



GENERAL HUMAN CAPITAL POLICY

APRIL 2020
OCP GROUP



I. PURPOSE

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

The Group human capital is the main competitive advantage that will enable the Group to reach its vision and ambition. The Group goal is to be a company globally recognised for its professional talent who are continuously developing in an innovative and agile environment, fully committed to maximise the positive impact on people and communities.

OCP Group priority is to enable the learning and progression of all employees through accessible and diversified development opportunities while encouraging employees' engagement to create cohesion by increasing the harmonisation of Human Capital processes across the Group. This policy outlines the commitments made to contribute to the achievement of the Group's ambition, by enabling employees to develop themselves and empowering them to shape the future of the Group together.

In addition, this policy is aligned with the 2030 Agenda and the Sustainable Development Goals (SDGs). For further information regarding specific SDG contribution, please refer to each specific operational policy.

II. SCOPE

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

III. COMMITMENTS

3.1 General commitments

The Group is committed to:

- Develop its employees by consolidating an organisation of learners who shape their personal development through diverse opportunities of learning while also shaping the development of tomorrow's OCP Group.
- Foster OCP Group growth and internationalisation by empowering the business while anticipating and preparing diverse talent capabilities.
- Unleash employees' potential through world class human resources (HR) performance, which include innovative, digital and agile Human Capital services.



- Support and guide its employees through strong Group values, culture and leadership model.
- Empower its employees within the Group and its subsidiaries, in a spirit of subsidiarity and collective intelligence.
- Offer equal employment opportunities, professional development paths and compensation regardless of gender (including pregnancy), disability, age, academic background, nationality, culture, religion or any other characteristics protected by applicable laws and regulations.
- Promote an inclusive environment where diversity is fundamental.
- Develop and communicate transparent guidelines on HR practices.

3.2 Operational commitments

The Group commitments to reach the competitive advantage defined in this policy have been materialized through the following operational policies related to its main business processes:

- Working conditions policy.
- Diversity & inclusion policy.
- Occupational health & safety policy.
- Social dialogue policy.
- Training & development policy.

These policies are publicly available on <https://www.ocpgroup.ma/en/sustainability/policies-and-standards>

IV. IMPLEMENTATION

In order to unleash employees' potential, the Group strategy is structured through Four user-centric Journeys. The Human Capital management reflects the experience of every user and meet their expectations through different activities defined within each journey.

These journeys shall accompany the employees along its working experience within OCP Group:

My Candidate Experience journey

- Talent Attraction
 - Employer branding
 - Campus management
 - Campaigns
- Talent acquisition
- Onboarding

My workplace

- Social, benefits and welfare services
- Personal data management (time, leave, travel)
- HR Administrative support
- HR information (retirement, medical coverage etc)



My Development as a Learner

- Performance and continuous feedback
- Competency assessment
- Career development and mobility
- Training and life-long learning:
 - Face to face and online training
 - On the job training
 - Transversal projects & development paths
 - Coaching & mentoring

My Team

- Associate engagement
- Performance management
- Compensation & benefits
- Collective intelligence & dialogue
- Well-being & quality of work life
- Talent development
- Succession Planning
- Strategic workforce planning
- Operational workforce planning

V. ESG GOVERNANCE

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

VI. COMPLIANCE AND MONITORING

With the aim of identifying, preventing, mitigating and responding to any potential human capital risk related to OCP Group activity, and since these risks may change over time, OCP Group will conduct an ongoing process of risk identification and management in order to ensure the compliance with the commitments stated in our human capital policies.

VII. REPORTING

For more information on OCP Group approach on appropriate human capital management across all its operations and processes, please consult OCP Group Sustainability report available on its website: <https://www.ocpgroup.ma/en/investors/annual-report>.

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



VIII. REVIEW

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

Signature: Chief Human Capital and Services Officer

A handwritten signature in black ink, consisting of a horizontal line with a stylized flourish above it and a small mark below it.