

Ebro Foods, S.A.
Our Human Capital

OUR HUMAN CAPITAL

The main aim of Ebro Foods in the area of labour is to have an adequate labour relations framework that will help to make its employees feel part of the organisation, favouring their career development, promote equal opportunities and non-discrimination and, in short, make a climate of industrial peace possible.

Each Group company is governed by the labour laws in place in the country in which it operates and the major companies also have their own Human Resources policies regulating their relationships with employees. 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 to secure non-discrimination, diversity and equal opportunities in access to employment. This Code contemplates the existence of a confidential whistle-blowing 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 PRACTICES AND DECENT WORK. GRI INDICATORS

This Report has been prepared with information from all the operating companies in the Group (listed in the chapter Parameters of the Report). We have not included the employees of the Canadian business Olivieri, acquired in November 2013, since the operation was completed at the end of the year, in December.

Furthermore, in contrast to our Report 2012, the figures presented herein are not based on the final headcount, but on the average workforce of the company in 2013.

HEADCOUNT BY TYPE OF EMPLOYEE

The Ebro Foods Group had an average of 4,794 employees on its payroll in 2013, of which 4,146 are employees of the company.

Employees	4,146
Supervised workers	614
Independent contractors	34

HEADCOUNT BY GEOGRAPHICAL AREA

CONTINENT / TYPE OF WORKER	NUMBER	% TOTAL WORKERS
Africa	366	7.63%
Independent contractors	0	0%
Supervised workers	0	0%
Employees	366	7.63%
Asia	227	4.74%
Independent contractors	30	0.63%
Supervised workers	67	1.40%
Employees	130	2.71%
Central America	9	0.19%
Independent contractors	0	0%
Supervised workers	3	0.06%
Employees	6	0.13%
Europe	2,684	55.99%
Independent contractors	4	0.08%
Supervised workers	298	6.22%
Employees	2,382	49.69%
North America	1,262	31.46%
Independent contractors	0	0%
Supervised workers	0	5.13%
Employees	1,262	26.32%

HEADCOUNT BY TYPE OF CONTRACT

Permanent	2,479	59.79%
Temporary	405	9.77%
At-will (USA)	1,262	30.44%



HEADCOUNT BY TYPE OF CONTRACT AND GEOGRAPHICAL AREA

TYPE OF CONTRACT	NO. EMPLOYEES	% CONTINENT
Africa		
At-will	0	0%
Permanent	135	36.89%
Temporary	231	63.11%
Asia		
At-will	0	0%
Permanent	130	100%
Temporary	0	0%
Central America		
At-will	0	0%
Permanent	6	100%
Temporary	0	0%
Europe		
At-will	0	0%
Permanent	2,208	92.70%
Temporary	174	7.30%
North America		
At-will	1,262	100%
Permanent	0	0%
Temporary	0	0%

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.

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

	% OF BUSINESS AREA			
	MEN	WOMEN	% MEN	% WOMEN
Rice	1,826	481	79.15%	20.85%
Holding	37	24	60.66%	39.34%
Pasta	1,202	576	67.60%	32.40%
Total	3,065	1,081	73.93%	26.07%

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, where the proportion of male workers has traditionally been much greater.

HEADCOUNT BY AGE GROUP

AGE GROUP	TOTAL	% TOTAL
<=30	821	17.94%
30 - 50	1,167	25.53%
>=50	2,585	56.53%

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

AGE GROUP	% OF AGE GROUP				
	MEN	WOMEN	TOTAL	% MEN	% WOMEN
<=30	372	152	524	70.99%	29.01%
30 - 50	1,659	565	2,224	74.60%	25.40%
>=50	1,034	364	1,398	73.96%	26.04%

HEADCOUNT BY AGE GROUP, MEN-WOMEN RATIO IN EACH GROUP AND GEOGRAPHICAL AREA

	<=30		30 - 50		>=50	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
Africa	93	16	204	11	39	3
Asia	19	12	81	18	0	0
Central America	1	1	3	0	1	0
Europe	160	94	992	358	588	190
North America	99	29	379	178	406	171
Total	372	152	1,659	565	1,034	364

HEADCOUNT BY EMPLOYEE CATEGORY

CATEGORY	NO. EMPLOYEES	% TOTAL EMPLOYEES
Executives	134	3.23%
Middle management	614	14.81%
Administrative staff	532	12.83%
Auxiliary staff	658	15.87%
Sales representatives	183	4.41%
Others	2,025	48.84%

MEN-WOMEN RATIO BY EMPLOYEE CATEGORY

CATEGORY	% TOTAL CATEGORY				
	MEN	WOMEN	TOTAL	% MEN	% WOMEN
Executives	109	25	134	81.34%	18.66%
Middle management	416	198	614	67.75%	32.25%
Administrative staff	195	337	532	36.65%	63.35%
Auxiliary staff	490	168	658	74.47%	25.53%
Sales representatives	135	48	183	73.77%	26.23%
Others	1,720	305	2025	84.94%	15.06%
Total	3,065	1,081	4,146	73.93%	26.07%

HEADCOUNT BY EMPLOYEE CATEGORY AND AGE GROUP

	% TOTAL CATEGORY					
	<=30	30 - 50	>=50	<=30	30 - 50	>=50
Executives	3	78	53	2.24%	58.21%	39.55%
Middle management	54	308	252	8.79%	50.16%	41.04%
Administrative staff	66	300	166	12.41%	56.39%	31.20%
Auxiliary staff	108	339	211	16.41%	51.52%	32.07%
Sales representatives	28	102	53	15.30%	55.74%	28.96%
Others	265	1,097	663	13.09%	54.17%	32.74%

NUMBER OF DISABLED EMPLOYEES

Men	44
Women	15
Total	59

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 2013 was 88,551.18 €.

ENTITY	AMOUNT
C.E.E. Afanias	5,441.37 €
C.E.E. Cademadrid	386.56 €
C.E.E. Intgraf	8,246.45 €
Fundación Prodis	2,880.00 €
C.E.E. Inserción Personal Discapitados "IPD"	71,596.80 €
Total	88,551.18 €

EMPLOYMENT

LA1

NUMBER OF NEW EMPLOYEE HIRES AND AVERAGE EMPLOYEE TURNOVER

	Nº
New employee hires	575
New hires who join and leave the company in the same year	212
Employees voluntarily leaving the company	164
Dismissals/redundancies	231
Deaths	16
Permanent disability	6
Retirements	33

BREAKDOWN BY GENDER

	MEN	WOMEN
New employee hires	437	138
New hires who join and leave the company in the same year	171	41
Employees voluntarily leaving the company	109	55
Dismissals/redundancies	171	60
Deaths	13	3
Permanent disability	5	1
Retirements	27	6

BREAKDOWN BY AGE

AGE GROUP

	<=30	<=50	30-50
New employee hires	229	56	290
New hires who join and leave the company in the same year	76	16	120
Employees voluntarily leaving the company	47	32	85
Dismissals/redundancies	25	97	109
Deaths	0	16	0
Permanent disability	0	6	0
Retirements	0	30	3

EMPLOYEES PROMOTED DURING THE YEAR, BY GENDER

MEN	WOMEN	TOTAL	% TOTAL
142.00	30.00	172.00	4.15%

LA3

RETURN TO WORK AND RETENTION RATES AFTER PARENTAL LEAVE, BY GENDER

	MEN	WOMEN
Employees who were entitled to parental leave	64	37
Employees who took parental leave	56	37
Employees who returned to work after parental leave ended	55	33
Employees who returned to work after parental leave ended and were still employed twelve months after their return to work	52	31

	MEN	WOMEN
Return to work rate	98.21%	89.19%
Retention rate	94.55%	93.94%

HEALTH AND SAFETY AT WORK

LA6

NUMBER OF WORKERS REPRESENTED IN FORMAL JOINT MANAGEMENT-WORKER HEALTH AND SAFETY COMMITTEES

A total of 3,920 workers (employees + supervised workers) are represented in the formal joint management-worker health and safety committees, which is 86.84% of the total workforce.

The health and safety of our employees is an essential aspect in the labour relations of all the Ebro Foods companies. Accordingly, more than one million euros was spent in 2013 on different risk prevention actions, training and increasing the publication of accident rates and the causes and solutions of accidents produced.

Are all the employees of your origination covered for occupational hazards and prevention?

Yes

Investment made by the company during 2013 in occupational hazard prevention:

586,354.15 euros

Number of hours' training given on occupational hazard prevention:

23,323.50

Cost of that training:

414,639.79 euros

Rate of injuries, occupational diseases, lost days, absenteeism and number of work-related fatalities.

- ❖ Number of injuries of employees: 234
% injuries / total workforce: 5.64%
- ❖ Number of injuries of supervised workers: 18
% injuries / total workforce: 4.89%
- ❖ Number employees who have had occupational diseases: 15
- ❖ Number of supervised workers who have had occupational diseases: 0
- ❖ Lost days by employees (injuries and occupational disease): 5,884
- ❖ Lost days by supervised workers (injuries and occupational disease): 461
- ❖ Number of days de absenteeism of employees: 12,309
- ❖ Number of days de absenteeism of supervised workers: 739
- ❖ Number of work-related fatalities, employees: 0
- ❖ Number of work-related fatalities, supervised workers: 0

EMPLOYEES

- ❖ Injury rate (IR): 6
- ❖ Occupational disease rate (ODR): 0.38
- ❖ Lost day rate (LDR): 148
- ❖ Absentee rate (AR): 309

SUPERVISED WORKERS

- ❖ Injury rate (IR): 4,05
- ❖ Occupational disease rate (ODR): 0 (ZERO)
- ❖ Lost day rate (LDR): 98
- ❖ Absentee rate (AR): 158

LA7

WORKERS IN OCCUPATIONAL ACTIVITIES WITH A HIGH INCIDENCE OR HIGH RISK OF DISEASE

None of the Group companies has any workers involved in occupational activities with a high incidence or high risk of disease.

Training and education

The different companies of the Group have invested a total of €1,315,969.60 in training courses for its employees. Just over 103,425.11 hours of training have been provided, in which around 67% of the workforce have participated.

NO. EMPLOYEES WHO HAVE UNDERTAKEN TRAINING	% OF TOTAL WORKFORCE
2,775	66.93%

LA9

TOTAL NUMBER OF EMPLOYEES WHO HAVE PARTICIPATED IN TRAINING SCHEMES, BY EMPLOYEE CATEGORY

	NO. EMPLOYEES	% EMPLOYEES IN CATEGORY
Executives	57	42.54%
Middle management	487	79.32%
Administrative staff	437	82.14%
Auxiliary staff	540	82.07%
Sales representatives	90	49.18%
Others	1,164	57.48%
Total	2,775	66.93%

NUMBER OF EMPLOYEES WHO HAVE UNDERTAKEN TRAINING, BY GENDER AND EMPLOYEE CATEGORY

	% TOTAL GENDER BY CATEGORY			
	MEN	WOMEN	MEN	WOMEN
Executives	40	17	36.70%	68.00%
Middle management	340	147	81.73%	74.24%
Administrative staff	205	232	105.13%	68.84%
Auxiliary staff	399	141	81.43%	83.93%
Sales representatives	61	29	45.19%	60.42%
Others	960	204	55.81%	66.89%
Total	2,005	770	65.42%	71.23%

NUMBER OF HOURS OF TRAINING UNDERTAKEN, BY GENDER AND EMPLOYEE CATEGORY

	MEN	WOMEN	TOTAL
Executives	810.24	371.12	1,181.36
Middle management	13,738.40	5,269.27	19,007.67
Administrative staff	7,586.61	5,247.47	12,834.08
Auxiliary staff	36,376.00	12,086.00	48,462.00
Sales representatives	734.5	332	1,066.50
Others	15,540.50	5,333.00	20,873.50
Total	74,786.25	28,638.86	103,425.11

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, and the development of commercial and marketing skills.

LA11

PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS, BY GENDER AND CONTINENT

CONTINENT	NO. MEN	NO. WOMEN	% TOTAL MEN PER CONTINENT	% TOTAL WOMEN BY CONTINENT
Africa	35	2	10.42%	6.67%
Asia	91	27	91.00%	90.00%
Central America	3	1	60.00%	100.00%
Europe	617	399	35.46%	62.15%
North America	289	201	32.69%	53.17%

PERCENTAGE OF EMPLOYEES RECEIVING A VARIABLE REMUNERATION ASSOCIATED WITH REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS, BY GENDER AND CONTINENT

CONTINENT	NO. MEN	NO. WOMEN	% TOTAL MEN PER CONTINENT	% TOTAL WOMEN BY CONTINENT
Africa	12	1	3.57%	3.33%
Asia	89	27	89.00%	90.00%
Central America	0	0	0.00%	0.00%
Europe	190	130	10.92%	20.25%
North America	289	201	32.69%	53.17%

23% of the employees of the 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 remuneration 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 2013, 35 employees of different Group companies received shares in the company for an overall sum of 344,910.48€.