

## WOMEN IN THE INDUSTRY

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### WHY DID YOU CHOOSE TO WORK IN THE FERTILIZER INDUSTRY?

My passion for this industry started when I was a child, growing up on a farm (my father was a farmer) and I remember him taking me to the field, where I could see the effects of fertilizers as food for the crops. From that time, I became very curious about crop nutrition dynamics and this industry. So, there is kind of an emotional reason behind this choice. It's about abundance and I think this is meaningful.

### HOW DID YOU START YOUR CAREER IN THE INDUSTRY?

Right after concluding my university graduation as an agronomist, I joined Yara as a trainee, 13 years ago. Brazil being such a big country, with many crop production systems, technology levels, farmers profiles etc, gave me the chance to be exposed to many different situations and learn a lot about crop nutrition management for different crops and regions. This dynamism contributed to my agronomic and technical knowledge development but also gave me clear business skills, such as adaptation, resilience and curiosity to learn constantly.

### WHAT DO YOU FIND THE MOST REWARDING ABOUT YOUR JOB?


Working in a crop nutrition company with such an inspiring mission really means a lot to me. I took an oath when I became an agronomist to give our land more than science and technology, but also something that comes from the heart, to respect its abundance and be able to meet its needs with honour and ethics. An agriculture that is socially fair, economically viable and ecologically sustainable.

Here at Yara, I know that this mission can come true. Coming from a farmer's family, knowing that what we do positively impacts the lives of millions of farmers every year and that we are thus helping to decrease hunger, motivates me to maintain a sense of urgency and strive to do my best every day. However, we do nothing alone! As a leader, I believe my role is to facilitate and create good conditions for us to succeed, so contributing to the team's achievement is amazingly rewarding as well. Let's say that it's about fertilizing talent!

### WHAT CHALLENGES HAVE YOU HAD TO OVERCOME?

Oh, quite a few challenges so far! However, each of them has helped me to become the person and professional I am today. I grew up on a farm and in a family with two older brothers. The mindset of needing to push myself harder to find my place amongst them was always present. I was the only female agronomist in my class and have worked very hard all my career. Fortunately, my family always supported me and motivated me to pursue my dreams and that was quite key for me, in order to reach the targets I have imposed on myself.

I'm not going to lie and say that I have not faced prejudice in my career being a woman working in our industry, but I really tried to learn from these unfortunate situations and get the best out of it. From a practical standpoint, I moved to a new country last year (from Brazil to Norway), and although I was expecting this to be the biggest challenge, due to a new culture, country, language, it's actually been a gratifying experience.



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TO SOLVE CURRENT AND FUTURE  
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### WHAT ACHIEVEMENT ARE YOU MOST PROUD OF?

I have lead many projects and one specifically has been very special. At the end of 2018, we started a project to improve our collaboration with the scientific community and crop nutrition experts in the Brazilian market, based on the strong belief we have that joining forces is the better way of facing the future. After months of preparation, planning and the dedication of a multidisciplinary team, we launched the 'Good Harvest Program', which aimed to grow knowledge creation and diffusion to ultimately enable farmers to produce more and better crops.

Two years after this 'idea' was born, we count on more than 600 experts in this network, including the most important researchers and experts of the Brazilian market (many quite active in the global scientific community), creating, discussing and spreading knowledge across the country, together with Yara. We also increased our R&D footprint in the country by hiring four new PhD researchers, which represents the first scientific hub for Yara outside Europe. Seeing this idea growing to become a great program and being able to pass the program to my successors to keep the pace and improve it is a reason to be proud.

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

For many years I believed that I needed to behave in a certain way to belong to the group... I also heard many times, from my male colleagues: 'You're one of us! You're not as 'fragile' as the other women...'. When you're young, you really believe this is a 'compliment' and enjoy the feeling of belonging, but when you get to know yourself better, your real self, you understand the beauty of being who you are and not fitting a model just because it's expected. Hopefully, I found out who I am and who I don't want to be. I believe this is the biggest lesson I've learned in my career so far and I'm very proud of it.

### DO YOU THINK YOUR JOB AND THE INDUSTRY WILL CHANGE IN THE FUTURE?

For sure. I believe that digitalization in agriculture and in our industry is only just beginning and the opportunities this will bring are numerous and exciting. I also believe our industry will need to work more and more towards a sustainable food production system, where we have a strong role to play. Sustainability is not a 'trend' anymore. It's a big reality and we need to collaborate to do better... It's not just about one specific pillar, but harmonizing sustainability from an economic, social and environmental stand point. We have many

ways to incentivize the right crop nutrition management and this is our responsibility as the fertilizer industry.

### WHICH FEMALE LEADERS DO YOU ADMIRE AND WHY?

I certainly admire some very famous female leaders, such as Michele Obama, who is synonymous with strength and kindness for me, showing that it's possible to be firm and speak your mind, while remaining true to yourself. However, I have many other females who have inspired me to become who I am, such as my mother, even though she has never been considered a leader from a professional stand point, she is the most resilient and kind person I ever met. Colleagues that I have had the pleasure to work with and learn from, creating a safe environment to discuss real issues, represent anonymous great female leaders that some people might have never heard about, but who play a substantial role to build a great and balanced work environment which is key for a fairer world.

### WHERE DO YOU SEE THE BIGGEST CHANGES AS A RESULT OF THE COVID-19 CRISIS?

I believe that the last months have taught us a tough but important lesson and that as a result we have already drastically changed our way of working as we have been challenged to quickly adapt. I expect that we will be even more productive and focused after discovering different ways of solving issues. However, agronomic knowledge will still be the base that sustains food production so I believe our industry will keep playing a key role in the world economy. Being resilient, agile and open minded are 'must have' behaviours to build a new mindset that combines the best of the 'traditional' approach with an openness to create new paths for the future.

### HOW DO YOU SEE AGRICULTURE AND FOOD SYSTEMS CHANGING IN THE FUTURE?

I think we will evolve towards autonomy, digitalization and maybe disruption in some areas. The speed of this change and balance between incremental change and disruption is yet to be seen. What, however, is clear, in my opinion, is that the recent mega trends, technology developments and push from consumers, will strongly impact demand and drive a more sustainable food production approach. Denying this future, or not taking the driving seat in this change, could be a missed opportunity. My advice: Dare to imagine new ways to solve current and future problems. Our world needs us to be part of the solution.