

Targets and Results



The JSR Group has identified long-term actions in various categories and set targets for each year.

Major action targets and results are set forth below.

	Action	FY2011 target	FY2011 performance	Assessment	Target for FY2012 onward	Implementing division
CSR Management	• Adopt CSR policies and construct CSR framework	• Establish and enhance activities by the four committees (especially new risk management and social contribution activities set in FY2009) • Raise awareness of CSR	• Bolstered CSR implementation to achieve long-term CSR goals. Further advanced risk management and social contribution activities begun in the previous fiscal year • Selected among the "East Asia 30," the top CSR performing companies in East Asia (Dec. 2010) • Opened the CSR Report Presentation to all divisions, and increased the dissemination of information, including messages from senior management via the internal newsletter and intranet to raise employee awareness of CSR; results were confirmed through surveys	○	• Bolster CSR implementation and raise awareness across the entire group • Message from CSR Department • Implement measures to raise awareness within the company by holding forums, etc.	• CSR Department
	• Consider United Nations Global Compact (GC)	• Use the GC network in CSR activities	• Used the GC subcommittee and other networks and reflected their activities in corporate policies; assumed the position of auditor in the Global Compact Japan Network (effective Apr. 2010)	○	• Utilize the Global Compact network to carry out collaborative activities	• CSR Department
	• Reinforce corporate ethics and legal compliance	• Conduct follow-ups to surveys on awareness of corporate ethics • Update the JSR Group Principles of Corporate Ethics • Improve legal compliance framework	• Conducted follow-ups to surveys on awareness of corporate ethics conducted for the entire group in FY2010 • Revised the Principles, designated them as the global code of conduct for JSR Group, including overseas sites, and increased efforts to familiarize employees with them (Dec. 2010) • Introduced policy requiring staff who handle sensitive information to sign a "pledge" to assure trust in the hotline • Periodically confirmed the status of legal compliance and conducted improvement activities for the entire group including companies overseas. Ranked legal requirements according to importance • Held an explanatory meeting for officers and managers on the prevention of insider trading	○	• Periodically conduct surveys on awareness of corporate ethics and conduct follow-ups • Revise the JSR Group Principles of Corporate Ethics to match the new Corporate Mission revised in April 2011, and familiarize employees with the new Principles • Continue educational activities • Continue and improve activities	• Corporate Ethics Committee
	• Reinforce risk management	• Periodically operate the company-wide risk management system • Reinforce emergency response capabilities • Influenza countermeasures	• Formulated Risk Management Policies, and clarified the JSR Group's basic policy on and its managerial commitment to risk management (Jul. 2010) • Operated the risk management system across the entire group, including overseas sites. Identified 12 major company-wide risks • Conducted real-time crisis management training in anticipation of a major accident or disaster, and developed a contingency plan with expected impacts and necessary responses to earthquakes of different magnitudes → These efforts proved effective, helping to minimize damage in the Great East Japan Earthquake • Continued to train employees on the internal influenza countermeasures manual and developed a system to respond flexibly to strains with different levels of virulence.	○	• Continue and improve activities • Continue and improve crisis management training • Continue countermeasures	• Risk Management Committee
FC (Environment, Health and Safety) Management	• CSR Procurement ¹	• Begin CSR procurement	• Implemented CSR procurement at full scale, covering 90% of suppliers on a purchasing cost basis	○	• Expand coverage of CSR procurement (to 95% on purchasing cost basis in FY2012)	• Procurement Department
	• Develop products that take into consideration the environment and safety	• Provide environmentally-friendly products • Use LCA ² in environmental impact reduction activities	• Reviewed environmentally-friendly products and reinforced measures to develop those products • Educated researchers on LCA and performed LCA estimates for their products to implement LCA from the R&D stage	○	• Encourage development of environmentally-friendly products and expand product lineup • Continue investigation of use of LCI ³ data in activities to reduce environmental impact	
	• Improve management of chemical substances	• Legal compliance with GHS ⁴ • Legal compliance with EU's REACH Directive ⁶ • Implement green procurement ⁷	• Made progress in labeling products shipped in Japan in accordance with the Industrial Safety and Health Law and performed GHS of MSDS ⁵ as planned • Completed registration of 1,3-butadiene and isoprene as per the REACH Directive. Continued to confirm the registration status of raw materials • Participated in and conducted trial operation of the JAMP ⁸ global portal site	○	• Promptly respond to GHS in accordance with laws and regulations of each country with respect to exported products • Comply with the REACH Directive and CLP Regulation • Conduct activities that focus on collaboration within the supply chain	
	• Continue to improve product quality	• Implement PLP ⁹ activities	• Continued to reinforce measures to prevent quality-related incidents by reviewing quality control systems and improving quality assessment technologies, including such systems and technologies at group companies	○	• Improve quality control across entire supply chains, from raw material procurement through distribution—not just from design to manufacturing	
	• Provide product environmental and safety information	• Provide customers with environmental and safety information	• Used MSDS electronic management system to provide customers with appropriate MSDS for prototypes and products	○	• Continue to provide customers with environmental and safety information	
	• Eliminate accidents and disasters	• Implement preliminary environmental and safety assessments • Introduce systematic measures to prepare for and respond to major earthquakes	• Continued to implement preliminary environmental and safety assessments in accordance with safety and environmental manuals when installing new facilities or modifying existing ones and performing non-regular work • In FY2011, no facility accidents occurred that required reporting to the government under the Act on the Prevention of Disasters in Petroleum Industrial Complexes and Other Petroleum Facilities. • Continued activities to eliminate dangerous work practices and conditions in order to prevent work related health and safety accidents; in FY2011, there were no accidents resulting in lost work time by JSR employees • Continued earthquake-proofing construction with focus on high-pressure gas facilities in plants based on results of earthquake-proofing diagnosis	○	• Identify potential risks concerning existing facilities, materials and work, and continue countermeasures • Eliminate dangerous work practices and conditions, and encourage passing down of skills from experienced to inexperienced workers • Implement measures in accordance with the mid-term business plan	
	• Develop business sites to be worthy of public trust	• Conduct reviews to maintain ISO 14001 and ISO 9000 • Maintain certification under security related laws and ordinances • Audit environmental and safety performance of group companies	• Passed audits to maintain ISO 14001 and ISO 9000 at three JSR plants. Group company Nichigo Kogyo Co., Ltd. obtained ISO 14001 certification • Renewed certifications under the High-Pressure Gas Safety Law and Fire Service Law at Yokkaichi and Kashima plants • Continued environmental and safety audits of domestic and overseas group companies	○	• Maintain and continue to operate ISO 14001 and ISO 9001 • Renew certifications under safety laws and regulations • Continue environmental and safety audits of domestic and overseas group companies	• Responsible Care Committee
	• Reduce environmental impact	• Encourage energy conservation: reduce specific energy consumption by an average of 1% annually compared to the FY1999 level • Reduce atmospheric release of VOCs ¹⁰ • Reduce industrial waste, the environmental impact of wastewater, and other impacts • Introduce measures to improve local environments	• Investigated measures to achieve the goal of a 6% reduction in total CO ₂ emissions by FY2013 compared to the FY1991 level. A large-scale natural gas-fired gas turbine cogeneration system was installed at the Yokkaichi Plant in April 2010. This system cut CO ₂ emissions by approximately 33,000 tons; the entire group achieved a 2% reduction from the FY1991 level • Continued energy conservation activities at employee homes. Participated in Eco-cho (Environmental Household Account Book), which is part of the Environment Ministry's Wagaya-no-Kankyojain (The Environmental Minister in My Home) program • VOC emissions were reduced by approximately 80% compared to FY2001 with the installation of RTO ¹¹ at three JSR plants • Industrial waste: "zero waste" goals have been achieved every year from FY2004 to FY2011 (7 tons of landfill waste per year) thanks to measures to limit the generation of industrial waste, sort waste thoroughly, search for recyclers, and other measures were taken at all plants, • Wastewater: efforts were made to reduce environmental impact (COD, total nitrogen, and total phosphorous) to comply with the 6th Total Pollutant Load Control • Reductions in offensive odors continued with the installation of RTO at three JSR plants • Countermeasures to reduce noise and light continued with the installation of a ground flare ¹² at Yokkaichi Plant; there were no environmental complaints in FY2011	○	• Continue energy-saving activities to achieve target for reduction of CO ₂ emissions • Use the intranet to continue to encourage energy conservation at employee homes • Reduce VOC emissions to achieve the FY2016 target: a 75% reduction from the FY2001 level • Continue to achieve "zero waste" goals • Make further impact reductions to comply with the 7th Total Pollutant Load Control • Continue zero environmental complaints performance	
	• Conservation of Biodiversity	• Adopt specific policies concerning biodiversity	• Co-developed the Map of Corporate Activities and Biodiversity and Land Use Score Report in working group meetings as a member of the Japan Business Initiative for Conservation and Sustainable Use of Biodiversity (JBIB) • Conducted the second seminar for directors, this time inviting a specialist from JBIB to talk about what companies should do for biodiversity based on what was decided at COP 10 • Incorporated biodiversity policies into JSR Group's Management Policies (Apr. 2011)	○	• Clearly identify JSR's risks and opportunities with regard to biodiversity, and set concrete policies, targets, and plans	
	Human resources	• Support work-life balance of employees	• Promote understanding of sound work-life management and promote measures to increase understanding • Confirm employee understanding of work-life management programs and implement measures to increase understanding	• Worked with labor union to produce and distribute the WLM Guidebook • Conducted an awareness survey and followed up on results. Enhanced various programs to support nursing care	○	• Raise awareness of work-life management and implement measures to promote it • Continue to explore measures to support nursing care
• Ensure diversity in the workplace		• Cultivate a diverse corporate culture, take concrete measures, and achieve quantitative targets (5% of managerial positions filled by women by FY2016; 15% to 20% of engineering positions and 40% to 50% of administrative positions filled by newly-hired women in FY2012) • Encourage diversity in hiring	• Percentage of women among employees hired in April 2011—engineering positions for college graduates: 13%, clerical positions for college graduates: 44%; Percentage of managerial positions filled by women as of April 2011: 2.4% • Employed 12 employees of foreign nationality; employment rate for people with disabilities was 1.64% (statutory quota: 1.8%)	○	• Cultivate a diverse corporate culture • Achieve quantitative targets • Encourage diversity in hiring	
Social contribution	• Implement social contribution activities	• Begin operation of new social contribution programs • Encourage activities that contribute positively to local communities	• Expanded activities to foster the next generation by developing and implementing a traveling science lecture program for elementary students through collaboration with school-teachers and BOEs. Formulated "Policies for Making Disaster Relief Donations" (Oct. 2010), thereby establishing a system to enable quick deployment of funds • Held local food fairs in the cafeteria of Yokkaichi Plant. Conducted activities that focused on engaging in a dialogue with local residents, such as social events with local residents at plants, local cleanup activities, and plant tours	○	• Explore and introduce new programs • Continue activities	• Social Contribution Committee

Glossary

- CSR Procurement**
Measures aimed at procuring materials from suppliers who are environmentally compliant and strive to be socially responsible in their corporate behavior, when hiring employees, etc.
- LCA: Life Cycle Assessment**
A method of quantitatively analyzing and assessing a product's environmental impact in all lifecycle stages, including raw materials, manufacturing, use, and disposal.
- LCI: Life Cycle Inventory**
In LCA, the compilation of data on the flow of resources, energy, and environmental impacts of a product.
- GHS: Globally Harmonized System of Classification and Labelling of Chemicals**
A system aimed at creating a global standard for chemical classifications, labeling, and MSDS submission.
- MSDS: Material Safety Data Sheet**
A form that is attached to chemical substances when they are shipped to other businesses to provide safety information.
- REACH: The Registration, Evaluation, Authorization, and Restriction of Chemicals Directive**
A European Union regulation requiring registration of safety testing data for all chemicals that are manufactured or imported in volumes of 1 ton or more annually.
- Green Procurement**
Measures aimed at procuring materials from suppliers who implement comprehensive management of substances that have the potential to harm human health.
- JAMP: Joint Article Management Promotion-consortium**
An organization established to facilitate the efficient communication of information concerning chemical substances within supply chains.
- PLP: Product Liability Prevention**
Activities designed to prevent the manufacture of defective products.
- VOC: Volatile Organic Compounds**
Organic compounds that are highly volatile; they are a source of atmospheric pollution.
- RTO: Regenerative Thermal Oxidizer**
A device that combusts VOCs and breaks them down into water and CO₂ to make emissions cleaner.
- Ground Flare**
A device that combusts waste gases in a cylindrical furnace placed on the ground; ground flares have a lower impact on the surrounding environment compared to conventional flare stacks.

○: Better than planned
○: As planned
△: Improvement needed

You can read about other targets and results in the online version of this report

• Click on the text of the "FY 2011 performance" column to be taken to a detailed web page