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A close-up photograph of a person riding a bicycle. The person is wearing a light blue long-sleeved shirt and a dark blue apron over light-colored trousers. Their hands are on the handlebars, which have brown grips. The bicycle has a black frame and a white fender over the front wheel. The background is a blurred outdoor setting with a brick wall and a concrete curb.

**ABOUT THIS REPORT**  
**EBRO 2016**



## REPORTING PERIOD

2016

## MOST RECENT PREVIOUS REPORT

2015

## REPORTING FREQUENCY

Annual

## CONTACT POINT FOR ISSUES REGARDING THE REPORT OR ITS CONTENTS

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## Scope of the Report

This report contains consolidated information on the economic, environmental and social performance of the companies operating the businesses of the Ebro Foods Group. The following subsidiaries are included:

COMPANIES	COUNTRY	BUSINESS AREA
American Rice Inc.	USA	Rice
Arrozeiras Mundiarroz, S.A.	Portugal	Rice
Boost Nutrition, C.V.	Belgium	Rice
Catelli Foods Corporation	Canada	Pasta
Celnat, S.A.S	France	Organic food
Ebro Foods, S.A.	Spain	Parent (Holding)
Ebrofrost Holding, GmbH	Germany, Denmark &UK	Rice & pasta
Ebro India, Privated Ltd.	India	Rice
Euryza GmbH	Germany	Rice
Herba Bangkok	Thailand	Rice
Herba Egypt Ricemills, Ltd	Egypt	Rice
Herba Ingredients, B.V.	Netherlands & Belgium	Ingredients
Herba Ricemills, S.L.U.	Spain	Rice
Herba Ricemills Rom, S.R.L.	Romania	Rice
Lassie, B.V.	Netherlands	Rice
Lustucru Frais, S.A.S.	France	Rice & pasta
Mundi Riso, S.R.L.	Italy	Rice
Mundi Riz, S.A.	Morocco	Rice
New World Pasta	USA & Canada	Pasta
Panzani, S.A.S.	France	Pasta
Pastificio Lucio Garofalo, Spa	Italy	Pasta
Riceland Magyarorzag, KFT	Hungary	Rice
Riviana Foods, Inc.	USA	Rice
Roland Monterrat, S.A.S	France	Ready-to-serve fresh meals
Stevens&Brotherton Herba Foods, Ltd.	UK	Rice

### Explanatory notes:

1. The names Ebro North America (ENA), Riviana Group, New World Pasta Group and Panzani Group may appear in certain sections of this Report. We clarify here that Riviana Group includes the performance of the companies American Rice Inc., Riviana Foods Inc. and RiceSelect; New World Pasta (NWP) Group comprises New World Pasta and Catelli Foods Corporation; and all these businesses are grouped under the name Ebro North America.

Panzani Group comprises Panzani, S.A.S, Lustucru Frais, S.A.S., Roland Monterrat, S.A.S and Celnat, S.A.S.

2. Within what are considered developing countries, the Ebro Group only has industrial operations using its own workforce in Morocco, Egypt and India. These countries are therefore included in the company's environmental and social performance. The presence of the Ebro Group in other countries such as Angola, Algeria, Libya, Sudan, Saudi Arabia, United Arab Emirates, India, Israel, Jordan, Kuwait, Syria and Yemen is limited to the marketing of some of its rice and pasta brands, with no physical or industrial presence in any of them.



## Significant changes in 2016 in the size, structure and ownership of the Organisation [G4-13]

Two new businesses were incorporated in the consolidated group during the year: the French company Celnat, S.A.S., acquired in January, and the Spanish company Santa Rita Harinas, S.L., after buying 52% of its capital in July.

- ◆ The information on Celnat, S.A.S. is included for the purpose of consolidation in all the environmental and social performance indicators of the Sustainability Report.
- ◆ The information on Santa Rita Harinas, S.L. has only been included in the Human Resources macro indicators. The rest of the environmental and social performance indicators will be included in 2017.



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**PRINCIPLES AND ORIENTATION OF THIS REPORT**  
**EBRO 2016**

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DIALOGUE WITH STAKEHOLDERS

MATERIALITY AND IDENTIFICATION OF IMPORTANT ISSUES

**[G4-18 / G4-24 / G4-27]**

This report was prepared following the guidelines of the International Integrated Reporting Council (IIRC) and the Global Reporting Initiative (GRI), G4 guidelines and the food sector supplement. Consequently, the report includes some of the basic contents promoted by both guidelines, those of the GRI being marked with the corresponding indicator.

## Dialogue with stakeholders

The Ebro Group engages in constant dialogue with its stakeholders, through which it identifies their principal concerns and incorporates their suggestions in the design and implementation of its Corporate Social Responsibility action plans.

The company’s main groups of stakeholders are:

- ◆ Shareholders
- ◆ Customers, consumers and distributors
- ◆ Employees
- ◆ Suppliers
- ◆ Society (Administration, NGOs and other institutions)
- ◆ Media

These stakeholders were identified through an internal reflection process within the management team of the Ebro Group. Relations had already been established with all of them with a view to meeting their expectations and the Ebro Group’s needs, improve from one year to the next and enhance the quality and transparency of the information.

The frequency and form of communication with each group varies according to the company of the Ebro Group and the reason for the consultation or meeting, establishing at least one a year.

### Channels of dialogue with our stakeholders

STAKEHOLDERS	CHANNELS OF DIALOGUE BETWEEN THE EBRO GROUP AND ITS STAKEHOLDERS
Shareholders	Corporate website Electronic shareholders’ mailbox Shareholders’ office CNMV regulatory announcements Investor Relations Department Meetings with analysts and investors Roadshows General Meeting of Shareholders Quarterly reports Annual Report Social networks Press releases Reporting channel of the Code of Conduct (COC)



## Channels of dialogue with our stakeholders

STAKEHOLDERS	CHANNELS OF DIALOGUE BETWEEN THE EBRO GROUP AND ITS STAKEHOLDERS
Employees	<ul style="list-style-type: none"> <li>Corporate website and websites of our subsidiaries</li> <li>Corporate Intranet</li> <li>Suggestion box</li> <li>Social networks</li> <li>Mailbox</li> <li>Newsletter digital</li> <li>Mailshots</li> <li>Department Days</li> <li>Works Council</li> <li>HR interlocutors</li> <li>Corporate Communications Department</li> <li>Annual Report</li> <li>Reporting channel of the COC</li> </ul>
Customers, consumers and distributors	<ul style="list-style-type: none"> <li>Corporate website and websites of our subsidiaries</li> <li>Customer services department</li> <li>Electronic mailboxes in each of the Group companies</li> <li>Parent company mailbox (comunicacion@ebrofoods.es)</li> <li>Advertising and Marketing</li> <li>Satisfaction surveys</li> <li>Regular one-to-one meetings and visits</li> <li>Social networks</li> <li>Trade fairs, forums and conferences</li> <li>Annual Report</li> <li>Reporting channel of the COC</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>Corporate website and websites of our subsidiaries</li> <li>Purchasing Departments of the Group companies</li> <li>Supplier Code of Conduct</li> <li>Regular visits to suppliers</li> <li>Surveys</li> <li>Assessments through Sedex</li> <li>Annual Report</li> <li>Social networks</li> <li>Reporting channel of the COC</li> </ul>
Society	<ul style="list-style-type: none"> <li>Corporate website and websites of our subsidiaries</li> <li>Website of the Ebro Foods Foundation</li> <li>Social networks</li> <li>Annual Report</li> <li>Communications and CSR Department</li> <li>Press releases</li> <li>Parent company mailbox (comunicacion@ebrofoods.es)</li> <li>Meetings with NGOs and social action institutions</li> <li>Meetings with local authorities</li> <li>Meetings with resident associations</li> <li>Reporting channel of the COC</li> </ul>



### Channels of dialogue with our stakeholders

STAKEHOLDERS	CHANNELS OF DIALOGUE BETWEEN THE EBRO GROUP AND ITS STAKEHOLDERS
Media	<ul style="list-style-type: none"> <li>Corporate website and websites of our subsidiaries</li> <li>Corporate Communications Department</li> <li>Parent company mailbox (<a href="mailto:comunicacion@ebrofoods.es">comunicacion@ebrofoods.es</a>)</li> <li>Press releases</li> <li>CNMV regulatory announcements</li> <li>Social networks</li> <li>Regular meetings with different media</li> <li>Interviews</li> <li>Surveys and questionnaires</li> <li>Annual Report</li> </ul>

DIALOGUE WITH STAKEHOLDERS

MATERIALITY AND IDENTIFICATION OF IMPORTANT ISSUES

## Materiality and identification of important issues

The contents of this Report have been defined according to the most important social, environmental and/or economic issues for the Ebro Group and its stakeholders.

First of all, these issues were identified through an analysis that contemplated:

- I. The strategic vision of the Senior Management
- II. The expectations of the principal stakeholders
- III. Trends in the sector
- IV. Information required for external assessments

The following issues were thus defined as important for our Report:

- I. Quality in employment: job stability, professional development and retaining of talent
- II. Health and safety at work
- III. Socioeconomic impact
- IV. Innovation
- V. Health benefits of food products
- VI. Food Safety and Quality
- VII. Sustainable agriculture
- VIII. Sustainability of the value chain
- IX. Respect for the environment
- X. Transparency

With a view to seeing whether there are any other issues that are important for our stakeholders, this year, in 2017, we are working with an independent firm on a materiality analysis to update our matrix of important issues. The results of that analysis will be reflected in our next Sustainability Report.

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**CSR IN EBRO**  
**EBRO 2016**

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SUSTAINABLE GROWTH AND THE CREATION OF SHARED VALUE

OUR AREAS OF ACTIVITY AND THE SUSTAINABLE DEVELOPMENT GOALS (SDG)

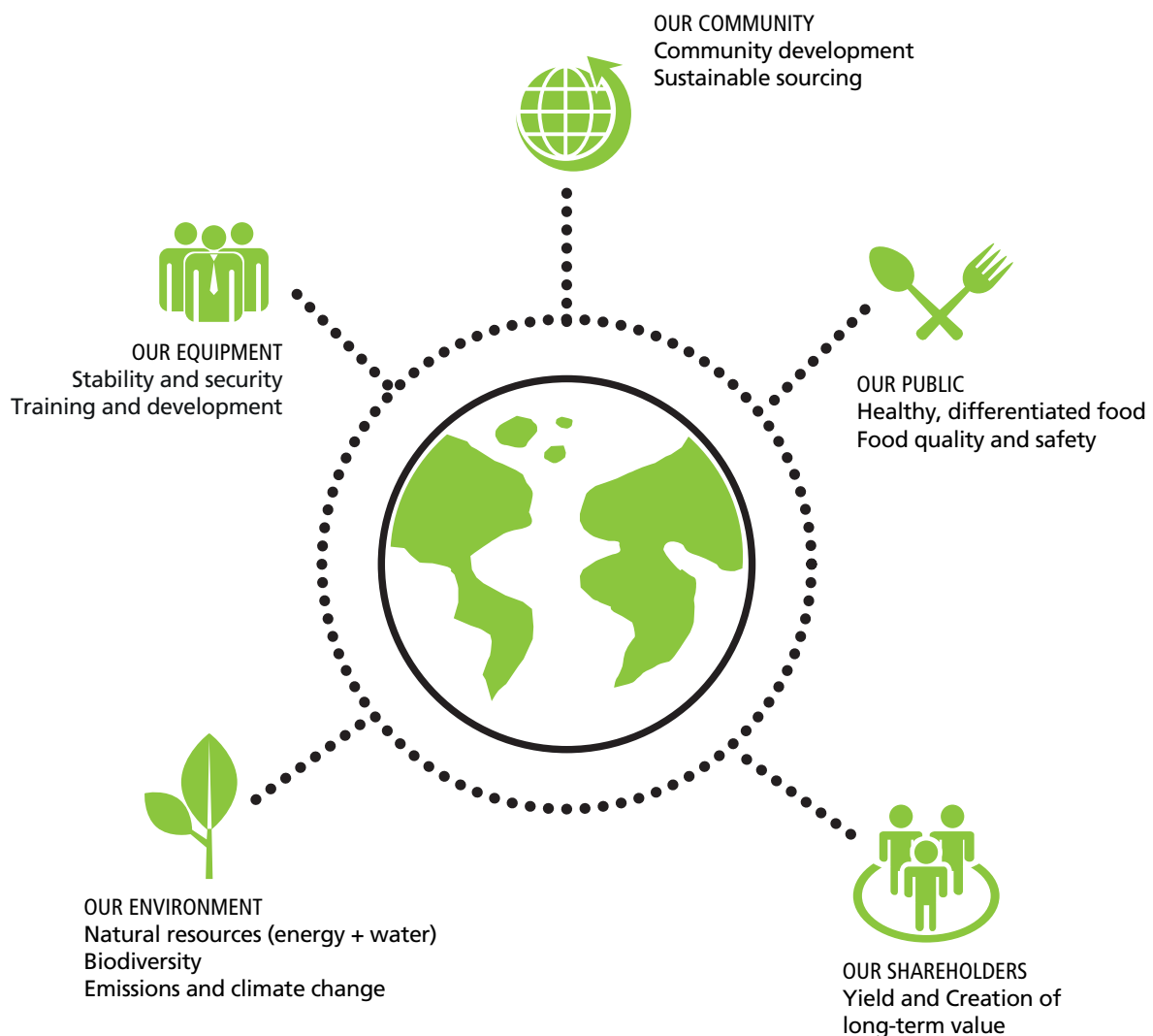
ALLIANCES WITH ENVIRONMENTAL AND SOCIAL ENTITIES AND INITIATIVES

## Sustainable growth and the creation of shared value

The Ebro Group has established sustainable growth as the pillar of its business management strategy to enable its consolidation as a benchmark business group in its areas of activity and its positioning as a global, sound, innovative, responsible company committed to social well-being, environmental balance and economic progress.

In this regard, the Group has gone beyond the goal of purely achieving financial yield, incorporating environmental, social and ethical criteria in its decision-making processes, alongside the typical economic variables. Accordingly, it has designed a Corporate Social Responsibility Policy (<http://www.ebrofoods.es/en/corporate-social-responsibility/corporate-social-responsibility-policy/>) seeking to create shared value; and a business model which, apart from value, yield and competitiveness, also contributes towards the progress of society and generates trust and confidence among our stakeholders.

### Creation of shared value



SUSTAINABLE GROWTH AND THE CREATION OF SHARED VALUE

OUR AREAS OF ACTIVITY AND THE SUSTAINABLE DEVELOPMENT GOALS (SDG)

ALLIANCES WITH ENVIRONMENTAL AND SOCIAL ENTITIES AND INITIATIVES



## Our areas of activity and the Sustainable Development Goals (SDG)

In September 2015, the United Nations (UN) General Assembly approved the Agenda 2030 for Sustainable Development with 17 Sustainable Development Goals and 169 targets. In this new Agenda, the UN has acknowledged the important, integral role played by the private sector in achieving sustainable development. In this regard, through the SDG Fund (<http://www.sdgfund.org/about-us>), it is addressing the challenge of getting business to engage more actively in joint development initiatives in cooperation with governments, civil society and the UN agencies.

To achieve this, the United Nations Development Programme (UNDP) set up an Advisory Group to work with the UN as an equal partner in development. The UNDP selected thirteen private businesses for that Group, global leaders in different sectors, and Ebro Foods was one of those chosen. The Advisory Group was set up in April 2015.

Ebro Foods, as a member of this group, has undertaken to analyse the good practices and lessons learnt in the private sector on this topic, together with the tools and resources required to strengthen this collaboration. In the different working meetings scheduled, we are working on compiling approaches that define the responsibilities of the private sector and defining collaboration models to promote the new SDGs, specifying tools and resources, areas of interest and common attributes. In short, the goal of the Advisory Group is to find the best way to integrate the SDGs in the private sector strategies and encourage new companies to contribute towards achieving this new challenge.

Ebro Foods is proud to be part of the SDG Fund Advisory Group, while at the same time considering it an opportunity to focus its CSR activities on the SDGs in which it has a greater impact. Although our work touches on all 17 Goals in one way or another, we have focused on those where we can have a greater impact because they are directly related with our core business.

### FOOD AND NUTRITION

- Donations to food banks and social assistance organisations
- Healthy, differentiated portfolio: healthy food + organic food
- Product reformulation
- Heavy investment in R&D and innovation
- Recommendation and promotion of healthy eating and healthy lifestyles
- Blog [www.sentirsebiensenota.es](http://www.sentirsebiensenota.es)



### SOCIAL WELFARE (IN & OUT)

#### Commitment to our team

- Health and safety at work
- Training and professional development
- Diversity and equal opportunities
- Work-life balance
- Fulfilment of collective rights

#### Education and entrepreneurship

- Grant programmes
- Education programmes for groups at risk of exclusion
- Promotion of employment
- Support for startups

Investment in local communities through the companies of the Ebro Group and the Ebro Foundation

### Boost to socio-economic development

- Generation of employment
- Payment of taxes



### CLIMATE CHANGE

Participation in the Climate Change Cluster promoted by Forética

#### Reduction of CO<sub>2</sub> emissions

- Consumer awareness campaigns
- Energy saving initiatives in factories and offices
- Carbon footprint
- Smart Climate Agriculture Projects
- Raising of awareness



### SUSTAINABLE PROCUREMENT

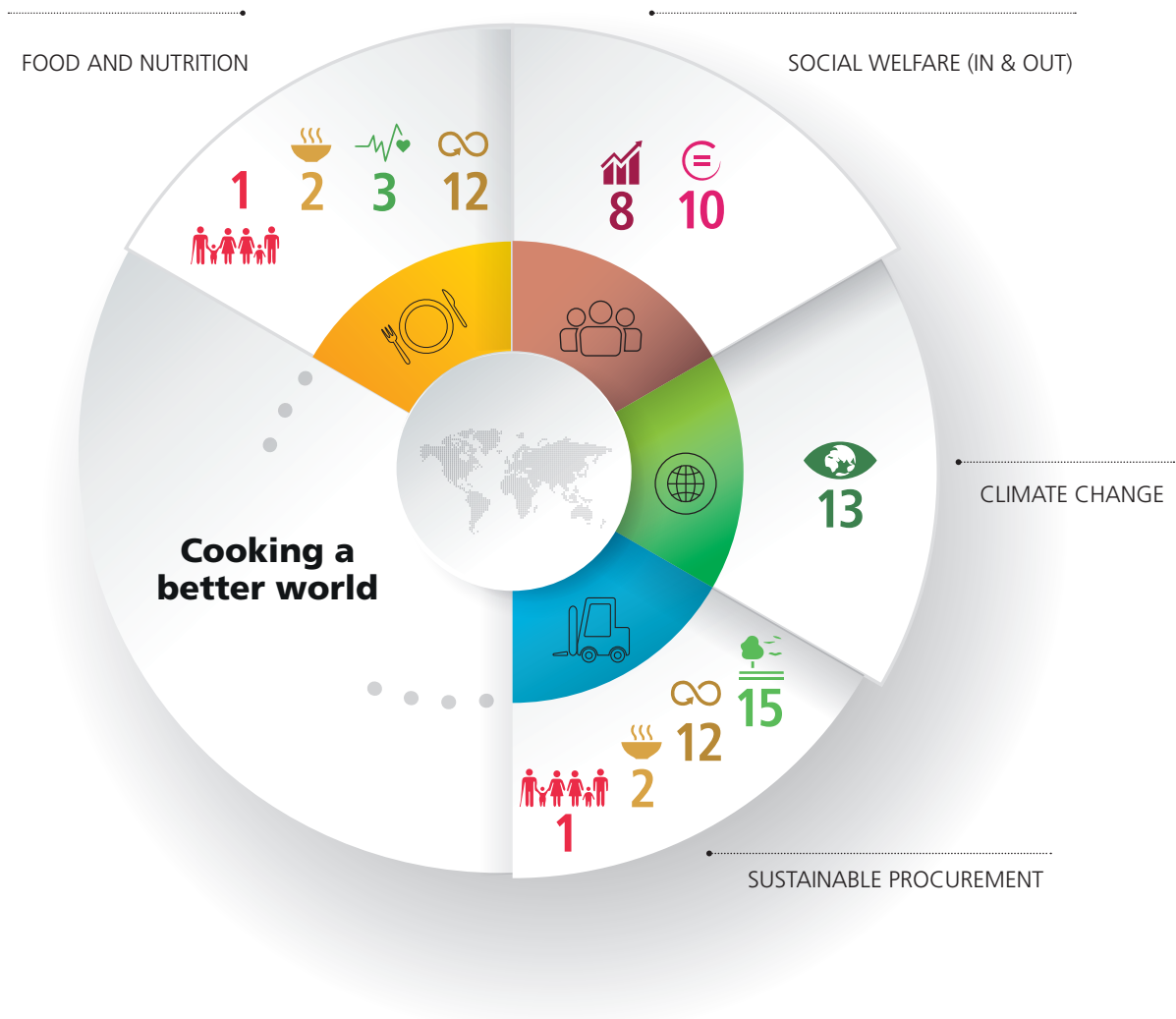
#### Sustainable agriculture

- Implementation of socially and environmentally sustainable crop standards in our principal raw material sourcing regions
- High food safety and quality standards

#### Control of industrial suppliers

- Assessment of ESG performance through the Sedex platform
- Propose collaboration to enhance performance

## How we work on the SDG



<p><b>1 NO POVERTY</b></p> <p>End all poverty in all its forms everywhere</p>	<p><b>2 ZERO HUNGER</b></p> <p>End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p>	<p><b>3 GOOD HEALTH AND WELL-BEING</b></p> <p>Ensure healthy lives and promote well-being for all at all ages</p>	<p><b>8 DECENT WORK AND ECONOMIC GROWTH</b></p> <p>Promote inclusive and sustainable economic growth, employment and decent work for all</p>	<p><b>10 REDUCED INEQUALITIES</b></p> <p>Reduce inequality within and among countries</p>	<p><b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b></p> <p>Ensure sustainable consumption and production patterns</p>	<p><b>13 CLIMATE ACTION</b></p> <p>Take urgent action to combat climate change and its impacts</p>	<p><b>15 LIFE ON LAND</b></p> <p>Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss</p>
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SUSTAINABLE GROWTH AND THE CREATION OF SHARED VALUE  
OUR AREAS OF ACTIVITY AND THE SUSTAINABLE DEVELOPMENT GOALS (SDG)  
ALLIANCES WITH ENVIRONMENTAL AND SOCIAL ENTITIES AND INITIATIVES

## Alliances with environmental and social entities and initiatives

[G4-15]

The Ebro Group and its Foundation belong to or have established alliances with different organisations or multi-stakeholder platforms that encourage and channel companies' commitment to society and the environment. Through these alliances they can give greater scope to the actions developed within their CSR and social action strategy.

Some of the important organisations are:

	<p>Signatory of the United Nations Global Compact  <a href="http://www.unglobalcompact.org">www.unglobalcompact.org</a></p>
	<p>Member of the Advisory Group of the United Nations Sustainable Development Goals Fund (SDGF) to promote the Sustainable Development Goals (SDG)  <a href="http://www.sdgfund.org">http://www.sdgfund.org</a></p>
	<p>Member of the Redistribution Committee of the Spanish Commercial Coding Association (AECOC) project against food waste "Don't waste food, use it"  <a href="http://www.alimentacionsindesperdicio.com/">http://www.alimentacionsindesperdicio.com/</a></p>
	<p>Member of the SERES Foundation  <a href="http://www.fundacionseres.org/Paginas/Inicio.aspx">http://www.fundacionseres.org/Paginas/Inicio.aspx</a></p>
	<p>Member of Forética  <a href="http://www.foretica.org/">http://www.foretica.org/</a></p>
	<p>Member of Fundación Lealtad  <a href="http://www.fundacionlealtad.org/">http://www.fundacionlealtad.org/</a></p>
	<p>Protector member of Fundación Secot  <a href="http://www.secot.org/">http://www.secot.org/</a></p>
	<p>Sustainable Agriculture Initiative (SAI) Platform  <a href="http://www.saiplatform.org/">http://www.saiplatform.org/</a></p>
	<p>Sustainable Rice Platform (SRP)  <a href="http://www.sustainablerice.org/">http://www.sustainablerice.org/</a></p>



## External assessments

Since 2015, Ebro Foods has been part of the FTSE4Good Index Series, an international sustainability index that includes companies that prove their commitment and leadership in environmental, social and corporate governance aspects. Inclusion in this index confirms our condition as a socially responsible investment vehicle.



FTSE4Good



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
<b>Economic value generated</b>		
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
	<b>2,543,889</b>	<b>2,528,104</b>
<b>Economic value distributed</b>		
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 <sup>(*)</sup>	(85,676)	(102,657)
	<b>(2,376,730)</b>	<b>(2,407,450)</b>
<b>ECONOMIC VALUE RETAINED</b>	<b>167,159</b>	<b>120,654</b>

(\*) 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%

SOCIAL CASH FLOW

COMMITMENT TO PUBLIC ADMINISTRATION

ANTI-CORRUPTION COMMITMENT

COMMITMENT TO THE DEVELOPMENT OF LOCAL COMMUNITIES

## 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**

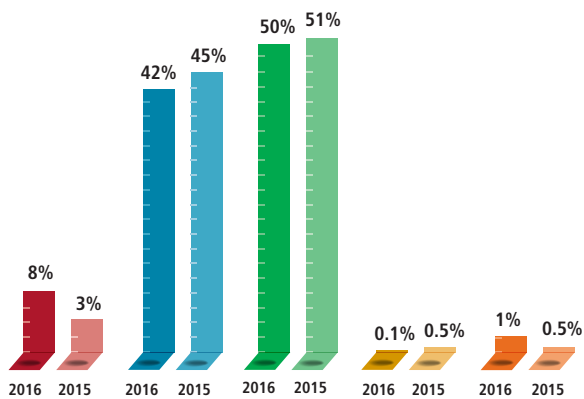
(€ 000)

TOTAL TAXES PAID 2015

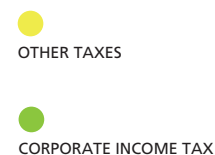
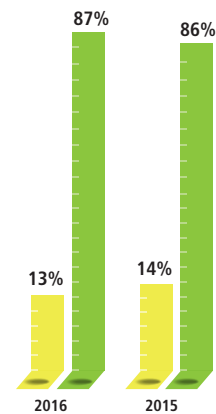
### Ratio of tax paid to turnover by geographical areas

€ 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

COMMITMENT TO PUBLIC ADMINISTRATION

ANTI-CORRUPTION COMMITMENT

COMMITMENT TO THE DEVELOPMENT OF LOCAL COMMUNITIES

# 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:

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## CORRUPTION

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

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## BRIBERY

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

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## UNFAIR TRADING PRACTICES

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

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## CONTRIBUTIONS TO POLITICAL PARTIES AND TRADE UNIONS

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

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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

COMMITMENT TO PUBLIC ADMINISTRATION

ANTI-CORRUPTION COMMITMENT

COMMITMENT TO THE DEVELOPMENT OF LOCAL COMMUNITIES

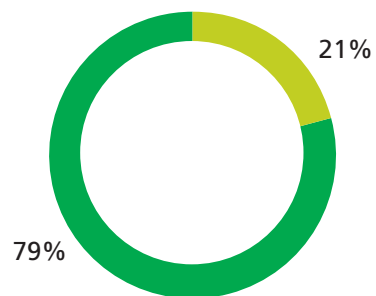
## Commitment to the development of local communities [SO1 / SO2]

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.

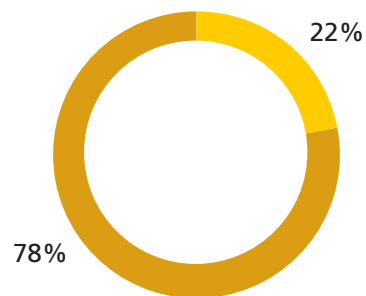
During 2016 the company, through the Ebro Foundation and its different companies, has allocated over €2,700,000 to implementing this commitment. The Ebro Group has participated in projects created by different not-for-profit organisations and has also promoted and developed motu proprio initiatives of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





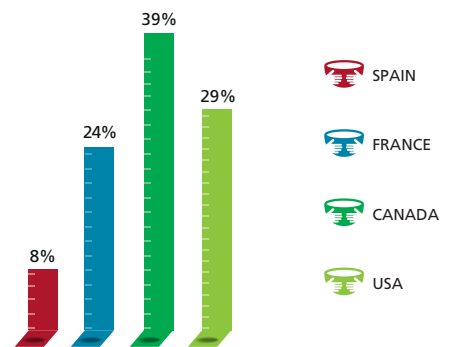
## Donation of food

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
<b>TOTAL</b>		<b>€ 2,107,837.00</b>

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

597,000€

INVESTMENT

61

PROJECTS

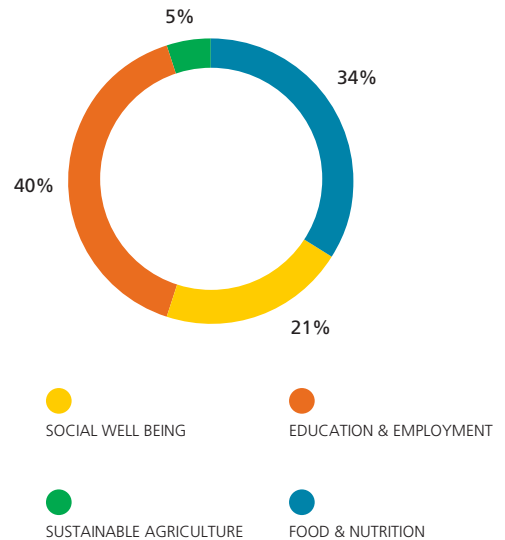
9

COUNTRIES

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

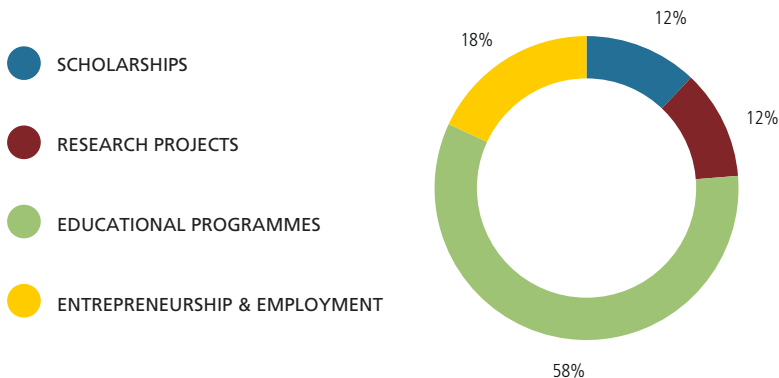
- ◆ Financing of the clinic in the new orphanage for 160 girls being built next to our factory in India.
- ◆ School grants for 16 students resident in the two villages near our plant, where most of our professionals live. These students, in addition to the grants, will attend a two-week training programme 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](http://www.fundacionebrofoods.es)*





COMMITMENT TO OUR TEAM  
EBRO 2016



## Commitment to our team

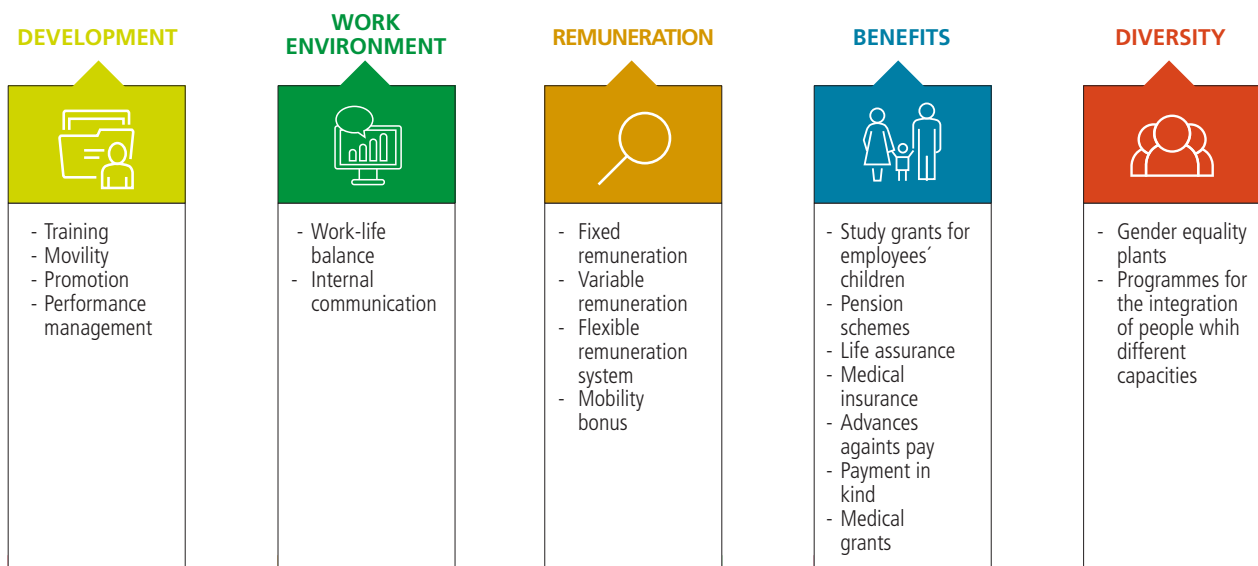
One of the main sources of value generation in the Ebro Group is its workforce of over 6,100 professionals, a very close-knit team of professionals with enormous talent potential aligned with the strategy of the organisation. Through the human resources departments of the different subsidiaries, the Ebro Group endeavours to motivate these professionals by offering a high quality job while at the same time boosting their capacities, powers and personal and professional leadership.

The Ebro Group’s personnel management policy is designed to secure a high level of knowledge and contact with the workforce through a decentralised structure formed by the human resources managers in all the major companies of the Group and the implementation of bespoke policies in each one, taking account of the peculiarities of the countries in which they operate. These policies include not only general guidelines regulating the company/employee relationship, but also specific guidelines on Health & Safety in the Workplace, Training & Education, Diversity and Equal Opportunities and Equal Pay for Men and Women. Companies with a small personnel structure (essentially commercial companies with fewer than 10 employees) are basically governed by the labour laws in place in the countries in which they operate.

Above all of them and without prejudice to the provisions of the specific policies mentioned above, the Ebro Group has a Code of Conduct (COC), which not only secures ethical, responsible conduct by the professionals in all the Group companies in the performance of their duties, but also serves as a reference to define the minimum objectives of the employment policy and guarantees, namely:

1. Health and safety in the workplace.
2. Training and career development of all employees.
3. The principles to guarantee non-discrimination, diversity and equal opportunities in access to employment (including gender equality, the integration of people with different capacities and promotion of a multi-cultural workforce).
4. Freedom of unionization.
5. Compliance with collective rights.

In view of the contents of the different programmes launched by the most important business units in the Ebro Group, the management of Human Resources of the Ebro Group can be grouped into five pillars, indicating the different working areas within each one, for each company of the Ebro Group.



# Snapshot of our workforce in 2016

**6,184**  
AVERAGE ANNUAL HEADCOUNT

**5,277**  
EMPLOYEES

**898**  
SUPERVISED WORKERS

**9**  
INDEPENDENT CONTRACTORS



**AGE**

<=30	16.21%
30 - 50	52.71%
>=50	31.07%

**MAVERAGE YEARS OF SERVICE**

	11.60
--	-------

**PERMANENT CONTRACTS**

1.337	90.71%
-------	--------

**EXECUTIVES & MIDDLE MANAGEMENT**

239	16.21%
-----	--------

**EMPLOYMENT NET CREATION**

50	3.46%
----	-------

**OF NEW HIRES**


	35.24%
--	--------

**TOTAL TRAINING**

958	66.30%
-----	--------

**DISABLED WORKERS**

29	1.97%
----	-------

**N° 1,474**  
  
**27.93%**

**AGE**

<=30	13.65%
30 - 50	53.14%
>=50	33.21%

**MAVERAGE YEARS OF SERVICE**

	12.56
--	-------

**PERMANENT CONTRACTS**

3.474	91.35%
-------	--------

**EXECUTIVES & MIDDLE MANAGEMENT**

522	13.73%
-----	--------

**EMPLOYMENT NET CREATION**

183	4.90%
-----	-------

**OF NEW HIRES**


	64.76%
--	--------

**TOTAL TRAINING**

2.707	72.42%
-------	--------

**DISABLED WORKERS**

82	2.16%
----	-------

**N° 3,803**  
  
**72.07%**

## Scope of the Report

This Report has been prepared with information from all the companies engaged in the core businesses of the Ebro Group.

There has been a change of scope in respect of 2015, due to the following reasons:

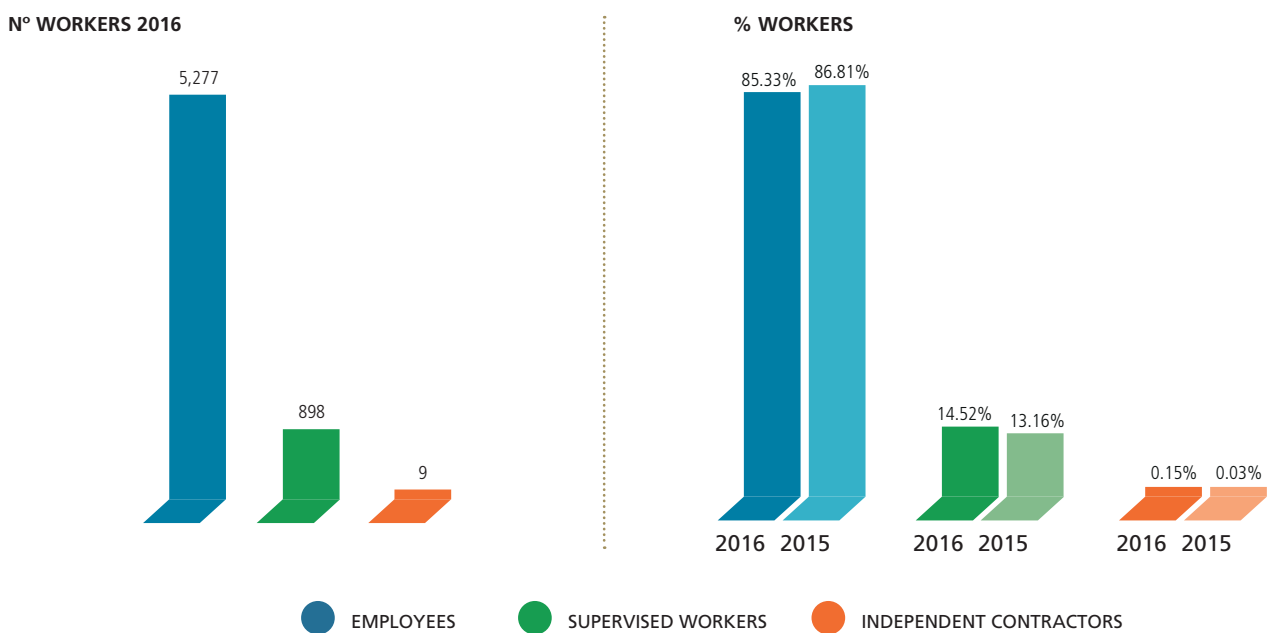
1. The details corresponding to the professional headcounts of the two companies acquired in 2016 (Celnat and Harinas Santa Rita) have been added. Between the two, a total of 86 professionals were incorporated.
2. The details have been incorporated of two companies that the Ebro Group has in Spain (Arotz Foods, S.A. and Jiloca Industrial, S.A.), which had not previously been included. They jointly add a further 32 professionals.

Furthermore, to enable a better comparison between 2015 and 2016, we have adjusted the 2015 figures to eliminate those corresponding to Herba Puerto Rico, which was sold that year (10 professionals).

The figures have been prepared according to the G4 Guidelines of the Global Reporting Initiative (GRI).

## Profile of the Organisation [G4-10]

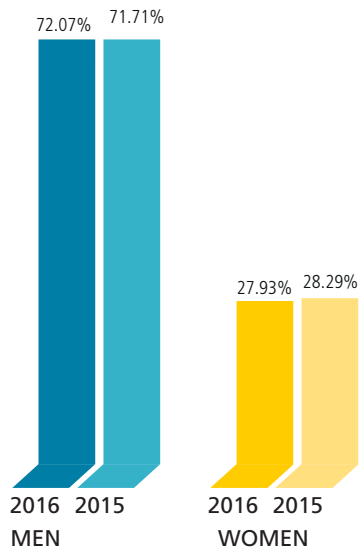
### Average workforce



### Breakdown of employees by region

TYPE OF WORKERS	TOTAL		% TOTAL WORKFORCE GROUP	
	2016	2015	2016	2015
<b>Africa</b>	<b>384</b>	<b>388</b>	<b>6.21%</b>	<b>6.69%</b>
Employees	354	358	5.72%	6.17%
Supervised workers	30	30	0.49%	0.52%
Independent contractors	0	0	0.00%	0.00%
<b>Asia</b>	<b>381</b>	<b>305</b>	<b>6.16%</b>	<b>5.26%</b>
Employees	185	164	2.99%	2.83%
Supervised workers	191	141	3.09%	2.43%
Independent contractors	5	0	0.08%	0.00%
<b>Europe</b>	<b>3,580</b>	<b>3,359</b>	<b>57.89%</b>	<b>57.93%</b>
Employees	3,114	2,974	50.36%	51.29%
Supervised workers	462	383	7.47%	6.61%
Independent contractors	4	2	0.06%	0.03%
<b>North America</b>	<b>1,839</b>	<b>1,746</b>	<b>29.74%</b>	<b>30.11%</b>
Employees	1,624	1,537	26.26%	26.51%
Supervised workers	215	209	3.48%	3.60%
Independent contractors	0	0	0.00%	0.00%
<b>TOTAL HEADCOUNT</b>	<b>6,184</b>	<b>5,798</b>		

### BREAKDOWN OF EMPLOYEES BY GENDER

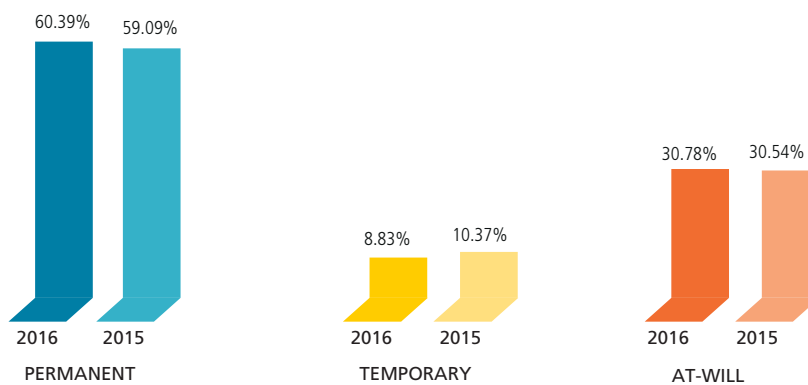


## Breakdown of employees by business area and gender

	TOTAL				% TOTAL BUSINESS AREA			
	MEN		WOMEN		MEN		WOMEN	
	2016	2015	2016	2015	2016	2015	2016	2015
Rice	1,939	1,861	537	481	78.32%	79.46%	21.68%	20.54%
Pasta	1,805	1,712	903	919	66.65%	65.07%	33.35%	34.93%
Holding	38	36	23	24	62.30%	60.00%	37.70%	40.00%
Others (*)	21	0	11	0	65.63%	0.00%	34.38%	0.00%
<b>TOTAL AREA</b>	<b>3,803</b>	<b>3,609</b>	<b>1,474</b>	<b>1,424</b>	<b>72.07%</b>	<b>71.71%</b>	<b>27.93%</b>	<b>28.29%</b>

\* NB: The companies Arotz and Jiloca are included in Others

## BREAKDOWN OF EMPLOYEES BY TYPE OF CONTRACT



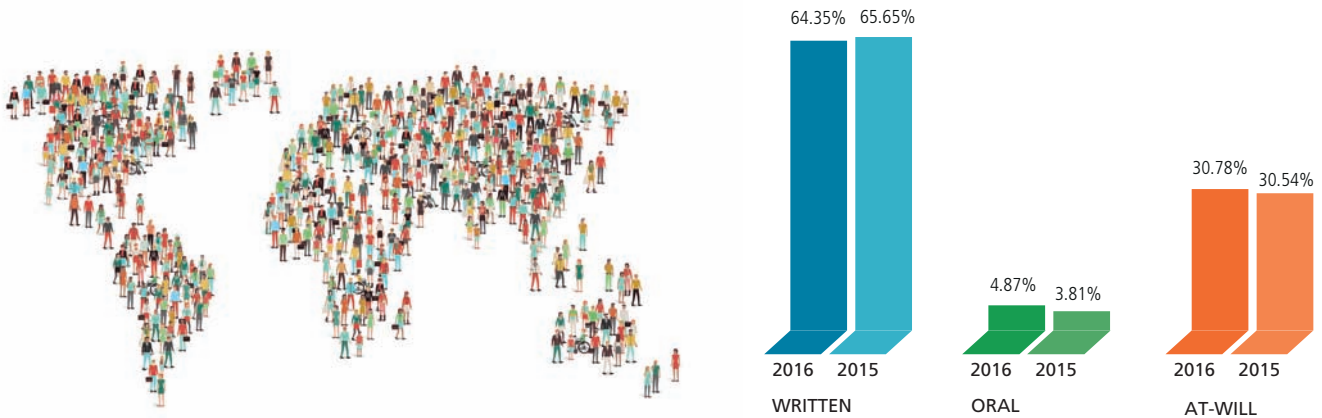
The Ebro Group offers its workers stable, quality employment and a solid, structured, attractive professional career, where 91% of the jobs are permanent (*permanent contracts plus At-will contracts*).

## Breakdown of employees by type of contract and region

TYPE OF CONTRACT	TOTAL		% TOTAL EMPLOYEES BY REGION	
	2016	2015	2016	2015
<b>Africa</b>	<b>354</b>	<b>358</b>	<b>6.71%</b>	<b>7.11%</b>
Permanent	158	121	44.63%	33.80%
Temporary	196	237	55.37%	66.20%
At-Will	0	0	0.00%	0.00%
<b>Asia</b>	<b>185</b>	<b>164</b>	<b>3.51%</b>	<b>3.26%</b>
Permanent	185	164	100.00%	100.00%
Temporary	0	0	0.00%	0.00%
At-Will	0	0	0.00%	0.00%
<b>Europe</b>	<b>3,114</b>	<b>2,974</b>	<b>59.01%</b>	<b>59.09%</b>
Permanent	2,844	2,689	91.33%	90.42%
Temporary	270	285	8.67%	9.58%
At-Will	0	0	0.00%	0.00%
<b>North America</b>	<b>1,624</b>	<b>1,537</b>	<b>30.78%</b>	<b>30.54%</b>
Permanent	0	0	0.00%	0.00%
Temporary	0	0	0.00%	0.00%
At-Will	1,624	1,537	100.00%	100.00%
<b>TOTAL EMPLOYEES</b>	<b>5,277</b>	<b>5,033</b>		



**FORM OF CONTRACT FOR EMPLOYEES**



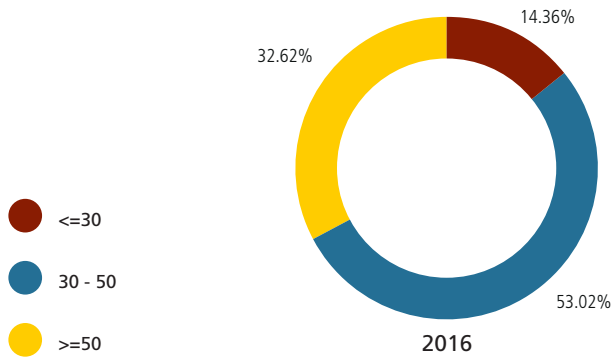
**Form of contract for employees by region**

	TOTAL		% TOTAL EMPLOYEES BY REGION	
	2016	2015	2016	2015
<b>Africa</b>	<b>354</b>	<b>358</b>		
Written	149	202	42.09%	56.42%
Oral	205	156	57.91%	43.58%
<b>Asia</b>	<b>185</b>	<b>164</b>		
Written	185	164	100.00%	100.00%
<b>Europe</b>	<b>3,114</b>	<b>2,974</b>		
Written	3,062	2,938	98.33%	98.79%
Oral	52	36	1.67%	1.21%
<b>North America</b>	<b>1,624</b>	<b>1,537</b>		
At-will	1,624	1,537	100.00%	100.00%
<b>TOTAL EMPLOYEES</b>	<b>5,277</b>	<b>5,033</b>		

**Form of contract for permanent employees by gender**

PERMANENT EMPLOYEES	2016			2015		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Written	2,203	828	3,031	2,203	828	3,031
Oral	134	22	156	134	22	156
At-Will	1,137	487	1,624	1,055	482	1,537
<b>TOTAL EMPLOYEES</b>	<b>3,474</b>	<b>1,337</b>	<b>4,811</b>	<b>3,392</b>	<b>1,332</b>	<b>4,724</b>

**TOTAL EMPLOYEES BY AGE GROUP**



TOTAL		
AGE GROUP	2016	2015
<=30	758	727
30 - 50	2,798	2,636
>=50	1,721	1,670
<b>TOTAL EMPLOYEES</b>	<b>5,277</b>	<b>5,033</b>

**Total employees by age group and gender**

AGE GROUP	TOTAL				% TOTAL MEN-WOMEN RATIO IN GROUP			
	MEN		WOMEN		MEN		WOMEN	
	2016	2015	2016	2015	2016	2015	2016	2015
<=30	519	472	239	255	13.65%	13.08%	16.20%	17.91%
30 - 50	2,021	1,940	777	696	53.14%	53.75%	52.70%	48.88%
>=50	1,263	1,197	458	473	33.21%	33.16%	31.11%	33.22%
<b>TOTAL</b>	<b>3,803</b>	<b>3,609</b>	<b>1,474</b>	<b>1,424</b>				

**Total employees by age group, gender and region**

AGE GROUP	TOTAL			
	MEN		WOMEN	
	2016	2015	2016	2015
<b>Africa</b>				
<=30		123	95	13
30 - 50		170	188	15
>=50		31	44	2
<b>Asia</b>				
<=30		25	27	13
30 - 50		109	99	30
>=50		6	4	2
<b>Europe</b>				
<=30		276	246	176
30 - 50		1,209	1,164	477
>=50		717	687	259
<b>North America</b>				
<=30		95	104	37
30 - 50		533	489	255
>=50		509	462	195
<b>TOTAL EMPLOYEES</b>	<b>3,803</b>	<b>3,609</b>	<b>1,474</b>	<b>1,424</b>

## Relationship between employees and the organisation

### Collective bargaining agreements [G4-11]

70% of the employees of the Ebro Group are covered by collective bargaining agreements in the respective business areas or another kind of collective agreement.

The remaining 30% are top management of the Ebro Group, the professionals of the North American companies (since these agreements have not been used there for over 20 years) and those of Herba Egypt, where they are not used either. In those cases, all the professionals are protected by the national labour laws in place in their respective countries, their respective personnel policies and the guidelines of the Code of Conduct of the Ebro Group.

### N° hours strike by Group employees

COMPANY	N° HOURS IN 2016
Boost Nutrition	72
Panzani Group	2,079
<b>TOTAL</b>	<b>2,151</b>

\* *Explanatory note on the strikes in Panzani and Boost Nutrition:*

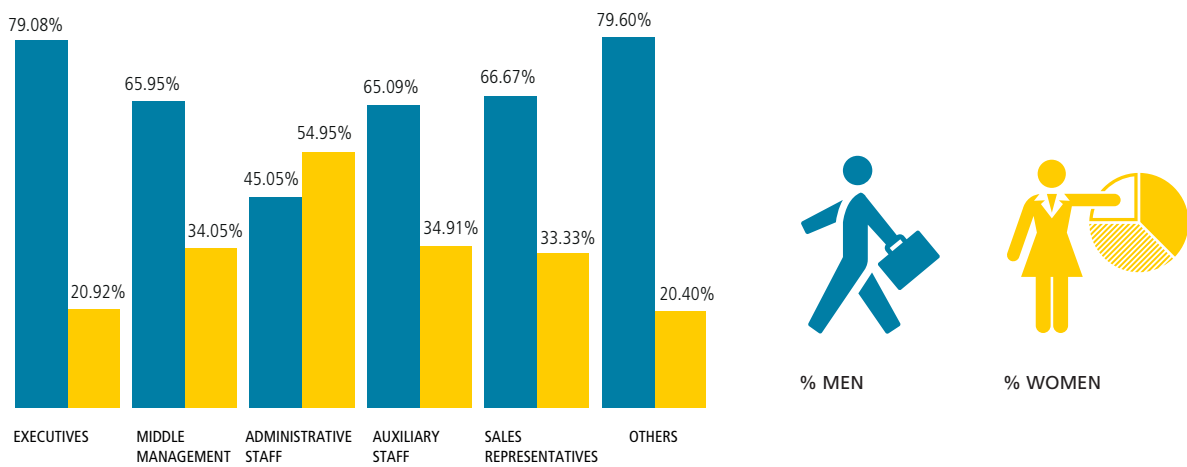
*Panzani: The unions organised several days' strike on a national level in France to protest against the changes made in labour aspects by Manuel Valls' government. Those strikes were seconded by workers of the Panzani Group.*

*Boost Nutrition: The workers belonging to the union participated in the strikes called by the national Belgian unions.*

## Gender and equal opportunities

### Breakdown of employees per employee category according to gender, age group and other indicators of diversity [LA12]

EMPLOYEE CATEGORY	NO. EMPLOYEES		EMPLOYEES IN CATEGORY/ TOTAL EMPLOYEES IN GROUP (%)	
	2016	2015	2016	2015
Executives	153	144	2.90%	2.86%
Middle Management	608	584	11.52%	11.60%
Administrative staff	737	701	13.97%	13.93%
Auxiliary staff	212	168	4.02%	3.34%
Sales representatives	219	197	4.15%	3.91%
Others	3,348	3,239	63.45%	64.36%
<b>TOTAL EMPLOYEES</b>	<b>5,277</b>	<b>5,033</b>		



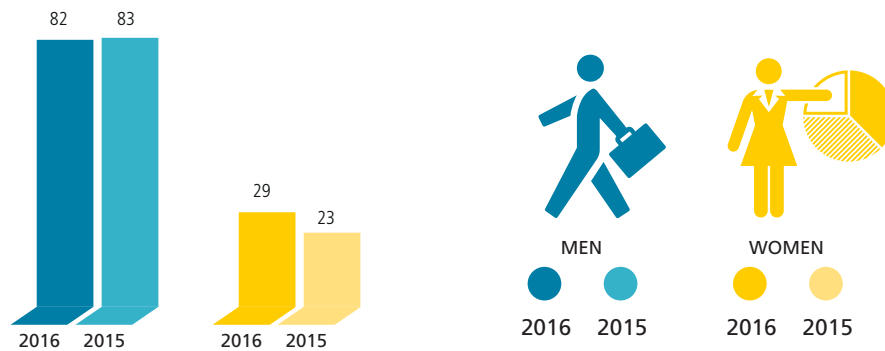
### Employees per employee category according to gender

EMPLOYEE CATEGORY	N° MEN	N° WOMEN	MEN/TOTAL CATEGORY (%)	WOMEN/TOTAL CATEGORY (%)
Executives	121	32	79.08%	20.92%
Middle Management	401	207	65.95%	34.05%
Administrative staff	332	405	45.05%	54.95%
Auxiliary staff	138	74	65.09%	34.91%
Sales representatives	146	73	66.67%	33.33%
Others	2,665	683	79.60%	20.40%
<b>TOTAL</b>	<b>3,803</b>	<b>1,474</b>	<b>72.07%</b>	<b>27.93%</b>

EMPLOYEE CATEGORY	N° EMPLOYEES BY AGE GROUP			% TOTAL CATEGORY		
	<=30	30 - 50	>=50	<=30	30 - 50	>=50
Executives	2	91	60	1.31%	59.48%	39.22%
Middle Management	55	347	206	9.05%	57.07%	33.88%
Administrative staff	102	391	244	13.84%	53.05%	33.11%
Auxiliary staff	46	121	45	21.70%	57.08%	21.23%
Sales representatives	43	106	70	19.63%	48.40%	31.96%
Others	510	1,742	1,096	15.23%	52.03%	32.74%
<b>TOTAL</b>	<b>758</b>	<b>2,798</b>	<b>1,721</b>	<b>14.36%</b>	<b>53.02%</b>	<b>32.61%</b>

EMPLOYEE CATEGORY	MEN			WOMEN		
	<=30	30 - 50	>=50	<=30	30 - 50	>=50
Executives	1	66	54	1	25	6
Middle Management	17	232	152	38	115	54
Administrative staff	52	170	110	50	221	134
Auxiliary staff	26	77	35	20	44	10
Sales representatives	26	68	52	17	38	18
Others	397	1,408	860	113	334	236
<b>TOTAL</b>	<b>519</b>	<b>2,021</b>	<b>1,263</b>	<b>239</b>	<b>777</b>	<b>458</b>

### Disabled workers



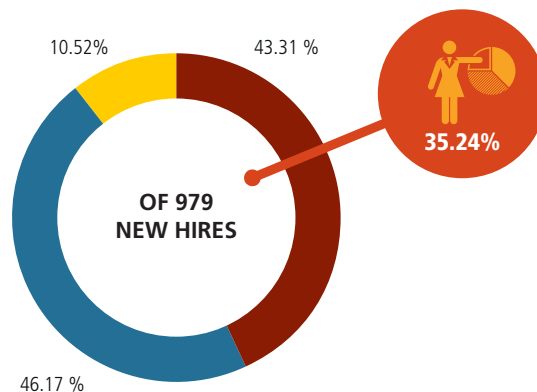
The Ebro Group has promoted several actions in Spain related with the socio-occupational integration of persons with special capacities, through certain services contracted with different special employment centres (CEE).

The value of those collaborations in 2016 was €76,800.86.

CENTRE	WORK	AMOUNT
C.E.E. AFANIAS	Printing work	953.48 €
C.E.E. CADEMADRID	Printing work	234.42 €
FUNDACIÓN PRODIS	Christmas cards	3,078.24 €
C.E.E. INSERCIÓN PERSONAL DISCAPACITADOS " IPD"	Cleaning of Madrid offices	72,534.72 €
<b>TOTAL</b>		<b>76,800.86 €</b>

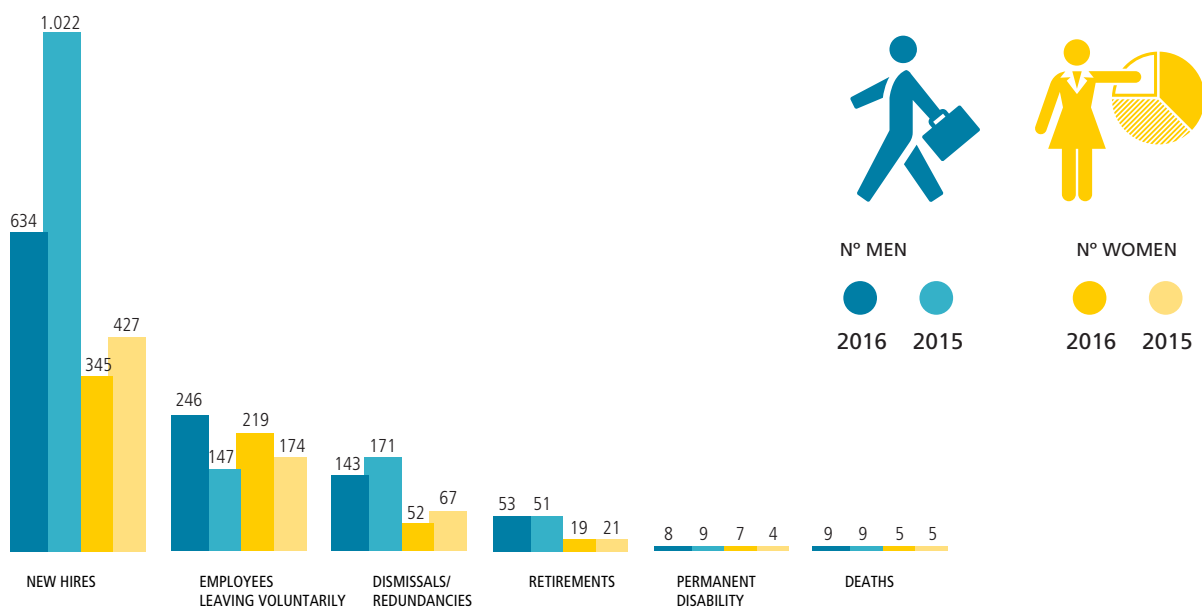
### Employment

#### Employee turnover and employment net creation [LA1]



EMPLOYEES TYPE OF TURNOVER	TOTAL N°		% TOTAL GROUP EMPLOYEES	
	2016	2015	2016	2015
New hires	979	1449	18.89%	28.88%
Employees leaving voluntarily	465	321	8.97%	6.40%
Dismissals/Redundancies	195	238	3.76%	4.74%
Retirements	72	72	1.39%	1.44%
Permanent disability	15	13	0.29%	0.26%
Deaths	14	14	0.27%	0.28%

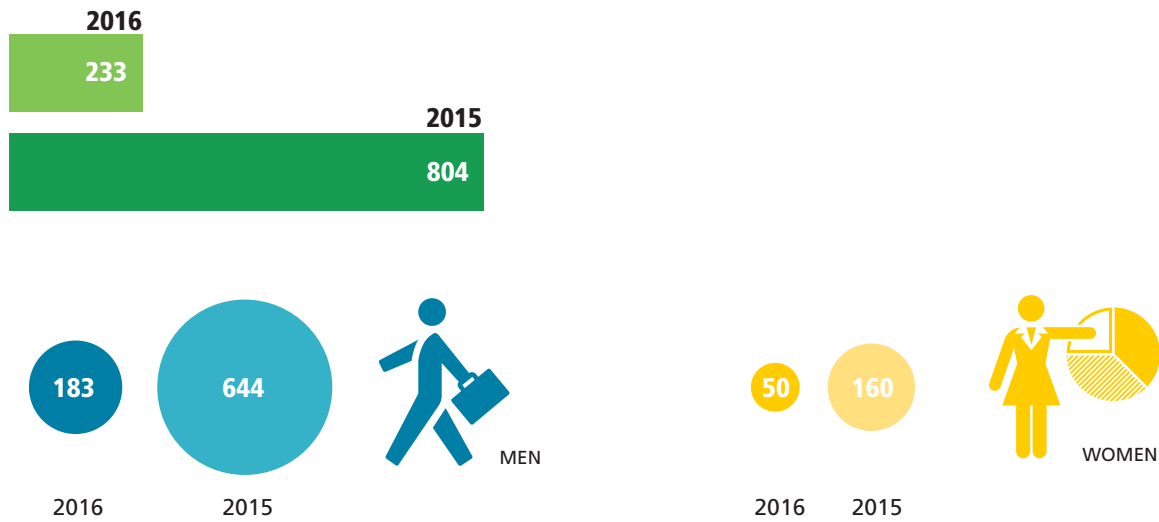
### Type of turnover



### TURNOVER RATE %



### Employment net creation (N° Employees)



### Employees promoted during the year, by gender

	N° INTERNAL PROMOTIONS		% OF GENDER OF EMPLOYEES	
	MEN	WOMEN	MEN	WOMEN
<b>TOTAL</b>	<b>136</b>	<b>63</b>	<b>3.64%</b>	<b>4.36%</b>

### % Employees promoted by gender



### Average seniority of employees during the year, broken down by employee categories and gender

CATEGORIES	MEN	WOMEN	TOTAL
Executives	11.97	12.12	12.00
Middle Management	13.75	9.76	12.39
Administrative staff	11.97	11.74	11.84
Auxiliary staff	11.44	12.77	11.91
Sales representatives	12.27	10.21	11.55
Others	12.55	12.07	12.45
<b>TOTAL</b>	<b>12.56</b>	<b>11.60</b>	<b>12.29</b>

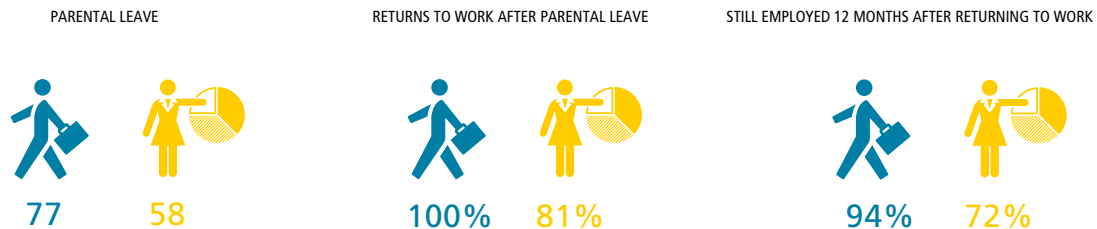
## Benefits for employees [LA2]

The following table shows the benefits offered to employees in the principal companies of the Ebro Group: Herba Ricemills, New World Pasta Group, Panzani Group and Riviana Group. They account for 76% of the total headcount of the Ebro Group.

BENEFITS	COMPANIES			
	HERBA RICEMILLS	NEW WORLD PASTA	PANZANI	RIVIANA
Stock ownership	All employees	---	---	---
Parental leave	All employees	Full-time employees	All employees	Full-time employees
Disability and invalidity coverage	All employees	Full-time employees	All employees	Full-time employees
Retirement provision	---	All employees	All employees	All employees
Life insurance	All employees	Full-time employees	All employees	Full-time employees
Health care	All employees	Full-time employees	All employees	All employees

NB: "All employees" includes both full-time and part-time employees.

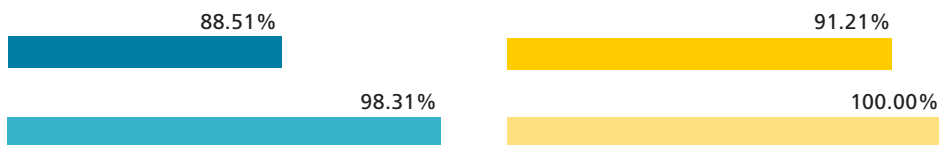
## Return to work and retention rates after parental leave, by gender [LA3]



CONCEPTS	AÑO 2016			AÑO 2015		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Employees who were entitled to parental leave	87	59	146	91	40	131
Employees who took parental leave	77	58	135	83	40	123
Employees who returned to work after parental leave ended	77	47	124	83	32	115
Employees who returned to work after parental leave ended and were still employed twelve months later	72	42	114	81	30	111



% EMPLOYEES WHO EXERCISED THEIR RIGHT

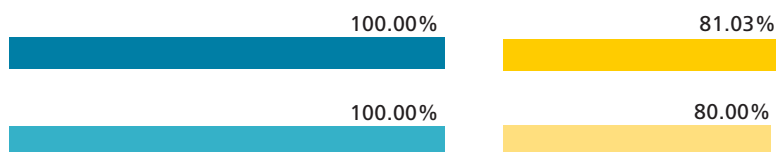


RETURN TO WORK RATE



% MEN

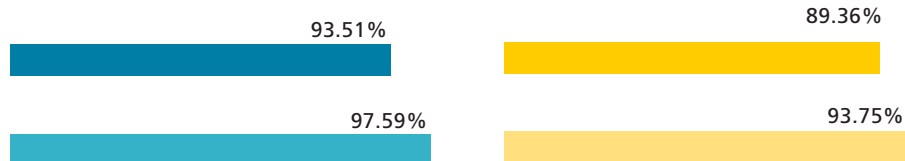
2016 2015



% WOMEN

2016 2015

RETENTION RATE



*NB: The figure for employees who have returned to work after parental leave includes partial information, since some leaves finished or are due to finish in 2017.*

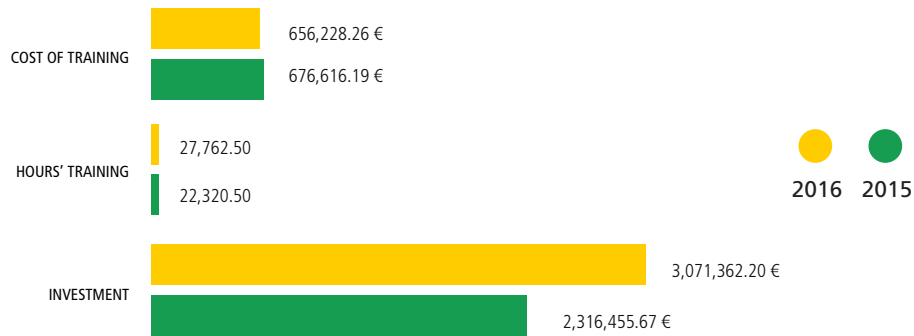
## Health and safety at work

### Health and Safety Committees [LA5]

All our workers are covered for occupational hazard prevention. Prevention is provided through internal means and external firms.

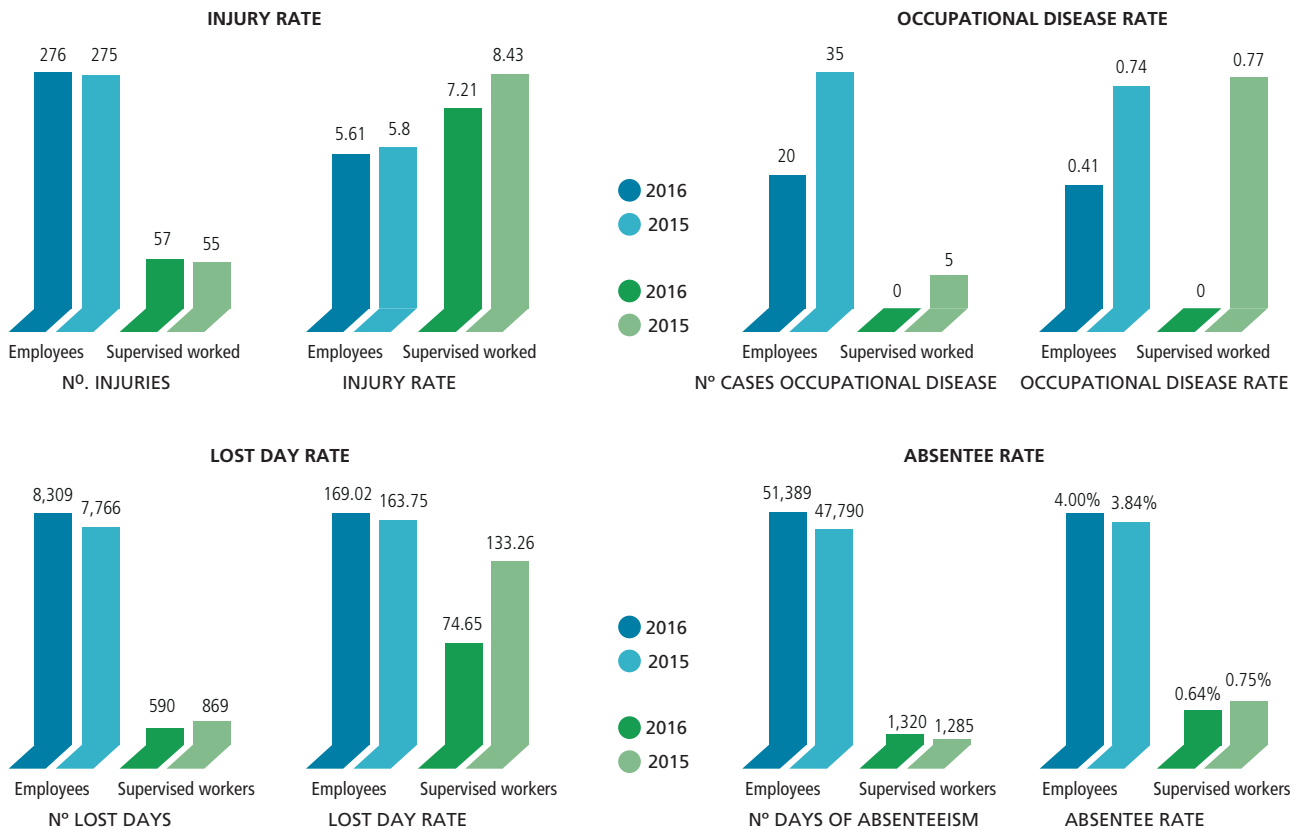
There is also a person responsible for occupational hazard prevention in all the companies, and 91% of the workforce is represented on the Health and Safety Committees in the companies.

### Investment, hours' training and cost of training in Occupational Hazard Prevention



The investments made in this area were mainly on improvements to installations and equipment to reinforce health and safety in our plants and offices: purchase of equipment for employees, installation of video surveillance systems in the plants, regular inspections of safety equipment, ergonomics, etc.

### Rate of injuries, occupational diseases, lost days, absenteeism and number of work-related fatalities [LA6]



NB: To calculate the rates we multiplied by the factor 200,000 (50 working 40-hour weeks for every 100 employees). The resulting rate is thus linked to the number of workers, not the number of hours.

NB: No figures are given for independent contractors because there were no incidents in any of the items measured during 2016.

- Number of work-related fatalities, employees: 0
- Number of work-related fatalities, supervised workers: 0

**Workers in occupational activities with a high incidence or high risk of disease [LA7]**

No job in the Ebro Group entails a risk to the physical integrity of our workers or with a high risk of disease.

**Health and safety topics covered in formal agreements with trade unions [LA8]**

The following table shows the companies that have health and safety topics covered in formal agreements with trade unions.

LOCAL LEVEL AGREEMENTS	COMPANIES	
Personal protection equipment	Boost Nutrition Herba Bangkok Lassie	NWP Group Panzani Group Riviana Group
Joint management-employee health and safety committees	Boost Nutrition Pastificio Lucio Garofalo Herba Bangkok Herba Ricemills	Lassie NWP Group Panzani Group Riviana Group
Participation of worker representatives in health and safety inspections	Boost Nutrition Pastificio Lucio Garofalo Herba Bangkok Herba Ricemills	Lassie NWP Group Panzani Group Riviana Group
Training and education	Boost Nutrition Pastificio Lucio Garofalo Herba Bangkok Herba Ricemills	Lassie NWP Group Panzani Group Riviana Group
Right to refuse unsafe work	Herba Bangkok Herba Ricemills Lassie	NWP Group Panzani Group Riviana Group
Periodic inspections	Pastificio Lucio Garofalo Herba Bangkok Herba Ricemills Lassie	NWP Group Panzani Group Riviana Group
GLOBAL LEVEL AGREEMENTS	COMPANIES	
Compliance with the International Labour Organization (ILO)	Boost Nutrition Pastificio Lucio Garofalo Herba Bangkok	Herba Ricemills Panzani Group
Arrangements or structures for resolving problems	Boost Nutrition Pastificio Lucio Garofalo Herba Bangkok	Herba Ricemills Panzani Group
Commitments regarding target performance standards or level of practice to apply	Boost Nutrition Pastificio Lucio Garofalo Herba Bangkok	Herba Ricemills Panzani Group

## Training and education [LA9]



**+11.14%**  
HOURS OF TRAINING



**+8.14%**  
EMPLOYEES RECEIVED TRAINING

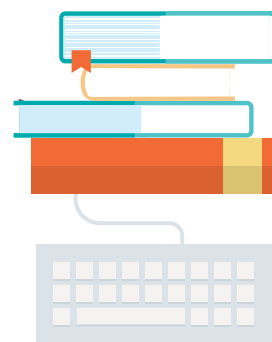
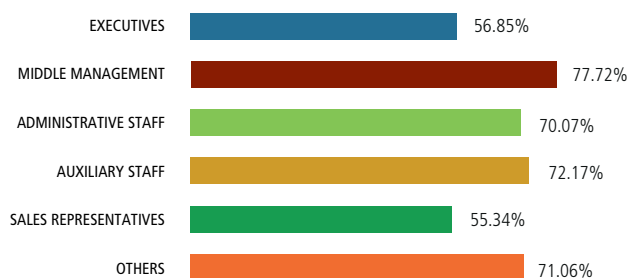
Over 2016, 11.14% more hours of training were given than in the previous year and 8.14% more employees received training.

	2016	2015
Total cost of training	1,909,068.84 €	1,945,522.66 €
Total hours of training	130,789.49	117,685.00
No. employees who received training	3,665	3,389
% total employees	70.71%	67.55%

### Total number of employees who have participated in training schemes, by employee category

CATEGORY	NO. EMPLOYEES WHO RECEIVED TRAINING		% TOTAL EMPLOYEES PER CATEGORY	
	2016	2015	2016	2015
Executives	83	93	56.85%	65.49%
Middle Management	464	433	77.72%	74.78%
Administrative staff	508	509	70.07%	72.82%
Auxiliary staff	153	101	72.17%	60.12%
Sales representatives	114	110	55.34%	57.89%
Others	2,343	2,143	71.06%	66.16%
<b>TOTAL</b>	<b>3,665</b>	<b>3,389</b>	<b>70.71%</b>	<b>67.55%</b>

% TOTAL EMPLOYEES PER CATEGORY IN 2016



### Number of employees who have undertaken training, by gender and employee category

CATEGORY	N° EMPLOYEES WHO RECEIVED TRAINING		% TOTAL EMPLOYEES, GENDER & CATEGORY	
	MEN	WOMEN	MEN	WOMEN
Executives	60	23	52.17%	74.19%
Middle Management	313	151	79.44%	74.38%
Administrative staff	244	264	73.94%	66.84%
Auxiliary staff	106	47	76.81%	63.51%
Sales representatives	67	47	50.00%	65.28%
Others	1,917	426	72.97%	63.58%
<b>TOTAL</b>	<b>2,707</b>	<b>958</b>	<b>72.42%</b>	<b>66.30%</b>

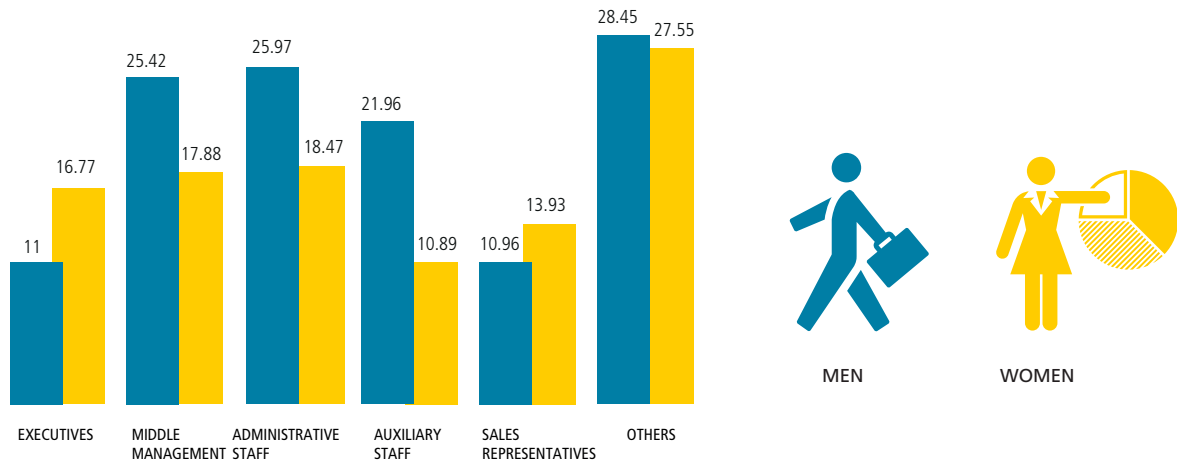
### Number of training hours, by gender and employee category

CATEGORY	MEN		WOMEN	
	2016	2015	2016	2015
Executives	1,265.14	1,609.50	520	737.00
Middle Management	10,015	9,447.50	3,629.14	4,571.00
Administrative staff	8,569.32	7,907.50	7,295.64	7,023.00
Auxiliary staff	3,031	932.50	806	743.00
Sales representatives	1,469	1,270.00	1,002.75	446.00
Others	74,728.5	66,132.00	18,458	16,866.00
<b>TOTAL</b>	<b>99,077.96</b>	<b>87,299.00</b>	<b>31,711.53</b>	<b>30,386.00</b>

### Average employee training hours, by gender and employee category

CATEGORY	MEN		WOMEN	
	2016	2015	2016	2015
Executives	11.00	13.88	16.77	28.35
Middle Management	25.42	25.13	17.88	22.52
Administrative staff	25.97	27.08	18.47	17.26
Auxiliary staff	21.96	8.63	10.89	12.38
Sales representatives	10.96	9.77	13.93	7.43
Others	28.45	25.66	27.55	25.48
<b>TOTAL</b>	<b>26.51</b>	<b>24.26</b>	<b>21.95</b>	<b>21.43</b>

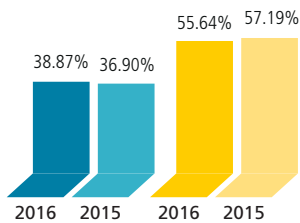
### Average employee training hours



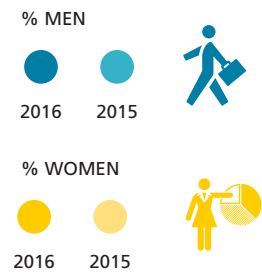
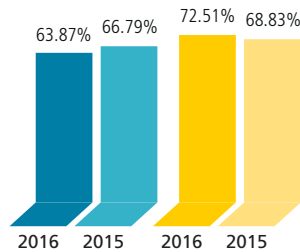
NB: The principal subject areas on which training has been given are: quality and environment, languages, information technologies, occupational hazard prevention and safety at work, production and maintenance and the development of commercial and marketing skills.

### Employees receiving regular performance and career development reviews [LA11]

EMPLOYEES REVIEWED / TOTAL EMPLOYEES BY GENDER (%)



% EMPLOYEES WITH VARIABLE REMUNERATION ASSOCIATED WITH REVIEW



	NO. EMPLOYEES WHO HAVE RECEIVED REVIEWS		NO. EMPLOYEES WHOSE REVIEW IS ASSOCIATED WITH VARIABLE REMUNERATION		EMPLOYEES REVIEWED / TOTAL EMPLOYEES BY GENDER (%)		% EMPLOYEES WITH VARIABLE REMUNERATION ASSOCIATED WITH REVIEW	
	Men	Women	Men	Women	Men	Women	Men	Women
<b>TOTAL</b>	<b>1,453</b>	<b>804</b>	<b>928</b>	<b>583</b>	<b>38.87%</b>	<b>55.64%</b>	<b>63.87%</b>	<b>72.51%</b>

**Percentage of employees receiving regular performance and career development reviews, by gender and region [LA11]**

REGIONS	NO. EMPLOYEES WHO HAVE RECEIVED REVIEWS		NO. EMPLOYEES WHOSE REVIEW IS ASSOCIATED WITH VARIABLE REMUNERATION		EMPLOYEES REVIEWED / TOTAL EMPLOYEES BY GENDER (%)		% EMPLOYEES WITH VARIABLE REMUNERATION ASSOCIATED WITH REVIEW	
	Men	Women	Men	Women	Men	Women	Men	Women
Africa	60	7	24	3	18.52%	23.33%	40.00%	42.86%
Asia	130	30	130	30	92.86%	66.67%	100.00%	100.00%
Europe	944	535	455	318	44.17%	60.59%	48.20%	59.44%
North America	319	232	319	232	28.06%	47.64%	100.00%	100.00%
<b>TOTAL</b>	<b>1,453</b>	<b>804</b>	<b>928</b>	<b>583</b>	<b>38.87%</b>	<b>55.64%</b>	<b>63.87%</b>	<b>72.51%</b>

28.63% of the employees of the different companies in the Ebro Group are included in a variable remuneration scheme which bases the variable part of their annual salary on a number of collective (of the Ebro Group overall and the different business units) and job-specific objectives.

In addition, several employees of the Ebro Group 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 or nursery service.

This remuneration policy includes the Ebro Foods, S.A. share delivery scheme, which is established for all employees of the Ebro Group with tax residence in Spain, both the parent and its Spanish subsidiaries. Participation in the scheme is voluntary and charged against employees' variable remuneration, or fixed remuneration, as the case may be. Under current tax laws, any employees who so wish may receive up to 12,000 euros in Ebro Foods, S.A. shares without considering them remuneration for the purpose of personal income tax. During 2016, 60 employees of different Ebro Group received shares in Ebro Foods, S.A. for an overall sum of €504,609.

**Equal Remuneration for Women and Men [LA13]**

**Ratio of the basic salary and remuneration of women to men by significant locations of operation and locations of operation in developing countries**

In all the companies of the Ebro Group, the basic salary is identical for men and women.

**RATIO OF AVERAGE REMUNERATION WOMEN-MEN**

The following tables set out the women-men ratios in average remuneration, showing only those employee categories in which there are both genders and, therefore, that ratio can be established.

We calculated this average remuneration based on the average of gross annual salaries of the employees (men and women) in each category. This gross salary includes the sum of basic salary plus supplements, such as seniority, cash bonuses and equity (e.g. shares) bonuses, overtime and any other welfare benefit (transport, accommodation expenses, aids for children, etc.).

We believe the resulting figures are close to reality, but not 100% reliable, since different circumstances within the supplements may alter the final salary of men or women within the same category.

## Significant business units

### Herba Ricemills

EMPLOYEE CATEGORY	RATIO OF AVERAGE REMUNERATION WOMEN-MEN
A) TECHNICAL, ADMINISTRATIVE & SALES STAFF	
Level I	0.93
Level II	0.83
Level III	0.90
Level V	1.03
B) PRODUCTION STAFF	
Level II	0.93
Level III	1.07
Level IV	0.97
Level VI	0.92
Level VII	0.90
Level VIII	0.99

### Panzani

EMPLOYEE CATEGORY	RATIO OF AVERAGE REMUNERATION WOMEN-MEN
Executives	0.66
Technical staff & supervisors	0.89
Administrative staff	0.75
Operators	0.88

### New World Pasta

EMPLOYEE CATEGORY	RATIO OF AVERAGE REMUNERATION WOMEN-MEN
Executives	0.45
Middle Management	0.85
Professionals	0.97
Administrative staff	1.14
Skilled workers	0.69
Operators	1.00
Unskilled workers & assistants	1.00
Service staff	1.13

### Riviana

EMPLOYEE CATEGORY	RATIO OF AVERAGE REMUNERATION WOMEN-MEN
Executives	0.78
Middle Management	1.09
Professionals	0.84
Technical staff	0.75
Administrative staff	0.96
Operators	1.03
Unskilled workers & assistants	0.94



## Business units in developing countries

### Herba Egypt

EMPLOYEE CATEGORY	RATIO OF AVERAGE REMUNERATION WOMEN-MEN
Accountants	0.98
Commercial coordinators	1.00
Quality assistants	1.00

### Ebro India

EMPLOYEE CATEGORY	RATIO OF AVERAGE REMUNERATION WOMEN-MEN
Account managers	1.86

### Mundi Riz

EMPLOYEE CATEGORY	RATIO OF AVERAGE REMUNERATION WOMEN-MEN
Others	1

### Rivera del Arroz

EMPLOYEE CATEGORY	RATIO OF AVERAGE REMUNERATION WOMEN-MEN
Middle Management	1
Others	1

## Holding

### Ebro Foods

EMPLOYEE CATEGORY	RATIO OF AVERAGE REMUNERATION WOMEN-MEN
Degree	0,68
Graduated in middle degree	0,53
Computer Operator	0,95

## Labour practices grievance mechanisms

### Labour Practices Grievances [LA16]

During 2016, 14 grievances were filed with the Human Resources departments in Riviana Foods, Panzani Group and Pastificio Lucio Garofalo, 6 of which were solved during the reporting period.

COMPANIES	FILED	ADDRESSED	SOLVED
Pastificio Lucio Garofalo	1	1	1
Panzani Group	11	4	4
Riviana Foods	2	2	1
<b>TOTAL EMPLOYEE GRIEVANCES</b>	<b>14</b>	<b>7</b>	<b>6</b>

COMMITMENT TO OUR ENVIRONMENT  
EBRO 2016





## Commitment to our environment

The processes used at Ebro Group's production plants in both the rice and pasta divisions are relatively simple agri-food processes which do not generate any major environmental impacts and entail a minimal risk of accidental contamination. The most significant environmental risks relating to the Ebro Group can be classified as follows:

- ◆ **Air emissions:** Mainly emissions of particles during the handling of cereals (rice and wheat) and combustion gases for the production of steam and drying of the raw materials. The most widely used fuel is natural gas.
- ◆ **Greenhouse gas (GHG) emissions:** The GHG emissions generated by our activities are related to energy consumption, fossil fuels and electricity.
- ◆ **Production processes:** Essentially mechanical and hydrothermal, requiring the use of very few chemical products and in very small quantities. Most of these products are used to clean the equipment and cleanse the raw materials and are relatively harmless for the environment.
- ◆ **Water consumption:** The amount of water used in our processes is very small (the vast majority of our products are dry) so the volume of effluent generated is also small. Moreover, the little effluent produced has a low level of contamination since the water consumed is basically used to produce steam, for cooling or as an ingredient in the finished products.
- ◆ **Waste generation and management:** The Ebro Group generates minimal amounts of waste, both non-hazardous (mainly packaging of ingredients and ancillary materials) and hazardous (maintenance operations).

To minimise these impacts, the Ebro Group upholds protection of the environment as one of the basic principles of our activities and implements the necessary tools, measures and means in its companies to guarantee that protection. The Ebro Group takes measures to:

- ◆ Ensure that its companies comply with the environmental laws applicable to their respective activities by implementing internal management systems and monitoring the applicable laws and regulations.
- ◆ Minimise the environmental impact of its activity by seeking eco-friendly solutions and continually embarking on initiatives to reduce its emissions and waste generation and optimise its consumption of water, energy and packaging material.

- ◆ Manage all its waste adequately and safely, encouraging recycling and reuse. Use recycled raw materials and/or those respectful of the environment, whenever possible.
- ◆ Organise environmental awareness and training programmes for employees.

In Spain, to guarantee meeting the reduction, recycling and re-use targets defined in the Packaging and Packaging Waste Act 11/97 of 24 April, the Spanish subsidiary Herba has joined Ecoembalajes España, S.A. (Ecoembes), which has the mission of designing and developing systems for selective collection and recovery of used packaging and packaging waste. Ecoembes uses the “Green Dot” (symbol that appears on the packaging) concept to show that the packager of the product has paid a sum of money for each package put on the market. [*Punto Verde* (Green Dot) is also the name given in Spain to Recycling Centres.]

Both the rice companies and the head offices of Ebro Foods have signed agreements with companies similar to Ecoembes for the destruction of paper and other data carriers. With these agreements, apart from complying with the Data Protection Act, they guarantee a sustainable management of the documentation through the undertaking by these companies to recycle the material.

Finally, several companies of the Ebro Group have taken out a third party liability insurance policy covering any damage caused by sudden, unintentional, accidental pollution; that insurance is considered to cover any possible risks in this regard. To date there have been no significant claims for environmental issues, and favourable decisions have been made following audits, inspections, the absence of allegations in the processing of Integrated Environmental Authorisations, etc.

The Ebro Group also takes action on the rest of its value chain. It has launched a programme to control the environmental performance (social and governance) of its industrial suppliers through ethics audits and collaboration with them to enhance their environmental practices if necessary. It is using the Sedex platform as its management tool for this. During 2016, the Ebro Group created a holding account on that platforming, in which all the companies in the rice division are already integrated, and the programme has been launched with the rice suppliers considered most critical.

The Ebro Group also takes an active approach to the promotion and investigation of environmentally sustainable growing techniques for application in the production of its agricultural raw materials, the principal material currently under study being rice. This work is done through own initiatives and specific collaborations with stakeholders and sectoral associations, particularly the Sustainable Agriculture Initiative Platform (SAI Platform) and the Sustainable Rice Platform.

More recently, the Ebro Group joined the Climate Change Cluster promoted by Forética ([www.foretica.org](http://www.foretica.org)). In that Cluster, a group of large enterprises work together to lead strategic positioning for climate change in the management of organisations, discuss and exchange opinions and good practices, be part of the global debate and be key to government decisions.

## Environmental performance – GRI indicators

### Scope of the report

The figures set out below correspond to the 45 production plants that the Ebro Group has through its different companies.

The comparison between 2016 and 2015 is somewhat distorted, since the figures of the following six plants have been added to the consolidation in this report and were not included in last year's report:

- ◆ Feillens Feillens (France), owned by Panzani
- ◆ Delta and Hamilton (Canada), owned by New World Pasta Group
- ◆ Offingen (Germany) and Orbaek (Denmark), owned by Ebrofrost Holding, GmbH
- ◆ Antwerp (Belgium), owned by Herba Ingredients

The figures set out below have been prepared according to the G4 Guidelines of the Global Reporting Initiative (GRI).

GEOGRAPHICAL LOCATION	NO. OF PLANTS REPORTING	COMPANIES
<b>Europe</b>	<b>29</b>	
Spain	7	Herba Ricemills
Portugal	1	Mundiarroz
UK	3	S&B
Germany	1	EbroFrost
Denmark	1	EbroFrost
Italy	2	Mundi Riso / Garofalo
France	10	Panzani
Belgium	3	Boost/Herba Ingredients
Netherlands	1	Lassie
<b>North America</b>	<b>12</b>	
USA/Canada	12	Riviana (5) American Rice (1) NWP (6)
<b>Africa</b>	<b>2</b>	
Morocco	1	Mundi Riz
Egypt	1	Herba Egypt
<b>Asia</b>	<b>2</b>	
Thailand	1	Herba Bangkok
India	1	Ebro India
<b>TOTAL</b>	<b>45</b>	

## Materials

### Raw Materials [EN1]

The raw materials used are divided into two major categories, those used in the preparation of finished goods and the packaging materials

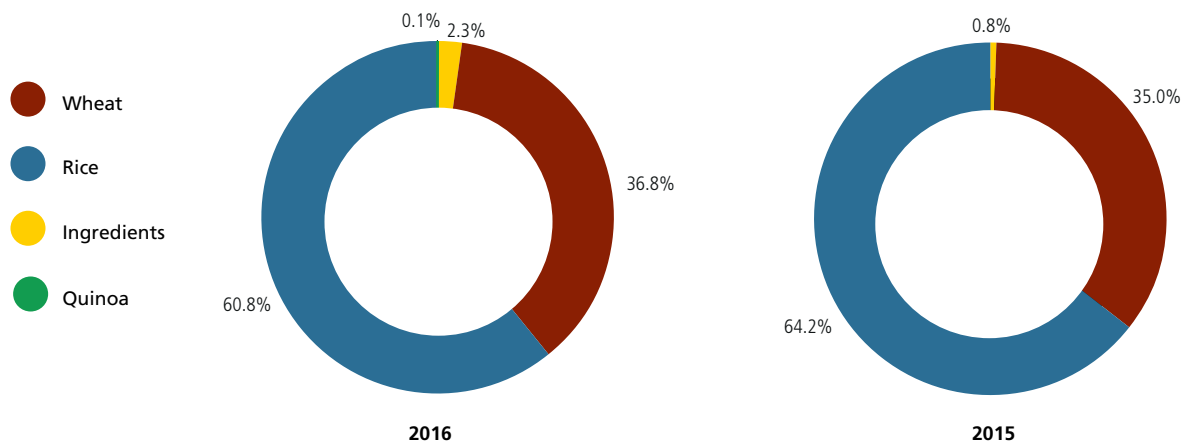
The raw materials used in finished goods are divided into two categories:

- ◆ **Agricultural:** rice, wheat and quinoa
- ◆ **Processed:** ingredients (ready-to-serve).

RAW MATERIALS FOR PRODUCT (T)	2016	2015
Rice	1,785,386	1,716,588
Durum wheat	1,081,782(*)	934,010(*)
Quinoa	2,561	---
Ingredients	67,877	21,160
<b>TOTAL</b>	<b>2,937,606</b>	<b>2,671,757</b>

(\*) Including wheat flour used by Garofalo.

### Raw Materials



The packaging materials for finished products are mainly paper, cardboard and plastic.

INPUT MATERIALS FOR PACKAGING (T)	2016	2015
Paper	16,865	16,603
Cardboard	40,363	30,432
Plastic	15,499	9,683
Others	2,151	1,792
<b>TOTAL</b>	<b>74,878</b>	<b>58,509</b>



## PAPER VALUES PRIZE 2016

ASPAPPEL (an association bringing together the thirteen sectorial organisations of the paper chain industry) awarded Ebro Foods one of the Paper Values Prizes 2016. The company was given this prize for its SOS Rice advertising campaign in 2015, #notienesquesertumadre, which underscored the benefits of the product’s 100% paper packaging as a natural, recyclable and biodegradable material that guaranteed the preservation and freshness of the rice. SOS, which had pioneered the use of paper packaging for retail in the mid-twentieth century, both nationally and internationally, used this campaign to promote the use of paper packaging as a communication tool to boost the brand’s attributes.

The Paper Values Prizes represent the paper sector’s acknowledgement of people and organisations that epitomize these values in activities or initiatives in the worlds of culture, art, literature, communication, marketing, advertising, education, sport, entertainment, economy or business, or in environmental, scientific, technological, social, humanitarian or political areas. There are five categories, covering the characteristic properties of this material: its essential, valuable, natural, innovating and renewable nature. The prize was awarded to the SOS campaign in the Natural category.

### Recycled packaging materials [EN2]

The recycled input materials for packaging set out below are partial, since this indicator has not been reported globally by all the European companies (the North American companies have reported it).

RECYCLED INPUT MATERIALS IN PACKAGING (T)	2016	2015
Paper	5,672	5,877
Cardboard	11,795	8,873
Plastic	208	126
<b>TOTAL</b>	<b>17,665</b>	<b>14,876</b>



## Energy

### Energy consumption [EN3]

The total energy consumption for the Ebro Group is shown below:

#### Direct consumption

CONSUMPTION NON-RENEWABLE ENERGY SOURCES (GJ)	2016	2015
Natural gas	3,061,842	2,178,262
Others	36,951	43,952
<b>TOTAL</b>	<b>3,098,793</b>	<b>2,222,214</b>

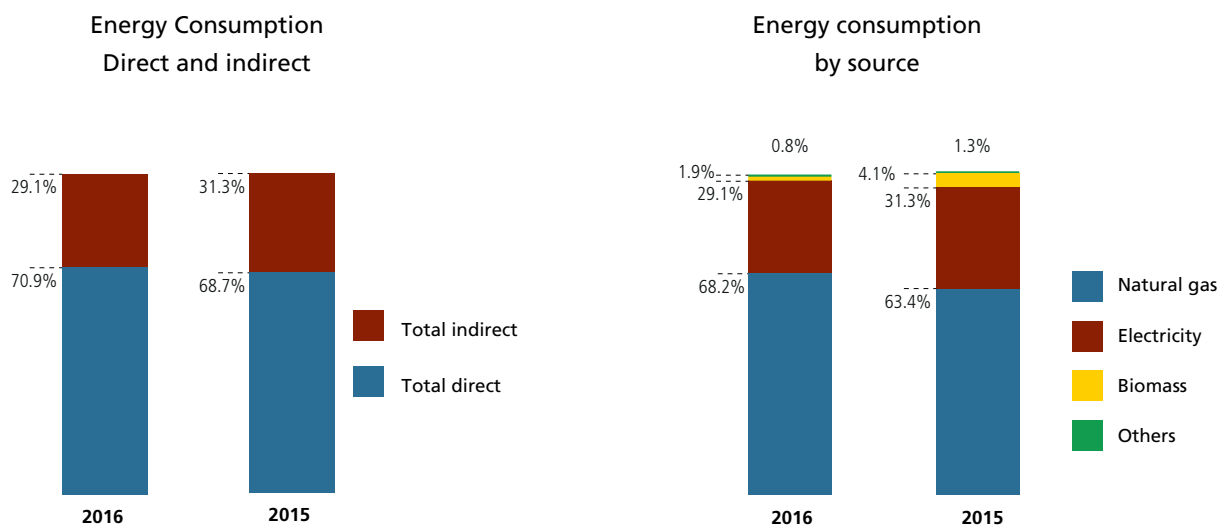
  

CONSUMPTION RENEWABLE ENERGY SOURCES (GJ)	2016	2015
Biomass (*)	84,631	139,705
<b>TOTAL</b>	<b>84,631</b>	<b>139,705</b>
<b>TOTAL DIRECT CONSUMPTION</b>	<b>3,183,424</b>	<b>2,361,919</b>

(\*) Exclusively rice husk, a by-product of our industrial processes.

#### Indirect consumption

INTERMEDIATE ENERGY ACQUIRED AND CONSUMED (GJ)	2016	2015
Electricity	1,304,886	1,074,725
<b>TOTAL INDIRECT CONSUMPTION</b>	<b>1,304,886</b>	<b>1,074,725</b>
<b>TOTAL ENERGY CONSUMPTION (GJ)</b>	<b>4,488,311</b>	<b>3,436,644</b>





## Energy intensity [EN5]

	2016	2015
Total produced (t)	2,877,469	2,498,189
Total energy consumed (GJ)	4,488,311	3,436,644
<b>ENERGY INTENSITY (GJ/T PRODUCT)</b>	<b>1.56</b>	<b>1.38</b>

### ENERGY INTENSITY

**2016**



**2015**



## Reduction of energy consumption [EN6]

Four companies of the Ebro Group have reported initiatives to reduce energy consumption, by a total of €407,657.

COMPANIES	INITIATIVE	COST (€)
Panzani	Heat harnessing of boiler combustion gases to preheat the water New heat exchangers	263,000 €
Garofalo	Installation LED luminaires	24,000 €
Riviana y New World Pasta	Installation LED luminaires. New compressors	120,657 €
<b>TOTAL</b>		<b>407,657 €</b>

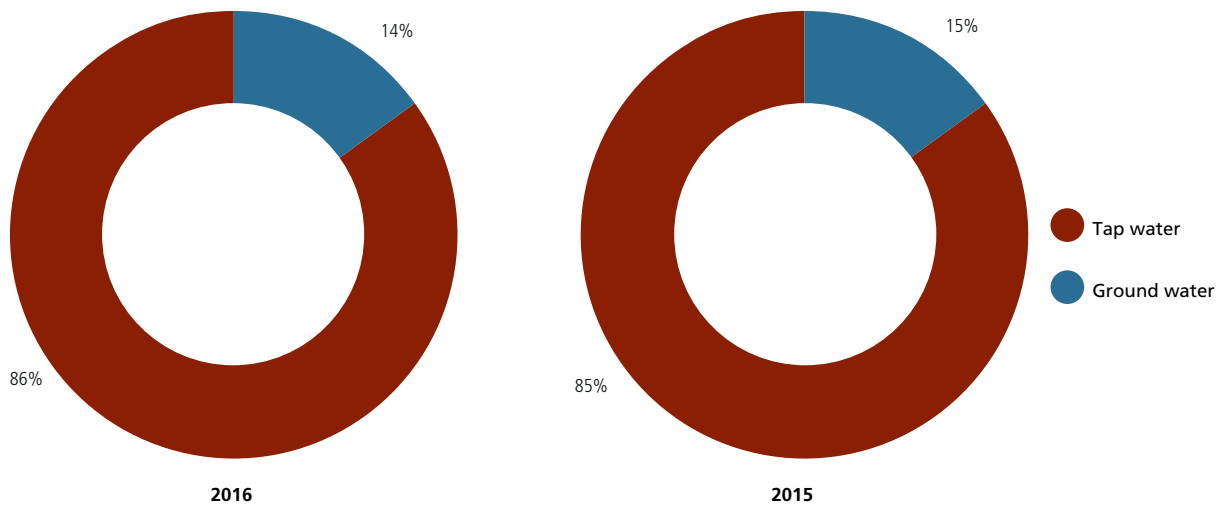
## Water consumption

### Total water consumption [EN8]

TOTAL VOLUME OF WATER WITHDRAWN (M <sup>3</sup> )	INITIATIVE	COST (€)
Tap water (municipal or other utilities)	2,925,528	1,835,550
Groundwater	493,681	320,479
<b>Total industrial processes</b>	<b>3,419,209</b>	<b>2,156,029</b>
Surface water <sup>(1)</sup>	17,340,660	18,553,800
<b>TOTAL WATER WITHDRAWN</b>	<b>20,759,869</b>	<b>20,709,829</b>

(1) The surface water was not withdrawn for our industrial activity but the agricultural activity performed by the subsidiary Rivera del Arroz in Morocco.

### Water consumption (plants)



### Water recycled and reused [EN10]

TOTAL VOLUME OF WATER RECYCLED AND REUSED (M <sup>3</sup> )	2016	2015
Water recycled	111,521	106,219
Water reused	54,212	28,113
<b>TOTAL</b>	<b>165,733</b>	<b>134,332</b>

COMPANIES	INITIATIVE	COST (€)	REDUCTION
Panzani	New pasteurisation equipment	30,000 €	400 m <sup>3</sup> /year
Riviana	New cooker	1,905,000 €	4.5 m <sup>3</sup> /t
<b>TOTAL</b>		<b>1,935,000 €</b>	

## Biodiversity

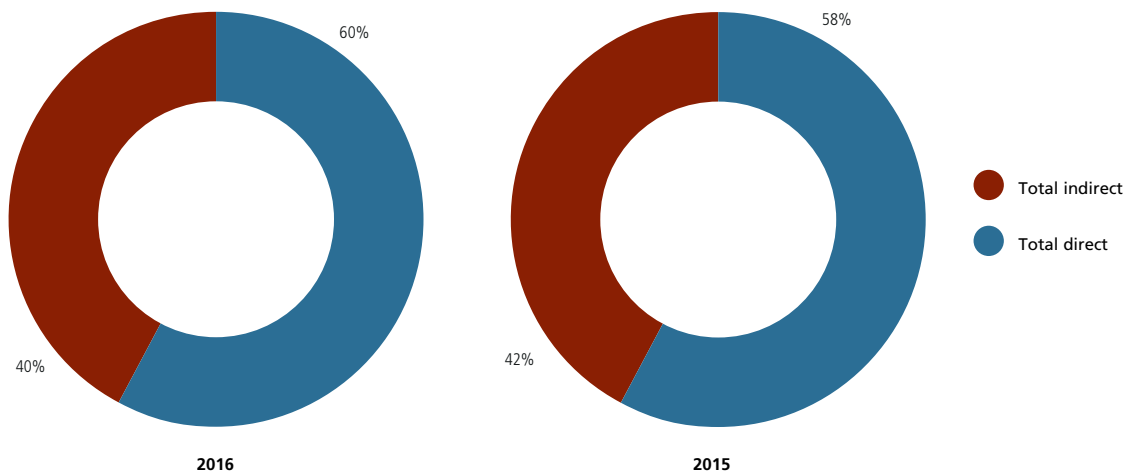
As established in the different strategies, plans and national action registers for biodiversity in the different geographical areas in which our production plants are situated, none of the Ebro Group companies has any operational site owned, leased, managed in, or adjacent to, protected areas or areas of high biodiversity value outside protected areas.

## Emissions

### Direct and indirect greenhouse gas (GHG) emissions (Scope 1 and 2) [EN15 / EN16]

GHG EMISSIONS (t CO <sub>2</sub> -eq)	2016	2015
Direct emissions (Scope 1)	174,221	139,450
Indirect emissions (Scope 2)	114,791	102,216
<b>TOTAL EMISSIONS (t CO<sub>2</sub>-eq)</b>	<b>289,012</b>	<b>241,666</b>

### GHG emissions



### Other indirect GHG emissions (Scope 3) [EN17]

In 2015 the Ebro Foods rice division contracted its main service provider, EccoFreight, which handles most of its shipments, to calculate the carbon footprint of the shipping of our raw materials and products.

This calculation is made using the tool Eccoprint developed by EccoFreight and has a gate-to-gate scope, including the transport (by rail and/or road) from the source plant to the port of departure and from the port of arrival to our plants.

During 2016, EccoFreight handled 74.5% of the shipments of the rice division, with a total of 197,161 tonnes shipped (9,965 TEUS), producing GHG emissions of 29,935 tonnes of CO<sub>2</sub>-eq.

These emissions were not counted for calculation of the indicator EN18.

As from 2017, Ebro Foods will start using the Cool Farm Tool predictive model of Cool Farm Alliance, of which it is a member, to estimate the GHG emissions generated in the production of its agricultural produce, which account for over 50% of the carbon footprint of its products in the case of rice.

### Environmental footprint of SOS

As a pilot project, the Spanish subsidiary of the Group, Herba Ricemills, calculated the environmental footprint of two SOS products in 2016, through their Life Cycle Analysis (LCA).

This study was made for a dual purpose:

1. Determine the categories of the most significant environmental impacts in two products with similar production and format features to a large number of products in the rice portfolio of the Ebro Group. This gives us a rough standard for measuring the environmental footprint of a large number of rice products.
2. Establish the respective value for each stage of the life cycle in order to determine the measures to be taken in our mitigation strategy.

Based on these two Life Cycle Analyses, two Environmental Product Declarations (EPD) were drawn up under ISO 14025 and registered in EnvironDec; they are freely accessible.

It should be noted here that Ebro Foods is the first rice producer in the world to register an EPD for rice products.



With regard to the GHG emissions for both products, as can be seen in the graphs in the “Climate Declarations” attached to the EPD, it has been determined that in practice they are all **scope 3 emissions** generated upstream (50%) or downstream (36%) from our own industrial processes.



# CLIMATE DECLARATION FOR ROUND RICE (SOS)

Declared unit: 1 kg of SOS round rice

The climate declaration shows the emissions of greenhouse gases, expressed as CO<sub>2</sub> equivalents. It is based on verified results from a lifecycle assessment (LCA) performed as basis for an EPD®, in accordance with ISO 14025.

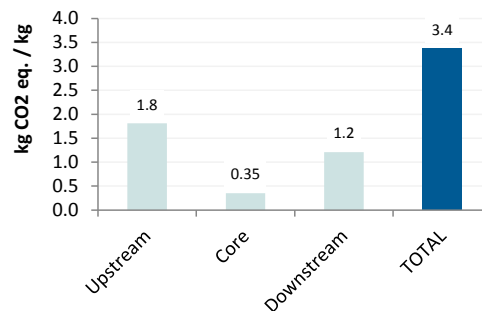
### Information about the product

This EPD is about SOS round white rice cultivated and manufactured in Spain, and packaged in 100% recyclable materials.



### Climate declaration

The table below presents the emissions of greenhouse gases, calculated as kg of carbon dioxide equivalents per kg rice using Global Warming Potential 100 years:



### Information about the company

Ebro Foods is a leading Spanish food Group. Ebro operates in the production and marketing of high value-added products in the rice, pasta, sauces, ready meals, fresh potato and other related sectors.

The Ebro Foods Group is present in 72 countries through 23 subsidiaries that operate in Europe, America, Asia and Africa and its portfolio contains over 70 leading brands. Moreover, the Ebro Group has, through its subsidiaries, 42 industrial plants in 15 different countries and counts 5808 employees on average.

### Other environmental information

This declaration is limited to one impact category. For information about other relevant environmental impacts, see the certified EPD available at [www.environdec.com](http://www.environdec.com).

### Contact information

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Calle Real 43  
41920 San Juan de Aznalfarache  
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E-mail: [atencionalcliente@arrosos.es](mailto:atencionalcliente@arrosos.es)

Web: [www.arrosos.es](http://www.arrosos.es)

EPD PROGRAMME: THE INTERNATIONAL EPD® SYSTEM	REGISTRATION NO: S-P-00901	VALIDITY: 2019-05-03
PCR: 2013-04, V1.02	UN CPC: 231	PCR REVIEW CONDUCTED BY: THE TECHNICAL COMMITTEE OF THE INTERNATIONAL EPD SYSTEM
INDEPENDENT VERIFICATION OF THE DECLARATION AND DATA, ACCORDING TO ISO 14025: EXTERNAL VERIFIER: ANXO MOURELLE ÁLVAREZ		APPROVED BY: THE INTERNATIONAL EPD SYSTEM
LINK TO MORE INFORMATION: <a href="http://environdec.com/en/detail/epd901">HTTP://ENVIRONDEC.COM/EN/DETAIL/EPD901</a>		
CLIMATE DECLARATIONS FROM DIFFERENT PROGRAMS MAY NOT BE COMPARABLE		

# EPD<sup>®</sup>

## CLIMATE DECLARATION FOR LONG RICE (SOS)

Declared unit: 1 kg of SOS long rice

The climate declaration shows the emissions of greenhouse gases, expressed as CO<sub>2</sub> equivalents. It is based on verified results from a lifecycle assessment (LCA) performed as basis for an EPD<sup>®</sup>, in accordance with ISO 14025.

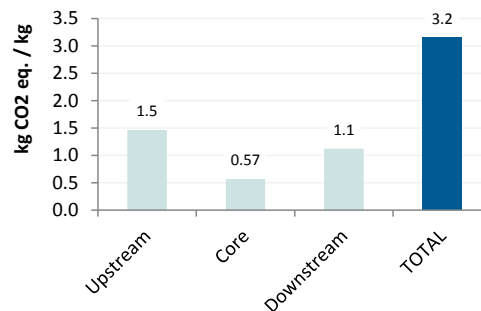
### Information about the product

This EPD is about SOS long white rice cultivated and manufactured in Spain, and packaged in 100% recyclable materials.



### Climate declaration

The table below presents the emissions of greenhouse gases, calculated as kg of carbon dioxide equivalents per kg rice using Global Warming Potential 100 years:



### Information about the company

Ebro Foods is a leading Spanish food Group. Ebro operates in the production and marketing of high value-added products in the rice, pasta, sauces, ready meals, fresh potato and other related sectors.

The Ebro Foods Group is present in 72 countries through 23 subsidiaries that operate in Europe, America, Asia and Africa and its portfolio contains over 70 leading brands. Moreover, the Ebro Group has, through its subsidiaries, 42 industrial plants in 15 different countries and counts 5808 employees on average.

### Other environmental information

This declaration is limited to one impact category. For information about other relevant environmental impacts, see the certified EPD available at [www.environdec.com](http://www.environdec.com).

### Contact information

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Web: [www.arrozsos.es](http://www.arrozsos.es)

EPD PROGRAMME: THE INTERNATIONAL EPD <sup>®</sup> SYSTEM	REGISTRATION NO: S-P-00902	VALIDITY: 2019-05-03
PCR: 2013:04, V1.02	UN CPC: 231	PCR REVIEW CONDUCTED BY: THE TECHNICAL COMMITTEE OF THE INTERNATIONAL EPD SYSTEM
INDEPENDENT VERIFICATION OF THE DECLARATION AND DATA, ACCORDING TO ISO 14025: EXTERNAL VERIFIER: ANXO MOURELLE ÁLVAREZ	APPROVED BY: THE INTERNATIONAL EPD SYSTEM	
LINK TO MORE INFORMATION: <a href="http://environdec.com/en/detail/epd902">HTTP://ENVIRONDEC.COM/EN/DETAIL/EPD902</a>		
CLIMATE DECLARATIONS FROM DIFFERENT PROGRAMS MAY NOT BE COMPARABLE		

The most important upstream emissions are generated in the production of our agricultural raw material (rice) and in this regard, as from 2017, Ebro Foods will gradually start using the Cool Farm Tool predictive model of Cool Farm Alliance (<https://coolfarmtool.org>), of which it is a member, both to estimate the GHG emissions generated by the production of its agricultural produce and to identify mitigation strategies and implement them with growers.

Our actions in respect of downstream emissions, generated in the preparation of the rice by the end consumer and the management of packaging waste, focus on consumer awareness campaigns, recommending them to follow the instructions and guidelines printed on the packaging for optimum cooking times and adequate-sized portions, and on how to discard adequately of the packaging for subsequent processing. In this context, we highlight the action Recipes4Change, developed together with the UN SDG-F. Full information on this can be found in the chapter Commitment to Society in this Report.

**GHG emissions intensity  
[EN18]**

	2016	2015
Total produced (t)	2,877,469	2,498,189
Total GHG emissions (t CO <sub>2</sub> -eq)	289,012	241,666
<b>GHG EMISSIONS INTENSITY (t CO<sub>2</sub>-EQ /t PRODUCT)</b>	<b>0.1</b>	<b>0.097</b>

**GHG Intensity**

**2016**



**2015**





**Emissions of ozone-depleting substances  
[EN20]**

No ozone-depleting substances have been generated.

**NOx, SOx and other significant air emissions  
[EN21]**

AIR EMISSIONS (t)	2016	2015
NOx	306	244
SOx	13	10
VOC	6	5
Particulate matter (PM)	5	20
<b>TOTAL EMISSIONS (t)</b>	<b>330</b>	<b>279</b>

Only the natural gas combustion (principal source) has been considered at our plants to calculate the NOx, SOx and VOC emissions.

The emissions of particulate matter reported are those produced in the handling of agricultural raw materials at our plants. These data are merely approximate since only six of our plants obtained a reliable figure. We are still working towards obtaining complete, consistent information on this point.

**Effluent and waste**

**Water discharge  
[EN22]**

WATER DISCHARGED (M³)	2016	2015
Process water and sewage	2,144,287	1,557,194
<b>TOTAL EFFLUENT</b>	<b>2,144,287</b>	<b>1,557,194</b>

DESTINATION OF WATER DISCHARGE (M³)	2016	2015
Sewerage system or treatment facility	2,061,123	1,511,900
Surface water	83,163	45,294

**Waste generation**  
**[EN23]**

WASTE (t)	2016	2015
Hazardous	66	31
Non-hazardous	23,916	17,752
<b>TOTAL WASTE</b>	<b>23,982</b>	<b>17,783</b>

All the hazardous waste is transferred to authorised waste disposal contractors for treatment according to the laws in place in each region.

Non-hazardous waste is separated by type and also handled by authorised waste disposal contractors, favouring recycling and reuse whenever possible.

**Significant spills**  
**[EN24]**

No spills occurred in 2016.

**Compliance / Expenditure and investment**

**Compliance with laws and regulations**

Total compliance with the laws and regulations applicable to its activities is a basic principle in the Ebro Group environmental management. All the production plants of the Ebro Group operate under the applicable certifications, specifications and authorisations in their respective geographical areas and internally manage their environmental aspects accordingly.

**Environmental certification and management systems**

Apart from the three production plants of the French subsidiary Panzani reported in earlier years, the Garofalo plant (new acquisition) also has an environmental management system certified under the standard UNE-EN-ISO 14001.

COMPANY	COUNTRY	NAME OF PLANT	CERTIFICATE
Panzani	France	SEMOLINA GENNEVILLIERS	ISO 14001
Panzani	France	SEMOLINA MARSEILLE LITTORAL	ISO 14001
Panzani	France	SEMOLINA MARSEILLE ST. JUST	ISO 14001
Pastificio Lucio Garofalo	Italy	GRAGNANO	ISO 14001

**Non-compliance, fines and sanctions  
[EN29]**

There has been no non-compliance with laws or regulations and no fines or sanctions.

**Environmental protection expenditures and investment  
[EN31]**

	2016	2015
Expenditure in management and control	408,443 €	598,798 €
Investment to minimise environmental impact	3,417,258 €	942,927 €
<b>TOTAL</b>	<b>3,825,701 €</b>	<b>1,541,725 €</b>

The investments reported here include those mentioned in EN6 and EN10 for the reduction or optimisation of energy and water consumption, which are also considered environmental investments.



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# COMMITMENT TO OUR PUBLIC EBRO 2016

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## Commitment to our public

Customers and consumers are two of the driving forces for development, evolution and growth of the company. The Ebro Group uses a wide variety of tools to:

1. Offer them a broad portfolio of healthy, differentiated products.
2. Anticipate and meet their needs for consumption.
3. Guarantee top quality in its products and services, meeting not only the quality standards and requirements stipulated in law, but also any stricter standards to guarantee that top quality.
4. Watch out for their health and safety, meeting the strictest food safety standards.

### Our main tools

#### 1. R&D and Innovation

This is what distinguishes us from our rivals, enabling us to develop unique products and technologies to meet the needs of our customers and consumers and provide them with a differentiated range of products delivering value added.

The Ebro Group is a pioneer in the development of new concepts and innovation in the segments in which it operates. This can be seen in the new products put on the market over the past three years, such as Brillante Sabroz, Lustucru Selection, Quick Pasta, Ancient Grains, SOS Para, SOS Vidasania, Brillante a la Sartén, SOS Platos, Squeez Sauces, gluten free, brown/wholewheat rice and pastas, high-fibre and high-calcium products, quinoa, Brillante Benefit, etc.

Approximately one-third of the Ebro Group's total investment budget is set aside each year for innovation.

*NB: Further information on R&D and Innovation can be consulted in point 3 of the Annual Report (Business Model)*

#### 2. Quality Control and Food Safety Systems

- i. **Good Manufacturing Practices (GMP):** contemplating good practices for the handling, packaging, storage and carriage of fresh products.
- ii. **Hazard Analysis and Critical Control Point (HACCP):** a system for identification and control of the possible problems that may come to light during the design and production processes.
- iii. **Quality Assurance Standards,** such as:
  - ◆ The standards established by the International Organisation for Standardization (ISO 9001:2000, ISO 9001:2008 and ISO 22000).
  - ◆ The International Food Standards (IFS), which, structured in line with ISO 9001:2000, are among the highest distinctions in Food Safety in all distribution sectors in Europe.

- ◆ The BRC (British Retail Consortium) certification, one of the internationally most widespread models for distributors and large retail outlets to rate their brand product suppliers.
- ◆ The Danish DS standards (Danish HACCP Code), for developing a HACCP system in the food industry and in the manufacturing of packing and packaging for food products.

The effectiveness of these programmes is assessed regularly by independent experts.

All the Ebro Group’s plants are now certified for quality and food safety, and in 2016 five new certificates were obtained.



46

NO. PLANTS



100

CERTIFICATES



5

NEW SINCE 2016

COMPANY	COUNTRY	NAME OF PLANT	CERTIFICATE
<b>American Rice</b>	USA	Freeport	SQF (Packaging and Warehousing)
<b>Arrozeiras Mundiarroz</b>	Portugal	Coruche	ISO 9001 ISO 22000 Food Product Certification IFS
<b>Boost Nutrition</b>	Belgium	Merksem	IFS Kosher Organic Certification
<b>Catelli Foods Corporation</b>	Canada	Montreal	SQF
		Delta	BRC
		Hamilton	BRC
<b>Celnat</b>	France	Saint Germain Laprade	Organic Certification
<b>Danrice</b>	Denmark	Orbaek	BRC ISO 22000
<b>Ebro India</b>	India	Taraori	ISO 22000 Organic Certification BRC <b>Kosher</b> <b>IPQC</b>
<b>Herba Bangkok</b>	Thailand	Bangkok	ISO 9001 BRC Organic Certification Halal Kosher <b>GMP &amp; HACCP</b>

COMPANY	COUNTRY	NAME OF PLANT	CERTIFICATE
<b>Herba Egypt</b>	Egypt	Mansoura	ISO 22000
<b>Herba Ingredients</b>	Belgium	Schoten	IFS GMP Kosher
			IFS GMP Kosher Organic Certification
	Netherlands	Wormer	IFS GMP Kosher Halal Organic Certification Chinese Organic
<b>Herba Ricemills</b>	Spain	Coria del Río	ISO 9001 Ecological Production
		San Juan de Aznalfarache (Ready foods plant and rice plant)	ISO 9001 BRC IFS
		Aldea	ISO 22000 BRC Kosher
		Jerez de la Frontera (Ready foods plant)	ISO 9001 BRC IFS
		Silla	ISO 9001 BRC IFS
		Algemesí (Ready foods plant)	ISO 9001 IFS BRC
		Algemesí (Rice plant)	ISO 9001
		Algemesí (Flour mill)	IFS
		La Rinconada	IFS
<b>Lassie</b>	Netherlands	Wormer	Organic Certification IFS GMP FEED
<b>Mundiriso</b>	Italy	Vercelli	IFS BRC ISO 22000 Organic Certification
<b>Mundi Riz</b>	Morocco	Larache	ISO 22000
<b>New World Pasta</b>	USA	Saint Louis	SQF
		Winchester	SQF
		Fresno	SQF

COMPANY	COUNTRY	NAME OF PLANT	CERTIFICATE			
<b>Panzani</b>	France	La Montre	ISO 9001 IFS			
		Saint Genis Laval (Fresh pasta plant)	IFS			
		Gennevilliers	IFS			
		Lorette (Fresh pasta plant)	IFS			
		Nanterre	ISO 9001 IFS			
		Littoral	IFS			
		Saint Just	IFS			
		Vitrolles	IFS ISO 9001			
		Communay (Fresh pasta plant)	IFS			
		Lyon	Organic Certification			
<b>Pastificio Lucio Garofalo</b>	Italy	Gragnano	Kosher Halal ISO 9001 Organic Certification BRC IFS <b>Vegan</b>			
			<b>Riviana Foods</b>	USA	Memphis	SQF
					Brinkley	SQF
					Clearbrook	SQF
					Alvin	<b>SQF</b>
<b>Roland Monterrat</b>	France	Carlisle	SQF			
		Feillens	IFS			
<b>S&amp;B Herba Foods</b>	UK	Cambridge	BRC Kosher			
		Liverpool	BRC Kosher			

\* The certificates obtained in or after 2016 are in bold type

### Principal performance indicators on Product Responsibility

The details presented below have been obtained from all the companies operating in the brand businesses of the Ebro Group (listed in the section About this report) and have been prepared in accordance with the G4 Guidelines of the Global Reporting Initiative (GRI).



## Customer Health and Safety [PR1 / PR2]

The following companies of the Ebro Group have made health and safety assessments to promote improvements:

	% PRODUCTS ASSESSED BY CATEGORY
<b>Arrozeiras Mundiarroz</b>	
Essential	100%
Noodles	100%
Pre-cooked	100%
Special	100%
Traditional	100%
<b>Lassie</b>	
Mixes	66.67%
Organic grain	100%
Specialties	66.67%
<b>Herba Bangkok</b>	
White rice	100%
Cargo rice	100%
Organic grains	100%
Enriched grains	100%
<b>Herba Egypt</b>	
White camolino rice	100%
White natural rice	100%
<b>Mundi Riz</b>	
White rice	100%
Cargo rice	100%
Paddy rice	100%
Parboiled rice	100%
<b>New World Pasta Group</b>	
Healthy	100%
Specialties	100%
Traditional	100%
<b>Riviana Group</b>	
Healthy	100%
Specialties	100%
Traditional	100%

No incidents were recorded during the year that could affect health and safety.

## Product and Service Labelling [PR3 / PR4 / PR5]

All our companies comply with the national laws and regulations applicable in each country. In addition, the following companies also provide the following information:

COMPANY	% PRODUCTS
<b>Environmental impact</b>	
Pastificio Lucio Garofalo	38%
Herba Egypt	100%
Mundi Riz	100%
<b>Method of product elimination</b>	
Pastificio Lucio Garofalo	40%
Herba Egypt	100%
Herba Ricemills	100%
Mundi Riz	100%
New World Pasta Group	100%
Riviana Group	100%
Panzani Group	100%
<b>Source of ingredients</b>	
Arrozeiras Mundiarroz	100%
Pastificio Lucio Garofalo	100%
Herba Bangkok	100%
Herba Egypt	100%
Mundi Riz	100%
Herba Ricemills	13%
Panzani Group	50%
New World Pasta Group	100%
Riviana Group	100%
<b>Product safety instructions</b>	
Arrozeiras Mundiarroz	100%
Herba Egypt	100%
Mundi Riz	100%
Panzani Group	100%
New World Pasta Group	100%
Riviana Group	100%

There have been no incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling.

The companies of the Ebro Group do four-monthly, annual or two-yearly customer satisfaction surveys (food companies, distribution and consumers) and have established communication channels with their customers via e-mail, questionnaires, website, telephone, etc.



The main conclusions of those surveys were:

- ◆ Positive trend in the assessment of the overall service
- ◆ Good score in our customers' satisfaction rating
- ◆ Requests for new products

It has been established that the company has a clear product responsibility communication policy and clear communication in the social media.

## Marketing Communications [PR6 / PR7]

None of the companies of the Ebro Group sells products that are banned in certain markets or the subject of public debate among stakeholders. There have been no incidents of non-compliance with marketing communication regulations in any of the companies.

## Customer services and privacy [PR8]

### Customer Services













































Information on the nutritional properties of all Ebro Group products is provided on the packaging, along with the physical address of the company and, where appropriate, its website, e-mail and telephone number.


The different customer services departments collect data and generate information for the quality system. Grievances are answered by telephone or e-mail, according to the details given by the customer. A case file is opened for each incident and reported internally to the Quality Department, which checks and monitors the relevant quality system in case of error and takes the necessary measures to offer a solution.


As a rule, the companies follow up all grievances by telephone to check consumer satisfaction.


Statistical monitoring is regularly conducted of all incidents and proposals for improvement made by consumers are discussed at the different Management Committee meetings held every month within each company.


The channels used with consumers in our companies are indicated below:


COMPANY	TYPE OF CHANNEL	CONTACT THROUGH
New World Pasta	External	   
Riviana	External	   
Catelli y Olivieri	External	   
Lustucru Frais	Internal	 
Garofalo France	Internal	
Panzani	Both External  Internal 	   
Herba Ricemills	External	 
Euryza	Both External  Internal 	   
Risella OY	External	
Pastificio Lucio Garofalo	Internal	   
Lassie	Internal	  
Boost Nutrition	Internal	  
Arrozeiras Mundiarroz	Internal	   

Tel.  


Mail  


Web  


Letter  


Social Media  


None of the companies of the Ebro Group received any complaints during 2016 concerning breaches of customer privacy and losses of customer data.

## % Production outsourced [FP5]

This table shows the percentage of production volume manufactured at certified sites by an independent third party according to internationally recognized food safety management system standards:

SUBSIDIARY	PRODUCT MANUFACTURED	NAME OF PRODUCER	COUNTRY	% PRODUCTION
Arrozeiras Mundiarroz	Pre-cooked	Herba Ricemills	Spain	100.00%
	Noodles	Nissin Foods Kft.	Hungary	100.00%
Boost Nutrition	Tinned rice pudding	Limelco	Belgium	0.90%
	Microwave cups	Herba	Spain	0.22%
	Grain with quinoa	Lassie	Netherlands	0.16%
	Rice cakes	Sanorice	Belgium	0.27%
	Pet food	Mix International	Netherlands	0.06%
	Pasta	Tandoi SpA	Italy	2.11%
Pastificio Lucio Garofalo	Pasta	Pastificio Newlat	Italy	3.99%
	Pasta	Liguori Pastificio SpA	Italy	2.83%
	Pasta	De Matteis Agroalimentare	Italy	3.52%
	Pasta	Mutlu	Turkey	21.29%
	Pasta	Pastificio Vietri, Paone, Pastai Gragnanesi, Labor	Italy	1.08%
	Cous Cous	Panzani	France	0.29%
Herba Ricemills	Long-grain cargo rice	Comunidad de Bienes San Andrés	Spain	2.70%
Mundi Riso	Parboiled rice	Parboriz	Italy	0.85%
	Parboiled rice	Riseria di Vespolate	Italy	1.41%
	Cargo rice	Riseria di Vespolate	Italy	0.07%
	Parboiled rice	Riso Scotti	Italy	0.06%
	Parboiled rice	Riso Viazzo	Italy	3.95%
	Cargo rice	Agricola Belvedere	Italy	0.02%
New World Pasta	Pasta	A Zerega & Sons	USA	2.57%
	Gluten free pasta	Molino Andriani	Italy	1.85%
	Lasaña	Luchetti	Chile	0.50%
	Lasaña	Valin	Italy	0.02%
	Sauce	Inpralsa	Spain	0.36%
	Mac & cheese Meal	Bay Valley	USA	0.08%
	Pasta	Griss Pasta	Canada	0.68%
Riviana	Rice specialties	Farmers Rice Coop	USA	0.10%
	Rice specialties	ADM Rice	USA	1.01%
	Rice	Sem Chi	USA	0.74%
	Rice mix	Crest Foods	USA	0.11%
Stevens&Brotherton Herba Foods	Ground rice	Moorehead McGavin	UK	0.001%



## Promotion of healthy food and healthy lifestyle [FP7]

The Ebro Group is investing heavily in a new category of products targeting health, putting new products on the market based on concepts such as ancient grains, gluten free, quinoa, whole grain, high fibre, vitamins, minerals, etc., focusing increasingly on everything to do with organic and natural foods.

A new division has thus been created within the Ebro Group, headed by Alimentation Santé, comprising the latest acquisitions made by the Ebro Group in the organic foods segment: Celnat (2016) and Vegetalia (2017), and everything that complements this category through the future organic and inorganic growth of the Ebro Group.

Sales in the healthy segment accounted for 10.67% of the sales of branded products of the Ebro Group in 2016.

### Details of sales in the healthy food range, by company

COMPANY	TOTAL SALES HEALTHY (€)	% TOTAL SALES OF THE COMPANY 2016
Herba Ricemills	10,985,963	9.49%
Panzani	5,742,094	1.73%
New World Pasta	78,205,473	14.45%
Riviana	64,787,770	9.95%
Pastificio Lucio Garofalo	37,736,766	24.39%
Euryza	5,479,713	12.16%
Lassie	853,002	3.07%
Arrozeiras Mundiarroz	164,222	0.49%
Herba Ricemills Romania	215,410	3.53%
Riceland Magyarorzag	417,023	7.25%
Boost Nutrition	1,374,552	8.59%
Risella Oy	322,566	7.25%



**SUSTAINABLE SOURCING: MANAGEMENT  
OF THE SUPPLY CHAIN  
EBRO 2016**

**1** NO POVERTY



**2** ZERO HUNGER



**12** RESPONSIBLE CONSUMPTION AND PRODUCTION



**15** LIFE ON LAND



## Sustainable sourcing: management of the supply chain

One of the fundamental principles of the sustainable management of the Ebro Group is to guarantee the sustainability of its products throughout the entire value chain. The first and principal link in this chain is the production and sourcing of its agricultural raw materials. The Ebro Group is acting directly and in two ways with the main players in its supply chain. On the one hand, it is working side by side with growers to promote sustainable agriculture in environmental, economic and social aspects, and on the other, it is controlling the performance of its industrial suppliers in respect of corporate responsibility through internal or external audits and collaborating with them to secure continuous improvement.

### Sustainable agricultural raw material

After joining the SAI Platform in 2015, during 2016 the Ebro Group has taken another step forward in its commitment to the sustainable production of its agricultural raw materials, particularly rice, by becoming a member of the Sustainable Rice Platform (SRP, <http://www.sustainablerice.org/>). The SRP is a multi-stakeholder initiative co-convened by the UN Environment (UNEP) and the International Rice Research Institute (IRRI, <http://irri.org/>) to promote sustainability in the rice sector, especially Asian (<http://www.sustainablerice.org/About-Us/>), paying special attention to smallholders.

In this context, the Ebro Group will use the sustainable crop standards of the SAI and the SRP as qualitative benchmarks in the different initiatives and projects that it has set up to improve the sustainability of growers in its sourcing regions.

### SAIRISI Project in Italy

SAIRISI is a project coordinated by the SAI Platform, begun towards the end of 2015 by Unilever, Kellogg's, Migros and Ebro Foods, all members of the Rice Group of that platform.

Within this project in 2016, 60 growers attended three training sessions given by scientists from the Italian National Rice Research Centre (ENTERISI) and external experts from universities and NGOs. Those sessions addressed the topics of working the soil and nutrients, precision agriculture, crop protection, environment and biodiversity, as well as the latest EU Common Agricultural Policy.

The project also included two field visits, during which the growers were able to visit model farms at which agricultural and environmental best practices are applied. GHG emissions in the rice crop -a fundamental issue for this raw material- was addressed during one of the visit, through several presentations on the Life Cycle Analysis given by the researcher Alessandra Fusi, the Cool Farm Tool predictive model and the results of work done in Spain by Ebro Foods. Control and mitigation of methane emissions in the rice crop is crucial for the future of the sector and it is one of the focal points of the Ebro Group's sustainability strategy.

SAIRISI has been a great success with growers, but also with the other players in the Italian rice sector and will continue in 2017, covering a larger number of growers and partners. The training given will be improved after the results of the assessment made by Ebro Foods with its growers through the Farm Sustainability Assessment of SAI-P, the conclusions of which were shared with the project by the Ebro Group.

### Farm Sustainability Assessment in Seville

Through our Spanish subsidiary Herba Ricemills, at the end of 2016 we asked an independent third party to assess a representative sample of the growers who supply rice in Seville for our Brillante brand, against the sustainable crop





standard of the SAI Platform. The samples in this assessment were rated very highly: 80% were rated GOLD and the remaining 20% Silver, classifying the Sevillian rice-growing region as one of the most sustainable in the world. This assessment entitles us to include the Gold Quality seal on the packaging of Brillante rice.

The assessment identified two aspects (GHG and biodiversity) in which there was room for improvement. The Ebro Group is currently discussing with several stakeholders how to help growers and the sector to improve their performance in these aspects.

### **Climate Smart Agriculture Project in the Ebro delta**

This project, which we presented in our Sustainability Report 2015, produced its first results in 2016, establishing that most of the GHG emissions generated by the rice fields occur at the post-harvest stage (70%). With this information we are able to optimise our efforts to mitigate them. In fact, at the end of 2016 we began a project with mitigation strategies for that period, based on handling of the stubble and winter flooding.

We also compared the results of the direct measurements obtained in this project and in Italy with the Cool Farm Tool predictive model of the Cool Farm Alliance (<https://coolfarmtool.org/cool-farm-alliance/>), confirming that the model obtained in the Delta could be valid to estimate the GHG emissions in the rice fields situated in European production areas and establish base lines for action. However, it is not as precise as the Cool Farm Alliance model, so the Ebro Group has joined the alliance to improve all the measurements.

### **EKTA Project in India**

The EKTA (Ebro Kissan Training and Awareness) programme, begun in 2015 and led by our subsidiary Ebro India, was extended in 2016 to 26 villages (compared to 6 in 2015), involving around 2,000 farmers.

The project, in which 10 professionals from Ebro India participate alongside an expert from Haryana University, extended its training tools this year and in addition to the informative sessions, it has made a radio programme available for farmers, in which farmers are able to ask questions live to a rice crop specialist.

A visit to Haryana University was also organised for 60 farmers, who attended a presentation on good agricultural practices and visited experimental fields.

## Industrial suppliers

The Ebro Group is working actively within and outside its consolidated group to ensure compliance with the corporate responsibility and sustainability parameters in its supply chain and that of its customers.

In order to monitor its supply chain and ensure compliance with its Code of Conduct for Suppliers, Ebro Foods has updated its contract in Sedex (<https://www.sedexglobal.com/es>), becoming an AB member of the platform, enabling it to act as both supplier and client. Sedex is a global not-for-profit membership organisation, which has the world's largest collaborative platform for sharing responsible sourcing data on supply chains.

### The Ebro Group

All the companies in the rice division are included in the new AB account of the Ebro Group and those of the pasta division are in the process of being included.

### Ethical audits 2016 – Ebro Foods production plants

COMPANY	PLANT	STANDARD	AUDIT FIRM
Herba Ricemills	Seville	WCA	Intertek
S&B	Cambridge	SMETA 4-Pillar	Bureau Veritas
Herba Ingredients	Plant B/C/D	SMETA 4-Pillar	Intertek
Riviana	Delta	SMETA 4-Pillar	SGS
Herba Ricemills	Rinconada	SMETA 4-Pillar	Intertek
Riviana	Carlisle/Brinkley	SMETA 4-Pillar	SGS

The results of all these audits were positive, with only minor non-conformities.

### External suppliers

In 2016, the Ebro Group embarked on an engagement process with its industrial suppliers through the Sedex platform to be able to monitor their ESG performance and help them to improve. This process, begun so far with rice suppliers, entails:

- ◆ Registration of the supplier as a B member in Sedex
- ◆ Self-assessment and relation with the Ebro Group account
- ◆ Risk assessment using specific tool provided by Sedex and definition of an audit plan
- ◆ Ethical audit



## Details of our supply chain

The information reported in this section only takes into account the supply chains of agricultural raw materials (rice and durum wheat) of Ebro Foods, which account for the bulk of the raw materials used by the Ebro Group.

Both rice and durum wheat are purchased from three types of 1st tier suppliers, which may vary according to the countries in which the raw material is sourced:

- ◆ Farmers or cooperatives
- ◆ Mills and/or plants
- ◆ Traders

Most of the raw material is purchased on the local markets in the countries in which we operate and directly from farmers or cooperatives.

There is relatively little variation from one year to the next in the pool of countries in which we source materials but do not operate, the direct suppliers we use in those countries and the volumes purchased per supplier category. However, within those categories, the operators from whom we buy and the volumes bought from each one may vary considerably depending on our needs in respect of price, quality, customer specifications, etc.

## Volumes by origin

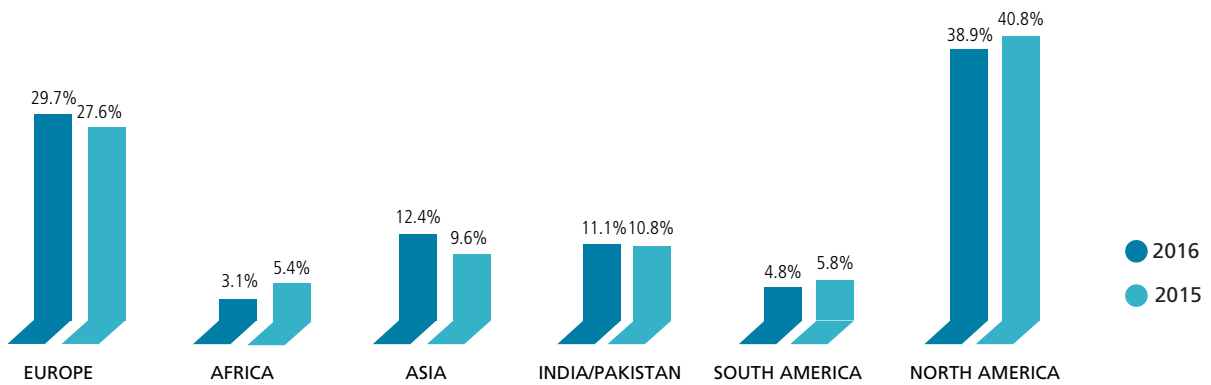
### Rice

The rice supplies for the Ebro Group have been very stable over the past two years in both total volume and volume by origin, our most important sourcing regions being North America and Europe (see Fig. 1).

ORIGIN	2016 (t)	2015 (t)
Europe	451,816	421,085
North America	591,867	621,653
South America	72,456	88,149
India/Pakistan	168,533	164,846
Africa	47,632	82,169
Southeast Asia	188,178	147,115
<b>TOTAL</b>	<b>1,520,483</b>	<b>1,525,017</b>

**FIGURE 1**

Rice sourcing / Origins (%)



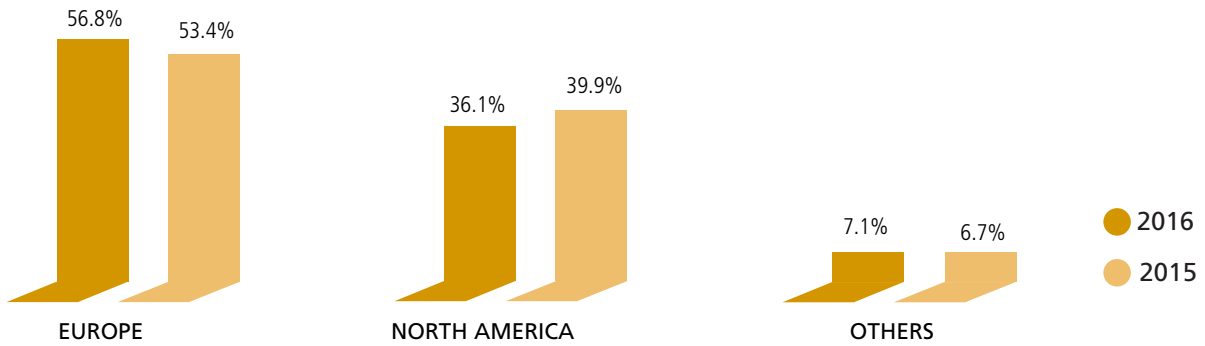
## Durum wheat

The Ebro Group sources its wheat mainly in Europe and North America, France and the USA being the two most important countries in purchase volume.

ORIGIN	2016 (t)	2015 (t)
Europe	481,418	413,706
North America	305,764	309,665
Others	59,828	51,884
<b>TOTAL</b>	<b>847,010</b>	<b>775,255</b>

**FIGURE 2**

Wheat sourcing / Origins (%)



## Volume by supplier

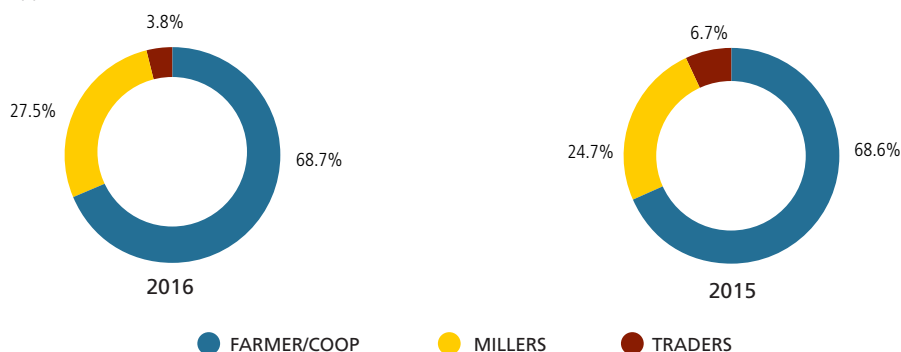
### Rice

On a global level, the vast majority of the rice is bought directly from farmers or cooperatives and the rest from millers and traders (see Fig. 3).

1 <sup>ST</sup> TIER SUPPLIERS	2016 (t)	2015 (t)
Farmer/Coop	1,041,280	1,046,769
Millers	416,964	376,787
Traders	58,031	101,461

**FIGURE 3**

Rice sourcing / 1<sup>st</sup> tier suppliers (%)

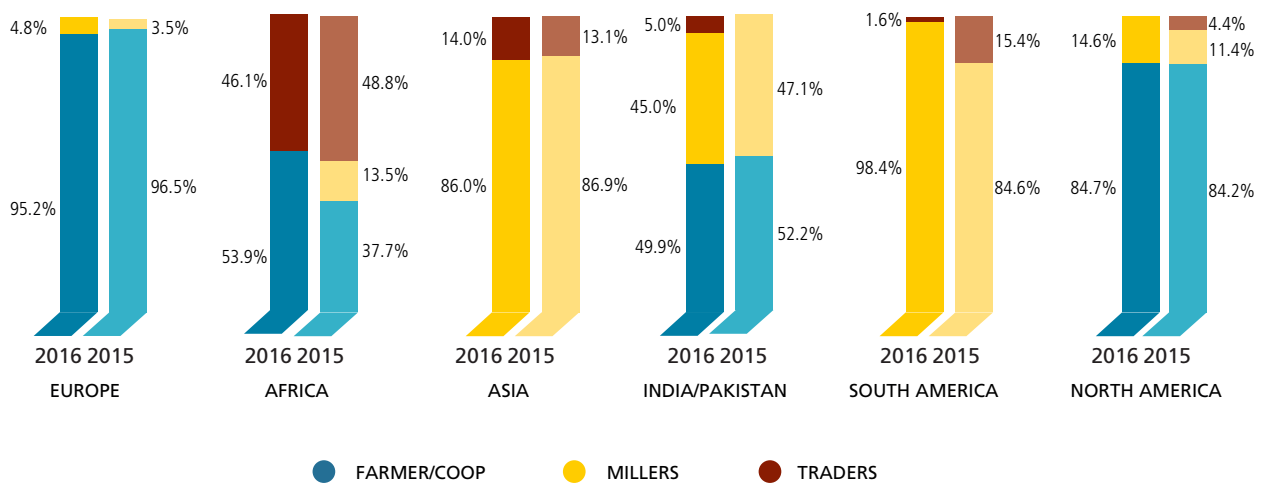


At a disaggregated level, this volume/supplier distribution varies considerably from one geographical region to another, but remains relatively constant for each region between 2015 and 2016 (see Fig. 4).

1 <sup>ST</sup> TIER SUPPLIERS / ORIGINS (t)	EUROPE 2016	EUROPE 2015	AFRICA 2016	AFRICA 2015	ASIA 2016	ASIA 2015	INDIA/PAK. 2016	INDIA/PAK. 2015	SOUTH AMERICA 2016	SOUTH AMERICA 2015	NORTH AMERICA 2016	NORTH AMERICA 2015
Farmer/Coop	430,198	406,216	25,660	30,965			84,154	86,047			501,268	523,541
Millers	21,618	14,869	1	11,098	161,778	127,865	75,877	77,663	71,298	74,577	86,391	70,715
Traders			21,971	40,106	26,400	19,250	8,502	1,136	1,158	13,572		27,397

FIGURE 4

Rice sourcing / 1<sup>st</sup> tier suppliers / Origins (%)



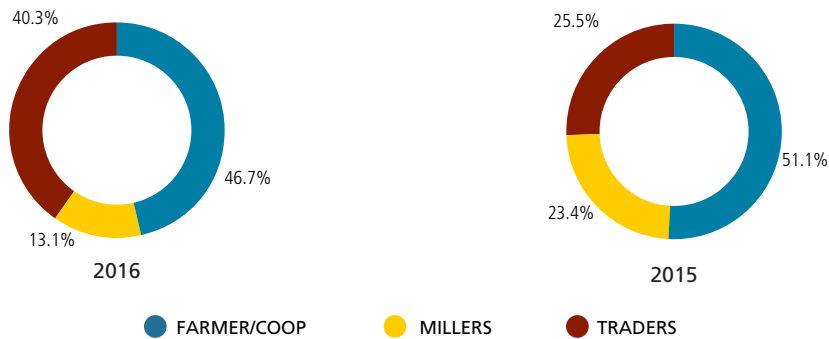
## Durum wheat

Just as for rice, on a global level most of the wheat is sourced directly from farmers or cooperatives, although in a smaller proportion. The rest of the volume is bought from traders and millers (see Fig. 5).

1 <sup>ST</sup> TIER SUPPLIERS	2016 (t)	2015 (t)
Farmer/Coop	395,309	396,062
Millers	110,663	181,544
Traders	341,038	197,649

**FIGURE 5**

Wheat sourcing / 1<sup>st</sup> tier suppliers (%)



At a disaggregated level, the direct suppliers are totally different for each geographical region: mainly farmers or cooperatives in Europe and traders in North America (see Fig. 6).

1 <sup>ST</sup> TIER SUPPLIERS (t)	EUROPE 2016	EUROPE 2015	NORTH AMERICA 2016	NORTH AMERICA 2015	OTHERS 2016	OTHERS 2015
Farmer/Coop	395,309	396,062				
Millers	25,158	13,054	25,677	116,934	59,828	51,556
Traders	60,951	4,590	280,087	192,731		328

**FIGURE 6**

Wheat sourcing / 1st tier suppliers / Origins (%)

