

JSR Sustainability Challenge (Management Foundation) : An overview of the formulation process

Two workshops by young employees

The workshops studied the prioritization of JSR's important activity themes. The study was led by ten young employees who had no leanings toward any specialized departments and who took balance of diversity into account.

The environment

Employees
DE&I* and Ways of working

Health and safety

Human rights

The above issues were identified. Constructive views were gathered from employees throughout the company rather than specialized departments.

● An issue revealed from the workshops:

- ✓ Because the workshops were not focused on specialized departments, discussing quantitative targets proved difficult and targets could not be derived.

*DE&I: Diversity, equity, and inclusion

A way of thinking that seeks to provide information, opportunities, and resources to a diverse range of people (e.g., people of different genders, nationalities, age) and thereby give them the chance to succeed according to their own characteristics and abilities.

Workshop involving specialized departments

Based on the results of the two workshops, we took an in-depth look at the key issues of "the environment" and "employees" with specialized departments.

① Employees

• Opinion exchange between specialized departments and employees of other departments

- ◆ Discussions concerning "DE&I" focused on ways of increasing the ratio of women in management positions. Most participants favored establishing quantitative targets that adopt a quota system for a certain period of time along with support measures.
For "Ways of working," the consensus was to use engagement surveys as an indicator. All participants agreed that remote work is a positive thing. However, they also argued that individual issues faced by departments and individuals should be monitored and addressed.
- ◆ Mental health care will be stressed in the area of health and safety.

② The environment

• Views were exchanged by seven general managers of departments involved in the supply chain.

- ◆ Hold thorough discussions and present objectives that include quantitative targets based on the policies and business targets of the mid-term business plan. A balance must be achieved between economic rationality and the resolution of social issues.

Rearrangement into five new areas of materiality

Environmental conservation and impact reduction

- ▶ Make a Group-wide declaration to reduce CO₂ emissions to effectively zero by 2050.

Employees DE&I and Ways of working

- ▶ Clarify qualitative targets to improve systems and environments.

Health and safety

- ▶ Enhance mental health in combination with new ways of working.

Respect for human rights

- ▶ Set targets after conducting studies and holding dialogues with experts, etc.

Supply chain

- ▶ Supply chains intrinsically involve a complexity of issues. Begin by visualizing risks and issues.