

## Employees

Category	Boundary	Unit	2017	2018	2019	2020	2021
Number of employees	Total number of employees	Persons	10,799	11,010	10,890	10,897	9,849
	Men	Persons	9,342	9,483	9,446	9,427	8,409
	Women	Persons	1,457	1,527	1,444	1,470	1,440
	(% women)	%	13.5	13.9	13.3	13.5	14.6
	Number of non-regular employees	Persons		1,180	1,135	1,156	1,222
	(% non-regular employees)	%		9.7	9.4	100.0	11.0
	Total number of employees	Persons	3,555	3,298	3,329	3,318	2,058
	Men	Persons	3,296	3,050	3,060	3,038	1,869
	Women	Persons	259	248	269	280	189
	(% women)	%	7.3	7.5	8.1	8.4	9.2
	Number of non-regular employees	Persons		256	247	209	172
	(% non-regular employees)	%		7.2	6.9	5.9	7.7
	Total number of employees at Group companies in Japan	Persons	5,693	6,054	6,019	6,019	6,308
	Men	Persons	4,934	5,233	5,193	5,191	5,415
	Women	Persons	759	821	826	828	893
	(% women)	%	13.3	13.6	13.7	13.8	14.2
	Total number of employees at Group companies outside Japan	Persons	1,551	1,658	1,542	1,560	1,483
	Men	Persons	1,112	1,200	1,193	1,198	1,125
	Women	Persons	439	458	349	362	358
	(% women)	%	28.3	27.6	22.6	23.2	24.1
	(% local employees)	%	96.7	96.7	96.9	96.8	96.4
Age of employees	By region	Persons	1,000	1,022	898	852	782
	Asia	Persons	460	543	559	596	592
	Europe	Persons	91	93	85	112	109
	Americas, other	Persons					
	Average age	Age	41.4	41.5	41.7	41.7	42.4
	Men	Age	41.5	41.7	41.9	41.8	42.6
	Women	Age	40.1	40.1	39.8	39.8	40.7
	By age	Persons	707	617	597	618	325
	20s or younger	Persons	922	893	924	901	536
	30s	Persons	892	828	849	849	580
Number of managers	40s	Persons	801	757	757	765	497
	50s	Persons	233	203	202	185	120
	60s or above	Persons	2,350	2,355	2,376	2,397	2,069
	UBE Group total	Persons	2,264	2,260	2,272	2,311	1,980
	Men	Persons	86	95	104	86	89
	Women	Persons	3.7	4.0	4.4	3.6	4.3
	(% women)	%	911	878	898	849	552
	Ube Industries total	Persons	897	857	875	825	529
	Men	Persons	14	21	23	24	23
	Women	Persons	1.5	2.4	2.6	2.8	4.2
	(% women)	%	89	90	86	78	53
	Senior Management total	Persons	88	89	85	78	53
	Men	Persons	1	1	1	0	0
	Women	Persons	1.1	1.1	1.2	0.0	0.0
	(% women)	%					
Percentage of employees with disabilities	Fiscal year average	%	2.44	2.39	2.35	2.39	2.47

\*Includes a designated special subsidiary.

## Hiring

Category	Boundary	Unit	2017	2018	2019	2020	2021
New graduate hires (Career-track employees)	Number of hires	Persons	46	37	47	58	33
	Men	Persons	36	28	39	44	24
	Women	Persons	10	9	8	14	9
	(% women)	%	21.7	24.3	17.0	24.1	27.3
New graduate hires (Kikanshoku* employees)	Number of hires	Persons	63	30	56	69	36
	Men	Persons	54	28	48	59	29
	Women	Persons	9	2	8	10	7
Mid-career hires	Number of hires	Persons	12	57	64	18	13
	Men	Persons	11	54	57	17	10
	Women	Persons	1	3	7	1	3
3-year retention rate of new graduate hires (generalist positions)	3-year retention rate	%	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
Turnover rate of regular employees (who resigned for personal reasons)	Employee 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	Year	15.5	15.8	15.9	16	16.4
	Men	Year	15.5	15.9	16	16.2	16.6
	Women	Year	15.5	15.4	14.8	14.2	14.9
Reemployment rate of retired employees		%	78.1	90.7	85.7	96.8	89.3

\*Technical employees and administrative employees

## Training

Training	Category	Boundary	Unit	2017	2018	2019	2020	2021
Level-based training								
Job-grade specific training	Number of participants	UBE Group	Persons	—	—	227	Canceled	108
	Average training time per participant		Hours	—	—	22.2		19
Basic management training	Number of participants	UBE Group	Persons	—	—	54	75	63
	Average training time per participant		Hours	—	—	16	18	17
Career-track employee training	Number of participants	Ube Corporation	Persons	—	—	168	197	152
	Average training time per participant		Hours	—	—	40.5	16.9	28
Kikanshoku employee training	Number of participants	Ube Corporation	Persons	—	—	223	223	258
	Average training time per participant		Hours	—	—	30.6	15.7	15
Theme-based training								
Elder training	Number of participants	Ube Corporation	Persons	—	—	34	39	26
	Average training time per participant		Hours	—	—	8	7	7
Refresher courses	Number of participants	Ube Corporation	Persons	—	—	98	130	126
	Average training time per participant		Hours	—	—	8	6.5	2
Group company new executive training	Number of participants	UBE Group	Persons	—	—	13	Canceled	Canceled
	Average training time per participant		Hours	—	—	16		
Global training program								
Cultural sensitivity training	Number of participants	Ube Corporation	Persons	—	—	29	21	23
	Average training time per participant		Hours	—	—	8	7	7
Global business leader training program	Number of participants	UBE Group	Persons	—	—	17	Canceled	15
	Average training time per participant		Hours	—	—	104		40
Overseas MBA programs	Number of participants	Ube Corporation	Persons	—	—	2	Postponed	3
	Period of dispatch		Year	—	—	1		1

\*Some training programs were postponed or canceled in fiscal 2020 due to COVID-19 pandemic.

\*Training time per employee is 15 hours. (2021,Ube Corporation)

## Labor

Category	Boundary	Unit	2017	2018	2019	2020	2021年
Total actual annual working hours	Ube Corporation	Hours per person	1,987	1,980	1,949	1955	1,946
Average monthly overtime hours		Hours per person	16.2	16.6	14.7	14.2	15.1
Annual paid leave taken		Days per person	14.0	15.0	15.4	13.1	15.7
Annual paid leave granted		Days per person	19.0	19.1	19.0	19.7	19.8
Percentage of annual paid leave taken		%	74	78	81	67	79
Violations of Labor Standards Act		Number of violations	0	0	0	0	0

### Support for Work-Life Balance

Category	Boundary	Unit	2017	2018	2019	2020年	2021年
Number of employees taking childcare leave	Number of employees using it	Persons	79	72	80	89	78
	Men	Persons	70	69	72	86	71
	Women	Persons	9	3	8	3	7
Percentage of employees taking childcare leave	Men	%	50.4	60.0	63.2	72.3	75.5
	Women	%	100	100	100	100	100
Average number of childcare leave days taken	Men	Days	6.8	7.0	5.2	8.0	7.0
	Women	Days	275	308	351	245	117
Percentage of employees returning after childcare leave	Men	%	100	100	100	100	100
	Women	%	88.9	100	100	100	100
Number of employees taking maternity leave	Women	Persons	9	6	8	5	9
Childbirth leave	Men	Persons	113	92	91	91	94
	% of eligible employees using it	%	81.3	80.0	79.8	76.5	75.5
Number of employees taking child nursing leave	Number of employees using it	Persons	4	4	9	4	2
	Men	Persons	3	1	2	2	0
	Women	Persons	1	3	7	2	2
Number of employees taking family nursing leave	Number of employees using it	Persons	0	0	0	0	1
	Men	Persons	0	0	0	0	1
	Women	Persons	0	0	0	0	0
Number of employees taking family nursing short leave	Number of employees using it	Persons	4	1	4	4	4
	Men	Persons	4	1	3	2	3
	Women	Persons	0	0	1	2	1
Number of employees taking shortened working time for child/family care	Number of employees using it	Persons	16	25	24	22	22
	Men	Persons	0	1	1	2	1
	Women	Persons	16	24	23	20	21
Number of employees registered with career restart system (as of fiscal-year end)		Persons	2	4	8	9	12

### Labor Union

Category	Boundary	Unit	2017	2018	2019	2020	2021年
Number of members	Ube Corporation	Persons	2,409	2,318	2,401	2,334	1,397
Membership rate (collective bargaining coverage)		%	69.0	68.5	69.6	69.0	67.9

### Occupational Safety and Security

Category	Boundary	Unit	2016	2017	2018	2019	2020	2021
Number of fatal incidents	UBE Group employees	UBE Group	Number	0	0	0	0	0
	Employees of partner companies of the UBE Group		1	0	0	1	1	0
Number of Lost-Time Incidents	UBE Group employees	UBE Group	Number	3	5	3	3	5
	Employees of partner companies of the UBE Group		7	7	8	7	5	2
	Profit attributable to Ube Industries employees	Ube Corporation	Number	1	0	0	1	3
	Partner company employees			3	5	6	4	0
	UBE Industries employees	UBE Group companies	Number	2	5	3	2	5
	Partner company employees			4	2	2	3	2
Lost-time injury frequency rate	Ube Industries employees	UBE Group	Number	0.18	0.30	0.19	0.19	0.32
	Partner company employees			0.68	0.72	0.77	0.74	0.52
Number of process accidents		Ube Corporation	Number	2	3	4	4	13
		UBE Group		0	1	0	3	2
Safety, health and disaster prevention expenditures		UBE Group	(Million yen)	8,058	10,209	11,797	11,361	12,002

# Health

重点課題	Category	Boundary	Unit	Targets	2016	2017	2018	2019	2020	2021
Identify risk of cerebral and cardiac disease using health checkup findings and reduce abnormal findings rate	Regular health checkup uptake rate	Ube Corporation	%	100%	99.6	99.7	100	100	100	100
	Complete checkup uptake rate			Increase compared to the previous fiscal year	93.8	92.7	93.5	98.6	98.8	98.8
	Rate of high-risk individuals according to Ube Industries criteria			Reduce compared to the previous fiscal year	7.5	7.6	7.7	7.2	8.8	7.9
Detect and treat cancer early using health checkup findings	Secondary screening rate for cancer		%	Increase compared to the previous fiscal year	84.2	88.1	87.5	96.8	89.9	98.2
Promote workplace improvement activities using stress check findings	Stress check uptake rate		%	95% or higher	97.1	96.7	97	97.2	96.9	97.2
	Number of departments with stress check total health risk values of 120 and higher			Reduce compared to the previous fiscal year	—	—	35	43	34	20
	Percentage of high-stress individuals <sup>*1</sup> in stress check			Reduce compared to the previous fiscal year	11.5	11.2	11.7	11.6	10.3	10.1
Reduce the number of employees on long-term leave	New case rate		%	Reduce compared to the previous fiscal year	0.27	0.57	0.59	0.55	0.47	0.46
	Mental health severity rate			Reduce compared to the previous fiscal year	0.6	0.59	0.7	0.76	0.73	0.51
	Return to work rate			50% or higher	47.1	48.9	50	31.8	61	66.7
Zero passive smoking	Smoking rate	Ube Corporation	%	(FY2021) 23% or less	27.7	27.8	26.3	25.2	23.6	20
		UBE Group <sup>*2</sup>			28.6	28.5	27.2	25.9	24.4	22.3
Other Health Indicators (Scope: Health Checkup Recipients of All Ages)	Percentage of employees with appropriate body weight	Ube Corporation	%	Increase compared to the previous fiscal year	70.3	69.5	67.9	67.3	66.7	68.2
	Percentage of employees who regularly exercise <sup>*3</sup>		%	Increase compared to the previous fiscal year	26.8	27	28.2	28.4	31	35.2

<sup>\*1</sup> As stipulated in the Stress Check Guidelines (revised August 2018), Ministry of Health, Labour and Welfare

<sup>\*2</sup> Group companies that have concluded an occupational health outsourcing contract or a similar agreement

<sup>\*3</sup> Regularly exercise: Engaging in at least 30 minutes of exercise at least twice a week

## Number of Patents Held (Registered)

Category	Boundary	Unit	2016	2017	2018	2019	2020	2021
In Japan	UBE Group	Number	240	226	193	186	177	178
Cumulative number of patents held as of fiscal year-end			2957	2938	2862	2726	2380	2172
Outside Japan	UBE Group	Number	214	207	155	143	158	126
Number of patents held			2217	2122	2107	2025	1842	1634
Cumulative number of patents held as of fiscal year-end			49	47	30	41	20	16
United States			34	31	27	9	21	10
Europe			50	51	26	30	37	40
China			23	28	29	24	25	28
South Korea			31	26	19	15	6	11
Taiwan			27	24	24	24	49	21
Other countries/regions								

**Actual Expenditures for Social Initiatives**

Category	Boundary	Unit	2016	2017	2018	2019	2020	2021
Expenditures for social initiatives	UBE Group	(Million yen)	284.1	756.1	313.5	306.8	216.8	205.3
Expenditures by Form of Social Initiative								
Financial donations			41.4	78.3	43.5	37.2	53.0	54.8
Material donations			3.8	1.4	6.9	2.1	5.1	1.9
Access to facilities	UBE Group	%	0.6	1.6	4.5	4.5	0.7	0.1
Employee participation and outreach			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

\*Donated five million yen to UBE Foundation in fiscal 2017 as part of UBE's 120th anniversary projects.

**Management System Certification Acquisitions (Occupational Safety and Health)**

\*See [here](#) for the environmental management system (Environment)

**Occupational Safety and Health Management System (OSHMS) Acquisitions (Acquisition rate\*: 90%)**

Companies	Business Sites	OSHMS	Year and Month of Acquisition	Registration Agencies
UBE Corporation	Ube Chemical Factory	ISO45001	February 2006	Lloyd's Register Quality Assurance Limited (LRQA)
	Ube Chemical Factory Fujimagari area	ISO45001	January 2017	Lloyd's Register Quality Assurance Limited (LRQA)
	Sakai Factory	ISO45001	March 2012	Lloyd's Register Quality Assurance Limited (LRQA)
	Ube Electric and Industrial Materials Factory	ISO45001	April 2007	The High Pressure Gas Safety Institute of Japan
	Power Management Dept.	ISO45001	September 2006	Japan Quality Assurance Organization (JQA)
	Ube Research Laboratory and Pharmaceutical Research Laboratory	ISO45001	October 2021	Lloyd's Register Quality Assurance Limited (LRQA)
	Chiba Research Laboratory	ISO45001	October 2020	GCC Japan
Ube Logistics Service, Ltd.	Ube Site <sup>1</sup>	ISO45001	March 2011	Lloyd's Register Quality Assurance Limited (LRQA)
	Sakai Site <sup>2</sup> · Nagoya Site <sup>2</sup>	ISO45001	March 2012	Lloyd's Register Quality Assurance Limited (LRQA)
	Chiba Site <sup>3</sup>	ISO45001	April 2006	Japan Chemical Quality Assurance Ltd. (JCQA)
UBE FILM ,LTD.	Headquarters and Onoda Factory	ISO45001	May 2009	Perry Johnson Registrars, Inc.
	Narita Factory	—	—	—
UBE-MC Hydrogen Peroxide, Ltd.	Ube Factory	ISO45001	January 2007	Japan Chemical Quality Assurance Ltd. (JCQA)
UBE EXSYMO CO., LTD.	Gifu Site	ISO45001	February 2006	Japan Quality Assurance Organization (JQA)
	Fukushima Site	ISO45001	February 2006	Japan Quality Assurance Organization (JQA)
Ube Maxell Co., Ltd.	Ube Site <sup>1</sup>	ISO45001	February 2006	Lloyd's Register Quality Assurance Limited (LRQA)
	Sakai Site <sup>2</sup>	ISO45001	February 2006	Lloyd's Register Quality Assurance Limited (LRQA)
	Chiba Site <sup>3</sup>	ISO45001	February 2007	GCC Japan
UBE Scientific Analysis Laboratory, Inc.	Ube area and Chiba area	ISO45001	February 2007	GCC Japan
Ems-Ube Ltd.	Lauroctam Factory <sup>1</sup>	ISO45001	February 2006	Lloyd's Register Quality Assurance Limited (LRQA)
UBE Elastomer Co. Ltd.	Chiba Factory	ISO45001	April 2006	Japan Chemical Quality Assurance Ltd. (JCQA)
UBE-MARUZEN POLYETHYLENE Co., Ltd.	Chiba Factory <sup>3</sup>	ISO45001	April 2006	Japan Chemical Quality Assurance Ltd. (JCQA)
MU Ionic Solutions Corporation	Sakai Factory <sup>2</sup>	ISO45001	March 2012	Lloyd's Register Quality Assurance Limited (LRQA)
UBE MACHINERY CORPORATION, Ltd.	Headquaters Factory and Nagoya Site	ISO45001	December 2005	Lloyd's Register Quality Assurance Limited (LRQA)
T&U ELECTRONICS CO.,LTD.	Headquaters Factory	ISO45001	March 2006	GCC Japan
UBE STEEL CO., LTD.	Headquaters Factory	ISO45001	January 2007	Lloyd's Register Quality Assurance Limited (LRQA)
FUKUSHIMA LTD.	Headquaters Factory	ISO45001	October 2000	JIC QUALITY ASSURANCE LTD.

\* Percentage of domestic plants and laboratories of Ube Industries, Ltd. and consolidated subsidiaries that operate this management system

1 Included in the certification scope of UBE Corporation Ube Chemical Factory

2 Included in the certification scope of UBE Corporation Sakai Factory

3 Included in the certification scope of UBE Elastomer Co., Ltd. Chiba Plant