



Maximizing the strengths of a diverse range of people to bring UACJ Vision 2030 to reality

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Managing Executive Officer

Appointed president of UATH in October 2013, taking a key role in launching the company. Thereafter, became senior general manager at Fukui Works, and from April 2020 worked to put human resources strategies and management into place as chief executive of the Business Support Division.

Promoting job rotation and open recruitment to encourage the shared utilization of human resources across our entire organization

To link our human resources and management strategies, we at UACJ have prioritized improving engagement, promoting diversity, cultivating leaders, and training personnel in manufacturing. In order to propel these initiatives forward based on a company-wide system of control, we have established a new organization called the Business Partner Group, and assigned each of our sites a member of the Human Resources Division from company headquarters as a way to ensure consistency in decision making.

To allow us to bring UACJ Vision 2030—our long-term vision of management—to reality under this system, we need a diverse range of people to play an active role, and we must leverage the abilities and strengths of each person throughout the Group, regardless of their division or the site where they are located. This has prompted us to establish a system of open recruitment for new businesses at sites in Japan, and to formulate guidelines for job rotation as we work to put this human resources strategy into action as rapidly as possible.

Many applications from throughout the entire Group have been received through the open recruitment system.

Specifically, we received applications from employees who expressed a need for a broader range of experiences because of their desire to be involved in the management of the company, and from those who wanted to gain a wider outlook on purchasing and procurement operations throughout the Group in order to improve their level of achievement at work. I was impressed by the number of people with the ambition to build on their potential and test their abilities; this is evidence that this initiative has also helped us to rediscover the people who are already working for us.

Actually, I believe that open recruitment will lead to a

solution to the difficulties we face in training our next generation of managers. Many of the people who work at UACJ—be it at our manufacturing facilities, research and development divisions, or sales divisions—are specialized in specific areas or tasks, and thus we intend to use job rotation and open recruitment to train managerial personnel and provide more opportunities for people of all ages to gain a wider range of experience.

In some cases filling departmental vacancies resulting from transfers due to open recruitment can be problematic, but we hope to hasten the establishment of a talent management system to assign the right people to the right positions as we address these issues. We anticipate that this system will allow us to identify and train potential managerial personnel while monitoring their career paths, and thus hope to develop this concept during our third medium-term business plan.

Respecting and understanding our associates on a global scale to establish a model for utilizing personnel from local communities

Systematic investments made in advance have allowed us to augment the equipment at each of our facilities, and we have finally begun to operate our three-point global network in earnest. However, we know that globalization of our personnel and the systems used to manage them is essential if UACJ is to grow into a truly global enterprise.

UACJ (Thailand) Co., Ltd., one of our key locations, has the potential to serve as a symbol in making this a reality. I believe that at UATH we must register with the talent management system while working to break away from a reliance on Japanese personnel for management.

Eight years have passed since we established UATH, where I myself served as company president for three and a half years beginning in 2013. During this time we have been training people who have stayed with UATH for a long period despite the fact that task-based jobs are the norm in Thailand. These people understand the way that Japanese people manage an enterprise, which is why we would like to promote them to positions appropriate to their abilities, creating a management system that makes the most of the abilities of our Thai employees.

Another thing I would like to push forward with is a model for human resource utilization that is appropriate to our organization while still taking the characteristics of each region into account.

Assembly*-focused companies have found success in Thailand due to the ubiquity of task-based jobs that limits the duties of employees. However, the aluminum industry requires people who can understand the connections between a variety of processes and make decisions appropriate to any given situation rather than specializing in a particular task. To cultivate personnel of this kind, we must combine the model that has been successful in Thailand with the one we utilize in Japan to create an optimal way of doing business.

This is the very embodiment of the globalization of personnel and management systems, and to bring it to fruition we must put into practice one of our values, "Respect and understand your associates." We recognize the diversities and values present in local communities and actively communicate with the people we find there, working to deepen mutual understanding and create new models rather than simply adopting local ones. If this process allows us to establish the optimal model for a particular region, going forward we will be able to operate manufacturing facilities that pay due respect to local employees and their cultures not only in Thailand but also in countries and regions around the world, which will be an advantage as we grow. As a first step, we would like to build UATH into a success story.

I believe that continuing with and strengthening initiatives such as these to leverage the abilities of a diverse range of people will allow the UACJ Group to become a truly global enterprise and bring us closer to achieving UACJ Vision 2030.

* The final process of assembly in the manufacturing industry

