



# RESPONSIBLE HUMAN RESOURCES MANAGEMENT POLICY

FEBRUARY 2022

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 responsibly and sustainably feeding a growing world population. This implies respecting human rights and dignity, promoting greatest possible environmental care, applying good labour standards and considering the governance impacts in every decision that is made.

OCP Group believes the success of its business comes from the accomplishments and well-being of its employees. The goal is to build a workplace culture that fosters leaders and allows every person to thrive, contribute and grow. This policy reflects OCP Group's commitments regarding employee selection and development, the establishment of an appropriate work environment where everyone can contribute to the corporate strategy and sustainable goals while feeling a sense of pride in working at OCP Group.

This Responsible Human Resources Management Policy (hereinafter "policy") is an integral part of OCP's comprehensive responsibility philosophy, comprising all policies and guidelines, and further develops the commitments stated related to human capital.

In addition, this policy is aligned with the 2030 Agenda for Sustainable Development and specifically with Goal 8: "Promote inclusive and sustainable economic growth, employment and decent work for all", and Goal 10: "Reduce inequality within and among countries".

For more information about OCP Group's general commitment to human rights, please see our General Human Rights Policy.

## II. SCOPE

This policy relates to all of OCP Group's employees worldwide. OCP Group will always comply with applicable laws and Collective Labour Agreements that are in force. In situations where there is a discrepancy between local legal requirements and international human rights norms, The Group will uphold its company values as defined in its Code of Conduct respecting the principles of internationally recognized human rights.

## III. COMMITMENTS

OCP Group is committed to protect and enhance the human rights of its employees in accordance with internationally recognized human rights, in line with the UN Guiding Principles on Business and Human Rights, applicable international human rights conventions/declarations of the International Labour Organization, the Organization for Economic Cooperation and Development, and the United Nations, as well as with OCP Group's Code of Ethics. This policy covers every aspect of OCP Group employee lifecycle. In every employee lifecycle step, the Group is committed to:



### 3.1. NON-DISCRIMINATION

In strict accordance with the Group's Diversity and Inclusion Policy available on our website, OCP Group is committed to exclude 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.

### 3.2. RECRUITMENT

- Prohibit the hiring of any individuals that are under 18 years old. OCP supports the elimination of all forms of forced and compulsory labour as well as the effective abolition of child labour.
- Provide best practice employment contracts to all employees. Provide every employee with documented information that is clear and understandable, regarding their rights under national labor and employment law and any applicable collective agreements, including their rights related to hours of work, wages, overtime, compensation, and benefits upon beginning the working relationship and when any material changes occur.
- Hire employees with personal attitudes and professional skills enabling them to develop a long-term relationship with the company. Therefore, special attention will be given to ensuring a strong alignment between a candidate's values and OCP Group's culture. Only relevant skills and experience and adherence to OCP Group principles will be considered in employing a person.
- Exclude any form of hiring discrimination regarding a candidate's origin, nationality, religion, race, gender, disability or age, or other grounds established in applicable laws bearing in mind the principles, goals and modalities of OCP Group's Diversity and Inclusion Policy.
- Enhance diversity, inclusiveness and gender balance within OCP Group's workforce.
- Utilize adequate recruiting tools, placing the final hiring decision in the hands of the responsible manager, supported by the Human Resources (HR) team. To find out more about OCP Group Diversity & Inclusion policy, consult our website.
- Develop and communicate procedures – in consultation with the relevant stakeholders – that promote equitable and transparent recruitment practices.
- Raise awareness of OCP Group's values to have all newcomers on board towards responsible business practices and sustainable development.

For more general information regarding OCP Group's policy regarding employees, see its General Human Capital Policy.

### 3.3. WORKING CONDITIONS

- Ensure working conditions in accordance with OCP Group's Working Conditions Policy, available on our website.
- Restrict working hours, in compliance with all applicable local laws for non-agricultural activity, not exceeding 10 hours per day, 44 hours per week. Overtime shall not be excessive nor regular, and shall remain voluntary and always compensated, in compliance with applicable regulations and laws.



- Provide paid annual national and religious holidays for all employees. Additional days off during important events (marriage, birth, and death of relatives) are provided.
- Not to use, be complicit in, or benefit from forced labour.
- Provide every employee worldwide with good working conditions and a safe and healthy work environment taking into account inherent risks in its particular sector and specific classes of hazards, including the identification of potential hazards, the provision of preventive and protective measures, training of workers, documentation of occupational accidents, diseases, and incidents, and emergency prevention, preparedness, and response arrangements.
- Provide every employee worldwide with flexible working possibilities that support a better balance of private and professional life.
- Provide adapted working conditions whenever possible that encourage employees to have outside interests, especially community involvement.
- Care about all people working inside or outside OCP Group's premises under contractual obligations as well as service providers and insist that they also take steps so that adequate working conditions are made available to their employees.
- Build a relationship based on trust and respect of employees at all levels.
- Do not tolerate any form of harassment or discrimination related to origin, nationality, religion, race, gender, disability, age, or other grounds established in applicable laws.

To find out more about OCP Group's Health & Safety policy and Responsible procurement policy, please consult our website.

### **3.4. REMUNERATION AND BENEFITS**

- Ensure a competitive and consistent compensation position in all locations, considering applicable collective agreements.
- Define remuneration equally and do not tolerate any discrimination related to origin, nationality, religion, race, gender, disability, age or other grounds established in applicable laws.
- Conduct a global gender pay gap audit, report the global mean and median raw gender pay gap and the ratio of basic salary and remuneration of women to men for specific employment categories, establish quantitative targets, deadlines and initiatives to close the pay gap, monitor and measure progress.
- Systematically ensure equal access to career-critical assignments for men and women
- Offer personalised solutions in a transparent and standardized manner through any kind of compensation/benefit to employees who extensively contribute to the development and success of the company individually or collectively.
- Continuously improve the relevance of OCP Group's remuneration system while defining fixed pay, variable pay, benefits, and personal growth.
- Provide an outstanding offer of employee benefits including: a wellbeing at work program; social, cultural and sports events; help for employees and their families facing difficult financial, social or medial situations; housing assistance; children's education; vacation allowance; and a mandatory pension plan covering 100% of employees.



### 3.5. TRAINING

- 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. The training offer must be aligned with the sustainability challenges of each department across the company to build sustainable capabilities and respect salient sectorial human rights.
- Foster individual sustainable behaviours in the workplace: travel policy, individual resource consumption, etc.
- Provide training, guidance and initiatives on diversity.
- Guarantee to every employee equal and sound training opportunities to upgrade their knowledge and skills relevant with their career objectives and expectations.
- Encourage practices such as professional development, extension of responsibilities, and cross functional teams to acquire additional skills, enrich job content and widen accountability.

### 3.6. DEVELOPMENT & PERFORMANCE MANAGEMENT

- Guarantee that SMART [specific, measurable, achievable, reasonable, and timebound] 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 impacts OCP Group's business strategy and sustainable development. Sustainability challenges related to each function will progressively be cascaded.
- Provide all employees with regular feedback on their performance and career aspirations through a variety of tools and processes.
- Support each manager to dedicate the necessary time to the monitoring of objectives and regular coaching of employees through the year.
- Encourage each employee to express career objectives and expectations while offering them attractive yet realistic career mobility and allowing them to develop their skills in the long-term.
- Base promotions exclusively on sustained performance from a result oriented and behaviour standpoint, as well as on future potential.
- Ensure sustainable conditions for a gender balanced and diverse company and remove barriers to career progression for women and men by initiating mentoring schemes, having flexible career paths and providing dual career support.
- Motivate employees to speak up and seek dialogue with their line management in all cases where employees feel violation of policies.
- Continue the journey – especially through the 'Mouvements' – towards establishing flat and flexible structures with minimal levels of management and broad spans of control, which enable people development, collaboration and increase efficiency.
- Set and monitor quantitative targets related to human capital development.

To find out more about OCP Group's Training & Development policy, consult our website.



### 3.7.EMPLOYEE RELATIONS

- Uphold the freedom of association of its employees and the right to collective bargaining, without fear of intimidation or reprisal, in accordance with national law, and establish structures and non-discriminatory procedures through the organisation to proactively engage trade unions and employees, with a view to create and strengthen constructive relationships, based on the principle of good faith.
- In accordance with OCP Group’s Social Dialogue Policy , promote social dialogue beyond legal and regulatory requirements based on the social charter, which defines the principles, rules, and obligations related to social dialogue.
- Develop dedicated tools to assess human resources management, such as a regular survey among employees.
- Strengthen grievance mechanisms systems for all employees and related remedy measures.
- Promote employee engagement and an open feedback culture, including through: The “Movement”, providing employees with financial and human resources necessary to work on a topic of their choice that creates sustainable value for the Group; encouraging lateral professional development and cross functional teams to acquire additional skills and enrich job content; participative mechanisms such as the annual performance assessment and co-construction of employee’s development plan; and communication channels (e.g. intranet, internal magazines, video and posters campaign, events, etc.) to share information in a transparent and accessible manner.

### 3.8.SUCCESSION PLANNING

- Undertake an active and rigorous succession planning process at all levels of the organisation to ensure that there is a strong pipeline of successors ready to meet future needs.
- Strengthen internal leverages, especially training.
- Increase collaboration and community development to targeted and strategic skills.

## IV. IMPLEMENTATION

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.

Ensuring, and reporting on, effective human capital risk management is the shared responsibility of Human Resources teams and senior managers.

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



## V. 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 negative consequence regarding responsible human resources management, 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 of and ensure respect for the human rights of those involved, OCP Group also commits to develop the existing grievance mechanisms and communication channels available to employees.

## VII. REPORTING

OCP Group will monitor and report, whenever it is possible, on a regular basis various labour KPIs related to the related issues covered along this policy (diversity, remuneration, freedom of association, training, employee development programs, etc.).

For more information on OCP Group's approach to responsible human resources management, please consult OCP Group Sustainability report available available on our website:

For consulting all the above-mentioned policies, please visit OCP Group's the sustainability section on our website.

## VIII. REVIEW

OCP 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](mailto:sustainability@ocpgroup.ma).