

# 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