

A company's CSR report is more than a simple report outlining CSR initiatives. It represents a commitment to implement initiatives based on a cycle of planning, doing, checking and acting (PDCA), and reaffirming the results, in order to put the company's principles into practice. My comments this year are once again based on this same point of view.

One Akiyama
President of Integrex Inc.



1 Positive points

The Citizen Group has maintained the highly commendable practice of getting its entire workforce involved in initiatives aimed at putting its corporate philosophy of "contributing to and striving to be respected by the citizens of the world" into practice in every aspect of its business activities.

Whereas the Citizen Group sets out and works towards targets in line with its Code of Conduct as part of CSR activities at each of its Group companies, the table featured in the CSR Targets and Initiatives section of this year's report is more detailed than previously, including information on ratings, initiatives and issues for the future and reference page numbers for specific details of individual initiatives in addition to information on CSR targets and initiatives for the current year. This is a positive step as it indicates that the PDCA cycle is being effectively implemented throughout the Group's activities.

The special feature on the 20th Anniversary of Citizen of the Year gives a feel for Citizen's characteristic efforts to highlight the dedicated actions of members of the public. The fact that this scheme has been up and running for 20 years is an impressive example of the Group putting its corporate philosophy into practice.

A prime example of specific initiatives is the Group's reporting framework, as outlined in the Base of CSR section. In addition to establishing internal and external reporting systems, the Group also conducts CSR awareness surveys to ascertain levels of awareness and usage of such services amongst its employees and identify issues for the future, so as to enable improvements to be made. The section on Citizen and its Customers meanwhile outlines the practice of conducting regular customer satisfaction surveys and efforts to incorporate customers' comments into various aspects of the Group's operations, demonstrating a commitment to making improvements whilst also welcoming input from stakeholders.

The section on Environmental Management outlines targets, results and evaluation ratings for the current year, along the same lines as last year, and indicates that the Group is continuing to effectively implement the PDCA cycle. The fact that the Group has revised its environmental policy, adopting the slogan "Small is Eco" and focusing on its core compact precision technology, gives the impression that individual employees' jobs are now more closely linked to the environment.

2 Potential improvements for the future

On the subject of overseas priorities and initiatives, the report includes the statement "the results of a survey on the Citizen Group's CSR activities indicated that we have fallen behind with CSR activities in other countries. As such, we have positioned overseas activities as one of our major challenges for fiscal 2010." Although it is good to see that checks have been carried out, in the form of CSR surveys, and issues identified, the Group is nonetheless a global enterprise whose overseas operations account for almost 60% of its sales and workforce. I therefore hope to see the Group stepping up its overseas initiatives as quickly as possible, not least in the interests of risk management.

In the section dealing with Citizen and its Employees, the report outlines initiatives aimed at creating an environment in which employees, as the driving force behind the Group's full participation approach to CSR, can put their skills to the best possible use. Whereas such initiatives and the Group's various schemes are all commendable, I would like to see some more in-depth evidence of the results of schemes and initiatives rather than just basic details. I would like to know how schemes are used and whether they help increase levels of pride and motivation amongst employees for instance, and hear more feedback from employees themselves.

3 Looking ahead

The S in CSR is in the process of evolving from "social" to "sustainability" at the moment, with the R undergoing a similar transition from "responsibility" to "respect" for how things should be done. I hope that the Citizen Group will continue to make the most of its world-leading "Micro HumanTech" capabilities to help make the world a better place and enrich people's lives in the future, as a company "contributing to and striving to be respected by the citizens of the world" based on full participation from all employees.