

“The future of Ajinomoto is you”

Human Resources Development

The Challenge

As a global company, Ajinomoto is determined to build excellent work environments and enhance its HR and employee-education systems to foster a world-class team of people who will underpin sustainable development in the future.

HR Principles

The Ajinomoto Group has established its own HR Principles, which consist of the HR Values and HR Management Policy of the group. The principles function as a code of conduct for employees to follow, serving as a shared set of values and guiding the HR Strategy of the group. In its HR Values—stating that “The future of Ajinomoto is you”—the group has clearly described the type of employee it is looking for, and has implemented employee-education and HR measures designed to foster world-class human resources.

Fair Employment for All

The Ajinomoto Group prohibits discrimination in any form and is firmly establishing a corporate culture of respect for human rights. Accordingly, it employs people from around the world who share its HR Values. In fiscal 2007, Ajinomoto Co., Inc., continued to conduct educational sessions on human rights; in one initiative, employees and their families were encouraged to get involved in spreading awareness on the subject by creating human-rights slogans. Also during that year, the company rehired 53 persons who applied under the reemployment system for retiring human resources, while group companies in Japan held their first joint interview session to hire persons with disabilities, aiming to raise the number of their personnel with disabilities.



Interview session for persons with disabilities at the Ajinomoto Group Takanawa Training Center

Building Supportive Workplaces

Aiming for the growth and continuous development of its people, Ajinomoto Co., Inc., has been implementing initiatives that help employees make the most of their work and family life and realize their full potential at the workplace. When developing and revising employee programs, the company holds thorough discussions between management and staff regarding future needs and ways to make these programs more easily accessible to employees. In fiscal 2007, it developed and revised the following programs in Japan:

April: Introduced the Part-time Family Care and Working Program
 May: Eased the conditions required for shift workers and sales employees to make use of a shorter working-hours program
 September: Expanded the number of days allowed for paternity leave from two to five

Two employees utilized the paternity-leave program in fiscal 2007, one more than the previous fiscal year.

In addition to revising various employee programs, the company is making efforts to promote company-wide understanding regarding the necessity of a good work-life balance, in part by including topics such as “fostering the next generation” in training sessions.



Ajinomoto Co., Inc., has been awarded the next-generation certification mark *Kurumin*, based on the Law on the Promotion of Measures to Support the Fostering of the Next Generation, as stipulated by the Ministry of Health, Labour and Welfare of Japan.

Employee Data (as of March 31, 2008)

Number of employees

	Total	Male	Female
Ajinomoto Group	25,893	19,119	6,774
Ajinomoto Co., Inc.	3,636	2,646	990

Number of managers

	Total	Male	Female
Japan	2,256	2,175	81
Asia	793	570	223
Europe	262	207	55
Americas	247	218	29
Total	3,558	3,170	388

Number of personnel with disabilities

Ajinomoto Co., Inc.	83 (1.93% of workforce)
Group companies in Japan	152 (1.82% of workforce)

Building Safe Workplaces

The Ajinomoto Group is striving to build safe workplaces and establish a culture of safety by putting in place an intra-group cooperation framework that makes use of the unique strengths of the members of the group.

In fiscal 2007, although the overall occurrence of occupational accidents decreased, the group could not achieve its disaster-prevention and safety goal of cutting the number of serious occupational accidents to half that of the previous year. Falling accidents involving construction vendor workers occurred at the Kansai Plant of Ajinomoto Packaging Co., Inc., and at the Nong Khae Plant of Ajinomoto Co. (Thailand), Ltd. In response to this, the group implemented a thorough review on plant safety rules and ensured employees follow the rules. In fiscal 2008, the group will aim to completely eliminate all serious occupational accidents in Japan and enhance the safety and health of all workers at its plants, by strengthening the safety initiatives of the group.

In Japan, Ajinomoto provides ongoing educational training sessions not only to regular employees but also part-time employees and temporary staff, to enhance their ability to predict dangers and eliminate occupational accidents. The group is making efforts to ensure absolute safety at all its facilities.

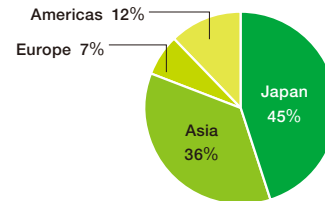
Education System

The Ajinomoto Group is dedicated to developing its human resources, recognizing that its people are the foundation for the next 100 years of success. It is the employees who will drive the future business development of the group as a corporation with a global network in 22 countries and regions. In fiscal 2007, the group conducted its Global and Group Leadership Seminar, a new program designed to further develop the leadership abilities of managers, in addition to other programs. Ajinomoto will continue to strengthen cooperation among the HR departments in each country and establish a framework for fostering and employing the type of employee it is looking for.

Number of retirees and reemployed personnel

	Retired	Resigned for personal reasons	Reemployed
Ajinomoto Co., Inc.	68	72	53
Group companies in Japan	141	233	83

Personnel of the Ajinomoto Group by region



Percent of non-Japanese executives at consolidated subsidiaries and affiliates outside Japan: 30%

Healthcare Initiatives

In keeping with the concept of self-care at Ajinomoto Co., Inc., the company develops health-maintenance activities with a view to fostering independent employees who are healthy in both mind and body.

To ensure that employees receive personalized health-care, specific health checkups and healthcare advice for lifestyle-related diseases, particularly metabolic syndrome, have been legally mandated in Japan through a new medical care-related law effective from April 2008. For several years now, all employees of the company have been receiving annual checkups by full-time industrial physicians and nurses who work at a healthcare clinic created solely for personnel of the company. The physicians also view the annual health checkup results of employees working and living outside Japan and provide advice and other care.

The company also conducts training sessions that teach self-health management and explain how to look out for warning signs in colleagues and subordinates who are not properly managing their own mental or physical health.



An industrial physician conducts a follow-up interview with an employee after finishing a health checkup.

Labor-Management Relations

The Ajinomoto Group cooperates with its labor unions to create an ideal work environment, with the goals of helping employees achieve a good work-life balance and building a company that people are happy to work for. In fiscal 2007, Ajinomoto Co., Inc., held labor-management council meetings to discuss an improved personnel system for regular staff. It has since extended the flexible working hours plan—which had only been available to managers—to regular staff as well.