



TRAINING & DEVELOPMENT POLICY

APRIL 2020

OCP GROUP



I. PURPOSE

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

The success of OCP Group's business is driven by its people, its human capital. The Group goal is to build a strong culture of lifelong learning and continuous development that fosters learners and allows every person to thrive, contribute and grow.

This policy outlines the commitments that OCP Group makes to train and develop its employees, and to establish a workplace environment where everyone can play an active role in achieving the Group strategic and sustainable goals while feeling a sense of pride in belonging to OCP Group's community. Facing an ever-changing market, OCP Group bets on the continuous development of skills and knowledge to forge a company of critical-thinking and agile entrepreneurs who will become leaders of today and tomorrow. Training and development will enhance employees' contribution to sustainably feeding a growing world population along with their knowledge and knowhow appetite.

This Training & Development Policy lies under the General Human Capital Policy and further develops the commitment stated on it related to this matter.

In addition, this policy is aligned with the 2030 Agenda and the Sustainable Development Goals (SDG) and specifically with SDG 4: "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all", and SDG 8: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all".

II. SCOPE

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

III. COMMITMENTS

In order to ensure sustainable training, development and performance management, OCP Group is committed to:

- Ensure that managers guide and coach employees to succeed in their current positions, experience and on-the-job training being the primary source of learning.



- Offer a comprehensive range of training activities and methodologies to support everyone's learning and growth through diversified and accessible development opportunities via the internal learning management system.
- Ensure employees' long-term development.
- Encourage collaboration among employees through practices such as lateral professional development, extension of responsibilities, and cross functional teams to acquire additional skills, enrich job content and widen accountability.
- Guarantee that challenging objectives are set and effectively evaluated throughout the year by both employee and line managers. This will allow managers to acknowledge high performance and reward employees accordingly while ensuring low performance is properly managed with integrity.
- Ensure that employees are aware of how their work impact the Group business strategy and sustainable development. Sustainability challenges related to each function will progressively be cascaded besides volunteering initiatives such as Act4Community.
- Provide all employees with regular feedback on their performance and career aspirations through a variety of tools and processes as well as through continuous feedback to unleash own employees' capacities.
- Encourage each employee to express career objectives and expectations. OCP Group is especially committed to have each employee built his career path in an agile way through collective intelligence and liberation of energies initiatives such as the "Le Mouvement".
- Base promotions on sustained performance from a results and behaviour standpoint, as well as on future potential.
- Ensure sustainable conditions for a gender balanced and diverse company while removing barriers to career progression for women and men by initiating mentoring schemes, having flexible career paths and providing dual career support.
- Continue the journey – especially through the "Le Mouvement" – to establishing flat and flexible structures with minimal levels of management and broad spans of control that enable people development, collaboration and increase efficiency.
- Enable employees to disseminate and share knowledge, know-how and experience to the community in order to create strong relationships among the actors of the ecosystem.
- Regularly monitor and assess the effective application of OCP Group's training, development and performance management mechanisms.
- Continuously improve the relevance of OCP Group training, development and performance management mechanisms, in close collaboration with the employees and employee representatives.

IV. IMPLEMENTATION

The Group will implement the following lines of action:

- Aligning the training offer with the sustainability challenges of each department across the company, building sustainable capabilities and respecting salient sectorial human rights.



- Fostering sustainable individual behaviours in the workplace: travel policy and individual resource consumption, among others.
- Guaranteeing to all employees, at all levels, equal training opportunities to upgrade their knowledge and skills applied to their individual career objectives, teams and organizational development plans.
- Launching self-assessment tools to allow every employee to receive continuous feedback on their performance and career aspirations. As a minimum, employees and managers should have an annual career development conversation that enables the employee to identify and achieve appropriate development goals and actions with the aim of either being more effective in their current role, or in preparation for another role.
- Offering attractive and realistic career mobility options to every employee, allowing them to develop their skills in the long-term.
- Encouraging every employee to participate in “Le Mouvement”, a top-down-bottom up transformation. Created since April 2016, it invites every employee to unlock their potential and unleash their creativity. This gives them the necessary means and time to work on the topic of their choice as long as they create value for OCP Group and are satisfied from leaving their comfort zone to innovate.
- Improving engagement for all employees to create cohesion and unleash creativity and innovation through new ways of working, building on “Le Mouvement”, OCP Group Professors, and Act4Community.

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.

Alongside this policy, OCP Group has defined a progress roadmap focused on the most salient human rights identified in the human resources management process.

VI. REPORTING

The Group will monitor and report, whenever it is possible, on a regular basis various training and development KPIs related to the related issues covered in this policy – mainly using the GRI 404 and GRI 413.

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



VII. REVIEW

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

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

Signature: Chief Human Capital and Services Officer

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