



## Foreword

On April 26, 2018, the International Labour Organization (ILO) and the Tokyo Organising Committee of the Olympic and Paralympic Games (Tokyo 2020) signed a partnership agreement aimed at promoting decent work in the preparation for, and operation of, the Tokyo 2020 Olympic and Paralympic Games. This collection of practices has been published as part of the collaborative activities based on the agreement, and showcases corporate initiatives amongst the Tokyo 2020 partners on socially responsible labour practices. Tokyo 2020 launched “Be better, together” to promote sustainability of the Games, and Tokyo 2020 partners have been implementing various initiatives to promote Decent Work. In this booklet, we showcase 14 such initiatives, covering topics such as management of both domestic and overseas supply chains, promoting diversity in the workplace, building good labour-management relations and strengthening occupational health and safety. We believe these practices can provide useful guidance for all.

The principles of socially responsible labour practices are clearly established, but in the real business world many difficulties and challenges exist in implementation. Achieving clear numerical targets doesn't mean there are no problems in the workplace. Unexpected problems may occur in spite of measures taken. This collection summarizes 14 Japanese companies' useful practices to manage various difficulties and challenges. "Social dialogue" and "partnership"—in particular the importance of joint actions—have played a key role in advancing decent work.

Relevant paragraphs of the ILO Declaration on Multinational Enterprises (MNE Declaration) and the targets of SDGs (up to three goals) are indicated in each practice. Please refer to them together with the "ILO Declaration of Multinational Enterprises and Principles directed to Enterprises".

We hope this booklet will be a practical tool in promoting sustainable business and labour practices.

Finally, we would like express our heartfelt gratitude to our Tokyo 2020 partners for their cooperation in sharing their practices with us.

This collection of practices has been produced as a joint project between the ILO and the Tokyo 2020.

The ILO commissioned the CSO Network (Representative: Ms. Kaori Kuroda) to conduct interviews with companies and prepare the draft.

Mr. Hiroyuki Matsui of Keidanren (Japan Business Federation), member of the Employers' Group, the ILO Governing Body, provided guidance and advice throughout, including in the review of the draft.

We would like to express our gratitude for the support of Japanese constituents for the partnership between the ILO and the Tokyo 2020.

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Collection of Practices to Promote Decent Work Implemented by Tokyo 2020 Partners

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# Supply Chain Management

## Supplier audit and support for farmers in Japan

Coca-Cola (Japan) Company, Limited



### Improve the working conditions of suppliers through audits

Headquartered in the United States, the Coca-Cola Company has been promoting sustainable procurement globally since the early 2000s. Coca-Cola's business in Japan consists of Coca-Cola Japan, which engages in supplying concentrate, planning and development of products, and marketing activities; and five Bottler companies responsible for production and sales of products. In terms of procurement, Coca-Cola Japan procures tea leaves within Japan; the Bottler companies procure sugars and bottles; and coffee beans and fruit juice are procured through their global framework.

Coca-Cola Japan, in its domestic procurement, complies with its Supplier Guiding Principle (SGP), which is based on the Coca-Cola Company's human rights policy. In the SGP, ten principles of action are presented, including the elimination of child labour and forced labour, wages, workplace safety, and environmental considerations. At the start of a transaction with a supplier, Coca-Cola Japan examines whether suppliers are complying with the SGP, and thereafter conducts audits periodically. In addition, Coca-Cola Japan asks its suppliers on major agricultural raw materials to comply with the Sustainable Agricultural Guiding Principles

(SAGP), which include human rights and labour rights. The SAGP also includes a unique certification system regarding farms involving third party auditors; 100% of the tea farmers in Japan have obtained this certification.

The SGP audit system is carried out mainly by the Technical and Supply Chain Division, which is responsible for quality, occupational health and safety, and environmental governance in Japan. Approximately 300 suppliers in Japan are selected for audit. These include agricultural raw materials, sugars and carbon gas for the manufacturing plants with a manufacturing licensing agreement; and suppliers of bottling materials and vending machines. The selection criteria are annual transactions of \$60,000 or more and potential risk of brand damage.

Audits are conducted by auditing companies with expertise and at the expense of the auditee. The number of interviewees is determined by the number of workers in the factory. Onsite workers employed by third-party service providers, such as cleaning and canteen workers, are also interviewed. Coca-Cola Japan requires the suppliers to improve on audit findings, and mandates follow-up audits to ensure improvement. Since the results of the audit determine the frequency of subsequent audits, suppliers have incentives to improve.

However, while the primary purpose of audits is to encourage continuous improvement, in the past, there have been cases where child labour (a zero-tolerance issue) was discovered and the contract was terminated at a manufacturing licensed plant producing promotional goods for the World Cup.

In order to reduce the audit burden on suppliers, Coca-Cola Japan is working to make the audits compatible with other companies and other auditing mechanisms. To support suppliers, Coca-Cola Japan holds workshops every year, to inform details on the processes and evaluation criteria of audits as part of "The SGP guide for implementation", and shares updates of audit findings and regulations as well as good practices of suppliers. Some 60 to 70 suppliers voluntarily participate, and the workshop has become a valuable forum (especially for small and medium-sized suppliers) to learn the latest developments, including updates in regulations as well as to exchange information such as how to raise awareness among employees within each company.



More than 80% of audit findings pertain to working hours, such as overtime and holiday work and the payment of additional wages associated with overtime. Based on this outcome, we are raising awareness of the appropriate operation and implementation of working hours and overtime pay, including

information regarding the Article 36 Agreement (on overtime) as well as the overtime payment and break time to help suppliers improve the situation. In addition, Coca-Cola Japan is working with first tier suppliers to improve the conditions of workers sent from second-tier suppliers, given that the audit findings include many issues involving second-tier suppliers who work in the first-tier suppliers' factories.

### Support for producers to promote sustainable agriculture

The Coca-Cola Company is driving "5 by 20", a program to support 5 million women worldwide by 2020. This global initiative promotes skills development and enhances female producers' employment opportunities in the company's supply chain. Coca-Cola Japan is supporting the activities of female producers in Japan by providing skills training for tea leaf production and dairy farming, providing opportunities for information exchange among producers, and giving lectures for high school students to enhance their interests in farming. In addition, Coca-Cola Japan, 25% of whose sales consists of tea products, has launched a certification program for "SAGP" for tea leaf farmers to promote sustainable initiatives related to workers' rights, environment and farm management. The company invested almost two years in building a relationship of trust with farmers that led nearly 3,000 farmers to obtain certification, which represents 10% of total tea farmland in Japan. Through these initiatives, Coca-Cola Japan continues to promote sustainable agriculture for all producers, business partners, and consumers. The Coca-Cola Company is actively engaged in eradicating child labour in El Salvador, Central America, and is a participating in the Child Labour Platform (see CLP, page 35).

NOTE

MNE Declaration par.10, par.11, par.30 Related SDGs Goal 2, 5, 8

# Skills Development

## Contribute to creating better work opportunities, through providing skills development and training to the wider public

### Bridgestone Corporation



#### Vocational training and education for local communities

The Bridgestone Group, headquartered in Tokyo, Japan, provides vocational training and education to meet the needs of local communities around the world.

Bridgestone operates in more than 150 countries and employs approximately 140,000 people. At the core of its business, Bridgestone continually works to develop people's skills and create good relationships with communities where they operate. Improving employability through developing technical skills improves the quality of life of people and communities while ensuring a sustainable business environment. Bridgestone's Global CSR commitment "Our Way to Serve" has three pillars, one of which is "Supporting People and Communities". Bridgestone provides vocational training and education aligned with its business characteristics, technology and know-how; and provides it not only to the employees but also to local communities. In particular, Bridgestone has set a global common theme of "Accessible and Inclusive Education", and is developing programs that address social issues in each country and region, such as contributing to

create jobs for young people. For example, in Indonesia, Bridgestone operates vocational training and education facilities on the premises of factories where students learn mechanical and electrical skills professionally. It was opened in 1981 in response to a request from the local government to train skilled engineers. The cost of living, including accommodation, is free for two years, providing opportunities also for those in financially difficult situations to learn. As of the end of 2018, 754 students graduated, 54% of whom were subsequently hired by the Bridgestone Group. Other graduates are also working actively in local companies, and the training and education facilities are highly regarded for their contribution to local human resource development.

In Argentina, in 2003, Bridgestone established a "Bridgestone Corporate University (BCU)" (a higher education institution) where students can learn language and management skills on top of expertise in engineering. In 2015, the company, in partnership with local educational institutions, also created a hands-on training center which provides a specialized curriculum and accepts not only employees but also



Vocational training facility in Indonesia

business partners and local citizens and other stakeholders. Since opening, 508 people have graduated from BCU and more than 8,000 stakeholders have received training.

In addition to vocational training, Bridgestone provides schemes to promote primary education, such as providing textbooks and lecturers to meet the needs of emotional development education in China and building elementary schools in India.

#### Locally-led initiatives

Bridgestone's local offices are the main actors in these initiatives. Based on locally identified issues and requests from governments and educational institutions, employees at each office take responsibility to plan initiatives and conduct vocational trainings during their

working hours, to encourage employees to support these activities. In-house awards recognize activities developed by each local company. A subsidiary in Argentina that has operated nearly 100 years was awarded a "Great Place to Work" prize in Argentina. This prize was awarded based on the outcome of a survey with employees, which revealed that vocational training and teamwork based on trust among employees were key drivers for employee satisfaction.

Bridgestone is committed to continue to provide vocational training and opportunities for education as a key element for sustainable management. Bridgestone will contribute to the creation of better employment opportunities for people in the countries and regions where it operates.

NOTE

MNE Declaration par.11, par.18, par.38 Related SDGs Goal 4, 8, 17

## Labour-Management Relationship and Social Dialogue

### Promoting decent work through labour-management dialogue

Panasonic Corporation  
**Panasonic**

#### Building trust through dialogue with employees at its factories in Vietnam

Panasonic Corporation, which celebrated its 100th anniversary in 2018, has a production base in four cities in Vietnam, manufacturing home appliances, wiring equipment and breakers, automotive parts, etc. and has expanded its business in Vietnam significantly in recent years. While the electronics industry is Vietnam's largest export industry, most manufacturers are actually Japanese or Korean, not Vietnamese. In Vietnam, where the economy is rapidly expanding, competition for skilled workers is intensifying in the electronics industry. Panasonic recognizes that securing and retaining employees is a major challenge in its business.

Panasonic's Code of Conduct states: "The Company will respect human dignity and strive to provide an environment that encourages employees to realize their full potential. The Company will respect each employee's personality and motivation and, in appropriate circumstances, try to offer matching opportunities in other regions." Panasonic emphasizes long-term and stable relationships with its employees and strives to build trust in Vietnam based on dialogue with employees.

In addition to monetary compensation such as wages and bonuses, Panasonic emphasizes work-life balance for each employee. For this reason, in addition to basic working conditions such as pay raises, bonuses, allowances, and work hours, Panasonic has engaged in labour-management dialogues and negotiations on topics such as health promotion measures, support for asset accumulation savings, and improvement of on-site facilities such as cafeterias. This reflects their management philosophy to respect employees' perspectives and opinions in operation.

One example is creating an annual working schedule through communication with employees. Instead of setting up a schedule that is based only on the business needs of the factory, the company created an annual factory-operation schedule that considered employees' requirements and requests. For example, while the Chinese New Year holiday, cherished by Vietnamese people, usually allows an average of five-day leave in many global companies in the electronic industry, Panasonic has decided to allow 10 consecutive holidays based on the needs of its employees to harmonize work and family life. This was a decision based on the agreement and respect of both workers and the management of the factory, and contributed



in increasing employees' ownership to the operation schedule. By making important decisions based on labour-management dialogue, the company succeeded to build win-win relationships with the workers, contributing to advance the company's social responsibilities.

#### Participation in ILO projects and efforts through collaboration with industry peers

Since 2015, Panasonic has participated in an ILO project to promote socially responsible labour practices in the Vietnamese electronic industry. The project, labeled "More and Better Jobs through Socially Responsible Labour Practices," was funded by the Japanese government and promoted decent work based on the principles of ILO's Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) with the government of Vietnam, trade unions, employers' associations, multinational corporations and their suppliers.

In addition, Panasonic plays a key role at the Japan Electronics and Information Technology

Industries Association (JEITA) in Japan and is actively working with other companies that deal with the electronics technology, electronics equipment, and information technology (IT) on issues shared in the industry. For instance, through activities at JEITA Responsible Minerals Trade Working Group, the company has been promoting sustainability throughout the supply chain of the IT electronics industry. Panasonic currently contributes to the newly launched CSR Committee of JEITA as the chairperson. Furthermore, in order to promote highly transparent initiatives based on international standards, the company is working to realize decent work in its supply chains in Japan and overseas through active cooperation with international organizations, including the ILO and a wide range of stakeholders. See page 34-35 for details of the "ILO More and Better Jobs through Socially Responsible Labour Practices" project in Vietnam.

#### NOTE



MNE Declaration  
par.11, par.16, par.63



Related SDGs  
Goal 8, 17

## Freedom of Association and Collective Bargaining

### Improving productivity with effective communication

Toyota Motor Corporation

**TOYOTA**

#### Thorough dialogue between labour and management and practicing management that respects people

Toyota's fundamental approach for labour-management relations is mutual trust and mutual responsibility between employees and management. This is based on the common understanding that the prosperity of the company leads to the improvement of the lives of employees. That is, although the management and the employees basically take different positions, they should understand each other, take responsibility to make efforts in their respective positions toward the prosperity of the company, and trust each other. The labour-management relations at Toyota is not just a relationship between the company and employees, or the human resources department and the trade union, but the sum of human relations in each workplace. Therefore, Toyota values mutual understanding and the sense of unity in each workplace, and in order to do so, thorough communications and discussions are essential.

Such a philosophy was established from its experience during the 1950's when a labour-management dispute was triggered following the retrenchment of 25% of its employees. At that time, Toyota went through a bitter experience that the relationship of trust between workers and management was damaged, and the dispute continued for many years thereafter, which hindered both company growth and improvement of working conditions for employees.

The driving force to overcome this situation was years of thorough discussion amongst employees in various units, levels and channels within the company as well as dialogue between management and the trade union.

As a result, workers and management both agreed that; "The management understands that employees are the basis of corporate prosperity and willingly strives to improve working conditions. Meanwhile, the trade union needs to improve productivity and cooperate to deliver management goals for the prosperity of the company."

Toyota believes that productivity improvement is achieved by both eliminating low-value-added work as much as possible and for employees to proactively commit to leverage one's ability to think deeply, be creative, and execute plans.

A concrete example is the idea of Jidoka (automation with a human touch). "Jidoka" is usually written as "自動化" in Japanese, but Toyota has coined a word "自働化" with a prefix that implies "a person controls the mechanical process". This means that each person judges whether the production processes work properly and can stop the process at any time if there is an abnormality. Each employee has ownership of such decision-making, and if they find any problem, they are expected to stop and discuss the issues with their superiors and/or colleagues. In addition, the elimination of "unreasonable requirements, inconsistencies, and waste" is also critical. This means that each employee needs to find "unreasonable requirements, inconsistencies,

and waste" in their work, and improve them through consultation with their superiors. For this reason, discussions on a regular basis constitute an important factor.

#### Examples of productivity improvement in Indonesia

Toyota is promoting a variety of productivity improvement activities. The basic principle is to create a safe and hygienic workplace. For example, working under improper body positioning hinders efficient movement, leads to injury and illness, and reduces work efficiency. The absence of skilled employees due to injury or illness is a loss for both the company and the employee him/herself. Toyota believes that creating a safe and hygienic workplace contributes to both prosperity of the company and the improvement of working conditions.

Toyota Indonesia has introduced "Member's Voice" activities. In each workplace, communication notebooks are placed for employees to post



problems and suggestions for improvement. For example, employees write in these communication notebooks when they notice a task that they find difficult to perform. Every day, managers check communication notebooks and discuss with employees who have written notes, and revise work processes. Whenever necessary, the manager consults with their superiors or with related departments. "Member's Voice" activities are also used for preventing workplace injuries and illnesses. Measures based on the proposal of the employee is posted together with other clinical or assessed

information so that everyone at the workplace can see the progress. Not only do the employees know how the company responds to their voices, but it also helps the managers to understand at a glance the voice of employees, monitor the overall management responses to them and verify whether the measures are appropriate.

The status of the responses is shared not only with the company's management, but also with trade union leaders. In order to address challenges together, the trade union leaders and the companies' top management sometimes make joint onsite visits to confirm the status of improvement for the issues.

While each employee plays a central role to the initiative and stimulates workplace discussions, various communications are held between company management and trade unions. In addition to workplace health and safety, their discussions cover other topics such as training methods for new employees and the business environment of the company. At Toyota, thorough discussions are considered to foster mutual awareness and serves as a foundation to improve productivity.

Toyota's management and the trade union signed the "Joint Declaration of Labour and Management" in 1962 and value it as a symbol of Toyota's labour-management relations. Its contents are as follows.

1. We will contribute to the development of the national economy through the prosperity of the automotive industry.
2. The relationship between labour and management shall be based on mutual trust and respect.
3. We will endeavor to maintain and enhance the company's prosperity and labour conditions through the improvement of productivity.

To date, labour-management declarations have also been concluded in Thailand, India, Indonesia and Brazil. Toyota is committed to continue dialogue with employees around the world so that workers and management continue to build trust and fulfill their responsibilities.

#### NOTE



MNE Declaration  
par.44, par.47, par.63



Related SDGs  
Goal 3, 8

## Engagement with Overseas Suppliers

### Improve the working environment and working conditions of subcontractors by building supply chain management systems and improving them on the ground

ASICS Corporation



#### Initiatives in the wake of the Athens Olympic Games

In the run-up to the 2004 Athens Olympic and Paralympic Games, international NGOs and trade unions launched “Play Fair” campaigns in which they claimed that workers were being exploited at the factories of the world’s leading sports and apparel brands, including ASICS; and they called for improvements. In fact, there were no facts confirmed that the workers were exploited in the subcontractor factories of ASICS pointed out by the NGO. However, ASICS recognized the need to strengthen respect for human rights of employees in the supply chain, and thus began to build a sustainable supply chain management system.

Characteristics of this industry are labour-intensive and often outsourced. Therefore, in order to achieve fair labour practices throughout the supply chain, it is important to improve the supplier’s ability to respond and to build a system to manage them. Under ASICS’ top management leadership, the CSR department and production departments worked together to promote collaboration and engagement with suppliers.

ASICS asks all suppliers to comply with the ASICS Global Code of Conduct and Policy of Engagement, which calls for compliance with laws and regulations, as well as international instruments regarding workers’ rights and occupational health and safety. ASICS conducts audits to confirm suppliers’ performance, and has audited more than 150 first tier suppliers at intervals of one to two years. There are 17 audit check points, with particular focus on forced labour, child labour, abuse and harassment, wages, discrimination, and working hours. Each check point is scored in five stages and evaluated from A (excellence) to E (significant improvement required).

ASICS uses three different methods for conducting audits. The first one involves in-house audits conducted by the employees of ASICS. The second method is third party audits entrusted to audit companies familiar with local languages and laws, and includes worker interviews that cannot be collected through ASICS’ in-house audits. The third one is audits by a third party program, such as ILO’s Better Work Programme, described below.

The issues found in the audits are followed up based on the urgency and severity of impact

on workers. In the case of minor findings, ASICS asks suppliers to improve within three months and to submit an improvement report. In the case of findings that have a severe impact on workers, ASICS requests an immediate response. In some cases, additional investigations are conducted by third-party auditors or contracts and/or orders are cancelled.

Importantly, ASICS thinks it is important not just to ask suppliers to make improvements in a unilateral manner but also to support them to make those improvements. To this end, ASICS analyses findings from the audits and provides



training and information on issues, such as labour management and workplace health and safety, to support autonomous efforts for improvement in its suppliers.

#### Promoting industrial dialogue at the factory level

Despite regular audits, some issues did not diminish, such as unpaid wages, long working hours, and health and safety for young workers at factories. In 2014, for the first time as a Japanese company, ASICS participated in the ILO’s Better Work (BW) and Better Factories Cambodia Programs (BF). BW/BF programs

aim to improve working conditions as well as corporate competitiveness in the apparel industry’s global supply chain. These programs support companies and governments to comply with the ILO’s core labour standards and domestic labour laws, assess factory compliance and support capacity building to improve working conditions through cooperation and dialogue between workers and management. ASICS decided to participate in these programs from the viewpoint of international trustworthiness, facilitation of communication with workers and cooperation with international organizations to address labour issues in the overseas supply chain, as well as to avoid duplication of audit requests from multiple customers. Currently, ASICS adopts this framework in Cambodia, Vietnam, and Indonesia. In addition, since the BW program allows suppliers other than BW members to attend the BW training program, ASICS has invited all its suppliers, including second tier suppliers, to join the training, so that ASICS can promote decent work throughout the supply chain.

Findings uncovered through the BW/BF audits are improved through discussions between workers and management at the plant. So far, improvements have been made to prevent fires and accidents in the factories. In addition, a sewing skills development program adopted through dialogue with workers also resulted in improving productivity. Based on the experience of these efforts, ASICS has proposed a subcontractor factory in China to create a framework and Occupational Safety and Health Commission and has actually led to solving problems by establishing a place for regular dialogue between workers and management.

Please refer to the ILO column (page 33) for BW/BF.

#### NOTE



MNE Declaration  
par.10, par.38, par.44



Related SDGs  
Goal 3, 8, 17

# Diversity and Inclusion in the Workplace

## Improve corporate competitiveness by formulating an organization where diverse employees can maximize their abilities

Fujitsu Limited



### Create an organization where diverse employees are energized to work

Fujitsu's Diversity & Inclusion (D&I) vision is "Be a responsible business that reflects the diversity of our world and build an inclusive culture where everyone can be completely themselves." Fujitsu is also enhancing the HR system and raising awareness so that the employees can "Be Completely You."

The Fujitsu Group has approximately 130,000 employees worldwide. The top management sends messages on D&I to each and every employee. Fujitsu regards D&I initiatives as very important in its management strategy so that each employee can exert their full potential and promote innovation that is essential to competitive advantage as a company promoting digital transformation. The focus of these initiatives is on gender, health and disability, ethnicity and race, sexual orientation and gender identity (SOGI), and age. In particular, gender is a common global issue.

In an effort to promote gender equality as set out in the Sustainable Development Goals (SDGs), Fujitsu is working to increase the

percentage of women in managerial positions. It also focuses on education and training that lead to capacity development and awareness raising of employees; and also develops leaders who are candidates to become managers through career development workshops. For example, in Japan, Fujitsu has established a training program that combines on-the-job training (OJT) and off-the-job training (OFF-JT) with the aim of fostering a broader perspective and career awareness for future female leaders. Since the start of the program in 2011, more than 400 employees have taken the course, producing many female managers. In 2017, Fujitsu signed the United Nations Women's Empowerment Principles (WEPs) and participated in and contributed to the New York Academy of Sciences program to support female students studying technology. These efforts have led to external awards such as the Nadeshiko Brand and Diversity Management Selection 100 Program (both promoted by the Japanese Ministry of Economy, Trade and Industry).

To promote active participation of employees with disabilities, Fujitsu has created a manual for the workplace that summarizes basic knowledge and examples of issues to be considered to work

with employees with various disabilities and distributed them across the company. To continuously improve employee awareness, Fujitsu conducts "mental barrier-free" training in which employees with disabilities participate as lecturers. In addition, in order to stimulate communication with employees with auditory difficulties, Fujitsu deployed "LiveTalk", a speech recognition tool developed by Fujitsu in the workplaces.



### Reforming the organizational culture is essential for promoting D&I and realizing diverse workstyles

In order to realize a variety of workstyles, Fujitsu is promoting three key measures; "systems and rules," "awareness reform," and "information and communication technology (ICT) and facilities." In terms of the system, for example, Fujitsu has developed a telework system throughout the company based

on requests from employees. As a result, employees who have been raising children or caring for their parents, as well as employees with time constraints for some reasons, can now work flexibly. Feedback from employees throughout the company indicates that they have become more aware of time and are better able to work efficiently. Underpinning the program are ICT and facility initiatives, such as ICT tools to properly record working hours regardless of where they work and external satellite offices. Through these measures, the results of annual employee awareness surveys have significantly improved concerning the usefulness of the HR system and the realization of work-life balance. Fujitsu will actively continue shaping the organization to make it easier for everyone to work and maximize their own potential.

NOTE



MNE Declaration par.30, par.40



Related SDGs Goal 5, 8

## Engagement with Overseas Suppliers

### Supporting cocoa bean producers for sustainable procurement

Meiji Co., Ltd.  
**meiji**

#### Building Partnerships through Support for Farmers

Since 2006, Meiji has been working to improve productivity, quality, and living conditions through a program called Meiji Cocoa Support (MCS) to support cocoa farmers, recognizing that supporting producers is important for the stable procurement of cocoa beans.

The program started in early 2000, when the consumption of chocolate in the world continued to increase and it was predicted that cocoa beans, the main ingredient, could be about one million tons short by 2020. On top of climate issues that affect the harvest of crops, the cocoa farmers lacked appropriate knowledge of cultivation techniques and had limited access to seedlings, fertilizers, and agricultural chemicals. As a result, production volumes fluctuated, making the lives of the majority of small-scale farmers unstable. For this reason, Meiji started to support farmers to produce cocoa beans efficiently and stably. Meiji is active in eight countries, including Ghana, which accounts for 70% of the cocoa beans Japan imports, and some Latin American countries.

Meiji places particular importance on listening to local needs in assisting farmers. When it

first started its activities in Ghana, local needs mainly related to developing infrastructure, such as making wells and mosquito nets. After addressing these initial needs, at least to a certain extent, the local community requested Meiji to support them to address issues that would directly lead to an increase in farmers' incomes. Currently, Meiji runs a model farm to provide training on cultivation techniques such as fertilization, pruning, weeding, and using pesticides to enable producers to increase yields. The company also provides training on health, safety, and the environment.

In Latin America, Meiji also provides guidance regarding fermentation to produce the high-quality cocoa beans necessary for Meiji's chocolate production. Through this support, farmers have the possibility to increase their



earnings and the company has secured a supply of high-quality cocoa beans to make its delicious chocolates.

In addition to obtaining information from local exporters and trading companies, it is very important for Meiji to understand what kind of support is really needed through repeated on-site visits and direct dialogue with producers. A Meiji manager has cooperated with local producers for many years, building partnerships with them and earning the trust of the local people in Ghana. He is now called "Chief" by the producers.



#### Contributing to solving local social issues through collaboration with stakeholders

Since suppliers of Meiji are mostly small-scale farmers and the composition of the group changes from year to year, it is difficult to quantitatively show an increase in production and farmers' income as a result of Meiji's support for local infrastructure and productivity improvements. However, Meiji observes how their lives have improved over the years by visiting their sites continuously. For Meiji, continuing support initiatives, including the provision of cultivation technology

and guidance regarding fermentation, has contributed greatly to the stable procurement of high-quality cocoa beans.

However, it is also true that there is a limit to what a single company can do to solve various problems in cocoa production. Therefore, Meiji has joined the World Cocoa Foundation (WCF) since 2006, in which more than 100 chocolate-related companies around the world participate. WCF's farmer support activities cover Africa, Central and South America and Asia, and it offers various programs to improve farmers' income and living conditions.

For example, the Cocoa Livelihoods Program for cocoa farmers in West Africa, where Meiji also participated, reported that from 2010 to 2013, the production yield of participating farmers increased by 29-55%.

In this way, Meiji has been working on issues related to the production of cocoa beans in various forms. In September 2018, Meiji formulated the Cocoa Procurement Guidelines in order to clearly express its policy of "ensuring an appropriate working environment that respects human rights" and "working to preserve environmentally important areas, including ecosystems and natural forests in cocoa production areas. "Meiji Cocoa Support (MCS)" program is regarded as one of its specific initiatives. In order to fulfill Meiji's responsibilities as a sponsor of the Tokyo Olympic and Paralympic Games, Meiji is committed to deploy the guideline and the MCS program across the Meiji Group, and to work on further collaboration with stakeholders.

#### NOTE



MNE Declaration  
par.11, par.19, par.38



Related SDGs  
Goal 2, 8, 17

## Industrial Relations

# Through regular industrial communication, improve working environment

LIXIL Co., Ltd.  
LIXIL

### Collaboration between workers and management is essential for creating a comfortable workplace

In order to achieve its corporate goals, LIXIL believes that it is essential to realize a comfortable workplace from the perspectives of its employees. Management of LIXIL therefore emphasizes labour-management dialogue. The framework for dialogue between the company and the trade union is the labour-management council and the labour-management review committee. The labour-management council emphasizes that the company should share, in a timely manner, information on the company's business performance with workers' representatives. Therefore, the General Manager of the Human Resources Division and the Human Resources Manager of each business unit are present to facilitate consultations. In addition, labour-management councils at the branch and regional level are held about three to four times a year in each region, enabling branch managers, factory managers, general affairs managers, and trade union leaders of each branch or region to discuss issues specific to the department and region so that they can adapt measures in the local context and according to the actual situation of each job. After implementing new measures or policies,

LIXIL continues to improve the measures by sharing the results of surveys conducted by the company and the union with employees. In addition, senior managers in each department discuss the results with their teams to improve each workplace.

In fiscal 2018, the labour-management council met nine times and the labour-management review committee met five times at the headquarters to discuss a wide range of topics, including occupational health and safety, the way of working and human resources management.

As a result of these dialogue processes, in recent years, work-life-flexibility (WLF) has been an important theme for workers and management.



LIXIL introduced a system to promote flexible workstyles. The labour-management review committee and the labour-management council have both explored ways to “realize a flexible workstyle that allows employees to continue to perform at high performance.” To encourage employees to use their paid leave, LIXIL has introduced a “refresh holiday (Yutori holiday),” which is to take nine consecutive days off work by connecting weekdays and Saturdays and Sundays. The company also has introduced “memorial leave”, to encourage employees to



take paid leave on an anniversary determined by each employee. As a result, the usage rate of paid leave has increased by more than 10%. In addition, LIXIL has introduced measures such as allowing employees to come in early or late relative to the standard business hours, paid leave that can be obtained on an hourly basis, relaxing core working hours in flextime, and the introduction of the telework (work from home) system. Additionally, a new measure was introduced for employees who had left the company for family reasons so that they can return to work. This was initially available only to employees who had reluctantly left the company due to childbirth, childcare, or nursing care, but later expanded to those who had left

the company due to a spouse's job transfer. The company expects such measures to retain talented employees as well as to support career development.

### Invigorating internal communication through SNS (Social Networking Service)

LIXIL started in-house SNS two years ago for employees to raise questions or search for information on childcare and nursing care when they need them. In addition, the president himself actively disseminates management information through SNS, to which employees can directly respond with their opinions, to stimulate internal communication.

Employees have also started initiatives voluntarily. For example, working mothers have launched a “working mothers' group” to share problems and solutions, and are posting their activities on social media. SNS is an easy way for employees to access information and exchange opinions beyond departments and locations.

In order to respond to rapid changes and diversifying needs of society and employees, workers and management work together to gather information on societal expectations, industry trends, and employees' voices. LIXIL will continue to work to create a more worker friendly workplace, recognizing the importance of sharing issues and directions through communication between management and employees.

### NOTE



MNE Declaration  
par.47, par.63



Related SDGs  
Goal 8

# Eliminating Forced Labour

## Promoting human rights due diligence to eliminate forced labour

Ajinomoto Co., Inc.



**Under the leadership of top management, respond to the risk of human rights violations**

Since the adoption of the United Nations Guiding Principles on Business and Human Rights, the demand for responsible procurement in the corporate supply chain is increasing rapidly. The elimination of forced labour is a top priority for industry groups involving major consumer goods manufacturers and retailers. Ajinomoto participates in an industry group and undertakes human rights due diligence to prevent, mitigate, and remedy any negative impacts of their operations or business relationships on human rights.

Ajinomoto considers forced labour to be an extremely important issue. In Southeast Asia, many migrant workers are forced to work, such as being forced into debt from a recruitment agent or losing their freedom of movement because their employers keep their passports. As part of its due diligence on human rights issues, in July 2017, Ajinomoto established the Special Human Rights Committee. In this Committee, back office departments at headquarters, such as Corporate Planning Department, Human Resources Department and Legal Department, as well as business

departments, including group companies discuss various human rights issues with executive officers. The decisions made at this committee are reported to the Corporate Conduct Committee, then reported to and discussed at the Executive Committee. The final decision made at the Executive Committee is implemented throughout the company. In March 2018, Ajinomoto finalized its new Group Policy on Human Rights and conducted a human rights risk assessment based on external risk data. Forced labour, occupational health and safety and child labour in its food processing business are the company's top human rights priorities.

In addition, Ajinomoto identified Thailand and Brazil as high-risk countries, where it operates its factories and procures raw materials. In Thailand, in particular, there is growing concern and criticism from Western NGOs about forced labour and child labour in the food industry. Ajinomoto itself was also criticized by an NGO that its second-tier supplier has issues regarding working conditions. To improve its practices, Ajinomoto commissioned a third-party organization (a Japanese NPO) that is familiar with Thai local affairs, and conducted dialogues with suppliers, human rights NGOs, public human rights organizations and industry



groups; additionally, the company conducted on-site visits to aquaculture farms and meat processing plants.

**Promote workers' rights through dialogue and cooperation with stakeholders**

The research showed that Thailand is becoming more reliant on migrant workers and that the existing supply chain structure is prone to human rights issues, while various initiatives are already underway to address those problems. During Ajinomoto's visit to suppliers and industry groups, a grievance mechanism introduced by a first-tier supplier of Ajinomoto caught its attention. It is a mechanism to listen to the voice of workers using smartphone applications and SNS operated by a local NGO. They accept reports from migrant workers in the worker's native language, such as Burmese and Khmer. If the report concerns a labour-management issue, the NGO will share it with companies who employ them to support measures for improvement and dialogues. If the report relates to living conditions, the NGO will support the worker directly. This makes it easier for workers to speak up even in remote

areas and enables companies to respond quickly through collaboration with the NGO.

When introducing this system, the first-tier supplier and the NGO worked together to visit the contract farms (Ajinomoto's second-tier suppliers) where the workers actually worked. They explained the system to the farm owners and workers and sought their agreement to use it. Ajinomoto also found that the first-

tier supplier was working on various issues to ensure the fair treatment of workers, such as formulating management systems for organizations that recruit workers and clarifying the costs to be borne by companies associated with hiring. Through these initiatives by local NGOs, Ajinomoto realized that it can grasp its supply chains better and that promoting such activities will lead to protect human rights of migrant workers.

Ajinomoto also monitors suppliers in Japan regarding issues, such as foreign technical interns, passport management, and wages. Furthermore, in order to raise the understanding and interest of Japanese companies regarding forced labour, Ajinomoto is actively engaged in exchanging information and gives lectures in study sessions of industrial organizations.

Ajinomoto cannot address forced labour issues alone, as the challenges are complex. In addition to dialogue and cooperation with suppliers and local stakeholders overseas, Ajinomoto is committed to further protect workers' rights by reaching out to its stakeholders in Japan to work together.

**NOTE**

MNE Declaration par.10, par.25, par.66 Related SDGs Goal 8, 17

# Prevention of Human Trafficking

## Collective action to prevent human trafficking

All Nippon Airways Co., Ltd.



### Promoting business and human rights under the leadership of top management

Becoming a sponsor of the Tokyo Olympic and Paralympic Games and the enactment of the Modern Slavery Act in the United Kingdom in 2015 triggered ANA to promote human rights at full scale. ANA's Group CSR/Risk Management/Compliance Committee, which consists of full-time directors and corporate auditors, made a decision to promptly promote human rights throughout the Group. To promote such efforts, ANA decided to implement the guidance for business contained in the United Nations Guiding Principles on Business and Human Rights, which is an international instrument on human rights. In addition, ANA decided to include environmental, social and governance issues (ESG) in ANA Group's medium-term Corporate Strategy clearly stating that it will integrate and implement actions on human rights into its core business.

In 2016, the ANA Group released its Policy on Human Rights and the Statement on Modern Slavery and Human Trafficking, signed by the CEO. In order to understand the potential risks of ANA's business activities on human rights, it conducted a human rights impact assessment. In the assessment, based on objective data, ANA



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reviewed general risks in its business, including those of group companies that offer services other than air transport, such as trading companies, and specific risks of countries in which ANA operates. ANA also conducted interviews across the group to narrow down priority issues on human rights. As a result, the company identified four major human rights issues: the human rights of migrant workers in Japan, supply chain management of In-flight meals and items, prevention of bribery, and prevention of the use of airplanes in human trafficking.

With regard to migrant workers in Japan, ANA has started activities to understand the working environment for migrant workers engaged in ground handling at airports and catering businesses. For example, ANA conducted

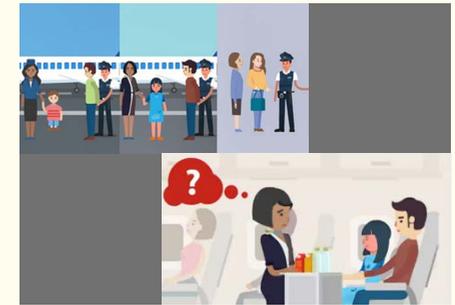
interviews and check on these workers' housing with third parties.

In 2018, ANA was the first Japanese company to issue a "human rights report," with the belief that it is important to disclose the progress of human rights initiatives even if they are not complete. Proactive dialogue and information disclosure have created cooperation with stakeholders in Japan and overseas. Insights that ANA has gained through engagement with stakeholders have helped to advance its actions further.

### Initiatives to Prevent Human Trafficking

ANA has engaged dialogue with overseas experts to better understand the importance of addressing human trafficking involving airlines. Among ANA's four priority issues, human trafficking is a challenge highly relevant to the airline industry due to the fact that aircraft is one of the means of transporting victims. In the United States, where prevention measures are more common, there are nonprofit organizations (NPOs) that offer programs to train flight attendants on what they can do to help prevent human trafficking. ANA invited one of the NPOs to Japan and held a workshop. Based on what they learned from the NPO, ANA has developed its own procedures for notifying the Immigration Bureau when a flight attendant discovers a suspicious case on board. ANA introduced the procedure in April after carefully considering the safety of flight attendants and providing thorough explanations to the attendants.

In addition, in order to enhance its understanding of human rights among employees, ANA continuously conducts e-learning to all its employees (approximately



40,000). The key topic changes every year. In fiscal 2018, ANA put focus on prevention of human trafficking. The content of e-learning, such as the relationship between airlines and human trafficking, was developed in collaboration with UN agencies, and was made easy-to-understand.

Today, as employees are increasingly aware of and interested in respecting human rights, prevention of human trafficking is regarded as an issue related to business itself. Yet, it is sometimes extremely difficult to identify human trafficking. For example, there are cases where women come to Japan with the dream of becoming a fashion model, but the job they think they are getting is a lie. It is difficult for a single company to respond to these issues alone. Recognizing the importance of taking collective action, ANA invited other airline companies as well as UN agencies, NGOs, and related ministries to the abovementioned workshop. ANA hopes that its initiative can help the prevention of human trafficking across Japan. For this reason, ANA is considering working with other companies in the same industry, airport companies, and the National Police Agency to promote initiatives to prevent human trafficking further.

NOTE



MNE Declaration  
par.10, par.11, par.25



Related SDGs  
Goal 8, 17

## Occupational Safety and Health

# To raise safety awareness and build culture to prevent accidents through simulation exercise of industrial accidents

Toppan Printing Co., Ltd.

**TOPPAN**

### Promoting development of occupational safety and health management systems through constructive industrial relations

In 2010, Toppan Printing (Toppan) announced its Basic Policy on Health and Safety. The Management Council—where the labour-management consultations take place—declared to its trade union that “safety should be the top priority in conducting business activities.” Previously, the approximately 50 regional offices across Japan engaged in health and safety activities individually. Then several serious occupational accidents occurred within a month. In response, management decided to establish Health, Safety & Fire Safety Promotion Department at the headquarters, in order to implement health and safety activities throughout the company. Under this management structure, each sales office or factory bears responsibility for day-to-day safety activities led by factory managers, technical safety promotion personnel, general affairs safety personnel, and approximately 100 safety masters who cooperate with each other.

In addition, workers and management cooperate to promote health and safety management. During the monthly executive meetings, management reviews the number of occupational accidents that force employee to take leave of more than one-day (including those of contract workers); and their causes and the measures which need to be

taken to prevent similar incidents in the future. The company also examines reported incidents to prevent recurrences. The trade union regularly conducts safety awareness surveys and shares them at labour-management safety meetings. In recent years, workers and management have put a lot of effort into raising awareness on how to prevent occupational accidents, in particular campaigns to eradicate dangerous actions that could result in accidents.

### Opening Anzen Dojo Safety Training Facilities to learn through experience

One of the prominent initiatives for promoting health and safety of Toppan is the Anzen Dojo Safety Training Facilities. This is a health and safety training program that fosters a culture of preventing accidents through “painful, scary, or dangerous” experiences, such as being caught by a press or rollers. In Toppan, there is a “labour-management committee to promote work satisfaction” which exchanges honest opinions on various issues between workers and management. Toppan established the Anzen Dojo as a result of a labour-management committee agreement.

The Anzen Dojo is training center which has provided 36 training programs. Four employees with expertise developed the training, and they are referred to as “safety masters”. Since then, two more Anzen Dojo facilities have been established

in Japan. These facilities have installed a number of dedicated devices developed to simulate occupational accidents, such as being caught between machines or entangled by them. The Personnel & Labour Relations Division (Health, Safety & Fire Safety Promotion Department) has established a training system for safety education for all departments, including group companies, part-time workers and temporary employees. And the company started an Anzen Dojo caravan that carries the simulators on a truck to visit Toppan offices across the country.



The training is provided to new employees, but also for staff at all promotional stages, including management. Also, the training has a modified version for white collar employees in administrative departments, such as human resources and finance, which, for instance, includes paper-cutting accidents in the office. The training has helped the white-collar employees to be more conscious of occupational accidents.

To date, participants of the training at the Anzen Dojos count approximately 32,000, and about 40,000 employees have participated at the Anzen Dojo caravan. This is equivalent to each group-wide employee participating in the training twice or three times. Here are some examples of reactions of employees who attended the training: “At the training, I was horrified when I got caught up in a roller accident simulation, imagining a real on-site accident”; “In order to prevent occupational accidents, I could again learn the

importance of complying with basic work rules”; “Before the training, I thought that occupational accidents were none of my business, but I now recognize them as part of my business.”

As the business expands worldwide, the company has opened Anzen Dojos in Thailand in 2017 and in China in 2018, in response to severe occupational accidents at overseas sites. In 2019, the Anzen Dojo caravan toured four manufacturing locations in the United States for one month each. In order to further instill the basic principle of Toppan’s safety-first into the overseas sites, it is committed to export the know-how of safety activities cultivated in Japan overseas.

Under the concept that “everyone wishes zero occupational accident” Anzen Dojos actively welcome participation from other companies and organizations. The number of external trainees increased year by year, reaching 1,201 participants from 141 organizations in fiscal 2018. These include participation from manufacturing companies and associations that accept foreign workers and overseas employers’ organizations in the printing industry. Thus, the Anzen Dojos have contributed to the improvement of occupational health and safety beyond Toppan’s industry and region.

Toppan has also developed safety and health measures such as risk assessment of equipment and review of equipment from a safety perspective. As a result, the number of occupational accidents has decreased by approximately 30 percent. However, the company has not strictly achieved zero occupational accidents. Toppan will continue to collaborate with the trade union to achieve zero accidents. Furthermore, in the future, the company is planning to develop a next-generation pseudo-sensory machine that utilizes Toppan’s competitive VR technologies to contribute to the safety and security of all employees as well as all the workers around the world.

### NOTE



MNE Declaration  
par.38, par.44



Related SDGs  
Goal 3, 8

## Diversity and Equality in the Workplace

# Promoting diversity through comprehensive measures that are not limited to women's participation

Japan Airlines Co., Ltd.



### Promote organizational reform and communication to realize a diverse workplace that motivates employees

The JAL Group's corporate philosophy is to "Pursue the material and intellectual growth of all our employees." Based on this philosophy, JAL aims to provide the best service to its customers and contribute to the progress and development of society. This corporate philosophy was established in the process of rebuilding after its bankruptcy in 2010. It expresses JAL's belief that it is crucial for each and every employee, including management, to have pride in working for JAL, to provide good services and improve its corporate value.

In 2019, JAL established the JAL Group Code of Conduct with the policy of "Respect for human rights and job satisfaction (human rights and labor)." In particular, it aims to realize its corporate philosophy through "respecting human rights and diversity" and ensuring a "safe and comfortable work environment."

Since 2013, JAL has been working continuously to promote active participation of women. Historically, the ratio of male and female employees in the Group as a whole have been equivalent, although with significant job segregation. In the cabin attendant division, where overwhelming majority of employees

are women, there were already many female employees who were able to balance work and family by utilizing maternity leave and childcare leave. However, the ratio of female managers in the ground crews/staff divisions remained low. The causal analysis showed that the turnover rate of women was higher than that of men despite the fact that there was no significant difference in their capabilities at the time of hiring.

The reason behind this was the long working hours and the lack of career development opportunities for female employees. Male employees were able to work longer hours because they did not have family responsibilities, whereas women had fewer opportunities to improve their capacities while taking care of their children after maternity and child care leave. What they had in common was the lack of opportunity to work in diverse ways according to their individual circumstances and needs.

In order to improve this situation, JAL's President established the Work Style Innovation Promotion Office in 2015. The office reviewed the company's existing way of working and introduced flexible work styles by providing mobile phones, notebook PCs, and free seating of office desks. In addition, to raise awareness of employees on work-style, JAL implemented measures and established company-wide rules to promote digitizing documents, effective meeting settings,

and sending e-mails. Teleworking, which was initially around 100 cases per year, increased significantly from 2,922 in fiscal 2016 to 5,707 in fiscal 2017, and 10,962 in fiscal 2018.

Also, to support the active participation of female employees, JAL prioritized "work fair" measures to promote equality in the workplace over "care measures" that encourage female employees to take maternity and child care leave measures (social protection initiatives). JAL has also promoted reforms and introduced new measures, such as the placement of women in traditionally male-dominated departments, group mentoring for female employees with officers as mentors, sending women to external training, and personnel evaluation systems that eliminate impression-based evaluations.

These top-down measures were also accompanied by bottom-up initiatives. "JAL Nadeshiko Lab" was established in 2015 as a cross-organizational project. Members from 43 JAL Group companies gathered to discuss diversity and inclusion, work style innovation, and promotion of women's participation in the workplace. In the lab, there were exchanges of opinions with management and presentation of recommendations through research. This provided an effective opportunity for female employees to convey ideas directly to management as well as to improve their proactive participation and self-confidence by producing an idea and speaking out. Another example of bottom up movement is the "Mummy and Daddy Cafe" where employees raising their children can form a network to find role models and consult with each other to maintain and improve their motivation to work.

By promoting communication between management and employees or among employees to bring about changes in the attitude of each employee, JAL plans to promote the effectiveness of reforms and accelerate the realization of diverse work-styles that helps both men and women. As a result, the satisfaction

level of female employees in the employee satisfaction survey has greatly improved; and the ratio of female managers increased from 15.1% in 2014 to 16.8% in 2018. Informing managers of the importance of promoting diversity and work style innovation has contributed to decreased total work hours of all employees for three consecutive years.

### Promoting understanding of LGBT related issues throughout the Group

In order to realize "respecting human rights and diversity" that the Group Code of Conduct aims to achieve, JAL has also focused on promoting understanding issues surrounding LGBT rights and began concrete initiatives in 2016. First, in cooperation with nonprofit organizations, the company conducted training for management and human resources managers to enhance understanding of LGBT-related issues. Currently, JAL conducts e-learning for all Group employees,



conducts training to exchange opinions with LGBT people, revises internal rules based on gender diversity perspectives, and introduces a same-sex partnership system. Recently, JAL recognizes that this is an issue not only within the JAL group but an issue to be addressed in society as a whole. Therefore, in parallel with promoting understanding of its employees internally, JAL is expanding society-wide activities, including participating in and sponsoring external events such as Tokyo Rainbow Pride and operating JAL LGBT ALLY charter flights, to realize an ideal society.

#### NOTE



MNE Declaration  
par.30



Related SDGs  
Goal 5, 8, 10

## Gender in the Workplace

# Creating a workplace that is friendly to everyone

Asahi Shimbun Co., Ltd.

朝日新聞

### Establishing a system and creating a culture that takes into account the motivations of employees

Asahi Shimbun has a corporate culture in which employees can speak up freely and is making steady efforts where women can also raise their voice to create a workplace friendly to them. In the newspaper industry, the number of male employees has been dominant for a long time; in Asahi Shimbun 80% of all employees (approximately 4,500) are men. In recent years, there are almost equal number of women and men joining the company soon after graduating universities. However, due to structural problems in the newspaper industry, where working late hours is normal to publish morning papers, it has been a challenge for female employees to continue their career, as they are affected heavily by life events such as childcare and nursing care.

In response, Asahi Shimbun has strengthened systems such as childcare leave, nursing care leave, and shorter working hours so that female employees can continue to work. In addition to introducing these systems, it is also important to create a supportive culture so that women can actually use these benefits. Training for managers is particularly important. The

company explaining the details of these systems and trains managers on how to counsel their subordinates. The training emphasizes that it is important for superiors and subordinates to communicate sufficiently because each employee has different needs.

Asahi Shimbun also provides training for employees who have returned to work from maternity leave or childcare leave; and encourages the participation of the employees' partners. During such training, the trainer emphasizes that a sense of cooperation between men and women in housekeeping is essential for both men and women to work at equal footing. Since the company extended the retirement age by five years a few years ago, it expects more employees will have health problems and may need nursing care. The burden of additional work on employees who remain in the workplace will inevitably increase temporarily when someone takes leave. However, the company is calling on its employees to have a spirit of "mutuality" in light of the possibility that everyone will be in the same situation in the future.

As a result of these efforts, the number of new employees taking childcare leave is about 40 each year, with both women and men taking

leave. For instance, in 2018 31 female and 8 male employees took leave; and the number of male employees taking childcare leave is increasing year by year. The rate of employees returning to work after childcare leave and the rate of employees continuing work for one year or more after returning to work are both 100%. After returning to work, employees can take advantage of the short working hours system or flexible work hours which allow them to start work early or late. Both of these working-time arrangements can be used until the child graduates from elementary school.



In addition, tele-working was introduced in 2017; and the number of employees working from home is steadily increasing. Furthermore, if an employee who has retired due to family reasons—such as childcare or nursing care—wishes to re-join the company, he/she can apply to a job return system (re-employment system).

### Changing the ways of working in the editorial department

About half of Asahi Shimbun's employees work in the editorial department. Here reporters cover and write articles, editorial reporters edit them, and reviewers check the articles. Reporters in particular tend to work long hours because they go to interviews during daytime



and write articles after returning to work. In order to reduce their burden, managers ensure that their team members can take annual leave.

In order to track working hours accurately, the company has also introduced an automatic system that records login and logoff time of the personal computers. In line with the needs of a digital version of the news, Asahi Shimbun is progressing to reduce work hours, for instance, by setting deadlines earlier than those determined for morning papers or revising night shift. These efforts to create a better workplace have been ahead of the industry average and many other companies are starting to implement similar changes, bringing about changes in the industry as a whole.

The Asahi Shimbun Group is vigorously engaged in various activities to promote workforce diversity by supporting women's career development and revitalizing society as a whole with improved awareness. In honor of International Women's Day, Asahi Shimbun works on company-wide projects for women such as "Dear Girls," which intensively disseminates articles on gender, "WORKO!," which aims to solve social issues for working parents, and "Aging Gracefully," that proposes new values for women in their 40s and 50s.

### NOTE



MNE Declaration  
par.30



Related SDGs  
Goal 5, 8, 10

## Inclusive Working Environment and Employment

With the philosophy of “to harness the potential of the individual”, we will create jobs for people with disabilities and achieve fair treatment

### Pasona Group Inc.



#### Expanding business with professional work provided by people with disabilities

The Pasona Group has been promoting workplaces where people with disabilities can work lively and participate in society with people without disabilities. Pasona’s corporate philosophy is to provide “Solutions to Society’s Problems,” and defines its role as “to harness the potential of the individual,” and “promoting diversity and continually create opportunities for individuals to achieve their dreams.” Currently, of the 9,300 employees in the Group, more than 500 are people with disabilities. The company is working to create a workplace environment and jobs where diverse employees can play their roles.

Pasona established Pasona Heartful Inc. in 2003, a special subsidiary company under Japanese law to support disabled people who face troubles in finding jobs. It has expanded opportunities for them by engaging in a variety of jobs tailored to their abilities and characteristics under the slogan “talent knows no handicap.” Initially, Pasona Heartful Inc. employees’ jobs started as mainly back-office support operations but have gradually expanded to jobs that required expertise. Its art business started with employees who loved

drawing. The company nurtures employees’ talent for painting through training by experts which is tailored to the degree of disabilities and artistic talent of each employee, and; 23 employees are currently working as artists.

At the Art Village Craft Center, employees who have received specialized sewing training are making products using cloth printed with the artists’ drawing designs. Employees in the art consulting business design offices, stores, and product packages to promote diversity. For example, they print the artist’s picture on to-go packages in a café or display them to decorate wedding halls.

Approximately 20 employees with severe intellectual disabilities who have difficulty working in the office are working in the agricultural business. Some of them work with local governments to produce and sell pesticide-free vegetables or vegetables grown with organic fertilizers. In the bakery business, about 30 employees with autism, who are good at detailed work, sell bread and sweets in cafés located in our office buildings in Tokyo and Osaka. Some of them have developed their skills through their work and obtained national qualifications. The offices and bakery cafés of Pasona Heartful Inc. are in the same building as

other group companies, making it an environment where both employees with and without disabilities interact daily.

In its recruitment business, Pasona has supported more than 150 people with disabilities to find jobs including a woman who was selected as a sitting volleyball player for the Paralympic Games. Pasona also has significantly improved the retention rate of employees with disabilities by training accepting companies on how to manage employees according to the needs of the company and the characteristics of

people with disabilities. Pasona offers training programs for students and teachers at schools for special-needs and invites them to visit its bakery shops and offices. Also, as a project of the Tokyo Metropolitan Government, Pasona provides training for companies struggling in hiring people with disabilities.

#### To create workplaces where people with disabilities are not unusual

In the Pasona Group, the philosophy “to harness the potential of the individual” is repeatedly stressed, starting from the first training when joining the company. In this way, the philosophy penetrates across all employees and reflects in Pasona’s day-to-day operation. Salaries for employees with disabilities are determined based on the level of disability and workload one can accomplish, which is in the same manner as that for employees without disabilities. 80 percent of the artists with disabilities are at the professional level; thus, their salary is the same as full-time employees



without disabilities. Promotion is also based on the same standard as that for employees without disabilities. Therefore, some of the employees with disabilities have been working in managerial positions. Such a fair treatment allows employees with disabilities to work more actively with higher motivation. Also, promotions of employees with disabilities give increased motivation for employees without disabilities as well.

As a result of these efforts, the Pasona Group’s retention rate of employees with disabilities is extremely high and the percentage of those who voluntarily leave the company is as low as 2% (annually). Pasona Heartful Inc. received the Tokyo Metropolitan Government’s Excellent Company Award for Employment of People with Disabilities last year. Also, Pasona Group Inc. and all the subsidiaries support the activities of Paralympians, including track and field, swimming, and soccer.

#### NOTE



MNE Declaration  
par.30, par.33, par.38



Related SDGs  
Goal 4, 8, 10

## Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (ILO MNE Declaration)

The ILO MNE Declaration is the instrument that provides direct guidance to enterprises, governments and employers' and workers' organizations on responsible and sustainable workplace practices. The guidance is founded on principles contained in international labour standards. It is the only global instrument focused specifically on the area of labour dimensions of CSR. It was adopted in 1977 and amended several times, most recently in March 2017. The aim of this Declaration is to encourage the positive contribution which multinational enterprises can make to economic and social progress and the realization of decent work for all; and to minimize and resolve the difficulties to which their various operations may give rise. The MNE Declaration provides guidance to companies on how to implement principles of International Labour Standards (ILO Conventions and Recommendations) at the work place. As of December 2019, it has been translated into 17 languages, including Japanese.

The MNE Declaration is also a guideline for realizing the goals of the 2030 Agenda for Sustainable Development (SDGs) to ensure decent work for all. The MNE Declaration and the ILO Declaration on Fundamental Principles and Rights at Work, adopted in 1998, are explicitly mentioned in the "Tokyo 2020 Sustainable Sourcing Code", formulated as a tool to ensure the Sustainability Concept of the Tokyo Games.

The MNE Declaration establishes principles to guide multinational enterprises, governments, workers and employers organizations in their activities in both home and host countries in investment, trade, and global supply chains. Labour issues addressed include: employment promotion; training and skills development; working and living conditions, including wages, working hours, and occupational health and safety; and labour-management relations. These principles are relevant to all enterprises—multinational and national; and small as well as large.

▶ Relevant paragraphs of the ILO MNE Declaration and the targets of SDGs are indicated in each practice. Principles directed to enterprises are available here.

▶ A brief summary of the ILO MNE Declaration, E-learning module "Business and Decent Work: an introduction to the MNE Declaration", operational tools and other resources are available in the ILO MNE Declaration portal site.



ILO MNE Declaration portal site

The ILO provides technical assistance on the promotion and application of the MNE Declaration to governments, employers, workers and enterprises in ILO member States, including through development cooperation projects. Based on the principles of the MNE Declaration, the ILO encourages governments, social partners and enterprises to organize tripartite-plus dialogues to identify impediments to the realization of decent work and facilitate the development of a joint action plan in order to generate more and better jobs.

▶ Activities in Vietnam and Pakistan are described on pages 34-35.

▶ For information on the ILO Helpdesk for Business, one of the operational tools of the ILO MNE Declaration, see page 33.



## ILO Helpdesk for Business

The ILO Helpdesk for Business is the one-stop shop for company managers, HR/CSR focal points and workers on how to better align business operations with international standards and build good industrial relations.



The ILO Helpdesk for Business provides information on a wide range of labour topics as well as specific guidance in implementing the principles of the MNE Declaration and International Labour Standards at the work place. Check out available ILO resources and tools as well as Questions and Answers (Q&As) and useful links on:

\*Child labour \*Collective bargaining \*Non-discrimination and equality \*Employment promotion \*Forced labour \*Freedom of association and the right to organize \*Occupational safety and health \*Security of employment \*Wages and benefits and working conditions \*Working time

For specific inquiries, the Helpdesk is available by phone (+41 22 799-6264) by email (assistance@ilo.org).

The ILO provides a neutral place for discussions of issues of mutual concern for companies and unions wishing to take advantage of using the ILO facilities (Company-Union Dialogue). Company-Union Dialogue is one of the operational tools listed in Annex II of the MNE

Declaration. For further information on this process, please see the company-union dialogue webpage and/or contact the ILO Helpdesk for Business via assistance@ilo.org.

These individual assistance services are free and confidential.

The ILO provides various legal databases such as NATLEX (National labour, social security and related human rights legislation) and the ILO knowledge portal connects country information and data on labour laws, standards, policies and statistics. These databases can be used to collect information on countries of your overseas supply chains.



ILO Helpdesk for Business

## Importance of Social Dialogue in Promoting Labour CSR and Responsible Supply Chains

### The Role of Government

#### Chihoko Asada

Member of the ILO Governing Body and Assistant Minister for International Labour Affairs, Ministry of Health, Labour and Welfare



The realization of decent work is enshrined in Goal 8 of the SDGs, and its importance increases for enhancing the sustainability of the global supply chains. In order to enhance the effectiveness of various labour-related initiatives in promoting decent work, engagement and cooperation with the local employers and workers organisations is vital. The Government of Japan continues to promote social dialogue amongst the government, workers and employers—mainly in Asia where many Japanese companies operate their business—through voluntary contributions to the development cooperation projects implemented by the ILO, a tripartite body.

### The Role of employers organizations and companies

#### Hiroyuki Matsui

Member of the Employers' Group of the ILO Governing Body and Senior Advisor, Labour Legislation Bureau, Japan Business Federation (Keidanren)



Keidanren has established its SDGs Committee and demonstrated Keidanren's strong willingness to work across industries. Keidanren has also established the Charter of Corporate Behaviour and promoted responsible business conduct. The Charter has comprehensively covered the contents of the ILO MNE Declaration and the OECD and other guidance documents to facilitate understanding by Japanese companies. The revised MNE Declaration introduces operational tools for collective efforts involving suppliers. They are expected to be used as a tool to promote dialogue between labour and management to solve problems at the workplace level.

### The Role of Trade Unions and Workers

#### Akiko Gono

Member of the Workers' Group of the ILO Governing Body and Advisor on International Affairs (JTUC-RENGO)



Social dialogue rarely takes place at the far end of the supply chains, particularly in developing countries. Further opportunities for tripartite dialogues and support for awareness-raising on the fundamental labour rights amongst SMEs are crucial. CSR is pro-business and we know from experience that sound industrial relations increase productivity which benefits the company as well as their suppliers. In Japan, businesses have limited recognition of their basic responsibilities towards their supply chains and there is a reality that businesses hardly recognise its need unless they are criticised. Employers and workers need to make enhanced joint efforts in this respect.

## Box 1

### Vietnam

The electronics sector is currently the largest export industry of Viet Nam. It is mainly dominated by MNEs: out of the largest 100 enterprises, 99 are subsidiaries of foreign MNEs. Since 2015, the ILO has implemented “More and Better Jobs through Socially Responsible Labour Practices in Asia.” This project, funded by the Government of Japan, promoted a two-pronged approach on socially responsible labour practices: engaging with business through dialogues on their responsibilities and strengthening the public labour administration, especially the labour inspectorate. Awareness-raising workshops on the labour dimension of CSR were organized with ILO support in Hanoi as well as in Ho Chi Minh, the two manufacturing hubs of the electronics industry. Two studies have been undertaken to map the employment and labour practices in the

### Fostering partnerships to advance decent work in the electronics sector

electronics manufacturing plants. Based on the findings of the ILO studies, the tripartite-plus High Level Policy Dialogue organized in September 2016 with ILO support discussed decent work challenges and opportunities in the sector. The joint commitment of the government and the employers and workers organizations in promoting decent work in the electronics sector led to the development of a Joint Action Plan that will address the following key issues: marginalisation of Vietnamese enterprises (especially SMEs) in the global electronics value chain; the shortage of relevant skills in the local labour market; the lack of effective vocational and training institutions; inadequate working conditions, especially in Vietnamese SMEs; and the need for increased policy coherence and inter-ministerial coordination. In October 2017, the Viet

Nam Chamber of Commerce and Industries (VCCI) and the Viet Nam Electronic Industry Association (VEIA) launched the Electronics Business Coalition in Viet Nam to Promote Socially Responsible Labour Practices. The coalition provides a platform for the MNEs and stakeholders to exchange information and facilitate dialogue. In June 2018, a home-host country policy dialogue forum was held in Hanoi and the participants from the government, employers and workers organizations from Japan (home) and Viet Nam (host) including Japanese enterprises discussed the role of Japanese FDI companies. As Japanese MNEs play dominant roles in terms of working conditions of workers in the sector in Viet Nam, the importance of responsible labour and business practices of Japanese companies was emphasized.



Source:Kenta Goto and Yukiko Arai. (2017). More and Better Jobs through Socially Responsible Labour and Business Practices in the Electronics Sector of Viet Nam. ILO Geneva

## Box 2

### Pakistan

### Advancing sustainable and responsible business in the sports goods industry



Factories in Sialkot manufacture sports goods for global brands that support major sporting events such as the Olympic Games and the World Cup. Building on the past efforts to eliminate child labour in football hand-stitching, the employers, workers and the government jointly recommitted in 2015

to advancing decent work in Sialkot’s entire sports goods industry through the promotion of socially responsible labour practices that improve productivity, generate decent jobs, and increase manufacturers’ access to global markets. The project, supported by the Government of Japan, resulted in the launch of the “Task Force on Promoting Sustainable and Responsible Business in the Sialkot Sports Goods Manufacturing Sector.” The project identified key areas for joint action: promoting industrial relations, occupational safety and health (OSH), women in employment, as well as addressing the skills gap, and advancing sustainable and responsible business in the industry.

## Box 3

### Better work

Better for All

BetterWork



As a partnership between the ILO and the International Finance Corporation (IFC), a member of the World Bank Group, Better Work brings together governments, global brands, factory owners, labour unions, and workers to improve working conditions in the garment industry and make the sector more competitive. Better Work manages country projects in nine countries covering 1,600 factories and more than 2.2 million workers have benefitted. Better Work creates lasting, positive change through assessments, training, advocacy and research that changes policies, attitudes and behaviour, demonstrating that the global garment industry can lift millions of people out of poverty by providing decent work, empowering women and driving inclusive economic growth and business competitiveness.

For further information: [betterwork.org](http://betterwork.org)

## Box 4

### Child Labour Platform

CLP



The Child Labour Platform (CLP) is the leading business initiative to eradicate child labour in supply chains. CLP fosters the exchange of business experience across sectors in addressing child labour; identifies obstacles to business implementing child labour principles and dilemmas faced; and advises on practical ways of overcoming them, drawing on ILO’s experience. CLP also creates linkages with global networks, national and local level institutions and various programmes on the elimination of child labour; and implements projects at the community level. The Platform is co-chaired by the International Organisation of Employers and the International Trade Union Confederation under the UN Global Compact Labour Working Group, with the ILO serving as its Secretariat.



# FAIR PLAY

DECENT WORK FOR ALL THROUGH THE 2020 GAMES

The Tokyo Organising Committee  
of the Olympic and Paralympic Games  
(Tokyo 2020)

[olympics.com/tokyo-2020/en/games/sustainability/](https://olympics.com/tokyo-2020/en/games/sustainability/)

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