ESG REPORT
2022

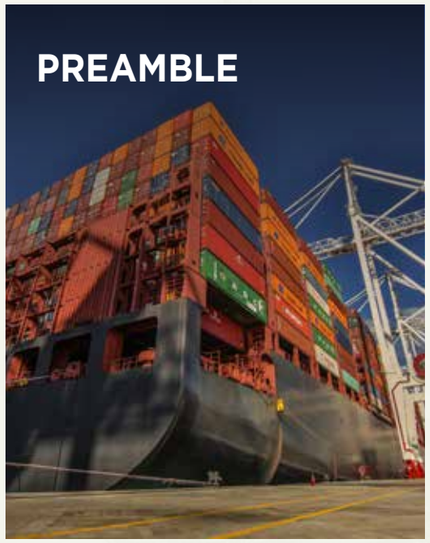
Shaping resilient
and sustainable ports

Marsa Maroc

www.marsamaroc.co.ma

Contents

01



- Message from the President of the Executive Board
- About this report
- Presentation of the Group
- Our business model
- Dialogue with stakeholders
- Materiality analysis
- Our CSR approach
- Extra-financial risks

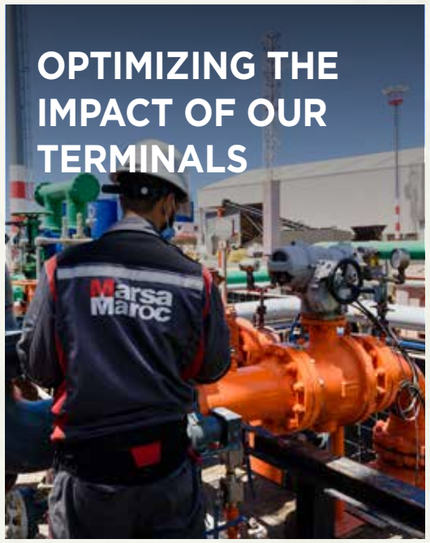
02

- Modernizing our governance practices and place CSR at their heart
- Anchoring a culture of integrity and transparency with our stakeholders
- Ensuring the safety of our activities and terminals
- Taking a part of a partnership approach with our customers

03

- Our employees
- Consolidating our social dialogue
- Fostering a culture of performance for the benefit of our customers
- Enhancing our employees' skills and careers
- Protecting workers at our different sites
- Growing and engaging our suppliers

04



- Making the digital transition a driver for optimizing processes and the customer experience
- Taking action against climate change, preserving the coasts and anticipating extreme phenomena
- Contributing to the improvement of the living conditions of the local populations

05

- Tables of regulatory indicators and GRI
- GRI Index
- AMMC correspondence tables

01

Preamble

- Message from the President of the Executive Board
- About this report
- Presentation of the Group
- Our business model
- Dialogue with stakeholders
- Materiality analysis
- Our CSR approach
- Extra-financial risks

Message from the President of the Executive Board

Being aware that the sustainability of our financial performance will have to be supported by strong environmental and social achievements, we have made the definition of our new social responsibility strategy one of the key projects for 2022. The cross-functional mobilization of our functions and the consultation of our stakeholders have resulted in a CSR strategy that is strongly embedded in our business model.

2022 was expected to be the beginning of a «post-covid era» full of promises of renewal. It will have been the year of profound geopolitical upheavals, reminding us, if it were necessary, that the unexpected can happen at any time and upset the most robust forecasts.
Agility has naturally become the first quality expected from Marsa Maroc, because of the close connection of its operations with international trade. This same agility that we have strengthened since the health crisis thanks, in particular, to the first digitalization projects and the ITQAN operational performance initiative, begun in 2020 and carried by a strong mobilization of our teams in favor of operational excellence.

A resilience that is reflected today in the figures, with a sharp increase in growth and profit, which we are proud to have achieved collectively in a most demanding environment.

Aware that the sustainability of our financial performance will have to be driven by strong environmental and social achievements, we have dedicated the definition of our new social responsibility strategy as one of the key projects for 2022.

The cross-functional mobilization of our functions and consultation with our stakeholders have resulted in a CSR strategy that is strongly embedded in our business model. Approved by the Nomination, Remuneration and Governance Committee, following the recommendations of the Executive Board, it will be embodied in the definition of a tangible action plan starting in 2023, which will reinforce our recent integration into the MASI ESG stock market index as a «Top Performer».

2023 will also be the year in which this new CSR strategy will be taken into account in the update of our AFAK 2025 corporate project, but also in the update of our risk mapping, which covers extra-fincial risks. The deployment of our digital roadmap, defined in 2022, will continue, facilitating the customer pathand optimizing our operational performance.

I would like to thank all Marsa Maroc employees and our partners for their collective energies, in the service of structuring projects, which raise our practices to the best international standards.

Enjoy your reading

Said ASBAAI
on behalf of the President
of the Executive Board

About this report

Report title

Environmental, Social and Governance (ESG) Report, 2022

Date of publication

April 2023

Report format

In this report, Marsa Maroc Group documents its environmental, social and governance performance for 2022 This report meets the requirements of circular 03-19 of the Moroccan Capital Market Authority (AMMC).

Reporting period

From 01/01/2022 to 12/31/2022

Reporting scope

This report has been prepared in response to Circular No. 03/19 of February 20th, 2019, relating to operations and financial information from the Moroccan Capital Market Authority, as well as Circular No. 02/20 of December 22nd, 2020, amending and supplementing Circular No. 03/19, and with reference to the updated Global Reporting Initiative (GRI) international reporting standards, published in 2021 and applicable to all reports published from January 1st, 2023. We have selected the specific GRI information according to our material issues (see correspondence table in the appendices).

In addition, Marsa Maroc's contribution to the achievement of the UN's Sustainable Development Goals (SDGs) has been identified, through an upstream analysis, target by target. The correspondence between our CSR commitments and the SDGs is communicated in the Preamble section of the report.

Reporting methodology

Qualitative information was effected on the basis of interviews conducted with members of the Executive Board and the Management Committee by a third party expert, using customized interview guides according to the document review, regulatory information as well as information relevant or indicated by the GRI standards. This phase made it possible to collect information related to the managerial approach for each of the material issues, as well as qualitative information that is regulatory or related to GRI.
A quantitative survey, from CSR relays within the different functions concerned, completed this first stage.

This information has been collected to the extent that it is available.

Scope of reporting and data consolidation

The reporting scope covers all of the Marsa Maroc Group's activities in all of its sites (Head Office in Casablanca, Ports of Nador, Al Hoceima, Tanger Med, Casablanca, Mohammedia, Jorf Lasfar, Safi, Agadir, Laayoune and Dakhla) as well as the activity of its 3 subsidiaries TC3PC, SMA, and Tanger Alliance, unless otherwise specified.

The qualitative data reported concerns mostly the year 2022 and most of the quantitative data relate to the period 2020-2022. The various quantitative indicators calculated and transmitted by the functions have been checked by the project team for consistency. It should also be noted that all the information presented has been reviewed and validated by the members of the Management Committee.

Previous reports

The 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**

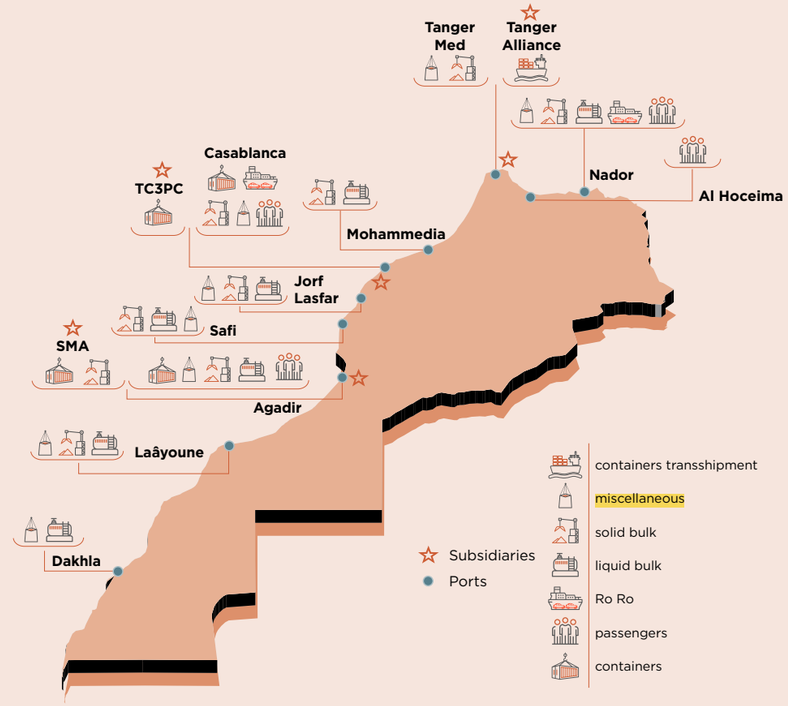
Marsa Maroc at a glance

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 under Moroccan law with an Executive Board and a Supervisory Board and was incorporated in November 2006 following the port reform adopted in Morocco.
Marsa Maroclisted on the Casablanca Stock Exchange since July 2016,aims through its new development policy, 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.

Multi-site presence

Marsa Maroc operates 24 terminals across 10 ports throughout Morocco, within the framework of concession contracts concession contracts with port authorities.

The Group offers to importers, exporters and shipping companies, a range of services related to logistics within the operated quays and port terminals.



17 years of history

2022
- Reaching 1 million TEUs handled by Tanger Alliance after only 12 months of operation
- Triple QSE Certification of Tanger Alliance

2021
- Start of operations of the container terminal 3 at the port of Tanger Med
- Entry of the Tanger Med Group in the capital of Marsa Maroc

2016
- Marsa Maroc listed on the Casablanca Stock Exchange.
- Commissioning of the container Terminal 3 at the port of Casablanca and the multi-purpose terminal at the North Quay of the port of Agadir, respectively by the subsidiaries TC3PC and SMA

2012
- Inauguration the vertical storage space for cars at the port of Casablanca

2011
- Operation of a new multipurpose terminal at the port of Jorf Lasfar

2009
- Obtaining the concession for the operation of TC4 at the port of Tanger Med (later replaced by the concession for the operation of TC3 at the Tanger Med complex)

2006
- Creation of the Société d'Exploitation des Ports (SODEP), which operates since 2007 under the brand name the «Marsa Maroc».

Subsidiaries at the service of the Group's development

Marsa Maroc Group

Tanger Alliance
50% + 1 share
Container Terminal 3 at Tanger Med Port Complex

Société Terminal à Conteneurs 3 du Port de Casablanca (TC3PC)
100%
Container terminal 3 at the port of Casablanca

Agadir Handling Company (SMA)
51%
North quay terminal at the port of Agadir

#1
national leader

2 357
men and women

24
Terminals operated

+10%
growth in turnover

+2
million TEUs of containers handled

+50
million tons of goods handled

A value-creating business model

OUR RESOURCES AND ASSETS

Committed employees

2 357 employees more than **67%** of whom are in the field n

Successful transformation

Creation of SODEP in **2006** and of the brand **Marsa Maroc** in **2007**

Modern equipment

477 millions MAD in investment expenses in **2022**

Digitalization in progress

New digital roadmap in 2023

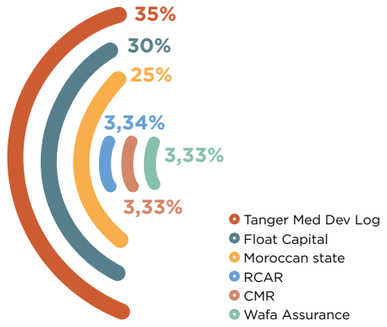
Unique expertise

that benefits **1 310 clients**

Financial strength

16.2 billion MAD* in total capitalization and **2.4 billion MAD** of financing debt

Shareholding structure



(*) By December 28th, 2022

OUR BUSINESS MODEL

A CSR approach at the heart of our activities

Shaping resilient and sustainable ports

Conducting our port activities with transparency and integrity

Optimizing the impact of our terminals

Developing a Shared culture of port services

OUR VALUE CREATION

Employees

More than 1/3 have a **seniority > 25 years**
Attractive remunération and **low turnover**

Clients

+80% satisfaction rate
Maximum **7 days** for of customers' **claims resolution**

Suppliers

96% of local purchases
1.1 MMAD of **payments to suppliers**

Shareholders

565 MMAD of **dividends paid out**

Public authorities

444 MMAD of **social and fiscal charges**
supporting **structuring projects**

Communities

20 supported projects

OUR CONTRIBUTION TO THE SDGS

About Tanger Med Group

Tanger Med Group operates and develops port, logistics and industrial platforms. It manages the Tanger Med port complex, the leading port in the Mediterranean and Africa. Through its reference shareholding in «Marsa Maroc», it is also involved in the operations of nine other ports in the Kingdom. The total volume handled by the Group is 146 million tons of goods and 8.5 million TEU containers.

The Group has also developed more than 2 000 hectares of business parks, which are home to more than 1 200 companies and nearly 100 000 jobs in the automotive, aerospace, textile, food processing and logistics sectors.

Dialogue with stakeholders

As part of the preparation of our materiality analysis, we identified the various stakeholders with whom we maintain a high degree of relationship. In-depth work by our CSR relays made it possible to qualify each stakeholder according to prioritization criteria, resulting in the assessment of the level of priority and the approach to be favored in terms of dialogue for each of them.

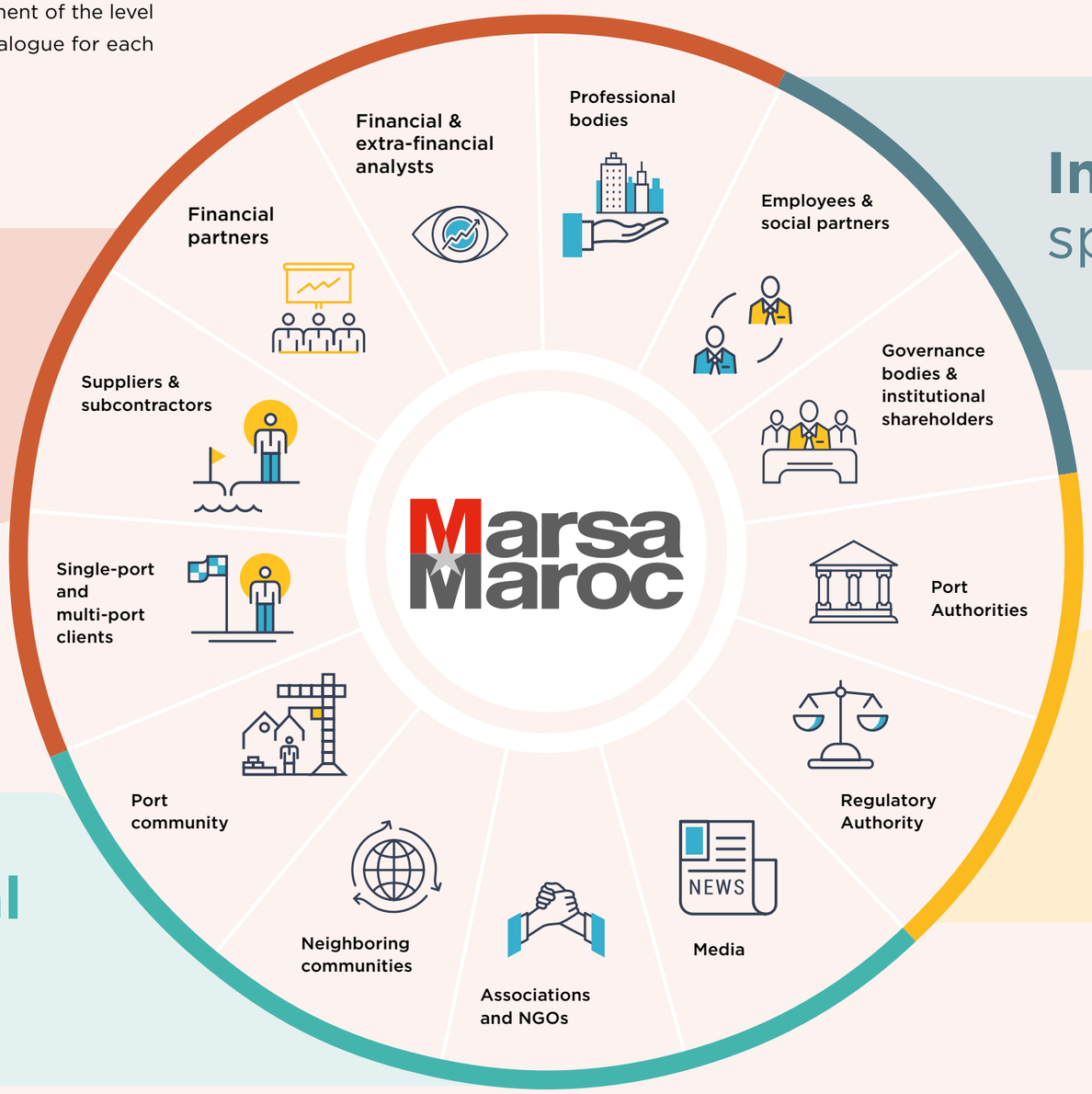
Our main stakeholders are as follows:

Economic sphere

Societal sphere

Internal sphere

Public sphere



Dialogue modes

Listening and dialogue with our stakeholders punctuate our day-to-day business conduct. Various communication channels complement each other, to ensure that all expectations are taken into account.

	Meetings	Social dialogue	Internal communication	Governance bodies & general meetings	Financial, ethical and ESG reporting	Satisfaction studies	Website, publications and brochures	Service and customer area	Purchasing Portal	Events and meetings
Employees & social partners	●	●	●		●					●
Governance bodies & institutional shareholders				●	●					●
Single-port and multi-port clients	●				●	●	●	●		●
Suppliers and subcontractors	●				●	●			●	
Financial partners	●				●		●			●
Financial & extra-financial analysts					●		●			●
Professional bodies	●				●					●
Port authorities	●									
Regulatory authorities					●		●			
Port community	●				●		●			●
Neighboring communities	●				●		●			
ociations and NGOs	●				●		●			
Media					●		●			●

Materiality Analysis

In the second half of 2022, we conducted a materiality study with the assistance of a third-party expert. This exercise, which calls for internal and external consultation, has enabled us to better understand our environmental and social impacts, and to identify the issues that require particular attention. From this study, derive our CSR strategy and our associated roadmap.

Methodology

A documentary review and the scoping interview with the President of the Executive Board, reinforced by a review of best practices in the sector, revealed 20 potentially relevant issues, classified into four themes.

The members of the Supervisory Board, the Executive Board and the Management Committee have assessed, through an online consultation, the levels of performance, risks and opportunities for each of these potential challenges. At the same time, the employees were able to share, individually and anonymously, their assessment of the level of performance of the issues and then proceeded to select those about which they have the most expectations. A selection of external stakeholders maintaining a high level of relationship with Marsa Maroc was also consulted in order to share their perception of our level of commitment and the issues that are priorities for them.

Twenty interviews with external stakeholders and social partners were conducted to complete the quantitative approach.

Category	Short title on the matrix	Full title
Business management & processes	Customen Relations	Quality of the customer relationship
	Ethics & transparency	Ethics and transparency
	Governance	Good governance practices
	Responsible purchasing	Responsible purchasing
	Security of activities and terminals	Security of activities and terminals
	Innovation and terminals	Innovation and smart terminals
Human capital	OHS & well-being	Health, safety and well-being at work
	Skill development	Skills development and career management
	Social dialogue	Social dialogue
	Diversity	Diversity and equal opportunity
	Culture of performance	Culture of performance
Environment	Climate change mitigation	Contribution to climate change mitigation
	Adaptation to climate change	Adaptation to climate change
	Ocean conservation	Preservation of the oceans and marine biodiversity
	Waste management	Waste management and circular economy
	Water management	Water Management
Society & development	Sustainable supply chain	Contribution to the development of a more sustainable supply chain
	Attractiveness of regions	Development of the attractiveness and competitiveness of the regions of establishment
	Security of supply	Contribution to the security of supply
	Communities	Support for local communities

Data processing

Data from the different consultations were processed in five steps:

1 Vérification of data quality

- Respondent profile analysis
- Response consistency review
- Interviews with external stakeholders and social partners

2 Data organization

- Consolidation of Top Management data
- Statistical adjustments of data where applicable
- Consolidation of data by stakeholder category

3 Calculations and scores

- Calculation of business impact based on Top Management ratings
- Calculation of the weighted scores of the ratings of the different categories of stakeholders

4 Analysis and prioritization

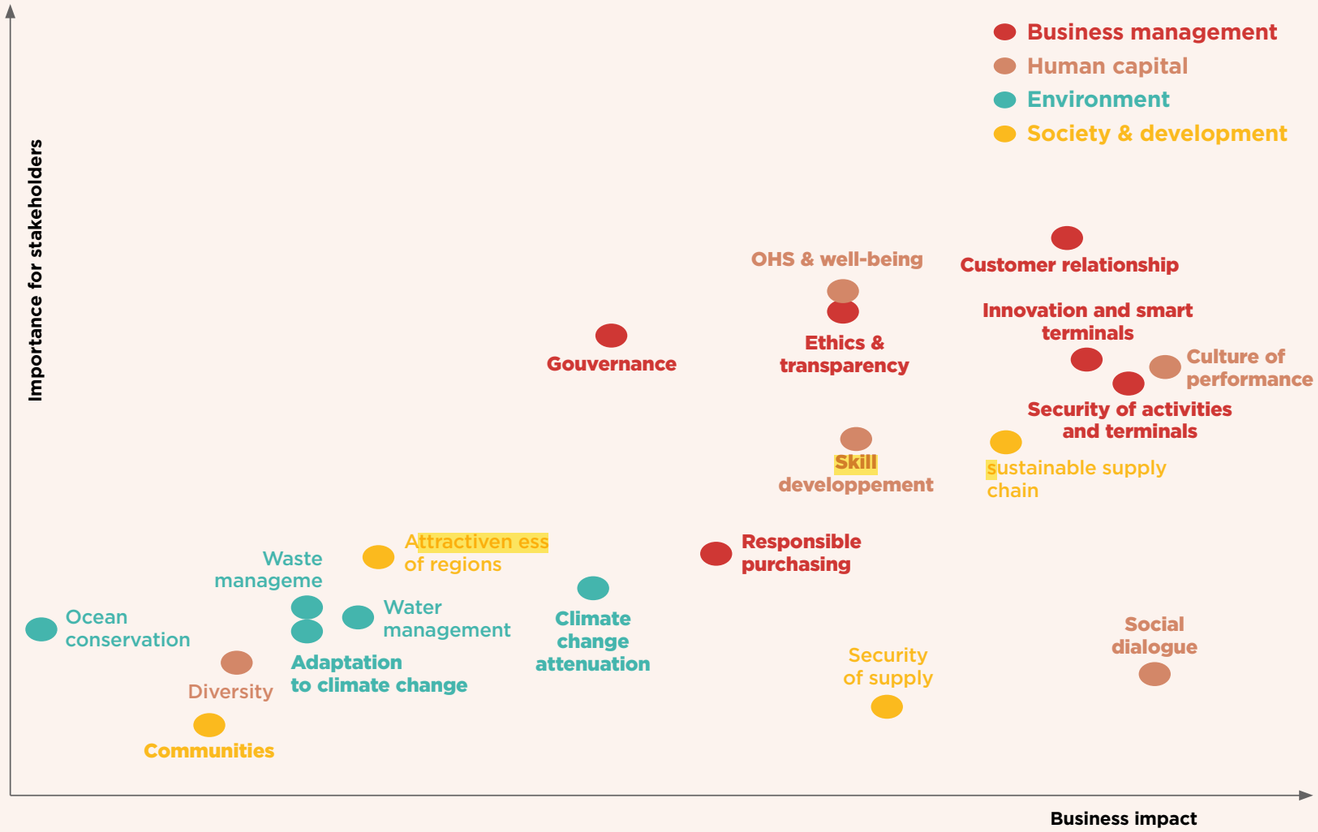
- Identification of four categories of issues: issues of high importance for the business and the stakeholders, fairly important issues for both, very important issues for one or the other
- Comparison of results with performance

5 Validation

- Presentation to the Executive Board of the materiality matrix and lessons for analysis of the results and pre-validation

Materiality matrix

The **20 potential issues** are positioned as follows on the materiality matrix:



Following the presentation to the governance bodies, 13 material issues were selected, including four on which there was consensus, one issue with a strong business impact, three priority issues for stakeholders and two issues of medium Importance.

Three issues, deemed to be of low importance, have been selected, due to the necessary contribution of Marsa Maroc to the national effort in this area: support for local communities, contribution to climate change mitigation and adaptation to climate change. These last two issues were grouped together when building the CSR strategy, which stems from the material issues.

Extra-financial risks

Our overall risk management approach is part of a continuous process aimed at improving and strengthening the management and control of the risks inherent in Marsa Maroc's activities.

This approach involves both strategic and operational dimensions and its deployment is carried out through:

- the implementation of a dynamic risk management and monitoring system with a proactive approach to identifying, analyzing and managing risks;
- The deployment of a hybrid organization and mode of operation with a "Risk Management" entity at the central level and "Risk correspondents" at the level of all the entities (Headquarters and Ports Operation Directions);
- the implementation of action plans resulting from internal audit missions whose objective, among other things, is to provide assurance on the degree of control of the risks incurred by Marsa Maroc;
- the implementation of the recommendations of the Audit and Risks Committee, which ensures the effectiveness of the various systems and action plans put in place to mitigate and control the risks presenting a high level of criticality.

Our most significant extra-financial risks, our material challenges and the links between the two are presented below.

Extra-financial risks

Risks having an impact on the company on at least one of the following aspects: finance, activity, reputation/ image, legal, people

Regulatory risks

- HSE regulatory non-compliance

Environmental risks

- Soil/sea/air pollution

Risks related to the environment and safety

- Local risks (e.g.: explosion, toxic gas leakage...)

Extra-financial risks directly linked to material issues

Social dialogue
- Deterioration of the social climate / strike

Skills development and career management
- Failure in the knowledge management system (Knowledge management)

Health, safety and well-being
- Staff work accident

Security of activities and terminals
- Fire / Explosion
- Intrusion / Attempted illegal immigration
- Terrorist act / Act of vandalism / Sabotage / Illegal trafficking

Contribution to climate change mitigation
- Emission of polluting gases or dust

Customer relations / Performance culture
- Non-optimization of the means affected for the treatment of vessels
- Insufficient of storage capacities

Ethics and transparency
- Risk of theft
- Leakage / Disclosure of personal data

Good governance practices
- Engagement in strategic projects with i maturity and insufficient.

Material issues

Material issues not related to risks according to the latest risk mapping. This matrix may change on the occasion of its update.

- **Innovation & smart terminals**
- **Responsible purchasing**
- **Adaptation to climate change**
- **Community support**

Our CSR approach

Wishing to base its financial performance on strong environmental and social commitments, the Marsa Maroc Group embarked, in 2022, on a structuring project aimed at defining its new social responsibility strategy. Based on a collaborative approach, this strategy was built on the basis of a materiality analysis involving management and stakeholders. We have organized several workshops and launched an online questionnaire for our employees, customers and various suppliers and partners in order to collect their vision of the Company's CSR conduct.

Aware that ports play a fundamental role in the competitiveness of our economy, our ambition is to **build resilient and sustainable ports.**
This strategy is structured around three pillars and twelve strategic commitments.

The three pillars of our CSR strategy

01 Conducting our port activities with transparency and integrity

Marsa Maroc establishes ethics as a fundamental principle guiding the conduct of business.

The Group ensures that it relies on the best standards of governance and maintains long-lasting and transparent relationships with its stakeholders, in particular with its customers.

02 Developing a shared culture of port services

Marsa Maroc offers a work environment conducive to the development of both operational and global performance. The Group also pays particular attention to the health of its employees, the development of their skills and the quality of the social climate.

Wishing to act on its entire value chain, Marsa Maroc is also committed to its suppliers by supporting them in the implementation of responsible practices and by ensuring that small and medium-sized enterprises are integrated into its order book to support the existence of a large pool of suppliers in its regions of presence.

03 Optimizing the impact of our terminals

Marsa Maroc wishes to actively contribute to the digital transition of its sector of activity in order to improve the competitiveness of national port areas and better serve its customers. The digital transformation of our activities is now a strategic driver for improving our performance, but also as an essential lever for creating value and improving the customer experience.

The Group is also committed to reducing the environmental footprint of its activities. It acts in the social interest of the communities and creates value in the regions where it operates.

Our twelve strategic commitments

Conducting our port activities with transparency and integrity

1 Governance

Modernizing our governance practices and put CSR at their heart

2 Ethics & transparency

Anchoring a culture of integrity and transparency towards our stakeholders

3 Security of activities and terminals

Ensuring the security of our activities and terminals

4 Customer relationship

Taking part of a partnership approach with our customers

Developing a shared culture of port services

5 Social dialogue

Consolidating our social dialogue

6 Culture of performance

Fostering a culture of performance for the benefit of our customers

7 Skills development

Enhancing the skills and career paths of our employees

8 Health, safety and well-being at work

Protecting workers at all our sites

9 Responsible purchasing

Growing and engaging our suppliers

Optimizing the impact of our terminals

10 Innovation and smart terminals

Making the digital transition a driver for optimizing processes and the customer experience

11 Climate Change Adaptation/Mitigation

Taking action against climate change, preserve the coasts and anticipate extreme phenomena

12 Communities

Contributing to improving the living conditions of local populations

Our contribution to the SDGs

We have defined 12 strategic commitments, organized into three pillars and linked by a vision setting the path for the next three to five years. We have also studied the contribution of each of these commitments to the achievement of the UN Sustainable Development Goals. Ten of our commitments present a strong or partial contribution to the SDGs.

Pillar	Commitment	SDGs with strong contribution	SDGs with partial contribution
Conducting our port activities with transparency and integrity	Modernizing our governance practices and put CSR at their heart	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	
	Anchoring a culture of integrity and transparency towards our stakeholders		
	Ensuring the security of our activities and terminals		
	Taking part of a partnership approach with our customers		17 PARTNERSHIPS FOR THE GOALS
Developing a shared culture of port services	Consolidating our social dialogue		8 DECENT WORK AND ECONOMIC GROWTH; 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
	Fostering a culture of performance for the benefit of our customers		2 ZERO HUNGER; 8 DECENT WORK AND ECONOMIC GROWTH; 10 REDUCED INEQUALITIES
	Enhancing the skills and career paths of our employees	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	4 QUALITY EDUCATION
	Protecting workers at all our sites		3 GOOD HEALTH AND WELL-BEING; 8 DECENT WORK AND ECONOMIC GROWTH
	Growing and engaging our suppliers		
Optimizing the impact of our terminals	Making the digital transition a driver for optimizing processes and the customer experience		8 DECENT WORK AND ECONOMIC GROWTH
	Taking action against climate change, preserving coastlines and anticipating extreme phenomena		7 AFFORDABLE AND CLEAN ENERGY; 11 SUSTAINABLE CITIES AND COMMUNITIES; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION; 14 LIFE BELOW WATER
	Contributing to improving the living conditions of local populations		4 QUALITY EDUCATION; 17 PARTNERSHIPS FOR THE GOALS

02

Conducting our port activities with transparency and integrity

- **Commitment n°1 :** Modernizing our governance practices and place CSR at their heart
- **Commitment n°2 :** Anchoring a culture of integrity and transparency with our stakeholders
- **Commitment n°3 :** Ensuring the safety of our activities and terminals
- **Commitment n°4 :** Taking a part of a partnership approach with our customers

Modernizing our governance practices and place CSR at their heart

Our governance bodies call on the experience and expertise of our directors andexecutives, who help define our mission and CSR strategy. We aim to bring these bodies up to the highest standards of governance by regularly evaluating them, promoting parity and appointing independent directors.

Our mode of governance

Marsa Maroc's listing on the stock exchange in 2016 marked its transition from a state-owned company to a public filiale with direct state participation, before becoming a public filiale with indirect state participation in 2021, following the entry into the capital of Tanger Med Special Agency (TMSA).

Marsa Maroc's governance is based on a dual structure that distinguishes between the supervisory and control powers of the Supervisory Board and the management powers of the Executive Board.

Our dual structure respects the recommendations of the Moroccan Code of Good Corporate Governance Practices and the Moroccan Code of Good Governance Practices for Public Companies and Institutions, which recommend the separation of management and supervisory functions. This approach allows for a better distribution of responsibilities and increased transparency in decision-making.

Three specialized committees, created by the Supervisory Board, complete this system.

The Supervisory Board

96,2%
of participation rate

9
members

33,3%
of women

3
meetings (including 1 with CSR on the agenda)

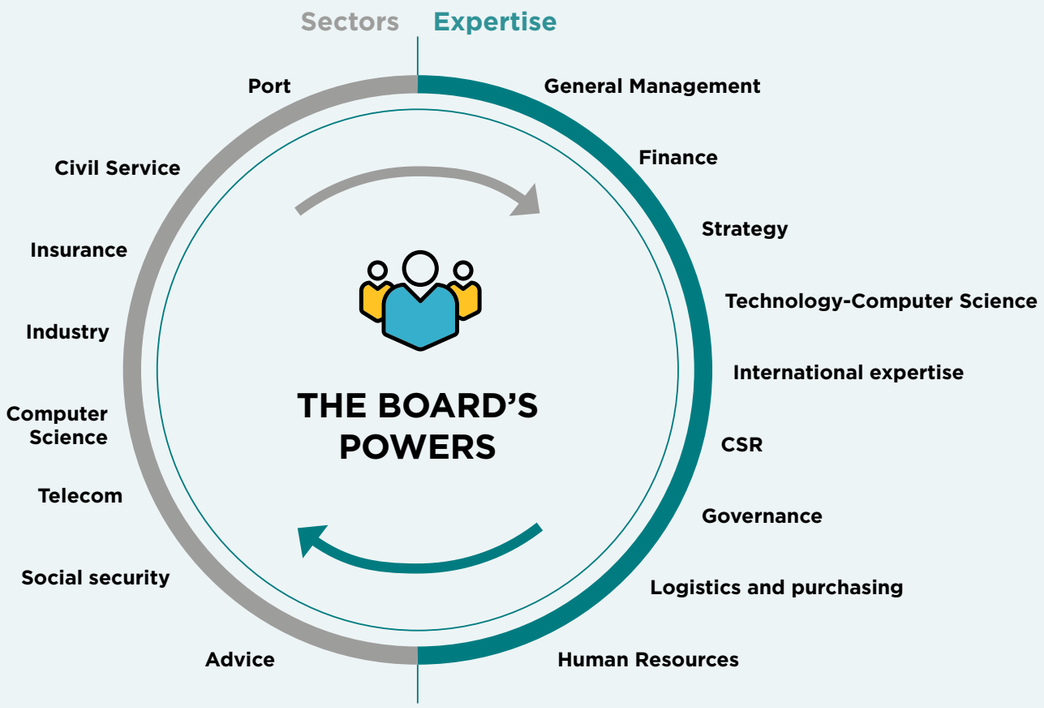
Appointment of members

The Supervisory Board is chaired by Mr. Fouad BRINI. Its members, all of whom are non-executives, represent the majority shareholder, the State and the institutions that signed a shareholders' agreement at the time of the IPO.

The rules in terms of parity within the Supervisory Board comply with the requirements of Law 19-20 amending and supplementing Law No. 17-95 relating to limited Companies, namely, «the proportion of members of the Supervisory Board, of each sex, may not be less than 30% in companies making public offerings ...», and this, according to the schedule fixed by the said law.

The members of the Supervisory Board are appointed on the basis of their experience in senior management positions and their strategic and financial skills. Some members demonstrate a fine knowledge of the port and logistics business within state-owned companies.

Varied and complementary experiences and skills



Mission and operation

The Supervisory Board approves the major strategic orientations proposed by the Executive Board and exercises permanent control over the management of Marsa Maroc by the latter.

The Supervisory Board also authorizes the acts submitted to it under the control agreement concluded between Marsa Maroc and the parent company, in accordance with Law No. 69-00 relating to the State's financial control over public companies and other bodies.

The Supervisory Board deals with critical matters that are brought to its attention, relying, if necessary, on the different specialized Committees. As such, no critical concerns were brought to its attention in 2022.

Independence

For the year 2022, none of the members of the Supervisory Board is an Independent Director according to the criteria defined by Law 20-19 modifiant and supplementing Law 17-95 on Public Limited Companies.

In 2021, the Nomination, Remuneration and Governance Committee (NRCG) has decided on the relevant criteria and the main characteristics to be fulfilled by the future Independent Director, taking into account the applicable legal provisions, as well as the Company's needs in terms of skills and added value.

Members

Name	Start date of mandate	Year of end of mandate (Approval of accounts by the General Assembly)	Effective attendance rate at the Supervisory Board	Members of the Strategy and Investment Committee	Members of the Nomination, Remuneration and Governance Committee	Members of the Audit and Risk Committee
Mr. Fouad BRINI	05/10/2022	Annual General Meeting 2027 to approve the 2026 financial statements	100%			
Mr. Mehdi TAZI RIFFI	05/10/2022	Annual General Meeting 2027 to approve the 2026 financial statements	100%	Chairman	▬	
Mr. Tarik EL AROUSSI	05/10/2022	Annual General Meeting 2027 to approve the 2026 financial statements	100%		▬	▬
Mrs Loubna GHALEB	07/28/2021	Annual General Meeting 2026 to approve the 2025 financial statements	100%	▬		
Tanger Med Dev Log represented by Mr. Mehdi TAZI RIFFI	05/10/2022	Annual General Meeting 2027 to approve the 2026 financial statements	100%			
The Moroccan State represented by Mrs. Najat SAHER	05/10/2022	Annual General Meeting 2027 to approve the 2026 financial statements	100%	▬		Chairwoman
RCAR represented by Mrs. Ouafae MRIOUAH	06/30/2021	Annual General Meeting 2026 to approve the 2025 financial statements	100%	▬	Chairwoman	▬
Wafa Assurance represented by Mr. Ramses ARROUB	06/30/2021	Annual General Meeting 2026 to approve the 2025 financial statements	66,66%	▬	▬	▬
CMR represented by Mr. Mohammed Jaber KHEMLICHI	06/30/2021	Annual General Meeting 2026 to approve the 2025 financial statements	100%	▬	▬	▬

The members of the Supervisory Board have not received any remuneration in respect of the 2022 financial year.

The Strategy and Investment Committee (SIC)

Appointment of members

The members of the SIC are appointed by the Supervisory Board on the advice of the Nomination, Remuneration and Governance Committee.

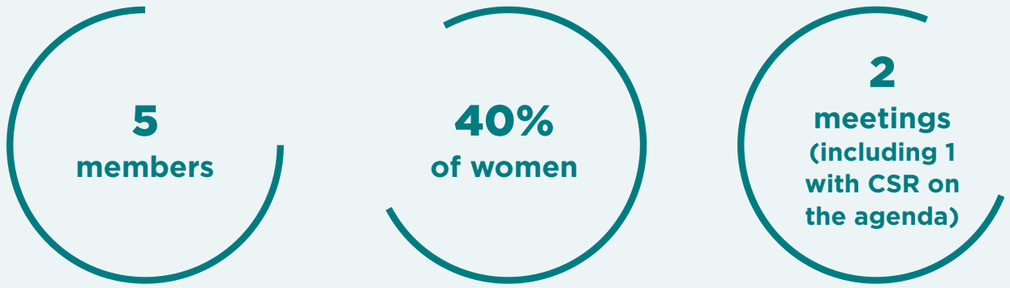
Mission and operation

The SIC issues an opinion on the definition and implementation of the strategic guidelines presented by the Executive Board and reports periodically to the Supervisory Board on the progress of the implementation of these guidelines.

The Committee also examines the development projects presented by the Executive Board, in terms of internal and external growth, as well as significant financing operations.

The Committee also gives its opinion on multi-annual investment programs and their finance and examines the annual budgets and their updates.

The Nomination, Remuneration and Governance Committee (NRGC)



Appointment of members

The members of the NRGC are appointed by the Supervisory Board, on the advice of the said Committee.

Mission and operation

The NRGC analyses proposals for appointments to the Executive Board and those made by the shareholders for membership of the Supervisory Board or the specialised committees.

The Committee is also responsible for examining and issuing an opinion on human resources management policy, as well as on the provisions of the Staff Regulations and on the remuneration of the members of the Executive Board and the Company's Directors, including the remuneration of the Independent Directors.

In addition, the Committee monitors corporate governance issues and assists the Supervisory Board in adapting the governance system and in periodically evaluating its operation.

During 2022, the results of the materiality study and the Executive Board's recommendations in terms of CSR strategy were presented to the NRGC.

The NRGC carries out, also, a periodic assessment of the knowledge, skills and experience available to the members of the Supervisory Board and those of the specialised Committees, as well as of the structure, size, composition and effciency of the Supervisory Board and the Committees, with respect to the tasks assigned to them.

In addition, in accordance with its Charter, the NRGC supervises and monitors the external evaluation of the functioning of the Supervisory Board every four years.

The Audit and Risk Committee (ARC)

5
members

40%
of women

3
meetings

Appointment of members

The members of the ARC are appointed by the Supervisory Board, on the advice of the Nomination, Remuneration and Governance Committee.

Mission and operation

The ARC assesses the internal control system within the Company and is responsible, in particular, for:

- ★ examine the internal audit charter;
- ★ review action plans and internal and external audit
- ★ validate the internal audit program;
- ★ order external audits;
- ★ evaluate the work of internal and external auditors;
- ★ issue an opinion on the choice of external auditors;
- ★ assess accounting principles and methods;
- ★ become aware of the importance of the possible financial risks.

In the field related to the preparation and control of accounting and financial information, the Committee is responsible for analyzing the half-yearly and annual financial statements drawn up by the Executive Board when the accounts are closed, before their publication. The Committee also examines questions relating to the accounts and financial documents of methodological interest or likely to generate potential risks.

The Committee examines the dividend distribution policy presented by the Executive Board. The Committee also validates the process for selecting the Statutory Auditors and submits the results of this selection to the Executive Board.It examines the reports of the Statutory Auditors, assesses the results of their verification and recommendations and monitors the follow-up to them.

Regarding the area relating to risk management, the Committee acquires a general understanding of the risks to which the Group is exposed and the way in which they are measured and managed. It ensures the implementation of practices for the identification and management of risks that could have a significant impact on the Company's performance or on the achievement of its strategic objectives. It assists the Supervisory Board when it assesses the effectiveness of the risk management system and validates the action plans to mitigate and control the major risks identified.

Executive Board

The Executive Board is the collegiate body that manages Marsa Maroc. It is vested with the power to represent the Company and to take all decisions, within the limits of the attributions that are fixed to it by Law No. 17-95 as amended and supplemented by the Company's articles of association, as well as by the control agreement provided for by Law No. 69-00 relating to the financial control of the State over public companies and other bodies, as modified and completed.

The members of the Executive Board are appointed by the Supervisory Board, which confers on one of them the powers of the President of the Executive Board.

Remuneration of the members of the Executive Board

The remuneration of the members of the Executive Board is fixed by the Supervisory Board. This remuneration is in line with that of other employees and follows the same composition of the staff status (scale/step, etc.), and they benefit, accordingly, from a variable bonus linked to their annual performance in relation to the objectives fixed to them. Their retirement benefits follow the Collective Retirement Allowance Scheme (RCAR) in the same way as all employees, with the possibility of subscribing to an additional voluntary portion. In addition, they benefit from a special Executive Board allowance.

The overall gross envelope allocated to the Executive Board for the year 2022, including bonuses (gratifications and performance bonuses), is MAD 6.8 million. Benefits in kind, as for other directors, include a car and housing for those not benefiting from the housing allowance.

Said BENJELLOUN TOUIMY
Information System Director

Abdelhak BEN DAHMANE
Director of Legal Affairs, Corporate and Governance

Said ASBAAI
Director of Human Resources and delegated authority of the President of the Executive Board

Rachid HADI
Operational Director at the Port of Casablanca

Lahcen OUJJA
Performance Operational Director

01 Conducting our port services with transparency & integrity

Commitment **n°2**

Anchoring a culture of integrity and transparency to our stakeholders

Marsa Maroc establishes integrity as a fundamental principle of affaires management, ensuring the prevention of active and passive corruption, conflits of interest and insider trading. The Marsa Maroc Group ensures the protection of the personal data of the stakeholders with whom it maintains relations marked by transparency and respect for ethical rules.

Policy

Marsa Maroc perpetuates the culture of ethics and professional conduct and ensures compliance with the laws in force and market regulations. In addition, the Company also endeavors to fight against illegal practices of fraud, corruption and others, by setting up clear and rigorous processes at the level of each activity carried out by the Group, as well as by warns external service providers against resorting to such practices, in the context of their collaboration with the Group.

Marsa Maroc has a corpus of documents that recall the rules of ethics and professional conduct governing relations with its stakeholders. These documents are as follows:

- the Code of Stock Market Ethics communicated to insiders;
- the Purchasing Regulations and the Book of General Administrative Clauses applicable to the Works (CCAGT), published on the Company's website;
- the Internal Rules of the Supervisory Board as well as the Directors' Charter and the appended specialized Committees Charters, made available to directors and members of the Executive Board through the Directors' Area.

Prevention of insider trading

The Company attaches great importance to the prevention of insider trading, due to its listing on the Casablanca Stock Exchange. To this end, the Company refers to the national provisions governing good governance practices, in particular the Moroccan Code of Good Corporate Governance Practices and the Circulars of the Moroccan Capital Markets Authority (AMMC).

The Company's Code of Stock Market Ethics, updated in 2021, aims to «define the rules of intervention of employees on the Company's securities and to describe the rules that are imposed on them, insofar as the said employees are likely, by virtue of their functions, to have access on a regular, occasional or incidental basis to privileged information relating to the Company».

This Code is regularly distributed to persons identified as permanent or occasional «insiders», by virtue of their positions or functions at Marsa Maroc, who manage or possess, directly or indirectly, inside information that may have a significative influence on the stock market prices of the Company's securities.

The Head of the Communication and Investor Relations Department is in charge of Stock Market Ethics and ensures that insiders comply with the rules of ethics at all times. Her hierarchical position guarantees her independence from the Company's other operational functions.

Implementation

The ethical commitments apply at all levels and to all employees of the Company, who are committed to a culture of compliance.

Responsibility for the implementation of these commitments lies at the highest level of the organisation, i.e. the Executive Board, which takes note of the internal audit reports and approves them. In the event of doubt on an ethical issue by an internal employee of the Company, the Code of Ethics for the Stock Exchange provides for referral to his or her superiors.

Performance

No incidents of corruption have been noted in the past three years. No significant cases of non-compliance with laws and regulations and no associated fines have been paid by the Company in the past three years.

Finally, no leak, theft or loss of customer data has been identified by the Company and no complaint has been received by it in this regard.

Outlook

The Deontologist plans to roll out in 2023, a training course on the provisions of the Code of Ethics for stock market insiders.

01 Conducting our port services with transparency & integrity

Commitment n°3

Ensuring the security of our activities and terminals

The security of our activities and terminals is a strategic lever because of its direct impact on the overall performance of the company. Our systemic approach, integrating the consideration of this issue in all our operations and processes, involves the implementation of an active policy to prevent risks and vulnerabilities linked to trafficking, cybersecurity and terrorism. Priority is also given to the application of preventive measures against risks relating to the handling of dangerous and/or polluting goods.

Policy

Marsa Maroc has an internal operations plan and a security plan for each port infrastructure, order to exercise its responsibility in the following areas:

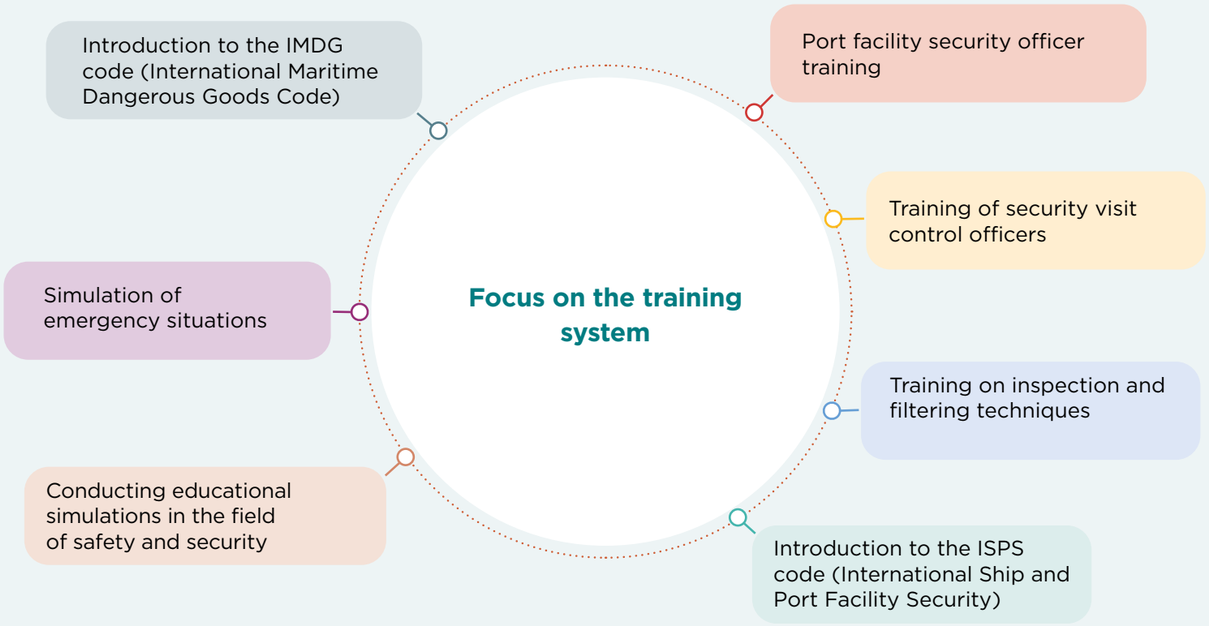
1. Compliance with the provisions of the regulations of the port's operating regulations
2. The safety and security of the port facility
3. Dockside ship security
4. Security of the transit of goods
5. Protection of the goods under its responsibility
6. Protection of property (material heritage)
7. Protection of technical know-how (intangible heritage)

Implementation

The deployment of our risk prevention and management policy is based on a set of complementary actions aimed at strengthening and controlling the security of port facilities, buildings, ships and goods.

Currently deployed at certain terminals, these actions are likely to be generalized in the short term:

- implementation of a digital patrol management solution and an anti-intrusion detection system;
- recruitment of additional security officers responsible for guarding our storage areas and deployment of a security brigade operating 24 hours a day, 7 days a week;
- strengthening the access control and restrictions to terminals as well as work and storage areas;
- updating video surveillance system for premises and terminals with the assignment of specialized operators for the uninterrupted management of surveillance posts;
- compliance of mobile firefighting equipment and their preventive and curative maintenance;
- training and awareness of QSE standards.



As part of our safety and risk prevention policy, training is an essential element in the success of our commitments. We have initiated an exhaustive training system covering different themes and using simulations.

Performance

A drop in the number of damage to goods and better control of claims have been observed following the above training actions.

Outlook

The year 2023 will be marked by the launch of a structural security audit project to assess the strengths and weaknesses of our various facilities and procedures, with a view to developing an action plan.

We are also planning to strengthen our digital equipment with advanced anti-intrusion detection systems in order to generalize perimeter control to all terminals, a digital geolocation solution dedicated to monitoring the assignments of our employees and controlling subcontractors as well as thermal cameras. Similarly, we plan to automate the control of access badges via the Portnet platform. For even greater responsiveness, the monitoring and management of safety and security incidents will be digitized.

Finally, and in order to improve our ability to deal with fires in our terminals in Casablanca, a digital solution for the management of mobile extinguishing means will be deployed.

Firefighting: The case of Mohammedia Port

Marsa Maroc has deployed the necessary measures for fire fighting at its Head Office and ports, following a clearly defined plan. This plan is part of an Internal Operation Plan (IOP), which outlines all the probable scenarios and the people involved in the event of a fire. The local teams regularly carry out simulation exercises in conjunction with the port authorities and civil protection teams, in order to prepare in advance in the event of a fire.

In view of the nature of the products handledat the port of Mohammedia (DEPM), the security issue, in particular fire safety, is of crucial importance.

★ ATEX classification

In accordance with the regulations and standards in force, the operating areas of the DEPM are considered to be areas with explosive atmospheres (ATEX).

In view of this classification, restrictive measures are necessary:
- the electrical equipment installed there is of the ADF type;
- energy and inflammation sources are prohibited;
- access control is strict;
- work there is subject to a permit.

★ Hazard study and IOP

A hazard study was conducted to determine all the risks to which the site is exposed, whether natural or related to the activity.

The risks thus determined were assessed inorder to identify the significative scenarios retained and subsequently decide on the control measures to be implemented in an Internal Operation Plan (IOP).

The objective of this IOP is to set upthe mitigation measures to be implemented regarding each of the scenario selected in the hazard study.

These include the following elements:
- mobile and fixed fire-fighting equipment;
- the need for foam concentrate;
- gas leak detection devices;
- automatic fire detection and extinguishing devices;
- the ATEX zone;
- requirements in terms of ATEX equipment;
- implementation of the exercise schedule.

The hazard study and the IOP are subject to validation by the port authority in accordance with port regulatory requirements.

★ At the operational level

The DEPM has specific fire-fighting resources. These include:
- a fire network supplied with two pumps of
- 500 m3/h each at a pressure of 12 bars;
- hydrants installed on this fire network. Each hydrant provides four outputs: 1xDSP100, 2xDSP70 and 1xDSP45;
- an 800 m3/h emergency fire pump unit;
- an FPT fire truck;
- two offshore tugs equipped to ensure intervention in the event of fire. They are equipped with 1,200 m3/h fire pumps and a reserve of 6,000 L of foam concentrate each;
- fixed, mobile and semi-fixed fire cannons;
- a fixed water curtain at the level of the Oil Terminal;
- fixed and mobile powder units.

It should be remembered that the DEPM's safety management system is ISO 45001 version 2018 certified, thus providing the necessary guarantees of compliance with legal, regulatory and other requirements.

The DEPM has also entered into a partnership agreement with the Civil Protection aimed at installing a port aid station in Marsa Maroc areas.

01 Conducting our port services with transparency & integrity

Commitment **n°4**

Taking part of a partnership approach with our customers

We have made customer satisfaction our top priority. We do everything possible to meet their expectations and maintain long-term partnerships with them based on listening, support, proximity and transparency.

Policy

The Group works daily to improve the performance and effectiveness of its quality management system, while ensuring the involvement and mobilization of employees around the “customer culture”.
To this end, a new commercial policy was introduced at the end of 2022 and is structured around the following seven axes:

1. Building customer loyalty
2. Ensuring commercial monitoring and approach prospective customers
3. Supporting our clients in their development
4. Continuously improving the customer path
5. Building a customer-oriented sales organization
6. Managing the performance of the commercial function
7. Acquiring effective sharing and communication tools

This new policy consecrates the partnership approach of the relationship between Marsa Maroc and its customers, through a detailed knowledge of the latter and their markets, the diversification of the offer to better meet their needs, the adaptation of logistical solutions to their expectations, the fluidity of exchanges thanks to digital technology and coordinated local communication.

Focus on the Key Account Management approach

The Key Account Management approach initiated by Marsa Maroc in 2021 has improved customer relationship management through continuous improvement of the customer path and support the customers in their development.

In 2022, we have anchored this approach in our practices, by strengthening the care of our customers. We have thus provided training to our Key Account Managers as well as to the sales representatives in permanent contact with customers at the port level and at the level of our Head Office in order to enable them to continue to improve their expertise in this area.

Implementation

At the end of 2020, the «ITQAN» approach was launched to improve the Group's operational performance. The implementation of this approach required a first phase of diagnosis of customer expectations in terms of service quality, based on feedback from the operational side. A benchmark was then carried out in order to identify the best practices among companies that had successfully implemented their operational performance improvement system.

Three main expectations emerged regarding the «customer satisfaction» component:

★ control of port operations and acceleration of flows;
★ obtaining reliable, real-time information on the progress of port operations;
★ the preservation of the integrity of the goods and the safety of the ships.

Each port, through its mandate, implements the approach on a certain number of traffic and perimeters and evolves, as results are obtained, to cover all the traffic handled by the port.

Identified projects and areas for improving our operational performance, once explored and carried out gradually, will allow us to optimize our operational processes and strive for operational excellence.

On another aspect, we continued in 2022 our process of digitizing customer documentation, following the example of the launch of the electronic voucher for delivery on September 1st, accelerating the issuance of invoices and following the launch of the e-invoicing and e-payment. Digitization makes it possible, by accelerating procedures, to reduce the time spent by goods at the port and consequently the cost of transit and to improve the competitiveness of our customers. This cost reduction is particularly timely in this period of inflation crisis.

Performance

Since 2015, all our operational sites have been ISO 9001 certified. This rewards the efforts deployed to meet our customers' expectations and meet their requirements. The latter can contact their interlocutors at the level of the ports or the head office for any complaint. In 2022, the number of complaints amounted to 735 (versus 577 in 2021). We try to respond to them within short deadlines, between two and seven days in 2022, depending on the port.

7
maximum days
of claims processing time in 2022

80%
minimum
customer satisfaction rate in 2022

In addition, we regularly conduct satisfaction surveys at all of our operational sites to ensure that our services meet our customers' expectations. In 2022, our customer satisfaction rates fluctuated between 80% and 96%, depending on the port.

Outlook

Continuing our digitalization and redesign of the customerpath, we have undertaken a project aimed at reducing customer trips by replacing the physical process with a digitalized process. A first pilot site was deployed in Casablanca allowing customers to collect and pay their bills online. These actions will subsequently be generalized for all the ports. In 2023, travel for invoicing will no longer be necessary.

On an operational level, customers, whether they are shippers or receivers, have high requirements in terms of information on the route of their ships, in particular on the monitoring, planning, execution of calls and processing of the merchandise.

In order to provide more information in real time and meet their needs, a project dedicated to monitoring ship calls and the number of trucks circulating in the port will be initiated in Casablanca

03

Developing a shared culture of port services

- Our employees
- **Commitment n°5 :** Consolidating our social dialogue
- **Commitment n°6 :** Fostering a culture of performance for the benefit of our customers
- **Commitment n°7 :** Enhancing our employees' skills and careers
- **Commitment n°8 :** Protecting workers at our different sites
- **Commitment n°9 :** Growing and engaging our suppliers

Our employees

There are 2 357 women and men bound by common values of commitment, performance, responsibility and transparency that constitute the human capital of Marsa Maroc. Aware of the important role of its human resources as a lever of competitiveness and performance, Marsa Maroc adopts a dynamic human resources management policy, based on a knowledge of the skills and our recruitment policy expectations of its employees and focused on the development of talents as well as the guarantee of a constructive social dialogue.

Our recruitment policy

In order to support our growth, we have implemented an effective recruitment policy based on matching profils with the company's current and future needs.

This approach is based on an active presence in various forums and « employment areas» in Morocco and abroad. It is also based on partnerships with the major Moroccan schools. In this regard, each year Marsa Maroc awards prizes to the most deserving students in certain schools.

In order to facilitate the assumption of duties and the adaptation of new recruits, we have put in place a fluid and structured integration process enabling the rapid assimilation of the challenges of the different business lines and the various cross-functional projects.

In 2022, we welcomed 140 employees. Most of these new recruits are statutory employees.

Diversity

Within the Group, diversity and equal opportunities are considered fundamental prerequisites. Indeed, any form of discrimination based on gender, age, disability, religion, physical appearance, family or social background, regional origin, political opinion or trade union membership is strictly prohibited.

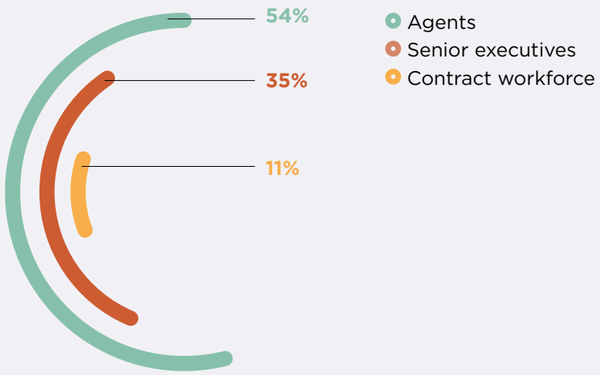
All stages of the process, including recruitment, training, mobility and evaluation of employees, as well as remuneration and benefit systems, are based on respect for the founding principle of non-discrimination.

In full compliance and coherence with the company's values, Marsa Maroc's remuneration policy is based on a set of rights guaranteed to all employees by the staff regulations, including a principle of equity between employees and the absence of discrimination based on gender, age, disability, etc.

Parity

In 2022, women represent 10% of our workforce and more than a third of them are senior managers. These shares have been virtually stagnant for three years and are linked to the nature of the positions held by women in the support professions (versus 11% for men). The Company is however aware of the issue of feminization of its port jobs, traditionally occupied by men.

Breakdown of the female workforce by rank



Disability

In order to encourage the recruitment of people with disabilities and to facilitate their professional integration, Marsa Maroc is working to put in place the necessary steps to optimise the accessibility of its premises.

Commitment **n°5**

Consolidating our social dialogue

For Marsa Maroc, social dialogue is a social dialogue is a priority issue for Marsa Maroc. It is materialised by the implementation of a constructive dialogue between the Presidentof the Executive Board and the Human Resources Direction, on the one hand, and the social partners and employees on the other. We ensure that all categories of employees are represented in negotiations, consultations and exchanges on subjects of common interest.

Policy

Our approach to continuous improvement of social dialogue is based on respect for trade union freedom, the promotion of collective bargaining and strong values that foster a healthy and productive working environment. We involve the social partners in all discussions related to the company's social policy and decisions with a strategic aspect for employees. The dialogue covers a variety of issues such as benefits, training needs and working conditions.

Implementation

Consultation, coordination and dialogue with social partners takes place through several channels. Indeed, in addition to the systemic and planified social dialogue meetings, the social partners address directly and whenever necessary either the Human Resources Direction of the Head Office or the Human Resources Managers and Operational Directors at the Ports, given that the open door policy is culturally considered by the Company's management as the best way to endorse healthy communication and dialogue, considered to be the basis for social peace.

This open-door policy is therefore crowned by a number of consultation forums, the most important of which are listed below, by way of illustration and not by way of limitation:

Minimum annual frequency and types of meetings

Focus on the training of social partners

The training provided for the benefit of union representatives and staff delegates is part of a process to upgrade their knowledge as members of the CSH:

- ★ training on the CSH which aims, in particular, to familiarize the members of the CSH with the legal and regulatory framework of their mission in order to become a player in prevention;
- ★ detection and assessment of occupational health and safety risks: the objectives of this training are, among others: to identify, map and manage risks, understand the terminology and principles of risk management;
- ★ rescue and first aid at work;
- ★ evacuation in case of emergency;
- ★ first fire intervention;
- ★ training day / debate on Arbitration and Alternative Dispute Resolution Methods (MOROCCO);
- ★ training in “Purchasing” professions;
- ★ organization and management of working time.

In addition to these thematic training sessions, there is a seminar organized for the benefit of the social partners on the regulatory and legal mission of union representatives and employee representative bodies.

Performance

In 2022, Marsa Maroc has 52 staff representatives.

All statutory employees are covered by collective bargaining agreements. No strike day has been reported in the past three years. In 2022, 7 individual disputes should be noted.

	2020	2021	2022
Number of employee representatives	**72**	**53**	**52**
Number of strike days	**0**	**0**	**0**
Number and nature of social disputes	**3**	**6**	**7**
Contestation of the calculation methods of the voluntary departure indemnity	0	1	0
Dismissal contestation	1	3	6
Accidents at work or occupational diseases	2	1	1
Request for regularization of the administrative and/or financial situation with or without damages	0	1	0
Percentage of total number of employees covered by collective bargaining agreements	**97,16%**	**95,07%**	**93,96%**

Outlook

The year 2023 will be marked by the renewal of the three-year protocol, the result of negotiations between the social partners and General Management.

02 Developing a shared culture of port services

Commitment **n°6**

Fostering a culture of performance that benefits our customers

At Marsa Maroc, we are resolutely committed to improving operational quality, to best meet the needs of our customers. In order to anchor operational excellence in our corporate culture, we integrate it into our evaluation and compensation systems and encourage initiative-taking.

Policy

Three major areas of our Human Resources Management policy contribute to fostering a performance-oriented culture:

- ★ the adoption of unifying communication, guaranteeing the cohesion and motivation of employees (axis 5 of the HRM policy);
- ★ the encouragement of collective innovation through the innovative ideas of employees (axis 4 of the HRM policy);
- ★ the deployment of a performance appraisal and compensation system that recognizes and rewards everyone's efforts at fair value.

The ITQAN approach

The ITQAN operational performance improvement initiative, the deployment of which was initiated at the end of 2020 in all of our terminals, promotes the development of collective intelligence and innovation within the company.
This is done through the involvement of field staff and local management in the regular (once a week) animation of improvement projects, by breakthrough KAIZEN, articulated around themes on the fluidification and the speed of the operations of handling, preserving the integrity of customers' goods, the reliability of machinery, respecting and improving health, safety, security and environmental conditions.

Performance evaluation

The performance appraisal system is based on three axes:

1. Encourage the culture of merit and performance
2. Popularize the setting and monitoring of objectives over the year
3. Support managers in the sustainability of the system

Our employees benefit from a personalized evaluation system that takes into account their performance, know-how, ability to adapt to change, emotional intelligence and experience. These different dimensions are assessed with regard to the objectives set, whether collective, individual or specific (operational objectives versus support objectives).

Remuneration

We ensure the application of fair and transparent remuneration principles that take into account the individual and collective performance of our employees. The most deserving are rewarded for their ability to successfully carry out their missions and responsibilities, given the challenges of the company and the mastery of the necessary skills.

The fixed and variable portions are defined according to the following principles:

- ★ transparency and fairness in favor of compensation for everyone according to objective criteria, in accordance with the company's salary scale, in particular updated on the occasion of social agreements;
- ★ competitiveness and profit-sharing in the company's results through variable remuneration linked to the achievement of objectives.

Implementation

Performance evaluation

In the field, several operational performance indicators are defined in relation to yield, dwell time, unloading time, load reduction and cost price per ton. At head office level, the objectives are personalized according to the type of support business. More generally, each new project is accompanied by objectives that will make it possible to measure its success.

Consideration of operational excellence is reflected in the evaluation and monitoring of HR performance. The annual appraisal process for senior managers is the culmination of a "managerial loop" in four stages:

1. Definition of an Individual Contract of Objectives (COI)
2. Periodic intra-team meetings to monitor the progress of the objectives previously set and their adjustment if necessary
3. Performance and skills assessment during annual interviews
4. Recognition of the efforts deployed and compensation

Our non-executive employees are evaluated according to the following two dimensions:

- ★ the level of mastery of the job held, i.e. technical and behavioral skills;
- ★ the level of involvement, namely attendance and discipline.

Remuneration

The variable remuneration of senior executives consists of an end-of-year bonus which is calculated according to the achievement of annual objectives and the fixed salary. A monthly management bonus is also awarded to senior managers based on the average score over the past three years.

Our non-executive employees benefit from three types of variable bonuses: the performance bonus for agents whose function is linked to the handling of ships, the organization bonus depending on the activity of the port and an end-of-year bonus according to the result of each in the annual assessment.

Performance

All of our statutory employees benefit from an annual performance and career development review. For senior managers, this assessment takes place during a personal interview.

The ratio of the highest-paid person in the organization's annual total compensation to the median annual total compensation of all employees (excluding the highest-paid person) is 4 over the past three years.

The overall average annual rate of change in remuneration amounts to 2.5% over the last three years.

Commitment **n°7**

Enhancing the skills and career paths of our employees

Skills development and career management for our teams are essential levers for their mobilization and retention. They constitute, in a context of rapid technological and societal changes, tools necessary for the exercise of our profession.

Policy

Skills development and career management provide the Group with the skills to ensure its role as the national leader in port terminal management. This major challenge constitutes both the third axes of our Human Resources Management policy entitled «sustained support for skills development and career management», and an important objective of our QSE policy «developing the skills of our employees in connection with technological and managerial developments. »

Training

In addition to the day-to-day practice of the profession, skills development also involves training programs from which all of our employees benefit. Needs are defined through training engineering and annual appraisal interviews where employees can express their expectations. To be as close as possible to operational needs, training engineering is agreed with the Operational Direction of each port or at Head Office level when this concerns several sites.

Career management

We are convinced that the motivation of our employees is closely linked to their ability to project themselves in terms of professional development and to understand the prerequisites necessary to progress from one job to another.

Our talent management strategy therefore revolves around three axes:

- allow each of our employees to steer their career path, in close collaboration with managers;
- professionalize internal mobility through a forward-looking management approach for jobs and skills and the development of career paths;
- ensure succession for critical and strategic positions through a process specific to high potentials, in order to better identify, support and prepare them for their future positions.

Mobility policy

The diversity of Marsa Maroc's sites and the variety of its expertise offer many mobility opportunities to our employees.
While meeting the Group's needs in terms of staff reinforcement, horizontal mobility (redeployment, retraining) or vertical mobility (promotion) contributes to the increase in expertise of employees, to the enrichment of their individual skills and to the development of their potential. . For Marsa Maroc, mobility is at the service of talent retention and development.

Management of executive careers is based on a job and skills repository defined on the basis of a GPEC study. Jobs are organized by area, including Marsa Maroc's core business, namely: handling, maintenance and maritime, as well as support functions such as purchasing, human resources, legal, sales, QHSSE , finance, etc. Career paths are formalized by inter and intra-domain bridges, within the framework of horizontal or vertical mobility.

Implementation

Training

We offer our employees professional training organized in partnership with ports and national organizations, as well as cross-disciplinary training provided by national and international partners. We also finance, partially or totally, diploma courses such as MBAs, Masters, etc.,

in order to support our employees in the realization of their professional development aspirations.

In 2022, several training courses on various themes were provided to our employees:

Profession	Security	Quality	Finance, indicators and risks	Other support positions
• Control regulations and standards for lifting gear • Marine assistance	• Labor lifeguard and first aider • Evacuation in case of emergency • Detection and assessment of occupational health and safety risks • Health and Safety Committee • First fire intervention and SSIAP1 Code	• IRCA (International Register of Certificated Auditors) • Lean Six Sigma Green Belt	• Finance law • Management control • Excel - Create and manage a database, extract the necessary statistics and indicators • Training of Risk correspondents: the Global Risk Management approach	• Key Account Managers Executives • Development of Purchasing family strategies and action plans • English • Management and organization of working time • Cycle Assistant and Executive Assistant

Career management

Generally speaking, the rules governing the promotion system are set out in our company's status, and specific internal memos explain how to move up a ladder or step.

Promotions are governed by a complementary system as follows:

- ★ selection of non-managerial employees by internal competition for vacant positions;
- ★ selection of senior managers according to the Jobs and Skills Reference Framework and five criteria (minimum hierarchical level required, initial training, professional experience, technical, behavioral and managerial skills required, annual performance);
- ★ appointment as Port Operations Manager or Head of Department by a call for candidates led by members of the Executive Board;
- ★ nomination for the position of Director by the members of the Executive Board, after approval by the President of the Executive Board.

Performance

Nearly three-quarters of employees benefited from training in 2022. After two years of sharp decline as a result of the Covid-19 pandemic, training has resumed at a normal pace, with the proportion of employees concerned returning to its 2019 level.

23
average hours of training taken by employees in 2022

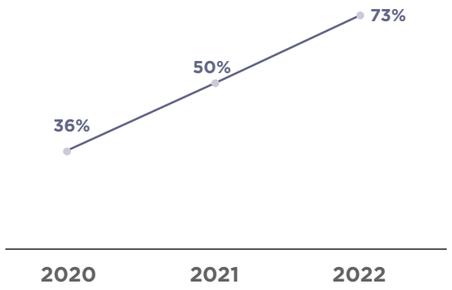
73%
of employees benefited from training in 2022

1,1%
Training budget as a proportion of payroll

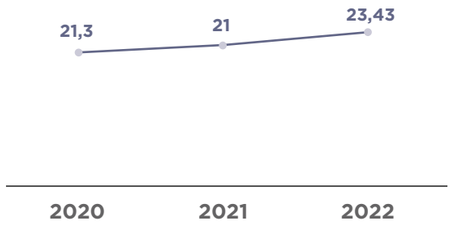
The average number of training hours attended is slightly up on 2021 (+3h) and stable overall compared with 2020.

The training courses are extremely well received by employees, with an average satisfaction rate of over 95% in 2022.

Percentage of employees who received training



Average number of hours of training taken by employees



Perspectives

We plan to continue to develop the training offer for our employees, in line with the ambitions of our development plan.

On the continuing training component, professional training will be offered to our maintenance agents and our drivers to enable them to master the technical evolution of the equipment. In addition, in 2023, we will set up induction training for our new recruits to facilitate their integration. Head Office recruits will also benefit from a rotating career in various departments or in the field.

Also in 2023, as part of the commissioning of our digital factory, digital training will be introduced. We will also organize, for all the employees concerned, training in soft skills in the form of workshops and meetings on relational intelligence, leadership, negotiation and on other social and behavioral skills.

02 Developing a shared culture of port services

Commitment **n°8**

Protecting workers at our various sites

The protection of workers at our various sites is a priority for Marsa Maroc, which ensures the preservation of the health and safety of all employees and subcontractor personnel. In addition to the prevention of occupational risks, particular importance is given to occupational medicine and the ergonomics of workstations. In addition, and in order to promote the quality of life at work, the Company conducts a beneficial social policy for the benefit of its employees and their families.

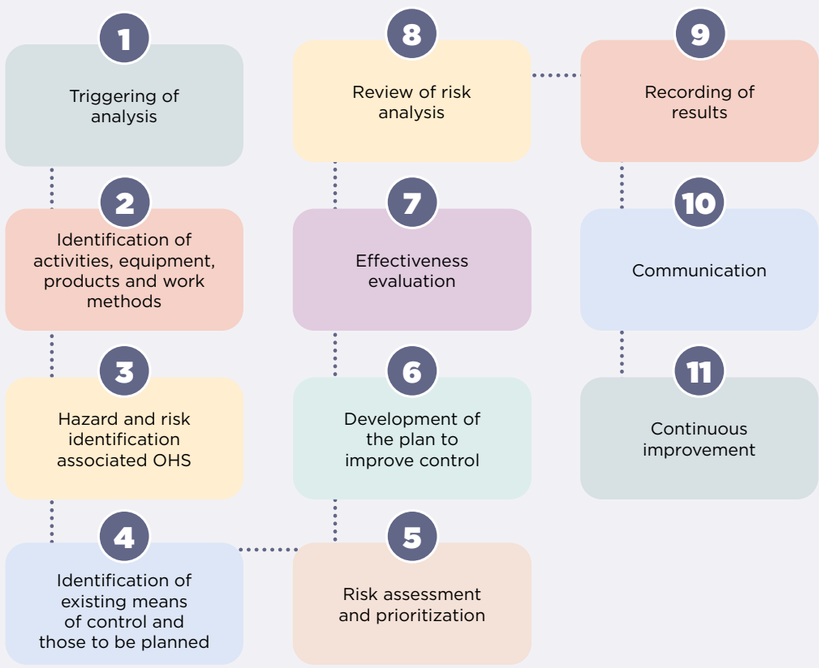
ISO 45001

Policy

Updated in 2020, Marsa Maroc's Quality, Safety, Environment (QSE) policy includes among its objectives to «ensure safe and healthy working conditions to preserve the health and safety of personnel under the responsibility or under the control of Marsa Maroc» and to «ensure the consultation and participation of staff and their representatives in the management of the Occupational Health and Safety Management System». Its responsibility is extended to the highest level of the company, namely the Management Committee and the Audit and Risks Committee.

Our integrated QSE management system follows the requirements of the ISO 9001 V2015, ISO 14001 V2015 and ISO 45001 V2018 standards. Marsa Maroc has a procedure for identifying hazards and analyzing the associated risks, in terms of Occupational Health and Safety (OHS).
This procedure, which aims to define the methods for identifying the dangers to which Marsa Maroc personnel and persons working in its field of activity may find themselves exposed, also subsequently assesses the risks associated with said dangers, as well as the means of control in order to put in place the necessary control measures.

This procedure is defined as follows:



The resulting risk analysis is updated annually, providing a preventive approach to the OHS approach and identifying the most significant risks.

Legal and regulatory monitoring of occupational health and safety is ensured in order to comply with both the texts applicable to the Group's activities and the requirements of port authorities. The Head Office and local teams of each port periodically carry out, under the supervision of the Operational Performance Direction at the central level, internal and external audits to ensure the effective implementation of the provisions of the system.

A procedure for managing claims related to accidents at work completes this system.

It describes the formalities and procedures to be carried out by the entities concerned, in the event of an accident at work and/or while traveling to staff. It also aims to ensure the coverage and declaration of these accidents, both to local authorities and to insurers. Finally, specific requirements for work in ports are required of service providers in terms of hygiene and OHS.

Implementation

The deployment of our OHS objectives is largely based on the communication and awareness conveyed through the Safety and Hygiene Committee (SHC) as well as training. The purpose of the SHC is to establish a culture of safety and hygiene and to improve working conditions and is made up of:

- the representative of the Human Resources Direction, chairman of the committee;
- the Quality, Hygiene, Safety, Security and Environment (QHSSE) manager, occupational health and safety coordinator;
- the occupational physician in the company;
- two staff representatives;
- union representatives.

A real space for communication between employees and management on subjects relating to hygiene and OHS. It meets four times a year and in the event of a serious accident.

The OHS training plans are updated each year by the Human Resources Direction (HRD) in consultation with the QHSSE managers of the ports.

These training plans are part of a more global annual action plan, aimed at controlling the risks identified by port as well as at the level of Head Office , depending on the nature of the activity and the related dangers.

In this regard, the 2022 OHS action plan incorporates a multitude of actions that contribute to covering the majority of the risks to which employees and external service providers are exposed, such as :

- updating processes and work instructions;
- the organization of awareness sessions for employees and subcontracted personnel;
- continuous improvement of the quality of Personal Protective Equipment (PPE) for employees;
- reinforcement of fire-fighting systems;
- systematic maintenance of electrical installations and safety devices;
- adequate lighting of work spaces, buildings, quays and lands;
- the annual regulatory inspection of lifting gear and electrical installations.

Marsa Maroc has deployed to its Head Office and its ports the necessary measures for the fight against fires, following a clearly defined plan. This diagram is part of an Internal Operation Plan (IOP), highlighting all the probable scenarios and the responders in the event of a fire. The local teams regularly and jointly with the port authorities and the civil protection teams carry out simulation exercises in order to prepare beforehand in the event of a fire.

Occupational medicine is an important point in our OHS approach. Indeed, a central medical service with about ten relays, provides medical services in all the cities where we operate (blood tests, X-rays, vaccines and medical visits to specialist doctors, and personalized support when necessary by social workers).

Outside the professional framework, all of our employees benefit from social protection that goes beyond regulatory obligations and covers several aspects:

- **autonomous pension scheme:** provided by the Collective Retirement Allowance Scheme (RCAR) for statutory staff, the Moroccan Retirement Fund (CMR) for seconded employees and the National Social Security Fund (CNSS) for contract employees ;
- **supplementary pension scheme:** this is the National Pension and Insurance Fund (CNRA) for statutory employees;
- **medical cover:** provided by MODEP and has two sectors. A basic scheme, known as the common sector, and a supplementary scheme, known as the mutual sector.

The ITQAN approach in favor of OHS

Improving OHS conditions is one of the three pillars of Marsa Maroc's operational performance improvement approach. The ITQAN approach aims in particular to unite staff around the improvement of working conditions, workstation ergonomics and the application of safety rules.

The approach provides a framework for identifying areas for OHS improvement within the framework of continuous improvement projects 'KAIZEN' and encourages the development of participatory skills through the sharing of good practices reported by the various ports.

Several solutions with high OHS impact have already proven themselves in ports, such as:

- ★ replacement of manual tarpaulin with mechanical tarpaulin that is smoother and safer for truck drivers. This action has been adopted by a growing number of customers across all terminals;
- ★ the installation of cabins dedicated to hopper operator positions at the ports of Jorf Lasfar and Casablanca;
- ★ the implementation of 5S at workstations;
- ★ improving visual management at the terminals and workshops.

Also note the improvement of a large number of operating methods, particularly in terms of handling operations and maintenance of the latter's machinery. All these measures have led to a considerable gain in terms of ergonomics and workstation security.

Well-being at work

Our employees benefit from a number of social benefits that contribute to their well-being:

★ **umrah and pilgrimage:** each year, some of the employees benefit from a trip to the holy places. Most of the travel costs inherent in "Umrah" are financed by the company. As for the pilgrimage to the holy places, the employees concerned benefit from a financial allowance and additional leave to make the trip in the best conditions;

★ **sports centers/clubs:** Marsa Maroc contributes to the subscription fees of its employees to a wide range of sports centers and clubs. Staff children also benefit from special prices for certain sports such as judo, swimming and basketball. Marsa Maroc also has a multi-sport club, « l'Océanic Club de Casablanca», which is open to employees and their families for a nominal annual fee ;

★ **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 allowing 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,theater , children shows, soccer games, tennis tournaments, etc.) ;

★ **summer camps :** the children of Marsa Maroc employees benefit, during the summer school holidays, from stays in summer camps in various regions of the Kingdom ;

★ **holidays :** Marsa Maroc contributes to the development of its employees through stays in its holiday centers and/or tourist resorts in various cities of the Kingdom.

Performance

All the ports operated by Marsa Maroc as well as the Head Office are certified according to the international standard ISO 45001 version 2018 «Health and Safety Management System at Work». Our employees and those of our subcontractors are covered by our OHS management system, which has undergone an internal and external audit.

38
Work accidents recorded in 2022

Outlook

We plan to extend the organization of the «Workplace Health and Safety Awareness Week», conducted at the ports of Casablanca, Mohammedia, Jorf Lasfar and Agadir to all terminals, in a format adapted to ports size.

Commitment **n°9**

Helping to grow and engaging our suppliers

The social and environmental impact of our product purchases is a growing concern for our buyers. We are aware of the need to support our suppliers in integrating responsible practices into their activities, in order to minimize social and environmental risks throughout our value chain.

We are also aware of our responsibility to the network of small and medium-sized local businesses to whom we are entrusting increasingly large-scale projects.

Policy

The priorities of the Purchasing function include the simplification and harmonization of procedures, the standardization of documents, a balanced relationship with suppliers based on targeted communication and finally the compliance of the value chain with social and environmental standards.
The simplification of procedures is based in part on the digitization of the purchasing process thanks to a dedicated internet portal, through which suppliers respond to calls for tenders, consultations and can ask questions or submit their complaints.

A balanced supplier relationship requires, first of all, transparency in the criteria for choosing and classifying offers, impartiality in the treatment of supplier offers and ethical behavior on the part of buyers. Particular attention is also paid to reducing invoice payment times.

Beyond the digital exchanges through the platform, the targeted communication approach is based on the holding of coordination meetings, when the need arises, between the representatives of the supplier or the subcontractor and Marsa Maroc teams. These meetings are an opportunity to discuss the various aspects related to the performance of a contract as well as any areas for improvement to be made to the Group's purchasing policy.

Marsa Maroc ensures that its value chain complies with social and environmental standards. We integrate social criteria into supplier relationship management. These criteria include regulatory compliance regarding declarations and minimum wages, membership in social security organizations as well as subscription to work accident insurance.

Implementing

We require our suppliers to comply with rigorous hygiene, health and safety measures for subcontracted personnel. Our requirements, which vary according to the risks associated with the products and/or services purchased, also relate to the preservation of the environment, in particular the maritime environment, through responsible management of hazardous waste and cleanliness of the neighborhood.

Indeed, clauses are systematically included in contracts with suppliers. In this regard, works contracts are the subject of particular attention.

Health, safety and environment clauses in works contracts

The General Administrative Clauses Book (CCAG-T) applies to works contracts and defines the measures that the contractor must take to ensure safety and hygiene on the site. These measures relate in particular to:

- staff housing conditions
- refueling and operation of workplaces
- hygiene (daily cleaning services, maintenance of the sewer and food network, disposal of household waste)
- medical service (medical care, pharmaceutical supplies, etc.).
- guarding and policing the workplace (cleanliness, discipline, rules)
- conditions of security and protection of personnel and third parties
- protection of the environment

To ensure the quality of the work and compliance with the contractual clauses, each selected supplier is evaluated after the reception of its service. This assessment, carried out by the business, concerns all purchasing families as well as all our sites.

Our nine evaluatin criteria are as follows:

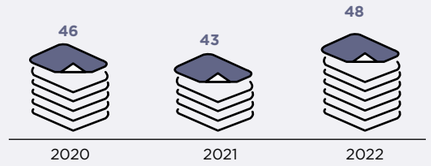
1. Respect of the delivery deadline
2. Quality of supplies delivered/services rendered
3. Quality of the service offered
4. Responsiveness to complaints
5. Correspondent availability
6. Qualifications of stakeholders
7. Compliance with safety rules
8. Compliance with environmental rules
9. Compliance with sanitary rules

The score is sent to suppliers at the end of the assessment and a summary is presented to the President of the Executive Board. In 2022, 94% obtained a good mark (beyond the mark of 70 out of 100). Suppliers categorized as “average or mediocre” benefit from a progress plan.

Performance

We strive to maintain a reasonable payment term to support our suppliers’ cash flow, with an average of less than 46 days over the past three years.

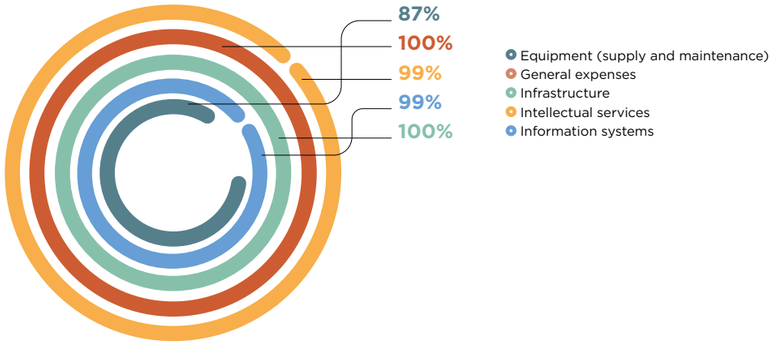
Supplier payment term (in days)



In 2022, the majority of suppliers were analyzed using environmental (91%) and social (92%) criteria. The analysis highlights a single supplier with negative social impacts and none with negative environmental impacts, without the relationship having been terminated but with whom a progress plan has been agreed. In 2020, there were 7 which testifies to significant progress.

With regard to local purchases, all purchases of infrastructure and general expenses are made in Morocco. Local purchases of information systems and intellectual services saw their share increase to 99%. Equipment maintenance purchases are mainly local, unlike supplies of which the place of supply depends on the technical criteria sought.

Share (by value) of local suppliers by purchases' type in 2022



Outlook

The year 2023 promises to be rich in achievements and structuring projects for the Purchasing function. In order to improve our purchasing process, we are constantly listening to our business partners, in particular through satisfaction surveys.

The next survey will be launched in 2023 and will meet several objectives:

- evaluate the institutional image and the customer image of Marsa Maroc;
- measure the overall satisfaction of our suppliers as well as that related to their priority expectations;
- develop recommendations to improve their satisfaction;
- implement tests and concepts that Marsa Maroc could adopt as part of a new approach to supplier relationship.

As part of its digitization process, a new component of the purchasing portal aiming at facilitating procedures will be deployed in 2023. This functionality will make possible to dematerialize the submission of invoices and to monitor the progress of their processing using «e-bill» module . It is also planned to generalize the electronic order form (e-BCE). These deployments will be the subject of a communication plan and will be accompanied by trainings to users.

In addition, we plan to set up a support program for small and medium-sized suppliers. A company selection process will be initiated to allow small companies, usually responsible for the maintenance of small accessories, to move towards the maintenance of large equipment.

Finally, we plan to increase the promotion of the principles of social and environmental responsibility among our service providers through our future CSR roadmap.

04

Optimizing the impact of our terminals

- **Commitment n°10 :** Making the digital transition a driver for optimizing processes and the customer experience
- **Commitment n°11 :** Taking action against climate change, preserving the coasts and anticipating extreme phenomena
- **Commitment n°12 :** Contributing to the improvement of the living conditions of the local populations

03 Optimizing the impact of our terminals

Commitment **n°10**

Making the digital transition a driver for optimizing processes and the customer experience

The digital transition to “smart” terminals is based on the automation of port operational processes and community port systems. A strategic issue for Marsa Maroc, digitalization improves the efficiency of terminals for the benefit of an improved customer experience.

Policy

The port ecosystem has for several years been part of a process of digitalization of foreign trade processes in order to fluidify and simplify operations relating to import/export. It is in this context that we initiated, in 2020, the first projects of our digital transition .
We have thus launched e-invoicing and e-payment services, via the PortNet multi-channel community payment platform, for the benefit of customers. We have also proceeded to the dematerialization of calls for tenders and consultations with suppliers.
A real lever for competitiveness and resilience, the digital transition is at the heart of our AFAQ 2025 strategic plan and is accompanied by change management with our teams in order to anchor a real digital culture.
In 2022, Marsa Maroc’s digital vision was refined and endorsed by the Strategy & Investment Committee, issued by the Supervisory Board.

This vision is broken down into four major objectives for 2027:

1. Allow our customers to carry out all their procedures quickly, efficiently and remotely
2. Offer carriers a fast and paperless path from arrival to exit of the terminal
3. Allow our employees to focus on high value-added tasks by automating the time wasted on repetitive tasks
4. Capitalize on captured data to get to know our customers better and optimize our operations

This digital vision is based on three strategic axes:

1. Improvement of the user experience through the implementation of informational & transactional interfaces dedicated to customers/ partners
2. Optimization of port operations throughout key stages
3. Improvement of internal processes related to support functions, in particular to improve operational efficiency

Implementation

From this vision emerges a digital roadmap, co-constructed through 20 ideation workshops bringing together thematic teams, each made up of several business leaders and a representative of the Information Systems Department (ISD). These same teams will be mobilized for the deployment of the action plan.
These various workshops enabled the identification of a number of digital projects which were analyzed according to an Impact/Feasibility matrix:

Mapping of Marsa Maroc digital roadmap projects*

Traffics / Ports

1 **Containers** 6 projects

2 **Traffics** 5 projects

3 **RORO** 5 projects

4 **Commercial** 4 projects

5 **Marine operations** 2 projects

6 **Maintenance** 1 project

Support functions

7 **HR** 4 projects

8 **Purchasing** 2 projects

9 **Finance** 3 projects

10 **Communication** 3 projects

*20 standard projects and >30 traffic specific projects

Thanks to the internal communication tools put in place, daily monitoring and regular exchanges with the ISD, the feedback from the «field» will continue to feed this roadmap which will evolve by adapting to the needs of ports and trades support.
In 2022, we were able to go further in the digitalization of several workflows with the launch of new electronic services:

- the purchase request and the external purchase order;
- e-payment, a multi-channel electronic payment service via PortNet;
- e-invoicing through receipt of the electronic voucher;
- the generalization of requests for administrative documents by employees, the management of leave and the implementation of the e-parapher for the management of internal mail.

2nd Port Hackathon - 2022 “Smart Port Challenge”

Marsa Maroc was a partner of the 2nd edition of the Hackathon Portuaire 2022. This international virtual innovation competition organized by the National Ports Agency and Portnet as part of the «Smart Port Innovation» program, brought together more than 150 challengers from the entire world.. Having reached the final phase, 46 teams presented innovative projects to meet the challenges of the port sector. Marsa Maroc has sponsored 2 challenges arising from the theme «Logistics fluidification and trade facilitation»: the first challenge entitled «Fluidification of truck flows» aims to optimize traffic flows within the port area with the aim of gaining time for carriers and port operators and reduction in logistics costs.

As for the second challenge entitled «Fluidification of foreign trade processes», it aims to generate solutions based on Artificial Intelligence and Data Analytics to improve the processing of containerized imports and exports in order to reduce the uncertainty of the dwell time, to synchronize administrative procedures and improve the traceability of operations.

Performance

The digital transition directly impacts the performance of our operations and processes. For example, the digitalization of the invoicing/payment process has made it possible to maintain uninterrupted service at the level of export loading and import delivery operations, as well as the reliability and real-time availability of information. , ultimately with more responsiveness and better monitoring of management dashboards.

Perspectives

2023 will see the start of the deployment of the new roadmap, which will be accompanied by training for Top Management, IT specialists and relevant stakeholders in order to support change. The creation of a «Digital Factory» will bring agility and will make it possible to implement methodological breakthroughs on the one hand, by making the businesses and users work in close collaboration, and on the other hand, technological, while attracting and advancing digital talent.

This same year, the customer experience will be the subject of a particular focus with an analysis of data such as the history of operations and the types of goods. This information will make it possible to anticipate the decision-making process (customer pick-up date, container positioning, etc.).

03 Optimizing the impact of our terminals

Commitment **n°11**

Taking action against climate change, preserving coastlines and anticipating extreme phenomena

Marsa Maroc is implementing concrete measures to reduce its energy consumption and introduce renewable energies, thus demonstrating its commitment to the fight against climate change. We ultimately aim to refine our anticipation of extreme phenomena in order to reduce the vulnerability of facilities and to mitigate or avoid the harmful effects on our operations and the coastlines hosting them.

Policy

Our Quality, Safety, Environment (QSE) policy has three objectives directly related to environmental management:

- consider quality, safety and environmental risks and opportunities in the planning and implementation of our processes;
- protect the environment, prevent pollution and make rational use of natural resources;
- continuously improve the performance and effectiveness of the QSE management system.

This approach is implemented by the local teams in each port, and supervised by the Operational Performance Direction at the central level to ensure its alignment with the Group's strategic orientations. We continuously ensure, and, the regulatory compliance of our practices in terms of environmental management. It should be noted that no environmental litigation involving Marsa Maroc was recorded in 2022.

Our environmental management is governed by an Environmental Management System (EMS) certified ISO 14001 version 2015.

The diagram below shows the environmental aspects related to the activity of Marsa Maroc:

Natural Resources (Energy)	Water & Oceans	Air	Waste	Soil
• consumption of electricity • fuel consumption	• water consumption • maritime pollution by spillage of dangerous products (example petroleum products) • discharge of polluted water following the washing of machinery	• greenhouse gas emissions due to energy consumption • dust emission during the handling of bulk goods (example of sulfur at the port of Safi) • air pollution by contamination of gaseous products, or in case of fire	• generation of ordinary waste (paper cardboard, plastic, wood, debris from non-hazardous products, household waste) • generation of hazardous waste: waste oil, hazardous product debris, used cartridges and toners	• pollution and/or contamination of the soil by spillage of liquid products (e.g. fuels or chemicals)

Implementation

Reduction of greenhouse gas (GHG) emissions

In the continuity of its actions related to the protection of the environment, Marsa Maroc carried out its 1st assessment of greenhouse gas (GHG) emissions in 2017, and retained this year as the reference year. Indeed, Marsa Maroc calculates its emissions annually in order to monitor their evolution over time and to measure the effectiveness of the actions implemented.

The methodology adopted in the evaluation of Marsa Maroc's carbon footprint complies with the provisions of ISO/TR 14069-2013 and the application guidelines of ISO 14064-1. This methodology makes it possible to evaluate GHG emissions, according to three categories of emissions: :

Taking into account the overall volume of GHG emissions and the nature of its activities, Marsa Maroc has retained the two categories of emissions within the operational scope of its GHG assessment: Scope 1 and Scope 2.

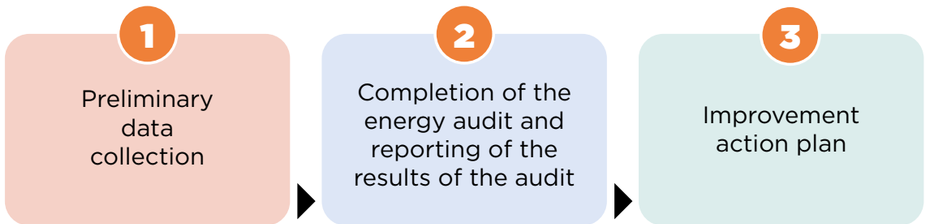
The Group's GHG emissions are accounted for using the tool set up specifically for the Moroccan context by the Mohammed VI Foundation for Environmental Protection. This tool, developed in partnership with the French Agency for the Environment and Energy Management (ADEME), includes a national carbon database of 300 Emission Factors, 150 of which are adapted to the Moroccan environment.

Energy efficiency

Our energy consumption is mainly linked to the operation of our lifting equipment and the lighting of our terminals and buildings. We closely monitor this consumption by constantly monitoring it at the various sites, in order to make the necessary adjustments.

For several years, we have been gradually replacing light bulbs with LED lamps and projectors and deploying awareness-raising actions on eco-gestures for all and "eco-driving" for vehicle operators.

An energy audit was started in 2021, the first two phases of which were carried out at the end of 2022, allowing us to identify the actions to be carried out in terms of energy efficiency.



Water pollution

As an operator of port terminals, Marsa Maroc undertakes efforts to preserve the «Water» resource and the «Oceans», focusing mainly on the prevention of pollution of the seas.

The analysis of the environmental impacts made it possible to identify as potential sources of such pollution, the spillage of dangerous products causing maritime pollution (for example during the unloading of hydrocarbons, the contents of a container of dangerous products or the discharge of polluted water following the washing of machines).

We take measures to contain the consequences of such incidents and ensure that they do not happen again.

First response teams are regularly trained in emergency situations and leaks/spills through simulation tests. These tests are carried out in collaboration with the port authority and civil protection teams..

«Green» program for the use of solar energy in our terminals

In 2021, the Port of Casablanca began a major project to install photovoltaic panels with a target power of 670 KWC, for a budget of MAD 4 million . At the end of 2022, 825 panels providing 440 KWC were installed at the multipurpose traffic terminal and the Freight-Forwarding division, whose needs are now 100% covered by solar energy.
This project currently allows the production of 1 000 000 KWH annually, or more than 10% of the annual energy consumption of the port.
This initiative is complemented by the digitalization of public lighting installations, which makes it possible to adapt the latter to the activity.
The port of Mohammedia began its transition to green energy in 2019, as part of the same program, and installed photovoltaic panels in the administrative building and workshops in 2021.
In 2022, the port of Mohammedia installed a 10 KWC solar power plant at the technical services building . The actions undertaken by the port have enabled the production of 7% of the port's annual energy consumption.
This program will continue to be rolled out gradually to our other sites.

Soil pollution

Soil pollution is a risk that varies according to the activity of each port, depending on the goods handled.

At the port level, the teams have introduced specific measures to meet this challenge. Equipment allowing the prevention of these risks is systematically present, such as the installation of appropriate sandboxes and anti-hydrocarbon pollution kits.

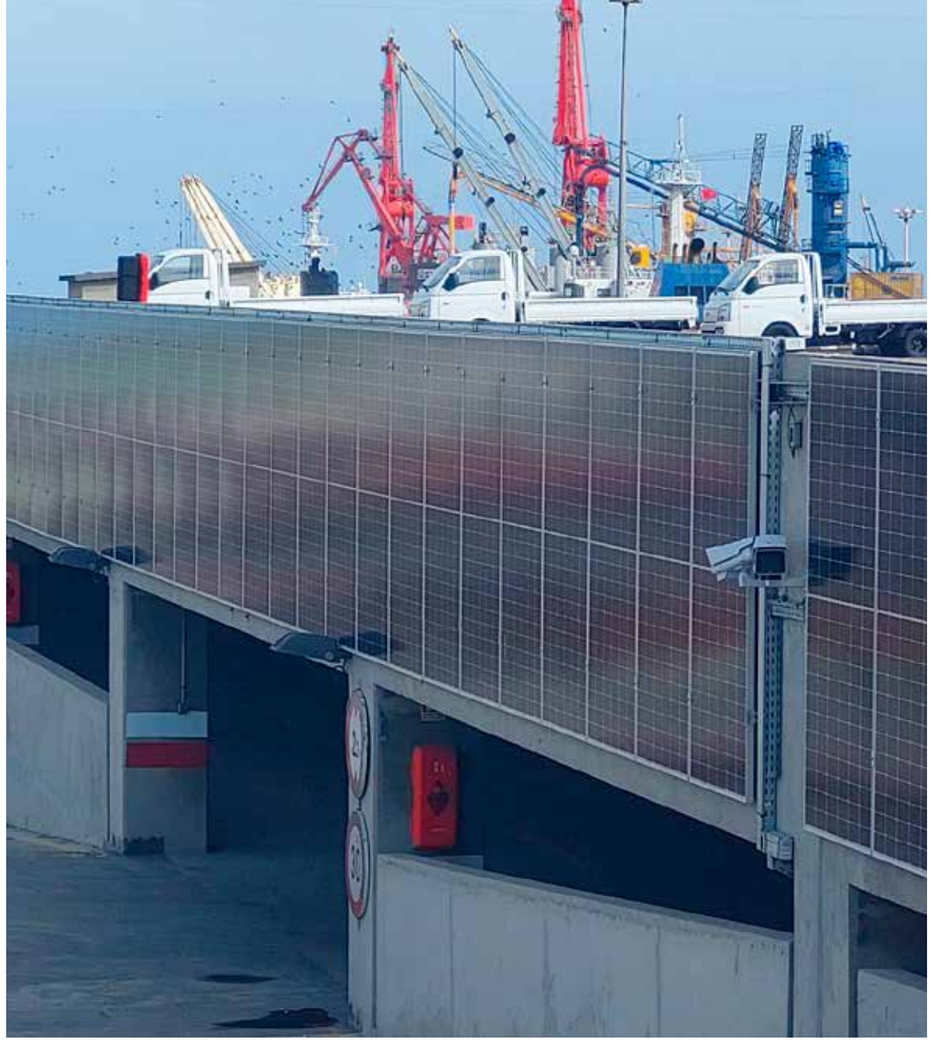
In a preventive approach, analyzes on samples on the ground, along the route of the sea disposal pipeline, are carried out. At the port of Casablanca, absorbent products are made available to the teams near the quay, as well as three low trailers, to allow better retention and effective intervention in the event of a leak on a container. All of the operations at the time of bunkering are under continuous surveillance.

Emergency situation simulation tests are carried out regularly to train the first response teams, together with the port authority and civil protection teams.

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

Water consumption

Our direct water consumption is limited to the use of sanitary facilities and the washing of machinery. Awareness actions for employees are regularly conducted in order to reduce consumption. Marsa Maroc has installed new electronic flow meters for counting the water quantities consumed and detecting any leaks, in order to monitor this resource.



Waste management

For better waste management, we ensure traceability of their volumes by category.
A waste management plan is drawn up for each site, depending on its activity and the nature of the waste generated.
With regard to used oils from the maintenance of equipment and machinery, we have adopted a specific storage method in drums on retention basins, followed by their routing to approved recycling channels. Packaging containing solvents and paint products is also recycled by a specialized service provider. Used batteries are stored in sealed containers before being collected by an approved collector.
Office waste, such as electrical and electronic equipment, is sorted before being sent to approved channels. For so-called "ordinary" waste such as paper, cardboard, plastic and wood, as well as household waste, specific bins are available at each site. The quantities produced are then sent to approved channels.

Environmental performance in 2022

65 986m³
of water consumed

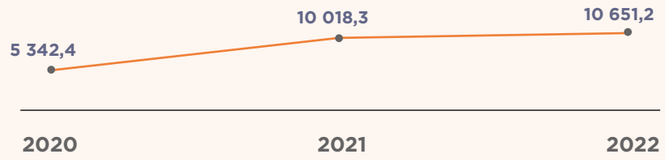
10 651TEP
consumed

56 570tCO2e
counted

About two-thirds of our energy consumption comes from fuel, due to the use of machinery (rolling, maritime and lifting) to carry out our handling activities.

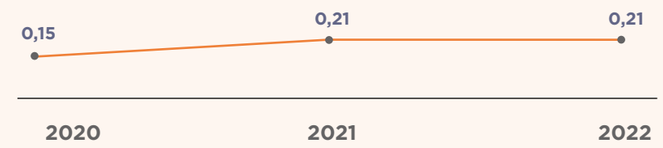
The rebound of almost 50% observed in 2021 is explained by the commissioning of the subsidiary Tanger Alliance.

Evolution of energy consumption in TEP



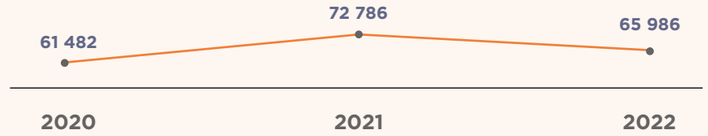
This favorable trend in controlling our energy consumption is confirmed by the drop in the energy intensity ratio in 2022 compared to 2021 (-0.4%)..

Energy intensity ratio TOE/Kton



Water consumption is also down (-9.3%), thanks to the monitoring and optimisation of its use in a national context of water stress.

Evolution of water consumption in m³



Outlook

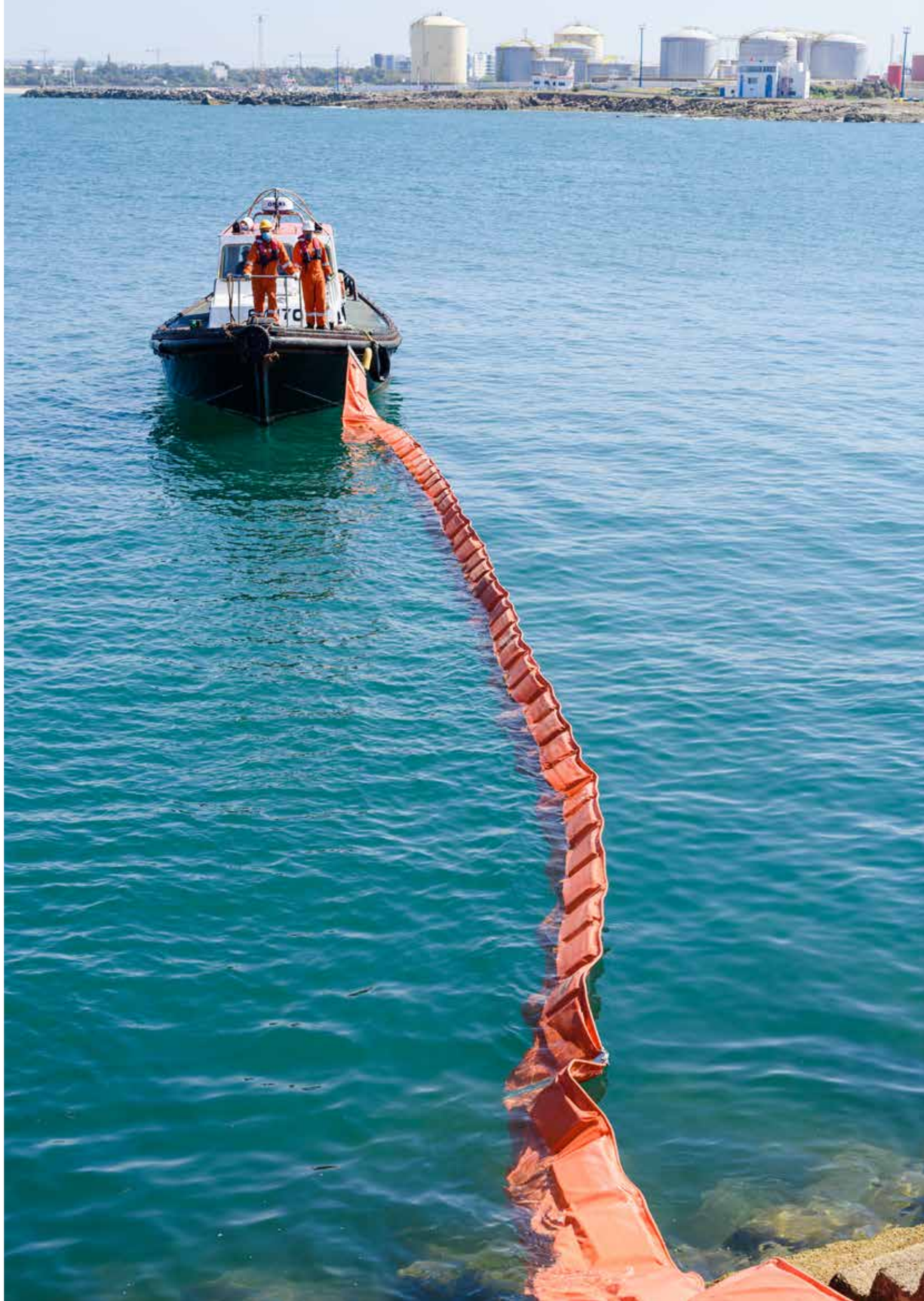
Marsa Maroc has signed in 2016 on the occasion of the official launch of the «Moroccan Green Logistics» initiative on the sidelines of COP22, the Moroccan charter in favor of green logistics. , Thus, we plan to update our carbon footprint soon as part of the energy audit project.

The Green project for the installation of photovoltaic panels at the ports of Casablanca and Mohammedia is intended to be extended to other terminals to cover part of our electricity needs.

We are also aiming to certify ISO 50001 our EMS (Energy Management System) all of our sites. This should make it possible to carry out change management through the training and awareness of our employees and external service providers to go further in our energy management.

In addition, and following the energy audit started in 2021, many actions are scheduled as part of our 2023-2025 objectives to reduce energy intensity, in particular the use of more efficient equipment for our buildings and our machinery (generalization of LED lighting, improvement of the energy performance of machinery, buildings, air conditioning/heating, etc.).

We plan to set up in all our operational sites, a study of the dangers which will result to an internal organization plan (IOP) against pollution, in accordance with law n ° 71/18 relating to harbors police.



03 Optimizing the impact of our terminals

Commitment **n°12**

Contributing to improving the living conditions of local populations

Pursuing the objective of contributing to the improvement of living conditions and development level of local communities of the ports where it operates, Marsa Maroc implements numerous actions which materialize through direct involvement, or through associations working in that field

I Policy

Our community support policy is based on five areas, which meet the societal aspirations of our country, while making the link with our activity in our nine regions of presence:

SPORT	SOCIAL IMPACT	ENVIRONMENT	LIVING ARTS	BUSINESS
Promotion of national sport through the support of several leading sporting associations and events. Disciplines such as: Football, Judo, Tennis and water sports.	This axis is divided into three dimensions which are the promotion of the education of children in underprivileged areas, youth entrepreneurship and social development.	Financial and logistical support for several actions, particularly those related to the cleanliness of the coast and raising awareness among young people about environmental protection.	Sponsorship and partnerships with cultural associations operating in theater, particularly for young people.	Sponsoring professional events related to our position as a port operator and our role as an important link in the national logistics chain.

These same axes guide our sponsorship charter published on our website.

The Financial Communication and Investor Relations Department is in charge of driving the policy, with a project team responsible for monitoring and reporting. The share report is shared with the Executive Board on an annual basis.

I Implementation

Sport

The 2021/2022 season marked the 13th anniversary of the partnership between Marsa Maroc and Raja Club Athletic (RCA). A partnership that illustrates so many common values, such as leadership, expertise and excellence.

In 2022, Marsa Maroc renewed its support to the Hassan II Tennis Grand Prix, which has lasted for twelve years. Our support for national tennis also includes the sponsorship of young national hopeful Amine JAMJI, reigning national champion in his category and 4th in the African ranking.

On the water sports side, Marsa Maroc supported the Pro Junior Morocco Mall competition held in May 2022 in Casablanca.

Social impact

Various actions complement each other to cover the most important social needs of our communities:

- Supporting Zakoura Foundation for the establishment of pre-school 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. In 2022, Marsa Maroc enabled the setting up of an extracurricular class at JRIFAT school in Safi's region, with nearly 100 beneficiary children, and the delivery of a parental education program for mothers.
- contribution to the programs of Injaz association, working to promote entrepreneurial culture among young people and their socio-professional inclusion. The association provides public schools' young people from primary to university, with tools to help them with their academic orientation, their preparation for employment and the development of their behavioral and entrepreneurial skills.
- Supporting as a member of the permanent support committee, programs of the Mohammed V Foundation for Solidarity. The Foundation works mainly in favor of the assistance of people in precarious situations as well as sustainable development.
  Recognized as a public utility and chaired by HM King Mohammed VI, this Foundation is involved in the fight against poverty and marginalization.
- Supporting medical caravans providing care in isolated regions. In 2022, we gave special support to medical caravans dedicated to children for the early detection of vision problems and awareness of the daily management of chronic pediatric diseases such as diabetes.

Environment

For 12 years, we have been a partner of the "Clean Beaches" operation carried out by the Mohammed VI Foundation for the protection of the environment. We are thus sponsoring the Madame Chouale beach (Ain Diab Extension) which benefits from cleaning, installation of accessible toilets for people with reduced mobility, rescue equipment and other devices for the comfort of summer visitors and respect for this natural area.

Regarding the entertainment and environmental awareness component, we carry out various actions in collaboration with local associations (sports federations, scouts, etc.):

- daily entertainment by setting up a beach radio station broadcasting messages to raise awareness and educate summer visitors about maintaining and respecting beaches;
- the organization of programs and round tables on the subject of environmental protection, with the participation of other actors in Operation Clean Beaches: civil protection, scouts, civil society, etc.;
- the organization of sports meetings and competitions ;
- introduction to water sports: teaching swimming techniques to children, provided by professional supervisors and instructors;
- the organization of artistic events, painting and sand sculpture competitions;
- daily activities at the environmental education center: recycling workshop, screening of films on the importance of environmental protection, etc.

Living Arts

We support several associations and cultural events such as theatrical plays, comedy shows, children's shows, musical orchestra concerts, etc. The support of national production is materialized by our sponsorship actions and our partnership with the Living Arts Foundation, which counts several Moroccan plays in its annual festival program.

Business

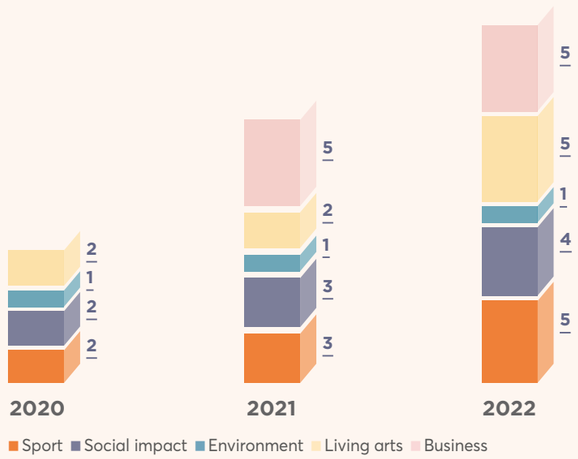
We support fairs, forums, conferences and symposiums on the theme of logistics, ports and the maritime industry.
In 2022, Marsa Maroc supported several sectoral events with the aim of bringing the national port and logistics community closer together and bringing together the sector's players to discuss common issues. Among these events, the Logismed exhibition, the Regional Logistics Meetings, the annual Portnet conference and the Port Hackaton organised by the National Ports Agency.

Performance

The budget as well as the action plan for our sponsorship and patronage activities are approved by the President of the Executive Board.

In order to increase the scope of our impact and better share the benefits of our performance, we regularly increase the number of our actions, as well as the associated budget. We have thus gone from seven actions in 2020 to twenty actions in 2022, breaking down as follows:

Number of events/sponsorship and patronage actions



The allocated budget has increased by 13.5% between 2021 and 2022, mainly linked to the full resumption of sporting and cultural events and those related to our business.

Outlook

We aim to further anchor our actions in the regions where we operate, where the expectations of our neighboring communities are high. To this end, we will refine our sponsorship policy and the associated budget to link it to our performance.

We plan to rely on new local partners, particularly in the medical, educational and cultural fields.

05

Appendices

- Tables of regulatory and GRI indicators
- GRI Index
- AMMC correspondence tables

Correspondence between our material issues and the GRI specific elements

Material issues	GRI specific elements
Quality of the customer relationship	
Ethics and transparency	GRI-205 / Fight against corruption GRI 418-1 / Confidentiality of customer data
Good governance practices	
Responsible purchasing	GRI 204-1/ Purchasing practices GRI 308/ Supplier environmental assessment GRI 414/ Social assessment of suppliers
Security of activities and terminals	
Innovation and smart terminals	
Health, Safety and Well-being at work	GRI 401 /Employment GRI 403 / Occupational Health and Safety
Skills development and career management	GRI 404/ Training and education
Social dialogue	GRI 402/ Employee/management relations
Culture of performance	
Climate change	GRI 201/Economic performance GRI 302/Energy GRI 305/ Emissions
Support for local communities	GRI 203/Indirect economic impacts GRI 413/Local communities

Tables of regulatory indicators and GRI

Tables of social indicators

Marsa Maroc Staff

Nature of indicator	Indicator	2020			2021			2022			Comments
	Contractual staff	Statutory	Permanent contract	Fixed term contract	Statutory	Permanent contract	Fixed term contract	Statutory	Permanent contract	Fixed term contract	
GRI 2-7 AMMC	Total staff by gender	1985	448	71	1831	563	62	1758	548	51	
	Women	247	17	1	222	22	2	215	26	0	
	Men	1738	431	70	1609	541	60	1543	522	51	
GRI 2-7	Total number of staff by region	1985	448	71	1831	563	62	1758	548	51	
	CASABLANCA	893	1	31	821	31	19	766	41	9	
	NADOR	129	2		123	2		116	2	0	
	ALHOCEIMA	4			4			4	0	0	
	TANGER	51			42			39	0	0	
	MOHAMMEDIA	125			116			111	0	0	
	JORF LASFAR	159			151			151	0	0	
	SAFI	110			102			94	0	0	
	AGADIR	184	1		167	1		162	1	0	
	LAAYOUNE	63			59			60	0	0	
	DAKHLA	17			16			15	0	0	
	SMA	3	232		3	215		3	189	0	
	TA	3	209	20	3	312	4	3	294	3	
	TC3PC	65		20	65		39	86	20	39	
	GENERAL MANAGEMENT	179	3		159	2		148	1	0	

Nature of indicator	Indicator	2020			2021			2022			Comments
	Information by socio-professional category	**Senior executives**	**Agents**	**Contractual staff**	**Senior executives**	**Agents**	**Contractual staff**	**Senior executives**	**Agents**	**Contractual staff**	
AMMC	Staff by category broken down by gender	343	1642	519	328	1503	625	322	1436	599	
	Women	95	152	18	87	135	24	84	131	26	
	Men	248	1490	501	241	1368	601	238	1305	573	
	Recruitments by category	31	0	233	4	11	28	4	64	72	
	Resignations by category	2	7	0	6	3	2	5	4	40	
	Dismissals by category	1	4	0	0	1	9	0	0	6	
	Negotiated Departure and Conciliation	0	15	0	2	16	0	3	17	0	

Nature of indicator	Indicator	2020	2021	2022
	Staff by seniority			
AMMC	< 5 years	681	688	644
	5 - 12 years	722	509	486
	12 - 20 years	465	410	434
	20 - 25 years	227	259	268
	≥ 25 years	409	590	525

Nature of indicator	Indicator	2020	2021	2022
	Workforce by activity			
AMMC	Operating and technical professions	1725	1697	1576
	Support professions	599	601	631
	Maritime professions	180	158	150

Remuneration

Nature of indicator	Indicator	2020	2021	2022	Comments
GRI 2-21	The ratio of the annual total remuneration of the best person remuneration of the organization compared to the median annual total remuneration of all employees (excluding the highest paid person)	4	4	4	

Social dialogue

Nature of indicator	Indicator	2020	2021	2022	Comments
AMMC	Number of staff representatives	72	53	52	
	Number of strike days	0	0	0	
	Number and nature of social disputes	3	6	7	
	Collectives	0	0	0	
	Individuals	3	6	7	
	Number and nature of social disputes	3	6	7	
	Contestation of the calculation methods of the voluntary departure indemnity	0	1	0	
	Dismissal contestation	1	3	6	
	Accidents at work or occupational diseases	2	1	1	
	Request for regularization of the administrative and/or financial situation with or without damages	0	1	0	
GRI 2-30	Percentage of total number of employees covered by collective bargaining agreements	97.16%	95.07%	93.96%	Concerns only the Marsa Maroc staff and TC3PC

Career Management

Nature of indicator	indicator	2020			2021			2022			Comments
		Senior executives	**Agents**	**Contractual staff**	**Senior executives**	**Agents**	**Contractual staff**	**Senior executives**	**Agents**	**Contractual staff**	
GRI 404-3	The percentage of the total number of employees who received a performance review during the reporting period	100%	100%	0%	100%	100%	0%	100%	100%	0%	
	The percentage of the total number of employees by gender and professional category having benefited from career development during the reporting period	32.65%	15.41%	3.47%	31.10%	16.70%	1.92%	31.06%	20.54%	1.67%	
	Women	8.45%	2.38%	0.00	8.23%	1.46%	0.00	8.39%	2.02%	0.00	
	Men	24.20%	13.03%	3.47%	22.87%	15.24%	1.92%	22.67%	18.52%	1.67%	
	Number of promotions		39			30			19		
	Number of mobility		40			60			26		
	Share of bonuses in payroll	16%	28%		16%	28%		16%	28%		

Training

Nature of indicator	Indicator	2020	2021	2022
AMMC	Number of employees having received training	790	1087	1709
AMMC	Training budget compared to payroll	1.60%	0.98%	1.09%
	Overall training satisfaction rate		D DN	N % 4 . 5 9
GRI 404-1	The average number of hours of training the organization's employees received during the reporting period, by gender	21.3	21	23.43
	Women	14.24	35.86	36.71
	Men	23.55	18.81	21.93
	The average number of hours of training that the organisation's employees received during the reporting period, by occupational category	21.3	21	23.43
	Senior executives	59.49	44.84	50.81
	Agents	18.23	17.14	20.18
	Contractual staff	1.65	11.2	9.42

Health, safety and well-being

Nature of indicator	Indicator	2020	2021	2022	Comments
AMMC	Number of occupational accidents	21	26	38	
GRI 401-3	The total number of employees who were entitled to parental leave, by gender	58	60	62	
	Women	6	13	6	
	Men	52	48	56	
	The total number of employees who returned to work during the reporting period after parental leave, by gender	58	60	62	
	Women	6	13	6	
	Men	52	48	56	
	The total number of employees who returned to work after parental leave and were still employed 12 months after returning to work, by gender	58	60	62	
	Women	6	13	6	
	Men	52	48	56	
	Return to work and retention rates of employees who took parental leave, by gender	100%	100%	100%	0% retention 100% recovery
	Women	100%	100%	100%	
	Men	100%	100%	100%	
GRI 403-9	For all employees, the number and rate of work-related fatalities	1(0.17)	1(0.18)	1(0.19)	Rates calculated on the basis of 1 000 000 hours worked
	For all employees, the number and rate of occupational accidents with serious consequences (excluding fatalities)	1(0.17)	0	0	
	For all employees, the number and rate of recordable accidents at work	21(3.67)	26(4.63)	38(7.05)	
	For all employees, the number of hours worked	5 729 152	5 619 328	5 392 816	
GRI 403-10	For all employees, the number of deaths due to occupational disease	0	0	0	
	For all employees, the number of recordable cases of occupational disease	0	0	0	

Tables of environmental indicators

Nature of indicator	Indicator	2020	2021	2022	Comments
AMMC (+GRI 302-1 for energy consumption)	Water consumption (m^3)	61 482	72 786	65 986	
	Consumption of electricity (TEP)	1 703	2 808	3 547	
	Fuel Diesel consumption (TEP)	3 639	7 211	7 104	
	Paper consumption (Kg)	20 060	22 260	18 017.5	
	Toner consumption (Number)	1 481	1 476	1 480	
	Motor oil consumption (Liters)	219 755	224 808	254 033	
GRI 302-3	The organization's energy intensity ratio (TEP per Kton)	0.15	0.21	0.21	This ratio was calculated by dividing the sum of the different energies consumed in TEP (electricity and fuel) by the tonnage of goods handled

Tables of purchasing indicators

Nature of indicator	Indicator	2020	2021	2022
Local purchases				
GRI 204-1	Share of local suppliers by activity in value	90%	90%	96%
	Equipment purchases (supply and maintenance)	74%	70%	87%
	Domain purchases "general expenses"	100%	100%	100%
	Domain purchases"Infrastructure"	100%	100%	100%
	Domain purchases "Information system"	99%	92%	99%
	Domain purchases "Intellectual Benefits"	90%	93%	99%
Evaluation of suppliers according to environmental criteria				
GRI 308-1	Percentage of new suppliers screened using environmental criteria	86%	91%	91%
GRI 308-2	The number of suppliers assessed in terms of environmental impact	207	209	235
	The number of suppliers identified as having negative and significant environmental impacts, actual and potential.	4	1	0
	The percentage of suppliers identified as having negative and significant environmental impacts, real and potential, with which improvements have been agreed upon following an assessment	2%	0.5%	0%
	The percentage of suppliers identified as having actual and potential negative and significant environmental impacts with whom relations were terminated following an assessment, as well as the reasons for this measurement	0%	0%	0%
Evaluation of suppliers according to social criteria				
GRI 414-1	Percentage of new suppliers screened using social criteria	91%	92%	92%
GRI 414-2	The number of suppliers evaluated in terms of social impact	210	211	236
	The number of suppliers identified as having negative and significant social impacts, real and potential	7	1	1
	The percentage of suppliers identified as having negative and significant social impacts, real and potential, with which improvements have been agreed upon following an assessment	3%	0.5%	0.4%
	The percentage of suppliers identified as having negative and significant social impacts, real and potential, with whom relations were terminated following an assessment, as well as the reasons for this measurement	0%	0%	0%

Tables of customer relationship indicators

Indicator	2020	2021	2022
Number of complaints			
Tanger Alliance	-	0	7
Tanger	0	2	2
Nador	2	2	2
Mohammedia	7	1	0
Casablanca	325	276	410
TC3 PC	139	139	245
Jorf lasfar	12	18	10
Safi	25	30	22
Agadir	84	104	31
SMA	7	3	4
Laayoune	0	0	0
Dakhla	0	2	2
Customer complaint processing times in days			
Tanger Alliance	-	0	0
Tanger	0	2	2
Nador	4	4	5
Mohammedia	14	2	0
Casablanca	8	8	7
TC3 PC	3	3	3
Jorf lasfar	3	3	3
Safi	5	4	4
Agadir	9	8	7
SMA	10	8	7
Laayoune	0	0	0
Dakhla	0	4	4
Customer satisfaction rate in %			
Tanger Alliance	-	-	89%
Tanger	96%	95%	96%
Nador	82%	82%	84%
Mohammedia	ND	99%	98%
Casablanca	86%	88%	88%
TC3 PC	78%	78%	82%
Jorf lasfar	91%	96%	96%
Safi	95%	96%	95%
Agadir	70%	80%	80%
SMA	80%	85%	85%
Laayoune	ND	86%	93%
Dakhla	96%	95%	96%

Tables of community indicators

		2020			2021			2022		
		Number of events / actions	Number of NGOs	Number of programs	Number of events / actions	Number of NGOs	Number of programs	Number of events / actions	Number of NGOs	Number of programs
Indicator	**Axis**									
GRI 203-1	Sport	2	-	-	3	-	-	5	-	-
	Social impact	2	3	2	3	4	2	4	4	2
	Environment	1	1	1	1	1	1	1	1	1
	Living arts	2	-	-	2	-	-	5	1	-
	Business and other	0	-	-	5	-	-	5	-	-

GRI Index

GRI Code	EN - Name of the standard	Chapter	Subchapter/ Commitment	Pages
	The organisation and its reporting practices			
GRI 2 : General information 2021	2-1 Organisational details	Preamble	Presentation of the Group	10 - 11
	2-2 Entities included in the organisation's sustainability reporting	Preamble	About this report	8 - 9
	2-3 Period, frequency and point of contact for reporting	Preamble	About this report	8 - 9
	2-4 Restatements of information	Not applicable		
	2-5 External insurance	None		
	Activities and workers			
	2-6 Activities, value chain and other business relationships	Preamble	Presentation of the Group Our business model	10 - 11
			Our employees	12 -13
	2-7 Employees	Developing a shared culture of port services	Our employees	58 -61
		Appendices	Tables of social indicators	115 - 119
	2-8 Workers who are not employees	Appendices	Tables of social indicators	
	Governance			
	2-9 Governance structure and composition	Conducting our port activities with transparency and integrity	Modernizing our governance practices and putting CSR at their heart	34 - 43
	2-10 Nomination and selection of members of the highest governance body	Conducting our port activities with transparency and integrity	Modernizing our governance practices and putting CSR at their heart	34 - 43
	2-11 Chair of the highest governance body	Conducting our port activities with transparency and integrity	Modernizing our governance practices and putting CSR at their heart	34 - 43
	2-12 Role of the highest governance body in overseeing of impact management	Preamble	Materiality analysis and strategic commitments	20 - 23
		Conducting our port activities with transparency and integrity	Modernizing our governance practices and putting CSR at their heart	34 - 43
		Developing a shared culture of port services	Protecting workers at our various sites	76 - 81
		Preamble	Reporting methodology and contacts	8 - 9
	2-13 Delegation of responsibility for impact management	Preamble	Extra-financial risks	24 -25
		Developing a shared culture of port services	Protecting workers at our various sites	76 - 81
	2-14 Preamble About this report	Préambule	à propos de ce rapport	8 - 9
		Conducting our port activities with transparency and integrity	Modernizing our governance practices and putting CSR at their heart	34 - 43
	2-15 Conflits of interest	Conducting our port activities with transparency and integrity	Anchoring a culture of integrity and transparency vis-à-vis our stakeholders	44 - 47
	2-16 2-16 Communication of major concerns	Conducting our port activities with transparency and integrity	Modernizing our governance practices and putting CSR at their heart	34 - 43
	2-17 Shared knowledge of highest governance body	Conducting our port activities with transparency and integrity	Modernizing our governance practices and putting CSR at their heart	34 - 43

	2-18 Evaluation of the performance of the highest governance body	Conducting our port activities with transparency and intégrité	Modernizing our governance practices and putting CSR at their heart	34 - 43
	2-19 Remuneration policies	Conducting our port activities with transparency and integrity	Modernizing our governance practices and putting CSR at their heart	34 - 43
		Developing a shared culture of port services	Fostering a culture of of performance for the benefit of our customers	66 - 69
	2-20 Process for determining remuneration	Conducting our port activities with transparency and integrity	Modernizing our governance practices and putting CSR at their heart	34 - 43
		Developing a shared culture of port services	Fostering a culture of of performance for the benefit of our customers	66 - 69
	2-21 Total annual remuneration ratio	Developing a shared culture of port services	Fostering a culture of of performance for the benefit of our customers	66 - 69
		Appendices	Social indicator tables	115 -1119
	Strategy, policies and practices			
GRI 2 : General information 2021	2-22 Statement on the Sustainable Development Strategy	Preamble	Message from the President	6 - 7
	2-23 Political commitments	Conducting our port activities with transparency and integrity	Anchoring a culture of integrity and transparency with our stakeholders	44 - 47
	2-24 Integration of political commitments	Conducting our port activities with transparency and integrity	Anchoring a culture of integrity and transparency with our stakeholders	44 - 47
	2-25 Remediation process for negative impacts	Conducting our port activities with transparency and integrity	Taking part of a partnership approach with our customers	52 -55
		Developing a common culture of port services	Consolidate our social dialogue	62- 65
	2-26 Mechanisms for seeking advice and raising concerns	Conducting our port activities with transparency and integrity	Anchoring a culture of integrity and transparency with our stakeholders	44 -47
	2-27 Compliance with laws and regulations	Conducting our port activities with transparency and integrity	Anchoring a culture of integrity and transparency with our stakeholders	44 -47
	2-28 Memberships in associations	No information available		
	Stakeholder commitment			
	2-29 Approach to stakeholder commitment	Preamble	Dialogue with stakeholders	16 -19
	2-30 Collective negotiations	Developing a shared culture of port services	Strengthening our social dialogue	62 - 65
		Appendices	Social indicator tables	115 -119

GRI 3 : Relevant themes 2021	3-1 Process for identifying relevant themes	Preamble	Materiality analysis and strategic commitments	20 - 23
	3-2 List of relevant themes	Preamble	Materiality analysis and strategic commitments	20 - 23
	3-3 Management of relevant themes	Conducting our port activities with transparency and integrity		32 - 55
		Developing a shared culture of port services		56 - 87
		Optimizing the impact of our terminals		88 - 109
GRI 201 : Economic performance	201-2 Financial implications and other risks and opportunities due to climate change			No information available
GRI 203 : Indirect economic impacts 2016	203-1 Investment in infrastructure and sponsorship	Optimizing the impact of our terminals Appendices	Contribution to improving the living conditions of the local population	104 - 109
			Community indicator tables	123
GRI 204 : Purchasing practices 2016	204-1 Share of expenditure with local suppliers	Developing a shared culture of port services	Growing and engaging our suppliers	82 - 87
		Appendices	Purchasing indicator tables	121
GRI 205 : Fight against corruption 2016	205-1 Activities assessed for corruption risk	Conducting our port activities with transparency and integrity	Anchoring a culture of integrity and transparency with our stakeholders	No information available
	205-2 Communication and training on anti-corruption policies and procedures	Conducting our port activities with transparency and integrity	Anchoring a culture of integrity and transparency with our stakeholders	No information available
	205-3 Confirmed cases of corruption and measures taken	Conducting our port activities with transparency and integrity	Anchoring a culture of integrity and transparency with our stakeholders	44 - 47

GRI 302 : Energy 2016	302-1 Energy consumption within the organization	Optimizing the impact of our terminals	Taking action against climate change, preserve the coasts and anticipate extreme phenomena	94 - 103
		Appendices	Environmental indicator tables	120
	302-3 Energy	Optimizing the impact of our terminals	Taking action against climate change, preserve the coasts and anticipate extreme phenomena	94 - 103
		Appendices	Environmental indicator tables	120
	302-4 Reduction of energy consumption	Optimizing the impact of our terminals	Taking action against climate change, preserve the coasts and anticipate extreme phenomena	No information available
GRI 308 : Environmental assessment of Developing a Fostering a culture of suppliers 2016	308-1 New suppliers screened using environmental criteria	Developing a common culture of port services	Growing and engaging our suppliers	82 - 87
		Appendices	Purchasing indicator tables	121
	308-2 IAdverse environmental impacts on the supply chain and measures taken	Developing a common culture of port services	Growing and engaging our suppliers	82 - 87
		Appendices	Purchasing indicator tables	121
GRI 401 : Employment 2016	401-3 Parental leave	Appendices	Tables of social indicators	115 - 119
GRI 402 : Employee/management relations 2016	402-1 Minimum notice periods for operational modifications.			No information available

GRI 403 : Health and safety at work 2018	403-1 Occupational health and safety management system	Developing a common culture of port services	Protecting workers at our various sites	76 - 81
	403-2 Hazard identification, risk assessment and investigation of adverse events	Developing a common culture of port services	Protecting workers at our various sites	76 - 81
	403-3 Occupational health services	Developing a common culture of port services	Protecting workers at our various sites	76 - 81
	403-4 Worker participation and consultation and communication on occupational health and safety	Developing a common culture of port services	Protecting workers at our various sites	76 - 81
	403-5 Worker health and safety training"	Developing a common culture of port services	Protecting workers at our various sites	76 - 81
	403-6 Promotion of worker health	Developing a common culture of port services	Protecting workers at our various sites	76 - 81
	403-7 Prevention and reduction of impacts on occupational health and safety directly linked to business relationships	Developing a common culture of port services	Protecting workers at our various sites	76 - 81
	403-8 Workers covered by an occupational health and safety management system	Developing a common culture of port services	Protecting workers at our various sites	76 - 81
		Appendices	Tables of social indicators	115 - 119
	403-9 Accidents at work	Developing a common culture of port services	information on subcontractors not available	76 - 81 (information on subcontractors not available)
		Appendices	Tables of social indicators	115 - 119
	403-10 Occupational diseases	Developing a common culture of port services	Protecting workers at our various sites	115 - 119
		Appendices	Tables of social indicators	115 - 119 (information on subcontractors not available)
GRI 404 : Training and Education 2016	404-1 Average hours of training per year per employee	Developing a common culture of portservices	Enhancing the skills and career paths of our employees	70 - 75
		Appendices	Tables of social indicators	115 - 119
	404-2 Employee skills upgrading and transition assistance programs	Developing a common culture of port services	Enhancing the skills and career paths of our employees	70 - 75
	404-3 Percentage of employees benefiting from performance and career development reviews	Developing a common culture of port services	Fostering a culture of performance for the benefit of our customers	66 - 69
		Appendices	Tables of social indicators	115 - 119
GRI 413 : Local Communities 2016	413-1 Local community involvement, impact assessment and and development programs	Optimizing the impact of our terminals	Contributing to improving the living conditions of local populations	104 - 109
GRI 414 : Social assessment of suppliers 2016	414-1 New suppliers analyzed using social criteria	Developing a common culture of port services	Growing and engaging our suppliers	82 - 87
		Appendices	Purchasing indicator tables	119
	414-2 Negative social impacts on the supply chain and actions taken	Developing a common culture of port services	Growing and engaging our suppliers	82 - 87
		Appendices	Purchasing indicator tables	119
GRI 418 : Confidentiality of customers data 2016"	418-1 Substantiated complaints relating to breaches of the confidentiality of customer data and loss of customer data	Conducting our port activities withtransparency and integrity	Anchoring a culture of integrity and transparency with our stakeholders	44 - 47

AMMC Correspondence Tables

Information extracted from AMMC Circular No. 3/19 of February 20, 2020, relating to financial operations and information.

Required information	Chapter of the ESG report	Part of ESG report	Pages
I. GENERAL ELEMENTS			
Describe the profil of the company and its group, its strategy in terms of social and environmental responsibility, as well as the benchmarks adopted for the preparation of the report, if any.	Preamble	Presentation of the Group	8 - 9
		Our business model	10 - 11
		Materiality analysis and strategic commitments	12 - 13
		Reporting methodology and contacts	20 - 23
		Our CSR approach	26 - 27
Describe the scope of ESG reporting and the group entities for which information is provided, justifying, where appropriate, any deviations from the issuer's scope of consolidation.	Appendices	Reporting methodology and contacts	8 - 9
Insert a materiality analysis of the different ESG aspects. This section should explain the analysis underlying the issuer's choice in relation to the ESG areas considered relevant and presented in the ESG report. Present, where applicable, the materiality thresholds adopted.	Preamble	Materiality analysis and strategic commitments	20 - 23
Insertion of a methodological note describing the process of identification of collection, processing and compilation of extra financial information as well as the limitations attached to this methodology. The quantitative indicators as well as the calculation methods used must be clearly definis and specified.	Appendices	Reporting methodology and contacts	8 - 9
Insert, if applicable, the certification of the external vérificateur who reviewed the ESG information contained in the report.	Lack of external verification		
Insert, if applicable, explanations relating to the parts of the framework that are not adopted by the issuer (Complain or explain)			
II. SPECIFIC ELEMENTS			
1. Environmental information			
Present all activities that have an impact on the environment (such as polluting activities)	Optimizing the impact of our terminals	Taking action against climate change, preserve the coasts and anticipate extreme phenomena	94 - 103
Describe the issuer's environmental policy, including the measures taken to limit the environmental impacts of its activities and the standards and objectives fixed in this regard	Optimizing the impact of our terminals	Taking action against climate change, preserve the coasts and anticipate extreme phenomena	94 - 103
Describe any litigation or proceedings relating to environmental issues to which the issuer is subject	Optimizing the impact of our terminals	Taking action against climate change, preserve the coasts and anticipate extreme phenomena	94 - 103

Indication of the actions and measures put in place to evaluate and minimize the environmental impacts of the activity	Optimizing the impact of our terminals	Taking action against climate change, preserve the coasts and anticipate extreme phenomena	94 - 103
Information on waste management and disposal measures	Optimizing the impact of our terminals	Taking action against climate change, preserve the coasts and anticipate extreme phenomena	94 - 103
Indication of the consumption of water, energy and raw materials as well as the measures put in place to optimize these consumptions	Optimizing the impact of our terminals	Taking action against climate change, preserve the coasts and anticipate extreme phenomena	94 - 103
	Appendices	Tables of social indicators	120
2. Social information			
Specify the main lines of the human resources management policy, particularly in terms of:			
Recruitment	Developing a common culture of port services	Our employees	58 - 51
Remuneration	Developing a common culture of port services	Fostering a culture of performance for the benefit of our customers	66 - 69
Career management	Developing a common culture of port services	Fostering a culture of performance for the benefit of our customers	70 -75
Training (including the number of employees who received training during the period compared to the overall staff as well as the training budget for the period compared to the overall payroll)	Developing a common culture of port services	Fostering a culture of performance for the benefit of our customers	70 -75
Measures put in place for the employment and integration of people with disabilities	Developing a common culture of port services	Our employees	58 -61
Measures taken for equality between women and men	Developing a common culture of port services	Our employees	58 -61

Breakdown by branch of activity	Appendices	Tables of social indicators	115 -119
Breakdown by type of employment contract (Permanent contract, fixed-term contract, interim, etc.)	Appendices	Tables of social indicators	115 -119
Breakdown by category (management, executive, employees.), broken down by gender	Appendices	Tables of social indicators	115 -119
The overall breakdown by gender	Appendices	Tables of social indicators	115 -119
Breakdown by seniority	Appendices	Tables of social indicators	115 -119
Indication of any profit-sharing scheme and staff participation, specifying the date, nature, main terms of these contracts as well as the sums allocated in this respect for each of the last three years		Non applicable	

Number of employee representatives	Developing a common culture of port services	Consolidate our social dialogue	62 - 65
	Appendices	Social indicator tables	115 - 119
Number of strike days per fiscal year	Developing a common culture of port services	Consolidate our social dialogue	62 - 65
	Appendices	Social indicator tables	115 - 119
Number of occupational accidents per financial year	Developing a common culture of port services	Protecting workers at our various sites	76 - 81
	Appendices	Social indicator tables	115 - 119
Number of dismissals per fiscal year (by category)	Appendices	Social indicator tables	115 - 119
Number of resignations per fiscal year (by category)	Appendices	Social indicator tables	115 - 119
Number of recruitments per financial year (by category)	Appendices	Tables of social indicators	115 - 119
Number and nature of social disputes (collective or individual) per financial year	Developing a common culture of port services	Consolidating our social dialogue	62 - 65
	Appendices	Tables of social indicators	115 - 119
3. Governance			
Composition of the governance body			
Executive and non-executive members	Conducting our port activities with transparency and integrity	Modernizing our governance practices and put CSR at their heart	34 - 43
Independent members	Conducting our port activities with transparency and integrity	Modernizing our governance practices and put CSR at their heart	34 - 43
Criteria used for the qualification of independent directors	Conducting our port activities with transparency and integrity	Modernizing our governance practices and put CSR at their heart	34 - 43
Dates of appointment of members of the governing body and expiry date of their mandate	Conducting our port activities with transparency and integrity	Modernizing our governance practices and put CSR at their heart	34 - 43
Functions within the governing body, representation of stakeholders	Conducting our port activities with transparency and integrity	Modernizing our governance practices and put CSR at their heart	34 - 43

Parity, and the rules followed in this regard	Conducting our port activities with transparency and integrity	Modernizing our governance practices and put CSR at their heart	34 - 43
Number of mandates per director	Conducting our port activities with transparency and integrity	Modernizing our governance practices and put CSR at their heart	34 - 43
Existence of specialized committees and their respective compositions	Conducting our port activities with transparency and integrity	Modernizing our governance practices and put CSR at their heart	34 - 43
Attendance at board meetings (number of board meetings during the period, effective attendance rate of each director)	Conducting our port activities with transparency and integrity	Modernizing our governance practices and put CSR at their heart	34 - 43
Remuneration of directors	Conducting our port activities with transparency and integrity	Modernizing our governance practices and put CSR at their heart	34 - 43
Remuneration of managers (global budget, stock option per executive, benefits in kind)	Conducting our port activities with transparency and integrity	Modernizing our governance practices and put CSR at their heart	34 - 43
Relations with shareholders: Information communicated to shareholders	Conducting our port operations with transparency and integrity	Modernizing our governance practices and put CSR at their core	34 - 43
Process for evaluating governance body performance against economic, environmental and social themes	Conducting our port operations with transparency and integrity	Modernizing our governance practices and put CSR at their core	34 - 43
Ethics, professional conduct and prevention of corruption			
Actions taken to prevent corruption	Conducting our port operations with transparency and integrity	Anchoring a culture of integrity and transparency towards our stakeholders	44 - 47
Measures taken in response to incidents of corruption	Conducting our port operations with transparency and integrity	Anchoring a culture of integrity and transparency towards our stakeholders	44 - 47
4. Information on stakeholders			
Economic and social impact of the company's activity on neighboring or local populations and regional development: job creation, investment in the fields of health, culture, education	Optimizing the impact of our terminals	Contributing to improving the living conditions of the local population	104 - 109
Impact of investments in infrastructure and public services	Optimizing the impact of our terminals	Contributing to improving the living conditions of the local population	104 - 109
Corrective actions implemented within the activities including potential or proven significant negative impacts on local communities		No information available	
Conditions for dialogue with stakeholders	Preamble	Dialogue with stakeholders	16 - 19
Policies and selection criteria for stakeholders (customers, suppliers, partners, etc.)	Developing a common culture of port services	Growing and engaging our suppliers	82 - 87
5. Other			
The issuer's objectives and commitments in terms of the CSR approach	Preamble	Materiality analysis and strategic commitments	26 - 27
Achievements in this area over the last three years	The full report		

Regulatory Information

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