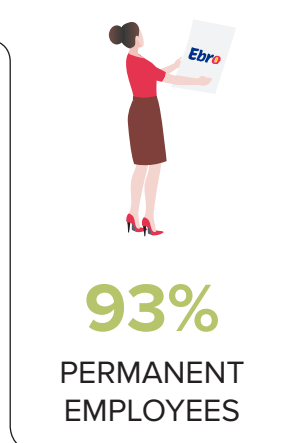
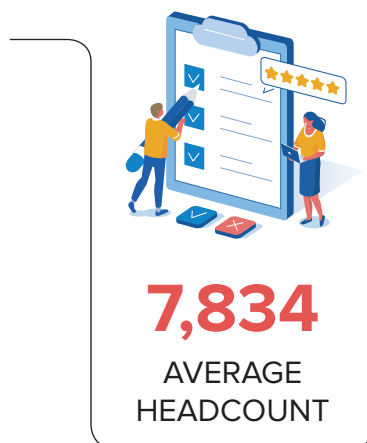




Our Professionals

Ebro Foods, S.A.

OUR PROFESSIONALS



One of the main sources of value generation in the Ebro Group lies in its **7,834 professionals, 6,462 direct employees of the company and 1,372 contracted** through different external agencies. A very close-knit team of professionals with enormous talent potential aligned with the organisation's strategy. Through the human resources departments of the different subsidiaries, the Ebro Group endeavours to motivate these professionals by offering a high quality job while at the same time strengthening their skills, powers and personal and professional leadership.

The Ebro Group's personnel management policy is designed to secure a high level of knowledge and contact with the workforce through a decentralised structure formed by the human resources managers in all the major companies of the Group and the implementation of bespoke policies in each one (in addition to the provisions of labour laws), taking account of the specific features of the countries in which they operate. These policies include not only general guidelines regulating company/employee relationships, but also specific guidelines on Occupational Health & Safety, Training & Education, Diversity and Equal Opportunities and Equal Pay for Men and Women. Companies with a small personnel structure (essentially commercial companies with fewer than 10 employees) are governed exclusively by the labour laws in place in the countries in which they operate.

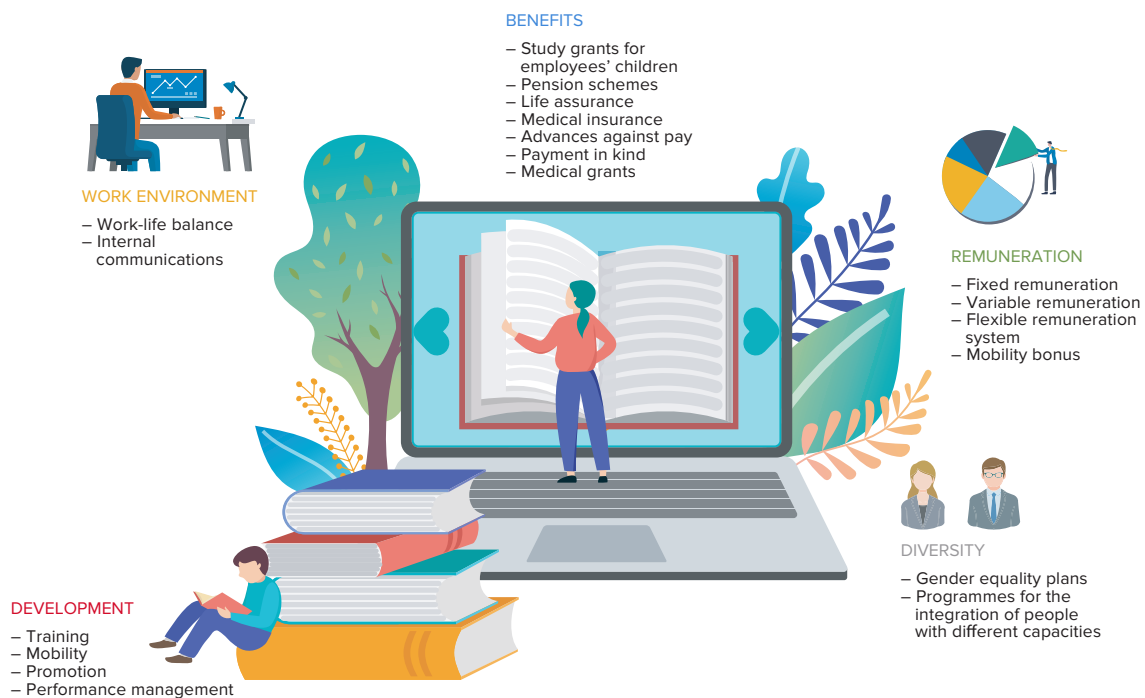
Above all of them and without prejudice to the provisions of the specific policies mentioned above, the Ebro Group has a COC, which not only secures ethical, responsible conduct by the professionals in all the Group companies in the performance of their duties, but also serves as a reference to define the minimum objectives of the employment policy and guarantees, namely:

1. Occupational health and safety
2. Training and career development of all employees

3. Non-discrimination, diversity and equal opportunities in access to employment (including gender equality, the integration of people with different abilities and promotion of a multi-cultural workforce)
4. Right to form and join unions
5. Compliance with collective rights

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

Our main priority throughout 2020 was to protect the health of our employees, for which we took the following actions:

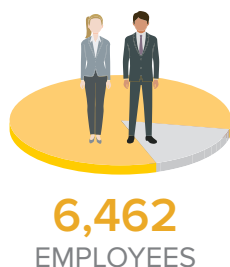


1. We reinforced all our health and safety protocols, installed protective elements in our workplaces, reorganised shifts in factories to respect the social distancing measures, carried out virus detection testing and health monitoring, bought PPE, face masks and other medical materials, etc.
2. We prioritised home working: 66% of our office staff were provided with the necessary IT equipment and worked from home during the pandemic. They are gradually returning to the office, with all the necessary safety guarantees and different measures to help employees balance their work and home life, such as flexible or shorter working hours.

EXPLANATORY NOTE REGARDING THIS REPORT

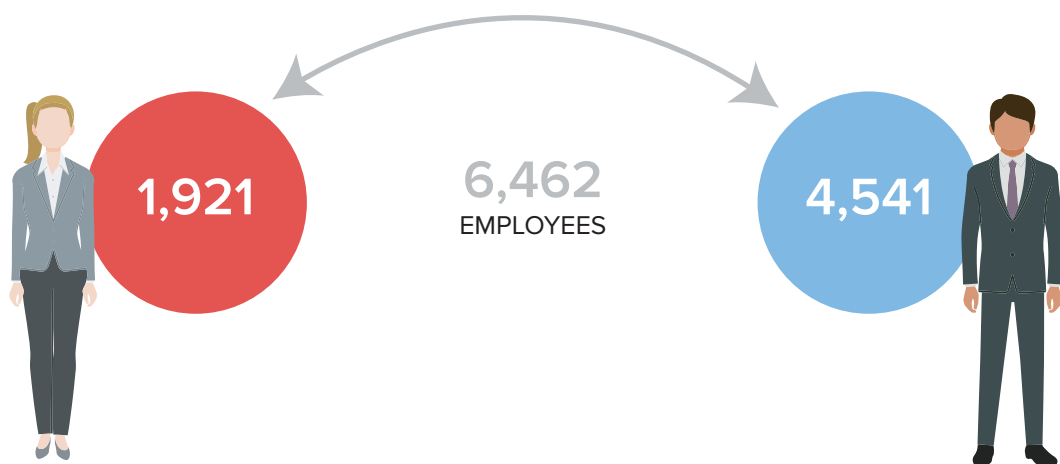
During 2020 we established common classification criteria for the categories in all the Group subsidiaries, recalculating the 2019 indicators according to the new categories, so some differences may be observed in respect of the information reported last year.

A. Employment

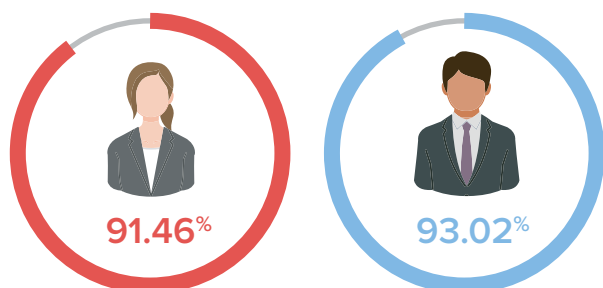


DISTRIBUTION OF THE HEADCOUNT BY CONTINENT

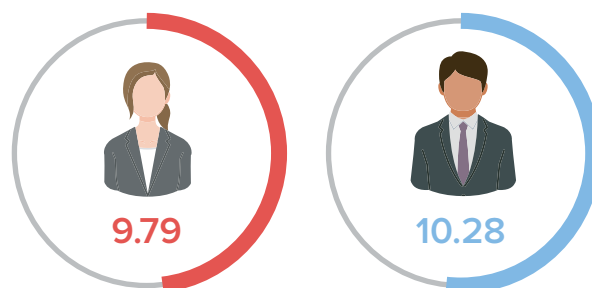
CONTINENT	TYPE OF WORKER	2020		2019	
		NO. WORKERS	% OF TOTAL GROUP HEADCOUNT	NO. WORKERS	% OF TOTAL GROUP HEADCOUNT
Africa	Employees	219	2.80%	258	3.57%
	Supervised workers	0	0.00%	0	0.00%
	Independent contractors	0	0.00%	0	0.00%
TOTAL AFRICA		219	2.80%	258	3.57%
Asia	Employees	388	4.95%	384	5.32%
	Supervised workers	305	3.89%	307	4.25%
	Independent contractors	5	0.06%	5	0.07%
TOTAL ASIA		698	8.91%	696	9.64%
Europe	Employees	4,128	52.69%	3,799	52.64%
	Supervised workers	807	10.30%	633	8.77%
	Independent contractors	5	0.06%	4	0.06%
TOTAL EUROPE		4,940	63.06%	4,436	61.47%
North America	Employees	1,602	20.45%	1,583	21.93%
	Supervised workers	174	2.22%	151	2.09%
	Independent contractors	0	0.00%	0	0.00%
TOTAL NORTH AMERICA		1,776	22.67%	1,734	24.03%
South America	Employees	125	1.60%	93	1.29%
	Supervised workers	76	0.97%	0	0.00%
	Independent contractors	0	0.00%	0	0.00%
TOTAL SOUTH AMERICA		201	2.57%	93	1.29%
TOTAL HEADCOUNT		7,834		7,217	



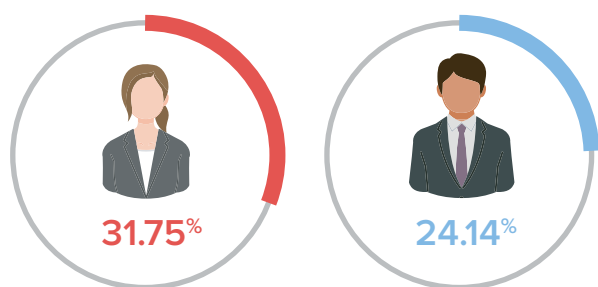
INDEFINITE CONTRACTS



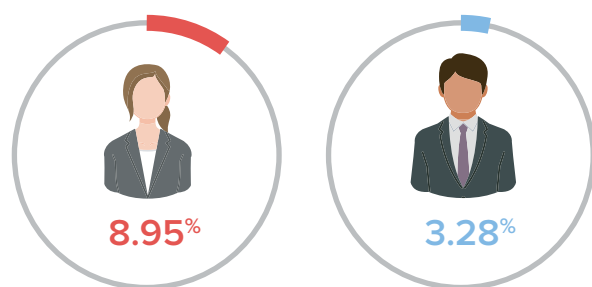
SENIORITY (AVERAGE YEARS)



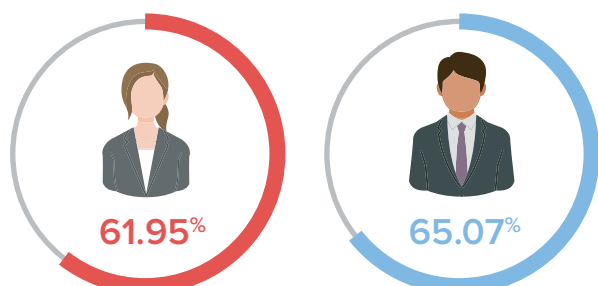
% EXECUTIVES AND MIDDLE MANAGEMENT



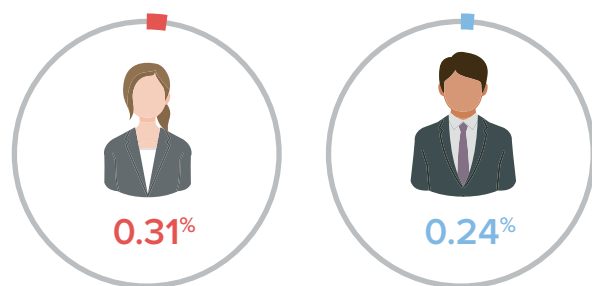
STAFF TURNOVER



TRAINING



DISABILITY



TOTAL NUMBER AND DISTRIBUTION OF EMPLOYEES BY GENDER

GENDER	2020		2019	
	NO. EMPLOYEES	% OF TOTAL GROUP HEADCOUNT	NO. EMPLOYEES	% OF TOTAL GROUP HEADCOUNT
Men	4,541	70.27%	4,315	70.54%
Women	1,921	29.73%	1,802	29.46%
TOTAL EMPLOYEES	6,462		6,117	

NB: The gap between men and women is largely due to the nature of the Group, which is predominantly factory-based, as factory work has traditionally been done by men. Almost 70% of the personnel employed within the Ebro Group overall are men, 80% of whom are factory employees.

DISTRIBUTION OF EMPLOYEES BY AGE GROUP

AGE GROUP	2020		2019	
	NO. EMPLOYEES	% OF TOTAL GROUP HEADCOUNT	NO. EMPLOYEES	% OF TOTAL GROUP HEADCOUNT
<=30	981	15.18%	1,015	16.59%
30 - 50	3,283	50.80%	3,112	50.87%
>= 50	2,198	34.01%	1,990	32.53%
TOTAL EMPLOYEES	6,462		6,117	

DISTRIBUTION OF EMPLOYEES BY AGE GROUP AND GENDER

AGE GROUP	2020				2019			
	MEN	% OF TOTAL MEN	WOMEN	% OF TOTAL WOMEN	MEN	% OF TOTAL MEN	WOMEN	% OF TOTAL WOMEN
<= 30	641	14.12%	340	17.70%	646	14.97%	369	20.48%
30 - 50	2,311	50.89%	972	50.60%	2,225	51.56%	887	49.22%
>= 50	1,589	34.99%	609	31.70%	1,444	33.46%	546	30.30%
TOTAL EMPLOYEES	4,541		1,921		4,315		1,802	

DISTRIBUTION OF EMPLOYEES BY AGE GROUP, GENDER AND CONTINENT

CONTINENT	AGE GROUP	2020			2019		
		MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Africa	<= 30	22	9	31	44	23	67
	30 - 50	111	15	126	120	19	139
	>= 50	59	3	62	49	3	52
TOTAL AFRICA		192	27	219	213	45	258
Asia	<= 30	61	49	110	68	60	128
	30 - 50	202	49	251	194	41	235
	>= 50	24	3	27	19	2	21
TOTAL ASIA		287	101	388	281	103	384
Europe	<= 30	375	215	590	366	221	587
	30 - 50	1,485	672	2,157	1,387	607	1,994
	>= 50	1,015	366	1,381	889	329	1,218
TOTAL EUROPE		2,875	1,253	4,128	2,642	1,157	3,799
North America	<= 30	156	60	216	149	60	209
	30 - 50	458	217	675	477	208	685
	>= 50	476	235	711	479	210	689
TOTAL NORTH AMERICA		1,090	512	1,602	1,105	478	1,583
South America	<= 30	27	7	34	19	5	24
	30 - 50	55	19	74	47	12	59
	>= 50	15	2	17	8	2	10
TOTAL SOUTH AMERICA		97	28	125	74	19	93
TOTAL EMPLOYEES		4,541	1,921	6,462	4,315	1,802	6,117

DISTRIBUTION OF EMPLOYEES BY BUSINESS AREA AND GENDER

AREA	2020				2019			
	NO. EMPLOYEES		% OF TOTAL BUSINESS AREA		NO. EMPLOYEES		% OF TOTAL BUSINESS AREA	
	MEN	WOMEN	% MEN	% WOMEN	MEN	WOMEN	% MEN	% WOMEN
Rice	2,806	1,004	73.65%	26.35%	2,577	920	73.69%	26.31%
Pasta	1,675	881	65.53%	34.47%	1,678	840	66.64%	33.36%
Holding	37	24	60.66%	39.34%	36	24	60.00%	40.00%
Others	23	12	65.71%	34.29%	24	18	57.14%	42.86%
TOTAL EMPLOYEES	4,541	1,921	70.27%	29.73%	4,315	1,802	70.54%	29.46%

DISTRIBUTION OF EMPLOYEES BY TYPE OF CONTRACT

The Ebro Group offers its employees stable, quality employment and a sound, structured, attractive career, with 93% of all contracts being permanent (*indefinite and At-Will contracts*).

TYPE OF CONTRACT	2020		2019	
	NO. EMPLOYEES	% OF TOTAL EMPLOYEES GROUP	NO. EMPLOYEES	% OF TOTAL EMPLOYEES GROUP
Indefinite / Permanent	4,371	67.64%	4,012	65.59%
Fixed-term / Temporary	481	7.44%	515	8.42%
At-Will	1,610	24.91%	1,590	25.99%
TOTAL EMPLOYEES	6,462		6,117	

BREAKDOWN OF TYPE OF CONTRACT BY CONTINENT

CONTINENT	TYPE OF CONTRACT	2020		2019	
		NO. EMPLOYEES	% OF TOTAL EMPLOYEES CONTINENT	NO. EMPLOYEES	% OF TOTAL EMPLOYEES CONTINENT
Africa	Indefinite/Permanent	93	42.47%	99	38.37%
	Fixed-term/Temporary	126	57.53%	159	61.63%
	At-Will	0	0.00%	0	0.00%
TOTAL AFRICA		219	3.39%	258	4.22%
Asia	Indefinite/Permanent	387	99.74%	384	100.00%
	Fixed-term/Temporary	1	0.26%	0	0.00%
	At-Will	0	0.00%	0	0.00%
TOTAL ASIA		388	6.00%	384	6.28%
Europe	Indefinite/Permanent	3,777	91.50%	3,449	90.79%
	Fixed-term/Temporary	343	8.31%	343	9.03%
	At-Will	8	0.19%	7	0.18%
TOTAL EUROPA		4,128	63.88%	3,799	62.11%
North America	Indefinite/Permanent	0	0.00%	0	0.00%
	Fixed-term/Temporary	0	0.00%	0	0.00%
	At-Will	1,602	100.00%	1,583	100.00%
TOTAL NORTH AMERICA		1,602	24.79%	1,583	25.88%
South America	Indefinite/Permanent	114	91.20%	80	86.02%
	Fixed-term/Temporary	11	8.80%	13	13.98%
	At-Will	0	0.00%	0	0.00%
TOTAL SOUTH AMERICA		125	1.93%	93	1.52%
TOTAL EMPLOYEES		6,462		6,117	

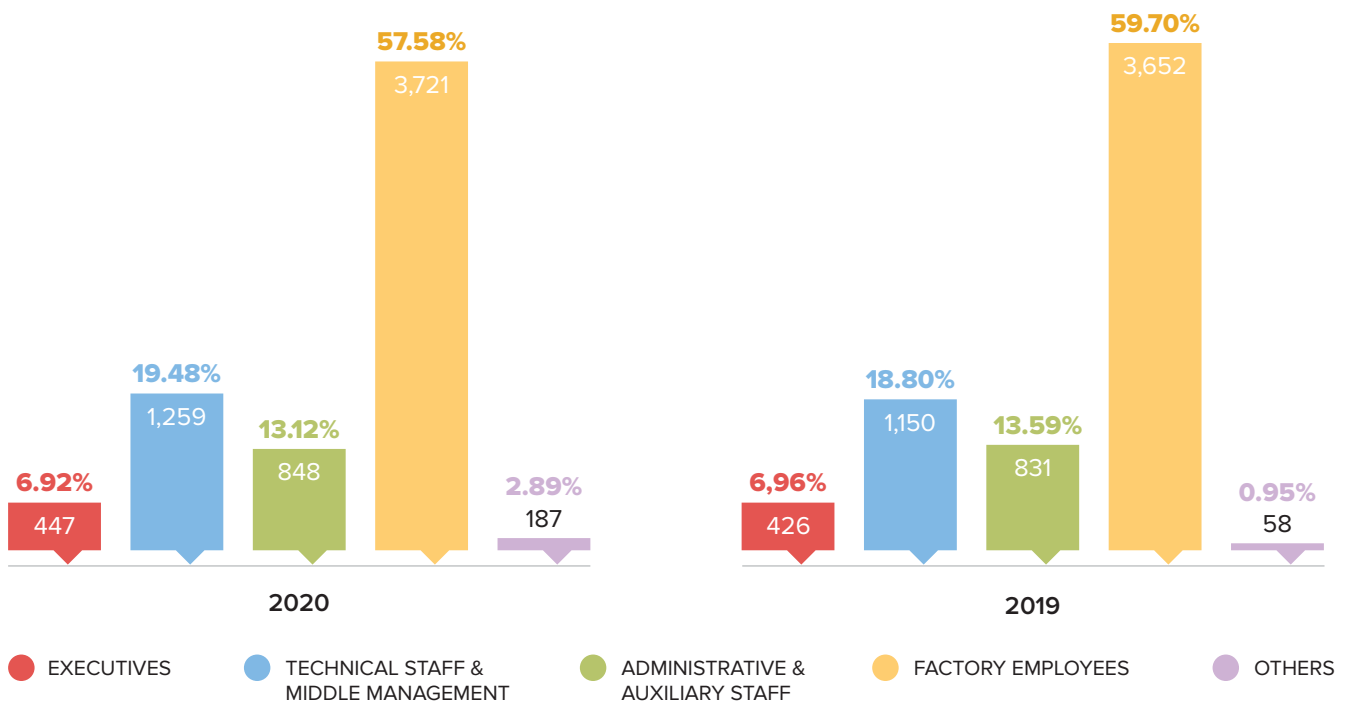
BREAKDOWN OF FORM OF CONTRACT OF EMPLOYEES

FORM OF CONTRACT	2020		2019	
	NO. EMPLOYEES	% OF TOTAL EMPLOYEES	NO. EMPLOYEES	% OF TOTAL EMPLOYEES
Written contracts	4,549	70.40%	4,195	68.58%
Oral contracts	311	4.81%	339	5.54%
At-will contracts	1,602	24.79%	1,583	25.88%
TOTAL EMPLOYEES	6,462		6,117	

BREAKDOWN OF FORM OF CONTRACT FOR PERMANENT EMPLOYEES BY GENDER

FORM OF CONTRACT	2020			2019		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Written contracts	3,021	1,211	4,232	2,681	1,107	3,788
Oral contracts	113	26	139	183	45	228
At-will contracts	1,095	515	1,610	1,109	481	1,590
TOTAL EMPLOYEES	4,229	1,752	5,981	3,973	1,633	5,606

DISTRIBUTION OF EMPLOYEES BY PROFESSIONAL CATEGORY



DISTRIBUTION OF EMPLOYEES BY PROFESSIONAL CATEGORY AND GENDER

PROFESSIONAL CATEGORY	2020				2019			
	MEN	% MEN / TOTAL CATEGORY	WOMEN	% WOMEN / TOTAL CATEGORY	MEN	% MEN / TOTAL CATEGORY	WOMEN	% WOMEN / TOTAL CATEGORY
Executives	304	68.01%	143	31.99%	287	67.37%	139	32.63%
Technical staff & middle management	792	62.91%	467	37.09%	717	62.35%	433	37.65%
Administrative & auxiliary staff	393	46.34%	455	53.66%	402	48.38%	429	51.62%
Factory employees	2,918	78.42%	803	21.58%	2,875	78.72%	777	21.28%
Others	134	71.66%	53	28.34%	34	58.62%	24	41.38%
TOTAL EMPLOYEES	4,541	70.27%	1,921	29.73%	4,315	70.54%	1,802	29.46%

DISTRIBUTION OF EMPLOYEES BY PROFESSIONAL CATEGORY AND AGE GROUP

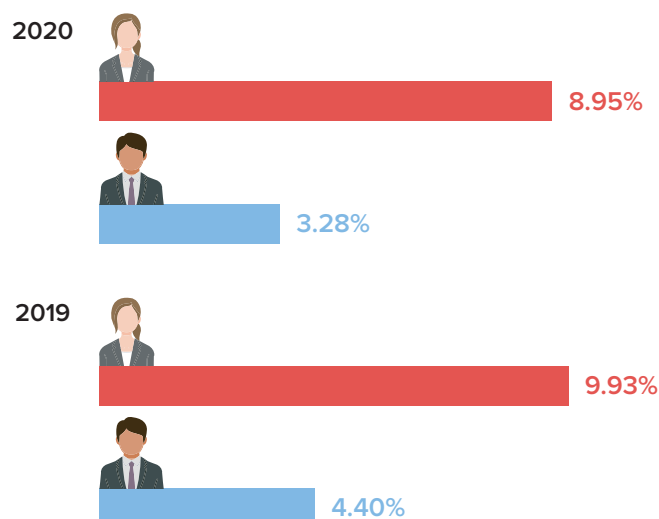
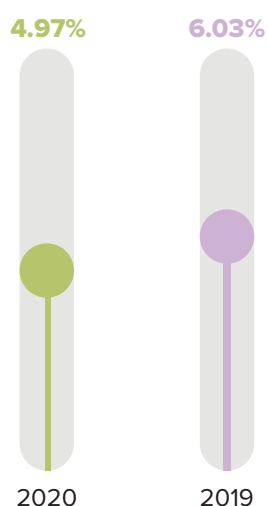
PROFESSIONAL CATEGORY	2020				2019			
	<= 30	30 - 50	>= 50	TOTAL	<= 30	30 - 50	>= 50	TOTAL
Executives	10	267	170	447	14	246	166	426
Technical staff & middle management	135	637	487	1,259	150	581	419	1,150
Administrative & auxiliary staff	190	432	226	848	194	424	213	831
Factory employees	624	1,860	1,237	3,721	650	1,835	1,167	3,652
Others	21	88	78	187	7	26	25	58
TOTAL EMPLOYEES	980	3,284	2,198	6,462	1,015	3,112	1,990	6,117

EMPLOYEE TURNOVER AND NET JOB CREATION

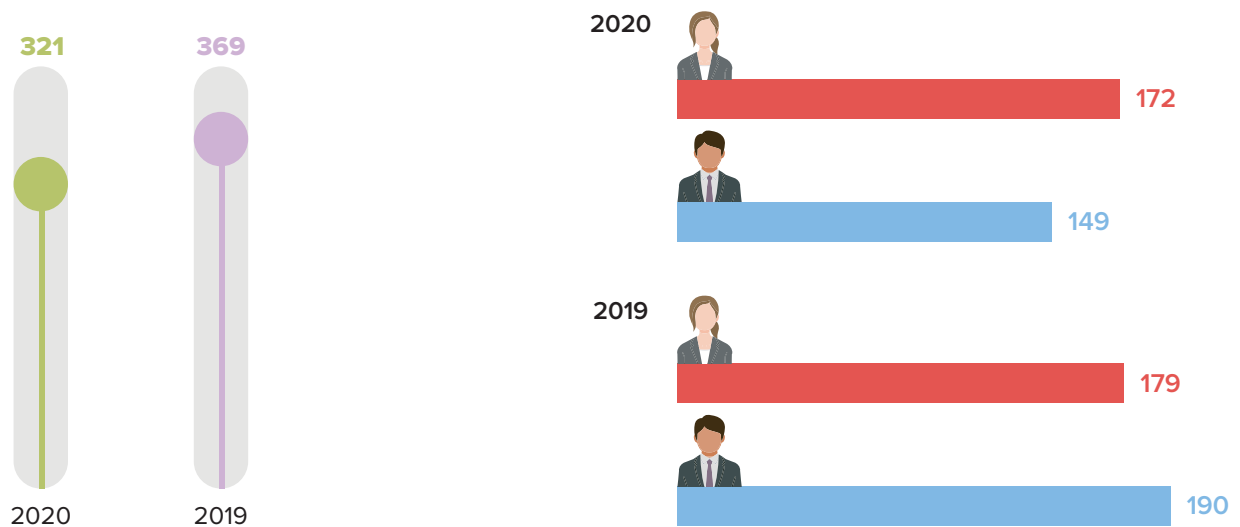
TYPE OF TURNOVER	NO. EMPLOYEES	
	2020	2019
New hires	1,284	1,183
Resigned	503	548
Dismissed	345	172
Retired	97	66
Permanent disability	13	9
Deceased	18	28

TYPE OF TURNOVER	2020		2019	
	MEN	WOMEN	MEN	WOMEN
New hires	817	467	759	424
Resigned	333	170	376	172
Dismissed	253	92	125	47
Retired	72	25	53	13
Permanent disability	12	1	8	1
Deceased	10	8	15	13

TURNOVER RATE



NET JOB CREATION



NUMBER OF DISMISSALS BY GENDER, AGE AND PROFESSIONAL CATEGORY

PROFESSIONAL CATEGORY	2020							2019						
	WOMEN			MEN			TOTAL	WOMEN			MEN			TOTAL
	<=30	30 - 50	>=50	<=30	30 - 50	>=50		<=30	30 - 50	>=50	<=30	30 - 50	>=50	
Executives	0	4	4	1	4	5	18	0	1	1	0	0	0	2
Technical staff & middle management	2	10	24	2	13	4	55	0	9	7	1	3	0	20
Administrative & auxiliary staff	1	6	2	6	3	2	20	4	12	2	1	3	6	28
Factory employees	63	89	47	19	24	9	251	35	40	14	9	18	5	121
Others	0	1	0	0	0	0	1	0	0	0	0	1	0	1
TOTAL EMPLOYEES DISMISSED	66	110	77	28	44	20	345	39	62	24	11	25	11	172

EMPLOYEES PROMOTED DURING THE YEAR, BY GENDER

2020				2019			
INTERNAL PROMOTIONS		% OF GENDER EMPLOYEES		INTERNAL PROMOTIONS		% OF GENDER EMPLOYEES	
MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
226	93	4.98%	4.84%	141	57	3.27%	3.16%

AVERAGE LENGTH OF SERVICE OF EMPLOYEES, BY CATEGORY AND GENDER

PROFESSIONAL CATEGORY	2020			2019		
	WOMEN	MEN	AVERAGE YEARS	WOMEN	MEN	AVERAGE YEARS
Executives	12.68	10.45	11.97	11.94	9.83	11.26
Technical staff & middle management	12.58	10.57	11.84	12.51	9.52	11.38
Administrative & auxiliary staff	7.76	10.43	9.19	7.61	9.36	8.54
Factory employees	9.76	8.88	9.57	9.75	8.62	9.52
Others	10.17	9.32	9.93	11.95	8.41	10.42
AVERAGE LENGTH OF SERVICE	10.29	9.79	10.14	10.17	9.11	9.85

B. Organisation of work

ORGANISATION OF WORKING TIME

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

ABSENTEEISM

Group companies recorded a total of 452,655 hours of absenteeism in 2020, compared to 442,208 hours in 2019, a 2.36% increase year on year. This increase was minimal taking account of the impact of the pandemic, which proves that the Group took the right measures.

These hours of absenteeism correspond to the Group's own employees and include grounds such as injury, occupational disease, sick leave and doctor's appointments, etc. However, they exclude authorised absence such as for parental, holiday or study leave.

WELFARE BENEFITS FOR EMPLOYEES

The following table shows, by company, the benefits provided for employees:

COMPANY	WELFARE BENEFITS	TYPE OF EMPLOYEE
Agromeruan	Parental leave	All employees
	Disability/invalidity cover	All employees
	Medical insurance	Full-time employees
Arrozeiras Mundiarroz	Parental leave	All employees
	Disability/invalidity cover	All employees
	Medical insurance	Full-time employees
Bertagni 1882	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Payment in kind	All employees
	Life insurance	All employees
	Medical insurance	All employees

COMPANY	WELFARE BENEFITS	TYPE OF EMPLOYEE
Boost Nutrition	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Life insurance	All employees
	Medical insurance	All employees
Catelli	Shares	Full-time employees
	Parental leave	Full-time employees
	Disability/invalidity cover	Full-time employees
	Pension fund	Full-time employees
	Life insurance	Full-time employees
Ebro Foods	Medical insurance	Full-time employees
	Parental leave	All employees
	Disability/invalidity cover	All employees
	Life insurance	All employees
	Medical insurance	All employees
Ebro India	Reimbursement children's education and medical expenses	All employees
	Parental leave	All employees
	Pension fund	All employees
	Life insurance	All employees
	Medical insurance	All employees
Garofalo	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Life insurance	All employees
	Medical insurance	All employees
Geovita	Food Healthcare Fund	All employees
Herba Bangkok	Parental leave	All employees
	Disability/invalidity cover	Full-time employees
	Dental	Full-time employees
	Pension fund	Full-time employees
	Life insurance	Full-time employees
Herba Ingredients	Medical insurance	Full-time employees
	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Life insurance	All employees
Herba Ricemills	Medical insurance	All employees
	Shares	All employees
	Parental leave	All employees
	Disability/invalidity cover	All employees
	Life insurance	All employees
Herba Ricemills Romania	Medical insurance	All employees
	Parental leave	Full-time employees
	Disability/invalidity cover	Full-time employees
	Life insurance	Full-time employees
	Medical insurance	Full-time employees

COMPANY	WELFARE BENEFITS	TYPE OF EMPLOYEE
Lassie	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
Lustucru	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Life insurance	All employees
	Medical insurance	All employees
Mundi Riso	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Life insurance	All employees
	Medical insurance	All employees
Mundi Riz	Parental leave	All employees
	Disability/invalidity cover	All employees
	Medical insurance	Full-time employees
Panzani	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Life insurance	All employees
	Medical insurance	All employees
Riviana Arroz	Parental leave	Full-time employees
	Disability/invalidity cover	Full-time employees
	Pension fund	All employees
	Life insurance	Full-time employees
	Medical insurance	Full-time employees
Roland Monerrat	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Life insurance	All employees
	Medical insurance	All employees
S&B Herba Foods	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Life insurance	All employees
	Medical insurance	All employees
Tilda	Parental leave	All employees
	Life insurance	All employees
	Medical insurance	Full-time employees
	Restaurant vouchers	All employees
	Medical grants	All employees
Transimpex	Parental leave	All employees
	Medical insurance	All employees

NB: “All employees” includes both full-time and part-time employees

WORK-LIFE BALANCE

The Group continues to seek ways of improving its employees' work-life balance, developing measures that give them greater flexibility to cope with their personal circumstances, such as parental leave or compassionate leave (to look after sick relatives, childcare, etc.).

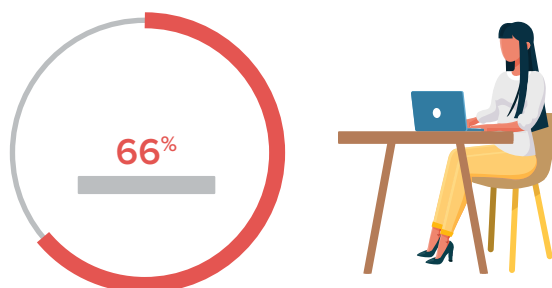
One of the measures contemplated in the Sustainability Plan HEADING FOR 2030 in this regard is the progressive introduction of homeworking in the jobs in which this is possible. Although this option is already available for specific days in most of our companies, to enable employees to cope with certain needs, in some companies the first steps were taken in 2019 to implement this alternative as a regulated procedure.

During 2020, as mentioned at the beginning of this chapter, home-working was one of our priorities to guarantee the safety of our office staff.

EMPLOYEES HOME-WORKING DURING THE COVID-19 PANDEMIC

PROFESSIONAL CATEGORY	MEN	WOMEN	TOTAL EMPLOYEES HOMEWORKING	TOTAL EMPLOYEES PER CATEGORY	% OF TOTAL CATEGORY
Executives	202	145	347	447	77.63%
Technical staff & middle management	360	381	741	1,259	58.86%
Administrative & auxiliary staff	247	350	597	848	70.40%
Factory employees	17	1	18	3,721	0.48%
Others	3	4	7	187	3.74%
TOTAL	829	881	1,710	6,462	26.46%

% OF EMPLOYEES WORKING FROM HOME



Apart from the extraordinary nature of this year, further progress has been made towards the implementation of regulated home office work.

EMPLOYEES HOME-WORKING ACCORDING TO A REGULATED PROCEDURE

PROFESSIONAL CATEGORY	2020			2019		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Executives	60	67	127	24	35	59
Technical staff & middle management	104	156	260	30	49	79
Administrative & auxiliary staff	24	57	81	2	6	8
Factory employees	1	0	1	0	0	0
Others	2	0	2	0	0	0
TOTAL EMPLOYEES WORKING FROM HOME	191	280	471	56	90	146

PARENTAL LEAVE

	2020			2019		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Entitled to leave	96	96	192	64	73	137
Took leave	94	96	190	59	73	132

	2020			2019		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Employees who took leave / employees entitled to leave (%)	97.92%	100.00%	98.96%	92.19%	100.00%	96.35%

Two Group companies -Panzani and Lustucru- have implemented disconnection policies within their Quality of Working Life Action Plan.

C. Health and safety

All the Group companies and their respective plants have occupational hazard prevention and management systems in place. This system is implemented using both internal resources and external firms. In addition, 87% of the workforce is represented on the Health and Safety Committees in the different companies, compared to 91% in 2019.

HEALTH AND SAFETY ASPECTS COVERED IN FORMAL AGREEMENTS WITH UNIONS

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

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

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

	2020	2019
Investment	3,211,400.89	2,079,381.57
Hours training	23,184.75	24,871.00
Cost training	688,119.39	684,691.93

In addition to the investments made regularly in our companies for the purchase of personal protection equipment, machinery protection, regular inspections of safety equipment, first aid training and materials and medical examinations, additional efforts have been made this year to develop protective measures against COVID-19.

WORKPLACE SAFETY

All our employees are covered by occupational hazard prevention measures, provided with both internal resources and through external firms.

The following figures correspond to employees on the Group's payroll.

	2020		2019	
	MEN	WOMEN	MEN	WOMEN
No. lost-day injuries	155	33	162	36
Frequency rate	20.54	10.91	22.88	13.43
Severity rate	0.63	0.43	0.66	0.52
No. employees with occupational disease	4	12	11	6

NB:

(i) The rates were calculated using the following formulas:

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

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

(ii) Occupational disease is work-related ill health.

There are no jobs within the Group with a high risk of occupational disease.

There were no work-related fatalities within the Group in 2020.

D. Labour relations

EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS

66% of the employees of the Ebro Group are covered by the collective bargaining agreements of their respective business areas or another kind of collective agreement.

The remainder are top executives of the Ebro Group, the professionals of the North American companies (since these agreements have not been used there for over 20 years), those of Herba Bangkok, Herba Cambodia, Mundiriz, Agromeruan and Ebro India, where they are not used either, and those of Herba Ricemills Romania and Riceland Magyarorzag, since they have fewer employees than the number required by law for these collective agreements. In those cases, all the professionals are protected by the national labour laws in place in their respective countries, their respective personnel policies and the guidelines of the Ebro Group's COC. External ethical audits are conducted regularly in all of them.

NUMBER OF STRIKE HOURS BY GROUP EMPLOYEES



Nota: The reasons for the strikes by subsidiaries are indicated below:

Geovita: Renewal of the Collective Agreement for Food Industries

Lustucru: Pension reform by the French government and annual pay rise

Panzani: Pension reform by the French government

E. Training

The Ebro Group encourages its employees to improve their skills and abilities, offering training to give them the technical qualifications they need to perform their duties while fostering the enhancement of attitudes and skills for their professional and personal development. This commitment is set out in section IV, point 11 of the company's COC

During 2020, despite the pandemic and consequent home office time, 148,654 hours of training were given, 2.45% more than in the previous year. 64% of our employees participated in the training schemes put in place in the different companies.

	2020	2019
Cost	€2,033,225	€2,127,992
Hours	148,654	145,095
No. employees	4,145	4,091
% OF TOTAL EMPLOYEES	64.14%	66.88%

TOTAL NO. OF EMPLOYEES WHO HAVE RECEIVED TRAINING, BY GENDER AND PROFESSIONAL CATEGORY

PROFESSIONAL CATEGORY	2020			2019		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Executives	210	114	324	210	115	325
Technical staff & middle management	567	291	858	547	327	874
Administrative & auxiliary staff	263	290	553	310	294	604
Factory employees	1,892	478	2,370	1,773	483	2,256
Others	23	17	40	21	11	32
TOTAL EMPLOYEES	2,955	1,190	4,145	2,861	1,230	4,091

TOTAL HOURS TRAINING OF OUR EMPLOYEES, BY PROFESSIONAL CATEGORY

PROFESSIONAL CATEGORY	2020			2019		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Executives	2,465	1,566	4,032	3,686	2,081	5,767
Technical staff & middle management	10,213	4,604	14,818	11,587	5,545	17,132
Administrative & auxiliary staff	3,413	4,290	7,703	6,833	6,776	13,609
Factory employees	95,238	26,488	121,726	84,139	24,103	108,241
Others	165	211	375	261	85	346
TOTAL HOURS TRAINING	111,495	37,159	148,654	106,505	38,590	145,095

AVERAGE HOURS TRAINING OF EMPLOYEES, BY GENDER AND PROFESSIONAL CATEGORY

PROFESSIONAL CATEGORY	2020		2019	
	MEN	WOMEN	MEN	WOMEN
Executives	8.11	10.95	12.84	14.97
Technical staff & middle management	12.90	9.86	16.16	12.81
Administrative & auxiliary staff	8.68	9.43	17.00	15.79
Factory employees	32.64	32.99	29.27	31.02
Others	1.23	3.98	7.66	3.54
AVERAGE HOURS	24.55	19.34	24.68	21.41

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

F. Equality

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

In addition and even though some of the companies in the Group have their own equality plans or guidelines, work began in 2019 on drafting the Corporate Equality Plan, which we expect to be completed by 2021.

DIVERSITY IN GOVERNING BODIES AND WORKFORCE

DIVERSITY IN BOARD OF DIRECTORS	2020		2019	
	TOTAL	TOTAL %	TOTAL	TOTAL %
Men	9	64.29%	8	61.54%
Women	5	35.71%	5	38.46%

DIVERSITY EMPLOYEES	2020		2019	
	TOTAL	% OF TOTAL EMPLOYEES GROUP	TOTAL	% OF TOTAL EMPLOYEES GROUP
Men	4,541	70.27%	4,315	70.54%
Women	1,921	29.73%	1,802	29.46%
TOTAL EMPLOYEES	6,462		6,117	

EMPLOYEES WITH DIFFERENT ABILITIES

2020		2019	
MEN	WOMEN	MEN	WOMEN
88	37	81	33

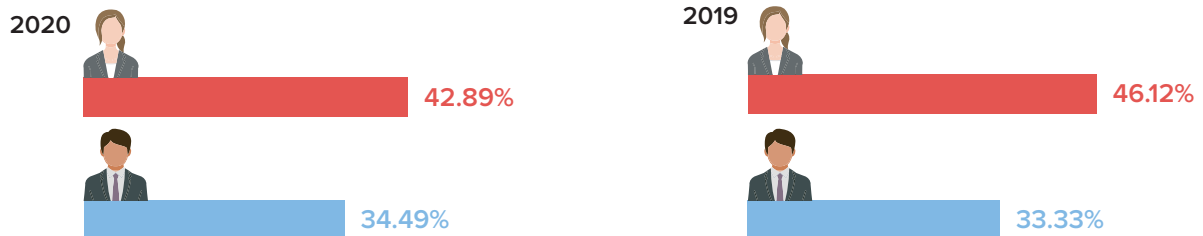
During 2020, the Ebro Group promoted several actions in Spain related with the socio-occupational integration of persons with different abilities, through the contracting of certain services with special employment centres (CEE).

CENTRE	SERVICES	AMOUNT (€)
C.E.E. CADEMADRID	Printing	2,057
C.E.E. INSERCIÓN PERSONAL DISCAPACITADOS "IPD"	Cleaning head office in Madrid	82,328
TOTAL		84,385

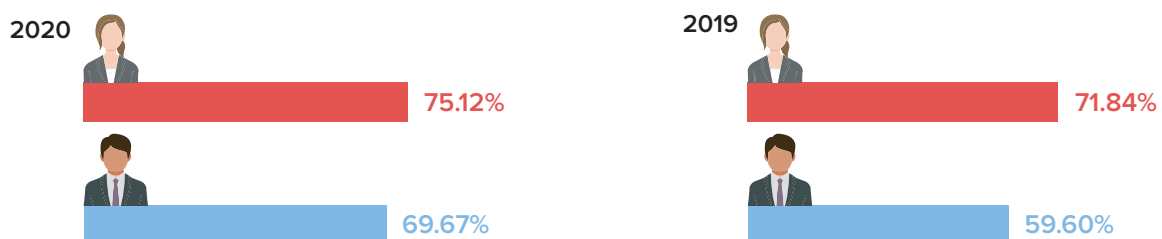
With regard to the universal accessibility and integration of persons with different abilities in physical environments, some Group companies have already made the necessary adaptations to eliminate architectural barriers.

EMPLOYEES WHO RECEIVE REGULAR PERFORMANCE AND PROFESSIONAL DEVELOPMENT ASSESSMENTS

% EMPLOYEES WITH ASSESSMENT AND REMUNERATION/TOTAL EMPLOYEES BY GENDER% EMPLEADOS CON



% EMPLOYEES WITH ASSESSMENT-BASED VARIABLE REMUNERATION



EMPLOYEES WHO HAVE RECEIVED ASSESSMENT				EMPLOYEES WITH ASSESSMENT-BASED VARIABLE REMUNERATION			
2020		2019		2020		2019	
MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
1,566	824	1,438	831	1,091	619	857	597

26.46% of the employees of the different companies in the Ebro Group are included in a variable remuneration scheme which links the variable part of their annual salary to a number of collective (of the Ebro Group overall and the different business units) and job-specific objectives.

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

This remuneration policy includes the Ebro Foods, S.A. share delivery scheme, which is established for all employees of the Ebro Group with tax residence in Spain, both the parent and its Spanish subsidiaries. Participation in the scheme is voluntary and charged against employees' variable remuneration, or fixed remuneration, as the case may be. Under current tax laws, any employees who so wish may receive up to 12,000 euros in Ebro Foods, S.A. shares without considering them remuneration for the purpose of personal income tax. During 2020, 69 employees of different Ebro Group received shares in Ebro Foods, S.A. for an overall sum of EUR 643,794.

Ratio of the entry level wage paid by the Group to its employees compared to the local minimum wage stipulated by law

SIGNIFICANT BUSINESS UNITS	RATIO
Herba Ricemills (Spain)	1.3
Panzani (France)	1.1
Riviana (USA)	2

BUSINESS UNITS IN DEVELOPING COUNTRIES	RATIO
Ebro India (India)	1.04
Mundi Riz (Morocco)	1

NB. This ratio was calculated by dividing the entry level wage in each of the Ebro Group companies by the legal minimum wage.

Percentage of senior management hired from the local community

SIGNIFICANT BUSINESS UNITS	NATIONAL EXECUTIVES
Herba Ricemills (Spain)	89%
Panzani (France)	99%
Riviana (USA)	85%

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

REMUNERATION

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

Average remuneration by professional category

PROFESSIONAL CATEGORY	2020		2019	
	MEN	WOMEN	MEN	WOMEN
Executives	99,467	75,073	95,659	77,622
Technical staff & middle management	49,685	44,933	50,908	42,392
Administrative & auxiliary staff	39,946	35,481	45,105	33,678
Factory employees	28,735	26,384	27,323	23,341
Others	22,770	16,008	32,656	24,711

NB:

- (i) The calculation of this average remuneration is based on the average annual gross salaries of the employees (men and women) in each category.

The gross salary includes the sum of the basic salary plus bonuses, such as seniority, cash bonuses and bonuses in kind (e.g. shares), overtime and any other work-related benefit, such as transport, housing benefits, child benefits, etc.

Average remuneration by age group

2020			2019		
<= 30	30 - 50	>= 50	<= 30	30 - 50	>= 50
30,413	45,956	55,175	32,870	45,673	57,476

NB:

- (i) The calculation of this average remuneration is based on the average annual gross salaries of the employees (men and women) in each age group.

Average remuneration by gender and pay gap

2020			2019		
MEN	WOMEN	PAY GAP	MEN	WOMEN	PAY GAP
48,121	39,576	0.18	50,330	40,349	0.20

NB:

- (i) The calculation of this average remuneration is based on the average annual gross salaries of the employees, which include the basic salary plus bonuses, such as seniority, cash bonuses and any other welfare benefit.
- (ii) The pay gap was calculated using the following formula: (average remuneration men - average remuneration women)/ average remuneration men.

Average remuneration of directors, by gender

(000€)	2020		2019	
	MEN	WOMEN	MEN	WOMEN
Average remuneration directors	251	183	270	179

NB: The 2020 remuneration of directors for their duties as such was taken, excluding the remuneration received by the Executive Chairman for his executive duties. The Chairman is the only executive director who performs executive duties and receives remuneration for them. The directors' remuneration for their duties as such is stated individually for each one in the Annual Report on Directors' Remuneration 2020, published on the website of the CNMV (www.cnmv.es) and the corporate website (www.ebrofoods.es). The remuneration of directors for their duties as such is established with no consideration for the gender of the person holding office.