



Our  
professionals

## 7. Our professionals

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People, their personal well-being and their professional development, are among the prime targets of the Ebro Group in Social Responsibility.

The most valuable asset of the Ebro Group is its **6,457 professionals, of whom 5,496 are employed directly by the company and 961 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.

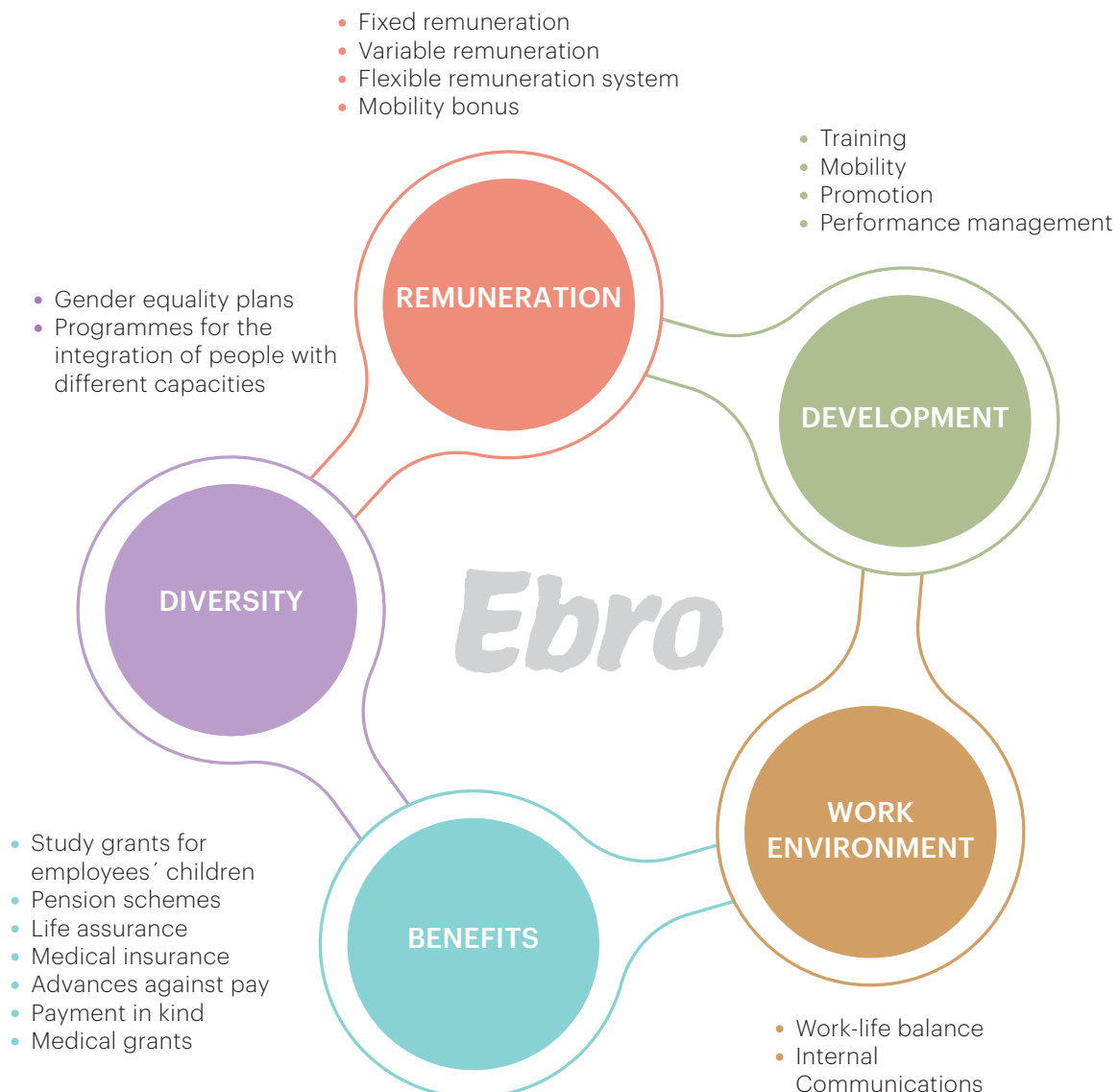
The Ebro Group's personnel management policy is designed to secure a high level of knowledge and contact with the workforce through a decentralised structure formed by the human resources managers in all the major companies of the Group and the implementation of bespoke policies in each one (in addition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



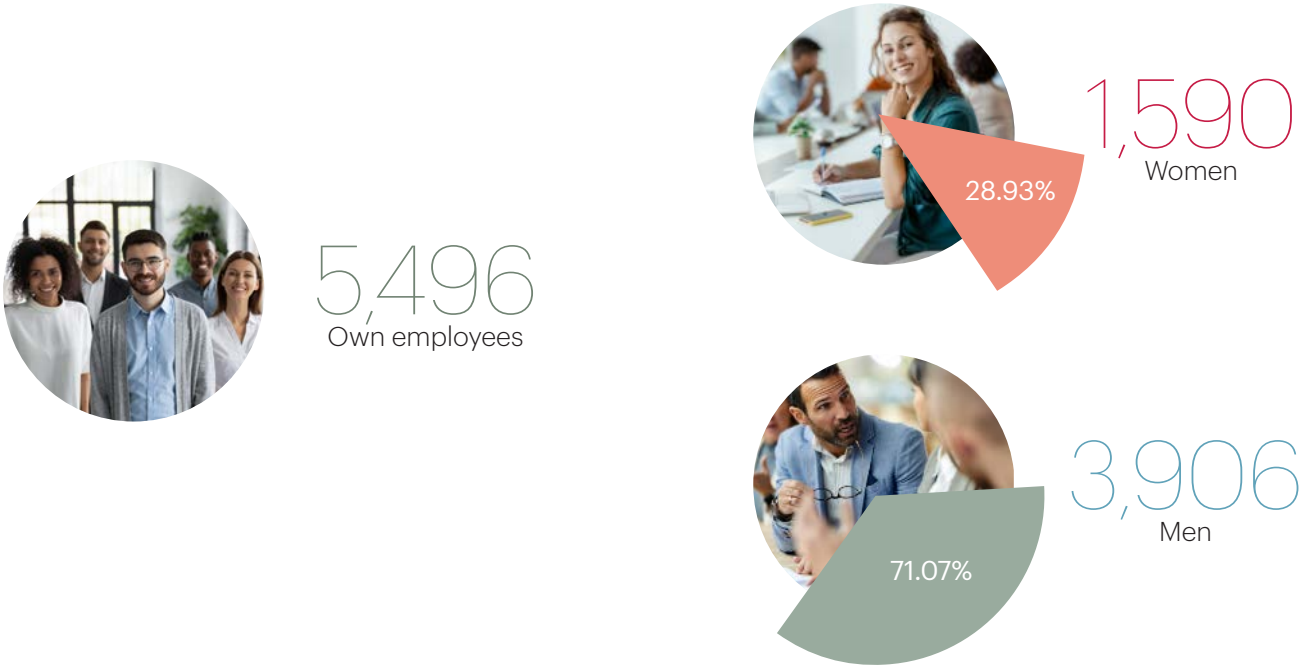
## A. EMPLOYMENT



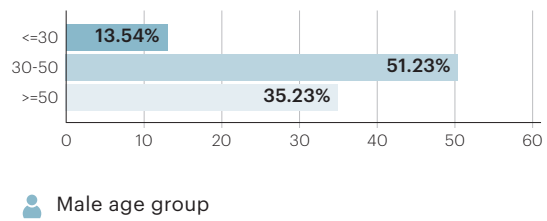
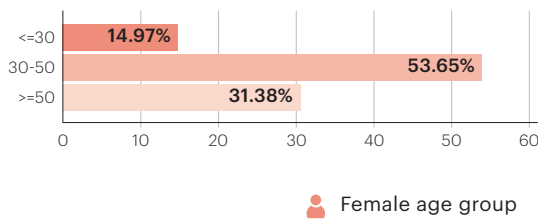
### DISTRIBUTION OF THE HEADCOUNT BY CONTINENT

CONTINENT	TYPE OF WORKER	2023		2022	
		NO. WORKERS	% OF TOTAL GROUP HEADCOUNT	NO. WORKERS	% OF TOTAL GROUP HEADCOUNT
Africa	Employees	254	3.93%	254	3.96%
	Supervised workers	0	0.00%	2	0.03%
	Independent contractors	0	0.00%	0	0.00%
<b>Total Africa</b>		<b>254</b>	<b>3.93%</b>	<b>256</b>	<b>3.99%</b>
Asia	Employees	452	7.00%	388	6.05%
	Supervised workers	230	3.56%	230	3.59%
	Independent contractors	6	0.09%	6	0.09%
<b>Total Asia</b>		<b>688</b>	<b>10.66%</b>	<b>624</b>	<b>9.73%</b>
Europe	Employees	3,316	51.36%	3,320	51.76%
	Supervised workers	582	9.01%	625	9.74%
	Independent contractors	16	0.25%	7	0.11%
<b>Total Europe</b>		<b>3,914</b>	<b>60.62%</b>	<b>3,952</b>	<b>61.62%</b>
North America	Employees	1,280	19.82%	1,280	19.96%
	Supervised workers	127	1.97%	132	2.06%
	Independent contractors	0	0.00%	0	0.00%
<b>Total North America</b>		<b>1,407</b>	<b>21.79%</b>	<b>1,412</b>	<b>22.01%</b>
South America	Employees	194	3.00%	170	2.65%
	Supervised workers	0	0.00%	0	0.00%
	Independent contractors	0	0.00%	0	0.00%
<b>Total South America</b>		<b>194</b>	<b>3.00%</b>	<b>170</b>	<b>2.65%</b>
<b>Total headcount</b>		<b>6,457</b>		<b>6,414</b>	

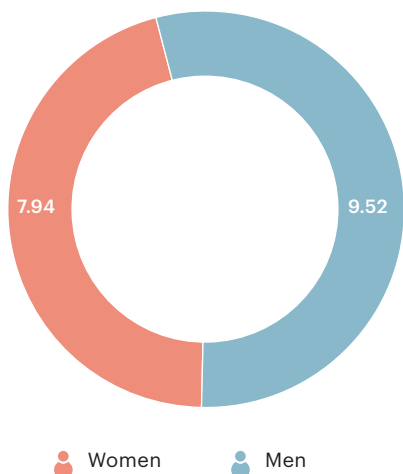
**PERFORMANCE INDICATORS REFERRING TO OWN EMPLOYEES**



**Age Group**



**Average seniority (years)**



**Principales ratios por género (empleados)**

Women			Men	
1,479	93.02%	Indefinite contracts	3,639	93.16%
380	23.90%	Executives and middle management	861	22.04%
95	5.97%	Net Job Creation	216	5.53%
		Employee Turnover		
	33.33%	Of new hires		66.67%
1,211	76.16%	Received training	3,289	84.20%
32	2.01%	Disability	61	1.56%

**TOTAL NUMBER AND DISTRIBUTION OF EMPLOYEES BY GENDER**

	2023		2022	
	NO. EMPLOYEES	% TOTAL EMPLOYEES	NO. EMPLOYEES	% TOTAL EMPLOYEES
Men	3,906	71.07%	3,848	71.10%
Women	1,590	28.93%	1,564	28.90%
<b>Total employees</b>	<b>5,496</b>		<b>5,412</b>	

**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. 71% of the personnel employed within the Ebro Group overall are men, 67% of whom are factory employees..

**BREAKDOWN OF EMPLOYEES BY AGE GROUP**

AGE GROUP	2023		2022	
	NO. EMPLOYEES	% TOTAL EMPLOYEES	NO. EMPLOYEES	% TOTAL EMPLOYEES
<=30	767	13.96%	861	15.91%
30 - 50	2,854	51.93%	2,764	51.07%
>= 50	1,875	34.12%	1,787	33.02%
<b>Total employees</b>	<b>5,496</b>		<b>5,412</b>	

**BREAKDOWN OF EMPLOYEES BY AGE GROUP AND GENDER**

AGE GROUP	2023				2022			
	MEN	% OF TOTAL MEN	WOMEN	% OF TOTAL WOMEN	MEN	% OF TOTAL MEN	WOMEN	% OF TOTAL WOMEN
<= 30	529	13.54%	238	14.97%	602	15.64%	259	16.56%
30 - 50	2,001	51.23%	853	53.65%	1,942	50.47%	822	52.56%
>= 50	1,376	35.23%	499	31.38%	1,304	33.89%	483	30.88%
<b>Total employees</b>	<b>3,906</b>		<b>1,590</b>		<b>3,848</b>		<b>1,564</b>	

## DISTRIBUTION OF EMPLOYEES BY AGE GROUP, GENDER AND CONTINENT

		2023			2022		
CONTINENT	AGE GROUP	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Africa	<= 30	31	7	38	40	9	49
	30 - 50	134	11	145	126	12	138
	>= 50	69	2	71	65	2	67
<b>Total Africa</b>		<b>234</b>	<b>20</b>	<b>254</b>	<b>231</b>	<b>23</b>	<b>254</b>
Asia	<= 30	76	40	116	60	43	103
	30 - 50	233	61	294	202	51	253
	>= 50	40	2	42	30	2	32
<b>Total Asia</b>		<b>349</b>	<b>103</b>	<b>452</b>	<b>292</b>	<b>96</b>	<b>388</b>
Europe	<= 30	277	149	426	341	155	496
	30 - 50	1,179	548	1,727	1,179	536	1,715
	>= 50	869	294	1,163	822	287	1,109
<b>Total Europe</b>		<b>2,325</b>	<b>991</b>	<b>3,316</b>	<b>2,342</b>	<b>978</b>	<b>3,320</b>
North America	<= 30	96	28	124	119	39	158
	30 - 50	369	207	576	359	200	559
	>= 50	379	201	580	372	191	563
<b>Total North America</b>		<b>844</b>	<b>436</b>	<b>1,280</b>	<b>850</b>	<b>430</b>	<b>1,280</b>
South America	<= 30	49	14	63	42	13	55
	30 - 50	86	26	112	76	23	99
	>= 50	19	0	19	15	1	16
<b>Total South America</b>		<b>154</b>	<b>40</b>	<b>194</b>	<b>133</b>	<b>37</b>	<b>170</b>
<b>Total employees</b>		<b>3,906</b>	<b>1,590</b>	<b>5,496</b>	<b>3,848</b>	<b>1,564</b>	<b>5,412</b>

## BREAKDOWN OF EMPLOYEES BY COUNTRY

COUNTRY	2023		2022	
	NO. EMPLOYEES	% TOTAL EMPLOYEES	NO. EMPLOYEES	% TOTAL EMPLOYEES
Argentina	194	3.53%	170	3.14%
Belgium	201	3.66%	220	4.07%
Camboia	32	0.58%	15	0.28%
Canada	240	4.37%	237	4.38%
Denmark	69	1.26%	61	1.13%
France	588	10.70%	571	10.55%
Germany	166	3.02%	167	3.09%
Hungary	5	0.09%	5	0.09%
India	214	3.89%	179	3.31%
Italy	786	14.30%	780	14.41%
Morocco	254	4.62%	254	4.69%
Netherlands	85	1.55%	80	1.48%
Portugal	70	1.27%	72	1.33%
Spain	917	16.68%	934	17.26%
Tailandia	206	3.75%	194	3.58%
UK	429	7.81%	430	7.95%
US	1,040	18.92%	1,043	19.27%
<b>Total employees</b>	<b>5,496</b>		<b>5,412</b>	

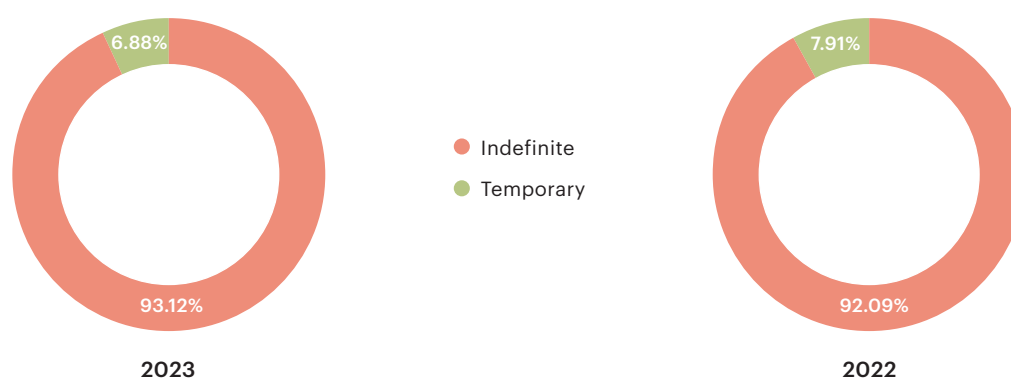
**DISTRIBUTION OF EMPLOYEES BY BUSINESS AREA AND GENDER**

AREA	2023				2022			
	NO. EMPLOYEES		% OF TOTAL BUSINESS AREA		NO. EMPLOYEES		% OF TOTAL BUSINESS AREA	
	MEN	WOMEN	% MEN	% WOMEN	MEN	WOMEN	% MEN	% WOMEN
Rice	2,855	999	74.08%	25.92%	2,803	993	73.84%	26.16%
Holding	37	24	60.66%	39.34%	35	23	60.34%	39.66%
Others	32	21	60.38%	39.62%	28	23	54.90%	45.10%
Pasta	982	546	64.27%	35.73%	982	525	65.16%	34.84%
<b>Total employees</b>	<b>3,906</b>	<b>1,590</b>	<b>71.07%</b>	<b>28.93%</b>	<b>3,848</b>	<b>1,564</b>	<b>71.10%</b>	<b>28.90%</b>

**DISTRIBUTION OF EMPLOYEES BY TYPE OF CONTRACT**

The Ebro Group offers its employees stable, quality employment and a sound, structured, attractive career, with 93.12% of all contracts being permanent (indefinite and At-Will contracts).

TYPE OF CONTRACT	2023		2022	
	NO. EMPLOYEES	% OF TOTAL EMPLOYEES GROUP	NO. EMPLOYEES	% OF TOTAL EMPLOYEES GROUP
Indefinite / Permanent	3,838	69.83%	3,695	68.27%
Temp Fixed-term / Temporary oral	378	6.88%	428	7.91%
At-Will	1,280	23.29%	1,289	23.82%
<b>Total employees</b>	<b>5,496</b>		<b>5,412</b>	

**% Employees by type of contract**



## TYPE OF CONTRACT BY CONTINENT

CONTINENTE	TYPE OF CONTRACT	2023		2022	
		NO. EMPLOYEES	% OF TOTAL EMPLOYEES CONTINENT	NO. EMPLOYEES	% OF TOTAL EMPLOYEES CONTINENT
Africa	Indefinite/ Permanent	124	48.82%	109	42.91%
	Fixed-term/ Temporary	130	51.18%	145	57.09%
	At-Will	0	0.00%	0	0.00%
<b>Total Africa</b>		<b>254</b>	<b>4.62%</b>	<b>254</b>	<b>4.69%</b>
Asia	Indefinite/ Permanent	452	100.00%	388	100.00%
	Fixed-term/ Temporary	0	0.00%	0	0.00%
	At-Will	0	0.00%	0	0.00%
<b>Total Asia</b>		<b>452</b>	<b>8.22%</b>	<b>388</b>	<b>7.17%</b>
Europe	Indefinite/ Permanent	3,127	94.30%	3,072	92.53%
	Fixed-term/ Temporary	189	5.70%	239	7.20%
	At-Will	0	0.00%	9	0.27%
<b>Total Europe</b>		<b>3,316</b>	<b>60.33%</b>	<b>3,320</b>	<b>61.35%</b>
North America	Indefinite/ Permanent	0	0.00%	0	0.00%
	Fixed-term/ Temporary	0	0.00%	0	0.00%
	At-Will	1,280	100.00%	1,280	100.00%
<b>Total North America</b>		<b>1,280</b>	<b>23.29%</b>	<b>1,280</b>	<b>23.65%</b>
South America	Indefinite/ Permanent	135	69.59%	126	74.12%
	Fixed-term/ Temporary	59	30.41%	44	25.88%
	At-Will	0	0.00%	0	0.00%
<b>Total South America</b>		<b>194</b>	<b>3.53%</b>	<b>170</b>	<b>3.14%</b>
<b>Total employees</b>		<b>5,496</b>		<b>5,412</b>	

## FORM OF EMPLOYMENT CONTRACTS

FORM OF CONTRACT	2023		2022	
	NO. EMPLOYEES	% OF TOTAL EMPLOYEES	NO. EMPLOYEES	% OF TOTAL EMPLOYEES
Written contracts	3,921	71.34%	3,782	69.88%
Oral contracts	295	5.37%	341	6.30%
At-will contracts	1,280	23.29%	1,289	23.82%
<b>Total employees</b>	<b>5,496</b>		<b>5,412</b>	

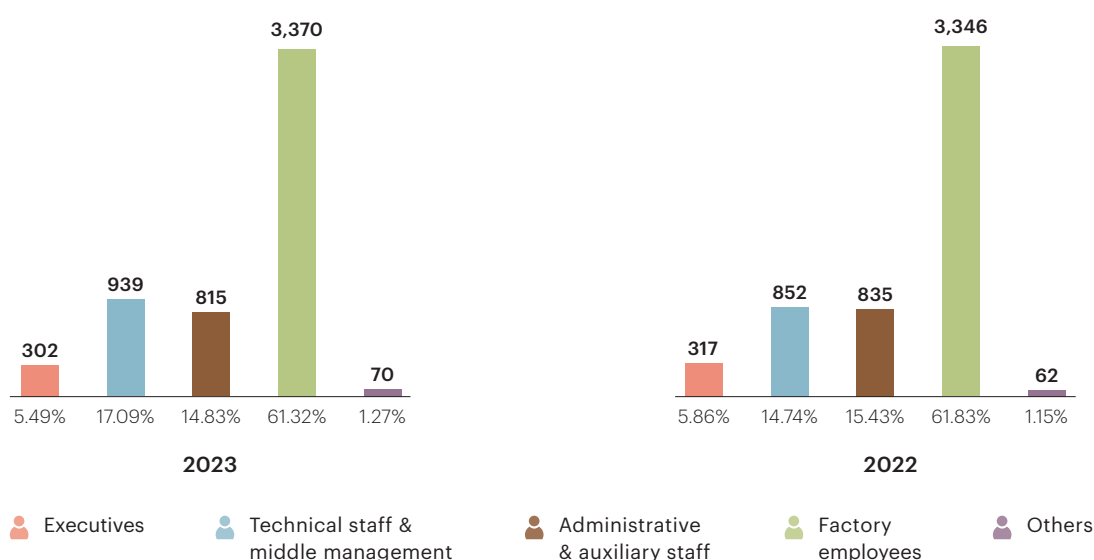
## FORM OF CONTRACTS OF PERMANENT EMPLOYEES BY GENDER

FORM OF CONTRACT	2023			2022		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Written contracts	2,631	986	3,617	2,522	925	3,447
Oral contracts	215	65	280	196	52	248
At-will contracts	844	436	1,280	856	433	1,289
<b>Total employees</b>	<b>3,690</b>	<b>1,487</b>	<b>5,177</b>	<b>3,574</b>	<b>1,410</b>	<b>4,984</b>

## FORM OF CONTRACTS OF TEMPORARY EMPLOYEES BY GENDER

FORM OF CONTRACT	2023			2022		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Written contracts	244	92	336	227	109	336
Oral contracts	22	20	42	70	22	92

## Distribution of employees by professional category



## DISTRIBUTION OF EMPLOYEES BY PROFESSIONAL CATEGORY AND GENDER

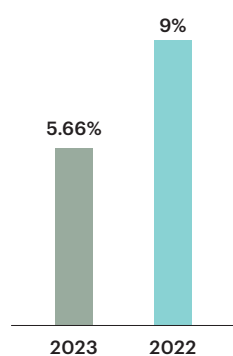
PROFESSIONAL CATEGORY	2023				2022			
	MEN	% MEN / TOTAL CATEGORY	WOMEN	% WOMEN / TOTAL CATEGORY	MEN	% MEN / TOTAL CATEGORY	WOMEN	% WOMEN / TOTAL CATEGORY
Executives	202	66.89%	100	33.11%	211	66.56%	106	33.44%
Technical staff & middle management	659	70.18%	280	29.82%	597	70.07%	255	29.93%
Admin. & auxiliary staff	363	44.54%	452	55.46%	396	47.43%	439	52.57%
Factory employees	2,636	78.22%	734	21.78%	2,606	77.88%	740	22.12%
Others	45	64.29%	25	35.71%	38	61.29%	24	38.71%
<b>Total employees</b>	<b>3,905</b>	<b>71.05%</b>	<b>1,591</b>	<b>28.95%</b>	<b>3,848</b>	<b>71.10%</b>	<b>1,564</b>	<b>28.90%</b>

**DISTRIBUTION OF EMPLOYEES BY PROFESSIONAL CATEGORY AND AGE GROUP**

PROFESSIONAL CATEGORY	2023				2022			
	<= 30	30 - 50	>= 50	TOTAL EMPLOYEES	<= 30	30 - 50	>= 50	TOTAL EMPLOYEES
Executives	19	156	127	302	31	163	123	317
Technical staff & middle management	69	499	371	939	67	457	328	852
Admin. & auxiliary staff	175	427	213	815	169	446	220	835
Factory employees	499	1,750	1,121	3,370	586	1,679	1,081	3,346
Others	6	22	42	70	8	19	35	62
<b>Total employees</b>	<b>768</b>	<b>2,854</b>	<b>1,874</b>	<b>5,496</b>	<b>861</b>	<b>2,764</b>	<b>1,787</b>	<b>5,412</b>

**EMPLOYEE TURNOVER AND NET JOB CREATION**

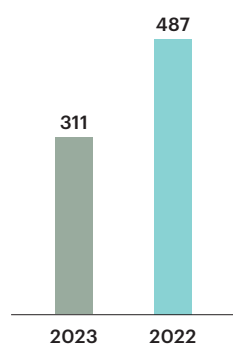
TIPO DE ROTACIÓN	2023			2022		
	MEN	WOMEN	TOTAL EMPLOYEES	MEN	WOMEN	TOTAL EMPLOYEES
New hires	742	371	1,113	913	513	1,426
Resigned	334	178	512	312	153	465
Dismissed	146	77	223	256	146	402
Retired	37	18	55	46	19	65
Permanent disability	14	1	15	6	1	7
Deceased	9	3	12	7	0	7

**TURNOVER RATE****Women**

2023	2022
5.97%	12.47%

**Men**

2023	2022
5.53%	7.59%

**NET JOB CREATION****Women**

2023	2022
95	195

**Men**

2023	2022
216	292

## NUMBER OF DISMISSALS BY GENDER, AGE AND PROFESSIONAL CATEGORY

PROFESSIONAL CATEGORY	2023							2022						
	MEN			WOMEN			TOTAL	MEN			WOMEN			TOTAL
	<= 30	30-50	>= 50	<= 30	30-50	>= 50		<= 30	30-50	>= 50	<= 30	30-50	>= 50	
Executives	0	2	0	1	1	2	6	1	1	8	3	2	1	16
Technical staff & middle management	2	11	11	1	6	0	31	4	9	9	6	9	8	45
Admin. & auxiliary staff	0	0	0	4	4	2	10	8	3	1	4	3	7	26
Factory employees	38	58	23	13	31	13	176	66	110	34	22	59	21	312
Others	0	3	0	0	0	0	3	0	0	0	0	0	0	0
<b>Number of dismissals</b>	<b>40</b>	<b>74</b>	<b>34</b>	<b>19</b>	<b>42</b>	<b>17</b>	<b>226</b>	<b>79</b>	<b>123</b>	<b>52</b>	<b>35</b>	<b>73</b>	<b>37</b>	<b>399</b>

**NB.** The variation in the global number of dismissals in 2023 compared to 2022 is due to an erroneously high figure reported in 2022, originating in an incorrect interpretation of the concept by one of the subsidiaries.

## EMPLOYEES PROMOTED DURING THE YEAR, BY GENDER

2023				2022			
INTERNAL PROMOTIONS		% OF GENDER EMPLOYEES		INTERNAL PROMOTIONS		% OF GENDER EMPLOYEES	
MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
241	103	6.17%	6.48%	190	92	4.94%	5.88%

## AVERAGE LENGTH OF SERVICE OF EMPLOYEES, BY CATEGORY AND GENDER

PROFESSIONAL CATEGORY	2023			2022		
	MEN	WOMEN	AVERAGE YEARS	MEN	WOMEN	AVERAGE YEARS
Executives	10.75	8.29	9.93	10.86	8.83	10.18
Technical staff & middle management	11.58	10.89	11.38	11.90	10.56	11.50
Admin. & auxiliary staff	8.01	7.49	7.72	8.10	8.51	8.31
Factory employees	9.06	6.88	8.59	8.78	7.06	8.40
Others	13.04	12.78	12.94	14.14	10.27	12.64
<b>Average length of service</b>	<b>9.52</b>	<b>7.94</b>	<b>9.07</b>	<b>9.36</b>	<b>8.21</b>	<b>9.03</b>

## 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 389,220 hours in 2023, which is similar to the previous year, when absenteeism totalled 378,123 hours.

This includes absenteeism due to illness, injury, occupational disease, commuting incidents and unjustified 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	
	Medical insurance	Full-time employees
Arrozeiras Mundiarroz	Parental leave	All employees
	Disability/invalidity cover	
	Medical insurance	Full-time employees
Bertagni	Parental leave	All employees
	Disability/invalidity cover	
	Fuel cards	
	Life Insurance	
	Medical insurance	
Ebro Foods	Parental leave	All employees
	Disability/invalidity cover	
	Education grant for children	
Ebro Foods Belgium	Parental leave	All employees
	Pension fund	
	Life Insurance	
	Medical insurance	
Ebro Foods Netherlands	ASR / Felison insurance	All employees
	Parental leave	
	Disability/invalidity cover	
	Pension fund	
Ebro India	Parental leave	All employees
	Pension fund	
	Life Insurance	
	Medical insurance	
Ebro Ingredients	Parental leave	All employees
	Disability/invalidity cover	
	Pension fund	
	Life Insurance	
	Medical insurance	
Geovita	Food Healthcare Fund	All employees
Herba Bangkok	Parental leave	All employees
	Disability/invalidity cover	Full-time employees
	Pension fund	
	Social welfare	
	Life Insurance	
	Medical insurance	

COMPANY	WELFARE BENEFITS	TYPE OF EMPLOYEE
Herba Ricemills	Shares	All employees
	Parental leave	
	Disability/invalidity cover	
	Life insurance	
	Medical insurance	
Indo European	Parental leave	All employees
	Medical insurance	
La Loma Alimentos	Parental leave	All employees
	Disability/invalidity cover	
	Pension fund	
	Life insurance	
	Medical insurance	
Lustucru Frais	Parental leave	All employees
	Disability/invalidity cover	
	Pension fund	
	Life insurance	
	Medical insurance	
Mundi Riso	Parental leave	All employees
	Disability/invalidity cover	
	Pension fund	
	Life insurance	
	Medical insurance	
	Welfare Bit	
Mundi Riz	Parental leave	All employees
	Disability/invalidity cover	Full-time employees
	Medical insurance	
Pastificio Lucio Garofalo	Parental leave	All employees
	Disability/invalidity cover	
	Pension fund	
	Life insurance	
	Medical insurance	
Riceland Magyarorzag	Medical insurance	Full-time employees
Riviana Foods	Parental leave	Full-time employees
	Disability/invalidity cover	All employees
	Pension fund	
	Life insurance	Full-time employees
	Medical insurance	
Riviana Foods Canadá	Parental leave	Full-time employees
	Disability/invalidity cover	
	Pension fund	
	Life insurance	
	Medical insurance	
S&B Herba Foods	Parental leave	All employees
	Disability/invalidity cover	
	Pension fund	
	Life insurance	Full-time employees
	Medical insurance	

COMPANY	WELFARE BENEFITS	TYPE OF EMPLOYEE
Tilda	Annual flu jab	All employees
	Parental leave	
	Meal vouchers	
	Vouchers for eye specialist	
	Medical grants	
	Life insurance	
	Medical insurance	

**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.

Apart from the parent, Bertagni and Lustucru Premium Groupe also have digital disconnection protocols. Moreover, in Ebro Foods Belgium, Ebro Ingredients and Herba Bangkok, disconnection from work outside working hours is recognised in their national laws.

## EMPLOYEES HOMEWORKING WITH A REGULATED PROCEDURE

PROFESSIONAL CATEGORY	2023			2022		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Executives	87	67	154	92	68	160
Technical staff & middle management	85	65	150	61	55	116
Admin. & auxiliary staff	46	98	144	46	87	133
Factory employees	1	0	1	2	3	5
Others	0	0	0	1	0	1
<b>Total employees homeworking</b>	<b>219</b>	<b>230</b>	<b>449</b>	<b>202</b>	<b>213</b>	<b>415</b>

**PARENTAL LEAVE**

	2023			2022		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Entitled to leave	82	76	158	90	73	163
Took leave	79	76	155	88	73	161

	2023			2022		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Employees who took leave / employees entitled to leave (%)	96.34%	100.00%	98.10%	97.78%	100.00%	98.77%

**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, which work together to identify and mitigate risks.

87.35% of the Group workforce is represented on the Health and Safety Committees at our different workplaces (85.83% in 2022).

**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.

The production plants associated with Herba Ricemills in Spain and Pastificio Lucio Garofalo in Italy obtained ISO 45001 certification in occupational Health and Safety in 2023.

Other Group companies such as Lustucru Frais, Riviana Foods and Ebro India have risk prevention policies and agreements to provide a safe and healthy work environment, identifying and rectifying potential occupational risks at their workplaces.

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

	2023	2022
Investment	2,523,364.70	2,063,059.98
Hours training	26,212.00	21,046.75
Cost	681,266.80	490,238.77



As part of the efforts made to reduce work-related accidents, the different companies work on improving safety, preventing and limiting risks deriving from their business activities and make improvements to equipment and installations with a view to reducing risks.

In the same context, training courses are given to meet needs for information, training and awareness of the work-related risks existing in each particular job or work station.

The Group's commitment to the health and welfare of our professionals also takes the form of regular medical check-ups and the promotion of healthy lifestyles.

## WORKPLACE SAFETY

All our employees are covered by occupational hazard prevention measures.

The following figures correspond to accident rates among employees on the Group's payroll:

### Total injuries

2023			2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
157	55	212	175	79	254

(1) These include all injuries, including both those occurring while at work and those occurring on the way to or from work, regardless of whether or not sick leave has been taken.

### Lost day injuries

	2023		
	MEN	WOMEN	TOTAL
Injury on the way to or from work	9	4	13
Lost day injuries	113	50	163
<b>Total injuries</b>	<b>122</b>	<b>54</b>	<b>176</b>
Days lost for injuries on the way to or from work	491	61	552
Days lost for injuries at work	3,261.50	1,088.00	4,349.50
<b>Total lost days due to injuries</b>	<b>3,752.50</b>	<b>1,149.00</b>	<b>4,901.50</b>

The figures for 2022 did not contemplate lost day injuries on the way to and from work.

	2022		
	MEN	WOMEN	TOTAL
Injuries	137	47	184
Lost days	5,674	2,099	7,773.00

## Rates and average duration

TOTALES	2023	2022
Frequency rate (2)	17.41	20.54
Severity rate (3)	0.48	0.87
Injury rate % (4)	3.20	3.40
Average duration (5)	27.85	42.24

- (2) Frequency rate  
(total no. lost time work-related injuries/total no. hours worked) x1000000
- (3) Severity rate  
(no. lost days due to work-related injury/total no. hours worked) x1000
- (4) Injury or absenteeism rate (%)  
(no. lost time injuries at work/no. employees) x 100
- (5) Average duration  
Lost days due to work-related injury/no. lost-time work-related injuries
- (6) Lost day injuries occurring on the way to and from work are included in the calculations of rates and average duration

	2023		2022	
	MEN	WOMEN	MEN	WOMEN
Frequency rate (2)	16.58	19.61	21.21	18.80
Severity rate (3)	0.51	0.42	0.88	0.84
Injury rate % (4)	3.12	3.40	3.56	3.01
Average duration (5)	30.76	21.28	41.42	44.66

	2023		2022	
	MEN	WOMEN	MEN	WOMEN
Occupational disease(7)	0	2	1	2

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

One fatal accident occurred in the company La Loma Alimentos (Argentina) during 2023.

There are no jobs within the Group with a high risk of work-related ill health among employees.

## D. LABOUR RELATIONS

### EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS

66.93% 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 63.58% 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 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.

#### % Employees covered by collective bargaining or other agreements

COUNTRY	2023	2022
Argentina	73.20%	78.24%
Belgium	100%	100.00%
Cambodia	0%	0%
Canada	67.50%	74.26%
Denmark	100%	100%
France	100%	100%
Germany	0%	0%
Hungary	0%	0%
India	0%	0%
Italy	100%	100%
Morocco	0%	0%
Netherlands	100%	100%
Portugal	100%	100%
Spain	100%	100%
Thailand	100%	0%
United Kingdom	5.78%	5.58%
United States	40.29%	37.39%

#### NUMBER OF STRIKE HOURS BY GROUP EMPLOYEES

There were no strikes in the Group companies during 2023.

## E. TRAINING

One of the main goals of the Ebro Group in respect of human resources is to foster the training of our employees to ensure both successful performance of their duties and their professional promotion. This training is tailored in most cases to the profiles and levels existing within the company to try to achieve a progressive improvement in their level of qualification and favour their professional growth.

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

The training may be internal, with the training of teams designed and conducted by personnel within the company, or external, through collaboration with external training institutions.

	2023	2022
Cost	1,610,476 €	1,833,600 €
Hours training	134,601	136,230
Number of employees	4,500	3,928
<b>% Total employees</b>	<b>81.88%</b>	<b>72.58%</b>

## NUMBER OF EMPLOYEES WHO HAVE RECEIVED TRAINING

PROFESSIONAL CATEGORY	2023		2022	
	NO. EMPLOYEES	% EMPLOYEES PER CATEGORY	NO. EMPLOYEES	% EMPLOYEES PER CATEGORY
Executives	164	54.30%	204	64.35%
Technical staff & middle management	697	74.23%	621	72.89%
Administrative & auxiliary staff	517	63.44%	522	62.51%
Factory employees	3,098	91.93%	2,558	76.45%
Others	24	34.29%	23	37.10%
<b>Total</b>	<b>4,500</b>	<b>81.88%</b>	<b>3,928</b>	<b>72.58%</b>

## NUMBER OF EMPLOYEES WHO HAVE RECEIVED TRAINING, BY GENDER AND PROFESSIONAL CATEGORY

PROFESSIONAL CATEGORY	2023			2022		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Executives	104	60	164	129	75	204
Technical staff & middle management	494	203	697	433	188	621
Administrative & auxiliary staff	289	228	517	260	262	522
Factory employees	2,387	711	3,098	1,916	642	2,558
Others	15	9	24	15	8	23
<b>Total employees</b>	<b>3,289</b>	<b>1,211</b>	<b>4,500</b>	<b>2,753</b>	<b>1,175</b>	<b>3,928</b>

## TOTAL HOURS TRAINING OF OUR EMPLOYEES BY PROFESSIONAL CATEGORY

PROFESSIONAL CATEGORY	2023			2022		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Executives	1,275	367	1,642	2,343	1,441	3,784
Technical staff & middle management	9,851	3,411	13,262	9,344	3,072	12,417
Administrative & auxiliary staff	2,847	3,849	6,696	3,231	3,580	6,812
Factory employees	83,514	29,388	112,902	82,856	29,497	112,353
Others	53	46	99	618	248	866
<b>Total hours training</b>	<b>97,539</b>	<b>37,061</b>	<b>134,601</b>	<b>98,392</b>	<b>37,838</b>	<b>136,230</b>

**NB:** The difference in hours in the Executives category between 2022 and 2023 is due to the shaping of new executive teams in Lustucru Frais during 2022 following the exit of the Panzani Group from the consolidated group.

## AVERAGE HOURS TRAINING OF EMPLOYEES, BY GENDER AND PROFESSIONAL CATEGORY

PROFESSIONAL CATEGORY	2023		2022	
	MEN	WOMEN	MEN	WOMEN
Executives	6.31	3.67	11.10	13.59
Technical staff & middle management	14.95	12.18	15.65	12.05
Administrative & auxiliary staff	7.84	8.52	8.16	8.16
Factory employees	31.68	40.04	31.79	39.86
Others	1.18	1.82	16.25	10.33
<b>Total hours training</b>	<b>24.98</b>	<b>23.29</b>	<b>25.57</b>	<b>24.19</b>

The average hours of training is given for all employees, not only those who received training.

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. DIVERSITY AND EQUAL OPPORTUNITIES

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, S&B Herba Foods and Lustucru Frais have a Policy for Equal Opportunities in Employment; Ebro India and Riviana Foods have an Anti-Discrimination and Anti-Harassment Policy; and in 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. This Plan has also been supplemented with training in the matter for all the Company's professionals.

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**

BOARD OF DIRECTORS	2023		2022	
	NUMBER	% OF TOTAL	NUMBER	% OF TOTAL
Men	9	64.29%	9	64.29%
Women	5	35.71%	5	35.71%

	2023		2022	
	NO. EMPLOYEES	% TOTAL EMPLOYEES	NO. EMPLOYEES	% TOTAL EMPLOYEES
Men	3,906	71.07%	3,848	71.10%
Women	1,590	28.93%	1,564	28.90%
<b>Total employees</b>	<b>5,496</b>		<b>5,412</b>	

**EMPLOYEES WITH DIFFERENT ABILITIES**

2023		2022	
MEN	WOMEN	MEN	WOMEN
61	32	67	31

All professionals with different abilities are included, regardless of the degree of disability recognised officially.

During 2023, 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 2023	AMOUNT 2022
C.E.E. CADEMADRID	Printing	4,207 €	1,948 €
C.E.E. INSERCIÓN PERSONAL DISCAPACITADOS " IPD"	Cleaning head office in Madrid	83,701 €	81,326 €
	<b>Total</b>	<b>87,908 €</b>	<b>83,275 €</b>

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 reducing and constantly reviewing their workload.

## EMPLOYEES WHO RECEIVE REGULAR PERFORMANCE AND PROFESSIONAL DEVELOPMENT ASSESSMENTS

% Employees with assessment/Total employees by gender

### Women

2023	2022
37.99%	36.76%

### Men

2023	2022
34.61%	37.60%

% Employees with assessment-based variable remuneration

### Women

2023	2022
91.56%	62.96%

### Men

2023	2022
83.36%	61.23%

EMPLOYEES WHO HAVE RECEIVED ASSESSMENT				EMPLOYEES WITH ASSESSMENT-BASED VARIABLE REMUNERATION			
2023		2022		2023		2022	
MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
1,352	604	1,447	575	1,127	553	886	362

31% 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 2023, 76 employees of the Ebro Group received shares in Ebro Foods, S.A. for an overall sum of EUR 641,786.



## 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	2023	2022
Herba Ricemills (Spain)	1.30	1.23
Lustucru Frais (France)	1.00	1.07
Riviana Foods (USA)	2.12	2.11

BUSINESS UNITS IN DEVELOPING COUNTRIES	2023	2022
Ebro India (India)	1.05	1.00
Mundi Riz (Morocco)	1.00	1.00

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	2023	2022
Herba Ricemills (Spain)	88%	89%
Lustucru Frais (France)	99%	97%
Riviana Foods (USA)	82%	81%

BUSINESS UNITS IN DEVELOPING COUNTRIES	2023	2022
Ebro India (India)	85%	92%
Mundi Riz (Morocco)	100%	100%

## REMUNERATION

### Average remuneration by professional category (EUR)

PROFESSIONAL CATEGORY	2023			2022		
	MEN	WOMEN	AVERAGE	MEN	WOMEN	AVERAGE
Executives	110,126	84,470	<b>97,298</b>	105,423	83,353	<b>94,388</b>
Technical staff & middle management	52,662	46,444	<b>49,553</b>	51,614	50,379	<b>50,997</b>
Administrative & auxiliary staff	33,817	33,749	<b>33,783</b>	37,618	32,128	<b>34,873</b>
Factory employees	30,203	26,461	<b>28,332</b>	28,064	24,560	<b>26,312</b>
Others	27,682	34,344	<b>31,013</b>	31,306	31,195	<b>31,251</b>

#### NB:

- (i) The calculation of this average remuneration is based on the average gross annual 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".
- (iii) The average remuneration of men in the category Technical staff & middle management in 2022 has been recalculated following correction of the data provided by one of the subsidiaries.



## Average remuneration by age group (EUR)

2023			2022		
<= 30	30 - 50	>= 50	<= 30	30 - 50	>= 50
34,836	48,922	60,229	34,357	49,849	58,486

## NB:

- (i) The calculation of this average remuneration is based on the average gross annual salaries of the employees (men and women) in each age group.
- (ii) The average remuneration for 2022 in the category 30-50 has been recalculated following correction of the data provided by one of the subsidiaries.

## Average remuneration by gender (EUR) and pay gap

2023			2022		
MEN	WOMEN	PAY GAP	MEN	PAY GAP	BRECHA SALARIAL
50,898	45,094	0.11	50,805	44,323	0.13

## NB:

- (i) The calculation of this average remuneration is based on the average gross annual salaries of the employees, which includes the sum of the basic salary plus complements, such as seniority, bonuses and any other welfare benefit.
- (ii) To calculate the pay gap, we used the following formula:  
(average remuneration men - average remuneration women)/ average remuneration men
- (iii) The average remuneration of men in 2022 has been recalculated following correction of the data provided by one of the subsidiaries.

## Average remuneration of directors, by gender

(EUR THOUSAND)	2023		2022	
	MEN	WOMEN	MEN	WOMEN
Average remuneration of directors	254	179	252	178

- 1) The 2023 remuneration of directors for their duties as such was taken into account, 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.
- 2) The directors' remuneration for their duties as such is stated individually for each one in the Annual Report on Directors' Remuneration 2023, published on the website of the CNMV ([www.cnmv.es](http://www.cnmv.es)) and the corporate website ([www.ebrofoods.es](http://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.

Alignment with SDG in Our professionals



8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 10. Reduce inequalities and make sure nobody gets left behind.