

DIVERSITY & INCLUSION



As a global company, OCP is committed to creating an inclusive work environment that allows all associates to express their full potential, regardless of their gender, age, disability, academic background, culture, religious affiliation and nationality.

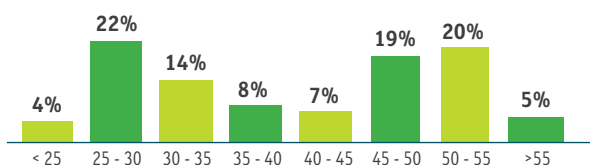
The Group is part of a proactive approach, promoting diversity and inclusion. OCP recognizes that each associate brings their potential, their experiences and their particularity as an individual. Promoting diversity allows OCP to be more creative, flexible, productive and competitive.

OCP is committed to diversity and the elimination of all forms of discrimination, by:

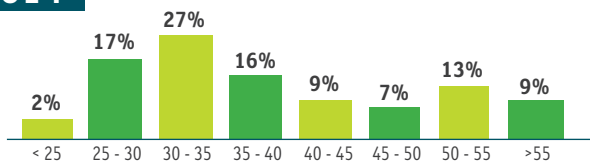
- Respecting the principle of non-discrimination in all stages of the employee's professional career
- Putting in place mechanisms for diversity and inclusion
- Raise managers and employees awareness to the challenges of diversity and inclusion
- Communicating to its employees and its ecosystem its commitment to non-discrimination and diversity

OUR AGE PYRAMID HAS ALREADY INVERTED

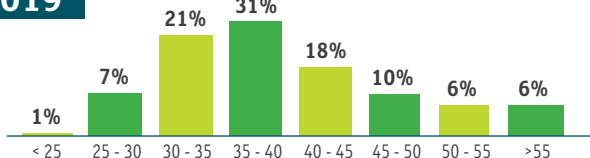
2009



2014



2019



In 2018, the diversity roadmap to implement a cross-cutting action plan with associated objectives were launched through the creation of the diversity situation.

The diversity situation has developed the 2030 Group's vision and ambition for diversity, which focuses on three pillars :



EXEMPLARY

Our goal is to be the world's most inclusive mining company for gender equality.



ENTREPRENEURSHIP

we invest in entrepreneurship and intrapreneurship to unlock the potential of individuals.



EDUCATION

We tackle diversity barriers to promote equal opportunities for all.

OCP has set clear goals that is supported by formal programs and monitored with key performance indicators:

- Set a formal D&I strategy that applies to all associates and beyond OCP ;
- Achieve a gender balance goal for all our diversity KPIs by 2030 ;
- Build global awareness with employees and drive engagement globally around our D&I goals and strategies ;
- Develop specific measures to prevent unjustified wage differentials in terms of remuneration
- Create a workplace atmosphere without bias by developing and enhancing training programs ;
- Increase the diversity of employees in leadership ;
- Establish a diversity & Inclusion board to track progress against our goals and to identify new opportunities to create a more diverse and inclusive culture. The D&I board will also monitor year over year hires, promotions and attrition.

In 2019, diversity road shows and workshops take places within the industrial sites to define an align on priority axes of the 2020 diversity road map with the associates.



OCP ensures gender diversity at every level of the company's management and is resolutely committed to the effort to promote women managers to key positions.

Indeed, the rate of women within OCP increases from **5%** to **9,2%** in the last 10 years and the rate of women in managerial roles increases from **16%** to **32%** due to Equal Employment Opportunity initiative.

Several programs have been also launched since 2017 to promote gender diversity :

- Gender diversity assessment campaigns and an internal diversity survey.
- Various meetings and talks, on topics such as corporate stereotypes and gender equality, public policy, and economic growth in Morocco, and Diversity Day to raise awareness among OCP managers.
- The Women@OCP leadership coaching program, which has had over 100 participants to date.

Several initiatives have been taken to improve work life balance such as time management and flexibility.

OCP maternity/paternity leave:

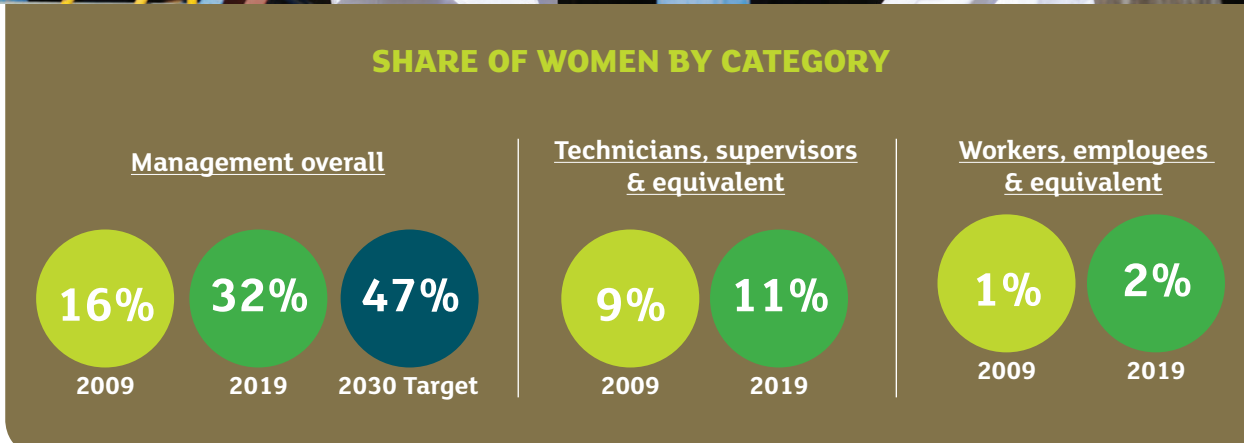
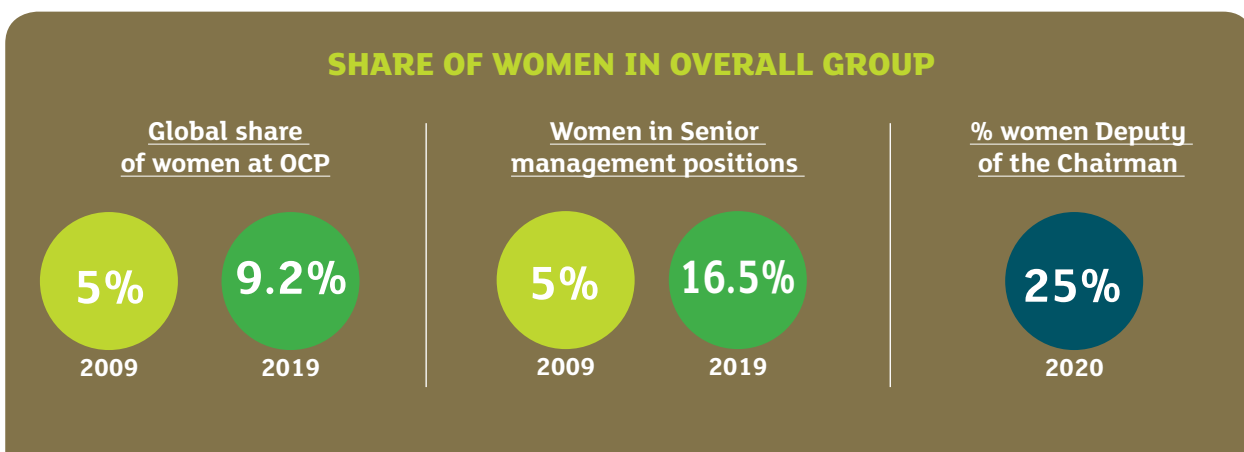
Every mum within OCP has a minimum of 14 week of full paid maternity leave.

OCP offers paid maternity leave beyond what is required by the regulations. Indeed, if requested, an additional 14-week maternity leave, paid at half-salary, is offered to new mums. An additional 6 months unpaid leave are also assigned if needed.

The paternity leave is fully paid for all OCP male employees.

OCP Group offers to all the new mums & dads a childbirth bonus to welcome the newborn.

OFFERING EQUAL OPPORTUNITIES AT ALL LEVELS



WHAT HAS BEEN DONE SO FAR IN 2019

DIVERSITY SPONSORS MEETINGS WITH WOMEN ON SITE

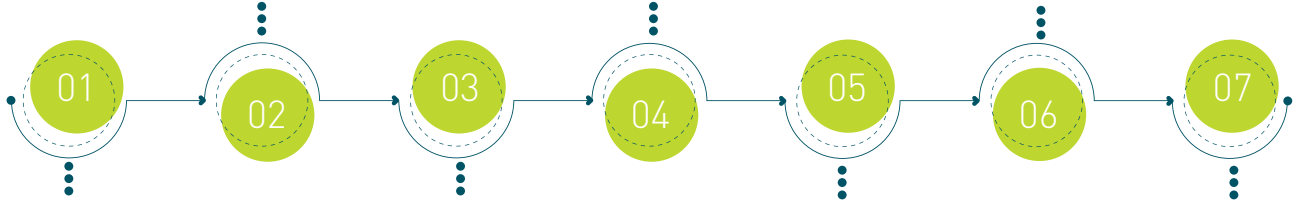
Over **120** employees from different sites were able to meet top management during this tour to exchange views on the group's diversity vision and initiate the development of local Roadmaps.

ROLE MODELS ONBOARDING

Over **30** Role Models Onboarded through workshops around the Vision and Diversity challenges for our Group

KILLING BIAS SESSIONS

Employees from different sites participated in conferences followed by discussion sessions around unconscious biases and the best ways to understand them in business. This tour reached nearly **150** employees



GENDER DIVERSITY ROADSHOWS

Over **100** employees involved in sharing around the vision between management and the connectors of each site.

CONNECT'HER

40 women on the various sites are now Diversity Connect'ers

DIVERSITY OF DIFFERENT SITES ROADMAP

Several co-construction and feedback workshops with site management which have brought together more than **120** employees

COACHING «WOMEN @ OCP LEADERSHIP»

Collective coaching of Empowerment of women for more than **160+** associates took place in **2019**, which aims to identify the challenges of diversity, optimize visibility and clarify our ambitions.



TO ATTRACT AND RETAIN GLOBAL TALENT, WE NEED TO BUILD GREATER DIVERSITY AND INCLUSIVITY IN OUR WORKFORCE



THE GROUP STRIVES TO ALIGN WITH INTERNATIONAL BEST PRACTICES AIMED AT REDUCING DISCRIMINATION LINKED TO DISABILITY

The Group has a proactive policy for promoting equal opportunities and keeping disabled associates in employment.

OCP supports its employees with disabilities, not only by offering suitable working conditions and accessible workplace but also by ensuring their need to achieve high performance in their career at OCP by offering employment opportunities, matching their skills and competencies.

OCP provides an assistance allowance to associates of disabled children to meet specific medical needs and special care expenses and to ensure the inclusion of disabled children of associates.

1,032 allowances have been provided in 2019.

OCP supports medical and social centers with financial and human resources in order to provide better care to people with disabilities, with the number of annual beneficiaries rising to **3,232 in 2019**.

OCP also supports many associations & organisations that help people with disabilities.

Inclusion for all

OCP believes that all children are valued and have the right to grow and learn. The Group has launched a project to set up a local and inclusive socio-educational offer for disabled children of associates and communities.

