

Ajinomoto Group Sustainability Data Book 2020

Appendix 2 : Personnel and Labor-Related Data

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

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, 71 overseas) as of March 31, 2020.

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)

	FY2017			FY2018			FY2019		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Group total	44,606	-	-	44,199	-	-	41,533	-	-
Employees	34,452	24,550	9,902	34,504	24,467	10,037	32,509	22,894	9,615
Management	4,921	3,861	1,060	4,911	3,804	1,107	4,839	3,674	1,165
Non-management	29,460	20,639	8,821	29,521	20,607	8,914	27,580	19,151	8,429
Contract staff	71	50	21	72	56	16	90	69	21
Temporary staff	10,154	-	-	9,695	-	-	9,024	-	-
Japan	15,059	-	-	14,991	-	-	13,196	-	-
Employees	9,213	6,999	2,214	9,219	6,913	2,306	7,945	5,781	2,164
Management	2,221	2,056	165	2,203	2,024	179	2,037	1,840	197
Non-management	6,921	4,893	2,028	6,944	4,833	2,111	5,818	3,872	1,946
Contract staff	71	50	21	72	56	16	90	69	21
Temporary staff	5,846	-	-	5,772	-	-	5,251	-	-
Asia	17,880	-	-	17,305	-	-	16,251	-	-
Employees	14,105	9,772	4,333	13,819	9,730	4,089	12,873	9,195	3,678
Management	1,532	981	551	1,597	1,008	589	1,607	1,016	591
Non-management	12,573	8,791	3,782	12,222	8,722	3,500	11,266	8,179	3,087
Temporary staff	3,775	-	-	3,486	-	-	3,378	-	-
EMEA	3,899	-	-	3,972	-	-	3,951	-	-
Employees	3,450	2,437	1,013	3,557	2,458	1,099	3,584	2,478	1,106
Management	393	282	111	420	290	130	465	317	148
Non-management	3,057	2,155	902	3,137	2,168	969	3,119	2,161	958
Temporary staff	449	-	-	415	-	-	367	-	-
The Americas	7,768	-	-	7,931	-	-	8,135	-	-
Employees	7,684	5,342	2,342	7,909	5,366	2,543	8,107	5,440	2,667
Management	775	542	233	691	482	209	730	501	229
Non-management	6,909	4,800	2,109	7,218	4,884	2,334	7,377	4,939	2,438
Temporary staff	84	-	-	22	-	-	28	-	-
Ref.: Ajinomoto Co., Inc.	3,896	2,614	1,282	3,928	2,638	1,290	3,607	2,437	1,170
Employees	3,464	2,429	1,035	3,494	2,444	1,050	3,401	2,327	1,074
Management	1,071	974	97	1,098	994	104	1,105	989	116
Non-management	2,322	1,405	917	2,324	1,394	930	2,206	1,269	937
Contract staff	71	50	21	72	56	16	90	69	21
Temporary staff	432	185	247	434	194	240	206	110	96

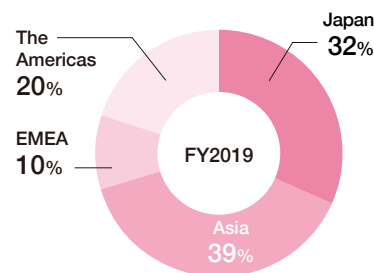
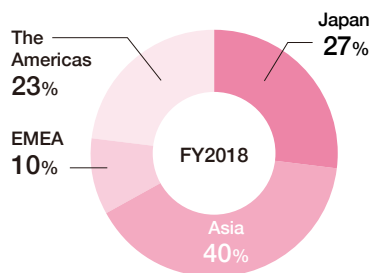
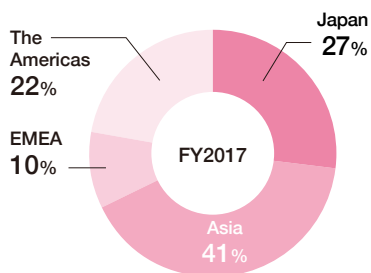
Personnel and Labor-Related Data

Ajinomoto Group employee ratio

Numbers in parentheses indicate male and female percentages.

	FY2017			FY2018			FY2019		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Group total	100%	-	-	100%	-	-	100%	-	-
Employees	77%	(71%)	(29%)	78%	(71%)	(29%)	78%	(70%)	(30%)
Management	11%	(78%)	(22%)	11%	(77%)	(23%)	12%	(76%)	(24%)
Non-management	66%	(70%)	(30%)	67%	(70%)	(30%)	66%	(69%)	(31%)
Contract staff	0%	(70%)	(30%)	0%	(78%)	(22%)	0%	(77%)	(23%)
Temporary staff	23%	-	-	22%	-	-	22%	-	-
Japan	100%	-	-	100%	-	-	100%	-	-
Employees	61%	(76%)	(24%)	61%	(75%)	(25%)	60%	(73%)	(27%)
Management	15%	(93%)	(7%)	15%	(92%)	(8%)	15%	(90%)	(10%)
Non-management	46%	(71%)	(29%)	46%	(70%)	(30%)	44%	(67%)	(33%)
Contract staff	0%	(70%)	(30%)	0%	(78%)	(22%)	1%	(77%)	(23%)
Temporary staff	39%	-	-	39%	-	-	40%	-	-
Asia	100%	-	-	100%	-	-	100%	-	-
Employees	79%	(69%)	(31%)	80%	(70%)	(30%)	79%	(71%)	(29%)
Management	9%	(64%)	(36%)	9%	(63%)	(37%)	10%	(63%)	(37%)
Non-management	70%	(70%)	(30%)	71%	(71%)	(29%)	69%	(73%)	(27%)
Temporary staff	21%	-	-	20%	-	-	21%	-	-
EMEA	100%	-	-	100%	-	-	100%	-	-
Employees	88%	(71%)	(29%)	90%	(69%)	(31%)	91%	(69%)	(31%)
Management	10%	(72%)	(28%)	11%	(69%)	(31%)	12%	(68%)	(32%)
Non-management	78%	(70%)	(30%)	79%	(69%)	(31%)	79%	(69%)	(31%)
Temporary staff	12%	-	-	10%	-	-	9%	-	-
The Americas	100%	-	-	100%	-	-	100%	-	-
Employees	99%	(70%)	(30%)	100%	(68%)	(32%)	100%	(67%)	(33%)
Management	10%	(70%)	(30%)	9%	(70%)	(30%)	9%	(69%)	(31%)
Non-management	89%	(69%)	(31%)	91%	(68%)	(32%)	91%	(67%)	(33%)
Temporary staff	1%	-	-	0%	-	-	0%	-	-
Ref.: Ajinomoto Co., Inc.	100%	(67%)	(33%)	100%	(67%)	(33%)	100%	(68%)	(32%)
Employees	89%	(70%)	(30%)	89%	(70%)	(30%)	94%	(68%)	(32%)
Management	27%	(91%)	(9%)	28%	(91%)	(9%)	31%	(90%)	(10%)
Non-management	60%	(61%)	(39%)	59%	(60%)	(40%)	61%	(58%)	(42%)
Contract staff	2%	(70%)	(30%)	2%	(78%)	(22%)	2%	(77%)	(23%)
Temporary staff	11%	(43%)	(57%)	11%	(45%)	(55%)	6%	(53%)	(47%)

Group employees by region



Personnel and Labor-Related Data

Ratio of locally hired overseas executives

(persons)

	FY2017	FY2018	FY2019
Total overseas executives	169	178	177
Local executives	65	73	73
Local executive ratio	38%	41%	41%

Number of new hires, retention rate

(persons)

	FY2017			FY2018			FY2019		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total number of new hires (new graduates + mid-career)	6,882	-	-	7,303	-	-	4,349	-	-
Japan	384	-	-	387	-	-	303	-	-
Asia	4,662	-	-	4,183	-	-	1,314	-	-
EMEA	376	-	-	2,261	-	-	344	-	-
The Americas	1,460	-	-	472	-	-	2,388	-	-
Ref.: Ajinomoto Co., Inc.	119	66	53	124	71	53	99	57	42
New graduates	85	45	40	87	49	38	88	49	39
Mid-career	34	21	13	37	22	15	11	8	3
Management	9	7	2	4	4	0	0	0	0
Non-management	25	14	11	33	18	15	11	8	3
Retention rate (3years) for new graduates									
Ajinomoto Co., Inc.	95.7%	97.9%	90.9%	92.4%	91.5%	93.8%	94.5%	100.0%	85.0%

Number of retirees, turnover, reemployment

(persons)

	FY2017			FY2018			FY2019		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total number of retirees	6,867	-	-	7,330	-	-	4,535	-	-
Japan	352	-	-	361	-	-	322	-	-
Retired	151	-	-	138	-	-	144	-	-
Resigned for personal reasons	201	-	-	223	-	-	178	-	-
Over-seas	6,515	-	-	6,969	-	-	4,213	-	-
Resigned for personal reasons, etc.									
Ref.: Ajinomoto Co., Inc.	99	82	17	116	86	30	135	100	35
Retired	51	46	5	51	46	5	69	55	14
Resigned for personal reasons	48	36	12	65	40	25	66	45	21
Turnover ^[1]									
Ajinomoto Co., Inc.	1.2%	1.2%	1.1%	1.6%	1.3%	2.3%	1.6%	1.5%	1.9%
Reemployed after retirement ^[2]									
Japan	145	-	-	111	-	-	127	-	-
Ref.: Ajinomoto Co., Inc.	28	-	-	28	-	-	36	0	0
Under reemployment program	4	0	4	7	0	7	0	0	0
Seniors (after retirement)	24	-	-	21	-	-	36	-	-
Ref.: Number of employees registered in reemployment program (Ajinomoto Co., Inc.)									
Employees registered	47	3	44	46	4	42	44	4	40
Newly registered	7	1	6	17	1	16	5	0	5

[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, 2018	As of June 1, 2019	As of June 1, 2020
Employees	333.5	300.5	293.5
Ajinomoto Co., Inc.	90.0	91.0	86.0
Group companies ^[1]	243.5	209.5	207.5
Percentage of workforce rate	2.21%	2.23%	2.22%
Ajinomoto Co., Inc.	1.95%	2.06%	1.98%
Group companies ^[1]	2.33%	2.31%	2.34%

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

Age, years of employment, salary

	FY2017			FY2018			FY2019		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Average age									
Ajinomoto Co., Inc.	43.1	44.0	41.1	43.6	44.4	41.5	43.9	44.7	41.7
Group companies in Japan	42.6	-	-	42.0	-	-	41.4	-	-
Overseas Group companies	36.7	-	-	33.5	-	-	37.0	-	-
Average years of employment									
Ajinomoto Co., Inc.	19.6	20.2	17.9	19.9	20.6	18.1	19.9	20.9	17.4
Group companies in Japan	13.2	-	-	12.8	-	-	14.1	-	-
Overseas Group companies	8.9	-	-	7.6	-	-	9.4	-	-
Average annual salary ^[2] (thousand yen)									
Ajinomoto Co., Inc.	9,458	-	-	9,823	-	-	9,557	-	-

[2] Average for employees (excluding contract staff)

Working hours (Ajinomoto Co., Inc. only)

	FY2017			FY2018			FY2019		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Average annual working hours	1,842	-	-	1,820	-	-	1,812	-	-
Average paid leave days	16.6	-	-	16.3	-	-	16.9	-	-
Paid leave utilization rate	86.2%	-	-	84.3%	-	-	86.7%	-	-

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

	FY2017	FY2018	FY2019
Annual expenditures for education and training (million yen)	511	513	462
Annual average time of training and education per employee (hours)	-	13	13

Freedom of association (Ajinomoto Co., Inc. only)

	FY2017	FY2018	FY2019
Ratio of employees represented by an independent trade union	-	61.6%	61.7%

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)

	FY2017			FY2018			FY2019		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Parenting leave program									
Number of users									
Parenting leave	149	27	122	122	23	99	151	40	111
Number of employees with the right to take childcare leave	-	-	-	174	124	50	154	104	50
Part-time parenting and work	157	0	157	154	0	154	145	1	144
Childcare leave	25	2	23	18	1	17	13	1	12
Usage ratio									
Parenting leave	-	21.3%	100.0%	-	18.5%	100.0%	-	38.5%	100.0%
Part-time parenting and work	-	-	-	-	-	-	-	-	-
Childcare leave	-	-	-	-	-	-	-	-	-
Average parenting leave usage days	-	16	288	-	27	365	-	16	365
Reinstatement rate	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	99.3%	100.0%	99.0%
Retention rate	-	-	-	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Other WLB-related programs									
Number of users									
Nursing care leave	14	5	9	12	1	11	7	2	5
Nursing care temporary retirement	1	0	1	3	1	2	2	0	2
Part-time family care and work	1	0	1	-	-	-	-	-	-
Accumulated paid leave	85	32	53	79	22	57	68	29	39
Volunteer leave	42	-	-	36	-	-	42	-	-
Rejuvenation leave	142	-	-	160	-	-	105	-	-

Frequency of serious accidents and accidents with absence

Frequency of serious accidents and accidents with absence, and number of accident victims^[1]

	FY2015	FY2016	FY2017	FY2018	FY2019
No. of people (with absence)	108	119	110	134	118
No. of people (serious)	26	16	23	16	22
Lost-time injury frequency rate	1.26	1.37	1.39	1.49	1.46
Lost-workday rate	0.097	0.054	0.021	0.018	0.005
Occupational illness frequency rate	-	-	-	-	0

[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 accident and incidents^[1]

		FY2015	FY2016	FY2017	FY2018	FY2019
Number of caught-in-machinery accidents Persons, serious accidents in ()	Japan	2 (1)	2 (1)	1 (1)	1 (0)	1 (0)
	Overseas	3 (2)	3 (0)	9 (7)	7 (3)	5 (2)
	Total	5 (3)	5 (1)	10 (8)	8 (3)	6 (2)
Number of fall accidents Persons, serious accidents in ()	Japan	18 (5)	24 (2)	14 (3)	19 (4)	12 (1)
	Overseas	13 (0)	6 (1)	9 (1)	13 (0)	10 (3)
	Total	31 (5)	30 (3)	23 (4)	32 (4)	22 (4)
Number of lower back pain accidents Persons, serious accidents in ()	Japan	8 (0)	7 (0)	5 (0)	10 (0)	3 (1)
	Overseas	-	-	2 (0)	5 (0)	9 (0)
	Total	-	-	7 (0)	15 (0)	12 (1)
Number of serious accidents (excluding commuting accidents) caught-in-machinery and fall accidents in ()	Japan	13 (6)	8 (3)	6 (4)	9 (4)	6 (1)
	Overseas	13 (2)	8 (1)	17 (8)	7 (3)	15 (5)
	Total	26 (8)	16 (4)	23 (12)	16 (7)	21 (6)
Number of serious commuting accidents	Japan	5	4	3	3	3
	Overseas	13	5	16	10	7
	Total	18	9	19	13	10
Number of fatal accidents	Japan	1	0	0	0	0
	Overseas	0	0	0	0	1
	Total	1	0	0	0	1


[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 (whistleblowing) reports^[2]

	FY2016	FY2017	FY2018	FY2019
Number of hotline reports	69	71	98	93
Human rights, harassment	33	28	47	45
Hiring, working condition	14	14	21	19
Quality, environment	1	1	1	1
Irregularity	2	2	1	4
Social manners, ethics	8	10	6	10
Proper job performance	6	13	20	8
Other	5	3	2	6

[2] Multiple issues reported in some cases.

Third-party assurance



LR Independent Assurance Statement

Relating to Ajinomoto Group Sustainability Data Book 2020 for the fiscal year 2019

This Assurance Statement has been prepared for AJINOMOTO Co., Inc. in accordance with our contract but is intended for the readers of this Report.

Terms of engagement
Lloyd's Register Quality Assurance (LR) was commissioned by AJINOMOTO Co., Inc. ("the Company") to provide independent assurance on its Environmental and Social data within Ajinomoto Group Sustainability Data Book 2020 ("the report") for the fiscal year 2019 (from 1 April 2019 to 31 March 2020), against the assurance criteria below to a limited level of assurance and at the materiality of the professional judgement of the verifier using ISAE 3000 and ISO 14064-3 for GHG emissions data.

Our assurance engagement covered the Company's operations and activities in Japan and overseas and specifically the following requirements:

- Verifying conformance with the Company's reporting methodologies for the selected dataset;
- Evaluating the accuracy and reliability of data for the selected environmental and social indicators listed below:¹
 - Scope 1 GHG emissions¹ (tonnes CO₂e)
 - Scope 2 GHG emissions, market based, and location based¹ (tonnes CO₂e)
 - Scope 3 GHG emissions associated with Categories 1 to 15¹ (tonnes CO₂e)
 - Lost Time Injury Frequency Rate (LTIFR)
 - Occupational Illness Frequency Rate(OIFR)

Our assurance engagement excluded the data and information of the Company's suppliers, contractors and any third-parties mentioned in the report.

LR's responsibility is only to the Company. LR disclaims any liability or responsibility to others as explained in the end footnote. The Company's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of the Company.

LR's Opinion
Based on LR's approach nothing has come to our attention that would cause us to believe that the Company has not, in all material respects:

- Met the requirements above
- Disclosed accurate and reliable performance data

The opinion expressed is formed on the basis of a limited level of assurance and at the materiality of the professional judgement of the verifier.


Note: The extent of evidence gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

LR's approach
LR's assurance engagements are carried out in accordance with ISAE3000 and ISO14064-3 for GHG emissions. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Auditing the Company's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification.

¹ GHG quantification is subject to inherent uncertainty.

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- Interviewing with key people responsible for compiling the data and drafting the report.
- Sampling datasets and tracing activity data back to aggregated levels;
- Verifying the historical GHG emissions, Lost Time Injury Frequency Rate (LTIFR) and Occupational Illness Frequency Rate(OIFR) data and records for the fiscal year 2019; and
- Using by the Information and Communication Technology (ICT) for Delica Ace Co., Ltd Ageo Factory and Ajinomoto Food Manufacturing CO., Ltd Kawasaki Factory and visiting the head office of the Company to investigate whether the data management systems have been effectively implemented.


Observations
The Company should continue efforts for implementing quality assurance and quality control (QA/QC) systems for the GHG emissions, energy consumption and water consumption data management. This is particular to ensuring effective internal verification processes at both the corporate and member company levels.

LR's standards, competence and independence
LR implements and maintains a comprehensive management system that meets accreditation requirements for ISO 14065 Greenhouse gases – Requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition and ISO/IEC 17021-1 Conformity assessment – Requirements for bodies providing audit and certification of management systems – Part1: Requirements that are at least as demanding as the requirements of the International Standard on Quality Control 1 and comply with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants.

LR ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

The verification and certification assessments are the only work undertaken by LR for the Company and as such do not compromise our independence or impartiality.

Signed _____ Date: 13 June 2020


Takahiro Ito
LR Lead Verifier
On behalf of Lloyd's Register Quality Assurance Limited
10th Floor, Queen's Tower A, 2-3-1 Minatomirai, Nishi-ku, Yokohama, JAPAN

LR reference: YKA4005113

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