

environmental and social impacts that we may cause or contribute to.

To go beyond regulatory compliance, we have developed a purchasing policy setting our commitments to strengthen due diligence and optimize existing processes spanning over quality, cost, transparency, stability, relationships with suppliers, and the development of a local industrial ecosystem and sustainability excellence. Our local industrial ecosystem strategy still aims to:

1

Increase OCP Group local suppliers' competitiveness and industrial performance at regional and national levels

2

Encourage co-development of products and equipments for import substitution

3

Maximize local content and local integration around OCP Group sites

4

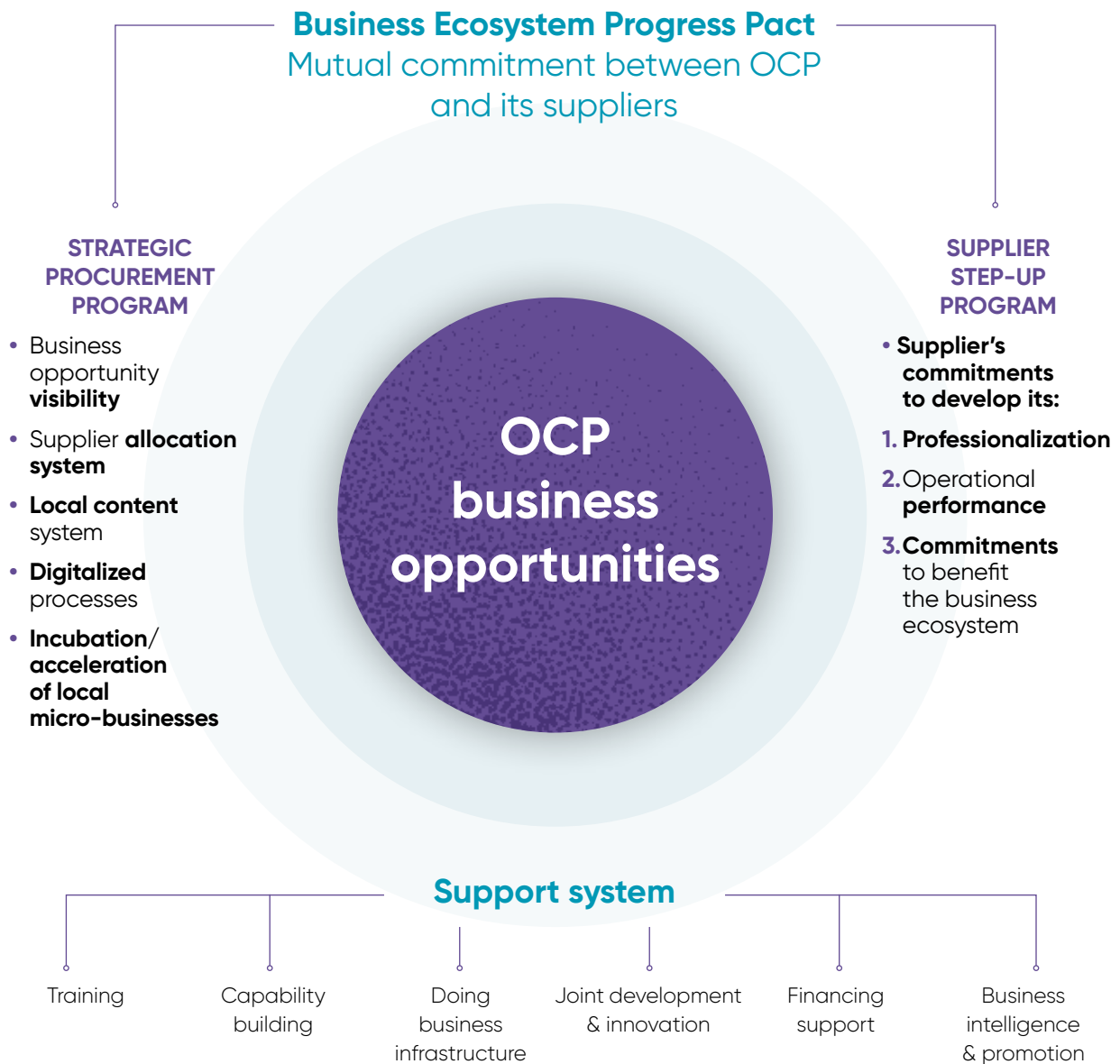
Encourage socio-economic development around the areas where OCP Group operates

The 'Progress Pact' a new collaboration model, co-built with our suppliers, is a mutual commitment between OCP and its suppliers, to encourage them to develop their capacity and enhance the development of a local industrial ecosystem.



**SAAD MIKOU,**  
Vice-President,  
Procurement -  
Industrial operations

OCP Group has always played a leading role in the development of its Ecosystem, which notably involves a strong commitment to its suppliers by strengthening its Ecosystem Development Program and providing it with adapted support to its needs for progress and professionalization and this through incentive, insertion and support mechanisms. This ambitious Development Program for the OCP Ecosystem was set up to strengthen the partnership with the national and local suppliers the most committed to developing and to have an efficient, innovative and integrated Ecosystem with a high local impact.



## DEVELOPING LOCAL PROCUREMENT:

### Our main following procurement mechanisms:

- Direct tendering for local microbusinesses with competition only between local microbusinesses located in the regions of OCP sites for dedicated business opportunities and purchases up to 300,000 MAD.
- Local subcontracting development through a requirement for contractors to subcontract locally up to 30% of the market's amount to catalyze local development
- Local procurement preference to value local players located in the regions of OCP sites up to 5% while respecting the competition rules

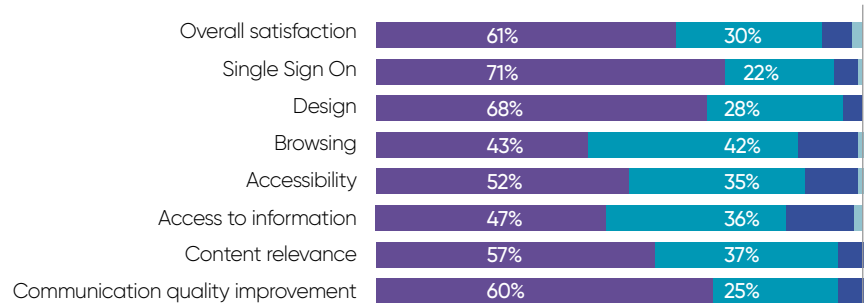
### Our supporting measures:

- Adapting the sourcing strategy through specific sourcing tools such as door-to-door, social media, specific meetings with local microbusinesses, communities, authorities, etc.
- Digitalizing the procurement process and providing a dedicated space to microbusinesses in the e-platform – enabling greater transparency, 360° visibility, traceability, and greater process efficiency throughout all procurement steps from tendering to contract closure. Microbusinesses benefit from simplified contracts, and faster payment process (30 days).
- Developing skills and capability of small and medium-sized businesses through a tailored training program in the OCP Industrial Expertise Centers (IECs) in line with international training standards. Specific training is also provided by Act4Community for microbusinesses. Support systems are also designed with institutional and international partners: Maroc PME, INMAA (Moroccan Initiative for Improvement), Endeavor, DOOC (DuPont OCP Operations Consulting).
- Scaling up available local suppliers through incubators in each industrial site – so far, two incubators L'Fabrika & DigiK Valley have been set up.
- Providing the required financial support through the guarantee fund "Fonds Damane Tamayouz" to offer preferential financing solutions to the most committed suppliers to the progress pact. This will allow our suppliers better access to financing their contracts with the OCP Group. The fund could guarantee up to 950 million dirhams in loans.

**41**  
microbusinesses  
trained in 2020



digital platform  
covering all  
procurement  
steps from  
tendering  
to contract  
closure



\*completed by 583 suppliers

● Completely satisfied ● Partially satisfied ● Not really ● Not at all

**Local Microbusinesses  
qualified in the Local content**  
(i.e. having access to OCP  
Group's opportunities)

	2019	2020
<b>Total:</b>	450	668
<b>New ones:</b>	141	166

**168**

Millions USD allocated to local businesses  
(equivalent to 1,5 billion MAD)





## EMPOWERING OUR SUPPLIERS

› **Skills development system** for subcontractors in the Industrial Competence Centers (IECs) through a World class NCCER (National Center for Construction Education and Research) assessment certification program. A new digital platform "My-skills" has been set up in 2020 for the management of training and certification of ecosystem employees in the IECs.

› **Performance assessment and development** as part of the Progress Pact rolled out as a new mode of collaboration with suppliers in its ecosystem to encourage them to develop and become more professional. Performance development is measured and evaluated according to a financial and capabilities rating, accessible to suppliers through the e-purchase portal. This rating is taken into account in the best-value contract award system for the Civil Engineering sector.

# 250+

suppliers from 3 strategic sectors have been assessed according to a financial and capabilities rating based on the supplier assessment system carried out by the purchasing department of OCP Group and supported by a multi-disciplinary team.

› **Co-development with suppliers:** an import substitution amount of MAD 200 million has been achieved through several projects of co-development and localization of actors in particular in the auxiliary materials sectors, including the manufacture of pump spare parts, converter grids for sulfuric acid units Meehanite certified and ball mills.

We have also created a dedicated channel via the purchasing e-platform to collect spontaneous offers from suppliers wishing to set up co-development projects with OCP Group.

# 91%

expenditures with Moroccan suppliers (out of \$1,81 billion equivalent to MAD 16,07 billion)

› **Financial support:** financing sources at advantageous conditions through the Damane Tamayouz fund. This will allow our suppliers better access to financing their operations with the OCP Group. The Damane Tamayouz Fund, with a size of 125 million dirhams, could guarantee up to 950 million dirhams in loans. The covered credits will be between MAD 100,000 and MAD 15 million and will be granted to OCP suppliers for the financing of contracts for the supply of goods or services concluded with our group. The suppliers will be able to benefit from the financing of their contracts as soon as the order is signed, up to 70% of the contract value. In addition, they will be able to benefit from advantageous conditions, without presenting additional guarantees. The Damane Tamayouz Fund is the first securitization fund in Morocco in the form of an FPCT (Securitization collective investment funds) which aims to guarantee the financing by Finéa (a financing body subsidiary of the CDG, Morocco Depository and Management Fund) of the markets to the suppliers of the OCP ecosystem.



# \$107

million (equivalent to 950 MDH) loans will be covered through the Damane Tamayouz fund for our suppliers to access financing with advantageous conditions

## OVERCOMING COVID 19 PANDEMIC CHALLENGES

In the context of COVID 19, we focused our efforts to support our suppliers tackling specific issues:



- › Defining & developing BCPs (Business Continuity Plan), managing in time of crisis, honoring orders, etc.



- › Transitioning to relevant activities and innovative business models such as logistics for short circuits, home delivery or mask production.

The Ibdaate Rhamna Cooperative – 18 employees – is a representative example of successful reconversion for the manufacture of fabric masks, certified by IMANOR – Moroccan Institute for Standardization: from the development of the idea, preparation of samples, adaptation of the cooperative's premises, completion of the certification process to manufacture and marketing of masks.



We have also set up a special taskforce to ensure payments in due time to our suppliers, prioritizing small and medium suppliers, and accelerated the digitalization of our procurement tools and processes while keeping them adapted to the audience. We especially reinforced training for suppliers to our e-platform through webinars with Arabic subtitles.

# 527

microbusinesses trained in 2020 in Jorf, Gantour, Khouribga & Safi thanks to distance training programs as well as youtube channel

# 10

microbusinesses and 3 cooperatives experienced successful reconversion in Jorf, Gantour, Khouribga & Safi

## KEEPING UP & STRENGTHENING INCUBATION

Despite the sanitary crisis, we maintained and increased our support to local entrepreneurs:

- › Contribution to the development of the INDH – National Initiative for Human Development – platform "Minssate ElJadida" in El Jadida: Model engineering, architecture support by UM6P and project monitoring, support for the entrepreneurship component through the training of local entrepreneurs.

- › Support program to entrepreneurs in Benguerir from legal creation of microbusinesses, implementing and financing connections to water and electricity, support and financing of seed projects to training on technical themes: HSE, management, sales techniques, commercial management.

- › L'FabriKa industrial incubator in Khouribga providing microbusinesses with equipped industrial infrastructures and offering them a technical and entrepreneurial training program to develop their businesses and create local employment. The program also involves developing partnerships with OCP Group and other potential L'Fabrika customers, supporting microbusinesses in accessing finance and the market and post-incubation support.

- › Support to 84 entrepreneurs in Laayoune and Dakhla in the creation program and 54 in the post-creation program as well as 72 women supported through the Women Entrepreneurship program

# 121

project leaders trained on entrepreneurship and supported until obtaining financing from the bank

# 45

project leaders trained

# 29

Local microbusinesses being incubated representing 120 jobs

# 210

entrepreneurs supported in the Saharan region

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

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

This approach covers the most important procurement categories.

[+ Find out more on Suppliers Code of conduct and our policy](#)

## Our goals

Improve capabilities of industrial suppliers within the OCP Ecosystem

Increase the local purchase share up to 25% of OCP Group's commitments to suppliers by 2021 and 30% by 2022

Set up 5 SMEs incubators/ accelerators around OCP Group's production sites with the objective of creating 500 new subcontracting SMEs by 2022

## Where we stand in 2020

527 microbusinesses trained and 41 benefited from tailor-made support provided by national partners (Maroc PME, INMAA, Endeavor)

15% local purchase (21% in 2019)

2 incubators created





# 3.2 Commitments to sustainable production

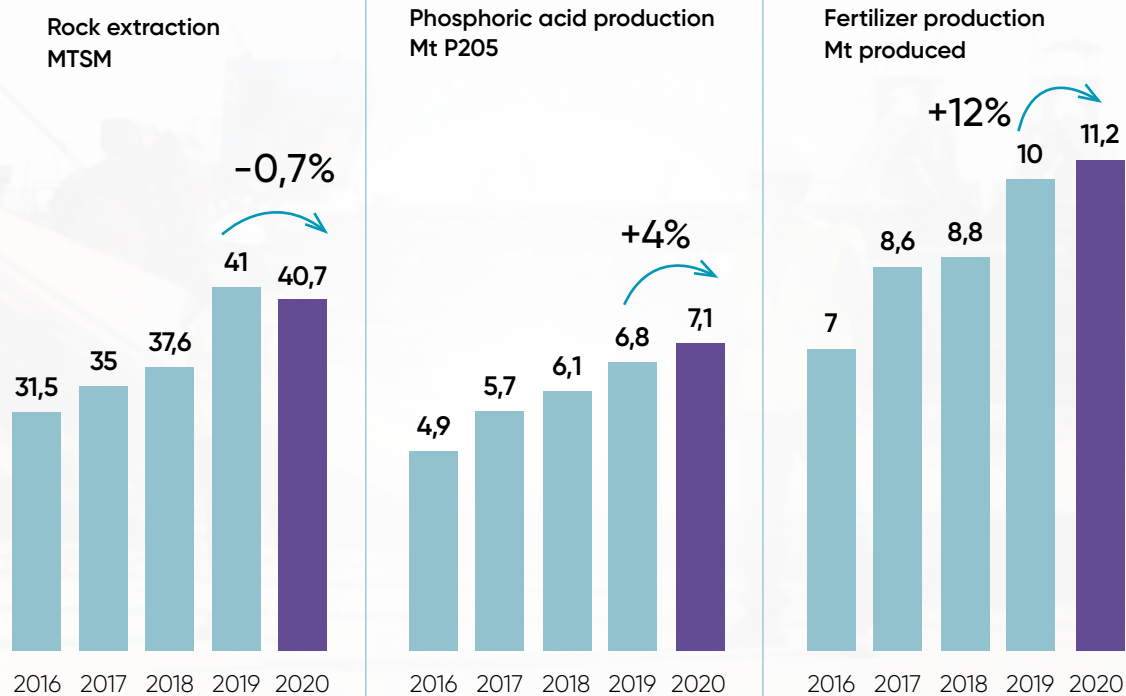





## 3.2.1 Operational excellence

Primary material topic

Meeting exponential needs while preserving natural resources is at the heart of our industrial development plan hinged on operational excellence.



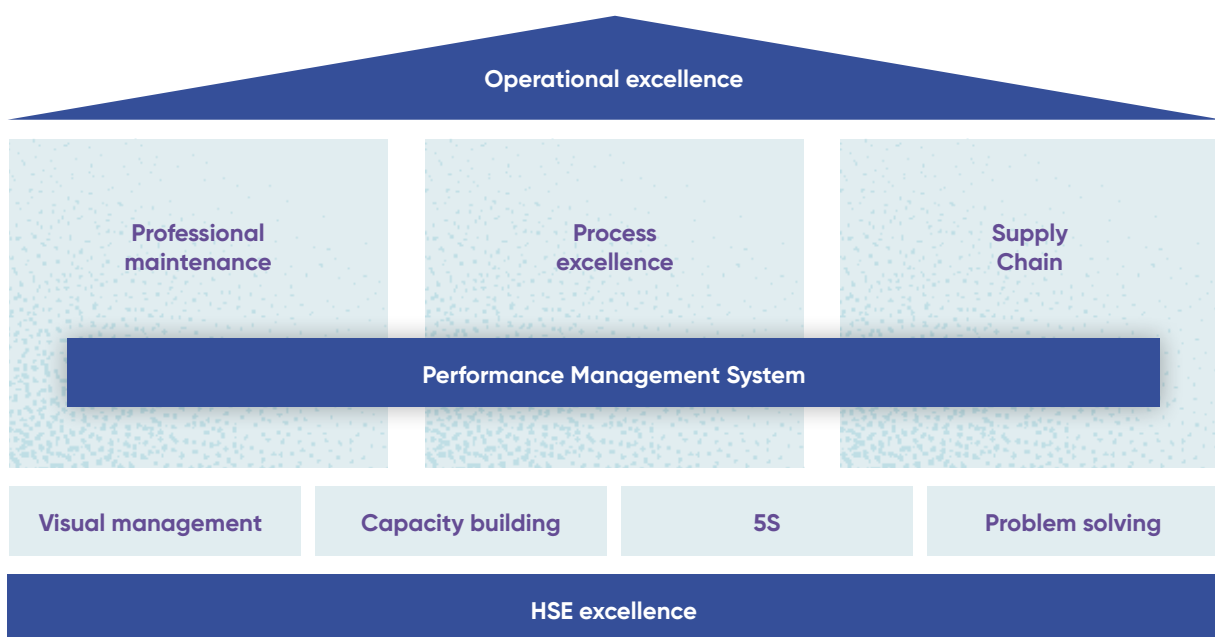
 **12%**  
reduction in CO<sub>2</sub> emissions  
compared to 2018

 **2%**  
reduction in water  
consumption

## WALKING THE TALK TO BUILD CAPABILITIES

Our learning strategy aims to be "future proof", covering and anticipating the training needs associated with key skills. We want our employees to be life long learners and mobilized to build together an enterprise of learners. This starts with our operational excellence team whose mission is to:

- Support the deployment of operational transformation projects (performance management, maintenance, process, etc.);
- Structure and animate the OCP production system;
- Develop and implement processes, standards and methods of industrial operation activities in collaboration with industrial sites;
- Identify and generalize best practices, promote the capitalization of the Group's expertise and industrial know-how, and promote the culture of operational excellence.



### Professional maintenance

Asset life cycle management (acquisition, maintenance, renewal); standardisation to capitalize and streamline best practices; outsourcing and development of ecosystems as major performance and competitiveness levers; digital & skills enablers for excellence; integrated performance management

### Process excellence

Operational management (process, quality & safety); execution standards; digital & skills enablers for excellence; performance monitoring and continuous improvement of processes.

### Performance Management System

- Management of roadmap and objectives: Converting the group's vision into a roadmap and operational objectives
- Performance Indicators: Measure performance on a daily basis, consolidate it and follow it in the defined managerial routines
- Visual Management: Base the performance measurement system on visual elements facilitating the identification of gaps and the improvement actions undertaken on a daily basis
- Managerial Routines: Define the governance of the performance management system, a veritable nervous system of Industrial Operations, aiming to implement all managerial acts on a daily basis allowing effective management of our performance and the achievement of operational objectives
- Problem Solving: Standardize and generalize a simple, rational and efficient system to solve the problems encountered on a daily basis in the execution of our processes
- Continuous Improvement: Define the permanent process in which each actor is part, aimed at improving our operational discipline, our industrial and managerial practices



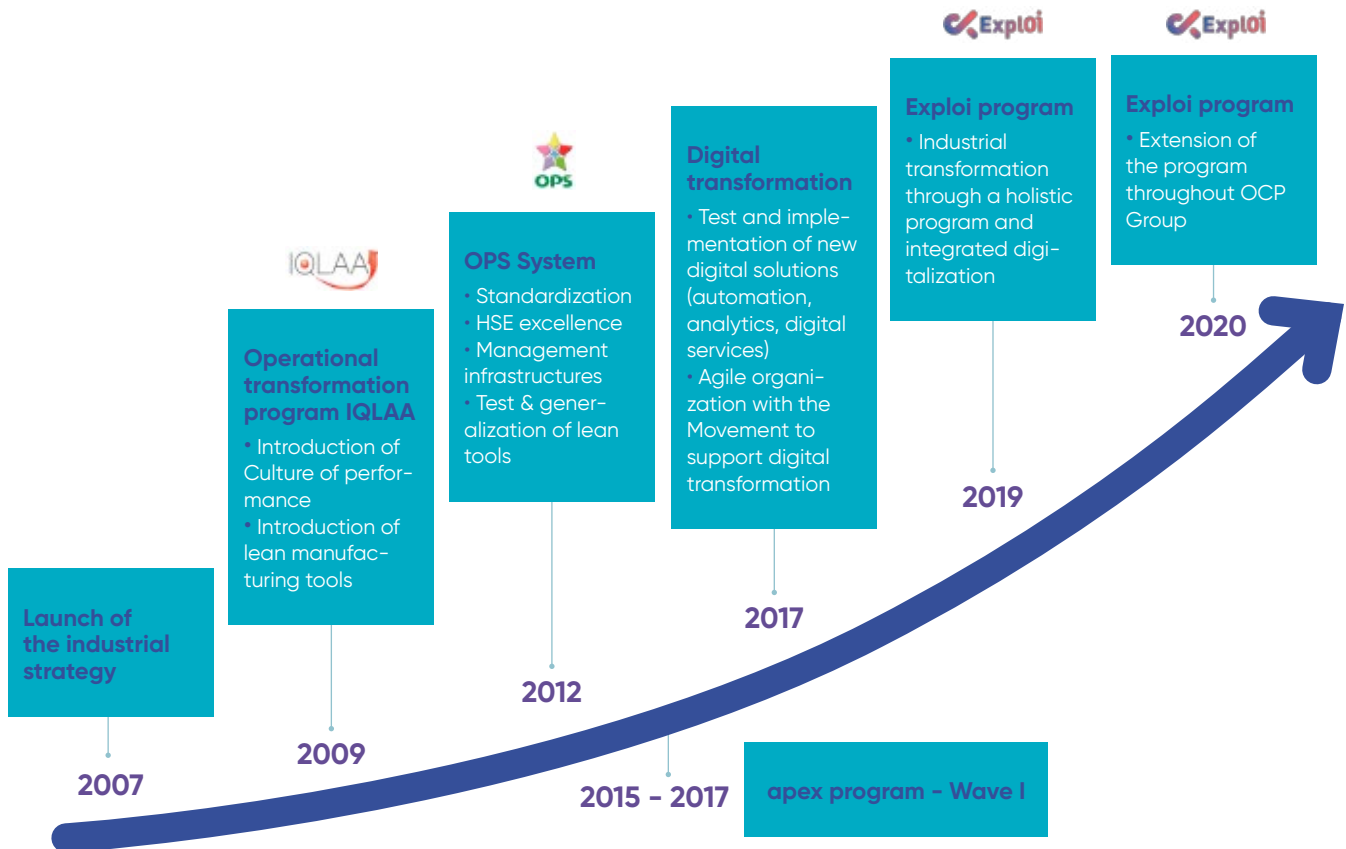


**OUMKALTOUM  
KARIMI,**  
Project Manager -  
Operational  
Excellence

“Operational Excellence is challenging. It's about constantly worrying about making things better; better means more effective, more efficient while being simpler and better integrated. I am part of a transversal profession that collaborates with all Industrial Operations of the OCP group; it also means that our solutions must be eclectic and ready to take on the color of those who will apply them. For this, agility is the daily order of the day, quickly changing our orientations, our priorities and our focus is one of the daily assets to be able to respond to the demands and developments of our customers.”

## TRANSFORMATION TO BOOST COMPETITIVE EDGE

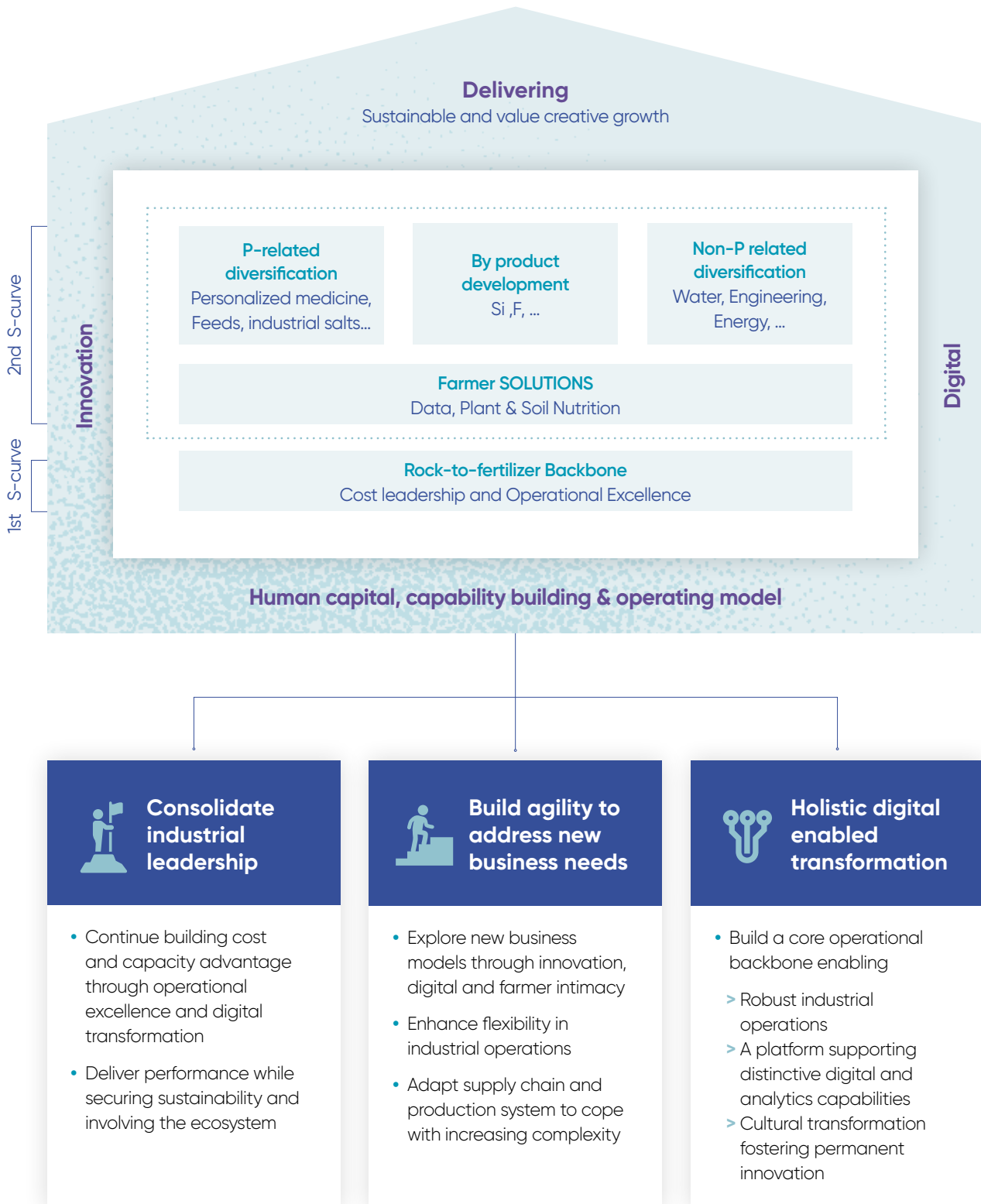
Different cycles of transformation have been successfully completed over the last years.

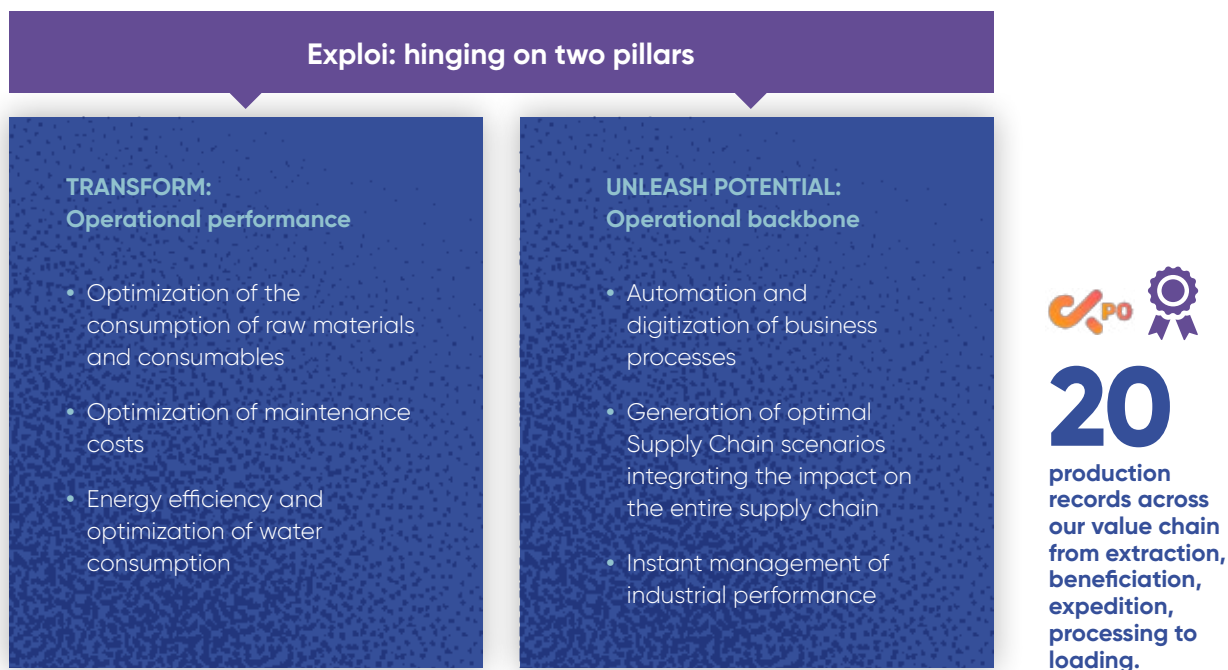


OCP has started a new wave of growth with the second S-Curve, and calls for the launch of a new round of transformation. This path will fully contribute to the acceleration of its new development curve. Driven by operational excellence, the diversification and customization of our product portfolio, this new wave involves new priorities to be identified, new issues to be determined and new expectations and implications now required of the industrial machine. To this end, in 2019 the Group launched EXPLOI, an ambitious program to transform industrial facilities, to consolidate its leadership by 2022 and make the OCP group an undisputed global benchmark in terms of cost and performance in the industry. All of the group's industrial sites are part of this dynamic: Khouribga, Jorf Lasfar, Gantour, Safi and Boucraa. The program brings together a community of EXPLOI employees to increase production capacity by unlocking key stages, optimize production costs and improve energy efficiency and water consumption.

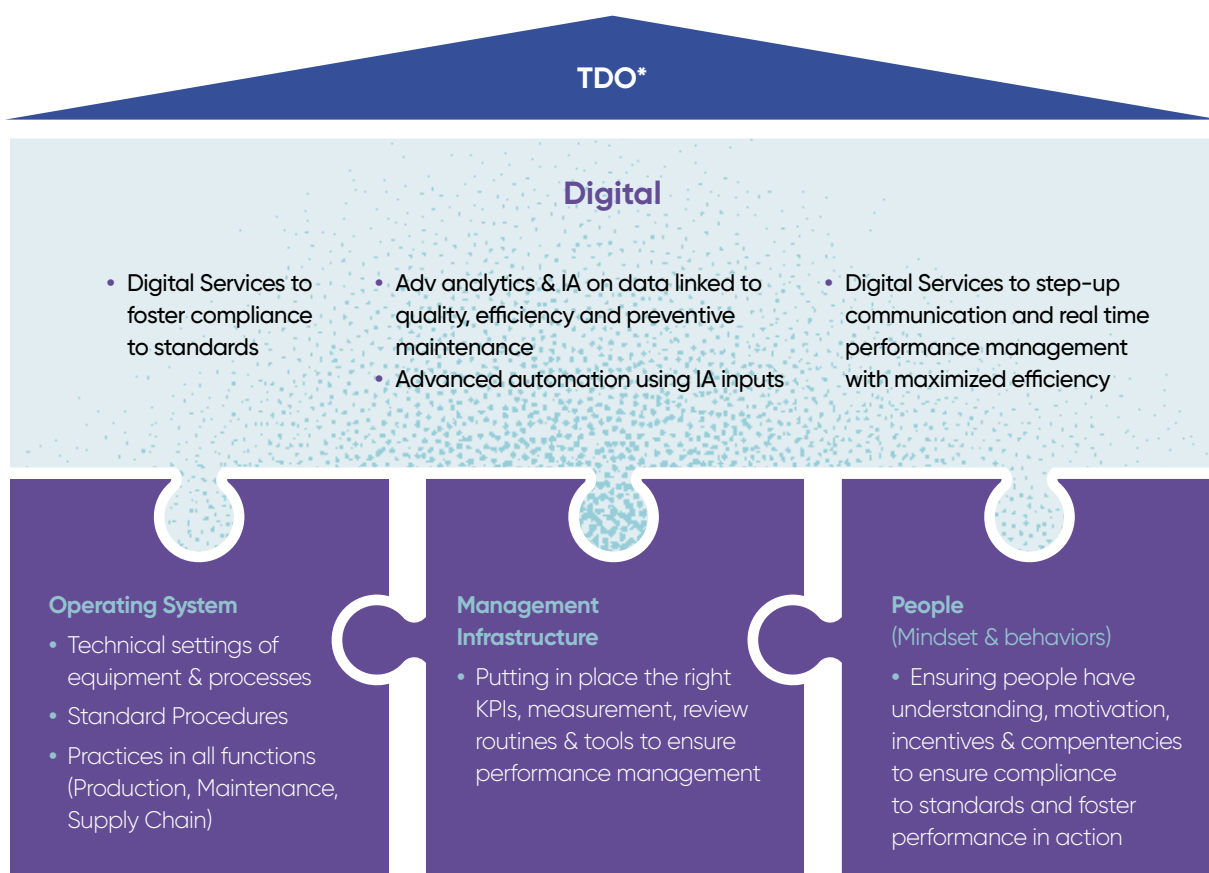


Succeeding in the 2nd S-Curve required a broader holistic and integrated digitization program that is being spread out across our Group: Exploi













## DIGITALIZATION AS CATALYSER



*\*Digital & Operational transformation*



Digital transformation spanning over all industrial operations:

	 <b>Extraction</b> →	 <b>Beneficiation</b> →	 <b>Chemistry</b> →	 <b>Logistics</b> →	
 <b>Advanced analytics</b>	<ul style="list-style-type: none"> <li>Optimized machinery dispatching</li> </ul>	<ul style="list-style-type: none"> <li>Rock quality forecasting and optimization</li> </ul>	<ul style="list-style-type: none"> <li>Yield and quality forecasting and optimization</li> <li>Predictive maintenance (turbines, dryers, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Production, storage, and loading program optimization</li> <li>Wharf logistics</li> </ul>	
 <b>Advanced automation</b>	<ul style="list-style-type: none"> <li>Remote bulldozer operation</li> <li>Autonomous trucks</li> </ul>	<ul style="list-style-type: none"> <li>Online analyzers</li> <li>Washing line automation</li> </ul>	<ul style="list-style-type: none"> <li>Online analyzers</li> <li>CATOX and HRS efficiency</li> <li>PAC automation</li> </ul>	<ul style="list-style-type: none"> <li>Integrated control rooms</li> <li>Automated storage and loading</li> <li>3D scan of stocks</li> </ul>	
 <b>Digital services</b>	<ul style="list-style-type: none"> <li>Fleet management</li> <li>Mining planning</li> <li>Cubage by drone</li> </ul>	<ul style="list-style-type: none"> <li>PI – online process and quality management</li> <li>LIMS – Quality traceability</li> </ul>	<ul style="list-style-type: none"> <li>Plum'Air – Prediction and control of gaseous effluents</li> </ul>		

## THE DIGITAL MINE:

OCP Group's transition to industry 4.0. has significantly moved forward through Benguéir's experimental open pit mine. This mine is one of the experimental sites open to the scientific community and central to research programs at Mohammed VI Polytechnic University. The "Advanced Mining Technology Platform" has many purposes: place OCP Group at the forefront of technological progress in mining and management, attract equipment/technology suppliers and researchers to enable them to carry out full-scale trials in industrial environments, and create real expertise at Mohammed VI Polytechnic. University based on learning by doing. Industrial management, artificial intelligence, automation, and maintenance are the core projects under development.

### Three levels of maturity



The adoption of an ERP at the cutting edge of technology will allow the establishment of a solid Operational Backbone across functions: production, maintenance, supply chain, stock management, logistics, order to cash, health, safety & environment, procurement, finances. The Operational backbone aims to :

1. Simplify business processes and models by changing transaction flows, screens and wait times
2. Faster and more efficient decision-making with integrated real-time analysis
3. Integration of different siled information systems requiring many ad hoc reconciliations into a single source of truth
4. Improving the speed and quality of processes thanks to Machine Learning and decision support
5. Possibility of implementing new digital business models

## Our goals

+11% rock phosphate produced by 2022 compared to 2019 baseline

+14% phosphoric acid produced by 2022 compared to 2019 baseline

+16% fertilizers produced by 2022 compared to 2019 baseline





## 3.2.2 Circular economy

### Primary material topic

**///** We are crossing the planetary boundaries delimiting a 'safe operating space' for humanity on planet Earth. Efforts need to be catalysed to align our human needs with natural resources. That is why the OCP Group adopted a sustainable growth strategy based on the circular economy principles.

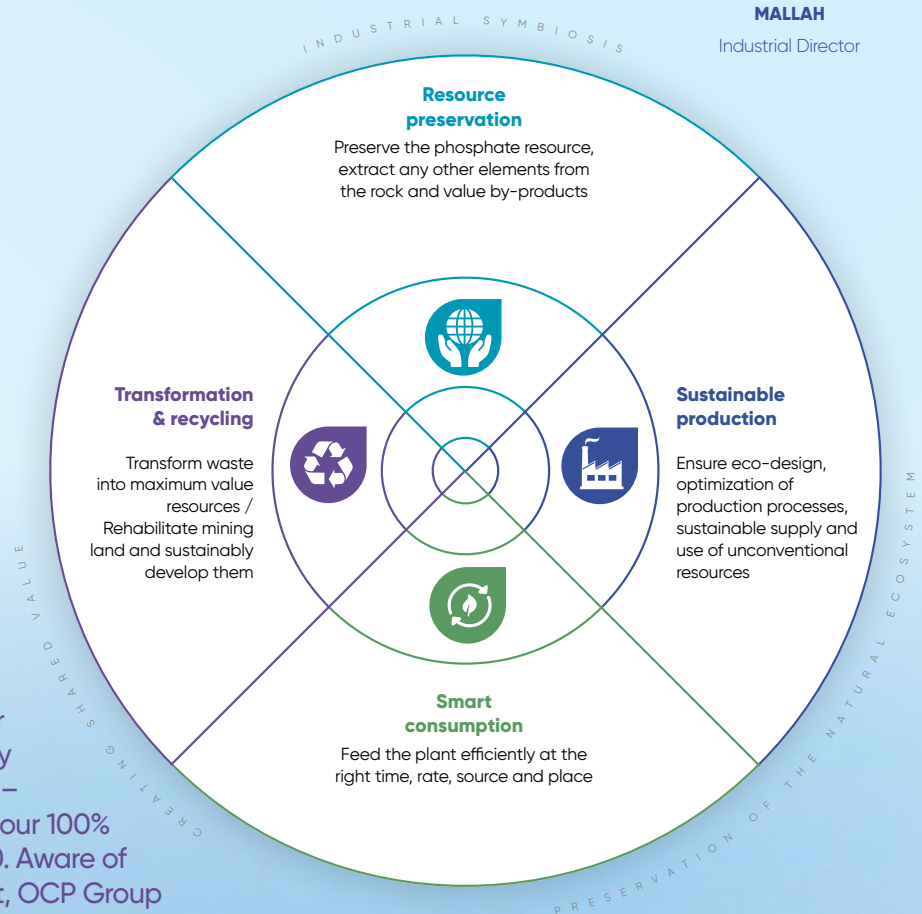


**ABDELAZIZ EL MALLAH**

Industrial Director

**///** Today we start reaping the benefits of our strategy. We reached a 6% decrease in carbon intensity (T CO<sub>2</sub>/M\$) in 2020 compared to 2019 but we can't afford resting on our laurels to be carbon neutral by 2040. Becoming pioneers on hydrogen and green ammonia, 89% of our industrial needs are already covered with clean energy – getting closer than ever to our 100% strategic objective by 2030. Aware of the country's water context, OCP Group also confirmed its strategy to switch to 100% unconventional water supplies and free up water capacities for populations and agriculture. A new wastewater treatment is under construction in Safi, adding 8 million m<sup>3</sup> unconventional water per year to our 37 million m<sup>3</sup> already produced.

Hinged on the Mohammed VI Polytechnic University and its world-class R&D network, OCP deploys significant innovation and partnerships capabilities to accelerate progress and reach bold environmental objectives."



**HANANE MOURCHID**

Head of Sustainability & Green industrial development





### **100% green energy**

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



### **Zero conventional water consumption**

Total consumption of water from seawater desalination or wastewater treatment



### **Mines rehabilitation for the communities' benefits**

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



### **Emissions control and effluent management**

Exploit all available technological advances to reduce emissions and discharges



### **Maximize the value of low content phosphate**

Full recovery of phosphate and other elements present in the rock



### **Implement smart agriculture**

Develop the 'smart fertilizers' and innovative solutions for farmers



### **Carbon neutrality**

Setting our roadmap to reach 50% reduction in carbon footprint by 2030 and carbon neutrality by 2040



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

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

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

### 3.2.2.1 Resource preservation

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

	2018	2019	2020
Solid sulfur	5.93	6.56	7.24
Ammonia	1.42	1.58	1.90
KCl potash	0.27	0.24	0,25

Top critical raw materials - phosphate not included

The OCP Group, being the exclusive operator of the world's largest phosphate reserves (around 70%), considers itself to be the "phosphate custodian" for humanity and has the ultimate mission of "feeding the planet". In order to meet the exponential food demand, it has embarked on an industrial development plan which places the environment and resources preservation at the center of its prerogatives.

The integration of these environmental concerns has led the company to set up the Circular Economy principles based on 4 axes: the resource preservation, sustainable production, smart consumption and value creation through processing and recycling. The Phosphate Stewardship policy is one of the variations of the OCP Group's Circular Economy program, and represents its strong commitment to the sustainable management of this resource.

[+ Check out our policy](#)

## PRESERVING THE PHOSPHATE RESOURCE

### 1. Better recovery of phosphorous at phosphate rock level

OCP has developed a reverse flotation process to enrich its phosphates, primarily for low-content deposits in Youssoufia and Khouribga region. This process is currently being rolled out at other sites such as Boucraâ and Benguerir. Thanks to this process, 33% of Moroccan phosphates, considered to have a very low phosphorus content, have become economically viable and exploitable.

The Group is constantly seeking to improve its operational performance. Through its Innovation department, several research actions are being carried out to improve the performance of these reverse flotation processes such as the development of new reagents or flocculants. In addition, several tests are underway for the use of new processes for the production of phosphoric acid from poor phosphates.

### Key figures 2020

# 33%

of Moroccan phosphates, considered to have a very low phosphorus content, became economically viable and exploitable through the reverse flotation process



### 2. By-products valorization linked to phosphorus

One of OCP's research axes for the preservation of Phosphate resources is on valorizing by-products, which are generated during the various stages of production. The most significant are waste rock and phosphogypsum: the first being derived from post-wash extraction and drying processes while the second is a by-product resulting from processing phosphate into phosphoric acid. Among the most important initiatives are:



GRI 103-2

- › The reintroduction of waste rock, containing low concentrations of phosphorus, in the process, enabling the recovery of a fraction of this material and extending the reserve life.
- › The use of phosphogypsum: as an amendment to saline / sodic soils and as a low-cost fertilizer, in road construction, in building materials and for the production of sulfuric acid and cement by thermal decomposition.

✚ [Check out all we can do with phosphogypsum](#)

## RECOVERING & MANAGING PHOSPHORUS EFFICIENTLY

### 1. Recovering phosphorous

#### Nutrient recovery feasibility study

In coordination with JESA, OCP has designed and launched a feasibility study for integrating phosphorous and nitrogen nutrient recovery systems into three existing wastewater treatment facilities developed by OCP in Khouribga, Benguerir and Youssoufia. Research is also being carried out to assess the recovery of phosphorus from our liquid effluents in recoverable forms. Moreover, OCP launched a study for the production of organic and organo mineral fertilizers from organic waste.

#### Innovations and research in phosphorous recycling

Through its participation in Fertinagro, OCP is committed to providing farmers with new products that consist of integrating macro and micro nutrients into organic fertilizers, commonly known as "Organic Fertilizers". These new products are derived from the recovery of nutrients (N, P, K, ...) from organic waste and are incorporated into new formulas that have not undergone the conventional value chain of fertilizer production. In addition, UM6P has initiated a preliminary study on phosphorous recycling in the academic realm and anticipates further

collaboration with international universities.

The Group's Innovation Department is developing new recycling processes for waste rock and phosphate washing sludge for the recovery of residual phosphate and other valuable elements other than P.

### 2. Improving phosphorus efficiency through products & technologies

› **New customized fertilizer formulas:** In less than ten years OCP has developed more than forty new customized fertilizer formulas (NPK, enriched liquid fertilizers, nitrogen-enriched TSP, Phosfeeds, TSP coated to be blended with urea, etc.) with agronomic tests carried out to confirm & maximize the performance of new fertilizer formulas (high-sulfur fertilizers, polymers for P bioavailability, silicon as a stimulant, biopesticides, etc.).

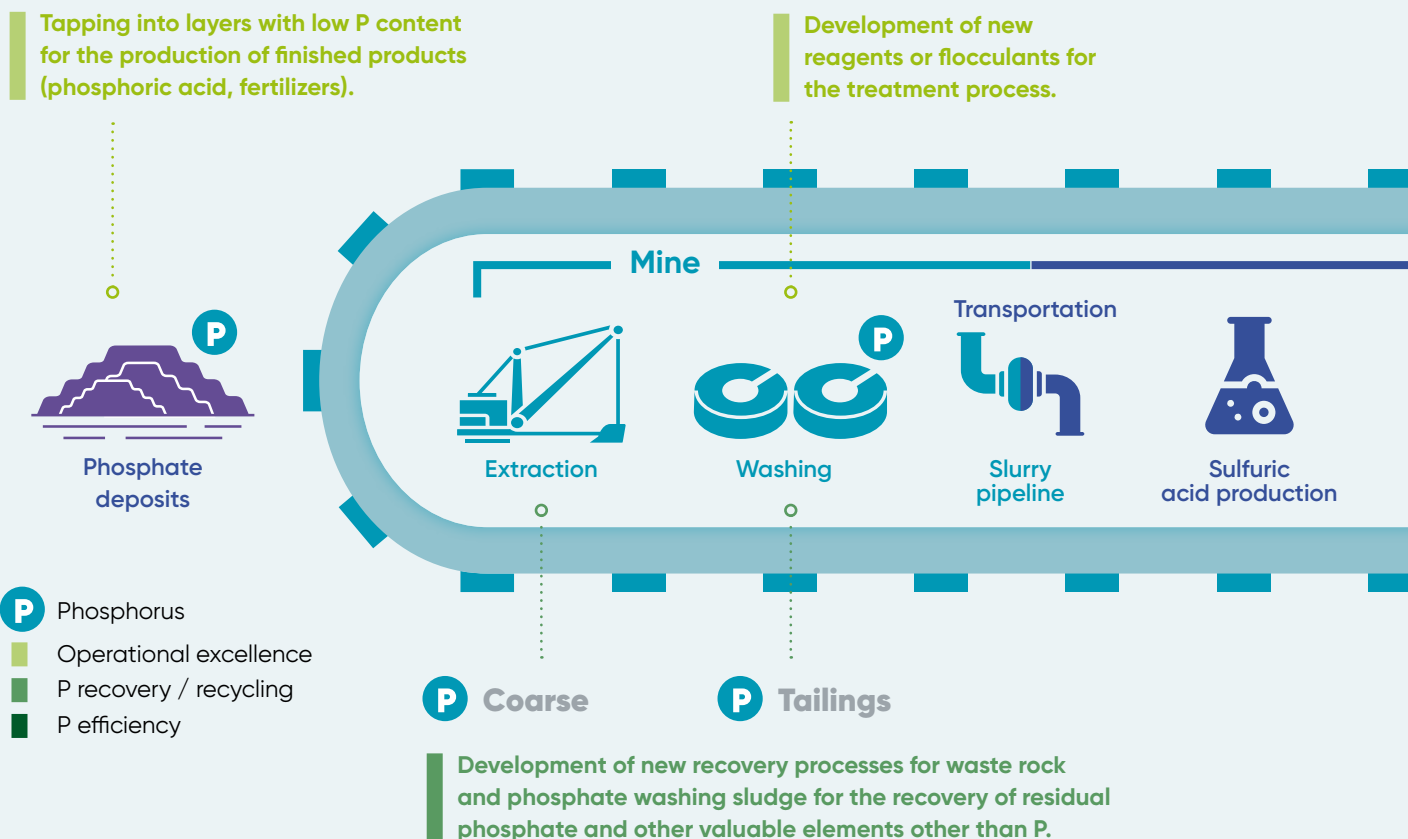
#### › Bio stimulants for better nutrient absorption:

Development of a new products range – Bio-Agritech – through new biotechnology solutions. These biostimulant products result in better nutrient absorption, higher resistance to different climatic stressors (heat, rainfall, etc.), as well as producing fruits and vegetables with higher nutritional value.



### 3. Innovation, R&D and a partnership approach towards sustainable management of phosphorus

Through its phosphate stewardship policy, the OCP Group is committed to supporting innovation, developing and deploying partnerships and R&D solutions to add value to the products exploited and the co-products generated, maximizing returns and minimizing the consumption of resources. The Group has several innovation and research and development projects aimed at the sustainable management of P that can be summed up in the improvement of operational performance, the recovery and recycling of P, and the development of efficient products allowing eco-friendly consumption while feeding the earth correctly.

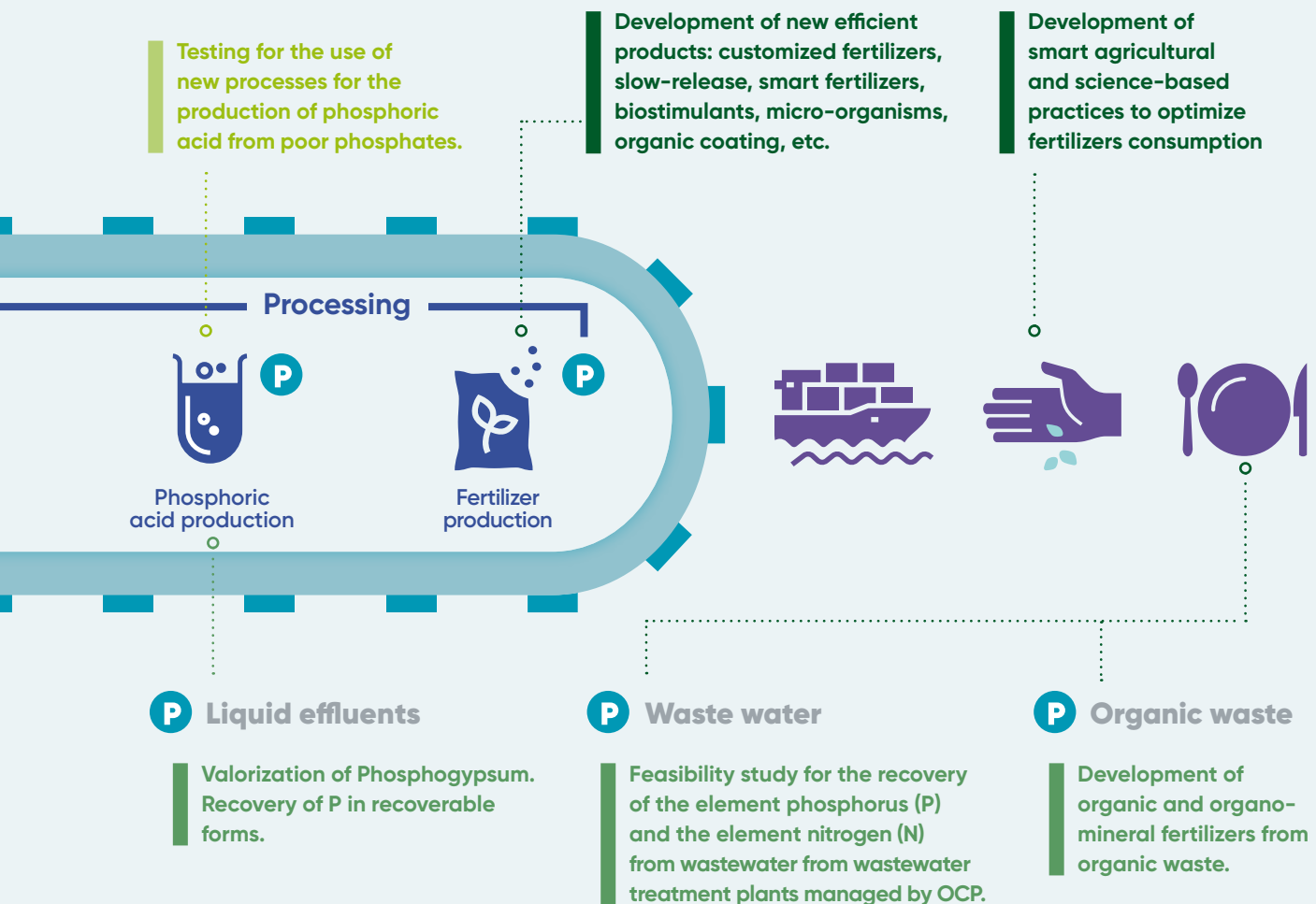


#### Fertinagro Biotech

OCP has a 20% stake in Fertinagro Biotech, a Spanish company specializing in the production and marketing of fertilizers (NPK, enriched NPK, biostimulants, etc.). It aims to promote innovation and the development of products adapted to the specific needs of soils and crops throughout the world. It also strengthens the Group's know-how thanks to the technical capacities and the range of innovative products of Fertinagro Biotech. A joint venture was created in 2019 and an industrial unit is being launched for the production of high added value fertilizers (improved NPK, biostimulants, etc.) at the Jorf Lasfar site with an initial production capacity of 250,000 tonnes per year.

## Hubei Forbon Technology Co., Ltd

OCP Group and Hubei Forbon Technology Co., Ltd, a Chinese player specializing in the research, development and supply of global fertilizer additive solutions and also active in the field of Smart Agriculture, signed in 2020 an agreement for the creation of a joint-venture operating in the field of research and development (R&D) for the development of sustainable agricultural solutions aimed at providing farmers with tailor-made fertilizer formulas, responsible agricultural practices and digital services that meet their needs.



## COMMITTED TO SUSTAINABLE PHOSPHORUS

OCP is also a founding member of The Sustainable Phosphorus Alliance (SPA). SPA is North America's central forum for the sustainable use, recovery, and recycling of phosphorus in the food system. SPA collaborates with members and supporters to innovate and implement evidence-based solutions to the phosphorus sustainability challenge. Members range from mining and processing companies, biosolids and manure companies, wastewater treatment plants, startups, innovators, academic leaders and others.



## GRI 103-2

## ENHANCING OTHER HIGH ADDED VALUE ELEMENTS

The Group is committed to exploiting and enhancing all the high value-added resources contained in phosphate rock – other than phosphorus – as well as in by-products. Several actions are being carried out:

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

### FROM PHOSPHOGYPSUM TO RESOURCE

Phosphogypsum is our main by-product resulting from processing phosphate into phosphoric acid. OCP has initiated a strategy to study all possible ways of valorisation and taking them from the laboratory to the field.



**ROAD:** Phosphogypsum (PG) mixtures have been studied to comply with both the mechanical characteristics of road construction and international environmental requirements. Phosphogypsum-cement-sand / waste rock mixtures were used for the construction of various sections of pilot roads at the Safi and Jorf Lasfar sites. Studies to optimize the amount of cement used have also been carried out. In 2020, we launched discussions with the Ministry of Equipment, Transport, Logistics and Water as well as the Moroccan Agency for Nuclear and Radiological Safety and Security (AMSSNuR) for the construction of a pilot road section on the national network. We also carried out an economic model for the valuation of phosphogypsum in road construction in Morocco.



**AGRICULTURE:** using phosphogypsum as an amendment to saline soils and affordable fertilizer to improve soil fertility. Agricultural productivity is impacted by salinization in an increasing number of countries. PG brings calcium and sulphur as well as acidity which allows a better nutrient uptake compared to natural gypsum. Pilot tests are running on different types of soils and crops in partnership with INRA (National Institute for Agronomic Research) and UM6P. In 2020, new tests have been initiated with UM6P for the evaluation

of the effects of the quantity and frequency of PG amendment, the quality of PG and irrigation water on crops and the quality of the soils affected by salinity. We have been monitoring the pilot demonstration area at Jorf Lasfar for the evaluation of PG amendment trials in saline soils: yield increase up to 5 times while impacts on health are still being assessed.

We have also launched a project to develop a model for the valuation of PG in agriculture and for the fight against desertification which will study the cost of inaction, target schemes and economic models. Finally trials have been set up for the evaluation of PG as a low-cost fertilizer for field crops at the UM6P experimental farm.



**CONSTRUCTION:** valuing phosphogypsum in construction materials. Launched by OCP in partnership with the Public Laboratory for Tests and Studies (LPEE), the first phase of the research and development mission for the valorisation of PG in bricks and aggloms was completed in 2020. The second phase, which aims to build small houses with optimized bricks / agglomerations, is being prepared in partnership with the Green Energy Park (GEP). Also, discussions with Lafarge-Holcim for recovery in cement are underway.



**THERMAL DECOMPOSITION** of phosphogypsum is still being investigated. CaO and SO<sub>2</sub> resulting from its thermal decomposition could be used to produce clinker/cement and recyclable sulfuric acid in our industrial activity.



## Our goals

100% phosphogypsum storage in all processing platforms (Jorf Lasfar and Safi) by 2028

First Phosphogypsum Moroccan Road by 2022

Additional tests initiated with UM6P to assess the effects of the quantity and frequency of PG amendment, the quality of PG and irrigation water on different salins soils & crops.

Phosphogypsum thermal decomposition  
› Laboratory tests


Conduct Life Cycle Assessments (LCAs) to assess environmental impacts along the products lifespan.


Valorization of PG in construction materials


## Where we stand in 2020


Basic study achieved (Jorf Lasfar)

Discussions ongoing with the Ministry of Equipment, Transport, Logistics and Water & AMSSNuR for the construction of a section of road on the national network

 Ongoing

 Ongoing

 Ongoing

 Ongoing



GRI 102-48 | GRI 103-1 | GRI 103-3 | GRI 305-1 | GRI 305-2 | GRI 305-3 | GRI 305-4 | RT-CH-110a.1 | EM-MM-110a.1

### 3.2.2.2 Sustainable production

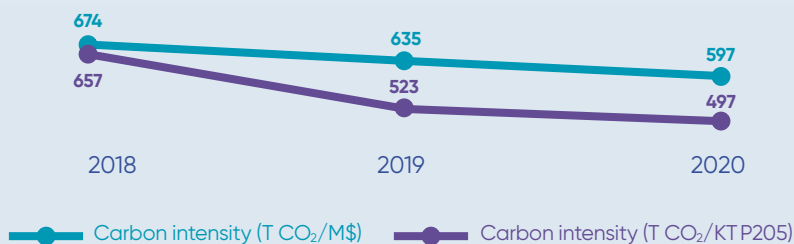
#### GREENHOUSE GAS EMISSIONS & CLIMATE CHANGE

	2018	2019	2020
Total GHG emissions (t CO <sub>2</sub> eq.)	4,005,687	3,570,178	3,540,496
Direct (Scope 1) GHG emissions	2,787,320	2,778,203	2,769,789
Energy indirect (Scope 2) GHG emissions	1,031,879	571,098	563,182
Other indirect (Scope 3) GHG emissions	186,488	220,877	207,525



GHG emissions 2018 and 2019 data have been certified by the external certification body Afnor. ✓

[Find out more](#)

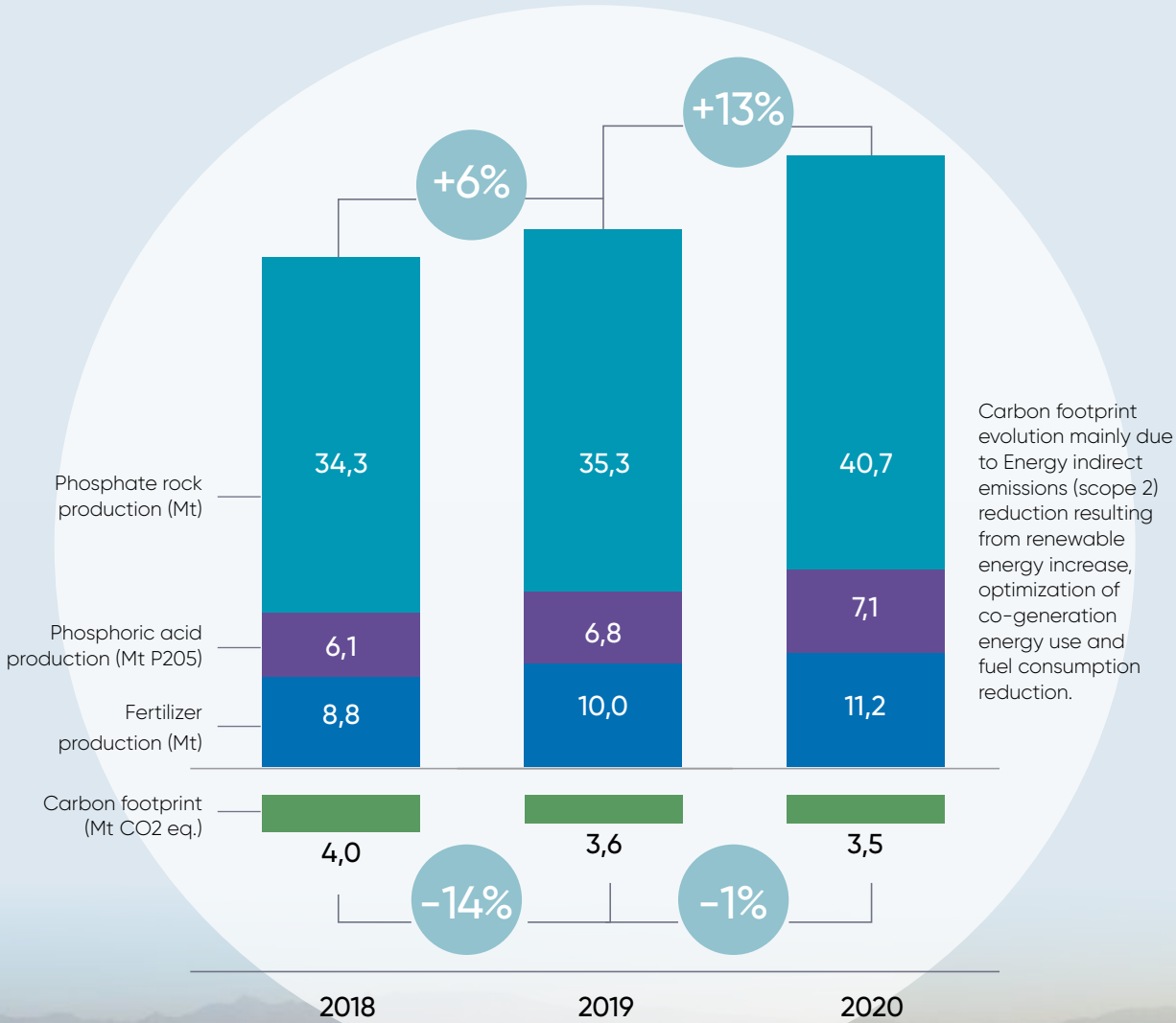


Total revenues (M\$) were 5,946 in 2018, 5,622 in 2019, 5,935 in 2020 and ACP production (KT P205) respectively 6, 7, 7.

Facing climate change and being aware of its responsibility to contribute to Morocco's goal of 50% greenhouse gas emissions cut by 2030, OCP pursues a cutting-edge strategy to reduce its CO<sub>2</sub> emissions – being the only GHG significantly generated by its activity. This commitment is clearly reflected in its carbon footprint evolution over the last decade – which remains steady in spite of its threefold increase of fertilizer production.



Achieving carbon neutrality by 2040





GRI 103-2 | GRI 103-3 | RT-CH-110a.2 | EM-MM-110a.2

## Mitigation: how do we reduce or prevent greenhouse gas emissions?

### ENERGY EFFICIENCY

-10% consumed energy



Through the energy efficiency program, based on a management system aligned with the ISO50001 standard, the continuous diagnosis and deployment of digital tools for monitoring consumption and managing energy resources ensure continuous improvement and optimization of energy consumption, to the highest possible level. ✨

### CO<sub>2</sub> CAPTURE

1,000,000 tCO<sub>2</sub> eq offsetting potential



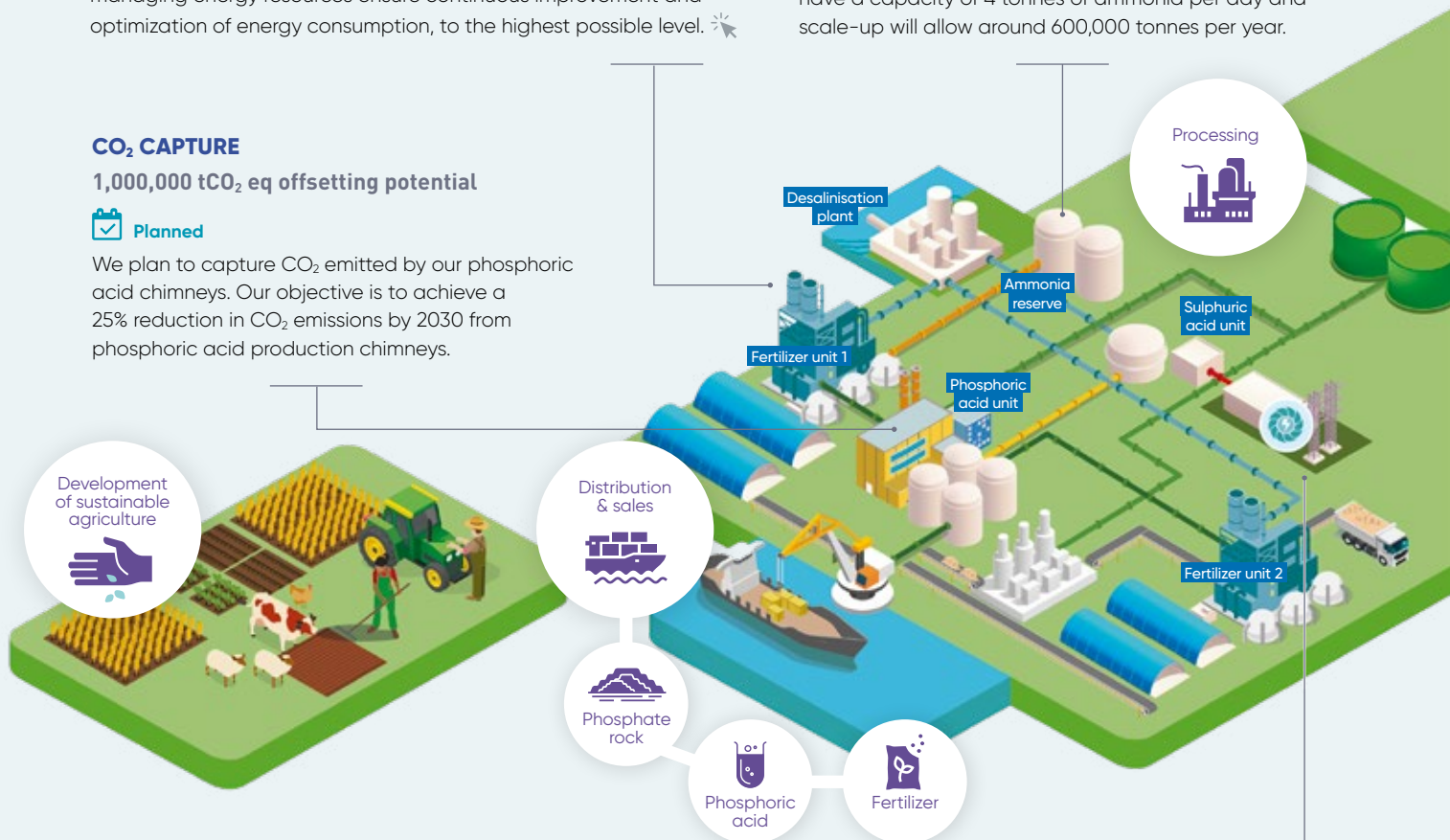
We plan to capture CO<sub>2</sub> emitted by our phosphoric acid chimneys. Our objective is to achieve a 25% reduction in CO<sub>2</sub> emissions by 2030 from phosphoric acid production chimneys.

### GREEN AMMONIA

1,720,200 tCO<sub>2</sub> eq offsetting potential



Project with the German Fraunhofer Institute for Microstructure of Materials and Systems to use green hydrogen and green ammonia as inputs into our supply chain. Green hydrogen, obtained by electrolysis of water using electricity produced from renewable energy sources, can be transformed into many products for the fertilizer production. Green ammonia, composed of green hydrogen and nitrogen, can be used, among other things, as a raw material for producing fertilizers. A pilot project is being launched and will be designed in Morocco by the OCP Group and the Green Energy Park in Benguerir with the support of Fraunhofer IMWS. It will have a capacity of 4 tonnes of ammonia per day and scale-up will allow around 600,000 tonnes per year.



### COGENERATION

2,231,169.28 tCO<sub>2</sub> eq avoided



Cogeneration consists in recovering waste heat released during the sulfuric acid production within our processing sites to produce electrical energy. Capacity was reinforced with the commissioning of the integrated JFC4 unit at Jorf Lasfar, a unit equipped with a thermoelectric power station with a capacity of 65MW and a heat recovery system (HRS) which allows saving an equivalent electrical power of 10MW. The cumulative installed capacity of HRS is approximately 75MW equivalent. Self-production covered more than 77% of the infrastructure needs of our processing sites in 2020.

Note: annual estimation compared to business as usual

**WIND POWER PLANTS**315,077 tCO<sub>2</sub> eq avoided**Achieved**

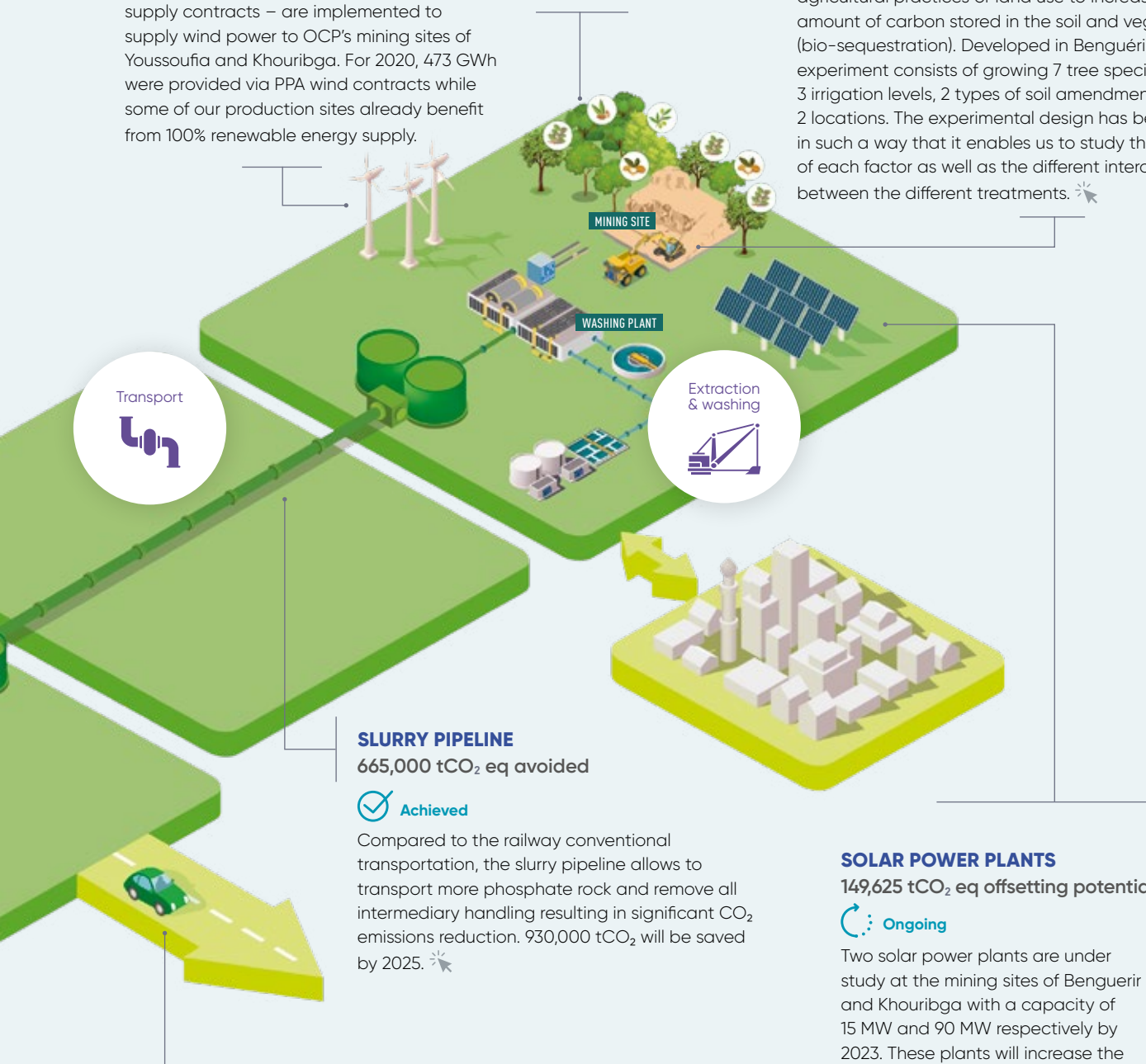
Power Purchase Agreements (PPAs) – energy supply contracts – are implemented to supply wind power to OCP's mining sites of Youssoufia and Khouribga. For 2020, 473 GWh were provided via PPA wind contracts while some of our production sites already benefit from 100% renewable energy supply.

**MINE RECLAMATION**

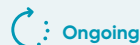
Around 4,5 million trees planted so far

**Achieved**
**CARBON FARMING**3,000 tCO<sub>2</sub> eq offsetting potential**Planned**

Carbon farming is the process of changing agricultural practices or land use to increase the amount of carbon stored in the soil and vegetation (bio-sequestration). Developed in Benguerir, our main experiment consists of growing 7 tree species using 3 irrigation levels, 2 types of soil amendments and in 2 locations. The experimental design has been made in such a way that it enables us to study the effect of each factor as well as the different interactions between the different treatments.

**SLURRY PIPELINE**665,000 tCO<sub>2</sub> eq avoided**Achieved**

Compared to the railway conventional transportation, the slurry pipeline allows to transport more phosphate rock and remove all intermediary handling resulting in significant CO<sub>2</sub> emissions reduction. 930,000 tCO<sub>2</sub> will be saved by 2025.

**SOLAR POWER PLANTS**149,625 tCO<sub>2</sub> eq offsetting potential**Ongoing**

Two solar power plants are under study at the mining sites of Benguerir and Khouribga with a capacity of 15 MW and 90 MW respectively by 2023. These plants will increase the share of renewable energies in the energy mix and reduce our carbon footprint.

**CO<sub>2</sub> OFFSETTING FOR STAFF TRAVEL**2,300 tCO<sub>2</sub> eq compensated annually**Achieved**

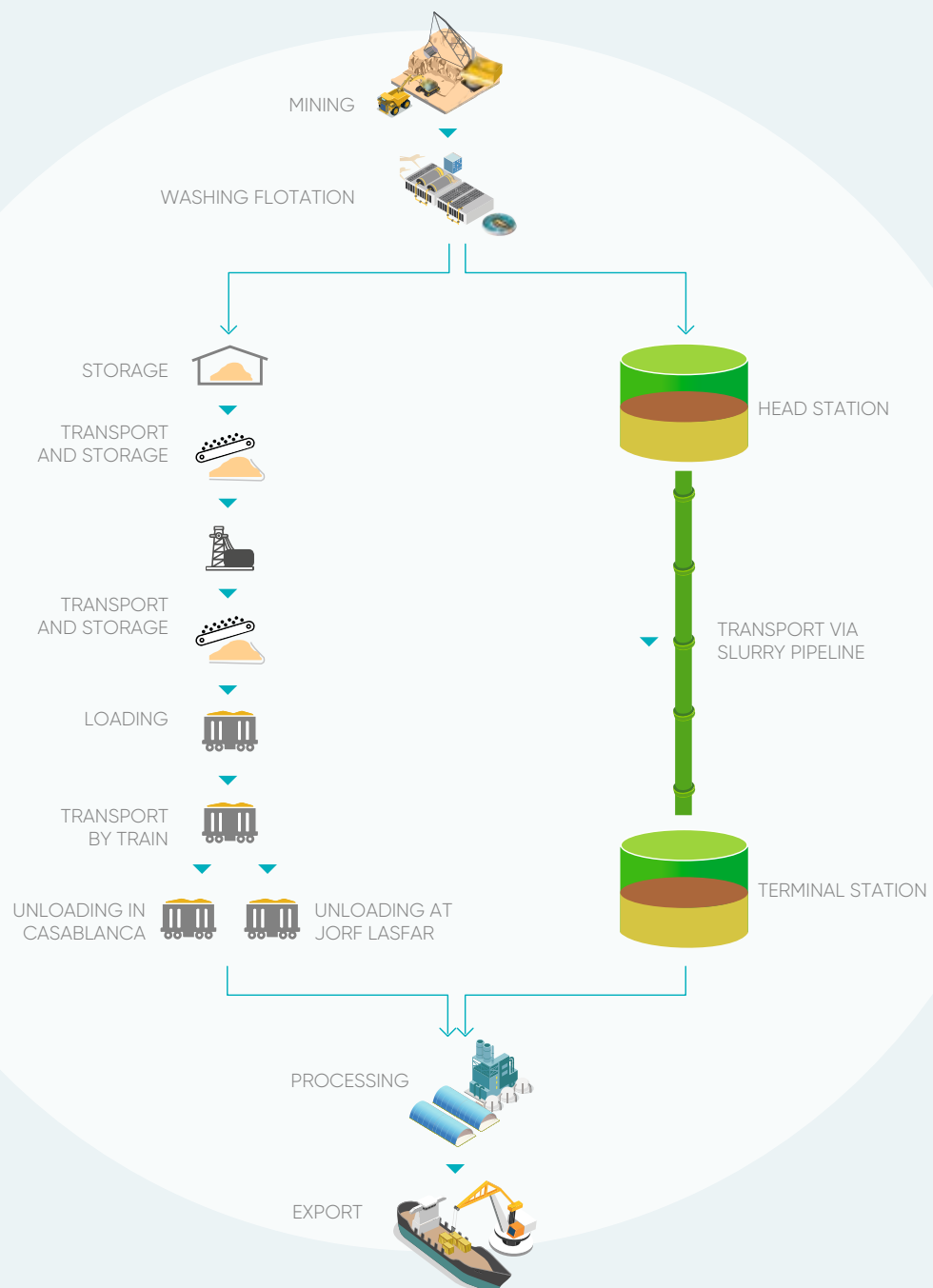
We adhere to the "Voluntary carbon offsetting" program implemented by the Mohammed VI Foundation for Environmental Protection (FM6E). OCP's financial contribution to the program is intended to offset the CO<sub>2</sub> emissions due to plane and car travel for all of its executives and staff in the context of missions related to their functions, based on estimated CO<sub>2</sub> emitted annually, on the price of DH 200 per tonne carbon and using the available emission factors adapted to the Moroccan context. The FM6E is mainly committed to carrying out or having carried out projects in the fields of energy saving or energy efficiency, renewable energy or carbon sequestration.

GRI 103-2 | GRI 103-3



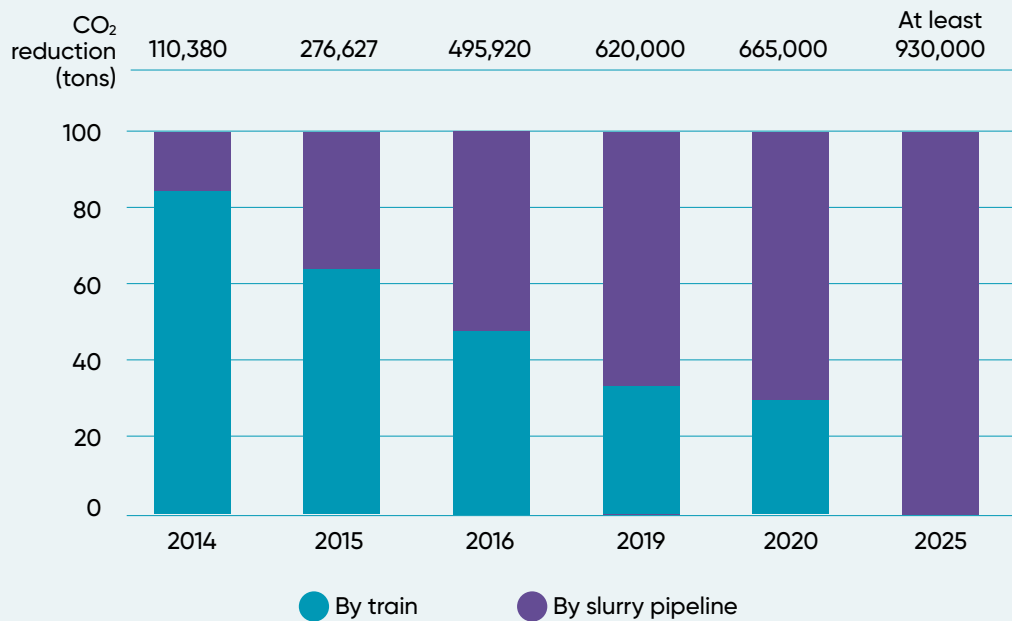
## ZOOM INTO GREEN LOGISTICS

OCP Group supply chain includes a complex web of different transportation systems. Internally, the Group uses heavy mining trucks to carry out phosphate ore from mining areas to washing plants. Once enriched, the phosphate is transported to chemical facilities or to ports for export purposes by train or by pipeline. Externally, OCP group uses bulk carriers and tankers to export its fertilizers to its clients and to import raw materials such as sulfur and ammonia. OCP Group's commitment toward a sustainable logistic is ongoing, and the first step was the implementation of a slurry pipeline between its biggest mine (Khouribga) and its biggest chemical hub (Jorf Lasfar). This new technology has allowed OCP Group to reduce train transportation by 50% that consumes fossil energy by a pipeline that uses gravity instead. The slurry pipeline enables the transport of more phosphate rock and removes all intermediary handling.





GRI 103-2 | GRI 103-3



**50%**

train transportation reduction, replacing fossil energy by gravity while transporting more phosphate rock and removing all intermediary handling.

**1/2**

processing site covered (Jorf Lasfar) – completion in Safi planned by 2030

OCP has engaged many studies that aim to use green energy wherever it may be possible: the group is studying the use of electric or hydrogen mining trucks to replace the diesel ones, and also powering trains by renewable electricity from solar farms. Last but not least, in order to serve its clients, OCP Group is paving the way for the use of ammonia as a combustible for shipping (zero CO<sub>2</sub> emitting fuel) by launching technical studies for the feasibility of this substitution.



#### MONITORING, REPORTING & VERIFICATION

OCP has been rigorously monitoring its carbon footprint since 2007. A calculation tool has been implemented in accordance with ISO 14064-1, the standard specifying requirements for organizations to quantify and report on greenhouse gas emissions. Since 2014, the carbon footprint of OCP Group is certified annually according to ISO 14064 by an approved certification body GUTcert, subsidiary of the AFNOR Group.

**-1% CO<sub>2</sub>**

emissions reduction in 2020 compared to 2019 while production rose +13%

GRI 103-2

## Adaptation: how do we adjust to actual and expected future climate?



### WATER EFFICIENCY

Facing increasing demand for fertilizers and aware of Morocco's water stress, OCP has been running a water program based on the circular economy principles to sustainably ramp up production and ensure food security. The program is based on an integrated and optimized water management and the use of non-conventional resources.

[+ Find out more here](#)



### SMART CONSUMPTION

Aware of the climate change risks on food security, OCP is developing products and services for a sustainable and resilient agriculture.

[+ Find out more here](#)

## Climate-related risks

Climate-related risks will have a financial impact on our company and all our stakeholders. We need to focus our efforts on more effective climate-related disclosures to enhance sustainable investment, credit and insurance decisions. That is why we are working to align this report with the recommendations of the TCFD (Task force on Climate related Financial Disclosures). Among the climate-related risks we are assessing are:



### PHYSICAL RISKS

#### To our customers

##### > Large impact on agriculture and food security.

As average temperatures increased over the past century, the frequency, duration and severity of droughts and floods increased, due to higher water evaporation, earlier snowmelt and precipitations falling more as rain than snow. Climate change is also occurring as floods, where periods of extreme rainfall alternate with periods of extreme heat or dryness, affecting agriculture and increasing environmental problems.

##### > Growing risk for farmers

In extreme weather conditions, farmers' productivity and economies are heavily affected, as average yields of most crops decline beyond certain maximum temperature thresholds under both irrigated and dryland production.

Between 2018 and 2019, US agriculture experienced 3 back to back seasons of flooding, leading to reduction of millions of hectares of planted areas and vulnerable crops to freezing due to late plantings and late harvests. However, better weather conditions after those three successive altered seasons, contributed to better planting and harvesting of grains, leading to an increase of fertilizer consumption. In 2019, a drought impacted wheat yields in Australia.

Although the weather was clement for Europe and South East Asia in 2019, in 2020, droughts affected Romania, Bulgaria and Ukraine (Eastern Europe) that lead to a reduction of wheat production and production yields. South-East Asia has been also going through natural disasters in 2020 known to be recurrent in the region, such as typhoons and floods which have reduced demand for fertilizers and caused some shipping delays of agricultural goods. The impact on demand hasn't been that important as these natural disasters happened in the last quarter in 2020 when South-east Asia is in its off-season.

##### > Impact on fertilizer business

Farmers' exposure to increased risks on their economies, impacts fertilizers and other crop inputs demand and can put pressure to the supply chain through higher inventories at the wholesaler and retailer levels or increased difficulties in accessing farmers, such as disruptions in US waterways levels in the last two years.

OCP is monitoring factors affecting agriculture in each region through its local representations, agronomist's teams and close relationships with its customers to understand the challenges they face and adjust its production capabilities to address farmers' needs.

[Find out more on how we mitigate these risks](#)



### To our sites

We manage weather-related risks like any other risk at both corporate and site levels mainly through risk dashboards and business continuity plans including prevention, emergency and recovery plans which are updated every year. We assess acute and chronic weather changes for physical risks to our sites:

› **Floods:** Gantour mining sites – i.e. Youssoufia and Benguérir – are located near rivers which might threaten specific areas during extreme rainfalls. Beyond our emergency and recovery measures, the main preventive answers we provide are the continuous monitoring of the pumping system efficiency and the development of dams to manage oueds' water levels in collaboration with local authorities and communities. All of our sites are increasingly facing intense precipitations events and are equipped with flooding protection measures – the level of measures depending on the infrastructures' criticality.

› **Coastal erosion:** is continually reshaping shorelines through ocean currents, tidal movements, wind and wave action. The average global sea level rise (SLR) predicted by the IPCC (up to 59 cm by 2100) will also exacerbate erosion. Among our coastal sites, our processing site of Safi – located on the cliff – is under specific scrutiny. We therefore monitor the evolution of the cliff every six months and implement a reinforcement program mainly through dikes.

› **Water scarcity:** Higher average temperatures and more extreme, less predictable, weather conditions – i.e. heat waves, droughts, rainfalls – are increasingly impacting the availability, the distribution and the quality of water in Morocco, considered as a freshwater scarcity country. OCP's mining and processing sites both rely on water; that is why we have developed a water management program hinged on water efficiency measures and non-conventional water sources – i.e. treated wastewater and desalinated seawater – that will cover 100% of our needs by 2030. As water is mainly used for irrigation in Morocco, OCP is also designing products and services to support farmers.



## 3,8%

Freshwater withdrawal from regions with High or Extremely High Baseline Water Stress (WRI Aqueduct risk atlas)

[+ Read about water scarcity-related opportunities](#)

### To our supply chain

Emergency plans have been developed by our procurement team for our main production inputs if our key suppliers face weather-related disruptions. We are also working to geographically diversify our suppliers and increase our storage capacity. We are also developing local production capacities as close as possible to farmers to minimize supply chain disruptions.



### TRANSITION RISKS

Policy and legal changes, technology costs, and potential changes in consumer behavior are potential risks we track during the transition toward a low carbon economy. We are considering the main following transitional risks:

#### > Carbon market

Our industry plays a significant role for emissions reduction regarding its potential for mitigation, experience with Monitoring, Reporting, and Verification (MRV), and environmental impacts. OCP proactively participates to the development of a mitigation framework and carbon market mechanisms for Morocco through the following steps:

1. Analysis of different GHG mitigation instruments in Morocco.
2. Design of a digitalized MRV system for guidance. The Ministry of Energy, Mines and Environment is deploying a platform hosting the MRV system.
3. Development of a regulatory and institutional framework for implementing mitigation measures based on carbon market mechanisms.
4. Establishment of baseline data and evaluation of the mitigation potential.  
A methodology for defining baselines and evaluating attenuation scenarios based on different carbon prices has been developed.

#### > Rising climate commitments from Morocco to the Paris Agreement

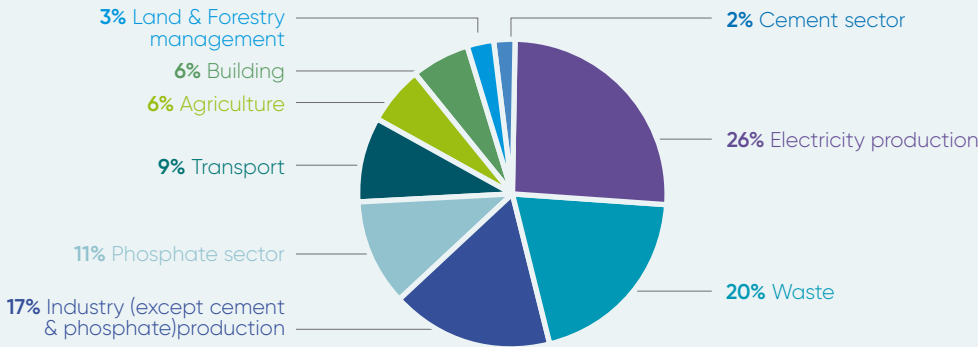
In order to honour its commitments under the Paris Agreement, Morocco submitted its first NDC (Nationally Determined Contributions) in September 2016. It includes a list of mitigation actions that should contribute to the achievement by 2030 of the national target of 42% GHG reductions compared to the business-as-usual reference scenario. These actions only concerned the energy sector.

Following the royal speech addressed to the last Climate Action Summit on September 2019, Morocco committed to enhancing its GHG reduction ambition by 2030.

In this context, the Department of the Environment of the Ministry of Energy, Mines and the Environment launched a consultation aimed, among other things, at the revision of the national commitments expressed in the NDC by integrating the mitigation actions of the sectors which were not involved in the first version, in particular the phosphate sector.

Thus, the updated NDC presents a mitigation target of 44.2% for the year 2030 compared to the reference scenario and the contribution of the phosphate sector amounts to 11% in 2030.

#### Unconditional & conditional efforts breakdown in 2030



**\$61**

million R&D total expenditures in 2020

#### > Costs to transition to lower emissions technology

Achieving carbon neutrality by 2040 is a goal we are working on. It requires significant capital expenditures to increase our Research & Development capacities as well as to purchase and roll out best-in-class technologies.

GRI 201-2 | GRI 103-2

## Climate-related opportunities

Efforts to mitigate and adapt to climate change also produce opportunities for us from resource efficiency and cost savings to the development of new products and services and access to new markets.



### REDUCE OPERATING COSTS

**Resource efficiency:** Our challenge is to meet growing consumption needs while using a minimum of resources to preserve our reserves and optimize costs to guarantee food security. That is why we developed a circular economy framework to optimize the products life cycle footprint – from their design to their end of life.

[+ Find out more](#)

**Energy sources:** OCP has developed an Energy Program with the goal of diversifying its energy mix, achieving self-sufficiency and reducing annual energy costs. The program is based on energy efficiency measures, development of cogeneration capacity and increased use of renewable energy.

[+ Find out more](#)



### DEVELOP CLIMATE SMART PRODUCTS & SERVICES

Changing climate, from warming temperatures to changes in precipitation, is increasingly impacting the way plants grow all around the world. Agriculture contributes to around 20% of greenhouse gas (GHG) emissions – through intensive farming leading to soil erosion & loss of biodiversity, expansion of arable lands leading to deforestation. To provide farmers with sustainable answers to natural resources depletion and increasing regulations, we are continuously improving our product and service offers towards a smart agriculture embedding the 4R's nutrient stewardship framework – Right fertilizer, Right rate, Right time, Right place – which is structured around:

1



Providing farmers with local infrastructures such as blending and storage facilities and minimize supply chain disruption due to weather.

[+ Find out more](#)

2



Developing customized products adapted to the evolution of the soil-crop-environment system to seize opportunities for climate-smart products.

[+ Find out more](#)

3



Designing digital tools to enable farmers to make the right decisions.

[+ Find out more](#)

4



Supporting farmers with customized financing solutions and insurance (i.e. rainfall deficit) acting as a facilitator and providing banks and insurers with yield and payback guarantee through smart inputs and training for farmers as well as access to market.

[+ Find out more](#)

### GOVERNANCE AROUND CLIMATE-RELATED RISKS & OPPORTUNITIES

Risk management is governed by our Board and our Audit and Risk Committee, who oversees our Risk Management Team in understanding the principal risks to our business, including environmental and climate-related risks. Responsibility and accountability for risk management is embedded in all levels of our organization, and we are working to further integrate risk management into key decision-making processes and strategy.

[+ Find out more](#)

The Sustainability platform coordinates our sustainability management, including climate-related issues.

[+ Find out more](#)



## Our goals

World first phosphates specific methodology enabling Moroccan carbon market development

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

100% of OCP's energy needs covered with clean energy (both cogeneration & renewable energy) by 2030

50% reduction from 2014 in the carbon footprint by 2030

Achieve carbon neutrality by 2040

## Where we stand in 2020



Achieved



**89%** of our energy needs covered with clean energies

**- 6%** carbon intensity (T CO<sub>2</sub>/M\$) compared to 2019

**3,5 million t** CO<sub>2</sub> eq total GHG emissions







GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 305-7 | RT-CH-120a.1 | EM-MM-120a.1

## EMISSIONS MANAGEMENT

Unit : Tonnes/year

	2018	2019	2020
SO <sub>2</sub> <sup>1</sup>	57024	49280	46451
HF	1131	649	151
Dust	2155	3401 <sup>2</sup>	2257 <sup>2</sup>
NH <sub>3</sub>	996	976	390
NO <sub>x</sub>	1200	1016	873

(1) SO<sub>3</sub> is very low in our air emissions.(2) Excluding drying operations in Phosboucraa. The 2018 data didn't include Safi since data were not available.  
OCP Group doesn't emit VOC (Volatile organic compounds) & Chemical Oxygen Demand

OCP has been committed to reducing its air emissions for many years to reduce environmental and human health impacts on the one hand, and to optimize production costs on the other hand. Facing significant emissions such as sulfur dioxide emissions, fluorine, ammoniac, hydrogen sulfur, and particulate matters (dust), our management approach is structured around prevention and mitigation leverages:

› **Technological improvements:** for producing sulfuric acid which has gone from simple absorption, double absorption to the SULFACID system, which has made it possible to drastically reduce the emission level

› **Continuous monitoring** coupled with atmospheric dispersion models allowing immediate or preventive corrective measures and in particular trade-offs depending on the level of production.



GRI 103-2 | GRI 103-3

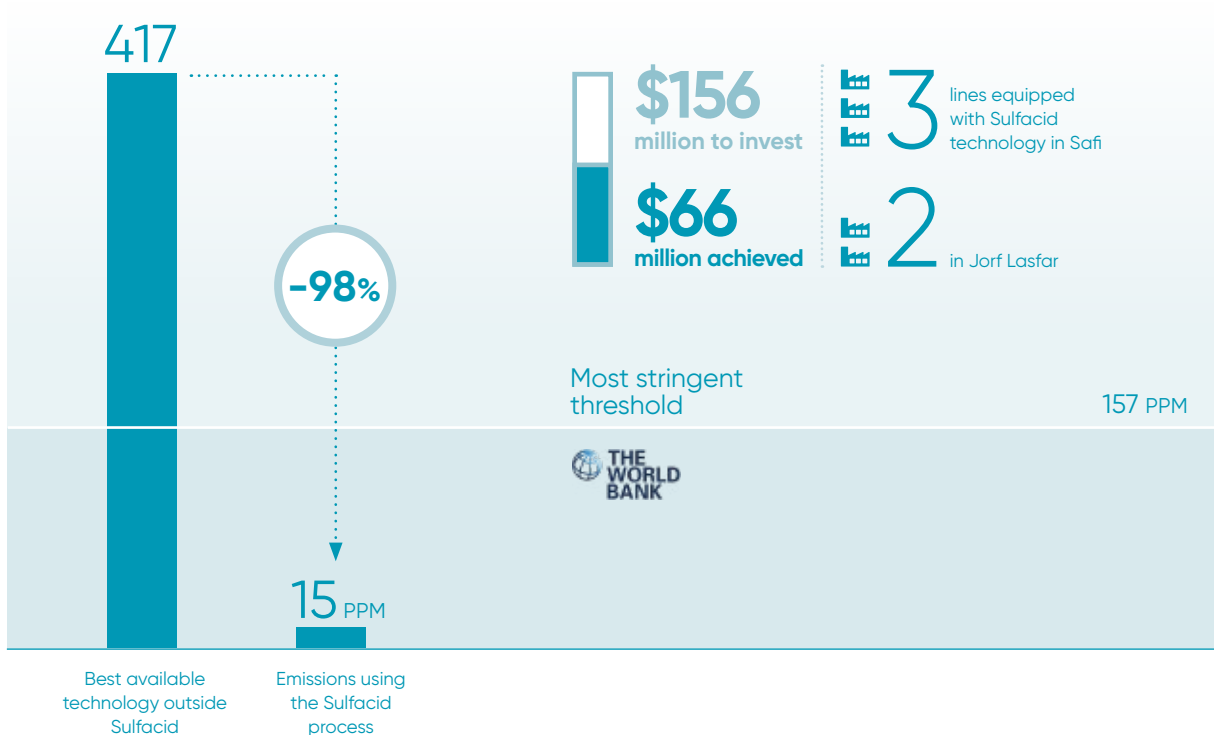
## SULFUR DIOXIDE EMISSIONS

- Activities:** sulfuric acid production
- Industrial sites:** Safi & Jorf Lasfar processing platforms

### Sulfacid technology

Designed by OCP Group together with a specialized partner, the technology allows to reduce SO<sub>2</sub> emissions by up to 98%, and achieves emissions 10 times lower than the World Bank's threshold.

**6%** reduction of SO<sub>2</sub> emissions in 2020 compared to 2019, mainly due to the commissioning of SULFACID on the 3 sulfuric acid production lines in Safi. This made it possible to reduce the SO<sub>2</sub> pollutant load of Safi by 33%; but this decrease was mitigated by the failure of one of our lines in Jorf Lasfar.



### Air quality monitoring stations

Air quality continuous monitoring stations are operational. The sulfuric acid units are controlled by operating scenarios depending on weather conditions. These scenarios can vary from production reduction to shut down.

### Plum'air solution

Plum'air is a real-time and forecast atmospheric emissions dispersion modelling system operational in all processing sites. This system is equipped with the latest technologies in terms of emission control and air quality (automatic notifications, reporting, scenario simulation, monitoring of accidental events, etc.). The solution also allows the Jorf Lasfar site to model the dispersion of emissions in the workplace (3D).

## Highlights 2020

**Ongoing**

Industrial tests for further solutions to reduce SO<sub>2</sub> emissions

**Ongoing**

Scaling up Sulfacid technology on 4 sulfuric acid production units on the Jorf Lasfar platform

## Key figure

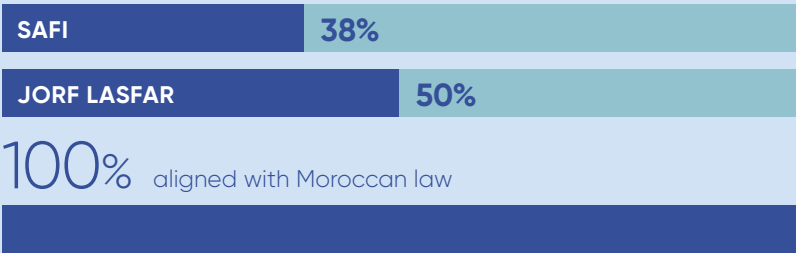
**100%**

of chimneys have online SO<sub>2</sub> analyzers

**5**

air monitoring stations  
2 in Safi and 3 in Jorf Lasfar

Production lines aligned with the World Bank threshold (< 450 mg/Nm3):



# Our goals

6/6 production lines equipped with the Sulfacid technology in Jorf Lasfar by 2025

86% and 46% reduction of sulfur dioxide annual pollutant load respectively in Safi and Jorf Lasfar by 2025 compared to 2018

Reduce its global SO2 polluting load by 50% in 2025 compared to 2018

Align 100% of the production lines with the World Bank threshold by 2028

# Where we stand in 2020

2/6 lines

18% for Safi and 21% for Jorf Lasfar

19%

38% aligned in Safi & 50% aligned in Jorf Lasfar



GRI 103-2 | GRI 103-3

## FLUORIDE GAS

- Activities:** phosphoric acid and fertilizer production
- Industrial sites:** Jorf Lasfar and Safi processing platforms

> **Emissions monitoring system** through measurement campaign led by third parties, online analyzers on each chimney

### > Gas washing technology:

- 8 phosphoric acid production lines in Safi equipped in 2020 with the fluorinated gas washing system with Hydrogen fluoride emissions falling below 5 mg / Nm<sup>3</sup>, the strictest threshold at the international scale.
- 1 new technique in industrial tests, launched in 2020 to further eliminate odors from fluorinated gases at Safi.

# 77%

Fluoride gas annual pollutant load reduction in 2020 compared to 2019 mainly due to the generalization of the fluorinated gas scrubbing system on all phosphoric acid production lines in Safi.

100% production lines aligned with the World Bank threshold (<5mg/Nm<sup>3</sup>) and the Moroccan law

## Our goals

80% reduction compared to 2018 of fluoride gas emissions by 2021

## Where we stand in 2020

87% ✓



## AMMONIA

- Activities:** nitrogen-based fertilizer production
- Industrial sites:** Jorf Lasfar processing platform

> **Emissions monitoring system** through online analyzers on each chimney; and a network of online NH<sub>3</sub> sensors at the workplace level.

### > Plum'air solution

# 60%

reduction in 2020 compared to 2019, mainly due to the operational control of emissions at the level of the fertilizer units in Jorf Lasfar

100% chimneys below 50 mg/Nm<sup>3</sup> aligned with the World Bank threshold

## Our goals

Align the 3 new production lines planned with the World Bank threshold

## Where we stand in 2020

Ongoing







## HYDROGEN SULFUR

-  **Activities:** sulfur melting and phosphoric acid pre-treatment
-  **Industrial sites:** Safi & Jorf Lasfar processing platforms

- › Hydrogen sulfide gas washing unit for new sulfur melting in Jorf Lasfar
- › Hydrogen sulfide gas washing system for all phosphoric acid pre-treatment units
- › Plum'air solution

Expected to be completed by the end of 2021, we have been working in 2020 on our construction projects for washing units for hydrogen sulfide gases. These projects include the installation and commissioning of on-line gas analyzers hydrogen sulfide on all chimneys.

## PARTICULATE MATTER (DUST)

-  **Activities:** phosphate drying and calcination units, dry phosphate grinding units, fertilizer production units, MCP / DCP units.
-  **Industrial sites:** all sites

# 34%

reduction in 2020 compared to 2019, mainly due to operational control of emissions at the fertilizer unit level in Jorf Lasfar

- › Monitoring measures through stations, measurement campaign led by third parties, and online analyzers on each chimney
- › Plum'air solution
- › Progressive shutdown of old phosphate drying units
- › Filters equipment for all dry phosphate grinding units
- › Electrofilters at the calcination unit and bag filters at the phosphate drying units

## Our goals

# 100%

of our lines aligned with the World Bank threshold by 2025

## Where we stand in 2020

# 87%

of our lines aligned - Projects to be launched in 2021 to clean up dust in TSP (Triple Super Phosphate) production at SAFI and study the reduction of dust in mining sites.



GRI 102-48 | GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 302-1 | RT-CH-130a.1 | EM-MM-130a.1

## DEVELOPING RENEWABLE ENERGY AND ENERGY EFFICIENCY

### Primary material topic

		2018	2019	2020
Total Energy consumption within the organization from non-renewable sources	Industrial fuel 2	9 963,68	10584,24	9631,32
	Diesel	2 575,29	2726,35	2360,75
	Natural gas	1 215,25	1200,53	1197,30
	Purchased electricity from National Grid	4 518,93	2615,70	2626,27
	<b>Total (TJ)</b>	<b>18273,15</b>	<b>17126,82</b>	<b>15815,63</b>
Total energy consumption within the organization from clean sources	Wind From PPA	846,04	2022,3	1705,78
	Self-generated clean electricity	7 471,80	9 556,75	10 144,30
	<b>Total (TJ)</b>	<b>8 317,84</b>	<b>11 579,05</b>	<b>11 850,08</b>
Total energy consumption	<b>Total (TJ)</b>	<b>26590,99</b>	<b>28705,86</b>	<b>27665,71</b>
Total energy production	Electricity auto consumed	7 471,80	9 556,75	10 144,30
	Electricity sold	182,95	624,05	1011,54
	<b>Total (TJ)</b>	<b>7654,75</b>	<b>10180,80</b>	<b>11155,85</b>

Decoupling our production from our environmental footprint is the heart of our circular economy framework to meet the exponential needs of fertilizers in the decades to come. The Energy program is based on the following strategic pillars:

### ENERGY EFFICIENCY

Reducing our consumption



### CLEAN ENERGY

Increasing renewable energies & cogeneration





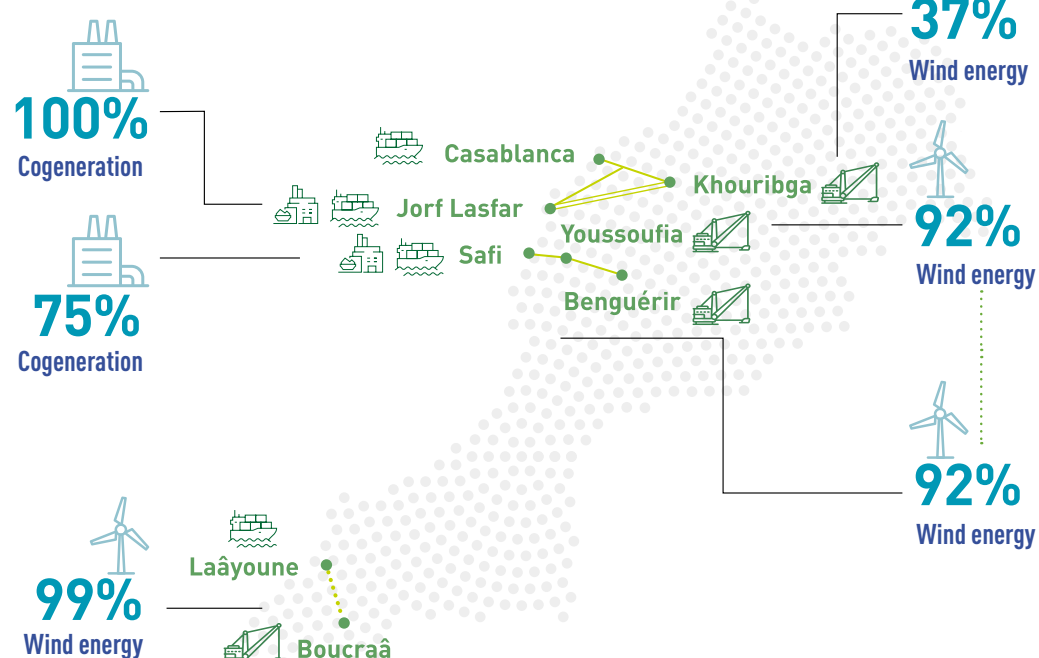
## INCREASING OUR ENERGY EFFICIENCY

Real-time energy management and smart energy automation ensure the continuous improvement of our energy consumption. Energy efficiency is also considered at the early stages of each industrial projects aligned with the eco-design spirit we have in everything we do.

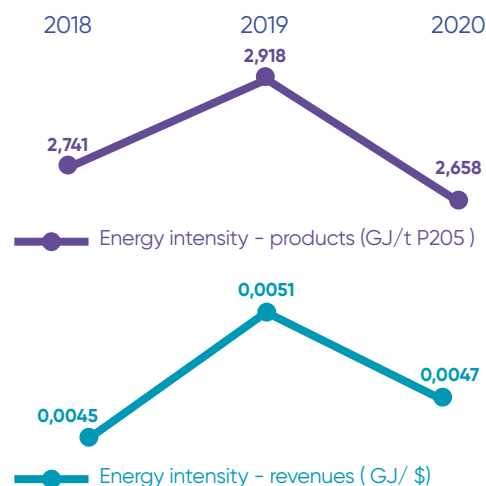
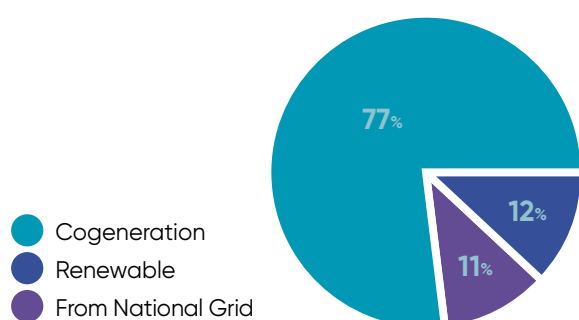
In 2020, a pilot study for a digital energy optimization system for the Group Energy control room has been carried out. All our processing sites are in the process of getting certified ISO 50001 on energy management and all our industrial sites are already certified Protect & Sustain aligned with ISO 50001 certification requirements.



## DEVELOPING CLEAN ENERGIES



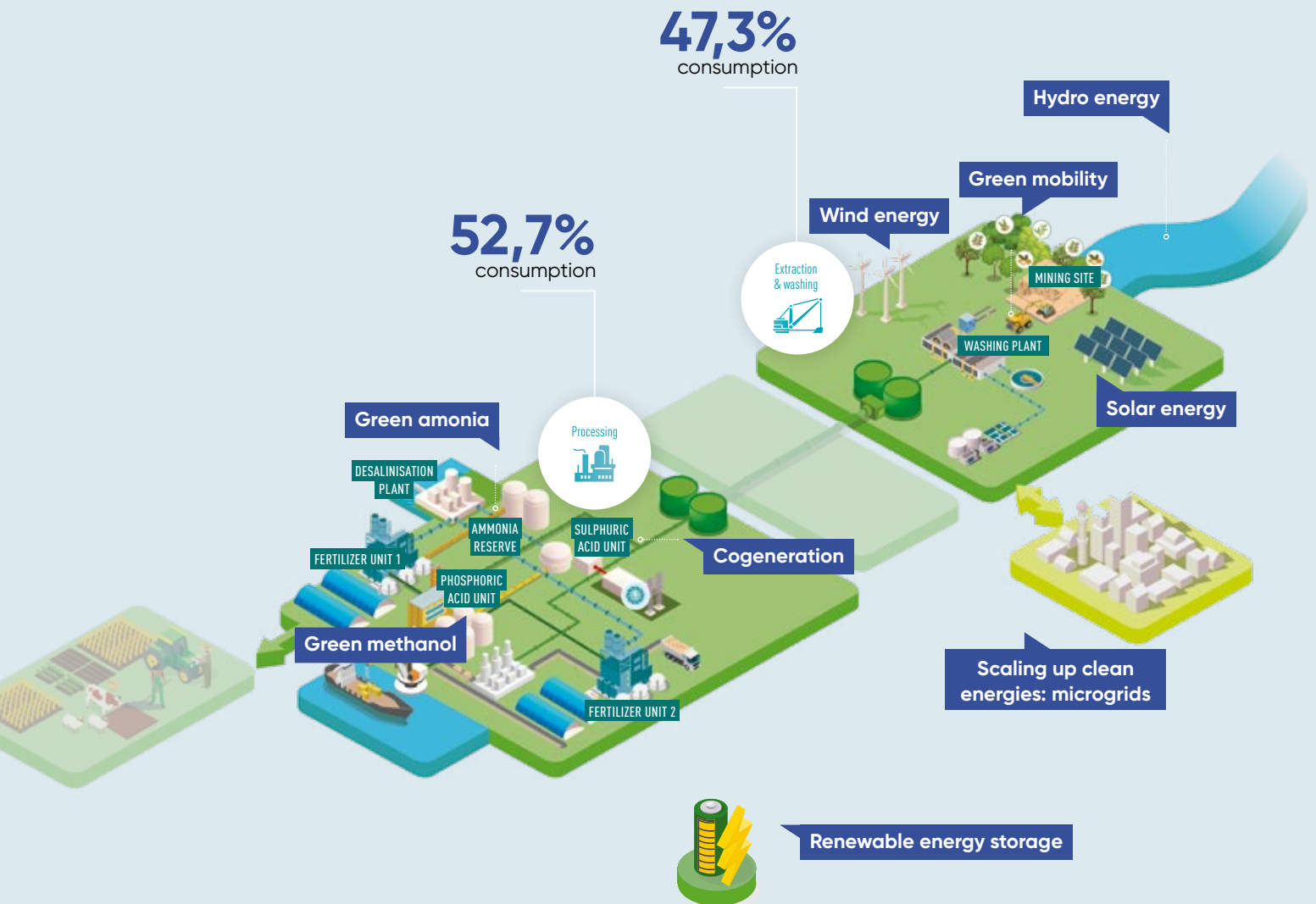
Electricity mix 2020:





GRI 103-2

## Energy footprint: our areas of focus



### Development of cogeneration capacity

Recovering waste heat released during the sulfuric acid production within our processing sites to produce electrical energy.

### Wind energy

Power Purchase Agreements (PPAs) are still being implemented in 2020 to supply wind power to our sites.

### Key figure

**463 M\$**

to be invested over the next 10 years to develop its cogeneration capacities.

## Solar energy

➤ **Solar mapping of the OCP group sites:** high resolution solar mapping development for OCP sites – mainly Safi, Jorf lasfar and Phosboucraa. Calibrated by measurement data on the ground at site level, the study will make it possible to rationally and quantitatively determine the potential of the sites' solar deposits (annual yield), suitable locations for the installation of solar power plants, or to thoroughly assess their profitability. This data-driven project will boost the promotion of OCP Group's solar roadmap.

➤ **Solar smart and development of prediction Model:** Solar monitoring to develop a proactive and predictive advanced anomaly detection system based on artificial intelligence to implement it within the future Benguerir solar power plant. This solution will increase the efficiency and availability of the solar power plant as well as the reduction of operation and maintenance cost, therefore minimizing the cost per kWh of solar energy produced. From an environmental point of view, increasing the availability of the power plant through the rapid detection of breakdowns makes it possible to minimize access to conventional energy sources as much as possible and therefore reduce our carbon footprint.

➤ **Solar desalination:** study and installation of two solar desalination systems for brackish water in Phosboucraa. The objective is to validate the potential of solar desalination as an alternative solution with low cost and environmental impact, to cope with water stress in landlocked regions with brackish underground resources. The outcome of this work can possibly be exploited at different scales for industrial, agricultural or domestic applications.

.....

**THE GREEN ENERGY PARK (GEP)** is one of the pillars of innovation and R&D of the OCP Group for the development of new green energy solutions.

[+ Find out more](#)

.....

## Key figure

# 1 M\$

(10 MMAD) will approximatively be invested in these solar energy studies



## Hydro energy

Recovery from raw water supplies. This involves carrying out studies and simulations on the potential of hydraulic energy to be recovered from the deposits present in the OCP sites. The project will focus the raw water supply lines of the dam supplying the two mining sites Gantour and Khouribga, in order to exploit the potential energy deposit as well as the various simulations on the potential technologies to be deployed in the field of hydraulics and hydromechanics. The installations targeted are the Central Morocco adduction in Khouribga and the Al Massira adduction in Gantour – both featuring hydraulic energy potential to be studied and simulated to seize the opportunity to exploit their energy deposit.

# \$ 116k

(1 MMAD) invested in 2020

## Hybrid Green Ammonia

The first phase of the project, consists of carrying out a study that will assess the technical-economic feasibility and the conceptual engineering of a new integrated platform for the production of green ammonia while improving via a new technology the recovery and use of oxygen for the production of sulfuric acid. This study also relates to the use of excess

## GRI 103-2

clean energy resulting from the cogeneration of the Group's industrial facilities at its Jorf Lasfar site and on a mix of clean renewable energies, which might be developed to feed the hybrid green ammonia plant.

### Green ammonia

Project with Fraunhofer Institute for Microstructure of Materials and Systems. Green hydrogen, obtained by electrolysis of water using electricity produced from renewable energy sources, can be transformed into many products for the fertilizer production. Green ammonia, composed of green hydrogen and nitrogen, can be used, among other things, as a raw material for producing fertilizers – while ammonia production accounts for more than 1% of global CO<sub>2</sub> emissions. Designed by OCP Group together with the Fraunhofer Institute and GEP, the construction the green ammonia production at Jorf Lasfar with a capacity of 4t / day (4 MW electrolysis) has started late 2020 for a completion period of 18 months.

### Green methanol

As well as carbon capture and valorisation projects are still under development.

### Green mobility

To study the possibility of migrating OCP group mining trucks as part of green mobility, thereby significantly reducing the group's carbon footprint. The study will also define the best renewable energy mix to supply these trucks (with electricity or hydrogen) as well as the expected final impact on the reduction of greenhouse gas emissions. Also, OCP is launching studies and a pilot to replace the personnel transport buses with green mobility.

## \$ 302k

(2,6 MMAD) invested in 2020

### Tackling the renewable energy storage challenge

Intermittency is increasingly becoming a key subject to address with rising renewable energy input in order to allow stability and continuity of the electrical energy supply. In this context, the study will focus on the characterization of electrochemical storage solutions with the different solutions that exist on the market and their compatibility with the different scenarios for the case of the OCP group sites as well as the development of a basis for sizing battery storage.

## \$ 154k

(1,4 MMAD) invested in 2020

► **Stemphos project:** We have further worked in 2020 with Prayon – a world leader in the phosphate sector which manufactures an extensive range of phosphate and fluorine products that are used in food applications, industrial applications, fertilizers and other applications such as pharmaceuticals to develop phosphate-based materials with UM6P to improve and scale up thermal energy storage solution.

A pilot for thermal storage will soon be launched with Prayon in order to test the developed products in a bigger scale.



### Scaling up clean energy

Study on micro-grids for application in isolated agglomerations. Indeed, more than 600 million people in Africa do not have access to electricity and the situation is more critical in rural areas where electrification and connection to networks present several constraints. The objective is to study micro-grids as a solution to strengthen electrification in isolated areas by relying on hybrid solutions (photovoltaic and diesel group for example) and on the storage of electricity in batteries

## \$ 211k

(1,9 MMAD) invested in 2020



## Key figures

# \$24 millions

invested in Research & Development related to energy.

# 25%

of the Moroccan  
clean energy  
produced by OCP

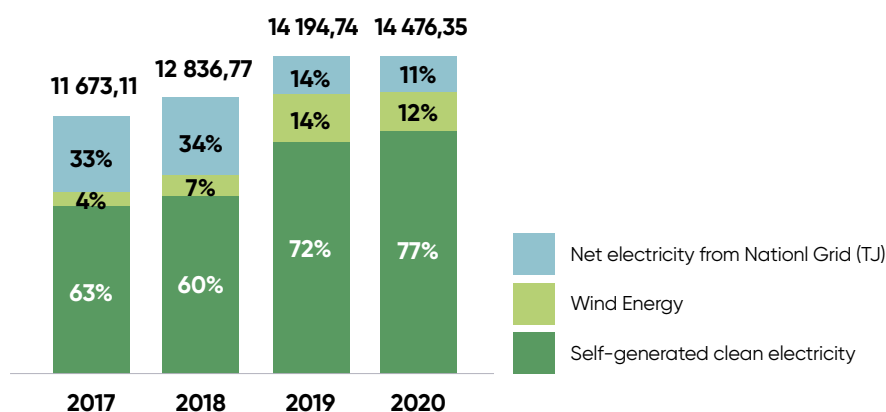
OCP's energy needs covered with clean energy  
(both cogeneration & renewable energy)



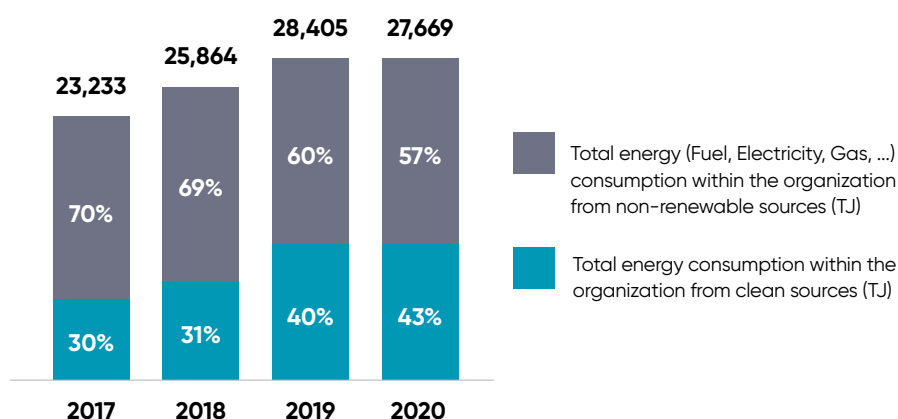
# 2,5 MT

CO<sub>2</sub> eq avoided  
in 2020 thanks to clean energy

### 89% of electricity consumption from clean sources



### 43% of energy consumption from clean sources in 2020



## Our goals

7 AFFORDABLE AND  
CLEAN ENERGY12 RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION13 CLIMATE  
ACTION

### Long term

10% energy efficiency  
by 2030 compared to  
a 2018 baseline

100% OCP's energy  
needs covered with  
clean energy by 2030

### Interim

100% of our processing sites certified ISO  
50001

Real time monitoring by 2022 of our energy  
consumption through dedicated digital  
control room

90 % of electricity need covered by  
cogeneration and renewable energy by 2021

Launch first pilot installation for solar drying  
avoiding Carbon emissions – PoC

Boost the energy research ecosystem with  
GEP – Green energy park

100% of the OCP fleet in green (mining  
equipment & personal transport) by 2030

Pilot unit for green ammonia pro-duction  
using renewable energy by 2022

### Where we stand in 2020

Ongoing

1M\$ invested

89% of electricity need  
covered

11 M\$ invested

8,5 M\$ invested & 10  
research projects launched

\$ 300k invested

200 M\$ invested



GRI 103-3 | GRI 303-3 | RT-CH-140a.1 | EM-MM-140a.1

## WATER MANAGEMENT

### Primary material topic

			2018	2019	2020
Water withdrawal	Water withdrawal from all areas	Total Megaliters (Ml)	1 494 420	1 573 090	1 608 826
	Surface water	Freshwater	75 150	80 807	82 827
		Other water	-	-	-
		Total (Ml)	75 150	80 807	82 827
	Groundwater	Freshwater	3 550	2 023	301
		Other water	-	-	-
		Total (Ml)	3 550	2 023	301
	Seawater	Freshwater	25 950	27 550	28 266
		Other water	1 382 900	1 454 880	1 488 356
		Total (Ml)	1 408 850	1 482 430	1 516 622
	Third-party water	Freshwater	-	-	-
		Other water	6 870	7 830	9 076
		Total (Ml)	6 870	7 830	9 076
	Water withdrawal from areas with water stress	Total Megaliters (Ml)	66 020	71 153	69 843
	Surface water	Freshwater	55 600	61 300	60 467
		Other water	-	-	-
		Total (Ml)	55 600	61 300	60 467
	Groundwater	Freshwater	3 550	2 023	301
		Other water	-	-	-
		Total (Ml)	3 550	2 023	301
Third-party water	Freshwater	-	-	-	
	Other water	6 870	7 830	9 076	
	Total (Ml)	6 870	7 830	9 076	

We use the WRI (World Resources Institute) Aqueduct risk atlas tool to define areas of high or extremely high baseline water stress. Freshwater:  $\leq 1,000$  mg/L Total Dissolved Solids



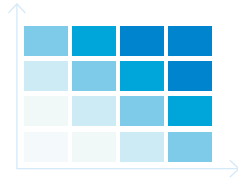


GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 303-1 | RT-CH-140a.3

### WATER STRESS RISK ASSESSMENT

Considering Morocco's water stress and increasing demand for fertilizers, OCP has developed a water program based on the circular economy principles to sustainably ramp up production with one objective: food security.

This program hinges on a thorough water scarcity risk assessment that is regularly reviewed and reinforced. This assessment is structured around the main following steps:



- Identify water supply risks
- Assess the impact of risks and control measures
- Define a mitigation plan for the most critical risks

We are refining our analysis by geographical zone – north, central and south axis of the country – and integrate the national water policy to create sustainable ecosystem.

### WATER RISK MANAGEMENT

Leveraging our continuous risk assessment process, we are working on a two-pronged water mitigation program:



#### Water efficiency

Reducing our consumption



#### Non-conventional water

Using treated wastewater and desalinated seawater



#### ➤ Water efficiency

OCP Group has continued innovation and R&D projects and improved its management system to reduce the consumption volume. Among the key flagship innovation is the slurry pipeline, which transports washed phosphate to the main processing platform. It has already resulted in a saving of nearly 3 million m<sup>3</sup> of water and is expected to be extended to Safi-Gantour by 2030.

		2016	2017	2018	2019	2020
<b>Water intensity</b> (Total freshwater)	m <sup>3</sup> /Equi. P205	14,4	11,5	11,5	12,0	11,5
	m <sup>3</sup> /k\$	24,6	21,3	18,8	21,0	20,3
<b>Conventional water intensity</b> (surface and ground freshwater)	m <sup>3</sup> /Equi. P205	12,4	8,1	8,1	8,4	8,0
	m <sup>3</sup> /k\$	21,3	14,9	13,2	14,7	14,0



> Non-conventional water



Desalination



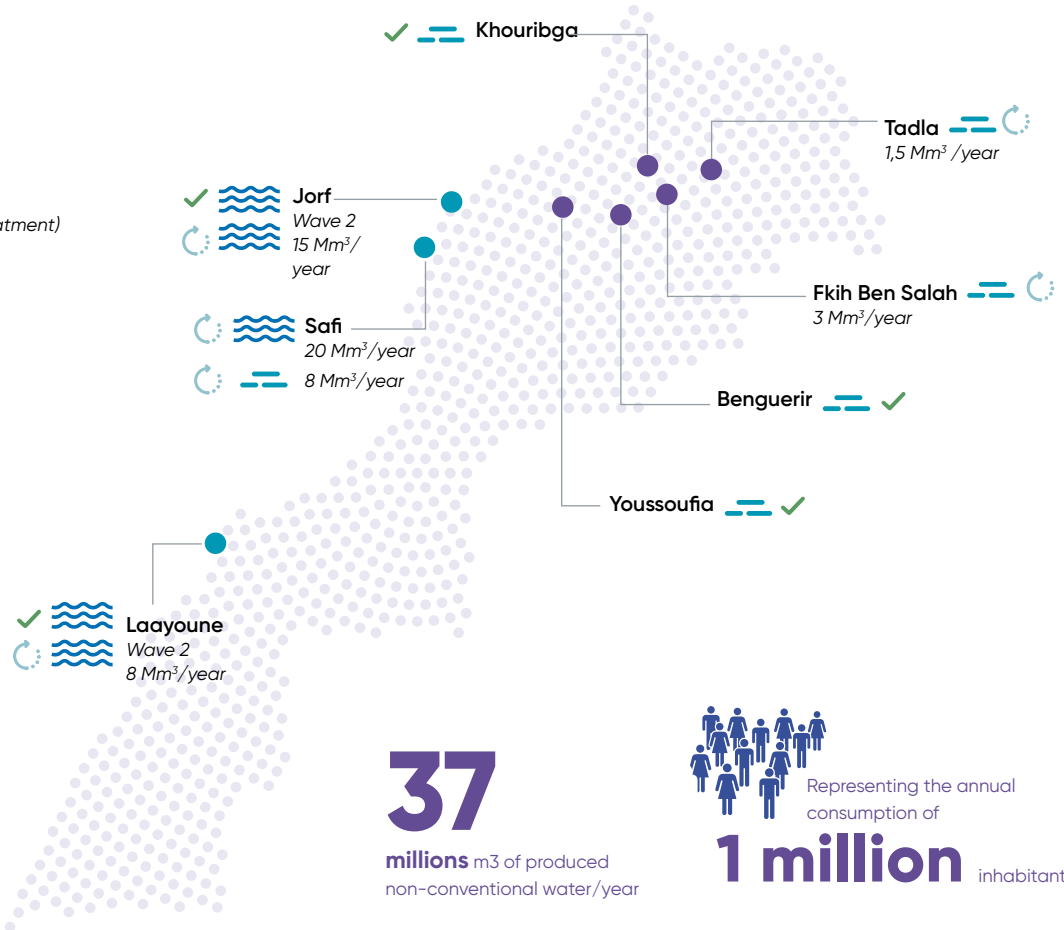
STEP  
(waste water treatment)



Done



Ongoing



Mining

**33%**

Consumption mainly through  
our phosphate washing plants –  
covered by treated wastewater



Transport

**0%**

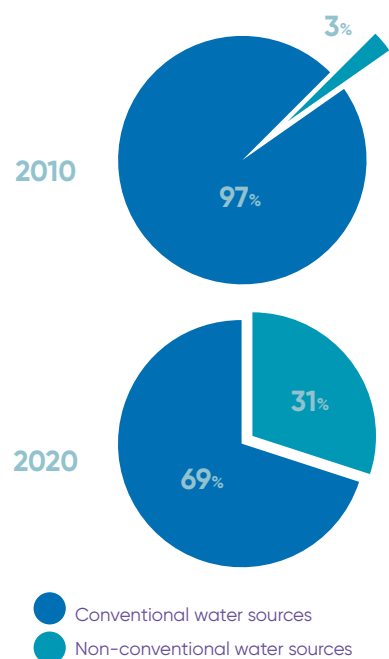
Consumption – slurry pipeline allows to  
save 1,5 Mm³ compared to conventional  
railway transportation – and will be  
completed in Safi by 2030



Processing

**67%**

Consumption mainly through our industrial  
processing plants (Phosphoric Acid Plants,  
Sulfuric Acid Plants, and fertilizers). 35% are  
covered by desalinated water.



## OUR PARTICIPATION TO MULTI-STAKEHOLDERS & INDUSTRY INITIATIVES

Solutions for water stress need collective mobilization and synergies; that is why we are part of national and international dialogues.

OCP Group participates in the ministerial water committee responsible for defining the "National Water Plan" on which will be based the national water policy for the next 30 years from 2020 to 2050. As a major industrial actor, we participate in this committee to share and adapt our water program to fit the needs of our country. We are also part of the Moroccan Coalition for Water (COALMA) which is a non-profit association which aims at strengthening exchange and sharing between public and private sectors as well as non-governmental organizations and academic institutions to ensure the sustainable management of water resources. Boosting the Moroccan expertise at African and international scale, COALMA is elected in the World Water Council's board of Governors for the 2019-2021 period and values South-South partnerships.

## IMPROVING ACCESS TO WATER

We are continuously working to provide local communities with access to drinking water:



Wells installation in villages near our production sites: 36 wells dug in Gantour in collaboration with associations



**1.** Identification of village groups and local associations to encourage local ownership



**2.** Identification of the digging point in partnership with local authorities and douars' residents



**3.** Commitment of the association on the management and maintenance of wells



**4.** Local excavation and business equipment



**5.** Training of local associations and young people to manage and maintain wells



Connection to OCP's water: 30,000 inhabitants served thanks to the installation of 35,000 linear meters of water pipe in Fkih Bensaleh and 2 treatment stations



## Our goals

Implement 2 Wastewater treatment plants at Safi & Fkih Ben Salah towns by 2022 (additional capacity of 10 Million m<sup>3</sup>/year recovered from urban wastewater)

Recover 90% of Water used in Phosphate Washing Plants

90% reduction of water used for watering mine runways leveraging on cutting edge runways treatment technology and saving 2 Million m<sup>3</sup>

- 15% water specific consumption\* reduction on mining by 2024 compared to 2019 level
- 5% water specific consumption reduction on processing by 2024 compared to 2019 level

100% water needs covered by non-conventional sources by 2030

## Where we stand in 2020

Projects are on track, during 2020, plants designs were finalized – Start of production planned for 2022.

Implementation of sludge filtration technology on MEA (Mrah El Ahrach) whashing plant during 2020, full scale up over the other plants is planned by 2022.

2 sites have been implementing the treatment technology on the runways with an approved result. The solution is to be generalized on other runways during the coming years.

- Mining: Pilot project for sludge filtration and mine runways treatment are approved, and scale up is on going for the other sites
- Processing: 1.5% reduction on specific consumption

31% water needs covered by unconventional water

6 CLEAN WATER AND SANITATION



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION

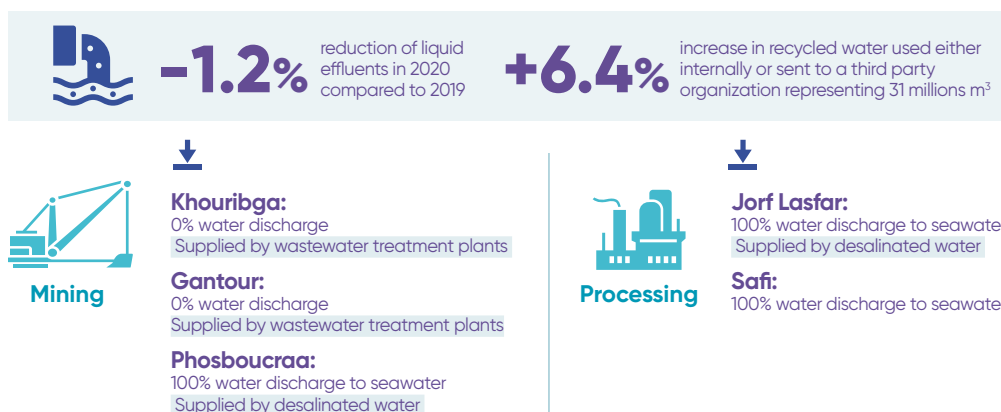


\*Water volume needed to produce one tonne of product.

## EFFLUENTS MANAGEMENT

Resulting from our activities, effluents (i.e. liquid discharge) impact the water quality of those living around us while Morocco is a country facing water stress. The most significant effluents we are responsible for are located on the maritime coast (Safi, Jorf Lasfar and Laâyoune) and discharged into the Atlantic Ocean. The other sites (Khouribga & Gantour) do not have industrial liquid effluents. Industrial effluents are mainly:

- Cooling seawater
- Sea water for phosphogypsum removal
- Water from the phosphate washing plants (only in Laâyoune)



We are continuously improving our existing prevention and remediation measures :

- Monitoring of effluent quality by internal and external resources. All internal laboratories for measuring liquid effluents are accredited according to the international standard ISO 17025
- Prevention of accidental spill thanks to retention basins for all chemical stocks, enabling collection and recycling if necessary
- Monitoring by third parties periodically achieved to ensure the quality of receiving environments such as sea water and ground water
- Environmental assessment studies focused on the impact on flora and fauna periodically renewed by specialized, leading international organizations expert
- Continuous improvement process as part of our Environmental Management System certified ISO14001 (2015)

# 1.2

billion

MAD invested in Jorf Lasfar for the development of emissaries which allows for a better dispersion of liquid effluents reducing impact on the marine environment and ensuring a seawater quality around the emissary in accordance with internationally recognized standards.

### MONITORING WATER QUALITY:

We want to tackle both direct and indirect impacts of our activities and precisely measure the efficiency of our solutions; that is why we progressed in 2020 in our study focused on the impacts of our processing sites' effluents on marine environment. Situational analysis of the Safi and Jorf coasts, based on the literature review and the data available, was carried out. Other complementary missions to the study are planned for 2021,

including the identification of new avenues and recommendations for environmental improvement.

In 2020, we also carried out an international regulatory watch and diagnosis of OCP Group's liquid effluents in Safi, Jorf and Laâyoune to prepare a compliance program. Drones are now helping us in Jorf Lasfar to monitor the quality of the marine environment.

### TURNING PHOSPHOGYPSUM INTO HIGH-ADDED VALUE PRODUCTS :

A study has been carried out on the storage of phosphogypsum to transform it into valuable input in agriculture, construction and road industry. We looked thoroughly to every step

necessary to ensure a safe and sustainable storage from state of play, engineering, identification of materials, environmental and safety requirements to site mapping.

[+ Find out more here](#)



## Our goals

Conduct development plans as to ensure 100% compliance in dispersion of liquid effluents as outlined by national and international regulations (IFC-WB for discharges and WHO for the quality of natural environments)

Transition from phosphogypsum (PG) dispersion into the marine environment to storage, in order to develop PG as a coproduct :

100% phosphogypsum storage in all processing platforms (Jorf Lasfar and Safi) by 2028

Enhanced monitoring of the impact on the marine environment by setting up online measurement means, continuous dispersion supervision models, forecasting systems according to sea conditions and periodic studies of environmental assessment, based on a field diagnosis.

Reach Zero effluents coming from any form of freshwater by 2028.

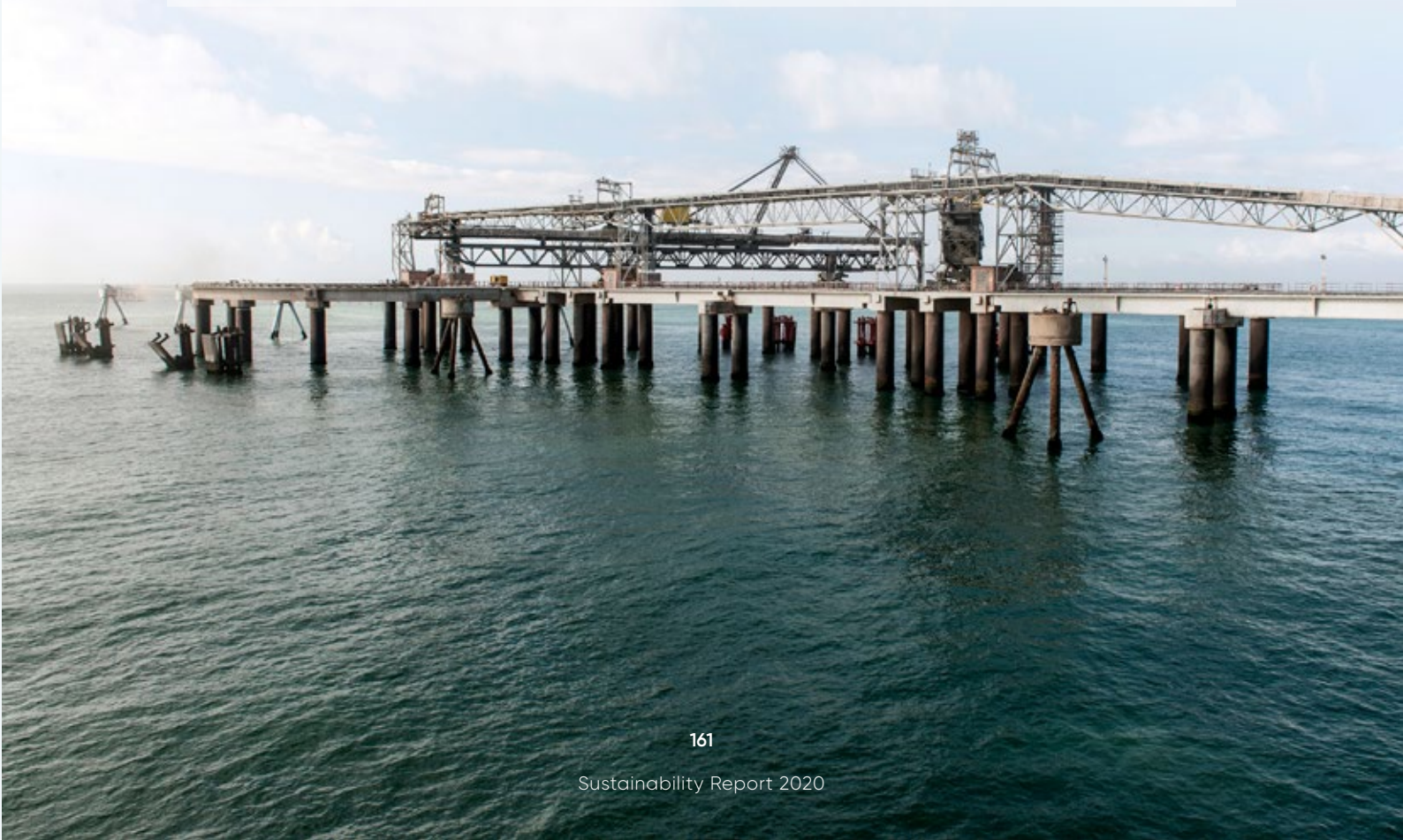
## Where we stand in 2020

Assessment studies and proposals for new recommendations for improvement are underway

Study carried out

Projects in progress

Target reached at mining sites





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

## ENVIRONMENTAL MANAGEMENT SYSTEM

### Primary material topic

All existing and under development OCP Group's sites are subject to environmental impact assessments carried out by the Moroccan authorities. Sites respect the regulations governing extraction authorizations. In addition, OCP has initiated a process to certify its operational sites according to best in class international standards.

	Jorf Lasfar	Safi	Khouribga	Gantour	Boucraa
 <p>IFA's product stewardship initiative covers the main quality, environment, health, and occupational safety aspects of ISO 14001, 50001, 9001 and 45001 certifications</p>	✓	✓	✓	✓	✓
	✓	✓	✓		

We rely on a sharp environmental policy and management system, clear definition of roles and responsibilities, measurable goals and deadlines, performance reporting, audits, and corrective and preventive actions. Environmental issues are factored into the global performance management system at various levels of governance. Bimonthly senior management HSE committees meet in order to review environmental performance. At each site, HSE committees hold monthly meetings with industrial operation site managers. Environmental correspondents (assigned per area) ensure an optimized top-down and bottom-up risks and opportunities process. HSE performance reviews are regularly held at all sites and levels, including with the HSE Management Committee led by the Executive Vice President of Industrial Operations. A complaint management mechanism also bolsters our environmental governance. An automated compliance monitoring and evaluation system is also available through dedicated computer platforms.

## Key figures 2020

**0** fine amount & non-monetary fine – similar to 2018 and 2019

## Our goals

**100%** of processing sites certified ISO 50001 by 2021

**100%** of industrial sites certified ISO 14001 by 2021

## Where we stand in 2020

Our processing site Jorf Lasfar is partially certified

**60%**

**12** RESPONSIBLE CONSUMPTION AND PRODUCTION



**13** CLIMATE ACTION



Standards have been developed together with the Dupont OCP Operations Consulting joint venture and adopted internally while being a continuous source of improvement:



Category	Name	Description and Goal
Operational	Environmental Measurement and Reporting	Standardizing environmental performance testing and using it for OCP's industrial performance, while considering environmental regulations and international best practices in positioning the company.
Operational	Waste Management Standard	Determining OCP's prevention and waste management requirements based mainly on applicable regulations and best practices. This standard ensured that reduction principles are applied at the source and that OCP waste is managed in an environmentally friendly and safe manner throughout the entire waste disposal life cycle (pre-collection, collection, storage, sorting, transport, disposal, beneficiation, and elimination).
Operational	Secondary Product Management	Developing and implementing management principles for the safe and eco-friendly use of secondary products (SP) while protecting employees from risk exposure and preventing uncontrolled leakage or loss of these products.
Management & Governance	Visible Commitment, Exemplarity & HSE Performance Control	This standard defines the HSE (Health, Safety and Environment) actions that managers are to follow at OCP sites and entities in order to demonstrate visible and exemplary commitment, control performance and promote HSE culture.
Management & Governance	Incident Accident Safety Environment Management	Tool for achieving and maintaining the Zero Incident and Accident goal that makes it possible to identify, record, communicate, and analyze incidents and ensure that the associated preventive and corrective actions are taken. The standard includes incidents as well as dangerous product emanations and accidents involving people or property.
Operational	Workstation Risk Analysis	As part of the Zero Accident goal, the ADRPT standard defines the method for controlling workstation risks by identifying, evaluating, and mitigating them. It provides input data for establishing and/or updating work directives and operating methods.
Operational	HSE Management of External Companies	Controls HSE risks and prevents accidents and incidents when external companies intervene at OCP sites.
Operational	Safety and Environment Visits and Observation	<ul style="list-style-type: none"> <li>➤ Observe employees at their workstations, working conditions and practices, and safe or unsafe behaviors;</li> <li>➤ Start interactive and positive dialogue about safety and the environment based on the observations;</li> <li>➤ Take immediate action to stop any dangerous situations or actions;</li> <li>➤ Ensure that employees are committed to working in a safe and environmentally friendly manner;</li> <li>➤ Provide immediate feedback on the observations and recommendations to the person directly responsible for the visited sector in order to define additional action.</li> </ul>
Management & Governance	Health, Safety, & Environment Audit Standard	Standard aimed at measuring and attaining objectives and steering HSE performance through structured and systematic audits.

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

[+ Find out more on our policies](#)

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

## 3.2.2.3 Transformation & recycling

### SOIL MANAGEMENT & BIODIVERSITY

#### Primary material topic

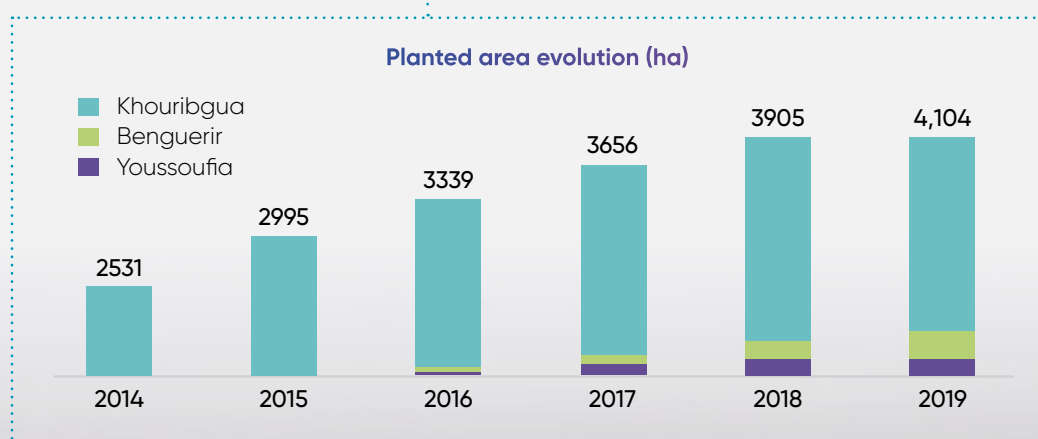
	2018	2019	2020
Hectares of rehabilitated land	707	864	305

\*Rehabilitation includes reclamation and planting.

Striving for a circular economy, eco-design is the heart of the OCP's rehabilitation process structured around a 3-pillar approach:

1. Integration of the rehabilitation into the planning of the mining operations
2. Expansion of the rehabilitation to the surrounding areas
3. Support to local and smart agriculture projects

Our approach relies on the following steps:

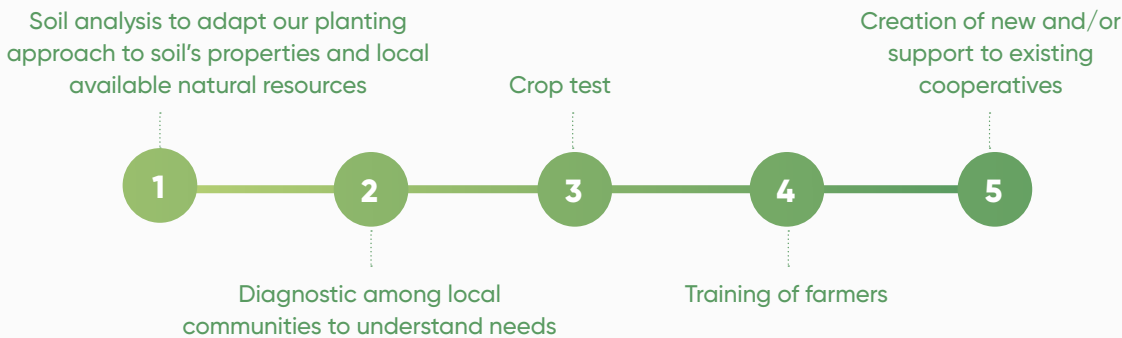




We are continuously working on our approach to improve the environmental footprint of our operations and to improve the land's initial fertility. We are tapping into our ecosystem of knowledge, especially UM6P and different research platforms, including the Center for Soil and Fertilizer Research in Africa (CESFRA), the experimental mine at Benguerir and experimental farms in our mining sites.

**Picking & scaling up the right crops**

We have been following over the last years an integrated approach to rehabilitate former mining lands which aims to deliver both environmental and economic value for the local communities :



Adapted crops are now growing on dedicated sites such as Quinoa, Argan & Olive trees, etc. Quinoa has turned to be one of the most relevant and scalable crops across our country. The crop has been the focus of a 3-years research including the International Development Research Centre (IDRC), ICBA and UM6P leading to strengthening of the Quinoa value chain to improve food and nutrition security in rural communities of Rhamna, where a significant part of the population lives below the poverty line. In 2020, the Quinoa ecosystem has been expanded to other regions such as Gantour, and consolidated with go-to-market measures from product design, packaging to cooperatives' branding

**3** Quinoa cooperatives with **115** farmers have cultivated 150 ha (70T) of Quinoa in 2020



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

### Experimentation: going further with Goji & rosemary

OCP wants its rehabilitation approach to be a continuous source of learning and improvement. That's why we introduced in 2020 Goji in the Gantour area as a new alternative crop with very high added value as well as rosemary on the rehabilitated lands of Khouribga.



**990** farmers supported in 2020 through capacity building and technology transfer in agriculture for crops with high potential in the area, in particular fodder, cereals, olive trees, cumin and mint as part of the Al Moutmir program

### Nourishing African soils & transforming agriculture

The Center of excellence in soil and fertilizer research in Africa (CESFRA) created in 2019 within the UM6P launched research programs in 2020. It aims to be a knowledge center, technology and innovation incubator and soil reference archive of the African continent to bolster human welfare, economic growth and environmental sustainability. The continent of Africa covers 30 million km<sup>2</sup> and straddles the sub-tropical and tropical belts from the Mediterranean to the Cape of Good Hope. Its enormous size and variations in relief give a wide variety of climates, soils and agricultural systems. The soils of Africa range from stony shallow ones with meagre life-sustaining capabilities to deeply weathered profiles which recycle and support a large biomass. In many parts of Africa, inappropriate land use, poor management and lack of inputs have led to a decline in productivity, soil erosion, salinization and loss of vegetation. African soils are widely at risk, they are commonly undergoing severe degradation since the traditional methods used by farmers cannot cope

with the increasing needs of the ever-expanding human and livestock populations. CESFRA is tailored to render research and development services, share scientific knowledge and emerging technologies to assist Africa in tapping into its soil resources potential. The Center aims to:

- Provide soil testing services
- To prepare digital soil fertility maps of Africa for judicious and sustainable fertilizer use,
- To conduct research for customized uses of various forms of mineral fertilizers for boosting crop productivity
- To improve the soil health of Africa through the use of phosphogypsum and other phosphate derivatives
- To provide long term and customized training and education in soil science for all
- To participate in local community development activities



### Using the power of joint-ventures to enhance soil

In the framework of our agreement with Fertinagro, several Research & Development subjects have been identified in 2020 in collaboration with UM6P around salinity, soil monitoring, etc. As part of the joint venture created with Hubei Forbon Technology Co., Ltd, a Chinese player specializing in smart agriculture, a study has been launched on the production of FMP (fused magnesium phosphate) fertilizers from low P layers (waste rock, washing sludge, etc.). Rock potential has already been confirmed based on the analysis provided to Forbon while the testing phase is in progress.



### Biosaline agriculture: fitting the soil specifics in Sahara

The African Agricultural Research Institute (ASARI) of Mohammed VI Polytechnic University in Laâyoune-Technopole Fom El Oued has launched in 2020 three research projects in partnership with ICBA (International Center for Biosaline Agriculture). These research projects deal with Saharan issues concerning:

- the large-scale adoption of new alternative crops for farms affected by salinity,
- designing a map of endangered native plant species
- adopting innovative integrated agriculture models based on fish farming and the cultivation of Salicornia and other halophytes.

**Mohamed Amine Bakad**  
Fom El Oued Farmer

// The Blue Panicum Project is a pioneering initiative that is a source of great pride for the farmers as it has expanded the horizons of agriculture in the region. The Phosboucraa Foundation provided us with training from some of the best experts from Morocco and abroad. Since that first training, these experts have consistently been in touch with us to ensure the success of the project. The desert can be a rich and important territory for agriculture as its soil is very rich, but it obviously requires an awful lot of water resources most of the time to be productive."



**10** research projects in total being launched by the African Sustainable Agriculture Research Institute dedicated to Saharan agriculture in 2020 to tackle specific challenges such as soil salinity and rational use of water in collaboration with world class partners including Fertinagro, FAO (UN Food and Agriculture Organization), ICBA (International Center for Biosaline Agriculture), etc. – hinged on more than 30 researchers specialized in Saharan regions and 15 ha dedicated to the experimental farm located at the Boucraâ mine. The research program was preceded by several consultation workshops with the scientific community and the local community including farmers and institutions.

➤ Find out more [here](#) on what we do to support agriculture in Southern regions



### Improving agricultural practices to save water

#### Hydroponics:

Following a successful test in 2019, an ecosystem has been structured around hydroponics in 2020. Hydroponics is about growing plants without soil, by using nutrient-rich water. The technique allows growers to produce food anywhere, at any time of the year, at higher yields with fewer resources. The objective is to produce 300kg of fodder per day while saving 399 l/kg and 1,1 Dhs/kg. Two hydroponics units have been installed in Youssoufia at two cooperatives and 900 breeders, which allows fodder availability throughout the year.

Led by 10 volunteers in Youssoufia, prototyping of hydroponics units is also in progress while others have been trained to hydroponics to support the expansion of the technique in the Province. A specialized SME has been set up in the industrial zone of Youssoufia aiming to create 40 jobs and 7 sub-contracting microbusinesses.

An agreement with INRA (National Institute for Agronomic Research) was also signed to look deeper on the nutritional quality of barley, corn, triticale and hydroponic beans.

# 39

hydroponics units for 2,000 breeders will be created by 2022

# 399

 l/kg

of fodder saved, and 1,1 Diramhs/kg



#### Precision irrigation:





A precision irrigation project has been launched in 2020 with AgriEdge - OCP Group's business unit incubated by UM6P - which aims to optimize agricultural practices in rehabilitated mining lands thanks to the introduction of digitalization, bringing the right quantity of water for crops using sensors, irrigation model and a mobile application. The pilot is being carried out at the Benguerir mine on 50 ha (olive, argan and carob trees) while outcomes will be scaled up to all our mining sites in the coming years.

#### Abdelghani

farmer in the Rhamna region:

// Deploying the Precision Irrigation service of the AgriEdge solution allowed me to save 15% on my water consumption."

[+ Find out more](#)



### Providing end-to-end solutions: from milk to cheese


We have been working in 2020 to develop the caprine dairy ecosystem. It started with securing the food supply for the dairy goat herd through the establishment of a conservation agriculture system with 240 women. Cheese dairy units were established to value the goat milk production. Strengthening the technical capacities of beneficiaries was another essential step of this project which ended up with the implementation of a marketing strategy and support for the commercialization of finished products in the cooperative.

### Blue economy


Located in Khouribga, Youssoufia and Benguerir, experimental fields are ongoing to create value out of thistle.

#### Short-term socioeconomic value:

Harvests valorisation routes	Yields
Cellulose	5,25t/ha = 11 000 DH/ha
Fodder	4 tonnes barley equivalent/ha = 51 000 DH/ha
Aviculture	480 Kg proteins/ha i.e. 1 440 DH/ha
Fatty acid	400 Kg/ha i.e. 156 000 DH/ha



#### Long term environmental value:


**5%+** 

**vegetable carbon concentration thanks to its roots – in the coming 20-25 years – and soil fertility regeneration**

### Soils power to sequester carbon

Planting arid, semi-arid and former mining sites areas could provide an important sink of CO<sub>2</sub>. The 'Carbon Farming' project in tripartite partnership with the UM6P and St1, a Finnish energy company has been designed to create a climate change mitigation tool via the rehabilitation of old mining sites as well as the afforestation of marginal lands in dry and semi-dry environments. The project will be implemented in three phases: a pilot project, a demonstration and a large-scale project.

Funded by St1, led by the UM6P with the assistance of the Natural Resources Institute Finland (LUKE) and the Regional Center for Forest Research (CRRF), the 3-year pilot project is still ongoing in 2020, with additional trees planted in our mining lands. The pilot project aims to identify local and exotic fast growing plant species and optimize their growth in arid and semi-arid areas, using different irrigation techniques and soil improvement mixes to reduce water evaporation and increase the soil's water holding capacity and nutrient availability. The pilot project's outcomes will allow to successfully roll out the demonstration project on a larger scale – from 500 to 5000 ha of mining and marginal non-agricultural land rehabilitated – and scale up the approach on all our mining sites. Beyond the environmental value, small farmers exploiting the planted areas will benefit from the socio-economic value created, which could include selling carbon units.



**7 tree species** being experimented using **3 irrigation technics**, **2 types of soil** amendments and in **2 locations**



## 13,000 m<sup>2</sup>

### Sidi Chennane lake

located between Khouriba and Fkih Ben Salah provinces welcoming several bird species as well as 1,651 ha of planted areas as part of our mining land rehabilitation approach



GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 304-1 | GRI 304-2 | EM-MM-160a.1 | EM-MM-160a.3

### Preserving biodiversity

Planning, implementing, operating and dismantling of facilities, we are working to integrate in every decision we make. We are committed to define specific objectives, supervising and assessing impacts that OCP Group's projects and facilities are having at every stage, performing risk assessment to control main direct and indirect risks and implement specific training programs for our employees and contractors. Each industrial site we operate underwent a biodiversity analysis during the permit process from the national authorities. No activity site owned, rented, or managed by OCP Group in 2020 was located in or beside protected areas or areas rich in biodiversity. In addition, each site has a management plan for

its green spaces and areas surrounding the site while several projects are ongoing to rehabilitate and plant former mining lands, and beyond.

To keep on improving the way we manage biodiversity, we have partnered with JESA (Jacobs Engineering) to deliver a pilot study in the Boucraa mine and develop a best-in-class framework which was spread across all our sites in 2020. It consists in strengthening the mapping of the existing flora and fauna, list endemic, rare, endangered species; assessing the natural regeneration of biodiversity of exploited land; and the pressures and threats of mining activity on biological diversity.

[+ Find out more here about how we protect the marine biodiversity](#)

### Valuing cultural heritage

An important component of the mine planning process is respecting cultural heritage and artifacts. All industrial development projects undergo acceptability studies before being authorized – including cultural considerations and respect for protected areas. If, when operating the mine, OCP discovers locations with cultural value for the local population, such as places of worship

or sacred sites, project plans are revised and the sites are preserved. Over the past ten years, our industrial development implied modifications to construction plans in order to preserve cultural property including fossils and other geological objects. In such cases, OCP calls on relevant authorities to initiate the assessment and conservation process.




# Our goals

1000 ha/year rehabilitated land  
(equivalent to twice the land exploited)

Soil Plantation to create economic value for  
local community

# Where we stand in 2020

305 ha rehabilitated area

 Ongoing





GRI 103-1 | GRI 103-2 | GRI 103-3 | GRI 306-1 | GRI 306-2 | GRI 306-3 | GRI 306-4 | GRI 306-5 | RT-CH-150a.1 | EM-MM-150a.1  
EM-MM-150a.2

## WASTE MANAGEMENT

### Primary material topic

			2018	2019	2020
Waste generated	Weight of waste generated	Total Metric tons (t)	177,884,348	163,409,199	169,264,593
		Mining waste (waste rock + sludge)	177,578,369	163,053,471	168,882,746
		Other waste (operation & maintenance)	62,982	69,331	45,910
		Inert waste (construction and green waste)	242,997	286,396	335,937
Waste diverted from disposal	Waste diverted from disposal	Total Metric tons (t)	177,586,318	163,069,972	168,887,981
		Mining waste (waste rock + sludge)	177,578,369	163,053,471	168,882,746
		Other waste (operation & maintenance)	7,496	16,019	5,008
		Inert waste (construction and green waste)	454	481	227
	Hazardous waste diverted from disposal	Total Metric tons (t)	1,624	2,589	1,115
		Preparation for reuse			
		Onsite	87	74	68
		Offsite	254	155	134
		Recycling			
		Onsite	1	1	-
		Offsite	1,199	2,311	810
		Other recovery operations			
		Onsite	3	3	1
		Offsite	80	45	102
	Non-hazardous waste diverted from disposal	Total Metric tons (t)	177,584,694	163,067,383	168,886,866
		Preparation for reuse			
		Onsite	177,578,534	163,053,638	168,882,869
		Offsite	150	-	60
		Recycling			
		Offsite	6,011	13,745	3,146
		Other recovery operations			
		Onsite	-	-	791
Waste directed to disposal	Waste directed to disposal	Total Metric tons (t)	298,029	339,227	376,612
		Mining waste (waste rock & sludge)	-	-	-
		Other waste (operation & maintenance)	55,487	53,312	40,902
		Inert waste (construction and green waste)	242,543	285,915	335,710
	Hazardous waste directed to disposal	Total Metric tons (t)	50,770	48,323	29,080
		Incineration (with energy recovery)			
		Offsite	366	354	16
		Incineration (without energy recovery)			
		Offsite	95	47	8,217
		Landfilling			
		Offsite	4	3	-
		Other disposal operations			
		Onsite	49,902	47,845	20,847
		Offsite	403	74	-
	Non-hazardous waste directed to disposal	Total Metric tons (t)	247,259	290,904	347,532
		Incineration (with energy recovery)			
		Offsite	1,014	997	716
		Incineration (without energy recovery)			
		Offsite	308	261	105
		Landfilling (inert waste)			
		Onsite	7,125	2,268	3,322
		Offsite	14,730	18,068	11,402
		Other disposal operations			
		Onsite	224,083	269,310	331,987

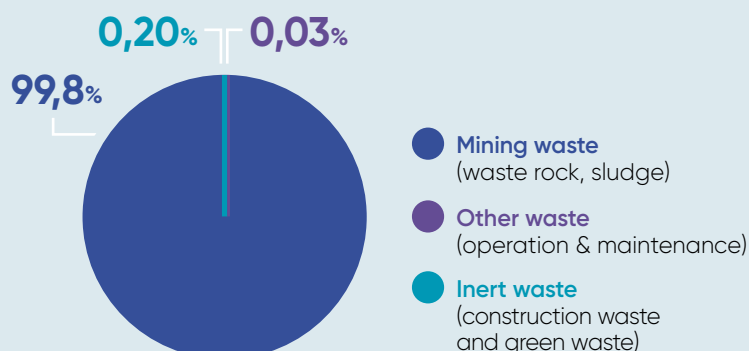
Data excluding phosphogypsum. Waste rock and tailings at mining sites have been added in the weight of waste generated, explaining the difference with the data disclosed in the 2019 report.

Managing waste is essential as we grow circular. The OCP Group's 'Waste Management' standard has been developed in accordance with international good practices to identify, classify and treat waste according to their type. The standard governs the identification and classification of waste, collection, sorting and recovery phases, infrastructure and resources as well as the audit and training process. Waste recovery is encouraged to tap into intrinsic environmental and economic value of waste to provide added value for both OCP Group and its ecosystem. Incineration and

landfilling are used when the valuation paths are not yet mature. Subcontractors and service providers are rigorously selected and must have government approvals to be awarded contracts collection and sorting. OCP Group also requires receipt of recovery and treatment (BDS: Bordereau de suivi des déchets) of all waste removed to ensure traceability. In 2020, an internal audit of waste management at industrial sites was carried out by DOOC – Dupont OCP Operations Consulting S.A. – which contributed to the revision of the Waste Management standard.

[+ Find out more on our policy](#)

## Creating circular ecosystems: our main research area



**99,8%** Waste diverted from disposal

**0,02%** hazardous waste (mainly waste oils, catalysts removed and replaced during shutdowns, chemical residues and other wastes from maintenance activities)

Mining waste (tonnes)	2018	2019	2020	Disposal method
Waste rock (sterile)	167,973,520	153,691,917	159,839,210	Stored and used for reclamation
Sludge	9,604,849	9,361,554	9,043,536	Stored in sludge dams



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

### From sulphur ash to high value-added input:

Sulphur ash results from the sulphur smelting and filtering facilities in our processing sites. Solutions have been found to turn ashes – by hydrometallurgy – into sulphuric acid that can be used at Safi and Jorf Lasfar processing sites. Tests have been launched in 2020 to implement this solution with a Moroccan industrial firm. Beyond the environmental value, this new ecosystem will have significant economic benefits for our local stakeholders.



From organic waste to fertilizers

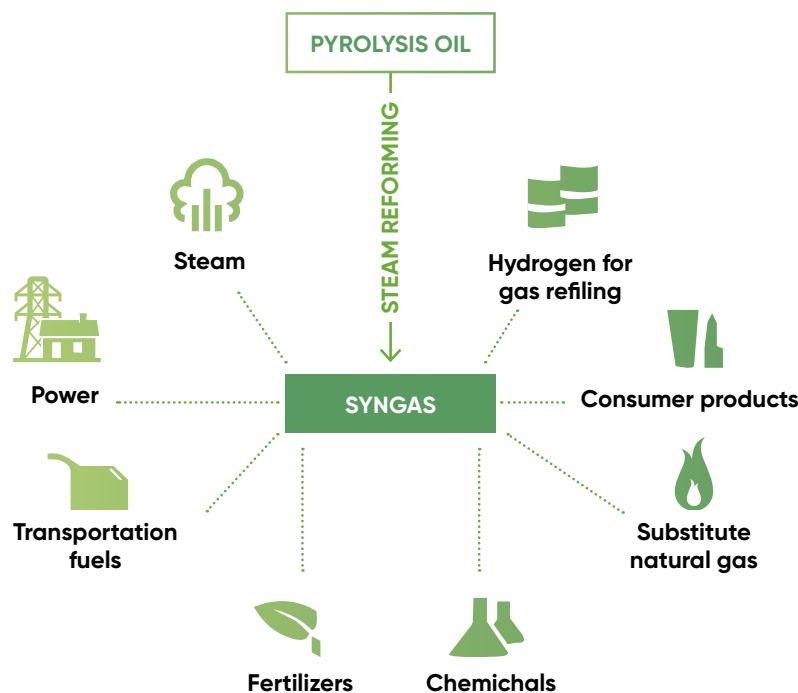
[Find out more](#)

### Tapping into our old vanadium catalyst:

Over the last years, we have been working with a Moroccan SME to close the loop when it comes to vanadium oxide. Contained in our catalyst, vanadium oxide is a hazardous waste which features precious materials we can value economically and environmentally. Technologies for the recovery of vanadium resources locally would allow Morocco to reduce its dependence on imports of ferro-vanadium and silica. It could also enable local companies to position themselves in the by-product processing market with the potential for direct and indirect job creation as well as for the development of the local ecosystem since vanadium waste is generated by other industries. In 2020, 800 m<sup>3</sup> of used vanadium catalyst waste recovered while progress is still ongoing to scale up the solution.

### From waste to power:

As part of our Circular Economy program, efforts are still ongoing to build the first pyrolysis unit in Morocco. This technology would allow OCP Group to treat more than 2,000 tonnes per year of hydrocarbon waste, including some hazardous waste like used oil, to transform it into fuel, diesel, black carbon, and electricity. Expected to be commissioned in 2021, we have been working to get this pilot unit ready at the Khouribga site. The technology will be rolled out to all operating sites and will enable the development of a new industry in Morocco based on circularity, digitalization and artificial intelligence.



### Blue economy : producing paper from stone

The "paper-stone" project aims at transforming "interlayer" layers rich in calcium carbonate – considered as a by-product so far – into corrugated cardboard and paper, representing a market size of 650kt / year – 70% imported. Stone-based corrugated cardboard is photodegradable, waterproof, resistant to breakage and recyclable; and can be manufactured without water. Industrial tests are underway with an international specialist for the establishment of a factory in the Youssoufia region with a capacity of 70,000 t / year extendable to 200,000 t / year.

### Acting with UNIDO

The program "Making the management and elimination of polychlorinated biphenyls (PCBs) sustainable in Morocco" – phase 2 has been set up in 2020 with the project team of the United Nations Industrial Development Organization (UNIDO ) and the Ministry of Energy, Mines and the Environment – Environment Department.



## Our goals

**70%** of non-mining hazardous waste diverted from disposal by 2025

**80%** of non-mining non-hazardous waste diverted from disposal by 2025

Reinforcing solid partnerships with companies highly specialized in recycling and waste treatment by 2021

Sulfur ashes waste converted into commercial grade sulfuric acid by the end of 2021

More than 2000 t per year of used vanadium catalyst waste recovered in higher added-value products by the end of 2021

Setting up training programs for OCP employees to further explain and promote the 3Rs by 2021


2,000 tonnes per year of hydrocarbon waste transformed into fuel, electricity, black carbon and steel using clean pyrolysis technology by 2021

Recovery of organic waste by 2023 to turn it into organic and organomineral fertilizers

## Where we stand in 2020

**1,130 tons** non-mining hazardous waste diverted from disposal

**4120 tons** non-mining non-hazardous waste diverted from disposal  
Performance has been impacted by the COVID 19 pandemic

 Ongoing

Industrial test ongoing

Around 600t/year

 Ongoing

Project contracting

Engineering study with JESA



GRI 103-1

## 3.2.2 Contributing to sustainable food systems

Primary material topic

Ensure access to safe & nutritious food for all

Boost nature positive solutions

Advance equitable livelihoods

The food value chains are increasingly joining forces to improve the way in which we produce, process and consume food. Catalysing and scaling up actions is urgent to provide safe, nutritious food for a growing world population within our planetary boundaries, transforming food systems to become more sustainable, resilient & equitable. Beyond our responsibility as a food system player, we participate in the transformation of food systems to ensure access to safe & nutritious food for all, boost nature positive solutions, and advance equitable livelihoods.



- › Turning household organic waste into organic fertilizers +
- › Tapping into domestic wastewater to recover phosphorous and nitrogen nutrient – precious inputs for fertilizers +
- › Integrating macro and micronutrients recovered from organic waste into new formulas +
- › APNI (African Plant Nutrition Institute) – Promotion of 4R Stewardship as an efficient framework for Nutrient Management +



- › E-commerce & digital platforms promoting local food products from cooperatives as well as support in branding & advertising local food products +
- › Waste management advice to households through Agribooster's Farm & Fortune TV & radio channels +



- › Farming spaces in the smart cities we build to boost urban & peri-urban agriculture +
- › Creation & training of local food cooperatives shortening supply chain +



- › Entrepreneurship programs aiming to improve food distribution such as ColdHubs, a start-up manufacturing 100% solar-powered cold-rooms, allowing merchants and farmers to store perishable goods 24 hours a day, 7 days a week. +

Consumption

[Click to know more](#)



Retail

[Click to know more](#)



Climate response



Non-climate response





## Input & crop production



Click to know more



- GHG emission reduction +
- Energy efficiency & clean mix +
- Water efficiency & non-conventional water sources +
- Land rehabilitation (afforestation, planting) +
- Soil mapping and customized fertilizers formulas bridging any nutrient gaps for optimal plant growth while maximising environmental benefits +



- Preservation of phosphate reserves through phosphorous recovery and untapped resources +
- Waste & effluent circular management to turn our waste into valuable inputs +
- Community development programs empowering citizens +



## Farming



Click to know more



- R&D to fit crops to soils' specifics +
- Adjustment of planting dates +
- Local production of adapted fertilizers +
- Last-mile delivery system +
- Precision fertilizer management +
- Climate early warning system +
- Improved water management +
- Disease identification +
- Crop insurance in case of weather events +



- Entrepreneurship program for sustainable agriculture +
- End-to-end solutions including financing & market linkages to sell crops: Agribooster, Al Moutmir +
- Women empowerment activities: ElleMoutmir, Women in Agribooster +



## Processing & Trading



Click to know more



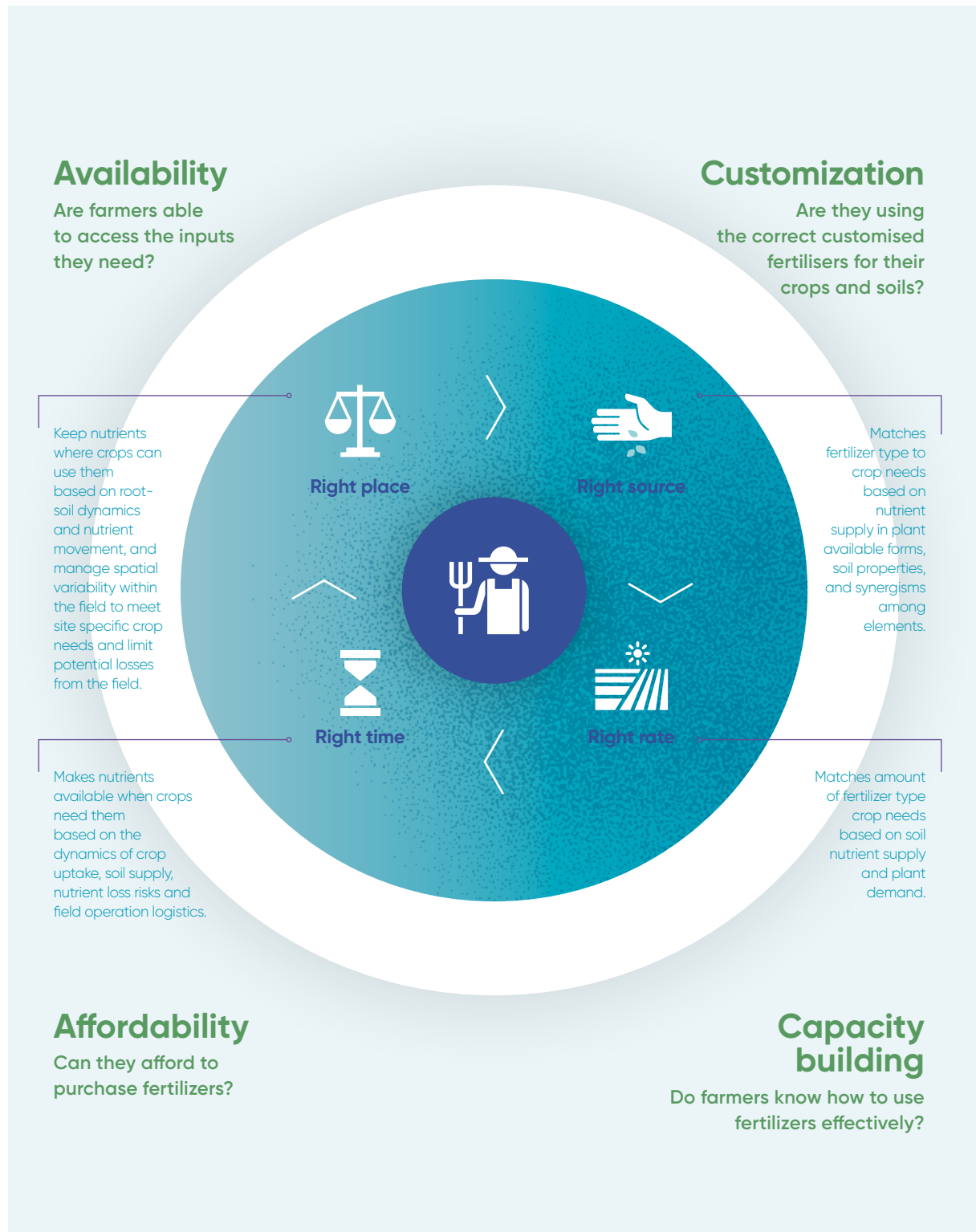
Innovative entrepreneurship programs such as Lono, a bioprocess engineering start-up providing solutions for smallholder farmers and agro-industries to valorize their waste +



Support to manufacturing nutritious food products in cooperatives +

## GRI 103-2 | GRI 203-2

As a leader in the fertilizer industry, our primary responsibility lies in providing sustainable input products as well as transforming the way farmers use them to ensure long term food security. This is done to produce more with less resources and environmental impacts. Our strategy is geared towards Africa: the continent features 60% of the world's available arable land but also the largest stock of underdeveloped arable land while 60% of the labor force is employed in agriculture.



## Availability

Beyond its Moroccan production capacities, OCP heavily invests in production and logistics in many other African countries, including fertilizer blending and storage facilities. These projects are important because they allow us to reduce costs for farmers and be more agile and responsive to local needs. So far we are present in 16 African countries:



### TOWARDS A CO-INDUSTRIALIZATION OF ADAPTED FERTILIZERS IN NIGERIA

The collaboration between OCP and Nigerian industrial key players has solid grounds. Back in 2016, OCP Group first partnered with the Fertilizer Producers & Suppliers Association of Nigeria (FESPAN) under the Presidential Fertilizer Initiative (PFI), supported by the Nigerian Sovereign Investment Authority (NSIA). This collaboration stretched across the entire agricultural value chain, from the introduction of customized fertilizers adapted to local soils and crops to improving the availability of fertilizers in the local market at competitive prices. The partnership also included farmer support initiatives, supply chain development projects along with the strengthening of a close distribution system.

This partnership allowed the rehabilitation of over 40 blending units (at a cost of more than 400 million dollars) and a project led by OCP Group creating 3 blending units that are currently under construction in Kaduna, Ogun and Sokoto states. With a commissioning scheduled for 2021, these 3 units will have a total production capacity of 500 000 tons of fertilizers per year. Following this project, another Memorandum of Understanding was signed in 2018, to develop a multipurpose industrial platform in Nigeria, which will utilize Nigerian gas and Moroccan phosphate to produce 750,000 tons of ammonia and 1 million tons of phosphate fertilizers annually by 2025.

### ETHIOPIA

We have been working for several years in Ethiopia to support local blending, logistics, farmer production and training as well as market linkage:



**\$2.4 billion**

investment for a 2.5 million tons domestic production planned capacity

**5,800**



seeders distributed to support mechanization



**25,500**  
farmers trained

### BANGLADESH

**6** cropping systems set up

**4,951**

beneficiaries trained and supported including 1,408 women

**547** demonstration plots

From **8 to 30%** improvement in yields depending on the crop

### INDIA

**2200**

members of cooperatives trained in Rajasthan for resilience against COVID-19.

**50 000**

smallholder farmers have been able to improve their living conditions in the face of social, medical and women's empowerment issues thanks to our integrated agricultural projects



GRI 103-3 | GRI 203-1

## Customization



### MAP THE SOIL

Developing customized products requires a deep understanding of the soil-crop-environment system and the farmers' practices. Our approach is based on 3 levels of information:

#### 1. In-depth assessment of soil and crops response:

- › Soil analysis to get soil fertility data of targeted regions
- › Onsite field trials testing the crop response to recommended fertilizers
- › Partnerships with local & international research and agronomy institutes to facilitate the dissemination of our results

#### 2. In-depth assessment of current agronomic practices:

- › Partnerships to collect macro information on farmers and their environment
- › Conduct surveys to collect data on current agronomic practices and farmers' behaviors towards new products/solutions. Our goal is to develop adapted, affordable and scalable solutions for farmers

#### 3. Geospatial technologies for developing nutrient management platforms:

We frequently use satellite imagery and geospatial data (climatic, pedologic, agro-ecologic, vegetal index, land use, etc.) as a third layer of information, in order to match it with onsite information, thus enhancing the quality of our results and helping make decisions about new formula development. The geospatial tools are

important for developing DSM (digital soil mapping) related to soil fertility and yield forecasts. Some works have been engaged in this field to create thematic maps of nutrient deficiencies and contribute to develop a complete nutrient management platform dedicated to sub-Saharan countries.

### Key figures

**4,000,000 ha**

of soils mapped in Togo, Madagascar, Burkina Faso, Guinea, Rwanda

**29** millions hectares mapped in total



**9** countries covered : Burkina Faso, Guinea, Madagascar, Togo, Rwanda, Senegal, Cameroun, Ethiopia, Ghana

**10** new tailor-made formulas for African countries

	Yield	Farmers' profitability
Potatoes	+ 30%	+ 23%
Maize	+ 40%	+ 14%

## DEVELOP THE FORMULA

Our products are developed to fit soil needs and maximise environmental benefits:

		Benefits				Our 2020 performance
		Nutrient loss reduction	Water-efficiency	Soil-health reinforcement	Air emissions reduction	
Products	Fortified fertilizers (NPK, NP+) enriched with micronutrients: zinc, boron, silicon	×	×	×		 <ul style="list-style-type: none"> <li>&gt; \$61 millions invested in Research &amp; Development</li> <li>&gt; 1 more R&amp;D center: CESFRA (Center of Excellence in Soil and Fertilizer Research in Africa)</li> <li>&gt; 10 new customized fertilizers formulas for African soils</li> <li>&gt; 3 joint-ventures with world-class partners Fertinagro Biotech &amp; Hubei Forbon Technology</li> </ul>
	Slow-release fertilizer	×		×		
	Nutridrop (soluble fertilizer)	×	×	×		
	High Phosphorus and Sulphur fertilizers	×		×		
	Fertilizers fighting against eutrophication with inhibition additives	×		×		
	NP-S nitrogen fertilizers allowing nitrogen stabilization	×		×	×	
	Fertilizers' specific formula for drought		×	×		
	New P, NP & NPK formulas for organic farming	×		×	×	
	Premium fertilizer combining nutrients and technology	×		×	×	
Services	Soil analysis, mapping & field trials	×	×	×	×	<ul style="list-style-type: none"> <li>&gt; 29 millions ha of soils mapped so far in 9 African countries</li> <li>&gt; 1 soil data bank - Restore Africa Soils - created to share expertise &amp; good practices with the African scientific community</li> <li>&gt; 50,000+ soil analysis carried out in Morocco</li> <li>&gt; 1 digital platform Agritrials to share Moroccan field trials outcomes with the scientific, academic and business ecosystem</li> </ul>
	Capacity building programs (OCP School Lab, Agribooster, Al Moutmir) & demonstration platforms	×	×	×	×	<ul style="list-style-type: none"> <li>&gt; 434,058 African farmers outreached by OCP School Lab program since its start in 2016</li> <li>&gt; 631,166 African farmers benefited from the end-to-end solution Agribooster since 2016</li> <li>&gt; 30,000 Moroccan farmers covered by Al Moutmir</li> </ul>
	Digital tools allowing farmers to make smart decisions from financing to market linkage through plot monitoring.: Nutrient Expert, Udongo, Atmar, Agriedge, etc.	×	×	×	×	 <ul style="list-style-type: none"> <li>&gt; 167,000 users of the @tmar application in Morocco</li> </ul>
	Agricultural ecosystem reinforcement leverages	×		×		<ul style="list-style-type: none"> <li>&gt; 40 agripromoters to coordinate farmers' challenges from access to the right input, training, off-take, loan &amp; insurance, mechanics, etc.</li> <li>&gt; 50 farmers house to underserved communities in Nigeria to provide farm inputs, farmer training, and demo plot activities</li> </ul>
	Entrepreneurship programs to boost agritech and biotech solutions in Africa	×	×	×	×	<ul style="list-style-type: none"> <li>&gt; 16 start-up supported by Impulse acceleration program</li> <li>&gt; 18 start-up selected in the brand new Agri-Edge's Filaha innovation program</li> <li>&gt; 10 start-up will be supported as part of the new African Youth Climate Hub (AYCH) incubation program</li> </ul>

## TRANSITIONING TO ORGANIC

OCP Group is committed to developing organic fertilizers. In 2020, the Group has worked with:



**Fertinagro:** Together with its partner Fertinagro, OCP is committed to providing farmers with new products that integrate macro and micro nutrients into organic fertilizers. These new products are derived from the recovery of nutrients (N, P, K, ...) from organic waste and are incorporated into new formulas that have not gone through the conventional value chain of fertilizer production.



**JESA:** We are working on a feasibility study in collaboration with Jacobs Engineering to produce organic fertilizer from organic waste generated across Morocco with the objective of scaling up such a solution at continental level, and beyond.



## A STRONG RESEARCH & DEVELOPMENT AND INNOVATION ECOSYSTEM

› **Mohammed VI Polytechnic University:** Research and Development centers and entrepreneurship programs such as Impulse, an acceleration program dedicated to African sustainable agricultural development

### CESFRA

The Center of excellence in soil and fertilizer research in Africa (CESFRA) launched research programs in 2020. It aims to be a knowledge center, technology and innovation incubator and soil reference archive of the African continent to bolster human welfare, economic growth and environmental sustainability.

The Center aims to:

- › Provide soil testing services
- › Prepare digital soil fertility maps of Africa for judicious and sustainable fertilizer use,
- › Conduct research for customized uses of various forms of mineral fertilizers for boosting crop productivity
- › Improve the soil health of Africa through the use of phosphogypsum and other phosphate derivatives
- › Provide long term and customized training and education in soil science for all
- › Participate in local community development activities

### ASARI

The African Sustainable Agriculture Research Institute has launched research projects dedicated to Saharan agriculture in 2020 to tackle specific challenges such as soil salinity, rational use of water and renewable energy in collaboration with world class partners such as Fertinagro, FAO (UN Food and Agriculture Organization), and ICBA (International Center for Biosaline Agriculture).

**3** projects launched around new alternative crops for farms affected by salinity, designing an Atlas on endangered native plant species and integrated agriculture models based on fish farming and the cultivation of *Salicornia* and other halophytes.

**7** projects being launched on native plant species, fodder, cactus, red algae and the desiccation of water

**30** researchers specialized in Saharan regions

**8 ha**

dedicated to experimental greenhouse

**15 ha**

dedicated to the experimental farm located at the Boucraâ mine



➤ **OCP Group's business unit Agri-Edge** is dedicated to precision farming exploiting data, algorithmic models, agronomic know-how, and advanced technologies, including satellite imagery, drones, and sensors. Among the different services developed is a soil sensor system that determines, in real time, the exact quantity of water required for healthy growth and the Disease Identification software that enables farmers to use a cell phone as a phytosanitary diagnostic tool.

### Boosting entrepreneurship for a sustainable African agriculture

**UM6P's IMPULSE acceleration programme** for African start-ups dedicated to agritech and biotech solutions, launched by the UM6P rewarded 16 innovative in 2020 to develop their businesses:



**Kamal Yakub** TROTRO Tractor

“When I joined Impulse, I had 2 things in mind 1. Take TROTRO Tractor to the next level and 2. Forge lasting partnerships for business growth. All these are happening at the speed of light and we are really grateful to the Impulse team and also OCP team for making this happen. We are also grateful to the OCP Africa team in Ghana that worked with us to support over 2,600 women farmers during the hype of the COVID-19 Pandemic in 2020.”



TROTRO Tractor is an agricultural technology company that connects small farmers with tractors and other agricultural machinery services via a digital platform.



**Thiago Camargo** DataFarm

“Participating in the IMPULSE program, we had the opportunity to learn more about the OCP Group, including OCP Africa, UM6P, the experimental fields, agronomic laboratories and also interacting with different areas of the company. It was certainly a great learning experience, identifying synergies and knowing who to talk to within the complex structure that is a large corporation such as OCP. We were mentored by executives from outside and within OCP, who dedicated their time to supporting DataFarm in better communicating its value proposition, with market information and facilitating connections with other departments in the group. In addition, we were exposed to several other corporations from different sectors, such as Nestlé, Cargill, Bühler and some VCs and Corporate VC funds. These interactions allowed us to better understand what the concerns of global corporations were, and the common point that we identified among all of them was the attention to issues related to sustainability and climate change. This motivated us to prioritize the development of our carbon credit project, in front of other products that we have on our roadmap.”



DataFarm is collecting geolocated farm's agronomic data to identify limiting agronomic factors and reduce the gap between the potential yield and the actual yield.

[+ Find out more](#)

**Agri-Edge's Filaha innovation program** was created in 2020 to foster innovative projects in the field of Digital Agriculture and help project leaders transform their project ideas into startups. This is an opportunity for sharing knowledge with the various actors involved in the fields of agriculture and technology to develop solutions serving the African agricultural ecosystem, leading to the creation of new innovative startups in the field of digital agriculture. Among the 131 teams which applied from 23 African countries, 18 were selected and entered into Acceleration Phase 1: Technical Coaching.

[+ Find out more](#)



► **Agribiotech business unit for better nutrient absorption**, higher resistance to different climatic stressors (heat, rainfall, etc.), and higher nutritional value for fruits and vegetables. Biostimulants are fertilizers that stimulate the process of plant nutrition independently of the nutrients they contain, to improve the characteristics of plants or their rhizosphere such as the efficiency of the use of nutrients, the tolerance to abiotic stress, qualitative characteristics and the availability of nutrients confined in the soil or the rhizosphere. They also allow an improvement in yield of at least 10%:

- Improving the absorption by the plant of macro and micronutrients (N, P, K, Ca, Mg, Mn ...) present in the environment or provided via fertilizers
- Improving the bioavailability of nutrient compounds in the soil (macro and microelements) allowing better absorption and use within the plant
- Increased tolerance and resilience of plants to abiotic stresses (drought, excess water, frost, salt, etc.)
- Improving the quality criteria of harvested products (including sugar content, lipids, color, storage, etc.)
- Improving the microbial activity of soils allowing soil humification
- Improving certain physicochemical properties of the soil allowing better degradability of organic compounds.

► **Innovation partnerships, including :**



**Fertinagro Biotech**, a Spanish company specializing in fertilizers (NPK, enriched NPK, biostimulants, etc.), innovation and development of products adapted to the specific needs of soils and crops throughout the world and OCP Group launched in 2020 an industrial unit for the production of high added value fertilizers (improved NPK, biostimulants, etc.) at the Jorf Lasfar site as a result of the joint-venture created. Other innovation project are still ongoing, especially around organic fertilizers.



**Hubei Forbon Technology Co., Ltd**, a Chinese player specializing in the research, development and supply of global fertilizer additive solutions and also active in the field of Smart Agriculture, and OCP Group signed in 2020 an agreement for the creation of a joint-venture operating in Research & Development of sustainable agricultural solutions providing farmers with tailor-made fertilizer formulas, responsible agricultural practices and digital services.

/// OCP and Forbon have the same vision and ambition for the future of agriculture which is to provide more advanced fertilizer and digital solutions to improve traditional agriculture, farming techniques and increase the farmers' profits. With its expertise in AI, sensors, precision equipment, IOT and digital technology, Forbon together with OCP could bring to the farmers the best customized solutions for a sustainable and innovative agriculture. The joint venture will be dedicated to innovation and will benefit Chinese and global agriculture".

MR WANG RENZONG  
Chairman & CEO of Forbon



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## QUALITY MANAGEMENT

At OCP Group, we have a relentless commitment to delivering outstanding quality solutions and services – on time, every time – placing our customers' definition of quality first throughout the product development and delivery process. We are especially committed to guarantee that fertilizers

and raw materials, additives and intermediate products are manufactured, handled, stored, delivered and used in a safe way when it comes to occupational and public health & safety and the environment aligning with all relevant legislation and respecting best practice industry guidelines.

### Marketing & sales

- Safety data sheets
- Chemical compliance & due diligence
- Voice of the Customer program
- Sharing of knowledge through local resellers, agronomists, agripromoters
- Smart blenders

### Application & use

- Safety data sheets
- Soil analysis, demonstration platform
- Capacity building programs
- Precision farming & nutrient management programs
- Digital & analytical tools

### Product development

- R&D & on-site tests
- HESQ assessments
- Chemical compliance & due diligence
- New product evaluation (NPE) & New product introduction (NPI) processes

### Storage

- Safety data sheets
- Online process monitoring
- Traceability tools
- HSE audits for subcontractors
- Emergency response plans

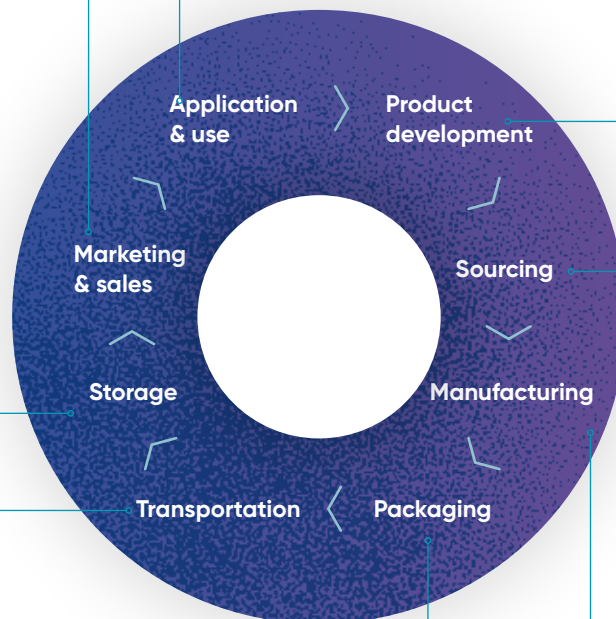
### Application & use

### Product development

### Sourcing

### Sourcing

- Suppliers code of conduct
- Quality & HSE criteria
- Chemical compliance
- Audits & continuous improvement plans



### Storage

### Manufacturing

### Transportation

### Packaging

### Transportation

- Safety data sheets
- Online process monitoring
- Traceability tools
- HSE audits for subcontractors
- Emergency response plans
- Innovative last-mile delivery systems

### Packaging

- Bulk material assessment
- Product safety & labelling compliance
- Customization options

### Manufacturing

- HSE programs
- Process safety programs
- Circular economy programs
- Security programs
- Business Continuity Plan
- Audits & continuous improvement plans

The QMS-LCP OCP (Quality Management System Life Cycle Product) ensures the constant implementation of quality excellence along the whole product life cycle and is based on 6 pillars:


































- › Leadership & engagement
- › Effective listening to the client's voice
- › Anticipation of market needs and developments
- › Development of capabilities
- › Efficiency of quality across the entire value chain
- › Rituals of quality performance & continuous improvement

Stemming from these L.E.A.D.E.R pillars, 15 product lifecycle oriented work axes are developed in 227 elements. Each element is described in a maturity matrix at five levels thus constituting the QMS-LCP OCP reference system.

### Commitment at all levels

Quality touches every single OCP Group employee. In 2020, we reaped the benefits of a global organization with built-in operational synergies among rock, phosphoric acid, fertilizers product development teams. Our new product evaluation (NPE) and new product introduction (NPI) processes are now production proven and delivering world-class results.

Our quality team is a worldwide organization that leads customer-critical functions within OCP Group. Their responsibilities include:

	<b>Customer Quality</b>		<b>Quality Standards and Bodies</b>
	Finding the root cause of quality issues		Voicing Our position and interests within industry standard bodies such as ISO, IFA and AOAC (Association of Official Analytical Chemists)
	Working on product quality improvements through preventive and corrective actions		Communicating internally, industry standard trends and changes (planned or actual)
	<b>External Quality</b>		<b>Quality Systems</b>
	Working with final manufacturing subcontractors on quality-related tasks, audits and incidents		Managing our quality rules, process structure and documents
	Being the main quality point of contact for outsourced products		Coordinating internal and certification audits
	<b>Failure Analysis Lab</b>		Leading continuous improvement activities
	Chemical and physical product analysis for new product development, customer issue resolution and manufacturing effectiveness improvements		Making sure that customer-specific and market specific requirements are available and understood
	Providing an expert voice in new product development teams		<b>Reliability Lab</b>
	<b>Manufacturing Quality</b>		Operating life and environmental stress labs to validate long-term reliability of our products
	Acting as customer advocate for internal manufacturing sites regarding change management, discrepant material and product qualifications		<b>Supplier Quality</b>
	Overseeing and performing quality audit activities		Working with suppliers on quality related tasks, audits and incidents
	Giving expert knowledge, with the help of quality tools and methods, to help ensure quality of manufactured products		Driving supplier quality improvements
	<b>New Product Introduction (NPI) Quality</b>		<b>Business Continuity Management</b>
	Driving quality into product development activities		Identify critical processes that may interrupt business operations and implement strategies to minimize the impact
	Helping ensure that new product releases meet customer and standards requirements		<b>Regulatory Intelligence</b>
			Maintain the regulatory compliance of all OCP products.



## Quality Information Systems

We developed online quality tools and processes to support operational and customer needs, which can be found on our internal quality portal website. The quality portal is our hub for critical business functions, such as QMS LCP OCP, Regulatory Intelligence platform, and the Master data Product. These systems have many reporting and data mining capabilities.

**QMS LCP OCP** is an in-house built quality management system that shows the way. It features a digital platform requiring a self-assessment plan for each entity. All users are required to disclose scores and maturity according to the QMS-LCP OCP standard, as well as objectives and action plan. The user can also share best practices with the other users while we teach our team members to be good problem solvers and our managers to be good mentors and coaches.

### Regulatory Intelligence platform:

The supply of fertilizers and chemicals is regulated by national and international chemical and product-related codes. OCP Group is committed to monitoring and ensuring compliance with such regulations while meeting local market requirements.

The Regulatory intelligence platform allows to screen our products' compliance – including chemical safety – with domestic regulations

worldwide and share knowledge across the company. Regional regulatory intelligence committees are held regularly to identify further regulatory local developments and define compliance action plans accordingly. We also monitor normative and regulatory trends through our participation in international standardization bodies.

**The Master Data Product** is a common products referential to describe and share quality standards across the company for all products from rock, to acid, to fertilizers, to feeds throughout their lifecycle. The online platform allows to improve knowledge of the OCP Group product portfolio, reduce non-conformities, time-to-market for new products, customer satisfaction and control of regulatory non-compliance risks such as chemical safety. The platform features all specifications, chemical properties and components, physical properties (particle size, colors, hardness), trace elements but also analytical methods (e.g. gravimetry, etc.). All data included in this platform is integrated into each trade management system, including procurement, occupational health & safety, etc.

All data from this platform finally fuel product catalogues and sheets – including their correct uses and safe handling.

## Customer-driven Quality

Customers are the starting point for a closed-loop process that ensures exceptional interaction and accountability. In 2020, we expanded our Voice of the Customer program to reflect the growing diversity of our customers and to better understand the complex technical and dynamic business challenges they face in bringing products to market. Quality scorecard ratings are at an all-time high. Conducted annually, our customer satisfaction survey provides analysis of 48 functional elements such as physical aspects, chemical conformity, and loading traceability, which allows us to prioritize future improvements.

# 3,4/5

customer satisfaction rate  
in 2019 – the 2020 survey is  
ongoing

2020	Claims rate	Closing rate
Rock	2%	67%
Phosphoric acid	1,60%	100%
Fertilizer	2,76%	79%
Total	2,49%	79%





**M. JEBRIL JAOUHAR**  
VP - Quality  
Management

## Quality, our native mindset.

Global challenge of food security is as much about quantity as it is about quality. Quality of nutrition, for humans, for the livings, and therefore for the soils.

At OCP, meeting this challenge, sustainably, has always translated into strong commitments, laying on a certain "culture of excellence" rooted in our way to do.

Today, we are bringing quality to the next level, ensuring comprehensive coverage along the value chain and thus through our entire portfolio of products lifecycles. Embracing the increasing complexity of our business by hinging on world class digital tools and embarking all our ecosystems on a common vision of "outstanding quality". Beyond compliance and customer satisfaction, we stand for a "quality native mindset" that we collectively craft, share and prosper."





RT-CH-410b.2

### Superior Supply Chain Quality Management

At this level of complexity, quality processes take on an even more critical role. Our Quality and manufacturing teams continue to focus on stronger execution. We rely on an online process monitoring from rock to fertilizer delivery. These strategies have reduced development cycles and minimized the risk of quality problems in the field – all built upon engineering characterization of our products, with more than 450 million data points collected. 100% of our shipments are physically inspected to confirm the quality, compliance and quantity of goods leaving our ports – led by third-parties for Jorf Lasfar and Safi's ports.

### Evaluation & control

Beyond our self-assessment system and internal audit processes, we regularly renew and expand best-in-class certifications rewarding the quality of our activities and products:

	Jorf Lasfar	Safi	Khouribga	Gantour	Boucraa	Port of Casablanca
Protect & sustain – IFA's product stewardship initiative covers the main quality, environment, health, and occupational safety aspects of ISO 14001, 50001, 9001 and 45001 certifications	x	x	x	x	x	
ISO 45001:2018 / OHSAS 18001:2007 on Occupational Health & Safety		x				
ISO 14001:2015 – Environmental management	x	x	x			x
ISO 14064-1:2018 – Corporate Carbon Footprint	x	x	x	x	x	
ISO 9001:2015 – Quality management	x	x	x			x
ISO 17025:2005 – Laboratory requirements	x	x	x			
ISO 22000:2005 – Food safety		x				
GMP+ – Good Manufacturing Practices (feed safety assurance)		x				
Food hygiene – HACCP		x				

IMACID (Indo-Maroc Phosphore) and EMAPHOS (Euro-Maroc Phosphore) are joint-ventures producing phosphoric acid and fertilizers located in Jorf Lasfar:

	IMACID	EMAPHOS
ISO 45001:2018 / OHSAS 18001:2007 on Occupational Health & Safety	x	x
ISO 14001: 2015 – Environmental management	x	
ISO 9001:2015 – Quality management	x	x
ISO 22000:2005 – Food safety		x
ISO 50001 – Energy management	x	

[+ Find out more](#)

## Capacity building

Among our educational tools, OCP School Lab (OSL) aims at increasing the yields of smallholder's farmers on strategic crops by offering:



### School

A mobile school that offers interactive training sessions with live demos and videos on good agricultural practices



### Lab

A mobile laboratory that offers soil-testing using latest innovations (X-rays, big data and machine learning) and live information on soil needs and fertilizer recommendations

## Key figures

**434,058**

farmers reached by OSL program since its launch in 2016, including more than 21,500 in 2020 in spite of the pandemic

**9**

### countries covered:

Ivory Coast, Guinea, Nigeria, Ghana, Kenya, Burkina Faso, Tanzania, Senegal and Togo

### In 2020, OSL was adapted to the COVID 19 challenges.

Farm & Fortune TV Show was created to promote sustainable agricultural practices in different languages – also broadcasted on radio – through documentaries, interviews with experts, games, and sharing of simple tips and tricks everybody at home can be inspired by – from housewives dealing with composting to farmers tackling more technical agricultural issues.

[+ Join our online school](#)





## ENHANCING SMART DECISIONS THROUGH DIGITALIZATION

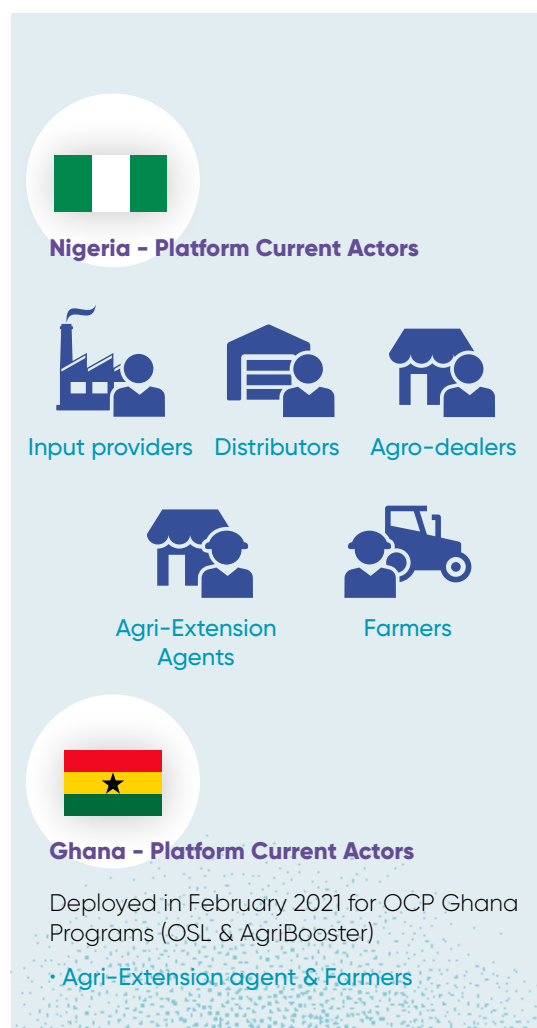
Digitalization is at the heart of our work to create a connected farmer, empower the ecosystem and encourage end-to-end modelling.

**Nutrient Expert** is a digital platform in partnership with the African Plant Nutrition Institute (APNI) to help farmers in their decision making process. The tool enables farmers to make more informed decisions based on their soil needs, expected yields and cost & profit analysis

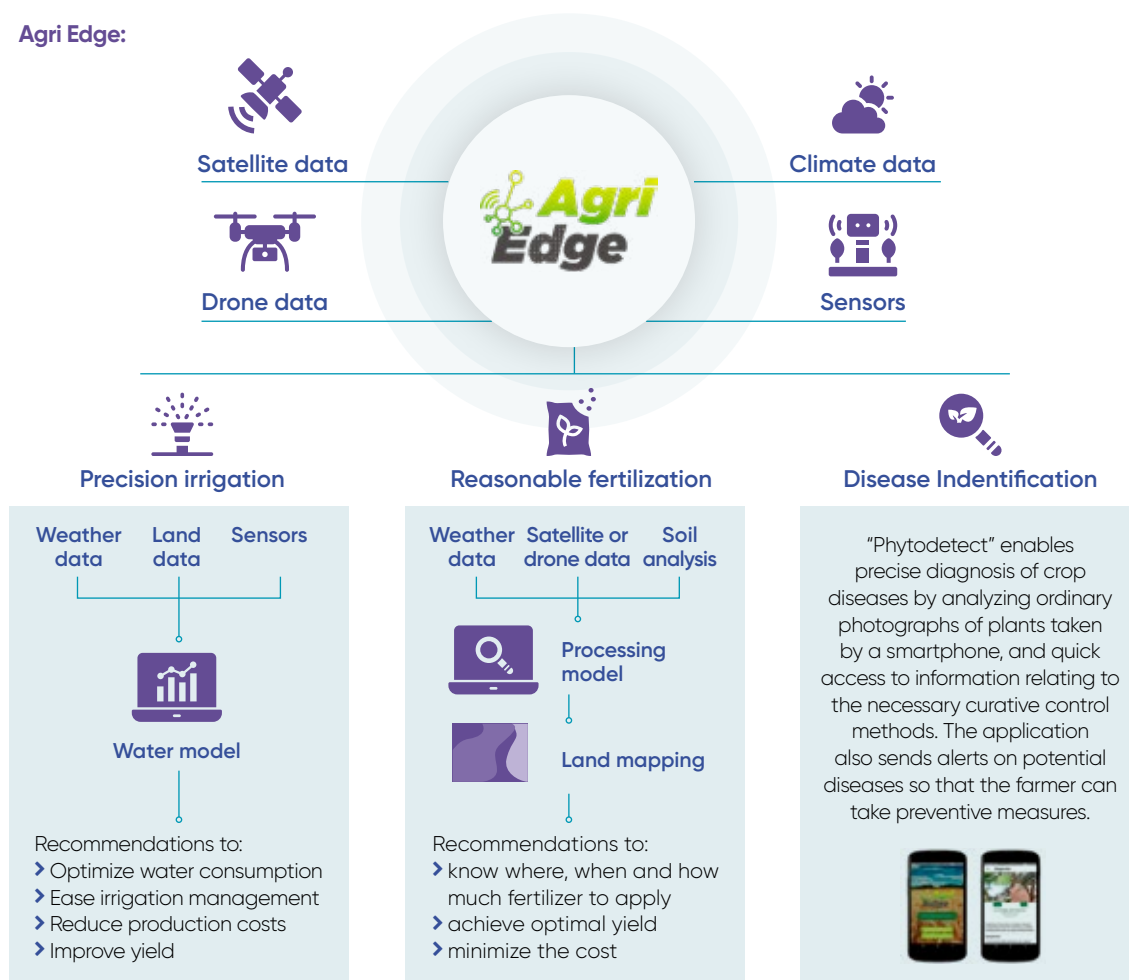
**AI Moutmir digital offer in Morocco:** @tmar to facilitate access to free agricultural guidance for each farmer; Agripedia to access scientific knowledge to facilitate decision making; Agriagent to manage agronomists' activity; Agridistributors to allow distributors to efficiently manage NPK production; Agritrial to follow in real time the demonstration platform outcomes

[+ Find out more here](#)

**Udongo** is a digital platform promoting the agricultural value chain through various services while putting the farmer at the heart of the ecosystem. The digital solution offers farmers the possibility of accessing the agricultural input market, along with recommendations and agronomy contents but also local support through the Agri Extension Agents Network. Beyond Nigeria, this initiative will potentially be developed in strategic countries while integrating new services.



## Agri Edge:



For ever more sustainable agriculture, we have adopted an approach focused on research and development. We work closely with a community international scientist composed of recognized experts in the field of precision agriculture. These experts run the Agri Analytics Days annually, and the AgriEdge scientific platform.

## RESTORE AFRICA SOILS: A SOIL DATA BANK TO SHARE EXPERTISE & GOOD PRACTICES

Restore Africa Soils is a platform dedicated to scientific discussions between African researchers and OCP Group partners launched in 2020 in partnership with CESFRA (UM6P's Center of Excellence in Soil and Fertilizer Research in Africa). In an unprecedented international context of the Covid-19 pandemic, OCP Group continues to work to ensure the continuity of its actions in Sub-Saharan Africa, particularly in terms of training and scientific exchanges. The platform will allow to communicate about the state of play of the soil mapping projects launched and to continuously feed a Data Bank dedicated to African soils.

### Empowering agricultural institutions:

- Development of a distance training offer in partnership with ESAFE (School of Agriculture, Fertilization and Environment Sciences) in the UM6P for sub-Saharan partners
- 121 executives trained in soil mapping in Rwanda, Madagascar, Cameroon and Ghana.
- 11 executives from the Agricultural Vocational Training Support Center (CAFPA) trained in the fields of agriculture in Madagascar
- 10 Senegalese researchers and doctoral students at UM6P in fields related to agriculture and leadership.

9

webinars hosted on the platform in collaboration with CESFRA and partner agricultural institutions (Guinea, Togo, Burkina Faso, Madagascar, and Rwanda) and 300 beneficiaries

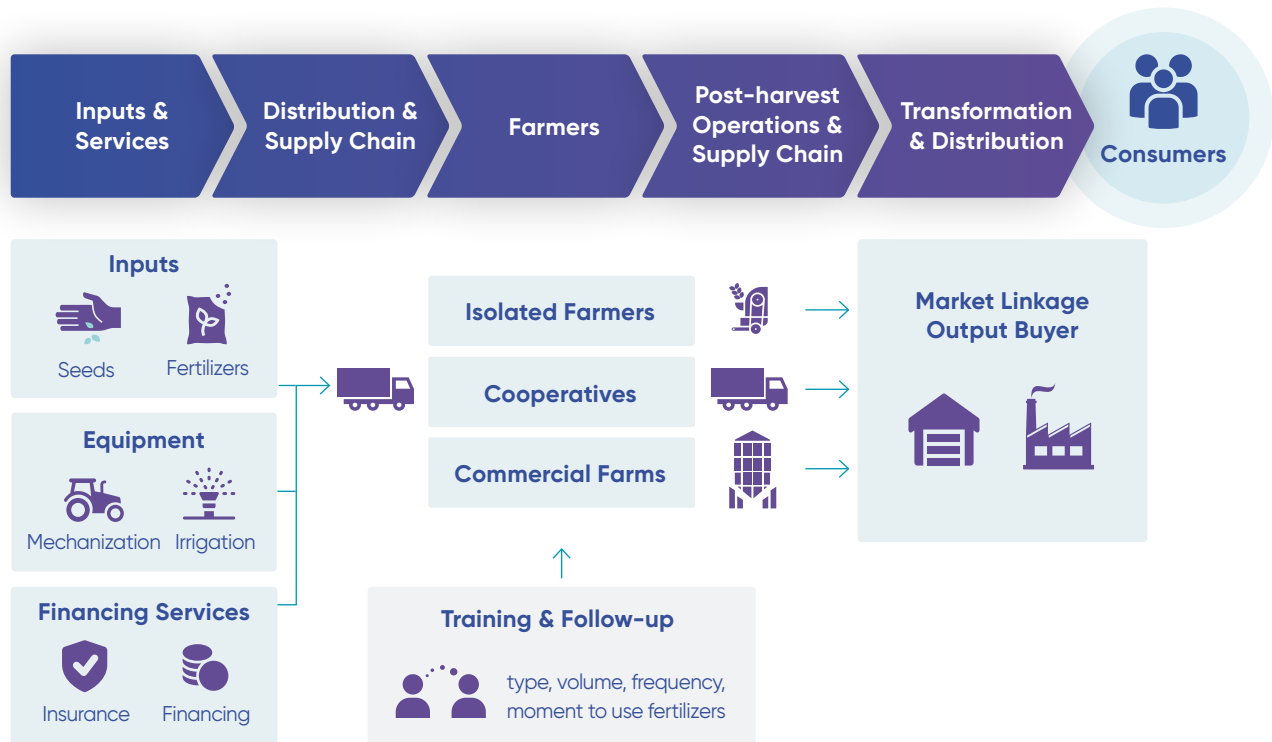
[Find out more on how we help African farmers in the COVID 19 pandemic](#)

GRI 103-2 | GRI 203-2

## End-to-end programs

### AGRIBOOSTER

The Agribooster program is an inclusive and customized end-to-end solution that brings together different stakeholders of the agriculture value chain to provide farmers with the best conditions to increase their yield, incomes and livelihood. To enhance a sustainable farming ecosystem, it includes:



#### Agri-Promoters

Agri-Promoters have been created as a single point of contact between smallholder farmers and the rest of the agriculture value chain to optimize the Agribooster offer while creating jobs for educated young people in agriculture. The young graduates are trained and supported to coordinate farmers' challenges – input (seeds, fertilizer, etc.), training extension, off-take, loan & insurance, mechanics and warehouse – with the right partners: input suppliers, financial services providers, and commodity buyers.



**DORIS KUDI**

**Organization:** Ahmadu Bello University Zaria, Nigeria

**Position:**

OCP Agripromoter (AP)

**Role in ABU Agribooster**

**Campus:** Support farmers with adoption of GAP for Maize value chain, facilitate step down training, and data collection.

As an MSc student in Agriculture, the Agribooster project provides me with the first ever opportunity of acquiring practical knowledge as a potential expert. Skills on how to interact with farmers, share and adopt on-field knowledge and experiences as well as facilitate step down trainings on Good Agronomic Practices were major achievements for me. Overall this project has given me a massive insight to embrace farming as a business. Thank you OCP Africa."





**DEBORAH EMMANUEL**

**Community/State:** Pampaida-Ikara, Kaduna State  
**Farm Size:** 0.7HA  
**Value Chain:** Maize  
**Previous Harvest:** 2.3MT  
**Current Harvest:** 3MT

// I can now afford to send my daughter to a good school"

**4**

countries covered by Agribooster: Ivory Coast, Nigeria, Ghana, and Senegal

**33%**

additional average yield in the maize, rice, millet, and sorghum value chains

**631,166**

farmers benefited from Agribooster since 2016

Farmers covered by Agribooster

162,883  
2016-2018

168,454  
2019

299,829  
2020

**M.TOURE ABDARAMANE**

Directeur General de Oriane industries (Offtaker) on the Ivory Coast partnership:

// Agribooster offered real opportunities to rice growers through field schools, training in community life, rules of good governance, establishing contact with ORIANE INDUSTRIE in the context of contract farming.

The project initially started on the basis of 2,500 producers; based on the selective criteria imposed on ORIANE INDUSTRIE by UNACOOPEC-CI - an organization that agreed to finance agricultural inputs - in particular the obligation for producers to have an account with COOPEC, was affected and reduced downward. Several producers, although motivated at the beginning, therefore left the project and nearly 1,742 rice producers were retained who benefited from seeds, inputs and the supervision of coaches in the field. 1,751 producers benefited from advisory support"



**PROFESSOR OLUWAFUNMI ALABI**

**Institution/Dept.:** Department of Crop Protection, Faculty of Agriculture-ABU Zaria, Nigeria.

**Position:** Former Dean, Faculty of Agriculture-ABU, Zaria.

**Role in ABU Agribooster Campus:** Resource person and institutional facilitator for collaboration between OCP Africa Nigeria and Ahmadu Bello University Zaria, Nigeria



The Agribooster Campus project has:

- Open up opportunities for Faculty students regarding entrepreneurship, business and extension services.
- Build capacity of students in the areas of self-employment and self-dependency
- Further deepen knowledge of agriculture and Leadership on students as espoused by the University"

## Our ecosystem :

### Service providers



### Funding organisation



### Input providers



### Micro financial and Commercial Banks



### Government bodies



### International institutions



### Offtakers and distributors



*This list is not exhaustive.*



## EMPOWERING WOMEN

In 2020, OCP Africa launched the Women in Agribooster initiative, using the Agribooster platform to reach 5,000 women farmers in Ghana. The program aims to mitigate the negative effect of COVID19 on women in agriculture and to ensure that they continue to produce food for their communities.

In addition to access to inputs, training on good agricultural practices and market access, the program provides technical support to increase food productivity. TROTRO TRACTOR and SAYeTECH, two Ghanaian startups, laureates of the first IMPULSE cohort, will respectively support women farmers in mechanization via a powerful on-demand mobile platform that connects farmers to tractor operators, and the activities of harvest via intelligent machines.

In addition, women farmers benefited from an innovative agricultural platform called e-Extension, which trained them on good agricultural practices and production monitoring, in collaboration with the Millennium Promise Alliance (MPA).

Through these two initiatives to support women farmers during the Covid 19 pandemic, we have provided 5,000 women with support in land preparation through mechanization and smart techniques. These women farmers were also able to reduce post-harvest losses with modern tools and harvesters.

[+ Find out more](#)

## CATALYSING THE AGRIBOOSTER PROGRAM DURING COVID 19 PANDEMIC

The Africa Fertilizer Financing Mechanism (AFFM) and OCP Africa team up to reduce potential risks along the agricultural value chain, and improve access to quality inputs, including fertilizers, in Côte d'Ivoire and Ghana. The three-year project (2020-2023) will support 430,000 smallholder farmers, including 104,000 women, in the two countries and facilitate their access to quality and

affordable agricultural inputs while providing training in good agricultural practices. Built on OCP Africa's Agribooster, activities are expected to boost productivity and help increase rice and maize yields by 35% in Ghana and rice yields by 30% in Côte d'Ivoire. In light of these expected outcomes, OCP Africa and the AFFM will each contribute \$2 million in trade credit guarantees.



**Martin Fregene** Director of Agriculture and Agro-industry at the African Development Bank.

**"The African Development Bank is pleased to partner with OCP Africa to achieve the increased agricultural productivity objective of the Bank's Feed Africa Strategy. The project will contribute to the Bank's efforts to increase smallholder farmers' access to modern farming inputs in order to increase productivity and promote agriculture as a profitable and sustainable business in Africa"**

The project is in line with national development programs of the two countries. It will support the implementation of the national rice strategy in Cote d'Ivoire, as well as the Planting for Food and Jobs program in Ghana.





### SANDIARA AGRIBUSINESS INNOVATION

OCP Africa has launched an incubation program in Sandiara, western Senegal, aiming at building the capacities of young agripreneurs and women's cooperatives in agribusiness. The program enables women to develop a sustainable organizational model that brings together members around a common economic activity (processing of agricultural and poultry products) and which promotes inclusion in markets. For agripreneurs, the incubation program drives on the path to entrepreneurship through support in the structuration of their business and the strengthening of technical skills to raise their level of productivity. The ultimate ambition is to promote interrelationships with the two categories of beneficiaries with the establishment of contractual mechanisms between agripreneurs and women's groups.



## FARMER HOUSE

A well-functioning last mile delivery system is an integral part to an integrated agricultural value chain that ensures food security. In Nigeria, farming input and product last mile delivery is underdeveloped especially in rural farming communities. As a result of this underdeveloped delivery system in the undeserved communities, farmers travel long distances to access quality farm inputs and market linkage for produce at a profitable value, and such distances not only add to cost of food but also create a psychological barrier to food security.

The challenge faced by smallholder farmers – who produce 85% of total food – necessitated the development of an integrated last mile delivery & support solution to improve access to farm inputs, training and market linkage that ensures profitability, hence increasing food production.

Farmers House, developed in underserved communities, is aimed at addressing farm inputs availability and accessibility by providing required farm inputs, trainings, soil testing, extension services, storage & market linkage needed to ensure perennial yield increase under one single roof. It also creates a sustainable model for Youth and Women in agriculture by providing training through the University partners and tools like Digital lab (soil testing), Tricycles (last mile delivery), Tablets (information gathering). Agripromoters are agents who act as an extension of OCP and are attached to the Farmer Houses to provide farm inputs, farmer training, and demo plot activities, amongst other services. More than 7,000 farmers have been trained on good agricultural practices. By 2024, these initiatives aim to reach 5 million farmers and to generate 40,000 jobs by leveraging partnerships with public and private players, as well as universities and cooperatives.

## EMPOWERING AFRICAN YOUTH (EMAY)

Launched in 2020, Empowering African Youth (EMAY) is a program that addresses the issue of youth unemployment and their participation in the agricultural sector. EMAY enables young Africans to become agents of positive change, powerful relays for technology transfer and advice in the agricultural sector. Young leaders are trained by a higher education institute to become an expert and ambassador in the agricultural field, allowing them at the same time to secure their livelihood. Young Leaders are equipped with several tools, such as digital labs, tricycles, tablets and other mobile tools that allow them to bring their know-how to farmers in order to increase their yield and profitability. The program will train 90 young leaders by the end of 2021.

## Key figures



29,250

Farmers

58

outlets opened  
throughout the country

40



Agripromoters – single point  
of contact between smallholder  
farmers and the rest of the  
agriculture value chain

## Farmer houses in Nigeria

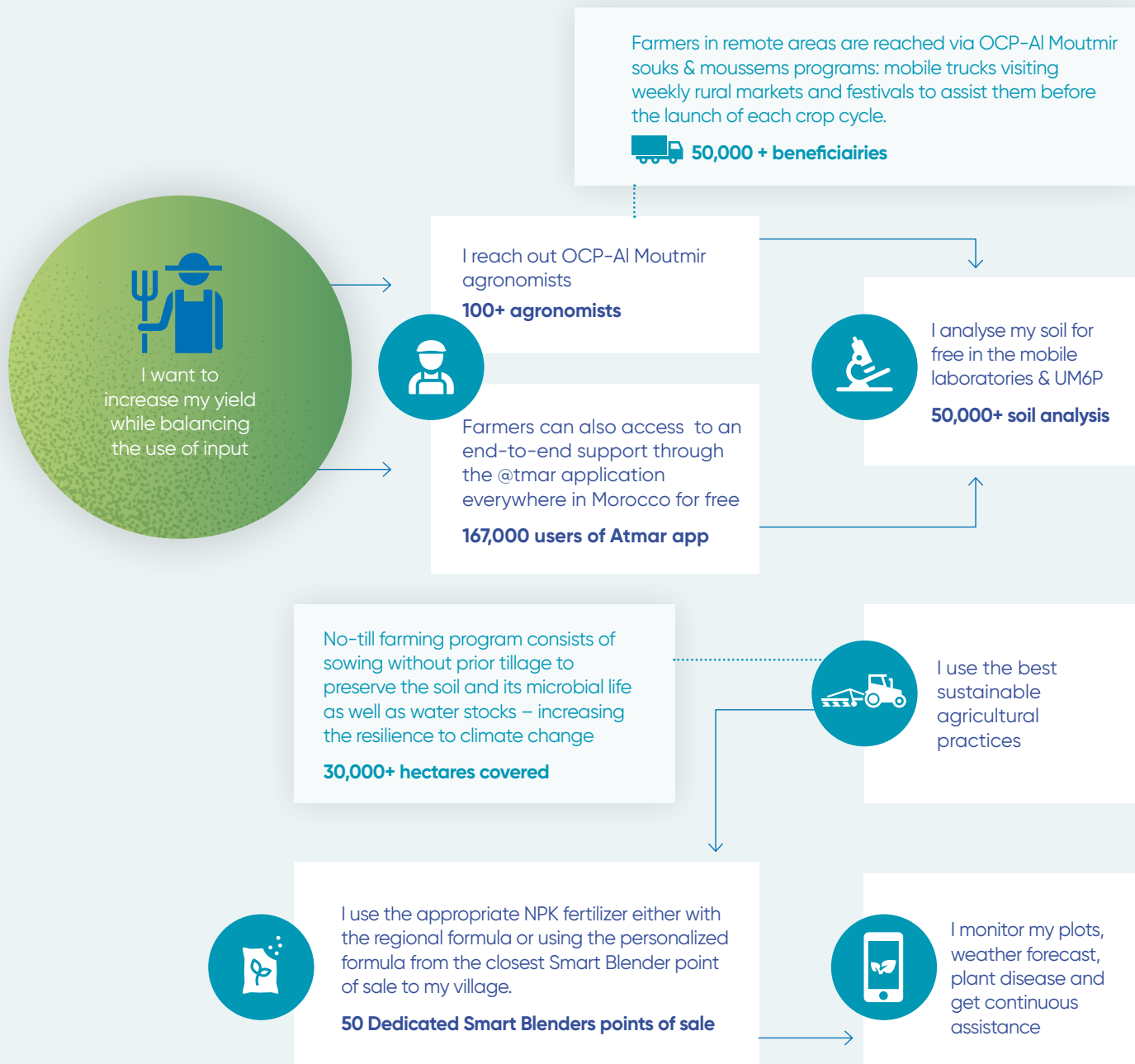
2020	2021	2025
50	100	500

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

## OCP-AL MOUTMIR

As a long-standing partner of farmers, OCP remains strongly committed alongside the entire ecosystem in order to support the transformation of agriculture in Morocco and more widely in Africa and around the world. OCP Group aims to contribute to the emergence of inclusive agricultural development models that create sustainable value and impact. In a partnership approach with the Ministry of Agriculture, Fisheries, Rural Development, Water and Forests, OCP Group through the OCP-AI Moutmir initiative mobilizes its teams with an intent to closely supporting farmers, especially the smallholders. Therefore, it continuously stimulates the innovation loop with the various leverages of the agricultural sector to respond with agility to the

challenges and to introduce new adapted and accessible solutions for all. OCP-AI Moutmir has accordingly designed and implemented a multiservice offer based on the scientific approach to ensure sustainability and on digital technologies as a key lever to multiply the impact and serve a maximum of farmers across the country: the Smart Blender technology, the demonstration platform program, the no-till farming program and the free mobile application @tmar for all. This approach is made possible thanks to various national partners, in particular scientific institutions (INRA, IAV, ENA and UM6P), the departments of the ministry, our partner manufacturers-distributors and resellers, professional organizations and farmers.







**30,000**

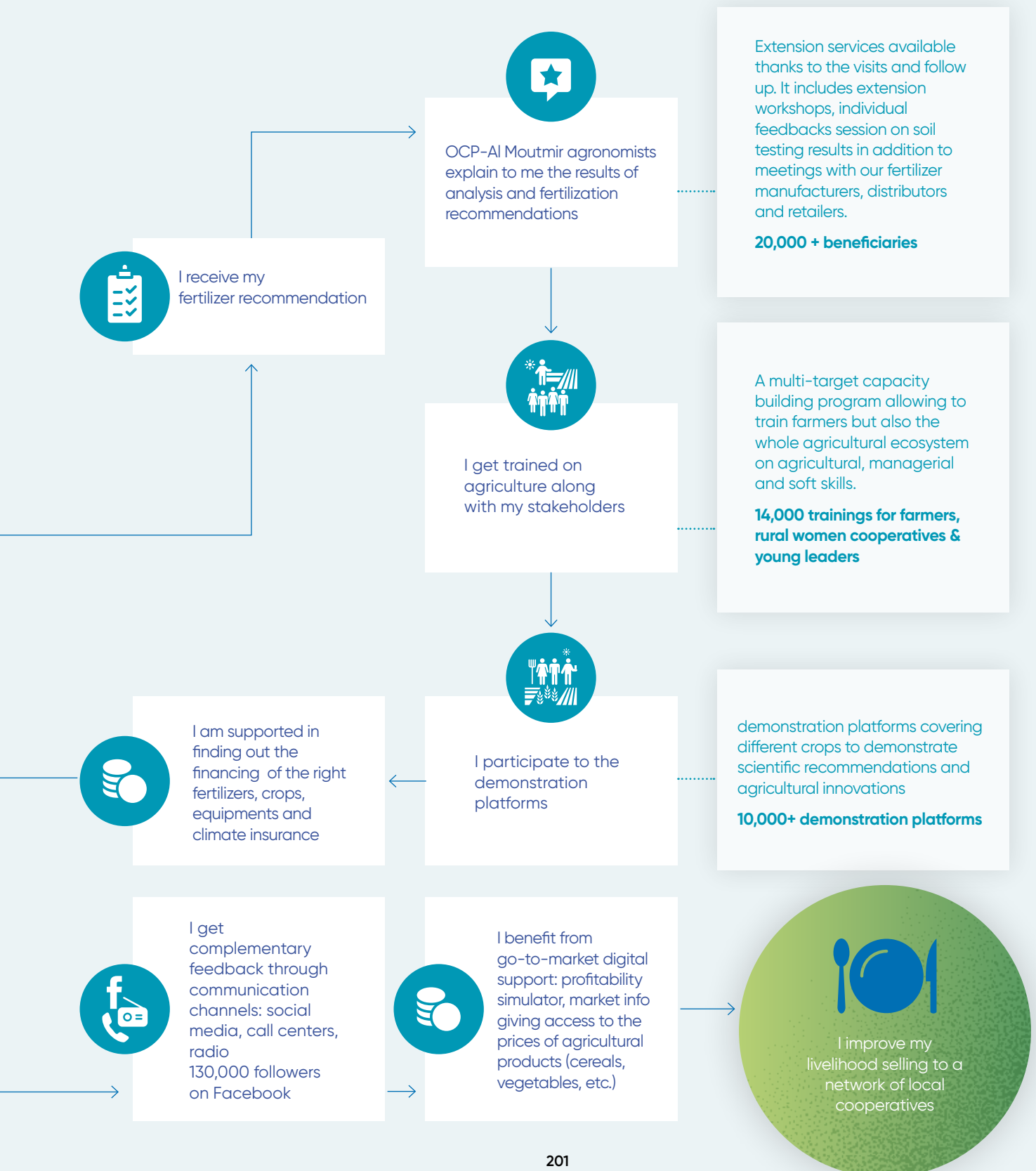
**farmers** – covered by  
OCP-AI Moutmir in 2020

**44**

**provinces** – covered by  
OCP-AI Moutmir in 2020

**+ 55%**

**of agricultural yield** in 2020 with customized  
fertilizers compared to the national average in Morocco



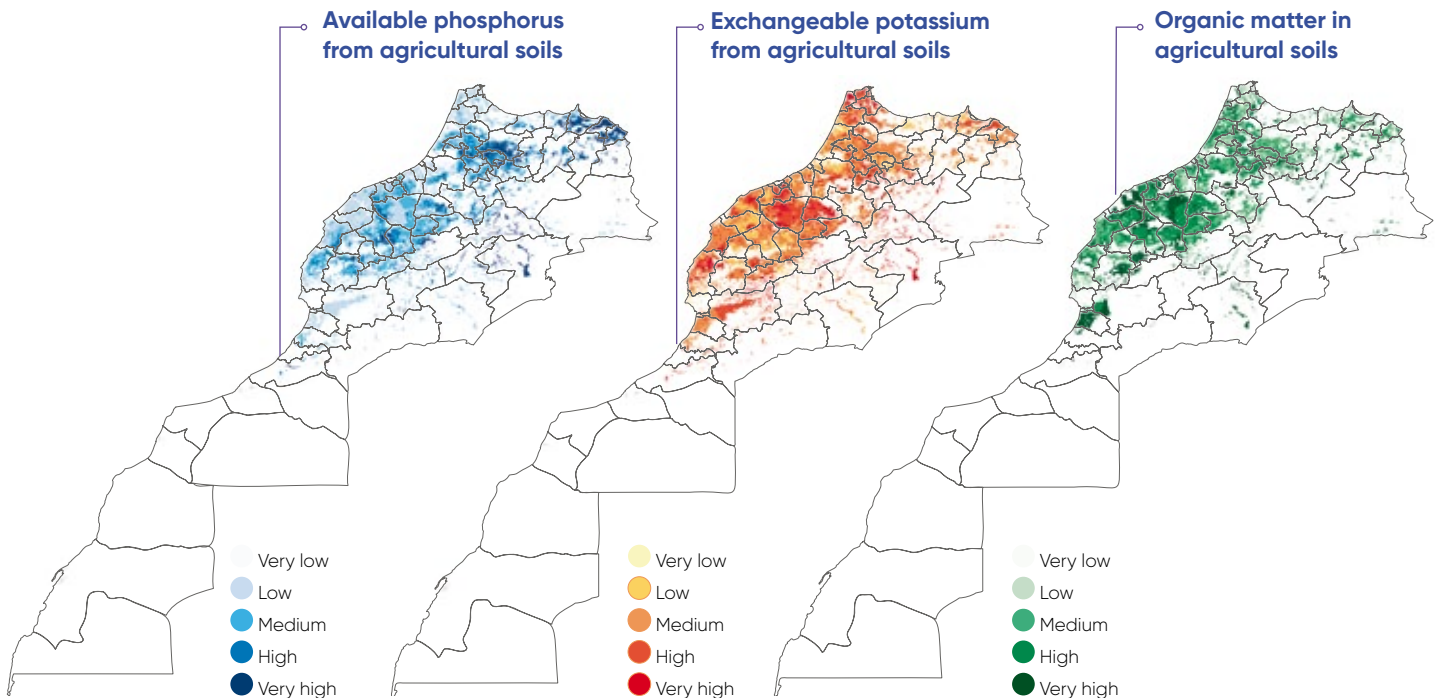
## THE RIGHT FORMULA FOR THE RIGHT SOIL

### From soil analysis

In strict compliance with the health measures imposed by the COVID 19 pandemic, OCP Group through the AI Moutmir Initiative and the Mohammed VI Polytechnic University of Benguerir has further deployed an integrated offer of soil analyzes through the mobilization of an additional fleet of mobile laboratories. Based on the scientific approach, the OCP-AI Moutmir offer of mobile soil analysis laboratories is made possible thanks to the mobilization of various national partners, including scientific institutions (INRA, IAV, ENA and UM6P), agricultural experts, OCP-AI Moutmir engineers agronomists, Local Authorities, farmers and OCP volunteers working within the framework of Act4Community.

Aware that soil analyzes are the first step for reasoned fertilization, and as a good soil analysis

can only be guaranteed if the sampling process is carried out correctly, our teams enable farmers to carry out sampling on scientific grounds. Several explanatory and demonstration sessions are organized at field level. Educational tools are also distributed to farmers (flyers, demonstration videos, etc.) to enable them to be autonomous and to carry out sampling on a scientific basis. Soil analysis feedback sessions are also planned, one to one, to allow each farmer to better understand the nutrient needs of his soil. The soil analyzes carried out at these laboratories are monitored by a scientific committee of experts from UM6P and the national scientific consortium (INRA, IAV and ENA) with the assistance of agricultural engineers OCP-AI Moutmir and a team of experienced laboratory technicians. The results of soil analyzes are thus certified by the scientific committee, that regularly carries out quality controls in addition to the methodical calibration operations of the equipment mobilized.



More than

**50 000**

soil analysis carried out since the launch of OCP-AI Moutmir in September 2018.

**132 000**  
ha mapped

**100%**

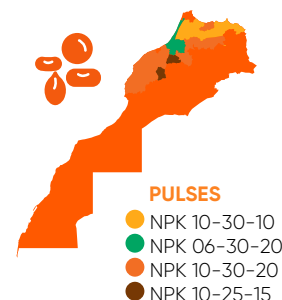
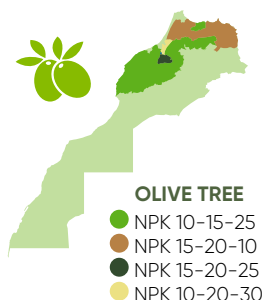
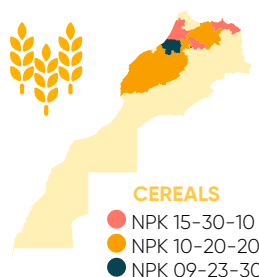
digital to ensure the reliability of data and facilitate its sharing with the ecosystem.  
Soil sampling → soil analysis → fertilizers recommendations → presentation of results → Moroccan soil referential →

## To regional formulas and plot specific formulas



### Regional formulas:

Thanks to the Soil Fertility Map of Morocco, fertilizer formulas adapted by crop and by region are manufactured by our manufacturer-distributor partners equipped with technological equipment for mixing "Bulk- Blending". These fertilizers are transported to the different regions and marketed through a national network of retailers bringing fertilizers closer to farmers.



### Looking deeper into plots:

To go further towards optimizing natural resources and using adequate N, P and K nutrients, the Smart Blender technology has been developed in 2018. The solution aims to produce customized NPK formulas to each agricultural plot based on its soil analysis and its potential yield.

Aiming to optimize plant nutrition through the best adjustment of the supply of fertilizers, the OCP-AI Moutmir program has set up Smart Blenders to further develop a proximity offer, while encouraging the use of custom NPK blends. This technical approach makes it possible to adjust fertilizers to the needs of the crop, which contributes to balanced soil nutrition in addition to better yields and environmental protection. Smart Blender technology is deployed today through our national fertilizer distributors and aggregator partners at proximity units located as close as possible to farmers.

**5000**

tons annual  
production capacity  
and up to 10,000 ha  
covered

### Sale points of the Smart Blenders

2019	34
2020	50



**YOUSSEF REZOUG,**  
Sales Manager SB  
Mediouna-Ferti  
Africa

Thanks to the efforts made by the various actors of the "Smart-Blender" project, Moroccan farmers are increasingly convinced of the need to follow an appropriate scientific approach in order to improve their yields. Upstream of this process is the Smart-Blender unit. This machine makes it possible to adapt the fertilization program to the nutritional needs of the crop concerned, providing only what is necessary. This makes sense not only from an economic point of view, but also to protect the environment. At the beginning, we noticed a reluctance on the part of the farmers to this new technology. It was only through extension sessions and site visits that farmers began to familiarize themselves with the function of this smart unit. In addition, they really appreciated the quality of the mixture (NPK Blend). Therefore, we believe that demand will shift towards this tool, which meets the needs of the farmer in terms of product quality, proximity and specificity."

### Smart fertilizer management for better human nutrition:

Food has been, and remains, a major challenge in our societies. Rational fertilization improves plant nutrition as well as the physical, chemical and biological properties of soils. Plant nutrition comes from two sources: soil and fertilizer material.

Our food must provide us with proteins, lipids, carbohydrates, 13 vitamins and 20 mineral elements, all in balanced proportions. Customized fertilization provides the right dose of macronutrients: nitrogen, phosphorus and potassium (N, P, K) and also the dose of micronutrients such as calcium, sulfur and magnesium (Ca, S, Mg). Thanks to tailor-made fertilization, it is therefore possible to intervene upstream of food processing by providing a balanced diet at farming level.



## CONSERVATION AGRICULTURE : ENCOURAGING SUSTAINABLE FARMING PRATICES

We are working on territorial agro-ecological transition models that can scale up varied and complementary measures to fight climate change. Key pillar of conservation agriculture, no-till farming consists of using adapted seeders without tillage to preserve soil, water stocks and microbial life. This technique was introduced by several institutions and national partners such as the Ministry of Agriculture, Fisheries, Rural Development, and Water and Forests INRA, etc. Seeders were made available to the cooperatives, who were responsible for the roll out in coordination with OCP-AI Moutmir engineers.

[+ Find out more](#)

### No-till farming / conservation agriculture

#### Environmental benefits



Avoid CO<sub>2</sub> release during tilling



Preserve soil's water stocks



Protect soil's microbial life





#### Economic benefits



Less production costs saving labor and inputs costs



Better physical and chemical soil's properties for better yield

		2019/2020 CAMPAIGN	2020/2021 CAMPAIGN
	seeders made available to farmers	35	40+
	hectares cultivated	10,000	20,000
	demonstration platforms	600	700+
	beneficiary farmers	2,000	4,000



In order to capitalize on feedback from no-till farming demonstration platforms and facilitate the sharing of these feedbacks with the ecosystem, a digital application has been set up by the AI Moutmir team. "Agritrial" now enables the digitization of agronomic management of direct seeding demonstration plots and the real-time feedback of detailed information on the evolution of the platforms (phenological stages, colors, stress, size, photos & videos of plants, etc.). This wealth of information is made available to the scientific, academic and economic ecosystem.

[+ Find out more](#)



OCP Group has set up a range of demonstration platforms in different Provinces of the Kingdom and covering several crops (Cereals and Legumes, Arboriculture, market gardening ...). The platforms are indeed a powerful extension tool for demonstrating scientific recommendations and agricultural innovations. Co-constructed and produced in partnership with the agricultural ecosystem and in particular the scientific ecosystem (INRA, IAV, ENA UM6P), these platforms are installed in the fields of volunteer farmers and make it possible to demonstrate the considerable impact of adopting

A donut chart illustrating the distribution of demonstration platforms across four sectors. The chart is divided into four segments: Cereals (38%, purple), Arboriculture (34%, dark blue), Horticulture (16%, teal), and Pulses (12%, blue). To the right of the chart, a large purple bracket points to the text '10,000+ Demonstration platforms'.

Sector	Percentage
Cereals	38%
Arboriculture	34%
Horticulture	16%
Pulses	12%

**10,000+**  
Demonstration platforms

### Integrated crop management program model (e.g. olive tree ICP)

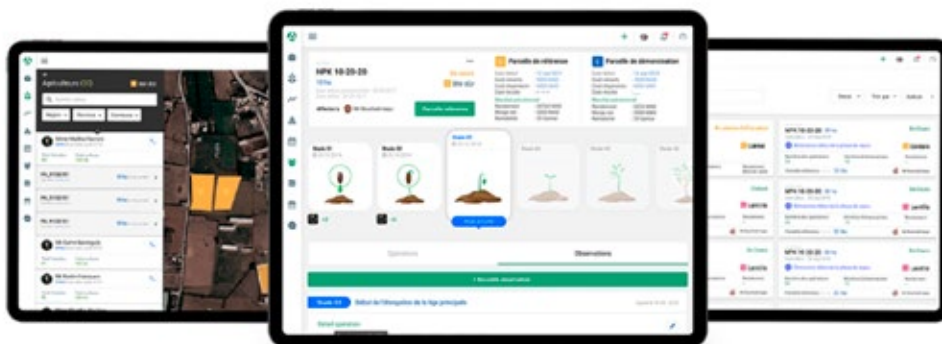


Beyond their agronomic contribution, the demonstration platforms are also a real opportunity to analyze the behavior of farmers regarding new crop management models and new technologies. This makes it possible to continuously adapt the solutions proposed, and to stimulate the innovation loop with good collective intelligence, thus helping to accelerate the transformation of the sector.

### Agritrial, a 100% digital monitoring solution for demonstration platforms:

In order to capitalize on feedback from demonstration platforms and facilitate the sharing of these feedbacks with the ecosystem, a digital application has been set up by the OCP-AI Moutmir team. "Agritrial" enables the digitalization of the agronomic management of demonstration plots and the feedback in real time of detailed information on the evolution of platforms (phenological stages, colors, stress, size, photos & videos of plants, etc). This wealth

of information is made available to the scientific, academic and economic ecosystem and is the subject of annual symposiums within the framework of OCP-AI Moutmir Open Innovation Lab with the various players in the sector. This tool could also be of use to the various institutions which conduct trials and demonstrations and would make it possible to feed a national collaborative platform open to students, researchers and actors who have an interest in the sector.



### Clear environmental & economic benefits :

#### 1. Improved yield

- Cereal demonstration platforms recorded an increase in grain yields of 40% and 48% compared to the yields achieved by farmers at the level of the control plots.
- Legumes : 102% increase in grain was recorded and 71% increase in biomass compared to the control plots.
- Olive tree: platforms driven in Bour and irrigated mode showed increases of 31% compared to the farmer's control, however the yield recorded in the demonstration platforms was three times more than the national yield recorded in the provinces where the cultivation is carried out.
- Horticulture: an increase in yield ranging from 4 to 100% in comparison with the practices of farmers in different provinces of Morocco.

#### 2. Improved quality

The improved technical conduct as well as the use of new technologies, especially specialty products, have made a remarkable contribution to the improvement in the weight and size of the fruit.

- Olive tree: 27% improvement in the weight of the fruit
- Horticulture: up to 50% improvement in the size of fruits

#### 3. Improved incomes

- **Cereals:** 63% average gain recorded at the level of demonstration platforms
- **Legumes:** 122% average gain recorded at the level of demonstration platforms
- **Olive tree:** from a profit margin point of view, the integrated production program adopted in the demonstration platforms resulted in an improvement of around 35%.
- **Horticulture:** improvement in gains ranging from 14% to 210% depending on crops and production areas

This program has also made it possible to considerably reduce production costs by promoting the rational use of agricultural inputs. These platforms were an opportunity for sharing with neighbouring farmers and training through hundreds of field schools organized by OCP-AI Moutmir teams during different stages of production.



## ENHANCING SMART DECISIONS THROUGH DIGITALISATION



@TMAR

**1 TRACK MY FIELD**

Farmers benefit from customized monitoring of their crops, continuous assistance and recommendations adapted to the cycle and development of their crops.

**2 NPK RECOMMENDATION**

Provides farmers with the NPK formula recommendation best adapted to the needs of their soil, the intended crop and the expected yield.

**3 PROFITABILITY SIMULATOR**

This service helps in economic decision-making. It enables farmers to calculate the potential benefits of their crops taking into account all agricultural operations.

**4 MARKET INFO**

This service gives access to the prices of agricultural products (fruits, vegetables and cereals) in reliable and accessible markets.

**5 WEATHER FORECAST**

Provides farmers with precise information on agricultural weather in real time in order to take the right decision.

**6 DOCTOR CROPS**

A plant disease recognition service based on real images taken from the field. It offers valuable information and the appropriate control strategy.

With personalized support for each farmer, @tmr already covers several of the most common crops in Morocco: cereals, pulses, arboriculture and vegetables. The application is available in Arabic and French and can be downloaded for free from the App Store and Google Play.









## Women: essential drivers for a sustainable rural development

Women in small scale agriculture are among the most underdeveloped resource for productivity increases. Through ElleMoutmir program, we actively support women in rural areas to become drivers of change. The objective is to develop their individual and collective agricultural and entrepreneurial capacities and encourage networking to scale up impactful actions.

[+ Find out more](#)



### Women farmers program

This program includes close agronomic support for women farmers in different provinces across the country, training and promotion of peer-to-peer outreach as well as networking support and common actions implementation.

ElleMOUTMIR

### Women cooperatives program

This program targets cooperatives and professional women organizations working on the valorization of agricultural and local land products. The objective is to support them in building a resilient and sustainable business. The services offered include local agronomic support, equipment and mechanization in addition to capacity building trainings (technical, business and soft skills).



### Women agri-retailers program

This program brings to women retailers working in the fertilizer sector a capacity building offer based on technical support, equipment, networking, business meetings coordination with OCP-AI Moutmir partners and support in the diversification of products and services (Smart Blender, extension services, inputs and more).



### Young women program

Tailored programs are provided to meet the need of each identified group. These programs help young leader women in the identification of entrepreneurship opportunities, capacity building as well as technical and administrative support for the creation of small businesses or cooperatives.



### EMPOWERING COOPERATIVES TO SCALE UP SUSTAINABLE AGRICULTURE

Based on the essential role of cooperatives in new models of socio-economic development in rural areas, OCP-AI Moutmir offers a program dedicated to strengthening their capacities. The program targets cooperatives and all professional organizations working in the production and promotion of agricultural and local food products.

It is all about developing solid and sustainable business models. The services offered to each cooperative meet its specific needs: local agronomic support, strengthening of their technical capacities, business skills and soft skills, support for equipment and mechanization, support for diversification and business development, facilitation of networking and carrying out collective actions in addition to market access. The cooperative capacity building program includes field actions and a range of distance learning services via the OCP-AI Moutmir YouTube channel, WhatsApp, Facebook and webinars. Several initiatives are also undertaken to facilitate the connection of cooperatives to markets: creation of Facebook pages, production of promotional materials (flyers, business cards, product guides), etc.



**HANANE  
KARDOUDI,**  
Coopérative Bassis  
Al Amal - Jamâat  
Shaim - Safi

// We had limited production capacity and we couldn't keep up our orders on time. With the dryer supplied by OCP-AI Moutmir, our customers are now delivered on time. "



**AMINA KHADARI,**  
Oulad Si Bouhla  
- Sidi Bennour  
- coopérative  
féminine Hmyania

// In the past, we have focused on production at the expense of upgrading. Through simple techniques presented during training on the valuation of agricultural products, we have succeeded in enhancing our products ".





## COVID-19: BOOSTING RESILIENCE

**Protecting our team and farmers from COVID-19, our priority:** Since the beginning of the Covid19 pandemic, OCP-AI Moutmir team quickly mobilized in the rural areas, in strict compliance with the hygiene and safety measures recommended by the Ministries of the Interior and of Health. With support from public authorities, the team launched awareness-raising campaigns through radio channels, social networks and in the field.



**Ensuring the continuity of OCP-AI Moutmir offer and support farmers:** During the lockdown, we used digital technology to support farmers across the country. In addition to @tmar, the agricultural extension service mobile application, OCP-AI Moutmir team has implemented a range of digital solutions, including a free e-learning platform:



- › Exchanges with farmers via WhatsApp groups
- › Thematic distance training



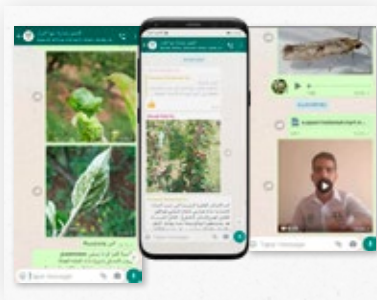
- › Organization of webinars
- › Organization of "Live experts AI Moutmir" around various agronomic speculations
- › Dissemination of several popular videos "Wach Aarafti?"



- › Distribution of the capsules "Nassihat AI Moutmir"
- › Broadcast of the capsules "Min Ila AI fallah"
- › Sharing of training sessions led by engineers



- › Launch of the "Khayrat Bladi" campaign on Instagram to boost the marketing of agricultural products and promote the efforts of farmers



# 700,000+

beneficiaries of online training

# 1,000+

Participants to the Capacity building program

# 30+

Webinars on specific thematic



**Supporting cooperatives to take advantage of the economic situation and shorten supply chain:** introducing them to digital technology to explore new marketing models with shorter circuits.

- › Webinars around e-commerce, communication techniques and complementary skills necessary to overcome this crisis such as financial and administrative management but also all fundamentals (products quality, smart agriculture, labelling & packaging technique, ONSSA certification requirements, etc.)

**1,000+**  
participants in 2020

**200**

**participants** – institutional partners, internal partners, and cooperatives – to the OCP-AI Moutmir Open Innovation Lab dedicated to the Solidarity Economy on the theme 'Cooperatives in Morocco, towards innovative, more resilient and more agile socio-economic models.'

- › Contribution to the actions launched by ODCO (Office for the Development of Cooperation) to help cooperatives have the promotional tools they need to distribute their products
- › Creation of e-commerce platforms
- › Support to the creation and animation of facebook pages
- › Production of video, instagram quiz to promote the farmers' and cooperatives products
- › Local food products guides and other promotional materials (flyers, logos,)

**1,000**  
promotional  
actions in 2020



**ZAHIRA HAIBI,**  
Présidente de la  
coopérative konouz  
AABDA – Province  
de Safi

**“** The OCP-AI Moutmir initiative has supported us since its launch through an offer including training and follow-up and support visits, and has not abandoned us in the exceptional circumstances of the COVID-19 health crisis. The OCP-AI Moutmir team provided distance training for a number of cooperatives, on several themes, including e-commerce. In addition, it has enabled us through its sales platform to continue our activity and reach a wider customer base that goes beyond our main area of action ”.

**400**

cooperatives supported in 2020 around various topics: e-commerce platforms, commercial Facebook accounts creation and the management of Internet users interactions, the preparation of promotional materials and the products on sale

[+ Find out more](#)



## Our goals

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

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

## Where we stand in 2020

Additional extension services provided through our end-to-end solutions OCP Al-Moutmir and Agribooster

**30,000** farmers covered by OCP-Al Moutmir in Morocco  
**299,829** farmers covered by Agribooster in 4 African countries  
**21,500** farmers covered by OCP school labs

1 NO POVERTY



2 ZERO HUNGER



12 RESPONSIBLE CONSUMPTION AND PRODUCTION





# 3.3 Commitments to shared value creation







GRI 103-1 | GRI 103-3 | GRI 203-1 | GRI 413-1 | RT-CH-210a.1 | EM-MM-210b.1

**Primary material topic**

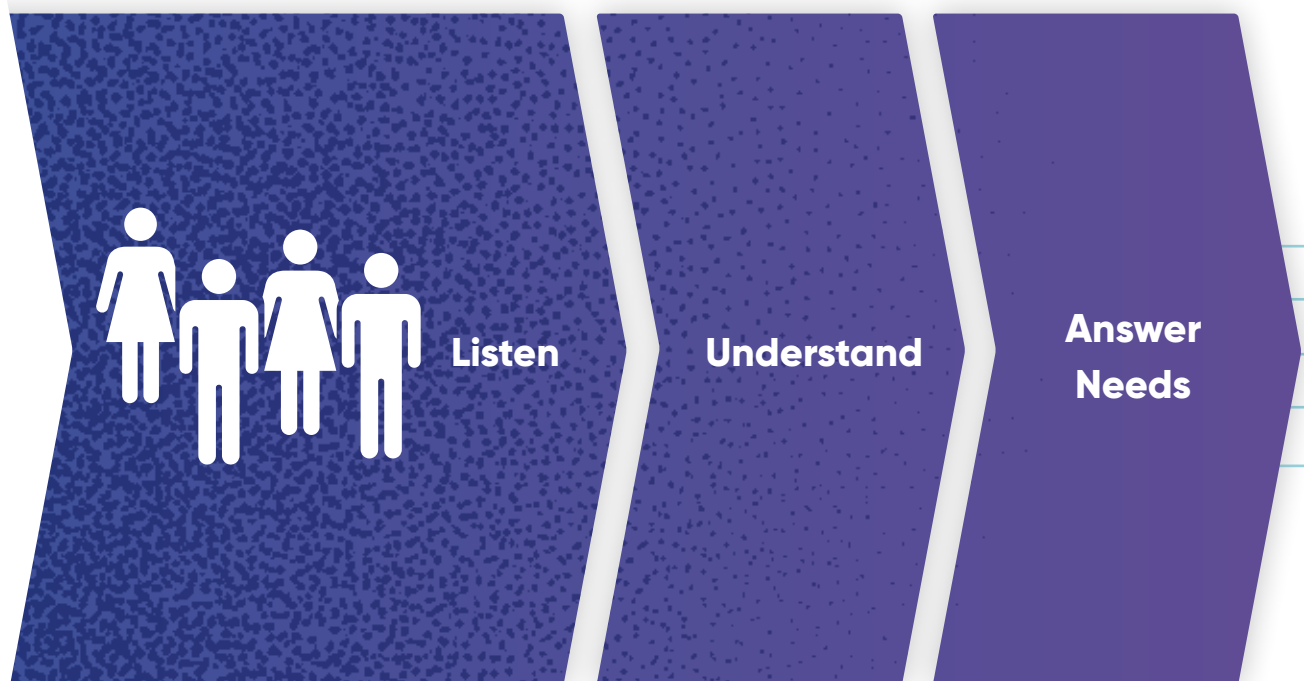
OCP is custodian of 70% of the world's phosphate; but there is a resource even more precious than the one we mine: people. We do believe business can only thrive in a thriving society where development meets the needs of the present, without compromising the ability of future generations to meet their own. Breathe, eat, work, learn are very basic needs we – as employees, investors, parents, political leaders, citizens, etc. – all depend on; but whose satisfaction is still being threatened. As a responsible company, we aim to thoroughly understand every impact we have and take actions to create shared value for all our stakeholders. We focus especially on making capacity development and job creation sustainable as we think these are fundamental pillars for empowerment.

**Key figures**

**\$496** million of community investments

**+135%** increase in community investments compared to 2019

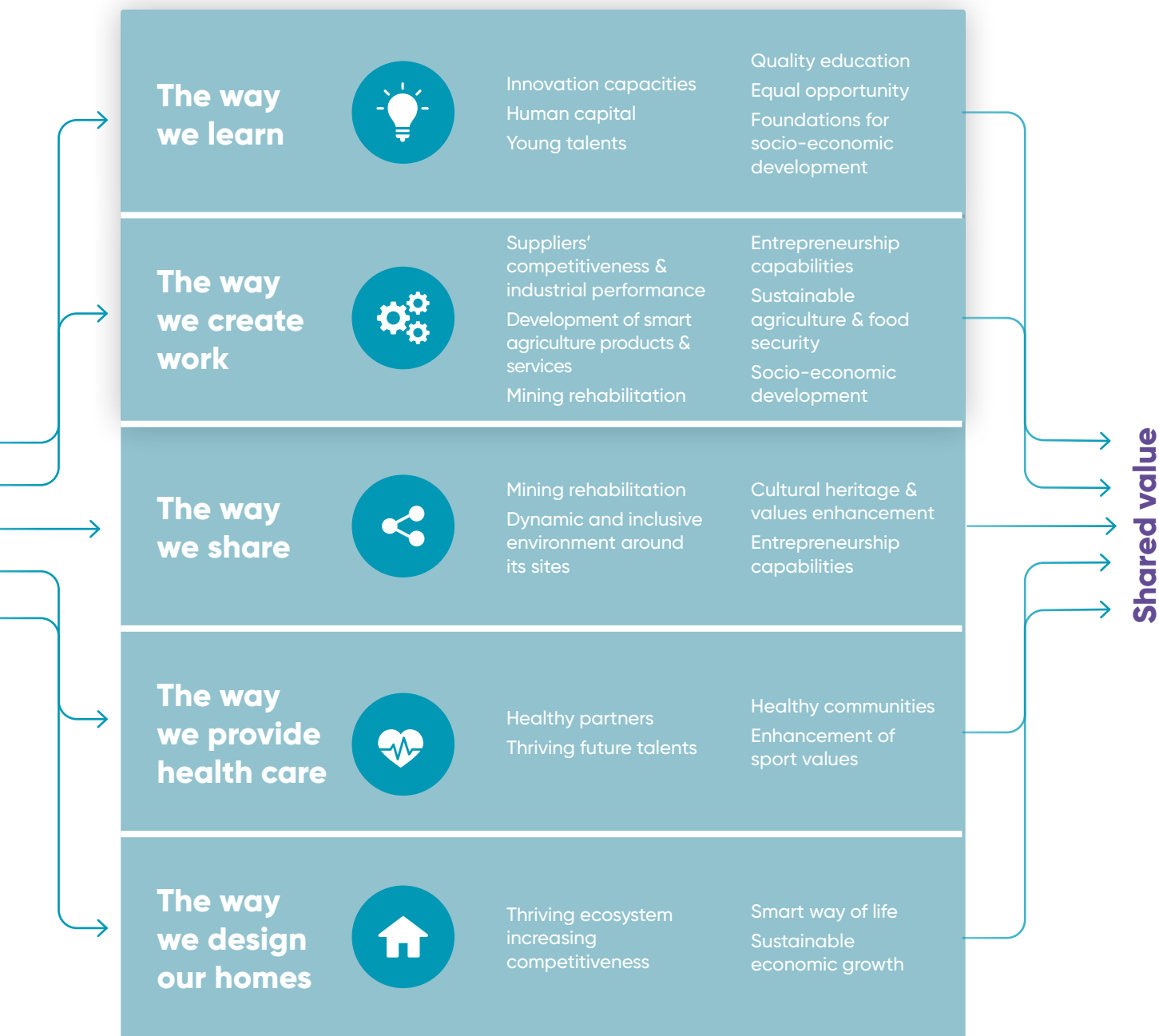
**\$300** million (equivalent to 3 MMDH) to the special fund dedicated to managing the pandemic



Act4Community

OCP Foundations





Ocp phosboucraa

GRI 203-1 | GRI 413-1 | RT-CH-210a.1 | EM-MM-210b.1

# Act4Community

[+ Find out more](#)

Act4Community is fuelled with dedicated teams for each operational site and backed by OCP's resources. To carry out community impact assessment and maximise sustainable impacts, it relies on key engagement levers such as :

- › Thematic workshops;
- › Door-to-door;
- › Trade forum;
- › Meetings with targeted stakeholders (local associations, communities, local authorities, project owners, etc.);

It also hinges on a network of volunteer employees -- who can donate up to 30 days of their time annually. Act4Community is governed by a committee responsible for allocating human and financial resources according to the OCP's operational sites' local needs and impacts identified through our stakeholders engagement tools. Each site is represented in the committee, and any personal connections and interest with the surrounding communities have to be disclosed by members.



Number of employees volunteering in Act4Community during paid working hours :

2018 **2,193**

2019 **3,307**

2020 **2,557**

## ENGAGING STAKEHOLDERS TO BETTER STRATEGIZE

As part of the '1 Pacte' – a collective intelligence dynamic to involve OCP Group's employees and ecosystem in shaping the company's strategy – external dialogues have been led by the Act4Community network of volunteers from January to March 2020 involving 900 stakeholders and have been concluded by a 2-day forum gathering 1,020 stakeholders from all our industrial sites. Cooperatives, local entrepreneurs, associations, students, institutions together with our employees joined forces to capitalize on the existing and build new high-impact community development models. Plenary sessions, focus groups, thematic dialogues going through several topics such as sustainable agriculture, solidarity economy, employability and professional integration of young people as well as social innovation allowed everyone to voice out concerns and turn it into solutions. From budget allocation, communication, coordination to training, different levels of answers will be provided by Act4Community.





**NABILA TBEUR,**  
Head of Community  
Engagement

**“**The Act4Community forum was an innovative and inclusive initiative to learn from existing A4C initiatives, identify improvement actions and build together with our stakeholders new models that create long-term change. Assessing thoroughly the impact of A4C as well as the perception of stakeholders on the local development of the regions is essential to sharpen our 2021-2022 progress roadmap.”

Main improvements highlighted by the participants:

**“A vision and a global model co-constructed that reflect OCP's commitment to communities.”**

“Social innovation which makes it possible to replace conventional ad hoc solutions with sustainable projects.”

“The reduction of overinvestment in culture and sponsorship at the expense of structural economic programs.”

**“Development of the rural world around mines (all investment is concentrated in the cities)”**

“Review of the process and amounts for awarding local contracts and increasing the share of the local.”

“The review of the recruitment method in local subcontracting with more transparency and fairness.”

“The extension of OCP agricultural programs to mining regions.”

“The opening of OCP's social infrastructures to external actors.”

“The involvement of stakeholders and the population in the design of solutions.”

**“The opening of the dynamic to research and innovation actors through partnerships between UM6P and the public universities of the regions.”**

“The review of the model of grants to associations and the abandonment of the logic of sad9a”



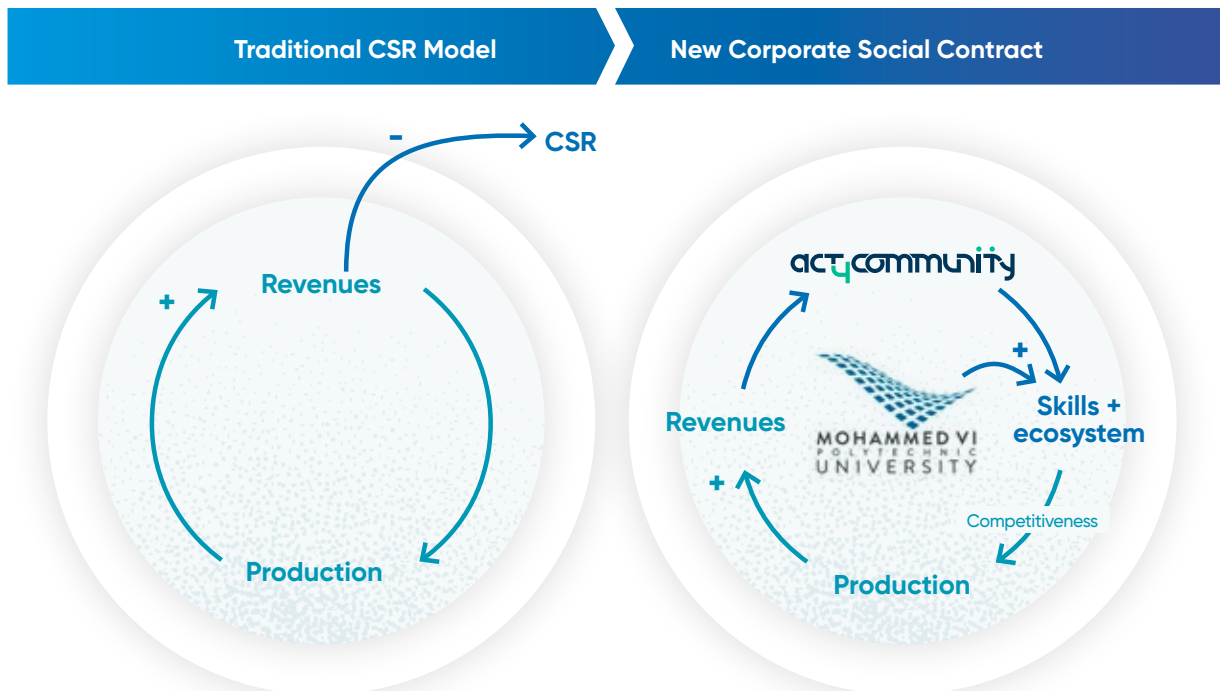


GRI 413-1 | RT-CH-210a.1 | EM-MM-210b.1

## STRATEGIC ORIENTATIONS FOR THE COMING YEARS

Fueled with all this input from the ground, the new Act4Community strategy aims to contribute to the sustainable development of qualified and competitive local ecosystems that positively impact the performance of the group and the different regions in which it operates. The Group will leverage

on the material and intellectual resources, the skills of its volunteer employees as well as its ecosystem of knowledge to empower communities surrounding its sites through entrepreneurship and education projects and meeting specific challenges faced by small businesses, cooperatives, women and youth.



**//** A new social contract aiming to establish a win-win relationship where the company increases its performance and competitiveness by contributing to improving the skills of the local ecosystem"

## OCP Foundations

OCP has two foundations – the OCP Foundation and the Phosboucraa Foundation – both aiming to carry out thorough community impact assessment, trigger capabilities and build a sound economic, social and environmental development where OCP operates.

- The OCP foundation is governed by a committee – composed of different business units representatives – responsible for allocating human and financial resources depending on local, national and

international impacts and needs identified through key engagement levers. The Foundation focuses especially on education, training and research & development. [+ Find out more](#)

- The Phosboucraa Foundation is driven by different stakeholders engagement and community impact assessment tools to deepen our understanding of our communities and maximise sustainable impacts. The Foundation focuses especially on education and entrepreneurship. [+ Find out more](#)

[+ Click here to find out more about our grievance mechanisms](#)

# Agile governance: catalysing resources to overcome COVID 19

## Internally:

Beyond the mobilisation of our existing community development entities, the OCP solidarity platform (OCP\_Moutadamin) has been created to catalyse efforts during the pandemic thanks to a group of employees ready to volunteer to tackle the specific challenges communities are facing. The internal platform allows volunteers to gather ideas and initiatives and to implement them as quickly as possible in order to reduce the health, economic or social repercussions of the COVID-19 pandemic. [Find out more here](#)

**9,595**

**employees**

joined OCP Moutadamin

**500**

**initiatives launched**

during the first 24 hours

## Externally :

The OCP Group has also leveraged its ecosystem of knowledge to enable Moroccan society to organize and provide solidarity efficiently during the COVID-19 pandemic. Initiated by a team of ten students from the 1337 coding school, m3ak.ma is a platform that facilitates contact and communication between assistance seekers and volunteers who want to provide support. Registration can be made

as an individual, association or company while the platform users can easily be identified due to the platform's geolocation capability - by district and by city. Services provided by volunteers within the m3ak.ma platform include: providing distance support classes, running errands, picking up medications from pharmacies or transporting people in case of emergencies.

**//** The platform allows them to quickly identify profiles in need, while staying at home as long as possible, in these times of pandemic and sanitary confinement"

**MEHDI BOUNYA,**  
student and member of the developer  
team of the 1337 school







# The way we learn



Education is one of the most important investments a country can make in its future. Breeding confident, well-rounded successful individuals who will become responsible and resourceful citizens to sustainably develop our country – and our companies. We continue our journey in 2020 to:

## ENSURE A QUALITY LEARNING ENVIRONMENT

OCP deploys complementary resources from in-kind donations to employee volunteering to provide students from pre-school to universities with attractive education infrastructures through:

- › Rehabilitation of existing infrastructures & creation of new ones;
- › Mobility solutions (bus, bikes, etc.);
- › School supplies and equipment;
- › Training of the educative teams;
- › Complementary financial sponsorship.



## TAPPING INTO OUR EDUCATIONAL ECOSYSTEM TO PROVIDE SCHOOL AT HOME :

Several actions have been launched to support distance education through UM6P, LYDEX, 1337, YouCode and IPSE, and amongst them:

► **Producing video capsules of courses and educational content:** for MEN – Ministry of Education – and IPSE – Institute for Social Advancement and Education – thanks to 1337 students and access to OCP Group's equipped recording studios and collaborative tools

► **Sharing expertise:** The students of the 1337 and YouCode coding schools provided users of the online platforms set up by the Ministry of National Education with guidance through a dedicated hotline. In less than 48 hours, these volunteers answered to no less than 1800 calls, either to provide help to teachers wishing to upload their videos on the platform, or to help students benefit from the educational continuity. They also supported to the optimization of the platforms' functionalities.

### ► Scaling up online education:

**Mohammed VI Polytechnic University (UM6P) and the Ecole Polytechnique Fédérale de Lausanne (EPFL)** launched a platform of online classes during COVID 19 to ensure continuity of courses. The platform currently offers some 41 MOOCs, in free access, intended for UM6P's students but also to students from Moroccan engineering schools. UM6P and EPFL consider extending this project to African universities as part of their collaborative project "Excellence in Africa", making UM6P the continental pioneer of production and broadcasting of MOOCs.



**HICHAM EL HABTI,**  
President of UM6P

**"We are convinced that the future of education in the world resides in digital. After integrating Edx, the worldwide online courses platform, our University has been committed in to this new project at the service of education in Morocco and Africa"**

**Phosboucraa Foundation's Learning Centers** turned online to serve learners even with the coronavirus health crisis. The Foundation launched "L'Formation Men Darek", a platform that allows all learners of its Learning Centers to continue their training and the development of their capacities from home. For learners who do not have a digital tool or an Internet connection, the centers provide them with 4G connection keys and tablets.

**129+** webinars **5,228** beneficiaries **1/2** million views **109** speakers

With almost 120 virtual webinars, reaching more than 5,228 beneficiaries and half million views on social media, the Phosboucraa Foundation has expanded its services beyond its Centers' beneficiaries to include other groups of the local community. The high quality of the virtual programming and the expertise of speakers hosted, whether specializing in sustainable development, business, culture, social work, are behind the success of this initiative.

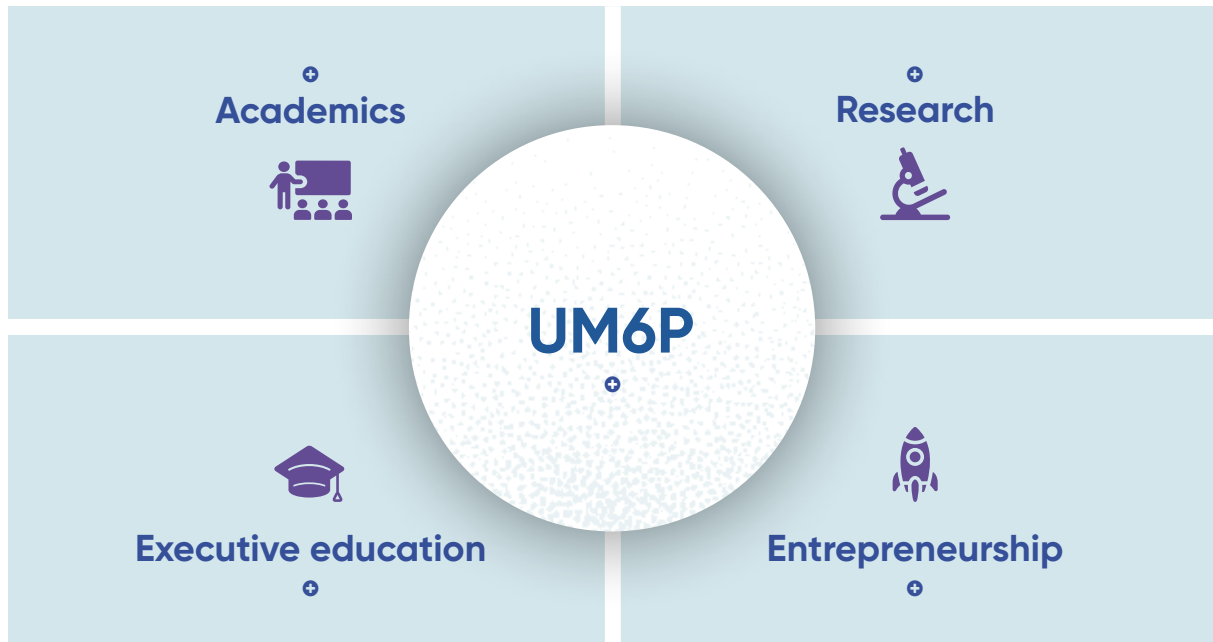
**15,000+** beneficiaries of the Learning Centers so far in 2020 on 6 programs focused on developing the capacities of youth and women through : employability program, vocational trainings, entrepreneurship, education support initiatives, cooperatives and associations capacity building, and women empowerment.

**National Center for Digitization and Distance Learning (CNDE)** created with MEN (Ministry of Education) and 12 public universities, equipping for 14 recording studios, etc.



Because we all need support in handling distance learning – either as parents, students or teachers, check out [here](#) this hands-on guide and collection of best practices and advice designed by the OCP Foundation supported by UM6P available in 3 languages.

## DEVELOP EXCELLENCE & INNOVATION



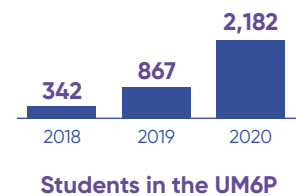
 **200**  
Doctoral students

 **13**  
Undergraduate programs

 **14**  
Master's Programs

 **15**  
Executive Master's programs

 **110 ha**  
Experimental farms



## A STRONG CULTURE RELATED TO SUSTAINABLE DEVELOPMENT:

 Find out more on the special focus given to sustainable development.

A Sustainable Development Fund with a budget of MAD 10 million over 6 years has been created with 32 projects received under the call for projects launched, including 9 projects accepted for funding

**100 %**  
academic departments with sustainability course offerings

**58.82 %**  
of departments that conduct research are engaged in sustainability research



**///** This exceptional achievement positions UM6P at the forefront of the list of pioneering universities working to advance sustainability internationally, and above all to be the first and unique African university to obtain the STARS accreditation."

**HICHAM EL HABTI,**  
President of UM6P



## UM6P Sustainable Development Ambassadors Program 2020



➤ Promote and implement sustainability at the UM6P Campus.



➤ Promote and disseminate sustainability concepts throughout the campus with the students communities of practices.



➤ Deepen their understanding of sustainability while developing their outreach and activism skills.

**19**  
ambassadors

**737**  
engaged students



**33**  
actions

(e.g. sustainable agriculture forum, Green Summit simulation, UM6P food bank, mugs & water bottles, etc.)

## Houyame Hakmi - UM6P SD Ambassador 2020

Faculty of Governance, Economic  
and Social Sciences

**269**

Engaged pairs

**447**

Invested hours

**5**

Projects



**HOUYAME HAKMI**  
Ambassador

**//** You don't need super powers to be a hero and change the world. Help others, make a change and you become a superhero."



## Thematic campuses across the country

### Rabat:

International relations, political science, economics, and behavioral social sciences within the Faculty of Governance, Economic and Social Sciences (FGSES)

### Casablanca:

Business administration, collective intelligence and coaching within the Africa Business School (ABS)

### El Jadida:

Chemistry and biochemistry

### Benguérir:

Fundamental sciences, applied research and coding

### Laayoune :

Biosaline agriculture and management of arid lands – especially through the African Sustainable Agriculture Research Institute (ASARI)

[+ Find out more](#)

### ...Geared towards local youth:

**LYCEE  
D'EXCELLENCE  
DE BENGUERIR**

Prepares students for higher education and preparatory classes for the Grandes Ecoles.

**ماهر  
MAHIR  
CENTER**

Training, practices and innovation to meet the challenges of human development in Morocco

**bcc  
BENGUERIR  
COMMUNITY COLLEGE**

Community College provides an educational offer for the Rhamna region that allows the improvement of "soft skills"

## Key figures

**948**

Students enrolled at the Schools of Excellence

**100%**

of preparatory classes accepted in the Grandes Ecoles

**9,760**

beneficiaries of 1,561 capsules produced for UM6P digital platform available for public preparatory classes

## ...Innovative & digital :



- **Digital schools:** 1337 and Youcode are Morocco's flagship IT training schools. They are completely free and accessible to all. No diploma or computer knowledge is required as a prerequisite. Their pedagogy is based on peer-learning, a participative approach that allows students to express their creativity by learning through working on projects. To train tomorrow's coders, rethinking the learning process and transforming IT into a fun and exciting discipline was necessary. Campuses are located in Benguéir, Youssoufia, Khouribga, and Safi.

	2018	2019	2020
Students in the digital schools	410	900	848

The Solicode coding school in Tangier has been set up in 2020 in collaboration with the Mohammed V Foundation and the LEET Initiative association with 67 students.

- **Digital learning lab:** production studios and MOOC (Massive Open Online Course).
- **Gamification:** International Digital Center to develop technologies augmented/mixed reality to become familiar with industrial installations, training and education.
- **Entrepreneurial and innovation initiatives** such as Entrepreneur Academy, Impulse, U-Founders or the Venture Explorer Innovation Fund supporting innovators and entrepreneurs from the UM6P, GEP, MASCIR, 1337, YouCode, Cadi Ayyad, Hassan II, Mohammed V and Al Akhawayn community (students, researchers and postdocs) developed with the MIT to Impulse a unique acceleration program dedicated to innovative startups.  
[+ Find out more](#)
- **Living labs** breaking the codes of traditional education to learn through experimentation in full-scale work platforms where researchers can concretely track their paths of research.  
[+ Find out more](#)



**MEHDI CHERGUI,**  
Engineer in Industrial  
Management (2019) EMINES  
Excellence Project Manager  
in Total Senegal

**“EMINES does not train engineers who will go headlong to solve problems, but minds capable of accepting the other, aware that the difference that exists between each and everyone, is a strength we should take advantage of.”**



## PROVIDE EQUAL OPPORTUNITY

### ENSURING MERITOCRACY

To allow each and every one to reach our full potential wherever we come from, OCP Group provides scholarships to enable all students to access prestigious schools as well as private tutoring.

In the context of COVID 19, several actions allowed private tutoring to go online in 2020 and amongst them:

- Two programs #9raM3aya and N9raw Jmi3 to provide students with remote assistance program led by OCP volunteers in Khouribga and Jorf Lasfar
- A digital application providing AEP students of Gantour to implement, consolidate and enrich their knowledge.
- Hackaton ENSA (National School of Administration) mentored by 20 OCP employees online

**700**  
students benefiting  
from the School  
Dropout Program in  
Southern regions

**157**  
students receiving  
scholarships in Southern  
regions in 2020

**75%**  
of them enrolled in  
the Grandes Ecoles

	2018	2019	2020
Students receiving scholarships	1,710	3,028	3,107
Students having received scholarships enrolled in the French Grandes Écoles, the Benguerir School of Excellence and UM6P	92%	90%	100%



### FUELING EMPLOYABILITY

Specific support for professional insertion of youth through employability program in agriculture, hotel and construction industry and targeted training on both soft and technical skills. Established at four OCP sites – Youssoufia, Benguerir, Laayoune, and Khouribga, skills centers also help youth to develop their entrepreneurial skills, set up projects and launch businesses. While each center has a capacity ranging from 600 to 1,000 participants, activities have been limited in 2020 considering the COVID 19 pandemic restrictions.

One of the Learning centers' flagship program 'Emerging skills' allows everyone to access free training during 3 months to acquire IT, language, entrepreneurship, etc. and step in the workplace.

**3,300**  
beneficiaries so far in 2020 with 75%  
reinsertion rate in jobs or training

**300**  
women trained in  
the 3 brand new  
training centers  
created in 2020  
for women –  
UNFM (National  
Union Of Women  
In Morocco) in  
Rabat, Khouribga  
and Tangier



### VALUING DIFFERENCES

Medical and social centres make it possible to empower people with disabilities through technical support, training and strengthening of professional skills provided by specialized partners. People with disabilities also benefit from therapeutic care adapted to their type of disability, specific educational follow-up and qualifying training to enable their socio-professional integration

	2018	2019	2020
Medical and social centres	5	10	19
People with disabilities supported through the medical and social centres	2,200	3,232	4,580



# The way we create work



We all need work to earn a living for us and our loved ones. But the more skills and knowledge we have, the more fulfilling the job is. This is why we continue our journey in 2020 to unleash each and everyone's potential and empower communities living around us through:

## DEVELOPING ENTREPRENEURSHIP

OCP has encouraged its stakeholders to take on new opportunities as well as face setbacks and bounce back quickly through SMEs' capacity development including both soft and technical skills, specific access to OCP Group's procurement, access to funding, incubation of local microbusinesses – considering the COVID 19 context:

### 1. Supporting SMEs integration in the local procurement program:

through online training targeting specific COVID 19 pandemic challenges such as access to emergency funds, implementation of a business continuity plan, reconversion of activities

**527** microbusinesses trained in Jorf, Gantour, Khouribga & Safi  
100+ local companies supplying Phosboucraa supported

### 2. Boosting business model agility & innovation:

through reconversion especially in the field of logistics for short circuits, home delivery.

**10** microbusinesses and 3 cooperatives experienced reconversion in Jorf, Gantour, Khouribga & Safi

### 3. Sharpening local microbusinesses incubators



**El Jadida:** Contribution to the development of the INDH – National Initiative for Human Development – platform "Minssate ElJadida": Model engineering, architecture support by UM6P and project monitoring, support for the entrepreneurship component through the training of local entrepreneurs:

**121** project leaders trained on entrepreneurship and supported until obtaining financing from the bank



**Benguérir:** Support program to entrepreneurs from legal creation of microbusinesses, implementing and financing connections to water and electricity, support and financing of seed projects to training on technical themes: HSE, management, sales techniques, commercial management.

**45** project leaders trained



**Khouribga:** L'FabriKa industrial incubator of local SMEs consists of providing with equipped industrial infrastructures and offering them a technical and entrepreneurial training program to develop their businesses and create local employment. The program also involves developing partnerships with OCP Group and other potential L'Fabrika customers, supporting microbusinesses in accessing finance and the market and post-incubation support.

**29** local microbusinesses incubated, representing 120 jobs



**Laayoune and Dakhla:** Support for 84 entrepreneurs in the creation program and 54 in the post-creation program. 20 young people have also been trained and certified to support project holders in partnership with the Mohammed V Foundation for Solidarity



**72** women supported and 35 projects created through the Women Entrepreneurship program in the southern region

## ECOSYSTEM OF INNOVATION & ENTREPRENEURSHIP

### IMPULSE +



The IMPULSE program is a world-class start-up acceleration program launched in 2019 with Mohammed VI Polytechnic University (UM6P) and OCP Africa to help entrepreneurs develop and implement breakthrough ideas, technologies and discoveries in Africa and for Africa. IMPULSE is a 12-week acceleration program dedicated to innovative startups in the fields of Agritech, BioTech, Mining Tech and Materials Science & Nano Engineering. IMPULSE take start-ups to the next level and bridge connections with OCP Group, UM6P, MassChallenge and their ecosystems. Held on September 2020, the virtual Demo Day marked the end of the support period and allowed all the startups to pitch their innovative agritech and biotech solutions to potential investors and partners. A prize was awarded to the 16 entrepreneurs to help them develop their businesses and overcome the impact of the Covid-19 pandemic.



**FEMI AIKI,**  
Foodlocker in  
Nigeria incubated  
in the Impulse  
program

**Very well-packaged program with a great team of facilitators and anchors. Great curriculum and itinerary that offered exposure to the Moroccan, Swiss and the US ecosystems. Solid exposure to corporates, investors, technical experts, advisors, and other start-ups. Impulse is geared to become one of the best accelerators in Africa, if not the world."**

### UM6P EXPLORER +



Venture Explorer is a program in collaboration with MIT Sandbox Innovation Fund that provides a very personalized educational and business experience for innovators and entrepreneurs from the UM6P, GEP, MASCIR, 1337, YouCode, Cadi Ayyad, Hassan II, Mohammed V and Al Akhawayn community (students, researchers and postdocs) sowing the seeds for a real venture. The Explorer program provides initial funding from 10.000 MAD to 250.000 MAD for each team in addition to matching them with globally and locally experienced mentors to help usher the ventures through their various stages including business plans, customer discovery, early product definition, technology development, intellectual property and legal structure. The Explorer program is a community of diverse innovators and entrepreneurs that are eager to impact the Moroccan, African and/or Global entrepreneurship ecosystem and advance business, technology, product and social endeavors in those systems. The culmination of cohorts that last 4-5 months each is an Explorer showcase where groups can put their businesses on display and an opportunity to pitch to a funding board.

### U-FOUNDERS +



UM6P launched in 2020 the startup support program "U-Founders" to promote a global community of visionary researchers and entrepreneurs, who are engaged in the development of the African continent. U-Founders deploys incubation, pre-incubation and entrepreneurship awareness programs for students, researchers and entrepreneurs belonging to the university's ecosystem. The U-Founders programs span for a period of 6 to 24 months, at the end of which, project developers will become business leaders. Two themes: "Deep Tech", bringing together projects and breakthrough innovations in sectors related to the research agenda of the UM6P; and "Shallow Tech", grouping projects whose economic model is based on widely available technologies.

## STARTGATE



**SARRAH CHERIF  
D'OUZZAN,**  
manager of StartGate

### UM6P INNOVATION AND ENTREPRENEURSHIP PLATFORM "STARTGATE"

Created in 2020, the StartGate platform will host different incubation and acceleration programs to create a full fledged start-up environment within the ecosystem of UM6P, its living labs and the Green City Mohammed VI of Benguerir to boost the African development. Plug and Play Morocco will be the first external project to integrate the platform in 2021. Global innovation platform headquartered in Silicon Valley, Plug & play. It will focus on key areas that will shape the future in Africa – targeting especially the challenges around smart cities.

**// This partnership with Plug and Play will allow us to accelerate our plans to attract entrepreneurs and startups from Morocco and abroad, in order to contribute to the development of a dynamic ecosystem here in Benguerir"**



### AYCH (AFRICAN YOUTH CLIMATE HUB) INCUBATION PROGRAM +



### AGTECHGARAGE +



### LARTA INSTITUTE +



### OPEN START-UP MOROCCO +



### ENTREPRENEUR ACADEMY +



### P CURIOSITY LAB +



### SOCIAL INNOVATION LAB :

Led by the OCP Foundation and the Mohamed VI Polytechnic University, the lab is a continuous accelerator of innovative initiatives to answer the needs of diverse communities from different regions within our group's ecosystem. In 2020, the Seed Fund Research has been launched and 11 projects selected on social challenges. Find more about the Cooplab and the Sookoa platform in the next section.

In collaboration with Act4Community, 5 reflexivity groups have been set up to capitalize on OCP Group's experience in community development projects. We have also structured our training offer targeting our ecosystem, involving the MIT D-LAB (designing for a more equitable world).



**FUTURE LABS IN AFRICA:** As part of the 'Imagine the future in Africa' social innovation project in partnership with UM6P and UNESCO, a call for projects has been launched in Ivory coast and Kenya labs. Beyond these two Future labs, conference, webinar, master class, training and academic research programs have been implemented to make the African future bright.





## ENCOURAGING SOCIAL ECONOMY

We have been working the following leverages to support cooperatives and associations in the context of COVID 19 restrictions :

- Training on the implementation of a business continuity plan
- Awareness campaigns on hygiene measures
- Implementation of home delivery services such as the eco-khaddar project to deliver food products
- Digital marketing and product commercialization plan: local products positioning & branding, support to meet the ONSSA (National Office of Sanitary Safety of Food Products) requirements, training and support to switch to an master e-commerce (including business plan challenges, online communication), social media and promotion in OCP Group internal platform to boost sales

### Going digital : tips & tricks

Cooperatives across the country have been supported by OCP Group to integrate e-commerce platforms such as the Sookoa platform. OCP Group and cooperatives worked together on the following steps:

- Integration of data on the platform (products, prices, photos, etc.)
- Delivery terms to be set up on e-commerce platforms, to allow the cooperative to ensure a clear and transparent sales operation with the customer
- Creation of Amana accounts for national delivery (support to build the registration file to minimize their travel and facilitate access to information)
- Proper use of the Sookoa platform, through a user guide that has been produced and shared with the cooperatives
- Online promotion product stores, to encourage the customer to buy more (product description, return policy, etc.)

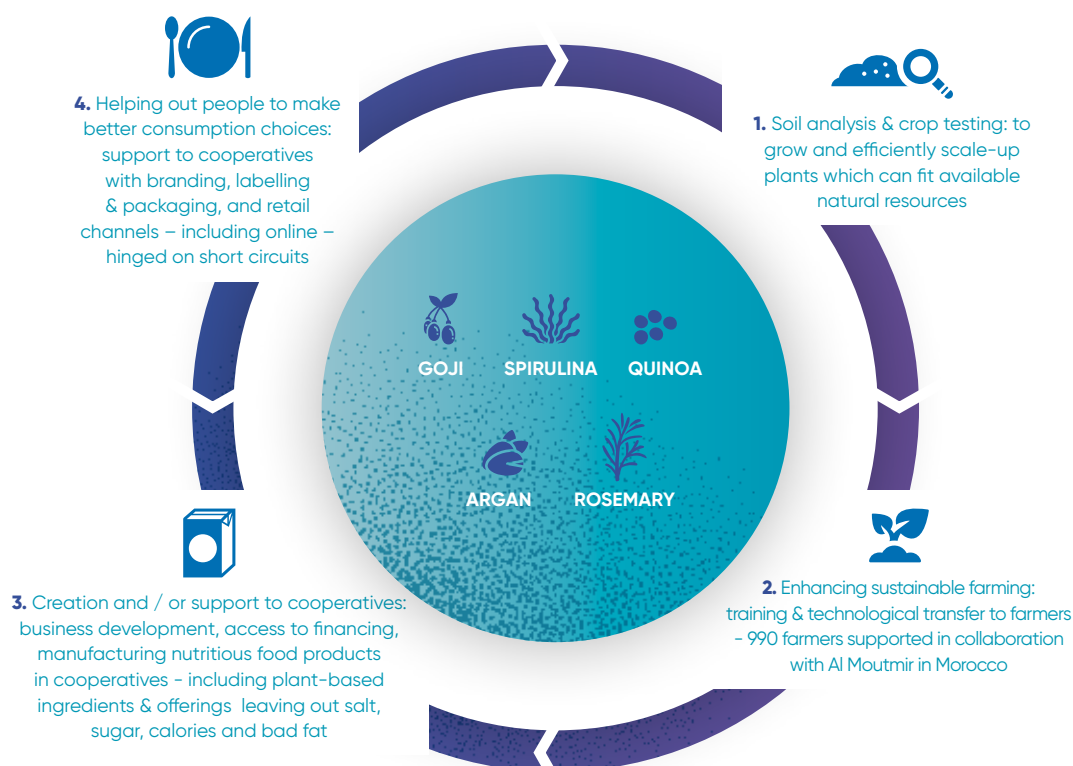
➤ Check out the Sookoa platform



- Enhancing solidarity purchasing initiatives through the creation, the preparation and the delivery of food baskets. New concepts have been developed to discover local food heritage by the Gantour's volunteer designing baskets featuring products from different cooperatives and regions.

### A farm to fork support

OCP Group supports the development of a local sustainable agriculture creating jobs and feeding the population with nutritious food products – especially plant-based – selected and bred respecting what the environment can offer from North to South.



**JMAIA AHL AL GHARDAG,**  
Founder of the Al Ayafa Cooperative in Fourn El Oued



Couscous has been a staple food in Morocco and North Africa since the 7th century. Since then it has spread to shops and menus across the whole world. But couscous is ours. It is part of our heritage, so as important as it is for us to share it with the world, we must also keep it close.

Using local grains, we produce a range of products – from traditional to a new variety enriched with quinoa, a true super food – in various sizes to suit every dish.

I, and many of the other ladies, had never worked before joining the project – to be part of something like this, to have a job, is a great feeling. It makes me feel financially more stable, in a place where often women can feel left out of business. It makes me believe that I can help improve our whole community, by generating additional revenue through production and supporting our farmers by sourcing locally. The cooperative is also a great way to make new friends, and learn from each other's experiences – we share stories and advice – we are proud and happy to be a part of it. And remember, please steam your couscous, don't just cover it in boiling water. When you taste the difference you will never go back!"

+ Find out more on how we rehabilitate former mining lands

+ Find out more on how we support sustainable agriculture globally

**65 cooperatives supported**

including food processing, breeding, couscous, natural oils & local products in the Southern regions

- Reconversion of activities: 5 sewing cooperatives in Jorf, Gantour and Laayoune have been supported for the reconversion of their activity in the manufacture of reusable masks with certification. This implies developing the idea, testing, adapting infrastructures, obtaining certification, production & commercialisation.



#### CoopLab: reinforced support to cooperatives

"CoopLab" is a laboratory of expertise and support for Moroccan and African cooperatives launched in 2020 within the UM6P. Model of social innovation, its main missions are to offer a training, sharing and support offer for the benefit of stakeholders based on a Learning by doing approach. The Cooplab also aims to promote a culture of innovation and excellence through the expertise of the entrepreneurial ecosystem of UM6P. Pilot actions have been launched such as the Sookoa platform delivered in collaboration with 1337 and A4C.



8

#### women

women's cooperatives empowered through the "Lala Moutaouina" Program in collaboration with ODCO (Cooperation Development Office)



# The way we share



OCP do think culture and art convey essential values – expression, harmony, creativity, etc. – on which a sustainable society relies on. That's why we:

## KHOURIBGA

- Adaptation of cultural productions to the lockdown situation: several capsules and very rich programs put online by the Khouribga media library for 4,500 beneficiaries

## GANTOUR

- Production of awareness-raising frescoes, video clips and a web radio program by a local artistic association
- Creation of a digital channel in the province of Rhamna for the promotion of youth initiatives in partnership with a local association
- Establishment of a digital platform containing a remote study space, advice and useful information on the Covid-19 pandemic as well as an entertainment component
- A competition for children aged 6 to 15 from Youssoufia and Benguerir during lockdown to discover, encourage and reward the talented children of the two provinces in artistic creation: drawing, calligraphy, poetry, creation of micro-novels
- Training in cinema professions for 20 young people from the region resulting in the production of a short film

## SAFI

- Cinema Atlantide cultural program hosted before COVID by dozens of cultural entrepreneurs from the city of Safi



# The way we provide health and sport care



More than ever we realize in 2020 how important our body is. In the context of COVID 19, several leverages from in-kind donations to employee volunteering allowed us to reduce the pandemic impact on populations, and amongst them:

- Ensuring medical caravans with multidisciplinary health services
- Rehabilitating health centers & hospitals, upgrading medical infrastructures, strengthening medical staff
- Providing medical equipment including protective masks, gloves, other personal protective equipment, surgical masks, antiseptic gels, bio-cleaners, protective glasses, medical shoes, disposable coveralls, etc
- Disinfection of public spaces and public transportation
- Awareness campaigns carried out by medical entities and Act4Community volunteers trained by the group's medical staff

## Key figures 2020



# 1,000

**awareness-raising and disinfection campaigns**

carried out by 6,000 volunteers in the villages around the OCP sites.



# 9,000

**families** benefited from the distribution of food baskets in the 5 OCP sites.

## RAISING AWARENESS OUTSIDE MOROCCO

Getting the right information to landlocked populations remains difficult in this period of health crisis. On our continent, people living in isolated places or poorly connected to the means of communication find it difficult to grasp all the information on this pandemic. This is why we contribute founding CorpsAfrica to send them the right information on COVID-19.

# 5,000

**people reached in rural areas in Senegal, Rwanda and Malawi.**



CorpsAfrica volunteers contribute to raising awareness against the spread of COVID-19 by answering questions from populations and promoting healthy practices and sanitary measures to stop the pandemic. In Senegal, CorpsAfrica is intensifying awareness raising via community radios in order to reach as many people as possible. To support awareness of the benefits of

barrier measures such as repeated hand washing, CorpsAfrica in Rwanda has set up disinfection facilities. Finally, in Malawi, volunteers work with the Center for Control and Prevention of Epidemics to submit proposals to the American plan for Emergency Aid in the fight against AIDS to engage more communities in the fight against epidemics and viral diseases.

Support was also provided to 4 partner countries for the production of protection against COVID 19 (Togo, Burkina Faso, Guinea and Madagascar) through :

- › Funding for the acquisition of raw materials
- › Development of operating methods for the production of prevention tools with UM6P: 13 Guides, tutorials, video clips, etc.
- › Support for awareness-raising actions and distribution to rural communities through the mobilization of 19 rural radio stations, awareness-raising caravans, etc.

 **300** Local associations mobilized to produce and distribute **15,500 liters** of hydro-alcoholic gel, **45,000 masks** including 19,500 produced by local associations, **11,000 visors & 8,700 soaps** produced and purchased, **330 Hand washing kits** (Basin, buckets, etc.)

## UNLEASHING OUR INNOVATION CAPABILITIES TO FIGHT COVID 19

Among many initiatives developed by our people and ecosystem to provide sustainable answers to the pandemic, the students of 1337 never stopped innovating and developed, in collaboration with the television channel 2M, a data visualization and information platform around the Coronavirus. This platform, Covidata-ma.com, provides internet users with daily monitoring updates of the evolution of the pandemic in Morocco and in neighboring countries of the Maghreb in three different languages.

It also offers statistics and infographics from official figures to follow the health situation by city or region, and to know the precise evolution of the pandemic day by day. In addition, the site also contains practical information such as health measures to adopt or symptoms to watch out for, as well as media monitoring around the theme on the web press and social networks.

## BOOSTING MEDICAL RESEARCH & DEVELOPMENT

With the support of the OCP Group and its Foundation, the Mohammed VI Polytechnic University (UM6P) and the Institut Pasteur du Maroc (IPM) have signed an agreement in 2020 to contribute to the development of the national virology research capacity by pooling their resources and means. The agreement covers several areas such as the establishment of a medical virology center for highly pathogenic germs for detection, alert, virological monitoring and the development of new techniques diagnostic.

The agreement also includes the creation of a P3 category laboratory able to house research in virology within the UM6P.

The future medical virology center and P3 laboratory will also aim to support the emergence of an entrepreneurial ecosystem for cutting-edge research, for the promotion of research results and the strengthening of the national biomedical industry.

A call for projects in R&D dedicated to virology will be launched on the one hand to promote the development of R&D in virology by capitalizing on the joint capacities of the UM6P and the IPM, and on the other hand to provide researchers with a specific platform to conduct their research.

 **\$5 millions**  
3-year budget

**\$3 millions**  
3-year budget

**\$1 million**  
4-year budget



# The way we design our home



Over the last century, OCP has been building cities to house workers. Strengthened by this historic experience, we are now developing sound ecosystems able to create long-term value for communities as a whole. This goes through an holistic urban design to enable each and every one of us to learn, work, share in a sustainable manner. All our urban development projects are inspired by the following pillars of smart cities:

› **Smart economy** to improve the overall business climate and attractiveness of start-ups, investors, businesses, etc.  
— providing opportunity, productivity as well as local and global interconnectedness.

› **Smart environment** to manage the built and natural environment through smart buildings, resource management and urban planning limiting emissions, water consumption, waste generation and encouraging the energy transition.

› **Smart mobility** to increase the efficiency and service quality of urban transportation to enhance the use and adoption of new mobility solutions as well as to increase people mobility through mixed modal access, clean & non-motorized mobility and integrated ICT.

› **Smart people** to encourage education to facilitate career choices, labor market opportunities, vocational training as well as lifelong learning for all age groups and demographics but also talent development; inclusion and creativity.

› **Smart government** to strengthen connections & interactions between public authorities and all stakeholders.

› **Smart living** to increase the quality of life for residents and visitors through health, safety, culture and happiness infrastructures. We consider smart collaboration and innovation between public authorities, businesses, academia and civil society as essential for success. That is why we engage with our stakeholders in all of our projects to better target specific local needs and challenges.



# Benguerir Mohammed VI Green City

## LOCAL NEEDS SHAPING THE CITY

Beyond regulatory requirements, the urban development is supported by SADV (Société d'Aménagement et de Développement Vert) which organizes workshops, surveys, etc. to better understand local needs before carrying out urban strategic planning. This work represents the first phase of territory analysis. The second and third phases will result in a complete master plan and will be based on new local socio-economic indicators, the evolution of expectations and perception of the population and the ambitions of the project's owner.

## MAIN FEATURES

Built around the Mohammed VI Polytechnic University and aiming to offer an attractive living environment, this urban pole is designed as a living laboratory to experiment all the drivers of the urban planning of tomorrow which replaces nature, human and knowledge at the heart of the city. The approach is structured around three pillars:

**1. Academic excellence & research:** a value chain of education excellence and comprehensive applied research with state-of-the-art equipment and living laboratories. Among the key infrastructures: the world class Mohammed VI Polytechnic University (UM6P), Lycée d'Excellence (LYDEX), the coding school (1337), Industrial Expertise Centers and living labs open to the scientific community to test full-scale solutions in key areas – Green energy park, Green & Smart Building Park.

**2. Economic development:** an economic activity zone dedicated to innovation players with a range of specific services and support. The city will feature business centers, start-ups incubator, teleport, data centers and all the innovation ecosystems necessary – laboratories, academic & training institutions, etc.

**3. Urban attractiveness & sustainability:** a city with quality, sustainable and smart urban amenities and living spaces, combined with a real estate offer and attractive services. It will feature:

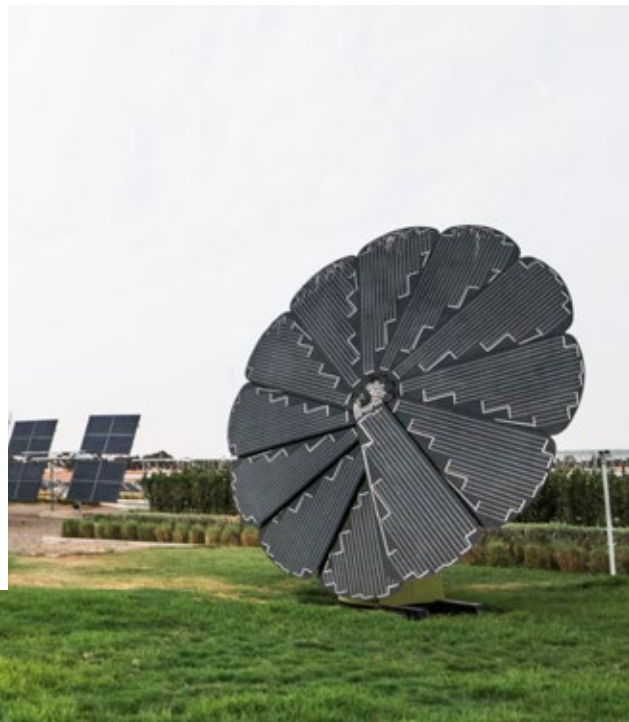
- › Green belt: backbone of the urban center, it will structure all the soft routes and will schedule the network of roads with all of the districts and the site. Nature is also enhanced before starting any new urbanisation project through pre-planting adapted to local soil and reintroducing native species.
- › Autonomous districts to guarantee residents close access to shops and services, and helps reduce movement and CO2 emissions
- › Soft mobility routes (pedestrian & biking paths)
- › Responsible water management (double circuit drinking & grey water, rainwater retention, recycling of wastewater)
- › Recovery of waste
- › Bioclimatic architecture and energy efficiency of buildings: urban shapes are designed to optimize the natural circulation of winds and sunshine.
- › Quality urban services





### Green energy park : scaling up to boost South-South collaboration

The Green energy park is an international testing, research, and training platform in the renewable-energy sector, jointly developed by OCP and the Institut de Recherche en Énergie Solaire et en Énergies Nouvelles (IRESEN). The ecosystem model created in Benguerir is being duplicated outside our country in African countries such as in Côte d'Ivoire where the construction of a local Green Energy Park is being finalized. The new platform will allow Ivorian students and Ivorian companies to develop expertise as well as use and be inspired from Moroccan technologies.



### Africa's most powerful SuperCalculator for scientific research and innovation

The most powerful SuperComputer in Africa has been integrated in 2020 in our datacenters. The power of the African Supercomputing Center - with a capacity of 3.15 petaflops at a rate of three million billion operations per second - gives Morocco and more broadly the African continent the opportunity to breakthrough in scientific research and innovation in all areas, including :

- Modelling the genome of African plants to be protected
- Modelling of the microbiome genome, which covers all microorganisms living on the surface and inside soils, for a better understanding of fertility.
- Modelling satellite data for better agricultural land management
- Modelling of meteorological data for a better integration of renewable energies in the network



## Key figures 2020

**80 ha**  
of green belt along  
4 km with 5 oases

**15 ha**  
of farming space

**30 ha**  
of talwegs

**50,000**  
trees



ha

2045

1,300



Inhabitants

100,000



Residential units

25,000



m<sup>2</sup> green space per inhabitant

20



Students & researchers

20,000



m<sup>2</sup> of shops

200,000



The Green City project is the opportunity to implement sustainable development to urban planning. The city's design is aligned with LEED ND (Neighborhood Development), a certification of sustainable planning and real estate development projects recognized worldwide. The new city is organized around 2 overlapping grids: one grid is assigned to vehicle service routes, the other to soft mobility: pedestrians, bicycles. This grid structuring the built volumes, the positioning of the buildings and the urban fabric was designed according to an orientation featuring the best bioclimatic trade-off.

## PROJECT PHASES

### Phase 1 : 2011-2025



**Achieved :** UM6P, Green Energy Park, Lycée d'Excellence, Industrial Expertise center, Villas Marguerite, Green & Smart Building Park, 1337 school, Data centers, 1st start-ups incubator



**Ongoing :**  
2nd start-ups incubator, Student campus, business center, Health & Care Smart City; and Media library

### Phase 2 & 3 : 2025-2045



## Technopole Foug El Oued - Laayoune

### LOCAL NEEDS SHAPING THE CITY

Stakeholders engagement tools have been designed to involve local population in designing a city which meets their needs. Among key achievements so far is the HQE (High Environmental quality) certification.

The HQE-Planning framework, which combines environmental, social, economic and urban issues, supports urban planning professionals in taking sustainable development into account in their projects. It is the only international certification tool at the district level, which takes into account the upstream phases of projects and integrates the link between territorial planning and urban planning / design.

It also structures the dialogue between the various stakeholders, from the launch phase to the completion phase. It makes it possible to define and achieve contextualized, justified and consistent objectives. After on-site follow-up audits, the issuance and then updating of a certificate enhances the operation at each of its stages, from its inception to delivery.

The Technopole Foug El Oued is in 2020 the first African City certified HQE Aménagement since September 2019. To make this quality process accessible to its partners, the Phosboucraa Foundation started in 2020 web conference sessions involving all the major key players of urban planning in the Southern regions.





### Valuing Saharan Soils

Since February 2020, the Research Institute of the UM6P in Laayoune – African Sustainable Agriculture Research Institute (ASARI) – is operational with 10 research projects related to agriculture in the Saharan and saline environment. It features 3 business units – biotechnology, renewable energy, and water & environment – and a strong network of partners including ICBA (International Center for Biosaline Agriculture), Fertinagro, FAO (UN Food and Agriculture Organization), etc. 10 projects have been launched in 2020 hinging on 30 researchers in the long run specialized in Saharan problematics, 8 ha dedicated to experimental greenhouses and 15 ha dedicated to experimental farms located at the Boucraâ mine. The research program was preceded by several consultation workshops with the scientific community and the local community including local farmers and institutions.



## MAIN FEATURES

The Technopole Fourn El Oued aims at contributing to the sustainable development of the Southern regions.

It is founded around 3 poles :

- 1. A knowledge and research pole** designed around the Mohammed VI Polytechnic University with its Research Institute and the "Center of Industrial Skills", and the "HighSchool for Excellence"
- 2. A business pole** that will host an incubator to support project leaders and start-ups
- 3. A socio-cultural pole** that includes cultural and tourism infrastructure for the well-being of communities



**1,200**  
expected job creation



**2,500**  
students and researchers



**600ha**



**200 USD**  
Million investment

**85%**

of local construction companies engaged in the Technopole Fourn El Oued construction site



## Mazagan urban pole

### LOCAL NEEDS SHAPING THE CITY

The project development is based on a diagnostic approach that began with observation and understanding of the land characteristics as well as identifying key factors – economic, social, environmental and cultural – that impact territorial dynamics. The objective is to encourage the development of a national urban area composed of El Jadida and Azemmour, and to promote the economic and social development of the regions where OCP Group operates, particularly by supporting the dynamics of the Jorf Lasfar industrial platform. This pole will increase El Jadida's appeal – a historic port city – and value the uniqueness of Azemmour, a river city built on the banks of the Oum Rabia River which was once based on shad fishing. Held by OCP Group and the Department of State Property, the Société d'Aménagement et de Développement de Mazagan Ltd. (SAEDM) was created to deliver the Mazagan urban pole project.

### MAIN FEATURES

The Mazagan urban pole is built around three main principles:

- › **Modernity:** a connected city, a pioneer in new technologies in Morocco perfectly integrated into an urban and sustainable territory
- › **Quality of life:** an exceptional living environment, between ocean and forest, offering quality services and infrastructure – embedding environmental standards, conserving forests/green spaces, and encouraging social mix and workplace diversity
- › **Knowledge & innovation:** recognized academic center allowing for the development of research, knowledge and innovation – including the expansion of Chouaib Doukkali University (the main local university), creation of new departments, etc.

The objectives are to :

- › Create a quality residential offer to meet the growing need for housing
- › Train and develop the skills necessary for the region's economic development
- › Participate in the region's influence and its attractiveness at national and international level



Key figures 2020

55,000  
jobs created by 2023

USD 500  
million investment

134,000  
residents by 2034



ha

2045

1,300



ha hosting residential area, academic center, research and innovation area, touristic and cultural amenities, zone for tertiary activities, etc.

622



ha dedicated to green spaces

303



ha for land reserve

180

The Mazagan urban pole is being built to be certified Green Star – sustainable urban certification launched by the Green Building Council Australia.

PROJECT PHASES



Mazagan urban pole consists of a collection of four urban villages in the form of green neighborhoods centered on active cores – each has its own purpose:

- › **Core A:** Zone located in the Southern part of the project, devoted to research, innovation, and academic infrastructure.
- › **Core B:** Central area focused around a retail center.
- › **Core C:** Area dedicated to health and well-being with specialized clinics
- › **Core D:** Zone that includes an exhibition area, shops, hotels and a Mazagan campus (compagnies offices for OCP / Jesa, University Mohammed VI Polytechnique and business incubator).

**Phase 1:** 2017-2024 – Core A & D

**Phase 2:** 2025-2029 – Core B

**Phase 3:** 2030-2034 – Core C





## Khouribga Green Mine

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





## Our goals

Set up 5 SMEs incubators/accelerators around OCP Group's production sites with the objective of creating 500 new subcontracting SMEs by 2022

Extend coding schools to the 5 production sites aiming at training 1000 young programmers per year; and build 2 Digital Business Incubators to develop 50 startup in the digital sector by 2023


Set up 2 rural agricultural schools in OCP mining sites with the aim of training 1000 small farmers and supporting 100 women's cooperatives valorizing local products by 2023

Reach 30% of the volunteer employees involved in the OCP Community Service program by 2021

## Where we stand in 2020

2 incubators created (L'Fabrika & Digik valley)

4 coding schools covering 848 students

 Ongoing

14%

1 NO POVERTY



4 QUALITY EDUCATION



8 DECENT WORK AND ECONOMIC GROWTH



11 SUSTAINABLE CITIES AND COMMUNITIES



# 4. About this report

This report is the official publication of OCP Group's sustainable development achievements and performance for 2020. This report has been prepared in accordance with the GRI standards: core option. It covers all OCP Group S.A. activities and entities for the period from January 1 to December 31, 2020, corresponding to the company's fiscal year. The reporting cycle is annual. The next publication will be released in 2022 and will cover OCP Group's sustainable development achievements and performance for 2021. This report was supported by the sustainability advisory firm Forethix, which provided the methodology for the materiality analysis shown in section 4.1.

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







# 4.1 GRI content principles note

In preparation for this report, OCP Group conducted a materiality analysis early 2019 to identify the priority topics to report on according to the Stakeholder Inclusiveness and Materiality principles, with the support of the sustainability advisory firm Forethix.

Aligned with the OCP Group's continuous improvement approach, this materiality analysis was strengthened early 2020 through the engagement

of additional stakeholders groups. The purpose of this document is to describe the methodology followed by OCP to prepare its report using the GRI standards: core option.

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

## A. Topic identification

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

1. A documentary analysis encompassing OCP's previous Annual Reports and Sustainable Development Reports as well as the Global Reporting Initiative's standards and mining sector supplement.
2. A comparative sectoral study of fertilizer industry companies based on their Sustainable Development reports. 45 topics were identified and subsequently underwent an impact analysis and a stakeholder assessment.

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

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

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

A rating scale of 1 to 4 was used to avoid averaging. The criteria were weighted identically (without a multiplier), giving each participant the same weight. The position of the areas on the matrix's X axis corresponds to the average results for the three criteria.

## C. Sustainability impact assessment and contributions to the SDGs

In order to refine the impact analysis carried out as part of developing the materiality matrix, a risk and opportunity analysis throughout the value chain was organized with members of OCP's internal sustainability network. The analysis was structured according to the UNGC and GRI recommendations (Integrating the SDGs into corporate reporting: a practical guide, 2018) in order to identify strategic contributions to the SDGs.

An assessment scale from 1 (low) to 4 (very significant) was used to assess the positive and negative impacts throughout the value chain. In 2019, OCP prioritized 6 SDGs representing the most significant impacts, risks and opportunities regarding its activities, products and services. Check them out page 25.

GRI 102-42 | GRI 102-43 | GRI 102-46

## D. Stakeholders identification

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

## E. Stakeholder consultation

### 2019 :

A questionnaire was sent to 40 stakeholder representatives based on the duration of their relationship with OCP and their sustainability maturity. The participation rate was 70%, with feedback received from 29 representatives from the stakeholder groups disclosed in the mapping below.

Only one rating criterion – the level of influence – was considered. A rating scale of 1 to 4 was used to avoid averaging.

### 2020 :

New stakeholders groups were engaged to sharpen OCP's materiality analysis: the ESG rating agencies – representing investors' voice – and OCP's sales office – representing customers' voice.

Two major ESG rating agencies' issues scores were converted and integrated to the corresponding OCP's topics in the materiality matrix.

A questionnaire was sent to 10 OCP's sales offices around the world. The participation rate was 40%. Only one rating criterion – the level of influence on the customers' assessment and decisions – was considered. A rating scale of 1 to 4 was used to avoid averaging.

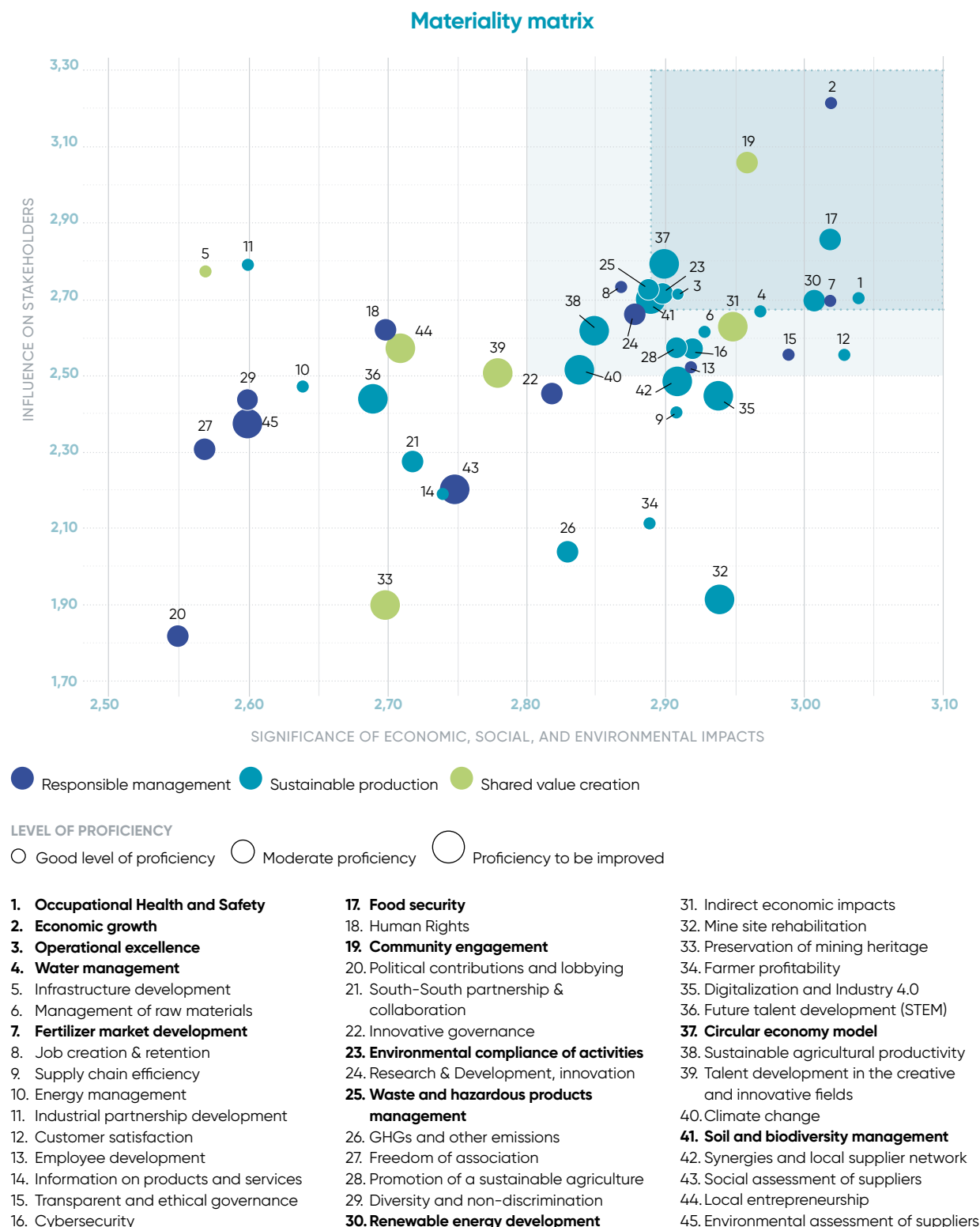
All stakeholders were weighted identically (without a multiplier) to give each participant equal importance.





## F. Selection of topics

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



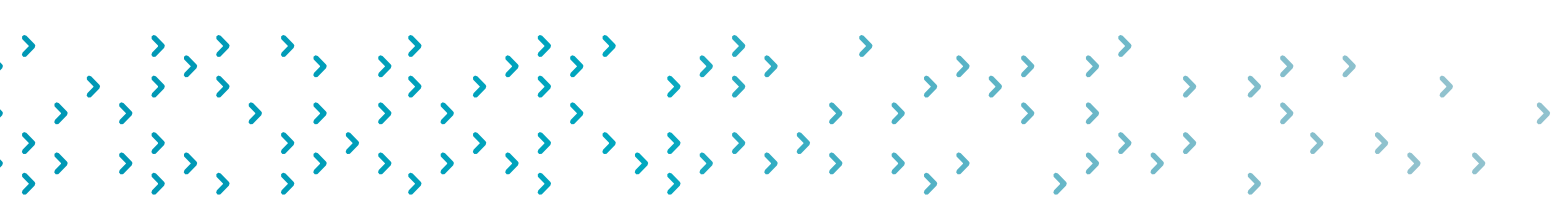
GRI 102-46

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

1. The materiality threshold defining the primary material topics (dark blue area) corresponds to coordinates greater than or equal to (2.89, 2.67)
2. Materiality threshold defining with secondary material topics (light blue area) corresponds to coordinates greater than or equal to (2.85; 2.47)
3. The topics in white are defined as tertiary and are the least important.

## G. Next steps

OCP's sustainability approach is based on a process of continuous improvement and dialogue with stakeholders through a progressive stakeholder engagement program. This program will be further developed as detailed on page 48 and periodically renewed to continually involve new categories of stakeholders as part of the reporting process.



# 4.2 | GRI content Index



GRI 102-55



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

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## OMISSION

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GRI 102-55

DISCLOSURE

OMISSION

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## GRI 103: Management approach 2016

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GRI 103-3	Evaluation of the management approach	218
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GRI 414-1	New suppliers that were screened using social criteria	108



# 4.3 Correspondence tables



## TCFD RECOMMENDATIONS

Climate change is a strategic risk with potential financial implications for our company and all our stakeholders. That is why we are working to align this report with the recommendations of the TCFD (Task force on Climate related Financial Disclosures).

DISCLOSURE	PAGE
<b>GOVERNANCE</b>	
a) Describe the board's oversight of climate-related risks and opportunities.	140
b) Describe management's role in assessing and managing climate-related risks and opportunities.	140
<b>STRATEGY</b>	
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	137-140
b) Describe the impact of climate-related risks and opportunities on the organization's business, strategy, and financial planning.	137-140
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	-
<b>RISK MANAGEMENT</b>	
a) Describe the organization's processes for identifying and assessing climate-related risks.	140
b) Describe the organization's processes for managing climate-related risks.	137-139
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	140
<b>METRICS &amp; TARGETS</b>	
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	-
b) Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	130
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	-

## UNGC PRINCIPLES

UNGC PRINCIPLES	GRI STANDARDS	PAGE
<b>Human Rights</b>		
<b>Principle 1 :</b> Businesses should support and respect the protection of internationally proclaimed Human Rights	GRI 412 – Human Rights assessment	60–64
	GRI 413 – Local communities	218–220, 222
<b>Principle 2 :</b> Businesses should make sure that they are not complicit in Human Rights abuses	GRI 412 – Human Rights assessment	60–64
	GRI 414 – Supplier social assessment	108–113
<b>LABOUR</b>		
<b>Principle 3 :</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	GRI 102–41 – Collective bargaining agreement	107
	GRI 402 – Labor management relations	106–107
<b>Principle 4 :</b> Businesses should uphold the elimination of all forms of forced and compulsory labour	GRI 412 – Human Rights assessment	60–64
<b>Principle 5 :</b> Businesses should uphold the effective abolition of child labour	GRI 414 – Supplier social assessment	108–113
<b>Principle 6 :</b> Businesses should uphold the elimination of discrimination in respect of employment and occupation	GRI 102–8 – Information on employees and other workers	81
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	GRI 405 – Diversity & equal opportunity	84, 86, 87
<b>ENVIRONMENT</b>		
<b>Principle 7 :</b> Businesses should support a precautionary approach to environmental challenges		124–129
	GRI 301 – Materials	148–154
	GRI 302 – Energy	156–161
<b>Principle 8 :</b> Businesses should undertake initiatives to promote greater environmental responsibility	GRI 303 – Water	164–171
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	GRI 305 – Emissions	130–141,
	GRI 306 – Effluents & waste	143–147
	GRI 307 – Environmental compliance	
<b>Principle 9 :</b> Businesses should encourage the development and diffusion of environmentally friendly technologies.	GRI 308 – Supplier environmental assesment	172–175
		162, 163
		93, 108–113
<b>ANTI-CORRUPTION</b>		
<b>Principle 10 :</b> Businesses should work against corruption in all its forms, including extortion and bribery	GRI 102–16 – Values, principles, standards, and norms of behavior	55

## SASB STANDARDS

SASB REFERENCE	METRIC	PAGE
<b>ENVIRONMENT</b>		
<b>GHG emissions</b>		
RT-CH-110a.1 EM-MM-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	130
RT-CH-110a.2 EM-MM-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	132, 133, 141
<b>Air quality</b>		
RT-CH-120a.1	Air emissions of the following pollutants: (1) NO <sub>x</sub> (excluding N <sub>2</sub> O), (2) SO <sub>x</sub> , (3) volatile organic compounds (VOCs), and (4) hazardous air pollutants (HAPs)	143
EM-MM-120a.1	Air emissions of the following pollutants: (1) CO, (2) NO <sub>x</sub> (excluding N <sub>2</sub> O), (3) SO <sub>x</sub> , (4) particulate matter (PM <sub>10</sub> ), (5) mercury (Hg), (6) lead (Pb), and (7) volatile organic compounds (VOCs)	143
<b>Energy Management</b>		
RT-CH-130a.1 EM-MM-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	148
<b>Water Management</b>		
RT-CH-140a.1 EM-MM-140a.1	1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	155
RT-CH-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	156, 157
<b>Hazardous Waste Management</b>		
RT-CH-150a.1	Amount of hazardous waste generated, percentage recycled	172, 173
EM-MM-150a.1	Total weight of tailings waste, percentage recycled	172, 173
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<b>Biodiversity Impacts</b>		
EM-MM-160a.1	Description of environmental management policies and practices for active sites	163, 170
EM-MM-160a.3	Percentage of (1) proved and (2) probable reserves in or near sites with protected conservation status or endangered species habitat	170



## SOCIAL

### Safety & Environmental Stewardship of Chemicals

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### Workforce Health & Safety

RT-CH-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	88
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### Community Relations

RT-CH-210a.1 EM-MM-210b.1	Discussion of engagement processes to manage risks and opportunities associated with community interests	218, 220, 222
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### Labor Relations

EM-MM-310a.1	Percentage of active workforce covered under collective bargaining agreements, broken down by US and foreign employees	107
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EM-MM-310a.2	Number and duration of strikes and lockouts	107
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### Security, Human Rights & Rights of Indigenous Peoples

EM-MM-210a.3	Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	60
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## GOVERNANCE

### Management of the Legal & Regulatory Environment

RT-CH-530a.1	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	139
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### Business Ethics & Transparency

EM-MM-510a.2	Production in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	63
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# 4.4 Third party assurance

OCP Group's carbon footprints for 2017, 2018, 2019 have been verified by a third party according to the requirements of the standard ISO 14064-1. The goal of the verification was to guarantee a reasonable assurance. The certification is presented below. The 2020 data will be verified in 2021.



# 4.5

## Glossary

**EBITDA:** earnings before interest, taxes, depreciation and amortization

**LTIFR:** Lost-time injury frequency rate

**CAPEX:** Capital expenditures

**SA:** Société Anonyme, Limited company

**SDGs:** Sustainable Development Goals

**UN:** United Nations

**UM6P:** Mohammed VI Polytechnic University

**NGOs:** Non-governmental organizations

**ANP:** National Ports Agency

**ONCF:** Office national des chemins de fer, national railway operator

**ONEP:** Office national de l'électricité et de l'eau potable, National operator of electricity and drinking water

**USGS:** United States Geological Survey

**AFA:** Arab Fertilizer Association

**AFAP:** African Fertilizer and Agribusiness Partnership

**IFA:** International Fertilizer Industry Association

**WBCSD:** World Business Council for Sustainable Development

**TCFD:** Task Force on Climate-related Financial Disclosures

**M&A:** Merger & Acquisition

**R&D:** Research & Development

**DAP:** Di-Ammonium Phosphate – most commonly used binary fertilizer

**TSP:** Triple Super Phosphate – phosphate fertilizer

**MAP:** Mono-Ammonium Phosphate – a binary fertilizer consisting of two fertilizing agents – phosphorus and nitrogen

**NPK:** compound fertilizers composed of three elements – phosphorus, nitrogen, and potassium

**PPP:** Performance Phosphate Products – the latest generation of fertilizers developed with a view to sustainable and efficient agriculture

**NP+:** nitrogen and phosphate based fertilizers enriched with secondary and micronutrients to improve agricultural yields, protect soil from degradation, and offer highly concentrated solutions to improve fertility

**Soluble fertilizers:** fertilizers for high-value added and irrigated crops adapted to limited water resources and new micro-irrigation and watering systems;

**DCP/MDCP:** Di-calcium Phosphate/ Mono Di-calcium Phosphate – phosphate and calcium based animal feed supplements used to manufacture mixed feed for farm animals. Feed phosphates strengthen bones and accelerate farm animal growth (cattle, sheep, poultry, goats, etc.).

**TSP-S:** Triple Super Phosphate – Sulfur: phosphate fertilizer

**NaCaP:** fertilizer featuring chlorine, calcium, and phosphate

**MgP:** fertilizer featuring magnesium and phosphate

**R&I:** Research & Innovation

**CEA:** Commissariat à l'énergie atomique et aux énergies alternatives, Atomic Energy and Alternative Energy Commission

**GEP:** Green Energy Park

**JFC:** Jorf lasfar Fertilizer Complex

**COSO:** Committee of Sponsoring Organizations of the Treadway Commission

**IFACI:** French branch of the Institute of Internal Auditors – IIA

**HSE:** Health, Safety & Environment

**PG:** Phosphogypsum

**JESA:** Jacobs Engineering SA

**EMS:** Environment Management System

**IFC-WB:** International Finance Corporation – World Bank

**WHO:** World Health Organisation

**3Rs:** Reduce, Reuse, Recycle

**INRA:** Institut national de la recherche agronomique, National Institute for agronomic research

**IAV:** Institut agronomique et vétérinaire, Agronomic and veterinary institute

**ENA:** Ecole Nationale d'Agriculture, National school of Agriculture

**FAO:** Food and Agriculture Organisation – United Nations institutions

**CSP:** Employees Status Commission

**CAS:** Social Action Commission

**CHSE:** Health, Safety and Environment Committee

**CNC:** the Collective Bargaining Committee

**CE:** Work Council

**CNSS:** Caisse Nationale de Sécurité Sociale

**TAMCA-OE:** Technicians, supervisors, and administrative employees as well as Workers and Employees

**IECs:** Industrial Expertise Centers

**CATOX:** Catalytic Recuperative Oxidizer

**HRS:** Heat recovery system

**DNSSI:** National Directive on Information System Security

**IMWS:** Fraunhofer Institute for Microstructure of Materials and Systems

**FM6E:** Mohammed VI Foundation for Environmental Protection

**PPAs:** Power Purchase Agreements

**MRV:** Monitoring, Reporting, and Verification

**SLR:** sea level rise

**4R:** Right fertilizer, Right rate, Right time, Right place

**PPM:** Parties par million, parts per million

**IRESEN:** Institute of Research in Solar Energy and New Energies

**LCOE:** Levelized Cost of Energy

**COALMA:** Moroccan Coalition for Water

**STEP:** Waste water treatment plant

**CGEM:** Confederation of Moroccan Companies

**BDS:** Bordereau de suivi des déchets, waste tracking slip

**DSM:** digital soil mapping

**OSL:** OCP School Lab

**LYDEX:** Lycée d'Excellence, School of excellence

**SADV:** Société d'Aménagement et de Développement Vert, Green urban development agency

**HQE:** Haute qualité environnementale, high environmental quality – urban development certification

**SMEs:** Small and medium enterprises

**ICBA:** International Center for Biosaline Agriculture







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