

3 Commitment to our team



GOAL: *Foster the development of human capital and promote an optimum work environment to retain talent and help align workers with the general goals of the Organisation.*

One of the main sources of value generation in the Ebro Group is its workforce of 6,473 professionals, 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.

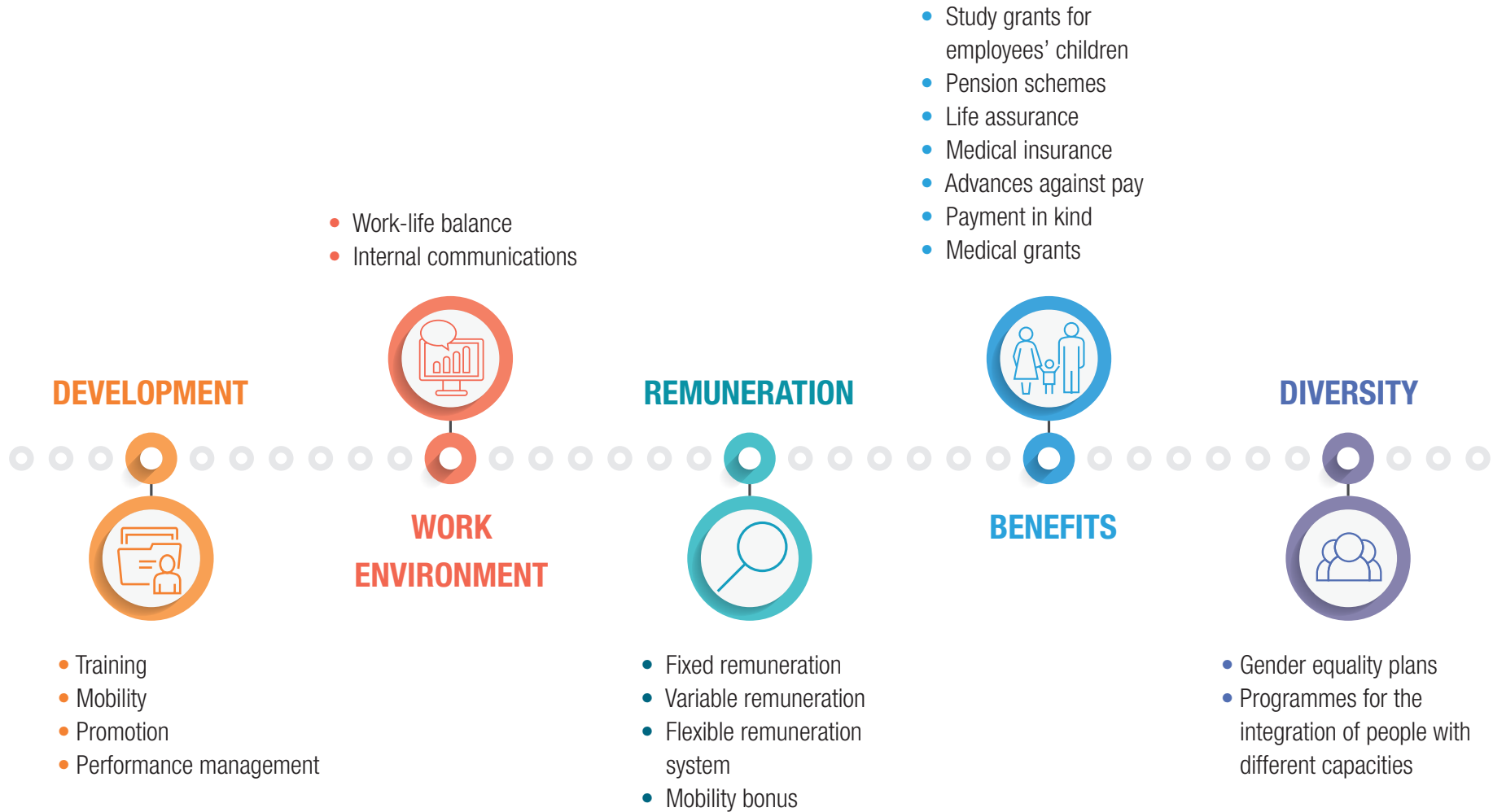
The Ebro Group's personnel management policy is designed to secure a high level of knowledge and contact with the workforce through a decentralised structure formed by the human resources managers in all the major companies of the Group and the implementation of bespoke policies (in addition to the provisions of labour laws) in each one, 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 (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. 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. 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.



1. Labour performance indicators

SCOPE OF REPORTING

This report was prepared with information from all the companies engaged in the core businesses of the Ebro Group, except for Geovita and Transimpex, which were incorporated in the consolidated group as from mid-2017.

The figures set out below were prepared in accordance with the G4 guidelines of the *Global Reporting Initiative* (GRI).

SNAPSHOT OF OUR WORKFORCE IN 2017

Men

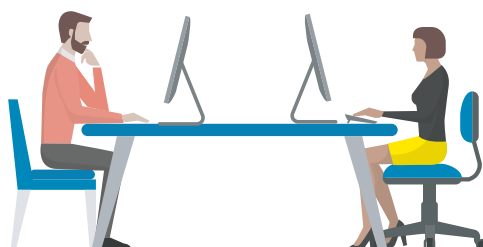
NO.	%
3849	70.49%
AGE	% MEN
<= 30	14.21%
30 - 50	53.78%
>= 50	32.01%
AVERAGE YEARS OF SERVICE	
11.62%	
PERMANENT CONTRACTS	% PERMANENT CONTRACTS
3.500	90.93%
EXECUTIVES & MIDDLE MANAGEMENT	% EXECUTIVES & MIDDLE MANAGEMENT
639	16.60%
EMPLOYMENT NET CREATION	EMPLOYEE TURN OVER
126	3.27%
OF NEW HIRES	
61.56%	
TOTAL TRAINING	% TRAINING
2,641	68.62%
DISABLED WORKERS	% DISABLED WORKERS
77	2.00%

Total headcount

TOTAL
6473
EMPLOYEES
5460
SUPERVISED WORKERS
999
INDEPENDENT CONTRACTORS
14

Women

NO.	%
1611	29.51%
AGE	% WOMEN
<= 30	16.64%
30 - 50	53.45%
>= 50	29.92%
AVERAGE YEARS OF SERVICE	
10.21%	
PERMANENT CONTRACTS	% PERMANENT CONTRACTS
1,451	90.07%
EXECUTIVES & MIDDLE MANAGEMENT	% EXECUTIVES & MIDDLE MANAGEMENT
294	18.25%
EMPLOYMENT NET CREATION	EMPLOYEE TURN OVER
129	8.01%
OF NEW HIRES	
38.44%	
TOTAL TRAINING	% TRAINING
1,058	65.67%
DISABLED WORKERS	% DISABLED WORKERS
23	1.43%



PROFILE OF THE ORGANISATION

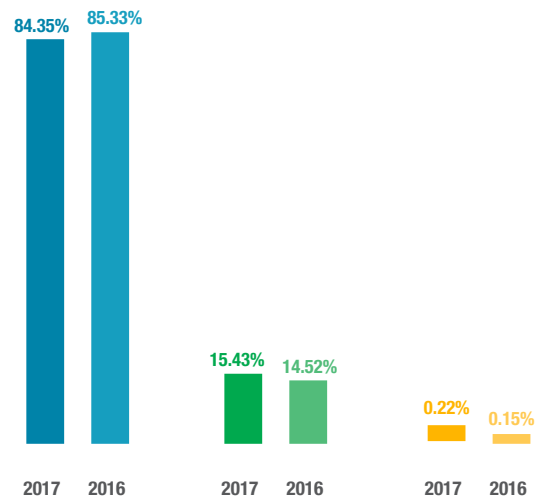
[G4-10]

Average workforce

NO. WORKERS 2017



% WORKERS



● EMPLOYEES

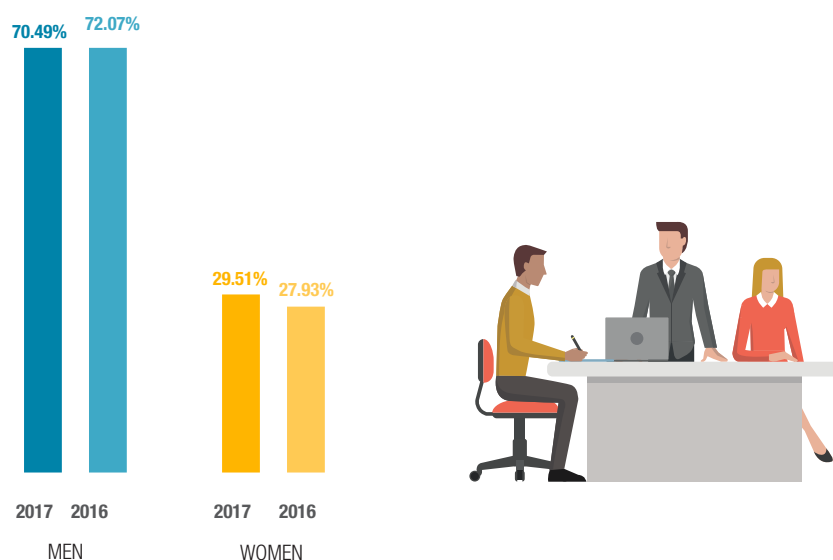
● SUPERVISED WORKERS

● INDEPENDENT CONTRACTORS

Breakdown of employees by continent:

CONTINENT	TYPE OF WORKERS	TOTAL		% WORKERS/ TOTAL GROUP WORKFORCE	
		2017	2016	2017	2016
Africa	Employees	344	354	5.31%	5.72%
	Supervised workers	30	30	0.46%	0.49%
	Independent contractors	0	0	0.00%	0.00%
Total Africa		374	384	5.78%	6.21%
Asia	Employees	232	185	3.58%	2.99%
	Supervised workers	265	191	4.09%	3.09%
	Independent contractors	5	5	0.08%	0.08%
Total Asia		502	381	7.76%	6.16%
Europe	Employees	3,272	3,114	50.55%	50.36%
	Supervised workers	507	462	7.83%	7.47%
	Independent contractors	9	4	0.14%	0.06%
Total Europe		3,788	3,580	58.52%	57.89%
North America	Employees	1,612	1,624	24.90%	26.26%
	Supervised workers	197	215	3.04%	3.48%
	Independent contractors	0	0	0.00%	0.00%
Total North America		1,809	1,839	27.95%	29.74%
Total headcount		6,473	6,184		

Breakdown of employees by gender



NB: The large gap between men and women is largely due to the nature of the Group, which is predominantly factory-based. Generally speaking, factory work has traditionally been done mainly by men. In this context, over 80% of the personnel employed at the 53 production plants of the Ebro Group are men. The men employed in factories represent 50% of the total male headcount in the Group. The gender balance in office jobs is much more balanced 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.

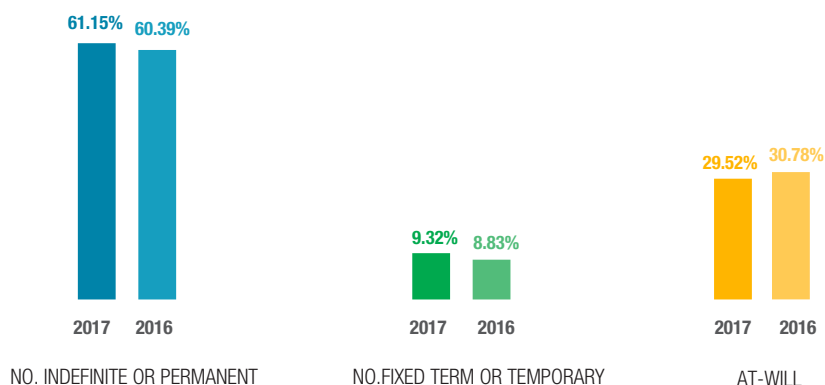
Breakdown of employees by business area and gender

	TOTAL				% TOTAL BUSINESS AREA			
	MEN		WOMEN		MEN		WOMEN	
	2017	2016	2017	2016	2017	2016	2017	2016
Rice	1,985	1,939	651	537	75.30%	78.31%	24.70%	21.69%
Pasta	1,698	1,805	861	903	66.35%	66.65%	33.65%	33.35%
Holding	39	38	23	23	62.90%	62.30%	37.10%	37.70%
Organic	94		59		61.44%		38.56%	
Others (*)	33	21	17	11	66.00%	65.63%	34.00%	34.38%
Total	3,849	3,803	1,611	1,474	70.49%	72.07%	29.51%	27.93%

NB: The **Organic area** includes professionals from the companies of Alimentation Santé: Celnat and Vegetalia. **Others** includes professionals from Arotz and Jiloca

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*).

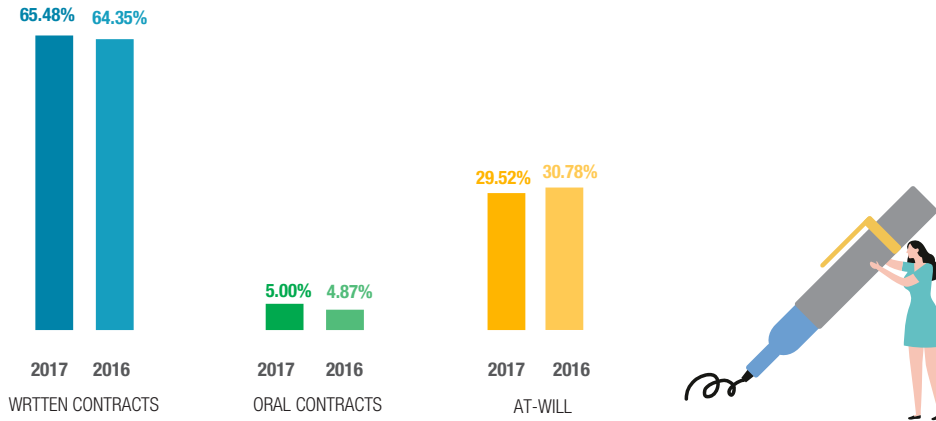


Breakdown of type of employment contract by continent

CONTINENT	TYPE OF CONTRACT	TOTAL		% TOTAL EMPLOYEES CONTINENT	
		2017	2016	2017	2016
Africa	No. Indefinite or permanent	141	158	40.99%	44.63%
	No. Fixed term or temporary	203	196	59.01%	55.37%
	At-Will	0	0	0.00%	0.00%
Total Africa		344	354	6.30%	6.71%
Asia	No. Indefinite or permanent	232	185	100.00%	100.00%
	No. Fixed term or temporary	0	0	0.00%	0.00%
	At-Will	0	0	0.00%	0.00%
Total Asia		232	185	4.25%	3.51%
Europe	No. Indefinite or permanent	2,966	2,844	90.65%	91.33%
	No. Fixed term or temporary	306	270	9.35%	8.67%
	At-Will	0	0	0.00%	0.00%
Total Europe		3,272	3,114	59.93%	59.01%
North America	No. Indefinite or permanent	0	0	0.00%	0.00%
	No. Fixed term or temporary	0	0	0.00%	0.00%
	At-Will	1,612	1,624	100.00%	100.00%
Total North America		1,612	1,624	29.52%	30.78%
Total employees		5,460	5,277		



Breakdown of form of employment contract

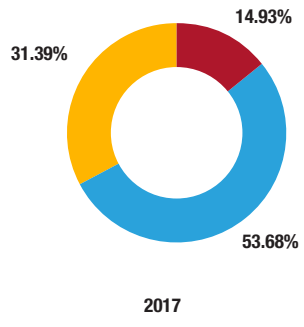
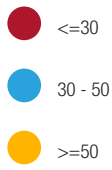


Breakdown of form of employment contract by continent

CONTINENT	TYPE OF CONTRACT	TOTAL		% TOTAL EMPLOYEES CONTINENT	
		2017	2016	2017	2016
Africa	Written	131	149	38.08%	42.09%
	Oral	213	205	61.92%	57.91%
	At-Will	0	0	0.00%	0.00%
Total Africa		344	354		
Asia	Written	232	185	100.00%	100.00%
	Oral	0	0	0.00%	0.00%
	At-Will	0	0	0.00%	0.00%
Total Asia		232	185		
Europe	Written	3,212	3,062	98.17%	98.33%
	Oral	60	52	1.83%	1.67%
	At-Will	0	0	0.00%	0.00%
Total Europe		3,272	3,114		
North America	Written	0	0	0.00%	0.00%
	Oral	0	0	0.00%	0.00%
	At-Will	1,612	1,624	100.00%	100.00%
Total North America		1,612	1,624		
Total employees		5,460	5,277		

Form of contract for permanent employees by gender

EMPLOYEES WITH PERMANENT CONTRACT	2017			2016		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Written	2,279	885	3,164	2,203	828	3,031
Oral	145	30	175	134	22	156
At-Will	1,076	536	1,612	1,137	487	1,624
Total employees	3,500	1,451	4,951	3,474	1,337	4,811



TOTAL		
AGE GROUP	2017	2016
<=30	815	758
30 - 50	2,931	2,798
>=50	1,714	1,721
TOTAL EMPLOYEES	5,460	5,277

Total employees by age group and gender

AGE GROUP	TOTAL				% TOTAL MEN-WOMEN RATIO IN GROUP			
	MEN		WOMEN		MEN		WOMEN	
	2017	2016	2017	2016	2017	2016	2017	2016
<= 30	547	519	268	239	14.21%	13.65%	16.64%	16.21%
30 - 50	2,070	2,021	861	777	53.78%	53.14%	53.45%	52.71%
>= 50	1,232	1,263	482	458	32.01%	33.21%	29.92%	31.07%
Total	3,849	3,803	1,611	1,474				

Total employees by age group, gender and continent

AGE GROUP	TOTAL			
	MEN		WOMEN	
	2017	2016	2017	2016
Africa				
<=30	101	123	23	13
30 - 50	165	170	21	15
>=50	32	31	2	2
Asia				
<=30	40	25	18	13
30 - 50	125	109	40	30
>=50	7	6	2	2
Europe				
<=30	294	276	189	176
30 - 50	1,273	1,209	516	477
>=50	736	717	264	259
North America				
<=30	112	95	38	37
30 - 50	507	533	284	255
>=50	457	509	214	195
Total Employees	3,849	3,803	1,611	1,474

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, Munderiz y Herba Bangkok, 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. External ethical audits are conducted regularly in all of them.

No. hours strike by Group employees

COMPANY	NO. HOURS 2017
Boost Nutrition	160
Lustucru	112
Panzani	2347
Total	2619

Boost Nutrition:

Provincial strike in Antwerp in protest against the government labour decisions.

National strike in Brussels in protest against the government's decisions on pensions.

Panzani

Industrial dispute over the pay negotiations.

National strike against the government's labour law.

Lustucru

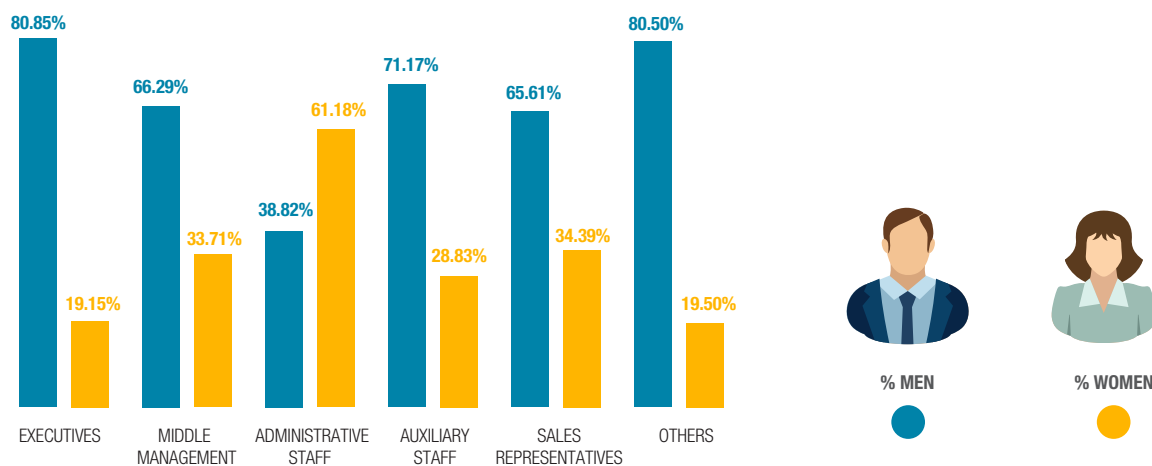
National strike against the government's labour law.



GENDER AND EQUAL OPPORTUNITIES

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

PROFESSIONAL CATEGORY	N° DE EMPLOYEES		% TOTAL EMPLOYEES GROUP	
	2017	2016	2017	2016
Executives	141	153	2.58%	2.90%
Middle management	792	608	14.51%	11.52%
Administrative staff	680	737	12.45%	13.97%
Auxiliary staff	1,214	212	22.23%	4.02%
Sales representatives	253	219	4.63%	4.15%
Others	2,380	3,348	43.59%	63.45%
Total	5,460	5,277		

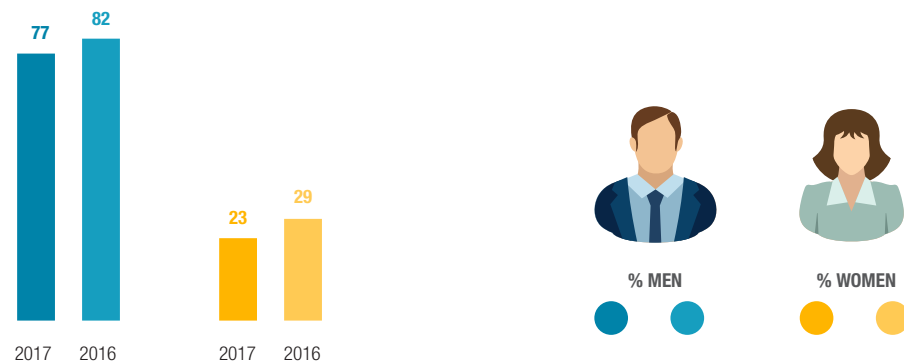


PROFESSIONAL CATEGORY	NO. MEN	NO. WOMEN	MEN/TOTAL CATEGORY %	WOMEN/TOTAL CATEGORY %
Executives	114	27	80.85%	19.15%
Middle management	525	267	66.29%	33.71%
Administrative staff	264	416	38.82%	61.18%
Auxiliary staff	864	350	71.17%	28.83%
Sales representatives	166	87	65.61%	34.39%
Others	1916	464	80.50%	19.50%
Total	3,849	1,611	70.49%	29.51%

PROFESSIONAL CATEGORY	2017					
	NO. EMPLOYEES BY AGE GROUP			% TOTAL CATEGORY		
	<=30	30 - 50	>=50	<=30	30 - 50	>=50
Executives	1	85	55	0.71%	60.28%	39.01%
Middle management	66	500	226	8.33%	63.13%	28.54%
Administrative staff	106	370	204	15.59%	54.41%	30.00%
Auxiliary staff	166	541	507	13.67%	44.56%	41.76%
Sales representatives	42	134	77	16.60%	52.96%	30.43%
Others	434	1301	645	18.24%	54.66%	27.10%
Total	815	2,931	1,714	14.93%	53.68%	31.39%

PROFESSIONAL CATEGORY	2017					
	MEN			WOMEN		
	<=30	30 - 50	>=50	<=30	30 - 50	>=50
Executives	1	62	51	0	23	4
Middle management	19	338	166	47	162	58
Administrative staff	44	143	77	62	227	127
Auxiliary staff	132	364	368	34	177	139
Sales representatives	24	86	56	18	48	21
Others	327	1077	514	107	224	133
Total	547	2,070	1,232	268	861	482

Workers with different abilities



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).

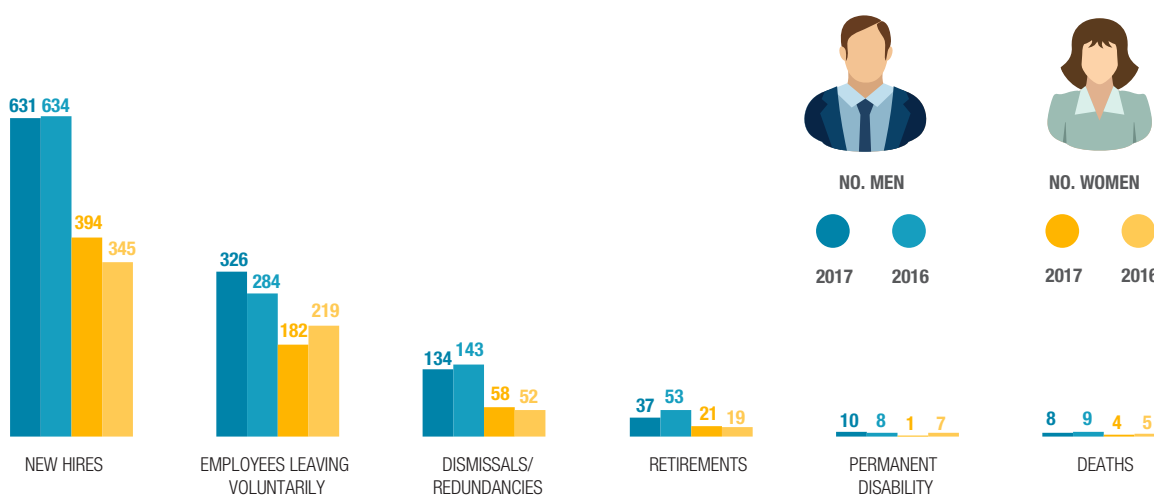
The value of those collaborations in 2017 was €81,057.23.

CENTRE	WORK	AMOUNT (€)
C.E.E. AFANIAS	Printing work	4,873.15
C.E.E. CADEMADRID	Printing work	546.92
FUNDACIÓN PRODIS	Christmas cards	3,102.44
C.E.E. INSERCIÓN PERSONAL DISCAPACITADOS «IPD»	Cleaning of Madrid offices	72,534.72
Total		81,057.23

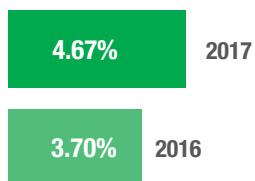
EMPLOYMENT

Employee turnover and employment net creation [LA1]

TYPE OF TURNOVER	TOTAL EMPLOYEES		% TOTAL EMPLOYEES GROUP	
	2017	2016	2017	2016
New hires	1,025	969	18.77%	18.55%
Employees leaving voluntarily	508	503	9.30%	9.53%
Dismissals/Redundancies	192	195	3.52%	3.70%
Retirements	58	72	1.06%	1.36%
Permanent disability	11	15	0.20%	0.28%
Deaths	12	14	0.22%	0.27%



TURNOVER RATE TOTAL %



EMPLOYMENT NET CREATION



Employees promoted during the year, by gender

	NO. INTERNAL PROMOTIONS		% OF GENDER OF EMPLOYEES	
	MEN	WOMEN	MEN	WOMEN
Total	181	78	4.70%	4.84%

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

CATEGORIES	MEN	WOMEN	TOTAL
Executives	10.92	9.85	10.72
Middle management	13.97	8.40	12.09
Administrative staff	11.69	11.13	11.34
Auxiliary staff	11.11	10.27	10.87
Sales representatives	9.8	7.84	9.13
Others	11.39	10.86	11.29
Total	11.62	10.21	11.20



Benefits for employees

[LA2]

The following table shows the benefits offered to employees in the principal companies of the Ebro Group: Herba Ricemills, Catelli, Panzani and Riviana Foods.

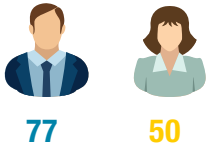
BENEFITS	COMPANY			
	HERBA RICEMILLS	CATELLI FOODS	PANZANI	RIVIANA
Stock ownership	All employees	---	---	---
Parental leave	All employees	Full-time employees	All employees	Full-time employees
Disability and invalidity coverage	All employees	Full-time employees	All employees	Full-time employees
Retirement provision	---	Full-time 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	Full-time employees

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

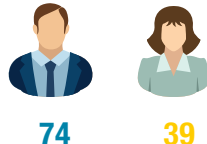
Return to work and retention rates after parental leave, by gender

[LA3]

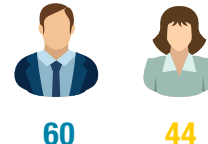
EMPLOYEES WHO
TOOK PARENTAL LEAVE



EMPLOYEES WHO RETURNED TO WORK
AFTER PARENTAL LEAVE ENDED



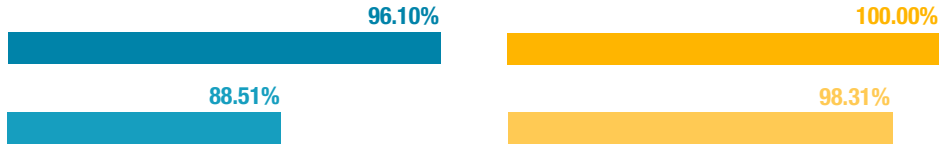
EMPLOYEES WHO RETURNED TO WORK
AFTER PARENTAL LEAVE ENDED AND
WERE STILL EMPLOYED TWELVE MONTHS LATER



CONCEPTS	2017			2016		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Employees who were entitled to parental leave	77	50	127	87	59	146
Employees who took parental leave	74	50	124	77	58	135
Employees who returned to work after parental leave ended	74	39	113	77	47	124
Employees who returned to work after parental leave ended and were still employed twelve months later	60	44	104	72	42	114



% EMPLOYEES WHO EXERCISED THEIR RIGHT



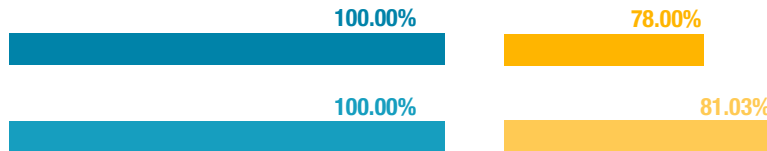
RETURN TO WORK RATE



% MEN



2017 2016



% WOMEN



2017 2016

RETENTION RATE



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 AT WORK

Health and Safety Committees

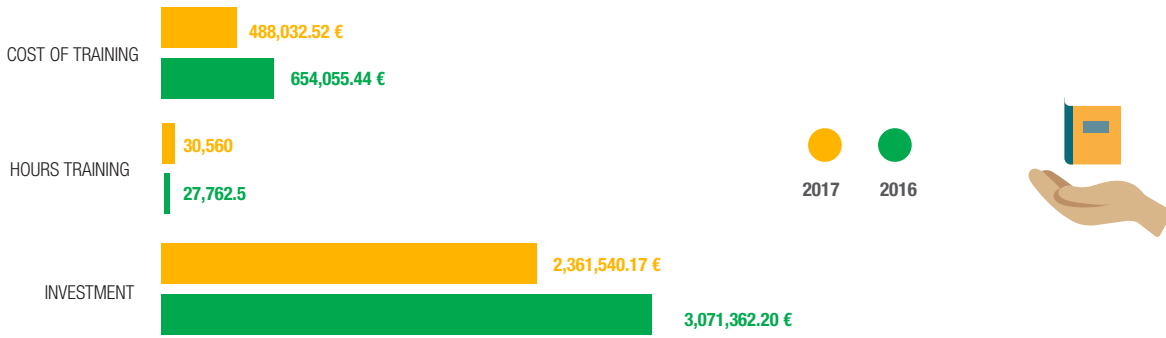
[LA5]

All our workers are covered for occupational hazard prevention.

Prevention is provided through both 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 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.

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



NB: To calculate these rates, we multiplied by the factor 200,000 (50 40-hour working weeks for every 100 employees). The resulting rate is thus linked to the number of workers, rather than the number of hours.

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

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

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	COMPANY	
Personal protection equipment	Boost Nutrition Catelli Celnat Herba Bangkok Herba Egypt Lassie	Lustucru Panzani Riviana Arroz Riviana Pasta Roland Monterrat
Joint management-employee health and safety committees	Boost Nutrition Catelli Celnat Garofalo Herba Bangkok Herba Egypt Herba Ricemills	Lassie Lustucru Panzani Riviana Arroz Riviana Pasta Roland Monterrat
Participation of worker representatives in health and safety inspections	Boost Nutrition Catelli Celnat Garofalo Herba Bangkok Herba Ricemills	Lassie Lustucru Panzani Riviana Arroz Riviana Pasta Roland Monterrat
Training and education	Boost Nutrition Catelli Celnat Garofalo Herba Bangkok Herba Egypt Herba Ricemills	Lassie Lustucru Panzani Riviana Arroz Riviana Pasta Roland Monterrat
Right to refuse unsafe work	Catelli Celnat Herba Bangkok Herba Egypt Herba Ricemills Lassie	Lustucru Panzani Riviana Arroz Riviana Pasta Roland Monterrat
Periodic inspections	Catelli Celnat Garofalo Herba Bangkok Herba Egypt Herba Ricemills	Lassie Lustucru Panzani Riviana Arroz Riviana Pasta Roland Monterrat

GLOBAL LEVEL AGREEMENTS	COMPANY	
Compliance with the ILO	Boost Nutrition Garofalo Herba Bangkok Herba Ricemills	Lassie Lustucru Riviana Arroz
Arrangements or structures for resolving problems	Boost Nutrition Herba Bangkok Lassie Lustucru	Panzani Riviana Arroz Roland Monterritat
Commitments regarding target performance standards or level of practice to apply	Herba Bangkok Lustucru Panzani	Riviana Arroz Roland Monterritat



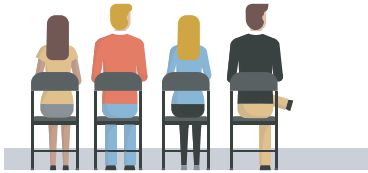
TRAINING AND EDUCATION

[LA9]

	2017	2016
Total cost of training	1,818,164 €	1,913,152 €
Total hours of training	130,220	130,786.5
No. employees who received training	3,699	3,665
% total employees	67.75%	69.45%

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

CATEGORY	NO. EMPLOYEES WHO RECEIVED TRAINING		% TOTAL EMPLOYEES PER CATEGORY	
	2017	2016	2017	2016
Executives	85	83	60.28%	54.25%
Middle management	602	464	76.01%	76.32%
Administrative staff	425	508	62.50%	68.93%
Auxiliary staff	1,164	153	95.88%	72.17%
Sales representatives	159	114	62.85%	52.05%
Others	1,264	2,343	53.11%	69.98%
Total	3,699	3,665	67.75%	69.45%



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

CATEGORY	NO. EMPLOYEES WHO RECEIVED TRAINING		% TOTAL EMPLOYEES, GENDER & CATEGORY	
	MEN	WOMEN	MEN	WOMEN
Executives	65	20	57.02%	74.07%
Middle management	409	193	77.90%	72.28%
Administrative staff	169	256	64.02%	61.54%
Auxiliary staff	831	333	96.18%	95.14%
Sales representatives	106	53	63.86%	60.92%
Others	1,061	203	55.38%	43.75%
Total	2,641	1,058	67.75%	65.67%

Number of training hours, by gender and employee category

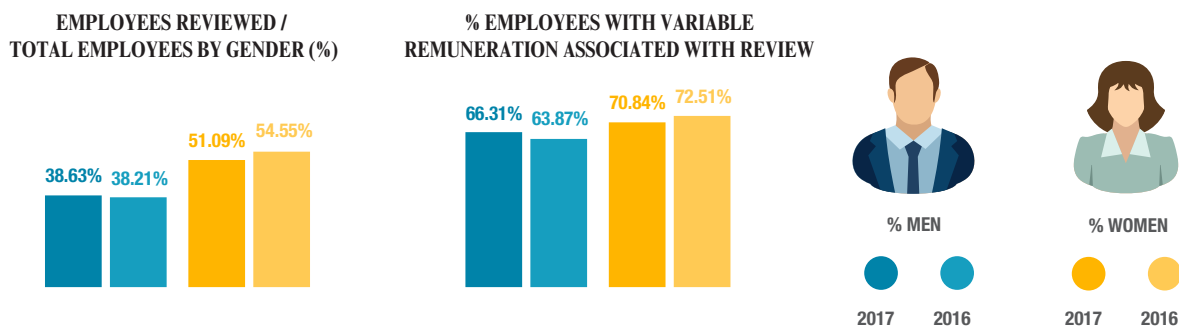
CATEGORY	2017		2016	
	MEN	WOMEN	MEN	WOMEN
Executives	1,470	414	1,265	520
Middle management	11,379	4,275	10,015	3,628
Administrative staff	5,076	6,833	8,569	7,295
Auxiliary staff	52,377	23,790	3,031	806
Sales representatives	2,559	805	1,469	1,003
Others	18,633	2,611	74,729	18,458
Total	91,493	38,728	99,077	31,710

Average employee training hours, by gender and employee category

CATEGORY	MEN		WOMEN	
	2017	2016	2017	2016
Executives	12.89	10.45	15.33	16.23
Middle management	21.67	24.97	16.01	17.53
Administrative staff	19.23	25.81	16.43	18.01
Auxiliary staff	60.62	21.96	67.97	10.89
Sales representatives	15.41	10.06	9.25	13.74
Others	9.72	28.04	5.63	27.02
Total	23.77	26.05	24.04	21.51

NB: The principal subject areas on which training has been given are: languages, 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, etc.

Employees receiving regular performance and career development reviews [LA11]



2017							
NO. EMPLOYEES WHO HAVE RECEIVED REVIEWS		NO. EMPLOYEES REVIEWED 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
1,487	823	986	583	38.63%	51.09%	66.31%	70.84%

Percentage of employees receiving regular performance and career development reviews, by gender and continent

2017								
CONTINENT	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	33	40	7	1	11.07%	8.70%	21.21%	25.00%
Asia	172	60	164	44	100.00%	100.00%	95.35%	73.33%
Europe	928	517	461	296	40.30%	53.35%	49.68%	57.25%
North America	354	242	354	242	32.90%	45.15%	100.00%	100.00%
Total	1,487	823	986	583	38.63%	51.09%	66.31%	70.84%

28.74% 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 2017, 63 employees of different Ebro Group received shares in Ebro Foods, S.A. for an overall sum of €532,260.

EQUAL REMUNERATION FOR WOMEN AND MEN

[LA13]

Ratio of the basic salary and remuneration of women to men by significant locations of operation (business units) and locations of operation in developing countries

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 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 personal supplements may alter the final salary of men or women within the same category.

SIGNIFICANT BUSINESS UNITS

Herba Ricemills

EMPLOYEE CATEGORY	WOMEN-MEN RATIO OF AVERAGE REMUNERATION
A) TECHNICAL, ADMINISTRATIVE & SALES STAFF	
Level I	0.87
Level II	0.82
Level III	0.88
Level V	1.06
B) PRODUCTION STAFF	
Level I	0.92
Level II	0.85
Level IV	0.9
Level VI	0.92
Level VIII	0.98



Panzani

EMPLOYEE CATEGORY	WOMEN-MEN RATIO OF AVERAGE REMUNERATION
Executives	0.66
Technical staff & supervisors	1.16
Administrative staff	0.93
Operators	0.90



Catelli

EMPLOYEE CATEGORY	WOMEN-MEN RATIO OF AVERAGE REMUNERATION
Executives	0.72
Middle Management	0.9
Professionals	1.01
Administrative staff	0.94
Skilled workers	0.87
Operators	0.95
Unskilled workers & assistants	0.94



Riviana (Rice business)

EMPLOYEE CATEGORY	WOMEN-MEN RATIO OF AVERAGE REMUNERATION
Executives	0.77
Middle Management	1.09
Professionals	0.83
Technical staff	0.74
Administrative staff	0.95
Operators	1.02
Unskilled workers & assistants	0.94

Riviana (Pasta business)

EMPLOYEE CATEGORY	WOMEN-MEN RATIO OF AVERAGE REMUNERATION
Middle Management	0.98
Professionals	0.97
Administrative staff	1.04
Operators	0.99
Unskilled workers & assistants	1.02

BUSINESS UNITS IN DEVELOPING COUNTRIES

Herba Egypt

EMPLOYEE CATEGORY	WOMEN-MEN RATIO OF AVERAGE REMUNERATION
Production assistants	1.00

Ebro India

EMPLOYEE CATEGORY	WOMEN-MEN RATIO OF AVERAGE REMUNERATION
Accounts manager	1.76
Sales coordinator	1.21

Mundiriz

EMPLOYEE CATEGORY	WOMEN-MEN RATIO OF AVERAGE REMUNERATION
Others	1

Rivera del Arroz

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

