

Third-Party Comments



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Critic
Chairman of the Citizen of
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Amidst harsh economic conditions as a result of the current worldwide recession, I believe that the key to effectively fulfilling corporate social responsibilities is a question of integrating CSR activities into the company's core operations and ensuring a high level of awareness and participation amongst individual employees. In that respect, the opening page featuring employees holding up boards saying what CSR means to them, as the individuals responsible for implementing CSR, is very effective. The outline of the Citizen Group and its products, the message from top management and the overall image of the report are all clear and colorful and feel fresh and upbeat.

In terms of the Citizen Group's core manufacturing operations, the fact that Citizen has managed to meet all seven environmental standards and certify 99% of new models released in fiscal 2008 as Environmentally-friendly products is impressive, as is the company's enthusiasm in striving to achieve a rate of 100% in fiscal 2009 and set out new, more rigorous standards.

The Citizen Group's environmentally friendly products based on "precision technological capabilities forged in the micro-world," including electronic paper cells offering low power consumption and LED lighting offering superior luminescent efficiency, signal the direction in which the Group intends to head in the future.

With regard to the special feature on Citizen's flagship Eco-Drive products however, I felt that cutting out the top half of each section and focusing more closely on the comments from members of staff below would have helped get the point across more effectively. I would have preferred a simpler structure, with less content crammed in so as to encourage more people to read the entire feature.

In terms of progress with CSR activities, the survey of 39 Group companies shows that levels awareness regarding compliance and the CSR Hotline have improved significantly. Furthermore, with individual companies' progress with specific issues examined from various different angles, this year's report really captures Citizen's eagerness to visibly set out its targets and achievements.

Looking ahead, I have high hopes that Citizen's people-oriented human resource development policy, based on respecting the diversity of core employees, will contribute to the future of the company by not only enabling employees to develop their skills but also laying the foundations for an open and dynamic corporate culture that will enable the development of new technologies.



One Akiyama

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Last year, I wrote that a company's CSR report represents a commitment to implementing initiatives based a cycle of planning, doing, checking and acting (PDCA) in an effort to put its principles into practice. My comments this year are once again based on this same point of view.

1. Favorable aspects

Following on from last year, Citizen has continued to engage in business activities based on its underlying philosophy of "contributing to and striving to be respected by the citizens of the world." In addition to summarizing the company's initiatives according to four categories, this year Citizen has reintroduced tables outlining CSR priorities and progress with initiatives in line with its Code of Conduct, indicating that it is effectively implementing the PDCA cycle as part of its activities. The number of examples of initiatives being undertaken by Group companies has also increased, conveying the sense that initiatives are pervasive throughout the Citizen Group.

In terms of environmental management, this year's report once again features targets, achievements and assessments for the current fiscal year and targets for next year, reflecting a commendable commitment to implementing the PDCA cycle on an ongoing basis. The report features example initiatives in other countries as well, indicating that initiatives are underway at all of the Group's manufacturing bases.

2. Areas requiring work and improvement

Although there is a keener awareness of the PDCA cycle in evidence compared to last year's report, the inclusion of a table assessing initiatives and outlining targets for next year, as in the case of environmental management, would help the report to flow more clearly. It is particularly important to review initiatives (check) and make improvements (act) in areas in which environmental management targets have not been achieved.

Whereas the report gives the sense that Citizen is making an effort to address issues and implement initiatives in other countries, I would like to see even more information about overseas activities. As CSR meetings are now being held at Chinese premises to monitor ongoing activities and discuss plans for the future, I would expect details to be included in next year's report.

3. Expectations for the future

By "contributing to and striving to be respected by the citizens of the world," Citizen is demonstrating its commitment to being a genuinely socially responsible company, a quality that I believe will be crucial to sustain growth in the future. I expect Citizen to put this philosophy into practice on a companywide basis in the future, based on full participation from all employees, so that it can maintain an approach to manufacturing that is good for people and for the planet.