

Human resource management

Approach

GRI401-DMA

Framework

The Ajinomoto Group pursues shared growth of individual employees and Group companies and innovation through human resource programs optimized at the Group level and by providing a work environment in which every employee feels engaged in their work and is motivated to apply and demonstrate their skills.

Management Framework

The HR Committee established under the Executive Committee promotes matters related to human resource development to support the sound growth of the Ajinomoto Group.



“Right Person for Right Position” across borders

The Ajinomoto Group is accelerating the development of next-generation business leaders and advanced specialists by utilizing its global human resource management system, a common platform for developing and promoting diverse talent across countries and regions to achieve “Right Person for Right Position.” This system is composed of position management and talent management to clarify key positions and talents.

The Group is now preparing a group common rule for international employee transfers. These efforts are aimed at creating a pool of diverse talents who can support the Group as a Genuine Global Specialty Company.

Global human resource management system

Position management (right position) Clarifies and determines roles and responsibilities required in the organization to execute future business strategy.	
Job Grade	Apply job-based grading
Appraisal	Apply behavior evaluation based on “Ajinomoto Group Way” and individual performance appraisal
Compensation	Set up global compensation policies 1. Abide by relevant regulations in each country and region 2. Apply “pay for job” and “pay for performance” 3. Apply competitive compensation level based on local market level
Talent management (right person) Assigns the right person to the right position based on the above positions and their requirements to promote talent development. Appoint excellent talent at early stages.	
HR committee	Organize HR committees on local and regional levels
Talent portfolio	Apply past year’s individual performance and future leadership competencies Identify future leadership competencies based on the local and regional goals
Succession plan	Identify key positions and candidates on local and regional levels
Development plan	Define each talent’s development plan