

Ajinomoto Group Sustainability Data Book 2016

Labor Practices

Personnel and Labor-Related Data

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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 (41 in Japan, 52 overseas) as of March 31 2016.

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

Number of Ajinomoto Group employees

(persons)

	FY2015			FY2014			FY2013		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Group total	44,500	-	-	41,235	-	-	39,491	-	-
Employees	33,295	-	-	31,312	-	-	27,579	-	-
Management	4,803	-	-	4,520	-	-	4,067	-	-
Non-management	28,419	-	-	26,728	-	-	23,446	-	-
Contract staff	73	-	-	64	-	-	66	-	-
Temporary staff	11,205	-	-	9,923	-	-	11,912	-	-
Japan	16,986	-	-	16,042	-	-	17,824	-	-
Employees	10,425	8,042	2,383	9,388	7,155	2,233	9,469	7,217	2,252
Management	2,692	2,527	165	2,440	2,302	138	2,390	2,263	127
Non-management	7,660	5,467	2,193	6,884	4,810	2,074	7,013	4,910	2,103
Contract staff	73	48	25	64	43	21	66	44	22
Temporary staff	6,561	-	-	6,654	-	-	8,355	-	-
Ajinomoto Co., Inc.	3,912	2,633	1,279	3,940	2,633	1,307	3,854	2,594	1,260
Employees	3,477	2,473	1,004	3,484	2,478	1,006	3,398	2,433	965
Management	1,090	1,004	86	1,076	995	81	1,018	942	76
Non-management	2,314	1,421	893	2,344	1,440	904	2,314	1,447	867
Contract staff	73	47	26	64	43	21	66	44	22
Temporary staff	435	160	275	456	155	301	456	161	295
Group companies in Japan	13,074	-	-	12,102	-	-	13,970	-	-
Employees	6,948	5,569	1,379	5,904	4,677	1,227	6,071	4,784	1,287
Management	1,602	1,523	79	1,364	1,307	57	1,372	1,321	51
Non-management	5,346	4,046	1,300	4,540	3,370	1,170	4,699	3,463	1,236
Temporary staff	6,126	-	-	6,198	-	-	7,899	-	-
Overseas	27,514	-	-	25,193	-	-	21,667	-	-
Employees	22,870	-	-	21,924	-	-	18,110	12,810	5,300
Management	2,111	-	-	2,080	-	-	1,677	1,196	481
Non-management	20,759	-	-	19,844	-	-	16,433	11,614	4,819
Temporary staff	4,644	-	-	3,269	-	-	3,557	-	-
Asia	17,489	-	-	15,319	-	-	-	-	-
Employees	13,292	9,274	4,018	12,667	8,882	3,785	11,005	-	-
Management	1,106	764	342	1,051	744	307	952	645	307
Non-management	12,186	8,510	3,676	11,616	8,138	3,478	10,053	-	-
Temporary staff	4,197	-	-	2,652	-	-	-	-	-
Europe and Africa	2,897	-	-	2,589	-	-	-	-	-
Employees	2,468	1,961	507	2,499	1,982	517	2,450	-	-
Management	298	215	83	301	227	74	304	230	74
Non-management	2,170	1,746	424	2,198	1,755	443	2,146	-	-
Temporary staff	429	-	-	90	-	-	-	-	-
The Americas	7,128	-	-	7,285	-	-	-	-	-
Employees	7,110	-	-	6,758	-	-	4,655	-	-
Management	707	-	-	728	-	-	421	321	100
Non-management	6,403	-	-	6,030	-	-	4,234	-	-
Temporary staff	18	-	-	527	-	-	-	-	-

* Actual fiscal 2013 numbers for overseas indicate total employees only.

Local executives

(persons)

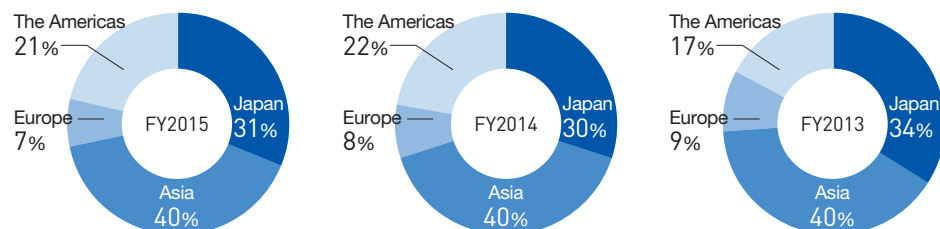
	FY2015	FY2014	FY2013
Overseas: Total executives	187	193	196
Local executives	78	78	80
Local executive ratio	41.7%	40.4%	40.8%

Ajinomoto Group employee ratio

Numbers in parentheses indicate male and female percentages.

	FY2015			FY2014			FY2013		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Group total	100%	-	-	100%	-	-	100%	-	-
Employees	75%	-	-	76%	-	-	70%	-	-
Management	11%	-	-	11%	-	-	10%	-	-
Non-management	64%	-	-	65%	-	-	59%	-	-
Contract staff	0%	-	-	0%	-	-	0%	-	-
Temporary staff	25%	-	-	24%	-	-	-	-	-
Japan	100%	-	-	100%	-	-	100%	-	-
Employees	61%	(77%)	(23%)	59%	(76%)	(24%)	53%	(76%)	(24%)
Management	16%	(94%)	(6%)	15%	(94%)	(6%)	13%	(95%)	(5%)
Non-management	45%	(71%)	(29%)	43%	(70%)	(30%)	39%	(70%)	(30%)
Contract staff	0%	(66%)	(34%)	0%	(67%)	(33%)	0%	(67%)	(33%)
Temporary staff	39%	-	-	41%	-	-	47%	-	-
Ajinomoto Co., Inc.	100%	(67%)	(33%)	100%	(67%)	(33%)	100%	(67%)	(33%)
Employees	89%	(71%)	(29%)	88%	(71%)	(29%)	88%	(72%)	(28%)
Management	28%	(92%)	(8%)	27%	(92%)	(8%)	26%	(93%)	(7%)
Non-management	59%	(61%)	(39%)	59%	(61%)	(39%)	60%	(63%)	(37%)
Contract staff	2%	(64%)	(36%)	2%	(67%)	(33%)	2%	(67%)	(33%)
Temporary staff	11%	(37%)	(63%)	12%	(34%)	(66%)	12%	(35%)	(65%)
Group companies in Japan	100%	-	-	100%	-	-	100%	-	-
Employees	53%	(80%)	(20%)	49%	(79%)	(21%)	43%	(79%)	(21%)
Management	12%	(95%)	(5%)	11%	(96%)	(4%)	10%	(96%)	(4%)
Non-management	41%	(76%)	(24%)	38%	(74%)	(26%)	34%	(74%)	(26%)
Temporary staff	47%	-	-	51%	-	-	57%	-	-
Overseas	100%	-	-	100%	-	-	100%	-	-
Employees	83%	-	-	87%	-	-	84%	-	-
Management	8%	-	-	8%	-	-	8%	-	-
Non-management	75%	-	-	79%	-	-	76%	-	-
Temporary staff	17%	-	-	13%	-	-	16%	-	-
Asia	100%	-	-	100%	-	-	-	-	-
Employees	76%	(70%)	(30%)	83%	(70%)	(30%)	-	-	-
Management	6%	(69%)	(31%)	7%	(71%)	(29%)	-	(68%)	(32%)
Non-management	70%	(70%)	(30%)	76%	(70%)	(30%)	-	-	-
Temporary staff	24%	-	-	17%	-	-	-	-	-
Europe and Africa	100%	-	-	100%	-	-	-	-	-
Employees	85%	(79%)	(21%)	97%	(79%)	(21%)	-	-	-
Management	10%	(72%)	(28%)	12%	(75%)	(25%)	-	(76%)	(24%)
Non-management	75%	(80%)	(20%)	85%	(80%)	(20%)	-	-	-
Temporary staff	15%	-	-	3%	-	-	-	-	-
The Americas	100%	-	-	100%	-	-	-	-	-
Employees	100%	-	-	93%	-	-	-	-	-
Management	10%	-	-	10%	-	-	-	-	-
Non-management	90%	-	-	83%	-	-	-	-	-
Temporary staff	0%	-	-	7%	-	-	-	-	-

Group employees by region



Number of new hires, retention rate

(persons)

	FY2015			FY2014			FY2013		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Number of new hires: Total (new graduates + mid-career)	5,365	-	-	4,739	-	-	7,588	-	-
Japan	376	-	-	360	-	-	300	-	-
Ajinomoto Co., Inc.	66	45	21	112	67	45	91	61	30
New graduates	55	35	20	78	47	31	69	47	22
Mid-career	11	10	1	34	20	14	22	14	8
Management	3	3	0	7	5	2	1	1	0
Non-management	8	7	1	27	15	12	21	13	8
Group companies in Japan	310	-	-	248	-	-	209	-	-
Overseas	4,989	-	-	4,379	-	-	7,288	-	-
Asia	4,061	-	-	3,225	-	-	-	-	-
Europe and Africa	184	-	-	221	-	-	-	-	-
The Americas	744	-	-	933	-	-	-	-	-
Reference: Retention rate (3 years) for new graduates									
Ajinomoto Co., Inc.	97.8%	96.4%	100.0%	97.3%	95.7%	100.0%	97.4%	100.0%	93.5%

Number of retirees, turnover, re-employment

(persons)

	FY2015			FY2014			FY2013		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total number of retirees	5,469	-	-	4,611	-	-	4,538	-	-
Japan	416	-	-	335	-	-	316	-	-
Retired	161	-	-	116	-	-	115	-	-
Resigned for personal reasons	255	-	-	219	-	-	201	-	-
Ajinomoto Co., Inc.	83	58	25	81	56	25	67	35	32
Retired	44	33	11	33	27	6	29	17	12
Resigned for personal reasons	39	25	14	48	29	19	38	18	20
Group companies in Japan	333	-	-	254	-	-	249	-	-
Retired	117	-	-	83	-	-	86	-	-
Resigned for personal reasons	216	-	-	171	-	-	163	-	-
Overseas	5,053	-	-	4,276	-	-	4,222	-	-
Resigned for personal reasons, etc.									
Turnover¹									
Ajinomoto Co., Inc.	1.1%	1.0%	1.4%	1.4%	1.2%	1.9%	1.1%	0.7%	2.0%
Re-employed after retirement²									
Japan	157	-	-	168	-	-	106	-	-
Ajinomoto Co., Inc.	23	-	-	23	-	-	20	-	-
Under re-employment program	0	0	0	4	0	4	2	0	2
Seniors (after retirement)	23	-	-	19	-	-	18	-	-
Group companies in Japan ³	134	-	-	145	-	-	86	-	-
Reference: Number of employees registered in re-employment program ⁴ (Ajinomoto Co., Inc.)									
Employees registered	50	2	48	50	1	49	55	1	54
Newly registered	11	1	10	8	0	8	15	0	15

¹ Only includes employees resign for personal reasons, Ajinomoto Co., Inc. only² Japan only³ Total numbers⁴ For registration conditions, see "Labor Practices" p. 6.

Number of personnel with disabilities (Japan only)

	FY2015	FY2014	FY2013
Employees (persons)			
Ajinomoto Co., Inc.	90	90	85
Group companies in Japan	238	206	194
Percent of workforce rate			
Ajinomoto Co., Inc.	1.95%	1.93%	1.82%
Group companies in Japan	2.12%	1.91%	1.85%

*For Group companies in Japan, numbers refer to 29 companies with 50 or more regular workers, among the 41 consolidated subsidiaries in Japan.

Employee statistics

	FY2015			FY2014			FY2013		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Average age									
Japan	-	-	-	-	-	-	-	-	-
Ajinomoto Co., Inc.	42.6	43.4	40.4	42.2	42.9	39.9	41.7	42.4	39.4
Group companies in Japan	41.7	-	-	-	-	-	-	-	-
Overseas	36.2	-	-	35.7	-	-	34.2	-	-
Average years of employment									
Japan	-	-	-	-	-	-	-	-	-
Ajinomoto Co., Inc.	19.1	19.8	17.3	18.7	19.3	16.7	18.3	18.9	16.5
Group companies in Japan	13.9	-	-	-	-	-	-	-	-
Overseas	8.8	-	-	8.7	-	-	7.9	-	-
Average annual salary¹ (thousand yen)									
Ajinomoto Co., Inc.	9,512	-	-	9,231	-	-	9,096	-	-

¹ Average for employees (excluding contract staff)

Working hours and employee usage of work-life balance (parenting) and related programs (Ajinomoto Co., Inc. only)

	FY2015			FY2014			FY2013		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Working hours									
Total actual working hours	1,947	-	-	1,996	-	-	1,986	-	-
Average non-statutory working hours	166	-	-	161	-	-	159	-	-
Average paid leave days	16.7	-	-	15.7	-	-	15.4	-	-
Paid leave utilization rate	85.6%	-	-	80.5%	-	-	79%	-	-
Work-life balance (WLB) – Parenting leave program									
Number of users									
Parenting Leave	123	10	113	119	7	112	107	4	103
Part-Time Parenting and Work	164	1	163	181	2	179	149	0	149
Usage ratio									
Parenting Leave	-	6.6%	100%	-	4.6%	100%	-	3.5%	100%
Part-Time Parenting and Work	-	-	-	-	-	-	-	-	-
Average parenting leave usage days	-	14	262	-	22	251	-	21	366
Reinstatement rate	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Work-life balance (WLB) – Related programs									
Number of users									
Childcare Leave	38	3	35	53	3	50	44	3	41
Family Care Leave	1	0	1	1	0	1	0	0	0
Part-Time Family Care and Work	1	0	1	1	0	1	1	0	1
Accumulated Paid Leave	83	27	56	84	27	57	63	24	39
Telecommuting ²	133	69	64	77	37	40	-	-	-
Rejuvenation Leave	181	-	-	213	-	-	238	-	-
Volunteer Leave	57	-	-	48	-	-	38	-	-

² Introduced in October 2014

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

	FY2015	FY2014	FY2013
Annual expenditures for education and training (million yen)	470	463	425

Health and safety (Ajinomoto Co., Inc. only)

	FY2015	FY2014	FY2013
Employees taking mental health leave (persons)	43	29	44