

# EBRO 2015

## SUSTAINABILITY REPORT



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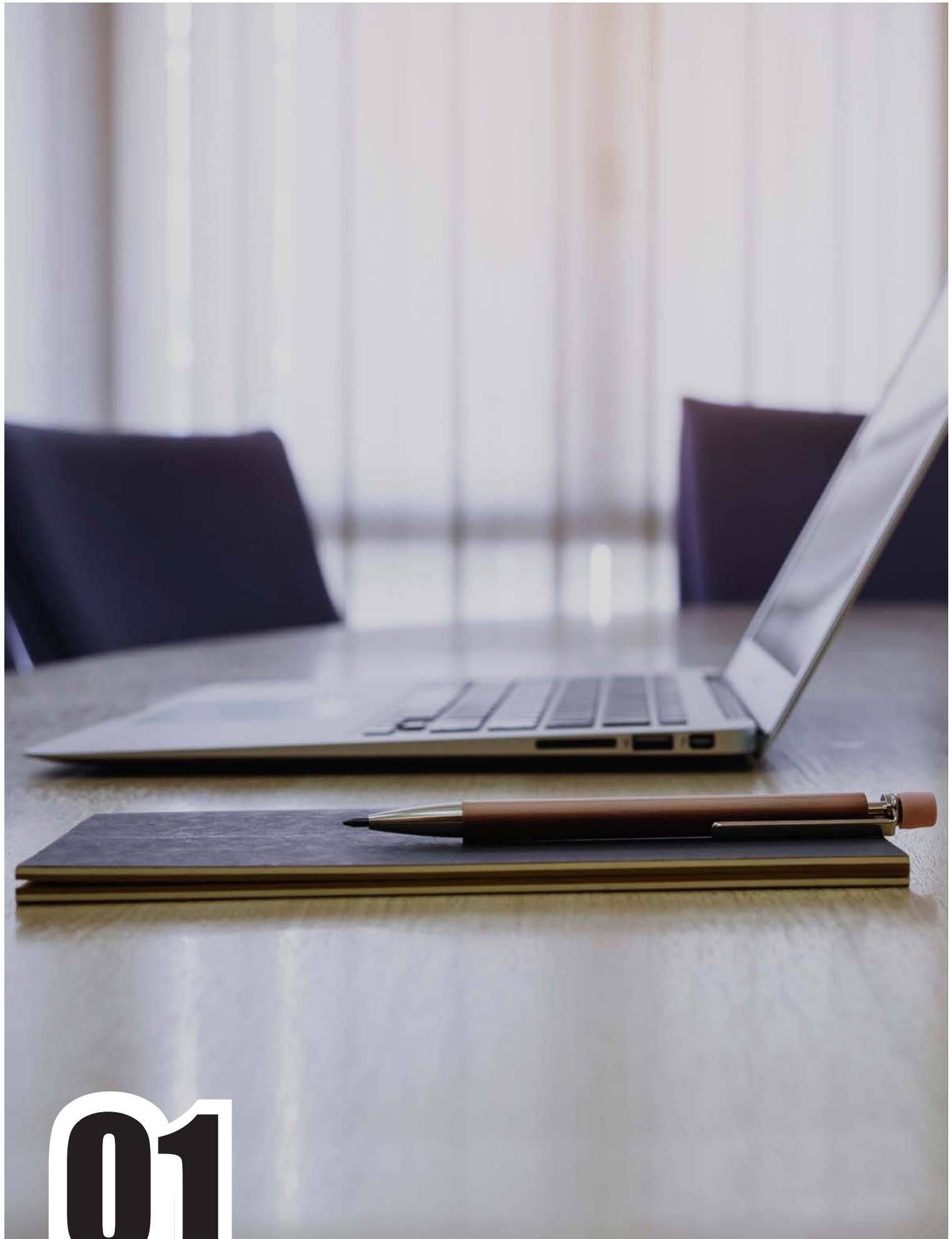
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ABOUT THIS REPORT



## REPORTING PERIOD

2015

## MOST RECENT PREVIOUS REPORT

2014

## REPORTING CYCLE

Annual

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

For general issues regarding this report, contact the Communications and Corporate Social Responsibility Department at:

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## SCOPE OF THE REPORT

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

COMPANY	COUNTRY	BUSINESS AREA
American Rice Inc.	USA	Rice
Arrozeiras Mundiarroz, S.A.	Portugal	Rice
Boost Nutrition, C.V.	Belgium	Rice
Bosto Panzani Benelux, N.V.	Belgium	Rice &pasta
Catelli Foods Corporation	Canada	Pasta
Ebro Foods, S.A.	Spain	Parent (Holding)
Ebrofrost Holding, GmbH	Germany	Rice &pasta
Ebro India, Privated Ltd.	India	Rice
Euryza GmbH	Germany	Rice
Herba Bangkok	Thailand	Rice
Herba Egypt Ricemills, Ltd	Egypt	Rice
Herba Puerto Rico, LLC	Puerto Rico	Rice
Herba Ricemills, S.L.U.	Spain	Rice
Herba Ricemills Rom, S.R.L.	Romania	Rice
Lassie, B.V.	Netherlands	Rice
Lustucru Frais, S.A.S.	France	Rice &pasta
Mundi Riso, S.R.L.	Italy	Rice
Mundi Riz, S.A.	Morocco	Rice
New World Pasta	USA & Canada	Pasta
Panzani, S.A.S.	France	Pasta
Pastificio Lucio Garofalo, Spa	Italy	Pasta
Riceland Magyarorzag, KFT	Hungary	Rice
Riviana Foods, Inc.	USA	Rice
Stevens&Brotherton Herba Foods, Ltd.	UK	Rice

### Explanatory notes

1. The names Riviana Group, Panzani Group and New World Pasta Group may appear in certain sections of this Report. We clarify here that Riviana Group includes the performance of the companies American Rice Inc., Riviana Foods Inc. and RiceSelect; Panzani Group comprises Panzani, S.A.S., Lustucru Frais, S.A.S. and Roland Monterrat; and New World Pasta (NWP) Group comprises New World Pasta and Catelli Foods Corporation.

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

## PRINCIPLES AND ORIENTATION OF THIS REPORT

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

Suggestions received from different stakeholders were also taken into account. Our stakeholders include:



SHAREHOLDERS



EMPLOYEES



CUSTOMERS



SUPPLIERS



SOCIETY



MEDIA

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

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

CHANNELS OF DIALOGUE WITH OUR STAKEHOLDERS

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

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## STAKEHOLDERS

## CHANNELS OF DIALOGUE BETWEEN THE COMPANY AND ITS STAKEHOLDERS

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### Employees

Corporate website and websites of our subsidiaries  
Corporate Intranet  
Suggestion box  
Mailbox  
Newsletter digital  
Mailshots  
Department Days  
Works Council  
HR interlocutors  
Corporate Communications Department  
Annual Report  
Reporting channel of the COC

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### Customers

Corporate website and websites of our subsidiaries  
Customer services department  
Electronic mailboxes in each of the Group companies  
Parent company mailbox (**comunicacion@ebrofoods.es**)  
Advertising and Marketing  
Satisfaction surveys  
Regular meetings with consumers  
Social networking of some of our brands  
Regular visits to customers  
Trade fairs, forums and conferences  
Annual Report  
Reporting channel of the COC

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### Suppliers

Corporate website and websites of our subsidiaries  
Purchasing Departments of the Group companies  
Supplier Code of Conduct  
Regular visits to suppliers  
Surveys  
Annual Report  
Reporting channel of the COC

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### Society

Corporate website and websites of our subsidiaries  
Website of the Ebro Foods Foundation  
Annual Report  
Communications and CSR Department  
Press releases  
Parent company mailbox (**comunicacion@ebrofoods.es**)  
Meetings with NGOs and social action institutions  
Meetings with local authorities  
Meetings with resident associations  
Reporting channel of the COC

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## STAKEHOLDERS

Media

## CHANNELS OF DIALOGUE BETWEEN THE COMPANY AND ITS STAKEHOLDERS

Corporate website and websites of our subsidiaries  
Corporate Communications Department  
Parent company mailbox (comunicacion@ebrofoods.es)  
Press releases  
CNMV regulatory announcements  
Regular meetings with different media  
Interviews  
Surveys and questionnaires  
Annual Report

## SIGNIFICANT CHANGES IN 2015 IN THE SIZE, STRUCTURE AND OWNERSHIP OF THE ORGANISATION

Two new businesses were incorporated in the consolidated group during the year: RiceSelect in June and Roland Monterrat in October.

## COMPARISON WITH PREVIOUS YEAR

- ❖ The information on RiceSelect is included for the purpose of consolidation in all the environmental and social performance indicators of the Sustainability Report.
- ❖ The information on Roland Monterrat has only been included in the Human Resources macro indicators. It will be fully incorporated in the Social Responsibility Report on 2016.







**SUSTAINABLE GROWTH AND THE CREATION OF SHARED VALUE**

## SUSTAINABLE GROWTH AND THE CREATION OF SHARED VALUE

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

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

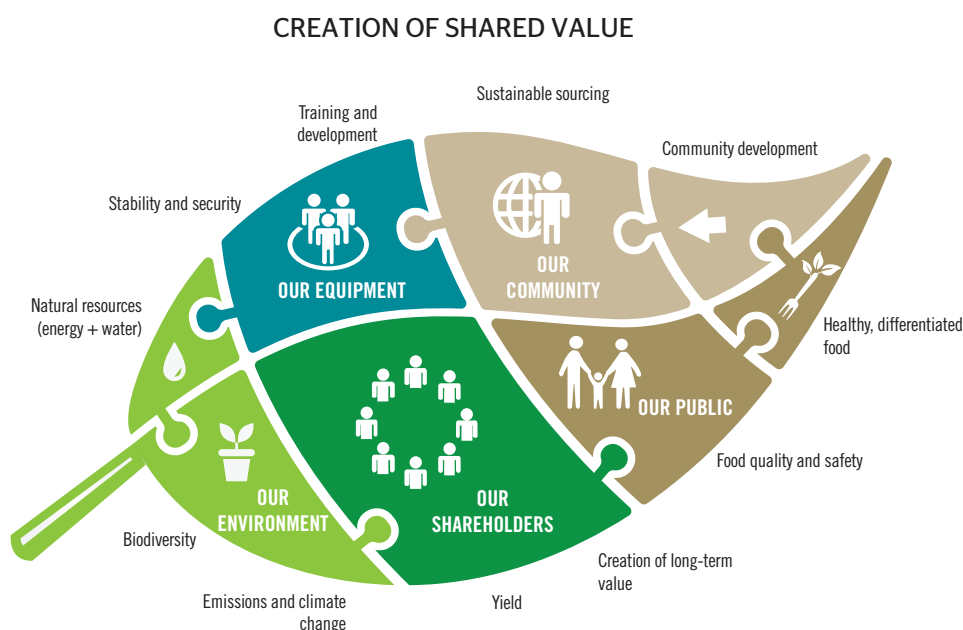
The company has identified five strategic areas in that policy, **Our Team, Our Community, Our Public, Our Shareholders** and **Our Environment**. The relevant policies and principles are aligned with these five areas, making sustainable development a cross-cutting action implemented in all the companies of the Ebro Group.

These five strategic areas are defined below:

- ❖ **Our Team:** the Group's professionals, including directors, executives and employees.
- ❖ **Our Community:** all communities in which the Group operates, directly or through third parties.
- ❖ **Our Public:** consumers and customers.
- ❖ **Our Shareholders:** shareholders, institutional investors and proxy advisors.
- ❖ **Our Environment:** natural spaces and areas affected by the Group's activity.

### SPECIFIC AREAS OF ACTION

The Group's Corporate Social Responsibility is expressed through specific corporate policies and actions related with the above-mentioned five areas of action.



## OUR TEAM:

- ❖ The basic principles and rules of action are set down in the Internal Code of Market Conduct, the Code of Conduct, the Senior Executive Remuneration Policy and the Policy for Selecting Directors.
- ❖ The personal and professional development of directors, administrators, executives and employees of the Group is fostered and they are encouraged to improve their capacities and skills.
- ❖ Actions related with the selection, hiring, training and internal promotion of professionals are based on principles of equal opportunities and non-discrimination, and on clear criteria of capacity, competence and professional merit.
- ❖ Efforts will be made to establish a good work-life balance, helping our professionals to strike a balance between their family and work responsibilities and respecting their right to privacy in all aspects.
- ❖ Our professionals are offered fair pay, in line with what is offered on the labour market.
- ❖ We endeavour to guarantee a safe and healthy working environment for our professionals, requiring group companies to take reasonable measures to maximise occupational hazard prevention.

## OUR COMMUNITY:

- ❖ The Group's Social Action Policy develops the criteria for actions in this area according to the principles of transparency, adaptability and value added.
- ❖ The actions to be developed directly with our community focus mainly on the following:
  - (i) initiatives for assistance and social integration of groups at risk of exclusion in the regions in which the Group operates;
  - (ii) projects related with education and access to employment, as well as the social and labour market inclusion of the disabled;
  - (iii) donations of the Group's food products;
  - (iv) programmes to develop social and environmental crop standards that secure sustainable agriculture; and
  - (v) implementation and development of best practices throughout our value chain.
- ❖ The Ebro Foods Foundation is the main driving force behind the Group's social action. Its collaboration is considered an added contribution to the well-being of our communities, generating a lasting positive impact and transforming and enhancing the areas in which the Group's companies are present.
- ❖ However, Group companies are free to develop their own social actions linked to their particular business activities or contributing to value creation in the communities in which they each operate.
- ❖ All actions taken in this area are reported to the Board and General Meeting every year, included in the Group's Corporate Social Responsibility Report and published on the Foundation website.

## OUR PUBLIC:

- ❖ The Code of Conduct lays down the basic rules and principles governing the relationships between the Group and its professionals with consumers and customers.
- ❖ Relations with our public are based on promoting healthy eating, offering customers and consumers a broad array of Group products focused on the Health segment.
- ❖ Actions in this area focus on:
  - (i) Developing a product portfolio geared towards consumers' health and well being;
  - (ii) Promoting healthy eating habits;
  - (iii) Implementing standards to guarantee food quality and safety for our consumers and customers.
- ❖ We undertake to offer top quality products and services, complying not only with the quality standards and requirements stipulated in law, but also with any other, more stringent requirements, to guarantee that top quality.
- ❖ We seek maximum transparency in the information we provide for customers and consumers.

## OUR SHAREHOLDERS:

- ❖ All actions in this area must conform to laws and corporate governance rules, the Articles of Association, Regulations of the General Meeting, Regulations of the Board and Internal Code of Market Conduct.
- ❖ These actions must also comply with the rules and principles established in the Code of Conduct, Dividend Policy, Policy on Attendance Fees for General Meetings and the Policy on Communication and Relations with Shareholders, Institutional Investors and Proxy Advisors.
- ❖ Relations with our shareholders are founded on principles of transparency, truth, permanent, adequate, immediate reporting and the principle of non-discrimination and equal treatment of all shareholders who are in identical conditions and are not affected by conflicts of interest or competence.
- ❖ We strive to secure the maximum possible gain for our shareholders and investors, in a manner that is both fair and sustainable.
- ❖ As a rule, attendance fees are established for general meetings to encourage shareholders to participate and reduce absenteeism, consisting of a gift related with the Company's products and/or brands

## OUR ENVIRONMENT:

- ❖ Environment-related actions are governed by the rules and principles established in the Code of Conduct, developed through the Environmental Policy.
- ❖ Programmes are developed to enhance energy efficiency and the use of water.
- ❖ Actions are assessed and developed to reduce emissions into the air.
- ❖ Environmental sustainability programmes are applied in specific aspects.

## COMMITMENTS TO ENTITIES PROMOTING ENVIRONMENTAL AND SOCIAL INITIATIVES

The Ebro Group belongs to several organisations and entities that encourage and channel companies' commitment to society and the environment, including the following:



Signatory of the United Nations Global Compact



Member of the Private Sector Advisory Group of the United Nations Sustainable Development Goals Fund (SDGF)



Member of the Redistribution Committee of the Spanish Commercial Coding Association (AECOC) project against food waste "Don't waste food, use it"



Member of the SERES Foundation



Sustainable Agriculture Initiative (SAI) Platform

## EXTERNAL ASSESSMENTS

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

MEMBER



FTSE4Good





**03**

COMMITMENT TO SOCIETY

## SOCIAL CASH FLOW

Ebro Foods makes a significant contribution to the social and economic development of the communities in which it operates. Its business activities generate wealth through the creation of jobs, payment of salaries, tax contribution, purchase of goods and services from suppliers, distribution of dividends, implementation of welfare programmes, development of environmental initiatives, support for the value chain and investment in R&D and innovation.

Over 95% of the income generated during the year was distributed among its stakeholders in 2015.

SOCIAL CASH FLOW	2015	2014
<b>Economic value generated</b>		
Net turnover	2,461,915	2,120,722
Other income	31,448	29,581
Interest income	31,112	32,470
Share of profits of associates	3,629	1,985
	<b>2,528,104</b>	<b>2,184,758</b>
<b>Economic value distributed</b>		
Consumption and other external expenses	1,391,646	1,189,285
Employee benefits	306,304	261,710
Other operating expenses	484,626	421,922
Interest expense	43,183	24,758
Corporate income tax	79,034	64,407
Net income from discontinued operations	0	2,223
Dividends(*)	102,657	76,932
	<b>2,407,450</b>	<b>2,041,237</b>
<b>Economic value retained</b>	<b>120,654</b>	<b>143,521</b>

Thousand of euros

(\*) Dividends paid in the corresponding year

**EC5 - Ratio of the entry level wage paid by the Group to its employees and the local minimum wage stipulated by law**  
(broken down by significant business units and business units in developing countries)

<b>SIGNIFICANT BUSINESS UNITS</b>	<b>%</b>
Herba Ricemills (Spain)	+ 86.90%
NWP Group (USA and Canada)	+ 93.84%
Panzani Group (France)	+ 10%
Riviana Group (USA)	+ 34%
<b>BUSINESS UNITS IN DEVELOPING COUNTRIES</b>	<b>%</b>
Herba Egypt (Egypt)	+ 40%
Ebro India (India)	+ 29.27%
Mundi Riz (Morocco)	0%

**EC6 - 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
Herba Ricemills (Spain)	100%
NWP Group (USA and Canada)	80%
Panzani Group (France)	100%
Riviana Group (USA)	50%

BUSINESS UNITS IN DEVELOPING COUNTRIES	NATIONAL EXECUTIVES
Ebro India (India)	80%
Herba Egypt (Egypt)	60%
Mundi Riz (Morocco)	100%

## OUR CONTRIBUTION TO PUBLIC ADMINISTRATION AND SOCIETY

With a view to guaranteeing responsible compliance with the tax laws in place in the jurisdictions in which it operates, the Ebro Group has developed procedures and principles to secure transparent, honest tax management and payment of taxes.

The Group does not use opaque structures consisting of interposing base companies in low-tax or non-tax countries and/or territories not cooperating with the tax authorities. Nor does it engage in any activities in any of the jurisdictions included on the list of tax havens, incorporated in Spanish law through Supplementary Provision 1 of the Tax Fraud Prevention Measures Act 36/2006, as amended by Final Provision 2 of Act 26/2014 of 27 November.

In 2015, the company directly paid over €80 million to the tax authorities in the different countries in which it operates.

### TOTAL TAXES PAID (€ 000)



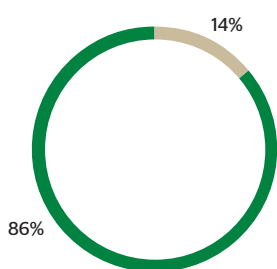
2015

80,213

2014

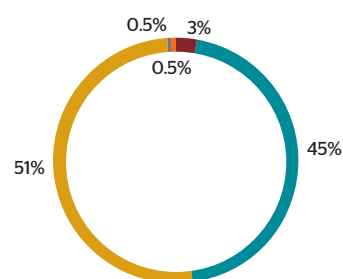
81,468

### BREAKDOWN OF TAXES PAID IN 2015



■ CORPORATE INCOME TAX  
■ OTHER TAXES

### DISTRIBUTION OF TAXES PAID IN 2015 BY GEOGRAPHICAL AREAS



■ REST EUROPA ■ NORTH AMERICA  
■ SPAIN ■ ASIA ■ AFRICA

ANTI-CORRUPTION

To minimise the risks of corruption and bribery in the performance of its business activities, the Group has developed a corporate Code of Conduct (COC), of which all the employees of the organisation have been duly informed and which has been signed and accepted by each and every one of them.

In point 29, the COC expressly contemplates measures against corruption, bribery, illegal commissions, influence peddling and money laundering, expressing the Group's undertaking to eradicate all forms of corruption within its companies.

In addition, the following companies have specific policies against corruption, bribery, unfair trading practices and contributions to political parties and trade unions:

CORRUPTION

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

BRIBERY

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

UNFAIR TRADING PRACTICES

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

CONTRIBUTIONS TO POLITICAL PARTIES AND TRADE UNIONS

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

No cases of corruption have been reported in any of the Group companies or any of their business partners. [S03 / S04 / S05]

**Public policy**

Ebro declares its political neutrality and establishes in its COC the prohibition for its professionals to make any contributions to political parties, authorities, organisations, public administration and institutions in general in its name or on behalf of any of the companies in the Ebro Foods Group.

All relations with the authorities, regulatory bodies and government departments are conducted according to the principle of maximum cooperation and transparency, without prejudice to defence of the Group's legitimate interests.

[SO6]

**Unfair trading practices**

None of the Group companies has been sued for or been involved in any incidents related with anti-competitive behaviour, anti-trust or monopoly practices. [SO7]

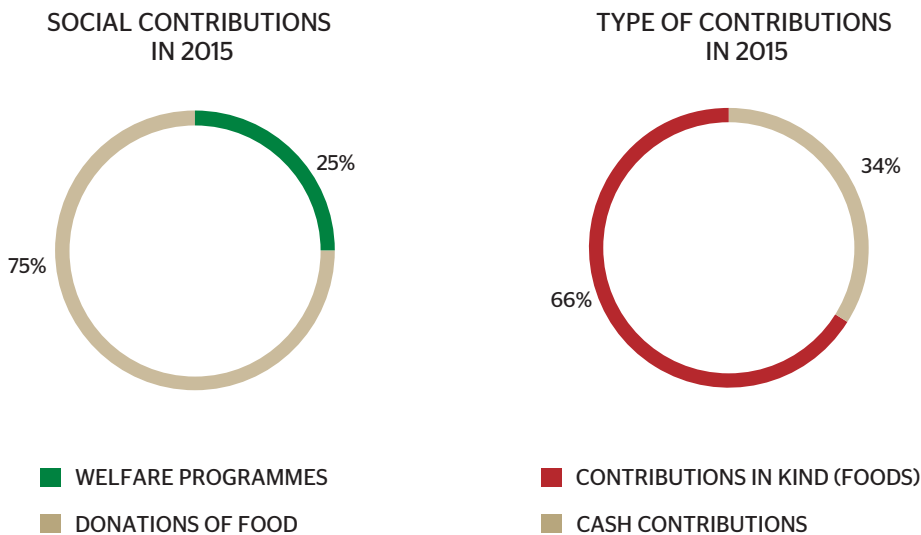
**Compliance**

No Group companies have been fined for non-compliance with the law or regulations, or received any grievances about impacts on society. [SO8 - SO11]

**OUR CONTRIBUTION TO COMMUNITIES**

During 2015 Ebro Foods allocated over €1,700,000 to its commitment to communities. Through the Ebro Foundation and its different companies, the Group has participated in and promoted projects created by different not-for-profit organisations within its areas of influence, developed motu proprio initiatives of social and environmental interest directly related with its business activity and organised projects in which professionals of the Group have participated voluntarily.

The Group has not received any grievances or claims regarding possible negative impacts on the local communities in which it operates. [SO1 / SO2]



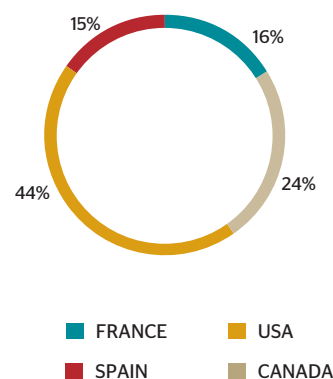


## DONATIONS OF FOOD

One of the Group's main lines of social action is the donation of food, either to the food banks in the principal countries in which it operates or to different welfare organisations and associations, mainly in Spain.

COUNTRY	COMPANY	€
Spain	Herba Ricemills	52,852.85
USA	Riviana	548,224.00
USA	American Rice	26,153.00
Canada	NWP-Catelli-Olivieri	315,238.00
France	Panzani	204,496.00
<b>TOTAL</b>		<b>1,146,963.85</b>

FOOD DONATIONS BY GEOGRAPHICAL AREA



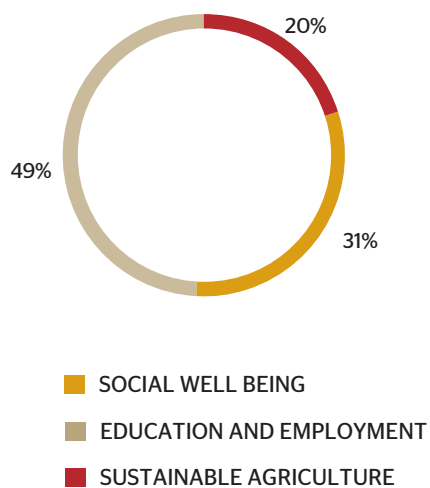
FOOD: €146,940.20			
TOWN/CITY	ORGANISATION	CSR ACTIONS	BENEFICIARIES
Seville	Food Bank	Christmas charity concert	n/a
Seville	Orden de Malta	Financial assistance for San Juan de Acre soup kitchen	211
Seville	Safa Blanca Paloma School	Grants for school meals	10
Seville	Archdiocese of Seville	Confectionery for San Juan de Dios and San Juan de Acre soup kitchens	250
Seville	San Vicente de Pau Soup Kitchen	Purchase of food	400
Madrid	Orden de Malta	Virgen de la Candelaria soup kitchen in San Blas district	200
Madrid	Manos de Ayuda Social	Ventas district soup kitchen	121
Madrid	ONG Olvidados	Donation of food for the needy	350
Madrid	Asociación Achalay	Purchase of food	224
Madrid	FESBAL	Purchase of food	n/d
L'Aldea Tarragona	Cáritas	Grants for school meals and purchase of food	1108
Sierra Leona	África Directo	Purchase of rice for people in quarantine for Ebola	2000



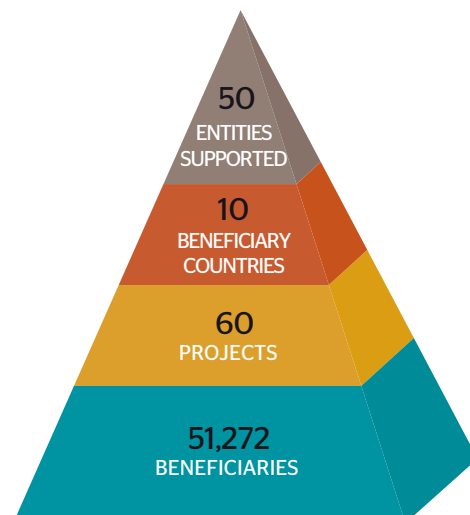
## WELFARE PROGRAMMES

The Group's commitment to society is also developed through social, educational and environmental actions that contribute towards the sustainable development of the communities in which it is present.

TYPES OF WELFARE PROGRAMMES



INVESTMENT IN WELFARE PROGRAMMES



**SOCIAL ACTION IN OUR COMMUNITIES €132,335**

TOWN/CITY	ORGANISATION	CSR ACTIONS	BENEFICIARIES
Seville	Fundación Mehuer	Support for research into rare diseases	n/a
Villamanrique de la Condesa - Seville	Asociación Santa María Magdalena	Christmas Procession	n/a
Seville	AECC	Christmas Procession	n/a
Torreblanca - Seville	Hermanidad Inmaculado Corazón	"Share a dream" programme	200
Rinconada - Seville	Cáritas	Assistance for the needy	205
Puebla del Río - Seville	SA Puebla	Sponsorship of the "I'm running for Borja" race to raise funds for research of the Sanfilippo Syndrome	1
Seville	Proyecto Hombre	Grants for therapy of destitute drug addicts	4
Coria, La Puebla, Isla Mayor - Seville	Cáritas	Basic support programmes for families	1431
Seville	Autismo Sevilla	Solidarity calendar supporting autism	n/a
Ginés - Seville	Asociación Sevillana Síndrome de Asperger	Support for social inclusion	n/a
San Juan de Aznalfarache - Seville	Mater et Magistra	Enlargement of home for the disabled	84
Salteras - Seville	APASCIDE	Speech therapy, autonomy and independent life support programme for the deaf and blind at the Santa Ángela de la Cruz Centre	8
Madrid	Fundación Theodora	Funding of Smile Doctors at several Spanish hospitals	1500
Madrid	Fundación Vianorte Laguna	Concert to raise funds for people with Alzheimer's	n/a
Madrid	Fundación Kyrios	Counselling and information for people with borderline intelligence	55
Jerez - Cádiz	Parroquia San Pablo	Childplay Project	30
Developing countries	Obra Social La Caixa	Business Alliance for the vaccination of children	n/a
Nepal	Cáritas	Nepal earthquake emergency	n/a
Larache -Morocco	Ebro Foundation	Financing for school material & transport for kabila population near Mundiriz	100
Egypt	Ebro Foundation	Funding of social projects near the Herba Egypt plant	200



## EDUCATION AND ENTERPRISE €214,576

TOWN/CITY	ORGANISATION	CSR ACTIONS	BENEFICIARIES
Seville	CiCcartuja	Allocation for Ebro-CiCcartuja research prize	3
Seville	Loyola Leadership	Ebro Loyola Grants	3
Seville	Fundación Santa Maria la Real	Lanzaderas Project to find jobs for the unemployed	21
Isla Mayor - Seville	CEIP Félix Hernández	Teaching material for children with special education needs	n/a
Seville	Fundación Balía	Education programme	345
Benifaió - Valencia	Town Council	Supplementary education support programme	20
Silla - Valencia	Town Council	Programme for inclusion of unskilled youth in the labour market	11
Jerez de la Frontera	Secretariado Gitano	"Promotion" Programme, education support for gypsy pupils	41
Madrid	Fundación Lafer	Grant for Master in Food Industry Management	1
Madrid	Fundación Balía	Education support for Balía Tetuán school	23
Madrid	Fundación Universidad Carlos III	Ebro Foods grant in Alumni Programme	1
Madrid	Fundación Bobath	"Sponsor" Plan, integral treatment for a child with cerebral palsy	1
Madrid	Fundación Capacis	"Aula Laboral" Project to boost inclusion of the disabled in the labour market	20
Madrid	Fundación Prodis	"Promotor" Project, training for inclusion of the disabled in the labour market	56
Madrid	Fundación Síndrome de Down	Cátedra Family and Disabled Persons Project, developed by Universidad Pontificia de Comillas	21
Madrid	Fundación Emplea	"Project Manager" grants	3
Barcelona	Fundación Fero	Provision of funds for cancer research grant	1



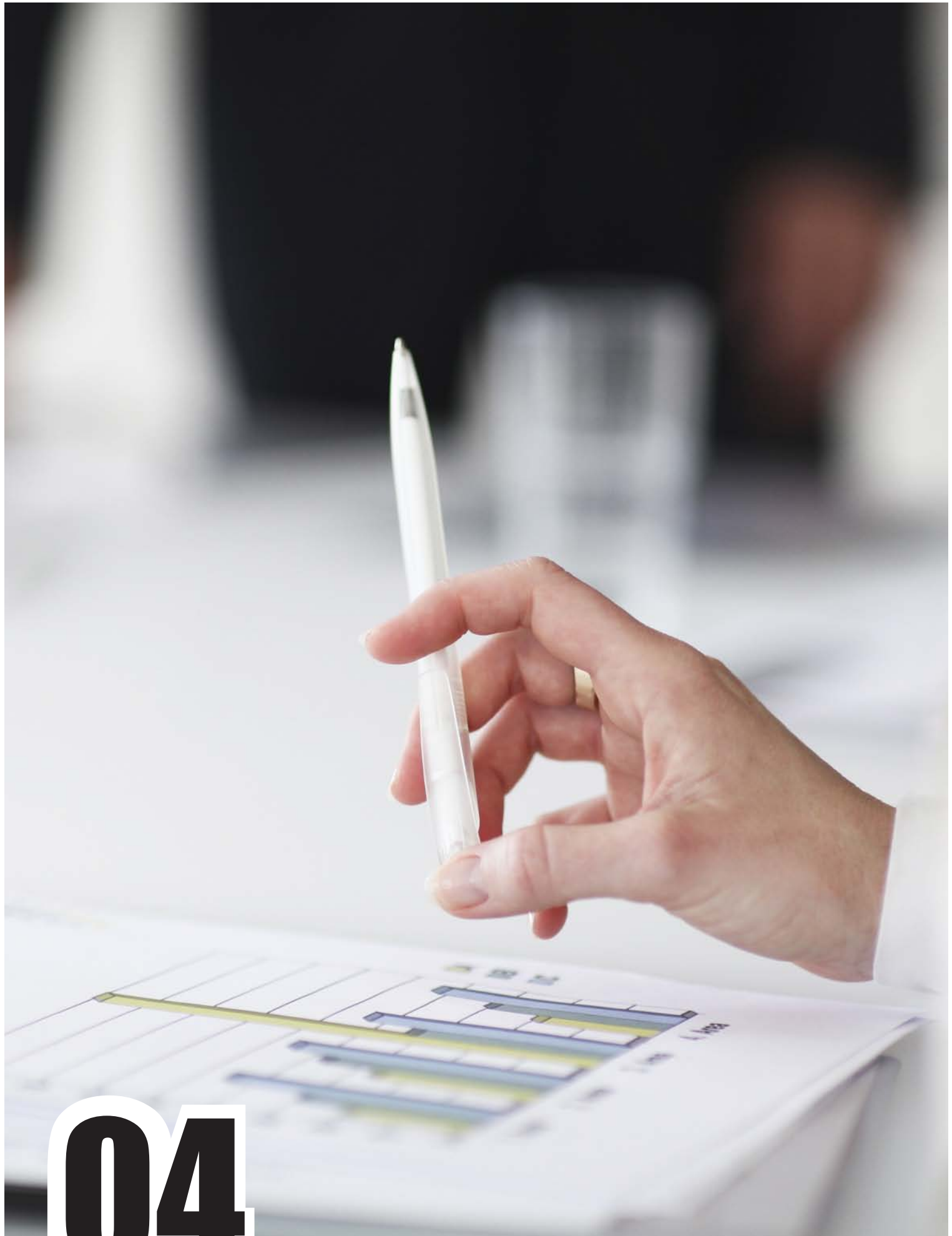
SUSTAINABLE SOURCING: €86,832.54

COUNTRY	ORGANISATION	CSR ACTIONS	BENEFICIARIES
Spain	Ebro Foundation	"Climate-Smart Agriculture" Project (Ebro Delta)	15
Cambodia	NGO Sauce	Promotion of rural development in Taken	391
North Vietnam	Codespa	"Achieving food safety for peasant families in Phu Tho" Project	41,453
India	Herba	Training in the use of pesticides for local farmers	50
Uganda	África Directo	Production of aerobic rice (dry-farming)	100

Detailed information on the projects developed by the Foundation in 2015 can be found on the website [www.fundacionebrofoods.es](http://www.fundacionebrofoods.es)







**04**

**COMMITMENT TO OUR TEAM**

One of the main sources of value generation in the Ebro Group is its workforce of over 5,800 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 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 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. Subsidiaries 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 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 Group, human resources management can be grouped into five pillars, indicating the different working areas within each one, according to the company.

				
<b>DEVELOPMENT</b> <ul style="list-style-type: none"> <li>- Training</li> <li>- Mobility</li> <li>- Promotion</li> <li>- Performance management</li> </ul>	<b>WORK ENVIRONMENT</b> <ul style="list-style-type: none"> <li>- Work-life balance</li> <li>- Internal communication</li> </ul>	<b>REMUNERATION</b> <ul style="list-style-type: none"> <li>- Fixed remuneration</li> <li>- Variable remuneration</li> <li>- Flexible remuneration system</li> <li>- Mobility bonus</li> </ul>	<b>BENEFITS</b> <ul style="list-style-type: none"> <li>- Study grants for employees' children</li> <li>- Pension schemes</li> <li>- Life assurance</li> <li>- Medical insurance</li> <li>- Advances against pay</li> <li>- Payment in kind</li> <li>- Medical grants</li> </ul>	<b>DIVERSITY</b> <ul style="list-style-type: none"> <li>- Gender equality plans</li> <li>- Programmes for the integration of people with different capacities</li> </ul>

SCOPE OF THE REPORT

This Report has been prepared with information from all the companies performing the Group's core businesses.

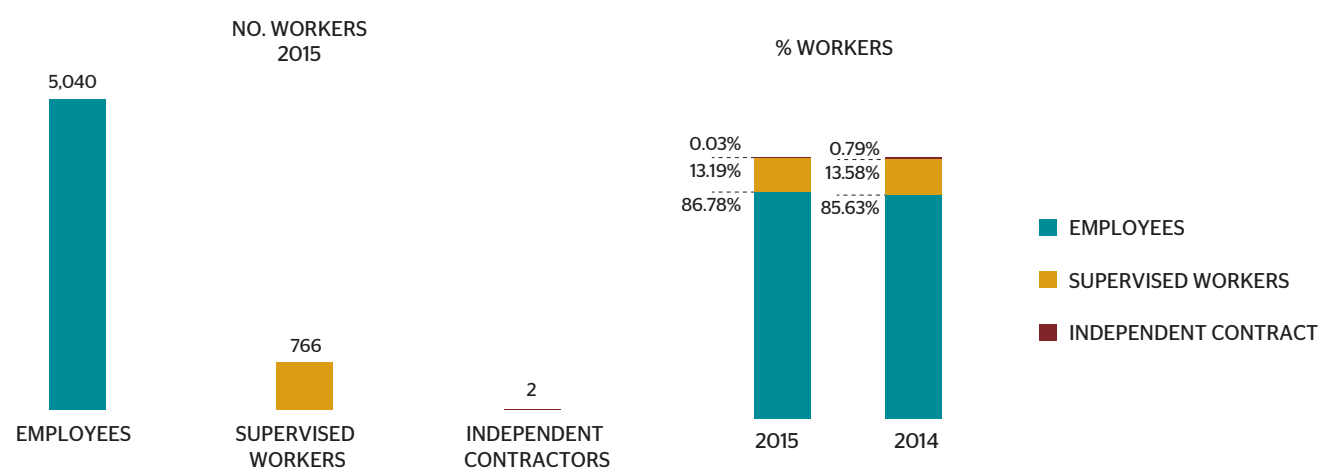
The figures have been prepared according to the G4 Guidelines of the Global Reporting Initiative (GRI).

There may be a slight discrepancy between the figures set out in this Report and the workforce information presented in the Consolidated Annual Accounts, as this human resources reporting is based on the final review of the information reported by subsidiaries, which was made after the Annual Accounts were drawn up.

PROFILE OF THE ORGANISATION

G4.10

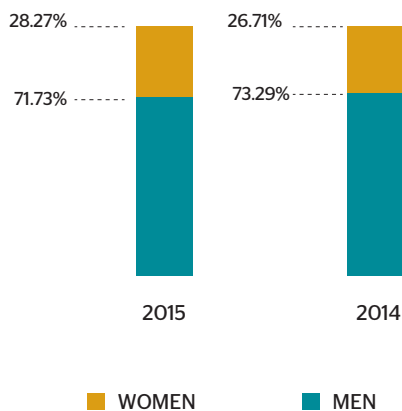
Average workforce



## Breakdown of employees by continent:

TYPE OF WORKERS	TOTAL		% TOTAL WORKFORCE GROUP	
	2015	2014	2015	2014
<b>Africa</b>	<b>388</b>	<b>463</b>	<b>6.68%</b>	<b>8.67%</b>
Employees	358	335	6.16%	6.27%
Supervised workers	30	98	0.52%	1.84%
Independent contractors	0	30	0.00%	0.56%
<b>Central America</b>	<b>10</b>	<b>10</b>	<b>0.17%</b>	<b>0.19%</b>
Employees	7	7	0.12%	0.13%
Supervised workers	3	3	0.05%	0.06%
Independent contractors	0	0	0.00%	0.00%
<b>Asia</b>	<b>305</b>	<b>300</b>	<b>5.25%</b>	<b>5.62%</b>
Employees	164	146	2.83%	2.73%
Supervised workers	141	147	2.43%	2.75%
Independent contractors	0	7	0.00%	0.13%
<b>Europe</b>	<b>3,359</b>	<b>2,849</b>	<b>57.83%</b>	<b>53.36%</b>
Employees	2,974	2,527	51.20%	47.33%
Supervised workers	383	317	6.59%	5.94%
Independent contractors	2	5	0.03%	0.09%
<b>North America</b>	<b>1,746</b>	<b>1,717</b>	<b>30.06%</b>	<b>32.16%</b>
Employees	1,537	1,557	26.46%	29.16%
Supervised workers	209	160	3.60%	3.00%
Independent contractors	0	0	0.00%	0.00%
<b>Total headcount</b>	<b>5,808</b>	<b>5,339</b>		

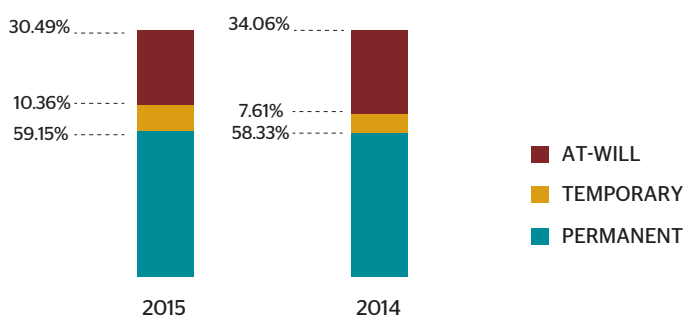
## Breakdown of employees by gender



## Breakdown of employees by business area and gender

	TOTAL				% TOTAL BUSINESS AREA			
	MEN		WOMEN		% MEN		% WOMEN	
	2015	2014	2015	2014	2015	2014	2015	2014
Rice	1,867	1,781	482	481	79.48%	78.74%	20.52%	21.26%
Pasta	1,712	1,533	919	716	65.07%	68.16%	34.93%	31.84%
Holding	36	37	24	24	60.00%	60.66%	40.00%	39.34%
<b>Total Area</b>	<b>3,615</b>	<b>3,351</b>	<b>1,425</b>	<b>1,221</b>				

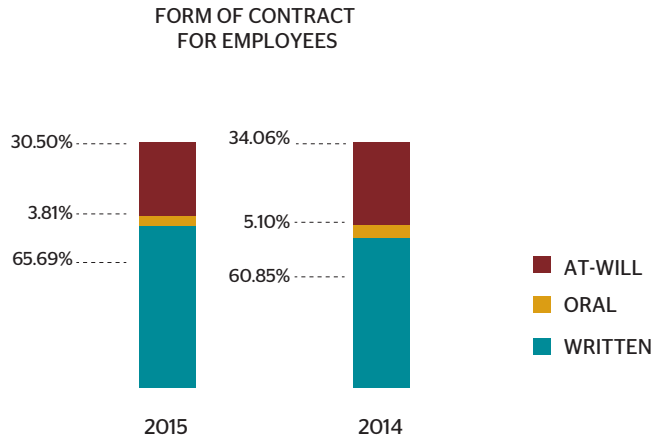
## Breakdown of employees by type of contract



## Breakdown of employees by type of contract and continent

TYPE OF CONTRACT	TOTAL		% TOTAL EMPLOYEES PER CONTINENT	
	2015	2014	2015	2014
<b>Africa</b>	<b>358</b>	<b>335</b>		
Permanent	121	173	33.80%	51.64%
Temporary	237	162	66.20%	48.36%
At-Will	0	0	0.00%	0.00%
<b>Central America</b>	<b>7</b>	<b>7</b>		
Permanent	7	7	100.00%	100.00%
Temporary	0	0	0.00%	0.00%
At-Will	0	0	0.00%	0.00%
<b>Asia</b>	<b>164</b>	<b>146</b>		
Permanent	164	144	100.00%	98.63%
Temporary	0	2	0.00%	1.37%
At-Will	0	0	0.00%	0.00%
<b>Europe</b>	<b>2,974</b>	<b>2,527</b>		
Permanent	2,689	2,343	90.42%	92.72%
Temporary	285	184	9.58%	7.28%
At-Will	0	0	0.00%	0.00%
<b>North America</b>	<b>1,537</b>	<b>1,557</b>		
Permanent	0	0	0.00%	0.00%
Temporary	0	0	0.00%	0.00%
At-Will	1,537	1,557	100.00%	100.00%
<b>Total employees</b>	<b>5,040</b>	<b>4,572</b>		





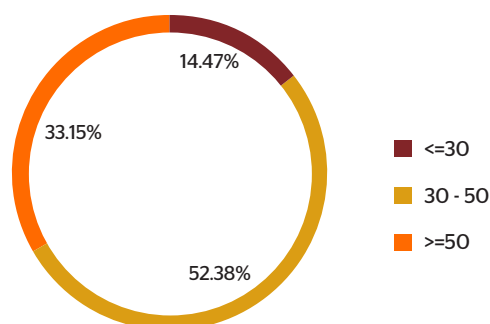
#### Form of contract for employees per continent

	TOTAL		% TOTAL EMPLOYEES PER CONTINENT	
	2015	2014	2015	2014
<b>Africa</b>	<b>358</b>	<b>335</b>		
Written	202	138	56.42%	41.19%
Oral	156	197	43.58%	58.81%
<b>Central America</b>	<b>7</b>	<b>7</b>		
Written	7	7	100.00%	100.00%
<b>Asia</b>	<b>164</b>	<b>146</b>		
Written	164	146	100.00%	100.00%
<b>Europe</b>	<b>2,974</b>	<b>2,527</b>		
Written	2,938	2,491	98.79%	98.58%
Oral	36	36	1.21%	1.42%
<b>North America</b>	<b>1,537</b>	<b>1,557</b>		
At-will	1,537	1,557	100.00%	100.00%
<b>Total employees</b>	<b>5,040</b>	<b>4,572</b>		

#### Form of contract for permanent employees by men-women ratio

PERMANENT EMPLOYEES	2015			2014		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Written	2,039	801	2,840	1,915	612	2,527
Oral	125	16	141	127	12	139
At-Will	1,055	482	1,537	1,063	494	1,557
<b>Total employees</b>	<b>3,219</b>	<b>1,299</b>	<b>4,518</b>	<b>3,105</b>	<b>1,118</b>	<b>4,223</b>

## Total employees by age group



AGE GROUP	TOTAL		% TOTAL GROUP EMPLOYEES	
	2015	2014	2015	2014
<=30	729	572	14.47%	12.51%
30 - 50	2,640	2,475	52.38%	54.13%
>=50	1,671	1,525	33.15%	33.36%
<b>Total employees</b>	<b>5,040</b>	<b>4,572</b>		

## Total employees by age group and gender

AGE GROUP	TOTAL				% TOTAL MEN-WOMEN RATIO IN GROUP			
	MEN		WOMEN		MEN		WOMEN	
	2015	2014	2015	2014	2015	2014	2015	2014
<=30	473	394	256	178	13.09%	11.76%	17.96%	14.58%
30 - 50	1,944	1,839	696	636	53.77%	54.88%	48.84%	52.09%
>=50	1,198	1,118	473	407	33.14%	33.36%	33.19%	33.33%
<b>Total</b>	<b>3,615</b>	<b>3,351</b>	<b>1,425</b>	<b>1,221</b>				

## Total employees by age group, gender and continent

	TOTAL MEN		TOTAL WOMEN	
	2015	2014	2015	2014
<b>Africa</b>				
<=30	95	98	16	24
30 - 50	188	176	13	16
>=50	44	20	2	1
<b>Central America</b>				
<=30	1	1	1	1
30 - 50	4	4	0	0
>=50	1	1	0	0
<b>Asia</b>				
<=30	27	18	10	12
30 - 50	99	91	22	20
>=50	4	5	2	0
<b>Europe</b>				
<=30	246	172	175	96
30 - 50	1,164	1,068	452	358
>=50	687	634	250	199
<b>North America</b>				
<=30	104	105	54	45
30 - 50	489	500	209	242
>=50	462	458	219	207
<b>Total employees</b>	<b>3,615</b>	<b>3,351</b>	<b>1,425</b>	<b>1,221</b>

## RELATIONSHIP BETWEEN EMPLOYEES AND THE ORGANISATION

### G4-11

#### Collective bargaining agreements

All employees in the Group are covered by the national labour laws of the country of origin of each of our subsidiaries. 70% of them are also covered by collective bargaining agreements in the respective business areas or another kind of collective agreement. The Senior Management is excluded from this type of agreements.

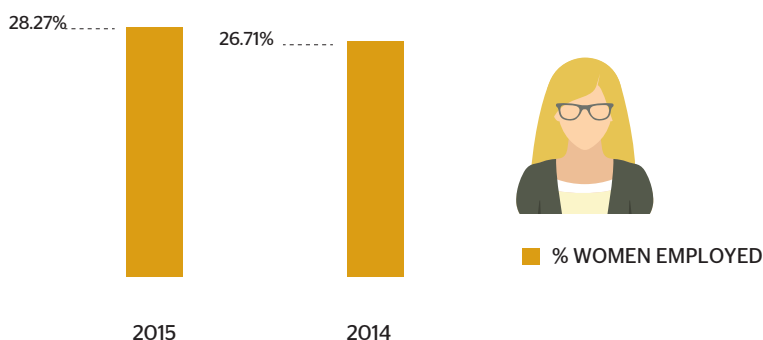
#### No. hours strike by Group employees

COMPANY	NO. HOURS IN 2015
Mundi Riz	17,190*
Panzani Group	351
<b>Total</b>	<b>17,541</b>

**\*Explanatory note on the strike in Mundiriz.** In view of the claims raised by the union representatives of factory workers (Democratic Confederation of Workers (CDT), a national union represented throughout Morocco), the company proposed a meeting with them in April at the Larache Ministry of Labour. At that meeting, all the points raised were discussed and, once the terms of the claims had been agreed on and settled by all the parties, minutes were issued and signed by them all. At the end of August, a new union management was formed in the company (Moroccan General Union of Workers (UGMT), a local union not operative anywhere else in Morocco), headed by a former employee of the company, which was entirely illegal. This union called an indefinite strike, which was followed by 30 factory workers, and drew up a list of requests and claims, which the company submitted to the authorities. Both parties held meetings with the authorities in October (Larache Government, Larache Social Fund and Larache Ministry of Labour). Those authorities informed the union that its demands were inappropriate and untrue. A further meeting was held in November in Rabat with representatives from different ministries, at which an identical resolution was passed in favour of the company. The workers eventually abandoned the strike on 28 February 2016 and were reinstated in their jobs.

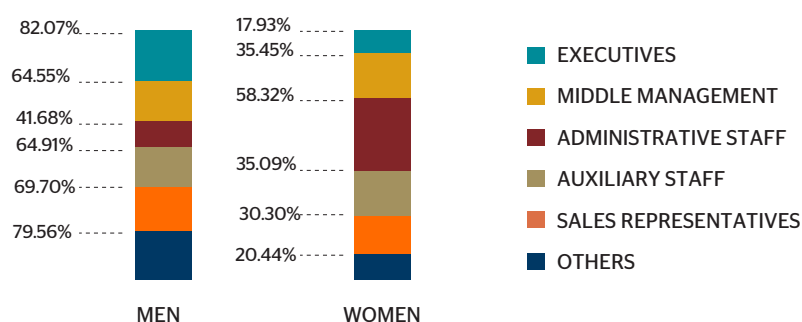
## GENDER AND EQUAL OPPORTUNITIES

Ebro is committed to equal opportunities and gender management.



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

EMPLOYEE CATEGORY	NO. EMPLOYEES		EMPLOYEES IN CATEGORY/TOTAL EMPLOYEES IN GROUP (%)	
	2015	2014	2015	2014
Executives	145	125	2.88%	2.73%
Middle management	584	567	11.59%	12.40%
Administrative staff	703	666	13.95%	14.57%
Auxiliary staff	171	672	3.39%	14.70%
Sales representatives	198	195	3.93%	4.27%
Others	3,239	2,347	64.27%	51.33%
<b>Total employees</b>	<b>5,040</b>	<b>4,572</b>		

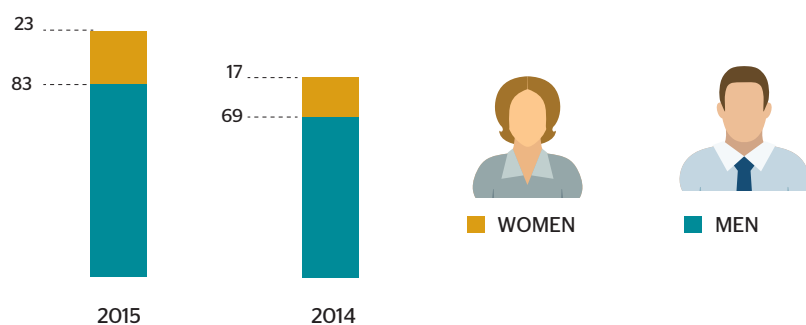


EMPLOYEE CATEGORY	NO. MEN	NO. WOMEN	MEN/TOTAL CATEGORY (%)	WOMEN/TOTAL CATEGORY (%)
Executives	119	26	82.07%	17.93%
Middle management	377	207	64.55%	35.45%
Administrative staff	293	410	41.68%	58.32%
Auxiliary staff	111	60	64.91%	35.09%
Sales representatives	138	60	69.70%	30.30%
Others	2,577	662	79.56%	20.44%
<b>Total</b>	<b>3,615</b>	<b>1,425</b>	<b>71.73%</b>	<b>28.27</b>

EMPLOYEE CATEGORY	NO. EMPLOYEES BY AGE GROUP			% TOTAL CATEGORY		
	<=30	30 - 50	>=50	<=30	30 - 50	>=50
Executives	4	86	55	2.76%	59.31%	37.93%
Middle management	59	326	199	10.10%	55.82%	34.08%
Administrative staff	108	352	243	15.36%	50.07%	34.57%
Auxiliary staff	41	86	44	23.98%	50.29%	25.73%
Sales representatives	38	98	62	19.19%	49.49%	31.31%
Others	481	1,691	1,067	14.85%	52.21%	32.94%
<b>Total</b>	<b>731</b>	<b>2,639</b>	<b>1,670</b>	<b>14.50%</b>	<b>52.36%</b>	<b>33.13%</b>

EMPLOYEE CATEGORY	MEN			WOMEN		
	<=30	30 - 50	>=50	<=30	30 - 50	>=50
Executives	3	67	49	1	19	6
Middle management	18	208	151	41	118	48
Administrative staff	45	141	107	63	211	136
Auxiliary staff	24	61	26	17	25	18
Sales representatives	23	66	49	15	32	13
Others	362	1,400	815	119	291	252
<b>Total</b>	<b>475</b>	<b>1,943</b>	<b>1,197</b>	<b>256</b>	<b>696</b>	<b>473</b>

## Disabled workers



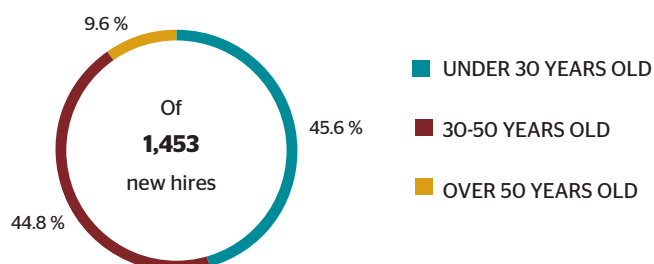
With regard to the integration of the disabled in employment in Spain, Ebro Foods contracts certain services with different special employment centres (CEE). The value of those collaborations in 2015 was €81,176.76.

CENTRE	WORK	AMOUNT
C.E.E. Afanias	Printing work	€5,065.30
C.E.E. Cademadrid	Printing work	€498.50
Fundación Prodis	Christmas cards	€3,078.24
C.E.E. Inserción Personal	Cleaning of Madrid offices	€72,534.72
Discapacitados "IPD"		
<b>Total</b>		<b>€81,176.76</b>

## EMPLOYMENT

### LA1

#### Employee turnover and net creation of employment



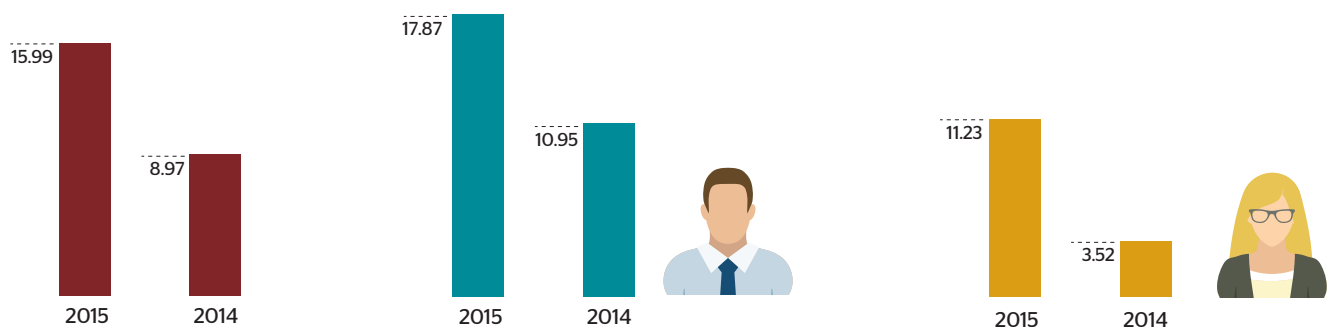




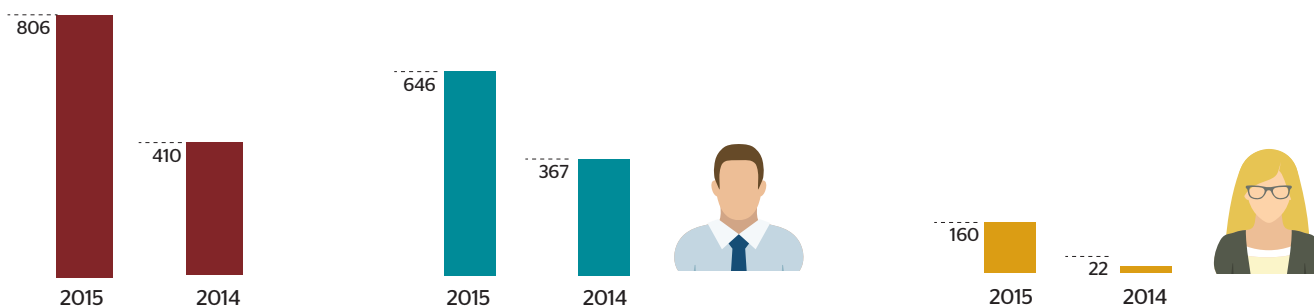
EMPLOYEES	TOTAL NO.		% TOTAL GROUP EMPLOYEES	
TYPE OF TURNOVER	2015	2014	2015	2014
New hires	1,453	947	28.83%	20.71%
Employees voluntarily leaving the company	322	284	6.39%	6.21%
Dismissals/Redundancies	239	187	4.74%	4.09%
Retirements	72	52	1.43%	1.14%
Permanent disability	13	7	0.26%	0.15%
Deaths	14	14	0.28%	0.31%

	TOTAL NO.			
	MEN		WOMEN	
TYPE OF TURNOVER	2015	2014	2015	2014
New hires	1,025	686	428	261
Employees voluntarily leaving the company	147	135	175	149
Dismissals/Redundancies	172	138	67	49
Retirements	51	33	21	19
Permanent disability	9	7	4	0
Deaths	9	13	5	1

#### TURNOVER RATE (%)

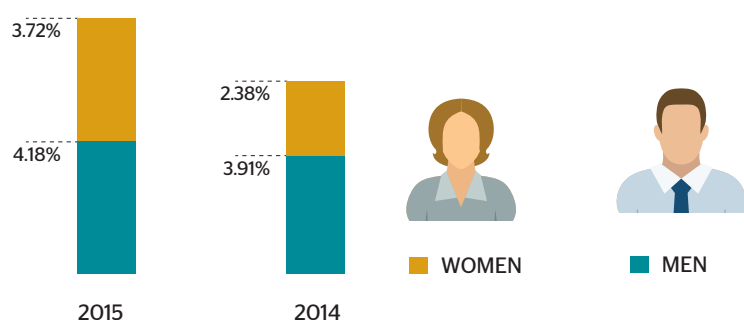


## EMPLOYMENT NET CREATION (NO. EMPLOYEES)



## Employees promoted during the year, by gender

	NO. INTERNAL PROMOTIONS		% OF GENDER OF EMPLOYEES	
	MEN	WOMEN	MEN	WOMEN
TOTAL	151	53	4.8%	3.72%



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

CATEGORIES	MEN	WOMEN	AVERAGE
Executives	11.29	12.39	11.49
Middle management	13.12	8.03	11.30
Administrative staff	12.32	12.47	12.41
Auxiliary staff	10.19	14.93	11.80
Sales representatives	11.89	9.26	11.08
Others	12.29	12.12	12.25
<b>Average</b>	<b>12.26</b>	<b>11.62</b>	<b>12.08</b>

## LA2

### Benefits for employees

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

BENEFITS	HERBA RICEMILLS	SUBSIDIARIES		
		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

## LA3



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

	2015			2014		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Employees who were entitled to parental leave	91	40	131	90	59	149
Employees who took parental leave	83	40	123	66	59	125
Employees who returned to work after parental leave ended	83	32	115	66	54	120
Employees who returned to work after parental leave ended and were still employed twelve months later	81	30	111	66	51	11

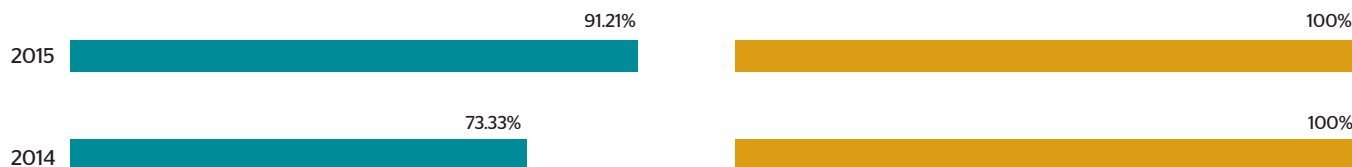


MEN

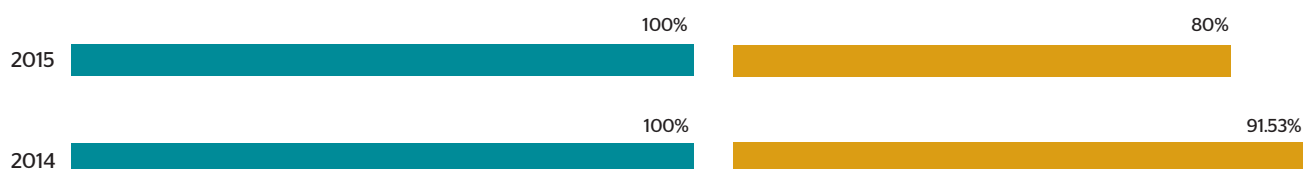


WOMEN

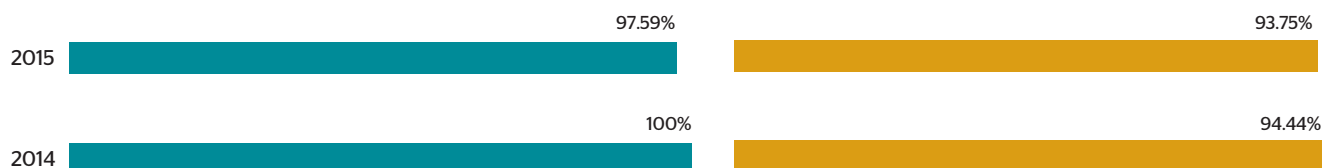
#### % EMPLOYEES WHO EXERCISED THEIR RIGHT



#### RETURN TO WORK RATE



#### 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 2016.

## HEALTH AND SAFETY AT WORK

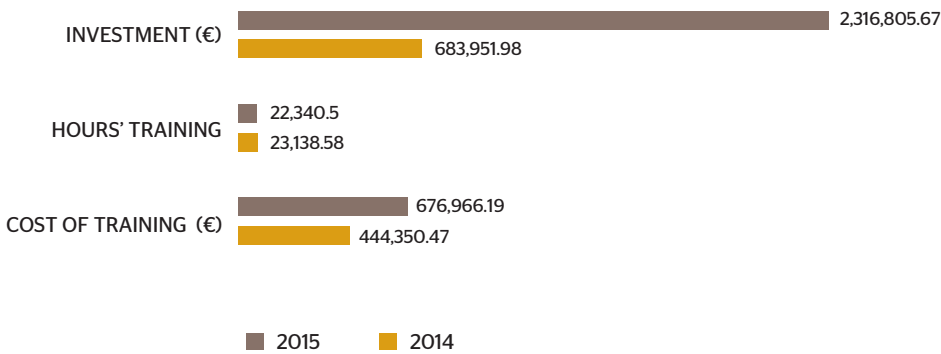
### LA5

#### Health and Safety Committees

89.31% of the Group's total headcount (5,808 workers) are represented in formal Health and Safety Committees.

CONTINENT	% WORKERS REPRESENTED
Africa	0.00%
Asia	74.71%
Europe	95.65%
North America	100.00%
<b>Total</b>	<b>89.31%</b>

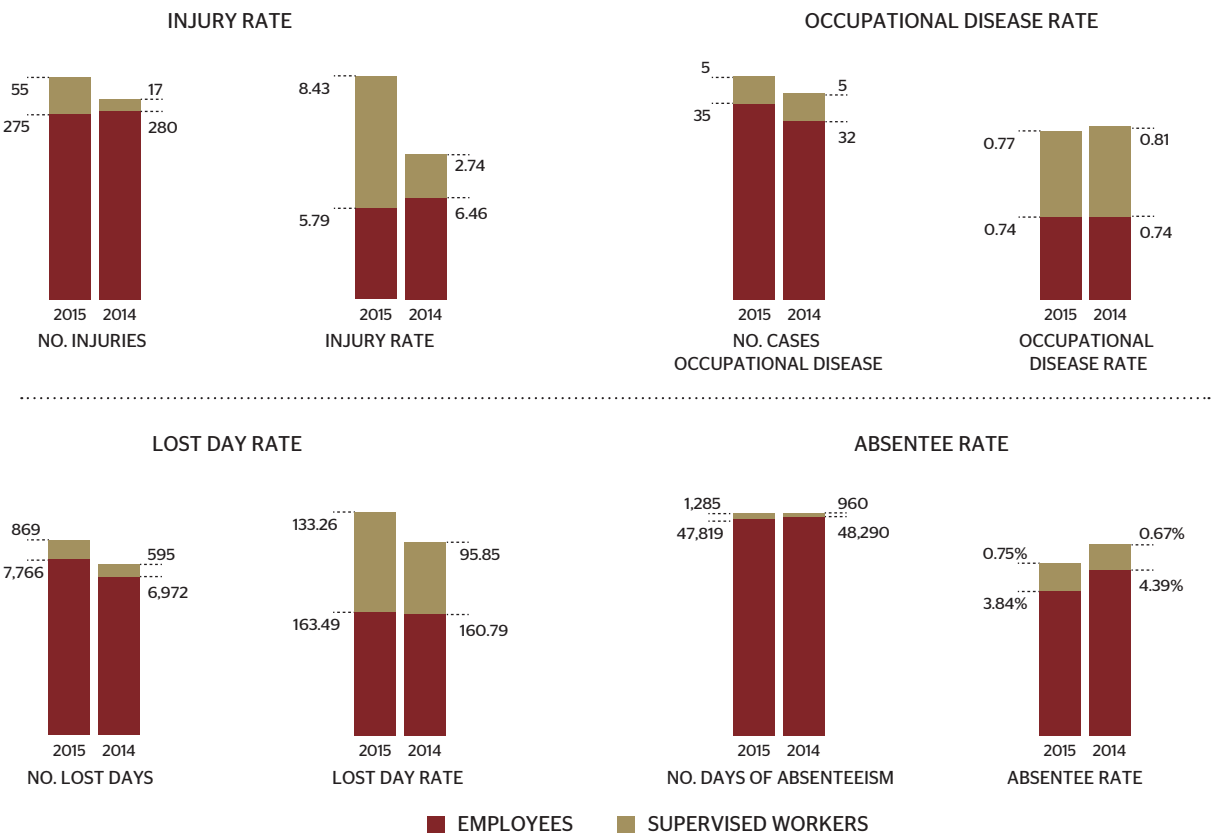
Investment, hours' training and cost of training in Occupational Hazard Prevention



LA6

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

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



**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.

No figures are given for independent contractors because there were no incidents in any of the items measured during 2015.



## LA7

### Workers in occupational activities with a high incidence or high risk of disease

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

## LA8

### Health and safety topics covered in formal agreements with trade unions

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 Bosto Panzani Ebrofrost GMBH Herba Bangkok Mundi Riz	NWP Group Panzani Group Rivera del Arroz Riviana Group
Joint management-employee health and safety committees	Boost Nutrition Bosto Panzani Ebrofrost GMBH Herba Bangkok Herba Ricemills Lassie	Mundi Riz NWP Group Panzani Group Rivera del Arroz Riviana Group
Participation of worker representatives in health and safety inspections	Boost Nutrition Bosto Panzani Ebrofrost GMBH Herba Bangkok Herba Ricemills	Lassie NWP Group Panzani Group Riviana Group
Training and education	Boost Nutrition Bosto Panzani Ebrofrost GMBH Pastificio Lucio Garofalo Herba Bangkok	Herba Ricemills Lassie NWP Group Panzani Group Riviana Group
Right to refuse unsafe work	Ebrofrost GMBH Herba Bangkok Herba Ricemills Mundi Riz	NWP Group Panzani Group Riviana Group
Periodic inspections	Ebrofrost GMBH Herba Bangkok Herba Ricemills Mundi Riz	NWP Group Panzani Group Rivera del Arroz Riviana Group

## GLOBAL LEVEL AGREEMENTS

## COMPANIES

Compliance with the International Labour Organization (ILO)

Boost Nutrition  
Bosto Panzani  
Pastificio Lucio Garofalo

Herba Bangkok  
Herba Ricemills  
Mundi Riz

Arrangements or structures for resolving problems

Boost Nutrition  
Bosto Panzani  
Herba Bangkok

Panzani Group  
Riceland Magyarorzag

Commitments regarding target performance standards or level of practice to apply

Herba Bangkok

Panzani Group

## TRAINING AND EDUCATION

	2015	2014
Total cost of training	1,946,161.66 €	1,434,454.52 €
Total hours' training	117,717.00	108,237.95
No. employees who received training	3,392	3,362
% of total employees	67.30%	73.53%



**+35,67%**

INVESTMENT



**+8,76%**

HOURS OF TRAINING

## LA9

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

### % TOTAL EMPLOYEES PER CATEGORY



EMPLOYEE CATEGORY	NO. EMPLOYEES WHO HAVE RECEIVED TRAINING		% TOTAL EMPLOYEES PER CATEGORY	
	2015	2014	2015	2014
Executives	93	60	64.14%	48.00%
Middle management	434	459	74.32%	80.95%
Administrative staff	510	469	72.55%	70.42%
Auxiliary staff	101	592	59.06%	88.10%
Sales representatives	111	71	56.06%	36.41%
Others	2,143	1,711	66.16%	72.90%
<b>Total</b>	<b>3,392</b>	<b>3,362</b>	<b>67.30%</b>	<b>73.53%</b>

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

EMPLOYEE CATEGORY	NO. EMPLOYEES WHO RECEIVED TRAINING		% TOTAL EMPLOYEES, GENDER & CATEGORY	
	NO. MEN	NO. WOMEN	MEN	WOMEN
Executives	73	20	61.34%	76.92%
Middle management	281	153	74.54%	73.91%
Administrative staff	225	285	76.79%	69.51%
Auxiliary staff	72	29	64.86%	48.33%
Sales representatives	76	35	55.07%	58.33%
Others	1,729	414	67.09%	62.54%
<b>Total</b>	<b>2,456</b>	<b>936</b>	<b>67.94%</b>	<b>65.68%</b>

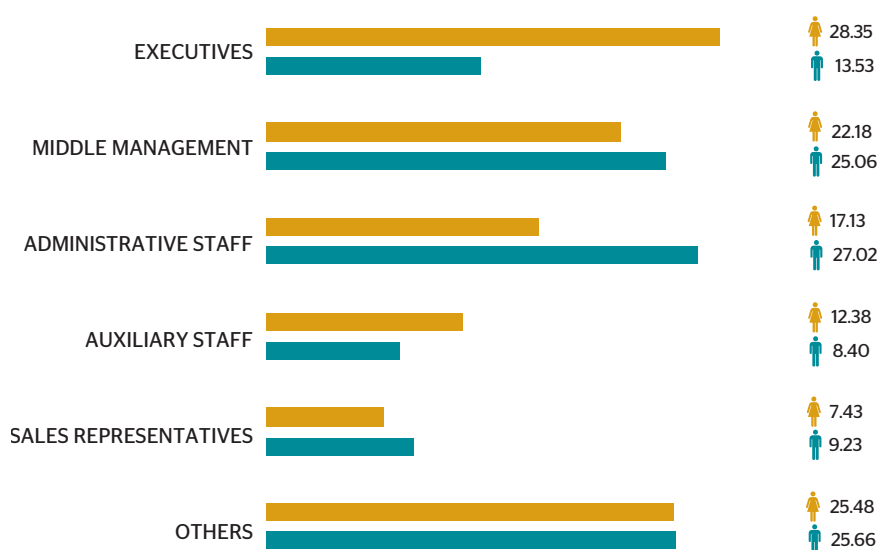
#### Number of training hours, by gender and employee category:

EMPLOYEE CATEGORY	MEN		WOMEN	
	2015	2014	2015	2014
Executives	1,609.50	828.23	737.00	242.00
Middle management	9,447.50	7,808.00	4,591.00	4,731.63
Administrative staff	7,915.50	8,075.20	7,023.00	6,262.39
Auxiliary staff	932.50	41,517.00	743.00	10,719.00
Sales representatives	1,274.00	918.00	446.00	215.00
Others	66,132.00	21,951.00	16,866.00	4,970.50
<b>Total</b>	<b>87,311.00</b>	<b>81,097.43</b>	<b>30,406.00</b>	<b>27,140.52</b>

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

EMPLOYEE CATEGORY	MEN		WOMEN	
	2015	2014	2015	2014
Executives	13.53	8.12	28.35	10.52
Middle management	25.06	21.16	22.18	23.90
Administrative staff	27.02	28.64	17.13	16.31
Auxiliary staff	8.40	81.57	12.38	65.76
Sales representatives	9.23	6.70	7.43	3.71
Others	25.66	11.25	25.48	12.58
<b>Total</b>	<b>24.15</b>	<b>24.20</b>	<b>21.34</b>	<b>22.23</b>

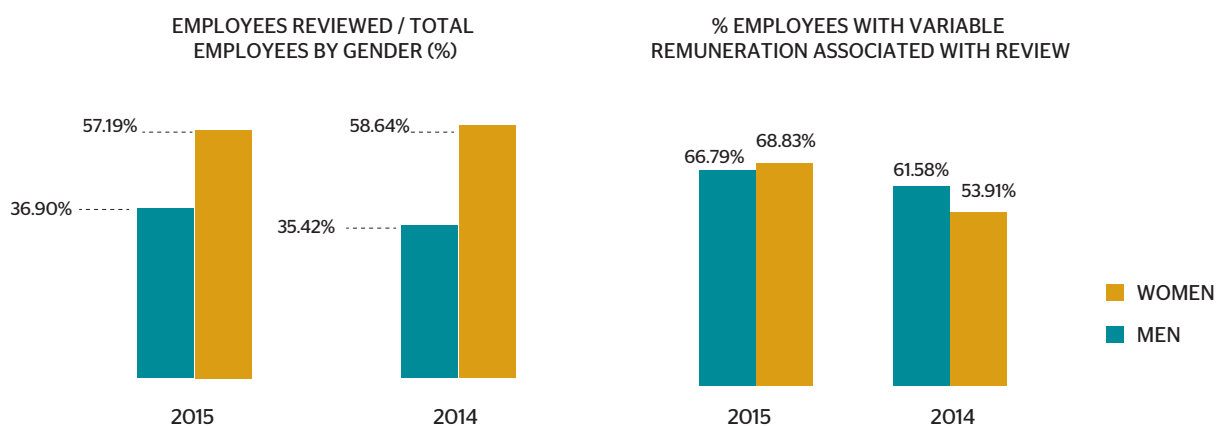
## Average employee training hours, by gender and employee category



**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.

## LA11

### Employees receiving regular performance and career development reviews



	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	
	NO. MEN	NO. WOMEN	NO. MEN	NO. WOMEN	% MEN	% WOMEN	% MEN	% WOMEN
Total	1,334	815	891	561	36.90%	57.19%	66.79%	68.83%

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

CONTINENT	NO. EMPLOYEES WHO HAVE RECEIVED REVIEWS		NO. EMPLOYEES WHOSE 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	% MEN	% WOMEN	% MEN	% WOMEN
Africa	43	7	18	3	13.15%	22.58%	41.86%	42.86%
Central America	5	1	5	1	83.33%	100.00%	100.00%	100.00%
Asia	120	32	75	4	92.31%	94.12%	62.50%	12.50%
Europe	856	539	483	317	40.82%	61.46%	56.43%	58.81%
North America	310	236	310	236	29.38%	48.96%	100.00%	100.00%
<b>Total</b>	<b>1,334</b>	<b>815</b>	<b>891</b>	<b>561</b>	<b>36.90%</b>	<b>57.19%</b>	<b>66.79%</b>	<b>68.83%</b>

28.81% of the employees of the different companies in the Ebro Foods Group are included in a variable remuneration scheme which bases the variable part of their annual salary on a number of collective (of the Group overall and the different business units) and job-specific objectives.

In addition, several employees in Spain benefit from the payment-in-kind programme, whereby taxation of their salaries can be optimised through the receipt of certain benefits, such as medical insurance, company car, computers or nursery service.

This remuneration policy includes the Ebro Foods, S.A. share delivery scheme, which is established for all employees of the Ebro Foods Group, 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, employees may receive up to 12,000 euros in company shares without considering them remuneration for the purpose of personal income tax. During 2015, 51 employees of different Group companies received shares in the company for an overall sum of €445,723.





## 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 Group companies, the basic salary is identical for men and women. We show below the ratios in average remuneration.

- ❖ We only show the employee categories in which there are both men and women and, therefore, that ratio can be established.

#### Significant locations of operation (business units)

EMPLOYEE CATEGORIES	RATIO OF AVERAGE REMUNERATION WOMEN-MEN
<b>HERBA RICEMILLS</b>	
<b>a) Technical, Administrative &amp; Sales Staff</b>	
Level I	0.90
Level II	0.83
Level III	0.90
Level IV	no workers
Level V	0.99
<b>b) Production Staff</b>	
Level II	0.87
Level III	0.91
Level IV	0.96
Level VI	0.87
Level VII	0.88
Level VIII	0.90
<b>c) Support Staff</b>	
c.2) General Services Staff	
Level II	1.18
<b>PANZANI</b>	
Executives	0.67
Technical staff & supervisors	0.86
Administrative staff	0.78
Operators	0.88
<b>NEW WORLD PASTA</b>	
Executives	0.47
Middle management	0.83
Professionals	0.90
Administrative staff	1.06
Skilled workers	0.68
Operators	1.01
Unskilled workers & assistants	0.99
Service staff	1.07

EMPLOYEE CATEGORIES	RATIO OF AVERAGE REMUNERATION WOMEN-MEN
<b>RIVIANA</b>	
Executives	0.89
Middle management	1.16
Professionals	0.82
Technical staff	0.74
Administrative staff	0.99
Operators	1.03
Unskilled workers & assistants	0.90

#### Locations of operation (business units) in developing countries

EMPLOYEE CATEGORIES	RATIO OF AVERAGE REMUNERATION WOMEN-MEN
<b>HERBA EGYPT</b>	
Accountants	0.85
Commercial coordinators	0.96
Quality assistants	1
<b>EBRO INDIA</b>	
Account managers	1.90
<b>MUNDI RIZ</b>	
Middle management	0.73
Others	0.94
<b>RIVERA DEL ARROZ</b>	
Middle management	0.73
Others	0.94

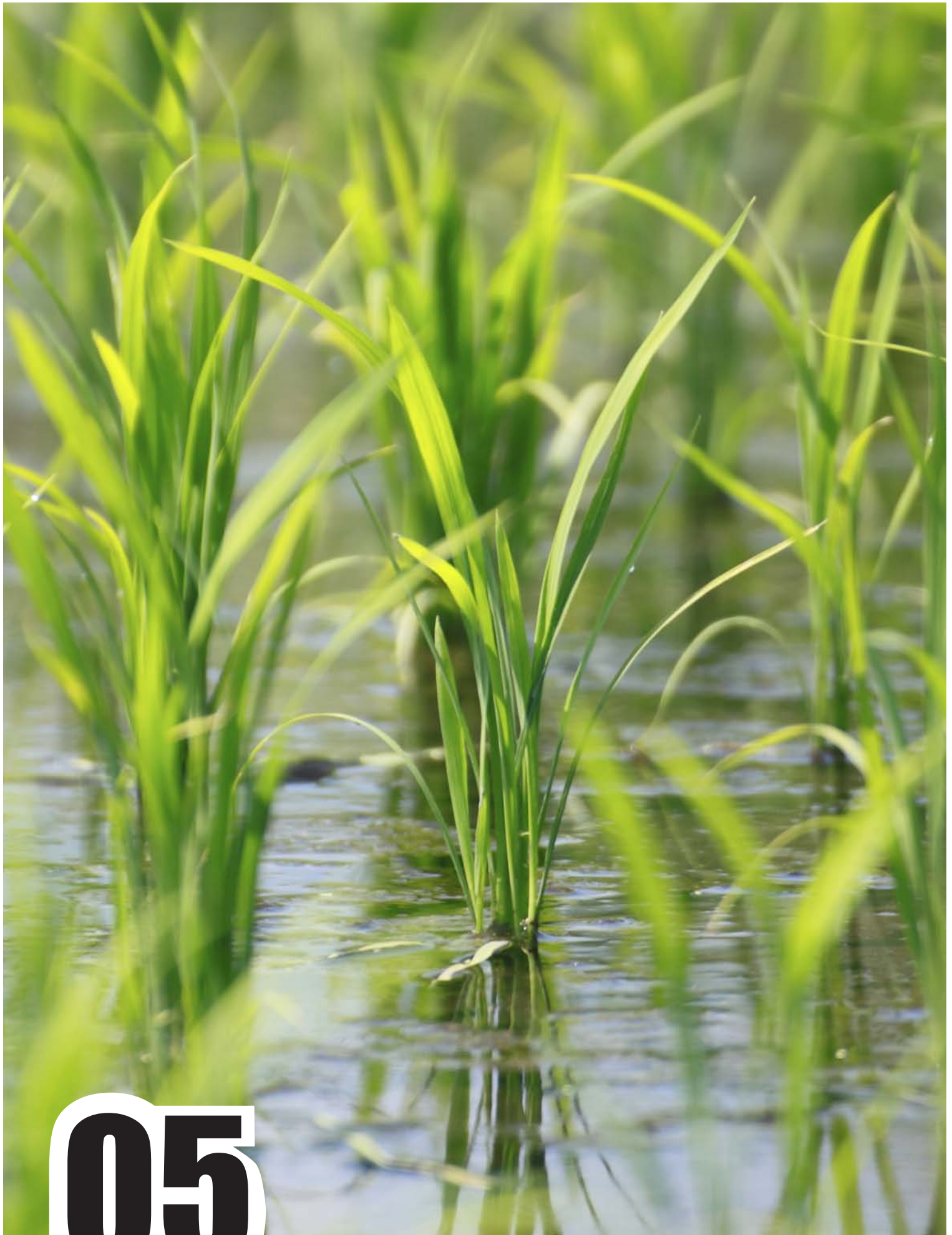
#### LABOUR PRACTICES GRIEVANCE MECHANISMS

##### LA16

##### Labour Practices Grievances

During 2015, grievances were filed with the Human Resources departments in Riviana Foods, New World Pasta and Pastificio Lucio Garofalo, 2 of which were solved during the reporting period.

SUBSIDIARIES	FILED	ADDRESSED	SOLVED
Pastificio Lucio Garofalo	1	1	1
New World Pasta	1	1	0
Riviana Foods	1	1	1
<b>Total grievances</b>	<b>3</b>	<b>3</b>	<b>2</b>



**05**

**COMMITMENT TO OUR ENVIRONMENT**

## COMMITMENT TO OUR ENVIRONMENT

Protection of the environment is one of the basic principles of our activities and Ebro Foods constantly implements the necessary tools, measures and means in its companies to guarantee that protection. The Group takes measures to:

- ❖ Ensure that its companies comply with the environmental laws applicable to their respective activities by implementing internal management systems and monitoring the applicable laws and regulations.
- ❖ Minimise the environmental impact of its activity by seeking eco-friendly solutions and continually embarking on initiatives to reduce its emissions and waste generation and optimise its consumption of water, energy and packaging material.
- ❖ Manage all its waste adequately and safely, encouraging recycling and reuse. Use recycled raw materials and/or those respectful of the environment, whenever possible.
- ❖ Organise environmental awareness and training programmes for employees.

The Group also takes an active approach to the sustainable production and supply of its agricultural raw materials, the principal material currently under study being rice. This work is done through own initiatives and specific collaborations with stakeholders and sectoral associations.

In 2015, the Group joined the Sustainable Agriculture Initiative Platform (SAI Platform), which brings together farmers and prominent members of the international food and drink industry to foster sustainable agriculture through the creation of a common standard for a sustainable crop and tools to assess performance in respect of this standard. Within the SAI Platform, the company and other very important members of the sector have set up a specific working group on the rice crop, aiming to encourage collaboration at a precompetitive level for the application of the sustainable crop standard of the SAI Platform in rice-growing areas where the members of this group source their raw materials. The programmes developed so far cut across not only environmental aspects but also social factors\*.

Ebro Foods acts in the same way in the rest of its value chain, controlling the environmental performance of its industrial suppliers through internal or external audits and collaborating with them to enhance their environmental practices whenever this is necessary.

*\* NB: A full description can be consulted in the section on "Management of the supply chain" in the Sustainability Report.*

## ENVIRONMENTAL PERFORMANCE OF OUR INDUSTRIAL PROCESS

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

- ❖ **Greenhouse gas emissions:** mainly emissions of particles during the handling of cereals (rice and wheat) and combustion gases for the production of steam and drying of the raw materials. The most widely used fuel is natural gas.

- ❖ **Production processes:** essentially mechanical and hydrothermal, requiring the use of very few chemical products and in very small quantities. Most of these products are used to clean the equipment and cleanse the raw materials and are relatively harmless for the environment.
- ❖ **Water consumption:** the amount of water used in our processes is very small (the vast majority of our products are dry) so the volume of effluent generated is also small. Moreover, the little effluent produced has a low level of contamination since the water consumed is basically used to produce steam, either for cooling or as an ingredient in the finished products.
- ❖ **Waste generation and management:** the company generates minimal amounts of waste, both non-hazardous (mainly packaging of ingredients and ancillary materials) and hazardous (maintenance operations).

## PRINCIPAL INDICATORS

The figures set out below correspond to 39 production centres of the different subsidiaries of the Ebro Foods Group.

Two new plants have been added this year and were not included in last year's report:

- ❖ Communay (France), owned by the Panzani Group
- ❖ Alvin (USA), owned by RiceTec, a company acquired in 2015

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

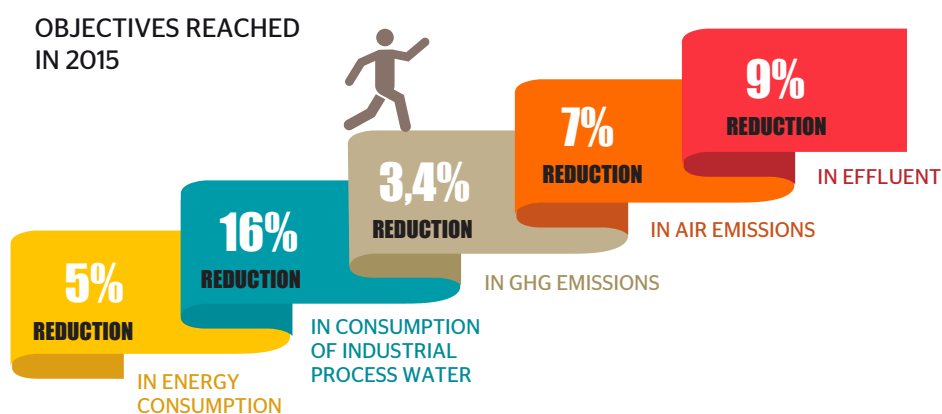
GEOGRAPHICAL LOCATION	NO. OF WORKPLACES REPORTING	SUBSIDIARIES
<b>Europe</b>	<b>25</b>	
Spain	7	Herba Ricemills
Portugal	1	Arrozeiras Mundiarroz
UK	3	S&B Herba Foods
Italy	2	Mundi Riso / Garofalo
France	9	Panzani Group
Belgium	2	Boost Nutrition
Netherlands	1	Lassie
<b>North America</b>	<b>10</b>	
USA/Canada	10	Riviana (5) American Rice (1) NWP (4)
<b>África</b>	<b>2</b>	
Morocco	1	Mundi Riz
Egypt	1	Herba Egypt
<b>Asia</b>	<b>2</b>	
Thailand	1	Herba Bangkok
India	1	Ebro India
<b>Total</b>	<b>39</b>	



During the year, within our commitment to protect the environment, the Group companies put several initiatives into practice to optimise their energy, water and raw materials consumption and to reduce their emissions and impacts. Some of the most important initiatives are described below:

1. In 2015, Herba Ricemills started calculating the ecological footprint of two of its products on the market in Spain, following the Life Cycle Assessment (LCA) methodology. With this pilot initiative it will be possible to define the different environmental impacts of our products and the extent of those impacts, in order to establish strategies to mitigate them.
2. After several years' research, Herba Ricemills has improved its rice parboiling process at its Seville plant, achieving a substantial reduction in water and energy consumption and almost entirely eliminating the waste water produced in the process.
3. Garofalo, through its "Green Box" project, has changed 89% of the secondary packaging of its finished products, initially made of virgin fibre cardboard, for recycled cardboard.

This initiative has significantly reduced the subsidiary's indirect environmental impact. More specifically, the 1,789 tonnes used in 2015 consumed 60,638 GJ less energy, 65,782 m<sup>3</sup> less water and 191 tonnes less GHG emissions.



## MATERIALS

### EN1

#### Raw Materials

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

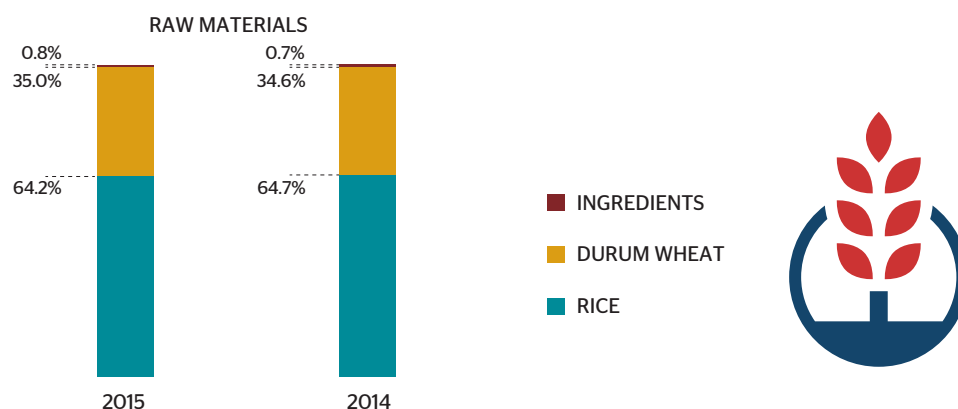
The raw materials used in finished goods are:

- ❖ Agricultural: rice and wheat
- ❖ Processed: ingredients (pre-cooked food)

RAW MATERIALS FOR PRODUCT (T)	2015	2014
Rice	1,716,588	1,673,087
Durum wheat	934,010 <sup>(*)</sup>	893,470 <sup>(*)</sup>
Ingredients	21,160	18,271
<b>Total</b>	<b>2,671,757</b>	<b>2,584,848</b>

(\*) Including wheat flour used by Garofalo.

Apart from these three major categories, the Spanish subsidiary Herba Ricemills also uses relatively small quantities of pastas and cereals, mainly to prepare pre-cooked food, with a consumption of 879 t and 655 t, respectively, in 2014 and 2015.



The packing and packaging materials used for the finished goods are mainly paper, cardboard and plastic.

INPUT MATERIALS FOR PACKAGING (T)	2015	2014
Paper	16,603	13,574
Cardboard	30,432	31,977
Plastic	9,683	8,495
Others	1,792	906
<b>Total</b>	<b>58,509</b>	<b>54,952</b>

## EN2

### Recycled packaging materials

The recycled input materials for packaging set out below are still partial. We do not yet have reliable consolidated details, but in addition to those of our North American companies reported last year, we now also have those of some European subsidiaries.

RECYCLED INPUT MATERIALS IN PACKAGING (T)	2015	2014
Paper	5,877	11,398
Cardboard	8,873	12,475
Plastic	126	964
<b>Total</b>	<b>14,876</b>	<b>24,836</b>



## ENERGY

### EN3

#### Energy consumption

The total energy consumption for the Group is shown below:

#### Direct consumption

CONSUMPTION NON-RENEWABLE ENERGY SOURCES (GJ)	2015	2014
Natural gas	2,178,262	2,374,675*
Others	43,952	38,930*
<b>Total</b>	<b>2,222,214</b>	<b>2,413,605</b>
CONSUMPTION RENEWABLE ENERGY SOURCES (GJ)	2015	2014
Biomass **	139,705	96,316
<b>Total</b>	<b>139,705</b>	<b>96,316</b>
<b>Total direct consumption</b>	<b>2,361,919</b>	<b>2,509,921*</b>

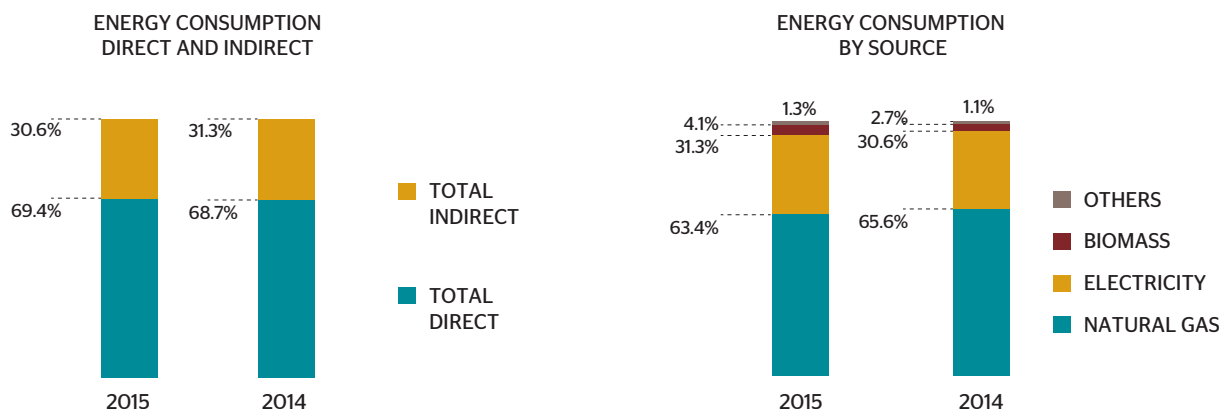
(\*) Corrected data.

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

#### Indirect consumption

INTERMEDIATE ENERGY ACQUIRED AND CONSUMED (GJ)	2015	2014
Electricity	1,074,725	1,107,949*
<b>Total indirect consumption</b>	<b>1,074,725</b>	<b>1,107,949</b>
<b>Total energy consumption (GJ)</b>	<b>3,436,644</b>	<b>3,617,870(*)*</b>

(\*) Corrected data.

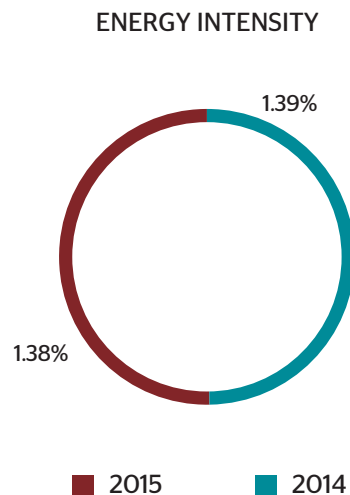


## EN5

### Energy intensity

	2015	2014
Total produced (t)	2,498,189	2,601,216(*)
Total energy consumed (GJ)	3,436,644	3,617,870(*)
Energy intensity (GJ/t product)	1,38	1,39*

(\*) Recalculated according to the corrections made in EN3



## EN6

### Reduction of energy consumption

Four subsidiaries have reported initiatives to reduce energy consumption, by a total of €348,148.

	INITIATIVE	COST	REDUCTION
Herba Ricemills	Installation of low-consumption light bulbs	€148,800	
	Heat exchangers	€15,563	0.31 GJ/t
	New parboiling process		
Panzani	Heat insulation vapour circuit / new		
	pasteurisation scales / energy use	€114,000	
	(compressors) / new air-conditioning system		
Boost	Enhanced milling process	€12,245	0.014 GJ/t
Mundi Riso	Installation photovoltaic generator	€57,540	0.0023 GJ/t
<b>Total</b>		<b>€348,148</b>	

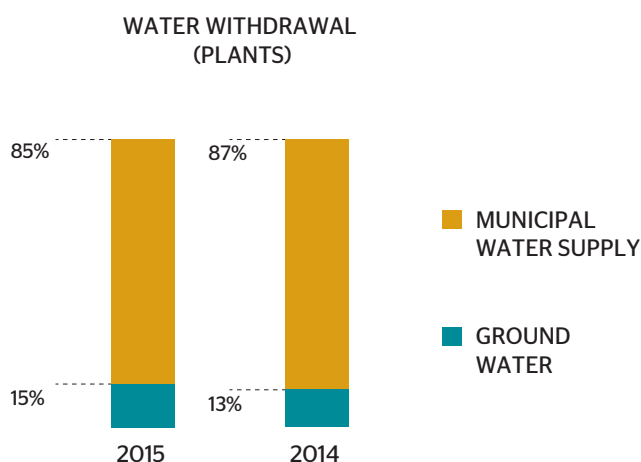
## WATER CONSUMPTION

### EN8

#### Total water withdrawal

TOTAL VOLUME OF WATER WITHDRAWN (M <sup>3</sup> )	2015	2014
Municipal water supplies or other water utilities	1,835,550	2,239,809
Ground water	320,479	331,764
<b>Total processes</b>	<b>2,156,029</b>	<b>2,571,573</b>
Surface water <sup>1</sup>	18,553,800	17,340,000
<b>Total water withdrawn</b>	<b>20,709,829</b>	<b>19,911,573</b>

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



The new parboiling process introduced by Herba Ricemills, mentioned in indicator EN6, also generates a saving in water of 1.48 m<sup>3</sup>/t, bringing the total volume saved in 2014 and 2015 to 21,134m<sup>3</sup>.

### EN10

#### Water recycled and reused

TOTAL VOLUME OF WATER RECYCLED AND REUSED (M <sup>3</sup> )	2015	2014
Water recycled	106,219	85,229
Water reused	28,113	35,888
<b>Total</b>	<b>134,332</b>	<b>121,117</b>

## BIODIVERSITY

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



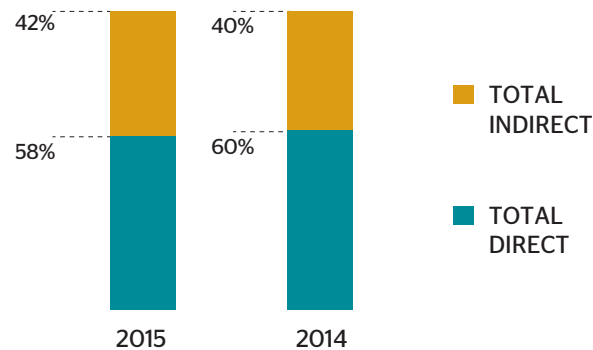
## EMISSIONS

### EN15 y EN16

Direct and indirect greenhouse gas (GHG) emissions (Scope 1 and 2)

GHG EMISSIONS (T. CO <sub>2</sub> -EQ )	2015	2014
Direct emissions (Scope 1)	139,450	150,013
Indirect emissions ( Scope 2)	102,216	100,014
Total emissions (T. CO <sub>2</sub> -eq )	241,666	250,027

### GHG EMISSIONS



### EN17

Other indirect GHG emissions (Scope 3)

The "Climate-Smart Agriculture" project (described in the chapter on Management of the Supply Chain) is an example of the Group's commitment to reducing one of its greatest sources of indirect GHG emissions (Scope 3), direct methane emissions produced naturally in the rice fields.

In the same sense, the Life Cycle Analysis described in this report will provide us with a way of calculating scope 3 GHG emissions, which we will apply to the different products in our portfolio in Spain.

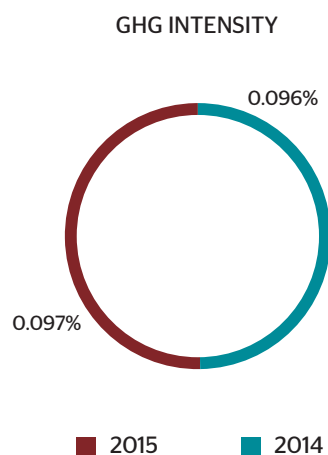


The Group's rice division has started calculating the carbon footprint of the shipping of its raw materials, for which it has contracted its main service provider, EccoFreight. This calculation is made using the tool Eccoprint developed by EccoFreight and has a gate-to-gate scope, including the transport (by rail and/or road) from the source plant to the port of departure and from the port of arrival to our plants. During 2015, EccoFreight handled 78% of the shipments of the rice division, with a total of 170,000 tonnes shipped (7,809 TEUS), producing GHG emissions of 20,580 tonnes of CO<sub>2</sub> eq.

#### EN18

##### GHG emissions intensity

	2015	2014
Total produced (t)	2,498,189	2,601,216
Total GHG emissions (t CO <sub>2</sub> -eq )	241,666	250,027
GHG emissions intensity (t CO <sub>2</sub> -eq /t product )	0.097	0.096



#### EN20

##### Emissions of ozone-depleting substances

No ozone-depleting substances have been generated.

#### EN21.

##### NO<sub>x</sub>, SO<sub>x</sub> and other significant air emissions

AIR EMISSIONS (T)	2015	2014
NO <sub>x</sub>	244	263
SO <sub>x</sub>	10	11
VOC	5	5
Particulate matter (PM)	20	21
<b>Total emissions (t)</b>	<b>279</b>	<b>300</b>

Only the natural gas combustion (principal source) has been considered at our plants to calculate the NO<sub>x</sub>, SO<sub>x</sub> and VOC emissions.

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

## EFFLUENT AND WASTE

### EN22

#### Water discharge

WATER DISCHARGED (M <sup>3</sup> )	2015	2014
Process water and sewage	1,557,194	1,707,394
<b>Total effluent</b>	<b>1,557,194</b>	<b>1,707,394</b>
DESTINATION OF WATER DISCHARGE (M <sup>3</sup> )	2015	2014
Sewerage system or treatment facility	1,511,900	1,632,257
Surface water	45,294	75,137

With the new parboiling process introduced by Herba Ricemills, mentioned in indicators EN6 and EN8, the company has reduced its water discharge by 1.44 m<sup>3</sup>/t. The total volume reduced between 2014 and 2015 was 20,608 m<sup>3</sup>.

### EN23

#### Waste generation

WASTE (T)	2015	2014
Hazardous	31	47
Non-hazardous	17,752	13,794
<b>Total waste</b>	<b>17,783</b>	<b>13,841</b>

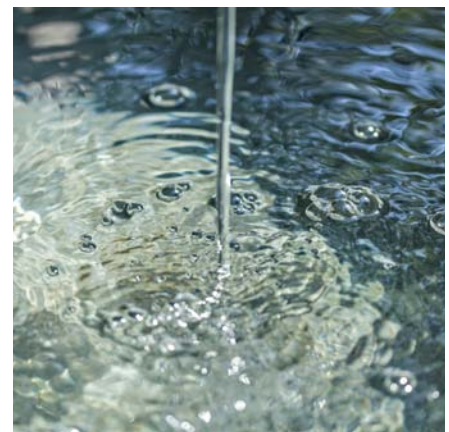
All the hazardous waste is transferred to authorised waste disposal contractors for treatment according to the laws in place in each geographical area.

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

### EN24

#### Significant spills

No spills occurred in 2015.



## COMPLIANCE / EXPENDITURE AND INVESTMENT

### Compliance with laws and regulations

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

### Environmental certification and management systems

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

COMPANY	COUNTRY	NAME OF WORKPLACE	CERTIFIED
Panzani	France	Semolina Gennevilliers	ISO 14001
Panzanil	France	Semolina Marseille Littoral	ISO 14001
Panzanil	France	Semolina Marseille St. Just	ISO 14001
Pastificio Lucio Garofalo	Italy	Gragnano	ISO 14001

### EN29

#### Non-compliance, fines and sanctions

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

### EN31

#### Environmental protection expenditures and investment

	2015	2014
Expenditure in management and control	598,798 €	269,411 €
Investment to minimise environmental impact	942,927 €	1,498,480 €
<b>Total</b>	<b>1.541.725 €</b>	<b>1.767.891 €</b>

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



New plant Communay (France)



06

COMMITMENT TO OUR PUBLIC

## COMMITMENT TO OUR PUBLIC

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

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

## OUR MAIN TOOLS

### 1. R+D+I

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

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

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

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

### 2. Quality Control and Food Safety Systems

- i. Good Manufacturing Practices (GMP):** contemplating good practices for the handling, packaging, storage and carriage of fresh products.
- ii. Hazard Analysis and Critical Control Point (HACCP):** a system for identification and control of the possible problems that may come to light during the design and production processes.
- iii. Quality Assurance Standards, such as:**

- ❖ The standards established by the International Organisation for Standardization (ISO 9001:2000, ISO 9001:2008 and ISO 22000).
- ❖ The International Food Standards (IFS), which, structured in line with ISO 9001:2000, are among the highest distinctions in Food Safety in all distribution sectors in Europe.
- ❖ The BRC (British Retail Consortium) certification, one of the internationally most widespread models for distributors and large retail outlets to rate their brand product suppliers.
- ❖ The Danish DS standards (Danish HACCP Code), for developing a HACCP system in the food industry and in the manufacturing of packing and packaging for food products.

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

All the Group's plants are now certified for quality and food safety, and in 2015 ten new certificates were obtained.

COMPANY	COUNTRY	NAME OF WORKPLACE	CERTIFICATE
American Rice	USA	Freeport	SQF (Packaging and Warehousing)
Arrozeiras Mundiarroz	Portugal	Coruche	ISO 9001 ISO 22000 <b>Food Product Certification</b> <b>IFS</b>
Boost Nutrition	Belgium	Merksem	IFS KOSHER Organic Certification
		Schoten	IFS KOSHER Organic Certification
Catelli Foods Corporation	Canada	Montreal	SQF
Danrice	Denmark	Orbaek	BRC ISO 22000
Ebro India	India	Haryana	ISO 22000 <b>Organic Processing</b> <b>BRC</b>
Herba Bangkok	Thailand	Bangkok	ISO 9001 BRC <b>Organic Certification</b> <b>HALAL</b> <b>KOSHER</b>
Herba Egypt	Egypt	Beni-Suef	ISO 22000
Herba Ricemills	Spain	Coria del Río	ISO 9001 Ecological Production
		San Juan de Aznalfarache (Ready Foods Plant and Rice Plan)	ISO 9001 BRC IFS
		Aldea	ISO 22000 BRC KOSHER
		Jerez De La Frontera (Ready Foods Plant)	ISO 9001 BRC IFS
		Silla	ISO 9001 BRC IFS
		Algemesi (Ready Foods Plant)	ISO 9001 BRC IFS
		Algemesi (Rice Plant)	ISO 9001
		<b>Algemesi (Flour Mill)</b>	<b>IFS</b>



COMPANY	COUNTRY	NAME OF WORKPLACE	CERTIFICATE
Lassie	Netherlands	Wormer	Organic Certification (SKAL) HALAL KOSHER IFS <b>GMP FEED</b>
Mundiriso	Italy	Vercelli	IFS BRC ISO 22000 Organic Certification
New World Pasta	USA	Saint Louis Winchester Fresno	SQF SQF SQF
Panzani	France	La Montre	ISO 9001 IFS
		St Genis Laval (Fresh pasta plant)	ISO 9001 IFS
		Gennevilliers	IFS
		Lorette (Fresh pasta plant)	ISO 9001 IFS
		Nanterre	ISO 9001 IFS
		Littoral	IFS
		Saint Just	IFS
		Vitrolles	IFS ISO 9001
Pastificio Lucio Garofalo	Italy	Gragnano	KOSHER HALAL ISO 9001 Organic Certification BRC <b>IFS</b>
Riviana Foods	USA	Memphis Brinkley Clearbrook Carlisle	SQF SQF SQF SQF
S&B Herba Foods	UK	Cambridge	BRC KOSHER
		Liverpool	Brc KOSHER

\* The certificates obtained in 2015 are in bold type



## PRINCIPAL PERFORMANCE INDICATORS ON PRODUCT RESPONSIBILITY

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

### CUSTOMER HEALTH AND SAFETY

#### PR1

Percentage of significant product and service categories for which health and safety impacts are assessed for improvement

The Group companies that have made these assessments are:

	%PRODUCTS ASSESSED BY CATEGORY
<b>Arrozeiras Mundiarroz</b>	
Pre-cooked	100%
Traditional	100%
<b>Ebro India</b>	
Basmati rice	100%
<b>Lassie</b>	
Mixed	66.67%
Organic grain	100%
Specialties	66.67%
<b>Mundi Riz</b>	
White rice	100%
Cargo rice	100%
Paddy rice	100%
Parboiled rice	100%
<b>New World Pasta Group</b>	
Healthy pastas	100%
Specialties	100%
Traditional pastas	100%
<b>Panzani Group</b>	
Pastas	100%
Pre-cooked dishes	100%
Rice	100%
Sauces	100%
Semolina	100%
<b>Riviana Group</b>	
Healthy rices	100%
Specialties	100%
Traditional rices	100%

## PR2 / PR9

Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes

SUBSIDIARY	NO. INCIDENTS	FINE
S&B Herba Foods	1	€1,000,000

During the year, S&B Herba Foods recognised an incident in a lot of short-grain rice from Italy, which was recalled from customers and points of sale. This incident did not entail any risk to health and safety.

## PRODUCT AND SERVICE LABELLING

### PR3

Type of information provided by the organisation on 100% of its products based on its information and labelling procedures

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

	% PRODUCTS
<b>Environmental impact</b>	
Herba Egypt	100%
Mundi Riz	100%
New World Pasta Group	75%
Pastificio Lucio Garofalo	40%
Riviana Group	75%
<b>Method of product elimination</b>	
Herba Egypt	100%
Herba Ricemills	100%
Mundi Riz	100%
New World Pasta Group	100%
Pastificio Lucio Garofalo	40%
Riviana Group	100%
<b>Source of ingredients</b>	
Arrozeiras Mundiarroz	100%
Herba Egypt	100%
Herba Puerto Rico	100%
Herba Ricemills	95%
Mundi Riz	100%
New World Pasta Group	100%
Panzani Group	100%
Pastificio Lucio Garofalo	100%
Riviana Group	100%

	% PRODUCTS
<b>Product safety instructions</b>	
Arrozeiras Mundiarroz	100%
Herba Egypt	100%
Herba Puerto Rico	100%
Herba Ricemills	95%
Mundi Riz	100%
New World Pasta Group	100%
Pastificio Lucio Garofalo	100%
Riviana Group	100%

#### PR4 / PR9

**Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling**

SUBSIDIARY	NO. INCIDENTS	AMOUNT
Pastificio Lucio Garofalo	1	€6,116.31

#### PR5

##### Customer satisfaction surveys

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

The main conclusions of those surveys were:

- ❖ Positive trend in the assessment of the overall service
- ❖ Good score in our customers' satisfaction rating
- ❖ Requests for new products
- ❖ It has been established that the company has a clear product responsibility communication policy and clear communication in the social media.

## MARKETING COMMUNICATIONS

#### PR6

**Report whether the organisation sells products that are banned in certain markets or the subject of debate among stakeholders**

None of the Group companies sells products that are banned in certain markets or the subject of public debate among stakeholders.

#### PR7

**Total number of incidents of non-compliance with regulations concerning marketing communications, including advertising, promotion, and sponsorship**

There were no incidents of non-compliance by any of the Group companies in 2015.

### CUSTOMER SERVICES AND PRIVACY

#### Customer Services

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

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

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

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

#### PR8

**Total number of substantiated complaints received concerning breaches of customer privacy and losses of customer data**

No incidents were reported in this regard in any of the Group companies in 2015.



## CUSTOMER HEALTH AND SAFETY

### FP5

Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards

SUBSIDIARY	PRODUCT MANUFACTURED	NAME OF PRODUCER	COUNTRY	% PRODUCTION
Arrozeiras Mundiarroz	Pre-cooked	Herba Ricemills	Spain	100%
	Noodles	Nissin Foods Ltd.	Hungary	100%
Herba Ricemills	Cargo rice	Cdad. Bienes San Andrés	Spain	0.02%
	Cargo rice	Cooperativa de la Puebla	Spain	0.06%
	Long-grain parboiled	Extremeña de arroces	Spain	0.10%
	Cargo rice	Arrozua	Spain	0.02%
Lassie	Coloured rice (yellow)	Huijbregts Groep, Helmond	Netherlands	1.30%
	Fibre kernels, based on rice and peas	Maselis, Roeselare	Belgium	1.20%
	MCereals mix	Huijbregts Groep, Helmond	Netherlands	0.50%
Mundi Riso	Basmati white rice	Herba Ricemills	Spain	7.15%
	Parboiled rice	Riseria di Vespolate	Italy	2.92%
	White rice	Riseria Merlano	Italy	2.63%
	Parboiled rice	Riso Scotti	Italy	2.59%
	Parboiled rice	Riso Viazzo	Italy	2.12%
New World Pasta	Pasta	A Zerega & Sons	USA	2.57%
	Gluten-free pasta	Molino Andriani	Italy	1.85%
	Lasagne	Luchetti	Chile	0.50%
	Lasagne	Valin	Italy	0.02%
	Sauces	Inpralsa	Spain	0.36%
	Mac & Cheese Meal	Bay Valley	USA	0.08%
	Pasta	Griss Pasta	Canada	0.68%
Panzani	Rice	Boost Nutrition	Belgium	2.40%
	Sauces	Casalasco	Italy	1.70%
	Pasta	Colussi	Italy	1.90%
	Sauces	Gallina Blanca Star	Spain	10.40%
	Rice	Herba Ricemills	Spain	2.80%
	Pasta	Newlat	Italy	1.80%
	Sauces	William Saurin	France	1.10%
Pastificio Lucio Garofalo	Pasta	Labor, Vietri, Tandoi, Paone,	Italy	1.19%
	Pasta	Pastai	Italy	0.37%
	Pasta	Liguori	Italy	3.11%
	Pasta	Newlat	Italy	3.11%
	Pasta	Durum Gida	Turkey	1.07%
	Pasta	Goymen	Turkey	1.56%
	Pasta	Mutlu	Turkey	20.51%
Riceland Magyarorzag	Pasta	Panzani, Bacchini	France	0.30%
	All products	Oryza-Karex LTD	Hungary	100.00%
Riviana	Rice specialties	Farmers Rice Coop	USA	0.10%
	Rice specialties	ADM Rice	USA	1.01%
	Rice	Sem Chi	USA	0.74%
	Rice mix	Crest Foods	USA	0.11%



## PROMOTION OF HEALTHY FOOD AND HEALTHY LIFESTYLES

### FP7

#### Percentage of total sales volume of consumer products in the health category

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

As a result of these efforts, this new category accounted for 10.08% of the Group's consolidated sales in 2015.

€	SALES OF PRODUCTS IN THE HEALTHY FOOD RANGE	% TOTAL SALES
Europe	55,777,389.13	5.31%
North America	207,733,348.78	13.30%
<b>Total</b>	<b>263,510,737.91</b>	<b>10.08%</b>





**07**

**MANAGEMENT OF THE SUPPLY CHAIN**

## MANAGEMENT OF THE SUPPLY CHAIN

One of the essential means to ensure the company's sustainable growth is to guarantee the sustainability of its products throughout the entire value chain, which requires direct action by the Group in respect of the main players in its agricultural raw material supply chain, the strongest link in its business.

To secure this the Group acts on two fronts:

1. Acting directly with farmers to promote sustainable agriculture in environmental, economic and social aspects, and
2. Controlling the performance of its industrial suppliers in respect of corporate responsibility through internal or external audits and collaborating with them to secure continuous improvement.

### 1. SUSTAINABLE AGRICULTURAL RAW MATERIAL

The Group's activities in this area are currently focused almost exclusively on rice. Work is in progress on several projects, the Group's own projects or those in which it collaborates, as described below.

#### SAIRISI Project (Italy)

This project was begun towards the end of 2015 in collaboration with three partners (Unilever, Kellogg's and Migros) and will be developed over 2016.

Over 50 farmers participate in this project as direct or indirect raw material suppliers of the companies organising the project.

In the first phase, farmers were given a three-day training course based on the needs detected after analysing the results of the assessment made according to the SAI standard, with a view to improving their performance and, consequently, the sustainability of their farming activities.

The training was designed and given by the Italian National Rice Research Centre (Enterisi) and external experts from universities and NGOs. The subject matters covered included:

- ❖ Handling the soil
- ❖ Fertilization
- ❖ Protection of the crop
- ❖ Environment and biodiversity
- ❖ New Common Agricultural Policy (CAP).

This training will be supplemented with two field visits to check that good practices are being adopted and prove their effectiveness to the farmers.

#### Climate-Smart Agriculture" Project (Ebro delta)

This initiative is an extension of our participation and collaboration in the "Origins" project that Kellogg's began at the Ebro delta in 2013 (see 2014 report).



The central goal of this project, co-financed by both companies and to be developed in 2015 and 2016, is to reduce water consumption and the GHG emissions given off by the rice fields.

The work is being done according to the following outline:

- ❖ Directly measure the GHG emissions in the rice fields in standard conditions, testing several mitigation strategies related with the irrigation system to establish better crop practices and thus reduce emissions and water consumption.
- ❖ Use these direct measurements to create an empirical model used to predict both the relative level of GHG emissions according to crop conditions and the impact of several mitigation strategies.

The GHG emissions measured directly in the rice fields in 2015, in the standard crop conditions of the Ebro delta zone, were much lower than the emissions obtained for the same conditions using two existing empirical models. In the light of these results, we have started assessing the two models with the results of direct measurements made in other rice-growing areas similar to the Ebro delta to see whether the same differences are observed and thus determine whether or not those models are adequate for our purpose.

### Food safety of peasant families in Phu Tho (Vietnam)

This project was developed in 2014 and 2015 with collaboration from the NGO CODESPA Foundation in the province of Phu Tho, where 84% of the population depends on rice-growing for their food and 30% live in poverty.

The project aimed to improve the agricultural productivity of the rice crop in order to generate surpluses and, consequently, revenue, so as to eradicate the frequent food crises suffered in this region owing to the very low crop yields.

For this purpose, the powder fertilizers traditionally applied on the surface have been replaced with compact basal fertilizer capsules that gradually release the nutrients throughout the development of the plant, thereby avoiding loss through evaporation and leaching, which cause yield loss and negative environmental impact (GHG emissions and contamination of rivers).

This goal was achieved by creating and developing local markets establishing commercial relationships between different players: producers who compact the fertilizers in capsules, distributors who supply the product, commercial promoters who inform farmers of the benefits of the product and agricultural experts who provide training for farmers in the appropriate method for using the fertilizer in order to achieve optimum yields.

The results obtained over three harvests have been very positive:

- ❖ 3,780 farmers (320 ha) used 89,070 kg of compact fertilizer.
- ❖ Depending on the zone, yields improved by 13-25%, increasing farmers' revenues by 18-40%.

### **EKTA Project (India)**

Headed by our subsidiary Ebro India, the EKTA (Ebro Kissan -farmers- Training and Awareness) programme consists of providing training for farmers in an effective use of pesticides, one of the greatest problems facing the rice crop in that country.

EKTA was very well received among the farmers in the pilot phase and Ebro Foods aims to scale up progressively to embrace a larger number of farmers and increase the content (fertilization, irrigation, etc.).

### **Environmental sustainability programme (Seville)**

The second phase of the salinity project "Rice crop sustainability programme for the rice-growing area of Seville", which we began in 2011 in collaboration with the Andalusian Institute of Agricultural, Food and Fisheries Training and Research and Ecological Production (IFAPA), was completed in 2015.

In this second phase, we studied the impact of salinity on the different physiological stages of development of the plant: growing, reproduction and maturing periods.

The results showed that the negative effect of saline irrigation on yield is greater in the growing and reproduction stages, affecting different yield parameters in each stage, while the grain filling and maturing periods were barely affected. They also showed that saline irrigation in the first two stages lengthens the plant's growing cycle and crop water requirements.

The results of this study will be made available to the rice sector and farmers through the IFAPA website so that they can be used in irrigation management.

### **Sustainable durum wheat contracts (France)**

Our French subsidiary Panzani and one of its suppliers (cooperative) have started up a system of sustainable contracts for durum wheat growers. These contracts establish a premium of 5€/tonne for any farmers who apply the following sustainable crop-growing practices: use of certified seeds, soil analysis to optimise nitrogen fertilization and field monitoring of the level of plagues and plant disease to optimise phytosanitary treatment.

This initiative also includes calculation of the cooperative's carbon footprint and the development of optimum logistic solutions for delivering supplies to the Panzani plants.

These contracts will be gradually extended to 1000-1500 growers (20-25,000 hectares), covering a production of around 75,000 tonnes of durum wheat, approximately 20% of the volume purchased by Panzani in France.



## 2. PERFORMANCE OF INDUSTRIAL SUPPLIERS

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

### Ebro Foods consolidated group

In order to guarantee better transparency for our stakeholders, all the subsidiaries in the rice division are registered as B members on the SEDEX platform (<http://www.sedexglobal.com>) and the Group's rice division is also conducting ethical audits on its production facilities.

The following audits were made in 2015:

COMPANY	PLANT	STANDARD	AUDITOR
Herba Ricemills	Seville	WCA	Intertek
Ebro India	Taraori	SMETA 4-Pillar	Bureau Veritas
Herba Bangkok	Nong Khae	SMETA 4-Pillar	Bureau Veritas
Herba Bangkok	Nong Khae	Costco CoC	Elevate
Herba Bangkok	Nong Khae	Wal-Mart	Intertek
Mundi Riz (Marruecos)	Larache	SMETA 4-Pillar	Bureau Veritas

The results of all these audits have been positive, highlighting the good practices observed at the plants in India and Morocco in safety training and the absence of gender-based discrimination, respectively.

The "Achievement Award" presented to the Herba Ricemills plant in Seville by Intertek after the WCA (Workplace Conditions Assessment) audit is also worthy of special mention.

### External suppliers

At the end of 2015, in development of the Group's Code of Conduct, the Ebro Foods board approved a Supplier Code of Conduct, of which all our suppliers will be informed during 2016. Following the provisions of that Code, the Group will embark on a supplier control and monitoring plan in 2016 through ethical audits. Suppliers will gradually be included in this audit plan according to their risk levels.

## OUR SUPPLY CHAIN

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

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

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

In the countries in which we operate, most of the raw material is purchased on the local markets in which the company is established and directly from farmers or cooperatives.



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

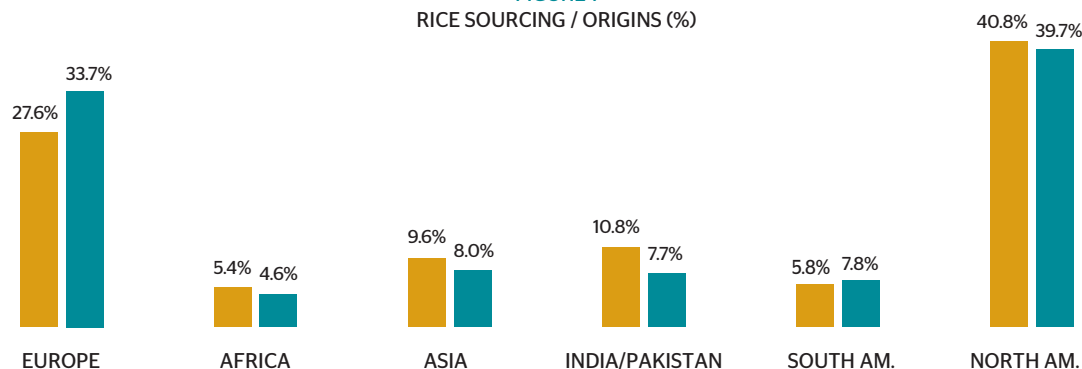
## VOLUMES BY ORIGIN

### Rice

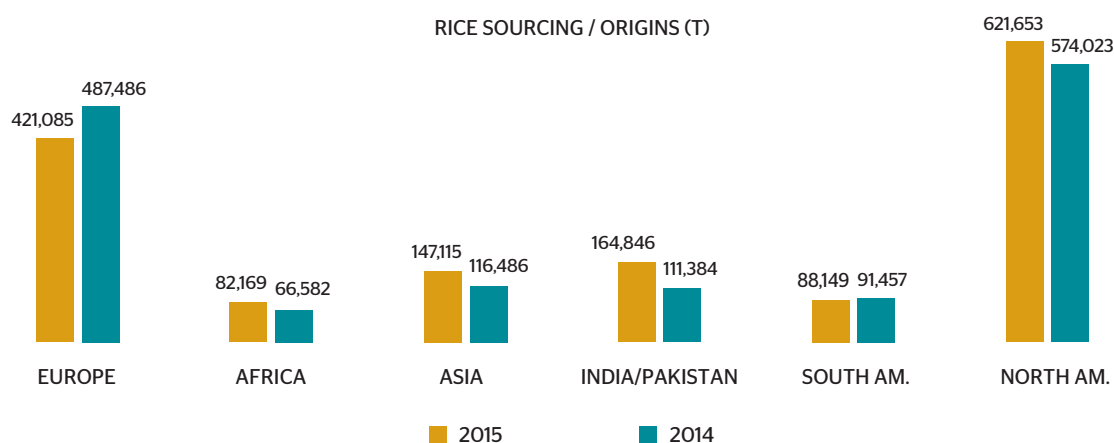
The rice supplies for the Ebro Foods Group have been very stable over the past two years in both total volume and volume by origin, our most important sourcing regions being North America and Europe (see Fig. 1).

ORIGIN	2015 (T)	2014 (T)
Europe	421,085	487,486
North America	621,653	574,023
South America	88,149	91,457
India/Pakistan	164,846	111,384
Africa	82,169	66,582
South East Asia	147,115	116,486
<b>Total</b>	<b>1,525,017</b>	<b>1,447,417</b>

**FIGURE 1**  
RICE SOURCING / ORIGINS (%)



RICE SOURCING / ORIGINS (T)



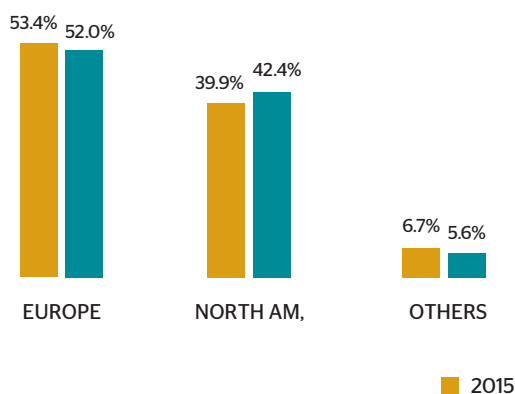
## Durum wheat

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

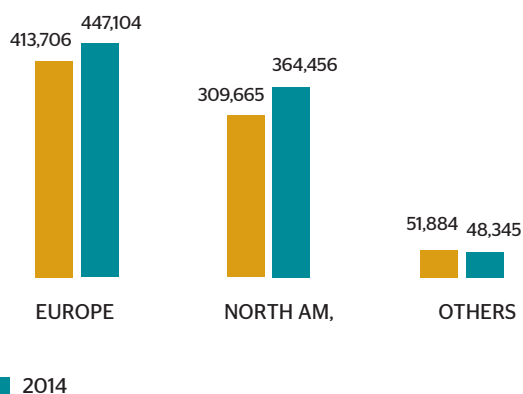
ORIGIN	2015 (T)	2014 (T)
Europe	413,706	447,104
North America	309,665	364,456
Others	51,884	48,345
<b>Total</b>	<b>775,255</b>	<b>859,905</b>

FIGURE 2

WHEAT SOURCING / ORIGINS (%)



WHEAT SOURCING / ORIGINS (Tn)



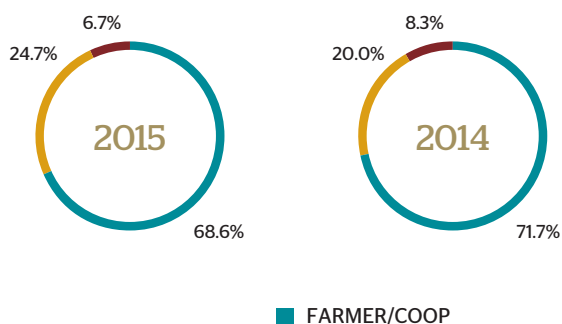
## VOLUMES BY SUPPLIER

### Rice

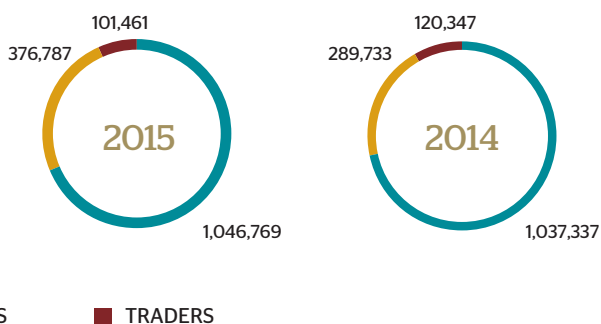
On a global level, the vast majority of the rice is bought directly from farmers or cooperatives and the rest from millers and traders (see Fig. 3).

FIGURE 3

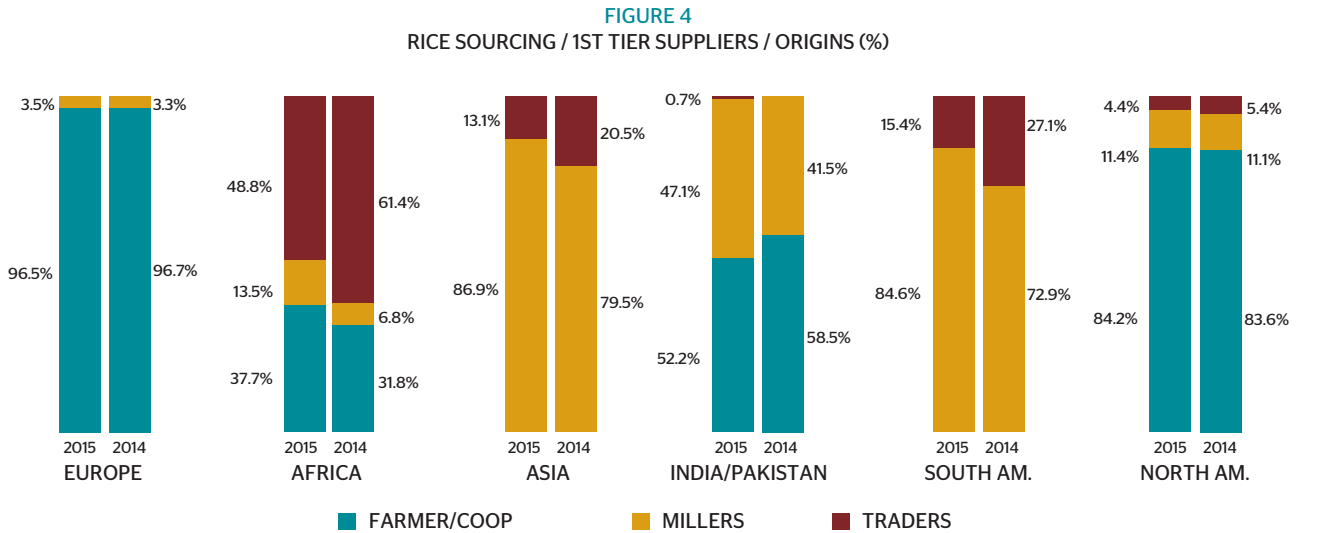
RICE SOURCING / 1ST TIER SUPPLIERS (%)



WHEAT SOURCING / 1ST TIER SUPPLIERS (Tn)

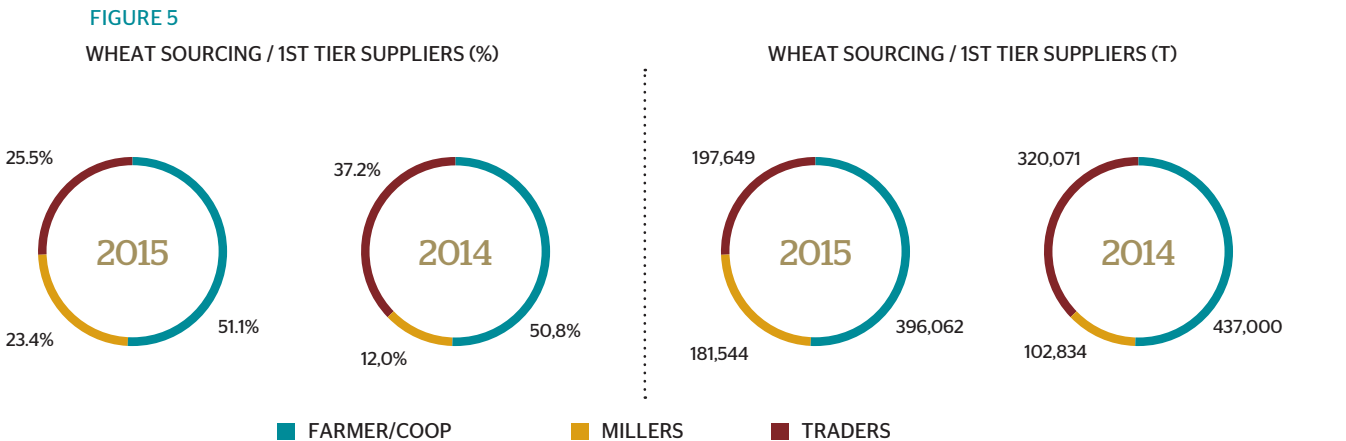


At a disaggregated level, this volume/supplier distribution varies considerably from one geographical region to another, but remains relatively constant for each region between 2014 and 2015 (see Fig. 4).



**Durum wheat**

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





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

