

I. Our human capital



OUR HUMAN CAPITAL

The main aim of Ebro Foods in labour is to have an adequate employment relationship framework, which makes its employees feel part of the organisation, favouring their career development, promoting equal opportunities and non-discrimination and, in short, creating a climate of industrial peace.

Each Group company is governed by the labour laws in place in the country in which it operates. The major companies also have their own Human Resources policies regulating relationships between employees and the company. Above those policies and without prejudice to the provisions established in the collective agreements of the different companies in the Ebro Foods Group, there is a Group Code of Conduct which not only guarantees responsible, ethical conduct by the employees of all the Ebro Foods companies in their work, but also serves as a reference for defining the goals of the employment policy and guarantees, health and safety at work,

training and the principles for securing non-discrimination, diversity and equal opportunities in access to employment. This Code contemplates the existence of a confidential whistleblowing channel (canaldedenuncias@ebrofoods.es) through which any of the persons bound by the Code of Conduct can report any breach of the principles established therein. In addition, any employees may submit queries, suggestions or consultations on any specific cases that may affect them, sending these communications to the Audit and Compliance Committee in any language through the specific e-mail address codigodeconducta@ebrofoods.es. The Code of Conduct is published on the company's website (<http://www.ebrofoods.es/responsabilidad-social-corporativa/codigo-de-conducta/>) and on the Group Intranet.

LABOUR PERFORMANCE INDICATORS

The Ebro Foods Group had a workforce of 4,573 employees in 2012.

HEADCOUNT BY BUSINESS AREA

Rice division	2,749
Pasta division	1,763
Holding	61

HEADCOUNT BY BUSINESS AREA AND MEN-WOMEN RATIO IN EACH ONE

Area	Men	Women	Total	% Men	% Women
Rice	2,034	715	2,749	73.99%	26.01%
Pasta	1,192	571	1,763	67.62%	32.38%
Holding	35	26	61	57.38%	42.62%

NB: The men-women ratio reveals a larger number of male employees due to the industrial nature in the origins of the Group and the large number of workers employed in its industrial facilities (2,019 men compared to 547 women).

HEADCOUNT BY GEOGRAPHICAL AREA

Continent	No. Employees
Africa	882
Central America	8
Asia	54
Europe	2,382
North America	1,247

HEADCOUNT BY AGE GROUP

Age group	Total	% Total
<=30	821	17.94%
30 to 50	1167	25.53%
>=50	2585	56.53%

HEADCOUNT BY AGE GROUP AND MEN-WOMEN RATIO IN EACH GROUP

Age group	Men	Women	Total	% Men	% Women
<=30	544	277	821	66.24%	33,76%
30 to 50	842	325	1167	72.16%	27,84%
>=50	1875	710	2585	72.54%	27,46%

NUMBER OF DISABLED EMPLOYEES

Men	26
Women	7
Total	33

Within the scope of placing the disabled in employment in Spain, Ebro Foods contracts certain services with different special employment centres (CEE). The value of those collaborations in 2012 was 129,057.95 €.

Entity	Amount
C.E.E. Afanias	8,647.11 €
C.E.E. CADEMADRID	430.39 €
C.E.E. INTGRAF	45,804.06 €
Fundación Aprocór	1,180 €
C.E.E. Inserción Personal Discapacitados " IPD"	72,996.39 €

HEADCOUNT BY PROFESSIONAL CATEGORY

Professional category	No. Employees	%
Administrative staff	649	14.19%
Auxiliary staff	601	13.14%
Middle management	464	10.15%
Sales representatives	162	3.55%
Executives	131	2.86%
Others	2,566	56.11%



MEN-WOMEN RATIO BY PROFESSIONAL CATEGORY

Administrative staff	No. Employees	% Category
Men	271	41.76%
Women	378	58.24%
Auxiliary staff		
Men	446	74.21%
Women	155	25.79%
Middle management		
Men	313	67.46%
Women	151	32.54%
Sales representatives		
Men	112	69.14%
Women	50	30.86%
Executives		
Men	100	76.34%
Women	31	23.66%
Others		
Men	2,019	78.68%
Women	547	21.32%

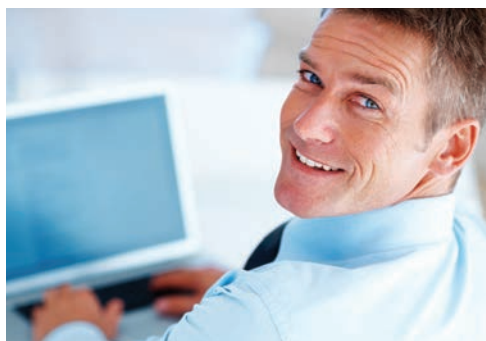
HEADCOUNT BY TYPE OF CONTRACT

Type contract	Total Employees	%
Temporary	907	19.83%
Permanent	2,419	52.90%
At- will (USA)	1,247	27.27%

TYPES OF CONTRACT BY GEOGRAPHICAL AREAS

Type contract	Total Employees	% continent
Africa		
Temporary	737	83.56%
Permanent	145	16.44%
Central America		
Temporary	4	50.00%
Permanent	4	50.00%
Asia		
Permanent	54	100%
Europe		
Temporary	166	6.97%
Permanent	2,216	93.03%
North America		
At-will	1,247	100%
Total Contracts	4,573	

NB: The majority of temporary contracts are in Morocco, in the company Rivera del Arroz, which is essentially an agricultural company so the hiring of personnel is conditional upon the progress of the rice campaign and the number of hectares sown. Most contracts are made during the five or six months of the sowing and harvesting season.



STAFF TURNOVER

	No. Employees	% Total Employees
Dismissals/redundancies	120	2.63%
Employees claiming permanent disability	34	0.74%
Employees voluntarily leaving the company	178	3.90%
Retirements	23	0.50%
Deaths	5	0.11%
New recruitments	579	12.67%

NUMBER AND PERCENTAGE OF EMPLOYEES COVERED BY COLLECTIVE AGREEMENTS

Number	%
3,846	84.09%

NB: In general, the collective agreements are applicable to all employees regardless of their form of contract, professional category or job. However, certain groups are expressly excluded from the scope of collective agreements by issues related with the laws of each country or even the customs and practice prevailing in each country.

TALENT MANAGEMENT AND DEVELOPMENT

The different companies in the Group have invested a total of €1,179,440.70 in training courses for their employees. Over 144,000 hours' training has been given, with the participation of around 61% of the workforce.

TOTAL EMPLOYEES WHO HAVE RECEIVED TRAINING (BY PROFESSIONAL CATEGORIES)

Category	No. Employees	% Employees in category
Administrative staff	609	93.84%
Auxiliary staff	492	81.86%
Middle management	333	71.77%
Sales representatives	76.5	47.08%
Executives	59	45.04%
Others	1,230.80	47.97%
Total	2,800.30	61.23%

NUMBER OF HOURS TRAINING GIVEN (BY PROFESSIONAL CATEGORIES)

Category	No. hours
Administrative staff	16,424.80
Auxiliary staff	94,858.00
Middle management	9,365.05
Sales representatives	1,700.00
Executives	1,654.00
Others	20,033.25
Total	144.035.10

NB: The principal subject areas on which training has been given are: quality and environment, languages, information technologies, occupational hazard prevention and safety at work, development of commercial and marketing skills.

EMPLOYEES PROMOTED DURING THE YEAR, BY SEX

	No. Internal Promotions	% Promotions /Total Sex	Promotions /Total Employees
Men	84	2.58%	1.84%
Women	37	2.82%	0.81%
Total	121		2.65%

EMPLOYEES PROMOTED DURING THE YEAR, BY GEOGRAPHICAL AREAS

Continent	Internal promotions
Africa	2
Asia	2
Europe	83
North America	34
Total	121

OCCUPATIONAL HAZARDS AND PREVENTION

The health and safety of employees is an essential aspect of employment relationships in all the Ebro Foods companies. Accordingly, the Group spend over one and a half million euro in 2012 on different hazard prevention measures, providing training for employees and increasing the publication of accident rates, causes and solutions.

Investment in occupational hazards and prevention	1,534,495.06 €
Investment in training on occupational hazards and prevention	264,686.44 €
No. hours training in occupational hazards and prevention	18,867.50 h

Some examples of investments in Occupational Hazard Prevention

- ❖ Internal audits of procedures and installations in offices and production plants
- ❖ First aid courses
- ❖ Courses analysing hazards and critical control points
- ❖ Review of hazard assessment
- ❖ Purchase of ergonomic furniture
- ❖ Signalling of vehicle routes within factories
- ❖ Signalling of forklift truck routes within the packaging area
- ❖ Installation of fire alarms and fire drills
- ❖ Purchase of safety clothing

NUMBER OF INJURIES, CASES OF OCCUPATIONAL DISEASE AND LOST DAYS IN 2012

	Número
Injuries	252*
Occupational disease	9
Lost days	7,612

(* None of these injuries was fatal.

NUMBER OF INJURIES, CASES OF OCCUPATIONAL DISEASE AND LOST DAYS IN 2012, BY GEOGRAPHICAL AREAS

Continent	Number
Africa	
Injuries	14
Lost days	126
Occupational disease	2
Central America	
Injuries	1
Lost days	5
Europe	
Injuries	191
Lost days	7.018
Occupational disease	7
North America	
Injuries	46
Lost days	463

Injury rate of the Ebro Foods Group (IR): 19.66

Occupational disease rate of the Ebro Foods Group (ODR): 0.25

Lost day rate (LDR): 211.49

WELFARE BENEFITS

One of our main goals is to create stable, quality employment. Accordingly, our subsidiaries offer a broad range of welfare benefits, including, as appropriate, private medical insurance, life, accident and disability insurance, saving and retirement schemes, medical grants, meal and educational aids, study grants, etc.

PAY POLICY

More than 40% of the employees of different companies in the Ebro Foods Group are included in a variable remuneration scheme which bases the variable part of their annual salary on a number of collective (of the Group overall and the different business units) and job-specific objectives.

In addition, several employees in Spain benefit from the payment-in-kind programme, whereby taxation of their salaries can be optimised through the receipt of certain benefits, such as medical insurance, company car, computers, nursery service or housing rent.

This pay policy includes the delivery of shares in Ebro Foods, S.A.: under current tax laws employees may receive up to 12,000 euro in company shares without considering them remuneration for the purpose of personal income tax. During 2012, 33 employees of different Group companies received shares in the company for an overall sum of 311,473.05 €.