

# Driving Diversity Forward

The Ajinomoto Group is working to cultivate a diverse, vibrant workforce through strategic training and promotions that, while supporting professional success across various nationalities, genders, skills and values, result in profit-generating efficiency and a deeper pool of diverse, world-class talents.



## Global HR system for realizing “Right Person for Right Position”

The Ajinomoto Group's global human resources management system is a common platform used by group companies to develop and promote diverse leadership and achieve “Right Person for Right Position.” This system is composed of talent management and position management to clarify key talents and positions.

In fiscal 2016 and beyond, the Ajinomoto Group will accelerate development of the next generation of top management by applying this system. We will create a pool of diverse talents of whom will be essential for functioning as a global specialty company.



Fiscal 2016 global HR managers meeting

### Global HR management system

#### Position management (right position)

Clarifies roles in the organization and defines requirements for each position to execute business strategy.  
Determines responsibilities of each position and competencies needed to accomplish them.

Job Grade	Apply job-based grading
Appraisal	Apply behavior evaluation and individual performance appraisal based on Ajinomoto Group Way
Compensation	Set up global compensation policies 1. Abide by relevant regulations in each country 2. Apply “pay for job” and “pay for performance” 3. Apply competitive compensation level based on local market level

#### Talent management (right person)

Assigns and promotes the right person to the right position to develop talent. Enables early promotion of high potential talent.

HR committees	HR committees organized on local and regional levels
Talent portfolio	Apply past year’s individual performance and future leadership competencies Identify future leadership competencies based on the future goals of each affiliated company
Succession plan	Identify key positions and candidates at each affiliated company
Development plan	Define each talent’s development plan

### Various systems for global HR development

The Ajinomoto Group provides training programs to support every employee in his or her professional growth. In addition to organizing the Ajinomoto Group Way and ASV Sessions, which enable employees to deepen their understanding of shared values. The Group also provides cross-regional, division-specific, rank-based, elective and leadership programs for managers and other employees.



## Ajinomoto Group Way and ASV Sessions: Translating the Group's shared values into practice

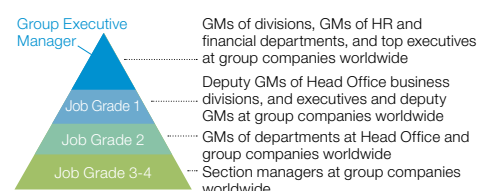
The Ajinomoto Group has been holding sessions since fiscal 2011 to promote deeper understanding of the Ajinomoto Group Way. As of year-end fiscal 2015, all group employees have taken the sessions. ASV Sessions were begun in fiscal 2015. Participants learn about ASV while also personalizing the Group's mission to address social issues through business, and reflecting on the inherent value of their work and being part of the Group. All employees of Ajinomoto Co., Inc. have taken the ASV Sessions as of year-end fiscal 2015, and nearly all employees of affiliated companies in Japan will take the sessions by end of September 2017. The Group aims to have all of the roughly 33,000 group employees worldwide take the sessions by year-end fiscal 2017.



## Global leadership training

In addition to company- and division-specific training programs, the Ajinomoto Group also provides group-standardized leadership training for future leaders. This training for developing global managers is not based on age or rank but on job grade, preparing each employee for the next step in their career.

### Managerial job grades

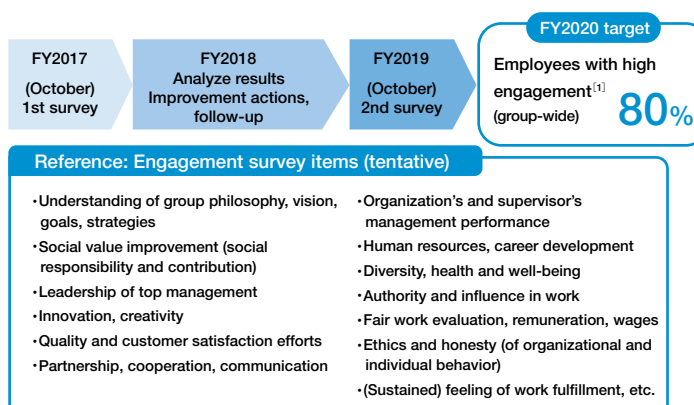


## Major training programs for developing leaders

Training	Participants	Frequency and duration	Number of participants	Content
Executive Coaching	Officers, Group Executive Managers	14 sessions a year (1 hour/session)	Approx. 15 people	Individual coaching and assessment for top management
Ajinomoto Global & Group Leader Seminar (GGLS)	Job Grade 1	· Module 1: 3 days (7 hours/day) · Draft presentation: 1 time (2 hours) · Module 2: 2 days (7 hours/day)	Approx. 25 people	Action learning about global issues faced by the Group, presentations to the HR Committee
Ajinomoto Global Future Leader Seminar (AGFLS)	Job Grade 2	5 days (7 hours/day)	Approx. 15 people	Training to establish authentic leadership and enhance influence to take initiatives of the future direction
Ajinomoto Group Leader Seminar (AGLS)	Job Grade 2	5 days (7 hours/day)	Approx. 25 people	Self-assessment, review and planning of individual objectives as a leader (for managers in Japan only)
Ajinomoto Regional Leader Seminar (ARLS)	Job Grade 3	· North America Division: 5 days (7 hours/day) · Europe & Africa Division: 5 days (7 hours/day)	Approx. 20 people	Self-assessment training sessions on coaching and cross-cultural communication (held for each region)
Ajinomoto Global Future Leader Seminar Junior (AGFLS—Jr.)	Administrative	· Module 1: 5 days (7 hours/day) · Coaching: 2 sessions · Module 2: 4 days (7 hours/day)	Approx. 15 people	Training to build self-awareness and core values as a leader

## Global engagement survey

To strengthen the organization and improve business performance, in October 2017 the Ajinomoto Group will begin a global engagement survey of the roughly 33,000 regular employees of its roughly 100 group companies. The survey, to be conducted once every two years, will serve as an indicator of the 80% "employees with high engagement," a non-financial target in the Group's 2017-2019 medium-term plan.



[1] A measure of the percentage of employees who feel that the company is creating value to address social issues and they personally are contributing to that value creation.