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UPA-2024-029-10

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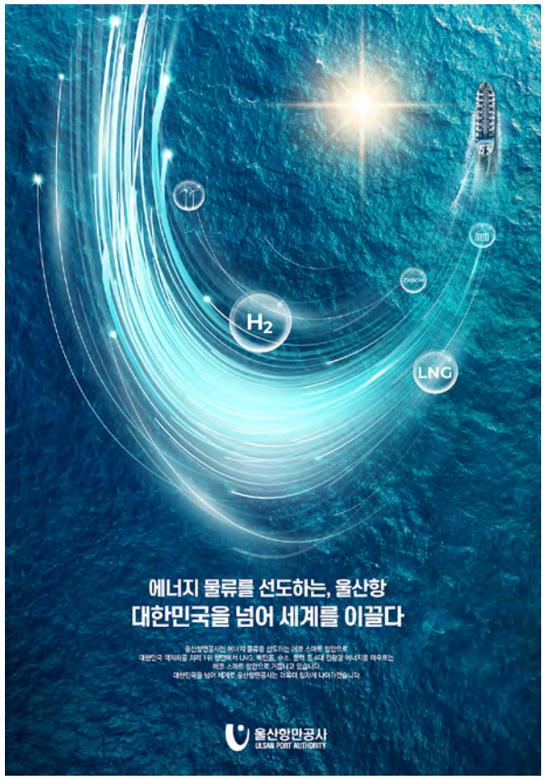
2024 **ULSAN PORT AUTHORITY** SUSTAINABILITY REPORT

PORT CONNECTS THE WORLD

울산항만공사
ULSAN PORT AUTHORITY

About this report



UPA Promotional Design (Poster) Contest Grand Prize Winner

Report Overview

Ulsan Port Authority (hereinafter, "UPA")f published its first sustainability report in 2012 to communicate its management performance across economic, social, environmental, and governance areas to internal and external stakeholders, as well as to listen to stakeholders' expectations and needs. This 2024 report reflects the story of UPA's past, present, and future directions in achieving the vision of "Eco-Smart Port Leading Energy Logistics." To actively incorporate stakeholder feedback and comprehensively assess the financial and non-financial impacts of corporate activities on society and the environment, a double materiality assessment and stakeholder interviews were conducted to identify key reporting issues. Moving forward, UPA will continue to transparently disclose ESG management information and actively engage with various stakeholders through the sustainability report.

Reporting Period, Scope, and Boundary

The reporting period covers July 1, 2022, to December 31, 2023, and includes data from the past three years to allow for trend analysis of quantitative performance. Data with annual fluctuations is based on the fiscal year-end date (December 31), and, if necessary, specifies any distinct data collection periods requiring additional disclosure. This report primarily focuses on the environmental, social, and governance performance of the headquarters and Ulsan Port, with some disclosed data also including overseas operations.

Reporting Guidelines

This report adheres to the Core Option of the Global Reporting Initiative (GRI) Standards, an international guideline for sustainable management reporting, to ensure transparent disclosure of sustainability performance. It also incorporates key agendas from the UN Global Compact principles, K-ESG, and ISO 26000. Financial performance is reported in accordance with the Korean International Financial Reporting Standards(K-IFRS). To ensure the reliability and fairness of the reported information, the report has undergone verification by an independent third-party verification agency, with the results included in the verification statement.

Additional Information on the Report

UPA's sustainability report can be accessed and downloaded through our website. For more detailed information or any inquiries, please contact us using the information provided below.

Homepage YouTube Blog Instagram Kakao Channel

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Interactive PDF

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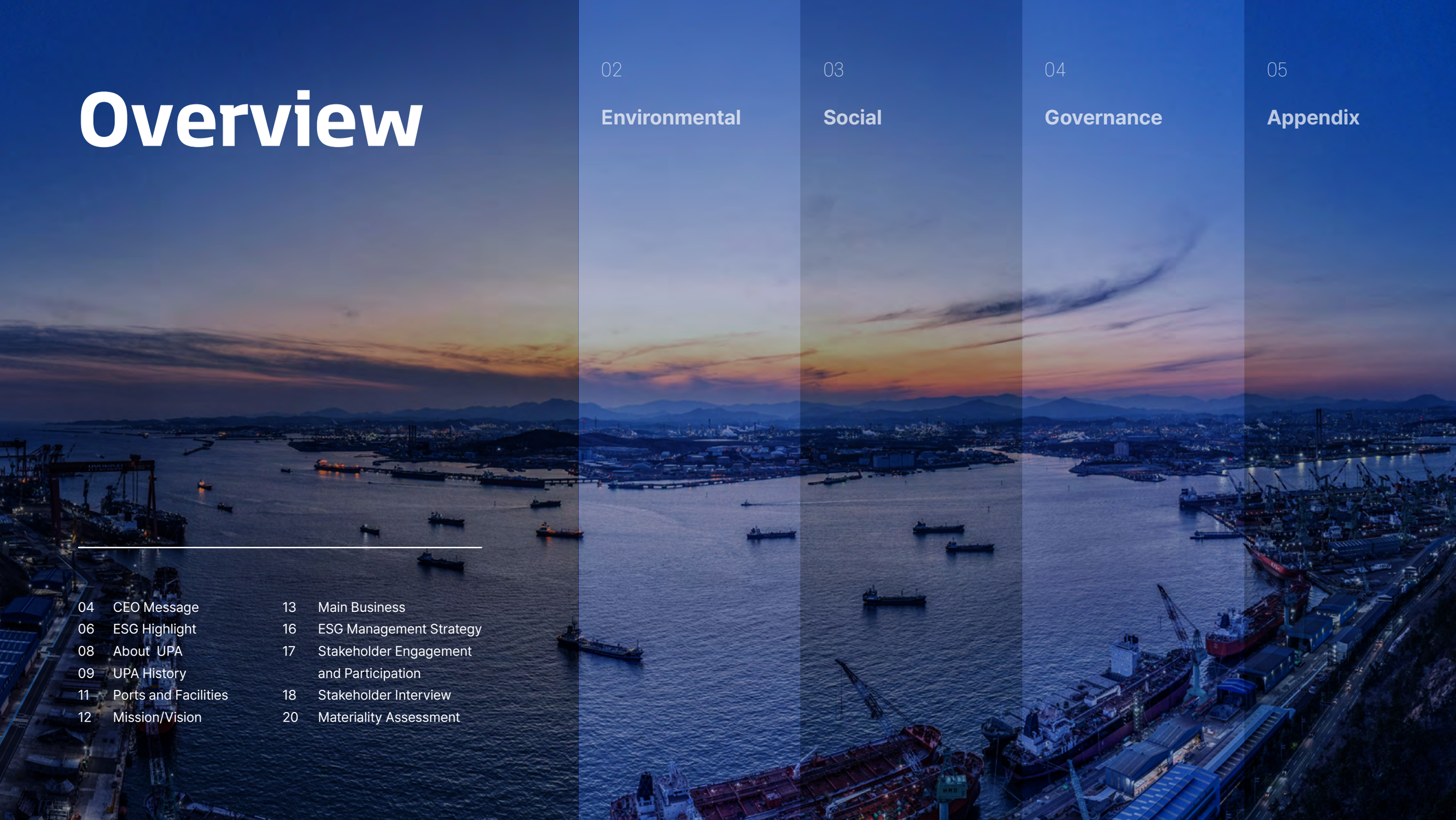

CEO Message

We aim to develop Ulsan Port as a specialized energy port in Northeast Asia, and transform it into a smart port that prioritizes the environment, safety, and customer needs.

Dear Esteemed Stakeholders,

Ulsan Port Authority is the institution responsible for managing and operating Ulsan Port. Since our establishment in July 2007, we have made every effort to develop Ulsan Port into a competitive maritime logistics hub, contributing to the advancement of the national economy. Since its opening in 1963, Ulsan Port has faithfully performed its role as the most significant industrial resource port in the country, growing to handle approximately 200 million tons of cargo annually. In particular, it has firmly established itself as the number one port for liquid logistics in South Korea. We are also preparing for our second leap forward by developing the Ulsan New Port distriperk and smoothly advancing the Northeast Asia Energy Hub project while leading the Fourth Industrial Revolution in port operations with big data.
In 2023, we successfully supplied "the world's first green methanol and biodiesel as marine fuel" and achieved the highest rating in the "Mutual Growth Evaluation" from the Ministry of SMEs and Startups, marking a meaningful year in our efforts to practice and promote ESG management.

We are committed to advancing even further in 2024, without resting on its achievements, to ensure sustainable growth.

First, we aim to establish ourselves as a leading eco-smart port.

As an "Eco-Smart Port Leading Energy Logistics," UPA has steadily advanced projects such as the LNG cluster and the green hydrogen logistics hub, achieving significant milestones. The ongoing port-led LNG bunkering project, the first of its kind in Korea, will establish a foundation for eco-friendly marine fuel supply. In response to the designation of the Ulsan New Port distriperk as an eco-friendly specialized zone, UPA will endeavor to secure infrastructure for green energy production and logistics timely.

Secondly, we will accelerate mutual growth in connection with the port ecosystem and strengthen safety management.

We will take the lead in supporting the growth of SMEs within the port ecosystem and revitalizing the local economy through the development of new technologies in the port

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CEO Message

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industry and support for domestic and international markets. UPA can be considered one of the ports most sensitive to external risk environments due to its geopolitical conditions. With the recent earthquakes on the East Coast and frequent global weather anomalies, Ulsan Port is exposed to various natural disasters. Therefore, we will establish a Loss-Mitigation System to thoroughly prepare for disasters and minimize potential losses for our customers and national assets.

Third, we will further enhance ethical management practices.

Efforts will focus on establishing a fair governance structure and enabling the board of directors to function effectively as a supervisory body. UPA will also work to cultivate a culture of integrity and address factors that undermine transparency to transform itself into a more ethical and corruption-free organization. Additionally, the organization will advance its preemptive internal control systems. Through these efforts, UPA will strive to make ethical management grounded in a culture of integrity its proud hallmark.

On behalf of myself and the employees of UPA, we pledge to leverage our extensive experience in the port and related sectors to propel Ulsan Port's development as an "Eco-Smart Port Leading Energy Logistics." We ask for your continued support and encouragement as Ulsan Port advances and UPA leads a new era of growth for the port.

Thank you.

CEO, Ulsan Port Authority

Byeon, Jae Young

ESG Highlight

"Accelerated Implementation of Korea's First Port-led LNG Bunkering Project"

: Advancement in establishing a foundation for eco-friendly marine fuel supply through the alleviation of major regulatory barriers and the development of supporting policies

"Successful World-First Supply of Green Methanol and Biodiesel as Marine Fuels"

Achieved the world's first PTS (Port-to-Ship) bunkering of green methanol and biodiesel for container vessels
: Successfully conducted the world's first STS (Ship-to-Ship) bunkering of methanol for ultra-large container ships

"Designation of Ulsan New Port distriperk as an Eco-friendly Specialized Zone"

: Attracted investment in the distriperk complex (approximately 1.2 trillion KRW)
: Timely establishment of eco-friendly energy production and logistics infrastructure in connection with phase 1 of the energy hub and the national industrial complex

Achieved the "Highest Rating in the Mutual Growth Evaluation" by the Ministry of SMEs and Startups in 2023

: Contributed to mutual growth by supporting the development of new port industry technologies, assisting with domestic and international market expansion, and advancing institutional and regulatory innovations

Awarded "Exemplary Public Administration Case, Grand Prize" in the Across Government Active Administration Program

: Allowed for concurrent operations in 'cargo transport' and 'marine fuel supply' businesses, with methanol (chemical product) added to the list

Received the "Outstanding Case in Public Institution Health and Safety Activities" Award from the Ministry of Employment and Labor in 2023

: Recognized for establishing the first quantitative safety management system in the port sector and developing an objective safety diagnostic tool

Attained The Highest Rating (Grade A) in the Ministry of Employment and Labor's Subsidiary Management Evaluation for 3 Consecutive Years

: Enhanced employment quality through improved working conditions and the strengthening of professional competencies for subsidiary employees

Maintained "Zero Serious Accidents" for 5 consecutive years through pinpointed port safety management

: Led the nation in port safety by developing and testing Korea's first Cargo Handling Safety Index, achieving recognition both domestically and internationally
: Established an inclusive safety network focusing on managing three major types of safety incidents and securing construction site safety

ESG Highlight

Achieved "Excellence in the National Safety Korea Training Evaluation" through Joint Civil, Government, and Public Sector Training

: Received the highest rating in a large-scale training exercise involving 17 organizations and 450 participants

Designated as Korea's only Eco-friendly Marine Fuel Supply Port Eco-friendly Marine Fuel Supply Port

: Developed a comprehensive safety plan for various types of marine fuels

Awarded the "Minister's Commendation in Maritime Safety" by the Ministry of Oceans and Fisheries

: Established a proactive preparedness system for large-scale and complex disasters across the port sector

Certified as an "Outstanding Disaster Reduction Enterprise" by the Ministry of the Interior and Safety

: Attained top-level response capabilities for complex disasters

Received the highest rating in the "Emergency Support Agency Capability Assessment" by the National Fire Agency

: Demonstrated strong, field-oriented disaster safety capabilities with swift responses to natural and societal disasters

Awarded the "Commendation for Excellence" from the Board of Audit and Inspection, the only public institution to receive this recognition

: Acknowledged for effective oversight mechanisms

Recognized as an Outstanding Institution for Integrity Initiatives by the Anti-Corruption and Civil Rights Commission

: Shared exemplary practices with 302 public institutions nationwide

Received the "Ethical Management Grand Prize" from the Korea Academy Of Business Ethics

: Honored for efforts in promoting a culture of integrity within the public sector

Awarded the "Transparent Management Grand Prize" by the Korea Management Registrar

: Recognized for improvements in mitigating factors that undermine transparency and for transparent information disclosure

Established an "Internal Control System" to strengthen the foundation of compliant and ethical management

: The first public institution to incorporate the Board of Audit and Inspection's "Public Sector Internal Control Guidelines"

About UPA

Company Overview

UPA is a public institution established in July 2007 in accordance with the Port Authority Act to enhance the professionalism and efficiency of the development, management, and operation of Ulsan Port. We are striving to contribute to the development of the national economy by fostering Ulsan Port as a competitive shipping and logistics hub. We work for the development, management, and operation of the Ulsan port facility, logistics terminal, port distriperk complex creation and management, Ulsan port -related research, development and training, direct implementation and investment in Ulsan port-related incidental projects, and investment.

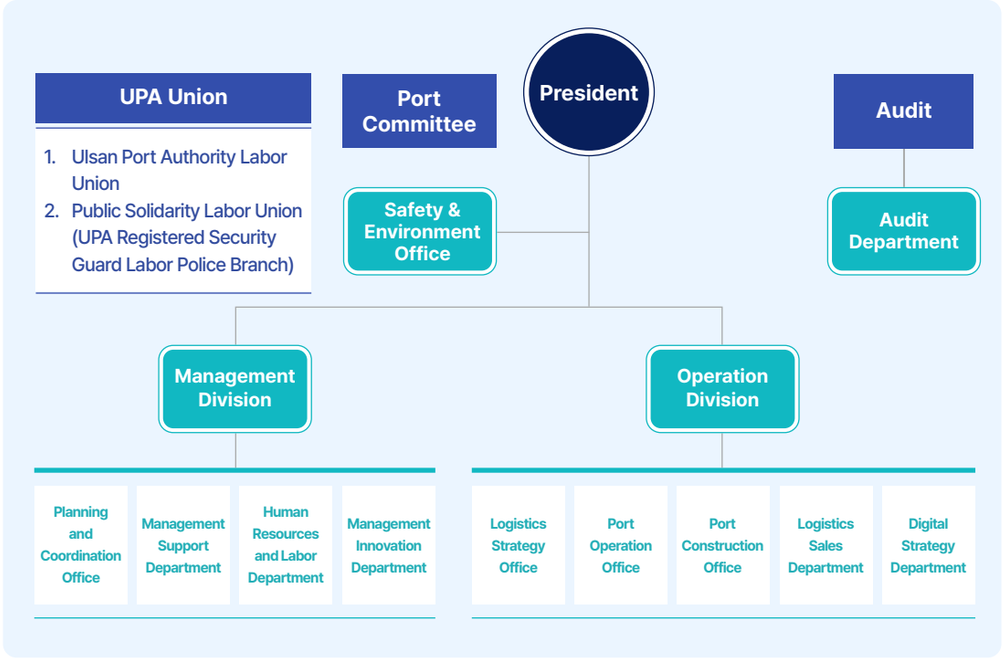
Major Business

UPA's main projects include the construction, management, and operation of Ulsan Ports including Ulsan Main Port, Onsan Port, Mipo Port, and Ulsan New Port, creation and management and operation of the port distriperk, and direct implementation, investment, and contribution of port-related incidental projects.

General Status

Company Name	Ulsan Port Authority, UPA
Headquarters Location	271 Jangsaengpograe-ro, Nam-gu, Ulsan, Korea
Date of Establishment	July 5, 2007
President	Byeon, Jae-Young
Number of Employees	129 (authorized personnel, as of Q2, 2024)
Institution Type	Other Public Institution

Organization Status



Financial Status

(As of 2023 Fiscal Year-End)

Assets	Equity	Revenue	Operating Profit
901.3 billion KRW	7.438 billion KRW	105.6 billion KRW	44.3 billion KRW

UPA History

2007

- Launched Ulsan Port Authority
- Establishment of the Port Committee (Board)
- Opened a new container route between Ulsan and Chennai, India

▪ Inauguration Ceremony of UPA

2008

- Officially Joined the International Port Association (IAPH)
- Ulsan Port 19 Piers Dredging Construction Started
- Ulsan New Port distriperk Development
- Started in Earnest

▪ IAPH Membership Certificate

2009

- Signed MOU to Promote Logistics Cooperation Opened Ulsan New Port Container
- Terminal Started Operation of Liquid Cargo Transshipment Pier in Ulsan New Port Southern Breakwater

2010

- Ulsan New Port Container Terminal, Container Quantification Introduced Work Ship Automation
- Started Construction of Ulsan New Port
- distriperk(Section 1) Project
- Signed MOU for Northeast Asian Oil Hub Business

▪ Signing of MOU for Northeast Asia Oil Hub Project

2011

- Declared the Vision of 'Liquid Logistics-Centered First Class Port'
- Acquired Environmental System ISO14001 Certification

▪ Vision Declaration Ceremony

2012

- UPA New Building Completed
- Port Facility Management and for the First Time in a National Port
- Presidential Citation at the 38th National Quality Management Contest

▪ Awarded Presidential Citation at National Quality Management Contest

2013

- Designated as a Quasi-market Type Public Company
- Ulsan Port Clean Belt Construction (23 organizations)
- Ulsan Port 50th Anniversary, Ulsan Port Slogan and Vision 2030 Declaration
- Northeast Asia Oil Hub Groundbreaking
- Ceremony

2014

- Establishment of Maritime Safety Belt Agreement in Ulsan Port
- Ulsan Port Marine Center Solar Power Plant Installation Work Completed
- Completed Ulsan New Port distriperk Zone 1

▪ Signing of MOU for Establishment of Maritime Safety Belt at Ulsan Port

2015

- Selected as One of the World's Top 5 Seafarers' Welfare Ports
- 2015 Korea Management Innovation Grand Prize
- Started Broadcasting Service of Local Maritime Meteorological Information for the First Time in a National Port

▪ Korea Management Innovation Grand Prize

UPA History

2016

- Ulsan Port South Cargo Storage opened
- Signed MOU for International Cooperation in LNG Bunkering

▪ Opening Ceremony of Ulsan Port South Cargo Storage

2017

- Ulsan New Port Yongyeon Pier and Port distriperk opened
- Awarded by the Prime Minister at the Safety
- Culture Awards

▪ Opening Ceremony of Ulsan Port South Cargo Storage

2018

- 44th National Quality Management Competition Presidential Citation
- 2018 Presidential Commendation for Disaster Response Safety Training

▪ Presidential Citation at the National Quality Management Contest

2019

- Awarded the Minister of Employment and Labor Commendation for Social Contribution to Job Creation
- 4th Public Sector Presidential Citation for Best Cases in Active Administration

▪ Presidential Commendation for Best Cases in Active Administration (Best Award)

2020

- Awarded Best Practices for Health and Safety Activities in the Service sector
- Commendation from the Minister of Economy and Finance for Fair Recruitment Excellence

▪ Commendation from the Minister of Economy and Finance for Fair Recruitment Excellence

2021

- Simultaneous Certification of Compliance Management System (ISO37301) and Anti-corruption Management System (ISO37001) for the First Time in the Public Sector
- Certified as an Excellent Company in Labor-management Relations by the Korea Management Registrar

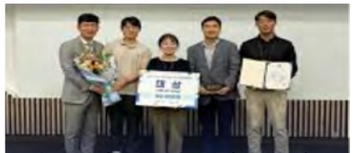
2022

- Inauguration of Ulsan Port Net-Zero Council and Signing of Business Agreement
- The Ministry of Oceans and Fisheries' Award at the 2022 Port Operation Innovation Conference Prime Minister's Commendation for Contributions to National Education Development, Hosted by the Ministry of Education

▪ Inauguration of Ulsan Port Net-Zero Council and Signing of Business Agreement

2023

- Re-designated as a Quasi-Governmental Institution
- Received the Highest Grade in Public Institution Mutual Growth Evaluation
- Outstanding Case in Public Institution Health and Safety Activities Award from the Ministry of Employment and Labor



▪ Outstanding Case in Public Institution Health and Safety Activities

2024

- Inauguration of the 7th President Byeon Jae-young

Ports and Facilities

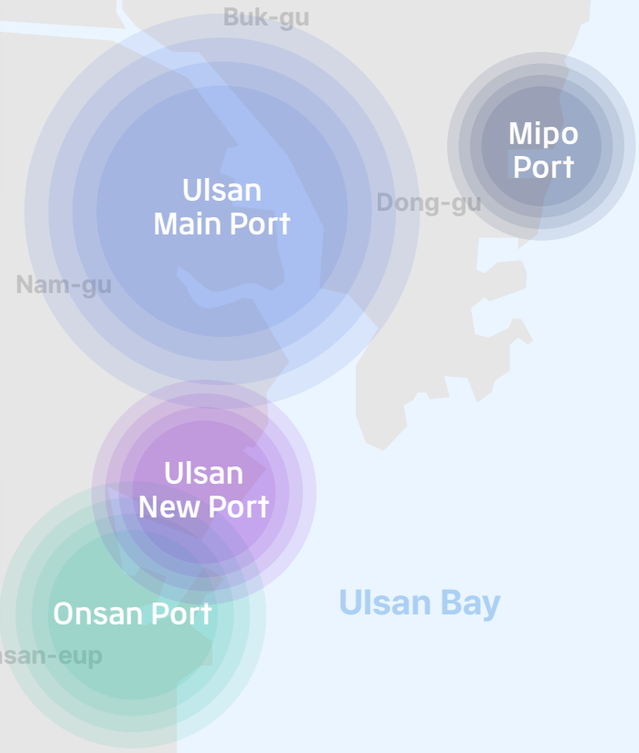
UPA's main activities include the construction, management, and operation of Ulsan Port, including Ulsan Main Port, Onsan Port, Mipo Port, and Ulsan New Port; the development, management, and operation of distriperk Complex and the direct implementation investment, and sponsorship of various port-related ancillary businesses. Ulsan Port is a natural harbor with minimal tidal fluctuations, deep waters, and calm conditions, serving as a liquid logistics hub that supports the automotive, shipbuilding, and petrochemical industries located in the national industrial complex nearby.

Ulsan Main Port | Central Port of Ulsan

Berth Length	10,085m
Berthing Capacity	1,815,500 DWT, 60 vessels
Handled Cargo	Coal, general cargo, automobiles, liquid chemicals, etc.

Mipo Port | Support Port for the Shipbuilding Industry

Berth Length	210m
Berthing Capacity	20,000 DWT, 1 vessels
Handled Cargo	Steel



Onsan Port | High-Value-Added Logistics Hub

Berth Length	5,073m
Berthing Capacity	1,807,000 DWT, 33 vessels
Handled Cargo	Ore, containers, oil, chemicals, etc.

Ulsan New Port | Leading Energy Hub of Northeast Asia

Berth Length	7,059m
Berthing Capacity	1,143,000 DWT, 29 vessels
Handled Cargo	Liquid chemicals, containers

Mission/Vision

UPA aims to transform Ulsan Port into an “Eco-smart Port Leading Energy Logistics,” driving future innovation and contributing to the development of the national economy.

UPA Strategy Chart

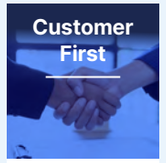
Mission

We contribute to the development of the national economy by fostering the port of Ulsan as a competitive shipping and logistics hub.

Vision

Eco-smart Port Leading Energy Logistics

Core Values

Future Leading	Customer First	Innovation Oriented	Social Responsibility
			

Management Goals

Proportion of New Business Sales 30%	Liquid Energy Volume 280 million ton	Debt Ratio Less Than 20%	U-ESG Index S Grade

Strategic Direction

Leading energy logistics port	Strengthening Competitiveness in Attracting Customers	Improving Management Efficiency	Practicing Sustainable Management

12 Strategic Tasks

(AS of October 2024)

01 Advancing as an APAC Energy Logistics Hub	04 Reinforcing port operation competitiveness	07 Efficiency in Organizational and Human Resource Management	10 Eco-friendly, Safe Ports
• Bolstering role as a liquid (oil) logistics hub • Establishing an eco-friendly energy logistics hub • Developing a floating offshore wind power hub	• Improving wharf productivity and operational efficiency • Maintaining, repairing, and enhancing port facilities • Improving port customer service	• Bolstering strategic organizational operation and expertise • Establishing fair and transparent personnel management • Job-centered compensation and performance management	• Achieving carbon neutrality • Establishing an eco-friendly port ecosystem • Advancing disaster, safety, and security management
02 Comprehensive Supply Hub for Ship Fuel	**05 enerating Port Demand and Cargo Volume**	**08 Ensuring Financial Soundness**	**11 Mutual Cooperation With the Regional Economy**
• Enhancing LNG bunkering competitiveness • Leading in methanol bunkering • Fostering and promoting ammonia bunkering business	• Managing customers and identifying potential demand • Strengthening marketing activities to attract cargo volume • Optimizing wharf functions to meet demand	• Strategically securing and managing funds • Strengthening financial internal controls • Efficiently allocating and managing budgets	• Supporting port-related startups and employment • Collaborating with small and social enterprises • Establishing a culture of fair trade
03 Diversifying Revenue Business Model	**06 Establishing a Hyper-connected Intelligent Port**	**09 Management Innovation**	**12 Enhancing Transparency in Governance Structure**
• Entering the commercial tank terminal business • Developing offshore wind O&M (Operation & Maintenance) services • Expanding overseas port and logistics infrastructure projects	• Activating an integrated port data platform • Creating a smart industrial ecosystem • Digitizing port construction and operations	• Service innovation through regulatory reform and proactive administration • Internalizing and spreading innovation activities • Smart transformation of work processes	• Ethical and human rights management • Bolstering public communication and labor-management cooperation • Strengthening internal controls and risk management

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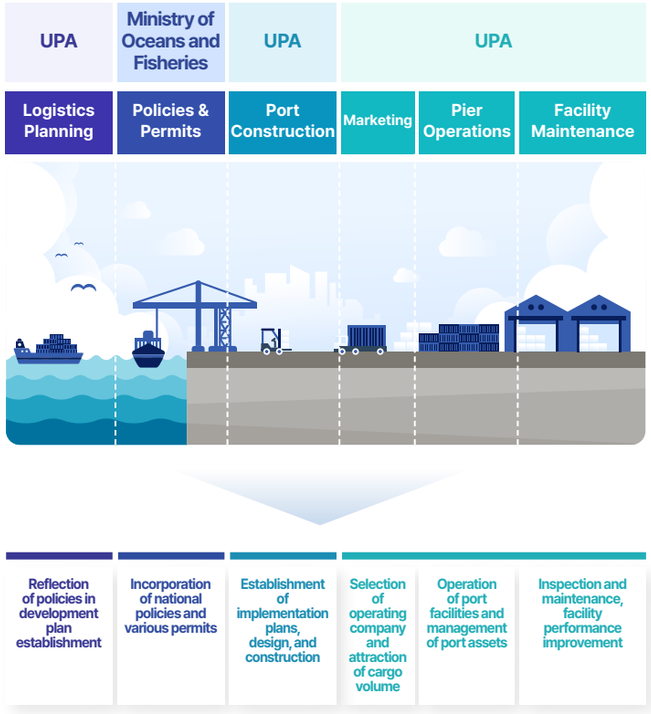
Main Business

UPA is striving to transform Ulsan Port into a leading eco-friendly energy logistics hub in Northeast Asia. We are committed to demonstrating the highest level of competitiveness across various business sectors, including port logistics, port operations, and port construction and maintenance. To achieve this, we are forecasting future port demand changes and maximizing the benefits of the port by utilizing port infrastructure while enhancing Ulsan Port's competitiveness through digital-based smart port operations. Additionally, we are timely supplying the necessary facilities to meet future cargo demand and ensuring thorough maintenance for safe usage. UPA will continue to focus on fundamentals while steadily working towards new future business ventures, committing to ongoing innovation for sustainability.

Major Business Components of UPA



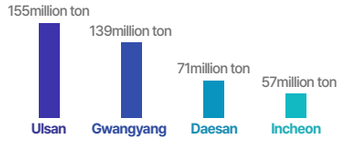
Port Logistics Business

Energy Logistics Hub Development

Increase In Port Demand

A project that maximizes port added value by predicting and responding to future port demand changes and generating cargo volume through the utilization of port infrastructure

< Liquid Cargo Handling Volume by Port >



- **Largest Liquid Cargo Handling Port in Korea**

Port Operation Business

Efficient Port Operation

Smart Port Operation

Sustainable Port Operation

A business that enhances the competitiveness of Ulsan Port by creating an efficient and sustainable port through digital-based smart port operations

- **Representative Industrial Support Port of South Korea**

Port Construction And Maintenance

Balanced Development

Eco-Smart Port Construction

Safe Port Construction

A project that establishes a competitive port through timely facility provision and balanced construction of old and new ports according to future demand

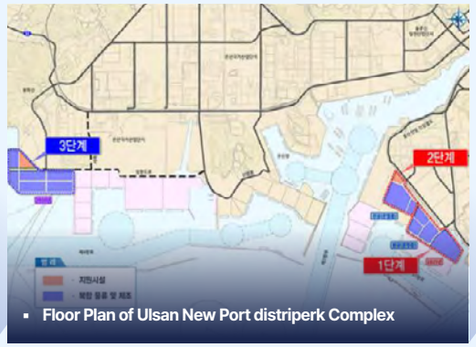
- **2050 Ulsan Port Eco-Friendly Energy Logistics Hub Bird's-Eye View Map**

Main Business

Port Logistics Business

Core Area	Development of Energy Logistics Hub	Increase in Port Demand
Performance Target	**Leap to become a Northeast Asia Eco-friendly Energy Logistics Hub**	**Increase in Port Cargo Volume and Secure Continuous Demand**
Key Tasks	• Expand eco-friendly energy handling capacity • Create and expand new business models • Secure a market for eco-friendly ship fuel supply	• Crisis management marketing for liquid cargo • Support for customized export activation • Enhance high value-added in distriperk areas

▪ Overview of Biodiesel Bunkering at Ulsan Port Pier 8



▪ Floor Plan of Ulsan New Port distriperk Complex

Port Operations Business

Core Area	Effective Port Operations	Smart Port Operations	Sustainable Port Operations
Performance Target	**Efficient Port Operations that Satisfy Industrial Customers**	**Smart Port Industry through ICT Convergence**	**Making a Long-term/Permanent Safe Port for Public**
Key Tasks	• Advancement of Land-based Port Operations • Improvement of Vessel Arrival and Departure Convenience • Port Operations Friendly to Industrial Customers	• Implementation of Port Innovation Based on Digital Platforms • Driving Smart Innovation and Growth in the Port Industry	• Eco-friendly and Carbon-neutral Port Operations • Safe Port Operations Against Disasters • Bolstering Port Border Security

▪ Bird's-eye View of Ulsan Port distriperk Complex (Sections 1-3)

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Main Business

Port Construction Business

Core Area	Balanced Construction of New and Old Ports	Eco-Smart Port Construction	Safe Port Construction
Performance Target	**Enhance Port Competitiveness**	**Secure Future New Growth Engines**	**Create a Safe Workplace for Workers**
Key Tasks	• Actively promote new port development projects • Push forward improvement projects for existing ports	• Strengthen eco-friendly initiatives • Enhance collaboration for smart digitalization	• Improve customer-centered facility management • Strengthen safety management for construction workers

▪ Ulsan Bukshin Port Liquid Port Construction Ceremony

▪ Scenery of Ulsan Bukshin Port's Liquid Port

Port Maintenance Business

Core Area	Maintenance Using UPA Excavation Technology	Enhancement Of Emergency Recovery Capability For Facilities
Performance Target	**Solving structural damage issues at Ulsan Port**	**Achieving a 100% emergency maintenance response rate through joint training**
Key Tasks	• Timely response to frequent facility damage caused by large vessels and vehicles • Expanding the introduction of excellent technologies for use in next year's maintenance projects	• Improving the response capability to facility damage • Establishing a rapid response system for power facilities

▪ Port Facility Safety Officer Appointment Ceremony

▪ Signing of MOU for Facility Improvement Projects

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ESG Management Strategy

ESG Management Strategy System

UPA is striving to create shared value in all areas of Environmental, Social, and Governance (ESG) management in response to stakeholder demands. Under the ESG vision of being "Energy Logistics Port Leading in Environmental, Social, and Transparent Management," UPA has established three strategic directions: "Sustainable Eco-friendly Port," "Safe and Inclusive Port," and "Transparent and Responsible Port." Based on these strategic directions, we are implementing various strategies and action plans to become a truly prominent ESG company.

ESG Management Strategy System

ESG Vision

ESG Slogan

The UPA Way, ESG Way

2030 ESG Goal

Self-sufficiency of Directly Managed Facilities: 60%	Registered Greenhouse Gas Emission Allowance: 850 tCO_2	Safety Management Rating: Grade 1	Mutual Growth Evaluation: Excellent Grade	Integrity Rating: Grade 1	Customer Satisfaction Rating: Excellent Grade (Highest Grade)

3 Strategic Directions

E Environment	S Social·Safety	G Governance
Sustainable Eco-friendly Port	Safe and Inclusive Port	Transparent and Responsible Port

12 Strategic Tasks

1. Establishment of a Climate Change Response System for Net-Zero 2. Development of a Renewable Energy Self-sufficient Port 3. Creation of an Eco-friendly Energy Logistics Hub 4. Construction of Eco-friendly and Green Infrastructure	5. Strengthening Governance Transparency by Expanding the Role of the Board 6. Leading Compliance and Ethical Management 7. Operating a Citizen Communication-based Governance 8. Transparent Disclosure of Management Information	9. Advancement of Disaster and Safety Management and Information Security Systems 10. Creation of a Cooperative Growth and Win-win Ecosystem 11. Enhancement of Personnel and Bolstering of Labor-Management Cooperation 12. Contribution to Community Development

ESG Management Promotion System

The ESG Committee of UPA was established in accordance with Article 6 of the 'UPA Port Committee Operating Regulations' for strategic and systematic management of environmental, social, and governance areas. The committee actively deliberates on key management strategies, implementation plans, and issues related to UPA's ESG management. A working group called the ESG Management Council operates under the ESG Committee, which also has subcommittees for each area to support the efficient operation of the ESG Committee.

ESG Management Council

ESG Committee

ESG Management Council
(Overall Management by Planning and Coordination Division)

E | Subcommittee	S | Subcommittee	G | Subcommittee
Net-Zero Promotion Committee	Safety Management Committee / Information Security Review Committee	Human Rights Management Committee / Ethics Management Committee / Information Disclosure Review Committee
• Safety and Environment Office • Logistics Strategy Office • Port Construction Office	• Safety and Environment Office • Digital Strategy Office • Management Support Office • Human Resources Office • Audit Department	• Planning and Coordination Office • Audit Office • Management Support Office

Stakeholder Engagement and Participation

Enhancing the Operational Process for Stakeholder Communication Channels

UPA defines its main stakeholder groups as customers, employees, local residents, relevant industry organizations, the public and media, academia, and the government, considering their impact and importance on the execution of sustainable management. To understand the needs of each stakeholder group, the Authority analyzes their voices through both online and offline surveys. To redefine customer types and enhance the operating processes of communication channels, a national communication committee called “Gonubis” has been established, with dedicated staff in each department responsible for engaging with stakeholders. As a result of proactive communication with relevant institutions and customers, the Authority achieved an excellent customer satisfaction score of 91.6 and received a satisfaction rating of 98.8 for community sharing programs in the Ulsan region. Moving forward, the Authority will continue to engage in active communication with stakeholders to incorporate their voices into management strategies, ensuring that the Authority grows in a more business-oriented manner while coexisting with its stakeholders.

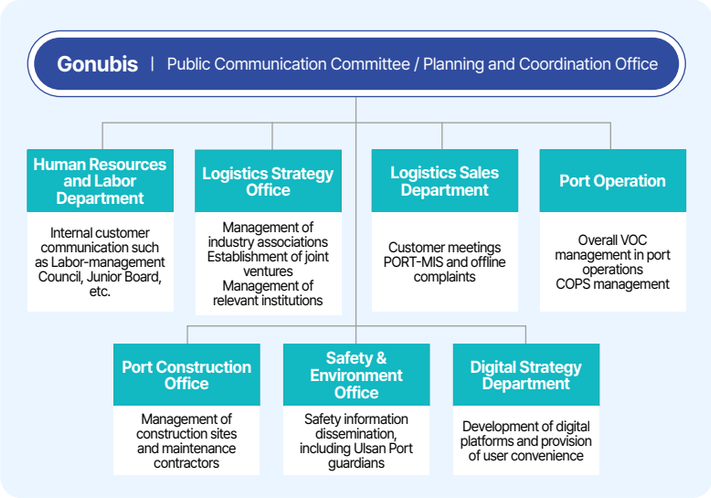
UPA Public Communication Committee

Control Tower

UPA Public Communication Committee <Gonubis>
(Chair: Head of Planning and Coordination Office,
Participants: Complaint-handling Staff from All Departments)

Operational Overview

- Enhancing public awareness through the redefinition of customer types and the advancement of operating processes for communication channels.
- Managing the entire cycle of complaint handling, from receipt to resolution and feedback, including the designation of dedicated departments for complaint reception and satisfaction management.



Identifying Key Needs by Stakeholder and Operation of Communication Channels

Category (Communication Strategy)	Value Creation Type / Value Consumption Type: “Timely Resolution of Internal and External Customer Complaints”		Value Delivery Type: “Bolstering Collaboration on Local Issues”		Value Sharing Type: “Enhancing Public Access to Information”	
Stake-holders	Employees	Customers	Local Residents	Relevant Industry Organizations	Public and Media	Academia
Core Needs	Sharing Port Policies and Resolving Regulations	Establishing a Rational and Horizontal Organizational Culture	Addressing Welfare Gaps in the Community	Jointly Resolving Local Issues	Ensuring Safe Food Supply (Seafood))	Understanding the Purpose of Establishing Public Institutions
Analysis	- **Offline** | Conducting surveys on priority needs targeting employees, institutions, customers, and academia. - **Online** | Conducting surveys on the priority of values pursued by UPA, targeting the general public.					
Communi-cation Goals	Quick resolution of customer complaints	Creating a motivating organizational culture	UPA’s contribution to the region	Identifying collaborative projects and creating synergies	Public relations for government policies	Sharing the institution’s vision and direction
Communi-cation Strategy	Enhancement of accessibility to communication channels	Bolstering execution capability through motivation	Discovery and support of win-win cooperation projects	Mutual development and improvement through collaboration	Accurate information delivery and enhancement of institutional status	Gathering management suggestions and reflecting them in management strategies
Communi-cation Channels	Shipping company meetings and regulatory relief seminars	PA task force meetings and new employee gatherings	Ulsan regional win-win cooperation network	Practical consultation meetings with relevant institutions	Website and media promotion campaigns	Vision sharing meeting with academia and specialized students

Stakeholder Interviews

Kang Deok-ho

Chairman
UPA Labor Union

The UPA Labor Union negotiates with management to improve the working conditions and enhance the rights of its members, pursuing labor-management development based on labor laws. Recently, the new government's innovation policy for public institutions has emphasized the importance of trust and communication between labor and management, as well as stable solidarity to protect the rights of union members.
UPA is a relatively small organization with a young workforce, and while the individual capabilities of employees are high, the roles and responsibilities are overwhelming, leading to increased job fatigue. From the perspective of ESG management, improving the working environment for work-life balance, guaranteeing collective agreements and rights, and respecting diversity are top priorities. Additionally, establishing a human rights relief system and ensuring safety management in the workplace are also important.
The Authority demonstrates excellence in building an eco-friendly energy hub and in community co-prosperity; however, there is a need for diversification of ESG projects and improvements in supply chain support. Finally, establishing healthy labor-management relations and a positive organizational culture is essential for overcoming conflicts and enhancing long-term value. This is a crucial element that we must all pay attention to in order to grow into a sustainable public enterprise.

Kim Hae-ryong

Professor
Department of Business Administration, Ulsan University

Since 2015, I have served as a professional committee member for recruitment and internal evaluation at UPA, and from 2022, I have held positions as a Port Committee member and an ESG Committee member for two years. Recently, the main issues for the Authority include the establishment of an eco-smart port, operation of an environmentally specialized port, and transparent information disclosure and fair management.
UPA has a strong B2B nature and is well-known as a key export channel for the industrial city of Ulsan, primarily focused on liquid cargo. However, we have the drawback of weak communication with the general public. From the perspective of ESG management, creating sustainable economic value, stakeholder communication, fair customer communication, ESG management of the supply chain, and establishing an environmental management system are essential.
UPA maintains social contributions through transparent and responsible management, but there is a lack of awareness regarding contributions to the local community, and there is a need for issue-based leadership. Expanding leadership from safety-centered management to relevant institutions and the local community is essential for realizing social value.

Chung Mi-hong

Project Leader
SK Gas Bunkering Business Development Group

We are collaborating with UPA as a partner to promote a joint venture for eco-friendly LNG bunkering. The key issues I see for the Authority are the establishment of an eco-friendly port for carbon neutrality, development of related infrastructure, and safety management.
UPA is recognized as an organization with expertise and integrity based on rational and transparent internal processes. For sustainable management, it is important to expand eco-friendly products and services, establish TAX policies related to eco-friendly incentives for building an eco-friendly port, respond to climate change, reduce pollutant emissions, and manage ESG in the supply chain.
While UPA has a rapid response capability and a transparent governance structure for a swift transition to eco-friendliness, there is a need to enhance competitiveness in external financing. Utilizing the geographical advantages of the southeastern region, establishing a sustainable eco-friendly port is a top priority, and I believe there is great potential to develop into an eco-friendly logistics hub through public-private partnerships.

Stakeholder Interviews

Kim Eun-suk

Chairman

Social Cooperative
Startup Job Research Institute

We are conducting various projects in the community with donations received from UPA to support social economy enterprises and small businesses. I believe that the biggest focus for UPA is the establishment of advanced smart and eco-friendly port systems in the era of digital transformation.
The Authority is creating a healthy profit structure through the high performance capabilities of its employees and has a proactive image in social contribution activities. From an ESG management perspective, it is crucial to address issues such as reducing energy use, fair recruitment, strengthening social contribution activities, expanding stakeholder communication, and creating sustainable economic value.
While UPA is generating environmental and social value through cooperation with the local community, there is a need to increase communication opportunities with various stakeholders. Establishing an eco-friendly port system and implementing effective incentive policies are essential for addressing climate change, and efforts to solve community issues are imperative.

Han Hu-kwang

Senior Labor Consultant

Labor Law Firm U&

I have a labor advisory contract with UPA, providing regular consultations and occasional consulting services. The key issues I see for the Authority include ESG management and the prevention of serious accident punishment laws, and I am actively focused on tasks such as labor-management harmony and management participation.
UPA is recognized as an excellent institution in labor relations, with highly capable HR personnel and a stable organization. For sustainable management, it is important to ensure fair recruitment, work-life balance, workplace safety management, respect for diversity, and expanded communication with stakeholders.
The Authority acknowledges the importance of ESG management and is strengthening its social contribution activities and transparent governance structure, which bodes well for continuous growth. The most critical issue is workplace safety and employee health management, which are essential for increasing employee engagement and preventing industrial safety risks. Ongoing attention to safety and prevention will continue to be significant challenges in the future.

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CEO Message
ESG Highlight
About UPA
UPA History
Ports and Facilities
Mission/Vision
Main Business
ESG Management Strategy
Stakeholder Engagement and Participation
Stakeholder Interview
Materiality Assessment

Environmental

Social

Governance

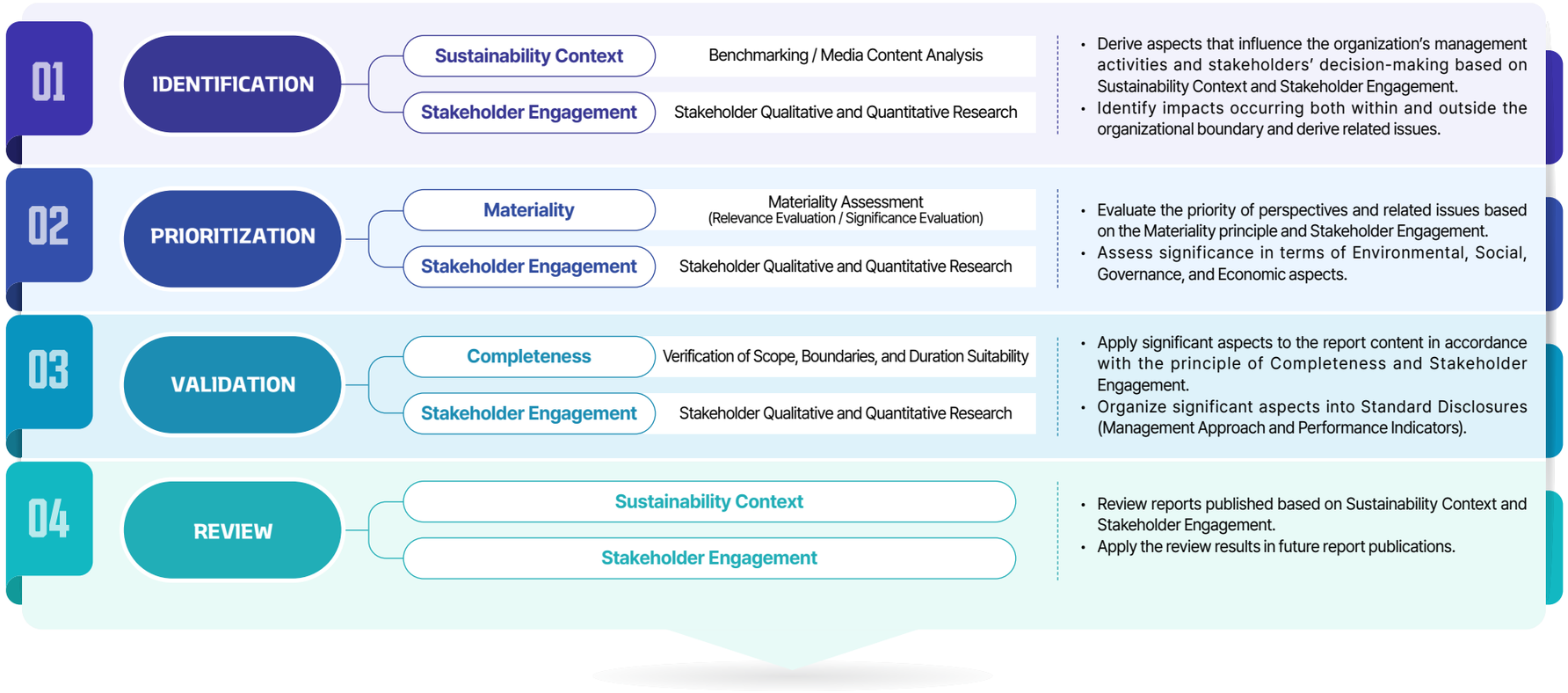
Appendix

Materiality Assessment

UPA has conducted a double materiality assessment to identify and prioritize key issues that require focused management by comprehensively incorporating ESG (Environmental, Social, and Governance) issues throughout our operations for sustainable management. To selectively manage and report on issues of greater significance to the Authority and its stakeholders, we have identified key ESG management issues following the double materiality assessment method recommended by GRI and ISO 26000.

Materiality Assessment Process

UPA has conducted an internal and external environmental analysis and materiality assessment based on the principles of Sustainability Context, Materiality, and Completeness, as well as Stakeholder Engagement, as outlined in the international reporting standard GRI, to identify key issues in ESG management.



Materiality Assessment

Benchmarking

Based on the sustainability reports of domestic and international companies that excel in ESG management, an analysis of sustainability performance was conducted in accordance with GRI reporting principles. Through this analysis, additional issues that UPA needs to address and advance were identified.

Media Analysis

We analyzed sustainability performance using the sustainability reports of domestic and international companies recognized for their excellence in ESG management, applying GRI reporting principles. This analysis identified additional issues for UPA to address and implement.

Expert Interviews

Expert interviews were conducted with stakeholder groups defined according to UPA's value creation flow. Requests and shared values of internal and external experts representing these groups were carefully examined and reflected in identifying key issues.

Stakeholder Surveys

A survey was conducted among key stakeholder groups—including employees, customers, local communities, and relevant industry associations and organizations—to evaluate the ESG management issues of UPA. This survey considered the legal, financial, and operational responsibilities and impacts of UPA's management, and the results were incorporated into the materiality assessment.

Double Materiality Assessment Result

E | Environmental

S | Social

G | Governance

B | Economy

Priority	ESG Issue	Category	Page	Financial Impact	Non-Financial Impact	Importance of Internal Stakeholders	Importance of External Stakeholders	Global Initiatives		
								GRI	UNGC	TCFD
4	Climate Change Response Efforts	Environmental	24	M	H	H	H	●	●	●
6	Reduction of energy usage and expansion of sustainable resources	Environmental	27	H	H	H	H	●		●
3	Efforts to Reduce Pollutant Emissions	Environmental	25	H	M	M	H	●		●
5	Management and Support for ESG (Environmental, Social, and Governance) in Supply Chains	Operational Fairness	34	M	H	H	H	●	●	
1	Health and Safety Management at Worksites	Labor Practices	53	M	H	H	H	●	●	
8	Establishment of Fair Trade Practices	Operational Fairness	70	H	H	M	H	●	●	
2	Strengthening Ethical and Anti-Corruption Management Activities	Operational Fairness	71	M	H	H	H	●	●	
7	ESG Risk Management	Management/ Economy	69	H	H	M	H	●		●
9	Establishment of an ESG Promotion System	Management/ Economy	16	M	H	M	M	●	●	

Environmental

23 Eco-Friendly and Net-Zero Strategy
24 Promoting Eco-Friendly Energy Specialized Ports and Eco-Friendly Slow Steaming Operations
25 LNG Bunkering Business and Supplying Green Methanol and Biodiesel as Ship Fuel
26 Expanding Eco-Friendly Infrastructure and Renewable Energy
27 Improving Unloading Environment to Reduce Air Pollution and Enhance Waste Resource Circulation
28 Advancing CCUS Innovative Technologies and Expanding Net-Zero Awareness
29 Environmental Cleanup Activities

Eco-Friendly and Net-Zero Strategy

Eco-friendly and Net-Zero Strategy System through Analysis of Ulsan Port and UPA Characteristics and Environmental Analysis

UPA has established a strategic system for eco-friendliness and Net-Zero by analyzing the environmental impacts of port operations and the internal and external management environments. Greenhouse gases are emitted due to the use of fossil fuels during vessel operations and berthing, and dust is generated during cargo handling, which were identified as sources of pollution in port operations. By analyzing various regulations, environmental strategies, and mid-to-long term ESG (Environmental, Social, and Governance) management strategies, we have established the most suitable and efficient eco-friendly and Net-Zero strategy system for the organization. Moving forward, we aim to create Ulsan Port as a leader in promoting eco-friendly and net-zero policies in shipping, port management, and the local community.

Eco-friendly and Net-Zero Strategic Framework

Vision

Building a Glocal Port Leading Eco-friendliness and Net-Zero in Shipping, Ports, and Local Communities

Strategy and Tasks

Establishing a Foundation for Net-Zero	Improving Port Air Quality	Creating an Eco-friendly Ecosystem
• Carbon neutrality strategy implementation and management • Creating eco-friendly energy ports	• Operating eco-friendly port systems • Building eco-friendly port infrastructure	• Activating waste resource circulation • Sharing and spreading eco-friendly values

▪ Seminar on Strategies for Net-Zero at Ulsan Port

▪ UPA-Dongbang Joint Commitment Ceremony for Carbon Reduction

Ulsan Port 2035 Net-Zero Strategy for Accelerated Realization of Net-ZeroRealization of Net-Zero

UPA established a strategy in July 2021 to achieve a 30% reduction in greenhouse gas emissions by 2030, with a goal of attaining 100% carbon neutrality by 2050. Following this, the Authority developed more specific implementation strategies in response to carbon neutrality policies and various environmental changes both domestically and internationally. As a result, they shifted towards enhancing eco-friendly fuel bunkering projects that differentiate them from other ports and developed strategies to realize carbon neutrality ahead of schedule by 2035. By reflecting major environmental trends and policies, they detailed annual implementation tasks and budgets, thereby increasing the feasibility of the strategy.

Ulsan Port's 2035 Net-Zero Strategy

Initial Strategy (July 2021)

Target | Reduction of Ulsan Port's Greenhouse Gas Emissions by 30% by 2030, 50% by 2040, and 100% (Net-Zero) by 2050

Improvements

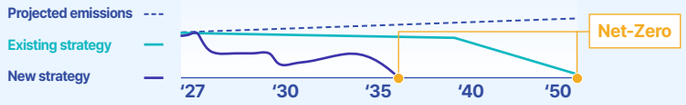
- Changes in internal and external carbon neutrality policies since the initial strategy formulation (strengthening of policies) → Necessitates reflection of environmental changes.
- Insufficient reflection of Ulsan Port's and associated institutions' characteristics, resulting in a general strategy → Lacks specificity (feasibility) in strategy formulation.

Strategy Advancement (October 2022 ~ October 2023)

Analysis and Reflection of Internal and External Environment (Changes)	Strategy Refinement and Validation
• Analysis of Ulsan Port's carbon emission characteristics and projected emissions until 2050 • Incorporation of the latest carbon neutrality strategies from the Ministry of Oceans and Fisheries, IMO, EU, etc. • Integration of mid-to-long term management strategy and eco-friendly fuel business plans of the institution	• Development of a Ulsan Port customized strategy • Detailing annual reduction scenarios and appropriate budget allocation • Strategic consultation with environmental and maritime experts and research institutions

New Strategy (November 2023)

Category	2027	2030	2035(Net-Zero)
Major Reduction Projects	Slow steaming for LNG and methanol bunkering vessels	Introduction of hydrogen fuel cells and electrification of cargo handling equipment	Expansion of ammonia bunkering and blue carbon (marine ecosystem)
Reduction Rate	34.00%	44.50%	148.10%



Promoting Eco-Friendly Energy Specialized Ports and Eco-Friendly Slow Steaming Operations

Eco-Friendly Energy Specialized Port

UPA has established an eco-friendly energy specialized port, enabling Ulsan Port to leap into a decarbonization hub in the shipping sector. In light of the adoption of carbon neutrality goals and the regulation of greenhouse gas emissions from ships, Ulsan Port has successfully facilitated the bunkering of new eco-friendly fuels, namely green methanol and biodiesel.
In connection with this, we have improved the bunkering-related systems for new fuels and reflected these in national policies. For these achievements, we were awarded the "Exemplary Public Administration Case Grand Prize" in the across government active administration program. Both Ulsan Port and Ulsan New Port have been designated by the Ministry of Oceans and Fisheries as a hub port for eco-friendly ship fuel and an eco-friendly energy specialized zone, respectively. By using green methanol and biodiesel, we were able to reduce greenhouse gas emissions by 95% and 75%, respectively.

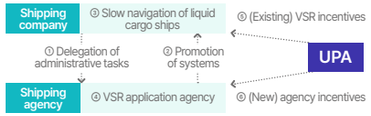
Conversion to Eco-friendly Fuel

Category	Initial Phase (Current)	Mid-to-Long Term (After 2025)
Shipping Industry Response Strategies	• Low Carbon (Bridge) Ship Fuel Transition - LNG, methanol, biofuels, etc. / Currently in initial commercial use	• Transition to Zero Carbon Marine Fuels - Hydrogen, ammonia, etc. / Currently in the technology development stage
Ulsan Port Response Strategies	• Establishing LNG terminals and providing bunkering services • Expanding the production and supply base for methanol and biofuels	• Providing ammonia bunkering services • Developing and expanding infrastructure for hydrogen and ammonia supply and production
Limiting Factors	• Lack of infrastructure and regulations for supplying new eco-friendly fuels • Absence of bunkering operational standards (such as safety) and insufficient policy suppor	• Lack of integrated infrastructure for the introduction of hydrogen and ammonia - Overseas import sources, domestic production and supply facilities
2023 Performance	• Establishment of a cooperation network for the supply of eco-friendly fuels - Involving four countries and 48 domestic organizations and companies • Strategy for the development of a hydrogen complex in the Ulsan New Port(distriperk)	• Improvement of the new fuel bunkering system ▶ Reflecting national policy - Development of standard operating procedures and expansion of policy finance support • Providing a testbed (port facilities) for bunkering demonstration

Implementing Ship Type Tailored System to Promote Eco-Friendly (Slow) Navigation

The Vessel Slow Navigation Program (VSR) is a system that provides up to a 40% discount on port entry and exit fees for vessels or shipping companies operating at slow speeds. This is because a decrease in navigation speed reduces fuel consumption, thereby minimizing greenhouse gas and pollutant emissions. However, to qualify for the discount, vessels must operate at slow speeds for more than 60% of their annual port calls; this criterion was difficult to apply for liquid cargo ships that only call at ports 1 to 2 times a year. Therefore, liquid cargo vessels receive discounts for each instance of slow navigation, while common vessel types, such as container ships or car carriers, are encouraged to participate in the program through recognition of excellent shipping companies or by providing convenience for slow navigation participation. As a result of these efforts, common vessel types have achieved the highest VSR participation rate in domestic ports for four consecutive years, and special management vessel types, like liquid cargo ships, have reached an all-time high participation rate, increasing by 13.3% from the previous year.

Operation of Ship Type Tailored System

Category	Common Ship Types in National Ports	Special Managed Ship Types in Ulsan Port (Liquid Cargo Ships)
Ship Type	• Detailed Ship Types: Container Ships, Car Carriers - Optimization of the Slow Steaming System (VSR)	• Detailed Ship Types: Crude Oil Tankers, Oil Product Tankers, Chemical Tankers - Ulsan Port has the highest percentage of ships (60%) and faces disadvantages in participation in the VSR system.
Ship Type Character-istics	• Operational Characteristics: Regular (approximately 10 entries per ship per year • Management Characteristics: Continuous management by the same shipping company or agency	• Operational Characteristics: (Irregular: 1 to 2 entries per ship per year) • Management Characteristics: Frequent changes in the ship management entity
Reduced Rate Criteria	• More than 60% of annual entries discount for slow sailing - (Considering the frequent entry characteristics) encourage continuous participation in the system	• 60% standard not applicable; discounts applied for each instance of slow sailing - (Considering the weakness due to frequent changes in management entities) relax incentive payment criteria
	Common + Special Management Targets Applied Simultaneously	Special Management Target (Liquid Cargo Ship) Applied Individually
Efforts for Expanding Participation	• Distribution of promotional materials for the system (Korean + foreign languages) and holding meetings • Awards for outstanding shipping companies and agencies participating in the system - Enhancing convenience for participation in slow navigation - Systematization of the entire participation process (PORT-MIS) - Real-time provision of vessel location and speed information (Port Wise)	• Introduction of new incentives for liquid cargo agents - Considering the characteristics of the vessel type (high ratio of entrusted ship entry and exit operations) 

LNG Bunkering Business and Supplying Green Methanol and Biodiesel as Ship Fuel

Accelerated Implementation of "Port-Led LNG Bunkering Business"

UPA has secured global port competitiveness by the accelerated implementation of the country's first port-led LNG bunkering business. With the increasing demand for LNG-powered vessels, there was a need to expand domestic LNG bunkering infrastructure and foster the LNG bunkering industry in the southeastern region (Busan, Ulsan, Gyeongnam). However, due to the uncertainty in demand for eco-friendly ship fuel and the burden of initial market investments, it was challenging for private companies to lead the project.
In response, the Authority proactively established joint ventures to participate in the business despite high uncertainty and significant risks, acting as an active bridge for companies entering the market. Thanks to these efforts, regulations were alleviated, and systems were established, including the relaxation of mandatory pilotage and participation in technology development to ensure a smooth supply of eco-friendly ship fuel.

▪ Signing of MOU for LNG Bunkering Business

▪ View of the Energy Hub (LNG Terminal)

World's First Supply of Green Methanol and Biodiesel as Marine Fuel

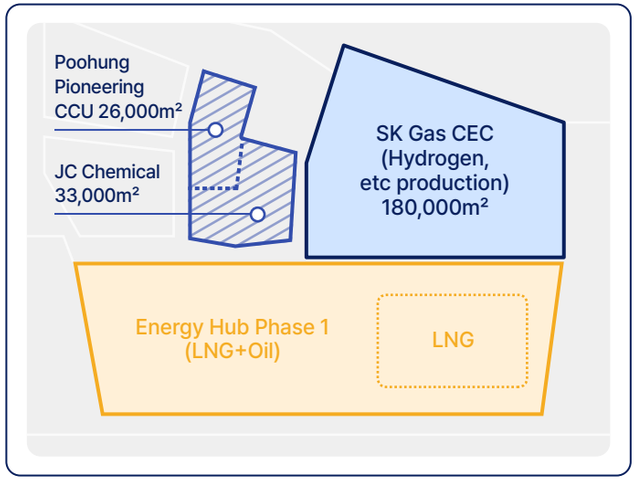
With the strengthening of carbon regulations in the international shipping industry, there has been an increase in orders for eco-friendly vessels. Methanol fuel has emerged as an alternative eco-friendly ship fuel, and we have promoted agreements and seminars to address the recognition of methanol as a ship fuel and the easing of bunkering regulations. We assessed the risks of methanol bunkering and developed a safety inspection checklist, leading to a demonstration project for the supply of methanol as a marine fuel. As a result, we successfully completed the world's first PTS bunkering of green methanol and biodiesel for container ships and achieved success in methanol STS bunkering for the world's first ultra-large container ship. Recognized for our port-led efforts in eco-friendly bunkering, we received the Grand Prize (Prime Minister's Award) for Excellent Cases of Active Administration at the 2023 government-sponsored awards, and were selected as the best port in the climate energy category at the 2024 World Port Sustainability Awards (WPSP) organized by the International Association of Ports and Harbors (IAPH).

▪ Successful Methanol Bunkering via STS (Ship-to-Ship) Method

▪ Signing Ceremony for Mutual Cooperation Agreement on Eco-friendly Marine Fuel Bunkering in the Southeastern Port Region

Designation of Eco-friendly Energy Specialized Zone at Ulsan New Port distriperk Area

The UPA distriperk Complex has been designated as a special area for eco-friendly energy. A distriperk Complex is an area where support facilities and port-friendly facilities are collectively established in the port area or in areas designated for port facility installation. Considering the characteristics of Ulsan Port, which ranks third in the world in annual liquid cargo handling capacity (153.15 million tons as of 2020), the Ministry of Oceans and Fisheries has designated the "Ulsan New Port Eco-friendly Energy Special Zone" to provide a stable business environment related to eco-friendly energy for tenant companies. To establish a large-scale hydrogen infrastructure within the distriperk Complex in connection with Phase 1 of the Energy Hub, regulatory improvements and policy support were necessary. During the project process, there were challenges, such as the need to modify and expand the business models of tenant companies to create a large-scale hydrogen complex in the second section of the distriperk Complex. However, we formed a consensus between government departments and companies regarding the designation of the special zone and strengthened communication and cooperation, which led to the successful designation. As a result of these efforts, we attracted approximately 960 billion KRW in large-scale private investment in the distriperk Complex. Additionally, we were able to secure eco-friendly energy production and logistics infrastructure in a timely manner in connection with Phase 1 of the Energy Hub and the national industrial complex.



Expanding Eco-Friendly Infrastructure and Renewable Energy

Initiating Eco-friendly Infrastructure (AMP)

Even when the vessel is docked, it is necessary to operate essential equipment aboard the ship 24 hours a day, which results in emissions of air pollutants and greenhouse gases due to the operation of diesel engines. By stopping the diesel engine and supplying electricity to the docked vessel via AMP (Alternative Maritime Power Supply), we can prevent the occurrence of these pollutants. To promote the usage of AMP, UPA has held meetings and conducted surveys with AMP users to derive improvements and enhance the operating environment. As a result, the AMP usage rate increased by 4.1%, and the electricity consumption through AMP reached 1,731.9 MWh, thereby replacing the use of 386.6 tons of fossil fuel and reducing greenhouse gas emissions by 442.9 tons.

▪ Ulsan Port Namhwa Towing Pier AMP

Improvement of the Usage and Infrastructure of AMP (Alternative Maritime Power Supply)

Improvement of Usage Environment	
Cost Reduction	**Rapid Maintenance**
• Current Status : Electricity rates have surged by 41.0% compared to the previous year (decreased price competitiveness compared to diesel). - Economic effects of AMP are diminishing ▶ raising concerns about decreased usage demand.	• Current Status : Essential onboard equipment (heating, cooling, etc.) operates 24/7. - Continuous AMP management and prompt maintenance response are necessary.
• Improvements : Change in power supply contracts (tariff plan) (review and consultation of KEPCO terms). - Switching the tariff plan from general use to industrial use can reduce electricity costs by up to 19.6%.	• Response : Regular inspections of AMP by facility safety security officials at each terminal. - In case of AMP failure, emergency maintenance is dispatched immediately.
Infrastructure Improvement	
Increase in Facility Capacity	**Timely Establishment of AMP**
• Current Status : Limitations in usage due to AMP equipment capacity. - In the spring and summer (increased power usage), a maximum of 4 vessels can use the equipment simultaneously per unit.	• Current Status : New vessels are scheduled to be deployed at Ulsan Port in 2024. - This includes the Korea Coast Guard LNG pollution response vessel and hybrid (diesel + electric) tugboats.
• Improvements : Upgrading (replacing) equipment parts ▶ increase capacity by 39.5%. - The number of vessels that can be used simultaneously per unit increases from 12 to a total of 22.	• Response : Allocation of berths and expansion of AMP facilities (from 28 to 31 locations by 2024). - Considerations will include the scale of incoming vessels and the timing of operations.

Enhancing Renewable Energy Through Efficient Space Utilization

UPA has set a mid-term goal to increase the energy self-sufficiency rate of direct-operated facilities from the current 15% (as of January 2023) to 18.8% by 2025. To achieve this, efforts have been made to expand renewable energy facilities. However, due to the characteristics of the location, which must not interfere with port logistics activities, it has been challenging to secure new sites. Through diverse discussions aimed at solving these issues, the idea of utilizing reconstructed facilities or outdoor parking lots was proposed. New solar power generation facilities were installed at these locations, which ultimately helped increase the energy self-sufficiency rate of UPA's direct-operated facilities.

Securing New Space for Renewable Energy Facilities

Buildings

- Installation Locations : Solar panels are set to be installed on the roofs of structures designated for reconstruction, such as aging guardhouses and control rooms.
- The designs for the reconstruction will specifically incorporate space for solar panel installation on the rooftops.

External Locations

- Installation Locations : Solar panels will be installed near the port entrance, ensuring a safe distance from loading docks to avoid operational interference.
- Installation of canopy-style solar panels is planned to maintain existing parking spaces. This design allows for solar energy generation without disrupting parking availability.

▪ Solar Power Generation Facility at Ulsan Port Outdoor Parking Lot

Improving Unloading Environment to Reduce Air Pollution and Enhance Waste Resource Circulation

Improving Unloading Environment Based on Communication and Cooperation for Air Pollution Reduction

After the COVID-19 pandemic, our logistics activities significantly increased, leading to a surge in cargo arriving at Ulsan Port. Consequently, the unloading sites were not managed properly, raising concerns about deteriorating air quality due to fine dust and other pollutants. To tackle this issue, UPA added more air pollutants to our management oversight and strengthened control over the unloading sites. We also formed a consultative body with unloading companies, the Ministry of Oceans and Fisheries, academia, and research institutions to select improvement tasks and provide support. As a result of these efforts, 17 unloading environmental improvement tasks have been completed, and all container handling equipment has been converted to eco-friendly machinery. Additionally, we successfully reduced air pollutants by 58.6 tons and the fine dust concentration has improved from 25.7 μg/m³ in 2022 to 20.0 μg/m³ in 2023, a reduction of 22.2%.

Innitatives Reducing Air Pollution (Ultra-fine Particles, etc.)

Bolstering Management

Review of Managed Air Pollutants	Strengthening Management at Unloading Sites
• Additional management substances considering relevant laws and the characteristics of Ulsan Port	• Joint inspection of non-oxide management practices • Establishment of a system for stopping loading and unloading operations in case of poor management

Communi-cation & Cooperation

Committee Composition	Roles of the Committee	Committee Operational Performance
- **Original drafters** : Loading companies - **Managers** : UPA, Ministry of Oceans and Fisheries, etc. - **Experts** : Academia and research institutions	- Implementation of measures to improve the loading environment - Support for environmental management and improvement - Technical consultation and evaluation of implementation	- 1 regular meeting and 6 special meetings - Identified improvement tasks related to the cargo handling environment.

Improving Executing Capacity

	Pier Operator (Pollution Responsibility)	UPA (Improvement Support)
Current Issues Resolution	- Repair and reuse of old eco-friendly hoppers	- Maintenance of power supply facilities for eco-friendly hoppers*
Pollution Reduction	- Improvement of cargo handling, storage, and transportation facilities	- Installation and operational support for DPF on cargo handling equipment
Spread Prevention	- Reinforcing of fugitive dust cleaning and collection	- Deployment of patented technology dust suction vehicles at the port

* Eco-friendly hopper: A dust collection unloading facility co-developed and manufactured by UPA and the stevedoring company in 2015 (reducing airborne dust by over 70%).

Building A Sustainable Ecosystem Based On Ulsan Port

Greenhouse gases are generated from waste landfilling and incineration, and there is a severe shortage of existing landfill and incineration facilities. To prevent the occurrence of these greenhouse gases, UPA has established a Resource Circulation Cooperative System. We recycle waste PET to produce safety vests, which are donated to local workers, and we recycle discarded electrical products to extract rare metals, among others. Through this collaborative system, we have generated 4 tons of circular resources (recycled plastics, rare metals, etc.) and reduced 11.5 tons of greenhouse gases. In 2024, we plan to develop a resource circulation cooperative system focusing on waste ropes from ships.

Building Resource Circulation Cooperation System

Waste PET (Bolstering)

- Collaboration : Establishing a resource circulation cooperation system

Shipping Company (Shipowner)	UPA (Port)	Recycling Company	Manufacturing Company
PET Waste Separation and Disposal	PET Waste Transport-ation and Storage	PET Waste Reprocessing	Production of Clothing and Other Products

- Resource Circulation Safety Vest Donation Project (Social Contribution) in collaboration with the Korea Workers' Compensation and the Small and Medium Venture Business Agency, etc.
- Recycling of PET Waste (21,000 units) ▶ Produced Safety Vests (1,450 pieces) ▶ Donation to Local Workers

Waste Electrical Products (New items)

- Collaboration : Establishing and implementing cooperation system for waste equipment (new items)

Committee Operational Performance	E-Circular Governance
• Waste Electrical Products(old PCs, etc.) • Separation and Collection ※ 2023 Results: 4.3 tons(654 units)	• Recovery of useful resources (rare metals, etc.) and recycling of waste electrical products.

* E-Circular Governance: Specialized institution for the recycling of waste electrical products (approved by the Ministry of Environment).

▪ Safety Vest Donation Ceremony

▪ Agreement on Resource Circulation for Electric and Electronic Products

Advancing CCUS Innovative Technologies and Expanding Net-Zero Awareness

CCUS (Carbon Capture, Utilization, and Storage) Innovation Technology and Expansion of Public Awareness on Net-Zero

UPA has supported the discovery and activation of CCUS technologies for carbon neutrality and have worked diligently to enhance public awareness. We installed carbon capture units and provided a testbed where we can conduct pilot operations. In addition, we have posted card news and quizzes related to carbon capture units, transforming them into experiential courses to improve our public's understanding of carbon neutrality. As a result of these installations, we have achieved an effect equivalent to planting 807 pine trees annually, and our public awareness campaign significantly increased participants' recognition of carbon neutrality. Furthermore, our developer of the carbon capture units obtained approval for installation at a waste incineration plant in the United States, marking a first in the country.

Process and Results of the Introduction of Carbon Capture Technology and Public Awareness Campaign

Step01

Introduction of CCUS

Innovation & Collaboration Implementation of Innovative Direct Air Capture (DAC) Technology for CCUS

- **UPA** : Installation and pilot operation of a collector (testing bed for capture effectiveness) and promotion of products and technology
- **Developer** : Carbon resource utilization from captured carbon (e.g., as cement raw material) and advancement of capture technology

* Awarded the Commissioner of the Korean Intellectual Property Office at the 2023 Invention Patent Exhibition, designated as an innovative product by the Public Procurement Service.

▪ CCUS

Step02

Public Awareness Campaign

Public Promotion Execution of a campaign to expand awareness of carbon neutrality through the utilization of CCUS technology.

- **Online** : Posting of carbon neutrality collection-related SNS cards and quizzes
- **On/Offline** : Photo challenge for carbon collectors and stamp tours

* Campaign for visiting local tourist attractions (e.g., Jangsaengpo Whale Museum) and getting stamps (collaborating with City Management Corporation).

▪ SNS Promotional Card News

Major Performance

Public Promotion
CO_2 capture: 806.7 kg/year
▶ Effect of planting **807 pine trees**

Increasing Public Awareness
Campaign participation : **2,009 people** / SNS post views : **41,097 times**
[Survey results for participants] Contribution to 'expanding awareness of carbon neutrality' of the campaign: **93.8 points**

Spreading CCUS Technology
Developer company : **First approval** for the installation of a carbon capture device in a US waste incineration plant

▪ CCUS First Export Ceremony to the United States

Environmental Cleanup Activities

Initiating Environmental Cleanup Activities through Expanded Participation and Cooperation

UPA has worked to further activate environmental cleanup activities by encouraging the participation of our internal members and expanding collaboration with external partners. To draw active participation from our members, we awarded additional points in individual evaluations based on their involvement in environmental cleanup activities. Previously, participation in these activities was primarily centered around port-related organizations, but it has now been expanded to include local volunteer groups, corporations, and other entities. Furthermore, while past cleanup efforts were limited to port and coastal areas, we have extended them to key tourist sites such as Ulsan's downtown area, Grand Park, and Marine Park. As a result of these efforts, our internal participation increased by 244% compared to the previous year, and the number of local cooperative organizations grew by 18. Through the expansion of environmental cleanup activities, we aim to create a cleaner local environment and foster stronger bonds with the community.

▪ UPA × Ulsan Port Management Co., Ltd. Joint Cleanup Activity at Jangsaengpo

▪ UPA × Samyang Corporation Joint Environmental Cleanup and Plogging Activity in the Jangsaengpo Area

▪ Public-Private Joint Plogging Launch Ceremony

▪ Ulsan Port Joint Port Cleanup Activity

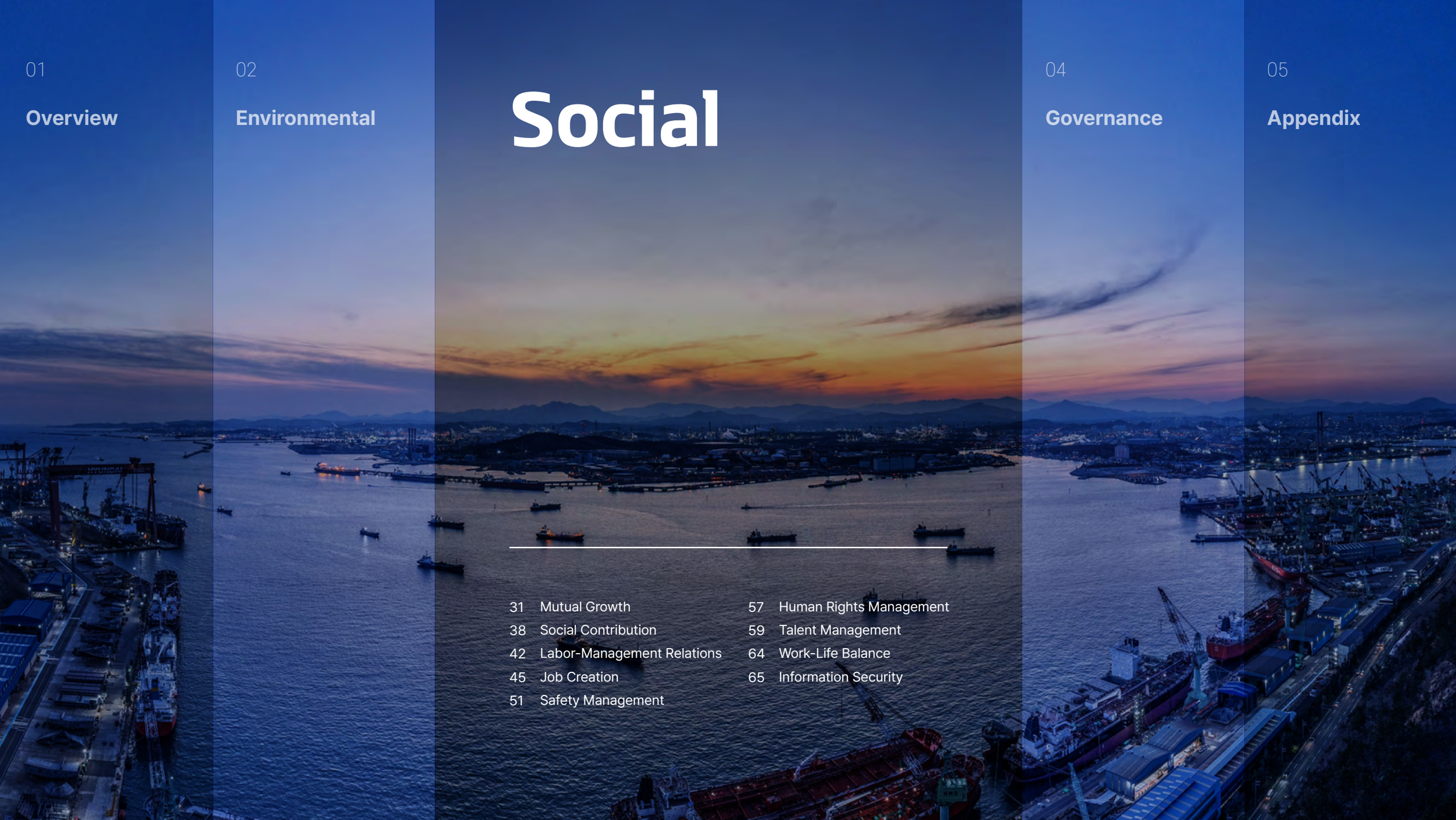
Establishing a Resource Circulation Cooperation System

Internal	• System improvement to encourage members' participation in cleanup activities - Award additional points in individual evaluations based on participation in activities
External	• Expansion of collaboration targets (Existing: Port-related organizations + Expansion: Local community) - Conduct joint cleanup activities with local volunteer groups, corporations, etc
Activity Areas	• Expansion of cleanup activity areas (Existing: Port and coastal areas + Expansion: Urban areas) • Cleanup of high waste-generation areas (major tourist sites such as Grand Park, Marine Park, etc.)

Environmental Cleanup Activities Performance

Category		2022	2023
No. of Activities		11 times	14 times
No. of Participants	Internal	82 people	282 people
	External	291 people	721 people
	Total	373 people	1,003 people
Cooperative Organi-zations	Port-related	37	59
	Local	1	19
	Total	38	78
Waste Collected		270 tons	322 tons

Social



31 Mutual Growth
38 Social Contribution
42 Labor-Management Relations
45 Job Creation
51 Safety Management
57 Human Rights Management
59 Talent Management
64 Work-Life Balance
65 Information Security

Mutual Growth

Establishing a New Win-Win Mutual Growth System

UPA has established a new mutual growth system that drives the innovative growth of collaborative companies in the port industry. With the goal of enhancing productivity and technological competitiveness, fostering innovation, and removing regulatory obstacles for SMEs, we have concentrated efforts on nurturing SMEs within the port industry. Accordingly, we have actively supported the growth and development of SMEs by promoting technological innovation among partner companies and assisting small businesses in opening new sales channels.

UPA Mutual Growth Strategy

Policy

National Agenda #31
"Redesigning SMEs Policy from a Private-Led Innovation Growth Perspective"

Tasks and Goals

- **Improving productivity and technological competitiveness** as key elements of corporate growth
- **Shifting to performance-oriented policies** focused on innovation-driven growth for corporate advancement
- **Identifying and removing various** institutional obstacles that hinder SMEs growth

Promotional Direction

Focusing on Nurturing SMEs in the Port Industry

UPA Strategy

- Encouraging Technological Innovation Among Partner Companies
- Developing Domestic and International Sales Channels
- Improving Business Conditions Through Regulatory Enhancements

▪ UPA Mutual Growth Support Program

▪ UPA Industrial Innovation Movement Support Program

Support for SMEs in Developing Domestic and International Sales Channels

UPA has leveraged its capabilities to support domestic and international market access for partner companies, thereby establishing a stable revenue base for them. We accompanied outstanding companies in overseas investor relations (IR) events, supported their participation in international conferences, and facilitated joint overseas marketing efforts. Additionally, we have directly purchased innovative new technology products and supported SMEs in developing domestic sales channels. Thanks to these efforts, we received the highest rating in the 2023 Mutual Growth Assessment conducted by the Ministry of SMEs and Startups.

▪ Supporting Welfare Points for the Mutual Growth Mall

Support for SMEs' Overseas Expansion and Domestic Market Development

Overseas IR	Overseas Marketing
Providing Opportunities for Overseas Market Expansion for Leading Companies	**Supporting Participation in International Conferences and Joint Overseas Marketing**
• Selection of outstanding nurtured companies (4 companies) ▶ participation in overseas IR • Support for booth exhibition and IR promotion at "EUROPORT 2023"	• Support for participation in the Asia Maritime & Logistics Conference (Hong Kong) • Support for English corporate information service and marketing for Ulsan Port • Joint overseas marketing with the Ulsan Port Development Council (Japan)

* M company (carbon emission software) signed MOU with a Dutch eco-friendly asset management firm** R company (AI cloud) accompanied state visit to the Netherlands and signed MOU with local companies

Technology Product	Domestic Sales Channels
Direct Purchase of Innovative New Technology Products	**Supporting Market Development for Small Businesses and SMEs**
• Support for purchase from SOC technology market (140 million KRW) • Incorporation of outstanding technology products into next year's project planning • Inclusion of jointly developed products in conditional purchase designs • Support for government innovation product purchases (260 million KRW)	• Employee support programs, and internal awards (43% increase compared to previous year) • Support for 110 million KRW in sales from Mutual Growth Mall, Brand K usage, • Participation in government and local government-linked purchase consultations (41 companies) • Support for smart store entry and live commerce (10 companies)

Supporting the Development of New Technologies in the Port Industry to Foster Technological Innovation Among SMEs Partners

UPA has created incentives for technological innovation among small and medium-sized partner companies. In collaboration with startups and SMEs, we have provided a foundation for these companies to innovate. Through a maritime logistics startup audition, we solicited proposals for new technologies and provided funding, space, and equipment to facilitate their development. We also offered opportunities to demonstrate these technologies at Ulsan Port, supporting commercialization and technology protection. As a result of these efforts, new technologies such as a ship surround-view system and detachable corner protection devices have been developed, with the ship surround-view system receiving the CES 2024 Innovation Award

Promotion Details for Supporting the Development of New Port Technologies

Technological Development

- Discovering and supporting startup technologies through maritime logistics startup auditions, Uni-Contest, new technology contests, and providing scale-up support
- Incubation support, including startup mentoring, funding, and space provision
- Support for 17 companies through government technology innovation programs (e.g., Smart Factory, Innovation Partnership)
- Signing performance-sharing agreements, providing equipment and consulting to enhance productivity and stability

10 Patent Applications Related to New Port Technologies, With 30 Startups Successfully Launched

Commer-cialization

- Successful demonstration of 4 new port technologies through K-Testbed, including new monitoring procedures, pilot installations of superior products, and issuance of performance certificates
- Joint development with partners, with 2 technologies (detachable corner protectors, AI safety helmet prototype) installed and verified at Ulsan Port

Supporting Product Commercialization Through Demonstration of New Port Technologies at Ulsan Port

Technology Protection

- Support for 20 cases of technology protection, including expert on-site consultations and fee assistance

Expert consultations	Technology escrow	Technology safeguarding service
On-site vulnerability assessments and optimal security solutions	Secure storage and management of technical and operational information in an independent space	24-hour security monitoring, malware, and ransomware detection

Achievement

Establishing a Comprehensive Protection Framework to Prevent Core Technology Leaks

Successful Cases of New Port Technology Development

Ship Around View

Initial Phase	Advancement	2023 Performance
• Discovery of Company C through Startup Competition - Provided incubation support for the startup	• Support for Ulsan Port • TestbedAssistance with listing as an innovative product by the Ministry of Oceans and Fisheries • Support for domestic and international market access for ports	• Collaboration on UPA-Led R&D Projects - Opened data for autonomous ship demonstrations - Developed automated dock productivity analysis technology

▶ CES 2024 Innovation Award Winner (January 2024)

Detachable Corner Protector

Initial Phase	Advancement	2023 Performance
• To prevent damage to pier wall corners - Joint technology development agreement signed between UPA and Company A	• Demonstration project linked with K-Testbed • Prototype installed at two locations in Ulsan Port	• Domestic and international patent applications completed • Support for direct purchase through design integration in Bukshin Port pier wall construction

Removing Barriers to Growth for Partner Companies

UPA has actively pursued institutional and regulatory reforms to eliminate obstacles to the growth of partner companies. Through the Corporate Growth Response Center and forums with port-related organizations, we have listened to the concerns of partner companies and identified and implemented regulatory and institutional improvements. As a result, we have introduced beneficial changes, such as expanding the eligibility for combined cargo transportation and ship fuel supply services from LNG and petroleum products to include chemical products and extending the initial lease term for the distriperk from 20 years to 30 years. These improvements have made it easier and more advantageous for partner companies and port workers to conduct their business and economic activities. In recognition of these efforts, the world's first methanol bunkering project received the highest award in the "Exemplary Public Administration Case" in the across government active administration program.

Identifying and Improving Regulations and Challenges for Partner Companies and Workers

Identifying Regulations and Challenges for Partner Companies

- Corporate Growth Response Center, industry forums, and public suggestions (administrative improvement ideas)

Selecting Key Improvement Tasks

- Considering factors such as importance and feasibility of improvement

Regulatory Innovation TFT

Regulatory Verification Committee

Promoting Institutional Improvement

- Completed improvements on 3 major tasks: and

1 Government Notification

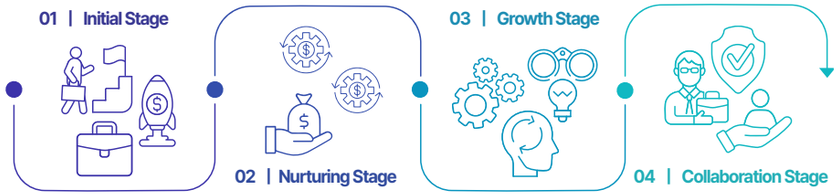
2 Internal Regulations

Target Issue	Regulatory and Challenge Issues	Improvement Item
Ship Fuel Suppliers	Limited eligibility for combined cargo transport and ship fuel supply to LNG and petroleum products, making it difficult to handle methanol (chemical product)	Expansion of Eligibility for Combined Operations in the "Notice on Coastal Shipping and Navigation" **Previous** | Limited to LNG and petroleum products ▶ **Improved** | Added chemical products
distriperk Tenants	Short lease terms compared to industrial complexes, causing concerns for corporate continuity and long-term investment retention	Improvement of Initial Lease Term Setting for the "Ulsan Port Zone 1 distriperk Guidelines" **Previous** | 20 years ▶ **Improved** | 30 years
Port Workers	Excessive restrictions on re-entry after violations of exit regulations, leading to reduced acceptance and economic activity constraints for port workers	Simplification of Re-entry Permit Criteria in the "Ulsan Port Re-entry Permit Issuance Guidelines" **Previous** | 180 days ▶ **Improved** | 90 days with newly established warning and disciplinary procedures

Customized Support for the Entire Life Cycle of Social Enterprises

UPA has enhanced the survival rate and self-sufficiency of social enterprises through customized support across their entire life cycle. In response to the increasing demand for market access and growth support for the sustainable development of social enterprises, we have provided nurturing and support to help them overcome challenging periods. By implementing this comprehensive, life-cycle-based support program, we have facilitated new startups, revenue growth, and job creation.

Stage-by-Stage Support and Achievements for Social Enterprises



Startup Support Package

- Youth F&B startup incubation utilizing local coastal seafood
- Comprehensive consulting on menu development, store location, management, and taxation
- Created 14 jobs across 7 social enterprises
- Support for reducing burden through rental of startup and training spaces

Operational Funding and Market Development Support

- Social economy enterprise expo, "Social Economy Festival"
- 33 companies participated, generating sales of 30 million KRW and creating 14 jobs
- Support for low-interest funding through mutual growth loans
- Applied a reduced interest rate of 3.98% below the market rate (for 3 companies)

Securing Self-Sufficiency through Capability Enhancement

- Consulting for product and service enhancement, promotional marketing
- 18 companies achieved sales of 46.43 million KRW, creating 10 jobs
- "Demo Day" for practical IR experience and strengthening investment capabilities
- Supported 45 companies with IR materials preparation and speech mentoring

Development as a UPA Business Partner

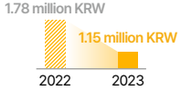
- Participation in UPA companion business model development
- Key case: Jointly promoted "Housing Environment Improvement Project for the Underprivileged," linked to re-employment of Ulsan Port retirees
- Online sales channel development with profit-sharing collaboration agreements

U:PArtner*

System for the Entire Life Cycle of Social Economy Enterprises

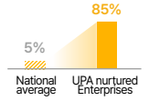
Reduced Short-Term Expenses

Corporate Cost Savings



Increased Self-Sufficiency

5-Year Survival Rate for Social Enterprises



Making Sustainable Results

- 27 new startups
- 5.4 billion KRW in revenue
- 41 new jobs created

*U:PArtner is a branding term representing UPA's commitment to empowering social economy enterprises to grow alongside Ulsan Port, fostering enhanced growth and value.

Support Program to Enhance SMEs Productivity

UPA has implemented a support program to help SMEs adapt to future environmental changes and improve productivity. To foster manufacturing innovation among small manufacturers, we supported the establishment of smart factories and initiated customized innovation activities in the fields of safety and environment. Additionally, we provided consulting and system setup in areas such as equipment, marketing costs, and certifications. A total of 150 million KRW was invested to support 17 companies in the smart and innovation sectors, resulting in nearly 400 million KRW in financial gains, along with reductions in defect rates and operational risks.

Support Program for SMEs Productivity, Safety, and Environmental Capabilities

ESG Innovation Customized Consulting

External Environment + SMEs Enterprises

- Changes in manufacturing industry paradigms
- Strengthening of digitalization and efficiency
- Increasing demand for reducing risks through ESG
- Need for innovation through ESG
- Requirement for diversified consulting solutions

Establishment of Smart Factories SMEs | 7 Companies Supported

- Details | Reduced defect rates through smart manufacturing
- supported 7 port-related SMEs with 70 million KRW

Customized Innovation Partnership Support | 5 Companies

- Details | Launched customized innovation activities
- focused on safety and environment with ESG indicators (5 certifications issued with 50 million KRW support)

Customized Industrial Innovation Support | 5 Companies

- Details | Provided consulting and system establishment support
- with certifications in equipment, marketing, and 5 other categories (30 million KRW support)

Performance

Smart and Innovation Areas:
"Support for 17 Companies"

< Quantitative >

- 150 million KRW investment ▶ Achieved 395 million KRW in financial results

< Qualitative >

- Reduced defect rates,
- decreased operational risks
- improved overall field conditions through customized consulting

▪ Smart Factory Support Program

▪ Health and Safety Management System Support Program
Health and Safety Management System Support Program

Improving Employment Quality and Working Conditions for Partner Company Employees

UPA has improved the quality of employment and working conditions for employees of partner companies through various welfare support initiatives. We have supported programs such as the 'Tomorrow Mutual Aid Fund' and provided benefits including educational subsidies for employees' children, welfare points, and vacation allowances, helping to reduce wage disparities. Our efforts to enhance working conditions included delivering cold beverages to on-site workers during hot weather and establishing dedicated bicycle paths to facilitate workers' transportation. As a result of these initiatives, 222 employees from 74 companies have benefited in terms of employment quality. The improved working environment has also led to higher satisfaction levels and enhanced safety standards.

Welfare Support for Partner Companies

Category	Promotion Details
Employment Quality	**Long-Term Retention Support** - 'Tomorrow Mutual Aid Fund' - Educational support for children **Reducing Wage Disparities** - Welfare points - Vacation allowances **Enhancing Job Competency** - Youth Employment Academy - Logistics Academy, etc.
Improving Working Conditions	• **Customer lounge operation** for internal clients of partner companies • **"Cool Day" initiative** to improve working conditions during heatwaves • **Dedicated bicycle paths** established for workers' commuting convenience

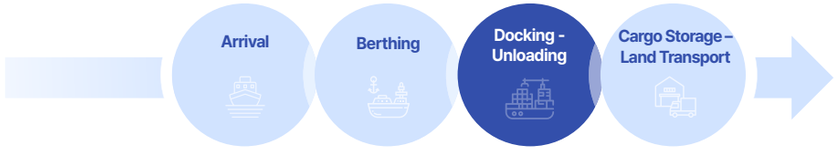
▪ UPA Logistics Academy

▪ "Cool Day" Beverage Delivery

Development of a Digital System for Bulk Cargo Unloading Information

UPA collaborated with SMEs by providing K-Testbed opportunities to develop a digital system for bulk cargo unloading information using AI-based motion detection technology. Compared to container cargo, it has been challenging to quantify and digitize unloading information for bulk cargo such as oil and gas. To address this issue, we developed indicators that measure the productivity of unregulated bulk cargo unloading. Additionally, using AI-based motion detection technology, the movements of cranes and vehicles are monitored, and activity levels are quantified by scoring movement volume, thereby measuring the dynamics of unloading operations. By digitizing bulk cargo unloading information in this way, we have generated data for wharf productivity management and significantly improved productivity. Moving forward, we will continue fostering a digital innovation ecosystem, contributing to the establishment of a smart port.

Bulk Cargo Unloading Information Introduction



Target Setting	• Developing indicators to measure unregulated bulk cargo unloading productivity • UPA directly acquires and tracks unregulated bulk cargo data, managing unloading productivity based on data
Technology Overview	• Monitoring the movement of unloading-related units (cranes, vehicles, personnel) using AI-powered motion-sensing technology to analyze and quantify unloading operations
Implementation Roadmap	**2023** • Complete hardware installation on all berths at Ulsan Port (18 locations) • Develop and install AI-based motion sensing technology **Mid-term (2024~2025)** • Complete hardware installation on all berths at Ulsan Port (18 locations) • Develop and install AI-based motion sensing technology **Long-term (2026~)** • Complete hardware installation on all berths at Ulsan Port (18 locations) • Develop and install AI-based motion sensing technology
Expected Outcomes	• Digitizing unregulated bulk cargo information improves data generation and productivity management, significantly enhancing overall productivity

Introduction of Smart Helmets Utilizing Worker Biometric Data

In collaboration with SMEs, UPA has introduced smart helmets that utilize worker biometric data to establish a system for accident prevention and rapid incident response. Through the K-Testbed initiative under the government's Intelligent IoT Application Expansion Project, the Authority selected smart safety helmets developed by SMEs. These helmets, as wearable devices for port workers, can detect changes in environmental and biometric signals. By applying this technology in real work environments, the Authority analyzed its functionality and monitored operational performance. With this initiative, we have enhanced the validation of SMEs technology using AI and established a foundation for achieving zero industrial accidents on-site.

Introduction of Smart Helmet Workplaces at Ports

Performance

K-Testbed Contest	Government Public Project Selection	Field Analysis and Pilot Site Selection
Selected in the first half of 2023	Targeted for the "Intelligent IoT Application Expansion Project" by the government	Field analysis and pilot site selected in 2023

- **Location** (2 construction sites) : Ulsan Port Backup Safety Facility and Bukshin Liquid Port Construction Site

Operating Principles

Wearable Devices	Environmental and Life Signal Monitoring	AI-Powered Monitoring
Measures new health indicators such as brainwaves, heart rate, and fatigue	Detects concentrated fatigue (brainwaves), falls (speed), and heart rate elevation (heart rate sensor)	Real-time analysis, monitoring of workers and management of the worksite

- **Location** : Applies to specific sites with a controlled number of personnel (5 or fewer individuals)

Achievements

Bukshin Liquid Port Construction Site	Ulsan Port Backup Safety Facility
Enables alerts for worker fall hazards	Enables real-time safety incident monitoring

Promotion Achievements

- CES 2024 Innovation Award at the World's Largest IT Expo (International Consumer Electronics Show): Awarded to technology development company H
- Winner of the Smart Maritime Logistics Startup Competition: Recognized for best invention, awarded at Health and Safety Fair
- Recognized as an Excellent Safety Management Case in the 2023 Smart Construction Expo hosted by the National Safety Authority

Supporting New Market Development for SMEs through the Establishment of Overseas Integrated Logistics Centers

UPA aims to strengthen the competitiveness of small and medium-sized import-export companies and contribute to building a globally leading maritime logistics system by establishing additional overseas logistics centers. This initiative will facilitate logistics center access for domestic SMEs expanding into regions such as Southeast Asia, allowing them to secure logistics space at prices lower than market rates. This support will reduce logistics costs, expand distribution networks, and assist small logistics companies in entering foreign markets and developing new sales channels. Through this initiative, UPA expects to secure new growth engines for the port and enhance national competitiveness, achieving a beneficial dual impact.

Details for Establishing a Joint Corporation for the Vietnam Integrated Logistics Center

STEP 01 — Business Model Revision

Category	Initial Setup (July 2021)	1st Revision (June 2023)	2nd Revision (August 2023)
Investment Structure	**30% equity, 70% external capital** (UPA 80%, H Company 10%, J Company 10%)	**100% equity** (UPA 100%)	**100% equity** (UPA 80%, KCTC 20%)
Site Securing	Land secured and logistics warehouse construction		Existing logistics warehouse with long-term lease arrangement

STEP 02 — Capital Structure Revision

Addressing Cost Variability Due to Exchange and Interest Rate Fluctuations

Existing (70% external capital, 30% equity)	Improved (100% equity)
- Increased business risk due to exchange and interest rate fluctuations - UPA contribution fluctuated between 6-8 billion KRW (15-20%)	- Eliminated concerns over business viability due to interest rate fluctuations - Eliminated UPA investment volatility (20% → 0%)

STEP 03 — Partner Recruitment

Selecting KCTC VINA for Their Extensive Know-How in International Logistics and Maritime Operations

Existing (Transportation Company's role was not clear)	Improved (Dual structure with UPA and logistics company)
- The role of shipping companies in the logistics center project was ambiguous. - Transport companies withdrew due to the lack of clear roles.	- KCTC VINA was identified as a partner through defined roles. - UPA supported SMEs by entrusting the logistics center operation to KCTC.

Vietnam Integrated Logistics Center Construction Promotion

STEP 01 — Logistics Center Remodeling Construction

Construction managed by a high-capacity local contractor, ensuring both cost efficiency and speed.

Logistics Center Construction Initiation	Full Operation of Logistics Center
• Partial construction of logistics center (5,570 m²) completed • Maintaining logistics service provision for the local area during construction	• Improved facilities and equipment, enhancing the level of logistics services

STEP 02 — Support for Korean SMEs

Acting as a strong bridge for Korean exporting SMEs

Support Measure 01	**Preferential Storage Rates and Discounts**	**Enlarging Logistics Business Support Scope**
	• Priority for storage areas within the logistics center and storage discounts designated for Korean SMEs	• Expanded storage categories (general ▶ general + cold storage) • - Broadened the support scope (storage ▶ storage + transport + shipping)
Support Measure 02	**Linking UPA SMEs Support Programs**	**Expanding Connections with External SMEs Support Agencies**
	• Linked with Ulsan distriperk company programs (automobiles, machinery, etc.) • Collaborated with large and medium-sized enterprise mutual growth programs	• Established additional connections with public export support programs • Established a support system for exporting companies

Supporting Net-Zero for Ulsan Port Partner Companies

UPA, provided greenhouse gas emissions rights registration support in the solar power sector for Ulsan Port partner companies to establish a foundation for the growth of small and medium-sized ventures responding to climate and environmental changes. The "emissions trading system" allows companies to offset emissions through certified reductions from greenhouse gas mitigation activities, which can be exchanged for credits and sold to companies needing additional emissions rights. Through emissions rights briefings, we offered Ulsan Port stakeholders an overview of the emissions trading system, covering registration methods and real examples in sectors such as shipping, transport, construction, and industry. We also posted announcements for registration support, selected companies through internal evaluations, and completed agreements. In this way, we expanded the eco-friendly foundation toward carbon neutrality together with our partner companies.

Support for New Registration and Partner Companies' Registration for 57tCO$_2$ Emissions Rights

2023 Plan

- **2023 Plan** — Promote self-registration of emissions rights for solar power (2 years) + recruit supporting companies for collaborative emissions registration (1 year)
- **Solar Power** — Register emissions rights for solar power generation, targeting a reduction in greenhouse gases for power production
- **Registration Support** — Conduct explanatory sessions and select companies in Ulsan Port interested in emissions registration

Implementing Efforts

Registration of Solar and LED No. 2 Facilities (Nos. 4 and 5)

- Conduct inspections to prepare for emissions rights business registration

Feasibility Analysis	Methodology Review	Evaluation and Supplements
Determine eligibility for registration	Draft project plan	On-site inspection, planning, and safeguarding

Emissions Rights Explanation Session

- Rising interest and lack of knowledge in business procedures, profitability, etc.
  ▶ Conduct explanatory sessions for Ulsan Port collaborative companies and select support recipients

Achievements

Completion of Independent Emissions Rights Registration

- **LED** : Renewed Emission Permit Registered (81tCO$_2$/year)
- **Solar Power** : New Emission Permit Registered (57tCO$_2$/year)

Announcement of Registration Support and Selection of Target Companies

- Announced on website ▶ Internal evaluation ▶ Select support companies ▶ Complete agreements with selected companies by 2024 for emissions rights registration

Enhancing Safety Incident Prevention Infrastructure with Port Partner Companies

UPA has completed the establishment of the first nationwide quantified safety management system for ports through verification of the Ulsan Port unloading safety index in collaboration with partner companies. Recognizing the need for accident prevention infrastructure to create a safe workplace at Ulsan Port free from industrial accidents, we validated and enhanced the unloading safety index. Additionally, we fostered consensus among Ulsan Port partners to support nationwide expansion. As a result, we have established and demonstrated the first objective and quantifiable system for measuring and managing safety levels across all ports in Korea. Acknowledging these efforts, we received the 2023 Outstanding Case in Public Institution Health and Safety Activities and were selected as a project in the Ministry of Oceans and Fisheries' 2023 Government Innovation Implementation Plan.

Empirical Validation and Reliability Verification of Unloading Safety Index with Ulsan Port Partner Companies

Collaborative Company Joint Verification

- Established a working group with Ulsan Port collaborative companies for the on-site index validation and advancement
- Participation of 26 pier operators

▪ Inauguration of Working Group

Establishment of common standards and DB sharing among operators

Reliability Verification Completion

- Data analysis and correlation assessment of reoccurrence frequency by selected partner company
- Verified index reliability and shared results

▪ Results Sharing Workshop

Verification of correlation between safety index and accident rate

Award for Best Practices in Safety from Ministry of Employment and Labor

- 2023 Outstanding Case in Public Institution Health and Safety Activities
- Recognized for the development of a customer-oriented safety assessment tool

First quantitative safety management system established in a port

Achieve-ments

Completion of the First Objective and Quantitative Safety Level Assessment and Management System for Ports Nationwide

Established a foundation for nationwide port expansion (selected as a project in the 2023 Ministry of Oceans and Fisheries Government Innovation Implementation Plan)

울산항만공사 ULSAN PORT AUTHORITY

Overview

Environmental

Social
- Mutual Growth
- Social Contribution
- Labor-Management Relations
- Job Creation
- Safety Management
- Human Rights Management
- Talent Management
- Work-Life Balance
- Information Security

Governance

Appendix

Social Contribution

Identifying Key Initiatives for ‘Local Win-win’

UPA has identified and implemented key initiatives for win-win with the local community by combining community needs with our commitment and capabilities. Amidst a challenging environment where the local economy is stagnant, and imbalances between industrial complexes and peripheral areas are worsening, we aimed to address residents’ demands for improved quality of life and economic revitalization. To respond to these needs, we set a strategic direction of expanding local development and mutual growth systems linked with port logistics, and identified key mutual growth initiatives for the local community.

Local Needs and Key Issues for Local Development

	Local Industry Conditions	Resident Requirements	UPACapabilities
Environ-mental Analysis	• Stagnation in key industries such as petrochemicals • Intensifying imbalance within the local area	• Improve residential conditions and quality of life • Economic revitalization due to economic stagnation	• Adoption of a strategy to establish an eco-friendly energy hub • Continuation of local development projects linked with industry
Promotion Direction	Expanding Local Development and Win-Win Cooperation through Port Logistics		
Key Tasks	Securing Ulsan Port’s new growth and fostering local development	Resolving local issues based on the participation of local community members	

▪ MOU on Promoting the Floating Offshore Wind Power Project

▪ MOU on Enhancing the Utilization of Stone Resources

Pioneering the Eco-Friendly Ship Fuel Supply Market at Ulsan Port

UPA has actively addressed obstacles hindering local companies’ new business ventures, thereby pioneering the eco-friendly ship fuel supply market at Ulsan Port. Although these companies aimed to transition toward environmentally friendly initiatives, the uncertainty inherent in the early stages of their projects presented significant challenges to their progress. In response, we served as a crucial link between private enterprises and the government, establishing necessary regulations and advocating regulatory improvements that were subsequently incorporated into policy. By supporting low-interest financing, facilitating investment in facility expansion, and securing preliminary demand, we alleviated the financial burden on companies and ensured the feasibility of their business pursuits. As a result, Ulsan Port was designated as an Eco-friendly Marine Fuel Supply Port, and the establishment of an LNG bunkering joint venture company (JVC) at Ulsan Port has moved toward realization. This initiative is projected to attract 91.6 billion KRW in new investments in the region, creating approximately 5,000 local jobs by 2030.

Ensuring Feasibility of Eco-Friendly Fuel Bunkering Project Through Regulatory Relief and Investment Support

Category	UPA’s Role
Regulatory Relief	Intermediary between private sector and government
Investment Support	Alleviating the investment burden on private companies through joint investment and stable funding support
Ensuring Business Viability	Ensuring project feasibility by establishing a business model and securing demand

Achievements

Established seven policies through recommendations for regulatory improvements and formulation of government-related regulations

- Ministry of Oceans and Fisheries: Eased compulsory pilotage requirements
- Korea Customs Service: Granted fuel sales permits
- National Tax Service: Applied conditional tax exemptions

Supported low-interest funding through agreements with policy financial institutions

- COFIX interest rate level; allowed full borrowing for project costs

Provided support by linking financial programs to additional investments, including the construction investment in the local tank terminal (Company H) scheduled for August 2024, and expansion of methanol storage facilities

Formed a task force (TFT) with government and shipping stakeholders to conduct the first methanol bunkering demonstration

Secured preliminary demand for eco-friendly fuel bunkering for ships at local shipyards and in the Busan-Ulsan-Gyeongnam region

- Signed an MOU for eco-friendly bunkering at Dongnam Port (November 2023)

Cultivating Experts in Shipping, Ports, and Logistics and Developing Local Talent

UPA has made efforts to secure the new business and future growth capabilities of Ulsan Port by fostering regional talent in the maritime, port, and logistics sectors. We supported training programs for port and logistics-related professional certifications targeted at port workers and other employees. Through the operation of the "UPA Logistics Academy," we enhanced the expertise of stakeholders in Ulsan Port regarding port and logistics. We have been nurturing practical, interdisciplinary talent by combining maritime logistics with ICT, and by operating the "Smart Maritime Logistics Manager" certification program to develop future talents in the digital-port convergence field. Moving forward, we will continue to focus on nurturing future talent for regional development.

▪ Conducting Certification Exams for Smart Maritime Logistics Managers

Enhancing Expertise in Maritime, Port, and Logistics and Fostering Digital Convergence Talent

Current Employees	Future Talents
Enhancing Expertise of Port Workers and Stakeholders	**Fostering Converged Talent with Digital Expertise**
• Support for education related to port and logistics professional certifications • 10 fields including logistics managers and international freight experts • Operate the "UPA Logistics Academy" to foster professionals • Provide disaster response training customized to local industries (electricity, etc.)	• Foster practical converged talent by matching maritime logistics with ICT • Operate and provide education for the "Smart Maritime Logistics Manager" certification system • Provide opportunities for local youth to gain job experience in Ulsan-themed digital competencies (building quizzes, etc.)
Secured 136 port/logistics experts among Ulsan stakeholders	Secured 469 digital-port/logistics converged future talents

Promoting Seafood Consumption and Revitalizing Traditional Market Economies

UPA has revitalized the weakened seafood consumption and traditional market economy by creating a sustainable consumption environment. We operated a "Seafood Special Day" in group meals and promoted a seafood safety campaign to encourage the consumption of local seafood. Additionally, we organized various cooking classes themed around local agricultural products and ran traditional market experience programs for local children to support the traditional market economy. As a result, we were able to purchase 39 million KRW worth of local seafood, and the purchase of Onnuri gift certificates for traditional markets increased by approximately 17.9% compared to last year.

▪ Support Project for Seafood and Traditional Market Revitalization with Sharing Packages

Promoting Seafood Consumption and Revitalizing Traditional Markets

Actively Participating in Seafood Consumption Promotion Campaign	Revitalizing Local Traditional Markets
• Operate "Seafood Special Day" for group meals, distribute seafood meal kits, and create side dish decorations to expand direct seafood consumption • Consulting for F&B startups utilizing local seafood • Promote seafood safety campaigns targeting visitors to traditional markets • Increased investment in agricultural and fisheries mutual aid funds by 100 million KRW (3 times more than the previous year)	• Operate cooking classes "Cook FOR U" for cooperative companies - Promote consumption by selecting local agricultural products as main menu items • Operate traditional market experience programs for local children - Encourage local traditional market purchases using Onnuri gift certificates • Organize rice cake-making events using local rice and distribute them to underprivileged groups
Promoted consumption by purchasing 39 million KRW worth of local seafood	Onnuri gift certificate purchase performance increased by 17.9% compared to the previous year

Realizing the Value of Community Sharing and Win-win through the Opening of Facilities and Resources

UPA has opened our in-house library, sports facilities, and other convenience facilities to local residents, improving their living environment, supporting local tourism events, and assisting vulnerable groups to address welfare blind spots. By enhancing the living conditions of Jangsaengpo residents, we have improved their quality of life and invigorated the local economy through tourism attraction. We have also provided comprehensive support to those in need within the community by operating the "Happy City Meals" program for children in need, producing braille books for the disabled, and providing winter supplies for elderly people living alone. As a result of these efforts to support the community and vulnerable groups, we were recognized for our contributions to expanding cultural welfare in Jangsaengpo by receiving an Excellence Award from the Director of the National Library of Korea, and established a safety net for 2,636 households in vulnerable situations within the region.

Revitalizing Ulsan's Peripheral Areas and Enhancing Local Social Welfare

Revitalizing Peripheral Areas

Improving the Living Environment for Residents of Jangsaengpo (a closed port) and Boosting Regional Vitality through Tourism

Convenience Facilities

- UPA Open Library, sports facilities (tennis courts, futsal fields), customer lounges, summer shade canopies, and food trucks operating as convenience facilities

Educational Support

- Support for Jangsaengpo Elementary School and after-school programs, operation of a mobile port class

Local Events

- Operation of regional festivals (Jangsaengpo Whale Festival), shuttle bus services, and stamp tours customized to local tourism to attract visitors to Jangsaengpo

Enhancing Local Social Welfare

Resolving Welfare Blind Spots through Community-wide Support

Children

- Operation of "Happy City Meals" for children in need, support for multicultural family education

570 households supported

People with Disabilities

- Support for the production of braille books and travel projects for people with mobility impairments

624 households supported

Elderly Living Alone

- Provision of winter supplies such as heating items and blankets, as well as emergency living funds

690 households supported

Low-income Households

- Support for self-reliance programs such as self-help work and provision of nutritious food through senior centers

752 households supported

Operating the 'Local Problem-Solving Platform' Where Residents Identify Issues and UPA Resolves Them

UPA has contributed to creating a community-centered society by operating a local problem-solving platform where residents identify local issues, and we work to resolve them. In collaboration with Ulsan City Hall, civic organizations, and UPA, we established a cooperative system to identify and solve issues raised by local residents. By addressing the agendas that residents deemed necessary and important, we were able to come closer to the local community through joint efforts between the public, private, and corporate sectors. As a result of these efforts, public awareness of UPA increased by 5.7 points compared to the previous year in a national survey, and we achieved a score higher than the overall average for public institutions.

Reinforcing the Local Problem-Solving Platform Operation

Organizing Cooperation Tables + **Process Building**

- Establishing Cooperation Systems in Various Fields
- Improving Efficient Budget Management and Expertise
- Expanding Local Resident Participation (e.g., issuing local problem-solving vouchers)

System Building	Issue Identification	Planning & Execution	Problem Solving
Public-private collaboration	Public contest for local issues from the public	Promotion Committee	Task implementation and sharing results

Identified Issue

Compared to other cities, Ulsan shows a lack of infrastructure for disability awareness education. There is growing recognition of the need to improve awareness.

Problem-Solving

Measures	Results
• Installing a VR experience center to raise disability awareness - Providing VR experiences at markets, VR5 experiences for people with disabilities • Holding regional festivals that promote interaction between disabled and non-disabled individuals - Distributing promotional goods related to disability awareness at booths	• Creating a local culture that embraces disabilities; establishing an inclusive society - Improving disability awareness; expanding accessible spaces

Social Contribution

Organizing Citizen Participation Campaign and Participating in Community Contribution Programs

UPA engaged in joint community contribution programs for marginalized groups by launching a citizen participation campaign customized to large-scale local festivals, sharing the company's ESG management values. Previously, we conducted campaigns independently, which limited resources and effectiveness. To improve this, we operated in conjunction with large-scale local festivals and through collaboration between the public and private sectors. Additionally, we supported vulnerable groups and veteran households by linking community contribution programs with Ulsan City, the Veterans Affairs Office, public institutions, and social enterprises. For these efforts, we received appreciation plaques in the field of social contribution from the Ministry of Patriots and Veterans Affairs, Ulsan Metropolitan City, and the Korean Red Cross

Campaigns Customized to Local Events

Category	A World Dreamed by Whales (Linked with the National Para Game)	Again Ulsan Port (Linked with Ulsan Whale Festival)
Overview	• **Eco-friendly Campaign and Mini Sports Event in Connection with the Ulsan National Para Game** - Mini-game events and collection of PET water bottles - Donations from upcycling companies	**Public Engagement UPA Booth Setup and Event Execution**
Cooperation	**Ulsan City**: Event hosting, booth provision **UPA**: Campaign planning and execution **Ulsan Volunteer Center**: Business support, manpower provision	**UPA**: Family-oriented experiential events such as creating wired 3D puzzles of crude oil ships **Ulsan Volunteer Center**: Photo zone certification shots near UPA, souvenir distribution
Participants	About 44,000 Athletes, event staffs, citizens, and volunteers participated	About 300,000 Ulsan Whale Festival Visitors
Achievements	Collected 200 kg of empty water bottles (approximately 13,330 bottles) with 3,950 participants Donated waste plastic to a resource recycling company, generating sales worth 28 million KRW	Operated booths and conducted experiential certification events (400 teams making puzzles) to Promoted and shared the values of UPA with festival visitors

▪ A World Dreamed by Whales Eco-friendly Campaign

▪ Again Ulsan Port Eco-friendly Campaign

Participation in Community Contribution Programs

Category	Ulsan Regional Social Contribution	Ulsan Public Institution	"Month of Patriots and Veterans" Visiting
Participating Organizations	Ulsan City UPA Social Enterprises Local Companies	Ulsan City 9 Public Institutions	Ministry of Patriots and Veterans Affairs Korean Red Cross UPA
Locations			
Achievements	Supported performances inviting vulnerable elderly people, provided meals during school meal gaps 200 people	Delivered food packages to low-income vulnerable groups 500 households	Distributed local agricultural products to local veteran households 301 households

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Labor-Management Relations

Labor-Management Relations that Grow Together through Trust and Communication

UPA has made efforts to establish a cooperative system between labor and management based on mutual cooperation and participation, ensuring its practical operation. In his New Year's speech, the CEO recognized the labor union as a top priority partner in the company's management, emphasizing the importance of labor-management trust and values. The chairman of the UPA Labor Union also highlighted the importance of proactive and autonomous problem-solving through communication and participation between labor and management in his inaugural address. This shared commitment led to an agreement to build a rational labor-management relationship through mutual trust and participation, and to implement labor-management relations that grow together through communication. As a result, we established and promoted eight strategic tasks for labor-management relations, creating eight performance indicators to verify the effective implementation of these tasks.

Establishing Collaborative Labor Management Relations

Labor Management Relation Vision

Realizing a labor management relations that grow together through trust and communication.

Strategic Direction	8 Strategic Tasks
Rational and Future-Oriented Labor Management Cooperation	• Improving personnel and compensation systems focused on job-centered principles. • Reinforcing collaborative labor relations based on principle compliance.
Sustainable Job Innovation	• Enhancing organizational culture for labor cooperation. • Promoting ESG management with labor collaboration.
Strengthening Labor Management Communication and Relational Capabilities	• Activating communication channels between labor-management and labor-labor. • Strengthening labor-management relational capabilities across different levels.
Creating a Happy Work Environment for All Employees	• Improving working conditions preferred by employees. • Enhancing working conditions for socially disadvantaged workers.

<Collecting Labor-Management Opinions>

Formation and Evaluation of Performance Indicator Pool

Final Selection of 8 Performance Indicators

○ Qualitative
● Quantitative

Performance Indicators
○ Efforts and Achievements in Job-centered System Improvement
● Labor Management Cooperation Index
● Work Innovation Index
○ Labor-Management Participation in ESG Efforts and Achievements (Comparative/Relative assessment)
● Labor-Management Communication Index
● Labor-Management Capability Index
● Organizational Commitment Rate
○ Efforts and Achievements in Improving Conditions for Socially Disadvantaged Groups

Elevating Job-Centered Personnel and Compensation Systems

UPA jointly worked with labor to stabilize the job-based pay system introduced for all employees in 2022. We conducted improvement meetings and surveys to identify areas for advancement, and engaged in joint benchmarking with organizations recognized for their excellence in job-based pay to ensure its more stable implementation. To achieve this, we implemented a job evaluation system, operated an external observation group for the evaluation committee, and made the evaluation results publicly available across the organization. Additionally, we expanded job classifications and established a step-by-step career development pathway centered on job roles to help the job-based pay system take root within the organization. As a result, the fairness rating of the compensation system increased by 5.2 points, and we were selected for the NCS Leaders Club for two consecutive years.

Joint Labor-Management Efforts and Improvement Measures for Stabilizing Job System

Job-centered System Improvement Roadmap

Introducing Job-Based Pay (2022)	Activating Job-Based Pay System (2023)	Advancing Job-Based Pay System (2024 ~)
• Agreement between labor and management on the introduction of job-based pay for all employees, implementation of the job-based pay system (from December)	• Improvement in acceptance of job evaluations. • Design of career development pathways align with job roles.	• Implementation of transfers and training programs considering individual expertise and career development pathways

Joint Labor-Management Efforts

Employee Briefing Sessions

Employee and representative briefings related to system improvements ▶ Sharing directions for job-centered evaluation and personnel system improvements

Conducting Surveys and Operating Anonymous Channels

Investigation of improvement points related to job evaluations and job-based pay ▶ Establishment of an anonymous bulletin board for resolving inquiries about "Ask about Job-Based Pay 119"

Labor Management Cooperation Benchmarking

Benchmarking with organizations recognized for excellence in job-based pay, joint learning between labor and management ▶ Acquiring know-how on job evaluation and job-based pay operations

Joint Labor-Management Committee

Operation of the "Job-Centered Personnel System Improvement Committee" ▶ Labor-management agreement on improvements to job-centered evaluation and personnel systems.

Major Improvements

- **Job Evaluation Observation System** | Operating an external observation group for the evaluation committee to enhance fairness and transparency in job grade determination.
- **Public Disclosure of Job Evaluation Results** | Results from the 2022 evaluation were not disclosed ▶ 2023 evaluation results made public (increased transparency of the system).
- **Expansion of Job Grades and Relaxation of Seniority** | 2022 role grades (7 levels), job grades (3 levels) ▶ 2023 job grades (15 levels).
- **Establishment of U-CDP** | Completion of the job-centered step-by-step career development pathway (U-CDP) reflecting employee feedback.

Labor-Management Relations

Responding to Legal Labor-Management Relations and Operating a Win-Win Labor-Management Council

UPA has established lawful labor-management relations by complying with laws, collective agreements, and government guidelines. During overseas business trips, we clarified working hours through an agreement on deemed working hours, ensuring that working hours for overseas trips were clearly defined. We also monitored compliance with the labor union's limits on work hour exemptions and the number of personnel used. Additionally, we operated a labor-management council to enhance mutual benefits and resolve labor-management issues, holding regular meetings to address current issues. For these efforts, we received certification as an excellent labor-management company from the Korea Management Registrar for three consecutive years.

Responding to Legal Labor-Management Relations

Introducing the Deemed Working Hours System for Overseas Business Trips	Compliance with Labor Union Work Hour Exemptions (Time-off)
• **Existing | Lack of clear standards regarding the recognition of working hours for overseas business trips led to confusion, as the determination of work hours varied by the circumstances of each trip.** • **Improvements | A labor-management agreement was reached, taking into account relevant case law and administrative interpretations.**	• **Work Hour Exemption | Monitoring and compliance with exemption limits and the number of personnel using them.** • **Paid Union Activities | Pre- and post-checks of allowed hours for paid union activities (events, training, etc.) ▶ Two cases were rejected and corrected. ▶ Zero violations of the collective agreement regarding time-off and paid union activities.**
Agreement on Automatic Renewal of Collective Agreement for Registered Security Guard Labor Union	**Improving Compensation and Welfare Systems to Meet Public Expectations**
• **Situation | The union's demand for negotiations came after the deadline set in the collective agreement.** - **Collective Agreement Clause: Negotiation requests can be made up to 30 days before the expiration of the agreement.** • **Agreement | Through communication between labor and management, it was agreed not to pursue changes to the collective agreement.** - **Automatic renewal of the petition police collective agreement (extension of validity period by 2 years).**	• **Establishment of Grounds for Recovery of Performance Bonuses | Recovery of performance bonuses in cases of improper receipt or redistribution of bonuses.** • **Restrictions on Recreational Facilities | Access restricted for executives, employees' families, etc.** - **Changes to employment regulations to eliminate elements of lax management.**

Operating Win-Win Labor-Management Council

Labor-Management Council	Labor-Management Working Group	Registered Security Guards Council
Increasing Labor-Management Interests	**Labor-Management Issue Resolution**	**Improvement of Working Conditions**
• Held 5 meetings with 18 agenda items. • All negotiation and resolution items were fully implemented within the deadline - including focused EAP management of stress risk groups and improvements to the annual leave savings system.	• 7 labor-management meetings and occasional practical meetings. • Discussed fast-track solutions for labor-management issues - including cost-saving measures for employee benefits per person and determining wage increase rates by position.	• Held 6 meetings (including practical meetings) with 7 agenda items. • Implemented the participation of workers outside the committee in meetings, - including additional provision of uniforms and safety equipment related to job transfers and the establishment of service guidelines.

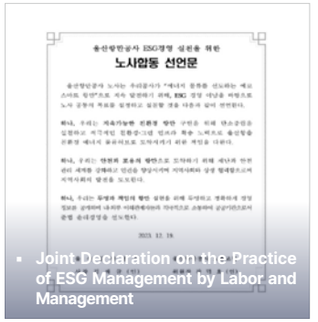
Accelerating ESG Management through Labor-Management Cooperation

UPA has implemented company-wide ESG management activities based on labor-management cooperation for sustainable management. After collecting 21,000 used PET bottles, we produced 1,450 safety vests from the recycled materials and donated them to workers in the local port, construction, and small business sectors. Additionally, we jointly established a matching grant fund to carry out events such as children's traditional market experiences and "Happy Lunchbox" distributions, extending a helping hand to socially vulnerable groups. As a result of these efforts, our ESG Innovation Index increased by 3 points, and we were recognized as an ESG practice company in rural areas by the Korea Foundation for Cooperation of Large & Small Business Rural Affairs.

ESG Management through Labor-Management Cooperation

Sustainable Environment Protection	• Collected 21,000 used PET bottles and 4.3 tons of discarded electrical products ▶ Recycling resources and reclaiming usable materials. • Conducted 14 port and maritime cleanup activities jointly by labor and management, with 282 employees participating (a 244% increase from the previous year). • Assigned energy monitors per department and implemented eco-friendly campaigns (banned use of paper cups, turned off lights during lunch breaks, etc.).
Fulfilling Safe and Warm Social Responsibilities	• Established and operated a joint labor-management matching grant fund (10,000 KRW per employee per month + 10,000 KRW by UPA). - Organized children's traditional market experiences, hosted the "Happy Meal Box" event, etc. • Operated the "Labor and Company Café" (providing beverages to port workers during heatwaves) and installed life-saving houses for emergency support. - Set up the Gender Equality Committee (conducted surveys on gender perception levels, analyzed results, and held awareness improvement campaigns).
Transparent and Law-Abiding Corporate Culture Innovation	• Revised the Code of Ethics to enhance employee awareness, with a joint proclamation by labor and management. • Held three port committee-employee meetings with 48 participants and organized port committee-departmental mentoring sessions for job-related support.

▪ ESG Management through Labor-Management Cooperation



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▪ Joint Declaration on the Practice of ESG Management by Labor and Management

Labor-Management Relations

Campaigning for Organizational Culture and Work Innovation Together with Labor and Management

UPA has implemented organizational culture innovation to eradicate unreasonable work practices and enhance employee satisfaction and organizational productivity through joint participation of labor and management. First, we diagnosed the organizational culture using the public organization culture diagnosis tool and the 7S model, identifying improvement tasks and encouraging participation from all departments. To improve the working culture, we discovered practical tasks for work innovation and conducted campaigns for work innovation. Through these activities, we improved the working culture, resulting in a 2.1-point increase in the work innovation index, and achieved scores of 104.2 points for family-friendly certification and 92 points for leisure-friendly certification.

Campaign for Organizational Culture Improvement Activities and 7 Proposals for Work Innovation

Organizational Culture Improvement Involving Both Labor and Management

Formation of Committees
- Organizational Culture Improvement Committee (Management, Labor Union)
- Working Committee (HR manager, 10 employees from various departments)

Organizational Culture Diagnosis
- Utilization of the company's organizational culture brand "PIONEER"
- Design and diagnosis of organizational culture indicators
- Public sector organizational culture diagnosis tool and 7S model used
- Diagnosis across 7 categories including Progress (Growth), Innovation, etc., with 15 subcategories (78.2% participation rate)

Implementation of Diagnosis Results
- Discussion on organizational culture improvement (Working Committee)
- Confirmation of improvement plans and tasks (Committee)
- Implementation of improvement tasks (relevant departments execute)

Labor-Management Joint U-Partner 7 Proposals Campaign for Work Innovation

P — Selection of Work Innovation
- Employees participate by submitting practical tasks for work innovation
- Participation from management, labor union, and junior board
- Selection of 7 proposals (e.g., improving work culture)

D — Organizational Culture Diagnosis
- Labor-management joint ceremony for the selection of 7 major proposals for work innovation
- Distribution of promotional materials like newsletters, quizzes, and events
- Award ceremony for excellent cases, including prizes for photos, videos (UCC), etc.

C·A — Implementation of Diagnosis Results
- Diagnosis of the implementation status of work innovation by department
- On-site inspections by labor-management teams (long-hour work inspections)
- Awards for outstanding cases in work innovation
- Budget support related to work innovation (purchase of fitness equipment, etc.)

Achieve-ments

- Implementation of memo reporting using the business network instead of official document reporting (170 cases)
- Transition to simplified ERP input approval instead of official documents for vacation requests, etc.
- Improvement of expenditure process (simplification from 7 to 5 steps, computerization of resolution documents)
- 8-fold increase in the use of collaboration tools to reduce meeting time (1.5 to 13.4GB)

▪ Organizational Culture Improvement Committee

▪ Work Innovation Campaign

Communicating with Labor and Management Together with the CEO

UPA has been striving to create a better UPA through communication and empathy between labor and management. We hosted CEO Talk Concerts where employees could ask questions in advance or on the spot, allowing the CEO to respond. This format has led to achievements such as expanded support for employee capacity building and improvements to office space. Additionally, we established the "UPA Vibrant Lounge," where discussion topics are selected through employee proposals, enabling open discussions and fostering a space for honest sharing and collective intelligence to creatively solve problems. The Authority will continue to gather employee feedback to address concerns and further develop UPA.

▪ CEO Talk Concert on Labor-Management Communication and Empathy

▪ CEO Hit Refresh Event

Job Creation

Creating Private Sector Jobs and Improving Employment Quality

UPA has improved its strategy for promoting private sector job creation in response to changes in the internal and external environment. Recognizing the limitations of the existing quantity-focused direct job creation, we aimed to energize the private-centered port ecosystem. We worked to identify job opportunities associated with to shipping and logistics and to continuously expand youth work experience in the port sector. Additionally, we strengthened job sustainability for vulnerable groups through collaboration with the local community. The Authority is committed to creating a total of 13,000 new jobs by 2027 across various sectors.

UPA Job Creation Strategy

Job Creation Goals

Road map

Industry	Cumulative Performance (2019-2022)	Annual Job Creation Targets(people)					
			2024	2025	2026	2027	Total
Port-Specialized	8,842	2.032	2,065	2,205	2,235	2,250	10,787
Local Win-win	1,798	463	480	508	515	523	2,489
Innovative	282	50	50	50	50	50	250
Total	10,922	2,545	2,595	2,763	2,800	2,823	13,526

Strategic Direction

Port-Specialized Jobs	Local Win-win Jobs	Innovative Jobs	Public Jobs
Strategic Tasks			
• Create jobs in maritime logistics • Discover new business job opportunities	• Support corporate growth in regional areas • Secure jobs for vulnerable groups	• Train talent for smart ports • Discover and nurture innovative job opportunities	• Reinforcing Management of Regular and Irregular Employee Differences • Improving Treatment of Transferred Employees

Monitor-ing

Task Execution	Job Performance Review	Feedback
- Field-specific TFT and related departments - External cooperation network	- Monitor job creation - Evaluate achievement of best practices (BP)	- Manage performance analysis and risks - BP public sharing and promotion

Bolstering the Youth Internship Program and Expanding Work Experience Opportunities

UPA has enhanced its internship program by offering an internship period that is more than twice as long compared to other institutions and by strengthening the connection to regular employment. This has allowed the internship program to effectively serve as a ladder to employment for job seekers. As a result, the satisfaction rate for the youth internship program reached 91.6 points, and the employment rate for youth internship graduates was achieved at 23.3%.

Reinforcing the Youth Internship Program

Ensuring a Stable and Sufficient Period of Experience

- Operate a long-term (6 months) internship program compared to the standard period (3 months)
- Assign youth interns to specialized departments based on their experience

Providing More Than Twice the Experience Compared to Other Organizations

Reinforcing the Link Between Internships and Full-Time Employmen

- Align the evaluation criteria for internships with those used in full-time job interviews
- Select outstanding interns through work performance and evaluations (with additional recruitment points)

Final Employment of Top Interns at UPA

Operation of a Practical, Work-Centered Internship Program

- Provide opportunities for interns to plan and lead job-related projects directly
- Support hands-on training in various fields and offer basic job skills education

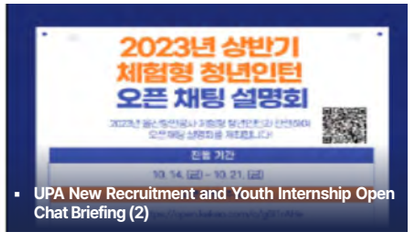
Youth Internship Program Satisfaction Rate: 91.6%

Active Support for Enhancing Job Competitiveness

- Operate a "Two-Track" 1:1 mentoring system for job placement
- Strengthen job preparation through CoP (Community of Practice), mock interview sessions, and special lectures

23.3% Employment Rate for Youth Internship Graduates

▪ UPA New Recruitment and Youth Internship Open Chat Briefing (1)



▪ UPA New Recruitment and Youth Internship Open Chat Briefing (2)

Job Creation

Bolstering Industrial Expertise

While the existing youth employment support programs were primarily focused on job training centered around the port industry, they have now been enhanced with a specialized energy logistics curriculum in accordance with our core business. By expanding the curriculum and strengthening expertise, we have made it easier for youth to find employment in the shipping and logistics industry. As a result of these efforts, the number of youth participating in the shipping and logistics expertise enhancement program increased by 28 from 2022, reaching a total of 78 participants, and the employment rate in the shipping and logistics sector achieved 55%.

Reinforcing UPA Industry-Specific Energy Logistics Specialized Curriculum

	Field Experience Program	Job-searching Support Academy	Port Logistics Experience
Improvements	• Need to enhance promotion for broader participation • Need to improve program operation	• Strengthen linkage to industry expertise • Support direct hiring after professional education	• Expand opportunities for youth job experience in the port logistics industry • Efforts to strengthen skills in utilizing new technologies
	• Collaboration with local employment service agencies to secure participants and improve programs	• Establishment of specialized energy logistics curriculum and • Education-employment matching and aftercare	• Digital competency + job experience in the port logistics industry • Provide mentoring by inviting CEOs from ICT companies
Implementations	**Selection and Training Focused on Local Talent**	**Enhancing Expertise in the Port Industry**	**Support Future Generations**
	Selection of Ulsan youth wishing to work in the shipping and port sector among participants of the National Employment Support Program (focusing on vulnerable groups)	Specialized training for graduates (or soon-to-be graduates) of universities in related fields such as shipping and port logistics (in collaboration with university career services)	Selection centered on students from (specialized) universities in Ulsan who wish to work in the Ulsan port and shipping logistics sector
	22 youth from vulnerable groups completed the program, aspiring for jobs in the shipping and logistics industry	Expansion of the academy's scale: from 25 participants in 2022 to 37 in 2023	Production of thematic mobile content about Ulsan Port for internal and external promotion and educational use

Improving Treatment and Enhancing Professional Competence of Subsidiary Employees

UPA has improved the treatment of subsidiary employees and enhanced their professional competence, thereby raising the quality of employment. We implemented a 4-shift, 2-crew work system and introduced gender-specific facilities to improve employee conditions while also strengthening maritime security expertise through job training. As a result of these efforts, we achieved the highest rating in the Ministry of Employment and Labor's "Subsidiary Management Evaluation" for 3 consecutive years.

Improving Working Conditions for Security Workers

Introduction of the 4-shift, 2-team Work System for the first time in the Four Major Port Authorities	
Trial Operation	3-month trial operation (December 2022 ~ February 2023)
Labor Management Agreement	Agreement to implement the 4-shift, 2-team system without wage reduction (March 2023)

Expanding Outsourced Tasks to Subsidiaries and Reinforcing Job Training

Issue | Lack of facilities for female workers	Improvements | Expanded facilities for both male and female workers
• Need to expand available space (Before Total area: 122m²) • Survey conducted on facility improvement needs	• Space limitations resolved (After) Total area: 201m² • Improvements made to restrooms, showers, and break rooms

Expanding Outsourced Tasks to Subsidiaries and Reinforcing Job Training

Unification of Maritime Security Command Systems	• Transfer of operational authority for the comprehensive security situation room to the subsidiary
Joint Work and Performance Assessment	• Hand over and joint work (2 months) • Joint work performance survey
Stabilization Consulting TFT	• Situation manual design, on-site training • Emergency response familiarization training (7 sessions)
Evaluation and Feedback	• Situation control proficiency assessment • Reinforcing on-site linkage consulting

Creating Private Jobs through Key Projects and Procurement/Outsourcing

UPA has created 2,628 private jobs through port-specific jobs, local win-win jobs, and innovative jobs. By revitalizing the construction and maintenance of the Ulsan Bukshin Port and operating the distriperk area, 2,040 jobs were created. Additionally, we supported the growth of social enterprises and cooperative growth partner companies, resulting in the creation of 488 jobs. By discovering and nurturing startup companies and training smart maritime logistics personnel, we generated 100 innovative jobs. Thanks to these efforts, we were able to exceed our private job creation target of 2,545.

Private Sector Job Creation Goals

Creating 2,628 Industry-Specific Private Sector Jobs (104% of Target)

Port-Specialized Jobs (2,040 jobs)	Local Win-Win Jobs (488 jobs)	Innovative Jobs (100 jobs)
• Construction and maintenance of Ulsan Northern New Port • Activation of distriperk Logistics Complex operations	• Fostering of social enterprises and support for vulnerable groups • Support for the growth of partner companies in mutual growth initiatives	• Identification and nurturing of port innovation startups • Training of smart maritime logistics personnel

[Port-specific Jobs] Creating Industry-specific Private Sector Jobs

Project	Details	Job Creation
Port Logistics	• Promotion of LNG bunkering supply and establishment of JVC • investment maintenance for Stage 1 infrastructure of the Energy Hub	897 people
Port Operations	• Enhancement of terminal productivity through the replacement of aging cargo handling equipment • Promotion of technology development for quantifying productivity in handling irregular cargo	225 people
Port Construction	• Promotion of Phase 1 construction of the liquid port at Bukshin Port and improvement projects for the old port • Maintenance and reinforcement of docking facilities (fenders and mooring posts) at aging piers	918 people

[Local Win-win Jobs] Creating Private Jobs in Partner Companies and the Social Economy

Project	Details	Job Creation
Financial Support for Partner Companies and Improvement of Job Quality	• Creation of a mutual growth cooperative loan and fund, providing financial support to 48 companies • Feedback through job creation among beneficiary SMEs and satisfaction surveys	SMEs Hiring 402 people
Support for the Sustainability of Social Economy Enterprises	• Establishment of F&B startups utilizing local agricultural and marine products, production of safety products for resource recycling • Implementation of profit-sharing agreements, incubation support, and advancement of corporate IR	New Job 86 people

[Innovative Jobs] Creating Innovation Jobs in Smart Maritime Logistics

Projects	Details	Job Creation
Smart Maritime Logistics × ICT Convergence Talent	• University-linked project implementation • Participation of 316 university students	Startup Founding 402 people
Creating Ecosystem for Discovering New Business Ventures	• Operated startup auditions • Provided startup funding, consulting, etc.	New Job 86 people
Marketing and Sales Channel Support	• Hosted startup competitions and participated in “Europort 2023”	

朝鮮日報 2024년 3월 26일 화요일 D07면 특별기획

한국 항만 미래 이끌 인재 육성, 스마트 항만시대 연다

울산항만공사 항만 신기술 관련 스타트업 100곳 지원 대학생 127개 해상물류 인재 배출

Job Creation

Promoting the ‘Smart Maritime Logistics Manager’ as a Part of National Certification System

UPA has initiated the elevation of the ‘Smart Maritime Logistics Manager’ certification from a private qualification to a national certification in order to create jobs by fostering logistics and ICT experts. As the automation of the port industry has rapidly progressed, job opportunities have been decreasing. To respond to this trend, we aimed to develop and support smart maritime logistics professionals to create jobs through a national certification system. We conducted consulting to stabilize the operation of the system and enhance the system’s capabilities in order to elevate it to national certification. As a result, we achieved the stabilization of the system’s operation and system advancement, meeting the national certification criteria in December 2023. We are continuously advancing the necessary procedures to elevate the Smart Maritime Logistics Manager certification to a national qualification. Only those who obtain this certification will receive additional points in the recruitment process for youth interns at the Authority. It is anticipated that the elevation of the Smart Maritime Logistics Manager certification to a national qualification will further support the development of specialized talent and job creation.

‘Smart Maritime Logistics Manager’ Certification

Initial Phase	Development of Specialized Knowledge		Career Path Connection	
Converged Qualification	Maritime Logistics Field	ICT Field	Occupations	Companies and Job Roles
• The first ICT-converged qualification in the maritime logistics field promoted by the Ministry of Oceans and Fisheries as a government project	• International Trade • Shipping and Logistics • Maritime Transport	• Basic ICT • Port MIS • Logistics Data	• Government and Public Enterprises • Shipping and Logistics Companies • Logistics Business • Logistics-Related Associations	• Port Authorities • Shipping Companies • Terminal Operators • Forwarders and Shipping Agents • Logistics Management Personnel • Logistics Data Analysts

▪ Offline Lectures to Enhance Expertise in Smart Maritime Logistics

▪ Information Session on the Smart Maritime Logistics Manager

Creating Jobs in Partnership with Private Enterprises at Ulsan Port

UPA has revitalized the stagnant economy and promoted a rebound through private and region-led initiatives, creating quality jobs by leveraging the characteristics of the region’s largest industrial support port. As a result, we attracted the world’s first LNG-LPG combined power generation project and are advancing the expansion of a liquefied hydrogen plant. Additionally, we transformed the logistics warehouse at Dock 6 from general merchandise to automobile transshipment, securing transshipment volumes for 1,000 electric vehicles. Through these efforts, we have directly employed 815 people and generated employment for 56,020, thereby strengthening the sustainability of job creation at Ulsan Port.

Attracting New Private Business Projects in Ulsan Port and Creating Future Jobs

Attracted S Company Combined Power Generation (First in Domestic Ports)

- Development of an energy hub linked with combined power generation
- Resolution of regulatory barriers (storage capacity increased by 21.5 kiloliters)

- Project scale: 1.4 trillion KRW

Expanded H Company Liquefied Hydrogen Plant

- Completion of feasibility study for hydrogen terminal
- Joint promotion with five private companies

- Annual production of 13,000 tons of liquefied hydrogen
- 6 plants with a capacity of 35,000 tons (world’s largest)
- Employment impact: 7,200 people

Attracted S Company Combined Power Generation (First in Domestic Ports)

- Functional transformation of logistics warehouses at Dock 6
- From general merchandise to automobile transshipment

- Securing 1,000 units of electric vehicle transshipment
- Direct employment: 400 people
- Employment impact: 35,840 people

Job Creation

Expanding Job Sharing with Flexible Work Arrangements

UPA has improved work efficiency and expanded job sharing by implementing flexible work arrangements. By alleviating long working hours, we have secured hiring capacity and created new jobs using the labor cost savings from the wage peak system. Additionally, we have ensured vacation for shift workers to expand senior job opportunities and collaborated with relevant departments to increase employment for vulnerable groups. As a result of these efforts, despite the overall reduction in workforce, we were able to hire an additional 51 employees by operating various work arrangements, and we provided job experience opportunities for job seekers through record-high youth intern recruitment.

Job Creation through Improved Working Arrangement

Improving Working Arrange-ment	Improvement of Work Patterns to Address Long Working Hours	Activation of Work during Pregnancy and Childcare
	• Concurrent utilization of flexible work and working hour selection system - Utilization rate: 91.3% - Secured hiring capacity of 3 people	• Increased use of shortened work for pregnancy and childcare support - 183.5% increase compared to the previous year - 100% hiring of substitute personnel
Job Sharing	Connection of New Hires to Wage Peak System	Expansion of Senior Jobs through Improved Shift Work
	• Simultaneous application of reduced working hours and flexible work - Utilizing labor cost savings to link new job creation	• Staffing to Ensure Leave for Shift Employees' Vacation - Hiring of Senior Maritime Control Experts
Adding Jobs	Stepping Stone to Regular Employment: Experiential Youth Interns	Increase in Employment for Vulnerable Groups
	- Record-high experiential youth intern recruitment (30 people) - New internship program for local high school students (7 people)	- Hiring of vulnerable groups in coordination with relevant ministries (5 people) - Additional hires after achieving mandatory employment results

Key Achieve-ments

- Despite workforce reduction, additional hiring of 51 people through various work arrangements (achieving 42.1% of the workforce)
- Expansion of job experience opportunities through record-high youth intern recruitment (from 23 to 30 people, achieving 24.8% of the workforce)

Efforts in Social Equity Employment for High School Graduates, Local Talent, People with Disabilities, and Low-Income Groups

UPA has worked to align with the government's national goals of creating a warm and happy society by expanding the recruitment of youth, local talent, and vulnerable job seekers. For youth and high school graduates, opportunities such as internships and vocational training were provided to facilitate entry into public service. For local talent, job experience opportunities and career mentoring were offered. As a result, interns were hired as regular employees or found employment in other public enterprises. Additionally, the employment rate for veterans continues to rise, and the mandatory employment rate for people with disabilities exceeded the target by 122%.

[Youth and High School Graduates] Ladder to Employment in Public Institutions
▶ Supporting Youth and High School Graduates in Entering Public Service

Providing Quality Work Experience Opportunities	Expanding Job Experience Opportunities for High School Students	Achievements
• Record-high intern recruitment • First-time hiring of interns through a separate selection process for high school graduates	• Establishment of short-term job experience internships for high school students • Implementation of vocational education through high school open schools	• Connection of intern completion to regular employment • Successful employment of high school graduates as regular staff

[Local Talent] Foundation for Balanced Regional Development
▶ Expansion of Local Talent Recruitment (45% Increase Compared to Government Target)

Reinforcing Recruitment Promotion	Enhancing Collaboration with Local Universities	Achievements
• Production and distribution of job introduction videos featuring current employees • Online and offline employment special lectures	• Operation of a logistics academy in collaboration with local universities • Invitation of local university students for reverse mentoring	• Providing job experience opportunities in collaboration with local universities • Designation of local university career mentoring group for two consecutive years

[Underrepresented Groups] Diversification of Recruitment and Collaboration with Relevant Departments ▶ Ensuring Stable Employment Opportunities through Job Security

Current Status Analysis	Details	Achievements
• Decrease in job applicants and increase in turnover rates • Discussion on employment expansion measures in collaboration with relevant departments * Need to improve wages and job security	• Expanded working hours (from part-time to full-time) • Extended employment contract period (from 6 to 9 months) • Continued discovery of suitable job roles (20% increase compared to the previous year)	• Employment rate for veterans continues to rise (7.5% increase compared to the previous year) • Exceeded mandatory employment rate for people with disabilities by 122% • Selected as an organization to receive employment incentives

Overview
Environmental
Social
Mutual Growth
Social Contribution
Labor-Management Relations
Job Creation
Safety Management
Human Rights Management
Talent Management
Work-Life Balance
Information Security
Governance
Appendix

Job Creation

Creating Jobs by Managing the Gap Between Employment Quota and Current Workforce

UPA recognized the need to secure the capacity to create new jobs by analyzing vacancy factors and implementing workforce reassignment and efficiency improvements for proactive hiring within the workforce limits. As a result, we enhanced the operation of our vacancy management system and established measures to prevent vacancies. Additionally, through a precise vacancy-filling process, we achieved the lowest vacancy rate and the highest filling rate ever recorded. Moving forward, the Authority will continue to focus on early detection of job opportunities through detailed vacancy analysis to expand direct employment within the organization.

Expanding On-Demand Hiring Based on Precise Vacancy Analysis

Goal

Due to government policies(a 4.7% reduction in authorized positions and non-approval for staff increases in new projects), there is a reduction in available T/O for new recruitment. It is necessary to analyze the factors contributing to these vacancies and expand the foundation for job creation through workforce reallocation and efficiency improvements.

Advancement of Vacancy Management System Operations	Establishment of Measures to Prevent Vacancy Occurrence
• Monitoring: Predicting trends in leave and resignation vacancies over the next 5 years • [Regular] Periodic demand surveys for regular leave and honorary retirement, and monthly monitoring of workforce status • [As needed] Continuous review of vacancies longer than 6 months (due to childcare, mid-term resignations, etc.) • Variable control: Mandatory submission of advance notice for long-term leave *Substitute personnel can only be hired upon submission of advance notice • Recruitment expansion: Filling vacancies with the largest number of hires ever (4 times)	• Strengthening monitoring of employees planning to leave - Conducting pre-interviews, analyzing reasons for resignation, and identifying improvement tasks • Variable control: Building an organizational culture that respects work-life balance - Innovations in work, diversification of work methods, and expansion of EAP operations • Extension of employment: Extension of contract period if substitute personnel are desired - Existing: Employment ends upon expiration of the original contract period, even if the leave period is extended • Additional acceptance: Status of reserve candidates maintained for 4 months

Vacancy Filling Process

Monitoring Vacancy Status
- Basic vacancies: 3
- Workforce change: increased 6
- Predicted retirements: 3
- Additional capacity: 6

Determining Recruitment Scale
- Total number of regular hires in 2023: 6

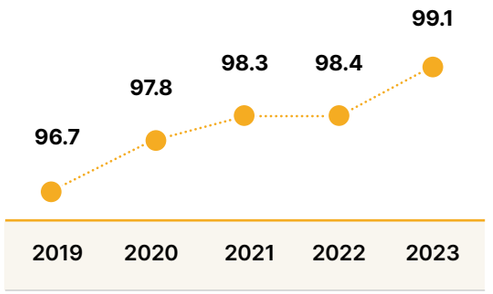
Timely Recruitment
- New employees: 4
- Experienced hires: 1
- Contract employees: 1
- Substitute personnel: 3

Key Acheivements

- **Achieved the highest ever filling rate of 99.1%**
  - an increase of 0.7% compared to the previous year
- **Maintained a filling rate of over 96% for five consecutive years**
  - average for other public institutions in 2023: 92.4%
- **Actively discovered hiring capacity, resulting in the recruitment of 6 new regular employees**
  - 5% of total workforce

Trends in Filling Rate Over the Last 5 Years

(Unit :%)



Safety Management

Establishing a Port Safety Management System Through Internal and External Environmental Analysis

UPA analyzed the external environment, which emphasizes the safety role of cargo handling areas due to the implementation of the Port Safety Special Act, as well as the internal environment reflecting the CEO's commitment to prioritizing disaster and safety as core management values. As a result, a port safety management system was established. Strategies were developed and implemented to strengthen safety levels at cargo handling areas and build an inclusive safety net. Through this targeted port safety management, there have been no serious accidents for five consecutive years.

UPA Port Safety Management System

Goal	Eliminating Safety Blind Spots in the Port to Achieve Comprehensive Safety in Ulsan Port		
Mid-to-Long Term Roadmap	**Short Term (2023-2024)**	**Mid Term (~2026)**	**Long Term (~2030)**
	Proactively establishing a safety management system led by UPA	Supporting self-regulation and safety management system development for port operators	Internalizing safety awareness among port operators and establishing a self-managed safety system
Strategy	**Bolstering Safety Levels at Cargo Handling Areas**	**Building an Inclusive Safety Net**	**Ensuring Safety at Facilities and Construction Sites**
Tasks	• Demonstrating and enhancing a quantifiable management system for cargo handling safety levels	• Concentrated improvement and management of three major safety incidents • Comprehensive heat illness mitigation activities • Establishing a safety passage network for workers • Improving mental health according to work types	• Developing safety helmets using AI technology • Providing safety support for small construction sites • Strengthening the risk information provision system • Timely maintenance and reinforcement of aging facilitie
Monitoring	**Weekly/Monthly Performance Review Meetings)** • Weekly: Management monitoring meetings • Monthly: UPA roundtable discussions	**Internal and External Committees** • Operating safety committees linked to the "Port Safety Special Act" and the "Industrial Health and Safety Act"	**Internal and External Collaboration Systems** • External: Maritime Safety Belt (19 organizations) • Internal: Disaster Safety Task Force (TFT)
Composition of Committee	**Industrial Health and Safety Committee** • 5 management + 5 labor representatives, total 10 members • Establishing a committee for workplace Health and Safety deliberation and decision-making	**Safety Management Committee** • Internal: 3 members + external: 7 members, total of 10 members • Reporting, deliberating, and consulting on safety management projects	**Port Safety Council** • Collaboration on port safety inspections and improvements with 7 organizations, including the Ministry of Employment and Labor and UPA

Reducing Industrial Accidents Through Focused Management of Three Major Safety Incidents in Small Workplaces

UPA analyzed the types of accidents in small cargo handling operations over the past five years to identify the most common incidents. We were determined that the most frequent accidents were overturns, falls, and collisions. To prevent the recurrence of these incidents, efforts were made in safety inspections, facility improvements, and training and experiential learning. As a result, the occurrence of the three major safety incidents in Ulsan Port decreased by 37.5% compared to the previous year.

Focused Management of 3 Major Safety Incidents

Category	Identifying 3 Major Safety Incidents Through Accident Analysis by Type in Small Cargo Handling Operations Over the Last 5 Years		
	1st Priority Overturn(20.2%)	2nd Priority Falls(18.7%)	3rd Priority Collisions(14.5%)
Safety Inspections Number of Workplaces: 66	• Adjusting load for forklifts exceeding cargo loading limits • Resolving drainage issues and ground level differences	• Enforcing wearing safety equipment • Repairing and maintaining safety facilities attached to cargo handling equipment	• Placing guides for forklifts with poor visibility and installing rear sensors • Enforcing the wearing of safety helmets and safety shoes
Facility Improvements Total Project Cost: 258 million KRW	• Improving brightness for three lighting towers to prevent nighttime obstacles • Installing anti-tipping facilities for cargo handling operations	• Expanding fall prevention equipment for cranes • Purchasing new smart airbags	• Installing new auxiliary CCTV for cranes to eliminate accident blind spots • Installing new speeding warning and monitoring equipment
Safety Training Safety Personnel: 65	• Educating on prevention methods by accident type - Producing and distributing card news and posters	• Fall experience at sea and cargo handling facilities (VR) • Experience the effectiveness of wearing safety equipment (on-site)	• Experience training for trailer collisions and other scenarios • Experience the effectiveness of wearing reflective tape (on-site)

Achievement

Occurrence of Three Major Safety Incidents in Ulsan Port Decreased by 37.5% Compared to the Previous Year (8 ▶ 5 cases)

Developing and Improving a System for Quantifying Unloading Safety Levels

UPA has paved the way for a nationwide unloading accident prevention system by empirically validating the unloading safety index developed in 2022. The unloading safety index is a comprehensive quantification system for unloading safety levels, designed to proactively manage unloading companies with inadequate safety levels by applying weights based on diagnostic indicators to calculate safety ratings. To stabilize the system, we have applied and analyzed field data from Ulsan Port over two years, starting in 2021, to verify reliability. Through the development of this unloading safety index, we have received recognition for changing the paradigm of unloading safety management from proactive prevention to post-incident response, including awards such as the "Outstanding Case in Public Institution Health and Safety Activities" from the Ministry of Employment and Labor, the "International Port Association Sustainability Awards," and the "Government Innovation Implementation Plan" by the Ministry of Oceans and Fisheries.

Empirical Validation of Unloading Safety Index

Development of Unloading Safety Index ('22)	Empirical Validation of Unloading Safety Index	Standardization of Unloading Safety Index
Development of safety factors and formulas	Verification of reliability through application and analysis of field data	Expansion of application to national trade ports

P | Unloading Safety Index Empirical Validation Plan

- (Index Diagnosis) Pre-validation of reliability is necessary before the official field application of the initially developed index
- (Method) Confirming the operability of the index through the application and empirical validation of Ulsan Port unloading data → Establishing implementation strategies and detailed tasks (schedule)

D | Collection of Raw Data From Ulsan Port Unloading Companies

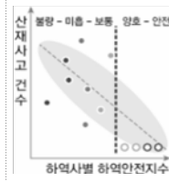
- Establishing a data collection cooperation system
  - Launching a working group to collect highly reliable data from unloading companies
  - Establishing and providing data preparation guidelines
  - Maximizing convenience for unloading companies in providing data

A | Sharing Results and Improvement Efforts

- (Index Diagnosis) Pre-validation of reliability is necessary before the official field application of the initially developed index
- (Method) Confirming the operability of the index through the application and empirical validation of Ulsan Port unloading data → Establishing implementation strategies and detailed tasks (schedule)

C | Data Analysis and Result Derivation

- Consultation with Experts (Korea Port Training Institute)
- Analysis of the correlation between unloading company safety ratings and accident occurrence → (Verification) Confirmed that no safety accidents occurred for unloading companies rated 'Safe' or 'Good' in 2022



Key Achievements

Leading the paradigm shift in unloading safety management from proactive prevention to post-incident response, gaining recognition both domestically and internationally

01 Won the "Outstanding Case in Public Institution Health and Safety Activities" Award from the Ministry of Employment and Labor (first port to do so)

※ Received the Minister of Employment and Labor Award

02 Achieved double awards at the International Port Association (IAPH) '2024 Sustainability Awards'

- Only institution to win awards in two categories (Climate Energy and Health Safety)
- Green Methanol and Biodiesel Supply Project for Container Ship Fuels
- Development Project for Ulsan Port Unloading Safety Index

* Competing against 401 projects from 161 ports in 65 countries.

03 Selected as a project for the Ministry of Oceans and Fisheries' "Government Innovation Implementation Plan" in 2023

(1-3. Development and Implementation of Unloading Index)

Heat Illness Free with a Heatwave Prevention Measure

UPA has implemented comprehensive heat illness prevention measures for port workers amid record heatwaves caused by the climate crisis. We have promoted various strategies to prevent or reduce heat-related illnesses, such as heat stroke and heat exhaustion, including safety inspections of workspaces and rest facilities, heat illness prevention campaigns, beverage support trucks, and providing heat refuge areas. As a result of these efforts, we have reported zero cases of heat illness at Ulsan Port, even during the recent heatwave that saw the highest number of cases in the country over the past five years.

Heatwave Response Measures Performance

Category	On-Site Safety Inspections	Raising Safety Awareness	Heat Reduction Support
Performance	**Conducting Workplace Safety Inspections**	**Heat Illness Prevention Campaign**	**Operation of Beverage Support Trucks (2 Units)**
	• Monitoring compliance with basic heat illness precautions • Checking workers' health status before and after work	• Distribution of promotional materials for heat illness guidelines and operation of banners	• Increased beverage support by adding one truck for smooth beverage delivery during heatwave hours (10 AM to 5 PM)
	Inspection of Break Areas for Port Workers	**Providing Safety Information on Heat Illnesses**	**Providing Heat Refuge Areas**
	• Checking the normal operation of air conditioning • Inspecting/restoring break area damages	• Provision of training materials and self-safety inspection checklists from the Occupational Health and Safety Agency	• Improvement of worker rest conditions through the expansion of consumer-centered shade shelters (11 units)

▪ Lecture on Safety Guidelines for Actions During Heatwaves

▪ Delivery of Resource Circulation Heat Illness Prevention Kits

Work-Specific Mental Health Programs to Prevent Worker Mental Injuries

UPA has implemented customized programs to improve and promote mental health based on different work types, including security, field, and office positions. For security personnel, we modified the shift system to reduce physical fatigue from early morning shifts and alleviate work-life balance stress. For field workers, we provided one-on-one customized counseling to diagnose and address job-related stress through consultations. For office workers, we offered mental health solutions for employees at high risk of stress during a mental care expo. Through these diverse initiatives, we have made significant efforts to prevent mental injuries caused by stress among our workers.

Efforts to Improve and Promote Mental Health by Employment Type

Category	Security Personnel	Field Workers	Office Workers
	Improvement of Long Working Hour Practices	**Worker Support Program**	**Mental Care Expo Operation**
Diagnosis of Current Status	• Complaints of frequent early morning shifts and work-life balance stress due to the 4-shift, 3-crew system	• Diagnosed and identified high-risk stress groups among 589 port workers	• Diagnosis of job stress levels and identification of major factors for employees
Improvements	• Results of pilot operation of 4-shift, 2-crew system through labor-management agreement: 94% employee satisfaction ▶ Decision to formally implement and operate (from 2024)	• Contract with a professional counseling company (EPA field) • Implementation of one-on-one customized counseling for high-risk stress groups (142 individuals)	• Mental Care Expo (11 Programs) • Providing mental health improvement solutions for high-risk employees

▪ Mental Care Expo

▪ Employee Assistance Program "Music Talk Concert"

Safety Management

Providing Support for Safety Labor Costs at Small Construction Sites to Achieve Zero Accidents

As the number of small construction sites within Ulsan Port has increased, the risk of industrial accidents has also risen. To reduce this risk, UPA has provided support for safety labor costs at small businesses, in addition to Health and Safety services and labor services. Small construction sites often struggle to hire safety managers due to budget constraints. however, with the establishment of a labor cost support plan, they were able to employ safety managers. As a result, despite the increase in small construction sites, no industrial accidents have been reported at these sites.

Health and Safety Services (2021)	Labor Consulting Services (2022)	Existing Services + Special Support (2023)
Basic inspections, work-related illnesses, training	Provision of labor and legal consultation, solutions	Support for safety labor costs at small businesses ※ In the case of UPA, no legal obligation for safety labor cost support

Performance	Identifying Risk	Establishment of a Labor Cost	Labor Cost Support (39 million KRW)
	Shortage of safety managers due to budget limitations at small sites	Benchmarking of best practices from other institutions and legal advice from experts	Employment of one safety manager ※ Verification of fund usage through post-settlement

Providing Hazard Information Directly to Construction Workers

UPA has upgraded the safety levels at construction sites by directly providing hazard information to construction workers. Previously, hazard information was indirectly provided through site managers or only focused on specific risks at the construction site, resulting in workers being aware of only fragmented aspects of the dangers or recognizing them slowly. However, by directly delivering risk assessment information to construction workers, we have been able to convey a broader range of information more quickly, which has helped enhance the safety awareness of construction workers.

Change in the Method of Providing Hazard Information to On-Site Workers

Category		Existing	Improvements
Acheivements	Diversification of Information Channels	• Adoption of an indirect provision method through site managers (Site Manager ▶ Construction Workers)	• **Direct** | Client (UPA) ▶ Construction Workers • **Indirect** | Site Manager ▶ Construction Workers
	Diversification of Hazard Information	• Hazard information limited to construction sites, leading to insufficient awareness of specific hazards unique to piers.	• **Pier** | Hazardous factors include dangerous goods, handling equipment, etc. - Construction Site | Hazardous information such as underwater diving and concrete pouring.

Old Facilities Made New Again! Comprehensive Safety for Facilities

UPA has assessed the safety levels of aging facilities, identifying those that require improvement. A reinforcement plan was established for six locations, including the grain terminal, and new technologies were applied to maximize safety effectiveness during repair and reinforcement work. Through thorough management of aging facilities, despite a high proportion of facilities over 30 years old, all facilities have achieved a good rating in precise safety inspections for six consecutive years.

Safety Inspections Process and Aging Facilities Repairment

Precise Safety Inspections of Facilities	Selection of Aging Facilities Needing Improvement	Completion of Repair and Reinforcement Work
- Safety level assessment focused on aging facilities	- Establishment of reinforcement plans for six locations, including the grain terminal	- Application of new technologies to maximize safety effectiveness

▪ Signing of MOU with Designated Emergency Maintenance Contractor

Safety Management

Advanced Disaster Management System through Disaster Environment Analysis

With the increase of complex and large-scale disasters, along with changes in the industrial sector due to the climate crisis and carbon neutrality, new types of disasters are emerging. In response to this situation, UPA is analyzing the disaster environment, enhancing our capabilities to respond to complex and large-scale disasters, and proactively preparing for new types of disasters, thereby advancing our disaster management system. By equipping ourselves with the capability to respond to new and complex disasters, we achieved the highest rating in the National Safety Korea Training Evaluation" and became the only port in the country designated as an Eco-friendly Marine Fuel Supply Port by establishing comprehensive safety measures for different types of ship fuels.

UPA Disaster Management System

Goals

Strategy

Reinforcing Response Capabilities for Complex and Large-Scale Disasters	Proactive Identification and Preparation for New Types of Disasters

Tasks

Reinforcing Response Capabilities for Complex and Large-Scale Disasters	Proactive Identification and Preparation for New Types of Disasters
• Conducting joint drills assuming complex and large-scale disasters • Realizing rapid and accurate disaster response centered on the field	• Establishment of safety measures for disasters and accidents by type of ship fuel • Construction of joint management and response system for electric vehicle fires

Disaster Management

Prevention	Preparation	Response	Recovery
- Identification and assessment of disaster factors - Establishment of collaboration system - Disaster incident training	- Revision and improvement of action manuals - Stockpiling and sharing of disaster resources - Joint drills with relevant agencies	- Support for the removal of floating debris - Disaster identification and initial response - **Operation of emergency response headquarters**	- Activation of cooperation system with relevant agencies - Inspection and analysis of affected facilities - Emergency repairs of key facilities

Cooperation System	Disaster Safety Countermeasure HQ	Safety Management Committee	(Self) Emergency Response Headquarters	Emergency Rescue Control Group
	Government/Local Governments	Ulsan Maritime Affairs and Fisheries Office	UPA	Marine Police, Fire Department, etc.

Achievements

Proactively Securing Response Capabilities for New and Complex Disasters to Become the Highest-Level Disaster Safety Port in the Country

- Achieved "Excellent" (Highest Rating) in the "National Safety Korea Training Evaluation" through a large-scale joint drill involving 17 agencies and 450 personnel from the public and private sectors.
- Designated as the "Eco-Friendly Marine Fuel Supply Port" (the only one in the country) by establishing comprehensive safety measures for different types of ship fuels.

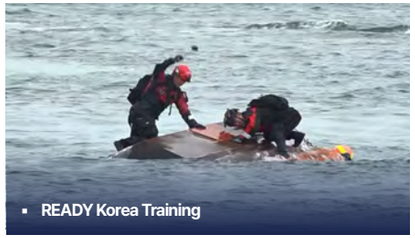
Minimizing Damage through Field-Centered Disaster Safety Capabilities

UPA is minimizing damage by swiftly responding to natural and social disasters with our field-centered disaster safety capabilities. Previously, the security personnel in charge of dock security responded to disasters from the security situation room. Now, we have transformed the security situation room into a disaster safety field situation room, allowing all employees to proactively inspect and respond to disasters and accidents from the outset. By enabling all employees to respond quickly to natural and social disasters, we have achieved zero casualties, and we received the highest rating of "Excellent" in the "Emergency Support Agency Capability Assessment" by the National Fire Agency.

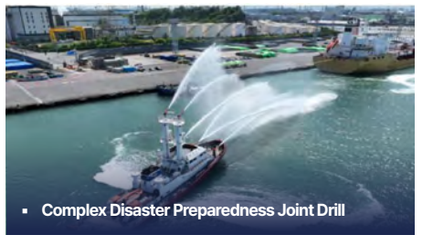
Rapid Response System for Natural and Social Disasters

	Detection and communication of signs	On-Site Inspections and Situation Assessment	Activation of the Emergency Response HQ
Natural Disasters (Typhoon)	• Identifying typhoon signs and tracking of its path ▶ Activation of internal and external communication and cooperation systems	• Emergency response centered on the field situation room • Establishment of a typhoon response plan	• A total of 31 personnel across 4 teams centered around the CEO ▶ Maintaining port control and emergency response readiness

Social Disasters	Fire on Moored Vessel at Dock 7	Hazardous Material (Sulfuric Acid) Spill at Dock 4
Aware	Initial situation awareness and communication from the situation room, on-site deployment	Receipt of worker reports and situation communication, on-site deployment
Identify	Access control and emergency support for disaster resources	Participation in access control and rescue team situation meetings
Follow-up	Role of on-site liaison and support for fire suppression and recovery	Suspension of vessel entry at docks 3-5



▪ READY Korea Training



▪ Complex Disaster Preparedness Joint Drill

Overview
Environmental
Social
Mutual Growth
Social Contribution
Labor-Management Relations
Job Creation
Safety Management
Human Rights Management
Talent Management
Work-Life Balance
Information Security
Governance
Appendix

Joint Civil, Government, and Public Sector Training Simulating a Complex Disaster

UPA conducted joint drills involving public, private, and governmental agencies based on the assumption of complex disasters, thereby securing top-level response capabilities. As disasters tend to become more complex and larger once they occur, we deemed it necessary to train practically with relevant agencies to respond effectively. In consultation with relevant agencies, we assumed simultaneous complex disaster scenarios and conducted drills twice a year. Through these drills, we immediately addressed deficiencies and widely shared best practices. As a result of our efforts, we achieved the highest rating of "Excellent" in the "National Safety Korea Training Evaluation" and received the Minister of the Interior and Safety Award. Additionally, we were recognized with a Ministerial Commendation in the field of maritime safety management from the Ministry of Oceans and Fisheries and obtained certification as an "Outstanding Disaster Reduction Enterprise" by the Ministry of the Interior and Safety.

Large-Scale Complex Disaster Response Training Process

Goal

P

Scenario Setting	Collaboration with Relevant Agencies	Pre-Training Preparation
• Definition of major disaster and incident types • Assumption of simultaneous complex disaster scenarios	• Identification and coordination of relevant agencies for training • Establishment of complex disaster suppression and response system	• Training location (land and sea) preparation • Mobilization of personnel and equipment

Training Implement-ation

D

Category	Regular Disaster Training (May)		READY Korea Training (November)	
Complex Disaster Situation Response	Previous Year	Single Disaster (Typhoon)	Previous Year	2 Disasters (Infectious Disease + Fire)
	Improve-ment	3 Disasters (Vessel Collision + Fire + Marine Pollution)	Improve-ment	3 Disasters (Vessel Collision + Fire + Marine Pollution)
Expansion of Collabo-rative Institutions	Previous Year	Solo Training (8 Personnel)	Previous Year	11 Agencies (121 Personnel)
	Improve-ment	9 Agencies Including the Ministry of Oceans and Fisheries, Shipping Companies, etc. (141 Personnel)	Improve-ment	17 Agencies Including the Ministry of the Interior and Safety, Ministry of Oceans and Fisheries, etc.

Feedback Loop

CA

	"Inadequacies" Will Be Immediately Improved and Supplemented		"Good Practices" Will Be Widely Shared and Disseminated	
Inadequate Situations	- Emergency contact network disaster safety communication number omission - Ambiguous role of on-site liaison - Lack of response plan in the absence of agency heads	Sharing among East Asian National Ports (2024)	- Request for Korea's participation in the EU East Asia port safety improvement support project - Meeting on participation plans (Ministry of Oceans and Fisheries, UPA, etc.) ▶ Invitation to Southeast Asian relevant agencies to Ulsan Port - Decision to demonstrate complex disaster and incident training (September 2024)
Improvements Complements	- Improvement measures for inadequacies in Ulsan Port on-site manual (8 types)		

Comprehensive Safety Measures for Different Types of Ship Fuels

UPA has secured comprehensive safety measures for various types of ship fuels to position Ulsan Port as the country's only Eco-friendly Marine Fuel Supply Port. Due to the high carbon emissions from traditional oil-based ship fuels, we are transitioning to eco-friendly fuels that reduce or eliminate carbon emissions. Accordingly, we have established different safety measures based on the characteristics of these fuels to prepare for disaster situations such as fires and explosions during operations. As a result of these efforts, we have been designated as an Eco-friendly Marine Fuel Supply Port by the Ministry of Oceans and Fisheries and received the "Exemplary Public Administration Case, Grand Prize" in the across government active administration program for successfully conducting the world's first green methanol bunkering. We will continue to make every effort to ensure the safe expansion of low-carbon and zero-carbon fuel supply.

Safety Issues and Improvement Achievements by Ship Fuel Type

Category	Issues	Improvements
Petroleum	• Vulnerability to safety accidents due to aging workforce • Insufficient budget for safety training due to the small scale of fuel supply companies	• Production and distribution of safety training videos for fuel supply workers • Training for safety managers of fuel supply vessels
LNG	• Lack of standard safety guidelines for domestic companies • High uncertainty in safety measures for individual companies	• Creation and distribution of safety guidelines that meet international standards • Enhancement of effectiveness through expert participation
Methanol	• Plan to supply methanol as a world-first ship fuel • Absence of standards for safety procedures for fuel supply	• Development of risk assessment and safety inspection checklist • Establishment of safety procedures for fuel supply operations
Ammonia	• Construction of ammonia-powered vessels underway • Initial stage of safety standards and research and development	• Launch of a national project for the development of safety standards - Promoting collaboration with 7 organizations, including private research institutes

Human Rights Management

Establishing a Systematic Human Rights Management System

UPA has established a systematic human rights management system through the concretization of human rights management tasks. We have set key objectives focusing on strengthening the human rights management system, internalization and advanced monitoring, and sharing and spreading human rights values, and we have detailed specific tasks accordingly. We have established a normative framework and dedicated organization for human rights management, and through continuous monitoring, we are striving to become a leading organization that respects human rights and listens to human values.

Human Rights Management Initiatives

Human Rights Vision	A Leading Organization in Respecting Human Rights and Listening to Human Values		
Key Objectives	**Strengthening the Human Rights Management System**	**Internalization and Advanced Monitoring**	**Sharing and Spreading Human Rights Values**
Detailed Tasks	• Establishment of a master plan • Strengthening of dedicated organization and raising awareness	• Employee training and campaigns • Enhancement of human rights impact assessment	• Protection of stakeholder human rights • Promotion of human rights for vulnerable groups in the community

Integrating Proactive Recommendations from the Human Rights Commission to Enhance the Management System

UPA has proactively incorporated recommendations from the National Human Rights Commission to establish a foundation for respecting human rights and has enhanced its management system. We have identified the direction and agenda of the Human Rights Commission's management approach and reflected these proactively in our regulations, strengthening the dedicated organization by including external experts in the Human Rights Management Committee. Additionally, our CEO has led campaigns and training sessions to prevent workplace harassment and sexual violence.

Efforts to Establish a Foundation for Respecting Human Rights

Improvement of Planning Procedures	Reinforcing of Dedicated Organization	Raising Awareness
• Immediately reflected recommendations from the National Human Rights Commission **Existing**: Human Rights Commission ▶ Ministry of Justice ▶ UPA **Improvement**: Proactive Incorporation by UPA	• Included external experts in the Human Rights Management Committee - Strengthened independence through regulatory amendments • Operated committees for gender equality and subsidiary management	• Conducted CEO-led campaigns to prevent workplace harassment and sexual violence • Achieved 100% completion of preventive training for all employees

Creating a Healthy Work Environment for Body and Mind

Recently, incidents related to malicious complaints, such as verbal abuse from clients, have been occurring frequently in public institutions. To protect our employees from potential malicious complaints, UPA has ensured that all staff complete 100% of the training on responding to malicious complaints. We are also running programs for psychological treatment to help alleviate employee stress. We have also established the right for victims to be accompanied during grievance procedures and strengthened protective measures for victims. As a result of these efforts, we have seen a 5% increase in satisfaction with grievance handling and improved 18 safety risk factors.

Initiatives to Promote Respect for Employee Human Rights

Psychological Protection — Protected employees' mental health

- Provided anonymous stress assessments and one-on-one counseling
- Operated Employee Assistance Programs (EAP) including resilience training for employees

Complaint Prevention — Achieved 100% completion of training on responding to verbal abuse

- Inserted employee protection messages during phone calls
- Strengthened security by verifying the identity of outsiders

Complaint Handling — Increased satisfaction with complaint handling by 5% (score of 92.3)

- Established the right for victims to be accompanied and abolished unofficial handling procedures to enhance protective measures and improve the professionalism of counselors

Safety Protection — Improved 18 safety risk factors

- Conducted comprehensive inspections for hidden cameras in restrooms
- Evaluated and improved office safety risks

Enhancing Human Rights Impact Assessment Through Feedbacks

UPA is utilizing the results of the previous year's human rights impact assessment to enhance our indicators, enabling the implementation of increasingly advanced human rights impact assessments each year. The results of the current year's human rights impact assessment are reviewed and approved by the Human Rights Management Committee, ensuring a continuous feedback process.

Feedback on Human Rights Impact Assessment Results

Results Feedback (March-April)	
Feedback	Incorporation of previous year's results
Improving Indicators	Improvement of 9 items (5 new, 3 deleted, 1 modified)

▶

Human Rights Impact Assessment	
Evaluation Method	Joint assessment with external experts
Management	Excellent (96.6 points)
Main Business	Excellent (95.8 points)

▶

Deliberation and Feedback (for the following year)	
Deliberation	Review and approval by the human rights management committee (including scholars, professors, and stakeholders)
Feedback	Enhancement of the human rights impact assessment major project checklist

Human Rights Management

Developing Strategies to Prevent Digital Human Rights Violations

UPA has developed measures to prevent digital human rights violations in line with the spread of AI technology. We operate a personal information checklist to ensure that personal data is collected and destroyed properly, and that only authorized personnel can handle biometric information. We have also created accessibility features to make our website user-friendly for people with disabilities and the elderly. Thanks to these efforts, we have received the highest rating for personal information management from the Ministry of Oceans and Fisheries for five consecutive years and have been certified for web accessibility by the Ministry of Science and ICT for eight consecutive years.

Digital Rights Protection Measures

Digital Rights Protection Measures	Responding to Advanced Technologies such as AI	Strengthening Personal Data Self-Determination Rights	Guaranteeing Information Access Rights
	• Implemented AI-driven human rights protection for personal data • Operated checklists (for collection, disposal, remediation, etc.)	• Established grounds for handling biometric information • Conducted inspections on personal data management and disposal practices	• Operated accessibility features on the website for people with disabilities and the elderly (e.g., alternative text)
Achievements	[Ministry of Oceans and Fisheries] Received the highest rating for personal data management for 5 consecutive years	Achieved 100% completion rate for personal data training	[Ministry of Science and ICT] Achieved 8 consecutive years of web accessibility certification

Upholding Human Rights to Support the Mental Health of Port Workers

The surge in COVID-19 endemic blues has highlighted the need for human rights protection that also addresses the mental health of port workers. As part of this initiative, we conducted safety inspections at the workplace, improving 315 risk factors, and provided counseling support for 142 port workers. We secured safe bicycle lanes to facilitate safe mobility and renovated rest facilities to ensure that workers can comfortably exercise their right to rest. Our efforts to meticulously protect the human rights of port workers have been recognized, and we received an "Outstanding Case in Public Institution Health and Safety Activities Award" from the Ministry of Employment and Labor.

Protecting Mental Health of Port Workers

Right to Life — Improved 315 Risk Factors

- Conducted safety inspections and operated safety conferences
- Provided 100% personal protective equipment to workers

Fundamental Rights — Provided Counseling Support for 142 Port Workers

- Support program for mental health guardians for workers
- Operation of beverage trucks to provide comfort for workers

Right to Move — Ensured Safe Pathways for Movement

- Secured safe bicycle lanes throughout the entire port area
- Established 55 parking spaces and introduced a designated parking system

Right to Rest — Ensured Right to Rest Comfortably

- Renovation of rest facilities and construction of accessible pathways
- Renovation of shower facilities and replacement of boilers

Fostering a Respectful Society for Diverse Community Members

UPA has worked to ensure that diverse members of the community, such as people with disabilities, military personnel, children, and low-income individuals, can lead lives that are respected. We have supported the installation of facilities for people with disabilities, provided assistance and braille signage, allocated budget for CCTV installation in military bases, and supplied learning kits to children. These efforts to support the rights and welfare of marginalized groups in the community have been recognized, and we received an award from the Mayor of Ulsan for our social responsibility in the field of human rights.

Customized Human Rights Protection for Diverse Members

Category	People with Disabilities	Military Personnel	Children	Low-Income Individuals
Tailored Human Rights Protection	• Ensured basic rights by supporting facilities for individuals with hearing impairments • Guaranteed safe mobility rights through the installation of braille signage and the renovation of tactile paving	• Supported the budget for installing CCTV within military facilities to address blind spots in human rights protection • Enhanced the welfare of military personnel through the provision of fitness facilities	• Guaranteed the right to education for children in fishing villages through after-school educational support, including learning kits (school supplies, books, etc.) and science experiments	• Ensured stability in life through the employment of North Korean defectors and multicultural families • Protected the basic rights of over 2,000 households through the provision of winter supplies and meal support

Talent Management

Efficient Organizational Management for Driving Performance During Internal and External Crises

UPA has established and implemented an operational plan for its organization and human resources in accordance with its management strategy. With the vision of becoming an "Eco-Smart Port Leading Energy Logistics" and a defined management strategy, we have operated a customized organization capable of responding to current issues in a timely manner. Under the principles of "concentrating specialized capabilities for future projects," "enhancing the efficiency of core port operations," and "ensuring stable organizational management," the Authority operates in a way that contributes to generating management performance.

UPA Organizational Operating Plan

Vision	Eco-Smart Port Leading Energy Logistics			
	Eco-Friendly Energy Infrastructure	**Safe and Smart Port**	**Public Institution Efficiency**	
2040 Management Goals	New Business Revenue Share 30%	Cargo Volume 280 million Tons	Debt Ratio Below 20%	U-ESG Index S Grade
Strategic Direction	Leading Energy Logistics Port	Strengthening Competitiveness in Attracting Customers	Enhancing Management Efficiency	Practicing Sustainable Management
Management Environment	- Internal Environment: Concerns about a decline in cargo volume in 2023 after a rebound in 2022; need for enhanced port safety and increased productivity - Policy Environment: Ministry of Oceans and Fisheries promoting the development of "High-Value Smart Ports" and advancing "Overseas Logistics Centers" in accordance with national policy tasks - Industry Environment: Shipping market recession, acceleration of the transition to eco-friendly energy, and intensified competition among ports			
Implications	**Need for Establishing Next-Generation Eco-Friendly Ship Fuel Supply Chains**	**Enhancing Port Safety and Productivity Focused on Core Functions**	**Leading Government Policies Through Management Efficiency**	
Focus Areas in Organizational and Human Resource Management	**Concentrate Specialized Capabilities for Future Projects**	**Enhance Efficiency of Core Port Operations**	**Stable Organizational Management**	
	• Lead in bunkering eco-friendly ship fuels (methanol, LNG, etc.)	• Actively utilize port big data • Quantify cargo handling safety levels	• Minimize organizational restructuring • Operate TFTs for current issue response	

Stable Organizational Management on Organizational Restructuring

UPA has made efforts to operate the organization stably after the restructuring in December 2022. By maintaining stability in the restructured organization, we have facilitated the achievement of company-wide management goals. As a result of these efforts, revenue from new businesses increased by 2.3% compared to the previous year, reaching 12.8%, and cargo volume achieved 98.7% of the target at 193 million tons. We exceeded our goals by obtaining a 'B0' rating on the U-ESG index. Moving forward, we will continue to ensure stable operations of the restructured organization to drive the achievement of our management objectives.

P | Organizational restructuring as of December 2022	D | Ensure stable organizational operation in 2023	C,A | Establish organizational improvement measures in 2024
Reduced from 12 to 11 departments - optimized work allocation by readjusting department roles and responsibilities.	Contribute to achieving company-wide management goals through stable operation of the restructured organization.	Minimize organizational restructuring and operate TFTs for current issue response.

Category	Restructuring (December 2022)		Achievements
Report Line			• Disaster safety : Conducting joint disaster training with public and private sectors, and hosting the only port safety conference in the country • Future projects: Establishing the company's first overseas project, the "Vietnam Integrated Logistics Center Joint Venture (K-UPA VINA)" • Cargo volume: Conducting 110 port sales meetings from CEO to staff • Eco-friendliness: Designated as the only port in the country for eco-friendly marine fuel supply by the Ministry of Oceans and Fisheries.
Operation Division	Disaster Safety Office	Safety & Environment Office	
	Logistics Strategy Office	Logistics Strategy Office	
	Marketing Department	Logistics Sales Department	
	Port Operation Office	Port Operation Office	
	Port Construction Office	Port Construction Office	
	Digital Platform Business Group	Digital Strategy Department	
	Planning and Coordination Office	Planning and Coordination Office	
Manage-ment Division	Management Perfor-mance Department	Management Support Department	• ESG: New development and performance management of the 'U-ESG index' • Human resources management: Identifying tasks to enhance job expertise, advancing job roles, and designing job-centered career development paths • Financial management: Establishing "financial guidelines" and implementing mid-to-long term financial risk safeguards to enhance financial soundness
	Management Support Department	Human Resources and Labor Department	
	Human Resources and Labor Department	Management Innovation Department	
	ESG Management Department		

Achieving Management Performance Through Specialized Organizational Operations

As the internal and external environments change, such as in areas like environmental safety and the digitalization of logistics processes, we have often identified corresponding urgent tasks. For example, we have identified tasks such as the use of eco-friendly ship fuels, the development of objective diagnostic indices for port safety levels, and the establishment of a map-based port service platform. UPA has formed and operated a specialized organization to develop and manage these initiatives. Through this organizational operation, we have achieved significant results, including the world's first successful bunkering of green methanol-biodiesel, winning the Grand Prize at the Ministry of Employment and Labor's Health and Safety activities presentation contest, and launching the PortWise app, the first map-based port service platform in the country.

Identifying Current Issues and Operation of Specialized Organizations

Category	Current Issues/ Obstacles	Operation of Specialized Organizations
External Collaboration (Public-Private)	• Strengthen decarbonization regulations in the international shipping sector due to climate crisis. • Lack legal basis and examples for the use of eco-friendly ship fuels.	• Foster public-private collaboration with an agile organization. • Establish and operate the "Methanol Bunkering TFT." • Successfully legislate "Port Leadership," conduct risk assessments, and attract bunkering companies.
	• Increase the need for objective diagnosis and feedback on port safety levels. • Encounter challenges in securing private raw data with no similar cases or research results.	• Quantify safety with the "Ulsan Port Cargo Handling Safety Index" and establish a "Public-Private Working Group" for demonstration. - Involves private sector (26 pier operators and 29 safety managers), government (Ministry of Oceans and Fisheries), and UPA. • Promote the expansion of a representative safety index for national ports.
Internal Collaboration	• Digitalize global port logistics processes and address competitive challenges. • Face difficulties in securing private data and the lack of integration with CIQ (Customs, Immigration, Quarantine) data.	• Establish and operate the country's first map-based port service platform, "PortWise TFT." • Build an integrated information platform connecting weather information, vessel tracking, and port facilities to achieve real-time hyper-connectivity among port users.

Achievements

World's First Successful Bunkering of Green Methanol-Biodiesel

Awarded Grand Prize at the Ministry of Employment and Labor's Health and Safety Activities Presentation Contest in 2023

Contributing to Zero Serious Accidents at Ulsan Port

Government Collaboration with 580 million KRW Investment, Commercialization of Platform

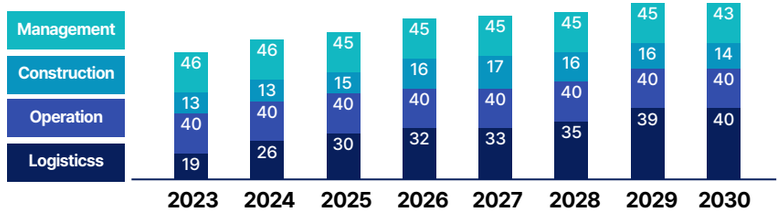
Establishing Optimization Foundation for Port Operations such as Productivity, Berthing Time, and Dwell Time

Establishing a Mid-to-Long Term Human Resource Management Plan Considering Job Expertise

UPA has determined the appropriate number of personnel for each business and job unit and has established a mid-to-long term human resource management plan. In the first half of the year, we developed this plan by considering the business volume, budget size, and current staffing situation for each project. In the second half of the year, we will differentiate roles and responsibilities by job unit and select the appropriate number of personnel needed for each department, allowing us to roll the human resource management plan. This approach enables us to place personnel in the most suitable positions, maximizing management performance.

Developing and Rolling the Mid-to-Long Term Human Resource Management Plan

First Half | Establish a mid- to long-term human resource management plan considering business volume, budget size, and staffing situation by project



Second Half | Distinguish roles and responsibilities by job unit and estimate appropriate staffing levels for each department, rolling the human resource management plan

Staff Estimation	Estimate required staffing levels by job roles and responsibilities
Adequacy Review	Review adequacy of staffing estimates based on department structure and personnel quotas
Confirmation	Confirm appropriate staffing levels by job roles and responsibilities
Operational Check	Monitor compliance with appropriate staffing levels during role assignments
Plan Rolling	Rolling Mid-to-Long Term Human Resource Management Plan

Talent Management

Revised HRD Goals and Tasks to Achieve the 2030 Management Goal

UPA has determined that to achieve the 2030 management objectives, it is essential to secure capabilities for future business initiatives, actively support self-development and career development, and internalize tailored leadership at all levels. Therefore, we have developed an HRD strategy focused on enhancing capabilities for new businesses and future growth, establishing a system for cultivating job experts, and actively training future innovative leaders. To implement this strategy, we are advancing more systematic training plans and operations, individual capacity development and practices, competency assessments, and training evaluation methods.

UPA HRD Goals and Tasks

(As of Q1 2024)

HRD Environmental Analysis

External Environment
- Emphasizing job-centered organization and human resource management
- Transitioning to an eco-friendly energy paradigm

Internal Environment
- Accelerating future business initiatives such as LNG and methanol
- Promoting a culture that values individual development and autonomy

HRD Goals

- Securing Capabilities for Future Business Initiatives
- Supporting Self-Development and Career Development
- Embedding Tailored Leadership at All Levels

Fundamental Capabilities

- Creative Thinking
- Expertise
- Sense of Responsibility
- Communication and Collaboratio

Tasks

Strengthening Capabilities for New Business and Future Growth	Establishing a System for Cultivating Job Experts	Actively Training Future Innovative Leaders
- Operating training programs for port logistics experts - Expanding field-centered networking training	- Establishing job-centered career development paths - Training job experts in accordance with career development	- Enhancing tailored leadership competencies - Securing capabilities to respond to future changes

Performance Indicators

- Practical Application of Port Logistics Training
- Number of Individuals Obtaining Job-Specific Certifications
- Leadership Competency Assessment

Training System

P	D	C	A
Basic Training Plan and Career/Personal Development Plan	Initiating Company-Wide Common Training and Career/Personal Development Programs	Competency Assessment, Satisfaction Surveys, and Measuring Practical Application	Conducting Training Evaluations and Establishing Future Training Plans

Enhancing Training Effectiveness and Operating Field-Centered Port Logistics Expert Training

UPA has established a system where employees can indicate their desired career development areas in their self-reporting forms and complete job-specific training to enhance training effectiveness. We also have improved the training evaluation system to allow for the enhancement of identified competency gaps based on individual competency assessment results. In addition to this self-directed training approach, we have developed and implemented tailored training courses for port logistics experts that align with field requirements. As a result, we have achieved excellent ratings in both practical application and training satisfaction.

Advancing Training Effectiveness through Strengthened HRD-HRM Linkages

Supporting Individual Development Education	Advancing the Training Evaluation System	Ensuring Access to Information
• Adding a section for desired career development in self-reporting forms and establishing a system for completing desired job training	• Improving the training evaluation system to enhance competencies based on individual assessment results	• Conducting annual training performance aggregation and evaluation • Reinforcing required training hours based on competency goals
Allowing for Desired Career Development Opportunities Compared to Rotational Positions	Unifying Assessment Criteria for Competency Evaluation and Training Evaluation	Incorporating Individual Training Evaluation Results into Promotion Lists

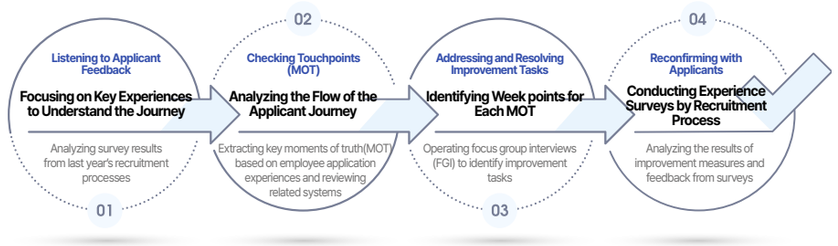
Field-Centered Port Logistics Expert Training

Category	Customized Trainings	Achievements
Understanding New Business Opportunities at Major Domestic Ports	• Collaborated with four port authorities to conduct a total of four relay on-and-off training sessions on shipping and ports	Raising understanding of new business opportunities at major ports and enhancing networking
Ulsan Port Introductory Course	• Implemented a total of four basic training sessions on port logistics, port operations, and port construction using in-house instructor	Securing core basic competencies for UPA employees
Ulsan Port Expert Course	• Conducted a total of eight field-centered Ulsan Port Expert courses, combining education and discussion-based learning	Enhancing planning and implementation capabilities for new growth and future business
Port Industry Networking Program	• Held a total of four UPA Logistics Academy sessions, including global shipping, port, and logistics training	Knowledge sharing and networking among port logistics practitioners

Enhancing Fairness and Transparency in the Recruitment Process and Post-Hiring Personnel Management

UPA has made efforts to improve the fairness and transparency of personnel management throughout all stages of the recruitment process—before, during, and after hiring. Before recruitment, we established a Recruitment Culture Innovation Crew to shift from a recruitment agency-centered process to a culture with which candidates can resonate. During the hiring process, we implemented blind recruitment to eliminate biases against applicants and strengthened the verification of job competencies to select "high-performing talents." To ensure that selected candidates are not discriminated against based on their educational background or hiring type, we have improved the treatment of high school graduates and addressed disparities compared to regular employees, thus leading personnel management fairly and transparently. As a result of these efforts, we received the "Prime Minister's Award" at the Human Resources Innovation Best Practice Competition and have been certified as a Fair Recruitment Excellence Institution for five consecutive years.

Before Hiring | Recruitment Culture Innovation Crew



Adjustment in Cover Letters Submission

- **Existing** | no evaluation of cover letters for all applicants
- **Improved** | limiting evaluation to those selected for interviews

Expanded Information Disclosure

- **Existing** | only the passing score for written exams was disclosed
- **Improved** | providing score and feedback reports by type when announcing written and interview results

Achievements

- Applicant satisfaction with recruitment increased by 2.3%
  - From 85.8 points in 2022 to 87.8 points in 2023
- Implemented the disclosure of reasons for disqualification in connection with government projects

During Recruitment | Excluding Bias Through Blind Recruitment and Expanding Job-Specific Competency Verification

Reinforcing Job Competency Verification

Category	Existing
Resume Screening	• Submission of application forms (cover letters) - Unable to assess job competencies and experience
Written Exams	• Job competency assessment (50 questions / 60 minutes) - Job competency assessment failure rate: 8.9%
Interview	• Conducted lecture-style training for interviewers • Formed interview panels centered around management
	• Conducted competency, discussion, and presentation interviews - Each interview lasts 45 minutes per person

Achievements

- Additional submission of cover letters and experience/career descriptions to help assess job experience and serve as reference material for competency interviews.
- Expanded job competency assessment time (from 60 to 70 minutes), with a job competency assessment failure rate of 4.4% (a 50% decrease compared to the previous rate).
- Conducted role-playing during interviews and provided individual feedback.
- Expanded participation of practical staff in interviews (an increase of 20.8% compared to the previous year).
- Competency, discussion, and presentation interviews with AI added to strengthen job competency verification (interview time increased from 45 to 100 minutes).

After Recruitment | Fair and Transparent Personnel Management for All Employees

Category	Existing
Highschool Graduates	9.9% of regular employees
Non-permanent Contract Workers	Demanded equal working conditions to regular employees

Details

Excluding Disadvantages in Promotions
Institutionalizing promotions regardless of turnover (T/O) at the bachelor's degree level (7th grade level).

Fostering an Academic Culture
Supporting the acquisition of bachelor's degrees and implementing separate flexible work arrangements.

Improvements in Treatment of High School Graduates
100% promotion rate for eligible high school graduate employees.
All beneficiaries obtained their degrees.

Same Standards as Regular Employees
Wage agreements for non-permanent contract workers increased in alignment with regular employees.

Providing Growth Opportunities
Supporting training at the same level as regular employees and obtaining professional certifications.

Disparities Resolved
Satisfaction with the compensation system increased by 5% compared to the previous year.
Increase in the number of professional certifications obtained by 10% compared to the quota.

Talent Management

New Design and Implementation of Career Development Path (U-CDP)

UPA has newly designed and implemented a step-by-step career development path (U-CDP) centered around job roles for all employees. By analyzing each employee's job type and job description, we introduced a job-centered career development path utilizing classification-specific roles and provided related training. The process is divided into job experience stages, career planning stages, and career development stages, allowing employees to explore or receive recommendations for suitable training courses to become experts in their fields. Through this process, we enhanced the professionalism of current job roles and were able to present career development guidelines for our employees.

Methods and Examples for Designing Career Development Paths

CDP Designing Methods

- **Analysis of Series Types**: (Review of Job Series Types) A total of 6 job series classifications → Design career development paths by series
- **Analysis of Job Descriptions**: (Review of Job Types) A total of 44 job classifications → Design development paths utilizing classified jobs
- **Design of CDP**: Introduction of Job-Centered Career Development Paths → Provide training aligned with job roles and career

Job Series: Office Administration | Taxation & Accounting | Safety | **Environment** | Construction | IT

Examples of Career Development

① Job Experience	② Career Planning Stage			③ Career Development Stage
Entry Level (Staff)	Intermediate Level (Junior to Manager)			Senior Level (Deputy General Manager and Above)
When Assigning Port Environment Tasks Port environment job performance → Support for specialized job training → Opportunities for exploring IDP	**CASE 01 | When Assigning Port Environment Tasks** (Job Correspondence) Perform environmental tasks → [CDP] Complete port environment training → [IDP] Desired job exploration training (desired training in port operations, logistics, etc.)	**CASE 02 | When Assigning Port Operations Tasks** (Job Transition) Perform operational tasks → [CDP] Complete port operations training → [IDP] Complete desired job training (recommendation to complete port environment training)	**CASE 03 | When Assigning Port Logistics Tasks** (Job Transition) Perform logistics → [CDP] Complete port logistics training → [IDP] Complete desired job training (recommendation to complete port environment training)	**When Assigning Port Environment Tasks** Implement intensive management for the development of port environment experts - Support for environmental expert training

UPA Specialized Areas: Audit | Planning and Coordination | Financial Accounting | Human Resources and Labor | Performance Management | **Port Environment** | Port Logistics | Port Operations | Marketing | Port Construction | IT

Achievement: Enhancement of Current Job Expertise and Presentation of Employee Career Development Guidelines (Goals, Directions, etc.)

Work-Life Balance

Creating a Work-Life Balanced Workplace

UPA has implemented flexible work schedule adjustments tailored to individual circumstances, ensuring a balance between work and life by utilizing personal leave and promoting a PC-OFF system that encourages focused work during working hours to alleviate long working hours. We have maintained the Family-Friendly Management Certification for nine consecutive years and, in 2024, became the only public institution to receive the Minister of Gender Equality and Family's commendation for "Merit for Family Friendly Policy," establishing ourselves as a representative public institution that exemplarily operates family-friendly systems.

Work-Life Balance Programs and Achievements

Ensuring Personal Leave Usage	Strengthening the PC-OFF System	Creating a Flexible Work
• Reflecting personal and department head evaluations in leave usage rates • 70% increase in leave usage - Savings for unused leave when used	• Operating for all employees, 365 days a year - Timely PC shutdown • Sending "Leave Work Notification" to encourage timely departure	• Encouraging the use of flexible work hours and staggered commuting • Optional remote work based on circumstances (e.g., infectious diseases)
Leave usage rate: 76.2% (an increase of 7.9% compared to the previous year)	Work-life balance satisfaction score: 95.3	Utilization rate of flexible work and changes in working hours: 91.3%

▪ Minister of Gender Equality and Family's commendation for "Merit for Family Friendly Policy"

▪ "Merit for Population Policy" by the Minister of Health and Welfare

Continuous Childcare Support and Improving Working Environment

We recognize that addressing the low birthrate issue is essential for maintaining the sustainability of our nation, and we have established a 'childcare-friendly workplace culture' through various systems. We allow pregnant employees to work up to 2 hours shorter each day and support up to 3 years of parental leave per child. We also provide childcare leave and up to 2 hours of paid childcare time for school events or medical appointments. Our efforts to foster a family-friendly organizational culture through childbirth encouragement and childcare support systems have been awarded "Merit for Population Policy" by the Minister of Health and Welfare.

Parenting Support Programs and Achievements

Category	Details	
Pregnancy and Childbirth Stage	Reduced Working Hours	Allowing pregnant employees to work up to 2 hours shorter each day
	Check-Up Leave	Provision of fetal check-up leave by pregnancy trimester
	Maternity Leave	Use of parental leave (self: 90 days, spouse: 10 days)
Child-Rearing Stage	Childcare Leave	3 years of leave per child (with service recognition) / Actively encouraging male parental leave and childcare leave
	Care Leave	Care leave provided for school events, medical appointments, etc. (up to 3 days of paid leave per year)
	Childcare Time	Provision of paid childcare time for children under 5 years old (2 hours per day, up to 24 months)
Growth and Maturity Stage	Family Relationships	Hosting programs to expand family communication and cultural enrichment - family-friendly workplace education, parenting mentoring, terrarium experience, cultural days, etc.
	Children's Career	Program for developing children's proper career values and communication

Key Achievements

Information Security

Establishing and Operating a Personal Data Management System

As interest in personal data protection has increased recently, the importance of personal data protection has risen, and the scope of management within the organization has also expanded. Therefore, it has become necessary to strengthen the personal data management system and raise awareness of personal data protection. In response, we revised the personal data protection guidelines and conducted a comprehensive survey of the status of personal data files. As a result of establishing and operating the personal data management system, we achieved a B rating in the personal data management level assessment and have maintained an average level above the standard for five consecutive years in the evaluation of personal data management practices.

Personal Data Management System and Achievements

01 | Revision of Personal Data Protection Guidelines

- System Establishment : Revised regulations to reflect legal amendments
- New provisions for disclosure of entrusted contents, protection measures for biometric information* and mobile video surveillance equipment

* Information that can identify individuals through biometric data such as fingerprints and iris patterns

02 | Conducting a Comprehensive Survey

- Current Status Check : Comprehensive survey of personal data file holdings
- Conducted a comprehensive survey on the status of holdings, including purpose, duration, legal basis, and responsible person information, to manage systematically

03 | Strengthening Education and Promotion

- Awareness Raising: Customized training for different target groups
- Conducted tailored training for responsible persons (CPO), staff members, and contractors to enhance learning effectiveness
- 2022: 135 participants completed training → 2023: 228 participants completed training

04 | Stability Assurance Measures

- Protective Measures: Ensuring stability through self-inspection
- Embedding security awareness among employees through monthly self-inspections
- Including checks for unaddressed personal data encryption in information security audits to verify the possibility of data breaches

Compliance Rate for Personal Data Protection Act	Evaluation of Personal Data Management
Personal Data Files Existing: 83% ▶ Improvement: 100% Personal Data Processing System Existing: 97% ▶ Improvement: 100%	Maintaining Top Level for Five Consecutive Years: 100% Achievement Rate for 53 Inspection Items

Efforts and Achievements for Cyber Safety

UPA has made efforts to prevent cyber crises and strengthen its response capabilities. With the increased use of data through information systems, there is a potential for numerous security incidents; therefore, we have reinforced vulnerability checks and defensive mechanisms to prevent cyber crises. Additionally, we found that collaborating with multiple agencies is more effective than acting alone in preventing cyber crises. As a result, we established a joint response system and discussed cooperation measures through information security councils and workshops with relevant organizations, including public institutions in Ulsan, four port authorities, the National Intelligence Service, and the Ministry of Oceans and Fisheries, thereby enhancing our cyber security capabilities.

Preemptive Check and Action Against Cyber Threats

Vulnerability Check		Threat Defense	
Information System	• Identified week points in servers and security equipment and analyzed causes for elimination	DDoS Shelter	• Linked with the national cyber security center and DDoS shelter to prepare for DDoS attacks on the website
Homepage	• Identified week points in servers and security equipment and analyzed causes for elimination	Security Monitoring	• Integrated with the national cyber security center to detect cyber attacks and threats

Cooperation System for Sharing Information on Cyber Crises

Information Security Council	• Establishing a joint response system for cyber threats with public institutions in Ulsan - Coordinating information security training in preparation for cyber attack drills - Developing mock assessments in preparation for evaluations of information security management by the National Intelligence Service - Supporting security system checks through simulated hacking	
Information Security Workshop	• Sharing information security projects and policies among four port authorities, the national intelligence service, and the Ministry of Oceans and Fisheries - Discussing information security cooperation measures among marine and fisheries agencies - Sharing the latest cyber security breach case studies and conducting special lectures on information security by the National Intelligence Service	

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Board of Directors

Composition and Role of the Board of Directors

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Composition of BOD

Category	Name	Gender	Tenure	Position and Role	Major Career
Executive Directors	Byeon, Jae-young	Male	2024.11.25 ~ 2027.11.24	CEO	- Adjudicator, Korea Maritime Safety Tribunal - Director, Korea Hydrographic and Oceanographic Agency - Policy Advisor to the Minister, Ministry of Oceans and Fisheries
	Lee, Hyeong-rak	Male	2022.2.14 ~ 2025.2.13	Management Director	- Director of the Planning Coordination Office at UPA - Team Leader of Management Support and Logistics Planning at UPA - Ministry of Oceans and Fisheries Planning and Coordination Office, Shipping and Logistics Bureau
	Jeong, Soon-yo	Male	2023.3.13 ~ 2025.3.12	Operations Director	- Director of Daesan Regional Maritime Affairs and Port Office - Planning and General Manager of the Sewol Ferry Follow-up Measures TF - Ministry of Oceans and Fisheries, Ports and Harbours Bureau, Operations Support Division, Marine Policy Office
Non-executive Directors	Lee, Su-sik	Male	2023.6.1 ~ 2025.5.31	Auditor	- Co-Chair of the Ulsan Carbon Neutrality and Green Growth Committee - Professor in the Department of Interior Architectural Design at Ulsan College (currently Emeritus Professor) - Visiting Professor at Oregon State University
	Lee, Ki-won	Male	2022.11.25 ~ 2024.11.24	Port Committee Chair	- Director of the Ulsan Business Promotion Institution - Director of the Planning and Management Office of Ulsan Metropolitan City - Director of the Economic and Trade Office of Ulsan Metropolitan City
	Baek, Soon-hum	Male	2022.11.25 ~ 2024.11.24	Port Committee Member	- CEO of Korea Zinc Company - Vice President of the Ulsan Chamber of Commerce and Industry - Vice President of the Port Development Committee
	Kang, Eul-ku	Male	2022.12.28 ~ 2024.12.27	Port Committee Member	- Harbor Pilot at the Ulsan Harbor Pilot Association - Captain and Executive Director at SK Shipping Co., Ltd.
	Kong, Pyung-sik	Male	2024.3.4 ~ 2026.3.3	Port Committee Member	- Secretary-General of the Korea Ocean Foundation - Executive Director of the Korean Maritime Pilots' Association - Secretary at the Ministry of Oceans and Fisheries
	Yang, Sang-yong	Male	2024.3.4 ~ 2026.3.3	Port Committee Member	- President of SY Consultant - Team Leader at Korea Research Institute Of Ships & Ocean Engineering
	Jeong, Seon-hee	Female	2024.9.5 ~ 2026.9.4	Port Committee Member	- Representative of Jeong Seon-hee Law Office - Concurrent Professor at the Department of Law, Ulsan University
	Kim, in-hyun	Male	2024.9.5 ~ 2026.9.4	Port Committee Member	- Worked at Jeongyeon Accounting Corporation ('08~'19) - Worked at Kim Jin-hyun Taxation and Accounting Office ('19~'21) - Worked at Sinwon Accounting Firm ('21~Present)

Reforming Operational Directions to Build Board-Centric Responsible Management

The Board of Directors (Port Committee) of UPA aims to enhance its substantive role, advance the responsible management system, and strengthen management partnerships centered on participation and communication. Based on these goals, the Board actively engages in the overall management of the company.

Board of Directors Operational Directions

Strengthen BOD Operations	Enhance Management Oversight Functions	Activate Field Communication Management
• Reassess the BOD's operational processes • Increase the effectiveness of management recommendations and participation in current issues • Make BOD activities publicly accessible	• Establish internal control governance - Manage and improve organizational risks both internally and externally • Expand monitoring of subcommittees and specialized committees	• Expand communication among members and establish a worker observation system • Enhance organizational capabilities based on expertise • Strengthen institutional status by building external networks

Improving Board Operations Monitoring

UPA has strengthened the functions of the Board of Directors and improved the monitoring system through a phased approach to issue management and a rapid response system. By conducting regular reviews and improvements of the board's performance indicators, we are enhancing the effectiveness of the board's operations.

Improvement Cases for Poor BOD Indicators

Selection of BOD Performance Indicators	Performance Review Led by Management	Activate Early Warning System	Feedback on Poor Indicators
• Review of (non-)quantitative indicator pool • Self-assessment of BOD activities, etc.	• Performance management of execution activities against target plans (monthly, semi-annual)	• Focused management of three-stage classification - Excellent / good / poor	• BOD reporting and improvement • Resolve stakeholder collaboration

Improvement Cases for Poor Indicators: Detailed items within the indicator (Independence/Internal Control/Supervisory Role) fell short of achieving first-half goals

Self-Assessment Of BOD Activities (Quantitative Indicators)

In-Depth Interviews With Board Members	Derivation and Execution of Improvement Tasks	Performance Review
• Investigation of the reasons for score decline - Need to strengthen the BOD's internal control strategy	• Task formulation by collaborating between the Audit Department and the Planning Coordination Office - Analysis of best practices from other institutions and implementation of consulting	• Achieved a detailed indicator score of 95.9 by participating in and strengthening the role of the BOD's internal control strategy

Board of Directors

Expanding Subcommittee's Roles and Activities

UPA is operating specialized subcommittees to facilitate in-depth decision-making on specific management issues, and we are expanding the activity areas of these subcommittees. By leveraging the expertise of our non-executive directors, we are enhancing management participation. This active involvement of our board of directors is not only improving management efficiency but also serving as a key element in realizing responsible management within our organization. Moving forward, we will continue to robustly support our board's management participation and enhance management transparency through the activation of subcommittees.

Activity Details and Achievements of Subcommittees

Sub-committees	ESG Committee	Audit Advisory Committee	Regulatory Verification Committee	Pilot Operation Committee
Activity Details	• Establishment of internal control systems and implementation of policies to expand ESG management	• Management transparency, audit strategy, encouragement of proactive administration, and exemption review	• Operation of the Annual Regulatory Verification Responsibility System and review of improvement tasks	• Review of the Smart Maritime Logistics Management Certification Examination Plan
Achieve-ments	Identifying ESG Best Practices	Derivation of Internal Audit Improvement Measures	Identifying Regulatory Innovation Cases	Biannual Examinations

Comprehensive Participation of Non-Executive Directors in Institutional Business Support

The Board of Directors is actively participating in various aspects to support UPA's business initiatives. Non-executive directors are leveraging their expertise in many areas, including the development of offshore wind power support terminals, LNG bunkering projects, and the promotion of national policy initiatives.

Case Study of Construction of Floating Offshore Wind Power Supporting Port

Port Committee Chairman | Marine Engineering Expert (Former Professor)		
Support Role	• Role as a bridge for entry into new growth port projects Benchmarking and setting business directions in collaboration with European offshore wind companies	
Achieve-ments	- MOU with Norwegian wind power company (Company E) Utilization of Ulsan port facilities for wind power equipment	

Improving Board Communication Management Based on Field Engagement

UPA has strengthened field engagement to foster a sense of unity among our members and share specialized know-how, thus enhancing communication management. Our board led on-site meetings with Ulsan port businesses, established partnerships with other port authorities, and conducted benchmarking visits to international ports. Additionally, we implemented tailored professional mentoring and lectures, along with a worker observation system, to communicate with all generations of employees based on their situations and needs. As a result of these proactive communication activities grounded in field engagement, our satisfaction score for board operations reached an all-time high of 98.4, while our self-assessment of board activities maintained a top-level score of 97.9.

Board-Centered Communication Management Cases

On-site Meetings with Ulsan PortCompanies		Networking with Domestic and International Industry Sites	
• Planned site for phase 2 of Namshin port steel wharf Exploring operational strategies for eco-friendly energy (wind power) cargo		- Signing of a MOU among port committee members of Yeosu-Gwangyang Port Authority Implementation of responsible management by the board, sharing of board operation know-how, and exploring ways to increase port value-added	
• Visit to Company K located at Onsan port Gathering opinions on the business plans of companies planning facility investments		- Benchmarking and performance sharing with Singapore port Discussion on marine decarbonization and future sustainable port development strategies	
Customized Professional Mentoring for All Members		**Board Communication with All Generations**	
- Mentoring for female employees' rights protection by a legal expert on the port committee Presentation of responses to sexual harassment and work-life balance strategies		- Communication lecture by the port committee chairman Topics on self-motivation and interpersonal relationship development	
- Mentoring of port development and construction staff by three expert port committee members in port construction, information technology, and port operations Securing safety measures for port development and operations, such as the Ulsan New Port and liquid berth construction projects, and exploring ideas for realizing smart ports		- Stable operation of worker observation system to enhance worker representative satisfaction Establishment of a worker observation system based on mutual respect	

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Ethical Management

Establishing Internal Control Governance

UPA has recently established a tailored internal control system, taking lessons from significant corruption cases in public organizations, including large-scale embezzlement and disasters. Our internal control system is a differentiated, institution-specific control system that emphasizes cooperation, collaboration, and communication based on complementary roles among the first, second, and third lines of defense, aimed at overcoming the limitations of a small organization. We have focused on diagnosing areas that could have significant financial, social, and legal impacts in the event of an accident, identifying core risks that are priorities for our management. Subsequently, through a profiling framework for these risks, we have specified risk types, major risk cases, and control methods, thereby enhancing the effectiveness of our risk management. By establishing a culture of internal control that is preventive and effective on a daily basis, we aim to become a public institution that is more trusted by the people.

Improvements After Implementing the Internal Control System

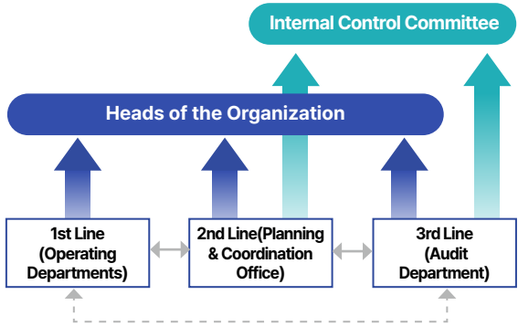
Category	Existing	Improvements
Responsible Department	Audit Department (Preventive Audit), Individual Task Owners	Led by the Head of the Organization, Involving All Departments
Control Line System	2 Line System (Operational Departments, Audit)	3 Line System(Established an Overwatching Organization)
Risk Management	Post-Detection Focus (Disciplinary Actions, Compensation, etc.)	Prevention-Centered (Employee Protection, Prevention of Errors and Fraud)

Internal Control Promotion System

Internal Control Committee (ESG Committee)
- Internal Control Deliberation and Decision-Making Body

Heads of the Organization
- Chief Responsible Officers for Internal Control

1st Line, 2nd Line, 3rd Line, Control Stages
- Internal Control Implementation, Overall Reinforcing Department

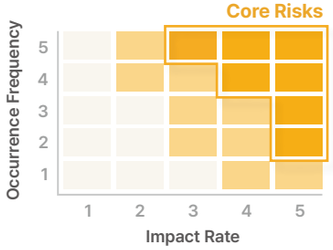


Internal Control Governance

Enactment of the "Internal Control Regulations"	• Creation of an internal control and various risk management environment for the organization
Establishment of an Internal Control Committee	• Establishment of an internal control committee for policy development and supervision of effective implementation of internal controls
Formal Reflection of 'Internal Control' Tasks in Internal Regulations	• Incorporation of internal control tasks into organizational regulations and audit regulations Establishment of an 'Internal Control Team' within the planning and coordination office

Selection and Focused Management of Core Risks

Risk Assessment for Risk Identification



Selection of Management Priority

Category	Points	Management	Action
Level1(very low)	1~4	Not-needed	Accept Current Status
Level2(low)	5~9		
Level3(intermediate)	10~14		
Level4(high)	15~19	Management Target	Action Plan Develop-ment and Implemen-tation
Level5(very high)	20~25		

A System for Reinforcing Integrity

UPA has achieved a "triple crown" in ethical management by receiving commendations for outstanding public service from the Board of Audit and Inspection, winning the Grand Prize in the Integrity Content Contest from the Anti-Corruption and Civil Rights Commission, and being recognized as the best institution in the Public Service Management Evaluation by the Ministry of Oceans and Fisheries. As a leading institution in ethical management, we have worked to maintain this spirit of integrity by restructuring our integrity system to prevent any potential corruption or unethical incidents. Consequently, we have enhanced the robustness of integrity through strengthening internal controls, internalizing integrity, increasing transparency, and eliminating conflicts of interest.

UPA Integrity Strengthening System

CEO's Commitment | "Ethical management is the foundation and essential requirement of public institutions; we will strengthen our integrity."

Past Achievements	2023 Implementation Strategy	Mid-to-Long Term Direction
Recognized as an Excellent Public Institution in Integrity Sector	**Reorganization of Integrity Systems**	**Achievethe Highest Standards Among Public Institutions**
• Recognized as the longest-serving excellent institution in SOC integrity • Introduced the first compliance management system in a public institution	• Inspecting and advancing internal control systems • Internalizing integrity awareness among employees • Identifying and eliminating corruption factors, such as conflicts of interest	• Establishing an integrity-focused Ulsan port • Promoting integrity culture in the public sector

Ethical Vision: Restructuring Integrity Systems to Lead Ethical Management

Core Tasks	Reinforcing Internal Controls	Internalization of Integrity	Enhancement of Transparency	Elimination of Conflict of Interest Factors
Detailed Tasks	• Establishment of dedicated organizations and regulations • Strengthening risk assessment criteria • Inspection of normal operation of internal controls	• SELF integrity campaign • Revision of reporting systems and internal regulations • Efforts to promote integrity culture	• Analysis of factors contributing to low integrity • Construction and port information disclosure • Voluntary compliance program for fair trade	• Inspection of conflict of interest factors: preferential treatment for former officials, political neutrality, etc. • Regular checks for violation cases

Internal Control System Inspection through Simulated Embezzlement Attempts

UPA assessed the adequacy and effectiveness of its internal controls by targeting week points. First, three embezzlement scenarios were developed, and as a result of the attempted embezzlement, one deficiency was identified. Consequently, we established improvement measures to ensure that similar incidents do not occur in the future. Through these proactive risk management and preventive measures, there have been no instances of corruption over the past 13 years.

Identifying Week points and Preparing Improvement Measures Through Simulated Embezzlement Attempts

01 Weak Points Identification

- Analysis of internal control week points and scenario development through auditor meetings

3Mock Embezzlement Scenarios	
1	Forging invoices and requesting payment
2	Applying for travel expenses with false documents
3	Forging bank statements and embezzling funds

02 Conducted Simulated Embezzlement

- As a result of the embezzlement attempt according to the scenario, one weakness in the preventive measures was identified

Confirmation of preventive measures	
Plan	Request for two payments for travel expenses for one trip
Preventive Measures	Prevention of duplicate payment of travel expenses through dual review by the travel and expenditure personnel
Weaknesses	Duplicate payment of travel expenses

Improvement Measures

• Reinforcing Preventive Measures - Improvement of ERP program functions to block duplicate payment of travel expenses - enhancement of review procedures for payments	• Reflection of Next Year's Audit - Comprehensive investigation of duplicate payment status for travel expenses among past travel records

Ethical Management

Enhancing the Reporting System and the Effectiveness of Disciplinary Actions

UPA has established a stronger ethical management system through the activation of the reporting system and enhanced the effectiveness of disciplinary actions. We conducted training on procedures to follow when witnessing corruption and how to use the reporting system, making it easier for individuals to report incidents. By extending the statute of limitations for sexual violence disciplinary actions, we ensured that perpetrators face harsher penalties. As a result of these efforts, we achieved a 10% increase in awareness of the reporting system, reaching 98%, and proactively introduced the Integrity and Ethical Management Compliance of the Anti-Corruption and Civil Rights Commission.

Penalty Regulations & Reporting System

Activating of the Reporting System	Reinforcing Ethical Standards	Operation of Strict Penalty Standards
• Training for reporting witnessed corruption • Education on the use of the reporting system for new employees • Conducting a reporting experience campaign for employees	• Collection of pledges from the Audit Results Review Committee • Implementation of term limits and conflict of interest criteria for the Ethics Management Committee, along with enhanced disqualification grounds	• Extension of the statute of limitations for sexual violence disciplinary actions (from 5 to 10 years) • Reinforcing regulations for the recovery of improperly received benefits • Establishment of regulations to restrict employment for stalking crimes
98% Awareness of the Reporting System (10% Increase) 35% Increase in Perceived Effectiveness	5.4% Increase in Audit Acceptance 6% Increase in Perception of Fairness	Proactive Introduction of Anti-Corruption and Integrity Management Compliance (K-CP)

CEO-Led Integrity Initiatives

UPA has taken the lead in integrity initiatives under the direction of the CEO, raising awareness of the importance of integrity among many employees. The CEO personally recited integrity slogans, operated integrity clinics, and emphasized integrity through sincere online and offline meetings. As a result of these efforts, we achieved the highest ever internal satisfaction score of 96.5 points and received the Public Enterprise CEO Leadership Award from the Korean Association for Public Administration.

CEO Activities and Achievements for Integrity

Category	Participation in Leading by Example Initiatives	Open Communication Channels
CEO Activities	• The CEO conducts integrity clinics (Clean-ic) by reciting integrity slogans and reinforcing commitment - Integrity Culture (Clean) + Sharing Space (InterChange) - Issuance of directives to prevent sexual misconduct and workplace bullying	• Participatory : Junior Board Solving Issues with MZ Generation • In-Person : CEO Communication Meetings and Paper Airplane Q&A • Virtual : Operation of Informal Communication Channels such as Anonymous Bulletin Boards
Achieve-ments	Public Enterprise CEO Leadership Award by the Korean Association for Public Administration	Internal Satisfaction Score of 96.5% (Highest Ever)

SELF-Initiatives to Enhance Integrity Awareness

UPA has implemented SELF initiatives to enhance integrity awareness, encouraging employees to participate directly and experience the efforts firsthand. Inspired by the integrity-themed activities involving reporting, eating, listening, and feeling, we conducted training, campaigns, the production of integrity songs, and sessions with professional instructors. As a result, the perception of executives leading by example improved by 17%, and satisfaction with integrity training rose to 93%, an increase of 4% compared to the previous year, indicating a shift in employees' awareness of integrity. Additionally, we were recognized as an excellent institution in the evaluation of public service management due to the establishment of an advanced compliance and ethics system.

SELF	See	Eat	Listen	Feel
Awareness Enhance-ment	• Leading the production of integrity awareness materials for training use by the CEO. • Producing newsletters analyzing key audit cases for training use.	• Conducting executive-led integrity education at meal gatherings. • Implementing employee integrity tasting campaigns. 	• Producing integrity songs with employee participation in lyrics and composition. • Utilizing in-house broadcasting for executive-led integrity lectures (3 sessions).	• Completing 300 hours of instructor training to enhance training expertise satisfaction.
Achieve-ments	100% Completion Rate by All Employee (Including Temporary and Intern Staff)	Leadership Exemplifying Integrity with a 17% Perception	93% Satisfaction Rate in Integrity Training (4% Increase from Previous Year)	Exclusive Provider of Integrity Training Specialists Among Ministry of Oceans and Fisheries Affiliates

Improving Other Public Institutions' Ethical Management by Spreading Integrity

UPA has enhanced the ethical management level of other public institutions through a collaborative approach to integrity. We provided mentoring to integrity officers at our subsidiaries and measured their integrity levels. At Ulsan Port, we operated an Integrity Academy, offering integrity education and a traditional Korean music-based integrity event. Additionally, we shared UPA's integrity know-how through a benchmarking program with other public institutions, leading to an increase in integrity levels. For these efforts in promoting integrity culture in the public sector, we received the Ethical Management Award from the Korea Academy Of Business Ethics

Spreading Integrity Culture to Other Public Institutions

Subsidiaries	Measuring Integrity Levels	UPA Running Integrity Academy	Public Institutions I Benchmarking Program
	• Providing mentoring for integrity officers. • Supporting the introduction of the Ministry of Economy and Finance's ethical management model. • Measuring integrity and linking performance-based compensation (unique to the Ministry of Oceans and Fisheries).	- Spreading integrity festival featuring traditional Korean music. - Integrity education and Golden Bell quiz event. - Participation from Korea Marine Environment Management Corporation, Coast Guard, Customs, etc.	- Consulting provided to KIMST, Korea Minting and Security Printing - Corporation, and SR Co., Ltd. Participant satisfaction rated 5 out of 5.
	Integrity Level of Subsidiaries Increased by 9.8 Points to 89.8 (Compared to Public Sector Average of 80.0 Points)	100% Satisfaction Rate Among Participating Institutions in the Academy	Improvement of Integrity Levels by 2 Steps in 2 Institutions

▪ Grand Prize in the Ethical Management Award

Resolving Integrity Barriers Through Understanding Internal and External Factors

UPA has proactively addressed factors that negatively impact integrity by analyzing low integrity levels in the public sector and eliminating risk factors. The analysis of low integrity factors in other public institutions revealed that personnel violations, procedural violations, and preferential treatment were the most significant issues. Consequently, we fundamentally blocked personnel violation issues by enhancing performance management fairness and established clear port entry procedures to eliminate opportunities for preferential treatment. Additionally, through a feedback process, we identified the need for improvement in three areas: improper budget execution, passive administration, and abusive behavior. We clarified budget execution standards and encouraged proactive administration while also strengthening victim protection for reports of abusive behavior. As a result of implementing transparent and fair policies, we achieved high scores in all integrity categories compared to other public institutions and received the Transparent Management Award from the Korea Management Registrar.

Proactively Removing Integrity Risk Factors

Preventing Personnel Violations through Enhanced Fairness in Performance	Blocking Preferential Treatment by Establishing Port Access Procedures
• Department evaluation: Enhancing transparency through external expert evaluations - Removal of unfairness through auditor observation during the due diligence process • Individual evaluation: Enhancing rationality through the introduction of downward evaluations - Improving evaluation fairness through the establishment of evaluation verification meetings	• Information collection: Clarification and disclosure of access card information - Necessary information: Establishing basis for collecting required documents • Unnecessary information: Deletion and revision of related regulations - Process: Establishment of access card issuance procedures and monthly inspections
5.3% Improvement in Performance Management Satisfaction	0 Cases of Personnel Violations, Procedural Violations, and Preferential Treatment

Removing Integrity Barriers

Clarifying Budget Execution Standards	Encouraging and Promoting Proactive Administration	Strengthening Victim Protection
• System: Establishment of guidelines to prevent unnecessary service orders • Individual evaluation: Introduction of quarterly budget allocation and approval functions to prevent budget misuse	• System: Selection of exemplary audit cases and establishment of economic and legal support measures • Promotion: Creation of brochures for excellent policies and promotion targeted at stakeholders	• System: Mandatory confidentiality agreement and establishment of regulations for delegating investigations to external organizations • Oversight: Conducting investigations into abusive behavior witnessed by integrity monitoring group after retirement
Improvement of Improper Budget Execution: 97.4 Points	Exemplary Public Administration Case, Grand Prize" in the Across Government Active Administration Program	Improvement of Abusive Behavior: 96.1 Points

A Flawless Prevention System That Leaves No Room for Minor Conflicts of Interest

UPA has implemented a comprehensive prevention system to prevent conflicts of interest. Regulations have been strengthened by expanding the scope of the reporting requirement for the work status of retirees from existing contract cases to all contracts. New measures have been introduced, such as inserting warnings about undisclosed information on various document outputs. Additionally, efforts have been made to proactively identify risk factors and remove high-risk elements related to conflicts of interest. In relation to the qualification exam, risks have been mitigated by separating the question-setting committee and the exam operation committee. To prevent any preferential treatment for retired employees, prior reporting to the audit department has been made mandatory for employment with related agencies before retirement. Furthermore, initiatives such as a CEO-led declaration ceremony and an ethics charter compliance pledge campaign have been promoted. To thoroughly prevent conflicts of interest, including preferential treatment for retirees, access cards are systematically destroyed upon retirement, and the disposal status is regularly checked. As a result, out of a total inspection of 5,089 cases related to contract and access card disposal, no violations were found.

Strengthened Conflict of Interest Prevention System

Regulation Strengthening	System Maintenance	Counseling and Reporting
• Expanding reporting requirements for retiree work status (from specific contracts to all contracts) • Establishing disqualification criteria for executives (e.g., party membership)	• Inserting warnings for undisclosed information from the "Conflict of Interest Prevention Act" on document outputs • Implementing guidelines for conflicts of interest and real estate	• Operating a conflict of interest prevention officer • Operating on/off anonymous counseling channels • Placing specialized instructors for integrity education from the Anti-Corruption and Civil Rights Commission

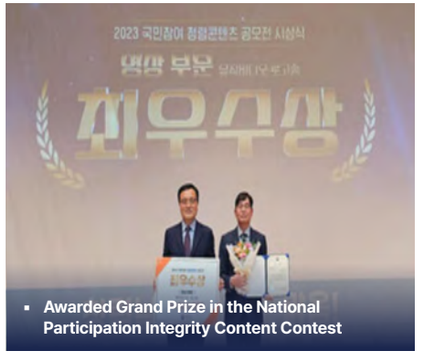
Identifying and Removing Risk Factors

	Unfair Administration of Qualification Exams	Preferential Treatment for Retired Employees	Counseling and Reporting
Risk Factors / Impact Analysis	• Concerns about the leakage of exam questions during the question-setting process Likelihood of Occurrence / Impact Level	• Occurrence of preferential treatment cases for retirees in other agencies Likelihood of Occurrence / Impact Level	• Concerns about political collusion during election periods Likelihood of Occurrence / Impact Level
Removing Risk Factors	**Expert Panels by Stage** • Individual evaluation: Separation of question-setting and exam operation committees, including external experts • Establishment of standards: Detailed procedures for exam operations—question setting, scoring, and post-management	**Prevention Systems Before and After Retirement** • Before retirement: Mandatory prior reporting to the audit department for employment with related agencies • After retirement: Employment review for subsidiaries and publication of employment history on the website	**Internalization Campaign** • Executives: Commitment to compliance with neutrality through a CEO-led declaration ceremony • General staff: Implementation of ethics charter training and promotion of compliance pledge campaigns

Conflicts of Interest Prevention, Including Preferential Treatment for Retirees

Comprehensive Contract Investigation	Access Cards for Office and Port	External Lectures Status
• A Comprehensive investigation of contract counterparts signed in 2023, • Including checks on the working history of retirees who violated laws and regulations	• Inspection of the disposal status of retired employees' access cards to prevent abuse of authority by retirees	• Regular checks on the provision of external lectures, including whether stakeholder consultations are offered

▪ Declaration Ceremony of the Ethics Charter



▪ Awarded Grand Prize in the National Participation Integrity Content Contest

Stakeholder Communication

Creating a Sustainable Ulsan Port Reflecting the Voices of the People

UPA has made efforts to ensure that public participation and communication are practically reflected in the operation of the organization. The initiative to promote eco-friendly bunkering and the establishment of a fair and transparent personnel system also started from listening to customer feedback. The decision to inject methanol fuel into the first environmentally-friendly ship was made possible by attracting the world's largest green methanol production company and improving regulations related to eco-friendly bunkering, all of which stemmed from paying attention to customer voices. These efforts have resulted in winning the Grand Prize for Excellent Cases of Active Administration by the Government, certification as a Fair Recruitment Excellence Institution, and an award for excellence at the Port Operation Innovation Competition.

[Value Creating Communication] Promoting Eco-Friendly Bunkering, Establishing a Fair and Transparent Personnel System

VOC	"Fuel for Eco-Friendly Newbuild Vessels Is Necessary."	"Fair Recruitment and Performance-Oriented Personnel Management Are Needed."
Subject	Promoting Eco-Friendly Bunkering	Establishing a Fair and Transparent Personnel System
Communication Channels	Shipping Company Meeting / Methanol Bunkering Regulation Relief Seminar	PA Task Council / New Employee Meeting
Performance	• Challenges in supplying fuel needed for the departure of methanol newbuild vessels - attracting the world's largest green methanol production company (Company O) • Need for institutional foundations related to eco-friendly energy bunkering - conducting seven regulatory improvements, including proposals for amendments to higher-level laws	• Different recruitment processes by organization require consideration for applicants - ensuring fairness through the consolidation of joint recruitment by four PAs • Demand for personnel placement suited to new employees' aptitudes - introduction of an internal job market allowing departments to select directly
Key Achievements	▪ World's First Successful Green Methanol Bunkering ▪ Grand Prize for Excellent Cases of Active Administration across Government	▪ Korea Management Registrar Fair Recruitment Excellence Institution Certification ▪ Prime Minister's Award at the Human Resources Innovation Competition

▪ Green Methanol Bunkering

▪ Fair Recruitment Excellence Institution Certification

[Value Sharing Communication] National Seafood Consumption Promotion Campaign, Gathering Management Suggestions from Academia

VOC	"We Need to Inform About the Safety of Our Seafood."	"Is There a Place to Recycle Mineral Resources?"
Subject	Seafood Consumption Promotion Campaign	Joint Solutions for Local Issues
Communication Channels	Media Promotion, Advertising, Campaigns	Working Council for Local Governments and Related Agencies
Performance	- Increased concerns about seafood due to the discharge of treated water from Japan. Conducting a seafood consumption promotion campaign and specialized promotion linked to the 60th anniversary of the opening of Ulsan Port, aimed at accurately informing about "our seafood."	- Request for sharing "mineral resource entry and exit information" among related agencies. Reflecting the northern port landfill information in local government design guidelines. - UPA requires landfill materials, and Company A needs to export soil. → Signing of a "mineral resource entry and exit memorandum of understanding" between institutions.
Key Achievements	▪ A Win-Win Seafood Consumption Promotion Campaign Linking Local Fishing Villages and Government Policies	▪ 500,000㎥ Import, Cost Savings of 5.25 billion KRW ▪ Excellence Award at the Port Operation Innovation Competition

▪ Seafood Consumption Promotion Campaign

▪ MOU on the Utilization of Mineral Resources

Financial Risk Management

A Control System to Prevent Deterioration of Financial Structure and Accumulate Financial Resilience

UPA managed financial risks through proactive prevention of potential financial soundness risks, enhancement of risk management levels, and preemptive responses to traditional financial risks. To reduce our debt ratio, we cut unnecessary budgets and minimized external borrowings. Additionally, we established a management system to identify, diagnose, and inspect risks, allowing for more systematic risk management. We addressed and managed traditional financial risks early through our regulations, guidelines, ERP, and feasibility assessments. These control systems and efforts helped us prevent the deterioration of our financial structure and secure appropriate financial resilience, enabling effective risk control.

Establishment of UPA Financial Guidelines

	Internal	External
Background of the Initiative	• **Current status** | 125 billion KRW in borrowings maturing between 2024 and 2026. ▶ Need for binding and enforceable norms related to fund execution.	• **Current Status** | 2022 public institution management evaluation findings ▶ Need to establish financial rules reflecting institutional characteristics
Performance	**Financial Guidelines Aligned with UPA's Management Goals**	**Budget Setting and Estimation of Financial Projections**
	• **2030 management goal** | Debt ratio below 20%. • **UPA financial guidelines** | Budget formulation within a debt ratio of 20%	• Adjusting investment projects linked to management goals and guidelines. • Establishing a contingency plan, including financial forecasts and scenario development.
Expected Effects	• Minimization of external borrowings by reducing unnecessary budgets and diversifying funding needs due to the dispersion of investment projects. • Establishment of institutional mechanisms for prioritizing resource allocation, which helps accumulate financial resilience and sustain fiscal soundness.	

Risk Management Level Enhancement

Step 01 Risk Identification and Assessment	**Identification**	- Expanding risk categories and identification scope (adding strategic and operational to financial and legal).
	Evaluation	- Enhancing risk assessment criteria to detail risk levels further.
Step 02 Risk Profile and Inspection System Development	**Specification**	- Creating profiles for 22 key risks that require focused management.
	Inspection	- Establishing and executing virtual scenarios to check whether internal controls are functioning properly.
Step 03 Risk Governance Establishment	**Establishment of Management System**	- Establishing UPA Internal Control Committee, enacting "Internal Control Regulations." - Signing internal control memorandum of understanding between CEO and auditor, and conducting professional training for employees on internal controls.

Traditional Financial Risk Response and Management

Category	Environmental	Exposure	Management System	Achievements
Interest Rate Risk	- Persistent high interest rates due to global high inflation.	- Financial assets of approximately 110 billion KRW as of the end of 2023.	- UPA Financial Asset Utilization Guidelines (2022)	Minimizing liquid funds and maximizing investment funds.
Liquidity Risk	- A short-term liquidity risk with a basic liquid fund of 5 billion KRW in 2023.	- Delays in payments due to short-term liquidity shortages	- ERP - Transaction Financial Institution CMS	Preparing daily cash management, monthly fund operation performance, planning, and cash execution forecasts.
Debt Risk	- 125 billion KRW in borrowings maturing 2024-2026	- Future investment project costs of approximately 460 billion KRW.	- UPA Financial Guidelines (2023)	Enhancing loan repayment capacity and reducing total debt and ratios through tailored debt management.
Credit Risk	- Concerns about a decline in UPA's credit rating due to worsening financial indicators	- Rising funding rates for loan repayments and investment projects.	- Business Feasibility Assessment - Financial Guidelines and Budget Principles	Maintaining the highest credit rating with AAA from 3 domestic credit rating agencies.

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ESG DATA BOOK

Environmental Performance

Category		Unit	2021	2022	2023
GHG emission					
Scope1	Direct emissions	tCO_2-eq	4	4	3
Scope2	Indirect emissions	tCO_2-eq	532	521	473
Total(Scope1+Scope2)		tCO_2-eq	536	524	476
Reduction of GHG emissions					
Total amount of GHG emissions reduced		tCO_2-eq	281	292	340
Total rate of GHG emissions reduced		%	34.37	35.81	41.67
Energy consumption					
Port renewable energy generated		TJ	0.000000093	0.000000130	0.000000128
Total renewable energy used in buildings		TJ	9.94	10.92	9.94
Water usage					
Total water used		ton	5,283	4,209	4,581
Waste generation					
Total waste generated		ton	39.98	23.52	27.38
Hazardous chemicals consumption					
Hazardous chemicals consumption		ton	0	0	0
Hazardous chemical spill incident		cases	0	0	0
Low-emission vehicles					
Environment-friendly vehicles	Class 1(EV)	units	6	7	9
	Class 2(Hybrid)	units	2	1	0
	General	units	1	1	1
	Total	units	9	9	10
Proportion of environment-friendly vehicles		%	88.9	88.9	90

Category	Unit	2021	2022	2023
Violations of environmental laws and regulations				
Number of environmental accidents	cases	0	0	0
Fines imposed on accidents	1 million KRW	0	0	0
Purchase of green products				
Total product purchase	1 million KRW	8,544	1,866	2,399
Green products purchase	1 million KRW	6,341	1,373	577
Total green product purchase rate	%	74.2	73.6	24.1

Social Performance

Category				Unit	2021	2022	2023
Personnel Status							
Executive Officers	**CEO**		Executive authorized number	people	1	1	1
			Executives	people	1	1	1
			Non-executives	people	0	0	0
	Directors		Executive authorized number	people	2	2	2
			Executive	people	2	2	2
			Non-executives	people	7	7	7
	Auditor		Executive authorized number	people	0	0	0
			Executive	people	0	0	0
			Non-executives	people	1	1	1
	Total Directors (A)			people	3	3	3
Permanent employees	**Permanent employees**	Authorized number	Total(B)	people	111	117	108
			Separated authorized number	people	0	2	0
			Flexible authorized number	people	0	0	0
		Current number	Total	people	119.13	122.75	123
			Full-time	people	117	121	122
			Part-time	people	2.13	1.75	1
	Unlimited-term contract workers	Authorized number	Total(C)	people	11	10	10
			Separated authorized number	people	1	0	0
			Flexible authorized number	people	0	0	0
		Current number	Total	people	9.50	9.50	9.50
			Full-time	people	9	9	9
			Part-time	people	0.50	0.50	0.50
Total Employees(A+B+C)				people	125	130	121

Category		Unit	2021	2022	2023
By gender	Male	people	91.00	92.50	83.50
	Female	people	34.00	37.50	37.50
	Female (proportion)	%	27.2	28.8	31.0
Non-regular employees	Full-time	people	7	9	7
	Part-time	people	2.5	2.0	0.5
	Total	people	9.5	11.0	7.5
Newly hired employee status					
Permanent (general)	Newly hired	people	7	9	5
	Young adults	people	7	8	4
	Female	people	3	3	2
	Local hires (non-capital region)	people	7	9	4
	High school graduates	people	1	0	0
Young adult intern	Experiential interns	people	17	23	30
Non-permanent (unlimited-term contract)	Contract workers	people	1	1	0
Turnover management					
Turnover rate	Male	%	5.1	5.1	8.3
	Female	%	5.9	6.5	2.8

Social Performance

Category			Unit	2021	2022	2023
HRD status (education & training)						
Total			people	106	105	112
Training hours per person			hours	135.5	133.1	163
Total training hours			hours	14,332	14,035	18,328
Training expenses per person			1 thousand KRW/people	1,944	2,548	2,560
Total training expenses			1 million KRW	206	269	287
Satisfaction level			points	88.29	91.22	91.95
Flexible working hours status						
Selective working	**Hired**	Permanent (general)	people	0	0	0
		Unlimited-term contract	people	0	0	0
		Permanent	people	6	8	3
		Total	people	6	8	3
	Transi-tioned	Permanent (general)	people	6	3	2
		Unlimited-term contract	people	0	0	0
		Permanent	people	0	0	0
		Total	people	6	3	2
Flexible working	**Total**	Staggered	people	11	15	33
		Selective	people	20	20	26
		Compressed	people	0	0	0
		Total	people	31	35	59
Remote working	**Total**	Discretion-ary	people	0	0	0
		Working from home	people	109	98	15
		Smart working	people	33	0	0
		Total	people	142	98	15
Parental Leave Usage Status						
Number of parental leave users		Male	people	2	3	4
		Female	people	14	17	10
		Total	people	16	20	14
		Male parental leave usage rate	%	12.5	15.0	28.6
		Female parental leave usage rate	%	87.5	85.0	71.4
Number of employees took parental/ spouse leave		No. of parental leave users	people	4	2	1
		No. of spouse leave users	people	2	4	4
		Total	people	6	6	5
Users of reduced hours for pregnancy and childcare		No. of Pregnancy reduced hours users	people	4	2	1
		No. of Childcare reduced hours users	people	2	1	1
		Total	people	6	3	2
Number of employees who returned to work after the end of parental leave and worked for 12 months		Male	people	1	-	1
		Female	people	2	1	5
		Total	people	3	1	6

Social Performance

Category		Unit	2021	2022	2023
Return rate immediately after parental leave	Male	%	0	100.0	100.0
	Female	%	85.7	87.5	100.0
Retention rate for 12 months after return	Male	%	100.0	0	100.0
	Female	%	50.0	12.5	50.0
Labor union membership status					
Labor union 1	Number of people eligible for union membership	people	124	115	117
	Number of union members	people	107	99	99
	Union membership rate	%	86.3	86.1	84.6
Labor union 2	Number of people eligible for union membership	people	19	43	36
	Number of union members	people	14	13	9
	Union membership rate	%	73.7	30.2	8.3
Grievance handling					
Grievance cases		cases	0	0	0
Grievance handling rate		%	-	-	-
Local community activities					
Meetings with local stakeholders		times	2	1	1
General donation		1 million KRW	1,299	689	994

Category		Unit	2021	2022	2023
Social contribution satisfaction rate	Satisfaction of welfare project recipients	points	90.3	96.7	98.8
Employee volunteer activities	Participation hours per person	hours	0.4	1.1	2.8
	Total voluntary work hours	hours	45	149	344.5
Occupational health and safety					
Public institution safety management comprehensive rating		grade	3	3	2
Industrial accident rate		%	0	0	0
Number of serious accidents		cases	0	0	0
Risk assessment	Establishment of measures	cases	12	11	18
	Improvement completed	cases	12	11	18
	Improvement in progress	cases	0	0	0
Health and safety training	Mandatory training	people	138	134	143
	Non-mandatory training	people	88	4	205
	Support for partner company training	people	112	72	131
Safety personnel	Other safety-related tasks	people	20	23	23
Health promotion utilization status					
Health checkup utilization history	General health checkup	cases	92	113	94
	Special health checkup	cases	48	30	47
	Comprehensive health checkup	cases	140	143	141
Health promotion activities (utilization of health counseling, etc.)	Health counseling and psychological counseling performance	cases	39	36	57
	Health promotion program performance	cases	-	1	2

Social Performance

Category		Unit	2021	2022	2023
Employee satisfaction					
Remuneration and welfare satisfaction		points	86.77	86.87	92.19
Compensation policy for employees					
Total annual compensation for CEO		1 thousand KRW	184,089	211,473	260,825
Average compensation for executive officers		1 thousand KRW	155,847	176,057	213,778
Average compensation per person (permanent-general)	Average per person	1 thousand KRW	73,339	77,394	80,695
	Male	1 thousand KRW	77,436	82,315	84,941
	Female	1 thousand KRW	61,003	63,063	68,418
	Average wage ratio (female)	%	43.38	44.61	44.48
Average compensation per person (unlimited-term contract	Average per person	1 thousand KRW	66,265	69,530	77,157
	Male	1 thousand KRW	70,055	68,400	74,836
	Female	1 thousand KRW	52,542	72,196	81,868
	Average wage ratio (female)	%	42.86	51.35	52.24
Mutual growth					
Public institution mutual growth evaluation results		Grade	Good	Excellent	Excellent
Purchase of SMEs products	Amount of purchase	1 million KRW	34,667	28,837	30,119
	Proportion to total purchase	%	69.7	56.9	61.1
Purchase of female-owned company's products	Amount of purchase	1 million KRW	2,839	2,945	2,435
	Proportion to total purchase	%	5.71	5.81	4.94
Public procurement from social enterprises	Amount of purchase	1 million KRW	863	888	1,028
	Proportion to goods + services procurement	%	3.73	4.99	5.31

Category		Unit	2021	2022	2023
Purchase of products by the severely disabled	Amount of purchase	1 million KRW	125	307	249
	Proportion to goods + services procurement	%	0.54	1.72	1.29
Total purchase		100 million KRW	497	507	493
Partner companies status					
Financial support for workers of partner companies (SMEs)		1 million KRW	52	44	40
Win-win cooperation technological development					
Patent	Applied	cases	1	0	0
	Registered	cases	1	0	0
Compliance					
Number of violations of social-related regulations		cases	0	0	0
Human rights education					
Number of human rights training sessions conducted for suppliers		cases	0	0	0
Employee survey - CSR items such as human rights violations and ethical management		cases	1	1	1
Number of human rights training sessions conducted for employees		cases	1	1	-
Number of participants in human rights training		people	74	22	-
Number of participants in education for people with disabilities		people	139	155	149
Number of incidents processed related to human rights violations (such as discrimination)		cases	0	0	0
Number of occurrences of forced labor and child labor		cases	0	0	0

Social Performance

Category		Unit	2021	2022	2023
Personal information protection					
Information security training	Total number of trainees	people	129	128	112
	Percentage of individuals who completed training	%	100	100	99
Personal information leaks and breaches		cases	0	0	0
Number of violations of the personal information protection act		cases	0	0	0
Customer satisfaction					
Customer satisfaction index (PCSI)		points	86.6	88.6	91.6
Guarantee of customers' right to know (information disclosure rate)	Information disclosure rate of existing information	%	100	100	100
	Original document information disclosure rate	%	45.7	49.45	No record

Governance & Economic Performance

Category		Unit	2021	2022	2023
Statement of Financial Position					
Assets	Current assets	1 million KRW	101,112	102,371	112,774
	Non-current assets	1 million KRW	764,016	779,384	788,505
	Total assets	1 million KRW	856,128	881,755	901,279
Liability	Current liabilities	1 million KRW	30,947	28,779	77,197
	Non-current liabilities	1 million KRW	131,219	130,998	80,302
	Total liabilities	1 million KRW	162,166	159,777	157,499
Equity	Paid-in	1 million KRW	470,212	470,212	470,212
	Retained earnings	1 million KRW	232,749	251,766	273,568
	Total equity	1 million KRW	702,962	721,979	743,780
Stake	Equity attributable to controlling interests	1 million KRW	702,962	721,979	743,780
Comprehensive Income and Key Indicators					
Revenue		1 million KRW	99,843	104,688	105,626
Cost of goods sold		1 million KRW	45,448	45,816	45,771
Sales gross profit		1 million KRW	54,395	58,872	59,855
Selling and administrative expenses		1 million KRW	15,027	15,458	15,598
Operating income		1 million KRW	39,368	43,415	44,257
Non-operating income		1 million KRW	3,339	4,753	8,431
Non-operating expenses		1 million KRW	6,610	7,021	4,716
Profit before income taxes		1 million KRW	36,097	41,146	47,973
Profit before income taxes		1 million KRW	9,315	9,002	10,960
Net profit		1 million KRW	27,781	32,144	37,013
Net profit margin		%	27.82	30.70	35.04
Return on equity (ROE)		%	14.20	14.50	14.20

Governance & Economic Performance

Category		Unit	2021	2022	2023
Government capital contribution and receipt of public subsidies					
Government capital contribution		1 million KRW	0	0	0
Receipt of public subsidies		1 million KRW	869	996	929
Economic value distribution					
Government	Taxes and dues, corporate tax	1 million KRW	998	1,047	1,056
Shareholder	Dividends	1 million KRW	394	434	443
Customer	Sales	1 million KRW	278	321	370
Employees	Wage payments	1 million KRW	9,572	9,463	9,690
	Retirement payments	1 million KRW	1,757	1,643	812
	Fringe benefits	1 million KRW	460	447	450
Local community	Donations, costs related to social contribution activities	1 million KRW	1,275	831	1,006
Board of directors					
BOD operational performance	Number of board of directors meetings	times	10	12	13
	Number of items	cases	50	49	51
	Total number of BOD members	people	6	7	7
	Number of male directors	people	5	6	6
	Number of female directors	people	1	1	1
	Proportion of independent directors	%	100	100	100
	Non-executive director attendance	%	95.2	98.8	98.9
Total remuneration of the BOD	Independent directors	1 million KRW	7.321	9	10

Category		Unit	2021	2022	2023
Retirement pension					
Number of recipient by pension type	Defined benefit(DB)	people	103	118	115
	Defined contribution(DC)	people	33	30	29
Corruption risk assessment at business locations					
Number of corruption cases		cases	0	0	0
Number of legal actions for unfair trade practices		cases	0	0	0
Ethics and anti-corruption					
Number of ethics management (anti-corruption) training sessions		cases	23	30	31
Employees participating in ethics management training		people	279	457	442
Training completion rate		%	96.7	100	100
Conducting internal audits		cases	7	10	9

울산항만공사 ULSAN PORT AUTHORITY

Overview

Environmental

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Appendix

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GRI Standards Index

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General Disclosures				
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	02-26	Mechanisms for seeking advice and raising concerns	69-73, 75	
	02-27	Compliance with laws and regulations	83	
	02-28	Membership associations (initiatives)	90	
	02-29	Approach to stakeholder engagement	17-19, 74	
	2-30	Collective bargaining agreements	43, 80	
Material Topic & Topic Standards				
GRI 3: Material Topics 2021	03-01	Process to determine material topics	20-21	
	03-02	List of material topics	20-21	
	03-03	Management of material topics	20-21	

GRI Standards Index

GRI		Disclosure	Page	Omission/ Note
Economic Performance (GRI 200)				
GRI 201: Economical Performance	201-1	Direct economic value generated and distributed	82-83	
	201-2	Financial implications and other risks and opportunities due to climate change	21	
GRI 203: Indirect Economic Impacts	203-1	Infrastructure investments and services supported	38-41	
	203-2	Significant indirect economic impacts	38-41	
GRI 205: Anti-Corruption	205-1	Operations assessed for risks related to corruption	69-73	
	205-2	Communication and training about anti-corruption policies and procedures	69-73	
	205-3	Confirmed incidents of corruption and actions taken	71, 83	
Environmental Performance (GRI 300)				
GRI302: Energy	302-1	Energy consumption within the organization	77	
	302-2	Energy consumption outside of the organization	77	
GRI303: Water	303-5	Water Consumption	77	
GRI305: Emissions	305-1	Direct (Scope 1) GHG emissions)	77	
	305-2	Energy indirect (Scope 2) GHG emissions	77	
	305-3	Other indirect (Scope 3) GHG emissions	-	
	305-5	Reduction of GHG emissions	77	
GRI306: Waste	306-2	Management of significant waste-related impacts	77	
	306-3	Waste generated	77	

GRI		Disclosure	Page	Omission/ Note
Social Performance (GRI 400)				
GRI 401: Employment	401-1	New employee hirs and employee turnover	45, 78	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time Employees	78	
	401-3	Parental leave	79	
GRI 402: Labor/ Management Relations	402-1	Minimum notice periods regarding operational changes	42-44	
GRI 403: Occupational Health and Safety	403-1	Occupational health and safety management system	51-52	
	403-2	Hazard identification, risk assessment, and incident investigation	53-56	
	403-3	Occupational health services	80	
	403-4	Worker participation, consultation, and communication on occupational health and safety	53-54	
	403-5	Worker training on occupational health and safety	55-56	
	403-6	Promotion of worker health	53, 80	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	54-56	
	403-8	Workers covered by an occupational health and safety management system	78	
	403-9	Work-related injuries	80	
	403-10	Work-related ill health	80	
GRI 404: Training and Education	404-1	Average hours of training per year per employee	79	
	404-2	Programs for upgrading employee skills and transition assistance programs	61-63	
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	67	
	405-2	Ratio of basic salary and remuneration of women to men	81	
GRI 406: Non-Discrimination	406-1	Incidents of discrimination and corrective actions taken	81	
GRI 413: Local Communities 2	413-1	Operations with local community engagement, impact assessments, and development programs	38-41	
GRI 418: Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	82	

K-ESG Implementation Assessment Report

Dear UPA Management and Stakeholders,

Evaluation Criteria

The Institute for Public K-ESG has developed the 'Public Institution K-ESG Implementation Evaluation Checklist' based on the K-ESG Guidelines published by the Ministry of Trade, Industry, and Energy. The checklist consists of 66 items across four areas: Information Disclosure, Environment, Society, And Governance, and includes performance diagnostics for each ESG area. To ensure the reliability and comparability of the evaluation, the evaluation specialist organization iMSR conducted the K-ESG level assessment for UPA.

Diagnostic Scope

The Institute for Public K-ESG and iMSR conducted a diagnostic evaluation of UPA's mid- to long-term strategies, stakeholder communication, ESG management activities, and strategy implementation processes. The evaluation was carried out by comprehensively reviewing corporate disclosure information, government disclosure information, media reports, internal performance data, and output systems from a stakeholder perspective regarding ESG-related policies and activities.

Diagnostic Method

The Institute for Public K-ESG and iMSR conducted an initial self-diagnosis through internal stakeholders from various departments related to public institution management evaluation and the publication of the Sustainability Report. The second diagnosis involved a site visit by the evaluation team to UPA, where they verified internal documents and conducted interviews with responsible personnel to carry out an on-site investigation.

I. Information Disclosure Aspect

UPA provides balanced ESG-related information that can influence the decision-making and value judgments of various stakeholders. Currently, the organization discloses ESG information up to the business sites it legally owns. However, it will be necessary to expand the scope of information disclosure to include the areas within UPA's influence and control, such as the supply chain.

II. Environmental Aspect

UPA systematically minimizes environmental impacts throughout its business operations and pursues economically sustainable development. The organization has well-established environmental management goals, development, implementation, achievement, review, and maintenance processes, with excellent performance management. However, it will be necessary to enhance the management of Scope 3 data, which includes the supply chain and partner companies within the organization's influence and control.

III. Social Aspect

UPA excels in goal setting and disclosure, Health and Safety promotion systems, diversity and gender equality, and social contributions. However, efforts are needed to spread ESG management among partner companies and to promote industry-academia collaboration. Moving forward, a more proactive approach will be required, including the advancement of systematic strategies, the promotion of win-win cooperation, and the implementation of mutual growth activities.

IV. Governance Aspect

UPA operates with sound governance in accordance with the laws governing public institutions. For better governance, continuous disclosure of improvement activities related to the prevention of reoccurrence of ethical norm violations and securing the expertise of the audit organization will be necessary.

K-ESG Guideline Index

Area	Category	Classification Number	Item	Page	Remarks
Information disclosure (P)	Information disclosure format	P-1-1	Information disclosure method	About this report	●
		P-1-2	ESG disclosure frequency	About this report	●
		P-1-3	ESG disclosure scope	About this report	●
	Information disclosure content	P-2-1	ESG key issues & KPI	21	●
	Information disclosure verification	P-3-1	ESG disclosure verification	88-89	●
Environmental (E)	Environmental management goals	E-1-1	Establishment of environmental management goals	23	●
		E-1-2	Environmental management promotion system	23	●
	GHG	E-2-1	GHG emissions (scope1 & scope2)	77	●
		E-2-2	GHG emissions (scope3)	77	●
		E-2-3	GHG emissions verification	-	●
	Energy	E-3-1	Energy consumption	77	●
		E-3-2	Proportion of recycled energy consumption	26	●
	Water	E-4-1	Water consumption	77	●
		E-4-2	Proportion of recycled water consumption	-	○
	Waste	E-5-1	Waste generated	77	●
		E-5-2	Proportion of recycled waste consumption	-	○
	Procurement	E-6-1	Purchase of environment-friendly vehicles	77	●
		E-6-2	Purchase of green products	77	◐
	Violations of Environmental Laws and Regulations	E-7-1	Violations of environmental laws and regulations	82	●

K-ESG Implementation Assessment Report

Area	Category	Classification Number	Item	Page	Remarks
Social (S)	Goals	S-1-1	Goal establishment and disclosure	12,16	●
	Labor	S-2-1	New hire & retention	78	●
		S-2-2	Permanent employee rate	78	●
		S-2-3	Voluntary turnout rate	78	●
		S-2-4	Education & training expenses	79	●
		S-2-5	Guarantee of freedom of association	80	●
	Diversity & gender equality	S-3-1	Female member ratio	78	●
		S-3-2	Ratio of women's salary (to average salary)	81	●
		S-3-3	Employment rate of persons with disabilities	ALIO Disclosure	●
	Occupational health & safety	S-4-1	Health & safety promotion system	51	●
		S-4-2	Industrial accident rate	80	●
		S-4-3	Safety management rating evaluation results	80	●
	Human rights	S-5-1	Establishment of human rights policy	57	●
		S-5-2	Human rights risk assessment	57-58	●
	Mutual growth	S-6-1	Partner companies' ESG management	31-37	●
		S-6-2	Support for partner companies' ESG management	31-37	●
		S-6-3	ESGagreementswith partner companies	31-37	◐
		S-6-4	Mutual growth evaluation results	ALIO Disclosure	●
	Local community	S-7-1	Strategic social contribution	38-41	●
		S-7-2	Employee volunteer participation	80	●
		S-7-3	Donation trend	80	◐
		S-7-4	Cooperate partnership in rural areas & ESG activities (balanced development)	40	◐
		S-7-5		39-40	
	Informational security	S-8-1	Establishment of information protection system	65	◐
		S-8-2	Personal information infringement and remedies	65	●
		S-8-3	Diagnostic evaluation of personal information protection management level	ALIO Disclosure	●
	Consumer	S-9-1	Provision of consumer information	74	●
		S-9-2	Consumer safety	74	●
		S-9-3	Operation of customer satisfaction response system	54	●
		S-9-4			
		S-9-5			
		S-9-6			
		S-9-7	Customer satisfaction	ALIO Disclosure	●
	Violations of social laws/ regulations	S-10-1	Violations of social laws/ regulations	81	●

Area	Category	Classification Number	Item	Page	Remarks
Governance (G)	Composition of the board of directors	G-1-1	ESG proposal in board of directors	83	●
		G-1-2			●
		G-1-3	Board of directors' gender diversity	83	◐
		G-1-4	Expertise of independent directors	67	●
	Board activities	G-2-1	Total director attendance	67	●
		G-2-2	Attendance of inside directors	67	●
		G-2-3	Committees under the board of directors	68	●
		G-2-4	Board agenda processing	67	●
	Ethical management	G-3-1	Disclosure of violations of the code of ethics	81	●
		G-3-2	Comprehensive integrity results	72	●
		G-3-3	Compliance with ethical management/ anti-corruption laws/code of conduct	72-73	●
	Audit organization	G-4-1	Establishment of internal audit department	8, 69	●
	Violations of governance laws/ regulations	G-5-1	Violations of governance laws/ regulations	83	●

Diagnostic Results

UPA has been evaluated as having a system in place for the practice of ESG management, having achieved an A grade in the K-ESG level assessment. UPA is in the process of expanding ESG management throughout the organization, with excellent implementation levels in areas such as information disclosure, environmental management, labor, industrial safety, human rights, co-growth, and ethical management. To ensure that the public purpose of contributing to regional balance and the development of the national economy through the advancement of the port logistics industry and community engagement is solidly realized based on the K-ESG Guidelines, it is recommended to review the enhancement of implementation tasks in conjunction with business strategies from an ESG perspective. Additionally, it is advised to emphasize the role of UPA more actively to stakeholders through transparent disclosures.

Assessment Accreditation Institution
The Institute for Public K-ESG

Assessment Execution Institution
iMSR

* The K-ESG implementation evaluation is categorized into seven grades (S, A+, A, B+, B, C, D) and is based on business reports, official websites, sustainability management reports, ALIO (Clean Eye), and evaluation questionnaires from the Korea Public ESG Institute. For more details, please visit http:// www.esgpublic.or.kr.

Third-Party Assurance Statement

To readers of 2024 UPA Sustainability Report

Preface

The Institute for Public K-ESG has been requested to verify '2024 UPA Sustainability Report' (hereinafter referred to as the 'Report'). The responsibility for the preparation of the report lies with UPA, and the responsibility of the Institute for Public K-ESG is to issue a verification opinion on specific data and information within the scope specified below.

Scope and Standards

UPA describes the organization's achievements and activities related to sustainability in its report. Our assurance team applied the international verification standards of AA1000A V3 and carried out a type 2, moderate-level assurance. That is, evaluation was performed on compliance with the principles of inclusivity, materiality, and responsiveness, and the reliability of the data and information was evaluated on the Global Reporting Initiative (GRI) Index provided below. Here, the standard for materiality was applied based on the professional judgment of the assurance team.

The scope of assurance included the operations and activities of UPA's domestic business sites, and our assurance team reviewed the following items to confirm this.

- **Evaluation of compliance with AA1000 AccountAbility principles, namely Inclusivity, Materiality, Responsiveness, and Impact**
- **Verification of whether the report was prepared in accordance with GRI Standards**
- **Assessment of the accuracy and reliability of the data and information for the following indicators included in the GRI Content Index**

- GRI 200(Economic): 201-1, 201-2, 203-1, 203-2, 205-1, 205-2, 205-3
- GRI 300(Environmental): 302-1, 302-2, 303-5, 304-2, 305-1, 305-2, 305-3, 305-5, 305-7, 306-2, 306-3
- GRI 400(Social): 401-1, 401-2, 401-3, 402-1, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10, 404-1, 404-2, 405-1, 405-2, 406-1, 413-1, 416-1, 416-2, 418-1
- Work-related injury rate, work-related illness rate

Data and information regarding external organizations, such as UPA's partner companies and contractors, have been excluded from the scope of verification in this report.

Assurance Procedure

The assurance team of the Institute for Public K-ESG followed the procedures outlined below to verify the agreed-upon assurance scope according to the verification criteria described above.

01 | **Overall review of the contents of the report**

02 | **Review of the materiality assessment procedures and methods**

03 | **Review of the ESG management strategy and goals**

04 | **Review of stakeholder engagement activities**

05 | **Interviews with responsible personnel regarding the report preparation**

06 | **Assessment of the reliability of information based on independent external sources and public databases**

Third-Party Assurance Statement

Results and Opinion

The assurance team engaged in multiple discussions with UPA regarding the report revisions based on the results of document reviews and interviews and reviewed the final materials to ensure that the modifications and improvement recommendations were adequately incorporated. As a result of the assurance, the team found no inappropriate aspects related to compliance with the principles listed below in UPA's ESG · Sustainability Report. No issues were identified that would indicate the data included in the assurance scope were improperly reported. It is determined that the ESG · Sustainability Report has been appropriately prepared in accordance with the international standard guidelines GRI Standards 2021, and the assurance opinion regarding the four principles presented in AA1000AP (2018) is as follows.

Inclusivity	Inclusivity refers to involving stakeholders in the process of developing and achieving responsible and strategic responses to sustainability. UPA is committed to its responsibilities towards stakeholders and has developed and maintained various forms and levels of stakeholder communication channels to implement this commitment. The assurance team did not find any significant stakeholder groups that were omitted in this process.
Materiality	Materiality refers to determining the relevance and significance of an issue to the organization and its stakeholders. In this context, a material issue is one that can influence the decisions, actions, and performance of the organization or its stakeholders. UPA determines the materiality of issues identified through stakeholder communication channels using its own materiality assessment process. The assurance team did not find any significant issues that were omitted in this process.
Responsiveness	Responsiveness refers to an organization's actions concerning significant sustainability topics and related impacts, specifically the management processes for material topics determined through materiality assessment. UPA manages policies, task performance status, activity outcomes, and improvement plans for material topics to respond to stakeholder expectations appropriately. The assurance team did not find any missing processes in this regard.
Impact	Impact refers to an organization's response to stakeholder issues that affect its sustainability performance, realized through communication with stakeholders as well as through the organization's decision-making, activities, and outcomes. The assurance team did not find any evidence that UPA's response activities to significant stakeholder issues were inappropriately described in the report.

Recommendations for Improvement

The Institute for Public K-ESG hopes that the report published by UPA will be actively utilized as a means of stakeholder communication and recommends the following for continuous improvement: UPA's effort to reorganize topics derived from the materiality assessment into categories of ESG management issues and report them in an easy-to-understand manner for readers is commendable. Moving forward, we recommend establishing key performance indicators based on a mid-to-long term strategy for the systematic promotion of ESG management and continuously striving to enhance the organization's sustainability.

Independence of Assurance

The Institute for Public K-ESG maintains independence by not having any profit-oriented interests in UPA's business activities apart from providing third-party assurance services.

2024. 10. 23.

The Institute for Public K-ESG

CEO **Kim Jeong-rae**

AA1000 Licensed Assurance Provider 000-921

The Institute for Public K-ESG 한국공공ESG연구원

SDGs and UNGC Principles

UN Sustainable Development Goals

The SDGs (Sustainable Development Goals) are the agendas of 17 common goals of mankind for the resolution in the general assembly of UN to accomplish by the year 2030 to realize the ideology of sustainable development. The SDGs present the directivity for mankind to move forward in 5 areas of People, Planet, Prosperity, Peace and Partnership with 17 goals and 169 specific goals. UPA actively supports UN Sustainable Development Goals for the sustainable development. We have done our best to secure the sustainability in the process of managing the businesses.

1. No Poverty 2. Zero Hunger 3. Good Health and Well-being 4. Quality Education 5. Gender Equality 6. Clean Water and Sanitation 7. Affordable and Clean Energy 8. Decent Work and Economic Growth 9. Industry, Innovation and Infrastructure 10. Reduced Inequality 11. Sustainable Cities and Communities 12. Responsible Consumption and Production 13. Climate Action 14. Life Below Water 15. Life on Land 16. Peace, Justice and Strong Institutions 17. Partnerships for the Goals

UN Global Compact

UPA has been adhering to the 10 principles regarding human rights, labor, environment, and anti-corruption since joining the UN Global Compact.

Category	Number	Principle
Human Rights	Principle 1	Business should support and respect the protection of internationally proclaimed human rights.
	Principle 2	Businesses should make sure that they are not complicit in human rights abuses.
Labor	Principle 3	Business should uphold the freedom of association and the effective recognition of the right to collective bargaining.
	Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labour.
	Principle 5	Businesses should uphold the effective abolition of child labour.
	Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.
Environmental	Principle 7	Business should support a precautionary approach to environmental challenges.
	Principle 8	Business should undertake initiatives to promote greater environmental responsibility.
	Principle 9	Business should encourage the development and diffusion of environmentally friendly technologies.
Anti-corruption	Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.

Overview
Environmental
Social
Governance
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Awards and Certifications

Awards and Certifications

Awards

Date	Award	Awarding Institution
December 2023	2023 Prime Minister's Award at the Excellent HR Innovation Case Competition	Ministry of Personnel Management
December 2023	2023 Grand Prize in Public Service Management Evaluation	Ministry of Oceans and Fisheries
November 2023	2023 Excellence Award in the Book Connection Service Idea and Best Practice Contest	National Library of Korea
November 2023	2023 Excellence Award at the Port Operations Best Practice Competition	Ministry of Oceans and Fisheries
November 2023	2023 Grand Prize at the Maritime Security Best Practice Competition	Ministry of Oceans and Fisheries
November 2023	2023 Prime Minister's Award at the Excellent Administrative Action Case Competition	Ministry of Personnel Management, Ministry of the Interiorand Safety,Office for Government Policy Coordination
July 2023	2023 Award from the Ministry of Personnel Management “Merit for HR Development”	Ministry of Personnel Management
July 2023	Outstanding Case in Public Institution Health and Safety Activities Award	Ministry of Employment and Labor
June 2023	2023 Grand Prize in the Ethical Management Award	The Korea Academy Of Business Ethics
January 2023	2023 Ulsan Mayor's Award for Contributions to Disability Welfare on the 44th White Cane Day	Ulsan Metropolitan City
December 2022	2022 Prime Minister's Award for Contributions to National Education Development	Ministry of Education

Date	Award	Awarding Institution
December 2022	2022 Excellence Award (Minister's Award) at the Port Operations Innovation Competition	Ministry of Oceans and Fisheries
December 2022	2022 Minister's Award at the Excellent Fair Recruitment Case Competition	Ministry of Employment and Labor,Ministry of Personnel Management
October 2022	2022 17th Pregnant Women's Day in 2022	Ministry of Health and Welfare
January 2022	2022 Employment and Labor-Management Culture Awards	Korea Certified Public Labor Attorneys Association
July 2021	2021 Community Contribution Recognition Day	Ministry of Health and Welfare
July 2021	Prime Minister's Commendation for Social and Economic Revitalization	Ministry of Economy and Finance
January 2021	2021 Grand Prize at the Ulsan Region Work-Life Balance Best Practice Contest	Ministry of Employment and LaborUlsan Branch,Ulsan-YangsanEnterprises Federation
December 2020	2020 Leisure-friendly excellent company award	Regional Cultural & Development Agency
December 2020	2020 ICT Convergence Science, Technology and Information Communication Minister's Commendation	Ministry of Science and ICT
December 2020	Awarded as a Fair Recruitment Excellence Institution	Ministry of Economy and Finance
July 2020	2020 Best Practice Award for Health and Safety Activities in the Service Field	Korea Occupational Health and Safety Agency
February 2020	The 4th Active Administration Excellence Case Contest Grand Prize	Ministry of Personnel Management

Awards and Certifications

Certifications

Date	Certification	Certifying Institution
December 2023	2023 Labor-Management Relations Excellent Institution Certification	Korea Management Registrar
December 2023	2023 Fair Recruitment Excellence Institution recertification	Korea Management Registrar
December 2023	2023 Family-Friendly Company Recertification	Ministry of Gender Equality and Family
December 2023	2023 Leisure-friendly company recertification	Ministry of Culture, Sports and Tourism
November 2023	2023 Korea Reading Management Excellent Institution Certification	Ministry of Culture, Sports and Tourism
December 2022	2022 Fair Recruitment Excellence Institution recertification	Korea Management Registrar
December 2022	Energy Management System (ISO 50001) Certification	Korean Standards Association
November 2022	2022 Fair Recruitment Excellence Institution recertification	Korea Management Registrar
November 2022	2022 Labor-Management Relations Excellent Institution Certification	Korea Management Registrar
November 2022	2022 Korea Reading Management Excellent Institution Certification	Ministry of Culture, Sports and Tourism
September 2022	2022 Public SectorBest HRD Institution Certification	Ministry of Education, Ministry of Personnel Management
January 2022	Health and safety management system (KOSHA-MS) certification	Korea Occupational Health and Safety Agency

Date	Certification	Certifying Institution
January 2022	2021 Educational Donation Excellent Institution Recertification	Ministry of Education
November 2021	2021 Fair Recruitment Excellence Institution Certification	Korea Management Registrar
November 2021	2021 Re-certification of Excellent Workplace for Reading Management	Korea Management Registrar
August 2021	Anti-corruption management system certification	Korea Management Registrar
Mary 2021	Compliance management system certification	Korea Management Registrar
January 2021	2021 Korea Reading Management Excellent Institution Certification	Ministry of Culture, Sports and Tourism
December 2020	2020 Outstanding Disaster Reduction Enterprise Certification	Ministry of the Interior and Safety
December 2020	2020 Fair Recruitment Excellence Institution Certification	Korea Management Registrar
December 2020	2020 Leisure-friendly company certification	Ministry of Culture, Sports and Tourism
August 2020	Recognized as a research and development department	Korea Industrial Technology Association
January 2020	2020 Korea Reading Management Excellent Institution Certification	Ministry of Culture, Sports and Tourism