

Career development support

Approach

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▶ Personnel and Labor-Related Data

The Ajinomoto Group helps employees plan and realize their own career development path because it believes maximizing employee career fulfillment is vital to sustainable corporate growth. The Group offers a range of training and career support programs to support individual growth.

Development Program for Global Leaders (The Ajinomoto Group Academy)

The Group launched the Ajinomoto Group Academy in fiscal 2018 as a program to systematically develop the next generation of business leaders and advanced specialists, as well as potential specific department leaders, who are the future global growth drivers.

Major programs of the Ajinomoto Group Academy

Training	Objectives	Participants	Schedule	Contents
Global Leaders Seminar (GLS)	Enhance further individual authentic leadership based on the Ajinomoto Group Vision through insight of the future with wider perspectives	General Managers who are current or future head of company or organizational unit Approx. 25 people	8 days/year	Learnings on leading edge, internal case study, panel discussion with top management, action learning (presentation to top management)
Future Leaders Seminar (FLS)	Establish authentic leadership and enhance own leadership influence to take the initiatives of the future direction	Managers who are expected to be future general managers Approx. 25 people	10 days/year	Learnings on leading edge, internal case study, developing self-awareness through coaching
Leadership & Literacy Seminar (LLS)	Develop high self-awareness and build backbone of self-development as a leader	Newly promoted managers or team leaders Approx. 25 people	10 days/year	Enhancement of leadership and self-awareness, career planning, deepening of understanding on ASV through internal and guest lectures, business literacy

Goal-specific Human Resource Training Programs

Ajinomoto Co., Inc. offers grade-specific and elective programs tailored to the employee's growth stage and goals so they can realize the career they envision for themselves.

HR development programs at Ajinomoto Co., Inc.

Grade-specific training programs

Learning the standard abilities needed for each role/year

▶ Training for managers

▶ Training for non-managers

Elective programs

Further improvement of core abilities and business skills

▶ Group training, Online training

▶ Career support programs

Performance

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In fiscal 2018, average hours of training per employee was 13 at Ajinomoto Co., Inc.

Diverse Talent

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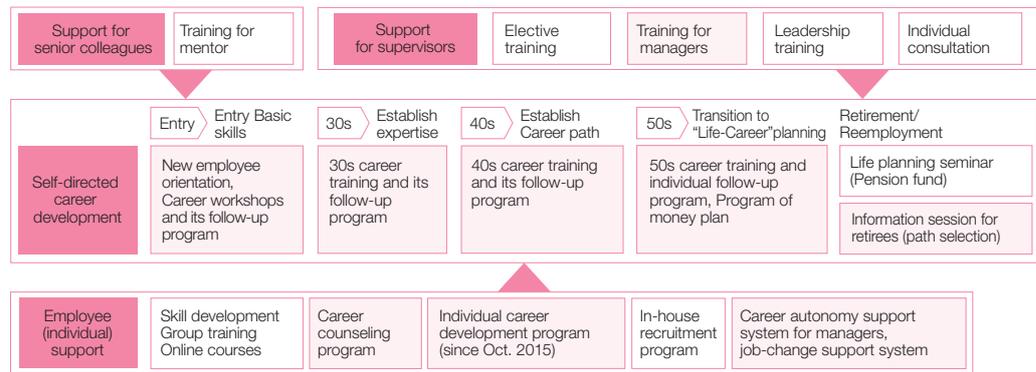
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Comprehensive career support

Ajinomoto Co., Inc. provides the support every employee needs to understand their personal strengths, values and characteristics, envision who they want to be (goals and vision), and take voluntary steps to grow and achieve. It offers increasing opportunities in and outside the Company for employees to contemplate their career development. In fiscal 2015, it introduced age group-specific training so employees can review and plan at specific milestones. The Company helps especially employees beyond age 50 launch a second career and have more options after retirement. It is also working to expand its career counseling program.

For all staff and managers at the mandatory retirement age of 60, group companies in Japan provide a reemployment system to help them stay active after retirement.

Comprehensive career support structure



Health and Productivity Management

The Ajinomoto Group believes that employees' health and well-being is fundamental to improving employee engagement and simultaneous growth of employee and the company. The Group implements considerable effort in creating working environments that maintain and improve employees' health and well-being. The Ajinomoto Group Health and Well-Being Initiatives were compiled as part of this drive in May 2018.

The Group's vision for health and productivity management consists of two parts, company support for improving employee health and well-being, and individual self-care based on high awareness and knowledge, the two working together to maintain well-being and foster a health-minded culture.

Vision



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▶ Integrated Report
 2019 P55

▶ Sustainability Data
 Book 2018 P112