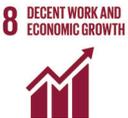


COMMITMENT TO OUR TEAM
EBRO 2016



Commitment to our team

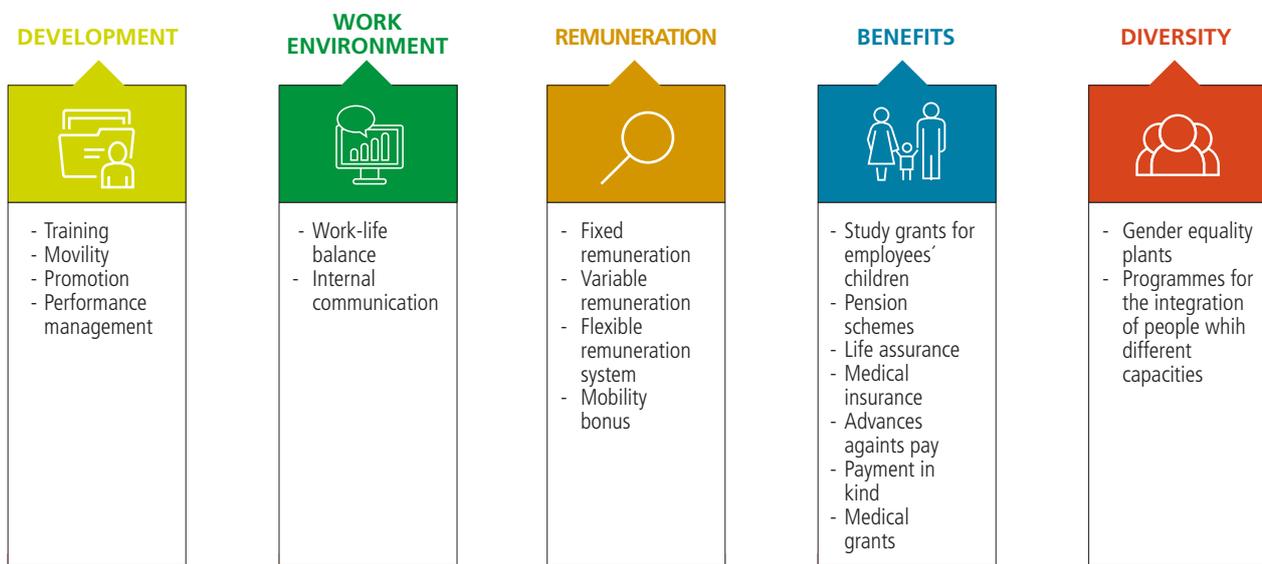
One of the main sources of value generation in the Ebro Group is its workforce of over 6,100 professionals, a very close-knit team of professionals with enormous talent potential aligned with the strategy of the organisation. Through the human resources departments of the different subsidiaries, the 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:

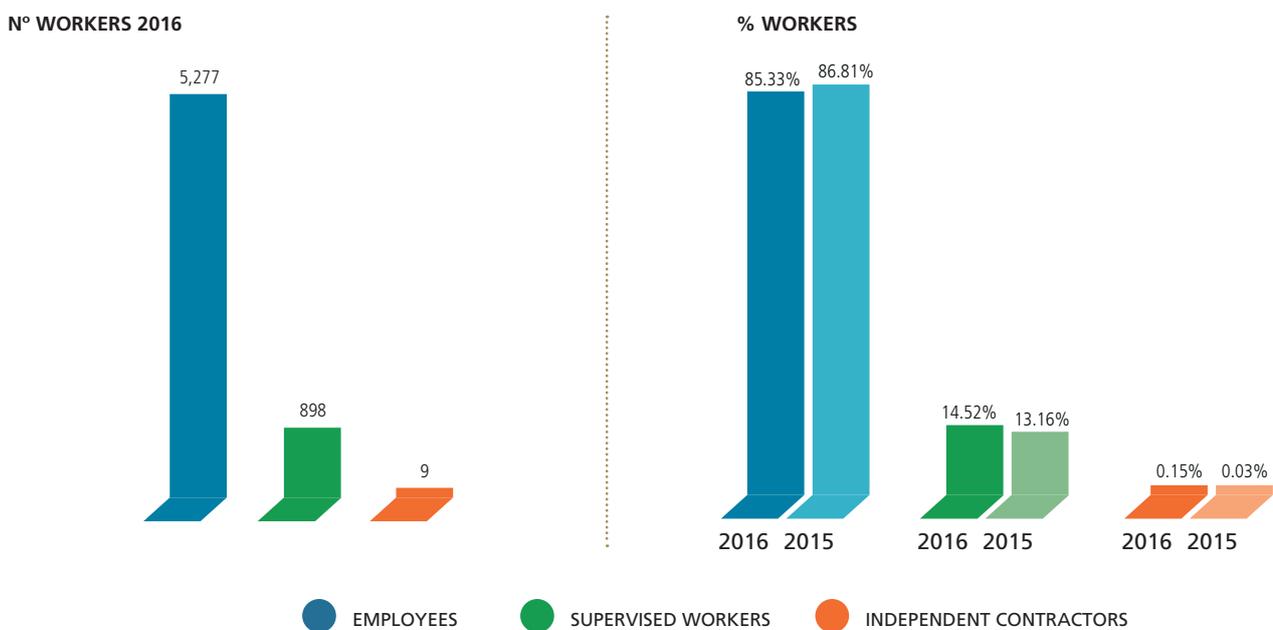
1. The details corresponding to the professional headcounts of the two companies acquired in 2016 (Celnat and Harinas Santa Rita) have been added. Between the two, a total of 86 professionals were incorporated.
2. The details have been incorporated of two companies that the Ebro Group has in Spain (Arotz 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]

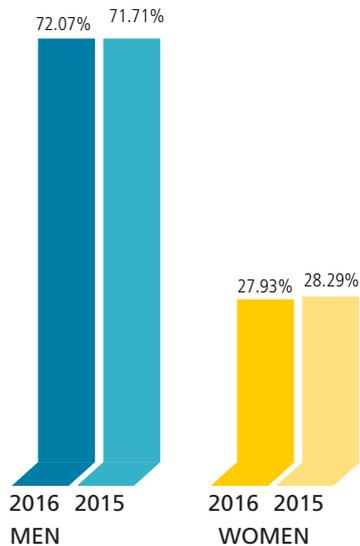
Average workforce



Breakdown of employees by region

TYPE OF WORKERS	TOTAL		% TOTAL WORKFORCE GROUP	
	2016	2015	2016	2015
Africa	384	388	6.21%	6.69%
Employees	354	358	5.72%	6.17%
Supervised workers	30	30	0.49%	0.52%
Independent contractors	0	0	0.00%	0.00%
Asia	381	305	6.16%	5.26%
Employees	185	164	2.99%	2.83%
Supervised workers	191	141	3.09%	2.43%
Independent contractors	5	0	0.08%	0.00%
Europe	3,580	3,359	57.89%	57.93%
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%
North America	1,839	1,746	29.74%	30.11%
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%
TOTAL HEADCOUNT	6,184	5,798		

BREAKDOWN OF EMPLOYEES BY GENDER

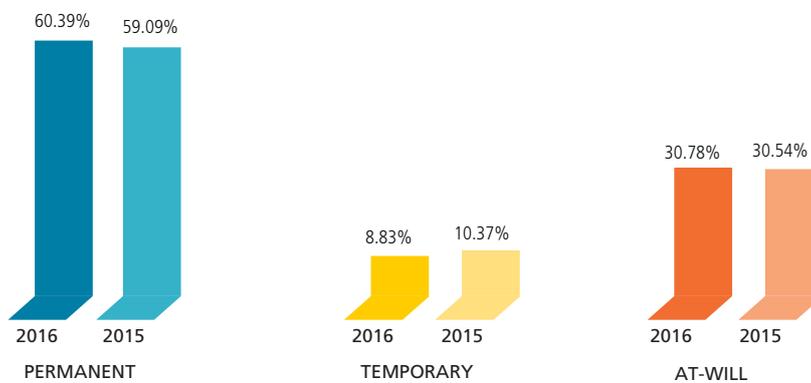


Breakdown of employees by business area and gender

	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%
TOTAL AREA	3,803	3,609	1,474	1,424	72.07%	71.71%	27.93%	28.29%

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

BREAKDOWN OF EMPLOYEES BY TYPE OF CONTRACT

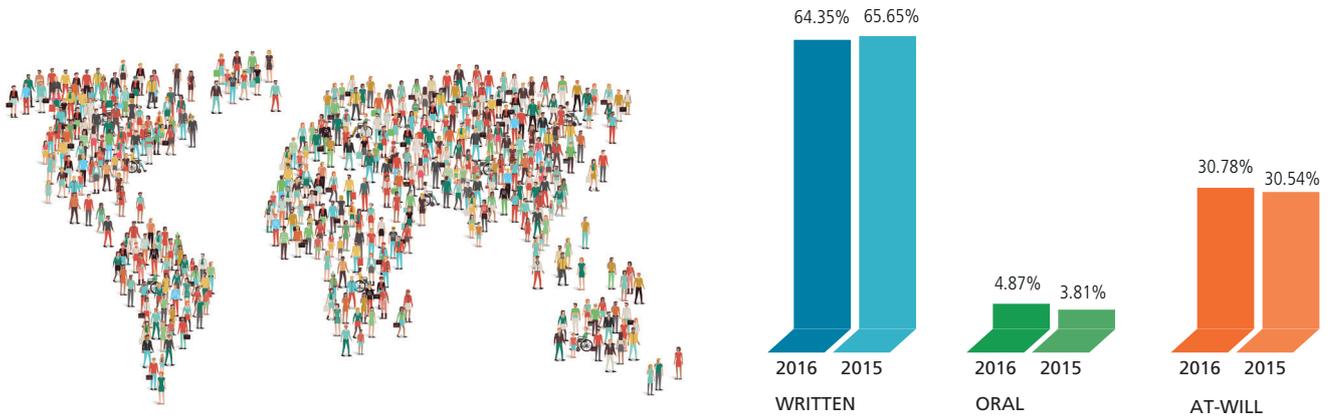


The Ebro Group offers its workers stable, quality employment and a solid, structured, attractive professional career, where 91% of the jobs are permanent (*permanent contracts plus At-will contracts*).

Breakdown of employees by type of contract and region

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

FORM OF CONTRACT FOR EMPLOYEES



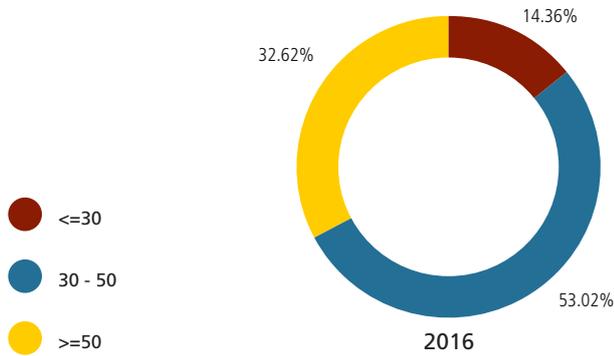
Form of contract for employees by region

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

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
TOTAL EMPLOYEES	3,474	1,337	4,811	3,392	1,332	4,724

TOTAL EMPLOYEES BY AGE GROUP



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

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%
TOTAL	3,803	3,609	1,474	1,424				

Total employees by age group, gender and region

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

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
TOTAL	2,151

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

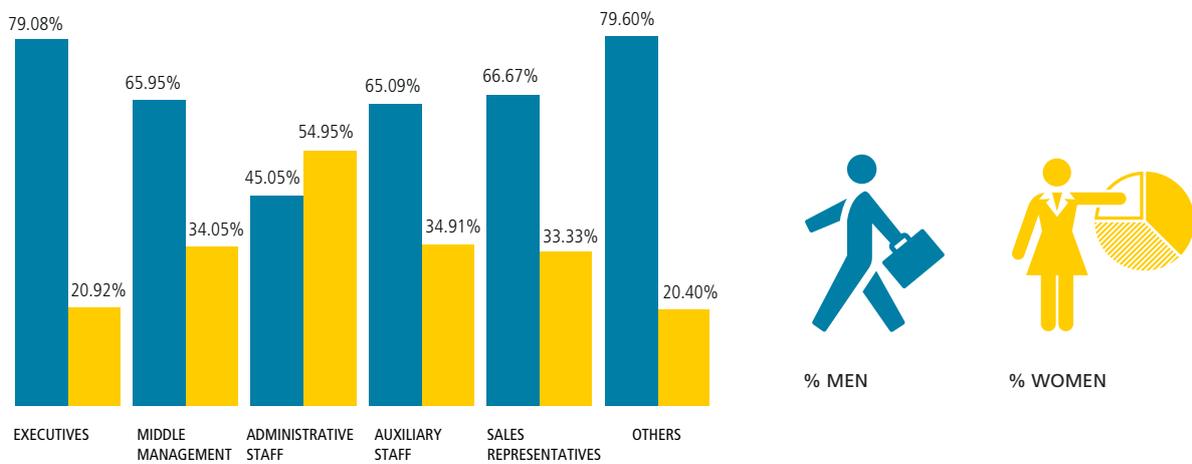
Panzani: The unions organised several days' strike on a national level in France to protest against the changes made in labour aspects by Manuel Valls' government. Those strikes were seconded by workers of the Panzani Group.

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%
TOTAL EMPLOYEES	5,277	5,033		



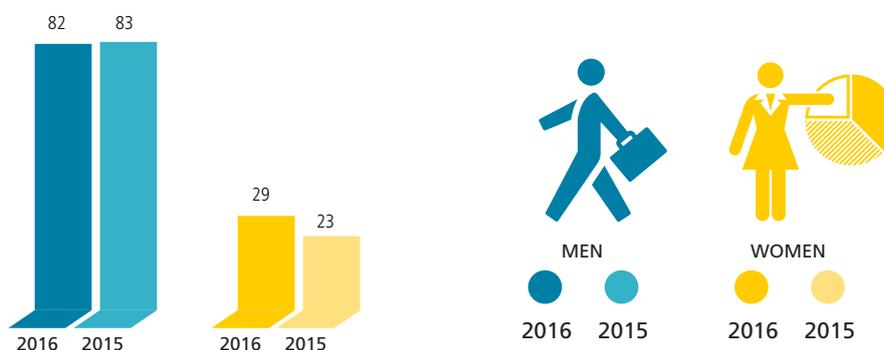
Employees per employee category according to gender

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%
TOTAL	3,803	1,474	72.07%	27.93%

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%
TOTAL	758	2,798	1,721	14.36%	53.02%	32.61%

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
TOTAL	519	2,021	1,263	239	777	458

Disabled workers



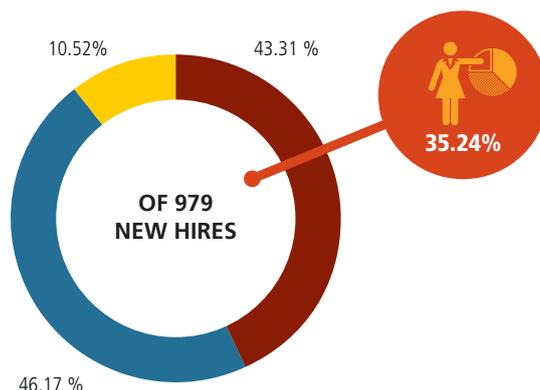
The Ebro Group has promoted several actions in Spain related with the socio-occupational integration of persons with special capacities, through certain services contracted with different special employment centres (CEE).

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 €
TOTAL		76,800.86 €

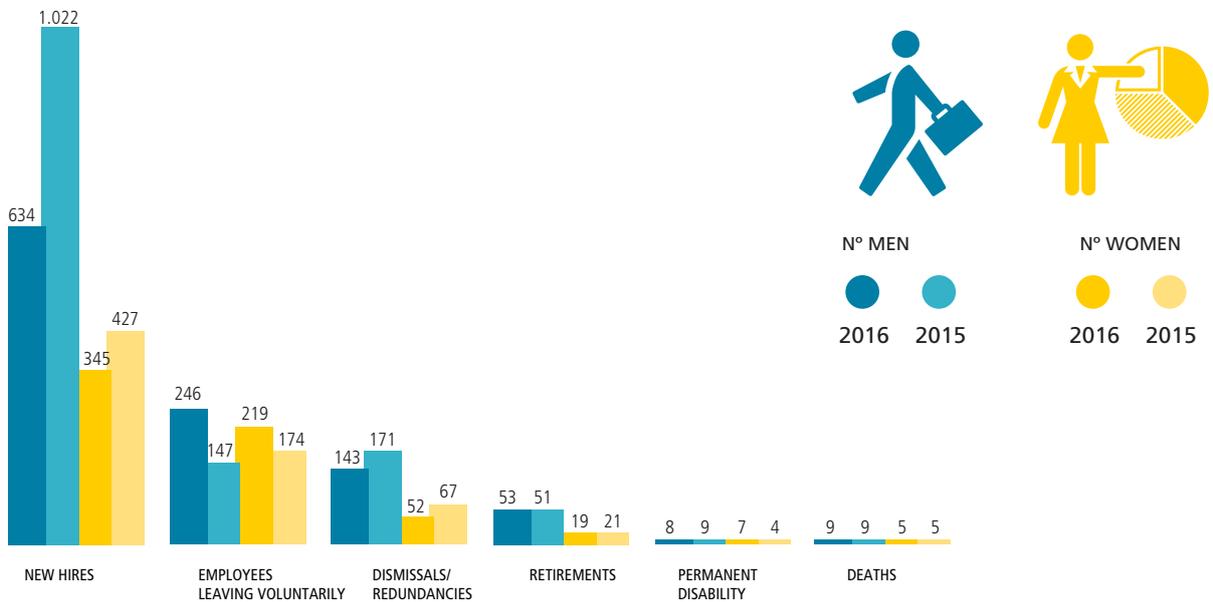
Employment

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%

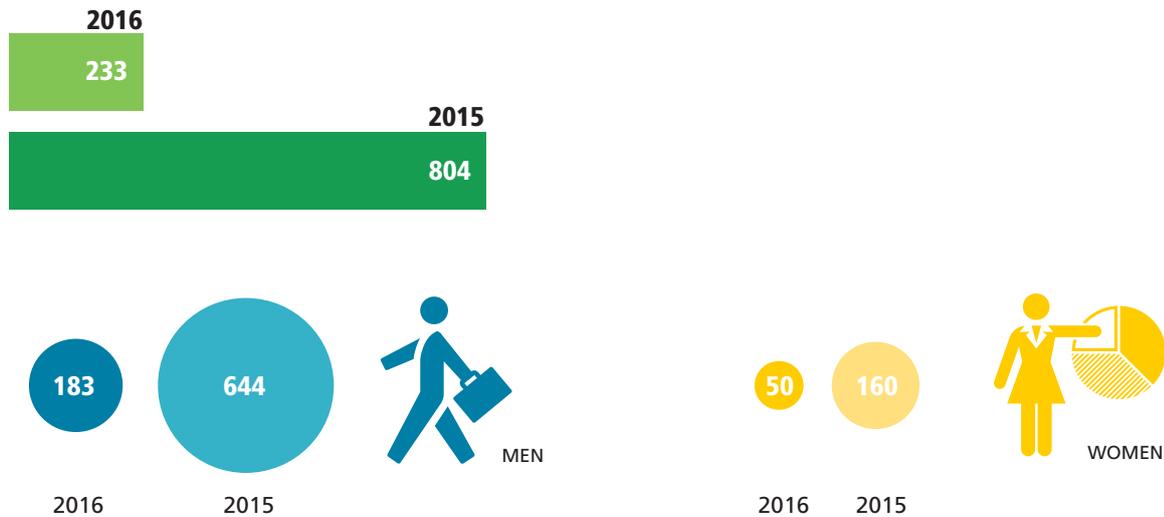
Type of turnover



TURNOVER RATE %



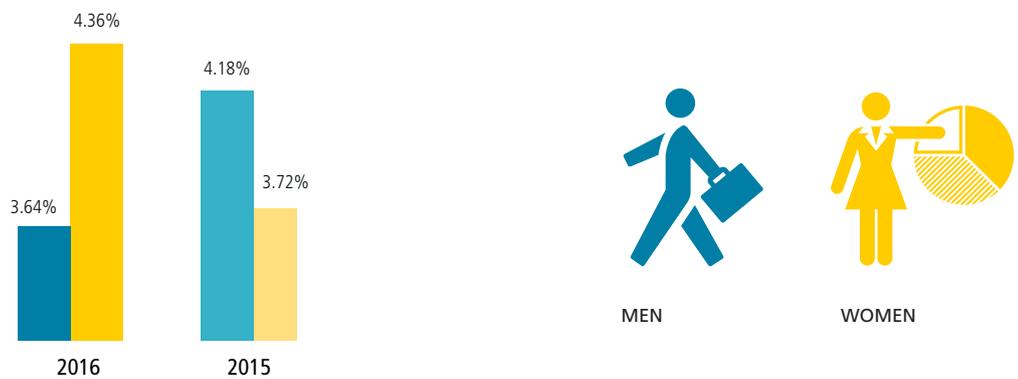
Employment net creation (N° Employees)



Employees promoted during the year, by gender

	N° INTERNAL PROMOTIONS		% OF GENDER OF EMPLOYEES	
	MEN	WOMEN	MEN	WOMEN
TOTAL	136	63	3.64%	4.36%

% 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
TOTAL	12.56	11.60	12.29

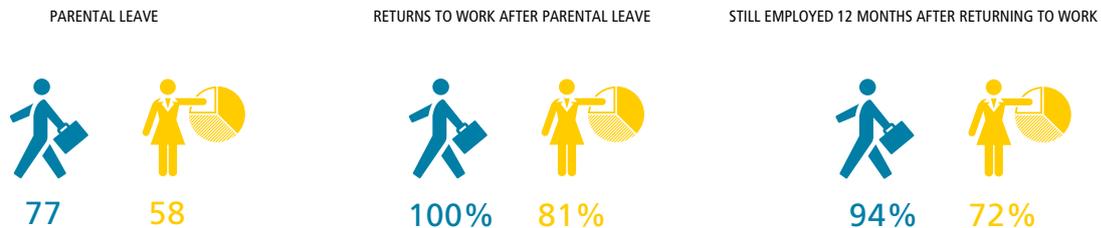
Benefits for employees [LA2]

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

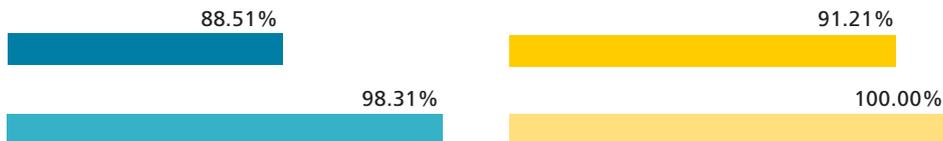
NB: "All employees" includes both full-time and part-time employees.

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

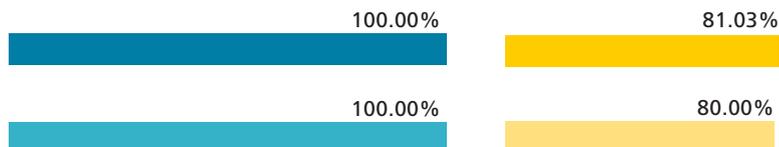


RETURN TO WORK RATE



% MEN

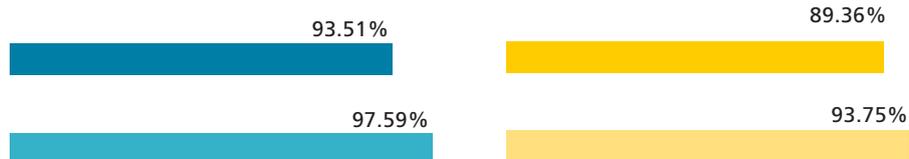
2016 2015



% 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.

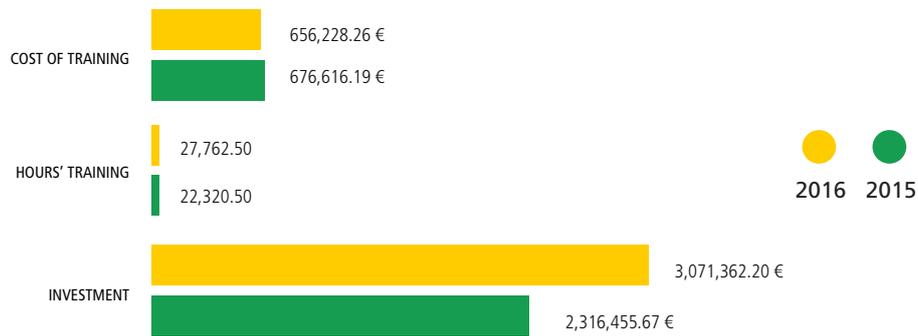
Health and safety at work

Health and Safety Committees [LA5]

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

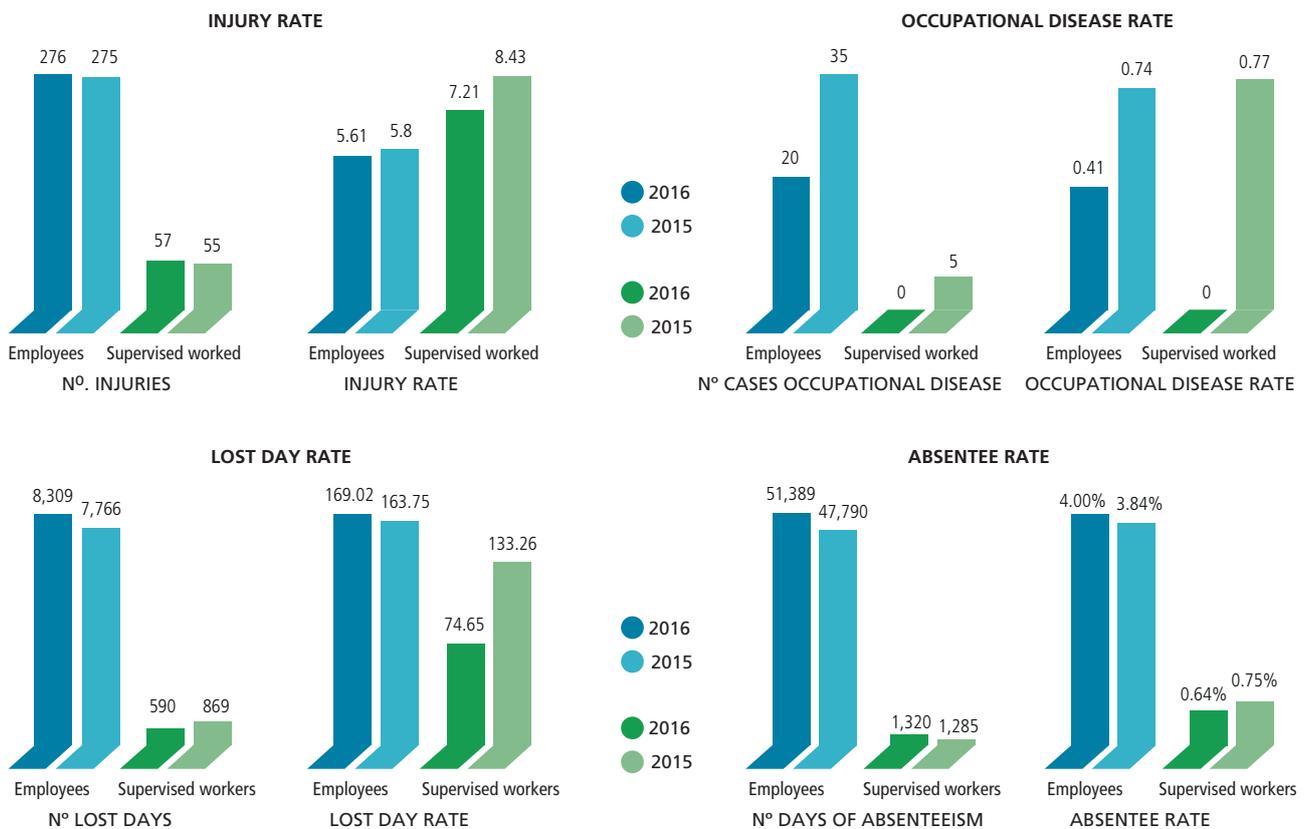
There is also a person responsible for occupational hazard prevention in all the companies, and 91% of the workforce is represented on the Health and Safety Committees in the companies.

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

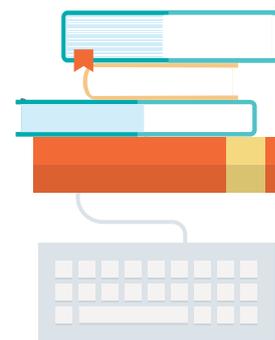
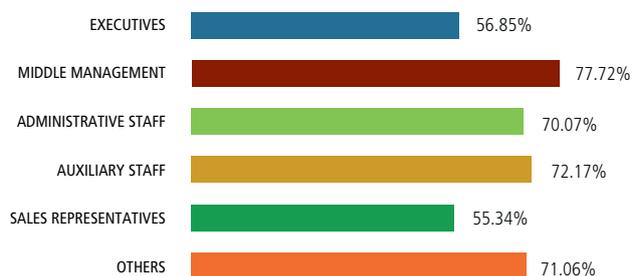
Over 2016, 11.14% more hours of training were given than in the previous year and 8.14% more employees received training.

	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%
TOTAL	3,665	3,389	70.71%	67.55%

% 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%
TOTAL	2,707	958	72.42%	66.30%

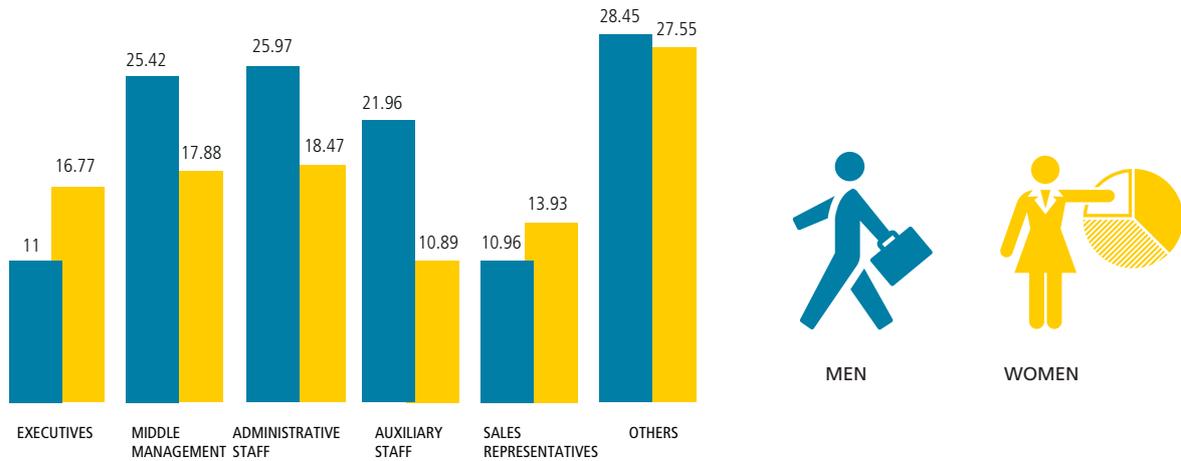
Number of training hours, by gender and employee category

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
TOTAL	99,077.96	87,299.00	31,711.53	30,386.00

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
TOTAL	26.51	24.26	21.95	21.43

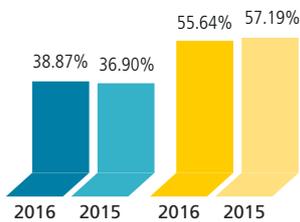
Average employee training hours



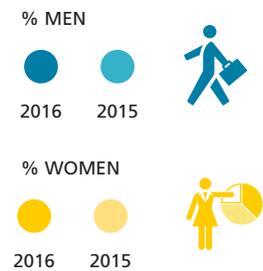
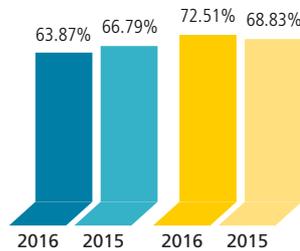
NB: The principal subject areas on which training has been given are: quality and environment, languages, information technologies, occupational hazard prevention and safety at work, production and maintenance and the development of commercial and marketing skills.

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
TOTAL	1,453	804	928	583	38.87%	55.64%	63.87%	72.51%

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%
TOTAL	1,453	804	928	583	38.87%	55.64%	63.87%	72.51%

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
TOTAL EMPLOYEE GRIEVANCES	14	7	6