

## Integrated Report

# 2022

### Supplementary Information (Social and Governance)

---

Social Contribution Activities 1

---

Human Resources, Work and Social  
Contributions 2

---

Corporate Governance 6

---

## Social Contribution Activities

In keeping with its founding principle of Coexistence and Mutual Prosperity, the UBE Group acts as a good corporate citizen worldwide, engaging in a range of social contribution activities and communicating with communities.

### Japan



October 10, 2021, saw the holding of the 14th UBE Group Charity Concert at the Ube City Watanabe Memorial Hall in Yamaguchi Prefecture. As in the previous year, we took rigorous steps to prevent COVID-19 infections at the event. Since 2008, we have invited the Japan Philharmonic Orchestra to perform in this concert to contribute to local cultural life through music.



### Thailand

On August 18, 2021, the UBE Group (Thailand) donated 1.25 metric tons of rice to help alleviate the financial hardships of 250 local families owing to the pandemic.



### Spain

On April 29, 2021, UBE Corporation Europe's Human Resources Department conducted a job search workshop that many people from charitable and social relief NGO Caritas Spain attended. Mock online interviews enabled participants to observe and assess important details that people often miss in interviews.

Before the workshop, Caritas Spain held an online seminar on the importance of verbal communication, helping participants to speak more effectively in public and communicate without offending others. Although some taking part were foreign nationals and sometimes found Spanish challenging, they found the event very rewarding.



Please see Community Engagement on the UBE Group's website for social contribution details.

# Human Resources, Work and Social Contributions

## Employees

Category	(FY)	2017	2018	2019	2020	2021			
Number of employees	UBE Group	Total number of employees	10,799	11,010	10,890	10,897	9,849		
		Men	9,342	9,483	9,446	9,427	8,409		
		Women	1,457	1,527	1,444	1,470	1,440		
		Female employee percentage (%)	13.5	13.9	13.3	13.5	14.6		
		Number of non-regular employees		1,180	1,135	1,156	1,222		
		Non-regular employee percentage (%)		9.7	9.4	9.6	11.0		
	UBE	Total number of employees	3,555	3,298	3,329	3,318	2,058		
		Men	3,296	3,050	3,060	3,038	1,869		
		Women	259	248	269	280	189		
		Female employee percentage (%)	7.3	7.5	8.1	8.4	9.2		
		Number of non-regular employees		256	247	209	172		
		Non-regular employee percentage (%)		7.2	6.9	5.9	7.7		
	Group companies	Domestic total		5,693	6,054	6,019	6,019	6,308	
			Men	4,934	5,233	5,193	5,191	5,415	
			Women	759	821	826	828	893	
			Female employee percentage (%)	13.3	13.6	13.7	13.8	14.2	
		Overseas total		1,551	1,658	1,542	1,560	1,483	
			Men	1,112	1,200	1,193	1,198	1,125	
			Women	439	458	349	362	358	
			Female employee percentage (%)	28.3	27.6	22.6	23.2	24.1	
		Local employee percentage (%)		96.7	96.7	96.9	96.8	96.4	
By region		Number of employees in Asia	1,000	1,022	898	852	782		
		Number of employees in Europe	460	543	559	596	592		
		Number of employees in the United States and other	91	93	85	112	109		
Employees (Ages)		UBE	Average age of employees	41.4	41.5	41.7	41.7	42.4	
			Men	41.5	41.7	41.9	41.8	42.6	
			Women	40.1	40.1	39.8	39.8	40.7	
	By age	20s and younger	707	617	597	618	325		
		30s	922	893	924	901	536		
		40s	892	828	849	849	580		
		50s	801	757	757	765	497		
		60s and above	233	203	202	185	120		
People in management positions	UBE Group	Total number of people in management positions	2,350	2,355	2,376	2,397	2,069		
		Men	2,264	2,260	2,272	2,311	1,980		
		Women	86	95	104	86	89		
		Percentage of women in management positions (%)	3.7	4.0	4.4	3.6	4.3		
	UBE	Total number of people in management positions	911	878	898	849	552		
		Men	897	857	875	825	529		
		Women	14	21	23	24	23		
		Percentage of women in management positions (%)	1.5	2.4	2.6	2.8	4.2		
		Total number of general managers or above	89	90	86	78	53		
		Men	88	89	85	78	53		
		Women	1	1	1	0	0		
		Percentage of women in positions of general managers or above (%)	1.1	1.1	1.2	0.0	0.0		
		Percentage of employees with disabilities	UBE*	Average (%)	2.44	2.39	2.35	2.39	2.47

\* Including a special-purpose subsidiary

## Human Resources, Work and Social Contributions

### Hiring

Category		(FY)	2017	2018	2019	2020	2021
New graduate hires (Generalist positions)	Number of people hired		46	37	47	58	33
	Men		36	28	39	44	24
	Women		10	9	8	14	9
	Female employee percentage (%)		21.7	24.3	17.0	24.1	27.3
New graduate hires (Key employee positions)	Number of people hired		63	30	56	69	36
	Men		54	28	48	59	29
	Women		9	2	8	10	7
Mid-career hires	Number of people hired		12	57	50	18	13
	Men		11	54	44	17	10
	Women		1	3	6	1	3
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	91.5
	Men		97.1	100	100	96.4	94.9
	Women		91.7	77.8	90.0	100	75.0
Employee turnover (Employees resigning for personal reasons)	Turnover (%)		1.7	1.3	1.4	1.4	1.4
	Men		1.6	1.2	1.4	1.4	1.2
	Women		3.0	2.0	1.9	1.8	3.1
Average years of service	Average years of service		15.5	15.8	15.9	16.0	16.4
	Men		15.5	15.9	16.0	16.2	16.6
	Women		15.5	15.4	14.8	14.2	14.9
Percentage of retirees reemployed (%)			78.1	90.7	85.7	96.8	89.3

### Training

Category		(FY)	2017	2018	2019	2020	2021	
Job classification- based training	UBE Group	Grade-based training	Number of trainees	—	—	227	Cancelled	108
			Average hours of training per person	—	—	22		19
	Basic management training	Number of trainees	—	—	54	75	63	
		Average hours of training per person	—	—	16	18	17	
	UBE	Training for career-track positions	Number of trainees	—	—	168	197	152
			Average hours of training per person	—	—	41	17	28
		Training for key employee positions	Number of trainees	—	—	223	223	258
			Average hours of training per person	—	—	31	16	15
Theme-specific training	UBE	Training for older employees	Number of trainees	—	—	34	39	26
			Average hours of training per person	—	—	8	7	7
	Refresher training	Number of trainees	—	—	98	130	126	
		Average hours of training per person	—	—	8	7	2	
	UBE Group	Training for newly appointed Group company directors	Number of trainees	—	—	13	Cancelled	Cancelled
			Average hours of training per person	—	—	16		
Global training	UBE	Cross-cultural training	Number of trainees	—	—	29	21	23
			Average hours of training per person	—	—	8	7	7
	UBE Group	Global Business Leader Program	Number of trainees	—	—	17	Cancelled	15
			Average hours of training per person	—	—	104		40
	UBE	Sending people overseas for MBA courses	Number of trainees	—	—	2	Postponed	3
			Dispatch years	—	—	1		1

\* In fiscal 2020, we postponed or cancelled some training owing to the pandemic.

\* The number of training hours per employee for the parent company in fiscal 2021 was 14.

## Human Resources, Work and Social Contributions

### Work

(UBE)		(FY)	2017	2018	2019	2020	2021
Category							
Total hours worked			1,987	1,980	1,949	1,955	1,946
Average number of overtime hours worked monthly			16.2	16.6	14.7	14.2	15.1
Number of days of annual paid leave taken			14.0	15.0	15.4	13.1	15.7
Number of days of annual paid leave granted			19.0	19.1	19.0	19.7	19.8
Percentage of annual paid leave taken (%)			73.7	78.2	81.3	66.5	79.0
Number of Labor Standards Law violations			0	0	0	0	0

### Work-Life Balance Support

(UBE)		(FY)	2017	2018	2019	2020	2021
Number of employees taking childcare leave	Number of employees taking childcare leave		79	72	80	89	78
	Men		70	69	72	86	71
	Women		9	3	8	3	7
Percentage of employees taking childcare leave (%)	Men		50.0	60.0	63.2	73.0	75.0
	Women		100	100	100	100	100
Average number of childcare leave days taken	Men		7	7	5	8	7
	Women		275	308	351	245	117
Percentage of employees who returned to work after taking childcare leave (%)	Men		100	100	100	100	100
	Women		88.9	100	100	100	100
Number of pre- and post-natal leave days taken	Women		9	6	8	5	9
Number of employees taking childbirth leave	Men		113	92	91	91	94
	Percentage of employees taking childbirth leave (%)		81.3	80.0	79.8	76.5	75.5
Number of employees taking child nursing leave	Number of employees taking child nursing leave		4	4	9	4	2
	Men		3	1	2	2	0
	Women		1	3	7	2	2
Number of employees taking family nursing leave	Number of employees taking family nursing leave		0	0	0	0	1
	Men		0	0	0	0	1
	Women		0	0	0	0	0
Number of employees taking family nursing short leave	Number of employees taking family nursing short leave		4	1	4	4	4
	Men		4	1	3	2	3
	Women		0	0	1	2	1
Employees using shorter working hours for childcare and nursing care	Employees using shorter working hours for childcare and nursing care		16	25	24	22	22
	Men		0	1	1	2	1
	Women		16	24	23	20	21
Number of employees registered under career resumption program (at fiscal year-end)			2	4	8	9	12

### Labor Union

(UBE)		(FY)	2017	2018	2019	2020	2021
Category							
Labor union	Number of members		2,409	2,318	2,401	2,334	1,397
	Percentage of employees in union (Right to collective bargaining) (%)		69.0	68.5	69.6	69.0	67.9

## Human Resources, Work and Social Contributions

### Health

Priority issues	Category	Target value	(FY)	2016	2017	2018	2019	2020	2021
Using health checkup results to identify risks of brain and heart diseases and reduce the prevalence rate	Periodic health checkup visit rate (%)	100%		99.6	99.7	100	100	100	100
	Percentage of employees undertaking full medical checkups (%)	More than previous year		93.8	92.7	93.5	98.6	98.8	98.8
	Percentage of high-risk patients based on UBE criteria (%)	Less than or same as in previous year		7.5	7.6	7.7	7.2	8.8	7.9
Early detection and early treatment of malignant neoplasms through health checkup results	Secondary cancer screening rate (%)	More than previous year		84.2	88.1	87.5	96.8	89.9	98.2
Using stress check results to drive workplace improvement initiatives	Stress check examination rate (%)	95% or more	UBE	97.1	96.7	97.0	97.2	96.9	97.2
	Number of departments with overall health risk values of 120 or higher	Less than or same as in previous year		—	—	35	43	34	20
	Stress check high stress*1 ratio (%)	Less than or same as in previous year		11.5	11.2	11.7	11.6	10.3	10.1
Reduction of employees on long-term leave or leave of absence	New patient presentation rate (%)	Less than or same as in previous year		0.27	0.57	0.59	0.55	0.47	0.46
	Mental health intensity rate (%)	Less than or same as in previous year		0.60	0.59	0.70	0.76	0.73	0.51
	Return to work rate (%)	50% or more		47.1	48.9	50.0	31.8	61.0	66.7
Zero passive smoking	Smoking rate (%)	UBE		27.7	27.8	26.3	25.2	23.6	20.0
		UBE Group*2	(FY2021) 23% or less	28.6	28.5	27.2	25.9	24.4	22.3
Other health benchmarks (Target: All taking health checkups)	Percentage of people with proper body weights (%)	More than previous year	UBE	70.3	69.5	67.9	67.3	66.7	68.2
	Percentage taking regular exercise*3 (%)	More than previous year		26.8	27.0	28.2	28.4	31.0	35.2

\*1 Highly stressed employees as defined under Stress Check Guidelines (revised in August 2018) of the Ministry of Health, Labour and Welfare.

\*2 Group companies that have concluded occupational health outsourcing or similar agreements.

\*3 People taking regular exercise: Those exercising at least twice weekly for at least 30 minutes per exercise session.

### Number of Patents Granted (Registered)

(UBE Group)

Category	(FY)	2016	2017	2018	2019	2020	2021
Domestic	Number of patents granted	240	226	193	186	177	178
	Number of patents held at fiscal year-end	2,957	2,938	2,862	2,726	2,380	2,172
Overseas	Number of patents granted	214	207	155	143	158	126
	United States	49	47	30	41	20	16
	Europe	34	31	27	9	21	10
	China	50	51	26	30	37	40
	Korea	23	28	29	24	25	28
	Taiwan	31	26	19	15	6	11
	Other areas	27	24	24	24	49	21
	Number of patents held at fiscal year-end	2,217	2,122	2,107	2,025	1,842	1,634

### Social Contributions

(UBE Group)

Category	(FY)	2016	2017	2018	2019	2020	2021
Social contributions (Millions of yen)		284.1	756.1	313.5	306.8	216.8	205.3
Social contributions by category (%)	Monetary donations	41.4	78.3	43.5	37.2	53.0	54.8
	In-kind donations	3.8	1.4	6.9	2.1	5.1	1.9
	Facilities openings	0.6	1.6	4.5	4.5	0.7	0.1
	Employee participation	45.5	15.2	36.6	46.3	29.7	31.1
	Other	8.7	3.5	8.5	9.9	11.4	12.0

\* In fiscal 2017, we donated ¥500 million to the Ube Foundation as one of several projects to commemorate our 120th anniversary.

## Corporate Governance

### Changes in Directors and Officers

Category			(FY)	2017	2018	2019	2020	2021	
Number of directors	Inside	Men		4	4	4	4	4	
		Women		—	—	—	—	—	
	Outside	Men		4	4	2	2	2	
		Women		—	—	—	—	—	
	Number of directors in the Audit & Supervisory Committee*	Inside	Men		—	—	1	1	1
			Women		—	—	—	—	—
Outside		Men		—	—	2	2	2	
		Women		—	—	—	—	—	
Total				8	8	9	9	9	
Percentage of female directors (%)				0	0	0	0	0	
Percentage who are outside directors (%)				50.0	50.0	44.4	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 (%)				25.0	25.0	—	—	—
	Percentage who are outside corporate auditors (%)				40.0	50.0	—	—	—
	Number of executive officers	Men			26	26	26	23	23
Women			—	—	—	—	—		
Total			26	26	26	23	23		
Percentage of female executive officers (%)			0	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.

### Compliance

Category		(FY)	2017	2018	2019	2020	2021
Number of reports to our compliance hotline			19	27	32	25	34
Number of legal actions for anti-competitive behavior			0	0	0	0	0
Number of legal actions for corruption			0	0	0	0	0

### Others

Category		(FY)	2017	2018	2019	2020	2021
Political funds (Millions of yen)	UBE		1.7	1.8	1.2	0.9	0.8
	UBE Group		5.3	5.4	4.4	3.4	2.6

\* In line with the Political Funds Control Act, we donate to political funds after securing approval in keeping with internal rules.