

Globethics Repository

The logo for Globethics, featuring the word "Globethics" in white, sans-serif font centered within a solid blue rectangular background.

Yazaki-Torres Manufacturing, Inc. (YTMI): Equal opportunity as a core management strategy

This page was generated automatically upon download from the Globethics Repository. More information on Globethics see <https://www.globethics.net>. Data and content policy of Globethics Repository see <https://repository.globethics.net/pages/policy>.

Item Type	Book chapter
Authors	Rogovsky, Nikolai;Sims, Emily
Publisher	International Labour Office
Rights	With permission of the license/copyright holder
Download date	2026-06-25 19:21:58
Link to Item	http://hdl.handle.net/20.500.12424/173297

ROGOVSKY, Nikolai and Sims, Emily, *Yazaki-Torres Manufacturing, Inc. (YTMI): Equal opportunity as a core management strategy*, in *Corporate success through people. Making international labour standards work for you*, Geneva: International Labour Office, 2002, 18-20.

**Case 1: Yazaki-Torres Manufacturing, Inc. (YTMI):
Equal opportunity as a core management strategy**

Around the mid-1980s, customers in the world market for automotive gauges and PVC electrical tapes started noticing Yazaki-Torres Manufacturing, Inc, based in the Philippines. By then, it had developed a strong reputation for capability and strict adherence to quality. The 1980s saw a seven-fold plant expansion leading to more productivity and awards of excellence from the government and the business community in the Philippines and from recognized trade groups and customers abroad. The company was recognized for its high standard corporate leadership, management systems, quality production systems, employment and labour relations and community relations.

From the very beginning, Yazaki-Torres saw the need to invest in its internal customers, its people, and the culture of its organization. Management refused to leave anything to chance. The president of the company has always believed that the key to success is treating its workforce as its number one asset.

As of June 2001, Yazaki-Torres employs 5,508 people. Eighty-five employees (1.5 per cent of the total workforce) are supervisors, managers and directors, while 98.5 per cent (5,423) are rank-and-file workers.

Management saw the need for good relations with the surrounding communities to ensure a steady supply of skilled and trustworthy workers from the locality, and to protect company property, people and operations from theft, destruction and harassment.

Since it was founded in the early 1970s, Yazaki-Torres has gone a long way towards perfecting itself as an equal opportunity company. It has regularly instituted measures to affirm the worth of individuals who are traditionally discriminated against in the domestic labour markets. These measures benefit not only the existing workforce, but also those who have worked for YTMI in the past, and those who may work there in future.

Over the years YTMI has developed strong and close relations with its five host municipalities. Whenever the company needs to hire new workers, inexperienced local youth from these municipalities are given priority through referrals from the community leaders.

Yazaki-Torres considers hiring to be the starting point of a continuing relation with customers, as quality service is dependent on the quality consciousness and work discipline of each employee. Given the technical nature of its production, the company generally requires high school graduates for its entry-level positions. However, even applicants without a high school diploma are allowed to sit for a basic aptitude test. The primary criteria for hiring are the person's work ethic and trainability, rather than the level of education already attained. This gives people from poorer backgrounds with less opportunity to continue education an equal chance to compete for jobs. Applicants who pass the aptitude test are offered an entry-level job on the production line, where virtually every new entrant starts. The company has a strong policy of promotion from within, and all employees are eligible to compete for promotion. The system of continuing training prepares people to take more responsibility further into their careers at Yazaki-Torres.

Preference in hiring is given to women, unemployed and zero-experience applicants, differently able applicants, and janitorial workers interested in applying for entry-level positions on the production line. All these workers are paid on the basis of the jobs they

ROGOVSKY, Nikolai and Sims, Emily, *Yazaki-Torres Manufacturing, Inc. (YTMI): Equal opportunity as a core management strategy*, in *Corporate success through people. Making international labour standards work for you*, Geneva: International Labour Office, 2002, 18-20.

occupy and given opportunities to develop their capacities and move into more responsible positions.

This approach to recruiting has had the beneficial effect of strengthening loyalty to the enterprise, making it easier for the company to retain good workers. In fact, Yazaki-Torres believes so much in the benefits of its policy of equal opportunity and non-discrimination that it is currently working on areas for further improvement.

Yazaki-Torres was aware of the subtle discrimination inherent in insisting on a minimum level of education. It chose instead to insist on a minimum level of aptitude, regardless of level of education attained, and to reach out to groups of workers who are often discouraged from applying for manufacturing jobs. Yazaki-Torres was able to make its recruitment philosophy a key component of its successful business strategy. Focusing on aptitude and trainability ensured that all recruits possessed the requisite level of attention to quality and detail which forms the basis of the company's marketing strategy. And providing employment opportunities for all in the localities where it operates has effectively cemented community relations, cut recruiting and retention costs, and nearly eliminated costs due to vandalism.

The following case shows how a company turned its policy of actively recruiting workers with disabilities into a successful business strategy.