**Self-Directed Career Development**

### Enhancement of career counseling

Ajinomoto Co., Inc.’s career counseling team members strive to be trusted career counselors by obtaining qualifications in counseling, financial planning, and other fields. In the upper-middle career training for managers in their 50s, for example, they also provide opportunities to consult with an outside career counselor. Personnel in the company’s HR division, at each business site, and the general affairs departments of affiliated companies also receive training to increase their career counseling capacity.

### More support for career autonomy

In April 2016, Ajinomoto Co., Inc. expanded the eligible age range for using the career autonomy program it launched in 2014 to increase career options for managers. It also introduced an assessment service to the reemployment system to help senior employees find meaningful work after mandatory retirement.

These comprehensive efforts to support employees’ career development earned Ajinomoto Co., Inc. the Grand Prize at the Fifth Japan HR Challenge Awards.¹

¹ Awards commend companies that have taken outstanding new initiatives in the field of human resources.

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**Employee Health Management**

Ajinomoto Co., Inc. clearly states that wellness of its employees that allows them to exert their full skills is one of the most important resources for the business and society.

### Self-care with a growing support system

Every company in the Ajinomoto Group is taking steps to help all of its employees maintain their physical and mental health.

Ajinomoto Co., Inc. is promoting employee health initiatives with a focus on the importance of good self-care. Since new employees, mid-career employees, and managers face different health issues, occupational health physicians offer training for each kind of employee. New managers and mid-career employees not only learn about health management, but also about specific ways to identify signs of health problems among subordinates and colleagues.

This self-care is supported at Ajinomoto Co., Inc. by a team of nine occupational physicians and 12 healthcare staff members, and at group companies in Japan by the Wellness Promotion Center of Ajinomoto Co., Inc.
Employee Health Management

- **Individual consultations as preventive care**

  Ajinomoto Co., Inc. requires all employees in Japan to attend an individual consultation with a medical expert at least once a year. Medical experts provide appropriate health guidance based not only on checkup results but also on signs of physical or mental disorder that are difficult to detect via diagnostic testing. To prevent health disorder caused by work overload, the company strives to reduce overtime work while also providing direct medical guidance to employees who work more than a predetermined number of hours, based on standards that are safer than regulatory requirements. Employees on assignments outside Japan also have the results of their annual health checkups monitored by medical staff in Japan and receive follow-up guidance as well as health-related advice pertaining to immediate family members living with them.

- **Mental Health Recovery Program for lasting recovery**

  Ajinomoto Co., Inc. has introduced its own Mental Health Recovery Program to help employees with mental health challenges not only to heal but also to develop strong coping skills. This is pursued through an ample period of assisted self-reflection regarding one’s personality and values, along with repeated simulations to train the mind for a return to the workplace. Targeting a relapse rate of less than half the societal average, the program actively strives to provide the conditions that will allow employees to function happily in their jobs, without the need for more leave.

- **Utilization of Ajinomoto products and services**

  Ajinomoto Co., Inc. has introduced AminoIndex®, an Ajinomoto service shown effective in early detection of malignant cancer, as a test option in employees’ regular health checkups. Some 90% of eligible employees have opted for the service, resulting in one case of early cancer detection and treatment.