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**Views of Japan**

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# Part 1 Background

## Outline of CSR Activities

# 1 Development of CSR Policies and Activities in Japan

## 1-1 History

- 2003: The Start of Large Scale CSR Activities in Japan
- Pre-History1: Managing Environment Issues or Impacts
  - 1992: UN the Rio-de-Janeiro Summit
  - 1993: The Basic Environment Law Enacted
  - 1990s: Environmental Reports Published by Many Companies

- **Pre-History 2: Managing Human Rights and Social Problems**
  - **Elimination of Discrimination against BURAKU People (Social Status or Family Origin)**
  - **Act on Employment Promotion etc. of Persons with Disabilities**
  - **Act on Securing, etc. of Equal Opportunity and Treatment between Men and Women in Employment**
- **Pre-History 3: Managing UN Global Compact**
  - **2001: KIKKOMAN Jointed**
  - **2002: RICOH Jointed**

# 1-2 Initiative and Motivation

- Initiative
  - CEO Leadership 1/2 , Initiatives of Staffs 1/2
- Motivation
  - Bringing International Standards into Their Business Policy
  - Cooperating and Competing with Other Rival Companies
- Weakness
  - Motivation to Cooperate with International Society
  - Motivation to Promote Company-image to the World

# 1-3 Establishment of CSR Section and Appointment of the Staff

- The Position of the Dept.
  - Restructure of Environment, Social Contribution, Philanthropy or Compliance Section
  - Settled In the Policy-making Dept.
  - Poor Relationship with Business Dept.
- **Business of Staffs**
  - Small but Talented Group
  - Busy to Handle Casual Matters
  - Especially for Make up CSR Reports
- **Challenges of Staffs**
  - Enhancing the Understanding of CSR in Company

# 1-4 Making up of CSR Report and Information Disclosure

- Number of Annual Reports: More than 1,000
- 2006: Tokyo Stock Market Requested Information Disclosure
- Number of Print: 10,000–30,000
  - 30–40% in-house, 60–70% out-house
- Trend
  - Printed Version: Topics or Summary
  - Website Version: Data

- **Tendency of Editing**
  - **Publishing of the Proudest Point → Reporting Total Activities**
  - **Declaration of Determination → Report of Achievements**
  - **Infected by Reports of Other Companies and Advices of outside Consultants**

# 2 Handling of CSR

## 2-1 Top Commitment

- Top Commitment in the Front Pages of CSR Report
- Clear and Impressive
- Mainly the Document Written by Staffs of CSR Sections, Amended by the CEO
- Pleases Everyone, Homogeneous Report
- Not Enough Reliable for Judgments of the Company's CSR Policy

## 2-2 Stakeholder Dialogue

- **Meaning of Stakeholder**
  - **Customers, Employees, Shareholders, Suppliers and Communities**
- **Meaning of Dialogue**
  - **Communication or Dialogue**
  - **One by One Dialogue with Every Stakeholder or Multi-Stakeholder Dialogue**
  - **Dialogue with Interested Groups or Experts**

## 2-3 Opinion and/or Evaluation of the Third Parties

- Not on CSR Activities, but on CSR Report
- Repeated Appointment of Same Experts by Many Companies
- Fee of the Written Opinion

## 2-4 Dialogue with Employee

- Rich with Employees, but Poor with Labor Union
- Dialogue with Company Oriented Group of Employees
- Dialogue with Employees about Social Contribution Activities

## 2-5 Dialogue with Customers

- Troubleshooting or Handling Complaints
- Rich with Customers, but Poor with Consumers

## 2-6 Dialogue with Community

- Mainly about Social Contribution Activities of Company and/or Employees
- Invitation to Tours of Factory
- Talk with Local Residents
- Dialogue Attached to Financial Support of Local NGOs

# 3 Contents of CSR Activities

## 3-1 Environmental Management and Reporting

- Environmental Problem as the Main Issue
- Central Substance of CSR Report
- Information Disclosure by Company in Concentrated, Numerical Way
- Some Company Still Hold Environmental Report (and CSR Report too)

## 3-2 Human Rights Management and Reporting

- Action Plan to
  - Eliminate of Discrimination against BURAKU People
  - Employment of More Female Persons for Equal Assignment, Promotion and Training
  - Employment of Disabled Persons, Mental Illness, Special Exemption Company
  - Employment of Elderly Persons, Mainly Reemployment of ex-Employee

## 3-3 Labor Relations Management and Reporting

- Regulation of Working Condition of Part-time Workers, Temporally Workers, Migrant Workers
- Development of Diversity Management

# 3-4 Supply-chain Management and Reporting

- With Domestic Suppliers,
  - Environmental Problem, Human Rights and Social Problem
- With Foreign Suppliers,
  - Supply-chain Management
- PDCA Management Cycle

# 3-5 Fair Trade Management and Reporting

- Abolish of Traditional Unfair Trade and DANGO (Bid Rigging) in Japan
- Compliance
  - Encourage of Accusation from Insider/ Whistle-blowing
- Abolish Unfair Trading in Foreign Countries

# Part 2 Abstract of CSR Activities in the Target Companies

- Research of Disclosed Data
  - 93 CSR Reports of GCJN Members in 2009
- Additional Interview: 6 Companies
  - RICOH
  - FUJI XEROX
  - NISSAN MOTOR
  - AEON
  - SHISEIDO
  - ITOCHU



# 1 RICOH

- Leading Company against Environmental Problem
- CSR Report and Environmental Report
- Active
  - Social Contribution Activities
  - Stakeholder Dialogue (Notable Case)

## 2 FUJI XEROX

- Leading Company of Supply-chain Management (Notable Case)
- CSR Activities with Global View Point
- Diversity Management
- Self Evaluation on Progress of CSR Performance

# 3 NISSAN MOTOR

- Global Activities with the Leadership of CEO
- Settlement of Diversity Development Office
- Diversity Management and Women's Empowerment (Notable Case)

# 4 AEON

- Shops as Local Social Infrastructure
- Dialog with Customers and Communities (Notable Case)
- Activity against Environmental Problems
  - Greenery around Shops
  - Recycling of Foods Before over-the-best Date
- Training of Employee for Qualifications of Social Welfare, Care or Medical Service

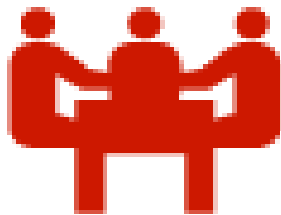
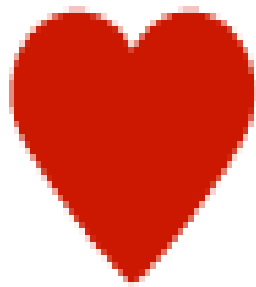
# 5 SHISEIDO

- Leading Company of Women Empowerment (Notable Case)
- Environmental Managing
- Stakeholder Dialog (Notable Case)

# 6 ITOCHU

- Ethical Heritage of the Company and CSR Activities
- Supply-Chain Management (Notable Case)
- Stakeholder Dialogue

# Part 3 Notable CSR Activities of These 6 Companies



# 1 Supply-Chain Management

## 1 — 1 FUJI XEROX

- Leading Company of Supply-Chain Management  
1990 : Purchasing Transaction Guidelines  
1997: Indirect Purchasing Guideline  
2007: New CSR Purchasing Guideline
- Carrying Out Substantially PDCA Managing Cycle
- Supports for original CSR Activities of affiliate Companies (FUJI XEROX Shenzhen, Australia, Singapore, Osaka, Shanghai, Hong Kong)

## 1-2 ITOCHU

- 2008～2010 :“Frontier 2010” and “Basic Policy of CSR Promotion”
- Enhancement of Supply-Chain Management (Respect for Human Rights)
- Management in Every Branch Company
- Dialogue with Supplier (Advice for Improvement)

# 2 Gender Issues

## 2-1 SHISEIDO

- Leading Company of Women Empowerment Policy
- Clear Top Commitment
- Management Strategies for Gender Equality
- Training and Promoting Female Leaders
- Work–Life Balance, Kangaroo Staff
- Diversity Management

## 2-2 NISSAN MOTOR

- Top Commitment for Diversity Strategy
- Employment of More Female Staffs
- Promoting Female Leaders
- Ergonomically-Friendly Production Line

# 3 Stakeholder Dialogue

## 3-1 SHISEIDO

- Communication with Customers and Employees
- Stakeholder Dialogue with Third Parties and Experts
- Sharp Focused Dialogue
  - Round Table Towards Abolishing Animal Testing for Cosmetics

## 3-2 RICOH

- Dialogue with Many Stakeholders
  - Suppliers, Sales Partners, NGOs and International Organizations, Developing Countries, Shareholders and Investors, Employees
- Stakeholder Dialogue with Third Parties and Experts
- Dialogue on the Specific Issues e.g. Digital Device

## 3-3 AEON

- Dialog with Customers and Local Residents
- Dialog on Environmental Problem
- Dialog with Local Governments
- Dialog with Local NGOs via Their Financial Supports

# Part 4 CSR Activities of Japanese Companies in China and Korea

# 1 RICOH

- Environmental Preservation and Protection
- Social Contribution
  - Disaster Relief
  - Support for School building and Education
  - Scholarship
- CSR Report (Chinese Version)

## 2 FUJI XEROX

- Environmental Preservation and Protection
- Social Contribution
  - Support for School building and Education
  - Scholarship
- CSR Report (Chinese Version)
- CSR Report (Hangeul Version)
- Supports for Original CSR Activities of Subsidiary (FUJI XEROX Shenzhen, Shanghai and Hong Kong)

# 3 NISSAN MOTOR

- Environmental Preservation and Protection
- Social Contribution
  - Disaster Relief
  - Support for School building and Education
  - Scholarship
- Education for Safety Driving (Korea)
- Disclosure in Website

# 4 AEON

- Environmental Preservation and Protection
- Social Contribution
  - Support for School building and Education
  - Scholarship
- CSR Report (Chinese Version)

# 5 SHISEIDO

- Environmental Preservation and Protection
- Social Contribution
  - Support for School building and Education
  - Scholarship
- Life Quality Beauty Center
- Information Disclosure in Website

# 6 ITOCHU

- Environmental Preservation and Protection
- Social Contribution
  - Disaster Relief
  - Support for School building and Education
  - Scholarship
- CSR Report (Chinese Version)

# Conclusion

- CSR, Still in the Rising Tide
- Substantiation of CSR Concept
- From National One to Regional One
- Governmental Support for CSR Activities of Companies
- But We Are Still Minority
- Strategically Optimistic but Tactically Prudent

Thank You  
谢谢  
감사합니다

