

TANGER MED

REPORT

CSR

|| 2019





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PRESENTATION OF TANGER MED GROUP

PRESENTATION OF TANGER MED GROUP

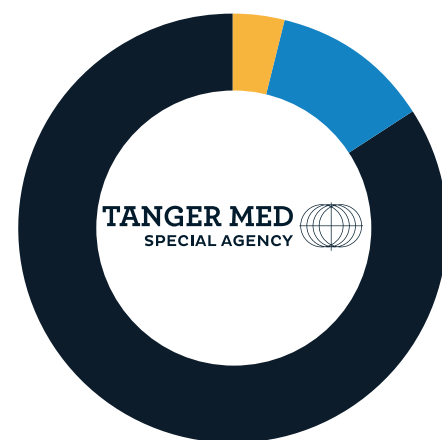
Tanger Med is a global logistics hub, located on the Strait of Gibraltar and connected to more than **180 ports worldwide**, offering handling capacities for **9 million containers, 7 million passengers, 700,000 trucks and 1 million vehicles**.

Tanger Med is an industrial platform for more than **1,000 companies** representing an annual business volume of **8.8 B USD** in different sectors such as automotive, aeronautics, logistics, textiles and trade.

DATA SHEET	
LEGAL FORM	LIMITED COMPANY
SHARE CAPITAL	380 M USD
CONSOLIDATED REVENUES 2019	346 M USD
CONSOLIDATED INCOME	91.8 M USD

Tanger Med Special Agency, a limited company with an Executive Board and a Supervisory Board, is a strategic public company with legal personality and financial autonomy with a capital of 3,8 M USD whose distribution is as follows:

SHAREHOLDING



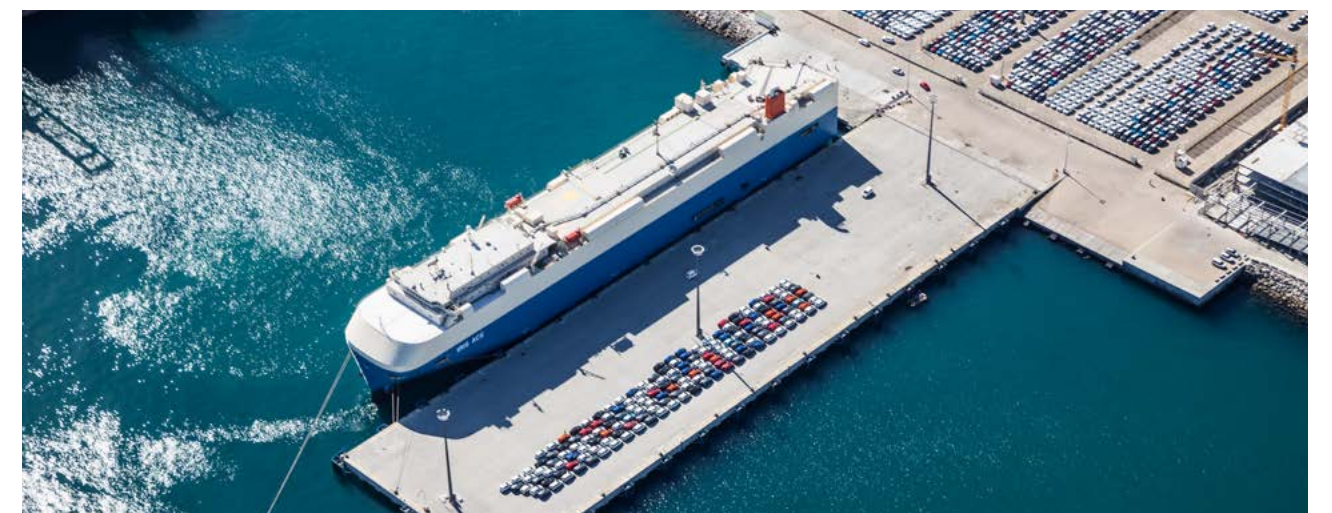
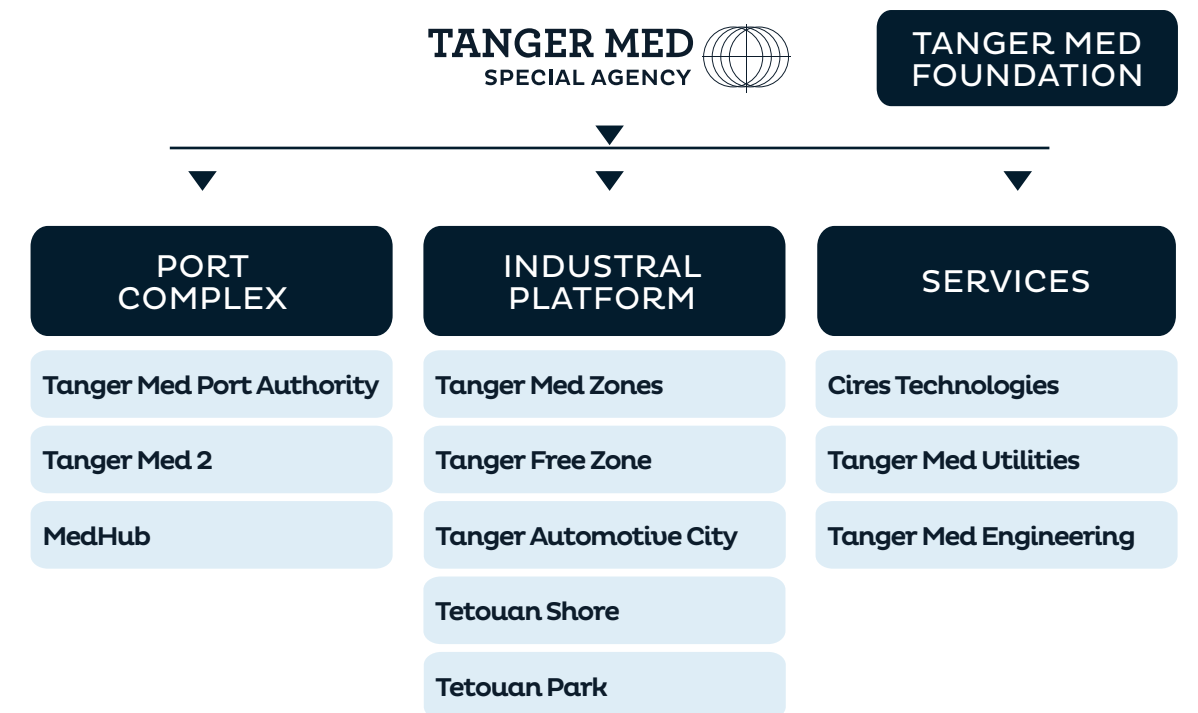
● CDG **0,12 %**
● State **12,38 %**
● Hassan II Fund for Economic and Social Development **87,5 %**

Endowed with the prerogatives of public power on the basis of the decree-law No. 2-02-644 of September 10, 2002, amended by Law No. 18-05 promulgated by Dahir No. 1-06-101 of June 15, 2006 and by the convention concluded with the Government on February 17, 2003 creating the Special Development Zone, Tanger Mediterranean Special Agency (TMSA) is responsible for carrying out, in the name and on behalf of the Government, the development of a special zone in which will be created :

- A port free zone including a seaport and export free zones, as defined in Article 1 of Law No. 19-94
- Zones assigned to industrial, commercial or service activities related to the missions assigned to Tanger-Mediterranean Special Agency, in accordance with an agreement between the Government and the Company.

These prerogatives include the missions of public authority over the port and the free zones. They give TMSA the role of a public territorial actor concerned with land use and urban planning aspects at the Special Zone level.

TMSA is organized as a public group with subsidiaries and shareholdings. This dimension must be taken into consideration through a better involvement of the group in the implementation of the principles of good governance at the level of its subsidiaries.



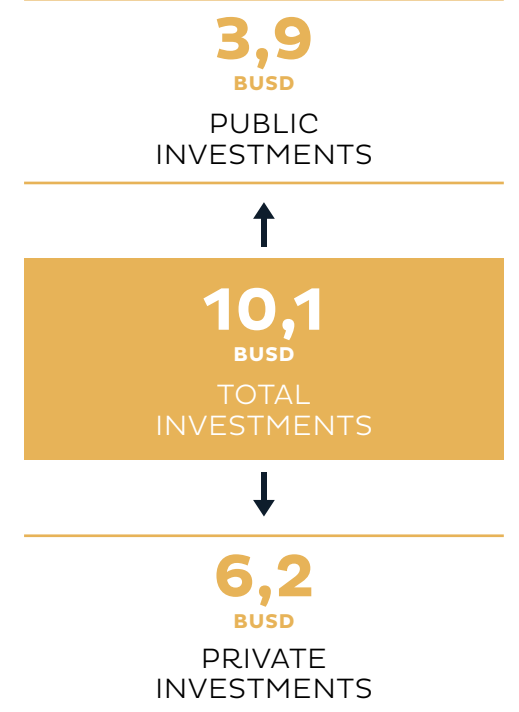
ACTIVITIES

Tanger Med Group in figures:



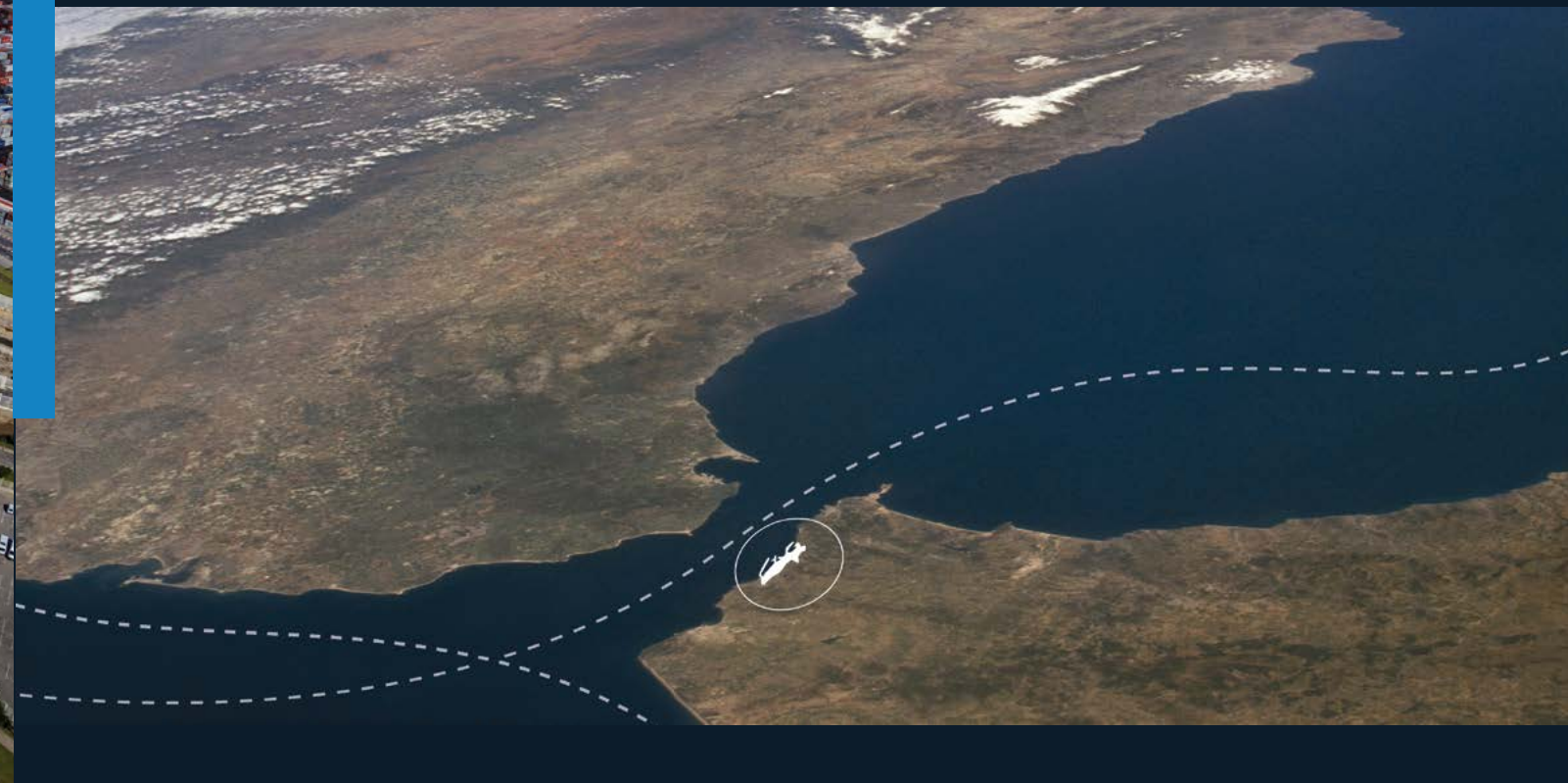
TANGER MED

An inclusive and structuring project



TANGER MED

at the heart of global trade



GOVERNANCE



TANGER MEDITERRANEAN SPECIAL AGENCY

Tanger Mediterranean Special Agency (TMSA), a public limited company with an Executive Board and a Supervisory Board, is a strategic public company operating under the law on public limited companies. Its strategic and operational management is ensured by several governing bodies.

THE SUPERVISORY BOARD

The Supervisory Board of Tanger Mediterranean Special Agency is the highest body of the structure and defines the major strategic orientations and ensures the control of the management of the group led by the Executive Board.

Since October 2013, Mr. Fouad BRINI has been Chairman of the Board.

The current Supervisory Board is composed of the following members:

Fouad BRINI

Chairman of the Supervisory Board

Abdelouafi LAFTIT

Minister of Interior

Mohamed BENCHAABOUN

Minister of Economy,
Finance and Administrative Reform,
representing the Moroccan government

Moulay Hafid ELALAMY

Minister of Industry,
Trade and the Green and Digital Economy

Abdelkader AMARA

Minister of Equipment, Transport,
Logistics and Water

Dounia BEN ABBES TAARJI

President of the Executive Board, Hassan II Fund
For Economic and Social Development

Abdellatif ZAGHNOUN

Managing Director, Caisse de Dépôt et de Gestion

Mounir EL BOUYOUSSFI

General Manager, Agency for the Promotion
and Economic and Social Development
of Northern Prefectures and Provinces

The term of office of the members of the Supervisory Board is five years. Members of the Supervisory Board may be re-elected.

EXECUTIVE BOARD

The Executive Board appointed by the Supervisory Board is responsible for the management of the Agency. The current Executive Board is composed of the following members:

Mehdi TAZI RIFFI

President of the Executive Board

Jamal MIKOU

Member of the Executive Board

Jaafar MRHARDY

Member of the Executive Board

BOARDS OF DIRECTORS

The subsidiaries of Tanger Med group have Boards of Directors made up of a Chairman and several members from inside and outside the Group. The role of this body is to determine the orientations of the company's activity and ensure their implementation.

The term of office of the members of the Board of Directors is six years. It expires at the end of the Ordinary Shareholders' Meeting called to approve the financial statements for the last fiscal year.

TMSA AUDIT COMMITTEE

The Audit Committee examines and gives its opinion, prior to examination by the Supervisory Board, on the internal control and risk management systems, the corporate and consolidated financial statements, the involvement of the external auditors and the statutory auditor appointed by the company, while verifying their independence, and the monitoring of the implementation of the recommendations issued by the Audit Committee, the statutory auditor and the internal or external auditors.

The TMSA Audit Committee is chaired by Mrs. Dounia BEN ABBES TAARJI. The members of the TMSA Audit Committee are presented in the following table:

Dounia BEN ABBES TAARJI	Hassan II Fund	Chairman of the Executive Board
Mounir EL BOUYOUSSFI	APDN	General Manager
Khalid ZIANE	FIPAR-Holding	General Manager
Hicham EL MDAGHRI	DEPP	Head of Infrastructure division
Soundous Oumerijal DERDEK	DEPP	Auditor of the government (ex officio member)

TMPA & TM2 AUDIT COMMITTEE

The role of the Audit Committee is to examine and give its opinion, prior to examination by the Board of Directors, on the parent company and consolidated financial statements, the missions of the statutory auditors, the effectiveness of the internal control and risk management system, the intervention programme of the external and internal auditors, the financial reporting process and the preparation of accounting and financial information, the draft operating and investment budgets and the financial structure of TMPA and TM2.

Mr. Khalid ZIANE is the Chairman of the Audit Committee of TMPA & TM2. The members of the audit committee of TMPA and TM2 are presented in the following table:

Khalid ZIANE	FIPAR-Holding	General Manager
Younes ALADLOUNI	FIPAR-Holding	Head of Investment
Loubna GHALEB	TMSA	Head of Strategy and Development
Meryem ELIDRISSI	TMSA	Assistant CFO of TMSA Group
Myriam BRAHIMI	Fonds Hassan II	Head of Infrastructure and Finance Department

A summary of the Committee's work as well as its conclusions and recommendations are presented by the Committee Chairman to the Board of Directors.

AUDIT COMMITTEE OF TANGER MED ZONES

The Audit Committee reviews and gives its opinion, prior to review by the Board of Directors, on the parent company and consolidated financial statements, the missions of the statutory auditors, the effectiveness of the internal control and risk management system, the intervention program of the external and internal auditors, the financial reporting process and the preparation of accounting and financial information, the draft operating and investment budgets and the financial structure of TMZ and subsidiaries.

Tanger Med Zones Audit Committee is chaired by Mr. Hicham SAFIR. members of Tanger Med Zones Audit Committee are presented in the following table:

Hicham SAFIR	ASMA INVEST	General Manager
Mehdi TAZI-RIFFI	TMSA	Chairman of the Executive Board
Mohamed ABOUMEJD	CIMR	Head of Investments

A summary of the Committee's work, as well as its conclusions and recommendations, are presented by the Chairman of the Committee at meetings of the Board of Directors of TMZ and its subsidiaries.

During fiscal year 2019, 11 Audit Committees were held

OTHER SPECIALISED COMMITTEES

In addition to its governance tools, Tanger Med has also developed other steering bodies made up of the Group's directors and managers (operating committee, management committee, CSR committee, etc.).

CODE OF ETHICS

As part of its trust-based management approach towards its clients, employees, shareholders and public or private partners, Tanger Med Group has adopted a code of ethics based on fifteen aspects, detailed below, enabling us to build strong and lasting relationships with our stakeholders.

Our Ethical Principles are Integrity, Respect, Transparency and Social and Environmental Responsibility. These Values and principles are applied and supported by Tanger Med group as a company, as an employer and as a player in the development of the region. Our employees adhere to and observe these principles and values in the performance of their daily duties.

<p>AS A COMPANY</p>	<ol style="list-style-type: none"> 1. Compliance, Quality and Operational Safety 2. Communication and representation of Tanger Med 3. Choice and fair treatment of suppliers 4. Control over conflicts of interest 5. Corruption 6. Respect for privacy and personal data 7. Use of assets and infrastructure
<p>AS AN EMPLOYER</p>	<ol style="list-style-type: none"> 1. Occupational health and safety 2. Working conditions 3. Diversity 4. Respect for all people
<p>AS A KEY PLAYER ON THE TERRITORY</p>	<ol style="list-style-type: none"> 1. Commitment to responsible policy 2. Preservation and protection of the environment 3. Contribution to the development of the territory

HUMAN CAPITAL

HUMAN RESOURCES POLICY

Tanger Med is committed to the responsible management of its human resources. To this end, it ensures that its employees benefit from a safe and fulfilling work environment that allows them to develop and strengthen their skills and employability, in a framework of openness and dialogue.

As part of a responsible CSR approach, the human resources policy implements a proactive approach in several areas

- Continuity and succession planning
- Talent Management
- Internal mobility
- Internal communication
- Digitalization
- Recruitment process

The Group encourages and facilitates internal mobility in order to meet the Group's needs in terms of resources and employees' career prospects. Employee selection is based on the suitability of skills and the prerequisites of the positions to be filled.

An inclusion policy has been developed to give more opportunities to women, with equal skills to their male colleagues, to access recruitment and career development opportunities.

Tanger Med pays particular attention to increasing the skills of its employees through a broad and diversified training offer.

To this end, a global training plan spread over 2 years (2018 - 2020) has been established for the benefit of employees in order to strengthen their skills and improve their operational efficiency to achieve their missions and better meet the expectations of Tanger Med's customers and partners.

To ensure the continuity of its activities, Tanger Med has set up its continuity and succession plans by identifying critical profiles among its staff according to objective criteria. These plans have highlighted the following main points:

- Setting up of pairs for critical positions
- Constitution of pools of skills to ensure versatility on a number of positions in the same profession
- Proactive recruitment of profiles for our core businesses by developing partnerships with specialised schools
- Talent management based on performance and competency assessment systems

Tanger Med implements a compensation policy based on the responsibilities of each position and the individual and collective performance of employees. This policy is based on the principles of fairness and transparency, in line with the Group's strategic orientations.

As part of its Digitalization programme, Tanger Med has deployed, since 2012, its HRIS, which covers all human resources management processes. The solution implemented enables the dematerialized management of payroll and personnel administration (leave, certificates, travel, notes ...), but also the management of training, performance, skills and career. In 2019, the possibility of using this solution in portability via the mobile devices available to Group employees was rolled out.

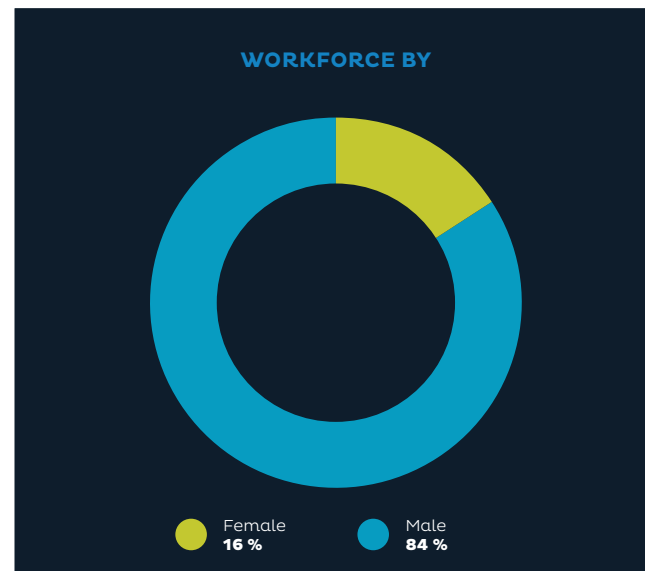
KEY HUMAN RESOURCES FIGURES

Breakdown of the workforce by entity by type of contract

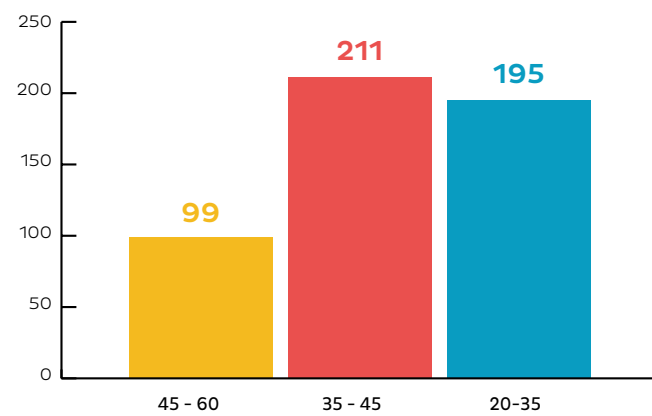
ACTIVITY POLE	2017			2018			2019		
	CDI	PROJET	TOTAL	CDI	PROJET	TOTAL	CDI	PROJET	TOTAL
HOLDING	39	0	39	43	0	43	45	0	45
PORT	174	0	174	193	0	193	201	0	201
INDUSTRIAL	39	0	39	39	0	39	39	1	40
SERVICES	155	37	192	164	39	203	174	45	219
TOTAL GENERAL	407	37	444	439	39	478	459	46	505

Breakdown of the workforce by category by gender

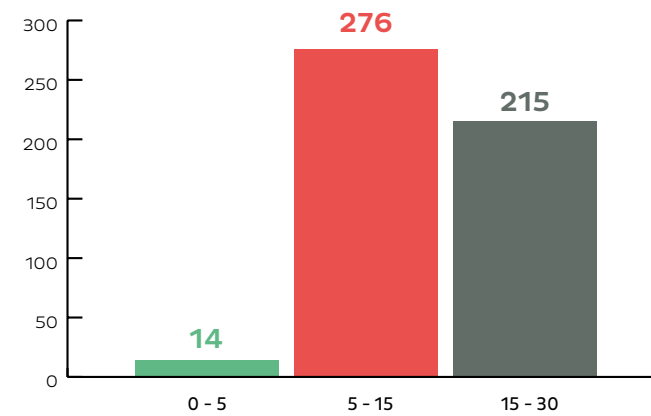
ACTIVITY POLE	MANAGEMENT		EXECUTIVES		EMPLOYEES		TOTAL		TOTAL
	F	M	F	M	F	M	F	M	
HOLDING	2	6	13	16	0	8	15	30	45
PORT	0	16	26	140	0	19	26	175	201
INDUSTRIAL	0	3	11	19	3	4	14	26	40
SERVICES	0	3	19	70	6	121	25	194	219
TOTAL GENERAL	2	28	69	245	9	152	80	425	505



WORKFORCE BY AGE GROUP

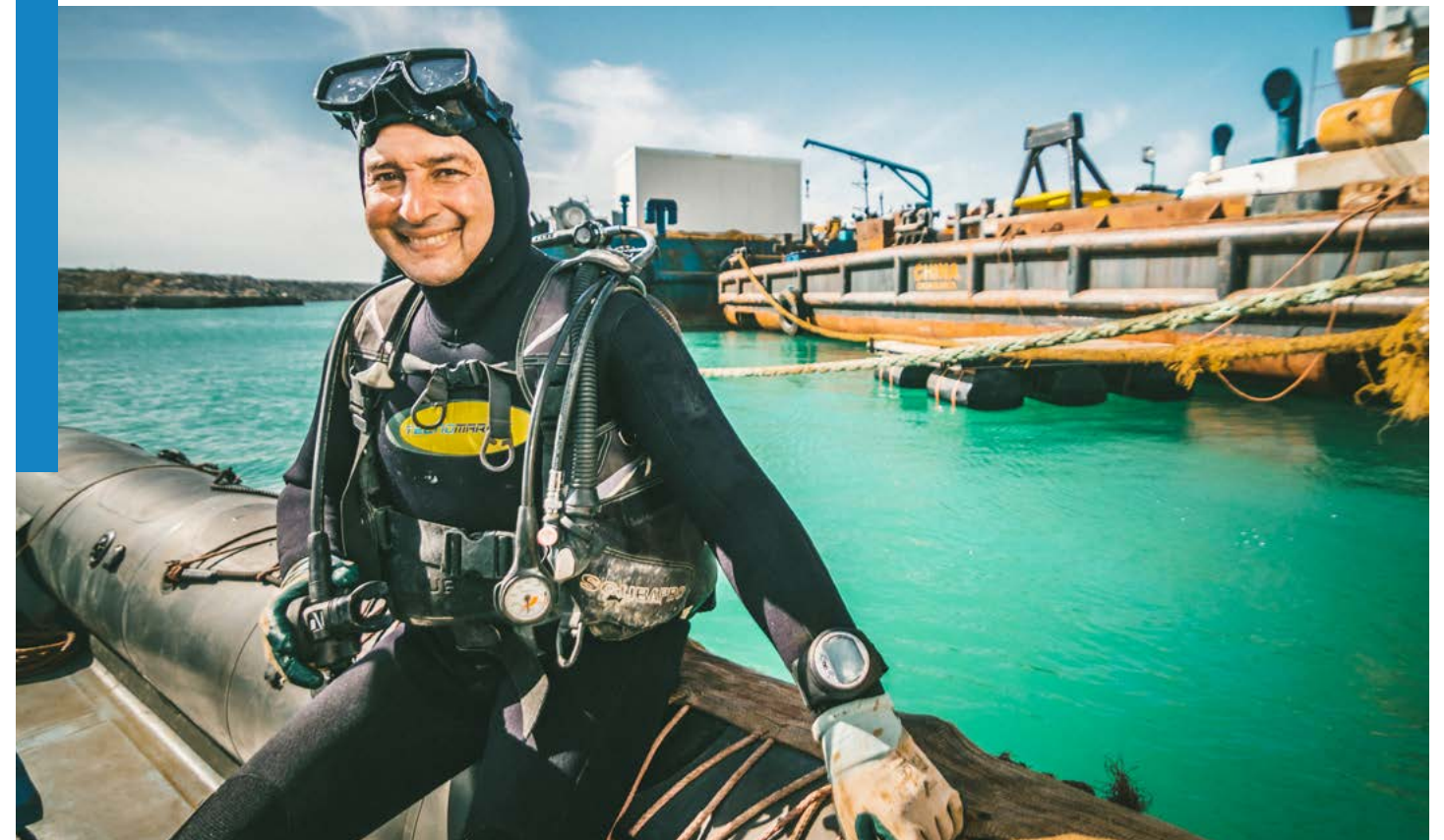


WORKFORCE BY SENIORITY BRACKET



Other indicators

Indicator	2017	2018	2019	
Number of staff representatives	23	19	19	
Number of strike days	0	0	0	
Number of work accidents	4	3	6	
Number of redundancies	Management	0	0	0
	Executives	0	0	1
	Employees	0	0	2
	Total	0	0	3
Number of resignations	Management	0	0	0
	Executives	20	14	5
	Employees	4	1	5
	Total	24	15	10
Number of recruitments	Management	1	0	2
	Executives	33	38	32
	Employees	39	38	26
	Total	73	76	62
Number and nature of social disputes	0	0	0	





RESPONSIBLE PURCHASING POLICY

Tanger Med's relationship with its suppliers goes beyond the simple purchase and supply of goods and services. The Group ensures the quality of its relationships with its suppliers.

With this in mind, Tanger Med acts within the framework of a CSR approach of responsible purchasing management along several dimensions including:

- Charters Digitalization
- Integration of CSR clauses in the Group's purchasing documents
- Compliance with payment deadlines
- Monitoring economic dependence
- Evaluation of suppliers
- Promotion of CSR among suppliers and service providers

PURCHASING CHARTER

Tanger Med has drawn up and published a charter that formalises all of the Group's commitments in favour of responsible purchasing.

Within this framework, Tanger Med ensures that its expectations are well implemented by all its suppliers while paying attention to the related social and environmental risks.

Tanger Med distributes this charter to suppliers and reminds them of the simple and unavoidable rules that govern the Group's relations with its suppliers.

In addition, Tanger Med has adopted an «ethics» charter that aims to frame the guiding principles of the relationship between Tanger Med and its suppliers for a sustainable and balanced relationship, through the following commitments:

- A selection process based on open and competitive consultation or tendering with fair treatment
- Transparency in the selection and tendering processes
- Protection of confidential information

DIGITALIZATION

Tanger Med has launched a series of projects to digitise the purchasing process, from supplier referencing, dematerialization of the purchase request and tender management to supplier evaluation through the ORACLE application modules.

These modules, fully integrated with the group's ERP system, allow for better processing fluidity, more transparency and speed in the processing and management of suppliers.

INTEGRATION OF CSR CLAUSES IN THE GROUP'S PURCHASING DOCUMENTS

Reciprocal commitments between Tanger Med and its suppliers in terms of social responsibility are enshrined in the standard specifications, consultation regulations and contracts signed with its suppliers.

These clauses cover in particular the Group's environmental policy, the Group's safety and security aspects, data security and confidentiality management, and more generally principles of ethics and loyalty.

COMPLIANCE WITH PAYMENT DEADLINES

In accordance with the legal provisions, Tanger Med applies to its suppliers a maximum payment term of 60 days and ensures that its obligations in this respect are met.

The practical modalities, deadlines and methods are specified in all our purchasing conditions. The accounting organization for the receipt and payment of invoices is centralised, and ensures that invoices received are followed up so that they are paid on time.

Monthly reporting is drawn up for this purpose and rigorous monitoring of these indicators is ensured at all hierarchical levels of the Group's entities.

MONITORING ECONOMIC DEPENDENCE

On their purchasing segments, Tanger Med group buyers follow actions of detection, analysis and evaluation, where appropriate, of situations of economic dependence of suppliers or service providers.

The evaluation of the dependency rate, and then the assessment of the value of this rate, is carried out through calls for tenders and consultations, with a particular focus on VSE/SMEs.

Indicators for monitoring this aspect are calculated and presented in the group-wide purchasing monitoring indicators.

EVALUATION OF SUPPLIERS

Compliance with the environmental and societal commitments of suppliers and their subcontractors is monitored by an evaluation system that prioritises assessments according to a CSR risk mapping covering Tanger Med's purchasing segments.

In this perspective, and according to CSR criteria; 262 suppliers have been evaluated in this sense.

In 2019, the CSR assessments of suppliers were carried out on the basis of the CSR risk mapping of the purchasing segmentation.

In 2019, these evaluations show a high level of satisfaction for 97% of suppliers, a medium level of satisfaction for 2.60% of suppliers and 0.4% of suppliers showed an «unsatisfactory» performance. The suppliers concerned have been informed of the need to provide Tanger Med with an improvement action plan to correct the major discrepancies.

In addition to these assessments, 11 audit missions, addressing CSR issues, were carried out for critical suppliers that fall within Tanger Med's sphere of influence.

PROMOTION OF CSR TO SUPPLIERS AND SERVICE PROVIDERS

Tanger Med regularly organizes awareness-raising sessions for its suppliers on its CSR approach.

The Group has also integrated HSE/CSR criteria in the listing and evaluation of its suppliers and in the CSR charters binding on them (Responsible Purchasing, Environment), as well as in all contractual documents.

Tanger Med has made available to its buyers a specific guide and adapted trainings, in order to help them address CSR issues during their exchanges with their suppliers.

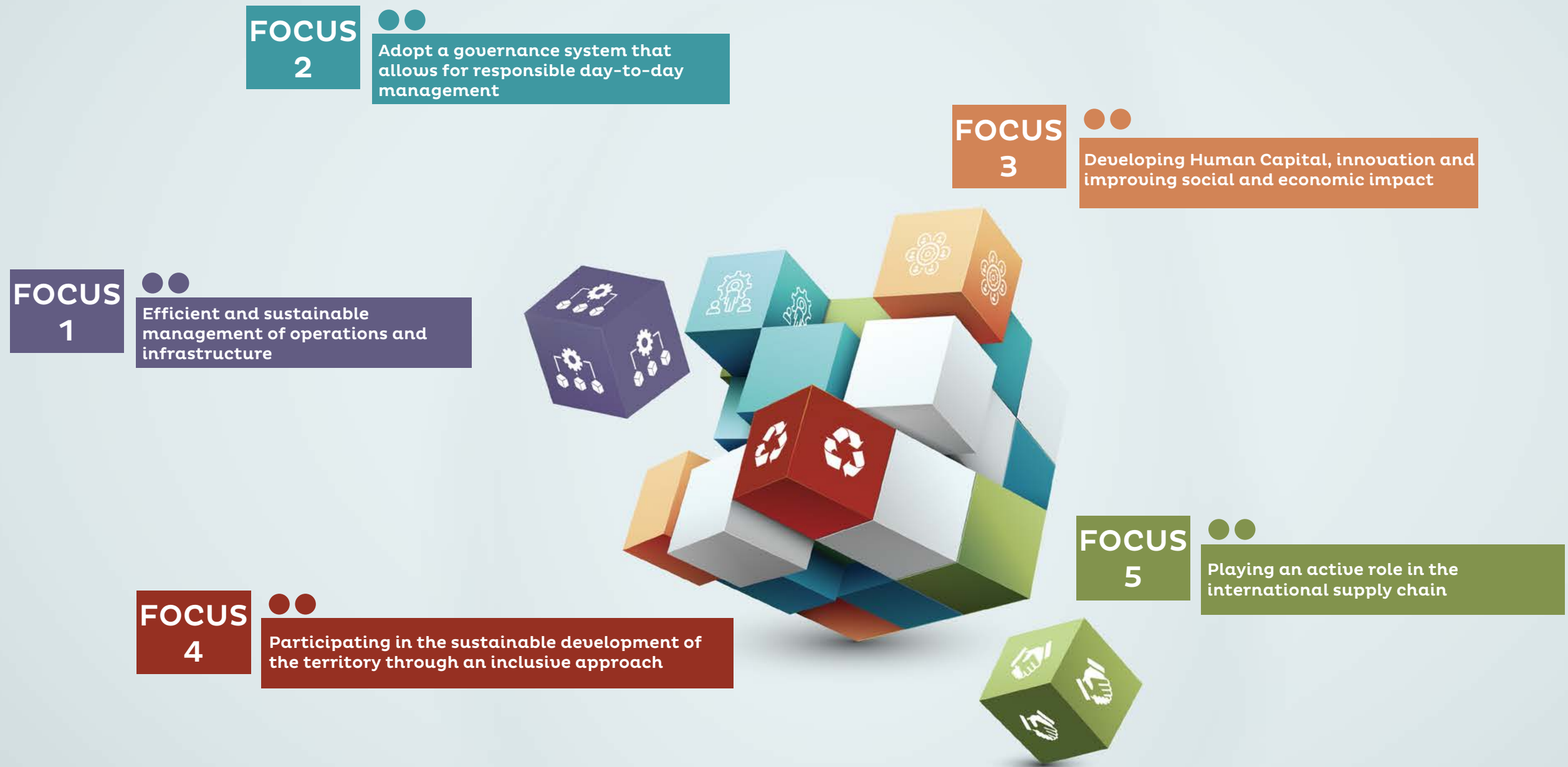




FOCUS AND COMMITMENT

TANGER MED HAS ADOPTED A CSR APPROACH BASED ON 5 MAIN FOCUSES AND 10 COMMITMENTS

These focuses are deployed through CSR commitments and are based on a detailed action plan and an appropriate governance model. This approach is part of a continuous improvement process and through relevant performance indicators



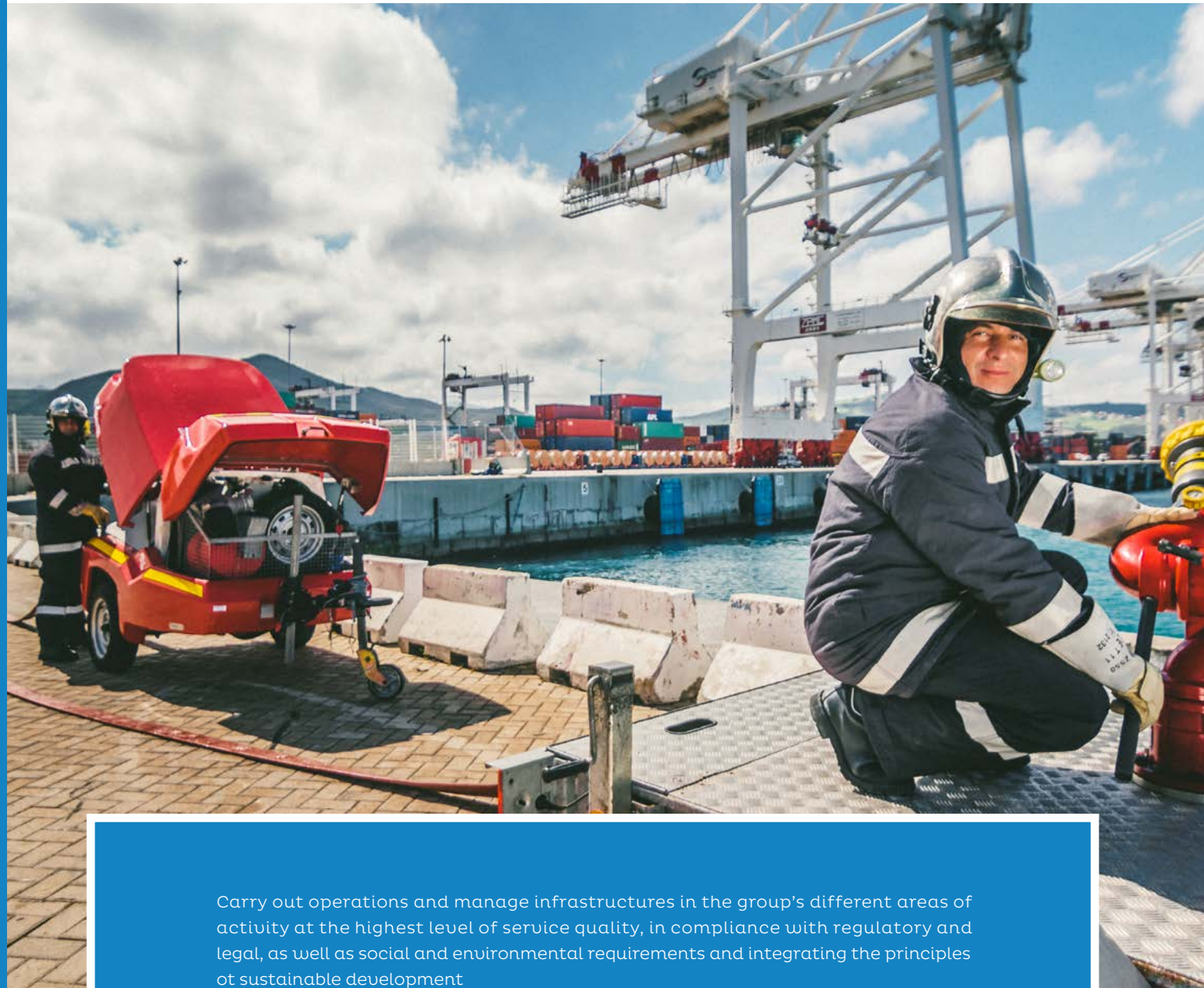
CSR FOCUSES AND COMMITMENTS OF THE GROUP



FOCUS
1



Efficient and sustainable management of operations and infrastructure



Carry out operations and manage infrastructures in the group's different areas of activity at the highest level of service quality, in compliance with regulatory and legal, as well as social and environmental requirements and integrating the principles of sustainable development

Commitment - 1

Carry out operations and manage infrastructures in the port and business zones at the highest level of service quality and in compliance with social and environmental requirements.

Commitment - 2

Promote sustainable mobility solutions to connect the port, business zones and the territory



FOCUS
2



Adopt a governance system that allows for responsible day-to-day management



Implementing ethical and transparent governance within the group to manage SD issues on a daily basis, relations with stakeholders and build an identity and culture firmly rooted in the territory

Commitment - 3

Implementing ethical and transparent governance to manage sustainable development issues and dialogue with stakeholders on a daily basis

Commitment - 4

Building an intangible asset around the group's identity and culture to strengthen sustainable relationships with stakeholders and the territory

FOCUS
3

●● Developing Human Capital, innovation and improving social and economic impact



Develop the group's Human Capital and use the group's interfaces, including its Foundation, to promote skills development, job creation, entrepreneurship and innovation.

Commitment 5

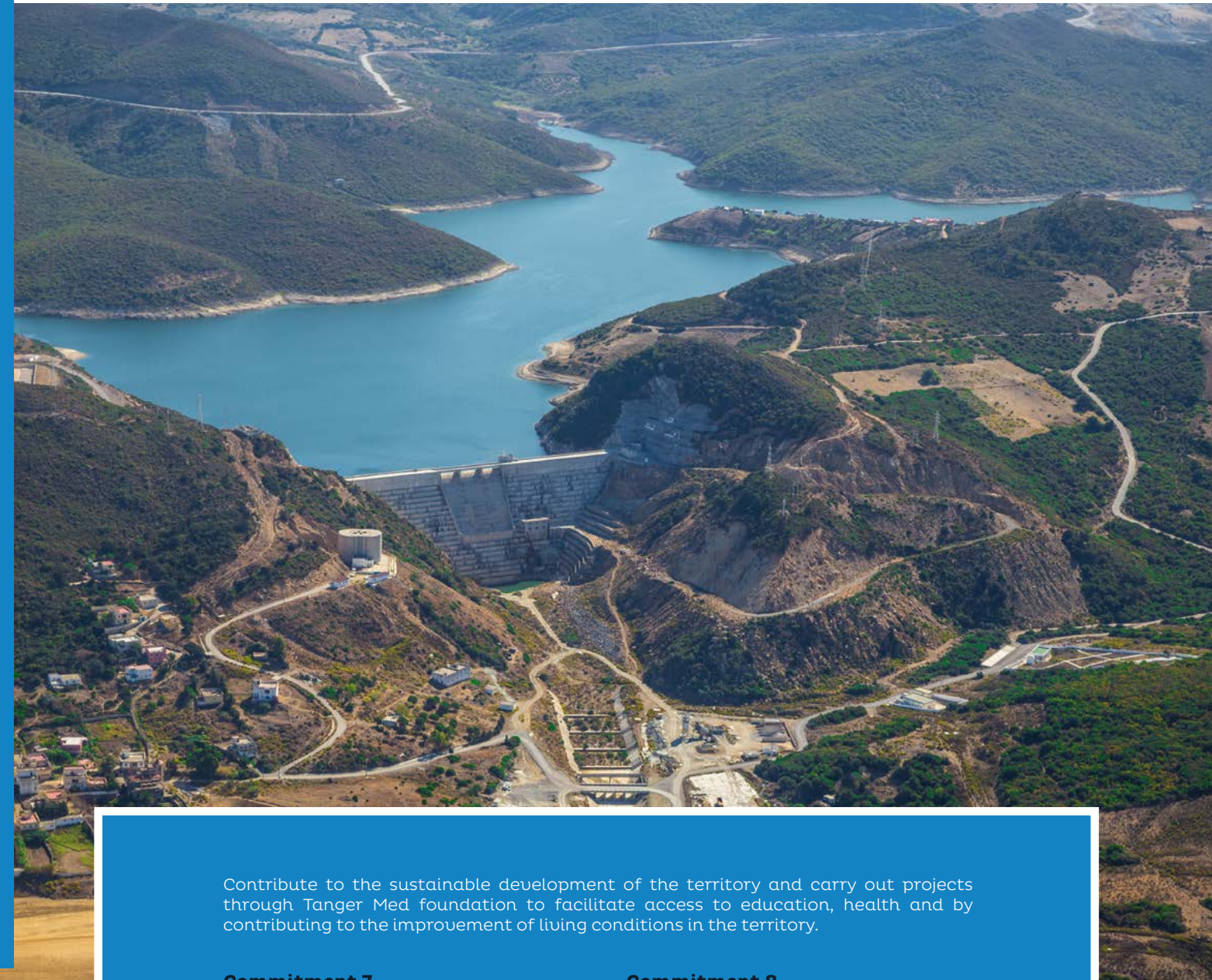
Develop the Human Capital for the port, the business zones and for the socio-economic development of the territory

Commitment 6

Make the port and business zones a resource interface to promote job creation, entrepreneurship, research and innovation.

FOCUS
4

●● Participating in the sustainable development of the territory through an inclusive approach



Contribute to the sustainable development of the territory and carry out projects through Tanger Med foundation to facilitate access to education, health and by contributing to the improvement of living conditions in the territory.

Commitment 7

Contribute to actions aimed at energy transition, circular economy, climate change mitigation and biodiversity preservation by involving stakeholders from the port, business zones and territory.

Commitment 8

Facilitate access to education and health and contribute to the improvement of living conditions in and around the port, the business zones and in the territory through the foundation.



Playing an active role in the international supply chain



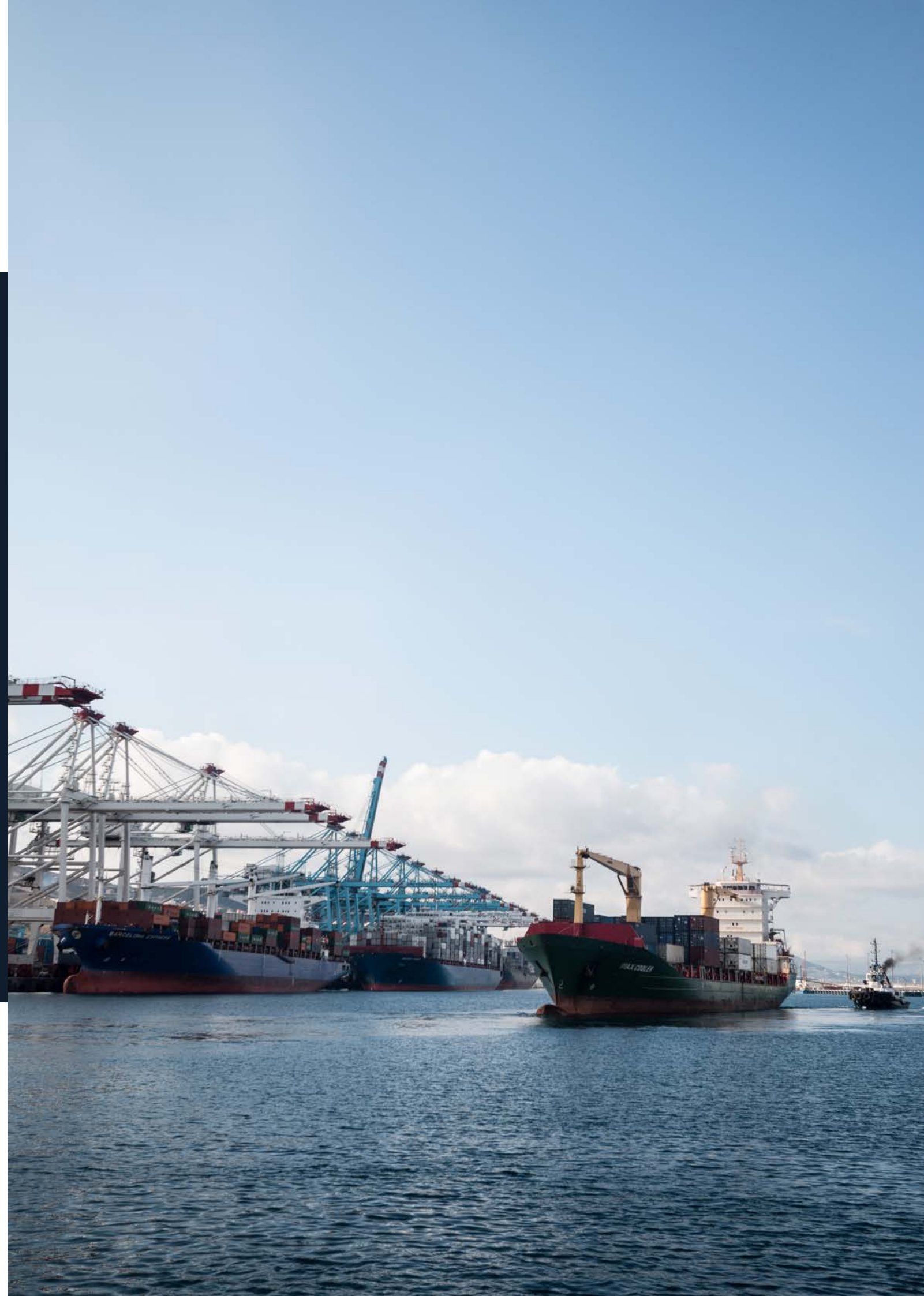
Play an active role in international trade by improving Morocco's logistics connectivity and serving as an industrial-port gateway for the continent.

Commitment - 9

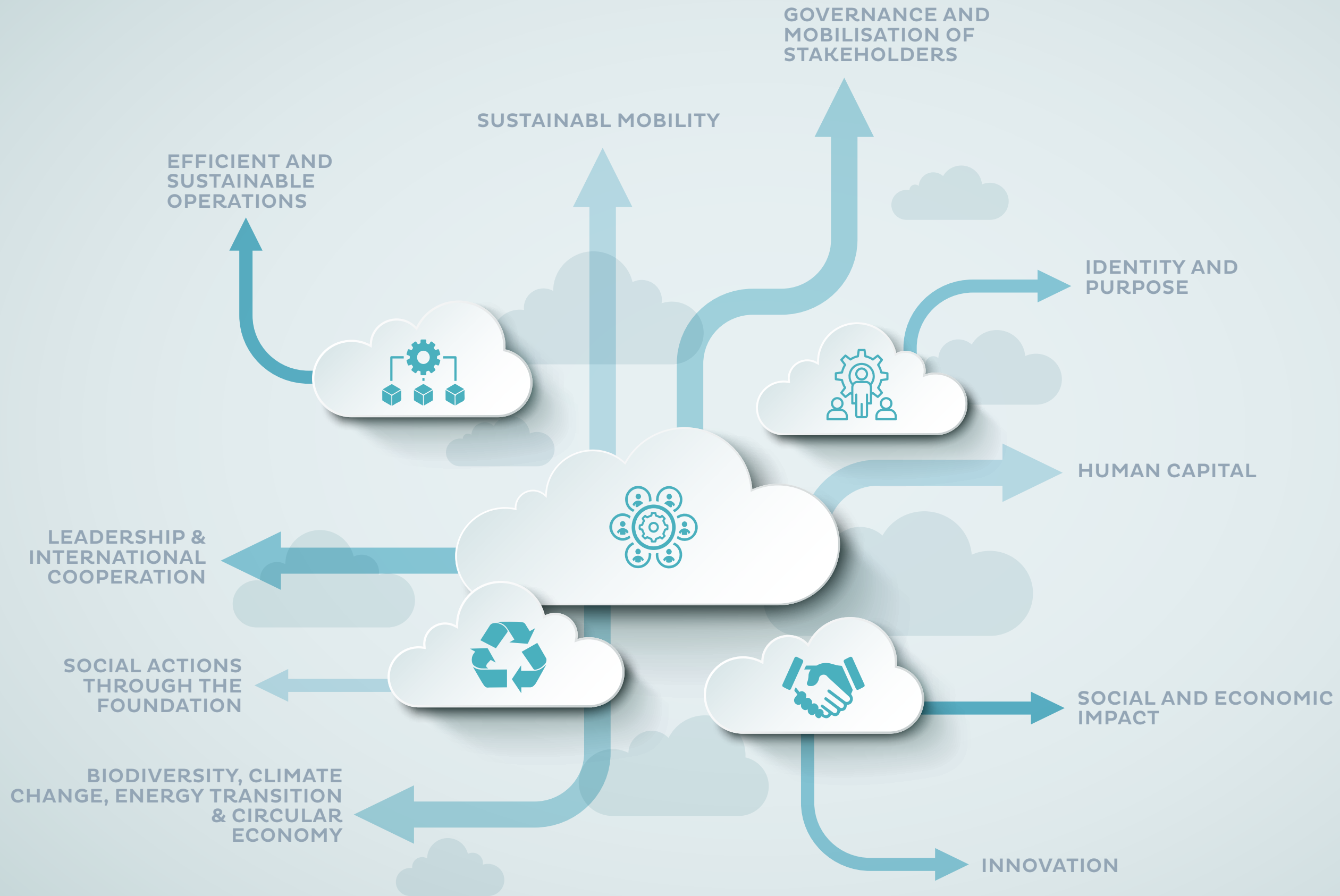
Improve the logistical connectivity of the territory and strengthen the links within the ecosystem

Commitment - 10

Develop cooperation with international actors and strengthen the presence in international institutions



**SUSTAINABLE DEVELOPMENT
CHALLENGES OF TANGER MED**



The dialogue process with stakeholders at **Tanger Med** is as follows:

STAKEHOLDERS	DIALOGUE PURPOSE	DIALOGUE MEANS
INTERNATIONAL ORGANIZATIONS	Keep up to date with international standards Reporting on engagement in international initiatives	Participation in international forums Participation in sectoral initiatives
FINANCIAL INSTITUTIONS	Inform on the progress of projects and the use of funds	Collaboration within the framework of funding
PRIVATE SECTOR COMPANIES	Influence practices, Integrate good practices and solutions in the development of activity zones	Conferences and events Meetings with associations...
KEY PLAYERS OF THE TERRITORY	Ensure the effectiveness and sustainability of projects Consult civil society on project choices Communicate on the activities of Tanger Med Foundation	Partnerships and/or consultation in project development, implementation and evaluation Dialogue on strategies Working groups, seminars,
PORT AND INDUSTRIAL OPERATORS	Infrastructures and utilities, facilitating accessibility and guaranteeing the required level of safety and security	Various committees and meetings on optimisations and problems to be dealt with.
SOCIAL PARTNERS	Ensure environmental protection, protection of heritage. Income generating projects for local residents. Resource support for associations	Partnerships and collaboration on issues impacting the territory and local residents.
EMPLOYEES	Ensure improved working conditions, skills and career management. Diversify social actions	Ongoing dialogue between the human resources department, the social work association and the staff around social aspects.
SUPPLIERS	Clarity in the definition of needs when developing SPCs. Transparency of the criteria for evaluating offers. Follow-up of services rendered. Compliance with contractual requirements	Coordination and communication between the purchasing department, project managers and service providers on the contractual requirements that bring them together.



MATERIALITY ANALYSIS

To monitor the progress of the implementation of its CSR policy, Tanger Med assesses on the one hand the issues related to its context and activities and on the other hand the dialogue, regularly and through different communication channels, with its stakeholders to measure their expectations. Based on the results of these assessments, the group periodically updates its materiality analysis.

In 2019, Tanger Med group conducted a review of its CSR approach and a major consultation with internal and external stakeholders, in the context of a materiality study. This study made it possible to prioritise the Group's CSR issues. Each issue was assessed according to its importance for the stakeholders and for the Group.

The criteria used to assess the issues covered the following:

- The level of importance of the issue for stakeholders
- The level of importance of the challenge for the Group
- The level of identification of stakeholders' expectations
- The Group's current performance

All the issues identified during this analysis have been taken into consideration in Tanger Med CSR Charter.

MEDIATION OF THE APPROACH

Tanger Med group's corporate social responsibility approach is led by a CSR manager reporting to the Board of Directors. This function is supported by CSR representatives, appointed within the different entities of the Group, in charge of implementing the various aspects of the CSR policy. The network of CSR representatives is thus involved in steering the CSR approach, ensuring its accountability, as well as in communication and awareness-raising actions for staff.

A CSR programme has been drawn up, including 70 projects and actions aimed at giving concrete expression to our CSR approach in its various aspects. The CSR leadership team meets monthly to monitor the implementation of the programme's actions.

In addition, teams specialising in the group's business lines and in CSR issues provide cross-functional support to the CSR team with a view to integrating sustainable development issues into Tanger Med's operations through the five pillars of the Group's CSR charter. This is a strong commitment on the part of our teams to promote and continuously improve our CSR approach both internally and externally.





2nd prize in the painting competition organized by Tanger Med in partnership with the National Institute of Fine Arts of Tetouan

Iman ES SALMI



CSR PROJECTS

CSR Focus	CSR Commitment	Example of CSR approach	ODD	Targets
 <p>Efficient and sustainable management of operations and infrastructure</p>	Promote sustainable mobility solutions to connect the port, the business zones and the territory	<ul style="list-style-type: none"> - Marhaba operation: more measures for a more comfortable crossing - Logistics connectivity: Tanger Med in the top 20 worldwide - Communication tools for passengers 	6, 9, 12, 14	Clients Planet Communities
	Carry out operations and manage infrastructures in the port and in the business zones at the highest level of service quality and in compliance with social and environmental requirements.	<ul style="list-style-type: none"> - Digital one-stop service for administrative procedures at the port - Optimization of the regulation of container flows - Liquid and solid waste treatment 	9, 11, 15	Clients Collaborators Operators Suppliers Communities Authorities
 <p>Adopting a governance system that allows for responsible day-to-day management</p>	Implement ethical and transparent governance to manage SD issues and stakeholder dialogue on a daily basis	<ul style="list-style-type: none"> - CSR governance bodies - Reliability & transparency - PCO Task-force: Port Call Optimization 	5, 8, 11, 12, 16, 17	Shareholders Community Authorities Suppliers
	Build an intangible asset around the group's identity and culture to strengthen sustainable relationships with stakeholders and the territory	<ul style="list-style-type: none"> - Active presence of Tanger Med at national & international events - Visit of Tanger Med's infrastructures - Cooperation with stakeholders in Tanger Med Foundation actions 	11, 17	Shareholder Community Authorities Suppliers
 <p>Developing Human Capital, Innovation and improving social and economic impact</p>	Develop the Human Capital of the port, the business zones, and encourage the socio-economic development of the territory.	<ul style="list-style-type: none"> - Tanger Med Association of Social Works for the well-being of its members - Volunteers from Tanger Med for health actions - A nautical simulator for the training of national and international pilots 	4, 5, 10	Collaborators Community Suppliers
	Make the port and business zones a resource interface to promote job creation, entrepreneurship, research and innovation.	<ul style="list-style-type: none"> - Digitalization for the benefit of agri-business - Dematerialisation of the Freight port passage - Supporting research for innovation 	8, 9, 11, 17	Collaborators Community Suppliers
 <p>Contributing to the sustainable development of the territory through an inclusive approach</p>	Contribute to actions aimed at the energy transition, the circular economy, the climate and the preservation of biodiversity by involving the stakeholders of the port, the business zones and the territory.	<ul style="list-style-type: none"> - Cleaning the seabed of Dalia - Energy efficiency, going green - Clean beach operation in Dalia 	3, 6, 7, 11, 12, 13, 14, 15	Planet Community
	Facilitate access to education and health and contribute to the improvement of living conditions in and around the port, in the activity zones and in the territory through the foundation.	<ul style="list-style-type: none"> - Improving schooling conditions and reducing drop-out rates - School health, assistance and prevention - Support actions for the empowerment of women in the region 	1, 4, 6, 7, 10, 11, 17	Planet Community
 <p>Play a role in the international supply chain</p>	Improve the logistical connectivity of the territory and strengthen the links within the ecosystem	<ul style="list-style-type: none"> - Strengthening maritime connectivity - Organizing the Motor Vehicle Subcontracting Exhibition - Organization of the African Ports Forum 	17	Operators Investors Suppliers Shareholders
	Develop cooperation with international actors and strengthen involvement in international institutions	<ul style="list-style-type: none"> - Tanger Med has joined the International Port Community Systems Association (IPCSA). - International cooperation: signed partnerships, organized events... - Inter-African Cooperation: Association of African Economic Zones 	17	Operators Investors Suppliers Shareholders

FOCUS 1

EFFICIENT AND SUSTAINABLE MANAGEMENT OF OPERATIONS AND INFRASTRUCTURE

Carry out operations and manage infrastructures in the group's different activity zones at the highest level of service quality, in compliance with regulatory and legal, requirements as well as social and environmental ones and integrating the principles of sustainable development.

COMMITMENT 1

Carry out operations and manage infrastructures in the port and activity zones at the highest level of service quality and in compliance with social and environmental requirements.

COMMITMENT 2

Promote sustainable mobility solutions to connect the port, activity zones and the territory.



COMMITMENT 1

Carry out operations and manage infrastructures in the port and activity zones at the highest level of service quality and in compliance with social and environmental requirements.

CUSTOMER SATISFACTION SURVEY AT TANGER MED

Every year, Tanger Med group conducts a satisfaction survey among its customers in order to collect their perception on the quality of services offered within Tanger Med port and the business zones. The survey registers a high response rate allowing the overall measurement of the level of customer satisfaction, and the identification of possible areas for improvement to be initiated in order to ensure a better response to their expectations.

95,2 %
Overall
customer
satisfaction



TANGER MED PORT COMMUNITY SYSTEM AT THE SERVICE OF PARTNER COMPETITIVENESS



Tanger Med Group strives to strengthen the quality of its services to meet the expectations of its clients and partners, in particular through the implementation of a single portal that complies with international standards and is designed to facilitate administrative procedures.

Port users now have access to a digital platform «Tanger Med Port Community System» enabling them to carry out operations for the management of maritime operations, port operations management, interactions with control bodies, tracking of their freight units, financial services such as remote invoicing and multi-channel payment etc.

This digital portal, accessible 24/7, saves considerable time and builds trust between the group and its partners.

The introduction of this electronic portal has also made it possible to reduce the use of paper, thus reducing the environmental impact of this activity.

Availability of the
solution

99,98 %

OPTIMISING THE REGULATION OF CONTAINER FLOWS

- With a view to improving its services to maritime, port and logistics partners, Tanger Med Group has implemented a number of measures allowing a better regulation of the flow of goods within the port complex:
- Opening of two additional doors for outbound control of import freight units in order to reduce throughput time.
- Extension of import customs hours

Development of a 5 Ha zone for the treatment and control of units acquired on security deposit and units awaiting release from customs.

The extension of the internal traction service for the transfer of containers between the different terminals TC1, TC2, TC4, ZVCI of the Port of Tanger Med and those coming from and going to MEDHUB logistics free zone.





OPTIMISED MANAGEMENT OF SHIP CALLS

Special attention given to maritime logistics partners and their expectations in terms of processing requests for calls at Tanger Med port has led to the implementation of a system for managing the priority of ship calls. Regarded as a key element for the sustainability and satisfaction of partner shipping agents, who are involved in this process in order to achieve total transparency in the decision-making process. Thus, the priority call management system makes it possible to:

- Sharing calls information between operators in real time.
- Saving the consumption of hydrocarbons by ships.
- Protecting the environment by reducing ships' atmospheric emissions

With this in mind, Tanger Med has set up an IT platform for the management of the movements of mega ships with a firm reservation system. This solution is accessible to terminals and ship owners in order to:

- Reducing ship waiting times.
- Improve the safety of maritime traffic in the port zone of Tanger Med by reducing the drift time of large ships in harbour,
- Optimising the allocation of ships services (piloting, towing and mooring).

14 300

98% compliance rate with deadlines for the services provided

25 min. saving in call time

2 tonnes reduction in VLSFO per vessel

6 tons of CO2 emission reduction per ship



PROTECTION OF DATA

Tanger Med group has set up a personal data protection system in line with the regulatory stipulations of the law 08-08 and the normative provisions of the ISO-27001 standard relating to information system security management systems.



ISO-27001 CERTIFICATION

SINCE 2017



TREATMENT OF LIQUID AND SOLID WASTE

Another very effective measure in terms of environmental excellence improvement, the construction of the SERTEGO station, estimated at 220 million dirhams and dedicated to waste treatment, object of Annex 1 of the International Convention for the Prevention of Pollution from Ships MARPOL 73/78, has made it possible to achieve ambitious objectives as far as the end-of-life treatment of hazardous wastes is concerned, especially those associated with hydrocarbon waters. With a treatment capacity equivalent to 100% of the hazardous waste generated, and extension projects parallel to the launch of Tanger Med 2 port, periodic analyses are carried out there in order to monitor the conformity of discharges with the regulations.

Through its subsidiary Tanger Med Utilities, Tanger Med is implementing a circular economy plan to recycle waste, particularly common and hazardous waste.

Volume of water treated
8721 M³

Quantity of water recycled
24,5%

Solid waste recycling rate
32%



EHS ENVIRONMENT HEALTH AND SAFETY

Tanger Med Group gives paramount importance to the safe management of port activities, as evidenced by the completeness of its system dedicated to the control of hygiene, health and environmental risks on site. EHS controls are carried out on a permanent basis by highly qualified managers in and around the port complex to ensure the prevention of EHS risks associated with activities. EHS committees are also set up and hold regular meetings to communicate on aspects related to hygiene, health and the environment on site in order to raise awareness, mobilise partners and strengthen the knowledge and technical skills of all stakeholders in this area.

Number of committees held
45
Number of joint emergency simulation exercises
13

SAFETY BRIGADE

Aware of its extended responsibility in terms of compliance with social requirements, Tanger Med Group implements a «Zero Accident» policy, thus ensuring that all economic players operating at the port complex and its periphery are provided with a system that allows for the full consideration of the requirements for improving working conditions in terms of health and safety. The group has thus succeeded in implementing a system for managing safety incidents at work, the functions of which are performed by «Safety Brigade» team consisting of firefighters with 3 fire trucks, scuba divers and a team specialising in pollution control.

Number of serious injury accidents
00

Number of Security interventions of the Safety Brigade
2555

Compliance rate following security rounds
89%



COMMITMENT 2

Promote sustainable mobility solutions to connect the port, the activity zones and the territory:

ONLINE MULTICHANNEL PAYMENT FEATURES ON TANGER MED PORT COMMUNITY SYSTEM

Within the framework of its digitalisation program of services offered to the logistics community, Tanger Med has set up a new multi-channel payment service, allowing operators to pay their debts related to the port passage FRET and invoiced in Dirham. This new payment method offers the possibility to operators to settle their invoices through the following different channels:

- E-banking (payment on the bank's website)
- M-banking (mobile payment)
- ATM (Automatic Teller Machine)



Operators wishing to use this new service must access Tanger Med portal and select a basket of receivables they plan to pay. A payment code is automatically assigned to the basket in question. It will be used by the operator to proceed to the payment via the different channels offered.

Once the payment transaction has been confirmed, the corresponding payment is recorded and the invoices in question are paid.

Operators wishing to benefit from this new product must have an account on Tanger Med portal, if they do not already have one. To do so, the attached form must be filled in and submitted to Tanger Med invoicing department which will proceed with its payment. The procedure is detailed in a guide available to operators on Tanger Med Port Authority website www.tmpa.ma in the «Downloads» section under the heading «Multichannel Payment Reporting Party». It also includes a detailed description of the services for consulting payment transactions carried out via these new channels.

DEMATERIALIZATION OF THE FREIGHT PORT PASSAGE ON TANGER MED PCS

Tanger Med is pursuing improvements related to facilitation through the dematerialisation and automation of procedures. Companies operating in the freight sector can now complete new port clearance formalities in Tanger Med based on online declaration and electronic filing of documents with the Port Authority. In parallel with the extended dematerialisation of customs declarations, these companies will benefit from a simplification of their procedures while guaranteeing a high level of security for the flow of goods.



• Document dematerialisation by integrating the electronic signature of documents (Document integration directly at the portal level and simplified declaration by the automated loading of data from the DUM unified goods declaration to Customs).

This system will make the administrative procedures relating to the transit of goods lighter and more reliable.

• Possibility to benefit from the remote taxation service (online via Tanger Med portal) with online access to invoices.

The dematerialisation of foreign trade procedures undertaken by Tanger Med will improve the competitiveness of Moroccan exports through the port complex. As a reminder, Tanger Med is the first

GATE ACCESS: FULL INTEGRATION INTO THE CUSTOMS SYSTEM

Tanger Med's business zones, as a logistics and industrial platform integrated to a high-performance port platform, offer logistics operators a better competitiveness in the management of the distribution chain (freight cost, port handling costs, transit time, etc.), a quality infrastructure, and logistics integration to the highest international standards. This logistical integration, which meets the needs for fluidity, traceability and security of logistical flows, is based on the use of the GATE ACCESS system, which allows the following:

- Management and traceability of incoming and outgoing goods,
- Management and traceability of inter/intra zone flows,
- Possibility of extracting relevant statistics on flows of goods,
- Reliability and transparency of information exchanges with the different actors (Free Zones, Port, Logistics Operators, Customs, etc.),
- Cooperation with the Customs services in the port and in the free zones.

The GATE ACCESS system has undergone a major evolution in the last quarter allowing the acceleration of the dematerialisation process and the fluidity of the processing of freight units by the automatic integration of the customs declaration (DUM) of the flows coming from and going to Tanger Med activity zones.



TANGER MED: A NEW STEP FORWARD FOR AGRI-FOOD EXPORTS

In the framework of the dematerialisation of the service offer of Tanger Med through the implementation in its portal «Port Community System» of various solutions to strengthen the logistic competitiveness of exporters, a new step has just been taken thanks to the partnership with Morocco Foodex for the facilitation of Moroccan exports for agro-food products.

This new solution will allow a dematerialised management of the export procedure of agro-food products, according to the requirements of Morocco Foodex, from the conditioning, storage and manufacturing stations of the products throughout the Kingdom.

As an example, a citrus fruit exporter in the Agadir region will be able, thanks to their access accounts in the Morocco Foodex portal or in the «Tanger Med Port Community System», to apply for certification of conformity of their products for export, to consult the results of controls issued by Morocco Foodex, and to generate in a dematerialised way the inspection certificate of their exports, from their production site.

Thanks to the automated exchange with control bodies and border crossing points, including the BADR system of the Customs and Indirect Taxes Administration, the inspection certificate can be provided automatically to obtain the customs clearance for shipment through Tanger Med port.

This solution confirms Tanger Med's ongoing commitment to improving the logistics competitiveness of Moroccan exporters.



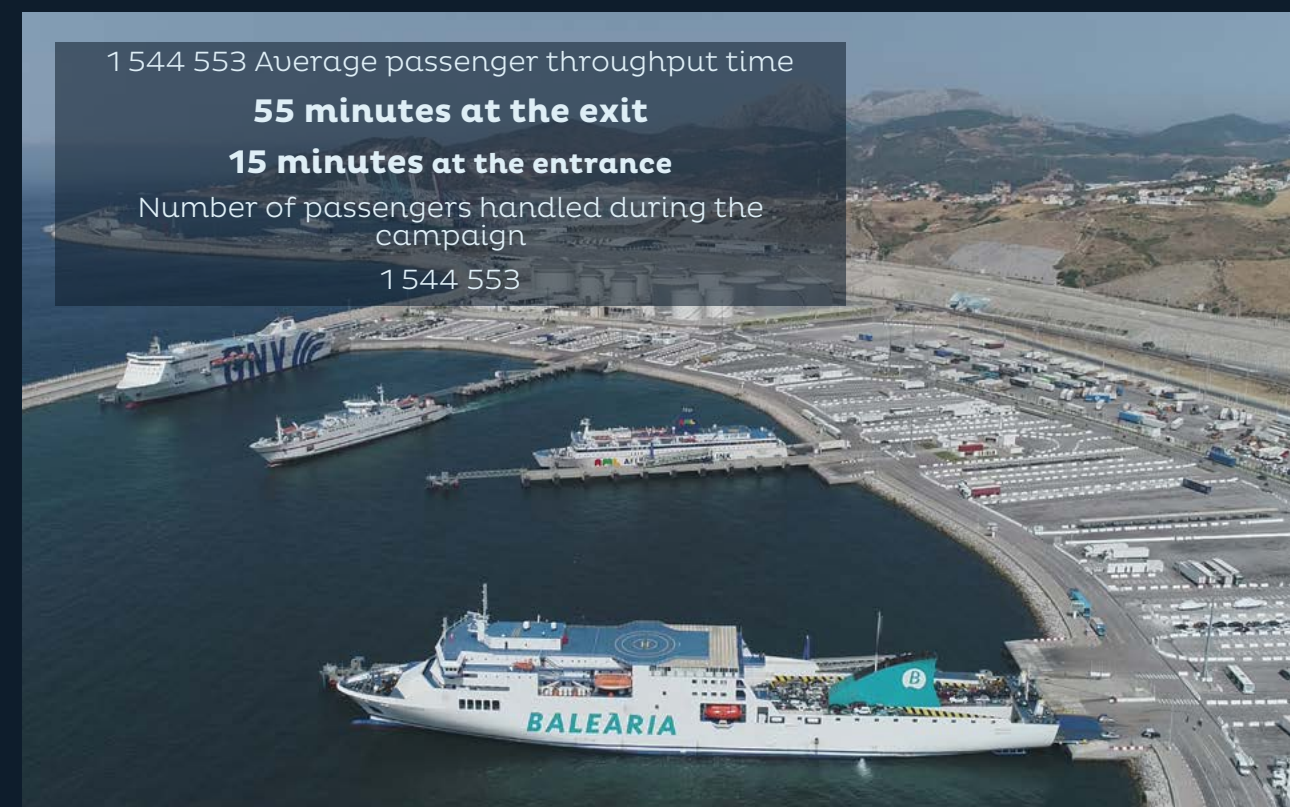
Number of users
5000
exporting to the Kingdom

THE MARHABA OPERATION FOR MOROCCANS WORLDWIDE

Considered as one of the important crossing points for Moroccans from all over the world to enter and leave Moroccan territory, especially during the summer period, Tanger Med port facilitates the transit of nearly 2.8 million travellers, including more than 1.5 million during the Marhaba campaign which runs between June and September.

An arrangement has been initiated with the aim of limiting the environmental impact. The system in question has seen the full development of buffer zones for waiting passengers, a program of rotation of ships during busy periods, proactive communication in real time on traffic as well as an adapted system for the management of waste associated with the Marhaba operation.

The infrastructure and facilities already in place at the passenger port have been reinforced by the construction of eight new sanitary blocks in the check-in and pre-boarding zones, the development of children's play areas, while assistance services for people with special needs and human resources have been strengthened.



2019 Traffic :

2 775 402
PASSENGERS

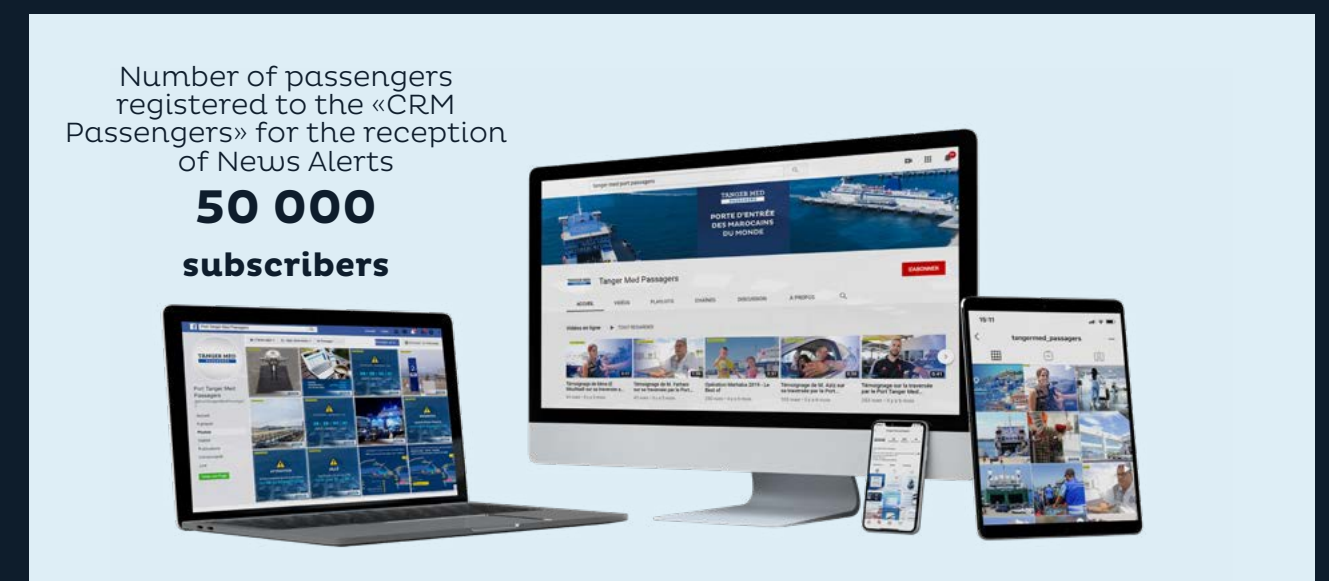
697 324
VEHICLES

4 390
CARS

COMMUNICATION TOOLS FOR PASSENGERS

Tanger Med group has also ensured over the last few years to multiply investments in the development and the effective implementation of intelligent telecommunications systems aimed at reducing the environmental impact of operations. Thus, Tanger Med passenger port website, available in 3 languages, allows access to various procedures, modalities and information in real time and with complete reliability, which considerably reducing travel to the port. Tanger Med has also developed a mobile application to inform travellers about ship departure and arrival times, to confirm their tickets, to find out about traffic forecasts, and many other useful information for their journey. This information is also published in real time on Tanger Med Passengers port social media. A «Tanger Med Radio» channel has also been launched, broadcasting on the 100 MHz frequency to communicate relevant information to travellers to organize their crossing in better conditions.

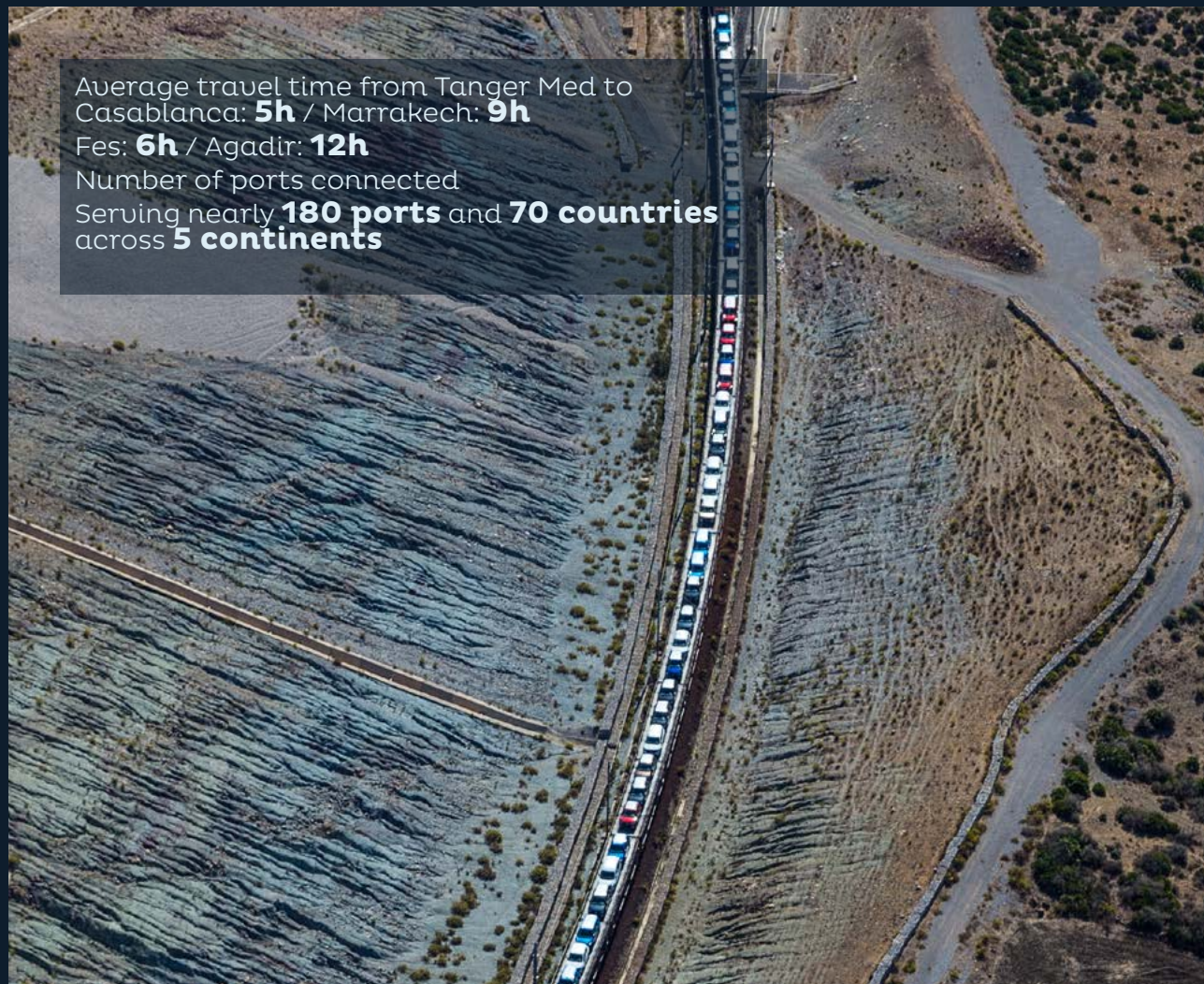
Tanger Med has also reinforced its service offer for the benefit of passengers and port users through the opening of a new hotel operated by ONOMO. This offer ensures more flexibility in terms of mobility and reduces the environmental impact



LOGISTICS CONNECTIVITY

Since the creation of Tanger Med complex, it was decided to connect the infrastructure of the port and its associated activity zones to the logistics platforms in a smooth and efficient manner, particularly to Tanger Med 2 dry ports and rail hubs. This choice has made it possible to considerably improve the environmental impact of all the project's activities and extensions. Tanger Med is also connected to the national network of expressways and motorways to the major cities of the Kingdom. The various connections of Tanger Med port allow actors of international trade to transport and manage the goods flow in an optimal and competitive way. These choices have considerably improved the Kingdom's ranking in the world maritime connectivity index.

In June 2019 Tanger Med group commissioned the new Tanger Med Port 2. This extension will further contribute to improve the service offer to international trade operators and the logistics connectivity of the territory.



FOCUS 2

ADOPT A GOVERNANCE SYSTEM THAT ALLOWS FOR RESPONSIBLE DAY-TO-DAY MANAGEMENT

Implementing ethical and transparent governance within the group to manage SD issues on a daily basis, relations with stakeholders and build an identity and culture firmly rooted in the territory.

COMMITMENT 3

Implementing ethical and transparent governance within the group to manage SD issues on a daily basis, relations with stakeholders and build an identity and culture firmly rooted in the territory.

COMMITMENT 4

Building an intangible asset around the group's identity and culture to strengthen sustainable relationships with stakeholders and the territory.

COMMITMENT 3

Adopt ethical and transparent governance for day-to-day management of SD issues and dialogue with stakeholders and environmental actors.

CSR GOVERNANCE BODIES

The group ensures that its decision-making processes on issues related to sustainable development are collegial, through a dedicated committee to these purposes. It is with this in mind that the Marhaba committee, which includes all parts who have an impact on the success of this annual operation, was created to strengthen the commitment of all to the sustainable development projects associated with this operation.

The Group has also set up CSR committees within the port complex and activity zones on hygiene, health and environmental issues at site level, which meet regularly to develop action plans and monitor performance in this area.

Number of committees in 2019

24



TRANSPARENCY

Tanger Med group insurance transparency in its financial performance, including the results of audits and the levels of insurance expressed by the statutory auditors in their review of the balance sheets of the group and its subsidiaries. This high level of transparency, illustrated by the systematic online publication of audit reports and their summary notes, has strengthened the confidence of foreign and domestic partners in Tanger Med group's ability to ensure full compliance with laws, and to communicate on the procedures put in place to control the financial and extra-financial risks inherent to its activities.

The group's internal audit department carries out several missions to assess the group's governance. This committee carried out 14 audit assignments in 2019 covering nine topics.

Number of audit missions
14 missions
 around **9**
 topics



THE GROUP'S CERTIFICATIONS

Number de certifications
17

Tanger Med group's excellence in taking into account and addressing the expectations of its stakeholders has been rewarded with several international recognitions in the fields of quality, health and safety, environment, CSR, information security, and Asset Management.

This recognition has materialised in the form of international recognised certifications. Significant examples include ISO-9001 for quality, ISO-14001 for environmental management, ISO-45001 for health and safety management, ISO-27001 for information security and ISO 55001 for asset management.

A PROACTIVE COMMUNICATION APPROACH

Tanger Med group also publishes a newsletter rich of information specifically intended to business partners such as suppliers, customers and professional organizations, both in Morocco and abroad. The newsletter publication is also backed up by an important activity of detailed communication on Tanger Med group's actions and their impact on the most influential social networks such as LinkedIn and Twitter, featuring official pages of the group and allowing a lively and dynamic interaction with users.



NUMBER OF FOLLOWERS:

- LINKEDIN
58 276
- TWITTER
5 690
- FACEBOOK
9 803
- INSTAGRAM
1 259



PARTICIPATION OF TANGER MED IN NATIONAL AND INTERNATIONAL FAIRS AND EXHIBITIONS

Tanger Med group has actively participated in several events related to the business ecosystem. Internationally, Tanger Med took part in the 21st edition of the International Logistics and Material Handling Exhibition in Barcelona, the Global Automotive Components & Suppliers Expo in Stuttgart, and the 53rd edition of the Paris Air Show in Le Bourget, etc.

On a national level, Tanger Med organized the 1st African Ports Forum, the 6th edition of the automotive sub-contracting exhibition in Tanger free zone. Tanger Med also attended the SIAM International Agriculture Show, the Logismed logistics show, as well as the 1st African Security Exhibition and Conference ASEC "African Security Exhibition and Conference".

This top-level presence of Tanger Med at major events is a recognition of its capacity to federate logistics and transport actors at the national, Mediterranean and African levels.



PCO TASK FORCE: PORT CALL OPTIMISATION

Tanger Med Port organization is a member of the PCO Task Force (optimization of port calls), which brings together a good number of international ports and operators in the logistics chain. The objective of this task force is to harmonise the procedures for calls management. This will make it possible to fix the ship arrivals and to prepare all the services related to its call (nautical services, quayside services, the terminal, etc.) in order to serve it on time.

The members of this Task Force represent international ports (Rotterdam, Algeciras, Auckland, Bosun, ...), major shipping lines (CMA CGM, MAERSK, MSC, ...) and other players such as (International Chamber of Shipping, IHMA, IHO, Marine Traffic, UK P&I CLUB, ...).

Number of meetings organized by the Task Force Call Optimisation in 2019

2

Number of participations in fairs and exhibitions in 2019

National: **10**

International: **5**

PROMOTION OF CSR AMONG THE GROUP'S PARTNERS

Tanger Med group devotes considerable resources to sharing best practices for sustainable and inclusive logistics connectivity, which enhances the autonomy and social and economic development of the entire business ecosystem. It is with this in mind that the group ensures that its expertise and vision in sustainable development is made available to global and moroccan commissions and committees. One of the most striking illustrations of this orientation is the group's action within the Maritime Safety Committee of the International Maritime Organization, which is recognized as having a strong impact at each edition of the summits of this body.

Tanger Med raises awareness of its CSR approach among its suppliers and partners by sending letters of invitation to adopt a CSR approach, by creating synergies, initiating exchanges with companies such as DECATHLON/EMIRAT /SNTL /SERTEGO /HTTSA /EUROGATE /MARSA MAROC ...).

The Group has also integrated EHS/CSR criteria into the listing and evaluation of its suppliers and in the CSR charters binding on them (Responsible Purchasing, Environment), as well as in its scope statements.



Number of partners adhering to our CSR approach in 2019:

14

COMMITMENT 4

Building an intangible asset around the group's identity and culture to strengthen sustainable relationships with stakeholders and the territory.

SUPPORT TO THE PORT AND LOGISTICS ECOSYSTEM

Tanger Med group has set up internal governance mechanisms likely to reinforce the impact of its contributions to structuring projects aiming at strengthening the capacities of local actors. This is illustrated, for example, by the material, technical and logistical support to the Automotive Training Centre to ensure that its mission is carried out in the best possible conditions.

Tanger Med Automotive Industry Training Institute offers training courses based on the needs of companies with 80% of practice on latest generation equipment.



COOPERATION WITH STAKEHOLDERS IN THE FOUNDATION'S WORK

Tanger Med group has always privileged cooperation with external stakeholders in the framework of the work and initiatives of its Foundation. This cooperation has been strengthened over the years and its results are increasingly conclusive. This is illustrated by the significant achievements of the «Clean Beaches» operation in Dalia, an operation for which the levels of cooperation with the Mohammed VI Foundation for the Environment have been strengthened year after year since 2015. The beach has been awarded the «Blue Flag» label since 2016.

VISITS TO THE FACILITIES OF TANGER MED

In order to enable citizens to take part in Tanger Med Group's actions and initiatives for the economic and social development of the region, open days are organized annually by the Group. These days are an opportunity for visitors to discover the importance of the projects more undertaken by the Group, to become familiar with its social, societal and environmental commitment and to learn more about the social impact of its actions.



Number of visitors
3 449
Of which **1407** were
School and university
students



Safae EL KADI

3rd prize in the painting competition organized by Tanger Med in partnership with the National Institute of Fine Arts of Tetouan

FOCUS 3

DEVELOPING HUMAN CAPITAL, INNOVATION AND IMPROVING SOCIAL AND ECONOMIC IMPACT

Develop the group's Human Capital and use the group's interfaces, including its Foundation, to promote skills development, job creation, entrepreneurship and innovation.

COMMITMENT 5

Develop the Human Capital for the port, activity zones and for the social economic development of the territory.

COMMITMENT 6

Make the port and activity zones a resource interface to promote job creation, entrepreneurship, research and innovation.



COMMITMENT 5

Develop the Human Capital for the port, activity zones and for the socio-economic development of the territory.

TANGER MED'S SOCIAL WORK ASSOCIATION

As part of the dialogue and the improvement of working relations and conditions, Tanger Med supports its Social Work Association which implements an annual program to strengthen the ties between employees and to reinforce the spirit of belonging and commitment to the group.

Through Tanger Med Social Work Association, several social actions are implemented, such as the organization of summer camps, a solidarity fund, excursions and outings for staff children and medical assistance.

NUMBER OF
BENEFICIARIES OF THE
ASSOCIATION'S ACTIONS
5334



NUMBER OF PARTICIPANTS IN
THE ASSOCIATION'S SPORTS
ACTIVITIES

1164

SPORTS ACTIVITIES

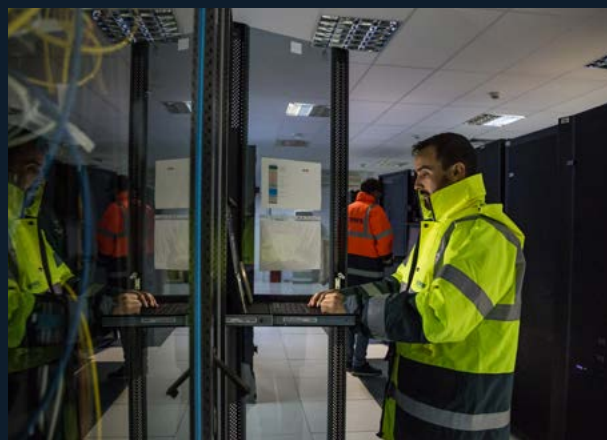
Tanger Med group organizes several sports activities for its employees through its Social Work Association on a regular basis. In 2019, the group organized an internal football tournament, a bowling tournament and several runs.

Employees are also encouraged to take part in sports through financial contributions for gym registration, participation in marathons and the rental of sports facilities.

SOCIAL BENEFITS

Several social benefits are granted to the employees of Tanger Med group in order to promote the cohesion of human capital and strengthen the employees' commitment to the company's projects. Exceptional bonuses such as Aid endowments, Achoura vouchers, birth bonuses and schooling allowances are granted to employees.

NUMBER OF BENEFICIARIES
459



THEMED DAYS

Several fun activities and awareness-raising activities are organized for employees during themed days to inform them about the major challenges of sustainable development. Thus, Tanger Med group organized every year awareness raising actions on women's rights on March 8th and distributes gifts to female employees on this occasion.

NUMBER OF BENEFICIARIES
126
FEMALE COLABORATORS



LABOUR CODE COMPLIANCE

The Group strictly observes the obligations of the labour code and ensures that its employees are aware of these through periodic reminders and briefings. The Group also carries out compliance checks at the level of its various subsidiaries to ensure that all labour law obligations are respected.



NUMBER OF COMPLIANCE CHECKS CARRIED OUT

19 INTERNAL & EXTERNAL AUDITS

HEALTH ACTIONS

Tanger Med Foundation helped to organize a blood donation operation, in collaboration with the Blood Transfusion Centre of Tanger, Tetouan and the Smile Association of Blood Donors. Donors are mainly employees of Tanger Med and companies located in the port, logistics and industrial zones of Tanger Med in addition to students of the Institute Specialized in Offshoring Trades (ISMO).

NUMBER OF PARTICIPANTS

36 VOLUNTEERS



ERGONOMICS AT WORK

Following a study characterising health problem among all the group's employees, actions to adapt workstations ergonomically were initiated in 2019. These actions mainly involved changing ergonomic and adapted chairs in response to lumbago, musculoskeletal disorders and sciatica, accompanying and supporting a person with depression and organizing night shift work to normal working hours for two people.



CERTIFICATION TRAINING PROGRAMS

Aware of the need to provide its human capital with advanced certifications enabling them to meet the expectations of its partners, Tanger Med group has been careful to set up, in consultation with managers, training programs to certify its executives. It is in this perspective that Tanger Med group has also initiated the establishment of Tanger Med Academy, an internal structure working to equip and strengthen the technical and managerial capacities of its human capital.

NUMBER OF BENEFICIARIES

252

SIMULATOR FOR PILOT TRAINING

In order to strengthen the technical skills of its employees and partners operating at Tanger Med facilities, Tanger Med group has set up a three-dimensional nautical simulation and expertise centre; an ultramodern training and decision-support tool using state-of-the-art technology, namely the reproduction of a similar situation to the real one at sea, on a 1/1 time scale, in an interactive virtual environment integrating digital modelling of zones and vessels..



Number of training days on the simulator

38 days



Number of trainees

151

WELCOMING AND SUPPORTING INTERNS

As a socially responsible company, Tanger Med has drawn up a procedure describing the organization set up to welcome interns from a variety of schools, ensuring their supervision and familiarisation with the Group's business lines.

Internship offers at Tanger Med Group level are published on the Stagiaire.ma portal where interested candidates can apply.

COMMITMENT 6

Make the port and activity zones a resource interface to promote job creation, entrepreneurship, research and innovation.

CREATION OF DIRECT JOBS

Since its launch, Tanger Med project has helped to create 75,000 jobs, 5,000 of which are exclusively in the port.

In total, five activity zones contribute to the creation of wealth and jobs, depend on Tanger Med, and generate emulation behind the port complex.

In this sense, an agreement has been signed with ANAPEC and the local authorities for the opening of an orientation and an integration assistance center for young people in the province of Ksar-Sghir, thus avoiding them to travel to Tanger to find out about job opportunities.



80 000

jobs created, of

which

5 000

are in the port complex

SETTING - UP OF COMPANIES IN ACTIVITY ZONES AND INVESTMENT PROMOTION

Tanger Med group, through the port activities and the industrial and logistic activity zones, participates in the creation of employment at the territorial level by facilitating the installation of investors, but also by federating the different stakeholders in order to facilitate the access of young local residents to job offers.

Number of companies in place

1 000





11
Income-generating
activities

Number of beneficiaries

More than 150
young people

SUPPORT FOR INCOME-GENERATING ACTIVITIES

Tanger Med group promotes the access of local communities to income-generating activities by helping young people living around the zone to become autonomous and productive. Efforts have been made to support the creation of women's cooperatives specialised in the marketing of local products.

Also, and within the framework of the «Clean Beach» program in Dalia, more than 150 young people from the Ksar Al Majaz commune work during the season from 15 June to 15 September each year.





Mouad EL BISSAOUI

4th prize in the painting competition organized by Tanger Med in partnership with the National Institute of Fine Arts of Tetouan.



FOCUS 4

PARTICIPATING IN THE SUSTAINABLE DEVELOPMENT OF THE TERRITORY THROUGH AN INCLUSIVE APPROACH

Contribute to the sustainable development of the territory and carry out projects through Tanger Med foundation to facilitate access to education, health and by contributing to the improvement of living conditions in the territory.

COMMITMENT 7

Contribute to actions aimed at energy transition, circular economy, climate change mitigation and biodiversity preservation by involving stakeholders from the port, activity zones and the territory.

COMMITMENT 8

Facilitate access to education and health and contribute to the improvement of living conditions in and around the port, the activity zones and in the territory through the foundation.

COMMITMENT 7

Contribute to actions aimed at energy transition, circular economy, climate change mitigation and biodiversity preservation by involving stakeholders from the port, activity zones and the territory.

ECO-FRIENDLY SCHOOLS

Tanger Med group supports schools located in Khandak Zraraâ, Bouabbad, Taghramt, Omar Ibn Khatab, Aghattass, Bni Hlou, Bni Ouassine and Al Yassamine through the Foundation and implements «Ecological School» projects in partnership with the Mohammed VI Foundation for the Protection of the Environment and the Provincial Directorates of National Education. The objective is to help students become aware of environmental issues and adopt good practices in sustainability.

8
Schools with the
Green Flag



CLEANING THE SEABED OF DALIA

In the framework of its strategy aimed at sustainable development, Tanger Med Foundation helped the Fnideq Association of Champions for Underwater Fishing to organize the 2nd edition of the underwater clean-up campaign in the Dalia coastline, Ksar AlMajaz commune, in preparation for the 2019 summer season.

The action mobilised more than 300 people, including 100 divers who worked to extract plastic and organic waste and the remains of fishing nets.

Some 120 children came to benefit from awareness-raising workshops.

The campaign made it possible to launch an appeal for the preservation of the region's natural resources:

- Preserve fisheries resources;
- Raise awareness about the maritime environment and the cleanliness of the coastline;
- Raise awareness of the risks of plastic waste in the sea;
- Instil in participants, especially young children, the good practices to be adopted.



Number of children reached
120 children

Number of mobilised people :
300 including divers



“CLEAN BEACH” OPERATION IN DALIA

Since 2015, Tanger Med Foundation has been taking charge of Dalia Beach as part of the national program «Clean Beaches» in partnership with the Mohammed VI Foundation for the Environment.

The program includes the development of the beach, the installation of sanitary, security and leisure facilities, cleaning and waste management in addition to environmental awareness actions during the summer season.

Socio-economic benefits :

- Rising socio-economic growth : shops, rentals, seasonal jobs...
- Development of the village's tourism potential
- Connection of the village to the drinking water network
- Involvement of the local associative network in the village development process

For the summer of 2019, the Foundation has focused its program on the national campaign «Sea without plastic» with the aim of mobilising as many young people as possible, especially children, against the pollution of seas and oceans by plastic waste.

8
TONNES OF PLASTIC WASTE COLLECTED

7 050
SPECIFIC ACTIONS ORGANIZED

23 870
YOUNG PARTICIPANTS



SURVEILLANCE AND ENVIRONMENTAL ANALYSIS

In order to ensure independent and transparent measurements of environmental performance in port and activity zones, Tanger Med is conducting an independent campaign to measure air quality, noise and drinking water quality in the port complex and the different activity zones. In addition to these measurements, quality analysis of water in basins and of the sediments of the seabed of Tanger Med port are carried out.



Number of measurement reports carried out
4
 Drinking water, steppe water, before discharge
36



WASTE MANAGEMENT

Tanger Med Group also ensures the development of industrial recycling within its industrial platform which counts more than 1,000 companies operating in the automotive, aeronautics, textile and logistics sectors. Thus, dedicated industrial units specialised in recycling and representing more than 300 M dhs of investment transform the waste coming from the different sectors in place.

Plastic waste, PET, steel and cardboard are treated and upgraded with a recovery rate of 90% of non-hazardous industrial waste, i.e. more than 130,000 ton treated annually. This upgraded waste is used as a secondary raw material for new industrial activities (resin manufacture, plastic injection, etc.) within the framework of a circular economy...

Percentage of non-hazardous industrial waste recycled
90%
 Quantity of non-hazardous waste recycled
130 000 ton

ENERGY EFFICIENCY

Tanger Med has undertaken an energy efficiency programme such as the generalisation of low consumption lighting. To date, a large part of Tanger Med's facilities is equipped with certified low consumption lighting and technical equipment.

Tanger Med has deployed solar parks for internal electricity consumption, lighting and technical equipment. In this perspective, the roofs of the warehouses built in the TAC (Tanger Automotive City) zone have been covered with photovoltaic panels.

9242 m²
covered in
photovoltaic panels

Power output
850 KVA



AWARENESS-RAISING CAMPAIGN ON THE MARITIME ECOSYSTEM AND COASTAL PROTECTION

Within the framework of its actions focused on the environment, Tanger Med Foundation has organized in partnership with the association of Fnideq champions for underwater fishing an awareness campaign on the importance of the maritime ecosystem and the protection of the coastline for the pupils of the Sidi Ahmed primary school in Fnideq.

The campaign provided a strong awareness message on the essential role of the maritime ecological heritage, identified the risks threatening the marine environment and encouraged new generations to adopt eco-behaviour.

REFORESTATION AND LANDSCAPED GREEN SPACES

As part of its efforts to preserve biodiversity and fight against global warming, Tanger Med is carrying out reforestation and green space development actions in and around the port complex and its business zones. Until 2019, several hundreds of thousands of trees have been planted and 222 921 m² of grassed and ficroid spaces have been covered.

Number of children reached
1200

Reforestation and landscaped green spaces till 2019
105 268

222 921 m²
landscaped green spaces

COMMITMENT 8

Facilitate access to education and health and contribute to the improvement of living conditions in and around the port, activity zones and in the territory through the foundation.



FOSTERING EXCELLENCE

Every year, Tanger Med Foundation organizes Tanger Med's award for Excellence to reward the best bachelors in the zone.

Tanger Med's award for Fine Arts was launched by the Foundation to encourage the best student-artists of the National Institute of Fine Arts.

"Tanger Med Career Days" were launched by the Foundation to enable future graduates to meet employees of Tanger Med Group and discover the work environment.

These projects were born out of a desire to guide new generations towards excellence, merit and creativity.

Tanger Med's award for Excellence **26** Tanger

Med's award of Fine Arts winners **3** laureates

Tanger Med Career Days **360** beneficiaries



IMPROVE SCHOOLING CONDITIONS AND REDUCE DROP-OUT RATES

Since 2009, Tanger Med Foundation has been providing school transport in partnership with the Regional Academy of Education and Training of Tanger-Tetouan and the Parents Associations.

Today, the program is the cornerstone of the educational system in the Fahs Anjra Province.

At the same time, the Foundation is committed to providing financial support to ensure the operation of 6 Dar Taleb and Dar AlFatate centres in the communes of Ksar Sghir, Melloussa, Taghramt and Jouamâa. It is also in charge of tutoring program within the centres to help pupils in difficulty.

Number of school transport beneficiaries

4150

Number of beneficiaries Dar Taliba and Dar Al Fatate

655



PROGRAM TO SUPPORT THE SOCIO-PROFESSIONAL INTEGRATION OF PEOPLE WITH SPECIAL NEEDS

This year, the Foundation worked to support young people with special needs through discovery and socialisation courses within the Group. This immersion enabled them to become more independent and open up to work in the near future.

Partnership agreements have been signed with associations in the region to support the deaf-mute and trainees suffering from Down's syndrome.



SCHOOL HEALTH, ASSISTANCE AND PREVENTION

The Foundation contributed to an operation to distribute hearing aids to people with hearing impairment. It's also helped to organize a medical caravan in the commune of Melloussa.



Number of beneficiaries:
12 hearing aids

Number of beneficiaries of the Melloussa medical Caravan **2620**

WOMEN'S EMPOWERMENT

Tanger Med Foundation has signed a partnership agreement with the INDH, the Mohammed V Foundation for Solidarity, the Ksar Al Majaz commune, the Entraide Nationale and the OFPPT for the creation of the training and capacity building centre for women in Ksar Al Majaz.

Since its opening in 2015, the centre has been a space for exchange, development and support for the women of the zone. Its multifunctional offer has enabled women to benefit from training in cooking, cutting and sewing, manual work, hairdressing and beauty care with the aim of creating income-generating activities.

Total number of beneficiaries

1 305

Number of events organized

19



SUPPORT FOR SOCIAL AND CIVIC ACTIONS

Through its support to associations, the Foundation is committed to encourage works and initiatives of common interest.

The Foundation provides local associations with the support they need to ensure that their projects are effective: funding, methodological assistance, networking, sharing of best practices, etc.

- . Melloussa Women's Race
- . Tanger's Spring Books and Arts Fair
- . Tetouan School Festival
- . Tanger International Marathon
- . Ansra Festival of Ksar Sghir



DALIA BEACH LIBRARY

The Foundation has set up the Dalia Beach Library, a novelty in Morocco, which is a public reading space open to summer visitors. Several books have been made available to reading enthusiasts of different age groups in different languages (Arabic, French, English and Spanish).

The Dalia Beach Library was awarded the prize for the best national initiative taken for the protection of the coastline under the category «Education and Youth» at the third edition of the Sustainable Coastal Trophies, under the presidency of Her Royal Highness Princess Lalla Hasnaa.



Number of books
1 500



REDEVELOPMENT, WASTE MANAGEMENT AND CONSTRUCTION OF PRE-SCHOOL UNITS

Through its investment in the management of reception centres in Dar Attaliba and Dar Al Fatate, the Foundation contributes to the operation of 6 establishments in the communes of Ksar Sghir, Melloussa, Taghramt and Jouamâa and the construction of 36 pre-school units.

The Foundation is also actively involved in waste management in the communes of Ksar Sghir and Joumaâ within the framework of the agreement signed with the commune.

In 2019, Tanger Med Foundation implemented a program to connect the douars bordering Tanger Med port complex to the drinking water network.



number of pre-school units established
36

FOCUS 5

PLAY AN ACTIVE ROLE IN THE INTERNATIONAL SUPPLY CHAIN

Play an active role in international trade by improving Morocco's logistics connectivity and serving as an industrial-port gateway for the continent.

COMMITMENT 9

Improve the logistical connectivity of the territory and strengthen the links within the ecosystem

COMMITMENT 10

Develop cooperation with international actors and strengthen the presence in international institutions



COMMITMENT 9

Improve the logistical connectivity of the territory and strengthen the links within the ecosystem.

MARITIME CONNECTIVITY

Tanger Med has a strategic location. It is located on the Strait of Gibraltar at the crossroads of the major East/West and North/South maritime routes. Tanger Med is a natural transshipment hub for global logistics flows. More than 100,000 ships per year and 200 cargo ships cross the Strait of Gibraltar every day on the Maritime services of the world's largest shipowners linking Asia, Europe, the Americas and Africa.

Today, the port of Tanger Med provides, through several shipowners, regular connections to more than 180 ports and 70 countries across the 5 continents.



Connected to more than **180** ports and **70** countries in **5** continents

TANGER MED
IN THE GLOBAL TRADE

MOROCCO IN THE WORLD'S TOP 20
MARITIME CONNECTIVITY RANKING

ORGANIZATION OF THE AUTOMOTIVE SUBCONTRACTING TRADE FAIR



Tanger Med group to organize with the Moroccan Association of Industry and Automobile Construction AMICA the subcontracting trade fair

Stemming from the work of the ecosystems, this international meeting is a platform where opportunities offered by the automotive industry sector in terms of subcontracting are presented in detail. All the contractors in the sector were present with direct and targeted contacts with all the clients in the sector.

The site of the exhibition chosen within the industrial platform of Tanger Med, brings together an ecosystem of more than 100 automotive equipment manufacturers, in direct proximity to the Renault Tanger Med site, 20 Km from Tanger Med port complex, less than 30 minutes from Tanger Free Zone and 2 hours from the Atlantic Free Zone.

The event encourages exchanges between tier 1 and tier 2 manufacturers and their subcontractors on one hand and their subcontractors on the other, and ensures interaction between national and foreign contractors as well as the development of partnerships in order to materialise the business opportunities offered by the dynamic created by the development of the sector.



ORGANIZATION OF THE AFRICAN PORTS FORUM



The first edition of the «African Ports Forum» was organized in Tanger on 4 and 5 July 2019 in partnership with i-conferences under the theme «Heading for the new port dynamics». The event was attended by nearly 400 participants over the 2 days from 30 countries and port authorities, including African ministers of infrastructure and transport, government authorities, port authorities, transport and logistics operators, maritime transport operators, port and maritime experts, to discuss cooperation opportunities and capacity building solutions for ports in the region.

This event confirms the strategic role of Tanger Med as a reference hub in Africa. Several keynotes and panels were presented on this occasion, including that of African ports, accelerators of logistics development: the case of Tanger Med, the stakes and evolving challenges of port authorities, the African ports of tomorrow...

On the 2nd day of the event, Tanger Med received the participants of the «African Ports Forum» for a visit of the port facilities.



COMMITMENT 10

Develop cooperation with international actors and strengthen presence in international institutions.

INTERNATIONAL COOPERATION



Bringing economic development strategies into line with the social and environmental expectations of their ecosystems is at the heart of tTanger Med group's international cooperation dynamics.

In this regard, Tanger Med group is invested in cooperation initiatives in order to strengthen its leadership as a reference player in the international logistics chain, whose sensitivity to social and environmental issues and willingness to permeate port logistics activity is recognised worldwide.

Thus, Tanger Med group has signed several cooperation agreements with the ports of Marseille, Algeciras and Busan, as well as with the consortium of the free zones of Barcelona and the Panama Canal Authority.

Tanger Med group has also intensified its advocacy dynamics on these issues as an active member in several international associations and working groups such as the International Port Community System, the Maersk-IBM blockchain project for maritime transport, International Port Call Optimisation, International Harbour Master Association (IHMA), International Maritime Pilot Association (IMPA) and the Medport Association.



ADVANCED COLLABORATION AGREEMENT FOR THE IMPLEMENTATION OF THE FACILITATION OF TRADE AND PASSENGER FLOWS IN THE STRAIT OF GIBRALTAR
H.M. KING MOHAMMED VI AND H.M. KING FELIPE VI PRESIDED OVER A CEREMONY ON 13 FEBRUARY 2019 TO RABAT A SIGNING CEREMONY OF AN ADVANCED COLLABORATION AGREEMENT BETWEEN TANGER MED PORT AUTHORITY AND THE PORT AUTHORITY OF THE BAY OF ALGECIRAS WITHIN THE FRAMEWORK OF THE STATE VISIT MADE BY THE KING OF SPAIN TO THE KINGDOM OF MOROCCO.

AFRICAN COOPERATION

Tanger Med initiated the creation of the Africa Economic Zones organization (AEZO) in November 2015 in partnership with the representatives of the economic zones of 6 other African countries.

This structure, which brings together more than 73 members representing 37 African countries, and in which Tanger Med group acts as a catalyst for inter-African initiatives, aims to strengthen exchanges between the community of Africa economic zones, the implementation of training and interaction with international experts, and the establishment of a pool of technical and organization best practices to be shared among African actors for sustainable inclusive growth.



ACMP 2019 AFRICAN MARITIME PILOTS CONGRESS

Tanger Med group actively contributes to the capacity building of its peers at the continental and international level to better respond to client requirements and more easily catalyse the economic and social development of their territories.

Thus, Tanger Med's Professional Mediterranean Maritime Pilots' Association (PMPA) organized jointly with AMPA (African Maritime Pilots' Association) and IMPA (International Maritime Pilots' Association) the 2nd African Maritime Pilots' Congress ACMP-2019 under the theme: «Maritime pilotage between challenges and adaptation for the port development of an emerging Africa».

In partnership with Tanger Med, the event was organized in October 2019 at Tanger Med Port Center and was attended by several speakers from several countries.

The conferences were animated by 18 African and European international experts in the port and maritime sectors, and dealt with topical issues in port nautical management, ship gigantism, quality and insurance.



Congress led by
18 experts
200 speakers
Participation of
60 port authorities
representing
20 countries

TANGER MED HAS JOINED THE MAERSK-IBM BLOCKCHAIN PROJECT TRADELENS

Tanger Med has integrated the Blockchain ecosystem developed jointly by IBM and the shipping giant MAERSK (TradeLens Platform).

The international trade Blockchain platform TradeLens based on block chain technology aims to bring the goods transport sector into the digital age by using a secure interface exclusively for the transport of goods.

TradeLens currently brings together more than 40 players (including APM at several terminals (Tanger Med, Rotterdam, Algeciras...), PSA (Singapore), Port of Houston, Port of Bilbao, Port of Valencia, Customs (Singapore), Port of Montreal, Maritime Cargo Processing plc (Port community systems of United Kingdom).



TANGER MED HAS JOINED THE INTERNATIONAL PORT COMMUNITY SYSTEMS ASSOCIATION (IPCSA)

Since April 2019, Tanger Med has become a member of the International Port Community Systems Association (IPCSA).

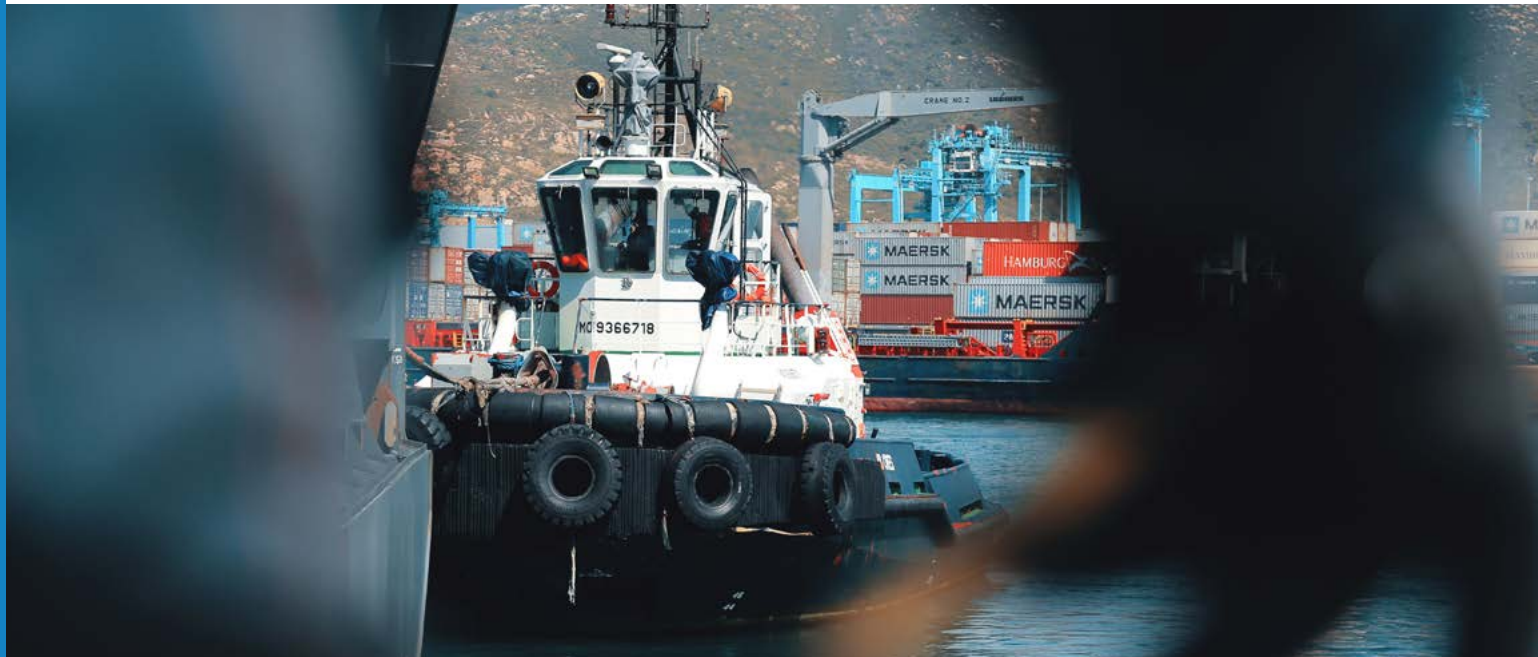
This positioning allows Tanger Med to promote its achievements in the field of digitisation of procedures and digitalization of services for the port and logistics community, to benefit from the exchange of expertise with other countries and to share best practices between Port Community Systems operators.



REPORTING SCOPE AND PERIOD

The scope of reporting includes Tanger Med and its subsidiaries. If an indicator does not cover the entire reporting scope, the scope presented is specified and the reason for partial publication is explained.

The 2019 Activity and Responsibility Report covers the period from January 1st to December 31st, 2019. In cases where data is not yet calculated for 2019, quantitative data for the year 2018 is presented. This report also includes some significant achievements (qualitative data) for the year 2019. No significant changes have been noted compared to 2018 regarding the scope, period and reporting methodology of Tanger Med.



REPORTING METHODOLOGY

The qualitative and quantitative data contained in this report have been collected and consolidated in accordance with the administrative management procedures in force within the Group. The data provided are established on the basis of discussions with the key persons in their departments and from various documents (reports, evaluations, etc.). Monitoring dashboards are used to trace and consolidate the data transmitted.

The scope of the reporting covers the activities of Tanger Med Group's subsidiaries. The reporting also covers the activities of Tanger Med Foundation.

Tanger Med has no complaints or disputes in environmental or social matters. The management of such complaints and external communication on environmental matters are managed within the framework of the environmental management system. This system is ISO-14001 certified.

VERIFICATION OF REPORTING

The CSR reporting process is subject to validation at different levels of the organization in order to ensure the reliability of the data:

- for « direct contributors » (subsidiary managers, project managers, activity zone managers, etc.): checking the conformity and completeness of the data entered in the tools or transmitted to the contact person;
- for « contact persons »: the contact person checks the data they consolidate via consistency checks and random checks before transmitting it to the CSR team;
- for the CSR team: the data received for consolidation are subject to consistency checks and a joint analysis with the referents to identify needs and areas for improvement in terms of management.

REPORTING STANDARDS

Tanger Med group carries out its reporting in accordance with the AMMC circular n° 03/19 relating to the SEG (Social Environment and Governance) report. In addition, Tanger Med has been inspired by the reporting standards of the Global Reporting Initiative (GRI) in essential compliance. The ISO-26000 standard is also considered in the elaboration of this report. A correspondence between the GRI standards and the principles of the standard is elaborated in the last part of the report.

The aim is to make it easier for our stakeholders to understand the nature of our organization, our relevant issues and related impacts, and how they are managed.

CONTENT INDEX ACCORDING TO GRI AND ISO-26000

See Correspondence Table in the Annex.

TANGER MED'S CSR COORDINATOR

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GRI CORRESPONDENCE CHART

GRI Standards Disclosure	GRI Standards Content Index and Information / CSR commitments correspondence	Subclause of ISO 26000	ISO 26000 articles	Page
102.1: Name of the organization	TANGER MED: an integrated and structuring project	Relation between the characteristics of the organization and the Corporate social responsibility	7.2	08 – 09
102.2: Activities, brands, products and services	Mapping of Tanger Med group's activities	Relation between the characteristics of the organization and the Corporate social responsibility	7.2	10 - 11
102.3: Location of the organization's headquarters	Tanger Med group ownership structure	Relation between the characteristics of the organization and the corporate social responsibility	7.2	08
102.4: Location of the activities	Group Structure	Relation between the characteristics of the organization and the corporate social responsibility	7.2	09
102.5: Capital and legal form	Tanger Med group ownership structure	Relation between the characteristics of the organization and the Corporate social responsibility	7.2	08 – 09
102.6: Markets served (geographical distribution, sectors served and types of clients and beneficiaries)	Mapping of Tanger Med group's activities	Relation between the characteristics of the organization and the corporate social responsibility	7.2	10 – 11
102.7: Organization's size	Facts and figures	Relation between the characteristics of the organization and the Corporate social responsibility	7.2	08 à 11
102.8: Information on employees and other workers	Human capital	Relations and working conditions	6.4	17 à 19
102.9: Supply chain	Responsible Purchasing Section	Promotion of social responsibility in the value chain	6.6	22 à 24
102.10: Significant changes in the organization and its supply chain	Responsible Purchasing Section	Promotion of social responsibility in the value chain	6.6	22 à 24
Precautionary principle or preventive approach	Responsible Purchasing Section	Promotion of social responsibility in the value chain	6.6	22 à 24
102.12: External initiatives	Focus 4: Participate in the sustainable development of the territory through an inclusive approach Commitment 8: Facilitate access to education and health and contribute to the improvement of living conditions in and around the port, activity zones and in the territory through the foundation. Focus 5: Become a prime partner in the international logistics chain Commitment 9: Improve the logistical connectivity of the territory and cooperate with similar actors to strengthen links within the ecosystem	Voluntary initiatives in the area of social responsibility	7.8	106 à 113 114 à 122
102.13: Membership of associations	Focus 2: Adopt a governance type allowing for a daily responsible management Commitment 3: Adopt ethical and transparent governance to manage SD issues and dialogue with stakeholders on a daily basis Focus 5: Become a prime partner in the international logistics chain Commitment 9: Improve the logistical connectivity of the territory and cooperate with similar actors to strengthen links within the ecosystem	Voluntary initiatives in the area of social responsibility	7.8	72 - 73 114 à 122
102.14: Declaration of the most senior decisionmaker of the organization on the accuracy of sustainable development for the organization and on its strategy to contribute to it.	Editorial by the Chairman of the Supervisory Board	Organisation's governance	6.2	see activity report 2019
102.15: Description of the main impacts, risks and opportunities	CSR challenges of Tanger Med group	Define the orientation of the organization in the field of Social Responsibility	7.4.2	36 à 40 46 - 47
102.16: Values, principles, norms and rules of conduct	Code of Ethics Responsible Purchasing Section	Ethical Behaviour	4.4	16 22 à 24
102.17: Mechanisms for advising and managing concerns about ethical issues	Code of Ethics Responsible Purchasing Section	Ethical Behaviour	4.4	16 22 à 24
102.18: Governance structure of the organization, including the committees of the higher governance body	Governance of Tanger Med group	Organization's governance	6.2	12 à 15
102.19: Delegation of authority	The procedure for delegating authority for economic impacts, environmental and social aspects of the highest governance body to members of the General Management and other employees.	Organization's governance	6.2	12 à 15
102.20: Responsibility of the management in relation to economic, environmental and social issues	Analysis of the materiality of CSR issues	Identify one's social responsibility	5.2	36 à 40

102.21: Consultation with stakeholders on economic, environmental and social issues	Consultation procedures between stakeholders and the highest governance body regarding economic, environmental and social issues.	Identify stakeholders and engage in dialogue with them	5.3	38	
102.22: composition of the highest governance body and its committees	Governance	Organisation's governance	6.2	12 à 15	
102.40: List of stakeholder groups with whom the organisation has entered into a dialogue	mapping of stakeholders of Tanger Med Group	Identify stakeholders and engage in dialogue with them	5.3	38	
102.41: Collective negotiation agreements	The percentage of the total number of employees covered by collective bargaining agreements.	Identify stakeholders and engage in dialogue with them	5.4	17 à 19	
102.42: Identification and selection of stakeholders	mapping of stakeholders of Tanger Med Group	Identify stakeholders and engage in dialogue with them	5.4	38	
102.43: Stakeholder engagement approach	mapping of stakeholders of Tanger Med Group	Identify stakeholders and engage in dialogue with them	5.4	38 & 70	
102.55: GRI content index	GRI correspondence chart	Types of corporate responsibility communication improving the credibility of corporate responsibility reports and statements	7.5.3 7.6.2	128 à 150	
GRI 103: Management approach	103-1: Explanation of the relevant issue and its scope	Focus 2: Adopt a governance type allowing for a daily responsible management Commitment 3: Adopt ethical and transparent governance to manage SD issues and dialogue with stakeholders on a daily basis Commitment 4: Build an intangible asset around the identity and the group culture allowing to build lasting relationships with stakeholders and the territory	Integrate social responsibility into the governance, systems and processes of the organisation	7.4.3	36 – 40 66 à 77
		Focus 2: Adopt a governance type allowing for a daily responsible management Commitment 3: Adopt ethical and transparent governance to manage SD issues and dialogue with stakeholders on a daily basis Commitment 4: Build an intangible asset around the identity and the group culture allowing to build lasting relationships with stakeholders and the territory	Guidelines relating to central issues of social responsibility	6	12 à 15 66 à 75
		Focus 2: Adopt a governance type allowing for a daily responsible management Commitment 3: Adopt ethical and transparent governance to daily manage SD issues and dialogue with stakeholders	Duty of vigilance	7.3.1	12 à 15 66 à 73
		stakeholders Commitment 4: Build an intangible asset around the identity and culture of the group, allowing for the building of lasting relationships with stakeholders and the territory			
GRI 201: Economic performance	201-1: direct economic value generated and distributed	Presentation of the Tanger Med group: Data sheet Focus 4: Participate in the sustainable development of the territory through an inclusive approach Commitment 8: Facilitate access to education and health and contribute to the improvement of living conditions in and around the port, activity zone and in the territory through the foundation.	Community and local development Duty of vigilance Creation of wealth and income Investment in society	6.8.1 -6.8.2 6.8.3 6.8.7 6.8.9	8 106 à 113
		Focus 4: Participate in the sustainable development of the territory through an inclusive approach Commitment 7: Contribute to actions targeting the energy transition, the circular economy, mitigating the effects of climate change and the preservation of biodiversity by involving the stakeholders in the port, activity zone and the territory	Climate change mitigation and adaptation	6.5.5	98 à 105
		Human capital Focus 3: Develop human capital, innovation and improve social and economic impact Commitment 5: Develop Human Capital for the port, activity zone and for the socio-economic development of the territory	Working conditions and social protection	6.4.4	17 à 19 80 à 89
GRI 202: Local presence	202-2: Locally recruited staff	Human capital Focus 3: Develop human capital, innovation and improve social and economic impact Commitment 5: Develop the Capital zones and develop the territory socio-economically	Jobs	6.4.3	17 à 19 80 – 89

GRI 203: indirect economic impacts	203-2: Significant indirect economic impacts	<p>Focus 2: Adopt a governance type allowing for a daily responsible management</p> <p>Commitment 3: Adopt ethical and transparent governance to daily manage SD issues and dialogue with stakeholders</p> <p>Commitment 4: Build an intangible asset around the identity and the group culture allowing to build lasting relationships with stakeholders and the territory</p> <p>Focus 3: Develop human capital, innovation and improve social and economic impact</p> <p>Commitment 6: Make the port and the activity zones an interface resource to promote job creation, entrepreneurship, research and innovation.</p> <p>Focus 4: Participate in the sustainable development of the territory through an inclusive approach</p> <p>Commitment 8: Facilitate access to education and health and contribute to the improvement of living conditions in and around the port, the areas of activities and in the territory through the foundation</p>	<p>Economic, social and cultural rights</p> <p>Promotion of social responsibility in the value chain</p> <p>Respect for property rights</p> <p>Access to essential services</p> <p>Community and local development</p> <p>Job creation and skills development</p> <p>Wealth and income creation</p> <p>Investment in society</p>	<p>6.3.9</p> <p>6.6.6</p> <p>6.6.7</p> <p>6.7.8</p> <p>6.8.1-6.8.2</p> <p>6.8.5</p> <p>6.8.7</p> <p>6.8.9</p>	<p>10 - 11</p> <p>66 à 73</p> <p>90 à 92</p> <p>106 à 113</p>
GRI 205: Fight against corruption	205-1: Activities assessed in terms of risk related to corruption	<p>Code of ethics</p> <p>Responsible Purchasing Policy</p> <p>Focus 2: Adopt a governance type allowing for responsible management on a daily basis</p> <p>Commitment 3: Adopt ethical and transparent governance to manage SD issues and dialogue with stakeholders on a daily basis</p>	Fight against corruption	6.6.3	<p>18</p> <p>22 à 24</p> <p>66 à 73</p>
GRI 302: Energy	302-1 Energy consumption within the organization	<p>Focus 4: Participate in the sustainable development of the territory through an inclusive approach</p> <p>Commitment 7: Contribute to actions targeting the energy transition, the circular economy, mitigating the effects of climate change and the preservation of biodiversity by involving the stakeholders of the port, activity zones and the territory</p>	<p>Sustainable use of resources</p> <p>Climate change mitigation and adaptation</p>	6.5.4	98 à 105
GRI 302: Energy	302-2 Energy consumption outside the organization	<p>Focus 4: Participate in the sustainable development of the territory through an inclusive approach</p> <p>Commitment 7: Contribute to actions targeting the energy transition, the circular economy, mitigating the effects of climate change and the preservation of biodiversity by involving the stakeholders of the port, activity zones and the territory</p>	<p>Sustainable use of resources</p> <p>Climate change mitigation and adaptation</p>	6.5.4	98 à 105
GRI 302: Energy	302-3 Energy intensity	<p>Focus 1: Efficiently and sustainably manage resources and infrastructures</p> <p>Commitment 2: Promote sustainable mobility solutions to connect the port, activity zones and the territory</p> <p>Focus 4: Participate in the sustainable development of the territory through an inclusive approach</p> <p>Commitment 7: Contribute to actions targeting the energy transition, the circular economy, mitigating the effects of climate change and the preservation of biodiversity by involving the stakeholders in the port, activity zones and the territory</p>	<p>Sustainable use of resources</p> <p>Climate change mitigation and adaptation</p>	6.5.4	58 à 62
GRI 302: Energy	302-4: Reduction of energy consumption	<p>Focus 1: Efficiently and sustainably manage resources and infrastructures</p> <p>Commitment 2: Promote sustainable mobility solutions to connect the port, activity zones and the territory</p> <p>Focus 4: Participate in the sustainable development of the territory through an inclusive approach</p> <p>Commitment 7: Contribute to actions targeting the energy transition, the circular economy, mitigating the effects of climate change and the preservation of biodiversity by involving the stakeholders of the port, activity zones and the territory</p>	<p>Sustainable use of resources</p> <p>Climate change mitigation and adaptation</p>	6.5.4	58 à 62
GRI 302: Energy	302-5 Reduction of energy requirements for products and services	<p>Focus 1: Efficiently and sustainably manage resources and infrastructures</p> <p>Commitment 2: Promote sustainable mobility solutions to connect the port, activity zones and the territory</p> <p>Focus 4: Participate in the sustainable development of the territory through an inclusive approach</p> <p>Commitment 7: Contribute to actions targeting the energy transition, the circular economy, mitigating the effects of climate change and the preservation of biodiversity by involving stakeholders in the port, activity areas and the territory</p>	<p>Sustainable use of resources</p> <p>Climate change mitigation and adaptation</p>	6.5.4	58 à 62
GRI 303: Water and effluents	303-1: Interactions with water as a shared resource	<p>Focus 1: Efficiently and sustainably manage resources and infrastructures</p> <p>Commitment 1: Carry out operations and manage the infrastructures at the port and in the activity zones at the best level of service quality and in compliance with social and environmental requirements</p>	Pollution prevention Sustainable use of resources	6.5.3	55
	303-2: Management of impacts related to water discharge	<p>Focus 4: Participate in the sustainable development of the territory through an inclusive approach</p>		6.5.4	98 à 105

	303-4: Water discharge	<p>Commitment 7: Contribute to actions targeting the energy transition, the circular economy, mitigating the effects of climate change and the preservation of biodiversity by involving the stakeholders of the port, activity zones and the territory</p>			
GRI 306: Effluents and waste	306-1: Total releases to water, by type and by destination	<p>Focus 1: Efficiently and sustainably manage resources and infrastructures</p> <p>Commitment 1: Carry out operations and manage the infrastructures at the port and in the activity zones at the best level of quality service and in compliance with social and environmental requirements</p> <p>Focus 4: Participate in the sustainable development of the territory through an inclusive approach</p>	Pollution prevention Sustainable use of resources	6.5.3	57
	306-2: Waste by type and disposal method	<p>Commitment 7: Contribute to actions targeting the energy transition, the circular economy, mitigating the effects of climate change and the preservation of biodiversity by involving stakeholders in the port, activity zones and the territory</p>		6.5.4	98 à 105
GRI 307: Environmental compliance	307-1: Non-compliance with environmental legislation and regulations	<p>Focus 1: Efficiently and sustainably manage resources and infrastructures</p> <p>Commitment 1: Carry out operations and manage the infrastructures at the port and in the activity areas at the highest level of quality service and in compliance with social and environmental requirements</p> <p>Focus 4: Support the sustainable development of the territory through an inclusive approach</p> <p>Commitment 7: Contribute to actions targeting the energy transition, the circular economy, mitigating the effects of climate change and the preservation of biodiversity by involving stakeholders in the port, activity zones and the territory</p>	Duty of vigilance	7.3.1	56 – 57
GRI 308: Environmental assessment of suppliers	308-1 New suppliers analysed using environmental criteria	<p>Responsible Purchasing Charter</p> <p>Focus 2: Adopt a governance type allowing for responsible management on a daily basis</p> <p>Commitment 3: Adopt ethical and transparent governance to daily manage SD issues and dialogue with stakeholders</p>	Promotion of social responsibility in the value chain	6.6.6	22 à 24
GRI 308: Environmental assessment of suppliers	308-2 Negative environmental impacts on the supply chain and measures taken	<p>Responsible Purchasing Charter</p> <p>Focus 2: Adopt a governance type allowing for responsible management on a daily basis</p> <p>Commitment 3: Adopt ethical and transparent governance to manage SD issues and dialogue with stakeholders on a daily basis</p>	Promotion of social responsibility in the value chain	6.6.6	22 à 24
GRI 308: Environmental assessment of suppliers	308-2 Negative environmental impacts on the supply chain and measures taken	<p>Responsible Purchasing Charter</p> <p>Focus 2: Adopt a governance type allowing for responsible management on a daily basis</p> <p>Commitment 3: Adopt ethical and transparent governance to manage SD issues and dialogue with stakeholders on a daily basis</p>	<p>Working conditions and social protection</p> <p>Creation of wealth and income</p>	6.4.4	17 à 19
GRI 401: Employment	401-1: Total number and percentage of new employees hired and staff turnover rate by age group, sex and geographical area	<p>Human capital</p> <p>Focus 3: Develop human capital, innovation and improve social and economic impact</p> <p>Commitment 5: zones and develop the territory socio-economically</p>	<p>Working conditions and social protection</p> <p>Creation of wealth and income</p>	6.4.4	17 à 21
GRI 403: Health and safety at work	403-1 Health and safety management system	<p>Focus 1: Efficiently and sustainably manage resources and infrastructures</p> <p>Commitment 1: Carry out operations and manage the infrastructures at the port and in the activity areas at the best level of quality service and in compliance with social and environmental requirements</p> <p>Focus 3: Develop human capital, innovation and improve social and economic impact</p> <p>Commitment 5: develop human capital for the port, the activity zones and develop the territory socio-economically</p>	Health and safety in the workplace	6.4.6	50 – 57
GRI 403: Health and safety at work	403-2 Hazard identification, risk assessment and adverse event investigation	<p>Focus 1: Efficiently and sustainably manage resources and infrastructures</p> <p>Commitment 1: Carry out operations and manage the infrastructures at the port and in the activity zones at the best level of service quality and in compliance with social and environmental requirements</p> <p>Focus 3: Develop human capital, innovation and improve social and economic impact</p> <p>Commitment 5: Develop Human Capital for the port, the activity zones and develop the territory socio-economically</p>	Health and safety in the workplace	6.4.6	50 à 57
GRI 403: Health and safety at work	403-3: occupational health services	<p>Focus 1: Efficiently and sustainably manage resources and infrastructures</p> <p>Commitment 1: Carry out operations and manage infrastructure at the port and in activity zones at the highest level of service quality and in compliance with social and environmental requirements</p>	Health and safety in the workplace	6.4.6	50 à 57
GRI 403: Health and safety at work	403-4 Participation and consultation of workers and communication relating to health and safety at work	<p>Dialogue with stakeholders</p> <p>Focus 3: Develop human capital, innovation and improve social and economic impact</p> <p>Commitment 5: Develop Human Capital for the port, the activity zones and for the socio-economic development of the territory</p>	Health and safety in the workplace	6.4.6	38

GRI 403: Health and safety at work	403-5 Training of workers in health and safety at work	Human resources policy Focus 3: Develop human capital, innovation and improve social and economic impact Commitment 5: Develop Human Capital for the port, the activity zones and develop the territory socio-economically	Health and safety in the workplace	6.4.6	17 80 - 89
GRI 403: Health and safety at work	403-6 Promotion of workers' health	Focus 3: Develop human capital, innovation and improve social and economic impact Commitment 5: Develop Human Capital for the port, the activity zones and develop the territory socio-economically	Health and safety in the workplace	6.4.6	80 - 89
GRI 403: Health and safety at work	403-7 Preventing and reducing impacts on health and safety at work directly related to business relations	Focus 1: Efficiently and sustainably manage resources and infrastructures Commitment 1: Carry out operations and manage the infrastructures at the port and in the activity areas at the best level of service quality and in compliance with social and environmental requirements	Health and safety in the workplace	6.4.6	56 - 57
GRI 403: Health and safety at work	403-8 Workers covered by an occupational health and safety management system	Focus 2: Adopt a governance type allowing for responsible management on a daily basis Commitment 3: Adopt ethical and transparent governance to manage SD issues and dialogue with stakeholders on a daily basis	Health and safety in the workplace	6.4.6	69
GRI 403: Health and safety at work	403-9 Occupational risks	Human capital Focus 1: Efficiently and sustainably manage resources and infrastructures Commitment 1: Carry out operations and manage the infrastructures at the port and in the activity zones at the best level of service quality and in compliance with social and environmental requirements	Health and safety in the workplace	6.4.6	17 à 19 56 - 57
GRI 403: Health and safety at work	403-10 Occupational diseases	Human capital Focus 1: Efficiently and sustainably manage resources and infrastructures Commitment 1: Carry out operations and manage the infrastructures at the port and in the activity areas at the best level of service quality and in compliance with social and environmental requirements	Health and safety in the workplace	6.4.6	17 à 19 56 - 57
GRI 404: Training and education	404-1: Average number of training hours per year, distributed by staff	Human capital	Working conditions and social protection Creation of wealth and income	6.4.4 6.8.7	17 à 19
GRI 405:	405-1: Diversity of governance bodies and employees	Governance Focus 2: Adopt a governance type allowing for responsible management on a daily basis Commitment 3: Adopt ethical and transparent governance to manage SD issues and dialogue with stakeholders on a daily basis	Organization's governance	6.2	12 à 15 66 à 73
GRI 410: Safety practices	410-1: Training of security personnel in policies and procedures relating to human rights	Focus 1: Efficiently and sustainably manage resources and infrastructures Commitment 1: Carry out operations and manage the infrastructures at the port and in the activity zones at the best level of service quality and in compliance with social and environmental requirements.	Health and safety in the workplace	6.4.6	56 - 57
GRI 413: Local Communities	413-1: Activities involving the local community, impact assessment and development program	Focus 4: Participate in the sustainable development of the territory through an inclusive approach Commitment 8: Facilitate access to education and health and contribute to the improvement of living conditions in and around the port, activity zones and in the territory through the foundation	Economic, social and cultural rights Pollution prevention Community and local development	6.3.9 6.5.3 6.8	106 - 113
GRI 414:	414-2: Substantial negative impacts, real and potential, on society in the supply chain and measures taken	Responsible Purchasing Charter	Promotion of social responsibility in the value chain	6.6.6	22 à 24
GRI 418: Confidentiality of customer data	418-1: Substantiated complaints related to customer data confidentiality breaches and data loss	Focus 2: Adopt a governance type allowing for responsible management on a daily basis Commitment 3: Adopt ethical and transparent governance to manage SD issues and dialogue with stakeholders on a daily basis	Consumer issues Protecting consumer data and privacy	6.7.1-6.7.2 6.7.7	66 - 73
GRI 419: Socioeconomic compliance	419-1: non-compliance with social and economic legislation and regulations	Focus 2: Adopt a governance type allowing for responsible management on a daily basis Commitment 3: Adopt ethical and transparent governance to manage SD issues and dialogue with stakeholders on a daily basis Action 1: Statutory audit Labour Code Compliance	Respect for the principle of legality Questions relating to consumers After-sales service, assistance and resolution of complaints and disputes for consumers	4.6 6.7.1- 6.7.2 6.7.6	66 - 73 84



