Disseminating and realizing our vision for ideal organization and ideal human resources

In order to realize the vision we have for our ideal organization and ideal human resources, we have opened up various communication channels to further everyone's understanding, including opportunities for direct interaction between management and employees, and are drafting and executing human resources management action plans for each function with an emphasis on employee initiative and autonomy.

Realizing the ideal human resources portfolio

To shift to a business portfolio that will allow us to achieve the 2027 MEDIPAL Medium-Term Vision, we need to match the right person to the right job position. In our core businesses, we aim to increase added value and productivity while also achieving further growth. In order to shift human resources into what we now define as priority businesses, such as new businesses, medical devices and reagents, or AGRO & FOOD, we will analyze the current human resources portfolio for each business and design and visualize targets in order to execute our human resource strategy for both quantity and quality. We will enable faster business decisions and constant innovation by pursuing a human resources strategy to take us into the future. This will allow us to build systems to create social value and customer value and to achieve sustainable growth by the Group.

Systems to implement our strategy

To pursue this strategy, our Human Resources Strategy Department is working out the concept and direction of the human resources strategy for the Group and developing platforms and other programs for overall management. After laying the groundwork in this way, the actual programs are handed over for the administrative and HR departments of each company to actually implement. We have set up a Human Resources Committee as the organization responsible for liaising and coordinating between the Human Resources Strategy Department and the HR divisions of each company. This committee meets monthly to share, investigate, and discuss problems, policies, and actions. The strategies and measures decided by the committee are reported to the management levels as needed.

Roadmap

To realize our vision for the the ideal organization and ideal human resources and to develop our human resources portfolio, we will implement the foundation building phase and the execution phase in parallel.

1 Understand the current situation and identify problems

To be able to put this human resources portfolio management into practice, we will work to understand where we are now in terms of what skills our human resources have, where these resources are, and how much resource we have. In parallel, we will also run a survey of our workplace culture to identify any problems.

2 Implement programs and build a human resources platform

Reflecting on both the problems identified (current situation) and the vision (target), we will implement programs and build a human resources platform.

✔ Centralize, visualize, and analyze HR data
✔ Build systems to recruit future-oriented human resources and highly specialized human resources from outside the company
✔ Build and implement talent management systems
✔ Systematize reskilling
✔ Build and implement systems to develop future-oriented human resources
✔ Formulate and implement job descriptions for key positions
✔ Allocate human resources in a strategic, optimized manner
✔ Rebuild HR evaluation systems and step up implementation to support development of future-oriented human resources

3 Manage progress based on KPIs

As we implement the foundation building phase and the execution phase in parallel, in line with our human resources strategy, we will set KPIs for our human resources strategy to manage our progress. To set the KPIs, we are drawing on the ISO 30414 standard and considering developing KPIs specific to the MEDIPAL Group that link with our growth strategy.

Vision for the ideal organization,

Vision for ideal human resources,

Human resources portfolio

Human resources strategy

Manage progress

Understand the current situation, identify problems

Implement programs

Human resources strategy

Manage progress

Understand the current situation, identify problems

Implement programs

Identify issues

Understand the current situation