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## Understanding Shared Value of the Ajinomoto Group and ASV

The Ajinomoto Group makes various efforts to ensure that all Group employees understand the “Ajinomoto Group Way,” which sets out employees’ shared values, and ASV, the Group’s initiative to create social and economic value through business. The globally accessible Our ASV website introduces ASV best practices and various employee education programs, enabling the timely sharing of information among all employees. In 2018, an ASV Dialogue Workmat-interactive session using two mats and ASV Game Cards were created and are being used as training tools to deepen individual understanding of ASV and organizational efforts to advance ASV.

## Fair Labor Practices

The Ajinomoto Group believes that employee growth contributes to company growth as well as society. To tie individual growth to company growth, each Group company works to provide workplaces, human resource and educational programs that support self-directed career development.

## Compensation and Benefits

The Ajinomoto Group strives on a global level to improve terms of employment, including remuneration, within the context of each company’s development.

## Labor-Management Relations

At Ajinomoto Co., Inc., all regular non-management employees (61.6% of all employees) are part of a labor union. Labor agreements require the Company to notify employees and their representatives before making any major changes that could substantially impact them (time requirements for notification are confidential).

Labor agreements also stipulate various requirements concerning safety and health, education and training, and medical checkups, and both management and employees work together to improve workplace safety and health standards. As per Japanese law, each workplace convenes a monthly safety and health committee, composed roughly half-and-half of managers and staff, to identify causes and solutions to occupational accidents and share information on the status of employees on sick leave, legal amendments, and more.

## Engagement Survey and Organizational Culture Innovation

In encouraging self-directed career development, the Ajinomoto Group places particular emphasis on individual employee engagement. The Group follows a PDCA cycle of quantitatively gauging employee engagement through a biennial Engagement Survey and uses the results to identify issues and take steps toward improvement.

### Raising employee engagement

	FY2017 Actual	FY2020 Target
Percentage of employees feeling highly engaged in their work <sup>[1]</sup>	79%	80%+

[1] Percentage of employees that support the goals and targets of the company and feel engaged as they work toward the sustainable growth of the company