Corporate Social Responsibility in the Age of Globalization:
Commonalities and Uniquenesses between East and West:
An Asian Perspective

February 13, 2012

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Founder & Executive President
GCEF (Global Competitiveness Empowerment Forum)

Canon Institute for Global Studies (CIGS)
Tokyo, Japan
1. Commonalities and Uniqueness between East and West: How Asian Companies Can Have Competitive Advantages
2. Characteristics of Western Companies
3. Attributes and Challenges of Korean Companies
4. Future of Asia's CSR: What Kind of Cooperation Can Be Rewarding (or Possible) between Korean and Japanese Firms
Part 1

Commonalities and Uniqueness between East and West: How Asian Companies Can Have Competitive Advantages
Voices of CR

Doing CR is finding the right size of volume that fits optimal environment of corporations

& Corporate Responsibility
# Two Extremes of CR

<table>
<thead>
<tr>
<th>The left side of the volume (-)</th>
<th>The right side of the volume (+)</th>
</tr>
</thead>
<tbody>
<tr>
<td>What a company is inclined or mistaken to do</td>
<td>What a company is desired or expected to do</td>
</tr>
<tr>
<td>Short-termism</td>
<td>Long-termism</td>
</tr>
<tr>
<td>Decreasing costs</td>
<td>Increasing investment</td>
</tr>
<tr>
<td>Business as usual</td>
<td>Value driven</td>
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<tr>
<td>Shareholder oriented</td>
<td>Stakeholder oriented</td>
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<tr>
<td>Authority</td>
<td>Participation</td>
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<tr>
<td>Superficial implementation</td>
<td>Internalized collaboration</td>
</tr>
<tr>
<td>Working in silos by each department</td>
<td>Vertical and horizontal integration</td>
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<tr>
<td>Reactive</td>
<td>Proactive</td>
</tr>
<tr>
<td>Peace-at-any-price principle</td>
<td>Crisis management</td>
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<tr>
<td>Complicity in human rights</td>
<td>Human value centered management</td>
</tr>
<tr>
<td>Restructuring</td>
<td>Job sharing</td>
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<td>Pollution or greenwash</td>
<td>Sustainability</td>
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<td>Bribery</td>
<td>Anti-corruption</td>
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<td>Money laundering</td>
<td>Transparency</td>
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<tr>
<td>A low price and quick return</td>
<td>Fair trade procurement</td>
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<tr>
<td>Quick fix to social issues</td>
<td>Corporate Social Innovation</td>
</tr>
<tr>
<td>Philanthropy lip service</td>
<td>Corporate Social Responsibility</td>
</tr>
<tr>
<td>Seasonal charity</td>
<td>Corporate Community Involvement</td>
</tr>
</tbody>
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East and West

Eastern values reflect stakeholder relationship values and share commonalities of responsible business

<table>
<thead>
<tr>
<th>West</th>
<th>East</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greek civilization</td>
<td>Chinese civilization</td>
</tr>
<tr>
<td>Greek philosophy/ Aristotle</td>
<td>Confucianism/ Buddhism</td>
</tr>
<tr>
<td>Freedom / Individuality</td>
<td>Harmony / Holism</td>
</tr>
<tr>
<td>Linear thinking</td>
<td>Interconnected thinking</td>
</tr>
<tr>
<td>Stability</td>
<td>Constantly changing</td>
</tr>
<tr>
<td>Parts</td>
<td>Whole</td>
</tr>
<tr>
<td>Simplicity/ Decontextualize</td>
<td>Complexity/ Relationship</td>
</tr>
<tr>
<td>Individuals as separate units</td>
<td>Societies as organisms</td>
</tr>
<tr>
<td>Individuals</td>
<td>Collective entity</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Religions</th>
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<tbody>
<tr>
<td>Judeo Christianity</td>
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<tr>
<td>Protestant</td>
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<tr>
<td>Islam</td>
</tr>
<tr>
<td>Thai Theravada Buddhist</td>
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<tr>
<td>Mahayana Buddhist</td>
</tr>
<tr>
<td>Confucius</td>
</tr>
<tr>
<td>Hindu</td>
</tr>
<tr>
<td>African Spiritual Understanding</td>
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<tr>
<td>Japanese Shintoism</td>
</tr>
<tr>
<td>American Indigenous</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Caux Round Table Principles from Common Values of Religions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principle 1: Responsibilities of business</td>
</tr>
<tr>
<td>Principle 2: Economic and social impact of business</td>
</tr>
<tr>
<td>Principle 3: Business behavior</td>
</tr>
<tr>
<td>Principle 4: Respect for rules</td>
</tr>
<tr>
<td>Principle 5: Support for multilateral trade</td>
</tr>
<tr>
<td>Principle 6: Respect for the environment</td>
</tr>
<tr>
<td>Principle 7: Avoidance of illicit operations</td>
</tr>
</tbody>
</table>

Stakeholder Principles
- Customers
- Employees
- Owners/Investors
- Suppliers
- Competitors
- Community


Young, Stephen B. “Responsible Leadership” Chapter 12 Principle-based leadership: lessons from the Caux Round Table. Routledge 2006 Page 185-201
Holism and Whole

CR is not just measurement nor reporting
CR is the whole process and management system

Internal Stakeholder/Communication
- Making business management integrating CR as corporate culture
- Motivation through policy and recognition

External Stakeholder/Communication
- Integration with PR, IR and CR communication
- Persuasion for economic and social value creation
- Connection with ethical consumerism

Source: Further expanded “A Human Rights Framework”, developed by UN Global Compact, BLIHR (Business Leaders Initiative on Human Rights) and IBLF (International Business Leaders Forum)
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Interconnectedness and Harmony

CR needs interconnected thinking among all departments within a company to maximize urgency and importance.
Societies as Organisms

CR should have both risk and opportunity perspectives to achieve inclusive growth for both business and society.

- Social Contribution
- CSV & Strategic CSR & Corporate Social Innovation
- Charity
- International Marketing

Interests of Host Country vs. Interests of Company
Part 2

Characteristics of Western Companies
1. Reinforcement

Voluntary leadership of corporations and mandatory regulations of governments affect each other

Corporate Responsibility

- Discretionary Responsibility
- Ethical Responsibility
- Legal Responsibility
- Economic Responsibility

2. Maximazation

“Creating Shared Value” reinforces maximization of economic and social value creation

“Reconceiving products and markets”

“Redefining productivity in the value chain”

“Enabling local cluster development”

3. Coordination

CR aims to decrease decoupling within organizational silo work symptom and to increase orchestrating coordination.
4. Diversity

Utilizing diversity as global competitiveness in global environment

Gender | Race | Culture | Religion | Workplace | Supply Chain | Marketplace | Government | Community | Workers | Overseas Subsidiaries | Overseas Distribution
---|---|---|---|---|---|---|---|---|---|---|---
Man, Woman, Gay, Lesbian, etc. | White, Black, Asian, Minorities, etc. | West, East, North, South, etc | Christianity, Buddhism, Islam, Judaism, Hinduism | Workers Disadvantaged/family support/Training | Workers Globalized Migrant workers | Workers Diverse race, culture and religion "Non-discrimination" | Outsourcing Suppliers Minority & Women owned | B2C Global Consumer Global diversity marketing | B2B Buyers Respect for governance of countries

Diversity value proposition from the start

- Inter-racial workplace environment in California in the 1940s and the Southern part of the US in the 1960s
- Affirmative actions of minority in the 1970s
- Reflecting diversity in PR, marketing and global business

5. Collective Action

Addressing common problems and challenges in “Weak Governance Zones” and creating business opportunities

Promoting good practices of labor, health, safety, environment, management system, business ethics

Source: http://www.eicc.info/about_us05.shtml

“Global businesses collaborate on first-of-its-kind city sustainability project”

October, 2011 - GDF Suez, Toyota, TNT, Acciona, Siemens, and UTC teamed up together for urban sustainability in Turku, Finland

6. Cooperation

Collaborating with NGOs as CR partners and improving social and environmental challenges together

Chiquita Banana Company + Rainforest Alliance NGO = “BETTER BANANA”
The 3rd party certified for compliance to promote labor, human rights and environment in banana farms

Côte d’Or and Marabou lines: The first pan-European brands to bear the Rainforest Alliance seal.

Kenco Millicano whole bean instant coffee with Rainforest Alliance seal

More than 15 coffee and cocoa product lines carrying either the Fairtrade mark or the Rainforest Alliance Certified™ seal


7. Cross Sector Alliance

Globalization challenges need global level of strategic alliance among public, private, nonprofit sectors and IGO

“Better Health and Safety for Suppliers”

- Decrease of occupational accidents through promotion of health and safety of workers in production facilities of suppliers in Brazil, Mexico and South Africa
- Global work force management
- Supporting and training/workshop to suppliers

UDHR Article 3 (Life and security of the person) Article 23 (Favorable conditions of work)
ICESCR Article 7 (Safe and healthy working conditions) Article 12 (The highest attainable standard of physical and mental health)

Source: "Embedding Human Rights in Business Practice II, UN GC/OHCHR 2007 Page 167"
Part 3

Attributes and Challenges of Korean Companies
1. Reinforcement

Voluntary leadership of corporations have been accelerated through strong leadership of public sector

<table>
<thead>
<tr>
<th>National Agenda led by the Office of the President</th>
<th>Fair Society (2010) and Eco-systemic Development (2011)</th>
<th>Humanity, Creativity and Responsibility</th>
</tr>
</thead>
</table>

### Directions of CSR Related Public Policy

|----------------|------------------|---------|------------------|------------|----------------|----------------|--------------|------|-------------------|-----|---------------------|---------------------------|

- **Social Welfare**
  - Social Contribution
  - Diversity (Migrant Women)

- **Women and Family**
  - Legal Compliance
  - Business Ethics
  - Non-discrimination

- **Justice**
  - Anti-Corruption

- **Anti-Corruption**
  - Fair Trade
  - Benefit Sharing with Large and SMEs

- **Social Cohesion**
  - Korea of Endowment

- **Nation Brand**

- **Labor**

- **Knowledge Economy**

- **SME**

- **Strategy and Finance**

- **Foreign Affairs and Trade**

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In 2007, Social Enterprise Promotion Law to foster job creation for the disadvantaged.

In 2007, the 9th clause of Industrial Development Law was newly added to support corporate voluntary actions for sustainable management.

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2. Maximization

CSV was tested by mainstreaming business strategy group to maximize economic and environmental values

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**“Green Innovation” Strategy from 2009**

“Smarter and Greener Green Memory”

DDR3(Double Data Rate 3) SDRAM(Synchronous Dynamic Random Access Memory) in 2011

<table>
<thead>
<tr>
<th>Past Server Environment</th>
<th>Benefits</th>
<th>Green Server Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 million servers</td>
<td>High performance</td>
<td>3,000 servers</td>
</tr>
<tr>
<td>50 Nano class DDR 3</td>
<td>About 11 million USD saving</td>
<td>20 Nano class DDR3</td>
</tr>
<tr>
<td>2Gb 1.5V</td>
<td>Low power</td>
<td>4Gb 1.35V</td>
</tr>
<tr>
<td>96GB(8GBx12)</td>
<td>4 million USD saving</td>
<td>96GB(16GBx6)</td>
</tr>
<tr>
<td>15K HDD</td>
<td>High quality</td>
<td>Server SSD</td>
</tr>
<tr>
<td>300GBx12</td>
<td>4.3 million USD saving</td>
<td>200GBx4</td>
</tr>
</tbody>
</table>

Source: “Low Power and Higher Efficiency, Green Memory is CSV”, Dong-A Business Review, December 2011 Issue 1, No. 94, 2011, Page 32-34
3. Coordination

Taking holistic view towards “Firm of Endearment” that needs vertical and horizontal behavioral changes

Confirmation to Firm of Endearment

Based on the case study and survey implemented between May and June 2011, Firms of Endearment Institute confirms that the above organization meets the criteria for ‘Firm of Endearment’ in the aspect of higher purpose, conscious leadership, conscious culture, stakeholder orientation and care for environment.

June 30, 2011

Re countries

Global Chairman, Firms of Endearment Institute
Chairman & Co-Founder, Conscious Capitalism Institute

SPICEE
Society
Partners/Suppliers
Investors/Financiers
Customers
Employees
Environment
4. Diversity - Inbound

Migrants by Country

- China, 490,010
- Uzbekistan, 16,188
- Sri Lanka, 14,617
- Japan, 18,581
- Mongolia, 21,124
- Taiwan, 21,710
- Indonesia, 26,100
- Thailand, 28,372
- US, 31,950
- Philippines, 39,063
- Vietnam, 87,367
- Cambodia, 9,190
- Others, 65,158

Total: 877,523 (2% of South Korean Population)

Source: Migrants by country, Immigration Bureau, Ministry of Justice (March 2010)
Total: 877,523

Muslims in South Korea

- Southeast Asia, 29,679 (37.4%)
- South Asia, 21,325 (26.9%)
- Central Asia, 21,831 (27.5%)
- Non-Arab Middle East, 2,237
- Arab, 3,119 (3.9%)
- Others in Organization of the Islamic Conference, 1,192 (1.5%)

- Male 66,913 (84.3%)
- Female 12,475 (15.7%)

Problems
- Marginalization
- Hostile feelings towards Islam

Source: Inter-Religious Seminar for Mutual Understanding and Co-existence hosted by Korean Conference of Religion for Peace & Korean Muslim Federation and organized by International Peace Corps of Religions (June 1-2, 2010)
"Status of Migrant Muslims in South Korea"
Prof. Ahn, Jeong-Kook, Middle Eastern Studies of Myungji University
No. of Muslims in South Korea: 79,388

(0.2% of South Korean Population)
4. Diversity - Outbound

Lack of diversity consideration as nation’s weakness in international management and global CR

Analysis of Korea Discount in regional markets

- March, 2009 – 67 countries / 92 Kotra Korea Business Centers

- North Korea, violent parliament, poor labor management
- Controversial opinions about Korean MNCs
- Not respecting indigenous people
- Low contribution for local communities
- Low awareness
- Not respecting indigenous people
- Unnoticed shut down of factories
- Not respecting indigenous people
- Unnoticed shut down of factories
- Not respecting indigenous people
- Fast and fast practices
- Low awareness
- Non-understanding of various Asian cultures and religions including Islam
- Territorial disputes, low quality products
- Fake goods and low technology
- North Korea, violent parliament, poor labor management
- Poor labor management in textile factories

5. Collective Action

Multiple companies teamed up to fight with corruption by educating future business leaders

NABIS
Northeast Asia Business Integrity School
www.nabis.kr
An educational project for university students to foster a clean and transparent business environment

Siemens Integrity Initiative
Initiated and Acting as a Partner Organization of the South Korean Project, NABIS

• NABIS trainers of Compliance and Business Ethics from Korean companies and Korean subsidiaries of Western and Northeast Asian companies operating in Korea teach NABIS students by using the NABIS curriculum with case studies from their own companies
• NABIS aims to influence behavioral changes by teaching the importance of business integrity in the free market and trade systems and by building a mutual learning and supporting NABIS community
NGO leaders reviewed possibility of collaboration for non-judicial grievance mechanisms

2009-2010 Study about Non-Judicial Grievance Mechanisms

Joint research with 11 environment, labor and human rights organizations

Korea Human Rights Foundation, Global Competitiveness Empowerment Forum, Korea Corporate Citizenship Center, National Human Rights Commission of Korea, People’s Solidarity for Participatory Democracy, Making Better Corporations, Korea House for International Solidarity, Civil Action Together, ICEM (International Federation of Chemical, Energy, Mine and General Workers’ Unions) Korea Coordinator, Korea Foundation for Environment Movements, Korea Women Link and Public Lawyers Group Gong Gam
7. Cross Sector Alliance

Global cooperation with IGOs is still led by public sector

- By KOICA (Korea International Cooperation Agency) under the Ministry of Foreign Affairs and Trade
- After 2000, collaboration with UNICEF, UNHCR, WFP, UNDP, WHO and ESCAP etc.
- 60.2% ODA was with IGOs (1991-2006)
- In 2007, 47.2% was supported to Africa in health enhancement related UN MDGs 4, 5, 6 and Asia in rural development
- In 2008, trade capacity building, HIV/AIDS and anti-corruption in Africa and Asia
- From 2011, public private partnership with global CSR of corporations has started.

Source: http://www.koica.go.kr/
ISO26000 and 7 Areas

ISO 26000

ISO Catalogue - Management Standards - Social Responsibility

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Source: http://www.iso.org/iso/iso_catalogue/management_standards/social_responsibility.htm
UN Global Compact

- Human Rights
- Labor
- Environment
- Anti-Corruption

- Distinction
- Business Asset
- Company
- Strategy
- Competitiveness

Started from 2007
UN Global Compact Korea Network
198 Members In 2012
1. Human Rights

2. Labor

- FKTU (Federation of Korean Trade Unions)
- Korean Confederation of Trade Unions
- National Confederation of Trade Unions

No. of labor disputes and no. of daily loss due to labor disputes (Yearly, no. 1,000 days)

Source: Analysis on labor situation development of South Korea. Prof. Jang, Yong-Suk, Public Administration, Yonsei University

USR (Union Social Responsibility)

- Global social contribution with overseas branches
- Dissemination of Quality Management and Labor Management to overseas
- Participation to climate change issue

Source: Kim, Hyun-Sik, Human Rights Leadership of LG Electronics, Presentation at ISO26000 & UN Human Rights Framework, Co-hosted by National Human Rights Foundation of Korea, UN Global Compact Korea Network and Korea Productivity Center, July 20, 2011, Seoul, South Korea
3. Environment

Low Carbon Green Growth as National Agenda in 2008
Aiming to be the 7th country rank by 2020 and the 5th By 2050 as the greenest country “Green Growth for All” - January 2012 Policy Agenda and 5 year plan from 2009-2013

CDP (Carbon Disclosure Project)
As of 2009, 100 South Korean corporations were registered. In its 2008 survey of the top 50 Korean corporations on climate change risk management, 88% said they have already started to prepare detailed actions or are in the middle of preparation.

CDAP (Community Development Assistance Program)
1995 the Philippine Mining Act mandating social development and management programs (SDMP – 1.5% total operating expenses) for the mine’s impact areas and final mine rehabilitation development programs (FMRDP) 5 years prior to mine closure.

Source: Brochure from Rapu-Rapu Polymetallic Project, Responsible mining is true corporate social responsibility at work, www.rapu-rapumining.com

Source: Kang, Angela Joo-Hyun and Lee, Joo-Seob, Corporate Responsibility in Northeast Asia – South Korea, Corporation 2020 Paper, 2009
4. Anti-Corruption

Business Ethics and Ethical Responsibility

[Survey result of FKI member companies: Looking back 10 years (Aug-Sep 2009 N=200)]

- 95% Adoption of code of conducts
- 92% Ethical Management Training
- 70% Operation of the dedicated Ethical Management Team
- 93% Willingness to require the same standards during supplier selection
  (Very much 42% + Little bit 51%)

Source: Ko, Dong-Soo, Issues of Corporate Responsibility and How to Address Challenges – Focusing ISO26000, KIET(Korea Institute for Industrial Economics and Trade, 2011

- In 2010, KEPCO ranked No. 1 out of 21 state owned enterprises and organizations
- Internal business integrity rank No. 1 out of 710 public orgs.
- South Korea ranked 43 out of 182 countries in CPI (Corruption Perception Index) by Transparency International

Source: Han, Jin-Hee, KEPCO presentation at NABIS (Northeast Asia Business Integrity School) student workshop
Co-hosted by Federation of Korean Industries-International Management Institute and Global Competitiveness Empowerment Forum, February 3, 2012, Seoul, South Korea
Part 4

Future of Asia's CSR: What Kind of Cooperation Can Be Rewarding (or Possible) between Korean and Japanese Firms
Human Rights and Human Values

Paradigm of human values in labor and human rights is changing into human equality

- **Production Factor**
  - Commodity
  - Object for Exchange
  - Subject to Market Rules
  - Human Capital

- **Human Being**
  - Dignity
  - Free Will
  - Life and Emotion
  - Miniature Cosmos

“Functional inequality”

“Ontological equality”

Source: Kim, Hyun-Sik, Human Rights Leadership of LG Electronics, Presentation at ISO26000 & UN Human Rights Framework, Co-hosted by National Human Rights Foundation of Korea, UN Global Compact Korea Network and Korea Productivity Center, July 20, 2011, Seoul, South Korea
Collective Entity for Innovation

Human rights and productivity are not mutually exclusive based on one innovative example

High performance and trust based human value centered management in Canon Korea Business Solution’s Ahnsan factory in South Korea

- Good “Glocalization” practice
- Cell production system
- Cell company organization
- Based on trust, respect and autonomy
- Servant Leadership of Kim, Young-Soon, Factory Manager
- Doubled job creation, 19 times of production and 12 time of export increase in 10 years


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The Best Benchmarking Practice

Canon Korea Business Solution’s Ahnsan factory as Samsung Electronics’ top priority benchmarking venue

“We came here since we are concerned about our future. When Operation Innovation Group wants to innovate, Factory Manager Group opposes. When Factory Manager Group opposes, CEO Group opposes. I want them to see and feel as it is.”

<table>
<thead>
<tr>
<th>The 1st time visit</th>
<th>The 2nd time visit</th>
<th>The 3rd time visit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Jay Lee, CEO and COO of Samsung Electronics visited with Operation Innovation Group</td>
<td>Mr. Jay Lee, CEO and COO of Samsung Electronics visited with Factor Manager Group</td>
<td>Mr. Jay Lee, CEO and COO of Samsung Electronics visited with CEO Group of each division with Vice Chairman, Choi, Ji-Sung</td>
</tr>
</tbody>
</table>

## Human Rights as Norms

### “First Generation” Rights
- Civil Rights
- Political Rights

**ICCPR**
(The International Covenant on Civil and Political Rights)

- Self-determination, non-discrimination, against slavery, forced and compulsory labor, privacy, freedom of thought, conscience, religion and expression, forming trade unions, freedom of association, minority rights

### “Second Generation” Rights
- Economic Rights
- Social Rights
- Cultural Rights

**ICESCR**
(The International Covenant on Economic, Social and Cultural Rights)

- Rights to work, minimum wages, equal pay, safe and healthy working conditions, social security, food, clothing, housing, fair distribution of food, physical and mental health, education

### “Third Generation” Rights
- Based on Solidarity

“The right to natural resources and a clean environment
Less well defined and has not yet been incorporated into any legally-binding human rights equivalent.”

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The Universal Declaration of Human Rights, OECD Guidelines for Multinational Enterprises, ILO Declaration on Fundamental Principles and Rights at Work, UN Global Compact, Conventions on Prevention and Punishment of the Crimes of Genocide, against Torture, on the Elimination of All Forms of Racial Discrimination, on the Elimination of All Forms of Discrimination against Women and on the Rights of the Child etc.

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Human Rights Indicators

8 Areas 17 Indicators

A. General obligations
B. Rights to equal opportunity and non-discriminatory treatment
C. Right to security of persons – Right to security of persons, security arrangements
D. Rights of workers - Forced or compulsory labor, children’s rights, safe and healthy workplace, adequate remuneration, freedom of association/collective bargaining
E. Respect for national sovereignty and human rights – Respect national governance practices, bribery, contribution to realization of human rights
F. Obligations with regard to consumer protection
G. Obligations to with regard to environmental protection
H. General provisions of implementation – Internal rules of operation, monitoring, reparations

Source: Human Rights Matrix in A Guide for Integrating Human Rights into Business Management co-developed by UN Global Compact, Office of the UN High Commissioner for Human Rights (OHCHR), BLIHR (Business Leaders Initiative on Human Rights)
### Human Value Centered Management

Human value centered management can liberate innovation and performance than risk based human rights

<table>
<thead>
<tr>
<th>Human rights Indicators</th>
<th>How Canon Korea did</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. General obligations</td>
<td>A. General obligations based on trust and autonomy</td>
</tr>
<tr>
<td>B. Rights to equal opportunity and non-discriminatory treatment</td>
<td>B. Women can become leaders of Cell Company Org. Physically challenged only Cell Company Org. “I Can”</td>
</tr>
<tr>
<td>C. Right to security of persons – Right to security of persons, security arrangements</td>
<td>C. Giving another chance and consultation for drop outs and no penalty to a fire accident but consolation</td>
</tr>
<tr>
<td>D. Rights of workers - Forced or compulsory labor, children’s rights, safe and healthy workplace, adequate remuneration, freedom of association / collective bargaining</td>
<td>D. Delegation of decision making ownership to Cell CEOs, cozy workplace, generous and emotion treatment for human beings, consensus based group decision</td>
</tr>
<tr>
<td>E. Respect for national sovereignty and human rights – Respect national governance practices, bribery, contribution to realization of human rights</td>
<td>E. Respect and acceptance from Canon headquarter to Canon Korea Business Solutions</td>
</tr>
<tr>
<td>F. Obligations with regard to consumer protection</td>
<td>F. Product labeling with photos of Cell CEOs to increase customer satisfaction and product excellence</td>
</tr>
<tr>
<td>G. Obligations to with regard to environmental protection</td>
<td>G. Quality and eco management of product manufacturing and delivery to decrease CO2 emission</td>
</tr>
<tr>
<td>H. General provisions of implementation – Internal rules of operation, monitoring, reparations</td>
<td>H. Equal partnership as work colleagues not as merely workers. Incentive and merits based reparation system</td>
</tr>
</tbody>
</table>
Paradigm Changing Collaboration

Cooperation of Asian Companies and Research Institutes for new paradigm of human being’s ontological equality

A human value centered management model honoring human rights as innovation and productivity engine
Thank You