

# Third-Party Opinion



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In 1999, Changed from Shiseido to Surugadai University. Deputy Chairman, Japan Society of Business Ethics Study; Head Researcher, Business Ethics Research Center; Outside member of Business Ethics Committee, Seibu Holdings; In 2010, Visiting Scholar, University of London; Books: Marketing Ethics save The Company, Seisansei Pub., and others.

As a person who has promoted “the fusion of CSR theory and practice” by conducting CSR activities in business while theorizing about CSR at university, I would like to give my impartial opinion here about the Furukawa Electric Group’s Sustainability Report 2015.

### **Commendable points:**

**In line with its Basic CSR Policy, Furukawa Electric has fully disclosed the manner in which it steadily implements its CSR activities.**

One of the objectives of issuing a sustainability report is to contribute to business innovation through CSR activities.

When a company clarifies its CSR principles and enhances what I call the “think-and-act ability” of all its employees to independently think and act toward a common goal, the seeds of new innovation are born.

In this report, through the Special Feature articles at the beginning, Furukawa Electric is helping to create innovation by reporting on its pursuit of renewable energies and new global-level measures.

It has also built a management cycle for the sustainability activities given throughout the report, consisting of a basic concept (Plan), performance (Do), and new challenges and future policies (Check + Act), which has led to continual improvements.

Undertaking company-wide activities via this PDCA cycle greatly helps to create innovation. This is precisely the kind of activity that “contributes to the realization of a sustainable society,” as stated in the company’s Corporate Philosophy.

### **Expectations for the future:**

**My hope is that the employees and leaders will, as one, aim to be an organization that grows together.**

It is the employees who actually conduct CSR activities. The growth of employees will bring about the development of the company and, in turn, society. I hope these men and women will desire to grow and, in the process of their endeavor, increase the “capacity of humankind”.

Furthermore, acting as one with managers who are servant-leaders (i.e. leaders who support their subordinates) and who promote the growth of their “fellow employees” will enhance the company and lead to a more advanced society.

In that sense, “The Honki Tour” being conducted by Furukawa Electric’s president is just such a servant-leader’s activity. I sincerely hope that this activity spreads throughout the company and that all managers incorporate such tours into their regular workplace activities. This will motivate their fellow employees and form a starting point from which an even more creative and vibrant organization can emerge.