



COMMITMENT TO SOCIETY
EBRO 2016



1 NO POVERTY

2 ZERO HUNGER

3 GOOD HEALTH AND WELL-BEING

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

15 LIFE ON LAND

SOCIAL CASH FLOW

COMMITMENT TO PUBLIC ADMINISTRATION

ANTI-CORRUPTION COMMITMENT

COMMITMENT TO THE DEVELOPMENT OF LOCAL COMMUNITIES



Social Cash Flow

The Ebro Group makes a significant contribution to the social and economic development of the communities in which it operates. Its business activities generate wealth through the creation of jobs, payment of salaries, tax contribution, purchase of goods and services from suppliers, distribution of dividends, implementation of welfare programmes, development of environmental initiatives, commitment to the value chain and investment in R&D and innovation.

The Ebro Group distributed among its stakeholders 93% of the income generated during 2016.

Social Cash Flow

€ 000	2016	2015
Economic value generated		
Net turnover	2,459,246	2,461,915
Other income	51,898	31,448
Interest income	29,703	31,112
Share of profits of associates	3,042	3,629
	2,543,889	2,528,104
Economic value distributed		
Consumption and other external expenses	(1,314,475)	(1,391,646)
Employee benefits	(331,443)	(306,304)
Other operating expenses	(523,785)	(484,626)
Interest expense	(37,760)	(43,183)
Corporate income tax	(83,591)	(79,034)
Net income from discontinued operations	0	0
Dividends ^(*)	(85,676)	(102,657)
	(2,376,730)	(2,407,450)
ECONOMIC VALUE RETAINED	167,159	120,654

(*) Dividends paid in the corresponding year

Ratio of the entry level wage paid by the Group to its employees and the local minimum wage stipulated by law

[EC-5]

(broken down by significant business units and business units in developing countries)

SIGNIFICANT BUSINESS UNITS	%
Herba Ricemills (Spain)	+ 86.78%
NWP Group (USA and Canada)	+ 93.02%
Panzani Group (France)	+ 2.96%
Riviana Group (USA)	+ 37.79%

BUSINESS UNITS IN DEVELOPING COUNTRIES	%
Herba Egypt (Egypt)	+ 23.08%
Ebro India (India)	+ 8.64%
Mundi Riz (Morocco)	0 %

Percentage of senior management hired from the local community

[EC-6]

(broken down by significant business units and business units in developing countries)

SIGNIFICANT BUSINESS UNITS	NATIONAL EXECUTIVES
Herba Ricemills (Spain)	100%
NWP Group (USA and Canada)	67%
Panzani Group (France)	100%
Riviana Group (USA)	40%

BUSINESS UNITS IN DEVELOPING COUNTRIES	NATIONAL EXECUTIVES
Herba Egypt (Egypt)	80%
Ebro India (India)	50%
Mundi Riz (Morocco)	100%

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Commitment to Public Administration

With a view to guaranteeing responsible compliance with the tax laws in place in the jurisdictions in which it operates, the Ebro Group has developed procedures and principles to secure transparent, honest tax management and payment of taxes.

The Ebro Group does not use opaque structures consisting of interposing base companies in low-tax or non-tax countries and/or territories not cooperating with the tax authorities. Nor does it engage in any activities in any of the jurisdictions included on the list of tax havens, incorporated in Spanish law through Supplementary Provision 1 of the Tax Fraud Prevention Measures Act 36/2006, as amended by Final Provision 2 of Act 26/2014 of 27 November.

In 2016, the Ebro Group directly paid over €93 million to the tax authorities in the different countries in which it operates.

93,228

(€ 000)

TOTAL TAXES PAID 2016

80,213

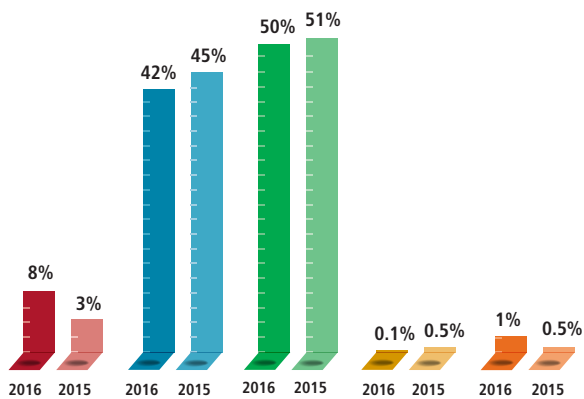
(€ 000)

TOTAL TAXES PAID 2015

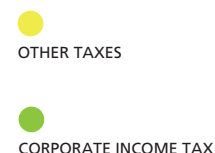
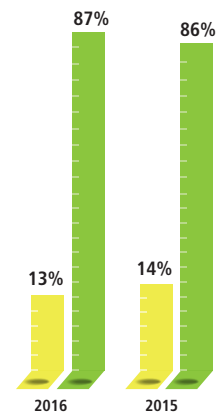
Ratio of tax paid to turnover by geographical areas

€ 000	2016	%	%
SPAIN	148,335	7,215	4.86%
REST EUROPE	1,174,479	38,771	3.30%
NORTH AMERICA	956,905	46,393	4.85%
AFRICA	54,101	135	0.25%
ASIA	110,978	714	0.64%

BREAKDOWN OF TAXES PAID BY GEOGRAPHICAL AREAS



BREAKDOWN OF TYPE OF TAXES PAID



SOCIAL CASH FLOW

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Anti-corruption Commitment

[SO3 / SO4 / SO5]

To minimise the risks of corruption and bribery in the performance of its business activities, the Ebro Group has developed a corporate Code of Conduct (COC) (<http://www.ebrofoods.es/en/corporate-social-responsibility/code-of-conduct/code-of-conduct/>), of which all the employees of the organisation have been duly informed and which has been signed and accepted by each and every one of them.

In point 29, the COC expressly contemplates measures against corruption, bribery, illegal commissions, influence peddling and money laundering, expressing the Ebro Group’s undertaking to eradicate all forms of corruption within its companies.

In addition, the following companies of the Ebro Group have specific policies against corruption, bribery, unfair trading practices and contributions to political parties and trade unions:

CORRUPTION

Ebro India
 Lassie
 Mundi Riso
 New World Pasta Group
 Panzani Group
 Riviana Group
 Stevens&Brotherton Herba Foods

BRIBERY

Ebro India
 Lassie
 Mundi Riso
 New World Pasta Group
 Panzani Group
 Riviana Group
 Stevens&Brotherton Herba Foods

UNFAIR TRADING PRACTICES

Arrozeiras Mundiarroz
 Ebro India
 Lassie
 Mundi Riso
 New World Pasta Group
 Panzani Group
 Riviana Group
 Stevens&Brotherton Herba Foods

CONTRIBUTIONS TO POLITICAL PARTIES AND TRADE UNIONS

Ebro India
 Lassie
 Mundi Riso
 Panzani Group
 Stevens&Brotherton Herba Foods

No cases of corruption have been reported in any companies of the Ebro Group or any of their business partners.

Public policy [SO6]

The Ebro Group declares its political neutrality and establishes in its COC the prohibition for its professionals to make any contributions to political parties, authorities, organisations, public administration and institutions in general in its name or on behalf of any of the companies in the Ebro Group.

All relations with the authorities, regulatory bodies and government departments are conducted according to the principle of maximum cooperation and transparency, without prejudice to defence of the Group's legitimate interests.

Compliance [SO8 – SO11]

None of the companies in the Ebro Group have been fined for non-compliance with the law or regulations, or received any grievances about impacts on society.

SOCIAL CASH FLOW

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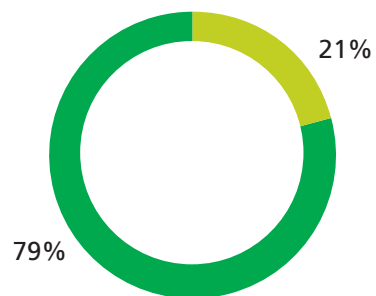
Commitment to the development of local communities [SO1 / SO2]

One of the main pillars of social responsibility action within the Ebro Group is ensuring the well being and socio-economic development of the local communities directly related with our business activities.

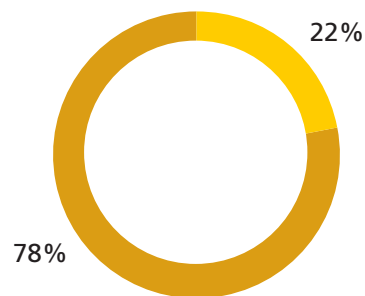
During 2016 the company, through the Ebro Foundation and its different companies, has allocated over €2,700,000 to implementing this commitment. The Ebro Group has participated in projects created by different not-for-profit organisations and has also promoted and developed motu proprio initiatives of social and environmental interest.

The Ebro Group has not received any grievances or claims regarding possible negative impacts on the local communities in which it operates.

SOCIAL CONTRIBUTIONS IN 2016



TYPE OF CONTRIBUTIONS



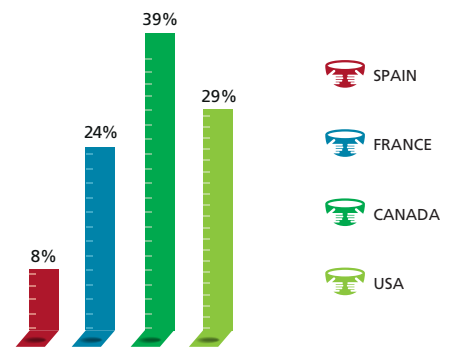
Donation of food

One of the Ebro Group's main lines of social action is the donation of food, either to the food banks in the principal countries in which it operates or to different welfare organisations and associations, mainly in Spain.

Food banks

COUNTRY	COMPANY	€
SPAIN	Herba Ricemills	€ 166,061.00
USA	Riviana-American Rice	€ 605,937.00
CANADA	NWP-Catelli	€ 821,756.00
FRANCE	Panzani	€ 514,083.00
TOTAL		€ 2,107,837.00

FOOD DONATIONS BY GEOGRAPHICAL AREA



As well as delivering food to different banks in Spain, we also contributed €100,000 in cash to the Spanish Federation of Food Banks (FESBAL) to buy the boxes used for the massive food collection organised at the end of November 2016.



During this year we have had the enormous satisfaction of being awarded the Fidelity Prize by FESBAL in recognition of our long-standing, constant collaboration with the Food Banks. This is the second prize we have received from this organisation, since in 2009 we were given the Espiga de Oro Award for our aid and contribution to the solidarity activities of the Federation.

Welfare programmes

In its determination to contribute to sustainable development of the communities in which it operates, the Ebro Group's commitment to society is also developed through social initiatives set up in the areas of food and nutrition, education, research and promoting employment and sustainable agriculture. A very large proportion of these actions is carried out by the Ebro Foundation.

PRINCIPAL ACTIVITIES OF THE EBRO FOUNDATION IN 2016



52

ENTITIES SUPPORTED

9

COUNTRIES

597,000€

INVESTMENT

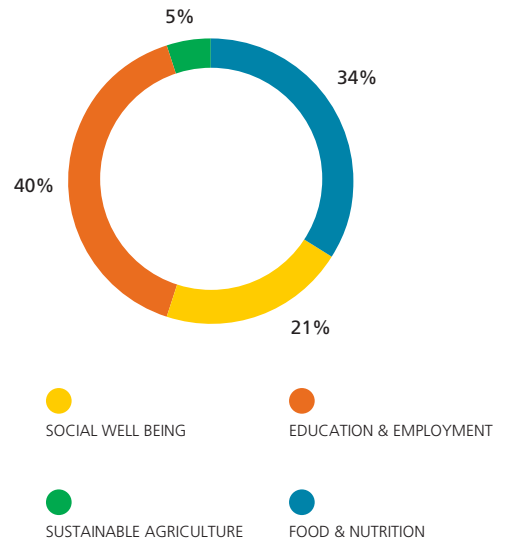
61

PROJECTS

58,749

BENEFICIARIES

TYPES OF WELFARE PROGRAMMES



WELFARE PROGRAMMES IN FOOD AND NUTRITION

Social assistance and grants

Our collaboration in this area has focused not only on monetary contributions to soup kitchens and social assistance organisations to buy food, but also on paying school meal grants for children at risk of social exclusion.

Some of these actions are described below:

1. SEVILLE

- ◆ **San Juan de Acre soup kitchen**, run by **Orden de Malta**. This soup kitchen, promoted by the Andalusian Delegation of Orden de Malta, has served more than 212,000 meals over five years and the average number of daily users has been 194. It now provides important support for numerous families in the capital of Andalusia.
- ◆ **San Vicente de Paul soup kitchen**, monetary contribution to buy food for the soup kitchen and to buy food rations for distribution among the most deprived families. In 2016 more than 120,000 meal rations were distributed in the soup kitchen, with an average daily attendance of 320 persons.
- ◆ **Santa Caridad de Seville**, financial contribution to buy and distribute food among the most deprived families, approximately 350.

- ◆ **San Juan de Dios soup kitchen in Seville**, monetary contribution to buy food for the soup kitchen and to deliver food to persons in need. The number of beneficiaries was 643.

2. MADRID

- ◆ Economic assistance for the soup kitchen in the Ventas district of Madrid, run by **Asociación Manos de Ayuda Social**, serving some 120 persons a day on average.
- ◆ Financial contribution to the **NGO Olvidados** to buy food and distribute it among the most deprived people in the Pozo del Tío Raimundo district in Madrid. In total, some 350 families in Pozo have benefited from our assistance, including 144 minors.
- ◆ Monetary donation to **Orden de Malta** to buy food for the Virgen de la Candelaria soup kitchen in the San Blas district.
- ◆ **Asociación Achalay**, economic assistance to buy food and distribute it among families in need in the San Blas district. In 2016 64 families benefited from the Programme, a total of 236 people, 128 of whom were minors.

3. L'ALDEA (TARRAGONA)

- ◆ Economic support to **Caritas Parroquial** to buy staple foods and distribute them among deprived families; and funding of school meals grants for children. Number of beneficiaries: 1,154.

4. MALAWI

- ◆ Through the **NGO África Directo**, the Ebro Group has put up €10,000 to alleviate starvation in Malawi.

The direct beneficiaries of this programme were all those who were in a situation of greater vulnerability: orphans, elderly, disabled, the sick and any who were not in any of these groups but were experiencing a situation of severe need. The food aid was provided through the distribution of sacks of corn (staple diet in Malawi), sacks of beans and bundles of cassava. It was distributed in five different points: Kasipa, Alinafe, Chinkwamba and Mkaika (Mwadzama region) and Chamalire (Mwansambo region).

The financial contribution made by the Ebro Group enabled the purchase of over 400 tonnes of food, used to assist some 49,730 people.

Programmes in the areas of food and nutrition

The work done by the company in the area of food goes beyond mere social assistance or the donation of food. It also includes the participation in programmes that combine food and health, food and social development and food and environmental sustainability.

The best examples of this area of action in 2016 were:

- ◆ **Gastronomix Project** (<http://proyectogastronomix.org/>), a social cooking, creative gastronomy and retraining project that offers training in hotel and catering as a second chance for 50 young people from vulnerable environments who are unemployed or want to supplement their training.

The 50 pupils selected receive human and professional training every Saturday morning for a school year, specialising in cooking and gastronomy. This training gives them important resources to be able to find a job afterwards or continue their training to increase their chances of finding a stable, lasting job.

Gastronomix is defined as a quality integral project, the hallmark of which would be creativity, motivation and originality.

- ◆ **Collaboration programmes with the Spanish Cancer Association (AECC)**
 1. "Food Guides" Programme, consisting in the free printing and distribution nationwide of 20,000 food guides offering healthy recipes prepared by the AECC for cancer patients.
 2. "First Impact" Programme, run by the Cadiz Provincial Board of the AECC, which aims to provide patients recently diagnosed with cancer and their families with the necessary information and address their needs (psychological and social support, specific and/or timely information).
 3. "Food Workshops" Programme in different educational establishments in Spain, where courses will be run on healthy eating habits to prevent cancer and overcome the disease.
- ◆ **Recipes4Change Programme:** Ebro Foods and its Foundation participate together with the United Nations Sustainable Development Goals Fund (SDG-F) in an international cookery project, in which anyone can participate in an international competition of sustainable recipes.

For each sustainable recipe received, Ebro will make a contribution to a project developed by the SDG Fund to combat malnutrition, specifically in Nigeria, so these recipes will have an important impact on the lives of many people throughout the world. The contribution to this programme totalled \$35,000 in 2016/17.

The global investment made in this area in 2016 was €187,700.

WELFARE ACTION IN GEOGRAPHIC AREAS OF INTEREST

Contributing towards the socio-economic development of the communities in which the Group operates is one of the main goals of Ebro's commitment to society. Therefore, the Foundation pays special attention to supporting projects that are designed to improve the quality of life and equal opportunities of groups at risk of social exclusion who live around its factories.

This welfare action is implemented mainly through the financing of projects organised by local entities, which have a first-hand knowledge of the needs of each area and use all their resources to start up those initiatives.

During 2016, the Foundation allocated €120,000 to collaborating with different entities in Seville, Madrid, Jerez, India, Morocco and Egypt. Some of these actions were:

SEVILLE

- ◆ **Proyecto Hombre in Seville**, funding of four grants for drug addiction treatment of underprivileged youth. Overall, the average cost/user/month in Proyecto Hombre is €300; while each place entails a cost of €3,600 a year.
- ◆ **LA PUEBLA ATHLETICS CLUB**, sponsorship of the charity run, "I'm running for Borja", held in La Puebla del Río to raise funds for research of the San Filippo syndrome.
- ◆ **Cáritas Parroquial in San Jose de la Rinconada**, economic aid to meet the cost of food, electricity, water, etc. of the most deprived people in the town. The number of beneficiaries was 80 families a month.
- ◆ **Asociación Santa Maria Magdalena in Villamanrique de la Condesa**, financial contribution for the Epiphany Procession.
- ◆ Economic donation to the **Spanish Cancer Association** for the Epiphany Procession **in Seville**.
- ◆ Financial support for **Fundación Auxilia in Seville**.
- ◆ Economic contribution for the International Musical Education Congress organised by **Asociación Crecer Cantando Crecer Soñando** [Grow Singing Grow Dreaming Association] in Seville.
- ◆ Education rehabilitation and training programme for the deaf and blind, organised by the **Spanish Association of Families of Deaf and Blind Persons (APASCIDE)** at its Santa Ángela de la Cruz centre in Salteras (Seville).
- ◆ **Asociación Mater et Magistra**, financial contribution to improve the association's facilities, air-conditioning and fitting out of the multi-sensory and physiotherapy room, dining room, office and office area.

MADRID

- ◆ **Vianorte Laguna Foundation**, monetary donation for the Christmas concert for the benefit of the Paediatric Day Unit for children with rare and advanced diseases. The Unit is free for low-income families and funds were raised with this concert for specialist transport to the Unit.
- ◆ **Tutelar Kyrios Foundation**, financing of the counselling service in information for individual and legal protection of persons with borderline intelligence or intellectual disability and their families.
- ◆ “Smile Doctors”, a project started up by the **Theodora Foundation** to make the time spent by child patients and their relatives in hospitals more pleasant through laughter. Thanks to the contribution by the Ebro Foundation, the Theodora Foundation was able to defray the cost this year of 58 afternoon visits to the Niño Jesús Hospital in Madrid and all its Smile Doctors participated. The number of direct beneficiaries was 1,196 hospitalised children and a further 2,392 people were indirect beneficiaries (children’s relatives and healthcare staff).

JEREZ DE LA FRONTERA

- ◆ Continuation with the “Child’s Play Project” promoted by **San Pablo Parish**. The beneficiaries are girls and boys aged 6-14. They are offered education in values, with monitors as a complementary or alternative reference for what they have around them. Training is also facilitated as assistant monitors, pre-monitors and monitors of young people over 14.
- ◆ **Cáritas Española**, economic contribution to build a well at the La Jara Agroecological Centre and buy a tractor and tools for the agroecological production land.

MOROCCO

- ◆ Financing of school transport for children from the kabilas next to our factory, who have no means for getting to school.

EGYPT

- ◆ Different projects in the hamlets near our plant: purchase of a trailer for refuse collection, food bags for Ramadan, toys and games for the nursery, repairs in swings playground of the nursery, registration fees for studies and school material for children whose families are suffering economic hardship.

INDIA

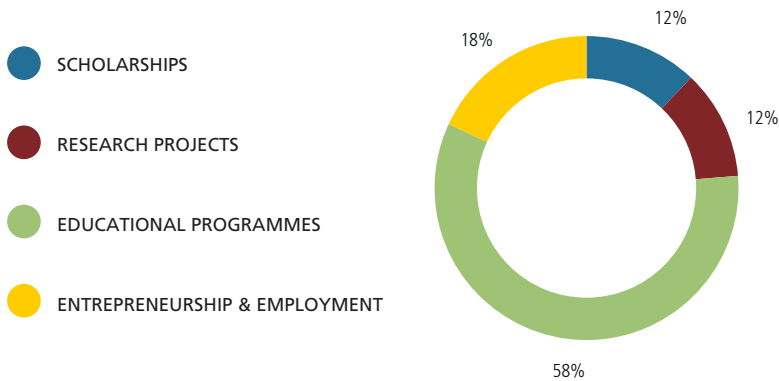
- ◆ Financing of the clinic in the new orphanage for 160 girls being built next to our factory in India.
- ◆ School grants for 16 students resident in the two villages near our plant, where most of our professionals live. These students, in addition to the grants, will attend a two-week training programme at our plant designed and run by the maintenance and production managers of the factory, after which they will have to do a job or project and will be issued with a certificate of their training in Ebro India.

EDUCATION AND ENTREPRENEURSHIP

This part of the Foundation’s work comprises four activities: scholarships, research projects, educational programmes and entrepreneurship and job promotion initiatives.

The overall investment in this area was €219,000, distributed as follows:

Types of activities



The main actions were:

Scholarships

MADRID

- ◆ **Javeriana Vocational School.** Financing of three scholarships for the Advanced Vocational Course in International Trade for young people with scarce resources.
- ◆ Funding of an Alumni Scholarship for a double degree through the **Carlos III University Foundation.** The scholarship is awarded to young students with good academic records and scarce economic resources, especially from other autonomous communities, to enable them to study at Carlos III University.

SEVILLE

- ◆ **Brillante Scholarships at the Loyola Leadership Universidad,** one scholarship per student per year, up to a total of four.

Research

SEVILLE

- ◆ In 2011 the Ebro Foundation created the **cicCartuja-Ebro Foods Research Prize,** organised with the aim of promoting scientific excellence and acknowledging the work done by young cicCartuja researchers who have published articles in journals of international repute. CicCartuja and Ebro Foods award this prize, for which twelve candidates compete, all of them under 31 and having done their work at one of the three Institutes of the cicCartuja.

- ◆ Collaboration for holding of the VIII International Orphan Drugs and Rare Diseases Congress, promoted by the **Mehuier Foundation**.

BARCELONA

- ◆ **Fero Foundation**, financial contribution for a cancer research grant.

Education Programmes

SEVILLE

- ◆ Balia Sevilla Programme, promoted by the **Balia Foundation** for the social and educational development of children and adolescents in a situation of poverty. It seeks to boost the talent and abilities of children and adolescents at risk of exclusion so that they have a chance to become integrated adults and contribute towards the economic and social benefit of the community. This programme is run in the Tres Barrios-Amate district of Seville owing to the existing demand and the high dropout rate. The Balia Sevilla Programme is a consolidated project, having been running for more than three years, thanks to the support received from Ebro Foundation.

MADRID

- ◆ Aula Laboral Project for persons with disability from the **Capacis Foundation**. The main aim is to meet a large social demand with a very specific profile within intellectual disability, borderline intelligence, for which there are barely any resources. The pupils are offered quality training and job guidance, based on an education in values and permanent training to develop their professional skills. It has a duration of two years. Number of pupils 40.
- ◆ Continuation with the “Cátedra Family and Disability Project - DEMOS Programme”, run by the **Down Syndrome Foundation of Madrid**. It is a training project to increase the chances of young people with intellectual disability to find employment and be admitted to university. The central goal is general and specific training from a humanist point of view.

The number of pupils registered was 20 and we contributed €15,000, with a collaboration agreement signed between the two foundations.

- ◆ “Foster a child with cerebral palsy” programme developed by the **Bobath Foundation**. This project offers integral treatment for children and young people with cerebral palsy who study at the Centres of the Bobath Foundation and who, owing to the severity of their sensory and motor impairments, are unable to attend inclusive schools (ordinary and integration).
- ◆ Training programme at the Autonomous University of Madrid for the integration of persons with intellectual disability in the employment market (**Prommentor Project**), run by the **Prodis Foundation**. This programme is aimed at young people, aged 18-30. The objective is integration of young people with intellectual disability in employment. The young people are given two years’ academic training, after which they (receive qualification) are put in a job corresponding to the training each one has received. The programme continues after this with permanent support for the young people in their jobs through the figure of a labour mediator. The beneficiaries of the programme were 56 young people with intellectual disability.

VALENCIA

- ◆ **Silla Town Council** (Valencia), programme of workshops in secondary schools and the day centre for children and young people. The project is directed at youngsters aged 14-18 who go to school with the aim of reducing school failure and making relationships easier at secondary schools, especially in the first cycle of compulsory secondary schooling. The number of pupils is 45.
- ◆ **Benifaió Town Council**, school back-up project for 20 pupils aged 6-12 in the town at risk of exclusion. The programme works on developing adequate study habits and acquiring social skills by participating in leisure and free time activities and applied psychology sessions (emotional intelligence, motivation, development of attention, etc.).

JEREZ DE LA FRONTERA

- ◆ **Promociona Programme** run by the **Romani Secretariat Foundation**. This is an education project, the main actions of which are aimed at Romani pupils in the final cycle of primary education and in compulsory secondary education. They are pupils in a regular schooling situation, but with a very high risk of abandonment unless they receive a mentor who guides and directs them. The number of beneficiaries is 41 and the results obtained are remarkable: 100% of the pupils in the 6th grade of primary are promoted to secondary school and 80% of the pupils in the 4th grade of compulsory secondary education (ESO) manage to complete secondary school, and 95% decide to continue their schooling after the compulsory stage.

Entrepreneurship initiatives and job promotion

MOROCCO

- ◆ In collaboration with the Codespa Foundation, we have started up a training programme for young Moroccans in a situation of vulnerability who live in the kabilas near the rice business of the Ebro Group in Morocco.

The programme, called 'Vocational Training for Young People at Risk of Social Exclusion in Chlihat', will allow 14 young men and women to specialise as kitchen/bakery assistants or waiters/waitresses for subsequent integration in the labour market in catering. The project has been going since October 2016 and will end in September 2017.

SEVILLE

- ◆ In collaboration with the Santa María la Real Foundation and the town council of **La Puebla del Río**, the Ebro Foundation has promoted an **Employment Launcher** in the town. This is a pioneer programme in the fight against unemployment, which operates all over the country with an average rate of job-finding of over 50%. Fundación Santa María la Real (which also set up the Vocational Schools ('Escuelas Taller') decades ago) manages the launcher, the Ebro Foundation finances it and the Town Council assigns the infrastructures and spaces for running the programme.

Through this Launcher, twenty unemployed people can be helped to train for a new team search for work, using new tools suited to the current labour market.

SUSTAINABLE SOURCING

The Foundation also plays an important role in the sustainable sourcing strategy put into practice by the Ebro Group. It develops and promotes programmes for implementing crop standards that are sustainable from a social and environmental point of view in our principal raw material sourcing regions.

EBRO DELTA

- ◆ In collaboration with the IRTA and Kellogg's, we have continued working on a project in the **Ebro Delta**, consisting in measuring the greenhouse gas emissions produced in the rice fields and checking and gauging those measurements, then after analysing the results obtained, implementing the corresponding strategies to save water and reduce the greenhouse gas emissions. It is also intended to combat the golden apple snail and measure the effect of early and late incorporation of straw on the bird population. A contribution of €7,500 was made in 2016.

ITALY

- ◆ We are developing the **SAIRISI** rice project in **Vercelli (Italy)** in collaboration with Unilever, Migros and the SAI Platform. This is a project assessing growers, who are going to be given the corresponding training to enable them to optimise their growing techniques and become more sustainable. The duration is approximately two years, increasing both the number of growers and the number of hectares of crop to be assessed. Nine growers were assessed in 2016. Our contribution in 2016 was €10,000.

INDIA

- ◆ Since 2015, we have been working on a training programme (**EKTA**) in India, in collaboration with our company Ebro India, to achieve an efficient use of pesticides among growers with the view of guaranteeing food safety and not damaging the environment. Our contribution to the programme in 2016 was €10,000.

Detailed information on the projects developed by the Foundation in 2016 can be found on the website www.fundacionebrofoods.es

