

SUSTAINABILITY STORIES

HANANE MOURCHID,

DIRECTOR SUSTAINABILITY &
GREEN INDUSTRIAL DEVELOPMENT,
OCP

WHAT IS YOUR JOB AND HOW DOES IT SUPPORT SUSTAINABILITY?

I am the Director of Sustainability & Green Industrial Development at OCP Group. Sustainability is our core business objective, and every decision we make is rooted in it, which is evident in our green industrial development roadmap.

Part of my mission is to lead the Industrial Development Program with my team and internal clients. We do this by designing and delivering new industrial facilities, production units and logistics projects to achieve our growth targets. We consult on how best to deliver a truly 'green' design of the Group's industrial investment program.

My team defines, develops and delivers OCP's global sustainability and ESG strategies in collaboration with other departments. We lead the 'Circular Economy' effort and its programs that include water stewardship, decarbonization, clean energy development, byproducts valorization, emissions and effluents, biodiversity, mining reclamation and so on.

WHY DID YOU DECIDE TO WORK IN THE FERTILIZER INDUSTRY?

I come from a family of process engineers who were role models for me. I decided to join the world of industrial production as it has always fascinated me, and I also wanted to succeed in a male-dominated environment.

OCP is one of the most important corporate citizens in our country. I joined OCP 14 years ago, as I wanted to be a part of a big family with a noble mission: creating growth for the country and its people. Serving that 'greater purpose' gives meaning to my career and is a source of personal and professional satisfaction. It makes me feel patriotic and proud.

We are also the 'custodian' of the world's phosphate reserves, which makes me twice as proud, knowing that my work serves humanity. Being part of the world's largest producer of phosphate fertilizers means I am partly responsible for one of the most challenging sustainable development goals: eradicating hunger. Isn't that a great purpose?

WHAT IS THE MOST IMPORTANT LESSON YOU'VE LEARNED IN YOUR CAREER TO DATE?

In 2011, I was involved in Iqlaa, an operational change project aiming to increase production capacities and yields, optimize costs and improve our culture of performance and leadership skills across the entire organization. This was a real challenge, and it tested my management skills as I sought to change engrained working habits - in some cases of workers with 20 years more experience than myself. By actively engaging, listening and giving colleagues shared ownership of the task at hand, we were able to learn from one another, drawing upon our respective backgrounds to improve results significantly. It was a prime example of lean management in action and a life-long lesson of humility, collective efforts and consensus decision making. It is an experience that my colleagues and I still look back upon fondly!

CAN YOU TELL US ABOUT OCP'S SUSTAINABILITY JOURNEY AND PLANS?

Our top priority is climate change mitigation and we have set demanding objectives within



When you anticipate the possibilities, sustainability definitely becomes an opportunity and a new way to achieve economic success. I am convinced that it is the key driver of innovation.



the fertilizer and chemical industries. Our objective is to reduce our carbon footprint by 50 percent by 2030 and achieve carbon neutrality by 2040. OCP has invested in a myriad of improvements to ensure we meet our environmental responsibilities.

OCP was one of the first movers on carbon neutrality. We already meet 89 percent of our electricity needs from renewable energy sources (cogeneration, wind energy), and our goal is to reach 100 percent by 2030.

We have also improved our energy efficiency. This required significant investment and partnership: heat recovery systems (HRS) to improve cogeneration efficiency, power purchase agreements (PPA) for wind energy to supply our mines, ISO-50001 certification and other energy efficiency efforts and the use of alternative synthetic fuels for phosphate drying.

We have reinvented our supply chain to replace train transportation of our phosphate minerals from our mines to processing facilities. The slurry pipeline technology allows us to reduce by 15 percent our carbon footprint. The process is being developed for all our processing sites by 2030.

We are also planning to capture CO₂ from phosphoric acid production chimneys. Our objective is to achieve a 25 percent reduction in CO₂ emissions by 2030.

These programs have helped us to keep our environmental footprint in check despite tripling production in the last decade.

We are committed to supporting sustainable agriculture in Morocco and across Africa. We have helped farmers achieve significant yield improvements through the end-to-end solutions of our Al Moutmir initiative and OCP Africa's flagship programs such as Agribooster, which combine knowledge, systems and tools for farmers. We plan to expand these programs to reach more rural communities and female smallholder farmers. By improving yields, we are aiming to guarantee incomes and equitable livelihoods.

Education is a catalyst for sustainability, from understanding through entrepreneurship to scientific research. We are working with the Mohammed VI Polytechnic University to support OCP's wider ecosystem in training and developing the talent of tomorrow.

Sustainability is intrinsically embedded in our short, medium and long-term plans. Stretch targets have been set out in our Green Industrial Development Program, in line with our commitment to the United Nations Sustainable Development Goals.

We are proud of what we have achieved

and being at the forefront of our industry, but we still want to do so much more.

HOW DO YOU THINK FERTILIZERS AND PLANT NUTRIENT MANAGEMENT CAN HELP TRANSFORM FOOD SYSTEMS FOR THE BETTER?

The Scientific Panel on Responsible Plant Nutrition published a brief in February to feed into the Scientific Group for the United Nations Food Systems Summit framework. IFA's Chief Scientist Achim Dobermann, the UM6P represented by Pr Cakmak and other scientists ensure that 'Fertilizers will continue to be major ingredients of future food systems.' They recommend developing targeted and integrated plant nutrition strategies with a multi-nutrient food system approach and utilization of all available nutrient sources. This calls for improving productivity, nutrient efficiency and resilience of farmers, for increasing nutrient recovery and for sustaining soil health to enhance human nutrition through nutrition-sensitive agriculture.

Today, agriculture and the food value chain are joining forces to improve how we produce, process, consume food and galvanize global actions to provide safe and nutritious food for all. As major contributors, OCP Group and IFA members need to participate in the systemic transformation of food systems hinged on the move towards regenerative agriculture, dietary shifts and zero waste. We should also participate in this transformation to boost nature positive solutions and advance equitable livelihoods.

WHAT DOES SUSTAINABILITY MEAN TO YOU?

Sustainability is the pathway to create growth for all. At OCP, we focus on protecting our resources, lessening our carbon footprint and minimizing our water usage. But sustainability goes beyond the core business and the impact it has while operating on the ground.

To make our vision a reality, we consider our impact on people by focusing on communities to transform lives. This means helping to upskill the younger generations to build a better future, strengthening our country, supporting Africa and ultimately, supporting the growing global population.

But sustainability is also a risk when you miss transformation and growth opportunities. When you anticipate the possibilities, sustainability definitely becomes an opportunity and a new way to achieve economic success. I am convinced that it is the key driver of innovation. Companies with high ESG ratings outperform the market, which can lead to long-term benefits.

