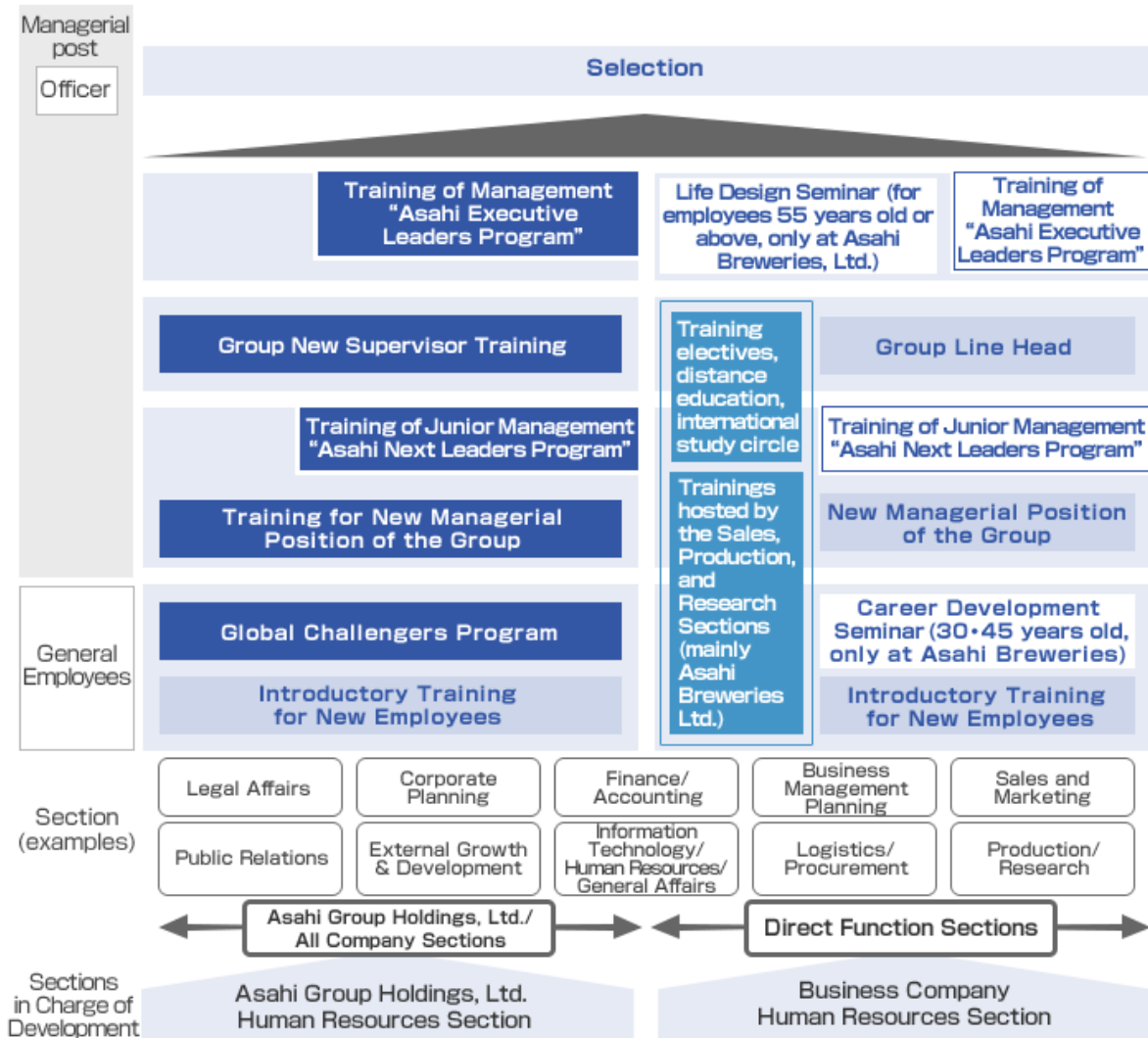




To promote growth of employees, the Asahi Group is proceeding with the revision of the evaluation system and is implementing various training programs. Each training program has a quota for female participation.

## Group Development System



\*The Group New Supervisor Training sessions are aimed at deepening the understanding of newly appointed supervisors regarding required knowledge, covering areas such as basic management, coaching, evaluation, diversity.

\*The Career Development Seminars provide a chance for both men and women to plan their careers.

## Main Training Programs

**Asahi Breweries, Ltd.**

Topics	Contents
Selective programs	Development of next-generation management
Rank-based programs	Introductory training for new recruits, training for newly appointed producers (managers)
	Training for newly appointed supervisors
Self-study programs	Selective training, correspondence courses, e-learning, and skill-training leave system
Professional training programs	System for supporting employees in obtaining special qualifications
Department-based programs	Department training sessions, business unit training

## Developing Global Human Resources

### Main Related Training Programs

Program	Contents
Global Leadership Development Program (GLDP)	The GLDP targets general manager class at overseas Group companies to lead overseas business as local executives and focuses on the acquisition of global viewpoints and perspectives and deepening understanding of the Asahi Group history, management policies, and so on over the course of about two years.
Global Challengers Program (GCP)	This program selects from a pool of aspiring general employees who have served for more than two years in the Group (third year after joining) and those who have scored more than 700 on their CASEC* test. Selected employees spend a year and a half in one of Asahi Group's overseas companies and experience OJT (On the Job Training).
Group Company Visit Training by Overseas Local Employees	Local employees from overseas Group companies are invited to Japan to undergo training for a fixed period at the Group Head Office. They experience the culture, attitudes and work at the Japanese Group Head Office and, while they attempt to communicate with Japanese employees, they also give Japanese employees precious opportunities to come into contact with global attitudes.
Asahi Next Leader Program (NLP)	The Asahi Next Leader Program began in 2012. Under this program, the Group selects personnel who strongly aspire to become future corporate managers from among managers (aged 35 to 45) at operating companies in Japan through an open recruitment or nomination process.

\*CASEC: Computerized Assessment System for English Communication, developed by

the Eiken Foundation of Japan

## Education and Training Results

### Average cost of training (average per employee, Asahi Breweries, Ltd.)

	2012	2013	2014	2015	2016
Average cost of training per employee (approximate hours/month)	¥60,000	¥68,000	¥72,000	¥64,000	¥52,000

## Career Design Meetings

At Asahi Breweries, Ltd., employees complete a “career design sheet” once a year to consider and write about their career vision. All employees are required to have meetings with their seniors and juniors in the company based on these sheets, and senior employees use this to support younger employees in their careers.

## Senior Colleagues Supporting Junior Colleagues

Asahi Breweries, Ltd. ensures the efficient integration of new hires into the company through a program in which senior colleagues who have completed the required training provide guidance in their respective divisions. Another program supports the professional development of young employees through empathetic, face-to-face career conversations with retired employees who have been re-hired as contract workers.



President's Message

CSR Management



Food and Health



The Environment



People and Society



Human Resource Development and Diversity

Status of Employment

Human Resource Development

Evaluation and Treatment

Diversity (Message from Management)

[Our Basic Philosophy about Diversity](#)

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[Promoting Diverse Human Resources](#)

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OUR BUSINESS

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INVESTORS

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SUSTAINABILITY

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Consumption of alcohol by persons under 20 years of age is prohibited by Japanese law.