Japan’s Policy for CSR

April 17th 2012

Ministry of Economy, Trade and Industry
“Sampo yoshi” (Triple satisfaction) 

philosophy of “good for the seller, the buyer, society

a traditional Japanese strategy for corporate longevity

“When you go abroad to do business, it is most important to always keep in mind:

☑ To make sure that the garments you are selling satisfy all customers in that country;
☑ Think and act customers first;
☑ Never aim for a short term high profit;
☑ Be humble that you are dependent on God’s blessing;
☑ Do business with a caring mind for the people in the region;
☑ Never lose faith in God in order not to have a malicious mind.

By so doing, you are in line with reason and will be able to keep a healthy body and mind.”

---message to his grandchild by Jihei NAKAMURA 1754
1. CSR in Japan

Percentage of companies reporting on their corporate responsibility

Source: KPMG International Survey of Corporate Responsibility Reporting 2011
1. CSR in Japan ③ CSR Awareness of Japanese Companies

- Management that thinks “companies should play a role in solving social issues” is 86%.
- Management awareness has changed from social contribution through philanthropy and Mecenat activities to CSR that solves social issues through business activities.

CSR awareness of Japanese companies
(Source: “Survey of Management Awareness of Corporate Social Responsibility” by the Japan Association of Corporate Executives)

Social Issues and Role of Corporations

The role of companies is to maximize economic value, and taking measures is difficult even if companies are expected to solve social issues.

- 8% of companies engage in management that thinks “companies should play a role in solving social issues.”
- 44% of companies engage in management in which they actually do engage in this type of management.

Details of CSR

<table>
<thead>
<tr>
<th>Ranking</th>
<th>2003</th>
<th>2006</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide better products/services</td>
<td>1st</td>
<td>2nd</td>
<td>1st</td>
</tr>
<tr>
<td>Comply with laws/regulations and act ethically</td>
<td>2nd</td>
<td>1st</td>
<td>2nd</td>
</tr>
<tr>
<td>Contribution to solving poverty and disputes globally</td>
<td>7th</td>
<td>5th</td>
<td>6th</td>
</tr>
<tr>
<td>Contribute to development of the local community where the company is located</td>
<td>7th</td>
<td>5th</td>
<td>4th</td>
</tr>
<tr>
<td>Make profit and pay taxes</td>
<td>3rd</td>
<td>4th</td>
<td>5th</td>
</tr>
<tr>
<td>Provide dividends to stockholders and owners</td>
<td>4th</td>
<td>6th</td>
<td>6th</td>
</tr>
<tr>
<td>Create employment</td>
<td>8th</td>
<td>9th</td>
<td>7th</td>
</tr>
<tr>
<td>Create new technologies and knowledge</td>
<td>6th</td>
<td>7th</td>
<td>8th</td>
</tr>
<tr>
<td>Do not provide products/services harmful to humans</td>
<td>9th</td>
<td>8th</td>
<td>9th</td>
</tr>
<tr>
<td>Contribute to changing social and Mecenat activities</td>
<td>11th</td>
<td>11th</td>
<td>11th</td>
</tr>
<tr>
<td>Contribute to solving poverty and disputes globally</td>
<td>12th</td>
<td>12th</td>
<td>12th</td>
</tr>
</tbody>
</table>

Core of management: Ratio of management that views CSR as the management core
1. CSR in Japan ④ Main Entity to Promote CSR in Japan

- Private sector activities are the main force behind CSR, and CSR is not led by politics (which is more characteristic of Japan).
- Within the national government of Japan, the Ministry of Economy, Trade and Industry is the CSR leader.
- The Japan Business Federation (“Keidanren”) emphasizes CSR reporting and environmental reporting as tools to link the market, consumers, and investors with corporations, and encourages its member companies and groups to actively establish and disclose these reports.

Charter of Corporate Behavior of the Japan Business Federation – For Gaining Public Trust and Rapport

A corporation has a responsibility to contribute toward the economic development of society by creating added value and generating employment through fair competition and should also make their existence useful to society at large. To this end, regardless of its location, a corporation is expected to respect human rights, comply with relevant laws and regulations, observe the spirit of international rules, discharge their social responsibility with a strong sense of ethical values, and contribute toward sustainable development of society by acting in line with the following ten principles.

1. Develop and provide socially beneficial and safe goods and services that give satisfaction to consumers and customers.
2. Engage in fair, transparent and free competition and ensure that transactions are appropriate. Also, maintain a sound and proper relationship with political bodies and government agencies.
3. In addition to communicating with shareholders, interact extensively with the public and disclose corporate information actively and fairly. Also, protect and properly manage personnel and customer data and other types of information.
4. Respect the diversity, character and personality of employees and ensure a safe and comfortable working environment, thereby providing a sense of comfort and richness.
5. Proactively initiate measures in acknowledgment of environmental issues, the common challenges they pose to humanity and their importance to its existence and livelihood.
6. Actively engage in community involvement activities, including philanthropy as a “good corporate citizen.”
7. Resolutely confront antisocial forces and organizations that pose a threat to the order and security of civil society and sever all relations with such individual and groups.
8. In line with the globalization of business activities, comply with the laws and regulations of the countries and regions where its business operations are based, and respect human rights and other international norms of behavior. Also, conduct business by taking into consideration the local culture and customs as well as the interests of stakeholders, and contribute toward development of the local economy and society.
9. Top management recognizes its role to realize the spirit of this Charter and takes the lead in an exemplary manner to implement the Charter within the corporation and its entire corporate group, while encouraging its business counterparts to follow the same example. Furthermore, it should always try to keep abreast of what people inside and outside the corporation say, and set up an effective mechanism throughout the corporation to implement the Charter.
10. In case the Charter is violated, top management should clarify both internally and externally that it will take charge to resolve the situation, determined the cause of the infringement and make efforts to prevent similar violations in the future. At the same time, top management should promptly and accurately make full disclosure, explain what has occurred, and, upon determining the source of competence and responsibility, impose strict disciplinary action against those held responsible, including top management itself.
2. CSR Efforts by the Government


◆ The Ministry of the Environment (environment), Ministry of Health, Labor and Welfare (labor), and Ministry of Economy, Trade and Industry (internal control, intellectual property, etc.) established their own guidelines on optional disclosure.

● Cabinet Office
  • “Report by the Study Group on Social Responsibility for a Safe and Comfortable, Sustainable Future” (May 2008)
    — How the round-table conference was held and the arguing points on market environmental development measures were compiled.
  • “To become a business operator trusted by consumers — Guideline on Autonomous Action Standards” (December 2002, Report by the Commission to Examine Autonomous Action Standards, Consumer Policy Subcommittee, Quality-of-Life Council”
    — Established the guideline to promote the establishment/operation of autonomous action standards by business operators.

● Ministry of Health, Labor and Welfare
  • “Report by the Study Group to Promote CSR in Labor” (March 2008)
    — As one measures to promote CSR in labor, autonomous inspection items were drawn up and the method of information disclosure was summarized.
  • “Interim Report by the Study Group on the Way of CSR in Labor” (June 2004)
    — Consideration of employees in line with changes in social trends and the role of the country in promoting CSR in labor were proposed.

● Ministry of the Environment
  • “Report by the Study Group on Social Responsibility (Sustainable Environment and Economy)” (January 2005)
    — Ideal images of a sustainable environment, economy, etc., were proposed.
  • Established the “Environmental Consideration Law (Law concerning the Promotion of Business Activities with Environmental Consideration by Specified Corporations, etc., by Facilitating Access to Environmental Information, and Other Measures” (Enforced in April 2005)
    — In order to promote drawing up and disclosing environmental reports by business operators, the items that should be listed in environmental reports were stipulated.
  • “Environmental Report Guideline ~ To realize a Sustainable Society” (June 2007, March 2012)
    — Drawn up as a practical guideline for environmental reporting.
2. CSR Efforts by the Government ② Round-Table Conference on Social Responsibility

- For round-table conferences on social responsibility, the representatives of business groups, consumer groups, labor unions, NPOs/NGOs, and governments participate as equals, and these conferences serve as a framework to encourage collaborative efforts.
- In March 2011, a “collaborative strategy” was established to realize a safe and comfortable, sustainable society with each organization assuming their social responsibilities.

**Characteristics**

① Discuss action plans as equals

- Councils and expert meetings
- Government
- Stakeholders other than the government

Government is also an equal participant

integration

- Government
- Stakeholder
- Stakeholder
- Stakeholder
- Stakeholder

Councils and expert meetings

② Bottom-up participation

- Government
- Experts
- Councils and expert meetings
- Citizens

Experts voice their opinion as individuals (private capacity) No direct link among citizens

- Councils and expert meetings
- Round-table conference
- Round-table conference

**Status of activities**

- Established a round-table conference in March 2009
- Integrated strategy subcommittee
  - Proposal of intensive issues by each group

- August 2009 Work plan to establish a collaborative strategy
  - List of intensive issues, etc. (revised in May 2010)

- March 2011 Established the joint strategy for a safe and comfortable, sustainable future
  - Integrated action plan of each entity

- Understanding the status of progress from the viewpoint of PDCA
- Examination to revise the collaborative strategy
2. CSR Efforts by the Government ③ Efforts on Social Responsibility /Collaborative Strategy

◆ To achieve a “safe and comfortable, sustainable society,” a collaborative strategy was established as an “action plan” for each entity to engage.

◆ To increase the effectiveness of solving social issues, the “system and schedule to implement the action plan” was implemented and evaluated.

◆ Issues arising while implementing a new multi-stakeholder system were summarized as future examination items in developing the system of round-table conferences.

<Key Points of the Collaborative Strategy>

◉ Create societies that live harmoniously

To achieve a society where everyone can live happily with human dignity, which allows work with diverse choices, and where all people can access products and services, survey/research, etc., on support measures to create places where people feel they belong and methods to “visualize the ease of life” are conducted.

◉ Participate in global-scale problem solving

Cooperation among the main entities is enhanced, and the efforts of each entity are promoted for issues in the fields of poverty/development and the environment.

E.g. ① Promote and educate on fair trade, ② Abolish child labor, ③ Promote BOP businesses, ④ Promote understanding of the millennium development goal, ⑤ Develop/preserve forests and promote sustainable use, ⑥ Realize a low carbon society, and ⑦ Promote and educate on eco-diversity

◉ Form sustainable regions

In order to establish and maintain the system that can provide optimal services, e.g., maintain basic industries that support welfare, the environment and people’s life under the initiatives of the region, the start of “regional round-table conferences” is encouraged as a foundation for collaboration that takes advantage of the characteristics of diverse entities.

◉ Create the foundation to develop human resources

With regard to the development of human resources, which play an important role in a sustainable society, by diverse entities, e.g., consumer education, public education, and ESD (Education for Sustainable Development), examples are shared, organized and analyzed, and collaborative efforts are promoted.
The Ministry of Economy, Trade and Industry defines CSR as “not only complies with laws/regulations and risk management, but encourages the improvement of corporate brands/human resources in the same way as corporate competitiveness,” and conducts activities to promote CRS.

For internal control, intellectual property management, etc., a guideline on optional disclosure was established.

In order to link CSR with business opportunity, social businesses, BOP businesses and diversity centered on women’s success have been promoted.

Overall CSR
  - The way of CSR and issues that consider shareholders/investors were proposed.
- “Interim Report by the Council on Corporate Social Responsibility (CSR)” (September 2004)
  - The basic concept of CSR, corporate CSR efforts to improve corporate values, measures for discussion at ISO, and future promotion measures were examined.
- “Survey and Research on Corporate Social Responsibility and New Capital Flows – To Activate Socially Responsible Investment” (March 2004)
  - Proposal to realize socially responsible investment, which is active in Europe and the United States, in Japan.

Internal Control
  - Guideline to construct/disclose corporate governance and risk management/internal control that management should engage in to prevent scandals, etc., was proposed.
- “Internal Control in a New Risk Era – Guideline on Internal Control that Functions with Risk Management” (June 2003, Research Group on Risk Management/Internal Control)
  - Responding to frequent corporate scandals, the guideline was drawn up for internal control that works with risk management.

Intellectual Property Management
  - Indices used for resource management, merits/demerits when disclosing information, and ideal disclosure were examined.
  - A guideline for Japanese corporations to appropriately express/disclose intellectual property was drawn up.
2. CSR Efforts by the Governments

- Promotion of BOP Business

- It is important to assist the BOP business policy from the following perspectives: ① assisting overseas development of Japanese companies, ② problem solving in developing countries, and ③ contributing to higher incomes in Asia, etc.

- The BOP Business Assistance Center was established in October 2010. Its functions include ① unifying information provision through its portal site, ② matching assistance (promote information exchange/cooperation among interested parties) and ③ functioning as a consultation counter.

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**[Japan’s perspective]**

<table>
<thead>
<tr>
<th>Viewpoints of the Japanese government</th>
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<tbody>
<tr>
<td>Implement continuous/efficient economic cooperation through collaboration of the private and public sectors: improve living standards and reduce poverty in developing countries, and activate the economy of Japan through economic development of developing countries, e.g., Asia</td>
</tr>
<tr>
<td>Improve the recognition and presence of Japan’s economic cooperation</td>
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<tr>
<td>Assist Japanese companies to operate overseas: develop companies and the overall economy through creating and expanding overseas markets</td>
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<table>
<thead>
<tr>
<th>Viewpoints of Japanese companies</th>
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<tr>
<td>(*) NPOs/NGOs, social entrepreneurs, etc., can become the main implementation bodies</td>
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<tr>
<td>Capture new markets (or stepping stones for the future)</td>
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<tr>
<td>Capture standards</td>
</tr>
<tr>
<td>Develop products/services that can be brought to the domestic market</td>
</tr>
<tr>
<td>Create opportunities for small and midsize enterprises to operate overseas</td>
</tr>
<tr>
<td>Great opportunities for business innovation (unprecedented products, services, sales channels, partnerships, etc.)</td>
</tr>
<tr>
<td>Continue and increase business efficiency through mutual cooperation with companies, governments, supporting agencies, NGOs/NPOs, and social entrepreneurs</td>
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**[Viewpoints of developing countries]**

<table>
<thead>
<tr>
<th>Viewpoints of governments (developing countries)</th>
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<tbody>
<tr>
<td>Develop the economy by activating markets, increasing employment, and expanding direct domestic investment and exports</td>
</tr>
<tr>
<td>Reduce poverty and improve national living standards</td>
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<table>
<thead>
<tr>
<th>Viewpoints of the BOP layer (developing countries)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand and create opportunities to obtain necessary products/services</td>
</tr>
<tr>
<td>Solve BOP penalties (poverty forces the purchase of expensive, low quality items, difficult/impossible to access products/services)</td>
</tr>
<tr>
<td>Move away from poverty as a result of creating new employment opportunities</td>
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**[Viewpoints of assisting groups/organizations]**

<table>
<thead>
<tr>
<th>Viewpoints of NGOs/NPOs</th>
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</thead>
<tbody>
<tr>
<td>Discover new needs to assist the BOP layer through cooperation with companies</td>
</tr>
<tr>
<td>Provide continuous and effective support through cooperation with companies</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Viewpoints of assisting organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide effective solutions to social issues (e.g., MDGs) in developing countries using capital, products, services and networks of the private sector</td>
</tr>
</tbody>
</table>
2. CSR Efforts by the Government


The “Social Business Promotion Initiative” examined and proposed methods to conduct nationwide activities, and social businesses were promoted in this way.

In order to summarize past social businesses and examine their future course, the Social Business Promotion Study Group was established and a report compiled in March 2011.

## Future direction of promoting social businesses

<table>
<thead>
<tr>
<th>Past efforts</th>
<th>Perspectives/efforts demanded in the future</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Assist social business operators, promote, and educate]</td>
<td>★ Promote cooperation/collaboration between social business operators and companies</td>
</tr>
<tr>
<td>&lt;Management assistance&gt;</td>
<td>-- Strengthen the intermediary assistance function (matching) to link social business operators and companies</td>
</tr>
<tr>
<td>--Project to enhance intermediary assistance functions, project to transfer and assist with know-how</td>
<td>-- Improve the method to evaluate the achievements of cooperation/collaboration</td>
</tr>
<tr>
<td>&lt;Human resource development&gt;</td>
<td>-- Improve the recognition and reliability of social business operators, etc.</td>
</tr>
<tr>
<td>--Project to develop youths enthusiastic about village rehabilitation</td>
<td></td>
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<tr>
<td>--Project to create works in local communities (Cabinet Office)</td>
<td></td>
</tr>
<tr>
<td>&lt;Fund procurement&gt;</td>
<td>★ Growth of the social business market</td>
</tr>
<tr>
<td>--Establish a loan system by the Japan Finance Corporation</td>
<td>-- Examine the market potential of social businesses based on social issues and regions, and consider cross-sector growth strategies</td>
</tr>
<tr>
<td>&lt;Promotion/education&gt;</td>
<td>-- Promote the participation of various human resources in social businesses, and implement measures for systems</td>
</tr>
<tr>
<td>--Announce 55 selected social businesses</td>
<td>(examine authentication/incentives, etc., on local and national government levels)</td>
</tr>
<tr>
<td>--Hold social business forums/messe</td>
<td>-- Growth of business through social business operators</td>
</tr>
<tr>
<td>&lt;Network&gt;</td>
<td>-- Promote the expansion of the activity range of social business operators by governments</td>
</tr>
<tr>
<td>--Promote social businesses</td>
<td></td>
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<tr>
<td>--Initiative</td>
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<tr>
<td>--Regional SB/CB block councils, etc.</td>
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<tr>
<td>Also a variety of efforts by relevant government offices, local governments, etc.</td>
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Accelerate promotion by newly adding these perspectives

[Develop the environment for further growth of social business operators]

<Capital procurement>
-- Provide active indirect financing (loans), including strengthening the business potential of operators, and develop the environment to enhance donations and direct financing
-- Develop a system to divide the risk and cost of each organization related to local communities

<Human resource development>
-- Implement employment measures that contribute to the ecosystem of supporters, enhance the environment for human resource development by educational institutions, and clarify the development targets

<Business operation>
-- Develop a support environment where regional organizations, e.g., commercial/industrial groups, cooperate, & coordinate with measures to assist small and midsize enterprises

<Promotion/education>
-- Promote and educate through diverse entities and promote cooperation among these entities
-- Promote and educate based on targets (citizens, relevant individuals of various organizations, experts, overseas)
2.CSR Efforts by the Government

⑦ Social Business for Disaster Recovery

**Restoration phase**

- Government and volunteers played a central role

  - The most urgent priority was to first ensure adequate supplies, infrastructure and medical services primarily in regions that suffered catastrophic damage.

**Recovery phase**

- The necessity for **Social Business**

  - One pressing issue is to build new regional industries and create employment, not just to revitalize and rebuild existing industries.
  - As people live in evacuation centers for prolonged periods of time, continuous support is necessary to meet the diversifying needs of daily life, including the need for shopping support, medical and nursing care, and measures to assist seniors.
  - As assistance from other regions gradually dwindles, there is a need to promote self-reliant initiatives in the disaster-hit areas.

Through social business,

- **Rebuild and revitalize the regional economy** in disaster-hit areas
- **Create new employment**
- **Solve social issues** that are becoming apparent in disaster-hit areas, including the need for medical and nursing care, and measures to assist seniors and shopping support.
## 2.CSR Efforts by the Government

### Examples of Social Businesses for Disaster Recovery

#### Examples of projects chosen as know-how transfer and assistance businesses (additional public tender) in fiscal 2011

<table>
<thead>
<tr>
<th>Community Taxi Model</th>
<th>Kamaishi / Otsuchi Recovery Platform Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Community Taxi Co., Ltd. (Gifu Prefecture))</td>
<td>(Platform Service Co., Ltd. (Tokyo))</td>
</tr>
</tbody>
</table>

- In the coastal areas of the Tohoku region, vehicles swept away by the tsunami and the resulting suspension of public transportation have led to burgeoning travel times and disruptions to daily life, such as shopping and attending hospitals for medical care.
- Community Taxi Co., Ltd. is preparing to conduct on-demand transportation services (buses and taxis) according to user needs, as well as daily life support services such as shopping on behalf of customers.

- Supporting the recovery of food service businesses through a public-private partnership to assist with the recovery of small and medium-sized enterprises in disaster-hit regions that have lost their business.
- In the first stage, mobile sales were carried out through a "kitchen on wheels" service. In the second stage, a "food stall village" was set up to support self-reliant management and the creation of employment.

#### Examples Presented in the Social Business Casebook (Disaster Recovery Issue)

| You Home Clinic Ishinomaki (Incorporated Medical Association You Home Clinic (Tokyo)) |
| Securite Disaster Region Support Fund (Music Securities, Inc. (Tokyo)) |

- You Home Clinic has set up a clinic specializing in home-visit medical services in the disaster-hit region. The clinic addresses the growing demand for chronic care caused by prolonged living in evacuation centers, as well as the need for emotional care and to solve the problem of the isolation of the elderly in disaster-hit regions.
- You Home Clinic has established a model for solving issues related to Japan’s medical and nursing care services, as well as the aging of society, such as by raising the efficiency of home medical care services using ICT, with the view to applying the model to other regions.

- Music Securities, Inc. has launched a fund service for individuals enabling small investments, in order to support companies hit by the disaster that are struggling to raise funds.
- The growing sentiment of nationwide support for the disaster-hit regions was a good fit with a system where people could directly assist business operators whose faces they could see. As a result, the fund has already raised more than 500 million yen.
The promotion of diversity centered on women’s success is viewed as a strategy for utilizing human resources in order to establish a competitive edge, rather than just a part of employee welfare and CSR. As such, with the full commitment of senior management, companies may be able to improve their earnings by having the entire company work on promoting diversity.

Positive Effects of Promoting Diversity for Management

- **Product Innovation**
  - Women represent 60% of people who have decision making authority to purchase an automobile. To reflect women’s needs in design, the Women’s Appeal Creation Group participated in the development process and achieved continuous product innovation. (NISSAN MOTOR CO., LTD.)
  - A product development team of women developed loans for women, including loans for esthetic treatment and beauty, as well as housing loans for women. (Ogaki Kyoritsu Bank Ltd.)
  - A healthy boxed lunch developed from a woman’s perspective according to NATURAL LAWSON’s concept of Health & Beauty became a hit product. (LAWSON, INC.)

- **Process Innovation**
  - Changed to a corporate culture emphasizing time-based productivity such as by excluding personnel working long hours from superior performers (Work time was reduced by just over 11% as a result) (RECRUIT CO., LTD.)
  - Leveraging the abilities of female employees involved in support tasks, an online sales business targeting overseas markets was launched, contributing to increased overseas sales. (Tenhiko Industrial Co., Ltd.)
  - The marketing strategy of naming a new color as “sakura,” reflecting a woman’s sensibility, met with success, leading to increased sales volume (NISSAN MOTOR CO., LTD.).

- **Improved External Evaluation**
  - Recognition improved as a company focused on enhancing employee job satisfaction, such as by promoting inclusion of female employees. As a result, new graduate applicants increased sharply. (from 20 applicants 7-8 years ago to 2,000 at present) (Tenhiko Industrial Co., Ltd.)
  - Image improved as a “company that actively recruits women” (LAWSON, INC.)

- **Improved Customer Satisfaction**
  - Improved customer satisfaction through detailed customer service unique to women, as part of efforts to strengthen customer focus with close ties to communities (Placed first place for eight consecutive years in the Customer Satisfaction Category, Nikkei Financial Institution Ranking (Chubu Region)) (Ogaki Kyoritsu Bank Ltd.)

- **Positive Effects in the Workplace**
  - Women represent 60% of people who have decision making authority to purchase an automobile. To reflect women’s needs in design, the Women’s Appeal Creation Group participated in the development process and achieved continuous product innovation. (NISSAN MOTOR CO., LTD.)
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  - A healthy boxed lunch developed from a woman’s perspective according to NATURAL LAWSON’s concept of Health & Beauty became a hit product. (LAWSON, INC.)
  - Improved motivation as female employees by allowing them to demonstrate their abilities on the job (as a result, female employees’ average years of service increased) (Tenhiko Industrial Co., Ltd.)
  - Improved motivation of female bank employees as women appointed to management posts and office managers served as role models. (Ogaki Kyoritsu Bank Ltd.)
  - Improved motivation as female engineers were able to participate in tasks that they previously could not by stationing female management trainees in plant offices. (TEIJIN LIMITED)
3. Conclusion ～Policies for CSR in Japan～

1. Entire nation strives for improvement and opinions
   - Enhance cooperation among different sectors
     e.g., Use of “round-table conferences on social responsibility”
   - Voice opinions when drawing up international rules
     e.g., ISO 26000, OECD Guidelines for Multinational Enterprises, GRI, IIRC

2. Efforts to link CSR with business opportunities
   - Promote social businesses, BOP businesses and diversity etc.
   - Contribute to constructing disclosure infrastructure and international rules
   - Strengthen communication to learn from the examples of various countries and regions, including Europe and United States