



COMMITMENT
to our Team



EBRO FOODS, S.A.

Commitment to our Team

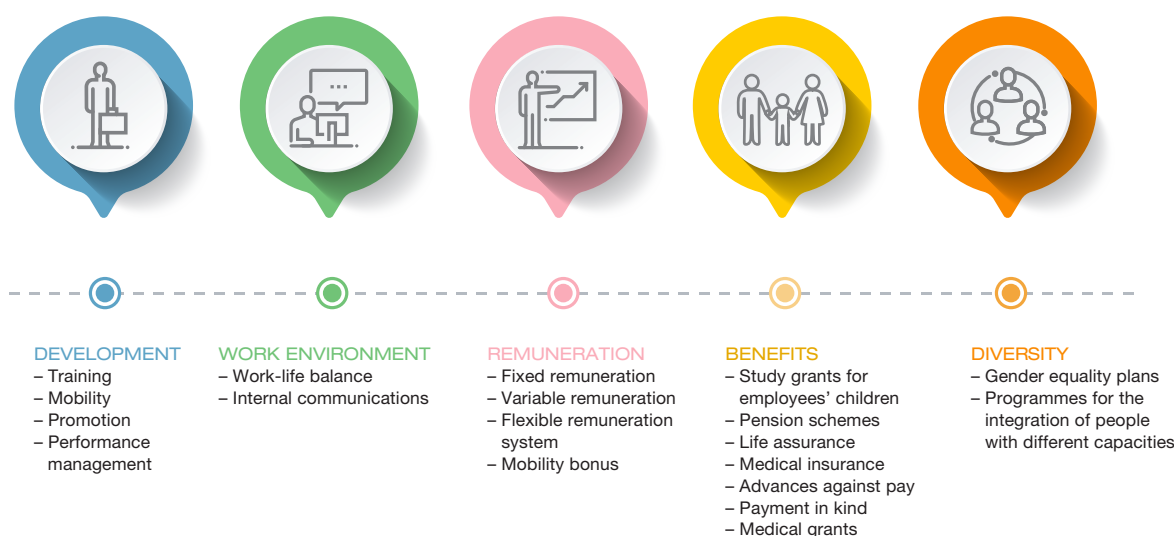
One of the main sources of value generation in the Ebro Group is our workforce of 7,189 professionals (6,041 direct employees of the company and 1,148 contracted through external agencies), a very close-knit team of professionals with enormous talent potential aligned with the organisation's strategy. 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 strengthening their skills, 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 (in addition to the provisions of labour laws), taking account of the specific features 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 governed exclusively 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, which not only secures ethical, responsible conduct by the professionals in all the Group companies in the performance of their activities, 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. Non-discrimination, diversity and equal opportunities in access to employment (including gender equality, the integration of people with different abilities and promotion of a multi-cultural workforce)
4. Right to form and join unions
5. Compliance with collective rights

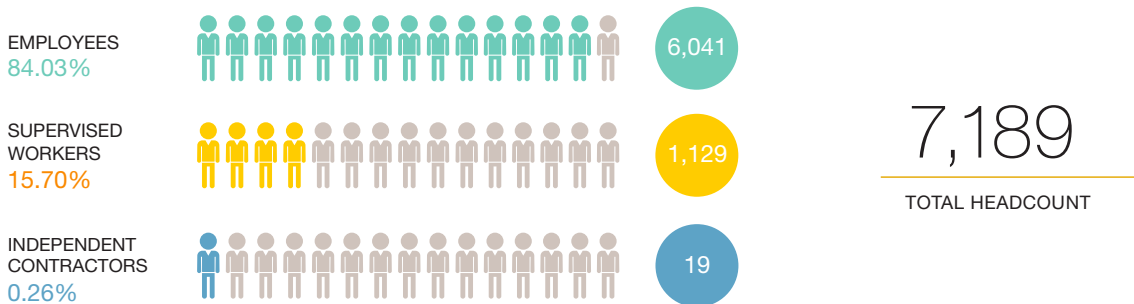
In view of the contents of the different programmes launched by the most important business units in the Ebro Group, the management of Human Resources of the Ebro Group can be grouped into five pillars, indicating the different working areas within each one, for each company of the Ebro Group.



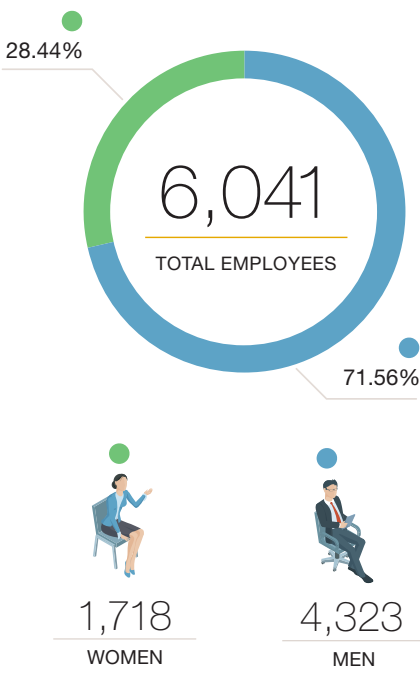
At present, the Ebro Group has no specific policies on disconnection from work.



SNAPSHOT OF OUR WORKFORCE IN 2018



EMPLOYEES BREAKDOWN



| WOMEN | |
|-------------------------------------------|--------------------------|
| Age | |
| <=30 | 17.99% |
| 30 - 50 | 52.56% |
| >=50 | 29.45% |
| Average Seniority | |
| | 9.74 |
| Permanent Contracts | |
| 1543 | 89.81% |
| Executives & Middle Management | |
| 343 | 19.97% |
| Net Employment Creation | Employee Turnover |
| 172 | 10.01% |
| Of New Hires | |
| | 34.47% |
| Total Training | |
| 983 | 57.22% |
| Disabled workers | |
| 33 | 1.92% |

| MEN | |
|-------------------------------------------|--------------------------|
| Age | |
| <=30 | 14.90% |
| 30 - 50 | 52.95% |
| >=50 | 32.15% |
| Average Seniority | |
| | 10.53 |
| Permanent Contracts | |
| 3939 | 91.12% |
| Executives & Middle Management | |
| 668 | 15.45% |
| Net Employment Creation | Employee Turnover |
| 271 | 6.27% |
| Of New Hires | |
| | 65.53% |
| Total Training | |
| 2820 | 65.23% |
| Disabled workers | |
| 78 | 1.80% |



EMPLOYMENT

TOTAL NUMBER AND BREAKDOWN OF EMPLOYEES BY GENDER

| TOTAL EMPLOYEES | 2018 | | 2017 | |
|------------------------|--------------|-------------------------|--------------|-------------------------|
| | TOTAL | % TOTAL EMPLOYEES GROUP | TOTAL | % TOTAL EMPLOYEES GROUP |
| Men | 4,323 | 71.56% | 3,849 | 70.49% |
| Women | 1,718 | 28.44% | 1,611 | 29.51% |
| TOTAL EMPLOYEES | 6,041 | | 5,460 | |

NB: The large gap between men and women is largely due to the nature of the Group, which is predominantly factory-based. On the whole, factory work has traditionally been done mainly by men. In this context, over 70% of the personnel employed at the production plants of the Ebro Group are men. The men employed in factories represent 51% of the total male headcount in the Group. The gender balance in office jobs is much more even and in certain categories there are more women than men, such as in administration, where the number of women practically doubles that of men. Gender diversity is one of the commitments established in the Group's human resources guidelines.

BREAKDOWN OF EMPLOYEES BY BUSINESS AREA AND GENDER

| AREA | 2018 | | | | 2017 | | | |
|--------------|--------------|--------------|-----------------------|---------------|--------------|--------------|-----------------------|---------------|
| | TOTAL | | % TOTAL BUSINESS AREA | | TOTAL | | % TOTAL BUSINESS AREA | |
| | MEN | WOMEN | % MEN | % WOMEN | MEN | WOMEN | % MEN | % WOMEN |
| Rice | 2,452 | 782 | 75.82% | 24.18% | 1,985 | 651 | 75.30% | 24.70% |
| Pasta | 1,637 | 807 | 66.98% | 33.02% | 1,698 | 861 | 66.35% | 33.65% |
| Holding | 36 | 24 | 60.00% | 40.00% | 39 | 23 | 62.90% | 37.10% |
| Organic | 163 | 89 | 64.68% | 35.32% | 94 | 59 | 61.44% | 38.56% |
| Others | 35 | 16 | 68.63% | 31.37% | 33 | 17 | 66.00% | 34.00% |
| TOTAL | 4,323 | 1,718 | 71.56% | 28.44% | 3,849 | 1,611 | 70.49% | 29.51% |

BREAKDOWN OF EMPLOYEES BY AGE GROUP

| AGE GROUP | 2018 | | 2017 | |
|------------------------|--------------|-------------------------|--------------|-------------------------|
| | TOTAL | % TOTAL EMPLOYEES GROUP | TOTAL | % TOTAL EMPLOYEES GROUP |
| <=30 | 953 | 15.78% | 815 | 14.93% |
| 30 - 50 | 3,192 | 52.84% | 2,931 | 53.68% |
| >= 50 | 1,896 | 31.39% | 1,714 | 31.39% |
| TOTAL EMPLOYEES | 6,041 | | 5,460 | |

TOTAL HEADCOUNT BY AGE GROUP AND GENDER

| AGE GROUP | 2018 | | | | 2017 | | | |
|--------------|--------------|----------------|--------------|------------------|--------------|----------------|--------------|------------------|
| | TOTAL MEN | % MEN OF TOTAL | TOTAL WOMEN | % WOMEN OF TOTAL | TOTAL MEN | % MEN OF TOTAL | TOTAL WOMEN | % WOMEN OF TOTAL |
| <= 30 | 644 | 14.90% | 309 | 17.99% | 547 | 14.21% | 268 | 16.64% |
| 30 - 50 | 2,289 | 52.95% | 903 | 52.56% | 2,070 | 53.78% | 861 | 53.45% |
| >= 50 | 1,390 | 32.15% | 506 | 29.45% | 1,232 | 32.01% | 482 | 29.92% |
| TOTAL | 4,323 | | 1,718 | | 3,849 | | 1,611 | |

BREAKDOWN OF EMPLOYEES BY COUNTRY

| COUNTRY | 2018 | | 2017 | |
|--------------------------|-----------------|--------------------------|-----------------|--------------------------|
| | TOTAL EMPLOYEES | %TOTAL EMPLOYEES COUNTRY | TOTAL EMPLOYEES | %TOTAL EMPLOYEES COUNTRY |
| Belgium | 96 | 1.59% | 93 | 1.70% |
| Cambodia | 6 | 0.10% | 0 | 0.00% |
| Canada | 368 | 6.09% | 359 | 6.58% |
| Denmark | 47 | 0.78% | 0 | 0.00% |
| Egypt | 53 | 0.88% | 53 | 0.97% |
| France | 1,647 | 27.26% | 1,651 | 30.24% |
| Germany | 88 | 1.46% | 84 | 1.54% |
| Hungary | 5 | 0.08% | 6 | 0.11% |
| India | 58 | 2.04% | 104 | 1.90% |
| Italy | 266 | 9.60% | 205 | 3.75% |
| Morocco | 127 | 4.40% | 291 | 5.33% |
| Netherlands | 580 | 2.10% | 115 | 2.11% |
| Portugal | 266 | 1.11% | 64 | 1.17% |
| Romania | 67 | 0.15% | 10 | 0.18% |
| Spain | 9 | 16.19% | 943 | 17.27% |
| Thailand | 188 | 3.11% | 128 | 2.34% |
| United Kingdom | 119 | 1.97% | 101 | 1.85% |
| USA | 1,274 | 21.09% | 1,253 | 22.95% |
| AVERAGE WORKFORCE | 6,041 | | 5,460 | |





BREAKDOWN OF EMPLOYEES BY PROFESSIONAL CATEGORY

| PROFESSIONAL CATEGORY | 2018 | | 2017 | |
|------------------------|---------------|-------------------------|---------------|-------------------------|
| | NO. EMPLOYEES | % TOTAL EMPLOYEES GROUP | NO. EMPLOYEES | % TOTAL EMPLOYEES GROUP |
| Executives | 168 | 2.78% | 141 | 2.58% |
| Middle management | 843 | 13.95% | 792 | 14.51% |
| Administrative staff | 737 | 12.20% | 680 | 12.45% |
| Auxiliary staff | 1.256 | 20.79% | 1,214 | 22.23% |
| Sales representatives | 263 | 4.35% | 253 | 4.63% |
| Others | 2.774 | 45.92% | 2,380 | 43.59% |
| TOTAL EMPLOYEES | 6.041 | | 5,460 | |

BREAKDOWN OF EMPLOYEES BY PROFESSIONAL CATEGORY AND GENDER

| PROFESSIONAL CATEGORY | 2018 | | | |
|-----------------------|--------------|----------------------|--------------|------------------------|
| | NO. MEN | % MEN/TOTAL CATEGORY | NO. WOMEN | % WOMEN/TOTAL CATEGORY |
| Executives | 125 | 74.40% | 43 | 25.60% |
| Middle management | 543 | 64.41% | 300 | 35.59% |
| Administrative staff | 284 | 38.53% | 453 | 61.47% |
| Auxiliary staff | 963 | 76.67% | 293 | 23.33% |
| Sales representatives | 180 | 68.44% | 83 | 31.56% |
| Others | 2,228 | 80.32% | 546 | 19.68% |
| TOTAL | 4,323 | 71.56% | 1,718 | 28.44% |

BREAKDOWN OF EMPLOYEES BY PROFESSIONAL CATEGORY AND AGE GROUP

| PROFESSIONAL CATEGORY | NO. EMPLOYEES BY AGE GROUP | | | % S/TOTAL CATEGORY | | |
|-----------------------|----------------------------|--------------|--------------|--------------------|---------------|---------------|
| | <30 | 30 - 50 | >50 | <30 | 30 - 50 | >50 |
| Executives | 3 | 101 | 64 | 1.79% | 60.12% | 38.10% |
| Middle management | 86 | 483 | 274 | 10.20% | 57.30% | 32.50% |
| Administrative staff | 122 | 394 | 221 | 16.55% | 53.46% | 29.99% |
| Auxiliary staff | 193 | 559 | 504 | 15.37% | 44.51% | 40.13% |
| Sales representatives | 43 | 133 | 87 | 16.35% | 50.57% | 33.08% |
| Others | 506 | 1,521 | 747 | 18.24% | 54.83% | 26.93% |
| TOTAL | 953 | 3,191 | 1,897 | 15.78% | 52.82% | 31.40% |





BREAKDOWN OF EMPLOYEES BY AGE GROUP AND GENDER

2018

| PROFESSIONAL CATEGORY | MEN | | | WOMEN | | |
|-----------------------|------------|--------------|--------------|------------|------------|------------|
| | <30 | 30 - 50 | >50 | <30 | 30 - 50 | >50 |
| Executives | 2 | 67 | 56 | 1 | 34 | 8 |
| Middle management | 36 | 296 | 211 | 50 | 187 | 63 |
| Administrative staff | 50 | 152 | 82 | 72 | 242 | 139 |
| Auxiliary staff | 149 | 438 | 376 | 44 | 121 | 128 |
| Sales representatives | 25 | 89 | 66 | 18 | 44 | 21 |
| Others | 382 | 1,247 | 599 | 124 | 274 | 148 |
| TOTAL | 644 | 2,289 | 1,390 | 309 | 902 | 507 |

BREAKDOWN OF EMPLOYEES BY TYPE OF CONTRACT

2018

2017

| TYPE OF CONTRACT | 2018 | | 2017 | |
|-----------------------------|--------------|-------------------------|--------------|-------------------------|
| | TOTAL | % TOTAL EMPLOYEES GROUP | TOTAL | % TOTAL EMPLOYEES GROUP |
| No. indefinite or permanent | 3,840 | 63.57% | 3,339 | 61.15% |
| No. fixed term or temporary | 559 | 9.25% | 509 | 9.32% |
| At-Will* | 1,642 | 27.18% | 1,612 | 29.52% |
| TOTAL EMPLEADOS | 6,041 | | 5,460 | |

BREAKDOWN TYPE OF EMPLOYMENT CONTRACT BY CONTINENT

2018

2017

| CONTINENT | TYPE OF CONTRACT | 2018 | | 2017 | |
|----------------------------|-----------------------------|--------------|-----------------------------|--------------|-----------------------------|
| | | TOTAL | % TOTAL EMPLOYEES CONTINENT | TOTAL | % TOTAL EMPLOYEES CONTINENT |
| Africa | No. indefinite or permanent | 110 | 34.48% | 141 | 40.99% |
| | No. fixed term or temporary | 209 | 65.52% | 203 | 59.01% |
| | At-Will | 0 | 0.00% | 0 | 0.00% |
| TOTAL AFRICA | | 319 | 5.28% | 344 | 6.30% |
| Asia | No. indefinite or permanent | 317 | 100.00% | 232 | 100.00% |
| | No. fixed term or temporary | 0 | 0.00% | 0 | 0.00% |
| | At-Will | 0 | 0.00% | 0 | 0.00% |
| TOTAL ASIA | | 317 | 5.25% | 232 | 4.25% |
| Europe | No. indefinite or permanent | 3,413 | 90.70% | 2,966 | 90.65% |
| | No. fixed term or temporary | 350 | 9.30% | 306 | 9.35% |
| | At-Will | 0 | 0.00% | 0 | 0.00% |
| TOTAL EUROPE | | 3,763 | 62.29% | 3,272 | 59.93% |
| North America | No. indefinite or permanent | 0 | 0.00% | 0 | 0.00% |
| | No. fixed term or temporary | 0 | 0.00% | 0 | 0.00% |
| | At-Will | 1,642 | 100.00% | 1,612 | 100.00% |
| TOTAL NORTH AMERICA | | 1,642 | 27.18% | 1,612 | 29.52% |
| TOTAL EMPLOYEES | | 6,041 | | 5,460 | |

(*) The At-Will modality corresponds in the USA to the indefinite contract in Europe.



BREAKDOWN OF EMPLOYEES BY TYPE OF CONTRACT, WORKING DAY AND GENDER

| | | 2018 | | | | | |
|---------------|-----------------------------|--------------|-----------|--------------|------------|--------------|------------|
| CONTINENT | TYPE OF CONTRACT | MEN | | WOMEN | | TOTAL | |
| | | FULL-TIME | PART-TIME | FULL-TIME | PART-TIME | FULL-TIME | PART-TIME |
| Africa | No. indefinite or permanent | 105 | 0 | 5 | 0 | 110 | 0 |
| | No. fixed term or temporary | 174 | 0 | 35 | 0 | 209 | 0 |
| | At-Will | 0 | 0 | 0 | 0 | 0 | 0 |
| Asia | No. indefinite or permanent | 229 | 0 | 88 | 0 | 317 | 0 |
| | No. fixed term or temporary | 0 | 0 | 0 | 0 | 0 | 0 |
| | At-Will | 0 | 0 | 0 | 0 | 0 | 0 |
| Europe | No. indefinite or permanent | 2,390 | 63 | 867 | 93 | 3,257 | 156 |
| | No. fixed term or temporary | 208 | 2 | 133 | 7 | 341 | 9 |
| | At-Will | 0 | 0 | 0 | 0 | 0 | 0 |
| North America | No. indefinite or permanent | 0 | 0 | 0 | 0 | 0 | 0 |
| | No. fixed term or temporary | 0 | 0 | 0 | 0 | 0 | 0 |
| | At-Will | 1,143 | 15 | 475 | 9 | 1,618 | 24 |
| TOTAL | | 4,249 | 80 | 1,603 | 109 | 5,852 | 189 |

| | 2018 | | 2017 | |
|------------------------|--------------|-------------------|--------------|-------------------|
| FORM OF CONTRACT | TOTAL | % TOTAL EMPLOYEES | TOTAL | % TOTAL EMPLOYEES |
| Written contracts | 4,159 | 68.85% | 3,575 | 65.48% |
| Oral contracts | 240 | 3.97% | 273 | 5.00% |
| At-will contracts | 1,642 | 27.18% | 1,612 | 29.52% |
| TOTAL EMPLOYEES | 6,041 | | 5,460 | |

BREAKDOWN OF PERMANENT EMPLOYEES BY GENDER AND AGE GROUP

| | 2018 | | | | | | | | |
|------------------------------------|------------|--------------|--------------|------------|------------|------------|------------|--------------|--------------|
| | MEN | | | WOMEN | | | TOTAL | | |
| | < 30 | >30 & <50 | > 50 | < 30 | >30 & <50 | > 50 | < 30 | >30 & <50 | > 50 |
| No. indefinite or permanent | 344 | 1,593 | 844 | 165 | 604 | 290 | 509 | 2,197 | 1,134 |
| At-Will | 138 | 508 | 512 | 45 | 233 | 206 | 183 | 741 | 718 |
| TOTAL EMPLEADOS INDEFINIDOS | 482 | 2,101 | 1,356 | 210 | 837 | 496 | 692 | 2,938 | 1,852 |





BREAKDOWN OF TEMPORARY EMPLOYEES BY GENDER AND AGE GROUP

| | 2018 | | | | | | | | |
|-------------------------|------|-----------|------|-------|-----------|------|-------|-----------|------|
| | MEN | | | WOMEN | | | TOTAL | | |
| | < 30 | >30 & <50 | > 50 | < 30 | >30 & <50 | > 50 | < 30 | >30 & <50 | > 50 |
| Fixed term or temporary | 162 | 188 | 34 | 99 | 65 | 11 | 261 | 253 | 45 |

BREAKDOWN OF PART-TIME EMPLOYEES BY GENDER

| | PART-TIME EMPLOYEES | | |
|-----------------|---------------------|-------|-------|
| | MEN | WOMEN | TOTAL |
| TOTAL EMPLOYEES | 80 | 109 | 189 |

EMPLOYEE TURNOVER AND NET CREATION OF EMPLOYMENT

| TYPE OF TURNOVER | 2018 | | 2017 | |
|------------------------------------|------|-------|------|-------|
| | MEN | WOMEN | MEN | WOMEN |
| No. new hires | 863 | 454 | 631 | 394 |
| No. employees resigned | 355 | 197 | 326 | 182 |
| No. employees dismissed | 169 | 51 | 134 | 58 |
| No. employees retired | 57 | 20 | 37 | 21 |
| No. employees permanent disability | 15 | 3 | 10 | 1 |
| No. employees deceased | 11 | 14 | 8 | 4 |

TURNOVER RATE

| 2018 | | 2017 | |
|-------|--------|-------|-------|
| MEN | WOMEN | MEN | WOMEN |
| 6.27% | 10.01% | 3.27% | 8.01% |

TOTAL TURNOVER RATE

| 2018 | 2017 |
|-------|-------|
| 7.33% | 4.67% |

EMPLOYMENT NET CREATION

| 2018 | 2017 |
|------|------|
| 443 | 255 |



NUMBER OF DISMISSALS BY GENDER, AGE AND PROFESSIONAL CATEGORY

| CATEGORY | MEN | | | WOMEN | | | TOTAL |
|-----------------------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| | < 30 | >30 & <50 | > 50 | < 30 | >30 & <50 | > 50 | |
| Executives | | 1 | 1 | | | | 2 |
| Middle management | 1 | 3 | 7 | 2 | 3 | 3 | 19 |
| Administrative staff | 1 | 4 | 1 | 1 | 6 | 2 | 15 |
| Auxiliary staff | 43 | 52 | 27 | 10 | 16 | 4 | 152 |
| Sales representatives | | 3 | | | 1 | 2 | 6 |
| Others | 10 | 7 | 8 | | 1 | | 26 |
| TOTAL | 55 | 70 | 44 | 13 | 27 | 11 | 220 |

EMPLOYEES PROMOTED DURING THE YEAR, BY GENDER

| NO. INTERNAL PROMOTIONS | | % OF GENDER EMPLOYEES | |
|-------------------------|-----------|-----------------------|-----------|
| NO. MEN | NO. WOMEN | NO. MEN | NO. WOMEN |
| 160 | 68 | 3.70% | 3.96% |

AVERAGE LENGTH OF SERVICE OF EMPLOYEES, BY CATEGORY AND GENDER

| CATEGORY | 2018 | | | 2017 | | |
|-----------------------|--------------|-------------|--------------|--------------|--------------|--------------|
| | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL |
| Executives | 11.26 | 6.99 | 10,17 | 10.92 | 9.85 | 10.72 |
| Middle management | 11.67 | 8.45 | 10,52 | 13.97 | 8.40 | 12.09 |
| Administrative staff | 11.50 | 10.95 | 11,16 | 11.69 | 11.13 | 11.34 |
| Auxiliary staff | 9.82 | 10.18 | 9,90 | 11.11 | 10.27 | 10.87 |
| Sales representatives | 9.18 | 7.81 | 8,74 | 9.80 | 7.84 | 9.13 |
| Others | 10.50 | 9.72 | 10,35 | 11.39 | 10.86 | 11.29 |
| TOTAL | 10.53 | 9.74 | 10,30 | 11.62 | 10.21 | 11.20 |





ORGANISATION OF WORK

ORGANISATION OF WORKING TIME

Organisation of the working time varies in the different countries in which the Group's subsidiaries operate. Working hours may thus vary between 35 and 48 hours a week, distributed over 5 or 6 days a week. The total weeks worked a year ranges between 47 (offices) and 52 (some production plants).

ABSENTEEISM

The total number of days of absenteeism in all the Group companies was 49,118 days.

BENEFITS FOR EMPLOYEES

The following table shows, by company, the benefits provided for employees in six of the subsidiaries with the greatest weight in the Group (these six companies jointly account for almost 70% of the Group turnover and over 81% of its EBITDA):

| BENEFITS | COMPANY | | | | | |
|-------------------------------|------------------|---------------------|---------------|---------------|---------------|---------------|
| | HERBA RICE MILLS | RIVIANA | PANZANI | LUSTUCRU | BERTAGNI | GAROFALO |
| Stock ownership | All employees | – | – | – | – | – |
| Parental leave | All employees | Full-time employees | All employees | All employees | All employees | All employees |
| Disability/invalidity benefit | All employees | Full-time employees | All employees | All employees | – | All employees |
| Pension fund | – | All employees | All employees | All employees | – | All employees |
| Life assurance | All employees | Full-time employees | All employees | All employees | – | All employees |
| Medical insurance | All employees | Full-time employees | All employees | All employees | All employees | All employees |

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

The Group is working on the measures that would help enhance the work-life balance of its employees, such as teleworking.

We comply with the prevailing laws on parental leave and gestation periods and facilitate the application of those laws according to employees' needs.



| | 2018 | | | 2017 | | |
|-------------------------------------------------------------------------------------------------------|------|-------|------------|------|-------|------------|
| | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL |
| Employees who were entitled to parental leave | 102 | 67 | 169 | 77 | 50 | 127 |
| Employees who took parental leave | 98 | 67 | 165 | 74 | 50 | 124 |
| Employees who returned to work after parental leave ended | 97 | 53 | 150 | 74 | 39 | 113 |
| Employees who returned to work after parental leave ended and were still employed twelve months later | 88 | 55 | 143 | 60 | 44 | 104 |

| | 2018 | | | 2017 | | |
|---------------------------------------|--------|---------|---------------|---------|---------|---------------|
| | % MEN | % WOMEN | %TOTAL | % MEN | % WOMEN | %TOTAL |
| % Employees who exercised their right | 96.08% | 100.00% | 97.63% | 96.10% | 100.00% | 97.64% |
| Return to work rate | 98.98% | 79.10% | 90.91% | 100.00% | 78.00% | 91.13% |
| Retention rate | 90.72% | 103.77% | 95.33% | 81.08% | 112.82% | 92.04% |

NB: The retention rate is calculated using the formula indicated in the GRI: Total number of employees retained 12 months after returning to work following a period of parental leave / Total number of employees returning from parental leave in the reporting period

HEALTH AND SAFETY

All the Group companies and their respective plants have an occupational hazard prevention and management system in place. This system is implemented using both internal means and external firms. In addition, approximately 90% of the workforce is represented on the Health and Safety Committees in the different companies.

INVESTMENT, HOURS' TRAINING AND COST OF TRAINING IN OCCUPATIONAL HAZARD PREVENTION

| | 2018 | 2017 |
|------------------|----------------|----------------|
| Investment | 3,026,525.98 € | 2,361,540.17 € |
| Hours' training | 27,001 | 30,560 |
| Cost of training | 686,508.47 € | 488,032.52 € |

The investments made during the year in this area were mainly to bring our workplaces and equipment in line with the standards required in Spanish legislation, safety audits, improvements in personal protection equipment for employees, regular inspections of safety equipment, first aid training and material, fire protection systems, etc.



HEALTH AND SAFETY TOPICS COVERED IN FORMAL AGREEMENTS WITH UNIONS

The health and safety topics covered by formal agreements with unions are:

- ▶ **Global agreements:** in accordance with the principles established by the ILO, organisational structures for problem-solving, commitments regarding target performance or the level of practice to apply.
- ▶ **Local agreements:** personal protection equipment, mixed health and safety committees, participation of workers' representatives in health and safety audits, inspections and investigations, training and education and right to refuse unsafe work.

NUMBER, FREQUENCY AND SEVERITY OF INJURIES, NUMBER OF EMPLOYEES WITH OCCUPATIONAL DISEASES AND NUMBER OF WORK-RELATED FATALITIES

The following tables show the information corresponding to the companies with the greatest weight in the business: Herba Ricemills, Lustucru, Panzani, Riviana Foods, Pastificio Lucio Garofalo and Bertagni.

NUMBER OF INJURIES

| 2018 | | |
|------------------------|-----|-------|
| | MEN | WOMEN |
| No. lost time injuries | 98 | 22 |

FREQUENCY RATE

| 2018 | | |
|---------------|-----|-------|
| | MEN | WOMEN |
| Severity rate | 20 | 12 |

SEVERITY RATE

| 2018 | | |
|---------------|------|-------|
| | MEN | WOMEN |
| Severity rate | 0.53 | 0.51 |

There was one work-related fatality in 2018 in one of the Group's subsidiaries.

NB: The rates were calculated with the following formulas:

Frequency rate = (total no. lost time injuries / total hours worked) x1000000

Severity rate = (no. lost days due to lost time injury in working hours / total hours worked) x1000

OCCUPATIONAL DISEASE

| 2018 | | |
|-----------------------------------------|-----|-------|
| | MEN | WOMEN |
| No. employees with occupational disease | 3 | 1 |



LABOUR RELATIONS

EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS

65% of the employees of the Ebro Group are covered by the collective bargaining agreements of their respective business areas or another kind of collective agreement.

The remaining 35% are top executives 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, Munderiz, Herba Bangkok and Herba Ingredients, 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 Ebro Group's Code of Conduct. External ethical audits are conducted regularly in all of them.

TRAINING

In its Code of Conduct, the Ebro Group undertakes to promote the personal and professional development of its workers, encouraging them to improve their skills and abilities. In this context, 63% of the Group's employees participated in the training schemes organised in the different Group companies during 2018, completing a total of 72,759 hours training.

| | 2018 | 2017 |
|------------------------------------------|---------------|---------------|
| Total cost of training | 2,093,367 € | 1,818,164 € |
| Total hours of training | 72,759 | 130,220 |
| No. employees who have received training | 3,803 | 3,699 |
| % OF TOTAL EMPLOYEES | 62.95% | 67.75% |

TOTAL HOURS TRAINING

| CATEGORY | 2018 | |
|-----------------------|---------------|---------------|
| | MEN | WOMEN |
| Executives | 1,029 | 826 |
| Middle management | 8,571 | 3,996 |
| Administrative staff | 4,430 | 6,915 |
| Auxiliary staff | 19,376 | 6,698 |
| Sales representatives | 1,219 | 593 |
| Others | 16,778 | 2,328 |
| TOTAL | 51,403 | 21,356 |



| CATEGORY | 2018 | | 2017 | |
|-----------------------|--------------|--------------|--------------|--------------|
| | MEN | WOMEN | MEN | WOMEN |
| Executives | 8.23 | 19.21 | 12.89 | 15.33 |
| Middle management | 15.78 | 13.32 | 21.67 | 16.01 |
| Administrative staff | 15.60 | 15.27 | 19.23 | 16.43 |
| Auxiliary staff | 20.12 | 22.86 | 60.62 | 67.97 |
| Sales representatives | 6.77 | 7.14 | 15.41 | 9.25 |
| Others | 7.53 | 4.26 | 9.72 | 5.63 |
| TOTAL | 11.89 | 12.43 | 23.77 | 24.04 |

NB. The principal subject areas on which training has been given are: languages, food safety and quality, health and safety at work, occupational hazard prevention, information technologies, development of commercial and marketing skills, environment, corrective and preventive maintenance, gender equality, handling of food, data protection, etc

EQUALITY

The Ebro Foods Code of Conduct specifies in section IV, point 9.5 that the Group promotes and upholds the principle of equal treatment and equal opportunities for all Professionals, regardless of their race, colour, nationality, ethnic origin, religion, sex, political or sexual inclination, civil status, age, disability or family responsibilities, as a principle behind all human resources policies and applicable in the recruitment of Professionals, training, career opportunities, pay levels and all other aspects of relationships with Professionals.

In addition and even though some of the companies in the Group have their own equality plans or guidelines, one of the goals of the Sustainability Plan “Heading for 2030” is to draft the Corporate Equality Plan during 2019.

DIVERSITY IN GOVERNING BODIES AND EMPLOYEES

| TOTAL EMPLOYEES | 2018 | | 2017 | |
|------------------------|--------------|-------------------------|--------------|-------------------------|
| | TOTAL | % TOTAL EMPLOYEES GROUP | TOTAL | % TOTAL EMPLOYEES GROUP |
| Men | 4,323 | 71.56% | 3,849 | 70.49% |
| Women | 1,718 | 28.44% | 1,611 | 29.51% |
| TOTAL EMPLOYEES | 6,041 | | 5,460 | |

| | 2018 | | | |
|--------------------|---------|-----------|---------------|-----------------|
| | NO. MEN | NO. WOMEN | MEN / TOTAL % | WOMEN / TOTAL % |
| Board of Directors | 8 | 5 | 61.54% | 38.46% |

EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS

| | EMPLOYEES REVIEWED / TOTAL EMPLOYEES BY GENDER (%) | | % EMPLOYEES WITH VARIABLE REMUNERATION ASSOCIATED WITH REVIEW | |
|------|----------------------------------------------------|---------|---------------------------------------------------------------|---------|
| | % MEN | % WOMEN | % MEN | % WOMEN |
| 2017 | 38.63% | 51.09% | 66.31% | 70.84% |
| 2018 | 38.14% | 51.92% | 64.22% | 73.99% |

2018

| NO. EMPLOYEES REVIEWED | | NO. EMPLOYEES WHOSE REVIEW IS ASSOCIATED WITH VARIABLE REMUNERATION | | EMPLOYEES REVIEWED / TOTAL EMPLOYEES BY GENDER (%) | | % EMPLOYEES WITH VARIABLE REMUNERATION ASSOCIATED WITH REVIEW | |
|------------------------|-----------|---------------------------------------------------------------------|-----------|----------------------------------------------------|-----------|---------------------------------------------------------------|-----------|
| NO. MEN | NO. WOMEN | NO. MEN | NO. WOMEN | NO. MEN | NO. WOMEN | NO. MEN | NO. WOMEN |
| 1,649 | 892 | 1,059 | 660 | 38.14% | 51.92% | 64.22% | 73.99% |

28.5% of the employees of the different companies in the Ebro Group are included in a variable remuneration scheme which links the variable part of their annual salary to 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 2018, 65 employees of different Ebro Group received shares in Ebro Foods, S.A. for an overall sum of €592,856.

Ratio of the entry level wage paid by the Group to its employees compared to the local minimum wage stipulated by law (broken down by significant business units and business units in developing countries)

| SIGNIFICANT BUSINESS UNITS | RATIO |
|----------------------------|-------|
| Bertagni | 1.07 |
| Garofalo | 1.07 |
| Herba Ricemills | 1.69 |
| Lustucru | 1.01 |
| Panzani | 1.09 |
| Riviana | 1.96 |

| BUSINESS UNITS IN DEVELOPING COUNTRIES | RATIO |
|----------------------------------------|-------|
| Herba Egypt | 1.00 |
| Ebro India | 1.13 |
| Mundi Riz | 1.00 |





Percentage of senior management hired from the local community

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

| SIGNIFICANT BUSINESS UNITS | NATIONAL EXECUTIVES |
|----------------------------|---------------------|
| Bertagni | 100% |
| Garofalo | 100% |
| Herba Ricemills | 90% |
| Lustucru | 100% |
| Panzani | 100% |
| Riviana | 56% |

| BUSINESS UNITS IN DEVELOPING COUNTRIES | NATIONAL EXECUTIVES |
|----------------------------------------|---------------------|
| Herba Egypt | 50% |
| Ebro India | 82% |
| Mundi Riz | 100% |

EMPLOYEES WITH DIFFERENT ABILITIES

| 2018 | | 2017 | |
|------|-------|------|-------|
| MEN | WOMEN | MEN | WOMEN |
| 78 | 33 | 77 | 23 |

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

The value of those collaborations in 2017 was €76,137.18:

| ENTITY | CONCEPT | AMOUNT |
|-------------------------------------------------|---------------------------------|--------------------|
| C.E.E. CADEMADRID | Printing work | 1,901.07 € |
| FUNDACIÓN PRODIS | Sundry printing work | 540.87 € |
| C.E.E. INSERCIÓN PERSONAL DISCAPACITADOS " IPD" | Cleaning head offices in Madrid | 73,695.24 € |
| | TOTAL | 76,137.18 € |

REMUNERATION FOR EQUAL JOBS OR AVERAGE REMUNERATION IN THE COMPANY

Since the company's subsidiaries embrace a wide variety of professional categories and countries, it is impossible to give a consolidated average that accurately reflects the Group's remuneration policy. Therefore, as in other indicators, we offer the details corresponding to six of the principal companies in the Group: Herba Ricemills, Lustucru, Panzani, Riviana Foods, Pastificio Lucio Garofalo and Bertagni.

Ratio of the basic salary and average remuneration of women to men

The basic salary is identical for men and women in all the companies of the Ebro Group.

Men-women ratio of average remuneration

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 gross annual salary 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.).



| COMPANY | CATEGORY | AVERAGE REMUNERATION MEN | AVERAGE REMUNERATION WOMEN | WOMEN-MEN RATIO |
|-----------------|----------------------------------------------------------|--------------------------|----------------------------|-----------------|
| BERTAGNI | Office staff | 31,648 | 29,583 | 0.93 |
| | Factory staff | 24,727 | 22,728 | 0.92 |
| GAROFALO | Contractual Administrative Level 2 | 43,085 | 39,752 | 0.92 |
| | Contractual Administrative Level 3 | 24,769 | 27,589 | 1.11 |
| | Contractual Administrative Level 3A | 37,264 | 31,923 | 0.86 |
| | Contractual Administrative Level 4 | 22,845 | 26,919 | 1.18 |
| HERBA RICEMILLS | a) Technical, Administrative and Commercial Staff | | | |
| | Level I | 42,103 | 38,796 | 0.92 |
| | Level II | 35,317 | 30,845 | 0.87 |
| | Level III | 28,813 | 23,913 | 0.83 |
| | Level V | 18,628 | 18,628 | 1.00 |
| | b) Production Staff | | | |
| | Level I | 35,593 | 32,405 | 0.91 |
| | Level II | 33,410 | 27,090 | 0.81 |
| | Level IV | 29,158 | 28,760 | 0.99 |
| | Level VI | 26,679 | 21,619 | 0.81 |
| | Level VIII | 21,094 | 21,094 | 1.00 |
| | c) Maintenance Staff | | | |
| | Level III | 19,500 | 19,500 | 1.00 |
| | d) Management | | | |
| Level II | 87,012 | 73,509 | 0.84 | |
| LUSTUCRU | Executives | 59,541 | 54,167 | 0.91 |
| | Technical staff & supervisors | 39,609 | 39,841 | 1.01 |
| | Office staff | 37,959 | 30,656 | 0.81 |
| | Factory staff | 29,883 | 26,760 | 0.90 |
| PANZANI | Executives | 82,865 | 57,917 | 0.70 |
| | Technical staff & supervisors | 44,542 | 37,970 | 0.85 |
| | Office staff | 36,587 | 32,716 | 0.89 |
| | Factory staff | 35,393 | 31,914 | 0.90 |
| RIVIANA | Executives | 436,293 | 312,971 | 0.72 |
| | Middle management | 110,546 | 102,221 | 0.92 |
| | Professionals | 74,531 | 66,781 | 0.90 |
| | Technical staff | 44,871 | 39,024 | 0.87 |
| | Administrative staff | 42,046 | 43,913 | 1.04 |
| | Unskilled workers & assistants | 35,966 | 36,738 | 1.02 |
| | Factory staff | 43,754 | 43,328 | 0.99 |

NB The employees of these companies represent 62% of the total Group employees. The formula used to calculate the average was to divide the average remuneration of women by the average remuneration for men.

Average remuneration of directors by gender

| | MEN | WOMEN |
|--------------------------|---------------|---------------|
| Average remuneration (1) | €256 thousand | €197 thousand |

(1) The directors' remuneration in 2018 for their duties as such was taken, excluding the remuneration received by the Executive Chairman for his executive duties. The Chairman is the only executive director who performs executive duties and receives remuneration for them. The directors' remuneration for their duties as such is stated individually for each one in the Annual Report on Directors' Remuneration 2018, published on the website of the CNMV (www.cnmv.es) and the corporate website (www.ebrofoods.es). Certain differences may exist due to rounding off.

Average remuneration of executives by gender

| | MEN | WOMEN |
|--------------------------|--------|--------|
| Average remuneration (2) | 85,503 | 66,525 |

(2) This average remuneration was calculated based on the average gross annual salaries of all the executives in the Ebro Group. That gross salary includes the sum of basic salary plus supplements, such as seniority, cash bonuses and equity (e.g. shares) bonuses, and any other welfare benefit (transport, accommodation expenses, aids for children, etc.). The formula used was the sum of average remuneration by gender divided by the number of different categories of executives by gender.

