

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.

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

SCOPE OF THE REPORT

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

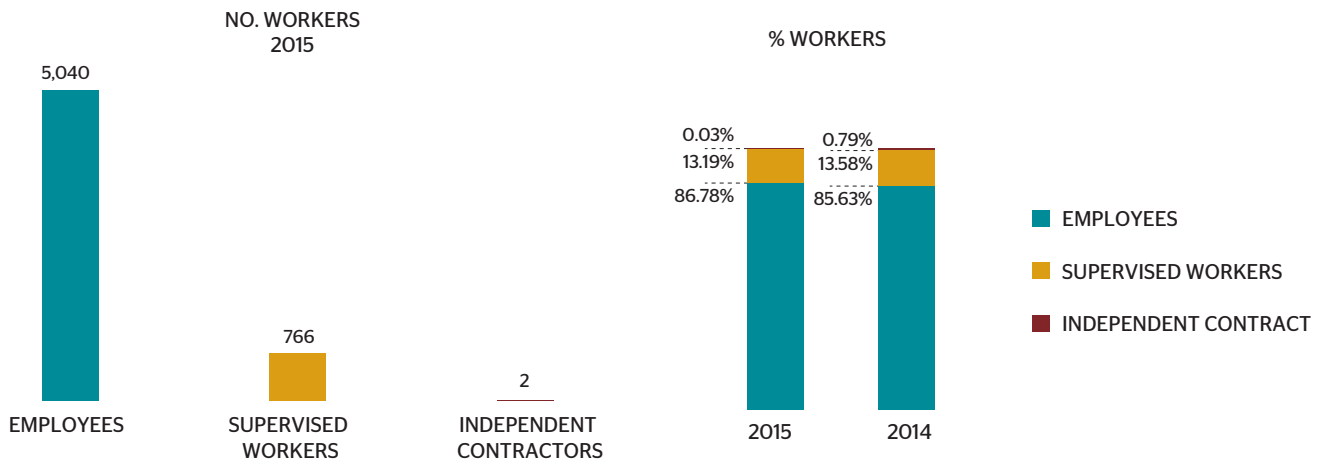
The figures have been prepared according to the G4 Guidelines of the Global Reporting Initiative (GRI).

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

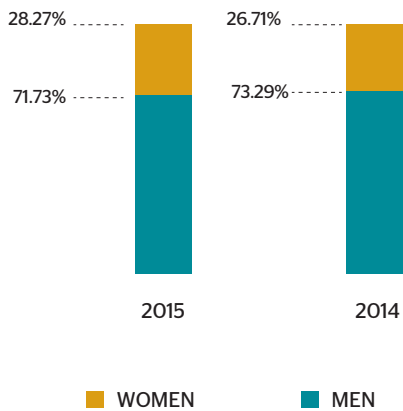
Average workforce



Breakdown of employees by continent:

TYPE OF WORKERS	TOTAL		% TOTAL WORKFORCE GROUP	
	2015	2014	2015	2014
Africa	388	463	6.68%	8.67%
Employees	358	335	6.16%	6.27%
Supervised workers	30	98	0.52%	1.84%
Independent contractors	0	30	0.00%	0.56%
Central America	10	10	0.17%	0.19%
Employees	7	7	0.12%	0.13%
Supervised workers	3	3	0.05%	0.06%
Independent contractors	0	0	0.00%	0.00%
Asia	305	300	5.25%	5.62%
Employees	164	146	2.83%	2.73%
Supervised workers	141	147	2.43%	2.75%
Independent contractors	0	7	0.00%	0.13%
Europe	3,359	2,849	57.83%	53.36%
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%
North America	1,746	1,717	30.06%	32.16%
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%
Total headcount	5,808	5,339		

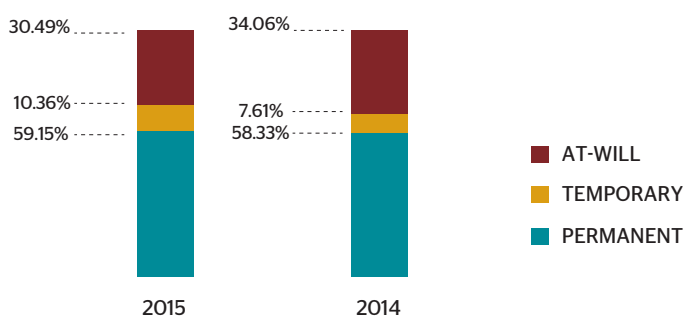
Breakdown of employees by gender



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%
Total Area	3,615	3,351	1,425	1,221				

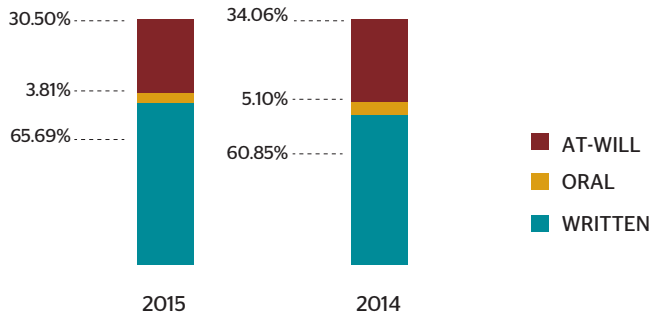
Breakdown of employees by type of contract



Breakdown of employees by type of contract and continent

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

FORM OF CONTRACT
FOR EMPLOYEES



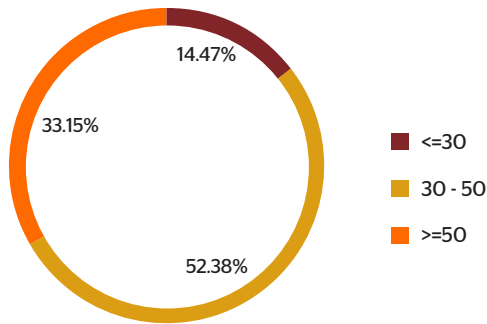
Form of contract for employees per continent

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

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
Total employees	3,219	1,299	4,518	3,105	1,118	4,223

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%
Total employees	5,040	4,572		

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%
Total	3,615	3,351	1,425	1,221				

Total employees by age group, gender and continent

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

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.

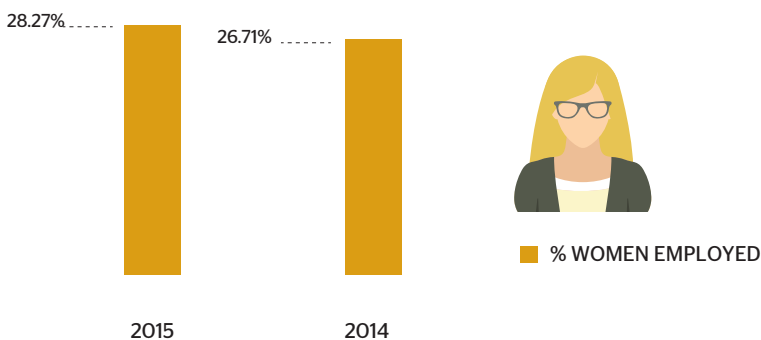
No. hours strike by Group employees

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

*** Explanatory note on the strike in Mundi Riz.** 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

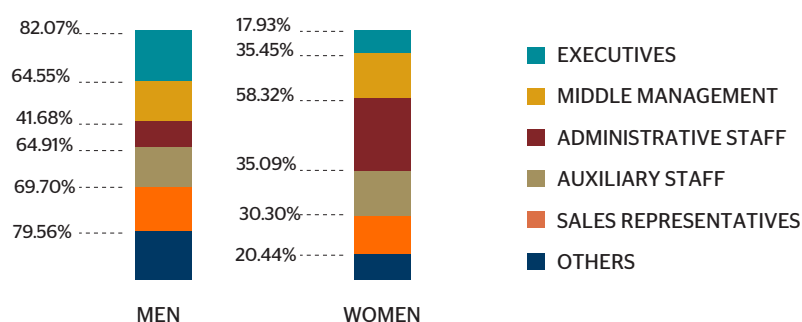
Ebro is committed to equal opportunities and gender management.



LA12

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%
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%
Total employees	5,040	4,572		

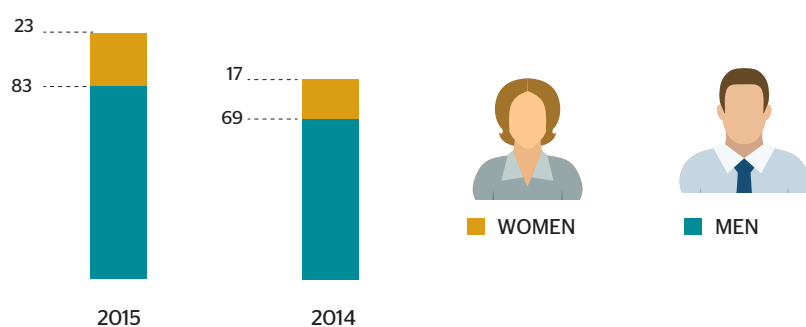


EMPLOYEE CATEGORY	NO. MEN	NO. WOMEN	MEN/TOTAL CATEGORY (%)	WOMEN/TOTAL CATEGORY (%)
Executives	119	26	82.07%	17.93%
Middle management	377	207	64.55%	35.45%
Administrative staff	293	410	41.68%	58.32%
Auxiliary staff	111	60	64.91%	35.09%
Sales representatives	138	60	69.70%	30.30%
Others	2,577	662	79.56%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

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%
Total	731	2,639	1,670	14.50%	52.36%	33.13%

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
Total	475	1,943	1,197	256	696	473

Disabled workers



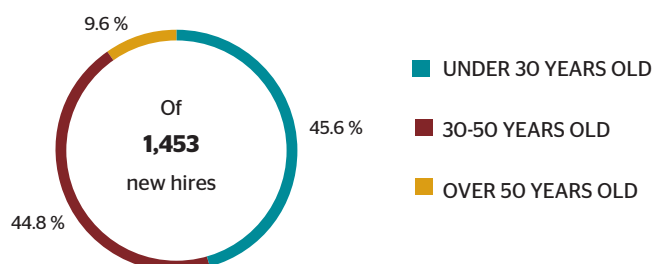
With regard to the integration of the disabled in employment in Spain, Ebro Foods contracts certain services with different special employment centres (CEE). The value of those collaborations in 2015 was €81,176.76.

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"		
Total		€81,176.76

EMPLOYMENT

LA1

Employee turnover and net creation of employment

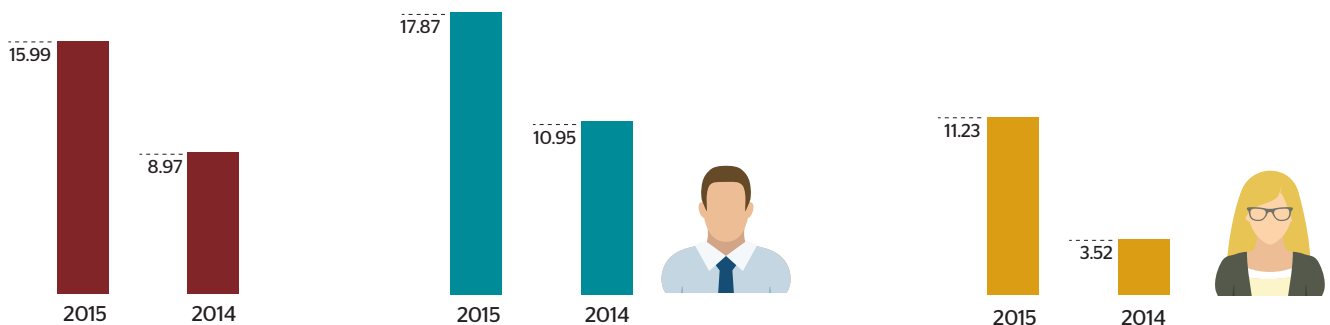




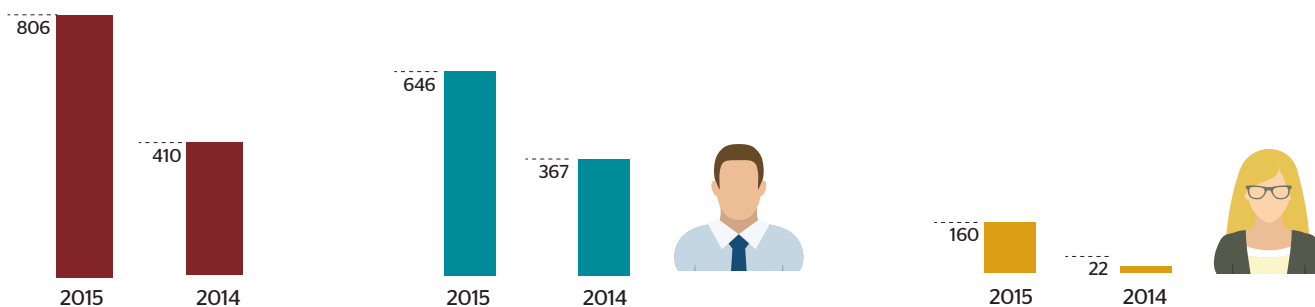
EMPLOYEES TYPE OF TURNOVER	TOTAL NO.		% TOTAL GROUP EMPLOYEES	
	2015	2014	2015	2014
New hires	1,453	947	28.83%	20.71%
Employees voluntarily leaving the company	322	284	6.39%	6.21%
Dismissals/Redundancies	239	187	4.74%	4.09%
Retirements	72	52	1.43%	1.14%
Permanent disability	13	7	0.26%	0.15%
Deaths	14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

TYPE OF TURNOVER	TOTAL NO.			
	MEN		WOMEN	
	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 (%)

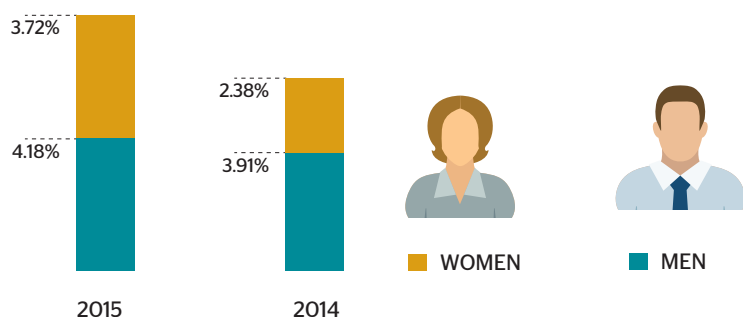


EMPLOYMENT NET CREATION (NO. EMPLOYEES)



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
Average	12.26	11.62	12.08

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

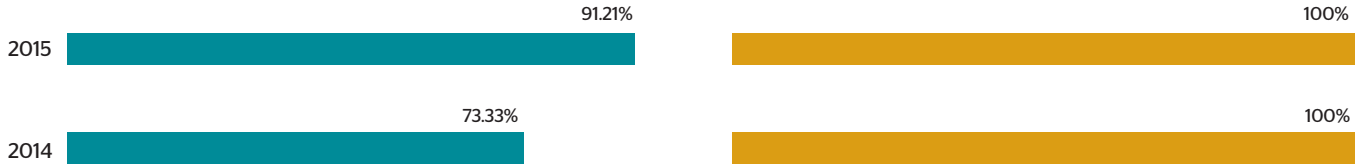


MEN

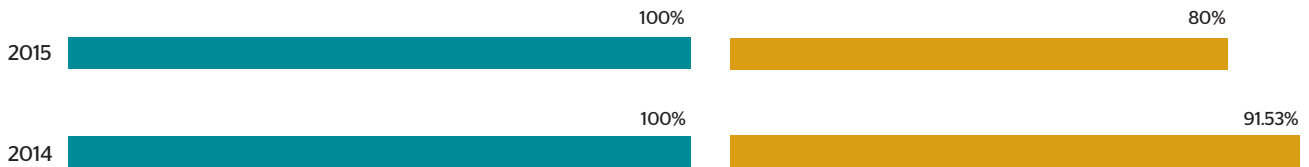


WOMEN

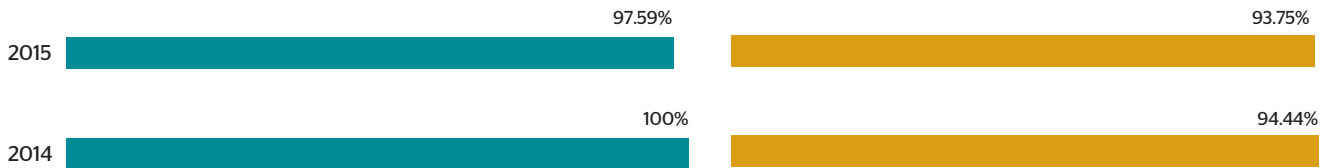
% EMPLOYEES WHO EXERCISED THEIR RIGHT



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

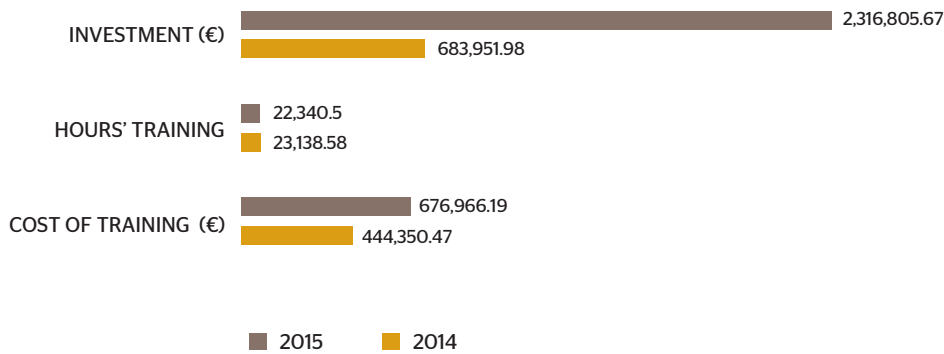
LA5

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%
Total	89.31%

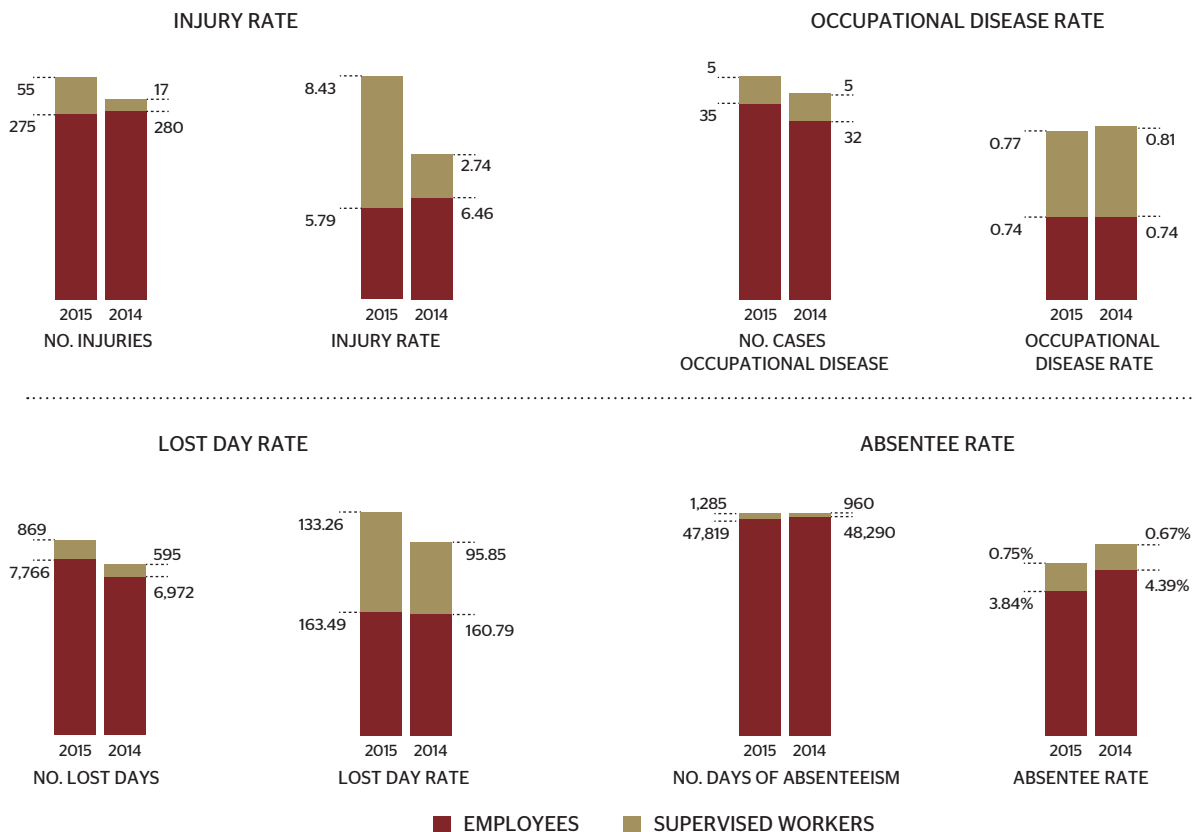
Investment, hours' training and cost of training in Occupational Hazard Prevention



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%
Total	3,392	3,362	67.30%	73.53%

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%
Total	2,456	936	67.94%	65.68%

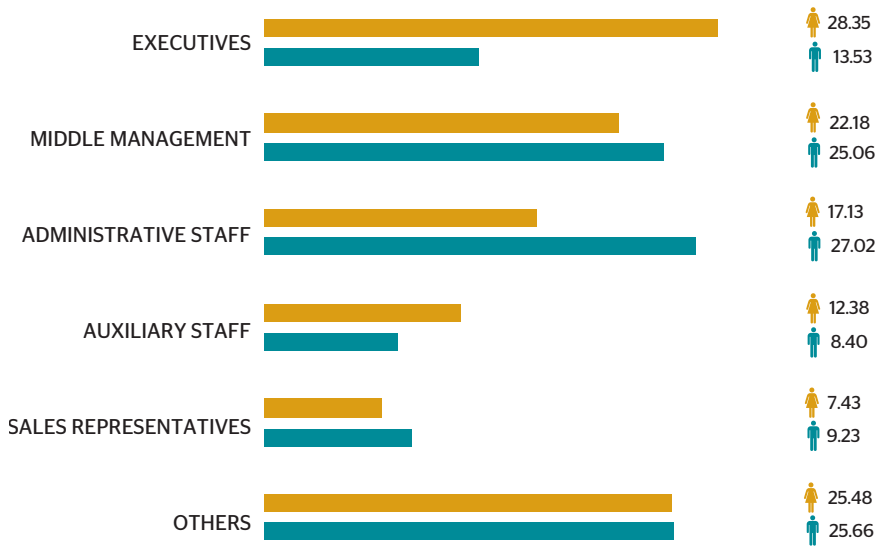
Number of training hours, by gender and employee category:

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
Total	87,311.00	81,097.43	30,406.00	27,140.52

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
Total	24.15	24.20	21.34	22.23

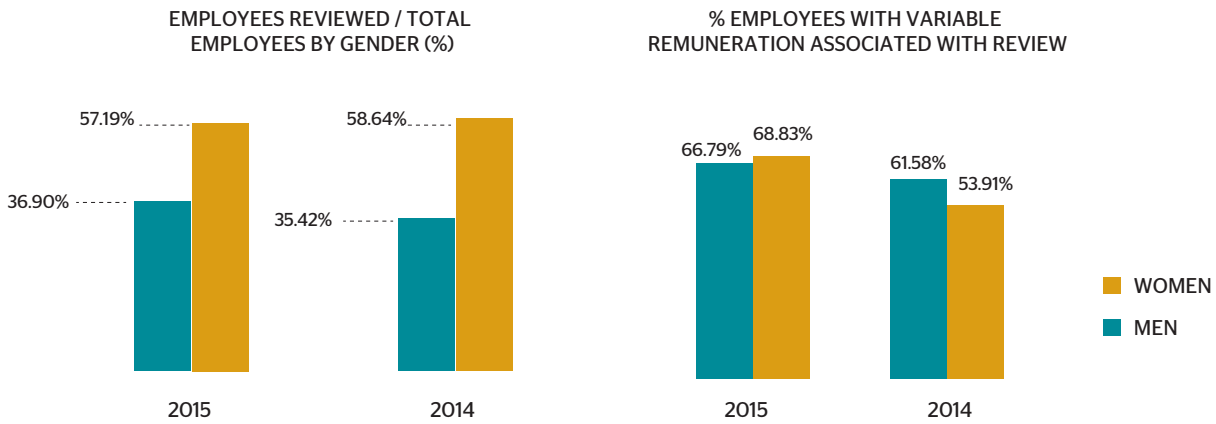
Average employee training hours, by gender and employee category



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%
Total	1,334	815	891	561	36.90%	57.19%	66.79%	68.83%

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
HERBA RICEMILLS	
a) Technical, Administrative & Sales Staff	
Level I	0.90
Level II	0.83
Level III	0.90
Level IV	no workers
Level V	0.99
b) Production Staff	
Level II	0.87
Level III	0.91
Level IV	0.96
Level VI	0.87
Level VII	0.88
Level VIII	0.90
c) Support Staff	
c.2) General Services Staff	
Level II	1.18
PANZANI	
Executives	0.67
Technical staff & supervisors	0.86
Administrative staff	0.78
Operators	0.88
NEW WORLD PASTA	
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
RIVIANA	
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
HERBA EGYPT	
Accountants	0.85
Commercial coordinators	0.96
Quality assistants	1
EBRO INDIA	
Account managers	1.90
MUNDI RIZ	
Middle management	0.73
Others	0.94
RIVERA DEL ARROZ	
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
Total grievances	3	3	2