

Message from the Officer in Charge of Our Human Capital



Under the new medium-term management plan starting fiscal 2025, we will promote strategic human resource measures that go hand in hand with management and contribute to solid growth.

Ryo Kawamura

Director, Executive Officer

CCO

With responsibility for Human Resources Dept., Talent Strategy Dept., General Affairs Dept., Legal Dept., Intellectual Property Dept., and Business Reorganization Dept.

Showing our employees we are serious about changing was the greatest achievement of the previous plan

UBE has organized its talent strategy into five levels to promote relevant measures in a series of stages (→ see p. 24 for details). In the previous medium-term management plan, which corresponds to level 2 of our talent strategy, “Cultivating talent to drive specialty chemicals progress,” we set “enhancing human capital” as one of the foundations to realize our Vision for 2030. In order to maximize the potential of our human resources in advance of new initiatives in such areas as business restructuring and digital transformation (DX), we have been reviewing our talent strategy.

First, we decided on a vision for the talent needed to realize our growth strategy. Next, we defined talent models* for each area of expertise in order to develop proactive human resources who can act independently with the future in mind. In addition, as the importance of global talent has increased with the changing business environment, we have begun setting requirements for them and examining ways to acquire and train them ahead of schedule.

In addition, we are actively recruiting both new graduates and mid-career professionals to ensure that each department has the human resources it needs. From

fiscal 2025, we will introduce a new talent management system to visualize the talent required in each department and promote optimal human resource allocation.

In our talent strategy, we also emphasize the mindset of our employees. To encourage employees to take ownership of their careers, we are proactively promoting internal recruiting and intend to make it a year-round program in the future. We are also promoting changes in employee mindset during job level-specific training, along with explaining the new personnel system that will be implemented going forward. We want our employees to shift to a mindset of thinking for themselves how they can contribute to the Company through their work instead of waiting for work to be given to them.

Through these multifaceted efforts, our employees have seen that UBE is serious about changing, and I believe that this is the greatest achievement of the previous medium-term management plan.

* We established talent models spanning 10 domains, defining, among other components, roles, actions, skills, knowledge, and mindsets for each. See page 65 for details.

We will visualize, acquire, and train the talent needed to realize the new plan's growth strategy

In fiscal 2025, we have launched our new medium-term

management plan, under which we aim to become a specialty chemicals company. At the same time, we have transitioned to level 3 of our talent strategy, “Leveraging specialty chemicals experts.” The key to our talent strategy will be to ensure that its component elements—talent development, revitalization, utilization, and optimal allocation—work smoothly. Accordingly, first we will utilize the aforementioned talent management system to visualize the human capital required for each business and create an optimal human capital portfolio.

A primary example of the kind of talent needed to promote the strategies and measures set forth in the new medium-term management plan are digital talent to promote DX Companywide. To foster their development, we are strengthening our reskilling efforts for all employees in such areas as data utilization and increasing operational efficiency through the use of generative AI.

In addition, to strengthen the Research & Development Division in order to create new core competencies, we will promote the hiring of external, mid-career human resources with extensive development experience.

Further, we will focus on securing and developing global talent. To realize optimal talent utilization on a global level, it will be necessary to centrally manage individual talent, foster interactions among talent through cross-border career development, and strengthen such human capital. We have defined this as “UBE global culture” and will begin full-scale efforts to formulate a framework for it.

Our talent vision

The UBE Group works together with its employees, helping them develop their talents so that they can be:

1. Business professionals who independently create value and drive revenue
2. Eager to embrace new challenges with urgency and transformative mindsets
3. Lifelong learners dedicated to ongoing improvement
4. UBE team members who respect and celebrate diversity among their peers

Message from the Officer in Charge of Our Human Capital

Creating an environment in which diverse talent can proactively work and grow from the perspective of sustainability management

In the new medium-term management plan, at the top of our efforts to promote and advance sustainability management is the material issue of “empowering and engaging a diverse workforce,” and we intend to foster an environment of innovation through collaboration among diverse talent.

Respecting employees’ individuality and maintaining good relationships with them are the foundation of our human resource measures and necessary for sustainable growth. What we emphasize within this context is promoting diversity, equity, and inclusion (DE&I), and pursuing employee well-being through the maintenance of their physical and mental health. DE&I, in particular, was positioned as the most important talent strategy issue in the previous medium-term management plan, as well, and we are engaging in ongoing efforts in this area.

For example, we are visualizing the pipeline for the development of female managerial talent and leaders, and considering coaching measures to change the mindset of female employees and encourage them to aim for promotion to management positions.

Regarding the employment of people with disabilities, we plan not only to promote their employment, but also to turn such employees into digital talent through aggressive human resource investment.

As concerns the employment of foreign talent, in addition to hiring around three foreign nationals each year, from fiscal 2025 we are engaging in hiring practices that emphasize skills regardless of Japanese language ability.

On the other hand, we cannot ignore the recent wave of talent mobility. The UBE Group emphasizes mid-career recruitment as a means of acquiring and developing proactive, professional talent, and has set a goal of increasing the ratio of mid-career hires to 50% in fiscal 2025.

We will promote a variety of initiatives for organizational revitalization, such as hiring human resources able to make an immediate impact in cooperation with business units, and

hiring unique and unconventional talent based on a framework that differs from the conventional personnel system. In addition, we welcome employees who have left the UBE Group for various reasons to return as highly skilled talent after gaining experience outside the Group, and we plan to launch an “alumni network” to create an environment that facilitates the return of such employees.

Furthermore, in our pursuit of employee well-being, it is essential that we improve work engagement. We are also increasing our support to help our employees grow and achieve their vision for themselves through such means as increasing the amount we invest in our talent on a per-employee basis. At the same time, we are reforming our personnel system to reward employees who are willing to grow. Specifically, we are aiming to create an evaluation system that rewards autonomy and expertise by unifying job classifications and treating employees according to their achievements and roles without regard to the number of years they have been with the Company. Preparations are currently underway for implementation starting in fiscal 2026, and we are planning on conducting an explanatory campaign for employees beginning in the second half of fiscal 2025.

Meeting stakeholder expectations by developing strategy for and upgrading our HR capabilities

As more emphasis is placed on the enhancement of human capital in corporate management, the roles required of HR departments are becoming more diverse and complex. Based on this awareness, we are working to create a system that can promote strategic talent measures linked to management strategies. In April 2025, we established the Talent Strategy Department as a parallel organization to the Human Resources Department, and together with the Business Reorganization Department, which is responsible for talent reallocation related to business restructuring, we are working to develop strategies for and upgrade our HR capabilities. In the future, we want our HR departments to function as a “human resource business partner” that

promotes measures linking business strategies and talent strategies as a partner of management and business units.

In 2030, the talent of the UBE Group, whether in Japan or overseas, will engage in autonomous career-building, and do and learn what they want in order to achieve their visions for themselves. Further, the well-being of each individual will serve as energy that drives our organization, and their innovations will contribute to society.

And to achieve this, we will not only steadily implement a variety of measures, but also work with a sense of urgency to resolve issues that are visible now.

In the new medium-term management plan, we have condensed and redefined our purpose into the phrase “Breaking Through with the Chemistry of Hope.” The foundation of the UBE Group’s talent strategy is to build our stock of human resources who wish to develop their careers at the UBE Group, who are able to apply our purpose to their work and take on the challenge of self-realization, and who feel that working at the UBE Group enables them to be themselves.

As the saying goes, “A company is only as good as its people,” and the strength of its talent is the source of its growth. Our human resource departments will work in tandem with management to drive the empowerment of our talent, enhance the value creation capabilities of the entire organization, and vigorously implement the new medium-term management plan to meet the expectations of our stakeholders.



Human Capital

Basic talent strategy approach to drive growth in specialty chemicals

Aligning talent and business strategies

It is vital to formulate and deploy a talent strategy that helps materialize management strategies to continuously enhance corporate value in this rapidly changing business climate.

To realize our transformation into a specialty chemicals company, we have deployed initiatives under a five-level talent strategy. We are at level 3 under our current medium-term management plan. Here, we focus on proactive implementation of measures to enable the development and active participation of highly-skilled talent capable of responding to the bolstering of business structure reforms and rapid global expansion.

Please see page 24 for details of our talent strategy.

Talent model to drive growth in specialty chemicals

Under the previous medium-term management plan, initiatives were implemented to bring about unprecedented changes, such as reforming business structure and promoting digital transformation (DX). We define the talent model as our human capital strategy to maximize the activation of human resources and will

aim to develop “proactive talent.” In fiscal 2025, we will continue working to integrate this talent model into the mindset of all employees.

Human resource management

Through the introduction of a talent management system, we will create a human resources portfolio by visualizing our human resources and conducting interviews to determine the type and number of talent models needed in each department across our business units. Based on this, we believe it is important to effectively integrate training, recruitment, and optimal allocation in order to secure the best talent.

We also actively implement internal recruitment with the aim of firmly establishing the concept of career ownership, which is at the center of our human capital strategy. This will lead to year-round internal recruitment by providing all employees with the opportunity to consider their own careers and clarify their future career plans through the career development interviews held with their supervisors over a period of time.

We are also working to develop digital talent among all employees by leveraging generative AI to increase

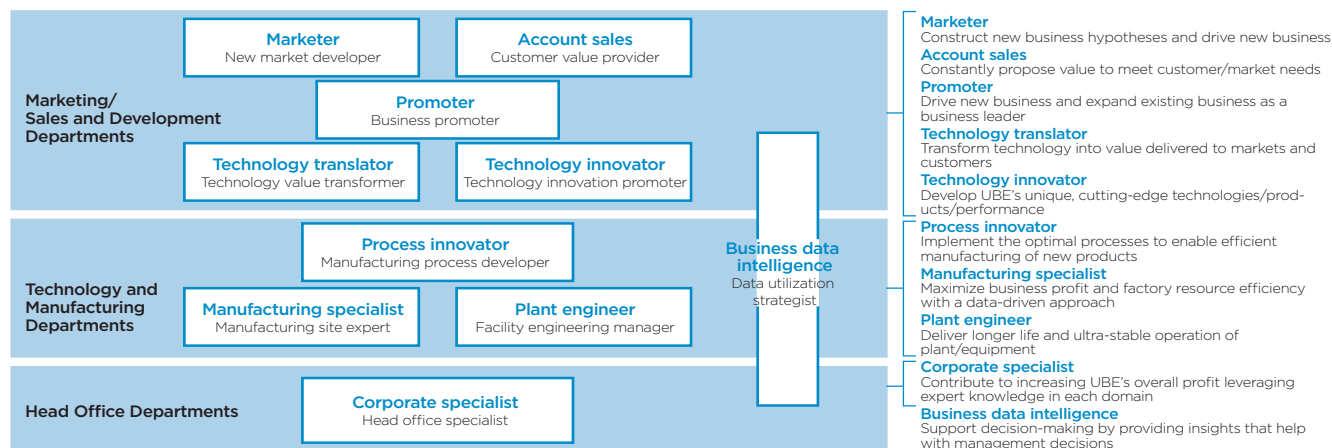
operational efficiency and utilize data led by the DX Promotion Office. UBE positions the promotion of DX as a company-wide activity to promote operational reform and value creation. We are not simply utilizing digital technology but are also making company-wide efforts to consolidate and streamline our operations with the aim of creating new value.

New personnel system

We are implementing personnel system reform with the aim of commencing operation of the new system in fiscal 2026. We will build a framework that encourages employees to think proactively about their own growth and aim for any of the predefined talent models with support provided for self-directed career and professional development. More specifically, we will realize a human resources transformation by integrating career-track and *kikanshoku** paths and establishing systems for evaluation of competency demonstrated within job duties regardless of age or academic background and for transparent and timely evaluation of human resources with advanced specialties.

*Technical employees and administrative employees

Talent models



At UBE, we take on the challenge of realizing our envisioned future and aim for further growth

Since joining in 2009, I have aimed to be a businessperson from a technical background with the ability to make a contribution in business divisions. I have gained a wide range of experience in development, manufacturing, and sales, as well as being seconded to a university-based venture company and participating in overseas training programs. On the recent acquisition of the urethane systems business, I transferred to the review team using the internal recruitment system. Our work has brought about a new business in the UBE Group.

Going forward, I will continue contributing to the UBE Group's shift toward becoming a specialty chemicals company as a key member of newly established business units.



Yoshitaka Oue
High Performance Urethane Division
Planning & Control Department
Planning Group Leader

Human Capital

Key initiatives and progress

An environment in which diverse perspectives and values interact with each other is essential for the sustainable growth of organizations. Interaction between talents with different experiences and expertise creates flexible thinking and new insights and fosters the ability to quickly identify change. We have set our talent KPIs for the purpose of increasing this kind of organizational resilience. We review progress on KPIs across the Group quarterly and visualize and share the findings to increase the companywide unity and effectiveness of initiatives.

Talent KPIs

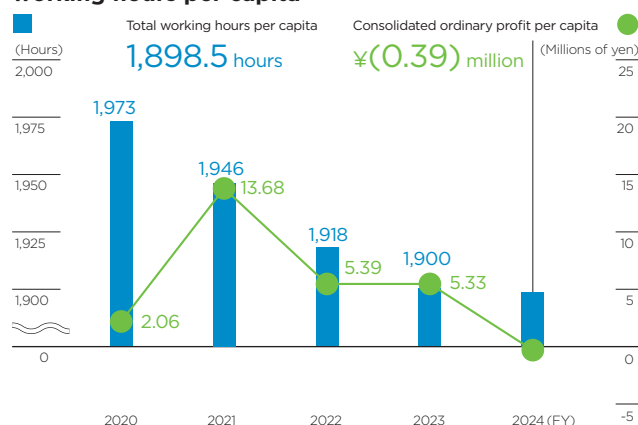
(FY)	Results			Targets
	2022	2023	2024	2030
Investment in off-the-job training per person (UBE)	¥120,000	¥150,000	¥205,000	¥300,000
Percentage of women in the workforce (Consolidated basis in Japan)	15.0%	15.0%	16.0%	25.0%
Percentage of women in management positions (Consolidated basis in Japan)	4.1%	4.6%	5.8%	10.0%
Percentage of mid-career hires (Career-track employees) (Consolidated basis in Japan)	37.3%	36.1%	51.3%	—
Non-Japanese national hires (Consolidated basis in Japan)	0	7	5	—
Percentage of employees with disabilities*	3.16%	3.06%	2.87%	3.2%
Employee turnover rate (UBE)	1.0%	1.4%	1.5%	2% or less
Percentage of annual paid leave taken (Consolidated basis in Japan)	74%	81%	81.3%	100%
Total actual annual working hours (UBE)	1,918 h	1,900 h	1,898.5 h	1,880 h or less
Percentage of male employees taking 20 days or more of childcare leave (UBE)	9.9%	10.8%	30.0%	50%
Smoking rate (Consolidated basis in Japan)	22.7%	23.0%	22.3%	12.0% or less
Rating for presenteeism in the WFun questionnaire (UBE)	C	C	B	A

*Aggregation scope: Three-company average for the fiscal year of UBE Corporation, Libertas Ube, Ltd., and Ube General Service Co., Ltd.

Productivity enhancement analysis

We are creating work environments that allow flexible working arrangements so diverse employees can maximize their potential. As part of this, we are promoting “shorter working hours.” We have also adopted “per capita profit indicators” in the performance-linked bonus system in order to maximize results through productivity improvements.

Consolidated ordinary profit per capita and total working hours per capita



Notes: 1. Consolidated ordinary profit per capita excludes earnings and losses from the machinery business and Mitsubishi UBE Cement Corporation.
2. From Fiscal 2023 onward, the figures include those for partner employees.

Recruitment

We systematically recruit new graduates and mid-career professionals and are also hiring foreign talent. In fiscal 2024, we hired four non-Japanese career-track employees and one non-Japanese *kikanshoku* employee on a consolidated basis in Japan.

We also further stepped up mid-career hiring to secure highly specialized professionals aligned with our business strategies who can go straight into action. In fiscal 2024, mid-career hires accounted for 51.3% of career-track recruits on a consolidated basis in Japan, reaching the target rate of 50% or more for

such professionals under the previous medium-term management plan. Going forward, we will continue to recruit highly specialized professional talent.

Hiring breakdown (UBE)

(FY)		Number of people (Number of women in parentheses)				
		2020	2021	2022	2023	2024
New graduate hires	Career-track employees	58(14)	33(9)	15(8)	33(12)	21(6)
	<i>Kikanshoku</i> * employees	69(10)	36(7)	32(0)	38(9)	24(4)
Mid-career hires	Career-track employees	5(1)	2(2)	10(4)	9(2)	23(7)
	<i>Kikanshoku</i> * employees	13(0)	11(1)	22(3)	14(0)	28(2)
Non-Japanese national hires	Career-track employees	1(0)	2(1)	0(0)	2(1)	4(3)
	<i>Kikanshoku</i> * employees	0(0)	0(0)	0(0)	0(0)	0(0)

*Technical employees and administrative employees

Human resources development

We are enhancing the amount of per capita investment in people to cultivate talent that will drive our transformation into a specialty chemicals company. We prioritized enhancing internal communication by providing in-person training to augment largely online sessions to boost efficiency and optimize effectiveness.

We draw on external e-learning services for job level-specific training to foster a culture in which employees keep growing by taking ownership of career development.

(FY)	UBE		
	2022	2023	2024
Investment in off-the-job training per person*1	¥120,000	¥150,000	¥205,000
Training hours per person*2	17 hours	19 hours	15 hours*3

*1 Calculation methodology: (Total education and training expenses + Labor costs for department overseeing training) / Number of employees on non-consolidated basis (as of fiscal year-end)

*2 Calculation methodology: (Total hours of group training + Total hours of e-learning) / Number of employees on non-consolidated basis (as of fiscal year-end)

*3 Impact due to integration of API Corporation

Human Capital

Diversity, equity, and inclusion (DE&I)

A key DE&I initiative in fiscal 2024 was the design of a “diverse regular employee framework,” aimed at reducing polarization between regular and non-regular employees and enabling a variety of working styles. This framework limits duties, locations, and working hours, and seeks to create a psychologically safe environment where all employees—regardless of disability—can fully realize their potential. In addition, in our program for senior employees, we placed greater emphasis on evaluations conducted at the point of mandatory retirement to help maintain motivation prior to retirement.

Advancing gender equality and developing our talent pipeline

The UBE Group is focused on promoting active participation by women. In fiscal 2024, we sent management candidates to outside cross-industry networking events to foster mindset change. We also stepped up regional cooperation through the Yamaguchi University Diversity Promotion and Acceleration Consortium to boost human resources in STEM (science, technology, engineering, mathematics). We have also been actively working on developing talent pipelines and career-oriented recruitment for female employees.

Wage gaps between men and women

(FY)	Wage gaps between men and women (Ratio of female to male wages)		
	2022	2023	2024
All workers	78.8%	78.2%	80.2%
Regular workers	79.4%	79.2%	80.2%
Contract workers	55.8%	57.9%	66.1%

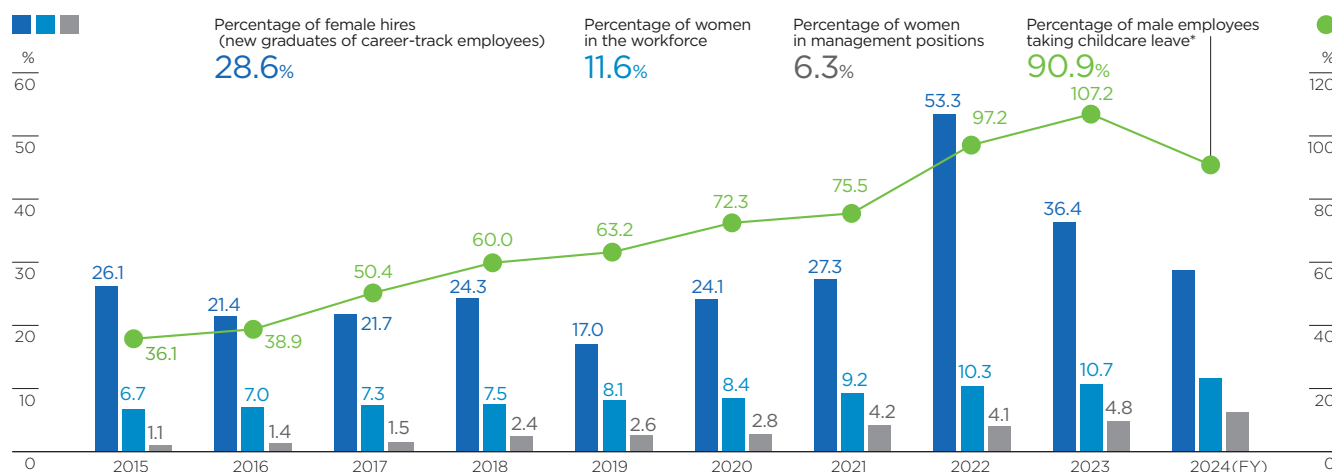
- Disparities come from underrepresentation of women in management-level regular and contract worker positions, so we are striving to hire and advance them.
- Many women in regular worker positions do not do shift work, leading to wage gaps from not getting shift and late-night allowances.

Number and ratio of female executives and employees

Role	FY2020	FY2021	FY2022	FY2023	FY2024
UBE	Number of directors				
	0	0	1	1	1
	Number of upper management				
	1	1	1	3	4
	Number of middle management				
	3	6	12	12	15
	Number of junior management				
	20	16	10	12	22
	Total number of management positions				
	24	23	23	27	41
	Female ratio				
	2.8%	4.2%	4.1%	4.8%	6.3%
	Number of management candidates				
	31	31	37	36	37
	Female ratio				
	13.2%	16.8%	18.4%	18.8%	17.2%
	Number of other career-track employees				
	56	33	33	37	52
Female ratio					
22.8%	22.4%	25.4%	29.4%	32.9%	
Number of new graduate hires (career-track employees)					
14	9	8	12	6	
Female ratio					
24.1%	27.3%	53.3%	36.4%	28.6%	
Total number of employees					
280	189	229	239	313	
Female ratio					
8.4%	9.2%	10.3%	10.7%	11.6%	
Consolidated basis in Japan	Percentage of women in management positions				
	2.6%	3.3%	4.1%	4.6%	5.8%
Percentage of women in the workforce					
12.9%	14.5%	15.0%	15.0%	16.0%	

Note: Figures for fiscal 2022 and beyond include partner employees.

Benchmarks for providing greater opportunities for women (UBE)



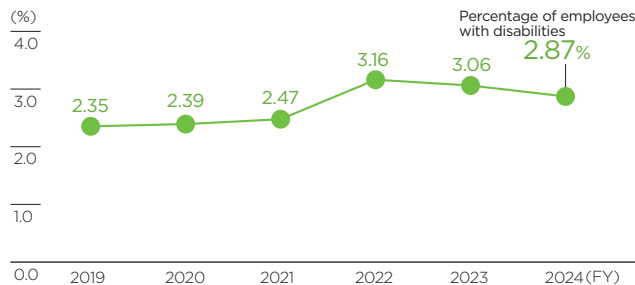
*The percentage of male employees taking childcare leave is calculated as (b/a), where (a) represents the number of male employees whose children were born during the relevant fiscal year and who were eligible for childcare leave, and (b) represents the number of male employees who newly took childcare leave during that year. Since (b) also includes male employees whose children were born in a previous fiscal year but who did not take leave until the fiscal year of calculation, the percentage may exceed 100%.

Human Capital

Employing people with disabilities

The UBE Group works on expanding job opportunities and skill development for people with disabilities. Specialized staff with job coach qualifications work closely with local support organizations, providing support to employees and workplaces from the recruitment stage. Moreover, efforts to enhance employees' skills through tasks such as converting data for e-learning as part of our development of digital talent are leading to the expansion of job opportunities. We practice social inclusion that enables everyone to participate actively through the provision of career development that matches individuals to the right tasks.

Percentage of employees with disabilities (UBE Corporation, Libertas Ube, Ltd., and Ube General Service Co.,Ltd.)



Issues and responses in enhancing well-being

In fiscal 2024, we conducted a happiness survey of all employees as an indicator of well-being. We will consider and roll out measures to increase satisfaction based on analysis of the survey findings and interviews of employees, with a focus on disparities in workplace happiness between generations, job types, and work locations. In fiscal 2025, we are establishing a Labor-Management Review Committee to conduct a joint review aimed at improving the indicators related to workplace happiness. We seek to foster an innovative corporate culture that ensures that all employees feel respected

and enhances their sense of growth, belonging, and contribution.

Engaging with employees

We deepen mutual understanding of departmental challenges and our corporate direction by having the president and employees exchange views. In fiscal 2024, we held 14 sessions with 51 management candidates during which there were lively discussions on UBE's vision for the future.

Diverse and efficient work practices

In fiscal 2024, we moved forward with greater operational efficiency through promotion of DX. We also tightened management of working hours by including the time employees use for changing their clothes in working hours and reducing discrepancies in PC log times. Even with these conditions, we have established a system that enables total working hours to be maintained at no more

than 1,900 hours annually. We are also promoting diverse and efficient work practices by encouraging employees to take annual paid leave and other leave.

Increasing job satisfaction

UBE is committed to systematic human resources development through the establishment of a human resources database and the introduction of a talent management system. We also support career ownership by employees through active use of internal recruitment, which promotes engagement of human resources. With the aim of enhancing well-being, we will build systems for evaluation of competency demonstrated within job duties regardless of age or academic background and for transparent and timely evaluation of human resources with advanced specialties. At the same time, we are developing a comfortable workplace environment by making the use of preferred names standard to respect the identity of employees.

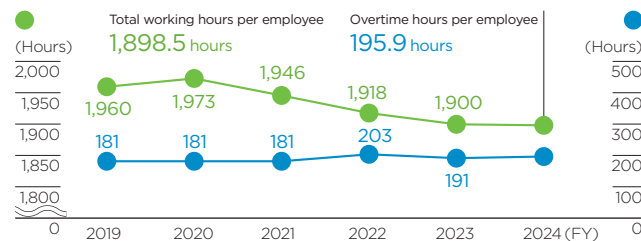
Health management initiatives

The UBE Group implements various measures through the Group Health Management Committee and a variety of subcommittees, and in fiscal 2024 over 90% of UBE employees were aware of health management. Furthermore, in fiscal 2024, UBE and a total of 13 its consolidated subsidiaries in Japan received certification as excellent corporations. Among them, Ube Logistics Service, Ltd. and Fukushima Ltd. were recognized as Bright 500 enterprises, and T&U Electronics Co., Ltd. and Ube General Service Co.,Ltd., were recognized in the newly-established Next Bright 1000 enterprise category.

UBE uses WFun* to measure presenteeism and works to identify and improve symptoms that have the greatest impact on work. With a focus on sleep, pain, and eyes, we offer simple tests for sleep apnea syndrome, seminars, and health advice.

* WFun: A questionnaire that measures the extent to which health problems impair functioning at work

Working hours (UBE)



Annual paid leave usage (UBE)



Human Rights

Respect for human rights

The UBE Group regards the UBE Group Human Rights Guidelines as the foundation of its corporate activities. Every year, we identify, analyze, prevent, and rectify the human rights risks to which corporations should give consideration, and we engage in activities that respect human rights.

Please see the Respect for Human Rights section of the UBE Group's website for information on the UBE Group Human Rights Guidelines.
<https://www.ube.com/ube/en/sustainability/society/humanrights/>

The UBE Group Code of Conduct sets out guidelines for decision-making and standards of conduct for all individuals engaged in the Group's business. Within this Code, the section on Respect for Human Rights is intended to foster respect for individuality and diversity and to build safe, healthy, and inclusive workplaces. It also affirms our commitment to respecting the human rights of all stakeholders associated with our business and to avoiding direct or indirect involvement in human rights abuses.

Please see the UBE Group's website for information on the UBE Group Code of Conduct.
https://www.ube.com/ube/en/sustainability/pdf/governance/compliance/code_of_conduct.pdf

As part of our external activities, UBE has signed the United Nations Global Compact and participated in the Human Rights Due Diligence and Human Rights Education working groups of the Global Compact Network Japan. In the Ube region, as a standing member of the Ube-Sanyo Onoda Area Corporate Human Rights Education Liaison Council, we work together with neighboring companies to raise awareness of human rights. Our initiatives extend beyond our own company to the wider region, focusing on three themes: ensuring reasonable accommodation for people with disabilities, promoting understanding of LGBTQ issues, and preventing disadvantageous treatment related to caregiving responsibilities.

Human rights training

Based on the UBE Group Human Rights Guidelines, we have created a Group-wide framework for promoting education about human rights, and we provide ongoing training on human rights. In fiscal 2024, the Group company liaison council on human rights and labor discussed the risk of human rights violations due to inadequate dissemination of information and countermeasures when there are legal revisions, and the entire UBE Group conducted an e-learning initiative marking human rights week.

Initiatives	Participants
e-learning	6,613 (Consolidated basis in Japan, including executive officers)
New employee training	46 (UBE)

Human rights due diligence progress

Initiatives	Specific initiatives	Results and future initiatives
Establish a human rights promotion management structure	In fiscal 2024, established the Human Resources and Human Rights Committee and put in place a framework for deliberation and reporting at the Strategic Management Meeting (Sustainability Committee) chaired by the President and CEO	Formulated FY2024 activity results and FY2025 action plan with deliberations and reporting at the Strategic Management Meeting. Determined KPIs for six items, including human resource management, promotion of DE&I, and respect for human rights
Identify risks at the UBE Group	Identified human rights risks arising from inadequate responses to and dissemination of information on revisions to Japanese law related to "18. Human rights issues related to gender (including sexual minorities)," "17. Discriminatory behavior and expressions," and "8. Harassment related to caregiver leave, etc." out of the 26 categories of human rights risks that companies should consider	Created e-learning initiatives on three themes around the introduction of an obligation to make reasonable accommodation for people with disabilities, increasing understanding of LGBTQ, and preventing disadvantageous treatment due to caregiving responsibilities and ensured dissemination of information (6,613 participants)
Engage with stakeholders	As a permanent member of an Ube-Sanyo Onoda Area Corporate Human Rights Education Liaison Council, engaged in activities to raise awareness	Hold seminars on the introduction of an obligation to make reasonable accommodation for people with disabilities. Visit companies working on LGBTQ issues and continue awareness raising activities
Share initiative progress and challenges with key overseas sites	Used United Nations Guiding Principles Reporting Framework Self-Assessment Check Sheet to track site progress	Continue looking into rolling out initiatives across organization while factoring in national legal and cultural backdrops
Undertake follow-up surveys on effectiveness of measures	Confirmed situation with human rights-related reports through external and internal reporting channels	Identified 0 external reports and 14 internal reports. Made improvements through internal guidance for 14 internal reports
Explicitly state respect for human rights in procurement guidelines and conduct supplier surveys	* Please see page 70 for more information on supply chain management.	

Human rights due diligence initiatives

We are committed to fulfilling responsibilities to respect human rights and endeavor to identify, prevent, and address any human rights infringements in our activities. Our specific initiatives are as follows.

Human rights due diligence process

