

# Ajinomoto Group Sustainability Data Book 2019

## Appendix 2 : Personnel and Labor-Related Data

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- Employee statistics
- Work-life balance (WLB) -related programs (Ajinomoto Co., Inc. only)
- Frequency of serious accidents and accidents with absence
- Number of hotline reports

### Scope of the personnel and labor-related data

The personnel and labor-related data of this section covers Ajinomoto Co., Inc. and its consolidated subsidiaries (28 in Japan, 73 overseas) as of March 31, 2019.

### Definitions of terms

Employees : Directly employed management, non-management and contract staff  
Temporary staff : Directly employed contract and temporary staff, including part-time employees  
Executive : Directors, auditors, advisors, executive officers or a higher position (excluding part-timers)  
Management : Employees in the position of section manager, a position equivalent to section manager, or a position higher than section manager (excluding executives)

## Personnel and Labor-Related Data

### Employee statistics

#### Number of Ajinomoto Group employees

(persons)

	FY2016			FY2017			FY2018		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
<b>Ajinomoto Group total</b>	43,001	-	-	44,606	-	-	44,199	-	-
<b>Employees</b>	32,734	23,607	9,127	34,452	24,550	9,902	34,504	24,467	10,037
Management	4,488	3,626	862	4,921	3,861	1,060	4,911	3,804	1,107
Non-management	28,170	19,931	8,239	29,460	20,639	8,821	29,521	20,607	8,914
Contract staff	76	50	26	71	50	21	72	56	16
<b>Temporary staff</b>	10,267	-	-	10,154	-	-	9,695	-	-
<b>Japan</b>	15,595	-	-	15,059	-	-	14,991	-	-
<b>Employees</b>	9,450	7,281	2,169	9,213	6,999	2,214	9,219	6,913	2,306
Management	2,278	2,118	160	2,221	2,056	165	2,203	2,024	179
Non-management	7,096	5,113	1,983	6,921	4,893	2,028	6,944	4,833	2,111
Contract staff	76	50	26	71	50	21	72	56	16
<b>Temporary staff</b>	6,145	-	-	5,846	-	-	5,772	-	-
<b>Asia</b>	17,269	-	-	17,880	-	-	17,305	-	-
<b>Employees</b>	13,571	9,404	4,167	14,105	9,772	4,333	13,819	9,730	4,089
Management	1,153	820	333	1,532	981	551	1,597	1,008	589
Non-management	12,418	8,584	3,834	12,573	8,791	3,782	12,222	8,722	3,500
<b>Temporary staff</b>	3,698	-	-	3,775	-	-	3,486	-	-
<b>Europe and Africa</b>	2,887	-	-	3,899	-	-	3,972	-	-
<b>Employees</b>	2,479	1,931	548	3,450	2,437	1,013	3,557	2,458	1,099
Management	308	223	85	393	282	111	420	290	130
Non-management	2,171	1,708	463	3,057	2,155	902	3,137	2,168	969
<b>Temporary staff</b>	408	-	-	449	-	-	415	-	-
<b>The Americas</b>	7,250	-	-	7,768	-	-	7,931	-	-
<b>Employees</b>	7,234	4,991	2,243	7,684	5,342	2,342	7,909	5,366	2,543
Management	749	465	284	775	542	233	691	482	209
Non-management	6,485	4,526	1,959	6,909	4,800	2,109	7,218	4,884	2,334
<b>Temporary staff</b>	16	-	-	84	-	-	22	-	-
<b>Ref.: Ajinomoto Co., Inc.</b>	3,898	2,623	1,275	3,896	2,614	1,282	3,928	2,638	1,290
<b>Employees</b>	3,459	2,449	1,010	3,464	2,429	1,035	3,494	2,444	1,050
Management	1,078	985	93	1,071	974	97	1,098	994	104
Non-management	2,305	1,414	891	2,322	1,405	917	2,324	1,394	930
Contract staff	76	50	26	71	50	21	72	56	16
<b>Temporary staff</b>	439	174	265	432	185	247	434	194	240

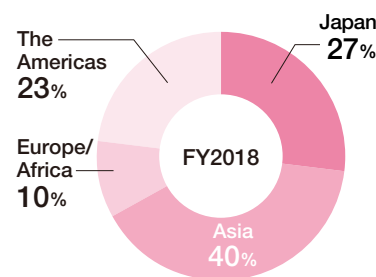
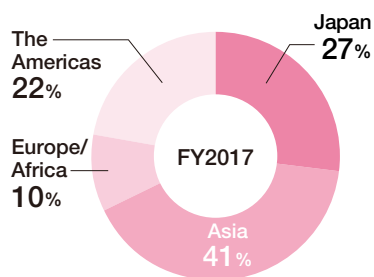
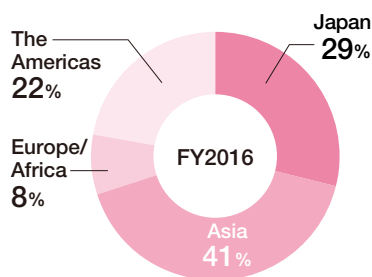
# Personnel and Labor-Related Data

## Ajinomoto Group employee ratio

Numbers in parentheses indicate male and female percentages.

	FY2016			FY2017			FY2018		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
<b>Ajinomoto Group total</b>	100%	-	-	100%	-	-	100%	-	-
<b>Employees</b>	76%	(72%)	(28%)	77%	(71%)	(29%)	78%	(71%)	(29%)
Management	10%	(81%)	(19%)	11%	(78%)	(22%)	11%	(77%)	(23%)
Non-management	66%	(71%)	(29%)	66%	(70%)	(30%)	67%	(70%)	(30%)
Contract staff	0%	(66%)	(34%)	0%	(70%)	(30%)	0%	(78%)	(22%)
<b>Temporary staff</b>	24%	-	-	23%	-	-	22%	-	-
<b>Japan</b>	100%	-	-	100%	-	-	100%	-	-
<b>Employees</b>	61%	(77%)	(23%)	61%	(76%)	(24%)	61%	(75%)	(25%)
Management	15%	(93%)	(7%)	15%	(93%)	(7%)	15%	(92%)	(8%)
Non-management	46%	(72%)	(28%)	46%	(71%)	(29%)	46%	(70%)	(30%)
Contract staff	0%	(66%)	(34%)	0%	(70%)	(30%)	0%	(78%)	(22%)
<b>Temporary staff</b>	39%	-	-	39%	-	-	39%	-	-
<b>Asia</b>	100%	-	-	100%	-	-	100%	-	-
<b>Employees</b>	79%	(69%)	(31%)	79%	(69%)	(31%)	80%	(70%)	(30%)
Management	7%	(71%)	(29%)	9%	(64%)	(36%)	9%	(63%)	(37%)
Non-management	72%	(69%)	(31%)	70%	(70%)	(30%)	71%	(71%)	(29%)
<b>Temporary staff</b>	21%	-	-	21%	-	-	20%	-	-
<b>Europe and Africa</b>	100%	-	-	100%	-	-	100%	-	-
<b>Employees</b>	86%	(78%)	(22%)	88%	(71%)	(29%)	90%	(69%)	(31%)
Management	11%	(72%)	(28%)	10%	(72%)	(28%)	11%	(69%)	(31%)
Non-management	75%	(79%)	(21%)	78%	(70%)	(30%)	79%	(69%)	(31%)
<b>Temporary staff</b>	14%	-	-	12%	-	-	10%	-	-
<b>The Americas</b>	100%	-	-	100%	-	-	100%	-	-
<b>Employees</b>	100%	(69%)	(31%)	99%	(70%)	(30%)	100%	(68%)	(32%)
Management	10%	(62%)	(38%)	10%	(70%)	(30%)	9%	(70%)	(30%)
Non-management	89%	(70%)	(30%)	89%	(69%)	(31%)	91%	(68%)	(32%)
<b>Temporary staff</b>	0%	-	-	1%	-	-	0%	-	-
<b>Ref.: Ajinomoto Co., Inc.</b>	100%	(67%)	(33%)	100%	(67%)	(33%)	100%	(67%)	(33%)
<b>Employees</b>	89%	(71%)	(29%)	89%	(70%)	(30%)	89%	(70%)	(30%)
Management	28%	(91%)	(9%)	27%	(91%)	(9%)	28%	(91%)	(9%)
Non-management	59%	(61%)	(39%)	60%	(61%)	(39%)	59%	(60%)	(40%)
Contract staff	2%	(66%)	(34%)	2%	(70%)	(30%)	2%	(78%)	(22%)
<b>Temporary staff</b>	11%	(40%)	(60%)	11%	(43%)	(57%)	11%	(45%)	(55%)

## Group employees by region



## Personnel and Labor-Related Data

### Ratio of locally hired overseas executives

(persons)

	FY2016	FY2017	FY2018
<b>Total overseas executives</b>	-	169	178
Local executives	-	65	73
Local executive ratio	50%	38%	41%

### Number of new hires, retention rate

(persons)

	FY2016			FY2017			FY2018		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
<b>Total number of new hires (new graduates + mid-career)</b>	7,072	-	-	6,882	-	-	7,303	-	-
Japan	356	-	-	384	-	-	387	-	-
Asia	4,558	-	-	4,662	-	-	4,183	-	-
Europe and Africa	189	-	-	376	-	-	2,261	-	-
The Americas	1,969	-	-	1,460	-	-	472	-	-
<b>Ref.: Ajinomoto Co., Inc.</b>	107	75	32	119	66	53	124	71	53
New graduates	64	42	22	85	45	40	87	49	38
Mid-career	43	33	10	34	21	13	37	22	15
Management	6	5	1	9	7	2	4	4	0
Non-management	37	28	9	25	14	11	33	18	15
<b>Retention rate (3years) for new graduates</b>									
Ajinomoto Co., Inc.	95.0%	93.5%	100.0%	95.7%	97.9%	90.9%	92.4%	91.5%	93.8%

### Number of retirees, turnover, reemployment

(persons)

	FY2016			FY2017			FY2018		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
<b>Total number of retirees</b>	7,674	-	-	6,867	-	-	7,330	-	-
Japan	422	-	-	352	-	-	361	-	-
Retired	154	-	-	151	-	-	138	-	-
Resigned for personal reasons	268	-	-	201	-	-	223	-	-
Overseas	7,252	-	-	6,515	-	-	6,969	-	-
Resigned for personal reasons, etc.									
<b>Ref.: Ajinomoto Co., Inc.</b>	118	89	29	99	82	17	116	86	30
Retired	60	48	12	51	46	5	51	46	5
Resigned for personal reasons	58	41	17	48	36	12	65	40	25
<b>Turnover<sup>[1]</sup></b>									
Ajinomoto Co., Inc.	1.6%	1.6%	1.7%	1.2%	1.2%	1.1%	1.6%	1.3%	2.3%
<b>Reemployed after retirement<sup>[2]</sup></b>									
Japan	164	-	-	145	-	-	111	-	-
<b>Ref.: Ajinomoto Co., Inc.</b>	35	-	-	28	-	-	28	-	-
Under reemployment program	4	0	4	4	0	4	7	0	7
Seniors (after retirement)	31	-	-	24	-	-	21	-	-
<b>Ref.: Number of employees registered in reemployment program (Ajinomoto Co., Inc.)</b>									
Employees registered	52	2	50	47	3	44	46	4	42
Newly registered	7	0	7	7	1	6	17	1	16

[1] Only includes employees resign for personal reasons [2] Japan only

## Personnel and Labor-Related Data

### Number of personnel with disabilities (Japan only)

	As of June 1, 2017	As of June 1, 2018	As of June 1, 2019
<b>Employees</b>	307.0	333.5	300.5
Ajinomoto Co., Inc.	88.0	90.0	91.0
Group companies <sup>[1]</sup>	219.0	243.5	209.5
<b>Percentage of workforce rate</b>	2.07%	2.21%	2.23%
Ajinomoto Co., Inc.	1.91%	1.95%	2.06%
Group companies <sup>[1]</sup>	2.14%	2.33%	2.31%

[1] For group companies in Japan, numbers refer to 17 companies with 45.5 or more regular workers, among the 27 consolidated subsidiaries in Japan, and a special-purpose subsidiary Ajinomoto Mirai Co., Ltd.

### Age, years of employment, salary

	FY2016			FY2017			FY2018		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
<b>Average age</b>									
Ajinomoto Co., Inc.	43.0	43.7	40.9	43.1	44.0	41.1	43.6	44.4	41.5
Group companies in Japan	41.2	-	-	42.6	-	-	42.0	-	-
Overseas Group companies	36.6	-	-	36.7	-	-	33.5	-	-
<b>Average years of employment</b>									
Ajinomoto Co., Inc.	19.4	20.0	17.8	19.6	20.2	17.9	19.9	20.6	18.1
Group companies in Japan	13.9	-	-	13.2	-	-	12.8	-	-
Overseas Group companies	8.9	-	-	8.9	-	-	7.6	-	-
<b>Average annual salary<sup>[2]</sup> (thousand yen)</b>									
Ajinomoto Co., Inc.	9,525	-	-	9,458	-	-	9,823	-	-

[2] Average for employees (excluding contract staff)

### Working hours (Ajinomoto Co., Inc. only)

	FY2016			FY2017			FY2018		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
<b>Average annual working hours</b>	1,916	-	-	1,842	-	-	1,820	-	-
<b>Average paid leave days</b>	17.0	-	-	16.6	-	-	16.3	-	-
<b>Paid leave utilization rate</b>	87.6%	-	-	86.2%	-	-	84.3%	-	-

### Education and training (Ajinomoto Co., Inc. only)

	FY2016	FY2017	FY2018
<b>Annual expenditures for education and training</b>	504	511	513

### Freedom of Association (Ajinomoto Co., Inc. only)

	FY2016	FY2017	FY2018
<b>Ratio of employees represented by an independent trade union</b>	-	-	61.60%

## Personnel and Labor-Related Data

### Work-life balance (WLB) -related programs (Ajinomoto Co., Inc. only)

Program		Details
Anywhere office		Allows employees to work on eligible tasks at home or at a satellite office up to 4 days per week when approved by the Company.
Super flextime		Flextime system without setting core time, or a time zone in which working is required, aimed at supporting efficient fulfillment of work duties and improving WLB.
Hourly paid leave system		Allows employees to take paid leave of up to 40 hours per year in hourly units.
Child care leave system		Allows employees with children who have not yet entered junior high school to take up to 10 days of childcare leave per fiscal year per child.
Nursing care leave system		Allows employees to take leaves for 10 days per eligible family member (20 days if there are 2 or more eligible family members)
Volunteer leave system		Allows employees to take volunteer leave of up to 8 days per fiscal year in case he or she is qualified for volunteer work by an NPO, social welfare foundation, or other organization.
WLB leave system		Allows employees to take 3 consecutive days of leave separate from ordinary paid leave (once per year).
Refreshment leave system		Allows employees to take rejuvenation leave of 9, 16, 30, and 16 days one time in the age ranges of 25–32, 33–40, 41–48, and 49–56, respectively.
WLB short working hours system	Short time work for childcare	Allows employees to take leave up to 2 hours and 30 minutes per day until the child enters the 4th grade of elementary school.
	Short time work for nursing care	Allows employees to take leave up to 2 hours and 30 minutes per day to provide care for certain family members until such care is no longer needed.
Area application system		Allows employees to request to work in a specific area due to childcare, family care, or other applicable reasons (global employees: no transfer, regional employees: transfer to area different from that when hired).
WLB temporary retirement system	Temporary retirement for child care	Allows employees to take leave until the last day of April following the child's 1st birthday. A total of 15 days paid leave is provided.
	Temporary retirement for nursing care	Allows employees to take leave up to 1 year to care for a spouse, parents, or family within the 2nd-degree of kinship whom the employee supports.
	Temporary retirement for infertility treatment	Allows employees to take leave once in principle, up to 1 year, to receive advanced reproductive therapy.
	Temporary retirement for accompanying spouse on job transfer	Allows employees to take leave once, for a period between 1 and 3 years, to accompany their spouse on a job transfer that requires the spouse to change residence.
Re-employment system		Allows employees to register for re-employment in the event that retirement was unavoidable due to childbirth and newborn care, family and child care, or relocation because of marriage or spouse's job transfer.

## Personnel and Labor-Related Data

### Employee usage of WLB-related programs (Ajinomoto Co., Inc. only)

	FY2016			FY2017			FY2018		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
<b>Parenting leave program</b>									
<b>Number of users</b>									
Parenting leave	123	10	113	149	27	122	122	23	99
Number of employees with the right to take childcare leave	-	-	-	-	-	-	174	124	50
Part-time parenting and work	182	0	182	157	0	157	154	0	154
Childcare leave	39	3	36	25	2	23	18	1	17
<b>Usage ratio</b>									
Parenting leave	-	25.5%	100.0%	-	21.3%	100.0%	-	18.5%	100.0%
Part-time parenting and work	-	-	-	-	-	-	-	-	-
Childcare leave	-	-	-	-	-	-	-	-	-
Average parenting leave usage days	-	27	332	-	16	288	-	27	365
Reinstatement rate	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Retention rate	-	-	-	-	-	-	-	100.0%	100.0%
<b>Other WLB-related programs</b>									
<b>Number of users</b>									
Nursing care leave	14	5	9	14	5	9	12	1	11
Nursing care temporary retirement	0	0	0	1	0	1	3	1	2
Part-time family care and work	1	0	1	1	0	1	-	-	-
Accumulated paid leave	104	41	63	85	32	53	79	22	57
Volunteer leave	55	-	-	42	-	-	36	-	-
Rejuvenation leave	155	-	-	142	-	-	160	-	-

## Frequency of serious accidents and accidents with absence

### Frequency of serious accidents and accidents with absence, and number of accident victims<sup>[1]</sup>

	FY2014	FY2015	FY2016	FY2017	FY2018
No. of people (with absence)	102	108	119	110	134
No. of people (serious)	24	26	16	23	16
Lost-time injury frequency rate	1.25	1.26	1.37	1.39	1.49
Lost-workday rate	0.027	0.097	0.054	0.021	0.018

[1] Data from Ajinomoto Foods North America, Inc. and Ajinomoto Istanbul Food Industry and Trade Ltd. Co. were added in fiscal 2017.

## Personnel and Labor-Related Data

### Major accidents / incidents<sup>[1]</sup>

		FY2014	FY2015	FY2016	FY2017	FY2018
Number of caught-in accident victims People, serious accident victims in ( )	Japan	6 (4)	2 (1)	2 (1)	1 (1)	1 (0)
	Oerseas	3 (2)	3 (2)	3 (0)	9 (7)	7 (3)
	Total	9 (6)	5 (3)	5 (1)	10 (8)	8 (3)
Number of fall accident victims People, serious accident victims in ( )	Japan	6 (2)	18 (5)	24 (2)	14 (3)	19 (4)
	Oerseas	13 (3)	13 (0)	6 (1)	9 (1)	13 (0)
	Total	19 (5)	31 (5)	30 (3)	23 (4)	32 (4)
Number of low back pain incidents People, serious incidents in ( )	Japan	1 (0)	8 (0)	7 (0)	5 (0)	10 (0)
	Oerseas	-	-	-	2 (0)	5 (0)
	Total	-	-	-	7 (0)	15 (0)
Number of serious accidents (excluding commuting acci- dents) caught-in and fall accidents in ( )	Japan	8 (6)	13 (6)	8 (3)	6 (4)	9 (4)
	Oerseas	8 (5)	13 (2)	8 (1)	17 (8)	7 (3)
	Total	16 (11)	26 (8)	16 (4)	23 (12)	16 (7)
Number of serious commuting accidents	Japan	3	5	4	3	3
	Oerseas	22	13	5	16	10
	Total	25	18	9	19	13
Number of fatalities	Japan	0	1	0	0	0
	Oerseas	0	0	0	0	0
	Total	0	1	0	0	0

[1] Data from Ajinomoto Foods North America, Inc. and Ajinomoto Istanbul Food Industry and Trade Ltd. Co. were added in fiscal 2017.

### Number of hotline reports

	FY2016	FY2017	FY2018
<b>Number of hotline reports</b>	<b>69</b>	<b>71</b>	<b>98</b>
Human rights, harassment	33	28	47
Hiring, working condition	14	14	21
Quality, environment	1	1	1
Irregularity	2	2	1
Social manners, ethics	8	10	6
Proper job performance	6	13	20
Others	5	3	2