

ESG report





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About this report

Report title

Environmental, Social and Governance (ESG) Report, 2021

Date of publication

April 2022

Report format

This report is available on the official website of Marsa Maroc : www.marsamaroc.co.ma

Report description

In this report, Marsa Maroc Group documents its environmental, social and governance performance for 2021. This report meets the requirements of circular 03-19 of the Moroccan Capital Market Authority (AMMC).

Reporting period

From 01/01/2021 to 31/12/2021

Reporting scope

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

Data collection, methodology and external audit

The methodology adopted for data collection consists of 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 for its ESG reporting.

Reference framework

This report complies with the requirements of AMMC's circular 03-19 and 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), namely its "Standard - 2016" version.

ESG Reporting

In this report, the Group publishes non-financial key performance indicators as well as selected qualitative information on sustainable development. The report also provides further information on the Group's sustainable practices, its stakeholders, its main 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 of future performance.

Future development may differ from expected results due to a number of risks and uncertainties. Therefore, future development may differ significantly from statements made about the future.

Previous reports

Previous ESG reports published by Marsa Maroc are available on the following link:
<https://www.marsamaroc.co.ma/fr/rapports-esg>


Contact

For any questions or suggestions to improve this report, please contact the Financial Communication and Investor Relations Department by email at: investisseurs@marsamaroc.co.ma

Message from the Chairman of the Executive Board

◀◀ Our Ro-Ro and Freight-Forwarding activities at the Port of Casablanca are the first ones to be qualified as “Green” with 100% of their energy needs covered from renewable energy. ▶▶





Marsa Maroc Group attaches great importance to its CSR policy and places it at the heart of its strategy.

In a context marked by the persistence of the global pandemic crisis, Marsa Maroc has maintained its role as the leading national player in port logistics, while ensuring the health and safety of its employees and customers.

Our commitment to sustainable development and protecting the environment is a priority. Therefore, the Group has adopted a structured and systematic approach within the framework of its environment management system and its QSE policy.

As part of an energy efficiency approach, the Direction of Operations at the Port of Casablanca (DOPC) has launched an ambitious programme called «Green» which brings together several actions, including the production of solar photovoltaic energy. Thus, the DOPC intends to set up more than 1300 photovoltaic panels by July 2022, including 510 already established in 2021 on the South and South-West facades of the multi-storey car park located at the Ro-Ro terminal of the port. This project will produce 1,000,000 KWH annually, i.e. more than 10% of the annual energy consumption of the port. Thanks to this programme, nearly 900 tons of CO2 have been avoided and our Ro-Ro and Freight-Forwarding activities at the Port of Casablanca are the first ones to be qualified as «Green» with 100% of their energy needs covered from renewable energy.

In terms of our commitment to local communities, Marsa Maroc has been a partner of the «Clean Beaches» campaign for 11 years. As such, the company sponsors «Madame Chouale» beach (an extension of «Ain Diab» beach), where it implements an annual programme ranging from providing beach facilities to raising awareness about safety and the environment among beach visitors.

Marsa Maroc also reaffirms its commitment to education through the signing of a partnership contract with Zakoura Foundation to build a preschool in a rural area in El Jadida region, to educate nearly 75 children over a period of 2 years.

Thanks to its commitment, Marsa Maroc is actively involved in serving its communities and its environment.

Said ASBAAI

On behalf of the Chairman of the Executive Board

01





About Marsa Maroc Group

- ★ Presentation of the Group
- ★ Activity and services
- ★ Shareholder structure
- ★ Group subsidiaries
- ★ Geographical presence and types of traffic





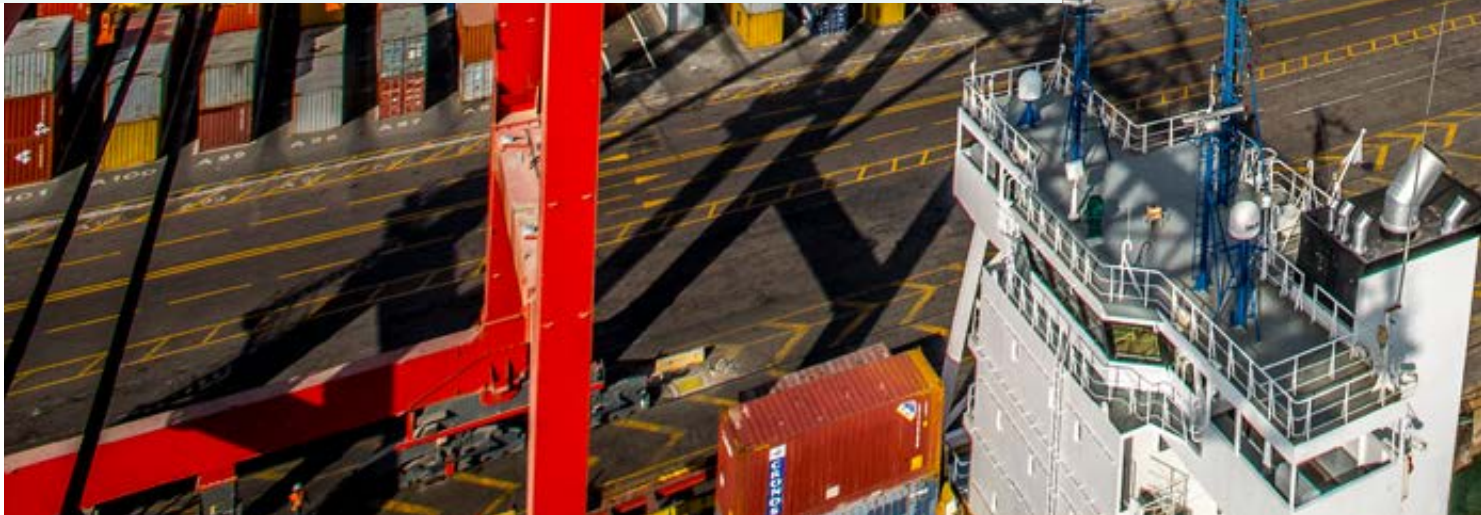
Marsa Maroc at a glance

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

Driven by the constant focus on quality of service and backed by its skilled human capital 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. Thanks to its new development policy, Marsa Maroc aims to position itself, in the coming years, as an efficient and agile regional port operator, thus proactively contributing to the improvement of logistics in Morocco.







No. **1** Port operator in Morocco



47.2

Million tons
of traffic handled



3.6

Billion MAD
in revenue



24

Terminals operated
through 10 ports



2,456

Men and women



16

Years serving the
Moroccan economy

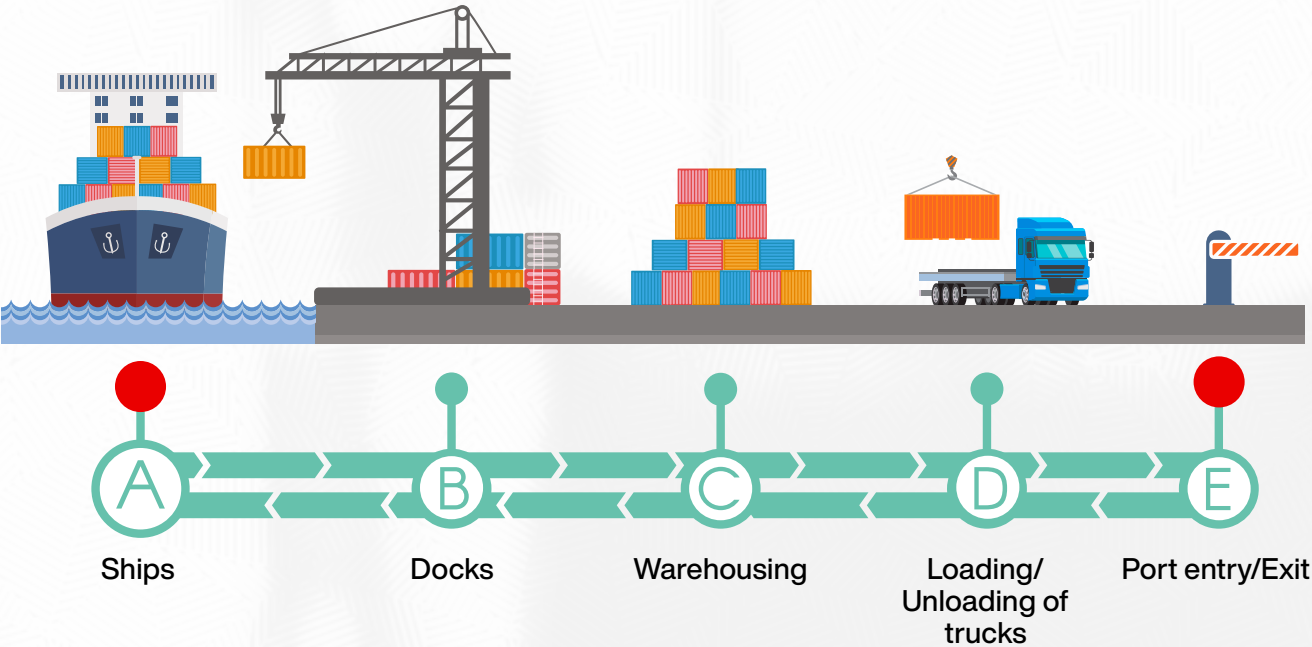


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Subsidiaries

► 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.



Marsa Maroc provides two categories of services :

Cargo related services



Basic services :

goods handling (on-board and dockside),
warehousing, checking, weighing, stuffing
and unstuffing of containers



Related services :

handling, stacking, trucks loading and
unloading, etc

Services to ships



pilotage



towing

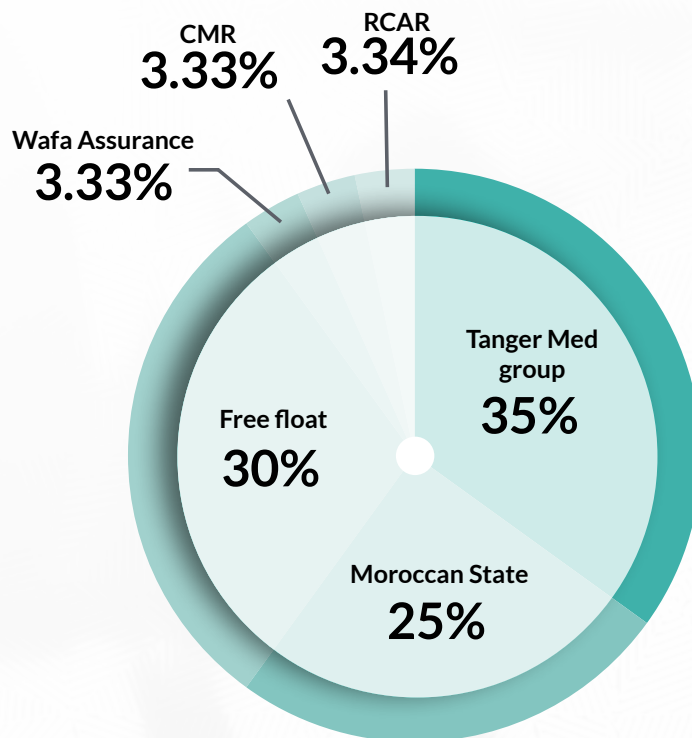


mooring



bulkerling

Shareholder structure



► About Tanger Med group

Tanger Med group operates and develops port, logistics and industrial platforms. It manages Tanger Med port complex, the leading port in the Mediterranean and in Africa. Through its reference participation in "Marsa Maroc", it is also involved in the operations of 9 other ports in the Kingdom. The total volume handled by the group is 138 million tons of goods and 8.1 million TEU containers. The group has also developed more than 2,000 Ha of economic activity zones which host more than 1,100 companies and nearly 95,000 jobs in the sectors of the automotive industry, aeronautics, textiles, agri-food and logistics.



Subsidiaries of the Group

Marsa Maroc Group has 3 subsidiaries :

Marsa Maroc Group

Tanger Alliance



Tanger Alliance



50%-owned subsidiary of
Marsa Maroc + 1 share

In charge of the design, financing, construction, operation and maintenance of container terminal 3 at the port of Tanger Med II.

TC3PC



Société Terminal à Conteneurs 3
du Port de Casablanca



100%-owned subsidiary of Marsa Maroc

In charge of the development, equipment, operation and maintenance of container terminal 3 at the port of Casablanca.

SMA



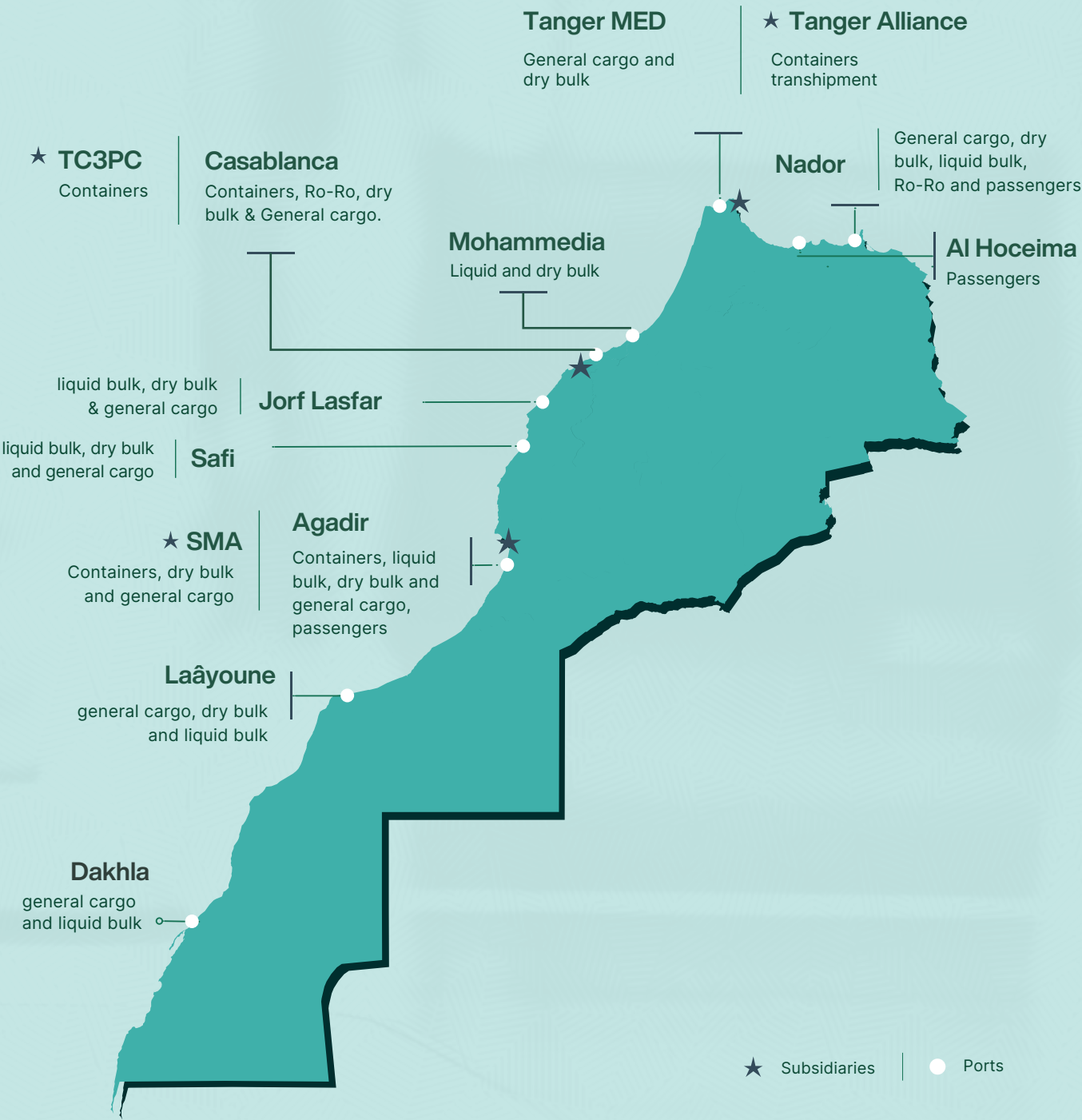
Société de Manutention d'Agadir



51%-owned subsidiary of Marsa Maroc

In charge of the development, equipment, financing, operation and maintenance and servicing of the North Quay at the port of Agadir.

Geographical presence and types of traffic





02



Strategic approach of Marsa Maroc to Corporate Social Responsibility

- ★ Social and Environmental Responsibility strategy
- ★ Contribution to Sustainable Development Goals (SDG)
- ★ Main expectations of our stakeholders
- ★ Mechanisms for continuous dialogue with stakeholders
- ★ Materiality analysis



Social and Environmental Responsibility strategy

As part of its strategic plan “AFAK 2025”, Marsa Maroc had enshrined its commitment to corporate, social and environmental responsibility through the promotion of several projects in different areas of CSR. The Group is striving to comply with 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 their resources and skills, while offering them a healthy and safe working environment ;
- ★ **for the planet** : to perpetuate the commitment materialized by the environmental certification ISO 14001, 2015 version in all operated terminals ;
- ★ **for the business community** : to strengthen our position as the leading port operator in Morocco ;
- ★ **for civil society and local communities** : to contribute to the economic and social development of local communities in the areas where where Marsa Maroc operates across the Kingdom.

Contribution to Sustainable Development Goals (SDG)

In September 2015, at a United Nations summit, the leaders of the 193 member states of the UN adopted a new agenda for sustainable development entitled “Transforming our World: The 2030 Agenda for Sustainable Development”. This agenda defined 17 Sustainable Development Goals (SDG) that have become a standard in the field.

The agenda came into effect in January 2016 and includes 17 goals, based on the three foundations of Sustainable Development: economic growth, social inclusion and environmental protection.

Thus, the strategy adopted by Marsa Maroc for corporate, social and environmental responsibility is in line with SDG guidelines.



Marsa Maroc strives to align its strategic orientations with the Sustainable Development Goals as defined by the United Nations. These orientations also reflect those adopted by Morocco in terms of the National Port Strategy for 2030.



Contributing to the country's supply of key strategic products (cereals, raw materials, oil, etc.)



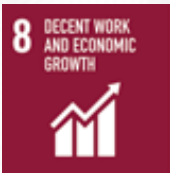
Supporting communities through the promotion of sport and performing arts



Committing to schooling in underprivileged areas



Committing to the development of our human capital and striving to strengthen the role of women in the port sector



Protecting the marine environment through better management of waste and ballast water



Optimising port transit by offering clear and more competitive fees



Ensuring the supply of energy products at competitive costs



Ensuring a multimodal, clean and affordable mode of transport



Developing port activity by increasing the capacity and productivity of port equipment, and by digitalisation



Developing of sustainable port infrastructures that are resilient to climate change



Integrating port terminals into their environment



Improving governance



Strengthening partnerships with other stakeholders in the ecosystem to implement cooperation activities

Main expectations of our stakeholders

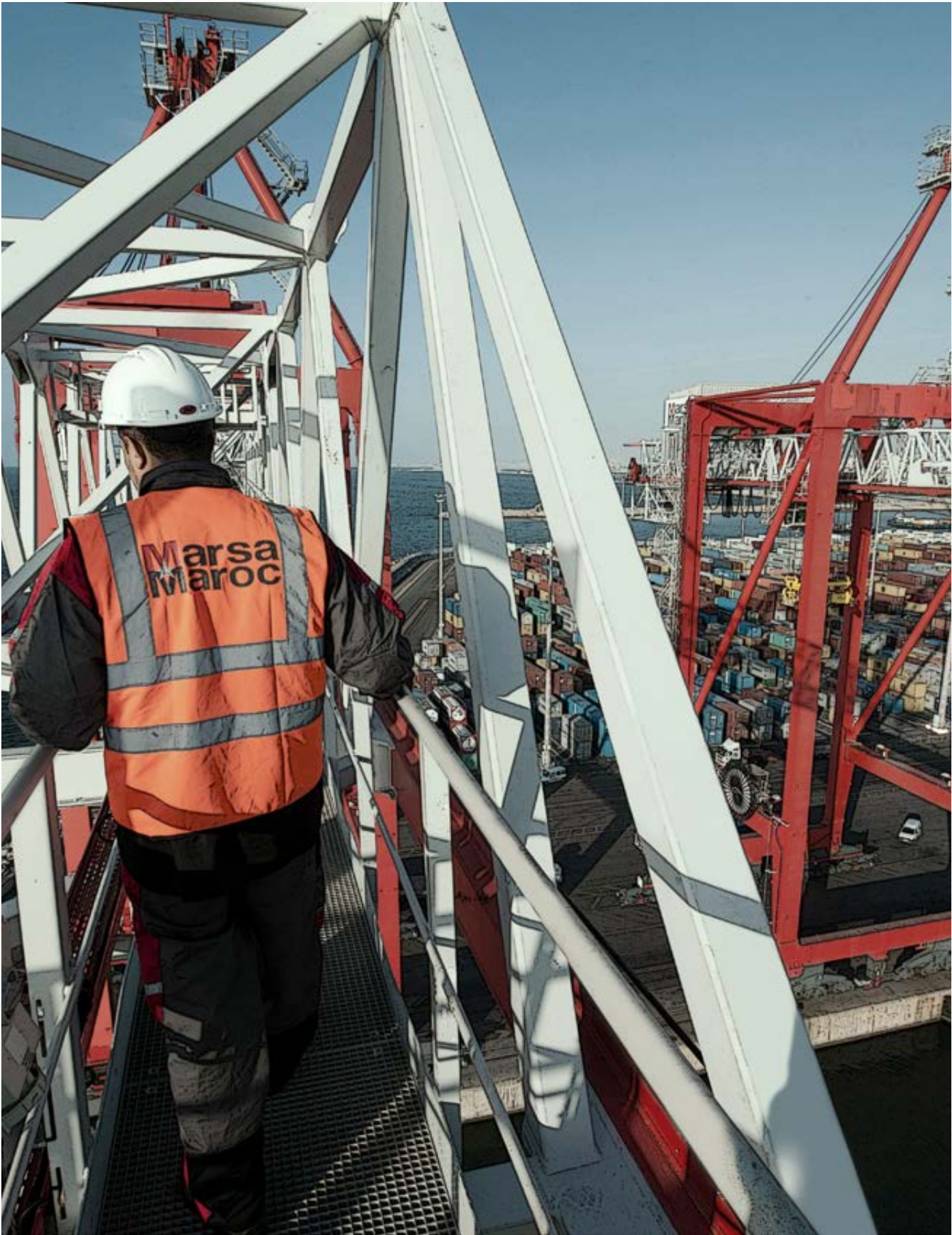


Mechanisms for continuous dialogue with stakeholders

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, and adopts a constructive approach for continuous improvement. The Group aims at structuring this dialogue and implementing all necessary measures to improve it over time.

Stakeholders	Dialogue themes	Dialogue tools and formats
Clients	<ul style="list-style-type: none"> • Services offered, quality, Group performance. • Group strategy and news. 	<ul style="list-style-type: none"> • Dialogue held through central directions, port directors and their sales managers during meetings with clients. • Satisfaction surveys and brand image assessments. • Set up of an e-mail address to handle clients' claims. • Set up of a clients' section on the new website of Marsa Maroc. • Communication with clients : website, brochures, reports, events, etc.
Employees	Group strategy, performance and news.	<ul style="list-style-type: none"> • Day-to day dialogue through management and HR managers. • Internal communication via : intranet, internal newsletter, mailing, posters, information meetings, events, etc.
Social partners	<ul style="list-style-type: none"> • Group strategy, performance and news. • Occupational health and safety, social actions, etc. 	Regular dialogue based on the social agenda.
External service providers (suppliers and subcontractors)	<ul style="list-style-type: none"> • Group strategy and news. • Group procurement policy and ethics. 	<ul style="list-style-type: none"> • Dialogue is facilitated through satisfaction surveys and coordination meetings held by procurement managers. • Procurement portal that represents a platform for exchange between the Group and its external service providers.

Stakeholders	Dialogue themes	Dialogue tools and formats
Shareholders and economic partners	<ul style="list-style-type: none"> ▪ Group strategy, performance and news. ▪ Financial and non-financial performance of the Group. ▪ Impact on performance and outlook. 	<p>Dialogue facilitated through :</p> <ul style="list-style-type: none"> ▪ General meetings. ▪ Meetings with shareholders and investors. ▪ Conferences presenting the Group's performance. ▪ Set up of an email address dedicated to exchanges with shareholders and investors.
Regulatory body (AMMC)	<ul style="list-style-type: none"> ▪ Group's financial and non-financial performance of the Group. ▪ Impact on performance and outlook. 	Financial and ethical reporting.
Port authorities	Contractual commitments, business volume, fees, quality of service, pricing policy, etc.	Dialogue is facilitated through meetings at the central level and at the level of Port Operations Directions.
Port community	Group strategy and news. Common business issues and challenges.	Dialogue is facilitated through the participation in a large number of symposia, seminars, conferences and discussions on port sector.
Civil society and local communities	<ul style="list-style-type: none"> ▪ CSR themes. ▪ Economic and social development opportunities in the regions where the company operates. 	Dialogue is facilitated through an internal team that examines CSR project opportunities and implements the selected projects, in collaboration with civil society actors.
Media	Group strategy, performance and news.	<p>Dialogue is facilitated through :</p> <ul style="list-style-type: none"> ▪ Publication of articles, interviews, etc. ▪ Holding press conferences. ▪ Appointing an internal press contact to handle the various media requests.



Materiality analysis

► Approach methodology

Marsa Maroc has structured its ESG approach around 15 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.

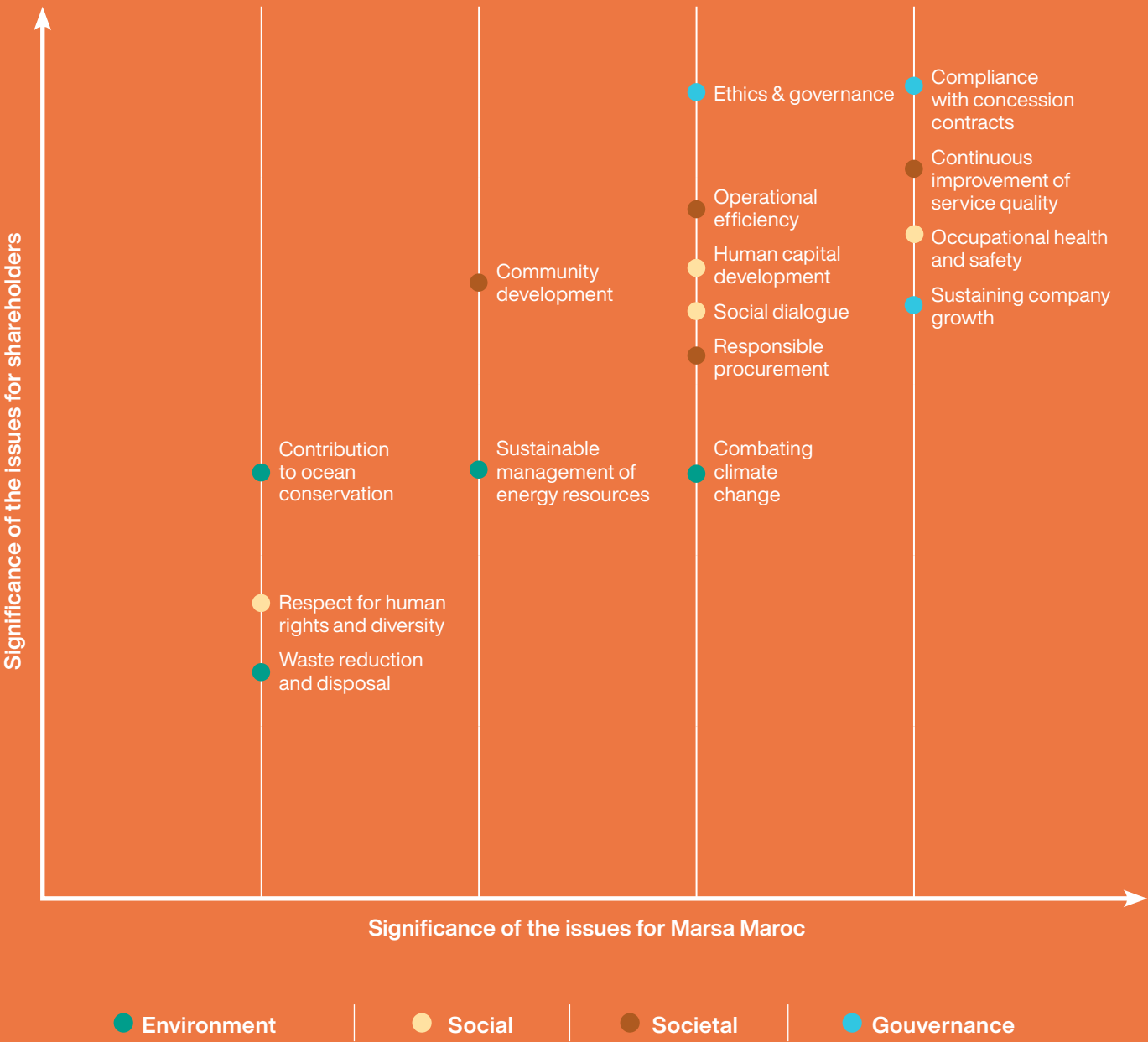
These 15 topics are organized around four ESSG themes (Environment, Social, Societal and Governance) to illustrate the way in which the impact of activities on the communities and sites where the Group operates is taken into account. The top management has translated these themes into a single roadmap,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

In order to visualize these 15 topics, they 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 assessment scale ranging from 1 to 5. (1 corresponding to the lowest importance, and 5 to the highest importance).



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

Materiality matrix





03



Promoting a better governance

- ★ Marsa Maroc's governance
- ★ Ethics, a line of conduct firmly anchored within Marsa Maroc
- ★ Preventing insider trading

Marsa Maroc's governance

Governance within Marsa Maroc (the Company) 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 complies with 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, in terms of separation of management and supervisory functions.

► The Supervisory Board

The Supervisory Board exercises permanent control 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 on public enterprises and other bodies as amended and supplemented.

The Supervisory Board shall be composed of members appointed by the general assembly of shareholders. The Board elects from among its members, the Chairman of the Board and a Vice-Chairman.

The Supervisory Board is composed of 8 members, none of whom is an Independent Administrator according to the criteria defined by Law 20-19 amending and supplementing Law 17-95 on Limited Companies.

In this respect, the Nomination, Remuneration and Governance Committee (NRGC) of the Company met on March 22nd and June 21st, 2021 to discuss and agree on the approach to be adopted for the selection of independent directors. At this meeting, the Committee agreed on the relevant criteria and characteristics to be fulfilled by independent directors, taking into account the applicable legal provisions, as well as the intrinsic needs and expectations of the Company in terms of their skills and added value.

The Supervisory Board meetings in 2021



Non-executive members

The Supervisory Board of Marsa Maroc for the year 2021 was composed as follows :



Member of the Supervisory Board	Date of Nomination/ renomination to the Supervisory Board	Mandate Expiry	Role within the Supervisory Board	Attendance rate
Mr. Fouad BRINI (Co-opted following the resignation of Mr. AMARA)	28/07/2021	The OGA of 2022 qui statue sur les comptes 2021	Chairman	100 %
Mr. Mehdi TAZI RIFFI (Co-opted following the resignation of Mr. Jamal RAMDANE)	28/07/2021	The OGA of 2022 that approves the accounts of 2021	Member	100 %
Tanger Med Dev Log represented by Mr. Mehdi TAZI RIFFI (Co-opted following the resignation of Mr. CHARKAOUI)	28/07/2021	The OGA of 2022 that approves the accounts of 2021	Member	100 %
The Moroccan Government represented by Ms. Najat SAHER	12/05/2017	The OGA of 2022 that approves the accounts of 2021	Member	100 %
Ms. Loubna GHALEB (Co-opted following the resignation of Mr. BOUKHOU)	28/07/2021	The OGA of 2026 that approves the accounts of 2025	Member	100 %
Mr. Tarik EL AROUSSI (Co-opted following the resignation of Mr. BAH)	28/07/2021	The OGA of 2022 that approves the accounts of 2021	Member	100 %
RCAR represented by Ms. Ouafae MRIOUAH	30/06/2021	The OGA of 2026 that approves the accounts of 2025	Member	100 %
Wafa Assurance represented by Mr. Ramses ARROUB	30/06/2021	The OGA of 2026 that approves the accounts of 2025	Member	100 %
CMR represented by Mr. Mohammed Jaber KHEMLICHI	30/06/2021	The OGA of 2026 that approves the accounts of 2025	Member	100 %
Number of meetings		5 Supervisory Board meetings held in 2021		

► Specialized committees of the Supervisory Board

At its meeting of September 14th, 2021, the Supervisory Board appointed the new members to the existing specialized committees, namely :

- ★ **strategy and investment committee ;**
- ★ **nomination, remuneration and governance committee ;**
- ★ **audit and risk committee.**

In addition, the Supervisory Board, at its meeting of January 3rd, 2020, adopted the Board's Rules of Procedure, to which are attached the Directors' Charter and the specialized Committees' Charters, which set out, in particular, their composition, powers and operating procedures.

The main powers of these specialized committees are as follows:

Strategy and Investment Committee :

This Committee advises 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 advises on investment projects and programs planned by the Group and their financing.

The Committee advises on investment projects and programs planned by the Group and their financing :

Last name	First name	Chairman / Member	Role
Mr. TAZI RIFFI	Mehdi	Chairman	Member of the Supervisory Board
Ms. GHALEB	Loubna	Member	Member of the Supervisory Board
Ms. SAHER	Najat	Member	Permanent representative of the Moroccan Government, Member of the Supervisory Board
Ms. MRIOUAH	Ouafae	Member	Permanent representative of RCAR, Member of the Supervisory Board
Mr. KHEMLICHI	Mohammed Jaber	Member	Permanent representative of CMR, Member of the Supervisory Board
Ms. BENKHAYAT	Meriem	Member	Appointed based on the proposition of Wafa Assurance, Member of the Supervisory Board

Nomination, Remuneration and Governance Committee :

The main responsibilities of this Committee are as follows :

★ nomination :

The Committee is responsible for analysing proposals nominations to the Executive Board, advising on shareholders' proposals regarding the nomination of members of the governance bodies, and preparing the decisions of the bodies relating to the selection of directors, members of specialized committees and members of the Executive Board.

★ remuneration :

The Committee is in charge of assessing the general remuneration policy of the Company and to advice 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 system to line it up with international best practices. The Committee also assesses, on a periodic annual basis, the knowledge, skills and experience of the members of the Supervisory Board and specialized Committees, as well as the organization, size, composition and efficiency of the Supervisory Board and the Committees in relation to their missions. The Committee submits all relevant recommendations to the Board.

The Nomination, Remuneration and Governance Committee is composed of the following members :

Last name	First name	Chairperson / Member	Role
Ms. MRIOUAH	Ouafaa	Chairperson	Permanent representative of RCAR, Member of the Supervisory Board
Mr. TAZI RIFFI	Mehdi	Member	Member of the Supervisory Board
Mr. EL AROUSSI	Tarik	Member	Member of the Supervisory Board
Mr. KHEMLICHI	Mohammed Jaber	Member	Permanent representative of CMR, Member of the Supervisory Board
Ms. BENKHAYAT	Meriem	Member	Appointed based on the proposition of Wafa Assurance, Member of the Supervisory Board

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 internal and external auditors, validates the internal audit plan, evaluates the work of internal and external auditors, and advises 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 analysing the financial statements prior to their publication. It also examines all issues relating to financial statements and documents to ensure the efficiency of internal accounting and financial control and risk management systems . 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 the good practices for identifying and managing risks that could have a significant impact on its performance or on the achievement of its strategic goals. It reviews the Company's risk mapping, assists the Supervisory Board in assessing the efficiency of the risk management system, and validates action plans to mitigate and control the major risks identified.

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

The members of the Audit and Risk Committee are as follows :

Last name	First name	Chairperson / Member	Role
Ms. SAHER	Najat	Chairperson	Permanent representative of the Moroccan Government, Member of the Supervisory Board
Mr. EL AROUSSI	Tarik	Member	Member of the Supervisory Board
Mr. CHALACH	Youssef	Member	Appointed upon proposition of RCAR, Member of the Supervisory Board
Mr. KHEMLICHI	Mohammed Jaber	Member	Permanent representative of CMR, Member of the Supervisory Board
Ms. BENKHAYAT	Meriem	Member	Appointed upon proposition of Wafa Assurance, Member of the Supervisory Board

► 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 mitigate their potential consequences for the Company.

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



Compliance with standards and best practices in terms of risk management, in particular ISO 31000 and COSO 2 standards



Process-based approach covering all activities, so that 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



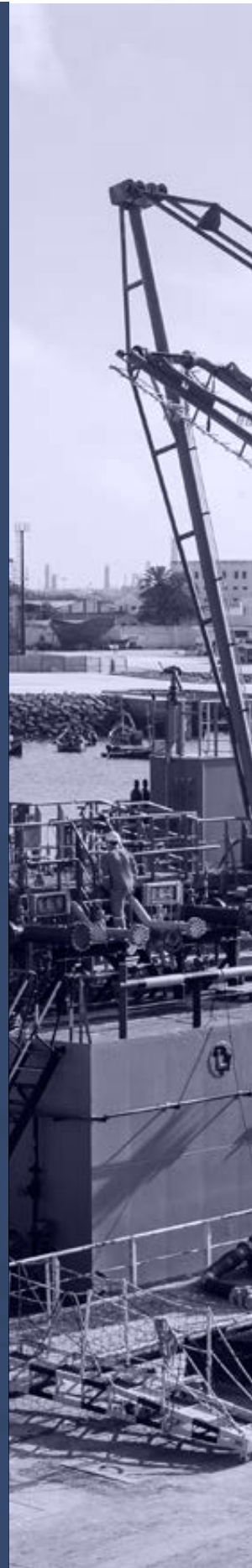
Promoting a "Risk" culture based on proactive risk management

★ 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 of 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" entity 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 risk profile.





► Remuneration of Directors

The Shareholders' Meeting did not allocate any remuneration to the members of the Supervisory Board.

► Assessment process of the governance bodies' performance in relation to ESG themes

★ External assessment

An external assessment of how governance bodies of the Company operate is carried out every three years by an external firm with the assistance of the Remuneration, Nominations and Governance Committee.

The last external assessment of the institutional governance framework of Marsa Maroc was conducted in 2019 by MAZARS.

★ Internal assessment

The charter of the Nomination, Remuneration, and Governance Committee (NRGC) provides that this Committee is responsible for carrying out an annual evaluation of how the Supervisory Board and the specialised committees operate, in order to assess their efficiency.

Accordingly, the members of the NRGC decided to engage an external service provider to carry out the first assessment, at its meeting of March 22nd, 2021, with a view to enabling the Committee, in a second step, to adopt the assessment process within the Supervisory Board and specialised committees.

► Relations with Shareholders

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 shareholders at the headquarter and published on the Company's website, in accordance with applicable regulations, namely :

★ **management report ;**

★ **corporate and consolidated financial statements ;**

★ **statutory Auditors' reports.**

The main quarterly performance indicators, half-yearly and annual financial statements are also published in newspapers' legal notices, within the set deadlines and under the publication conditions provided for by law.



► The Executive Board

The Executive Board is the collegial body responsible for managing the Company. It is vested with the powers to represent the Company and to take 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 control agreement provided for by Law 69-00 relating to financial control of the State on public enterprises and other organizations, as amended and completed.

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

The Executive Board held nine meetings in 2021, with an average attendance rate of 99%.

★ Executive Members

The composition of Marsa Maroc's Executive Board for the year 2021 is as following :

**Said
BENJELLOUN
TOUIMY**

Information System
Director



**Abdelhak
BEN DAHMANE**

Legal Affairs, Corporate and
Governance Director



Said ASBAAI

Chairman of the
Executive Board



Rachid HADI

Operation Director at
the Port of Casablanca



Lahcen OUJJA

Operational Performance
Director



Member	Date of nomination to the Executive Board	Mandate duration	Mandate expiry
M. Said ASBAAI	23/01/2019	4 years	End of 2022
M. Rachid HADI	23/01/2019	4 years	End of 2022
M. Abdelhak BEN DAHMANE	23/01/2019	4 years	End of 2022
M. Lahcen OUJJA	23/10/2020	Remaining duration of the Executive Board mandate	End of 2022
M. Said BENJELLOUN TOUIMY	30/06/2021	Remaining duration of the Executive Board mandate	End of 2022

★ Remuneration of the Executive Board

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

The total gross amount allocated to the members of the Executive Board for 2021 - excluding the remuneration of the Chairman of the Executive Board and bonuses (gratification premiums, performance bonuses) stood at MAD 4.9 million.

Benefits in kind, like other directors, include a car and housing for those who do not receive a housing allowance .

► Parity

The Supervisory Board of Marsa Maroc is composed of 4 individual members and 5 legal members. Each legal member is represented by a permanent representative. Three out of these nine members are women, which accounts for 33%.

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 business unit. 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 of preventing insider trading a core principle of its code of ethics. The Group has therefore introduced rigorous measures to prevent insider trading at all Company 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. These operating rules and principles are in line with the national provisions regulating good governance practices, namely the Moroccan Code of Corporate Governance Best Practices and the MCMA (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 roles within the Group. This system was last updated in October 2021, and is regularly updated to ensure compliance with best practices.

In addition, the ethics system set up by the Company includes a procedure to define the rules for insiders' involvement in Marsa Maroc securities and describe the rules applicable to them.

► Raising awareness among employees

Employees of Marsa Maroc portray the image of its code of ethics through an awareness-raising program aimed at strengthening their commitment to the Group's principles and values

The Company held a seminar on financial communication of listed companies in 2016 for senior executives and managers, covering several functions such as finance, management control, legal and communication.

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





04



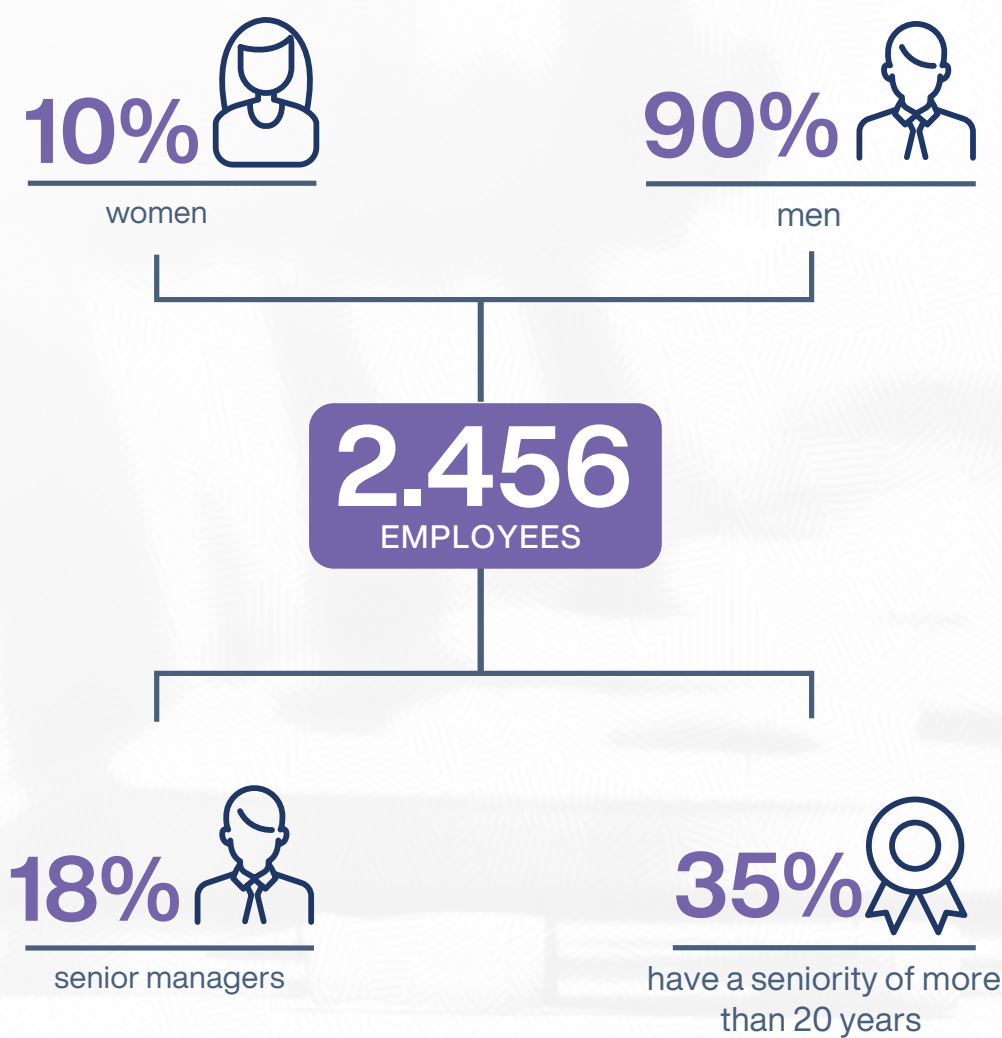


Our people, a source of growth

- ★ Commitment to employees' development
- ★ Commitment to employees' well-being
- ★ Commitment to employees' health and safety
- ★ Commitment to respecting fundamental rights



Our human capital in 2021



RECRUITMENTS

195 employees
joined the Group in 2021

TRAINING

1 %
of total payroll

50%
of employees
received at least one
training course

3.5
training days per
employee

SOCIAL INDICATORS

0
strike days

53
employee
representatives

6%
turnover rate

Human capital in figures

	2019	2020	2021
Group headcount	2361	2504	2456
Of which women	11.2%	10.2%	10.2%
Marsa Maroc S.A. headcount	2042	1952	1815
Of which senior management	15.6%	16.2%	16.6%
Of which officers	82.5%	81.8%	80.2%
Of which contractual staff	1.9%	1.9%	3%
TC3PC headcount	67	85	104
Of which senior management	31.3%	23.5%	18.2%
Of which officers	68.7%	52.9%	44.2%
Of which contractual staff	0%	23.5%	37.5%
SMA headcount	246	235	218
Of which senior management	2.8%	2.1%	2.7%
Of which officers	97.2%	97.8%	97.2%
Tanger Alliance headcount	6	232	319
Of which senior management	100%	12.5%	11.9%
Of which officers	0%	87.5%	88%
Share of statutory employees	87.6%	85.9%	94.6%
Share of permanent contracts	11%	5.3%	1.4%
Share of fixed-term contracts	1.2%	2%	2.3%
Share of temporary workers	0%	6.6%	1.5%
Share of operating and technical staff	69.0%	68.8%	69.1%
Share of support staff	23.4%	23.9%	24.4%
Share of maritime staff	7.6%	7.1%	6.4%
Share of employees with less than 5 years' seniority	31.6%	27.2%	28%
Share of employees with 5 to 12 years' seniority	18.4%	28.8%	20.7%
Share of employees with 12 to 20 years' seniority	12%	18.5%	16.6%
Share of employees with 20 to 25 years' seniority	8.1%	9%	10.5%

	2019	2020	2021
Share of employees with over 25 years' seniority	29.9%	16.3%	24%
Female headcount	264	256	251
Of which senior management	34.1%	37.1%	37.8%
Of which officers	62.5%	59.7%	60.1%
Of which contractual staff	3.4%	3.1%	1.9%
Number of recruitments	121	264	50
Of which senior management	19%	11.7%	12%
Of which officers	81%	88.2%	26%
Of which contractual staff	-	-	62%
Number of layoffs	1	5	28
Of which senior management	0	1	3
Of which officers	1	4	23
Of which contractual staff	0	0	2
Number of resignations	9	9	11
Of which senior management	6	2	6
Of which officers	3	7	3
Of which contractual staff	0	0	2
Number of employee representatives	72	72	53
Number of strike days	0	0	0
Total number of employee disputes, by type of dispute, as follows	9	3	6
Dispute over the calculation method of the voluntary staff departure incentive	3	0	1
Dispute over dismissal	5	1	3
Occupational accidents or diseases	0	2	1
Request for adjustments to the administrative and/or financial situation, with or without damages	1	0	1
Dispute of an internal decision	0	0	0
Dispute over the method of calculating the negotiated departure package	0	0	0
Of which disputed for abandonment of post	0	0	0
Number of occupational accidents	47	21	26

Committed to employees' development

The human capital of Marsa Maroc is made up of more than 2,456 women and men, bound by shared values of commitment, performance, responsibility and transparency.

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.

Human resources management policy is based on five major pillars :

Attentive HR function

The human resources management policy guarantees a sustained presence, accross all business lines, in support of direct managers, who are the first line of HR management thanks to their daily contact with employees.

Efficient management system

Marsa Maroc has implemented a decentralised management system at its operated terminals, combined with training and support systems for the development of managerial skills.

Skills development and career planning

Marsa Maroc deploys all the necessary means to enable each employee to manage his or her career. Therefore, training is provided to all employees, regardless of their age, status or role.

Collective innovation

Marsa Maroc is continuously encouraging innovative ideas from its employees so that they can contribute to its performance.

Transparent communication

Marsa Maroc has put in place a communication strategy that guarantees the cohesion and motivation of its employees.

► Training: A driving force for the development of employees' skills

The training policy adopted by Marsa Maroc allows meeting 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. Therefore, employees benefit from professional training in partnership with international ports and organizations, as well as cross-functional training provided by prestigious national and international partners.

In addition, Marsa Maroc partially or fully funds private studies (MBA, Masters, etc.) to support the professional development of its employees.

The training policy of Marsa Maroc is based on two major pillars :

★ **supporting management skills** : Adopting tailored training and coaching programs provided by renowned service providers ;

★ **skills development** : skills support is provided thanks to a complementarity between in-house training aimed at transferring knowledge, and external training including private studies, in order to stay abreast of changes in our environment.

The identification of employee training needs is carried out according to a participatory approach combining the strategic orientations of the Company and employees' needs reported during annual assessment interviews. The meetings held by the Human Resources Department with local HR in all the ports allow consolidating employees' needs and planning annual training programmes.



50.3%

Of employees have received at least one training in 2021



3.5

Average training days per employee in 2021



1%

Share of training budget in total payroll in 2021

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

Marsa Maroc is aware that its performance and sustainability are based above all on the quality of its employees, and adopts a recruitment policy that supports the development needs of its business.

This recruitment policy is based on attending various “employment” forums and platforms in Morocco and abroad. It also relies on maintaining a close relationship with leading Moroccan universities. Thus, each year, Marsa Maroc awards distinction prizes to outstanding students from several leading Moroccan universities.

Given the complexity and singularity of Marsa Maroc’s business, as well as the cross-functional nature 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 a clear visibility on their career path and on the prerequisites required to change roles within the Company.

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

- ★ enabling each employees to manage their career path ;
- ★ supporting internal mobility ;
- ★ ensuring succession for critical and strategic positions through a specific process in order to better identify high-potential candidates, 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 mobility policy, based on a forward-looking jobs and skills management approach, as well as on the development and diversification of its employees’ career paths.

This approach aims at developing and diversifying the career paths of its employees to meet the staffing needs of the Group.

Therefore, employees have the possibility to change their roles on the basis of horizontal mobility, redeployment or reconversion.


► Remuneration: a measure of equity and compensation for performance

Marsa Maroc's remuneration policy acknowledges the individual and collective performance of its employees. It is an instrument to motivate and retain employees, rewarding their ability to fulfill their duties and responsibilities with regard to the challenges facing the company.

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

This remuneration system consists of fixed and variable items and is based on two key principles :

- ★ transparency and equity: the remuneration system allows each person to be remunerated according to their level of contribution, based on objective criteria, according to 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 assessment system

Marsa Maroc encourages a performance and results-oriented culture. Its performance assessment system is the culmination of a contribution and performance monitoring of its employees, and aims at recognising and rewarding them based on their efforts.

This performance assessment system is based on three key principles :

- ★ promoting a culture of merit and performance ;
- ★ setting targets and monitoring their achievement throughout the year ;
- ★ supporting managers in sustaining the system: managers are the cornerstone for ensuring the effective and sustainable implementation of the objectives assessment system.

Commitments to employees well-being

► Social protection

Marsa Maroc offers a range of social protection services that go beyond regulatory obligations and cover several aspects to support employees at important moments in their lives and help them cope with unexpected events :

- ★ **autonomous pension scheme** : Provided by the Régime Collectif d'Allocation de Retraite (RCAR) for statutory staff, the Caisse Marocaine de Retraite (CMR) for seconded staff and the Caisse Nationale de Sécurité Sociale (CNSS) for contract staff ;
- ★ **complementary pension scheme** : It is provided by the Caisse Nationale de Retraite et d'Assurance (CNRA) for statutory employees ;
- ★ **health care** : It is provided by MODEP, and comprises two schemes: a basic scheme known as the common sector and a complementary scheme known as the mutual sector.

Marsa Maroc organized various awareness and prevention health campaigns in 2021 :



★ annual seasonal flu vaccination campaign ;



★ medical check-ups ;



★ lung screening ;



★ biological examinations ;



★ gifts for outstanding students.

► Social services : a key tool employees' growth and development

Being mindful of the well-being of its employees and their families, Marsa Maroc ensures that they benefit from several social services, such as :



★ **umrah and pilgrimage** : Every year, some employees benefit from a trip to the holy sites of Islam. The company pays the major part of the travel costs for the Umrah, and provides a financial allowance and additional leave to employees wishing to make the pilgrimage ;



★ **sports centres/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 also has its own sports club, the «Océanic Club de Casablanca», for employees and their families, who pay a symbolic annual membership fee. The club has gardens, playgrounds, a gym, a swimming pool, tennis courts and basketball and football pitches.



★ **children awards** : the children of employees with outstanding school grades are rewarded with vouchers 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 concluded a number of partnerships with banking institutions to allow its staff to benefit from preferential conditions.



★ **cultural and sports events** : Throughout the year, Marsa Maroc offers free tickets to its employees and their families to attend cultural and sports events (cinema, theatre, children shows, soccer games, tennis tournaments, etc.).



★ **summer camps** : During summer holidays, Marsa Maroc organizes summer camps for the children of its staff in various regions of the country.



★ **holidays** : Marsa Maroc offers its employees the opportunity to spend their vacations in its holiday centres and/or resorts in several cities of the country.

Commitment 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 response to accidents and emergencies.

Marsa Maroc is committed to instil an occupational health and safety culture in its employees and subcontractors, and ensure that everyone adopts a proactive approach towards their own safety and the safety of their co-workers.

All the ports* operated by Marsa Maroc have obtained ISO 45001 : 2018 for « Occupational Health and Safety Management System » :



Marsa Maroc has obtained ISO 45001 : 2018 for the activities and processes of its headquarter and all its operational sites.

Prior to this certification, Marsa Maroc has conducted an analysis of the risks to which its employees are exposed. This analysis, which is 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 central and local teams at each port, under the lead of the Operational Performance Direction, to conduct regular internal and external audits to ensure that the provisions of the system are effectively implemented.



* With the exception of Tanger Alliance, a subsidiary of Marsa Maroc which started its operations in January 2021. However, the process of ISO 9001, ISO 14001 and ISO 45001 certifications is underway.



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

Occupational health and safety management system provides for an annual action plan to control the risks identified by each port according to the nature of its activity and related hazards. The action plan covers the majority of risks to which employees and external service providers are exposed, such as :

- ★ harmonizing processes and updating work instructions ;
- ★ training employees and subcontracted personnel ;
- ★ continuous improvement of the quality of Personal Protective Equipment (PPE) ;
- ★ strengthening firefighting measures ;
- ★ systematic maintenance of electrical installations and safety measures ;
- ★ adequate lighting of working spaces, buildings, docks and platforms;
- ★ annual regulatory inspection of lifting equipment and electrical installations.



Firefighting

Marsa Maroc has taken the necessary measures against fires at its headquarter and in its ports, according to a clearly defined plan. This plan is part of an Internal Operation Plan (IOP), which outlines all plausible scenarios and the people involved in firefighting. Local teams regularly carry out fire simulations in coordination with port authorities and Civil Protection teams in order to be prepared in case of a fire.

► Occupational medicine: medical teams and technical resources to safeguard the health of employees

In order to preserve the health of its employees, Marsa Maroc has put in place a central medical service with a dozen focal points, which provide medical services in all the cities where the Group operates. Members of the medical service ensure permanent monitoring of employees' health, through periodic medical check-ups, awareness raising and prevention actions, through screening tests: blood tests, imaging, vaccinations and medical check-ups, and customised support by permanent social workers when necessary.

Commitments to respecting fundamental rights

Marsa Maroc places respect for fundamental human and social rights, as defined by the Moroccan constitution and international organizations such as the International Labour Organization (ILO), at the heart of the guidelines of its human resources management policy. The Group pays particular attention to equal opportunities between men and women, freedom of association, and the development of a 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 condition, 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, including recruitment, training, mobility, employee assessment system, as well as remuneration and social benefits.

The remuneration policy of Marsa Maroc is in line with the company's values. It gives prime importance to equity between employees 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 10%. 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 principles 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 social partners demonstrate the Group's desire to adopt a proactive approach to dialogue and consultation.

Social dialogue within Marsa Maroc combines attentiveness, mutual respect and collaboration with social partners. It promotes information sharing, consultation, and dialogue on matters relating to the social and economic policy of the company, in order to continuously improve professional relations.

The agenda discussed with social partners vary according to the economic situation and mainly turns around social policy, including improvement of social benefits, new training needs, and working conditions.

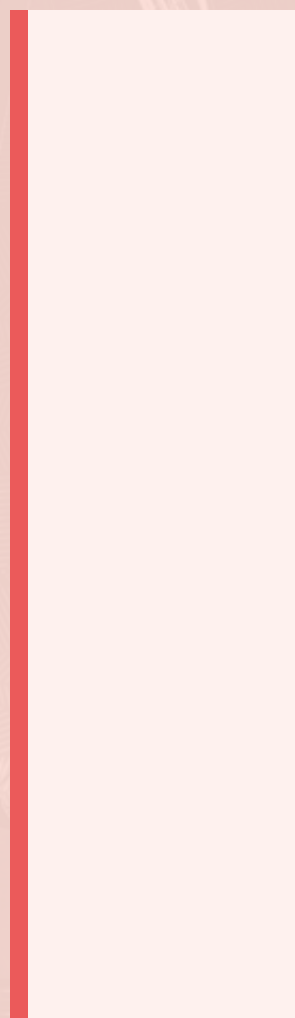
► People with reduced mobility


Marsa Maroc is committed to implementing the necessary measures that allow people with reduced mobility to access its sites in order to support their professional integration and development.





05





Preserving the environment and nature

- ★ Preserving the environment, a strategic focus for Marsa Maroc
- ★ Environmental Management System, a framework for action to reduce the impacts of the company's operations
- ★ Reducing greenhouse gas (GHG) emissions
- ★ Energy efficiency
- ★ Waste reduction and disposal
- ★ Preserving «Water» and «Oceans» resources
- ★ Preventing soil pollution



Environmental Performance in 2021



Water Consumption

72,786m³



Electricity consumption

32,647,613 KWh

Cumulative reduction target of
27,572,543 KWh by 2030



Overall GHG (greenhouse gas)
emissions amounted to

50,623tCO₂e

in 2021, down 2% compared to 2020

Reduction target of 8% over 10 years
(between 2021 and 2030)



Diesel consumption

8,094,393liters

Cumulative reduction target of
6,646 liters over 3 years (between 2021 and 2023)

Preserving the environment, 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 honour these commitments, the Group focuses on involving all employees through regular awareness-raising campaigns

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.

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

Marsa Maroc implements the environmental policy at the central level as well as at each port terminal through an integrated organization that defines and clarifies the responsibilities of each entity.



Natural Resources (Energy)

- ★ water Consumption
- ★ diesel Consumption



Water & Oceans

- ★ water consumption
- ★ marine pollution caused by spills of hazardous products (e.g. oil products)
- ★ discharge of polluted water generated by equipment cleaning



Air

- ★ greenhouse gas emissions from energy consumption
- ★ emission of dust during the handling of dry bulk cargo (example of sulphur in the port of Safi)
- ★ air pollution by gas products or in case of fire



Waste

- ★ generation of ordinary waste (cardboard, paper, plastic, wood, debris from non-hazardous products, household waste)
- ★ generation of hazardous waste (e.g. used oil, debris from hazardous products, used cartridges and toners)



Soil

- ★ pollution and/or contamination of soil by spillage of liquid products (e.g. fuel or chemicals)

Marsa Maroc was not involved in any environmental litigation in 2021.

Reducing greenhouse gas (GHG) emissions

Pursuing its actions for environment protection, Marsa Maroc adopted the Moroccan charter in favour of green logistics in November 2016 on 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 deliberate approach to measuring their carbon footprint and pro-climate actions ;
- ★ promote the efforts undertaken at the national level in terms of best practices and « Green Logistics » ;
- ★ develop the logistics sector in Morocco in relation to foreseeable cooperation and financing opportunities.

Within this framework, Marsa Maroc carried out the first Greenhouse Gas (GHG) assessment of all its sites and business units. This assessment aims at:

- ★ measuring GHG emissions at its sites: Head Office in Casablanca, Ports of Nador, Al Hoceima, Tanger Med, Casablanca, Mohammedia, Jorf Lasfar, Safi, Agadir, Laayoune and Dakhla ;
- ★ assessing the carbon vulnerability of its activities and its dependence on the consumption of fossil fuel, which are the main sources of GHG emissions ;
- ★ identifying the activities with the highest emissions per site and the possibilities to reduce GHG emissions ;
- ★ proposing strategic guidelines translated by short and medium-term action plans to reduce and/or offset its emissions.

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

The methodology adopted in assessing the carbon footprint of Marsa Maroc complies with the provisions of ISO/TR 14069-2013 and the application guidelines of ISO 14064-1 for quantifying and reporting greenhouse gas emissions.

This methodology enables GHG emissions to be assessed under three categories :



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

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

Energy efficiency

The operations of Marsa Maroc require the use of energy to light terminals and buildings and carry out the various activities such as handling goods using lifting equipment, 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 thanks to monitoring energy consumption of various sites and equipment. Thanks to regular monitoring, Marsa Maroc can quickly respond and adjust its actions accordingly

In addition to optimizing the energy mix, high-energy consumption activities are identified to implement targeted improvements. For instance, Marsa Maroc has replaced all the bulbs on its sites by LEDs. It has also taken energy-saving measures for IT equipment in the administrative buildings, and used astronomical clocks to turn external platforms and docks lighting on and off.

Moreover, Marsa Maroc issued a public tender for an energy audit of all its sites. The process of carrying out this audit is compliant with ISO 50002 and takes place in three phases for each site :



After this audit, an action plan will be drawn up and implemented to improve energy performance.

With regard to driving handling equipment in the ports, training programmes on «eco-driving» are organised for relevant employees in order to reduce fuel consumption.

Marsa Maroc has also implemented actions to raise the awareness of its employees to the rational use of heaters and air conditioners, and to limit the use of paper, especially when it comes to printing

Reducing the use of paper

Marsa Maroc is committed to reducing its paper consumption by digitalising its processes and documentation.

To achieve the same objective, some ports have started the production of green energy through the installation of photovoltaic panels at their operating sites, namely :

- ★ the port of Casablanca, which plans the installation of 670KWC, of which 230KWC at the car terminal. In 2022, 440KWC will be installed at the multipurpose traffic terminal and the Freight Forwarding division ;
- ★ the port of Mohammedia, which has an installed power of 32.17KWC.



«Green» programme at the port of Casablanca

The CSR approach to which Marsa Maroc is committed has entailed a reflection on energy efficiency and optimisation within its operational sites. This has triggered certain changes to adopt an energy consumption model that is both environmentally friendly and guarantees the company's competitiveness.

Inspired by these principles, and as a pioneer in this field within Marsa Maroc, the Operations Direction of the Port of Casablanca (DEPC) has launched the «Green» programme. The first action of this programme was to improve the energy efficiency of electrical installations by reducing their power factor. In 2014, the DEPC switched to LED technology for its lighting installations.

Today, LEDs are used in 100% of buildings and warehouses, and in 24% of public lights with the aim of reaching 100% by 2023. This shift has resulted in reducing lighting consumption by 17%. In order to further optimise this consumption, the DEPC has also digitised public lighting installations so that lighting intensity can be adapted to port activities.

In addition, the DEPC has been producing energy for its own consumption since 2021, thanks to an ambitious photovoltaic solar energy project, called «Solar Plant». The project cost nearly 4 million dirhams, consisted of installing more than 1,300 solar panels on the south and south-west walls of the multi-storey car park of the car terminal, and produced the equivalent of 370 MWH in 2021, which accounts for 4% of its annual energy consumption.

By opting for photovoltaic solar energy, the DEPC chose an efficient green and renewable energy. This project enabled Marsa Maroc to save 1.2 million dirhams and reduce its carbon footprint by 900 tons of CO₂ per year. It also enabled the port of Casablanca to reduce its dependence on external grids and to give it a green competitive edge that would appeal to customers who are sensitive to the ecological and environmental impact of the activities of their port operator. Thus, the car terminal of Marsa Maroc is the first to be qualified as a green terminal with 100% of its energy needs supplied by solar production.

In total, thanks to the Green programme, the energy bill of the DEPC was cut by 37%, which saves 5 million dirhams per year.

In 2022, the DEPC intends to continue its efforts to produce 10% (950 MWH) of its energy consumption from green sources



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.

It has also drawn up a waste management plan for each site according to its activities and the nature of the waste it generates. Used oil generated by maintenance operations on machinery and equipment, is stored in drums and retention tanks and then specifically treated in approved recycling facilities. Packaging containing solvents and paint products is also recycled by a service provider with expertise in this field. Used batteries are stored in watertight bins before being collected by an approved collector.

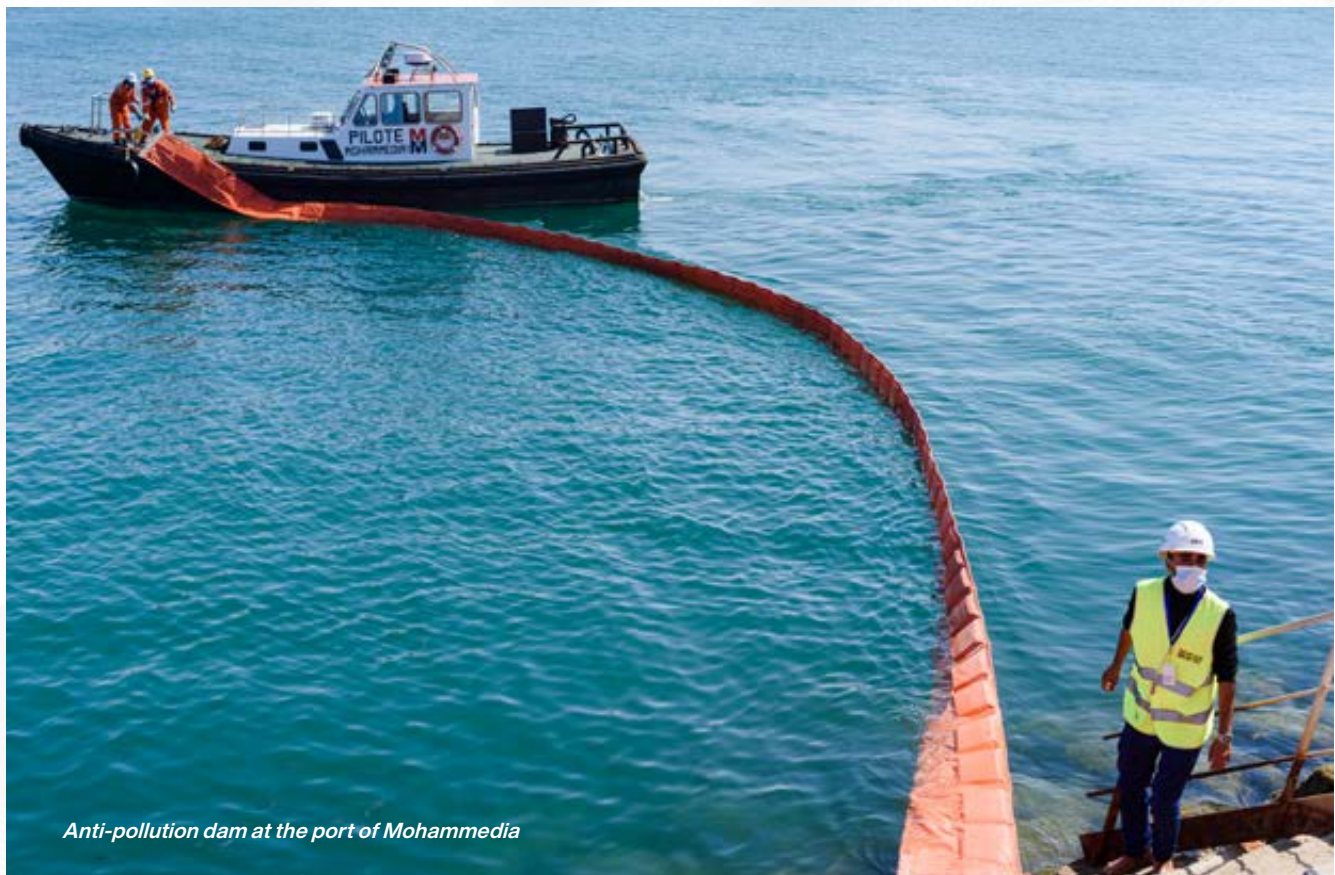
Office waste, such as electrical and electronic equipment, are sorted upstream before being sent to the approved recycling facility.

Common waste such as paper, cardboard, plastic and wood, as well as household waste is collected in dedicated bins, and then it is sent to approved recycling facilities, according to a pre-established schedule.

Preserving «Water» and «Oceans» resources

As a port operator, Marsa Maroc deploys tremendous efforts to preserve “Water” and “Oceans”, with a main goal of preventing marine pollution. The analysis of environmental impacts has identified potential sources of marine pollution, namely the spillage of hazardous products (e.g. when handling oil), discharge of dangerous goods, or the discharge of polluted water resulting from washing machinery and equipment.

The Group uses water only for sanitary facilities at the various sites. Therefore, it regularly organises campaigns to raise awareness among its employees in order to reduce water consumption. Besides, Marsa Maroc has installed new electronic flow meters to measure the quantities of water consumed and to detect any leaks, in order to preserve this vital resource.



Anti-pollution dam at the port of Mohammedia

Preventing soil pollution

Soil pollution depends on the activity of each port and the goods it handles. For instance, the oil terminal of Mohammedia adopted specific measures to address the risks associated with soil pollution, such as sandboxes. Our teams in Mohammedia also analysed soil samples along the offshore discharge pipeline as a preventive measure. To address the same issue, the port of Casablanca provides absorbent products to teams working near the quay, as well as a second low trailer, to allow better retention and effective response in the event of a leak in a container.

All bunkering operations are continuously monitored. Emergency simulations are carried out regularly to train first responders, port authority and Civil Protection teams.

These drills are intended to elicit feedback and exchanges on unprecedented situations, and to improve the response system.

Similarly, port teams have compiled an up-to-date database of all chemicals used, and products loaded or unloaded in the port, and verified their SDS (Safety Data Sheet) in order to draw up appropriate emergency plans.



ISO 14001 : 2015 certification

ISO 14001 certification is considered the best international standard worldwide in terms of environmental protection. Our headquarters and all the terminals operated* by the Group have obtained ISO 14001, 2015 version, which consolidated our efforts in terms of prioritising the major issues related to our activities, as well as improving the quality of our management approach. Moreover, internal assessments, combined with external audits carried out since the certification, ensured that the Environmental Management System (EMS) meets the most rigorous requirements. Thanks to the involvement of several departments in this process, Marsa Maroc benefited from the expertise of its teams and enabled its employees to adopt the good practices of EMS.

* With the exception of Tanger Alliance, a subsidiary of Marsa Maroc which started its operations in January 2021. However, the process of ISO 9001, ISO 14001 and ISO 45001 certifications is underway.



Focus on Tanger Alliance : One year of activity and many achievements for the environment

Tanger Alliance, a subsidiary in line with the Group's policy and guidelines, was committed to adopting an environmental approach well before starting its operations in January 2021. Indeed, Container Terminal 3 was built in strict compliance with environmental standards and requirements in force, as set out in an «Environmental Management Plan» implemented by the sub-contractor in charge of construction. This plan aimed at minimising the impact on the natural environment caused by construction works, and restoring the environment following any disturbance. In the same approach, the procurement policy of Tanger Alliance opts for purchasing energy-efficient equipment.

Tanger Alliance has carried out a number of actions in its first year of operation in 2021, in order to implement a management system that will enable it to continuously improve its performance and meet the expectations of its internal and external parties, including :

- ★ drawing up a management system policy and an assessment and control system for OHS risks and environmental impacts ;
- ★ conducting an environmental and social impact survey ;
- ★ implementing a selective waste sorting system ;
- ★ taking into account the energy efficiency of equipment, from its procurement to maintenance and renovation.





06





Positive social impact on communities

- ★ For a positive social impact
- ★ For the promotion of performing arts
- ★ For the promotion of national sport
- ★ For the valorisation of the port profession



Since the beginning, Marsa Maroc has always worked for improving Morocco's logistics, having a positive impact on local communities and better integrating its external environment, not only as an economic player, but also as a social player.

Thus, Marsa Maroc has chosen to focus on four major areas, namely :



Marsa Maroc prefers to enter into partnerships that have the greatest impact on the community and that convey the values of the Group.

For a positive social impact

► Promoting schooling

Since its first days, Marsa Maroc has always been committed to the education of children in vulnerable areas, by contributing to the collective effort to create a pleasant and attractive school environment, as well as to reduce school dropout.

Thus, the first social project in which Marsa Maroc took part involved improving hygiene conditions and access to drinking water in several schools in the region of Tata. Since 2016, the Group has collaborated with Zakoura Foundation to set up pre-schools 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. Marsa Maroc is convinced that pre-schooling builds the foundations of a successful education, stimulate children, facilitate their schooling in better conditions, and prepare them to integrate primary schools.

Despite the pandemic, 2021 was marked by the partnership with Zakoura Foundation to build a new preschool in a rural area of El Jadida. In addition to creating two jobs (teachers), this project will enable 75 children aged between 4 and 6 to be pre-schooled for two years. The premises are also used to provide parenting courses for 50 mothers.

► Promoting entrepreneurship

Marsa Maroc contributes to the programs of INJAZ association to promote entrepreneurial culture among young people and encourage their social and professional inclusion.

These training programs, provided for primary schools up to universities, are designed to give young people the tools they need for academic orientation, employability as well as for developing their behavioural and entrepreneurial skills.

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

► Contributing to the social development of the country

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

This Foundation, recognized for its public interest and chaired by His Majesty King Mohammed VI, is committed to fighting poverty and vulnerability. Therefore, it contributes to strengthening social cohesion and building the foundations for sustainable development.

Improving the well-being of beach visitors in Casablanca

Marsa Maroc has been a partner of the “Clean Beaches” initiative for 11 years. It sponsors “Madame Chouale” beach (an extension of “Ain Diab” beach), where it implements an action plan every year involving several aspects :

- ★ improving access to beaches, especially for people with reduced mobility ;
- ★ providing sanitary facilities for beach visitors that are also accessible to people with reduced mobility ;
- ★ providing premises for Civil Protection and police, wooden walkways, waste bins, etc ;
- ★ providing the beach with life-saving and safety equipment ;
- ★ organising children activities and programs (recycling workshops, playgrounds, etc.).



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 national sport

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

The 2020/2021 season marked the 12th anniversary of the partnership between Marsa Maroc and the soccer team of Raja Club Athletic (RCA). This partnership illustrates our shared values such as leadership, expertise and excellence

In 2021, Marsa Maroc sponsored Amine JAMJI, a rising star of national tennis, and the current national champion in his category and number 4 in the African ranking.

For the valorisation of the port profession

Marsa Maroc sponsors several events (fairs, conferences, etc.) related to port and logistics. The goal is to highlight the progress of the sector and contribute to the exchange between professionals on common issues.

Therefore, it sponsored a number of professional events in 2021 such as the e-conferences by Logismed, with the aim of bringing the national port and logistics community closer together and bringing the sector's players together to discuss common issues.

Marsa Maroc also supported a training campaign for professional drivers in partnership with the National Association of Professional Driving Schools (ANEFCP).





07



Responsible procurement & customer satisfaction, a commitment to our value chain

- ★ Sharing CSR principles with external service providers
- ★ Fair and transparent relationship with external suppliers
- ★ Quality of service, a core component of the Group's strategy
- ★ Satisfaction surveys, a tool for improving services and attentiveness to clients' needs
- ★ Fulfilling contractual commitments with port authorities

Sharing CSR principles with external service providers

Marsa Maroc has adopted a procurement policy that is consistent with its development strategy, and contributes to the achievement of its strategic objectives. This procurement policy is based on :

- ★ satisfying the needs of internal clients in terms of quality, costs, deadlines and protecting the environment ;
- ★ ensuring the transparency necessary for an ethical approach ;
- ★ making the procurement process more reliable and efficient.

The procurement policy of Marsa Maroc focuses on the compliance of its value chain with social and environmental standards, through a rigorous selection of suppliers and subcontractors upstream. The Group encourages its suppliers to promote the principles of social and environmental responsibility.

External service providers wishing to join the Group's ecosystem must ensure compliance with several social aspects such as regulatory compliance, be in good standing with social security bodies, and take out insurance against workplace accidents for their employees.

Depending on the risks of the procured products and/or services, the Group requires its suppliers to comply with rigorous measures in terms of hygiene, health and safety conditions of subcontracted personnel. Suppliers are also required to abide by applicable rules in terms of handling hazardous waste, the cleanliness of the surroundings, and the preservation of the maritime environment.

Fair and transparent relationship with external suppliers

Procurement policy of Marsa Maroc is based on fairness and transparency with suppliers and subcontractors, as follows :

- ★ **equity:** Procurement procedures at Marsa Maroc are inspired by public procurement regulations and guarantee fair treatment of suppliers at all stages of the purchasing process ;
- ★ **payment terms:** Marsa Maroc pays particular attention to reducing invoice settlement times. Therefore, it takes all necessary measures to ensure compliance with the regulations in force. In the context of the economic crisis caused by the pandemic, Marsa Maroc has accelerated the payment of its suppliers in order to help them manage their cash flow ;

★ **attentiveness to suppliers:** The Group is attentive to its business partners and conducts satisfaction surveys among its suppliers in order to improve its procurement process. Our procurement department hold coordination meetings, if necessary, with suppliers or subcontractors to discuss the various aspects of the contract and ways to improve the Group's procurement policy.

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

The quality of service is one of the Group's top priorities, with the aim of creating added-value for its customers by offering them an efficient, reliable and cost-effective service.

The Group is aware that its competitiveness depends on meeting the expectations of its customers. Therefore, it strives every day to improve its performance and the effectiveness of its quality management system by providing its customers with tailored solutions, acting as a reliable business partner, and ensuring the involvement and cohesion of its employees around the «customer culture».



ISO 9001 : 2015 certification

Since 2015, all the ports operated by Marsa Maroc have obtained ISO 9001 2015 version certification. Obtaining this label crowns the efforts made by the Group to satisfy the needs of its customers. The Company devotes substantial human, technical, organisational and financial resources to fulfilling the commitments set out in the QSE policy and to improving the operational performance of the ports and terminals managed by Marsa Maroc.

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

Being committed to continuous improvement, Marsa Maroc regularly conducts satisfaction surveys in all its operational sites in order to ensure the adequacy between its services and the expectations of its customers. These surveys allow us to strengthen our relationship with customers, better understand their expectations, and discover our strengths and opportunities for improvement.

Satisfaction surveys conducted in 2021 show an overall satisfaction score of 86% (*), which reflects the efforts made by all Marsa Maroc employees to meet the needs of its customers.



(*) This score does not include Tanger Alliance subsidiary, as its satisfaction surveys are currently underway.



Lahcen OUJJA
Operational Performance Director

Implementing quality, environmental, health and safety management systems in Marsa Maroc had many benefits. It helped us improve our internal performance, ensure a safe working environment for our employees, provide quality services in line with the expectations of our customers, reduce our environmental impact and comply with the regulatory requirements related to our business as a port operator.

Fulfilling contractual commitments with port authorities

Marsa Maroc operates its ports and terminals within the framework of concession contracts, and strives to maintain good business relations with port authorities based on transparency, dialogue and trust. Therefore, the Group carries out its missions in full respect of its contractual obligations.

08



GRI matrix



GRI Code	Indicator	Chapter	Page N°	Comment
Organisation profile				
102-01	Name of organisation	About Marsa Maroc Group	10 to 19	
102-02	Activities, brands, products and services	About Marsa Maroc Group	10 to 19	
102-03	Location of headquarters	Last page	102	
102-04	Locations of operations	About Marsa Maroc Group	10 to 19	
102-06	Markets served (geographic breakdown, sectors served and types of clients and beneficiaries)	Our people, a source of growth	10 to 19	
102-08	Information on employees and other workers	Strategic approach of Marsa Maroc to corporate social responsibility	48 to 65	
102-09	Information on Supply chain	Promoting a better governance	88 to 93	
Strategy				
102-15	Description of key impacts, risks and opportunities	Strategic approach of Marsa Maroc to corporate social responsibility	20 to 29	
Governance				
102-18	Governance structure of the organization, including committees of the highest governance body	Promoting a better governance	30 to 47	
102-21	Consulting with stakeholders on economic, environmental, and social issues	Strategic approach of Marsa Maroc to corporate social responsibility	20 to 29	
102-22	Composition of the highest governance body and its committees	Promoting a better governance	30 to 47	
102-23	Specify whether the Chair of the highest governance body is also an executive in the organization	Promoting a better governance	30 to 47	
102-24	Nominating and selecting the highest governance body	Promoting a better governance	30 to 47	
102-25	Preventing conflicts of interest in the highest governance body	Promoting a better governance	30 to 47	

GRI Code	Indicator	Chapter	Page N°	Comment
102-26	Role of the highest governance body in setting goals, values, and strategy	Promoting a better governance	30 to 47	
102-28	Assessing the performance of the highest governance body	Promoting a better governance	30 to 47	
102-35	Remuneration policies for the highest governance body and other senior executives	Promoting a better governance	30 to 47	
Involvement of stakeholders				
102-40	List of stakeholder groups with whom the organization has established dialogue	Strategic approach of Marsa Maroc to corporate social responsibility	20 to 29	
102-42	Criteria used to identify and select stakeholders with whom to establish dialogue	Strategic approach of Marsa Maroc to corporate social responsibility	20 to 29	
102-44	Key topics and concerns raised in the stakeholder dialogue and how the organization has responded to them, including reporting	Strategic approach of Marsa Maroc to corporate social responsibility	20 to 29	
Reporting practices				
102-45	Entities included in the consolidated financial statements	About this report	6, 7	
102-46	Defining the content of the report and the scope of the issue	About this report	6, 7	
102-47	Relevant issues identified during the process of defining the content of the report	Strategic approach of Marsa Maroc to corporate social responsibility	20 to 29	
102-50	Reporting period of provided information	About this report	6, 7	
102-51	Date of most recent report	About this report	6, 7	
102-52	Reporting cycle	About this report	6, 7	
102-53	Contact person for questions about the report	About this report	6, 7	
102-54	Statements of reporting in accordance with GRI standards	About this report	6, 7	

GRI Code	Indicator	Chapter	Page N°	Comment
102-55	GRI content index	Matrix	94 to 101	
102-56	External audit			No external verification
Management approach				
103-01	Explanation of the relevant issue and its scope	Strategic approach of Marsa Maroc to corporate social responsibility	20 to 29	
103-02	Management approach and its components	Strategic approach of Marsa Maroc to corporate social responsibility	20 to 29	
Economic performance				
201-03	Obligations related to defined benefit plans and other pension plans	Our people, a source of growth	48 to 65	
Indirect economic impacts				
203-01	Investment in infrastructure and sponsorship	Positive social impact on communities	82 to 87	
203-02	Significant indirect economic impacts	Positive social impact on communities	82 to 87	
Fighting corruption				
205-02	Communication and training on anti-corruption policies and procedures	Promoting a better governance	30 to 47	
Energy				
302-01	Direct energy consumption	Preserving the environment and nature	66 to 81	
302-04	Reduction of energy consumption	Preserving the environment and nature	66 to 81	
Water				
303-05	Water consumption	Preserving the environment and nature	66 to 81	

GRI Code	Indicator	Chapter	Page N°	Comment
Emissions				
305-01	Direct GHG emissions (Scope 1)	Preserving the environment and nature	66 to 81	
305-02	Indirect GHG emissions (Scope 2)	Preserving the environment and nature	66 to 81	
305-03	Other indirect emissions (Scope 3)	Preserving the environment and nature	66 to 81	
Effluents and waste				
306-02	Total weight of waste, by type and treatment method	Preserving the environment and nature	66 to 81	
Environmental assessment of suppliers				
308-02	Actual and potential negative environmental impacts of the supply chain and actions taken	Responsible procurement & customer satisfaction, a commitment to our value chain	88 to 93	
Employment				
401-01	Total number of employees and percentage of new employees and staff turnover by age group, gender and geographic area	Our people, a source of growth	48 to 65	
401-02	Benefits provided to full-time employees that are not provided to temporary or part-time employees for each main operational site	Our people, a source of growth	48 to 65	
Occupational health and safety				
403-02	Types and rates of workplace accidents, occupational diseases, absenteeism, lost days, and absenteeism, and total number of work- related fatalities, by geographical area and gender	Our people, a source of growth	48 to 65	

GRI Code	Indicator	Chapter	Page N°	Comment
Training and education				
404-01	Average training hours per year per employee	Our people, a source of growth	48 to 65	
404-02	Programmes de développement des compétences et de formation tout au long de la vie, destinés à assurer l'employabilité des salariés et à les aider à gérer leur fin de carrière	Our people, a source of growth	48 to 65	
404-03	Percentage of employees receiving regular performance and career development reviews	Our people, a source of growth	48 to 65	
Diversity and equal opportunity				
405-01	Diversity of employees and governance bodies	Our people, a source of growth	48 to 65	
Community				
413-01	Operations involving local communities engagement, impact assessments, and development programs			
413-02	Operations with significant actual and potential negative impacts on local communities			
Social assessment of suppliers				
414-01	New suppliers that were screened using social criteria			
Confidentiality of customer data				
418-01	Substantiated complaints concerning breaches of customer privacy and losses of customer data			No substantiated complaint concerning breaches of customer privacy or losses of customer data was made in 2021





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