

WOMEN IN THE INDUSTRY

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WHY DID YOU CHOOSE TO WORK IN THE FERTILIZER INDUSTRY?

The fertilizer industry has a clear and concrete mission: to feed the world. I wanted to play a part in achieving such an important and noble goal and to help enrich the soils that will be crucial for generations to come.

HOW DID YOU START YOUR CAREER IN THE INDUSTRY?

My background is in finance; after graduating from HEC Paris I started working in stock markets. There I had the opportunity to initiate coverage of key Agchem companies across the input value chain (including seed, crop protection and fertilizer companies), which first inspired my interest in the fertilizer industry. I soon wanted the ability to have a larger impact over a longer timeframe. The timeline of involvement for a typical institutional investor is six months, whereas a role in a strategic project within the industry itself could involve five to seven years of work.

The collapse of Lehman Brothers in 2008 and the resulting analysis of the role of financial markets as a whole only exacerbated my desire to make a move, and the upheaval of 2011 convinced me that I could make a positive impact in my home, Morocco. Hence, OCP, as a leading global organization and African champion embarking on a \$20bn+ transformation plan was the perfect match.

WHAT DO YOU FIND THE MOST REWARDING ABOUT YOUR JOB?

The most rewarding part of my job is being able to see how we are objectively improving lives in farming and rural areas, especially in Morocco and across Africa.

WHAT CHALLENGES HAVE YOU HAD TO OVERCOME?

As a young, female businesswoman joining a male-dominated there were certainly a few challenges; in one particular example, external male business partners assumed that, because of my gender, I couldn't be leading the meeting they had arrived for. As a result of my confidence and willingness to assert myself, I have now developed a very good professional relationship with these partners – as equals.

WHAT ACHIEVEMENT ARE YOU MOST PROUD OF?

Four years ago, OCP embarked on a transformative journey through Le Mouvement – a call to do things differently, with collaborative, innovative and agile ways of working. As equality and inclusivity are prerequisites for such a system, it is no surprise that Le Mouvement saw the



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emergence of a diversity stream at OCP – of which I am a proud member.

The diversity stream has resulted in a roadmap to hit improved diversity and inclusion targets, which we are working towards as a result of regular internal status updates, seminars and trainings on bias, and having role models in senior management. We are also due to launch the first diversity and inclusion chair in Africa at OCP's Mohammed VI Polytechnic University (UM6P).

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

A crucial lesson I have learned and piece of advice I would share with younger generations is this: take risks. It is only by stepping out of your comfort zone and considering new paths that you will develop and grow, both personally and professionally. Also, for women in this industry: never hesitate to get involved or speak up – whether at the negotiating table or on the plant floor and look at each challenge as an opportunity.

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

Absolutely, at OCP we are celebrating our centenary, a milestone we have reached through constant evolution and innovation – which isn't going to stop any time soon. For the industry more widely, I believe there are two key driving forces for change: firstly, the growing global recognition that health and nutrition are paramount will likely impact the way products are produced and sold; and secondly, digitalization and the increasing amounts of data available on the specific impact of Ag inputs (seeds, crop protection and fertilizer) could result in the industry increasingly offering tailored services rather than catch-all products.

WHICH FEMALE LEADERS DO YOU ADMIRE AND WHY?

I greatly admire Indra Nooyi, the former PepsiCo Chairman & CEO for her honesty and sense of humor when discussing the challenges of being a CEO, a mum and a wife. Being able to be both a highly-regarded employee and a devoted family member is a theme close to my heart and one that we have touched upon for both men and women through Le Mouvement and our diversity and inclusion streams.

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

I anticipate one of the biggest changes as a result of the COVID-19 crisis being the implementation of a 'crisis team' – with clearly defined roles and members – across businesses, especially larger organizations. OCP, for example, established a Business Resilience Center at the first signs of the pandemic which can mobilize over 100 people within the company from across nine business areas. I also expect companies to increasingly assume the role of guardian of employee wellbeing and safety. As a result of the pandemic and local lockdowns we are also likely to see strategic R&D centers, for example, and other crucial assets being relocated closer to company headquarters.

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

The pressure to feed a growing population will require higher yields and increased productivity, so I believe we will see further digitalization and the increased use of robotics and drones. Also, heightened environmental awareness around the globe and the increased demand from customers for transparency and traceability across the supply chain will likely result in more eco-efficient farms and farming methods being utilized.