

Integrated Report

# 2021

**Supplementary Information**  
(Social and Governance)

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## UBE Group Initiatives in Response to the COVID-19 Pandemic

The UBE Group donated masks and other supplies to medical institutions and local governments as described below to help such organizations prevent infections from spreading.

We will continue striving to prevent and control infections in line with government policies and action plans, thus helping to eradicate the pandemic.

Entity	Activity Details	Number / Value	Date
CSR & General Affairs Dept. of Ube Industries, Ltd.	Donated dust masks to the Ministry of Health, Labour and Welfare	960	May 2020
Ube Chemical Factory (through CSR & General Affairs Dept.) of Ube Industries, Ltd.	Donated dust masks to the Ministry of Health, Labour and Welfare	7,250	May 2020
Chemicals Company's Research & Development Div. of Ube Industries, Ltd.	Donated Naviroll aprons (for use as medical gowns) to Health and Sanitation Bureau of Health and Welfare Dept. of Ehime Prefecture	60	May 2020
	Donated items of protective clothing (for use as medical gowns) to Health and Sanitation Bureau of Health and Welfare Dept. of Ehime Prefecture	23	May 2020
Electric Power Dept. of Ube Industries, Ltd.	Donated surgical masks to nearby hospital	150	May 2020
UBE Film, Ltd.	Donated simplified medical gowns to nearby hospital	1,000	May–June 2020
Meiwa Plastic Industries, Ltd.	Donated raincoats (for use as medical gowns) to Ube City Health Center	66	May 2020
Ube Logistics Service, Ltd.	Donated raincoats (for use as medical gowns) to Ube City Health Center	151	April 2020
Fukushima, Ltd.	Employees donated blood	26	May 2020
Nantong UBE Concrete Co., Ltd.	Donated surgical masks to Osaka City Health Bureau (in response to request from Nantong Charity Union)	5,000	April 2020
UBE Chemicals (Asia) Public Company Limited (Thailand)	Donated surgical masks to nearby hospital	120	April 2020
	Made donations to 21 local community organizations	Totalling 110,000 baht (¥370,000)	April 2020
	Donated disinfectants to Thai government	5 one-gallon containers and 12 bottles	May 2020
UBE Corporation Europe, S.A. Unipersonal (Spain)	Provided approx. 50 meals daily (a total of 4,200) to the homeless	49,750 euros (¥6.2 million)	March–June 2020
	Undertook matching gift campaign (to provide groceries to those in need)		
	Donated to online food pickup campaign	40,200 euros (¥5 million)	March–July 2020
	Helped pay for lodgings for the homeless	12,000 euros (¥1.5 million)	March–July 2020
	Undertook matching gift campaign (to provide groceries to those in need)		
	Donated to the Catholic Association of Almassora	2,000 euros (¥250,000)	May 2020
	Donated to the city of Almassora	5,500 euros (¥680,000)	May 2020
	Donated to the Foundation for the Roma Secretariat	1,000 euros (¥120,000)	May 2020
	Provided lunch boxes to carriers	4,092 euros (¥510,000)	March–July 2020

# Human Resources and Work

## Employees

Category		(FY)	2017	2018	2019	2020	
Number of employees	UBE Group	Total number of employees	10,799	11,010	10,890	10,897	
		Men	9,342	9,483	9,446	9,427	
		Women	1,457	1,527	1,444	1,470	
		Female employee percentage (%)	13.5	13.9	13.3	13.5	
		Number of non-regular employees		1,180	1,135	1,156	
		Non-regular employee percentage (%)		9.7	9.4	9.6	
	UBE	Total number of employees	3,555	3,298	3,329	3,318	
		Men	3,296	3,050	3,060	3,038	
		Women	259	248	269	280	
		Female employee percentage (%)	7.3	7.5	8.1	8.4	
		Number of non-regular employees		256	247	209	
		Non-regular employee percentage (%)		7.2	6.9	5.9	
	Group companies	Domestic total		5,693	6,054	6,019	6,019
			Men	4,934	5,233	5,193	5,191
			Women	759	821	826	828
			Female employee percentage (%)	13.3	13.6	13.7	13.6
		Overseas total		1,551	1,658	1,542	1,560
			Men	1,112	1,200	1,193	1,198
			Women	439	458	349	362
			Female employee percentage (%)	28.3	27.6	22.6	23.2
Local employee percentage (%)			96.7	96.7	96.9	96.8	
By region		Number of employees in Asia	1,000	1,022	898	852	
		Number of employees in Europe	460	543	559	596	
		Number of employees in the United States and other	91	93	85	112	
Employees (Ages)		UBE	Average age of employees	41.4	41.5	41.7	41.7
			Men	41.5	41.7	41.9	41.8
	Women		40.1	40.1	39.8	39.8	
	By age	20s and younger	707	617	597	618	
		30s	922	893	924	901	
		40s	892	828	849	849	
		50s	801	757	757	765	
		60s and above	233	203	202	185	
People in managerial positions	UBE Group	Total number of people in managerial positions	2,350	2,355	2,376	2,397	
		Men	2,264	2,260	2,272	2,311	
		Women	86	95	104	86	
		Percentage of women in managerial positions (%)	3.7	4.0	4.4	3.6	
	UBE	Total number of people in managerial positions	911	878	898	849	
		Men	897	857	875	825	
		Women	14	21	23	24	
		Percentage of women in managerial positions (%)	1.5	2.4	2.6	2.8	
		Total number of general managers or above	89	90	86	78	
		Men	88	89	85	78	
		Women	1	1	1	0	
		Percentage of women in positions of general managers or above (%)	1.1	1.1	1.2	0	
	Percentage of employees with disabilities	UBE*	Average (%)	2.44	2.39	2.35	2.39

\* Including a special-purpose subsidiary

## Human Resources and Work

### Hiring

(UBE)

Category	(FY)	2017	2018	2019	2020
New graduate hires (Generalist positions)	Number of people hired	46	37	47	58
	Men	36	28	39	44
	Women	10	9	8	14
	Female employee percentage (%)	21.7	24.3	17.0	24.1
New graduate hires (Key employee positions)	Number of people hired	63	30	56	69
	Men	54	28	48	59
	Women	9	2	8	10
Mid-career hires	Number of people hired	12	57	50	18
	Men	11	54	44	17
	Women	1	3	6	1
Percentage of new graduates retained after three years of employment	Percentage of new graduates retained after three years of employment (%)	95.7	95.2	97.8	97.3
	Men	97.1	100	100	96.4
	Women	91.7	77.8	90.0	100.0
Employee turnover (Employees resigning for personal reasons)	Turnover (%)	1.7	1.3	1.4	1.4
	Men	1.6	1.2	1.4	1.4
	Women	3.0	2.0	1.9	1.8
Average years of service	Average years of service	15.5	15.8	15.9	16.0
	Men	15.5	15.9	16.0	16.2
	Women	15.5	15.4	14.8	14.2
Percentage of retirees reemployed (%)		78.1	90.7	85.7	96.8

### Work

(UBE)

Category	(FY)	2017	2018	2019	2020
Total hours worked		1,987	1,980	1,949	1,955
Average number of overtime hours worked monthly		16.2	16.6	14.7	14.2
Number of days of annual paid leave taken		14.0	15.0	15.4	13.1
Number of days of annual paid leave granted		19.0	19.1	19.0	19.7
Percentage of annual paid leave taken (%)		73.7	78.2	81.3	66.5
Number of Labor Standards Law violations		0	0	0	0

## Human Resources and Work

### Work-Life Balance Support

(UBE)

Category	(FY)	2017	2018	2019	2020
Number of employees taking childcare leave	Number of employees taking childcare leave	79	72	80	89
	Men	70	69	72	86
	Women	9	3	8	3
Percentage of employees taking childcare leave (%)	Men	50.0	60.0	63.2	73.0
	Women	100	100	100	100
Average number of childcare leave days taken	Men	6.8	7.0	5.2	8.0
	Women	275	308	351	245
Percentage of employees who returned to work after taking childcare leave (%)	Men	100	100	100	100
	Women	88.9	100	100	100
Number of pre- and post-natal leave days taken	Women	9	6	8	5
Number of employees taking childbirth leave	Men	113	92	91	91
	Percentage of employees taking childbirth leave (%)	81.3	80.0	79.8	76.5
Number of employees taking child nursing leave	Number of employees taking child nursing leave	4	4	9	4
	Men	3	1	2	2
	Women	1	3	7	2
Number of employees taking family nursing leave	Number of employees taking family nursing leave	0	0	0	0
	Men	0	0	0	0
	Women	0	0	0	0
Number of employees taking family nursing short leave	Number of employees taking family nursing short leave	4	1	4	4
	Men	4	1	3	2
	Women	0	0	1	2
Employees using shorter working hours for childcare and nursing care	Employees using shorter working hours for childcare and nursing care	16	25	24	22
	Men	0	1	1	2
	Women	16	24	23	20
Number of employees registered under career resumption program (at fiscal year-end)		2	4	8	9

### Labor Union

(UBE)

Category	(FY)	2017	2018	2019	2020
Labor union	Number of members	2,409	2,318	2,401	2,334
	Percentage of employees in union (Right to collective bargaining) (%)	69.0	68.5	69.6	69.0

## Corporate Governance

### Changes in Directors and Officers

(UBE)

Category		(FY)	2017	2018	2019	2020
Number of directors	Inside	Men	4	4	4	4
		Women	—	—	—	—
	Outside	Men	4	4	2	2
		Women	—	—	—	—
Number of directors in the Audit & Supervisory Committee*	Inside	Men	—	—	1	1
		Women	—	—	—	—
	Outside	Men	—	—	2	2
		Women	—	—	—	—
	Total		8	8	9	9
	Percentage of female directors (%)		0	0	0	0
Percentage who are outside directors		50.0	50.0	44.4	44.4	
Number of corporate auditors	Inside	Men	2	2	—	—
		Women	—	—	—	—
		Subtotal	2	2	—	—
	Outside	Men	1	1	—	—
		Women	1	1	—	—
		Subtotal	2	2	—	—
	Total		4	4	—	—
	Percentage of female corporate auditors (%)		25	25	—	—
Percentage who are outside corporate auditors		40	50	—	—	
Number of executive officers	Men		26	26	26	23
	Women		—	—	—	—
	Total		26	26	26	23
	Percentage of female executive officers (%)		0	0	0	0

\* Shareholders resolved at the 113th Ordinary General Meeting of Shareholders held on June 27, 2019, to transition to a Company with Audit & Supervisory Committee structure.