

07.



Our professionals



6,414



Average headcount

282



Internal promotions

+10.38%



Hours OHP training
vs 2021

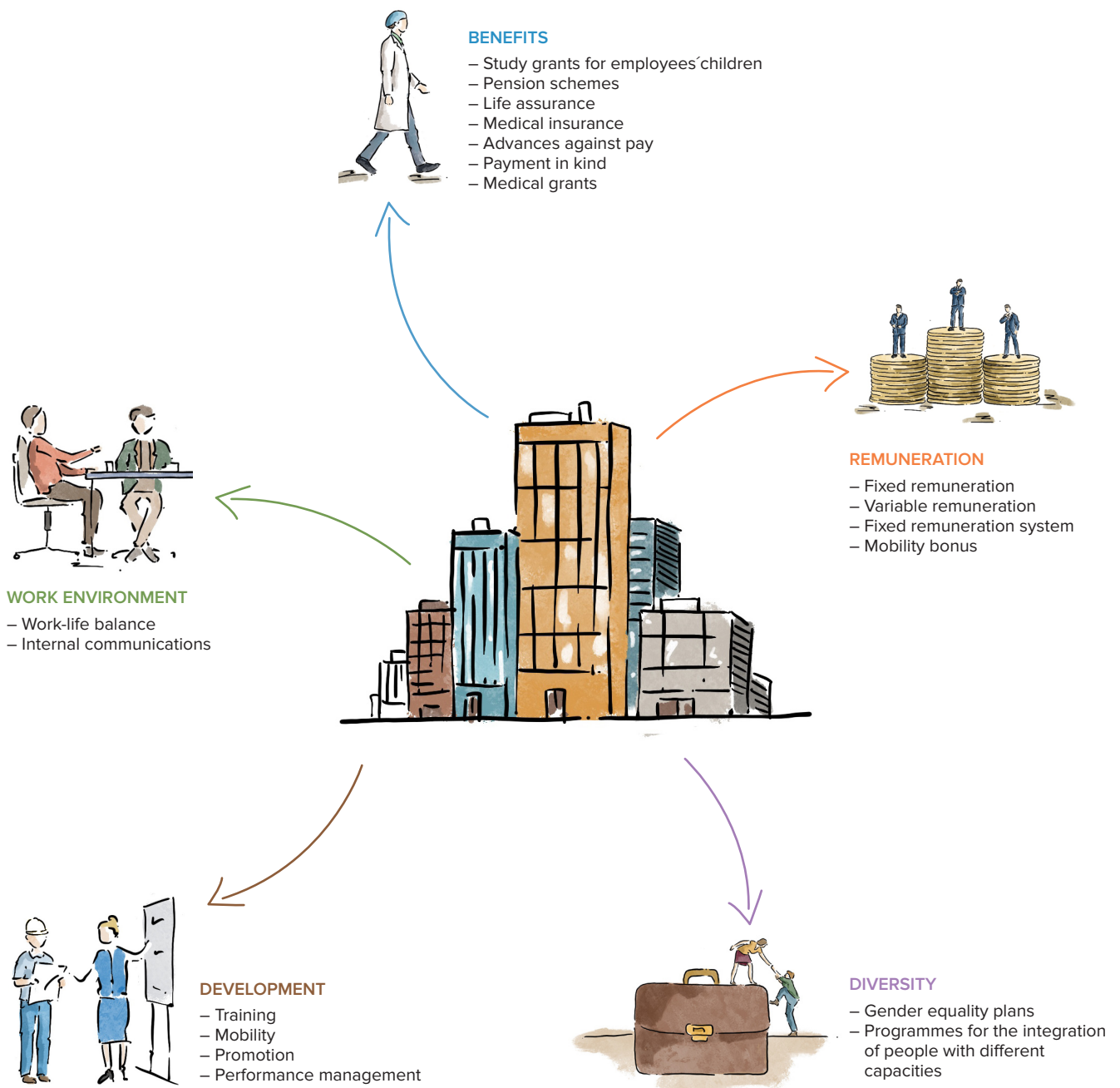
The most valuable asset of the Ebro Group is its **6,414 professionals, of whom 5,412 are employed directly by the company and 1,002 are contracted** through different external agencies. A very close-knit team of professionals with enormous talent potential aligned with the organisation's strategy. Through 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 also include general guidelines regulating company/employee relationships, 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.

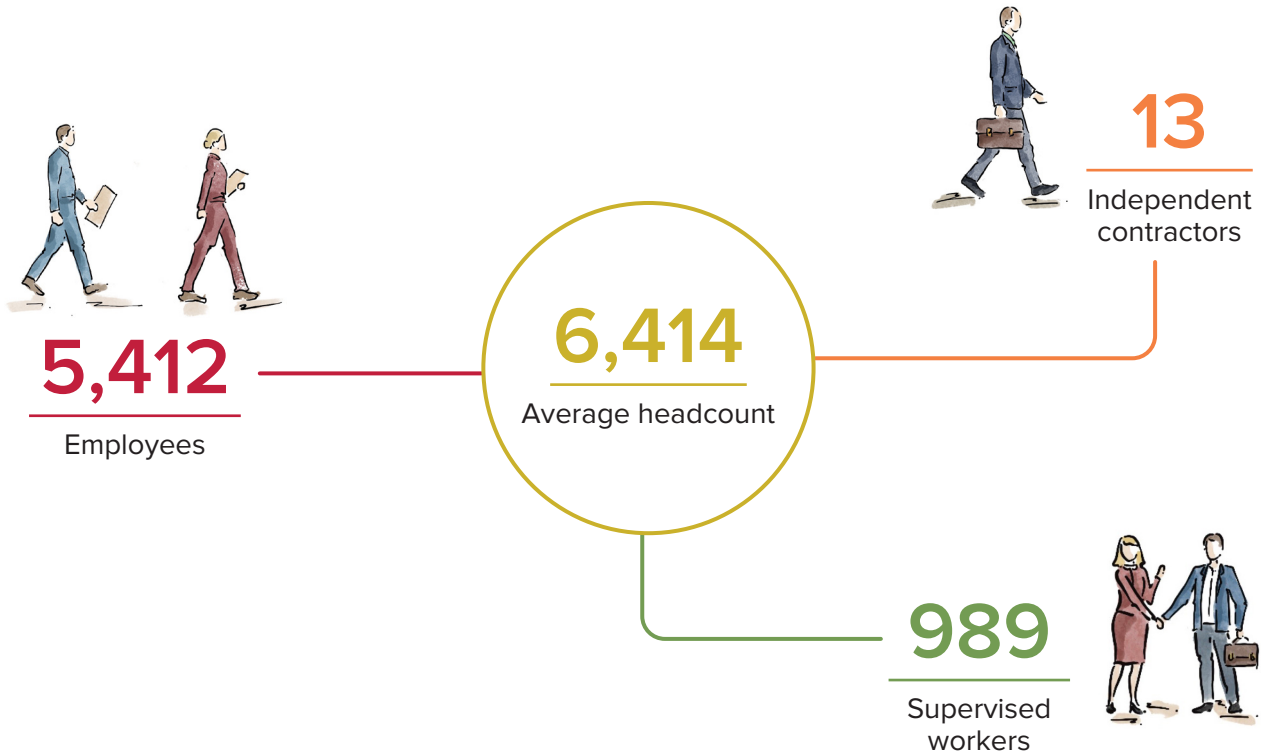
Above all of them and without prejudice to the provisions of the specific policies mentioned above, the Ebro Group has a Code of Conduct, which not only secures ethical, responsible conduct by the professionals in all the Ebro Group companies in the performance of their duties, but also serves as a reference 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.



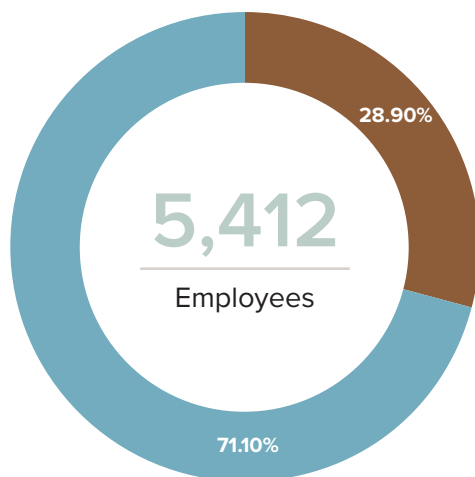
□ A. Employment



DISTRIBUTION OF THE HEADCOUNT BY CONTINENT

CONTINENT	TYPE OF WORKER	2022		2021	
		N° WORKERS	% OF TOTAL GROUP HEADCOUNT	N° WORKERS	% OF TOTAL GROUP HEADCOUNT
Africa	Employees	254	3.96%	209	3.55%
	Supervised workers	2	0.03%	0	0.00%
	Independent contractors	0	0.00%	0	0.00%
TOTAL AFRICA		256	3.99%	209	3.55%
Asia	Employees	388	6.05%	385	6.53%
	Supervised workers	230	3.59%	238	4.04%
	Independent contractors	6	0.09%	5	0.08%
TOTAL ASIA		624	9.73%	628	10.66%
Europe	Employees	3,320	51.76%	3,106	52.71%
	Supervised workers	625	9.74%	551	9.35%
	Independent contractors	7	0.11%	3	0.05%
TOTAL EUROPE		3,952	61.62%	3,660	62.11%
North America	Employees	1,280	19.96%	1,142	19.38%
	Supervised workers	132	2.06%	97	1.65%
	Independent contractors	0	0.00%	0	0.00%
TOTAL NORTH AMERICA		1,412	22.01%	1,239	21.02%
South America	Employees	170	2.65%	157	2.66%
	Supervised workers	0	0.00%	0	0.00%
	Independent contractors	0	0.00%	0	0.00%
TOTAL SOUTH AMERICA		170	2.65%	157	2.66%
TOTAL HEADCOUNT		6,414		5,893	

INDICATORS REFERING TO OWN EMPLOYEES



9.36

AVERAGE SENIORITY (years)

3,848



AGE GROUP

<=30	15.64%
30-50	50.47%
>=50	33.89%

INDEFINITE CONTRACTS

3,552	92.31%
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EXECUTIVES AND MIDDLE MANAGEMENT

808	21.00%
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NET JOB CREATION

292	7.59%
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EMPLOYEE TURNOVER

7.59%

OF NEW HIRES

64.03%

RECEIVED TRAINING

2,753	71.54%
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DISABILITY

67	1.74%
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8.21

AVERAGE SENIORITY (years)

1,564



AGE GROUP

<=30	16.56%
30-50	52.56%
>=50	30.88%

INDEFINITE CONTRACTS

1,432	91.56%
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EXECUTIVES AND MIDDLE MANAGEMENT

361	23.08%
-----	--------

NET JOB CREATION

195	12.47%
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EMPLOYEE TURNOVER

12.47%

OF NEW HIRES

35.97%

RECEIVED TRAINING

1,175	75.13%
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DISABILITY

31	1.98%
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TOTAL NUMBER AND DISTRIBUTION OF EMPLOYEES BY GENDER

	2022		2021	
	N° EMPLOYEES	% S/TOTAL EMPLOYEES	N° EMPLOYEES	% S/TOTAL EMPLOYEES
Men	3,848	71.10%	3,549	70.99%
Women	1,564	28.90%	1,450	29.01%
TOTAL EMPLOYEES	5,412		4,999	

NB: It should be mentioned that the difference 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, 78% of whom are factory employees.

BREAKDOWN OF EMPLOYEES BY AGE RANGE

AGE GROUP	2022		2021	
	NO. EMPLOYEES	% S/TOTAL EMPLOYEES	NO. EMPLOYEES	% S/TOTAL EMPLOYEES
<=30	861	15.91%	733	14.66%
30 - 50	2,764	51.07%	2,607	52.15%
>= 50	1,787	33.02%	1,659	33.19%
TOTAL EMPLOYEES	5,412		4,999	

BREAKDOWN OF EMPLOYEES BY AGE GROUP AND GENDER

AGE GROUP	2022				2021			
	MEN	% TOTAL MEN	WOMEN	% TOTAL WOMEN	MEN	% TOTAL MEN	WOMEN	% TOTAL WOMEN
<= 30	602	15.64%	259	16.56%	501	14.12%	232	16.00%
30 - 50	1,942	50.47%	822	52.56%	1,847	52.04%	760	52.41%
>= 50	1,304	33.89%	483	30.88%	1,201	33.84%	458	31.59%
TOTAL EMPLOYEES	3,848		1,564		3,549		1,450	

DISTRIBUTION OF EMPLOYEES BY AGE GROUP, GENDER AND CONTINENT

CONTINENT	AGE GROUP	2022			2021		
		MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Africa	<= 30	40	9	49	17	10	27
	30 - 50	126	12	138	109	10	119
	>= 50	65	2	67	60	3	63
TOTAL AFRICA		231	23	254	186	23	209
Asia	<= 30	60	43	103	57	37	94
	30 - 50	202	51	253	204	57	261
	>= 50	30	2	32	27	3	30
TOTAL ASIA		292	96	388	288	97	385
Europe	<= 30	341	155	496	293	140	433
	30 - 50	1,179	536	1,715	1,131	489	1,620
	>= 50	822	287	1,109	783	270	1,053
TOTAL EUROPE		2,342	978	3,320	2,207	899	3,106
North America	<= 30	119	39	158	103	34	137
	30 - 50	359	200	559	324	181	505
	>= 50	372	191	563	319	181	500
TOTAL NORTH AMERICA		850	430	1,280	746	396	1,142
South America	<= 30	42	13	55	31	11	42
	30 - 50	76	23	99	79	23	102
	>= 50	15	1	16	12	1	13
TOTAL SOUTH AMERICA		133	37	170	122	35	157
TOTAL EMPLOYEES		3,848	1,564	5,412	3,549	1,450	4,999

DISTRIBUTION OF EMPLOYEES BY BUSINESS AREA AND GENDER

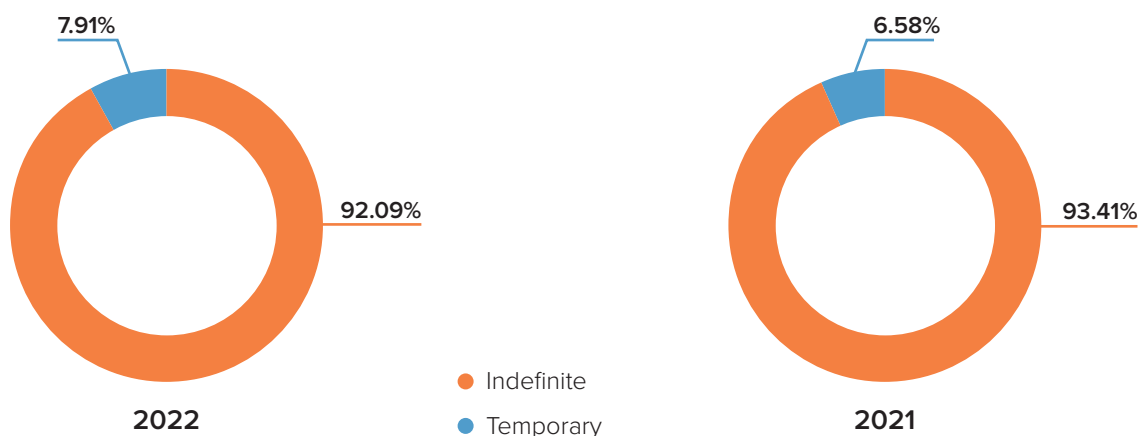
AREA	2022				2021			
	NO. EMPLOYEES		% TOTAL BUSINESS AREA		NO. EMPLOYEES		% TOTAL BUSINESS AREA	
	MEN	WOMEN	% MEN	% WOMEN	MEN	WOMEN	% MEN	% WOMEN
Rice	2,803	993	73.84%	26.16%	2,564	927	73.45%	26.55%
Pasta	982	525	65.16%	34.84%	925	480	65.84%	34.16%
Holding	35	23	60.34%	39.66%	36	24	60.00%	40.00%
Others	28	23	54.90%	45.10%	24	19	55.81%	44.19%
TOTAL EMPLOYEES	3,848	1,564	71.10%	28.90%	3,549	1,450	70.99%	29.01%

DISTRIBUTION OF EMPLOYEES BY TYPE OF CONTRACT

The Ebro Group offers its employees stable, quality employment and a sound, structured, attractive career, with 92.09% of all contracts being permanent (*indefinite and At-Will contracts*).

TYPE OF CONTRACT	2022		2021	
	NO. EMPLOYEES	% TOTAL EMPLOYEES GROUP	NO. EMPLOYEES	% TOTAL EMPLOYEES GROUP
Indefinite / Permanent	3,695	68.27%	3,523	70.47%
Fixed-term / Temporary	428	7.91%	329	6.58%
At-Will	1,289	23.82%	1,147	22.94%
TOTAL EMPLOYEES	5,412		4,999	

% Employees by type of contract



TYPE OF CONTRACT BY CONTINENT

CONTINENT	TYPE OF CONTRACT	2022		2021	
		N° EMPLOYEES	% OF TOTAL EMPLOYEES CONTINENT	N° EMPLOYEES	% OF TOTAL EMPLOYEES CONTINENT
Africa	Indefinite / Permanent	109	42.91%	90	43.06%
	Fixed-term / Temporary	145	57.09%	119	56.94%
	At-Will	0	0.00%	0	0.00%
TOTAL AFRICA		254	4.69%	209	4.18%
Asia	Indefinite / Permanent	388	100.00%	385	100.00%
	Fixed-term / Temporary	0	0.00%	0	0.00%
	At-Will	0	0.00%	0	0.00%
TOTAL ASIA		388	7.17%	385	7.70%
Europe	Indefinite / Permanent	3,072	92.53%	2,919	93.98%
	Fixed-term / Temporary	239	7.20%	182	5.86%
	At-Will	9	0.27%	5	0.16%
TOTAL EUROPE		3,320	61.35%	3,106	62.13%
North América	Indefinite / Permanent	0	0.00%	0	0.00%
	Fixed-term / Temporary	0	0.00%	0	0.00%
	At-Will	1,280	100.00%	1,142	100.00%
TOTAL NORTH AMERICA		1,280	23.65%	1,142	22.84%
South America	Indefinite / Permanent	126	74.12%	129	82.17%
	Fixed-term / Temporary	44	25.88%	28	17.83%
	At-Will	0	0.00%	0	0.00%
TOTAL SOUTH AMERICA		170	3.14%	157	3.14%
TOTAL EMPLOYEES		5,412		4,999	

FORM OF EMPLOYMENT CONTRACTS

FORM OF CONTRACT	2022		2021	
	NO. EMPLOYEES	% OF TOTAL EMPLOYEES	NO. EMPLOYEES	% OF TOTAL EMPLOYEES
Written contracts	3,782	69.88%	3,598	71.97%
Oral contracts	341	6.30%	243	4.86%
At-will contracts	1,289	23.82%	1,158	23.16%
TOTAL EMPLOYEES	5,412		4,999	

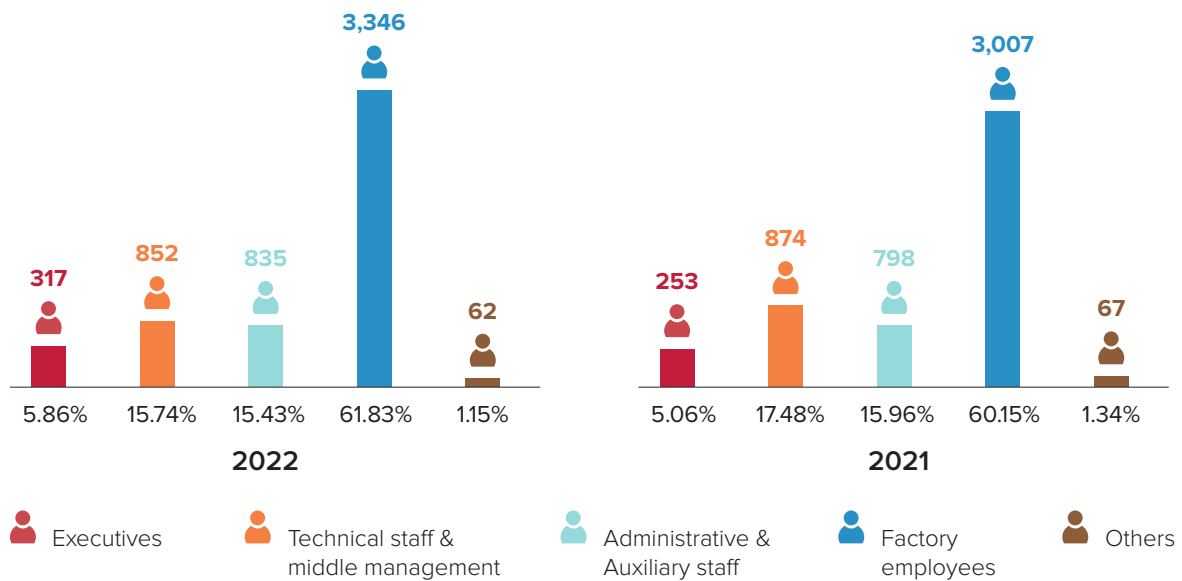
FORM OF CONTRACTS OF PERMANENT EMPLOYEES BY GENDER

FORM OF CONTRACT	2022			2021		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Written contracts	2,522	925	3,447	2,374	899	3,273
Oral contracts	196	52	248	186	55	241
At-will contracts	856	433	1,289	750	397	1,147
TOTAL EMPLOYEES	3,574	1,410	4,984	3,310	1,351	4,661

FORM OF CONTRACTS OF TEMPORARY EMPLOYEES BY GENDER

FORM OF CONTRACT	2022			2021		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Written contracts	227	109	336	211	102	313
Oral contracts	70	22	92	13	5	18
TOTAL EMPLOYEES	297	131	428	224	107	331

Breakdown of employees by professional category



DISTRIBUTION OF EMPLOYEES BY PROFESSIONAL CATEGORY AND GENDER

PROFESSIONAL CATEGORY	2022				2021			
	MEN	% MEN TOTAL CATEGORY	WOMEN	% WOMEN TOTAL CATEGORY	MEN	% MEN TOTAL CATEGORY	WOMEN	% WOMEN TOTAL CATEGORY
Executives	211	66.56%	106	33.44%	187	73.91%	66	26.09%
Technical staff & middle management	597	70.07%	255	29.93%	576	65.90%	298	34.10%
Administrative & auxiliary staff	396	47.43%	439	52.57%	381	47.74%	417	52.26%
Factory employees	2,606	77.88%	740	22.12%	2,364	78.62%	643	21.38%
Others	38	61.29%	24	38.71%	41	61.19%	26	38.81%
TOTAL EMPLOYEES	3,848	71.10%	1,564	28.90%	3,549	70.99%	1,450	29.01%

DISTRIBUTION OF EMPLOYEES BY PROFESSIONAL CATEGORY AND AGE GROUP

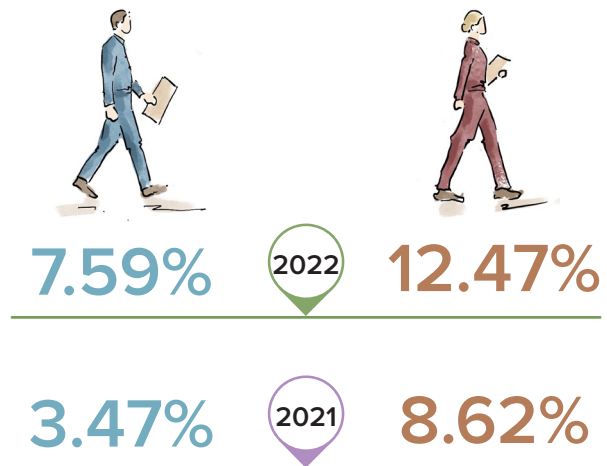
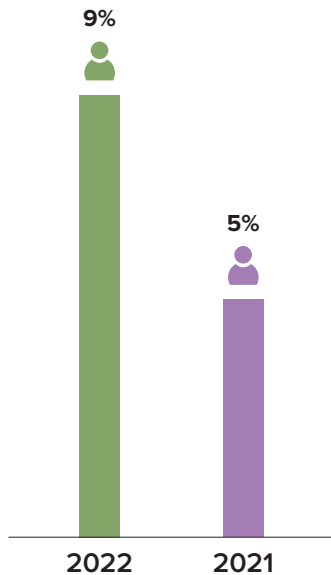
PROFESSIONAL CATEGORY	2022				2021			
	<= 30	30 - 50	>= 50	NO. EMPLOYEES	<= 30	30 - 50	>= 50	NO. EMPLOYEES
Executives	31	163	123	317	3	136	114	253
Technical staff & middle management	67	457	328	852	89	455	330	874
Administrative & auxiliary staff	169	446	220	835	143	452	203	798
Factory employees	586	1,679	1,081	3,346	491	1,541	975	3,007
Others	8	19	35	62	6	24	37	67
TOTAL EMPLOYEES	861	2,764	1,787	5,412	732	2,608	1,659	4,999

EMPLOYEE TURNOVER AND NET JOB CREATION

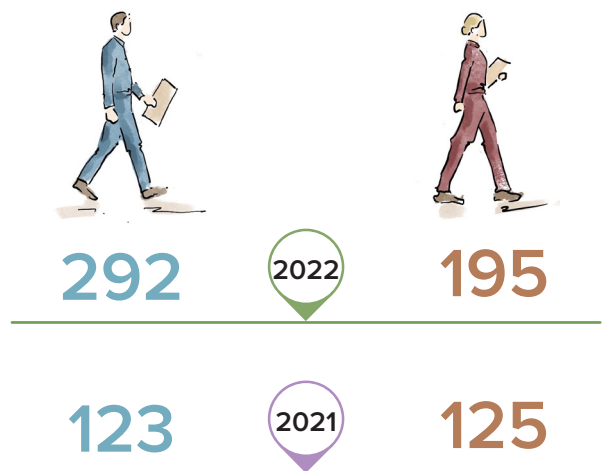
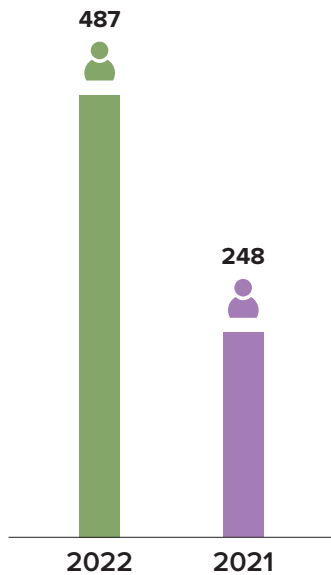
TYPE OF TURNOVER	NO. EMPLOYEES	
	2022	2021
New hires	1,426	952
Resigned	465	387
Dismissed	402	245
Retired	65	60
Permanent disability	7	15
Deceased	7	12

TYPE OF TURNOVER	2022		2021	
	MEN	WOMEN	MEN	WOMEN
New hires	913	513	575	377
Resigned	312	153	236	151
Dismissed	256	146	168	77
Retired	46	19	40	20
Permanent disability	6	1	11	4
Deceased	7	0	8	4

Turnover rate



Net job creation



NUMBER OF DISMISSALS BY GENDER, AGE AND PROFESSIONAL CATEGORY

PROFESSIONAL CATEGORY	2022							2021						
	MEN			WOMEN			TOTAL	MEN			WOMEN			TOTAL
	<=30	30-50	>=50	<=30	30-50	>=50		<=30	30-50	>=50	<=30	30-50	>=50	
Executives	1	1	8	3	2	1	16	0	2	4	0	0	0	6
Technical staff & middle management	4	9	9	6	9	8	45	4	5	8	2	3	2	24
Administrative & auxiliary staff	8	3	1	4	3	7	26	4	3	2	1	4	2	16
Factory employees	66	110	34	22	59	21	312	42	64	30	20	33	10	199
Others	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NUMBER OF DISMISSALS	79	123	52	35	73	37	399	50	74	44	23	40	14	245

NB: The higher number of dismissals in 2022 over 2021 corresponds to the greater staff turnover in the United States as a result of the full employment situation in the country and the workforce restructuring in Lustucru Frais following the divestment of Panzani

EMPLOYEES PROMOTED DURING THE YEAR, BY GENDER

2022				2021			
INTERNAL PROMOTIONS		% OF GENDER EMPLOYEES		INTERNAL PROMOTIONS		% OF GENDER EMPLOYEES	
MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
190	92	4.94%	5.88%	152	64	4.28%	4.41%

AVERAGE LENGTH OF SERVICE OF EMPLOYEES, BY CATEGORY AND GENDER

PROFESSIONAL CATEGORY	2022			2021		
	MEN	WOMEN	AVERAGE YEARS	MEN	WOMEN	AVERAGE YEARS
Executives	10.86	8.83	10.18	12.39	12.60	12.44
Technical staff & middle management	11.90	10.56	11.50	12.67	11.32	12.21
Administrative & auxiliary staff	8.10	8.51	8.31	8.01	8.77	8.41
Factory employees	8.78	7.06	8.40	9.86	7.75	9.41
Others	14.14	10.27	12.64	12.85	11.55	12.34
AVERAGE LENGTH OF SERVICE	9.36	8.21	9.03	10.29	9.07	9.93

B. Organisation of work

ORGANISATION OF WORKING TIME

The organisation of working time varies in the different countries in which the Group companies 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 44 and 52, depending on the production facilities.

ABSENTEEISM

The employees of Group companies were absent for a total 353,441 hours in 2022, 3.62% more than in the previous year, when absenteeism totalled 341,102 hours.

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

WELFARE BENEFITS FOR EMPLOYEES

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

COMPANY	WELFARE BENEFITS	TUPE OF EMPLOYEE
Agromeruan	Parental leave	All employees
	Disability/invalidity cover	
	Medical insurance	
Arrozeiras Mundiarroz	Parental leave	All employees
	Disability/invalidity cover	
	Medical insurance	
Bertagni	Parental leave	All employees
	Disability/invalidity cover	
	Fuel cards	
	Life insurance	
	Medical insurance	
	Shopping vouchers	
Ebro Foods	Parental leave	All employees
	Disability/invalidity cover	
	Education grant for children of working person	
Ebro Foods Belgium	Parental leave	All employees
	Pension fund	
	Life insurance	
	Medical insurance	
Ebro Foods Netherlands	ASR insurance	All employees
	Parental leave	
	Disability/invalidity cover	
	Pension fund	
	UWV	
Ebro India	Parental leave	All employees
	Pension fund	
	Life insurance	
	Medical insurance	
Ebro Ingredients	AG	All employees
	Parental leave	
	DKV	
	Pension fund	
	Life insurance	
	Medical insurance	
Garofalo	Parental leave	All employees
	Disability/invalidity cover	
	Pension fund	
	Life insurance	
Geovita	Medical insurance	All employees
	Food Healthcare Fund	

COMPANY	WELFARE BENEFITS	TUPE OF EMPLOYEE
Herba Bangkok	Parental leave	All employees
	Pension fund	
	Disability/invalidity cover	Full-time employees
	Life insurance	
	Medical insurance	
Herba Ricemills	Social welfare	All employees
	Shares	
	Parental leave	
	Disability/invalidity cover	
	Life insurance	
Indo European Foods	Medical insurance	All employees
	Parental leave	
La Loma Alimentos	Shares	All employees
	Parental leave	
	Disability/invalidity cover	
	Pension fund	
	Life insurance	
Lustucru Frais	Medical insurance	All employees
	Parental leave	
	Disability/invalidity cover	
	Pension fund	
	Life insurance	
Mundi Riso	Medical insurance	All employees
	Parental leave	
	Disability/invalidity cover	
	Pension fund	
	Life insurance	
Mundi Riz	Medical insurance	All employees
	Disability/invalidity cover	
	Parental leave	Full-time employees
Riviana Foods	Welfare Bit	Full-time employees
	Parental leave	
	Disability/invalidity cover	
	Life insurance	
Riviana Foods Canadá	Medical insurance	Full-time employees
	Pension fund	
	Parental leave	
	Disability/invalidity cover	
	Life insurance	

COMPANY	WELFARE BENEFITS	TUPE OF EMPLOYEE
S&B Herba Foods	Parental leave	All employees
	Psychological assistance	
	Disability/invalidity cover	
	Pension fund	
	Life insurance	
Tilda	Medical insurance	Full-time employees
	Annual flu jab	All employees
	Parental leave	
	Meal vouchers	
	Vouchers for eye specialist	
	Medical grants	
Life insurance		
Transimpex	Medical insurance	Full-time employees
	Parental leave	All employees

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

WORK-LIFE BALANCE

The Group continues working on the implementation of measures that give our professionals greater flexibility to cope with different times and circumstances in their lives, such as parenthood, childcare, care of elderly relatives, personal concerns related with volunteer activities, furthering their training, etc.

One of the company's most prominent flexibility measures is homeworking, which in some cases follows a regulated procedure and in others it forms part of the flexibility offered by the different companies to work remotely on specific days when the professionals need to be at home. In the same context, most of the businesses have introduced flexi-time to enable their employees to strike a better balance between their personal and professional lives.

Moreover, within its commitment to employees' work-life balance, the parent of the Group has established a protocol for digital disconnection so that its employees do not work outside their stipulated working times. This protocol will be reviewed and updated regularly in the event of any change in the organisation and/or activity of the company and in response to any suggestions or proposals for improvement received from our professionals. In addition, the French companies in the Group have implemented policies on disconnection from work for all their workers.

EMPLOYEES HOMEWORKING WITH A REGULATED PROCEDURE

PROFESSIONAL CATEGORY	2022			2021		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Executives	92	68	160	51	28	79
Technical staff & middle management	61	55	116	107	86	193
Administrative & auxiliary staff	46	87	133	88	113	201
Factory employees	2	3	5	2	1	3
Others	1	0	1	0	0	0
TOTAL EMPLOYEES HOMEWORKING	202	213	415	248	228	476

PARENTAL LEAVE

	2022			2021		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Entitled to leave	90	73	163	74	66	140
Took leave	88	73	161	73	66	139

	2022			2021		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Employees who took leave / employees entitled to leave (%)	97.78%	100.00%	98.77%	98.65%	100.00%	99.29%

□ C. Health and safety

All the Group companies and their respective production plants have an Occupational Hazard Prevention and Management System in place. This system is implemented using both internal resources and external firms. In addition, 85.83% of the workforce is represented on the Health and Safety Committees in the different companies (87.21% in 2021).

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

	2022	2021
Investment	2,063,059.98	2,944,877.70
Hours training	21,046.75	19,067.75
Cost training	490,238.77	369,842.84

The Group companies invest in the purchase of personal protection equipment, machinery protection, regular inspections of safety equipment, first aid training and materials and medical examinations.

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:

	2022		2021	
	MEN	WOMEN	MEN	WOMEN
No. lost-days due to injuries	137	47	100	19
Frequency rate	21.21	18.05	17.23	9.69
Severity rate	0.88	0.81	0.64	0.52
No. employees with occupational disease	1	2	2	3

NB:

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

$$\text{Frequency rate} = (\text{total no. lost time injuries} / \text{total no. hours worked}) \times 1000000$$

$$\text{Severity rate} = (\text{no. lost days due to injury} / \text{total no. hours worked}) \times 1000$$

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

One fatal accident occurred in the company La Loma Alimentos (Argentina) during 2022.

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

D. Labour relations

EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS

63.58% 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, compared with 62.11% in the previous year.

The remainder are top executives of the Group, the professionals of the North American and Anglo Saxon companies (as such agreements have not been used there for over 20 years), those of Herba Bangkok, Herba Cambodia, Mundiriz, Agromeruan and Ebro India (where this type of agreement is not used either) and those of Riceland Magyarorzag, since it has fewer employees than the number required by local 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 Code of Conduct. Furthermore, external ethical audits are conducted regularly in some of them.

NUMBER OF STRIKE HOURS BY GROUP EMPLOYEES

There were no strikes in the Group companies during the year.

□ E. Training

One of the main goals of the Ebro Group in respect of human resources is to encourage employees to develop their skills and abilities, offering training to give them the technical qualifications they need, both to perform their duties and for their professional promotion.

This commitment is set out in section IV, point 11 of the Group's Code of Conduct.

During 2022, 136,230 hours of training were given, 15% more than in the previous year, with the participation of approximately 73% of our employees.

	2022	2021
Cost	1,833,600 €	1,992,014 €
Hours	136,230	118,744
No. employees	3,928	3,455
% TOTAL EMPLOYEES	72.58%	69.11%

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

PROFESSIONAL CATEGORY	2022			2021		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Executives	129	75	204	140	59	199
Technical staff & middle management	433	188	621	395	279	674
Administrative & auxiliary staff	260	262	522	251	237	488
Factory employees	1,916	642	2,558	1,710	561	2,271
Others	15	8	23	20	11	31
TOTAL EMPLOYEES	2,753	1,175	3,928	2,516	1,147	3,663

TOTAL HOURS TRAINING OF OUR EMPLOYEES BY PROFESSIONAL CATEGORY

PROFESSIONAL CATEGORY	2022			2021		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Executives	2,343	1,441	3,784	1,520	957	2,477
Technical staff & middle management	9,344	3,072	12,417	11,274	4,334	15,607
Administrative & auxiliary staff	3,231	3,580	6,812	3,189	3,138	6,327
Factory employees	82,856	29,497	112,353	70,698	23,271	93,969
Others	618	248	866	214	150	364
TOTAL EMPLOYEES	98,392	37,838	136,230	86,895	31,849	118,744

AVERAGE HOURS TRAINING OF EMPLOYEES, BY GENDER AND PROFESSIONAL CATEGORY

PROFESSIONAL CATEGORY	2022		2021	
	MEN	WOMEN	MEN	WOMEN
Executives	11.10	13.59	8.13	14.50
Technical staff & middle management	15.65	12.05	19.57	14.54
Administrative & auxiliary staff	8.16	8.16	8.37	7.53
Factory employees	31.79	39.86	29.91	36.19
Others	16.25	10.33	5.22	5.75
TOTAL EMPLOYEES	25.57	24.19	24.48	21.96

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 Code of Conduct specifies in section IV, point 9.5 that the Group promotes and upholds the principle of equal treatment and equal opportunities for all its professionals, regardless of their race, colour, nationality, ethnic origin, religion, gender, 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.

With the aim of strengthening this commitment, some of the Group companies have drawn up additional policies that specifically build on the guidelines established in the corporate Code of Conduct. For example, the subsidiaries Riviana Foods and S&B Herba Foods have a Policy for Equal Opportunities in Employment, and Ebro India has an Anti-Discrimination Policy.

Similarly, during 2022 the parent, Ebro Foods, finished preparing an Equality Plan defining the framework for adequate action to promote effective gender equality. The Plan has been sent to the competent State Labour Authority for registration, filing and publication and at the date hereof we are pending completion of that formality by the Authority. In the same context, the Negotiating Committee for the Ebro Foods, S.A. Equality Plan also drew up the Ebro Foods Protocol for Sexual and Gender-Based Harassment, which was approved by Company Management on 9 January 2023.

We also have the Ebro Foods Policy on the Selection of Directors and Diversity in the Composition of the Board of Directors, which lays down specifically and verifiably the basic principles and criteria that must be followed in the selection of candidates to sit on the company's Board of Directors and to ensure diversity in the composition of the Board.

DIVERSITY IN GOVERNING BODIES AND WORKFORCE

BOARDS OF DIRECTORS	2022		2021	
	NUMBER	% OF TOTAL	NUMBER	% OF TOTAL
Men	9	64.29%	8	57.14%
Women	5	35.71%	6	42.86%

EMPLOYEES DIVERSITY	2022		2021	
	No. EMPLOYEES	% TOTAL EMPLOYEES	No. EMPLOYEES	% TOTAL EMPLOYEES
Men	3,848	71.10%	3,549	70.99%
Women	1,564	28.90%	1,450	29.01%
TOTAL EMPLOYEES	5,412		4,999	

EMPLOYEES WITH DIFFERENT ABILITIES

2022		2021	
MEN	WOMEN	MEN	WOMEN
67	31	58	28

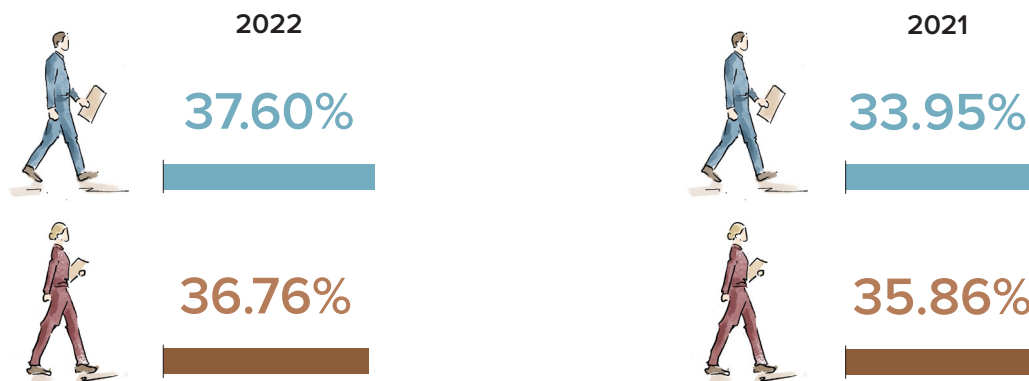
During 2022, several actions were taken in Spain to promote the socio-occupational integration of persons with different abilities, through the contracting of certain services with special employment centres (CEE).

CENTRE	SERVICES	AMOUNT
C.E.E. CADEMADRID	Printing	1,948 €
C.E.E. INSERCIÓN PERSONAL DISCAPACITADOS " IPD"	Cleaning head office in Madrid	81,326 €
	TOTAL	83,275 €

With regard to the universal accessibility and integration of persons with different abilities in physical environments, examples of measures taken by some Group companies included: (i) making the necessary adaptations to eliminate architectural barriers, (ii) applying ergonomic principles to adapt work stations to the person, and (iii) limiting certain tasks, and constantly reducing and reviewing their workload.

EMPLOYEES WHO RECEIVE REGULAR PERFORMANCE AND PROFESSIONAL DEVELOPMENT ASSESSMENTS

% Employees with assessment/Total employees by gender



% Employees with assessment-based variable remuneration



EMPLOYEES WHO HAVE RECEIVED ASSESSMENT				EMPLOYEES WITH ASSESSMENT-BASED VARIABLE REMUNERATION			
2022		2021		2022		2021	
MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
1,447	575	1,205	520	886	362	890	398

23% 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 2022, 75 employees of the Ebro Group received shares in Ebro Foods, S.A. for an overall sum of EUR 631,384.

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)	1.23
Lustucru (France)	1.07
Riviana (USA)	2.11

BUSINESS UNITS IN DEVELOPING COUNTRIES	RATIO
Ebro India (India)	1
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%
Lustucru (France)	97%
Riviana (USA)	81%

BUSINESS UNITS IN DEVELOPING COUNTRIES	NATIONAL EXECUTIVES
Ebro India (India)	92%
Mundi Riz (Morocco)	100%

REMUNERATIONS

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

Average remuneration by professional category

PROFESSIONAL CATEGORY	2022			2021		
	MEN	WOMEN	AVERAGE	MEN	WOMEN	AVERAGE
Executives	105,423	83,353	94,388	107,902	85,266	96,584
Technical staff & middle management	60,094	50,379	55,236	50,130	51,459	50,795
Administrative & auxiliary staff	37,618	32,128	34,873	43,933	38,086	41,010
Factory employees	28,064	24,560	26,312	28,312	25,313	26,812
Others	31,306	31,195	31,251	22,828	22,631	22,730

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.
- (ii) The remuneration of the Senior Management is included in the information reported for the professional category "Executives".

Average remuneration by age range

2022			2021		
<= 30	30 - 50	>= 50	<= 30	30 - 50	>= 50
34,357	52,392	58,486	30,726	50,941	61,091

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

2022			2021		
MEN	WOMEN	PAY GAP	MEN	WOMEN	PAY GAP
52,501	44,323	0.16	50,621	44,551	0.12

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: $(\text{average remuneration men} - \text{average remuneration women}) / \text{average remuneration men}$.

Average remuneration of directors, by gender

(000€)	2022		2021	
	MEN ⁽²⁾	WOMEN ⁽¹⁾	MEN	WOMEN
Average remuneration directors	252	178	267	172

NB:

- (1) On 24 March 2022, the proprietary director and reference shareholder Alimentos y Aceites, S.A.(SEPI) (represented by a woman) stepped down from the Board with effect from 29 March 2022, taking the number of female directors on the Board from 6 at the beginning of the year to 5 at the end. For this reason, the remuneration of the female representative of Alycesa (EUR 23 thousand) has not been taken into account when calculating the annual average remuneration for the 5 female directors in the period 1/1/2022 - 31/12/2022.
- (2) On 30 March 2022, the Board resolved to appoint Jordi Xuclà Costa director by the procedure of cooptation, to fill the vacancy produced by the resignation of Alimentos y Aceites, S.A. (SEPI). Mr Xuclà Costa is classified as proprietary director of Alimentos y Aceites, S.A. At the Annual General Meeting held on 29 June 2022, the Shareholders resolved to ratify the appointment by cooptation of Jordi Xuclà Costa. Mr Xuclà Costa was appointed for a term in office equal to the remaining term for which Alimentos y Aceites, S.A. had been appointed (Alimentos y Aceites, S.A. was appointed director at the Extraordinary General Meeting of 16 December 2020 for the statutory term of 4 years).
- On 31 January 2022, the Board resolved to appoint Marc Thomas Murtra Millar director by the procedure of cooptation, to fill the vacancy produced by the resignation of Mr Zorrero Camas (31/12/2021). Mr Murtra Millar was also appointed member of the Executive Committee and the Audit, Control and Sustainability Committee.
- (3) The 2022 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 2022, 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.