

Human Resources

Message from the CHRO



Value creation begins with our people, so we are making changes to maximize their potential.

Tomoyo Hiraoka

Vice President
Chief Human Resource Officer

Creating an environment where everyone can embrace ongoing personal development

The Mitsubishi Chemical Group believes that our people are the source of value creation, and we position our human resources as the driver of company growth and the realization of KAITEKI. Every single employee has limitless potential. My mission is to move our Company continuously forward to create an environment in which the MCG Group can unlock the potential of its people and all our employees can embrace ongoing personal development.

In order to achieve this mission, under the policy set forth in the medium- to long-term basic management strategy KAITEKI VISION 30 (KV30), we are working toward reforming the human resource systems at all Group companies. We have put in place systems to realize diversity, equity, and inclusion, proactive career development, and work-style reforms.

I feel that these changes have created opportunities for employees to reconsider the value of their work and the career paths that might interest them, and to volunteer for new challenges. We are also investing proactively in human resources and corporate culture reforms to help our people grow in tandem with the ongoing

developments at the Company. We are expanding programs to train the next generation of leaders to drive change, setting up e-learning platforms, running seminars on diversity and inclusion to drive changes in our corporate culture, and implementing mentoring programs. Our overall goal is to create an environment whereby the Company respects individual aspirations and encourages personal development. We aim to achieve this by providing greater choice in available training programs that match individual career interests as well as strengthening leadership and management problem-solving. Company growth can be thought of as the sum total of the contributions made by, and personal development of, each employee. Looking ahead, we want to roll out programs across the entire Group to enhance our human capital, as our people are the starting point for value creation.

Accelerating initiatives to implement the “One Company, One Team” concept

Fiscal 2022 will see the implementation of the “One Company, One Team” concept in our new organizational structure, as we work to execute the new management policy, “Forging the

future.” This concept is aimed at moving away from business optimized for individual companies and developing instead a management structure that operates across company borders at the level of the business domain or geographical region. We are changing our systems with the goal of promoting collaboration and accelerating information transfer and decision-making. In terms of the corporate functions, we will integrate reporting lines globally and consolidate Group company governance systems to improve operational efficiency. We will roll out this new management structure to become “One” global organization. We will invest in systems for an integrated human resources platform to visualize, on a global level, our employees, organizations, positions, and job roles, making our human resources processes more sophisticated and efficient. We will develop programs to identify and train our talent and develop succession plans. We will foster a corporate culture that attracts diverse talents and allows them to reach their full potential. All of these initiatives are aimed at achieving both growth and greater efficiency. For succession planning, in particular, we are working more closely with the Nominating Committee to incorporate ideas from external stakeholders, with the goal of implementing bold programs unlike anything done before for executive placement and development.

Each individual employee needs to change their mindset and behavior if we are to execute such a huge transformation. Therefore, we will strive for communication to foster expectations and confidence that taking on the challenge of this transformation will increase the motivation and satisfaction of employees themselves, and lead to a sense of personal growth for each and every employee. In fiscal 2022, we will continue to pursue the five pillars outlined in KV30, and position the realization of the “One Company, One Team” concept as the highest priority, working with our employees to steadily execute these programs.