

## The UBE Group's Strengths: Cultivating Human Resources



# Fostering the Human Resources That Will Drive the UBE Group Forward

## Global Business Leader (GBL) Program\*

Cultivating human resources is a top priority for management, as people are vital to creating value. In an increasingly interconnected world, the UBE Group offers a wide range of opportunities for its people to study and gain experience, equipping them to drive our business forward no matter where they are.

### Our Stance on Developing Human Resources

*Hideo Tamada*

*Managing Executive Officer*

The UBE Group's 11,000 or so employees work to fulfill its corporate mission and social responsibilities. They also underpin our efforts to manufacture safe and secure products, generate sustainable corporate growth, and build corporate value.

Employee education and training are focused on knowledge acquisition, mainly to improve expertise and foster leadership. Eight years ago, we launched our GBL program to concentrate more on human resources development worldwide.

Going forward, we will cultivate the potential of individuals by transferring them in-house or externally so they can pursue new challenges and become proficient in new roles. I believe that those with diverse experience can be prospective executives and guide subordinates as on-site managers.

I also consider it important to encourage further diversity and create more attractive work environments so that we can shift toward more performance-based evaluations and create a culture that is conducive to colleagues being more supportive of each other in performing their duties.

### Benefits of the GBL Program

*Tsuyoshi Muratani*

*Manager*

*Coal Technical Center*

*Energy Division*

*Construction Materials Company*

I joined the GBL program when I was 41. Before then, I often wondered if I would be a capable leader in times of diversity, as I was somewhat introverted and rather conservative in my thinking. The program



\* **Global Business Leader (GBL) program:** Program participants learn about management and strategy and master leadership in cultural and gender diversity. They are selected from UBE Group companies in Japan and overseas and engage in joint training and team projects over roughly a six-month period.

*Hideo Tamada*

*Managing Executive Officer  
CRO, CCO, with responsibility for  
Risk Management Dept.,  
Human Resources Dept.,  
CSR & General Affairs Dept.,  
Legal Dept.*



started with each of the 24 participants from UBE Group operations in Thailand, Spain, Germany, and Japan quietly introducing ourselves. Over time, however, we found ourselves discussing late into the evenings UBE's future and finally singing the praises of our strenuous efforts with high fives. I learned a lot from my new mates about what makes a good global leader, and seven years later the experience still helps me to grow the sense of diverse values at the workplace.

**Roser Herrero Pons**

*Development Manager  
R&D Engineering Plastics*

**UBE Corporation Europe, S.A. Unipersonal**

I was thrilled when I found out I had been nominated for the GBL program.



Training required me to be very motivated, challenge my limits, and inspire myself. These qualities apply to life in general as well as the workplace, and I realized that nothing is impossible. Once I changed,

my whole world did. I learned the importance of listening to others and asking questions without fear of failure. I also recognized the need to embrace failure and get out of my comfort zone and even to sometimes differ with others. The knowledge I acquired has proven useful both professionally and personally.

I was able to share an understanding of the importance of global communication with a team that was essentially my family, and we were able to help each other to complete our final presentation.

**Sisurat Prakobchat**

*Quality Assurance Manager*

**UBE Chemicals (Asia) Public Company Limited**

I have been a member of the UBE Group for approximately 20 years, and recently I was fortunate enough to participate in the GBL program. I learned a great many things from colleagues from all over the world that also took part, and now feel that I have a better understanding of, and appreciation for, the value of a diverse workforce. Diversity can help the Group to achieve successes as a global team. We also learned to apply strategic skills and use execution excellence processes.



Through the GBL program, I learned that success relies largely on the following:

- Trusting relationships within the team
- Clear goals
- Clear communication
- Clear priorities

I am utilizing experience gained from the GBL program to implement projects more effectively and strengthen team performance. I am also improving my communication skills by listening more openly to feedback.

**Cumulative Number of Employees Dispatched Abroad for MBA Programs and as Trainees**

*FY2013-2018  
(Number of employees)*

