



# ESG REPORT

# 2020

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# SUSTAINABILITY

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## MARSA MAROC 2020

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# ABOUT THIS REPORT

## ► Report Name:

Environmental, Social and Governance Report (ESG), 2020.

## ► Publication date:

April 2021.

## ► Report Format:

This report is available in PDF format on the official website of Marsa Maroc

[www.marsamaroc.co.ma](http://www.marsamaroc.co.ma)

## ► Report Description:

In this report, Marsa Maroc Group documents its environmental, social and governance performance for 2020. This report meets the requirements of circular 03-19 of the Moroccan Capital Market Authority (AMMC).

## ► Reporting Period:

From 01/01/2020 to 31/12/2020.

## ► Reporting scope:

The data presented in this report on all ESG (Environment, Social and Governance) themes include all the activities of Marsa Maroc Group in Morocco (Head Office in Casablanca, Ports of Nador, Al Hoceima, Tangier, Casablanca, Mohammedia, Jorf Lasfar, Safi, Agadir, Laâyoune and Dakhla) as well as its three subsidiaries TC3PC, SMA, and Tanger Alliance, unless stated otherwise.

## ► Data Collection Methodology and External Audit:

For Marsa Maroc Group's ESG 2020 report, the methodology adopted for data collection consists in gathering non-financial information from the internal entities in charge of the topics under review. This non-financial information has been processed and consolidated in-house.

The Group has not yet set up an external audit system of its ESG reporting.

## ► Reference framework used:

The present report is in line with the requirements of the AMMC circular 03-19 and also complies with universal standards for Corporate Social Responsibility, such as ISO 26000 and the UN's Sustainable Development Goals (SDGs). It also draws from the principles of the Global Reporting Initiative (GRI), in line with its "Standard - 2016" version.

## ► ESG Reporting:

In this report, the Group publishes key financial performance indicators as well as selected qualitative information on sustainable development. The report provides further information on the Group's sustainable practices, its stakeholders, its relevant issues and a description of its management approach to addressing these issues.

## ► Statements regarding the future:

This report contains forward-looking statements. These statements are based on management's current estimates of future developments. These statements should not

be construed as guarantees that they will be realized in the future.

Future developments may differ from directions and performance as they depend on a number of significant risks and uncertainties. Therefore, future developments may differ materially from the statements made with respect to the future.

## ► Previous Report:

Marsa Maroc Group published its first ESG report in 2019, which is available on the following link:

<https://www.marsamaroc.co.ma/documents/10157/1589891/Rapport+ESG+ANG.pdf>

## ► Contact:

For questions or suggestions to improve this report, please contact the Financial Communication and Investor Relations Department via the following email address: [investisseurs@marsamaroc.co.ma](mailto:investisseurs@marsamaroc.co.ma)

# 1.

## ABOUT OUR GROUP

- ▶ Marsa Maroc at a glance
- ▶ Shareholder structure
- ▶ Group subsidiaries
- ▶ Activities and services
- ▶ Geographical presence and types of traffic





# Marsa Maroc at a glance

Marsa Maroc is a multi-traffic port operator, ranking as the national leader in port operations, with a significant presence in all Morocco’s commercial ports.

Driven by the constant focus on quality of service, backed by its skilled employees and high-performance equipment, Marsa Maroc is committed to providing services that meet the highest international standards in all operated terminals.

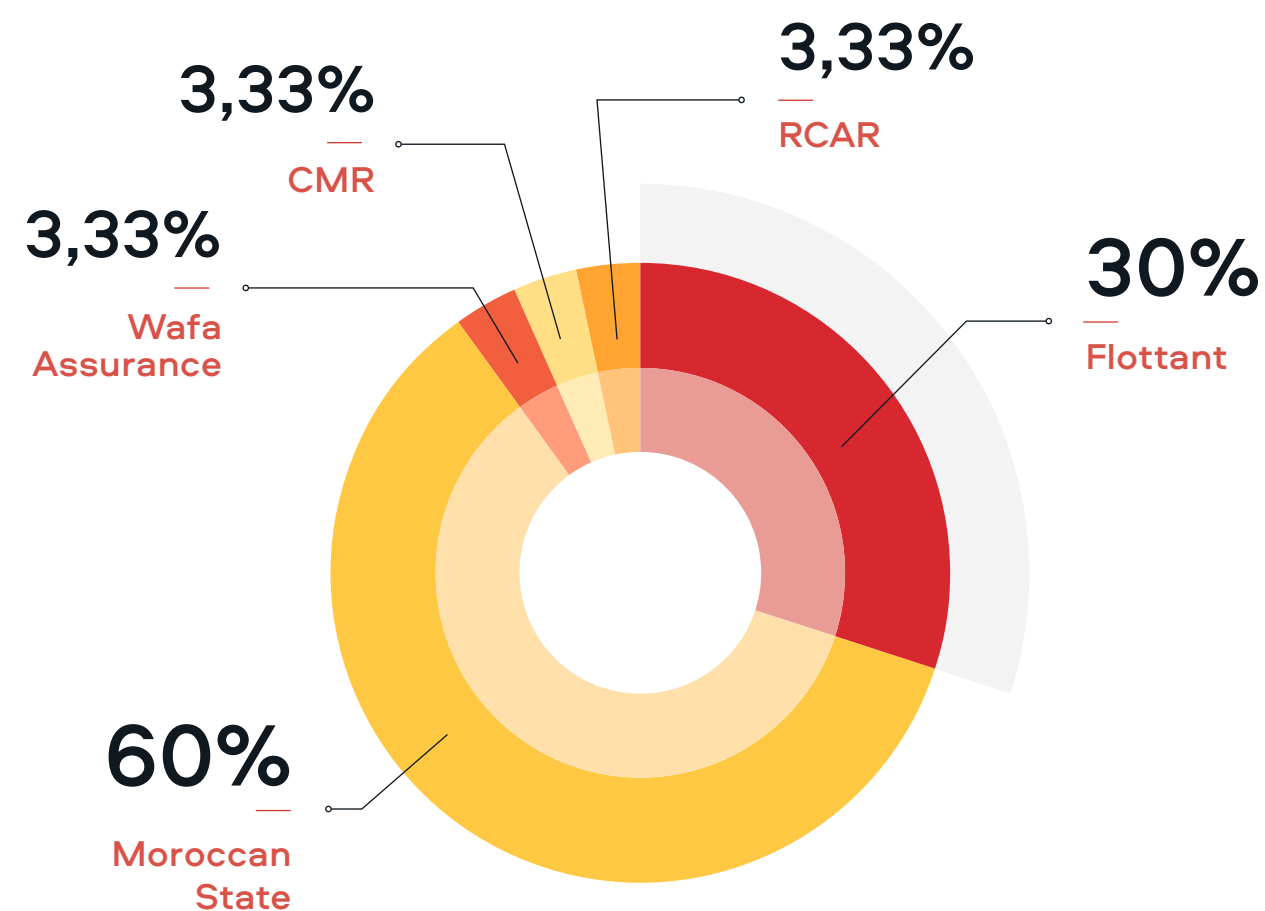
Marsa Maroc is a limited liability company governed by Moroccan law. It has an Executive Board and a Supervisory Board and was incorporated in November 2006 following the port reform adopted in Morocco.

The Group has been listed on the Casablanca Stock Exchange since July 2016. Through its new development policy, Marsa Maroc aims to position itself in coming years as an efficient and an agile regional port operator, proactively contributing to the improvement of logistics in Morocco.



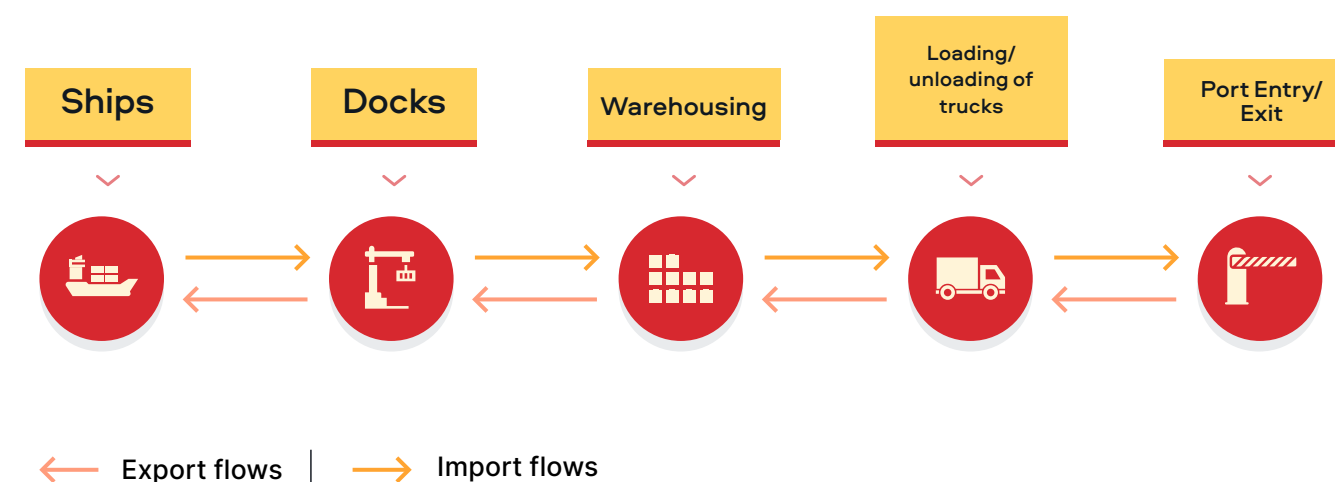


## Shareholding Structure



## Activities and services

Marsa Maroc operates ports and terminals under concession agreements signed with port authorities. The Group offers importers, exporters and shipping companies a range of logistics-related services within the operated ports and terminals.



There are two categories of services offered:



### Goods related services:

- **Basic services:** goods handling (onboard and dockside), warehousing, checking, weighing, stuffing and unstuffing of containers;
- **Related services:** handling, stacking of cargo, loading and unloading of trucks, etc.;
- **Real-time information services:** Marsa Conteneur e-service.



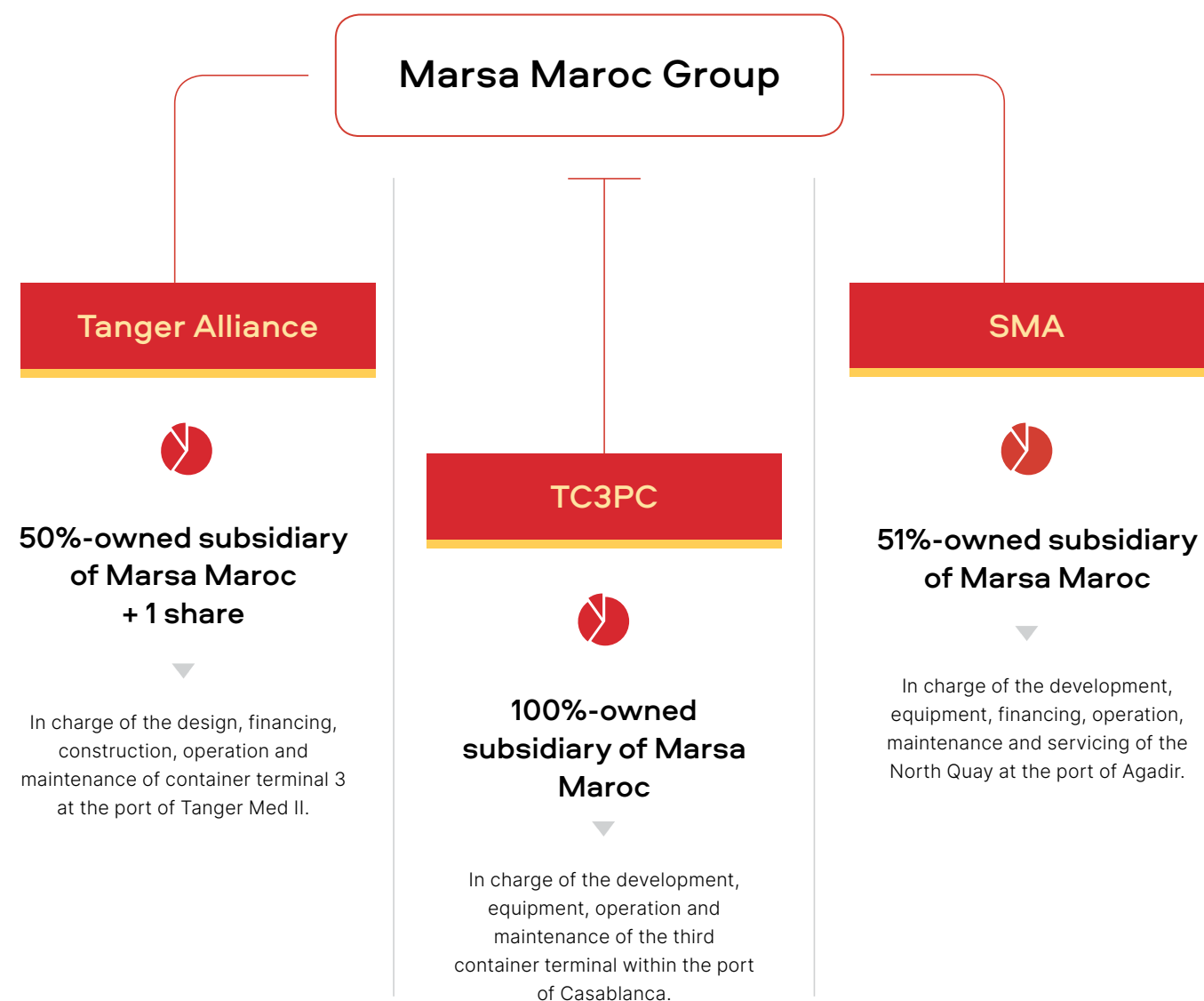
### Services to ships:

pilotage, towing, mooring and bunkering.

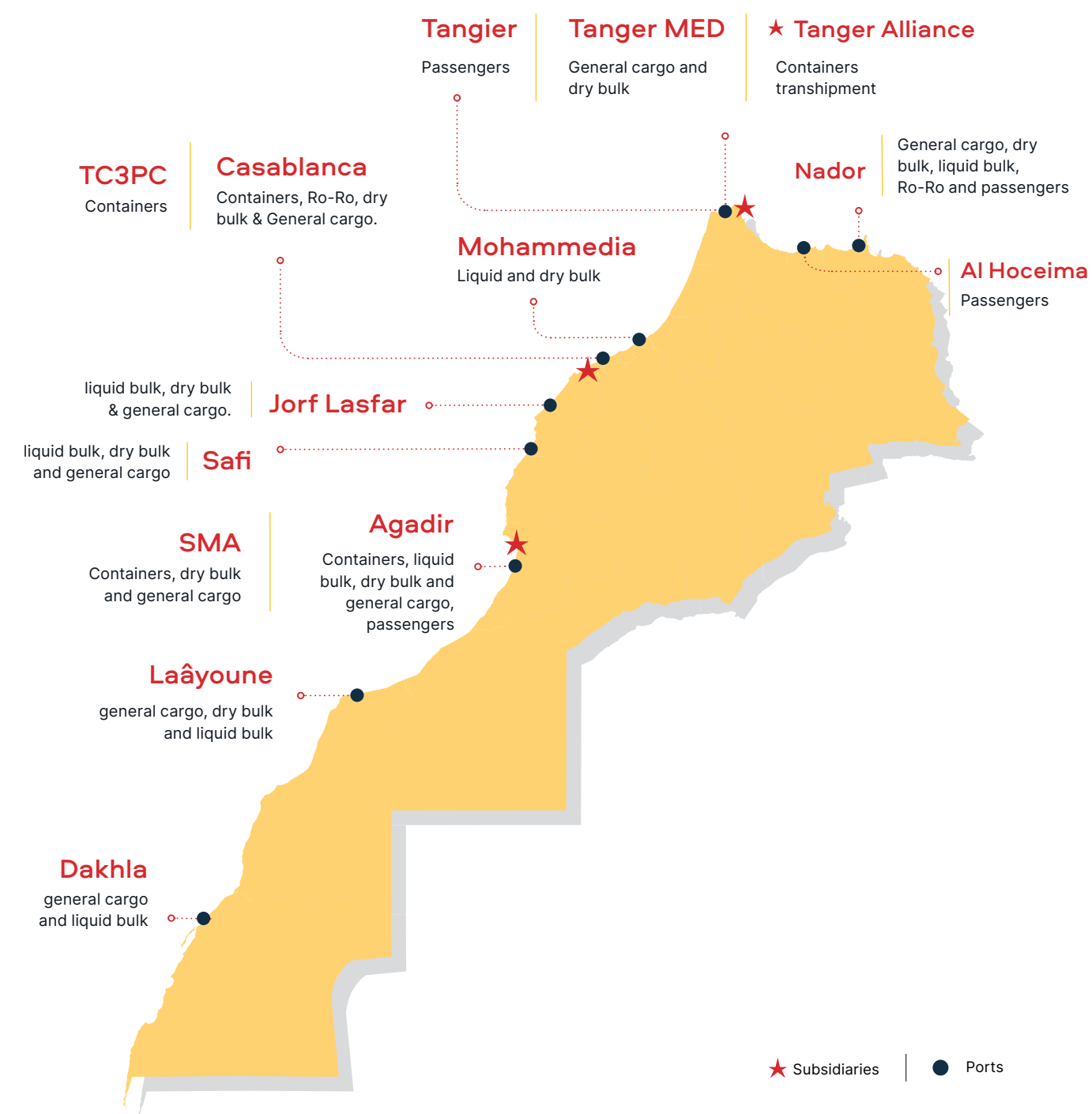


## Group Subsidiaries

Marsa Maroc Group has three operational subsidiaries:



## Geographical presence and types of handled traffic



# 2.

## OUR SOCIAL PERFORMANCE

- Social and Environmental Responsibility Strategy
- Contribution to Sustainable Development Goals (SDGs)
- Main expectations of our stakeholders
- Mechanism for continuous dialogue with stakeholders
- Materiality analysis







## Social and Environmental Responsibility Strategy

As part of its strategic vision "AFAK 2025", Marsa Maroc has enshrined its commitment to corporate, social and environmental responsibility through the promotion of several projects in the different areas of CSR. The Group is striving to achieve these guidelines with a view to making sustainable progress while fulfilling its commitments.

These guidelines are broken down into five main pillars set out in the strategic plan and covering the main stakeholders:

- **For clients:** to continuously improve operational performance of all types of traffic ;
- **For employees:** to develop resources and skills, while offering employees a sound and safe working environment that preserves their security;
- **For the planet:** to perpetuate the commitment materialized by the ISO 14001 environmental certifications in all operated terminals;
- **For the business community:** to strengthen the position of the leading port operator in Morocco ;
- **For civil society and communities:** to contribute to the economic and social development of communities in the areas where Marsa Maroc operates across the Kingdom.

## Contribution to Sustainable Development Goals (SDGs)

In September 2015, at a United Nations summit, the leaders of the organization's 193 member states adopted a new 2030 agenda for sustainable development entitled "Transforming our World: The 2030 Agenda for Sustainable Development". The organization has defined 17 Sustainable Development Goals (SDGs) that have become a standard in the field.

In this respect, this program, like its predecessor, came into effect in January 2016 and is structured around 17 goals, based on the 3 foundations of Sustainable Development: economic growth, social inclusion and environmental protection.

The strategy adopted by Marsa Maroc for corporate, social and environmental responsibility is in line with the direction of the SDGs.





# Main expectations of our stakeholders







# Mechanism for continuous dialogue with stakeholders

Through its presence in all commercial ports of Morocco, Marsa Maroc is aware of the importance of its role as an economic and social actor in the country. In order to successfully carry out its mission, the Group places attentiveness and dialogue with its internal and external stakeholders at the heart of its CSR strategy. Marsa Maroc is therefore attentive to their needs and expectations, adopting a constructive approach of continuous improvement. The Group aims to structure this dialogue and implement all necessary measures to improve it over time.

STAKEHOLDER	DIALOGUE THEMES	DIALOGUE TOOLS AND FORMATS
Clients	<ul style="list-style-type: none"><li>Services offered, quality, Group performance.</li><li>Group strategy and news.</li></ul>	<ul style="list-style-type: none"><li>Dialogue held through central directions, port directors and their sales managers during meetings with clients.</li><li>Satisfaction surveys and image assessments.</li><li>Set-up of an e-mail address to handle customer complaints.</li><li>Client communication initiatives: website, publication, reports, events, etc.</li></ul>
Employees	<ul style="list-style-type: none"><li>Group strategy, performance, and news.</li></ul>	<ul style="list-style-type: none"><li>Day-to-day dialogue through management and HR managers.</li><li>Internal communication initiatives: Intranet, internal newsletter, mailings, posters, information meetings, events, etc.</li></ul>
Social partners	<ul style="list-style-type: none"><li>Group strategy, performance, and news.</li><li>Occupational health and safety, social actions, etc.</li></ul>	<ul style="list-style-type: none"><li>Regular dialogue based on the social agenda.</li></ul>
External service providers (suppliers and subcontractors)	<ul style="list-style-type: none"><li>Group strategy and news.</li><li>Group procurement policy and ethics.</li></ul>	<ul style="list-style-type: none"><li>Dialogue is facilitated through satisfaction surveys and coordination meetings organized by procurement managers.</li><li>Procurement portal that represents a platform for exchange between the Group and its external service providers.</li></ul>



STAKEHOLDER	DIALOGUE THEMES	DIALOGUE TOOLS AND FORMATS
Shareholders and economic partners	<ul style="list-style-type: none"><li>Group strategy, performance, and news.</li><li>Financial and non-financial performance of the Group.</li><li>Impact on performance and outlook.</li></ul>	Dialogue facilitated through: <ul style="list-style-type: none"><li>General meetings.</li><li>Meetings with shareholders and investors.</li><li>Conferences presenting the Group's performance.</li><li>Set-up of an e-mail address dedicated to exchanges with shareholders and investors.</li></ul>
Regulatory bodies (AMMC)	<ul style="list-style-type: none"><li>Group's financial and non-financial performance.</li><li>Impact on performance and outlook.</li></ul>	<ul style="list-style-type: none"><li>Financial and ethical reporting.</li></ul>
Port Authorities	<ul style="list-style-type: none"><li>Contractual commitments, business volume, fees, quality of service, pricing policy, etc.</li></ul>	<ul style="list-style-type: none"><li>Dialogue is facilitated through meetings at the central level but also at the level of the Port Operations Directions.</li></ul>
Port Community	<ul style="list-style-type: none"><li>Group strategy and news.</li><li>Common sector issues and challenges.</li></ul>	<ul style="list-style-type: none"><li>Dialogue facilitated through participation in a large number of symposia, seminars, conferences and discussions on the port sector.</li></ul>
Communities and civil society	<ul style="list-style-type: none"><li>CSR themes.</li><li>Economic and social development opportunities in the regions where the company is established.</li></ul>	<ul style="list-style-type: none"><li>Dialogue facilitated by an internal team that examines CSR project opportunities and implements the selected projects, in collaboration with civil society actors.</li></ul>

## Materiality analysis

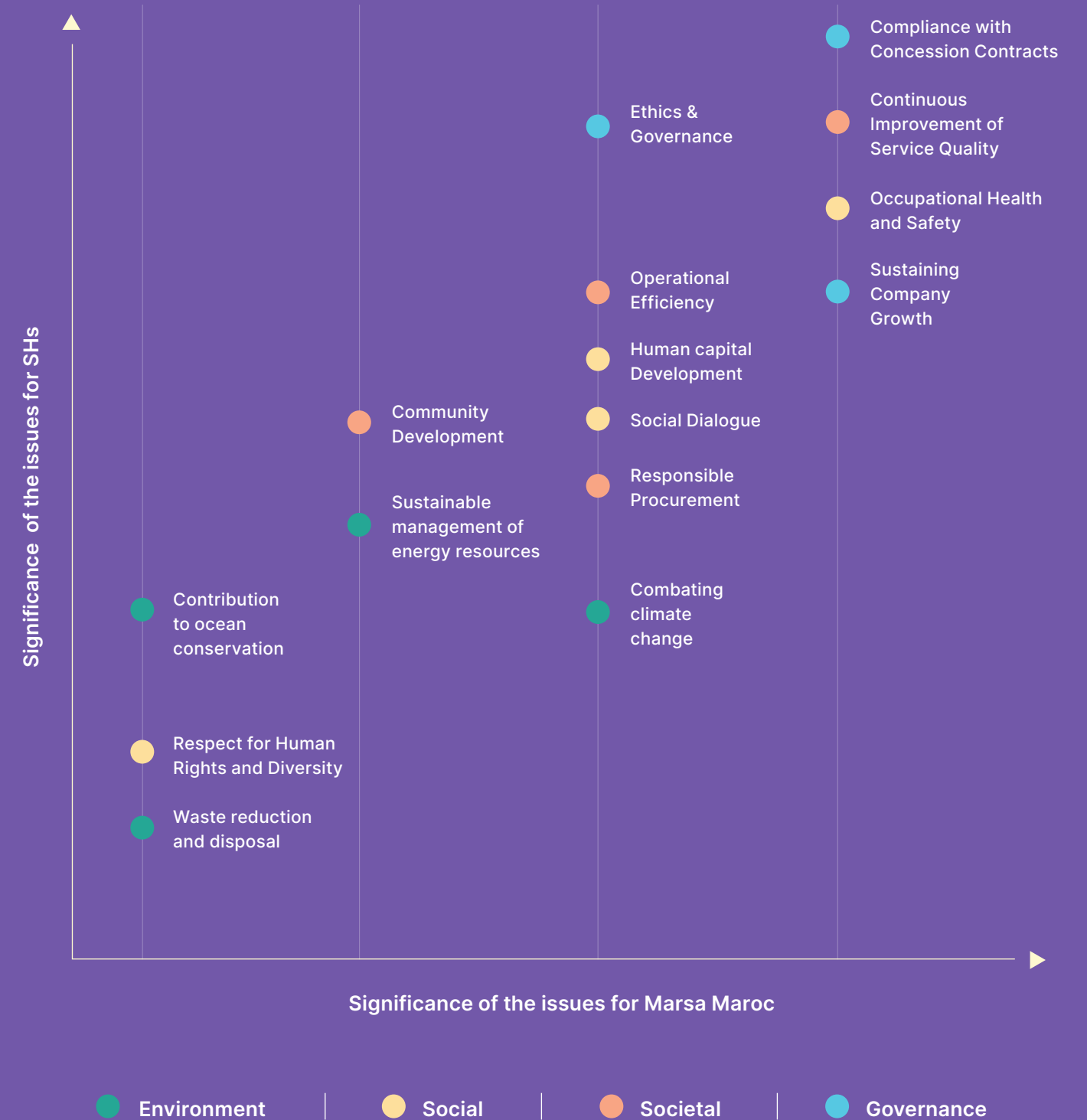
### Methodology of the approach

Marsa Maroc has structured its ESG approach around fifteen key material issues with regard to its activities and the expectations of its stakeholders. These issues drive the Group's ambitions in terms of corporate strategy, sustainable development policy and operational commitments.

These 15 topics are organized around four ESSG themes (Environment, Social, Societal and Governance) to illustrate the way in which the impact of activities on the communities and sites where the Group operates is taken into account. Turned into a single roadmap supported by the top management, these themes give rise to processes and action plans that are implemented and planned by Marsa Maroc's teams in all the ports where the company operates.

In order to visualize them, the fifteen topics have been grouped in a matrix, developed according to the GRI (Global Reporting Initiative - Standard Version (1)) methodology. This matrix identifies the priority topics for Marsa Maroc and its stakeholders according to an evaluation scale ranging from 1 to 5. (1 corresponding to low importance, and 5 to highest importance).

### → Materiality Matrix



(1) : The GRI standards represent global best practice in public reporting on a wide range of economic, environmental and social impacts.

# 3.

## OUR COVID-19 RESPONSE

- Business continuity and employees safety, two priorities of the response plan
- Actions taken following the activation of the business continuity plan
- Commitment to our stakeholders most affected by the pandemic





# | 2020 INDICATORS

Contribution to the Special Fund for the Management of the COVID-19 Pandemic



Meetings of the various safety and health committees

(between March and December 2020)



Budget for the internal management of the COVID-19 pandemic

(Prevention and protection of employees, customers and suppliers' health)





## Business continuity and employees' safety, two priorities of the response plan

While confronted to a health crisis as major as COVID-19, the continuation of the port chain is fundamental to ensure the necessary supply to the country's economic operators. As a link in this chain, Marsa Maroc has made it a priority to ensure business continuity in all the port terminals it operates across the country, while taking the necessary measures to protect the health and safety of its employees and clients.

Through an analysis of the risks and threats that could jeopardize the continuity of its strategic activities and the assessment of several scenarios concerning the pandemic (decisions of the Moroccan authorities, outbreak of suspicious cases within one of the sites, etc.), Marsa Maroc has designed and implemented a special COVID-19 Business Continuity Plan (BCP), with 5 major goals:

### Objectives of the Covid-19 BCP

- ▶ 1. Compliance with health authorities' guidelines and recommendations
- ▶ 2. Effective management of the Covid-19 crisis
- ▶ 3. Maintaining business operations following the outbreak of the pandemic
- ▶ 4. Prevention and protection of employees' and clients' health
- ▶ 5. Anticipating the consequences of the pandemic on the operation of all entities

To achieve its objectives, Marsa Maroc has structured its special COVID-19 BCP around 3 major pillars:

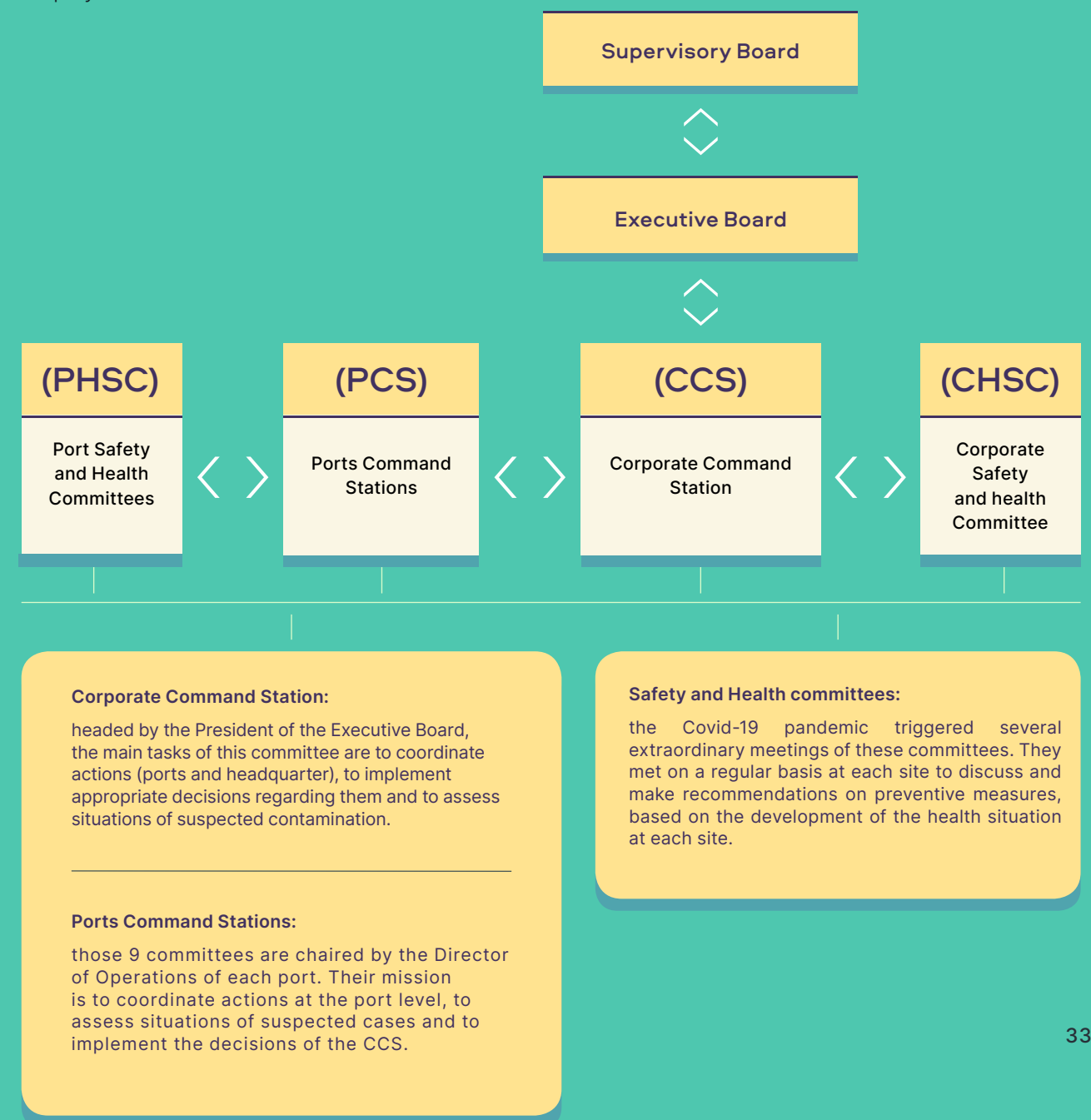
- ▶ **Steering and rigorous monitoring at several levels;**
- ▶ **Optimal organization of resources;**
- ▶ **Awareness-raising, prevention and collective and individual protection.**

The main provisions of Marsa Maroc's BCP are as follows:

### Steering and rigorous monitoring at several levels

Marsa Maroc has set up a dedicated organizational structure to manage the unprecedented crisis caused by the COVID-19 pandemic, adapted both to the geographical dispersion of its operated ports, as well as to the size of its workforce.

This organizational structure was put in place as soon as the state of health emergency was declared in Morocco and was designed to ensure a smooth exchange of information between the operational sites and the head office, the accountability and mobilization of those involved in managing the crisis, as well as the speed and efficiency of decision-making by the management bodies. Management relies heavily on regular monitoring of service continuity indicators and the number of positive cases among Marsa Maroc employees.





## SPOTLIGHT ON THE ROLE OF GOVERNING BODIES

Following the declaration of the Moroccan government on March, 20th 2020, the management of Marsa Maroc, as well as the Company's governing bodies have adopted actions and put in place measures for the management of the pandemic:

### ■ Supervisory Board

#### ▸ Contribution to the Special Fund for the Management of the Covid-19 pandemic

The Executive Board proposed to join the solidarity movement by making a financial contribution to the special fund for the management of the COVID-19 pandemic, created following the Instruction of His Majesty King Mohammed VI. The amount proposed for this contribution was MAD 300 million.

This Executive Board's proposal was discussed on March 18<sup>th</sup>, 2020 by the Audit and Risk Committee and the Supervisory Board, which also met on the same day, to authorize the contribution of Marsa Maroc to the said fund, for the proposed amount of MAD 300 million.



#### ▸ Update of the company's forecasts to take into account the effects of the COVID-19 pandemic

The Executive Board defined the approach adopted in June 2020 at the request of the members of the Supervisory Board. Objective: to determine the impact of the COVID-19 pandemic on forecasts, in terms of traffic and revenue, as well as the impact on the company's budget. Three scenarios were thus presented to the Supervisory Board (an optimistic scenario, a baseline scenario and a pessimistic scenario) to assess the impact of the pandemic.

### ■ Specialized committees:

#### ▸ Audit and Risk Committee:

The Audit and Risk Committee met on March 18<sup>th</sup>, September 25<sup>th</sup> and December 2<sup>nd</sup>, 2020, to organize and manage the impact of the pandemic. During these meetings, Committee members inquired about the measures implemented by the company in light of the COVID-19 context.

As part of the presentations made to the Committee, the Executive Board presented the measures implemented by the company to organize and manage the impact of the pandemic on its activities.

The Committee thus took note of the roll-out of Business Continuity Plans both at the headquarter and in all the terminals operated by Marsa Maroc, in order to ensure business continuity in strict compliance with safety measures.

In addition, the Audit and Risk Committee, which met on September 25<sup>th</sup> 2020, took note of the acceleration of the implementation of digitalization projects.

#### ▸ Strategy and Investment Committee

The Strategy and Investment Committee also met on December 7<sup>th</sup>, 2020. During the presentation of the Company's operating and investment budgets for the year 2021, the members of the Committee discussed the impact of the pandemic on the Company's performance for the year 2020 and 2021's forecasts.

Committee members also discussed the impact of the pandemic on the Company's operations and noted the measures implemented, including the roll-out of BCPs at all sites.



## ■ Optimal organization of human resources

In order to meet the imperatives of business continuity, to protect employees, but also to maintain the best possible levels of productivity, Marsa Maroc has implemented a new work organization by adopting 3 key measures:

**1/ Definition of the strategic activities**, i.e., any provision of services relating to the handling of vessels berthing within the terminals operated by Marsa Maroc and the transit of cargo or passengers, the non-performance of which would generate a disruption or even a total or partial failure of the port chain;

**2/ Definition of critical jobs** required to maintain strategic activities, across all sectors: Handling/ Operation, Maritime, Support functions, Supervision and Management;

**3/ Optimal scaling of the human resources required** to operate within the framework of the new organization, after considering several scenarios with different rates of absenteeism and their impact on business continuity.

This new organization was backed by two decisions to reduce the number of employees on sites:

- **Working from home for eligible jobs, based on a principle of rotation between employees of the same entity, to maintain business continuity.** The percentage of employees working remotely changed between March and December 2020, based on the development of the health situation;
- **Encouraging employees to take leaves of absence, taking into account the needs of each entity.**



## ■ Awareness-raising, prevention and collective and individual protection

Marsa Maroc is dedicated to protect its clients, employees and communities.

As such, more than MAD 5 million have been dedicated to cover the expenses for the acquisition of preventive equipment for the collective and individual protection of employees, clients and suppliers of Marsa Maroc.

Marsa Maroc has also prepared for different scenarios by distributing a set of procedures, such as the “procedure for dealing with a positive case among employees” and the “administrative management procedure for suspected cases of COVID-19”.

Several simulation exercises have been carried out, such as the exercise for handling suspected cases.



### Proximity communication

- **Implementation of a special COVID-19 proximity communication plan:** e-mailing, posters (particularly in administrative buildings, locker rooms, workshops, union premises), meetings and information sessions via videoconferencing. Some sites have even created discussion groups dedicated to the dissemination of content related to the pandemic;
- **Launch of a large-scale awareness-raising campaign on COVID-19** (definition, symptoms and protective measures) recalling the government’s recommendations;
- **Organization of regular rounds** to raise awareness to respect preventive measures and health instructions;
- **Holding of the first extraordinary meetings of the “special COVID-19” health and safety committees at all Marsa Maroc sites.**



## Education and protection

- **Communication of the rules, instructions and preventive instructions** to be observed individually and collectively through an information memorandum issued by the Executive Board on March 17th, 2020. The memo covered the following aspects:
  - **Meetings:** limiting the number of meetings to the strict minimum, prohibiting meetings with more than a certain number of participants, and encouraging the use of new communication technologies (video-conferencing, etc.);
  - **Business travel:** prohibition of international travels and limitation of national travels to cases of extreme necessity;
  - **Training and internal events:** postponement of all training sessions and internal events to later dates;
  - **Internships and access to sites:** suspension of all internships and restricting access to Marsa Maroc's sites except in cases of absolute necessity ;
  - **Other instructions:** closing of prayer rooms in accordance with national guidelines, rest rooms, gathering places and cafeterias as well as vacation centers.

This memo has been widely disseminated through the internal information channels provided to this effect.

### ▸ Education and protection of employees:

- **Providing workplaces with products and equipment recommended by the relevant authorities** (masks, sanitizing products, wall-mounted dispensers of hydro-alcoholic solutions in all buildings, etc.);
- **Identification of front-line employees (invoicing clerks, employees in contact with external visitors, etc.)** and providing them with additional protection means such as glass dividers, disposable gloves, etc.;
- **Stepping up efforts to thoroughly clean** workstations and areas before and after use, and systematically performing cleaning operations at each change of shift, using the services of specialized companies;



- **In addition to the regular cleaning measures**, operational workers (machine operators and technical services) have been supplied with individual sanitiser products. The objective is to allow these employees to individually clean their cubicles, in addition to the cleaning done by the specialized company;
- **Disinfection of all goods** intended for the supply centers and warehouses, before they are handled by the warehouse workers and stowed in the storage racks;
- **Monthly provision of all employees**, without exception, with COVID-19 prevention kits: protective masks and sanitiser products;
- **Providing employees working on board ships** with additional protective equipment, in addition to personal protective equipment (masks, gloves, etc.);
- **Installation of specific garbage cans** with plastic bags for the collection of used gloves and masks;
- **Temperature checks at terminal and building access points.**

### ▸ Prevention and protection of third parties:

- **Respecting social distancing** in customer and supplier queues at all invoicing counters and registry offices;
- **Dematerialization of correspondence** and increased use of electronic correspondence;
- **Providing customers with e-invoicing and e-payment solutions;**
- **Launch of a portal dedicated to the dematerialization of tenders and consultations;**
- **Strengthening the digital processing of supplier and client files;**
- **Coordination with subcontracting companies regarding** the need to provide their staff with personal protection kits;
- **Restricting access to external visitors** (visitors, clients, etc.) and setting up a visitor's logbook with their contact information.





## CLOSE SURVEILLANCE AND MONITORING OF EMPLOYEES' HEALTH STATUS

- Strengthening the role of the occupational medicine department;
- Designation of isolation areas within the sites, with appropriate signage;
- Getting a free PCR test (PCR + serology) for employees with symptoms or who have been in contact with positive cases;
- Provision of oxygen extractors to the occupational medicine departments at the port of Casablanca;
- Support and follow-up of employees suffering from COVID-19 by medical staff, HR managers and social workers until they are healed;
- Oximeter's loan to employees through the MODEP, ;
- Communication and coordination with the relevant authorities (Ministries of Health and Interior).



## ZOOM ON THE ROLE OF OCCUPATIONAL HEALTH STAFF, HRM AND COVID FOCAL POINTS IN THE MANAGEMENT OF THE PANDEMIC

The occupational health staff, the HRM and the COVID focal points have played a crucial role in the management of the pandemic within Marsa Maroc.

In addition to raising employees' awareness of the protective measures and health rules to be observed, this trio has taken action at several levels: identification of the positions with the highest risk of exposure to COVID-19 and of vulnerable

people requiring special attention, organization of regular rounds to correct inadequate behavior, management of testing, support for COVID-positive employee, psychological support when needed, communication with authorities, etc.

The occupational medicine staff were equipped with reinforced protective equipment (FFP2 masks, disposable gowns and coveralls, visors, nitrile gloves, etc.).

## Commitment to stakeholders

Marsa Maroc stood with its communities most affected by the pandemic.

### Communities



- Marsa Maroc has contributed by MAD 300 million to the special fund for the management of the COVID-19 pandemic ;
- All Marsa Maroc employees have contributed by 3 days-worth of their salary, equivalent to MAD 3.2 million to the fund.
- Business continuity of services to ensure the supply of the Moroccan market.

### Clients



- Business continuity and commitment to continue to offer the best possible levels of productivity;
- Launching of e-invoicing and e-payment services;
- Dematerialization of correspondence and digital processing of client requests;
- Implementation of a prevention and client protection system within Marsa Maroc's sites.

### Suppliers



- Shorter payment terms, especially for SMEs;
- Launch of a portal dedicated to the dematerialization of calls for tenders and consultations;
- Dematerialization of correspondence and increased digital processing of supplier requests.

### Employees



- Education and proximity communication;
- Prevention as well as collective and individual protection in the workplace;
- Close surveillance and monitoring of their health status;
- Temporary staff and subcontractors:
  - Awareness-raising and support by the occupational medicine department in case of contamination;
  - Requirement for temporary employment and subcontracting companies to provide said employees with protective equipment and to have them tested in case of symptoms.

### Social partners



- Integration of social partners as part of the internal bodies managing the COVID-19 crisis;
- Discussion with them regarding the choice of protective equipment: types of masks, sanitary solutions, etc.;
- Social partners are represented in the health and safety committees;
- Social partners have been important information relays in the field for all matters relating to education and prevention.

### Shareholders



- Reliable and fully transparent financial information on the impact of the health crisis on the business.



## ZOOM ON THE ROLE OF DIGITAL TRANSFORMATION IN MEETING THE NEEDS OF STAKEHOLDERS DURING THE PANDEMIC

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The pandemic has accelerated the implementation of several digitalization projects planned by Marsa Maroc, including those dedicated to improve the client's journey and experience. The Group intends to continue to reflect on its digital strategy and the implementation of its digital transformation plan, with the main objectives of improving performance and creating added value for its internal stakeholders (employees and stakeholders) and external stakeholders (clients and port community).

Since April 2020, e-invoicing and e-payment services for Marsa Maroc and TC3PC customers are available online, optimizing the invoicing and payment processes.

In April 2020, Marsa Maroc has also launched a portal dedicated to the dematerialization of tenders and consultations for suppliers of the headquarters and the Port of Casablanca. This solution has been extended to suppliers of other ports in June 2020.

On a different note, in order to allow eligible employees to work from home, the Information Systems Department secures remote access to the company's information systems, contributing to business continuity.





# 4.

## PROMOTING TRANSPARENT GOVERNANCE

- Governance
- Ethics
- Preventing insider trading







# Governance

Governance within Marsa Maroc has a dual structure with the Supervisory Board having supervisory and control powers on the one hand, and the Executive Board having the management power on the other hand.

This structure allows a better allocation of responsibilities and follows the recommendation issued by the Moroccan Code of Best Practices for Corporate Governance and the Moroccan Code of Best Practices for Corporate Governance of Enterprises and Public Institutions, concerning the separation of management and supervisory functions.

## The Supervisory Board

The Supervisory Board exercises permanent oversight over the management of the company by the Executive Board and approves the company’s main strategic orientations. Its role also extends to the approval of the Company’s key management instruments, as laid down by Law 69-00 on financial oversight by the State and by the oversight agreement between Marsa Maroc and the Moroccan government.

The Supervisory Board shall be composed by members appointed by the general shareholders’ meeting. It is chaired by a Chairman of the Board elected from among its members. The Board also elects a Vice-Chairman from among its members.

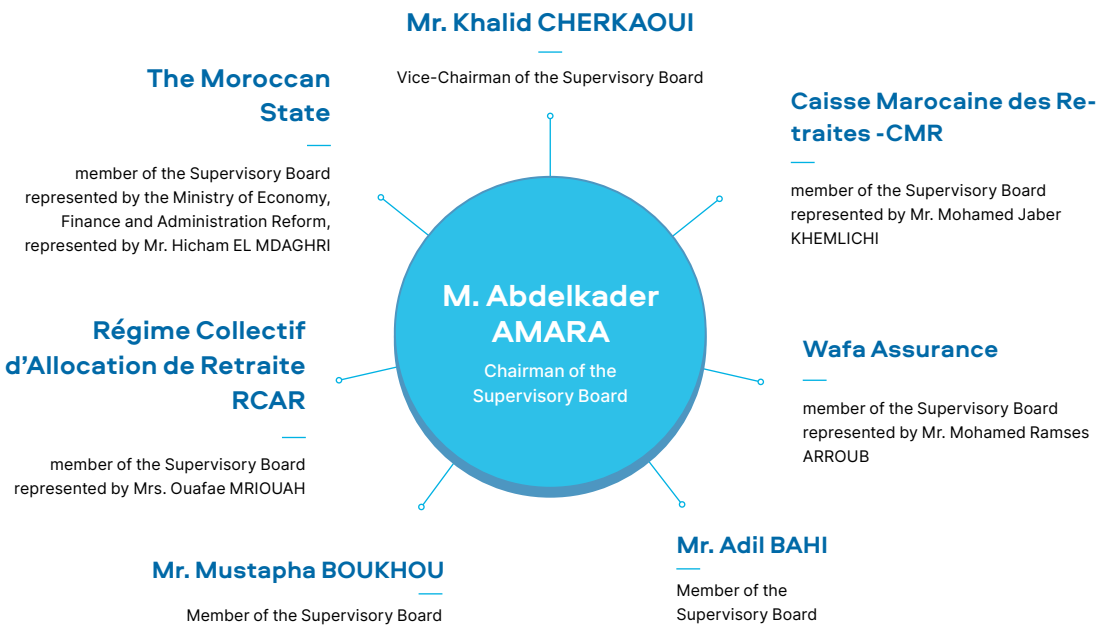
The Supervisory Board is made up of 8 members, none of whom is an Independent Director according to the criteria defined by Law 20-19 amending and supplementing Law 17-95 on Public Limited Companies. The Supervisory Board meeting held on December 31st, 2020 decided to instruct the Nomination, Remuneration and Governance Committee to deal with the appointment of independent directors to the Company’s governance bodies, and to revert to the Board with appointment criteria and profiles of Independent Directors that would be in line with the Company’s needs.

The Supervisory Board met 4 times in 2020 with an average attendance rate of 94%.



## Non-Executive Members:

In 2020, the Supervisory Board of Marsa Maroc was composed as follows:



MEMBER OF THE SUPERVISORY BOARD	DATE OF NOMINATION TO THE SUPERVISORY BOARD	MANDATE EXPIRY	ROLE WITHIN THE SB	ATTENDANCE RATE
Mr. Abdelkader AMARA	12/05/2017	2022	Chairman	100%
Mr. Khalid CHERKAOUI	12/05/2017	2022	Vice-Chairman	100%
The Moroccan State represented by the Ministry of Economy, Finance and Administration Reform, represented by Mr. Hicham EL MDAGHRI)	12/05/2017	2022	Member	100%
Mr. Mustapha BOUKHOU	12/10/2016	2021	Member	100%
Mr. Adil BAH	23/01/2019	2022	Member	100%
Mrs. Ouafae MRIOUAH (representative of RCAR)	12/10/2016	2021	Member	100%
Mr. Mohamed Ramses ARROUB (representative of Wafa Assurance)	12/10/2016	2021	Member	50%
Mr. Mohamed Jaber KHEMLICHI (representative of CMR)	12/10/2016	2021	Member	100%
Number of meetings		4 Supervisory Board meetings held in 2020		



Specialized committees of the Supervisory Board

In accordance with the recommendations of the review of Marsa Maroc’s institutional governance conducted by MAZARS in 2019, the Supervisory Board, met on January 3, 2020, in order to reorganize the existing Committees as follows:

- Audit and Risk Committee;
- Strategy and Investment Committee;
- Nomination, Remuneration and Governance Committee.

During the same meeting, the Supervisory Board also adopted the Board’s Internal Rules, including the Directors’ Charter and the Charters of the Specialized Committees, which set out, in particular, their composition, role and operating procedures.

Audit and Risk Committee:

- Audit :** The Audit and Risk Committee is responsible for assessing the internal control structure within the company. In particular, it reviews action plans and reports from the internal and external auditors, validates the internal audit plan, evaluates the work of the internal and external auditors, and issues an opinion on the choice of external auditors.
- Preparation and control of accounting and financial information:** The Audit and Risk Committee monitors the process of preparing financial information by analyzing the financial statements prior to publication. It also examines all issues relating to the financial statements and financial documents to ensure the effectiveness of the internal control and risk management systems for accounting and financial information. The Audit and Risk Committee also reviews the reports of the Statutory Auditors, assesses the results of their audit and recommendations and ensures their implementation.



- Risk management :** The Audit and Risk Committee ensures that the company has implemented practices for identifying and managing risks that could have a significant impact on its performance or on the achievement of its strategic objectives. It reviews the Company’s risk mapping, assists the Supervisory Board in assessing the effectiveness of the risk management system, and validates action plans to mitigate and control the major risks identified.

The Audit and Risk Committee issues its opinion to the Supervisory Board and reports on the activities carried out in each of the above-mentioned areas.

Members of the Audit and Risk Committee

LAST NAME	FIRST NAME	CHAIR / MEMBER	ROLE
Mr. BOUKHOU	Mustapha	Chairman	Member of the Supervisory Board
Mr. BAH	Adil	Member	Member of the Supervisory Board
Mr. CHALACH	Youssef	Member	Appointed by RCAR, Member of the Supervisory Board
Mr. KHEMLICH	Mohammed Jaber	Member	Permanent representative of CMR, Member of the Supervisory Board
Mrs. BENKHAYAT	Meriem	Member	Appointed by Wafa Assurance, Member of the Supervisory Board
Mrs. OUMERIJAL DERDEK	Soundous	Member	Government Commissioner



Risk Management within Marsa Maroc

To better manage the risks related to its activities, Marsa Maroc has undertaken a comprehensive risk management approach with, in particular, the implementation of risk mapping of all Port Operations Directions as well as the headquarter. This approach has allowed to :

- **Identify risks and rank them according to their likelihood of occurrence and the severity of their impact;**
- **Set up appropriate measures and action plans to control risks and limit their potential consequences for the company.**

Marsa Maroc’s overall approach to risk management is based on the following fundamental principles:



- Compliance with the most stringent norms and standards in terms of risk management, in particular the ISO 31000 and COSO 2 standards ;
- Process-based approach covering all activities, therefore each identified risk is linked to a process and a “source” activity ;
- An adaptive and iterative approach allowing dynamic monitoring of risks and their control systems, which evolve under the influence of various internal and/or external factors ;
- Promoting a “Risk” culture based on proactive risk management of activities.

Organization of the Risk Management function

Risk management within Marsa Maroc is carried out by the Risk Management entity. It reports to the Internal Audit and Organization Direction, and is responsible for implementing and leading the risk management approach.

Coordination between Risk Management and Internal Audit

In order to draw up annual audit plans and prepare for audit assignments, the “internal audit” unit uses risk mapping as a tool to identify the risks that need to be prioritized. In addition, the results of audit assignments are used by Risk Management, in particular to update the risk profile.



Strategy and Investment Committee:

This Committee issues an opinion on the company’s general strategy and reports periodically to the Supervisory Board on the progress of the implementation of this strategy.

- **Strategy:** The Committee is primarily responsible for advising the Board on the definition and implementation of the strategic orientations presented to it by the Executive Board and for assessing the progress of their implementation.
- **Investments:** The Committee gives its opinion on the investment projects and programs planned by the Group and their financing.

Members of Strategy and Investment Committee:

LAST NAME	FIRST NAME	CHAIRMAN/ MEMBER	ROLE
Mr. CHERKAOUI	Khalid	Chairman	Vice-Chairman of the Supervisory Board
Mr. EL MDAGHRI	Hicham	Member	Permanent representative of the Moroccan government, Member of the Supervisory Board
Mr. BOUKHOU	Mustapha	Member	Member of the Supervisory Board
Mr. BAH	Adil	Member	Member of the Supervisory Board
Mrs. MRIOUAH	Ouafae	Member	Permanent representative of RCAR, Member of the Supervisory Board
Mr. KHEMLICHI	Mohamed JABER	Member	Permanent representative of CMR, Member of the Supervisory Board
Mrs. BENKHAYAT	Meriem	Member	Appointed by Wafa Assurance, Member of the Supervisory Board



Nomination, Remuneration and Governance Committee:

Role of the committee:

- **Nominations:** The Committee is responsible for analyzing proposals relating to nominations to the Executive Board, issuing an opinion on proposals from shareholders relating to the nomination of members of the governance bodies, and preparing the decisions of the bodies relating to the selection of directors, members of the specialized committees and members of the Executive Board.
- **Remuneration:** The Committee’s role is to assess the general remuneration policy within the company and to issue an opinion on significant changes in the terms and conditions of remuneration and the provisions of the company’s employee regulations.
- **Governance:** The Committee is responsible for monitoring corporate governance issues and assisting the Supervisory Board in adapting the company’s governance framework to bring it in line with international best practices. The Committee also carries out a periodic annual assessment of the knowledge, skills and experience of the members of the Supervisory Board and the members of the specialized Committees, as well as the structure, size, composition and effectiveness of the Supervisory Board and the Committees in relation to the missions entrusted to them. The Committee submits all relevant recommendations to the Board.

Members of the Nomination, Remuneration and Governance Committee:

LAST NAME	FIRST NAME	CHAIRMAN/ MEMBER	ROLE
Mrs. MRIOUAH	Ouafaa	Chairman	Permanent representative of RCAR, Member of the Supervisory Board
Mr. BOUKHOU	Mustapha	Member	Member of the Supervisory Board
Mr. BAH	Adil	Member	Member of the Supervisory Board
Mr. KHEMLICH	Mohamed JABER	Member	Permanent representative of CMR, Member of the Supervisory Board
Mrs. BENKHAYAT	Meriem	Member	Appointed by Wafa Assurance, Member of the Supervisory Board

Remuneration of Directors

No remuneration was allocated by the Shareholders’ Meeting to the members of the Supervisory Board.



E Performance valuation of the governance body

External Evaluation

An external evaluation of the governance framework is carried out every three years by an external firm with the assistance of the Remuneration, Nominations and Governance Committee.

The last external evaluation of Marsa Maroc’s institutional governance framework was conducted in 2019 by MAZARS.

Internal Evaluation

In order to ensure its implementation, the study on the evaluation of Marsa Maroc’s institutional governance system recommended that the Committee in charge of the governance aspect should include, among its duties, the performance of an annual internal evaluation of the functioning of the Supervisory Board and the specialized committees.

The charter of the Remuneration, Nominations and Governance Committee is established to this end and provides that the Committee is responsible, in particular, for conducting an annual assessment of the effectiveness of the governance bodies.

Shareholder Relations

General shareholders’ meetings are held in accordance with the notice and publication deadlines as provided for by law.

The documents relating to the items on the agenda of shareholders’ meetings are made available to the shareholders at the headquarter and published on the company’s website, in accordance with the applicable regulations, in particular:

- The management report;
- The corporate and consolidated financial statements;
- The Statutory Auditors’ reports.

The main quarterly business indicators, half-yearly and annual financial statements are also published in the official newspapers, within the timeframes and under the conditions of publication provided for by law.



## ► The Executive Board

The Executive Board is the collegial body that ensures the management of the company. It is vested with powers to represent the Company and make all decisions, within the limits of the powers granted to it by Law 17-95, as amended and supplemented, by the Company's Articles of Association, and by the supervisory agreement entered into between the Company and the Moroccan state represented by the Ministry of Economy and Finance, and Administration Reform, pursuant to Law 69-00.

The members of the Executive Board are appointed by the Supervisory Board, which appoints one of them as President of the Executive Board.

The Executive Board held 12 meetings in 2020, with an average attendance rate of 99%.

### Executive Members

**Mr. Abdelhak BEN DAHMANE**

Member  
of the Executive Board

**Mr. Mohammed  
ABDELJALIL**

President  
of the Executive Board

**Mr. Lahcen OUJJA**

Member  
of the Executive Board



**Mr. Youssef BENNANI**

Member  
of the Executive Board

**Mr. Said ASBAAI**

Member  
of the Executive Board

**Mr. Rachid HADI**

Member  
of the Executive Board



Member	Date of nomination to the Executive Board	Duration of the mandate	Expiry of the mandate
Mr. Mohammed ABDELJALIL	23/01/2019	4 years	2022
Mr. Said ASBAAI	23/01/2019	4 years	2022
Mr. Youssef BENNANI	23/01/2019	4 years	2022
Mr. HADI Rachid	23/01/2019	4 years	2022
Mr. Abdelhak BEN DAHMANE	23/01/2019	4 years	2022
Mr. Lahcen OUJJA	23/10/2020	Remaining duration of the Executive Board's mandate	2022

Remuneration of the Executive Board

The remuneration of the members of the Executive Board is set by the Supervisory Board. It is consistent with the remuneration of other staff members and follows the same composition (ranking, job grading, etc.) with a special allowance for Executive Board members.

The total gross amount allocated to the members of the Executive Board - excluding the President of the Executive Board - for 2020 and excluding bonuses (gratuities, performance bonuses) stood at MAD 4.9 million.

Benefits in kind, like for other directors, included a car and housing for those who do not benefit from the housing allowance.

Parity

The Supervisory Board of Marsa Maroc is composed of 4 individual members and 4 legal members, each represented by a permanent representative. This body includes 1 woman among the 8 members, representing a percentage of 12%.

The Executive Board is composed of 6 male members.



Ethics

Marsa Maroc has always been committed to an ethical and moral responsibility with the objective of maintaining a relationship based on trust, integrity and transparency with all its stakeholders.

As such, the Group ensures compliance with the laws in force and market regulations.

Marsa Maroc strives to fight corruption by implementing clear and rigorous processes in each activity. Marsa Maroc also warns its external service providers against resorting to illicit practices (fraud, corruption, etc.) when working with the Group.

Preventing insider trading

As a listed company on the Casablanca Stock Exchange, Marsa Maroc makes the prevention of insider trading a core principle of its code of ethics. The Group has therefore introduced rigorous measures to prevent insider trading at several levels.

As such, the operating rules and principles relating to financial reporting and the prevention of insider trading provide a framework for the Group's practices. They refer to the national provisions regulating good governance practices, in particular the Moroccan Code of Best Practices for Corporate Governance and the AMMC (Moroccan Capital Market Authority) Circulars. In this respect, the structured and transparent ethics system that Marsa Maroc established in 2016 includes a code of ethics and more stringent requirements, particularly for some sensitive functions within the Group.



## Educate employees

The employees of Marsa Maroc are the proponents of its code of ethics through an awareness-raising program aimed at strengthening their commitment to the Group's principles and values.

A seminar on financial communication for listed companies was organized in 2016, for senior executives and managers, covering several Marsa Maroc functions such as finance, management control, legal and communication.

The code of ethics is disseminated to all persons identified as permanent or occasional "Insiders", by virtue of their role or functions within Marsa Maroc, or who manage or have direct or indirect access to privileged information (financial or non-financial) that may have a significant influence on the listed price of the company's share.





# 5.

## OUR PEOPLE

- ▶ Commitments to employee development
- ▶ Commitments to employees' well-being
- ▶ Commitments to Employees' health and safety
- ▶ Commitments to respecting fundamental rights





## FOCUS ON COVID-19

# EMPLOYEES

People have been at the heart of Marsa Maroc's response strategy to the COVID-19 pandemic. The Group has therefore developed an action plan aimed at protecting and safeguarding the health of its employees and clients, as well as its subcontracted staff, in all its locations.

The action plan defines the optimal organization of employees to ensure business continuity. It also covers aspects relating to employee education, protection, proximity communication, as well as close monitoring and follow-up of the health status of employees who tests positive for the coronavirus.

Although the Human Resources Department continued to provide all its services, the Group's HR indicators, particularly those relating to training, were lower than forecast and remain below their usual level. For example, the Group planned to train no less than 90% of its workforce in 2020, with an average of 4 training days per employee. The training indicators recorded at the end of 2020 were lower than forecast, due to the health restrictions imposed by the pandemic.

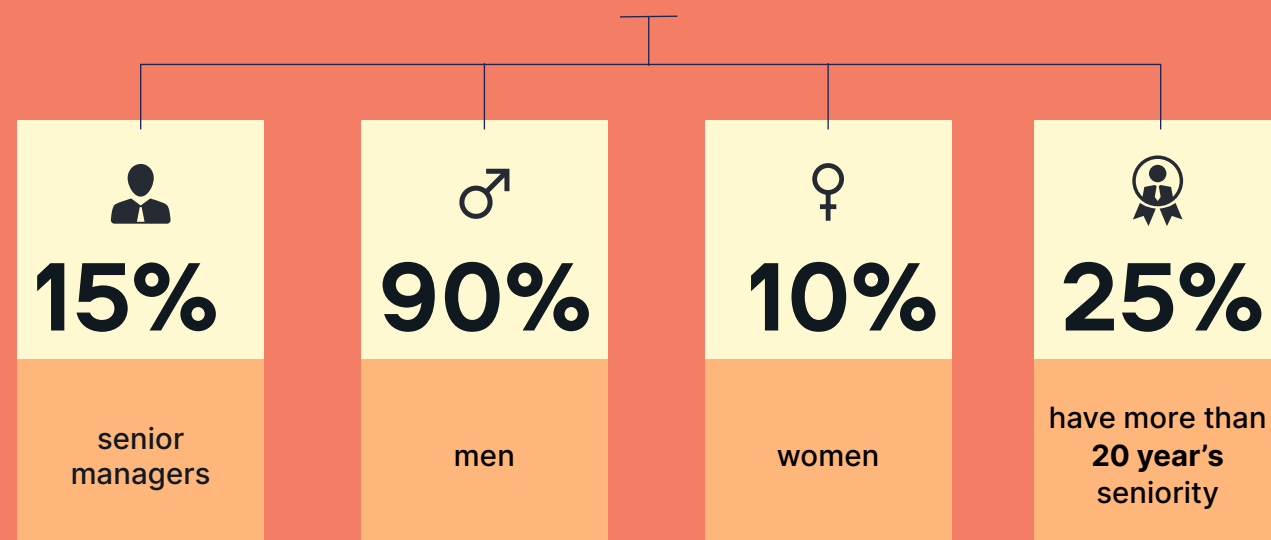
**For more details on Marsa Maroc Group's response to the COVID-19 pandemic, see page 28.**



# HUMAN RESOURCES IN 2020

## EMPLOYEES

2 504



## RECRUITMENTS

**264** employees  
joined the Group in  
2020

## TRAINING\*

**1,6%**

of total payroll

**31,5%**

of employees  
received at least  
one training course

**3,1**

training days per  
employee

\*the Group planned to train 90% of its workforce in 2020, with an average of 4 training days per employee. The training indicators recorded at the end of 2020 are lower than forecast due to the health restrictions imposed by the pandemic.

## SOCIAL INDICATORS

**0**

Strike  
days

**72**

Employee  
representatives

**6%**

Turnover  
rate

## Human capital in figures

	Unit	2018	2019	2020
<b>Group headcount</b>	number	2359	2361	2504
Of which women	%	11%	11%	10%
<b>Marsa Maroc S.A. headcount</b>	number	2064	2042	1952
Of which senior management	%	15%	16%	16%
Of which officers	%	83%	83%	81%
Of which contractual staff	%	2%	2%	2%
<b>TC3PC headcount</b>	number	33	67	85
Of which senior management	%	42%	31%	24%
Of which officers	%	58%	69%	53%
Of which contractual staff	%	0%	0%	23%
<b>SMA headcount</b>	number	262	246	235
Of which senior management	%	4%	3%	2%
Of which officers	%	96%	97%	98%
<b>Tanger Alliance headcount</b>	number	0	6	232
Of which senior management	%	0%	100%	13%
Of which officers	%	0%	0%	87%
Share of statutory employees	%	88%	88%	86%
Share of permanent contracts	%	12%	11%	5%
Share of fixed-term contracts	%	1%	1%	2%
Share of temporary workers	%	0%	0%	7%
Share of operating and technical staff	%	69%	69%	69%
Share of support staff	%	24%	23%	24%
Share of maritime staff	%	7%	8%	7%
Share of employees with less than 5 years' seniority	%	28%	32%	27%
Share of employees with 5 to 12 years' seniority	%	21%	18%	29%

Share of employees with 12 to 20 years' seniority	%	13%	12%	19%
Share of employees with 20 to 25 years' seniority	%	10%	8%	9%
Share of employees with over 25 years' seniority	%	29%	30%	16%
<b>Female headcount</b>	number	264	264	256
Of which senior management	%	33%	34%	37%
Of which officers	%	63%	63%	60%
Of which contractual staff	%	4%	3%	3%
<b>Number of recruitments</b>	number	94	121	264
Of which Executives	%	18%	19%	12%
Of which officers	%	82%	81%	88%
<b>Number of layoffs</b>	number	2	1	5
Of which Executives	number	0	0	1
Of which officers	number	2	1	4
<b>Number of resignations</b>	number	5	9	9
Of which Executives	number	4	6	2
Of which officers	number	1	3	7
<b>Number of employee representatives</b>	number	72	72	72
<b>Number of strike days</b>	number	0	0	0
<b>Total number of employee disputes, by type of dispute, as follows</b>	number	28	9	3
Dispute over the calculation method of the voluntary staff departure incentive	number	23	3	0
Dispute over dismissal	number	0	5	1
Occupational accidents or diseases	number	2	0	2
Request for adjustments to the administrative and/or financial situation, with or without damages	number	3	1	0
Dispute over an internal decision	number	0	0	0
Dispute over the method of calculating the negotiated departure package	number	0	0	0
Dispute for abandonment of post	number	0	0	0
<b>Number of occupational accidents</b>	number	44	47	21



## Committed to employees' development

More than 2,504 women and men, bound by shared values of commitment, performance, responsibility and transparency, form the human capital of Marsa Maroc.

Mindful that the success of its business is driven by the people who work for the company, Marsa Maroc has adopted a dynamic human resources management policy, based on a knowledge of the skills and expectations of employees and focused on the development of talent and the guarantee of a constructive social dialogue.

The human resources management policy is based on 5 major pillars:

### An attentive HR function

The human resources management policy guarantees a sustained presence, across all business lines, in support of managers who are in daily contact with the employees.

### Sustained support for skills development and career planning

Marsa Maroc make the necessary efforts to enable all employees to successfully manage their career development. Training is delivered to all employees, regardless of age, status or position held within the company.

### An efficient management system

Marsa Maroc has implemented a decentralized management system at the terminals it operates, in conjunction with training and support systems for managerial skills development.

### Collective innovation

In order to contribute to Marsa Maroc's performance, the Group continuously welcomes innovative ideas from its employees.

### Transparent communication

Marsa Maroc has developed a communication strategy that guarantees employee cohesion and motivation.



Our human resources management policy supports Marsa Maroc in its strategic ambitions. It also reflects our desire to position ourselves as a reference employer and to ensure that each and every one of our employees enjoys a fulfilling career, professional and personal well-being and a sense of pride in belonging to the great Marsa Maroc family.

**Youssef BENNANI**

Human Resources Director and Member  
of the Executive Board





## Training: the main driver for the development of employees' skills

Marsa Maroc has adopted a training policy able to meet the performance and innovation requirements imposed by its environment. Its main objective is to ensure that the Group has the necessary skills to fulfill its role as a national leader in port management. As such, employees benefit from professional training in partnership with ports and international organizations and cross-functional training provided by prestigious national and international partners.

In addition, and in order to support the professional development of its employees, Marsa Maroc partially or entirely funds diploma courses (MBA, Master's, etc.).

Marsa Maroc's training policy is based on 2 major pillars:

- **Supporting management skills:** the recommendation of adapted training and coaching programs delivered by reference service providers;
- **Skills development:** skills support is provided through a complementarity between in-house training aimed at transferring existing know-how and external training, including certification training, in order to stay abreast of changes in its environment.

The identification of employees' training needs is based on a participatory approach that combines the strategic guidelines that have been defined and the needs of employees as identified during the annual performance reviews. The meetings held by the Human Resources Direction with the HR liaison officers present in all the ports make it possible to collect employees' needs and to produce an annual training plan.



# 31,5%

of employees received  
at least one training  
session in 2020



# 3,1

Average number of  
training days per  
employee in 2020



# 1,6%

Is the share of the  
training budget in relation  
to the 2020 payroll



## Recruitment: a key driver to support changes in the business lines

Marsa Maroc is aware that its performance and durability are based above all on the quality of its employees. Marsa Maroc has adopted a recruitment policy in phase with the development needs of the activity.

It is based on a sustained presence in various forums and "employment" platforms both in Morocco and abroad. It also relies on a close relationship with the leading Moroccan universities. To this end, each year, Marsa Maroc awards prizes to deserving students from several leading Moroccan universities.

Given the complexity of Marsa Maroc's business, but also the transversal nature of its projects, a structured integration process has been put in place to help new recruits take up their duties smoothly and quickly.



## Career management: a pillar for employee retention and motivation

Marsa Maroc considers career management as one of the key success factors of its strategic plan. The Group firmly believes that the motivation of its employees depends on their ability to plan ahead, to have visibility on their career paths and on the prerequisites to be met in order to grow from one job to another.

Thus, talent management at Marsa Maroc is based on 3 key principles:

- To enable each of its employees to manage their career path;
- To professionalize internal mobility;
- To ensure succession for critical and strategic positions through a specific process for high-potential in order to better identify them, accompany them and prepare them for their future roles.



## FOCUS ON THE MOBILITY POLICY

The diversity of Marsa Maroc's locations and the breadth of its know-how and business lines represent an opportunity for its employees. The Group has adopted a proactive and structured approach to mobility, based on a forward-looking management approach to jobs and skills, as well as on the development and diversification of employees' career paths.

It is rolled out with a view to enhancing individual skills portfolios while taking into account the Group's staffing needs.

Job changes can be made following a logic of horizontal mobility, redeployment or conversion.

### ■ Remuneration: a measure of equity and compensation for performance

Marsa Maroc's remuneration policy is based on an approach that acknowledges the individual and collective performance of its employees. Within the Group, remuneration is an instrument to motivate and retain employees, rewarding their ability to successfully fulfill the duties and responsibilities pertaining to their positions with regard to the company's challenges.

In this respect, the Group considers that each employee creates value and contributes to the overall performance of the company, and strives to ensure that its remuneration packages are transparent and fair.



Marsa Maroc's remuneration system, consisting of a fixed and a variable component, is based on two principles:

- **Transparency and fairness:** The remuneration system allows each person to be remunerated at his or her level of contribution, according to objective criteria, in accordance with the company's salary scale.
- **Competitiveness and contribution to the company's performance:** Determined to promote a results-oriented culture within the company, Marsa Maroc incorporated a variable component linked to the achievement of individual objectives.



## FOCUS ON THE PERFORMANCE REVIEW SYSTEM

Marsa Maroc fosters a performance and results-driven culture. Its performance review system is the culmination of a process for monitoring the contribution and performance of its employees and is designed to recognize and provide a fair reward for the efforts of each employee.

This performance review system is based on 3 key principles:

- Encourage a culture of merit and performance;
- Popularizing goal setting and monitoring for the year;
- Accompany managers to ensure the sustainability of the system: managers are identified as the cornerstone to guarantee the effective and sustainable deployment of the objectives evaluation system.

## Commitments to employees' well-being

### Social protection

To support employees in the key stages of their lives and in the face of life's hazards, Marsa Maroc has a social protection program that goes above and beyond regulatory obligations and covers several aspects:

- **Autonomous retirement plan:** Insured by the Régime Collectif d'Allocation de Retraite (RCAR) for statutory employees, the Caisse Marocaine de Retraite (CMR) for seconded employees and the Caisse Nationale de Sécurité Sociale (CNSS) for contract employees;
- **Supplementary retirement plan:** This is the Caisse Nationale de Retraite et d'assurance (CNRA) for statutory employees;
- **Medical coverage:** Insured by MODEP, it comprises two schemes: a basic scheme known as the common sector and a complementary scheme known as the mutual sector.

Marsa Maroc has organized various awareness and prevention campaigns in 2020:

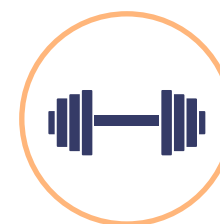
- Annual influenza immunization campaign;
- Medical check-ups;
- Cardiological examinations;
- First aid and fire safety training;
- Acquisition of tablets for the staff's children to support distance learning.

### Social services: a key tool for employees' growth and development

Concerned about the well-being of its employees and their families, Marsa Maroc ensures that they benefit from several social programs, such as:



**Omra and pilgrimage:** Each year, some employees benefit from a "Omra" trip to the holy sites. The major part of the travel costs is financed by the company. As for the pilgrimage to the holy sites, the employees in question benefit from a financial allowance and additional leave to travel in the best possible conditions.



**Sports facilities/clubs:** Marsa Maroc contributes to the subscription fees that its employees pay to a wide range of sports facilities and clubs. Staff children also benefit from reduced prices for sports such as judo, swimming and basketball.

Marsa Maroc has an omnisport club "l'Océanic Club de Casablanca" open to employees and their families for a symbolic annual fee. The club has green spaces, playgrounds for children, a gym, a swimming pool, tennis courts and basketball and soccer fields.



**Recognized children:** The children of employees with outstanding academic achievements are rewarded with vouchers distributed at the end of each school year.



**Loans and agreements with banks:** Marsa Maroc facilitates access to housing for its employees by covering part of the interest on mortgage loans. Marsa Maroc has also established a set of partnerships with banking institutions for the benefit of its employees, allowing them to benefit from special conditions.





**Cultural and sports events:** Throughout the year, Marsa Maroc provides its employees and their families with free tickets to attend cultural and sports events (cinema, theater, children's shows, soccer games, tennis tournaments, etc.).



**Summer camps:** During the summer holidays, Marsa Maroc employees' children benefit from stays in summer camps in various regions of the country.



**Holidays:** Marsa Maroc gives access to its employee's access to stays in its holiday center and to others tourist complexes in various cities of the country.

## FOCUS ON COVID-19

Given the pandemic, certain actions has been greatly reduced due to restrictions imposed by the health authorities, particularly lockdowns, travel restrictions and social distancing measures.

For example, the visits to the holy sites were considerably limited to a few "Omra" trips, carried out between January and March 2020, before the closure of country's borders. As for the 2020 summer operation, it was carried out in strict compliance with health measures (social distancing, barrier measures).

As for the initiative relating to summer camps, it has been cancelled in 2020 following the recommendations of the relevant authorities.

Thus, and given the health context related to COVID-19, which imposes distance learning methods, Marsa Maroc has decided to distribute tablets to support homeschooling of all its employees' children.

## Commitments to employees' health and safety

Marsa Maroc places the health and safety of its employees as a top priority. The Group thus ensures that all of its sites are safe and secure for all its employees.

The health and safety management system implemented by the Group is based on the identification, assessment and control of occupational risks for all employees at all sites. The main objective is to prevent the occurrence of occupational accidents, improve safety conditions at the workplace and enhance the reaction to accidents and emergencies.

Marsa Maroc's commitment is to convey an OHS culture to all employees and subcontractors and ensure that everyone adopts a proactive approach.



- All the ports operated by Marsa Maroc are certified according to the international standard OHSAS 18001 and/ or ISO 45001 « Occupational Health and Safety Management System »:

Marsa Maroc has obtained, for the activities and processes of all its operational sites, the certification according to the international standard OHSAS 18001.

Prior to this certification, Marsa Maroc conducted an analysis of the risks to which its employees are exposed. This analysis, updated annually, has helped adopt a preventive approach to the OHS process and to identify the most significant risks. A legal and regulatory watch on occupational health and safety is carried out in order to comply with both the texts applicable to the Group's activities and the requirements of port authorities.

The continuous improvement dynamic advocated by the OHS management system encourages the local teams at each port, under the lead of the Operational Performance Department, to conduct periodic internal and external audits to ensure that the provisions of the system are effectively implemented.

## ► OHS action plan: an extension of Marsa Maroc's commitment

The health and safety management system provides for an annual action plan to control the risks identified by port according to the nature of the activity and the related hazards. The action plan includes a host of actions that help to cover the majority of the risks to which employees and external service providers are exposed, such as:

- The formalization of processes and updating of work instructions;
- The organization of training and education sessions for employees and subcontracted personnel;
- The continuous improvement of PPE (Personal Protective Equipment) quality for employees;
- The strengthening of fire-fighting systems;
- The systematic maintenance of electrical installations and safety devices;
- Adequate lighting of workspaces, docks and platforms;
- The annual regulatory inspection of lifting gear and electrical installations.



### Firefighting

At each port, Marsa Maroc has taken the necessary firefighting measures according to a clearly defined plan. This plan is part of an IOP (Internal Operations Plan) highlighting all the possible scenarios and the responders in case of fire. Local port teams carry out regular simulation exercises jointly with port authorities and civil protection teams to be ready in the event of a fire.

## ► Occupational medicine: medical teams and technical resources to preserve employees' health

In order to preserve the health of its employees, Marsa Maroc has set up a central medical department with a dozen points of contact that provide medical services in all the cities where the Group operates. Members of the medical service ensure regular monitoring of employees' health through periodic medical check-ups, education and preventive measures through disease screening: blood tests, imaging, vaccinations and medical check-ups with medical specialists, and personalized support by permanent social workers when needed.

### FOCUS ON COVID-19

To address the COVID-19 pandemic, a partnership has been established with a medical testing laboratory for the management of screening tests for Marsa Maroc employees. The main objective of the partnership is to provide PCR and serological tests in the best conditions for Marsa Maroc employees.

Thus, and as soon as a positive case is declared, the occupational medicine service takes care of:

- Orienting the employee to the dedicated health units;
- Arranging hospitalization if necessary;
- Daily monitoring of the employee's health until they return to work.

## Commitments to respecting fundamental rights

Marsa Maroc places respect for fundamental, human and social rights, as defined by the Moroccan national constitution and international conventions such as the ILO (International Labour Organization), at the heart of the guidelines of its human resources management policy. The Group pays particular attention to equal opportunities between women and men, freedom of association and the development of constructive dialogue with the unions representing its employees.

### ■ Diversity and equal opportunities: a prerequisite at Marsa Maroc

Marsa Maroc prohibits all forms of discrimination based on gender, age, disability, religion, physical appearance, family or social origin, health status, regional origin, political opinions and union membership.

This principle is the foundation of the Group's Human Resources management policy and governs all its talent management processes, from recruitment, to training, mobility and the employee review system, as well as remuneration and benefits systems.

Marsa Maroc's remuneration policy is in line with the company's values, giving prime importance to equity between employees and with no discrimination based on gender, age, disability, etc.

The Staff Regulations guarantee all of these rights to all employees.



## FOCUS ON MARSA MAROC'S FEMALE EMPLOYEES

The proportion of women in the overall headcount of Marsa Maroc represents nearly 11%. Women are present in all professions, from operations to maintenance, and maritime field. This illustrates the importance that Marsa Maroc attaches to professional equality between women and men.

The Group was also among the first players in the port sector to encourage its female employees to join and develop the African ports women's network.

Every year Marsa Maroc celebrates its female employees on the occasion of the International Women's Rights Day.

### ■ Freedom of association and social dialogue: key issues for the Group

Respect for freedom of association and the promotion of collective bargaining have become a strong culture within Marsa Maroc. Periodic meetings with the social partners demonstrate the Group's desire to adopt a proactive approach to dialogue and consultation in all the country's ports.

Social dialogue within Marsa Maroc combines attentiveness, respect and co-construction. The social dialogue conducted with the social partners promotes a process of information, consultation and dialogue on subjects relating to the company's social policy as well as economic policy in a broad sense, in an approach of continuous improvement of professional relations.

The topics discussed with the social partners vary according to the economic situation and mainly deal with social policy in the form of improvements in social benefits, new training needs and proposals to improve working conditions.

### ■ People with disabilities

Marsa Maroc is committed to implementing the necessary measures that allow people with disabilities to access to its sites in order to promote their professional integration in the event of recruitment.

# 6.

## PRESERVATION OF THE ENVIRONMENT, A PRIORITY

- Environmental preservation, a strategic focus for Marsa Maroc
- Reducing greenhouse gas (GHG) emissions
- Energy efficiency
- Waste reduction and disposal
- Preserving “Water” and “Ocean” resources
- Preventing soil pollution







## ENVIRONMENTAL PERFORMANCE IN 2020



**61 482 m<sup>3</sup>**

of water consumed



**19 807 912 KWh**

consumed

Reduction target  
of **7% in 2021**



Total GHG (greenhouse gas)  
emissions stood at

**36 229 tCO<sub>2</sub>e**

recorded in 2020,  
down 4% compared  
to 2019

Reduction target of **8% over 10 years**  
(from 2021 to 2030)



**4 080 849 liters**

of diesel consumed

Consumption reduction target  
of **2% in 2021**



## Environmental preservation, a strategic focus for Marsa Maroc

The Group has adopted a structured and systematic approach within the framework of the environmental management system as set out in its QSE (Quality - Safety - Environment) policy.

This approach is carried out by local teams in each port and supervised by the Operational Performance Direction at the central level in order to ensure a comprehensive and standardized approach in all port terminals operated by the Group.

In order to meet these commitments, the Group focus in involving all employees through regular educative initiatives.



Casablanca, 31th January 2020

### MARSA MAROC’S GENERAL QUALITY, SAFETY AND ENVIRONMENTAL POLICY

Marsa Maroc, a reference port operator and national leader in import-export traffic, is committed to a rigorous quality, safety and environmental approach through a proactive and agile management system. Thus, in its Quality, Safety and Environmental Policy, it asserts its commitment to continuous improvement and pursues its ambition with ever faster, safer and more efficient services, in line with the expectations of the stakeholders as well as the legal and regulatory requirements that govern its activities.

Our quality, safety and environmental policy is derived from our strategic orientations and has the following objectives:

- To meet the needs of our customers and relevant stakeholders by providing services that are constantly adapted to their needs and expectations, particularly in terms of competitiveness, performance and responsiveness;
- To consistently meet the compliance obligations that apply to our business;
- To consider quality, safety and environmental risks and opportunities in the planning and implementation of our processes;
- To ensure safe and sound working conditions to safeguard the health and safety of staff under the responsibility or control of Marsa Maroc;
- To consult and involve the staff and their representatives in the management of the Occupational Health and Safety Management System;
- To protect the environment, prevent pollution and make rational use of natural resources;
- To continuously improve the performance and efficiency of the QSE management system;
- To develop the skills of our employees in line with technological and management developments.

We undertake to provide the required resources for the implementation of this policy and urge each employee to contribute effectively to the achievement of the relevant objectives.



# The Environmental Management System, a framework for action to reduce the impacts of the company’s operations

The implementation of the environmental policy is carried out within each port terminal operated by Marsa Maroc through an integrated organization that designates and clarifies the responsibilities of each entity.

## The most significant environmental aspects

Natural resources

- Electricity consumption
- Diesel consumption

Water & Oceans

- Water consumption
- Marine pollution by spills of hazardous products (e.g. oil products)
- Discharge of polluted water following cleaning of gears

Air

- Greenhouse gas emissions from energy consumption
- Emission of dust during the handling of dry bulk (example of sulfur in the port of Safi)
- Air pollution by contamination of gas products or in case of fire

Waste

- Ordinary waste (cardboard, paper, plastic, wood, non-hazardous scrap, household waste)
- Hazardous waste (used oil, hazardous waste, used cartridges and toners)

Soil

Pollution and/or contamination of the land by spillage of liquid products (e.g. fuels or chemicals)

No environmental litigation involving Marsa Maroc was recorded in 2020



# Reducing greenhouse gas (GHG) emissions

Pursuing its actions in favor of environmental protection, Marsa Maroc adopted the Moroccan charter in favor of green logistics in November 2016, on the occasion of the official launch of the “Moroccan Green Logistics” initiative on the sidelines of COP22.

The main objective of this charter is to ensure maximum mobilization of the Moroccan logistics community around the following actions:

- **Implement a proactive approach to measuring their carbon footprint and climate action;**
- **Promote the efforts undertaken at the national level in terms of best practices and Green Logistics;**
- **Anticipate the positioning of the logistics sector in Morocco in relation to foreseeable cooperation and financing opportunities.**

Within this framework, Marsa Maroc has decided to carry out its 1st Greenhouse Gas (GHG) assessment of all its sites and business lines on a national scale, which aims to:

- **Account for GHG emissions at its sites and areas of intervention: Head Office in Casablanca, Ports of Nador, Al Hoceima, Tangier, Casablanca, Mohammedia, Jorf Lasfar, Safi, Agadir, Laayoune and Dakhla;**
- **Assess the carbon vulnerability of its activities and its dependence on the consumption of fossil fuels, which are the main sources of GHG emissions;**
- **Identify the items with the highest emissions per site and the related sources of GHG reductions;**
- **Propose strategic guidelines in the form of a short and medium-term action plan to reduce and/or offset its emissions.**

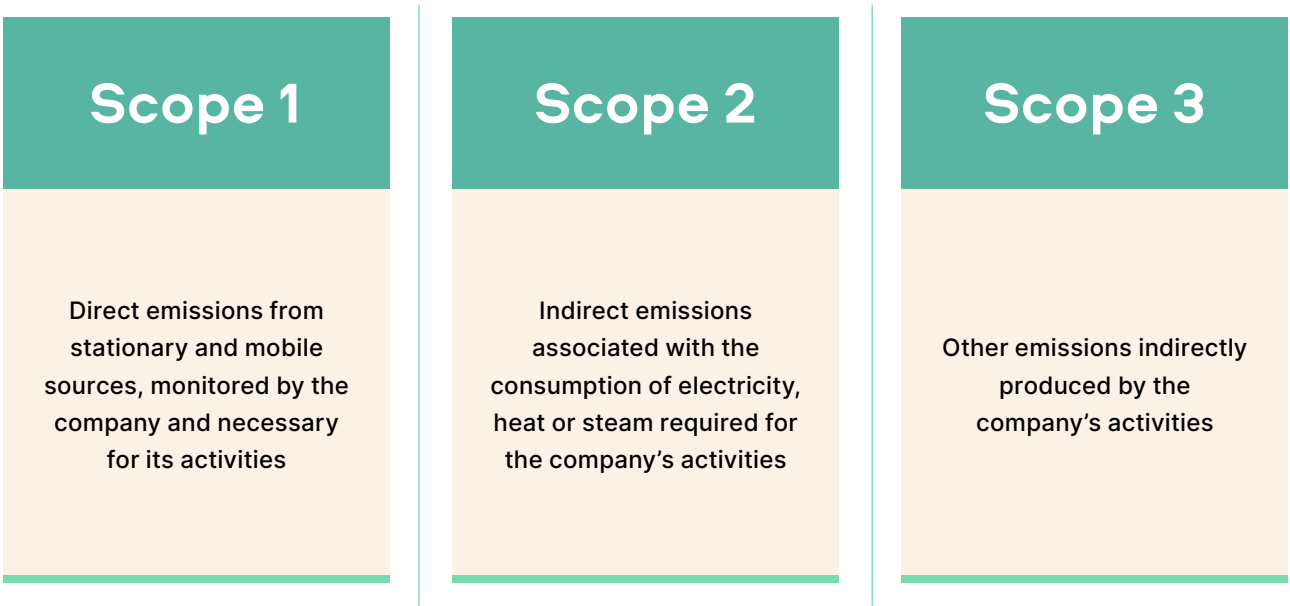
As part of its 1st greenhouse gas (GHG) emissions assessment, Marsa Maroc has chosen 2017 as the reference year in order to monitor its emissions over time and measure the effectiveness of the actions it has implemented.

In 2020, Marsa Maroc’s GHG balance was 36,229 tco2, down by 4% compared to 2019.



The methodology adopted in the assessment of the carbon footprint of Marsa Maroc is consistent with the provisions of ISO/TR 14069-2013 and the guidelines for the application of the ISO 14064-1 standard for quantification and reporting of greenhouse gas emissions.

This methodology makes it possible to assess the GHG emissions according to 3 categories of emissions:



Taking into account the global volume of GHG emissions and the nature of its activities, Marsa Maroc has retained in the operational perimeter of its GHG balance two categories of emissions: Scope 1 & Scope 2.

The accounting of the GHG emissions of Marsa Maroc is done through the tool set up specifically for the Moroccan context by the Mohammed VI Foundation for the Protection of the Environment. This tool developed in partnership with the French Agency for Environment and Energy Management (ADEME) includes a national carbon base of 300 Emission Factors of which 150 are adapted to the Moroccan context.

## Energy efficiency

As a port operator, Marsa Maroc's operations require the use of energy to carry out the various activities such as the handling of goods using lifting equipment, lighting of terminals and buildings, etc.

Within the framework of its energy efficiency approach, Marsa Maroc has previously conducted an analysis of the main energy consumption items by comparing the various possible solutions before adopting a rational combination of energy sources. This optimization is made possible through the monitoring of



energy consumption by means of meters, which allows for continuous reading of the consumption of various sites and equipment. With this regular monitoring, Marsa Maroc can quickly respond and adjust its actions accordingly.

In addition to optimizing the energy mix, energy-intensive items are identified to implement targeted improvements. For instance, Marsa Maroc has undertaken the replacement of all the bulbs on its sites so that lighting is gradually switched to LEDs. It has also deployed energy-saving measures for IT equipment in the administrative buildings on the one hand, and for the external lighting of platforms and docks by using astronomical clocks on the other hand.

Marsa Maroc has launched a contract to perform an energy audit of all its sites.

Training modules for more environmentally friendly driving, or "eco-driving", are organized for the employees in order to reduce fuel consumption.

Marsa Maroc has also set up initiatives to raise employee awareness on the rational use of radiators and air conditioners and limiting the use of paper, particularly for printing.

## Waste Reduction and Disposal

Marsa Maroc has adopted an optimal waste management system through a traceability of volumes to act upstream and minimize its production by category.

A waste plan has been defined for each site according to its activities and the nature of the waste generated. For maintenance operations on equipment that generates used oil, a specific treatment is provided through storage in drums on retention tanks and its subsequent routing to approved recycling channels. Packaging containing solvents and paint products are also recycled via an expert service provider. Used batteries are stored in leak-proof bins before being retrieved by an approved collector.

Office waste, such as electrical and electronic equipment, are sorted upstream before being sent to the approved channel.

For common waste such as paper, cardboard, plastic and wood, as well as household waste, dedicated bins are available at each port.





## Preserving “Water” and “Oceans” Resources

As an operator of port terminals, Marsa Maroc is committed to the preservation of “Water” and “Oceans”, focusing mainly on the prevention of marine pollution. The analysis of environmental impacts has identified the discharge of hazardous products (e.g. during the discharge of oil), the contents of a container of hazardous products or the discharge of polluted water following the washing of machinery as potential sources of such pollution.

The Group’s direct water consumption is limited to the use of sanitary facilities at the various sites. Educative initiatives among employees are organized on a regular basis in order to reduce consumption. Marsa Maroc has installed new electronic flow meters to measure the quantities of water consumed and to detect any leaks in order to monitor this resource.

## Preventing Soil Pollution

Soil pollution is a risk that varies according to the activity of each port and depending on the goods handled. As an example, at Mohammedia’s oil terminal, the teams have introduced specific measures to address this issue. Equipment allowing the prevention of these risks is systematically present at the terminal, such as the installation of appropriate sand traps. As part of a preventive approach, soil samples are analyzed along the route of the offshore discharge network. At the port of Casablanca, absorbent products near the quay, as well as a second low trailer are made available to the teams to enable better retention and effective intervention in the event of a leak on a container.



All bunkering operations are continuously monitored, and emergency drills are regularly carried out to train first responders in conjunction with port authority and civil protection teams.

These exercises are designed to encourage brainstorming and discussions on new situations and to improve the response mechanism.

Similarly, the port teams have set up an up-to-date database of all chemicals used, and products loaded or unloaded at the port, with verification of their SDS (Safety Data Sheet) to plan appropriate emergency plans.



### ISO 14001 certification of all the ports operated by Marsa Maroc

ISO 14001 certification is considered the most advanced international standard for environmental protection. The 14001 certification obtained for all the terminals operated by the Group, has substantiated the efforts made both in terms of the relevance of the prioritization of the major issues related to its activities and the quality of the structuring of its management approach. Internal assessments combined with the external audits carried out since certification aim to ensure that the EMS (Environmental Management System) meets the most stringent requirements. The involvement of several entities in this approach has allowed Marsa Maroc to benefit from the combined expertise of its teams and has enabled employees to successfully adopt the EMS best practices.

# 7.

## COMMUNITIES, FOR A POSITIVE SOCIAL IMPACT

- For a positive social impact
- For the promotion of performing arts
- For the promotion of national sports
- For the valorization of the port profession



## FOCUS ON COVID-19

# COMMUNITIES

Faithful to its values of civic commitment and solidarity, which have guided it since its inception, Marsa Maroc Group has set itself the goal of participating in the national solidarity movement, by contributing to the fight to mitigate the pandemic's adverse effects on the country's social development. The Group has contributed by MAD 300 million to the special fund for the management of the COVID-19 pandemic. The Group's employees contributed by the equivalent of three days' salary, i.e. a total of MAD 3.2 million to the same fund.

On another note, the Group has made it a priority to ensure business continuity in all its port terminals, in order to guarantee the continuation of the port chain and consequently the supply to

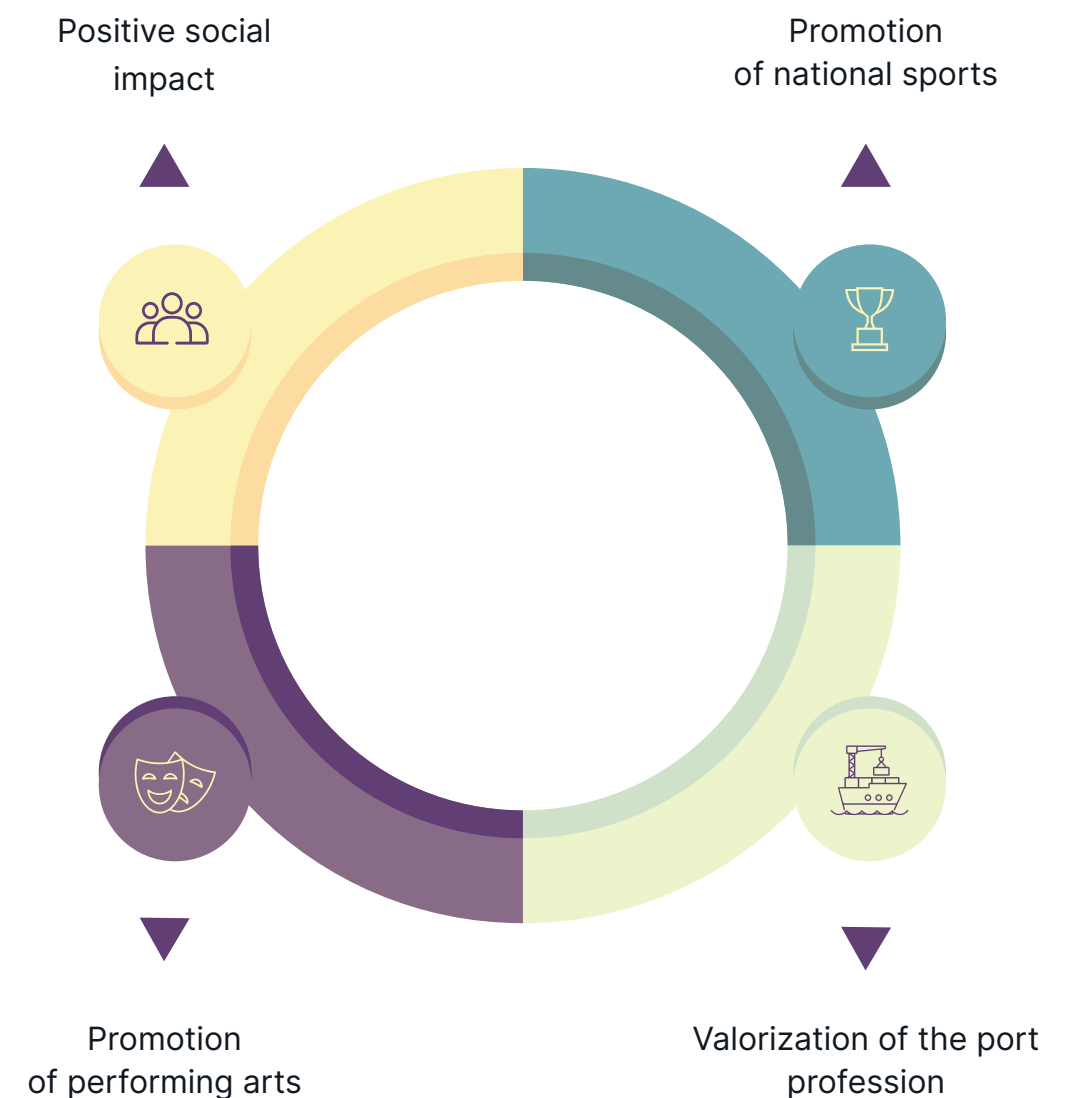
the country's economic operators.

In view of the impact of the health measures on the national sports and cultural landscape, with the cancellation or postponement of all events, Marsa Maroc has focused its sponsorship efforts on webinars and virtual events, catering to the port, logistics and transport community. However, the Group has continued to support its historical partners in the field of sports and culture. .

**For more details on Marsa Maroc Group's response to the COVID-19 pandemic, as well as its actions in favor of its most affected stakeholders, see page 28.**

Since its establishment, Marsa Maroc contributes to improving logistics in Morocco with the aim of having a positive impact on the community to better integrate itself in its external environment, not only as an economic player but also as a social player.

Marsa Maroc has chosen to focus on 4 priority areas, namely:



Marsa Maroc gives priority to partnerships that have the greatest impact on the community and convey common values with the Group.





# I For a positive social impact

## Promoting schooling

Since its establishment, Marsa Maroc has been committed to children's schooling in underprivileged areas, contributing to the collective effort to create a pleasant and appealing school environment and to reduce the school dropout rate.

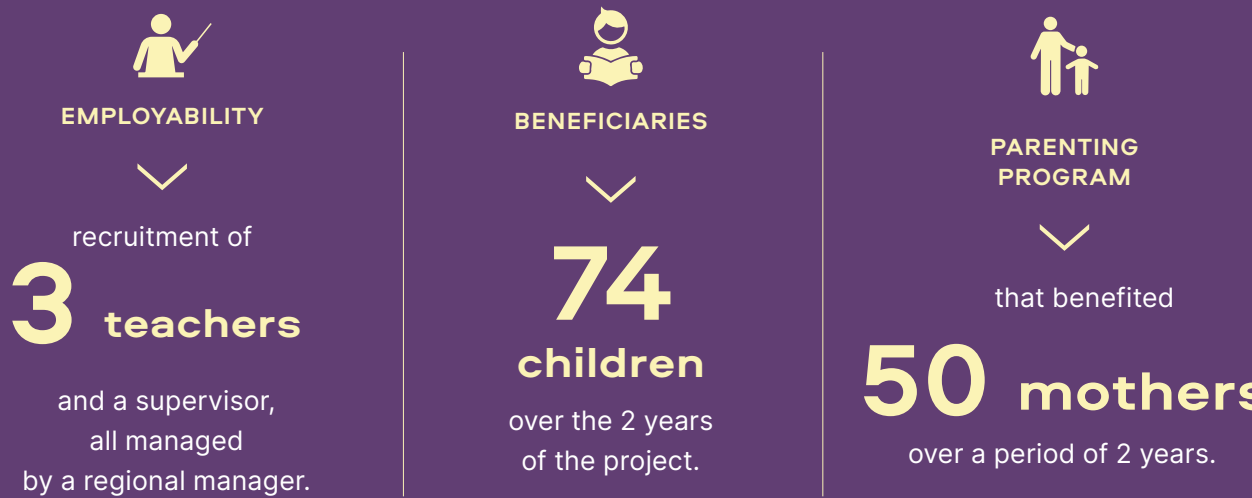
As such, Marsa Maroc started out by participating in a first social project to improve hygiene and access to drinking water in several schools in the Tata region. Since 2016, the Group has partnered with the Zakoura Foundation for the establishment of preschools in rural areas, as part of the ANEER initiative (National Action for Early Childhood Education in Rural Areas) launched by UNICEF and the Ministry of Education and Vocational Training.

Convinced that preschool education builds the foundations of a successful education, this initiative helps to support children's development and prepare them for primary school.

The year 2020, despite the pandemic, was marked by the continuation of the partnership with the Zakoura Education Foundation, for the establishment of a preschool in a rural area in the vicinity of El Jadida. In addition to the creation of two jobs (teachers), this project will enable 85 children aged between 4 and 6 years to be enrolled in pre-school for two years. The premises are also used to provide parenting courses for 50 mothers.



“It is through the commitment and support of its partners that the Zakoura Foundation strives daily to help the disadvantaged, mainly in rural areas, through education, employability and empowerment. Today, it has been more than 4 years since Marsa Maroc and the Zakoura Foundation have been partners, jointly working for a better Morocco. In 2016, the 1st partnership project led to the creation of a pre-school for small children aged 4 to 6 years old in Douar Salam, in the municipality of Bouznika - Ben Slimane province. After 2 years of direct management by the Foundation, the local association took over and has since enabled the schooling of more than 50 children each year. This project has had an impact in terms of:



In November 2018, a 2<sup>nd</sup> preschool project was established in Douar Regagda, in the municipality of Oulad Ghanem - province of El Jadida. Here again, the project will be taken over by the local association, after the 2 years of management by the Foundation, and has enrolled 85 children, representing an achieved target of 113%. This same project has been extended until April 2021, in order to allow our students, their parents and the local community to benefit from the extension of the courses, and to offset the lockdown period that our country has experienced. Indeed, it is important that our actions be anchored in a sustainable development goal and sustainability. We are very proud of this partnership which allows us to extend access to quality preschool education to several generations of children.

**Mohamed ZAARI**  
General Manager Program deployment

In 2020, Marsa Maroc also supported the Tahar SEBTI Institute, as part of its efforts to promote quality education for all.



## ■ Promoting entrepreneurship

Marsa Maroc contributes to the INJAZ association's programs aimed at promoting entrepreneurial culture among young people and encouraging their social and professional inclusion.

These training programs, provided from primary school to university, are designed to give young people the tools they need for their academic orientation, their preparation for employment and the development of their behavioral and entrepreneurial skills.

Through the support of INJAZ, Marsa Maroc contributes to the entrepreneurial emancipation of young people from Moroccan public schools, to develop their spirit of initiative and to prepare them for the job market.

## ■ Contributing to the country's social development

Marsa Maroc is a member of the permanent support committee of the Mohammed V Foundation for Solidarity. It thus supports the Foundation's programs, which are mainly aimed at assisting people in precarious situations and promoting sustainable development.

Recognized as a public interest foundation and chaired by His Majesty King Mohammed VI, this Foundation is committed to fighting poverty and marginalization, thus contributing to strengthening social cohesion and building the foundations for sustainable development.



## FOCUS ON COVID-19

### « CLEAN BEACHES » INITIATIVE DURING COVID-19 PANDEMIC

For 10 years MM has been a partner of the "Clean Beaches" operation. Marsa Maroc sponsors Madame Chouale beach (Ain Diab Extension), where it deploys an action plan every year involving several components:

- Improved access to beaches, especially for people with reduced mobility;
- Installation of toilets for summer visitors, also accessible to people with reduced mobility;
- Provision of premises for civil protection and police, wooden paths, waste bins, etc.;
- Equipping the beach with rescue and safety equipment;
- Implementation of an entertainment program for children (recycling workshops, playgrounds, etc.).

In 2020, and in a context marked by the health crisis, Marsa Maroc has adapted its action plan by incorporating components relating to the protection and education of summer visitors. In addition to the conventional activities, Marsa Maroc has proceeded to:

- Separating the beach entrance and exit with fences to minimize contact;
- Installing sanitizing products in several places on the beach;
- Marking the ground to encourage social distancing;
- Strengthening the security teams who also had to enforce rules;
- Using the beach radio to raise awareness about the virus, its modes of transmission and barrier measures.

Marsa Maroc's efforts were rewarded, in 2020, by obtaining the "Blue Flag" label.

## For the promotion of performing arts

Marsa Maroc participates in the cultural development of the country and contributes to its cultural life. As such, the company supports several associations and events: theatrical plays, comedy shows, children's shows, music concerts, etc.

Supporting national production is also at the heart of the guidelines of Marsa Maroc in terms of sponsorship, particularly through its partnership with the Foundation of Performing Arts, which highlights several Moroccan plays in its annual festival program.

## For the promotion of sports

Marsa Maroc contributes to the promotion of national sports by supporting several leading sports associations and events. The Group focuses its efforts on some sports disciplines such as judo, soccer, tennis and running.

The 2019/2020 season marked the 11th anniversary of the partnership between Marsa Maroc and soccer team Raja Club Athletic (RCA). This partnership exemplifies so many shared values such as leadership, expertise and excellence.



## For the valorization of the port profession

Marsa Maroc supports several events (exhibitions, conferences, etc.) related to the port and logistics sector. The objective is to highlight the developments in the sector and to contribute to exchanges between professionals on common issues.

In 2020, Marsa Maroc has supported several virtual sector events with the objective of bridging during this pandemic, the gap between the national port and logistics community, and to bring together the industry actors to discuss common issues. These events included the e-conferences by Logismed and the Port Hackaton organized by the National Ports Agency.



# 8.

## RESPONSIBLE PROCUREMENT & CUSTOMER SATISFACTION, A COMMITMENT TO OUR VALUE CREATION CHAIN

- Sharing CSR principles with external providers
- Quality of service, a core component of the Group's strategy
- Customer satisfaction surveys, a lever for improving services and attentiveness to customers' needs
- Complying with contractual commitments with port authorities



## ZOOM ON COVID-19

# CUSTOMERS AND SUPPLIERS

In its response strategy to the health crisis, Marsa Maroc Group has made a commitment to its customers and suppliers in order to meet their specific expectations during this pandemic.

As far as customers are concerned, the Group is committed to continue to deliver the possible productivity levels. The Group has also launched e-payment and e-invoicing services, to avoid unnecessary visit to Marsa Maroc's sites.

As for its suppliers, the Group has launched a dedicated portal for the dematerialization of its calls for tender and consultations, and has expedited payment processing times, particularly for SMEs.

**For more details on Marsa Maroc Group's response to the COVID-19 pandemic, as well as its actions in favor of its most affected stakeholders, see page 28.**

## Sharing CSR principles with external providers

Marsa Maroc has a procurement policy that is consistent with its development strategy and contributes to the achievement of its strategic objectives through:

- **Meeting the needs of internal customers in terms of quality, costs, deadlines, and respect for the environment;**
- **Guarantee transparency as part of its ethical approach;**
- **Reliability and optimization of the procurement process.**

Marsa Maroc's procurement policy aims at ensuring the compliance of its value chain with social and environmental standards through a rigorous selection of suppliers and subcontractors upstream. The Group aims to promote the principles of social and environmental responsibility among its service providers.

External service providers wishing to become part of the Group's ecosystem must therefore ensure compliance with several social aspects, such as regulatory compliance, by providing documentary evidence of good standing with social security bodies and by taking out insurance against occupational accidents for their employees.

Depending on the risks of the various products and/or services purchased, the Group requires its suppliers to comply with strict measures with respect to the hygiene, health and safety conditions of subcontracted personnel, but also with respect to the handling of hazardous waste, cleanliness of the neighborhood and preservation of the environment in general, and the marine environment in particular.

## A fair and transparent relationship with external providers

Within Marsa Maroc, the procurement directions rely on principles of fairness and transparency with suppliers and subcontractors, which can be summarized as follows:

- **Fairness:** Inspired by the public procurement regulations, Marsa Maroc's procurement regulations guarantee the fair treatment of suppliers in all stages of the procurement process;
- **Terms of payment:** Particular attention is paid to reducing the time required to settle invoices. Marsa Maroc implements all the necessary measures through regular monitoring to ensure compliance with the regulations in force. In the context of the economic crisis caused by the pandemic, Marsa Maroc has expedited payment to its suppliers to help them manage their cash flow;
- **Attentiveness to suppliers:** Attentive to its business partners in order to improve its procurement process, the Group runs satisfaction surveys among its suppliers. Coordination meetings may also be held if necessary, between the supplier or subcontractor's representatives and the contractor's representatives representing Marsa Maroc, during which the various aspects related to the performance of the contract are discussed, including ways to improve the Group's procurement policy.

## Quality of service, a core component of the Group's strategy

Marsa Maroc places the improvement of the quality of service at the core of its priorities with the objective of creating added value for its customers by offering them an efficient and reliable service at a competitive cost.

Aware that its long-term competitiveness depends on satisfying the ever more demanding expectations of its clients, the Group constantly strives to improve its performance and the effectiveness of its quality management system by providing its clients with tailor-made solutions. Marsa Maroc works in a spirit of partnership with its customers and ensures the involvement and cohesion of employees around the "customer culture".

### ISO 9001 Certification



Since 2015, all the Marsa Maroc operational sites are certified according to the international standard ISO 9001. Obtaining this label recognizes the efforts undertaken by the Group to meet customers' demands. Substantial human, technical, organizational and financial resources are allocated to implement the commitments set out in the QSE policy and thus improve the operational performance of the ports and terminals managed by Marsa Maroc.

## Satisfaction surveys, a tool for improving services and attentiveness to clients' needs

Committed to a process of continuous improvement, Marsa Maroc regularly conducts satisfaction surveys in all of its operational sites to ensure that its services match the expectations of its clients. These surveys help strengthen the relationship with clients, and to gain a deeper understanding of their expectations: the strengths in order to leverage them and the Group's areas of improvement.

Surveys conducted in 2020 show an overall satisfaction level of 81% (\*), reflecting the efforts made by all Marsa Maroc employees to meet client expectations.

(\*) This rate does not include the ports of Mohammedia, Laâyoune and Dakhla, whose satisfaction surveys were not finalized until late 2020.





“

Introducing quality, environmental, health and safety management systems has had many benefits. It has enabled us, on the one hand, to improve our internal performance and ensure a safe working environment for our staff and, on the other hand, to provide high-quality services that meet our clients' expectations while reducing our environmental footprint and complying with the regulatory requirements related to our business as a port operator.

M. Lahcen OUJJA

Operational Performance Director

”

## Complying with contractual commitments with port authorities

Operating its ports and terminals under concession contracts, Marsa Maroc is attentive to establishing and maintaining relations with the port authorities based on transparency, dialogue and trust.

The Group carries out its missions in its various operational sites under concession while complying with its various contractual obligations as a concessionaire.





# 9.

## GRI CONTENT INDEX





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102-02	Activities, brands, products and services	About our Group	12 to 17	
102-03	Location of headquarters	Last page	124	
102-04	Locations of operations	About our Group	12 to 17	
102-05	Ownership and legal form	About our Group	12 to 17	
102-06	Markets served (geographic breakdown, sectors served and types of clients and beneficiaries)	About our Group	12 to 17	
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GRI Code	Indicator	Chapter	Pageno.	Comments
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102-28	Evaluating the highest governance body's performance	Promoting transparent Governance	48 to 60	
102-29	Role of the highest governance body in identifying and managing economic, environmental and social impacts	Promoting transparent Governance	48 to 60	
102-31	Review of economic, environmental, and social topics by the highest governance body	Promoting transparent Governance	48 to 60	
102-35	Remuneration policies for the highest governance body and other senior executives	Promoting transparent Governance	48 to 60	
102-36	Process for determining remuneration	Promoting transparent Governance	48 to 60	
Stakeholders' involvement				
102-40	List of stakeholder groups with whom the organization has established dialogue	Our social Performance	20 to 27	
102-42	Criteria used to identify and select stakeholders with whom to establish dialogue	Our social Performance	20 to 27	
102-44	Key topics and concerns raised in the stakeholder dialogue and how the organization has responded to them, including reporting	Our social Performance	20 to 27	
Reporting practices				
102-45	Entities included in the consolidated financial statements	About this report	8,9	
102-46	Defining report content and topic Boundaries	About this report	8,9	
102-47	Material topics identified during the process of defining the report content	Our social Performance	20 to 27	
102-50	Reporting period of the information provided	About this report	8,9	



GRI Code	Indicator	Chapter	Pageno.	Comments
102-51	Date of most recent report	About this report	8,9	
102-53	Contact point for questions regarding the report	About this report	8,9	
102-54	Claims of reporting in accordance with the GRI Standards	About this report	8,9	
102-55	GRI content index	GRI content index	115 to 120	
102-56	External assurance	About this report	8,9	No external audit
<b>Management approach</b>				
103-01	Explanation of the material topic and its Boundary	Our social Performance	20 to 27	
103-02	The management approach and its components	Our social Performance	20 to 27	
<b>Economic performance</b>				
201-03	Defined benefit plan obligations and other retirement plans	Our people	64 to 83	
<b>Indirect economic impacts</b>				
203-01	Infrastructure's investments and services supported	Our people	64 to 83	
203-02	Significant indirect economic impacts	Our people	64 to 83	
<b>Anti-corruption</b>				
205-02	Communication and training about anti-corruption policies and procedures	Promoting transparent Governance	48 to 60	
<b>Energy</b>				
302-01	Energy consumption within the organization	Preservation of the environment, a priority	86 to 95	
302-04	Reduction of energy consumption	Preservation of the environment, a priority	86 to 95	



GRI Code	Indicator	Chapter	Pageno.	Comments
<b>Water</b>				
303-05	Water consumption	Preservation of the environment, a priority	86 to 95	
<b>Emissions</b>				
305-01	Direct GHG emissions (Scope 1)	Preservation of the environment, a priority	86 to 95	
305-02	Indirect GHG emissions (Scope 2)	Preservation of the environment, a priority	86 to 95	
305-03	Other indirect emissions (Scope 3)	Preservation of the environment, a priority	86 to 95	
<b>Effluents and waste</b>				
306-02	Waste by type and disposal method (metric kton)	Preservation of the environment, a priority	86 to 95	
<b>Supplier environmental assessment</b>				
308-02	Negative environmental impacts, actual and potential, in the supply chain and actions taken	Responsible procurement & customer satisfaction, A commitment to our value Creation chain	108,109	
<b>Employment</b>				
401-01	New employee hires and employee turnover by age group, gender and geographic area	Our people	64 to 83	
401-02	Benefits provided to full-time employees that are not provided to temporary or part-time employees by main operational sites	Our people	64 to 83	
<b>Occupational health and safety</b>				
403-02	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities, by geographical area and gender	Our people	64 to 83	
<b>Training and education</b>				
404-01	Average hours of training per year per employee	Our people	64 to 83	





GRI Code	Indicator	Chapter	Pageno.	Comments
404-02	Programs for upgrading employee skills and transition assistance programs	Our people	64 to 83	
404-03	Percentage of employees receiving regular performance and career development reviews	Our people	64 to 83	
Diversity and equal opportunity				
405-01	Diversity of governance bodies and employees	Our people	64 to 83	
Community				
413-01	Operations with local community engagement, impact assessments, and development programs	Communities, for a Positive social impact	98 to 105	
413-02	Operations with significant actual and potential negative impacts on local communities	Communities, for a Positive social impact	98 to 105	
Customer privacy				
418-01	Substantiated complaints concerning breaches of customer privacy and losses of customer data			Marsa Maroc has not been subject to any substantiated complaints concerning breaches of customer privacy and losses of customer data in 2020.









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