

# Accelerating Inclusive CSR Activities: A Global Perspective

—Inclusive CSR in Fukushima—

インクルーシブなCSR活動を加速化する: グローバルな視点から  
—福島におけるインクルーシブなCSR—

Presentation Material/ご報告用資料

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Slide No. 2

## Conclusion of Today's Talk/本日の結論

### I. Why Inclusive CSR Is Needed?/インクルーシブなCSRの必要性

The Role of Corporation in the Globalization Era/グローバル時代の企業の役割

Public Governance, Civil Governance, and Corporate Governance/公共、市民、企業のガバナンス

Japan's CSR: Concerns, Reports, and Stakeholders/  
日本のCSR: 関心領域、報告体制、ステークホルダー

Definition of Inclusive CSR (ICSR)/インクルーシブなCSR (ICSR)の定義

### II. Inclusive CSR in Fukushima/インクルーシブなCSR・イン・福島

Imperative Need for ICSR/ICSRの必要性

Industrial Development/産業振興

Physical and Mental Health/身体的・精神的健康

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Evaluation of ICSR in Fukushima/福島におけるICSRの評価

### III. Inclusive CSR beyond Fukushima/ICSR: 福島を超えて

Tsunami, Volcanic Ash, and Invisible and Dangerous Radiation Travel around the Globe/  
津波、火山灰、そして透明で危険な放射能は地球を駆け巡る

In Search of Collective Action to Develop Knowledge Commons/  
知識の共有を目指す集団的行動を求めて

### IV. Conclusion/結語

*Fortiter in re, suaviter in modo/Strong in deed, gentle in manner/毅然たる行動を穏やかな態度で*

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## CSR in Corporate Governance/企業統治システムの中のCSR

### CSR in State and Society/国家と社会の中のCSR

#### (1) Multinational Corporation's CSR/多国籍企業のCSR

Multinational corporations became the central focus of business and human rights concerns. . . . [B]usiness and human rights is a microcosm of a larger crisis in contemporary governance. . . . The political ethos of the era also contributed to the rapid expansion of CSR.

多国籍企業はビジネスと人権問題の中心となったのである。...ビジネスと人権問題は、現代のガバナンスが直面する重大な危機を映し出す縮図となっている。...(グローバル時代の(リベラルな)政治的精神も、CSRの急速な拡大に寄与した。

(John Gerard Ruggie, 2013, Just Business: Multinational Corporations and Human Rights, New York: W.W. Norton, p. xxiii, xxvii. [cf. ジョン・ラギー 『正しいビジネス—世界が取り組む「多国籍企業と人権」の課題』 岩波書店 (2014年), pp. 10, 14.]

#### (2) Business in State and Society/国家と社会の中のビジネス

Three distinct governance systems affect their [multinational corporations] conduct in relation to human rights: the system of public law and policy; a civil governance system involving external stakeholders that are affected by or otherwise have an interest in multinationals; and corporate governance, which internalizes elements of the other two.

人権との関係では3つの異なるガバナンス・システムが多国籍企業の行動に影響を与えている。即ち公法と政策の公共ガバナンス、市民社会ガバナンス、そして上記2つのシステムの諸要素を内包した企業のガバナンスだ。

(John Gerard Ruggie, 2013, Just Business: Multinational Corporations and Human Rights, New York: W.W. Norton, p. xliii. [cf. ジョン・ラギー 『正しいビジネス—世界が取り組む「多国籍企業と人権」の課題』 岩波書店 (2014年), p. 32])

## Globalization, Not Globality, but . . . /

グローバル化であっても必ずしも全地球的な同質性ではないが...

### National Differences in CSR

#### Concerns, Reports, Stakeholders/関心領域、報告体制、ステークホルダー

Despite the proclaimed universality of human rights, the political culture of a company's home country seemed to affect which rights it recognized. European multinationals were more likely than their American counterparts to reference the rights to health and to an adequate standard of living. . . . U.S. and Japanese firms tended to recognize a narrower spectrum of rights and rights holders.

人権の普遍性が公言されてきたにも拘わらず、企業の出身国が持つ政治的文化が、如何なる人権を認識するかということに影響を与えているようだ。欧州系企業は米国系企業よりも健康や生活水準に関する人権に関心を示し...米国系や日系の企業は権利や権利を有する者に関して、より狭隘な範囲のみを認識する傾向があった。

Most FG500 respondents . . . Had internal reporting systems. . . . European companies . . . engage in external reporting than U.S. firms; Japanese companies lagged well behind both. . . . [T]hey worked with external stakeholders, . . . U.S. firms were . . . less likely to do so than their European or Australian counterparts, perhaps reflecting the stronger "shareholder" model. . . . Japanese firms lagged behind both.

殆どのFortune Global 500の企業は...内部報告体制を有した。...欧州系企業は米国系よりも外部報告を行ない、日系企業は内外の報告体制で遅れていた。...外部のステークホルダーとの共同活動を行っていたが、米系企業はその株主優先モデルのせい(内部重視)で、欧州系・豪州系よりも幾分外部との関係が弱い。日本は内外共にステークホルダーとの関係で遅れていた。

(John Gerard Ruggie, 2013, Just Business: Multinational Corporations and Human Rights, New York: W.W. Norton, pp. 73-74. [cf. ジョン・ラギー 『正しいビジネス—世界が取り組む「多国籍企業と人権」の課題』 岩波書店 (2014年), p. 118-120])

## Japan's CSR (1)/日本のCSR (1)

## CSR Concerns in International Comparison/CSR関心領域の国際比較

	Japan	UK	Germany	China	Malaysia
Organizational Governance	24.7	27.5	24.2	42.0	39.0
Due Diligence	17.8	36.5	38.8	36.1	35.8
Human Rights Risk Situations	29.5	45.9	50.3	40.5	47.0
Avoidance of Complicity	19.4	25.3	36.8	33.6	34.7
Resolving Grievances	25.3	33.2	37.0	38.2	34.5
Discrimination and Vulnerable Groups	29.8	41.1	46.3	40.7	38.5
Civil and Political Rights	19.8	32.7	46.8	45.7	36.5
Economic, Social and Cultural Rights	20.4	30.8	33.9	32.5	40.7
Fundamental Principles and Rights at Work	31.5	38.2	50.3	43.0	39.2
Employment and Employment Relationships	36.7	42.6	49.7	36.3	41.9
Conditions of Work and Social Protection	34.1	46.1	58.8	55.9	42.8
Social Dialogue	16.9	22.7	30.2	26.4	21.8
Health and Safety at Work	30.8	55.0	55.7	55.0	59.3
Human Development and Training in the Workplace	22.2	28.6	23.9	23.4	40.1
Prevention of Pollution	41.8	55.2	56.8	61.4	59.2
Sustainable Resource Use	30.2	40.8	49.0	53.0	43.9
Climate Change Mitigation and Adaptation	24.9	34.7	43.7	42.0	41.0
Protection of the Environment, Biodiversity and Restoration of Natural Habitat	28.1	43.4	46.8	40.7	50.3
Anti-Corruption	34.1	46.7	48.6	56.8	58.8
Responsible Political Involvement	20.9	25.6	28.2	29.8	32.3
Fair Competition	27.1	29.9	37.0	44.8	39.0
Promoting Social Responsibility in the Value Chain	15.1	22.1	28.1	31.6	33.4
Respect for Property Rights	16.8	31.0	37.9	40.4	41.6
Fair Marketing, Factual and Unbiased Info. and Fair Contractual Practices	24.8	36.2	36.6	49.1	39.6
Protecting Consumers' Health and Safety	39.9	47.8	61.2	47.5	58.1
Sustainable Consumption	20.1	31.7	34.8	31.6	39.0
Consumer Service, Support, and Complaint and Dispute Resolution	25.4	31.5	30.8	33.4	39.7
Consumer Data Protection and Privacy	30.6	41.0	51.4	52.9	47.9
Access to Essential Services	20.7	39.3	40.8	30.2	33.9
Education and Awareness	19.8	30.3	26.1	23.4	43.9
Community Involvement	11.9	21.4	21.7	23.2	32.5
Education and Culture	12.7	26.6	25.3	28.4	36.8
Employment Creation and Skills Development	16.5	28.6	29.0	32.5	39.0
Technology Development and Access	13.3	23.6	26.6	31.1	36.4
Health and Income Creation	13.8	25.5	27.1	32.5	32.3
Health	16.6	44.3	55.0	42.5	58.1
Social Investment	14.5	23.2	28.8	26.1	27.8

Source: Jun Kurihara, 2014, "Whither Japan's CSR—Corporate Citizenship in the Post-Great East Japan Earthquake Era," p. 8.

(Original Data: Nippon Telegraph and Telephone (NTT) Group, "Kankyo Shakai Hokokusho Dokusha Anketo [「環境・社会報告書読者アンケート」/Questionnaire Survey on Reports on Sustainability and Social Responsibility]," December 2013, p. 11.)

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## Japan's CSR (2)/日本のCSR (2)

## Accelerating Inclusive CSR/インクルーシブなCSRを加速化する

## (1) Japan's CSR in the Globalization Age/グローバル時代の日本のCSR

Less concerned about human rights, reporting, and stakeholder engagement

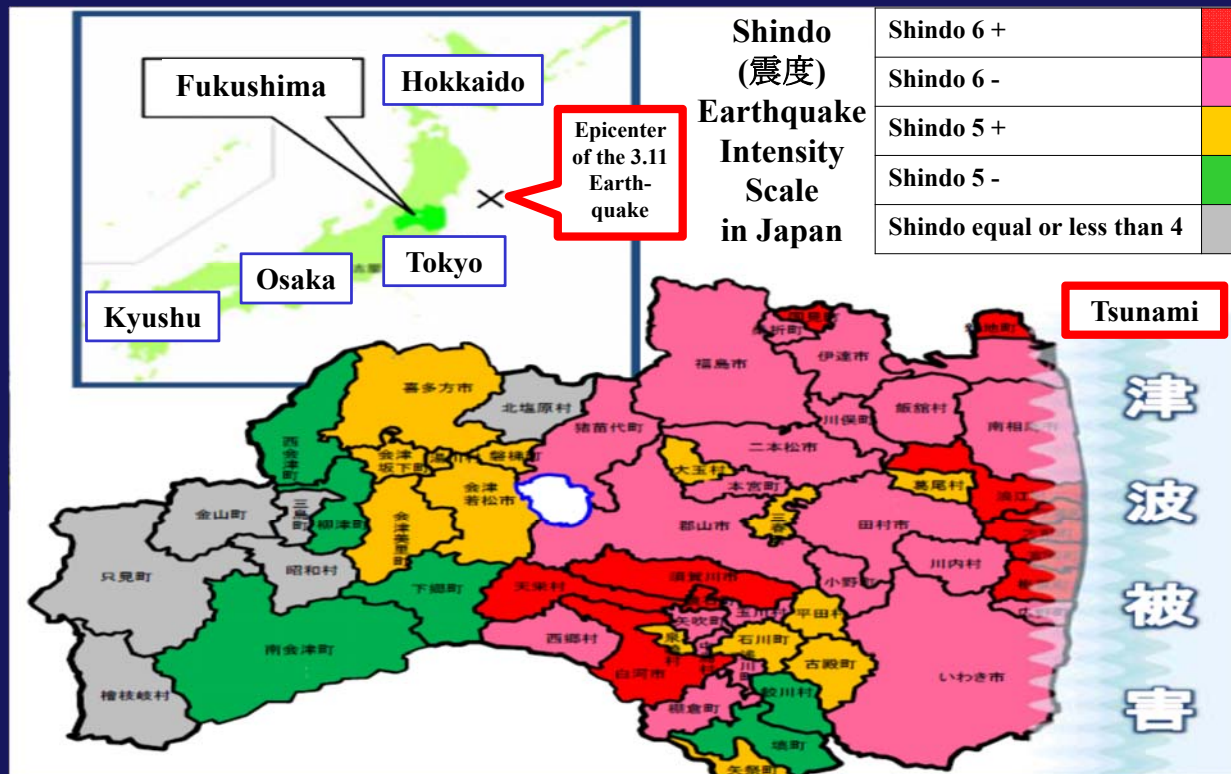
関心の薄い人権問題、報告体制、そして内外ステークホルダーとの連携

## (2) Definition of Inclusive CSR/インクルーシブなCSRを定義する

Definition of the concept of "inclusiveness" in the following way. **First**, the CSR activities of a firm are not implemented as the "exclusive ones" with respect to the firm's for-profit activities. **Second**, each CSR activity of a firm should not be implemented as an independent one but as a mutually interconnected one with the other CSR activities of the firm statiotemporally, based on the firm's corporate philosophy. **Third**, the CSR activities of a firm try to include all of the firm's stakeholders. **Fourth**, the firm's CSR activities are designed to take aggressively and voluntarily part in a larger scheme where other like-minded organizations and individuals play a role in CSR irrespective of their industrial segments or affiliations.

ここでいう「インクルーシブ」とは、①企業の本業と「排他的(イクスクルーシブ)」な関係ではなく非営利的であっても補完的であること、②CSR活動が、時期的・空間的に単発ではなく、個々の企業哲学を背景として、未来や他の地域での活動や課題をも「包含(インクルード)」する形で実施すること、③企業のステークホルダー全体を「排除する(イクスクルード)」するのではなく、「全員参加」的であること、④企業とは直接関係がないが、CSR活動の趣旨に賛同する団体・個人を積極的かつ自発的な形で活動に「包含(インクルード)」させること、以上のような点が特徴としてあげられる。

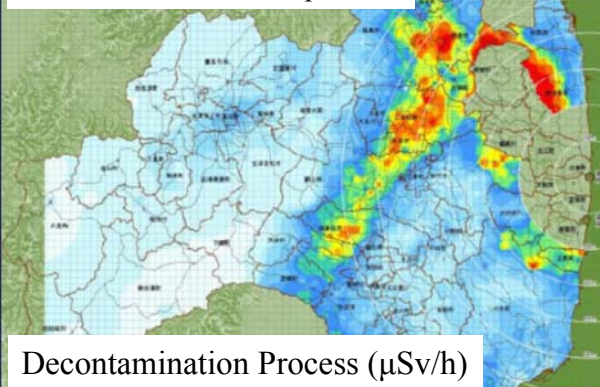
# Imperative Need for Inclusive CSR (ICSR) (1)/ICSRの必要性 (1) Fukushima? Why? (2)/福島? 何故? (2)



Source: Fukushima Prefectural Government

# Imperative Need for Inclusive CSR (ICSR) (2)/ICSRの必要性 (2) Fukushima? Why? (2)/福島? 何故? (2)

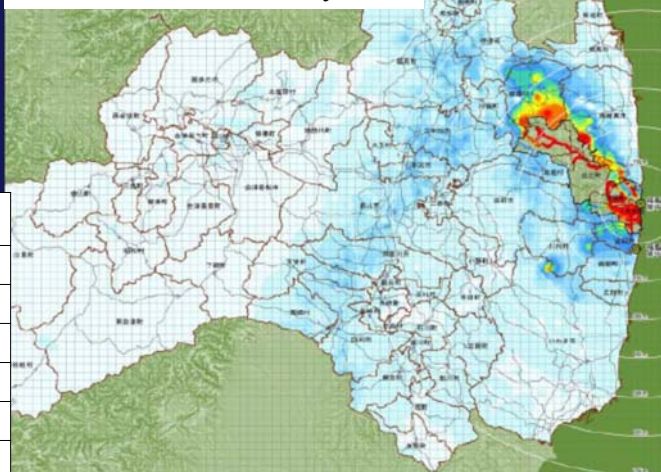
Contamination Level: Apr. 2011



## Lingering Fear of Contamination

Average Radiation of Major Cities (μSv/h)  
 Tokyo: 0.04; New York: 0.06; Beijing: 0.10  
 Singapore: 0.17; Seoul: 0.09;  
 Paris: 0.10; Munich: 0.12

Contamination Level: May 2014



Decontamination Process (μSv/h)

	Fukushima	AizuWakamatsu	Iwaki
Before 3.11	0.04	0.04~5	0.05~6
Apr. 2011	2.74	0.24	0.66
Sept. 2011	1.04	0.13	0.18
Mar. 2012	0.63	0.10	0.17
Sept. 2012	0.69	0.10	0.10
Mar. 2013	0.46	0.07	0.09
Sept. 2013	0.33	0.07	0.09
<b>Dec. 2014</b>	<b>0.23</b>	<b>0.06</b>	<b>0.08</b>

Source: Fukushima Prefectural Government

## Crises of Disappearing Community/コミュニティ消滅の危機 Fukushima? Why? (3)/福島? 何故? (3)

	Number of Households	Population (persons)	Age Group				
			0~14	15~64	65+	75+	N.A.
Mar. 2011	721,535	2,024,401	274,322	1,235,833	502,160	275,465	12,086
Dec. 2014	729,462	1,936,008	240,690	1,146,718	536,514	284,886	12,086
Change	7,927	▲88,393	▲33,632	▲89,115	34,354	9,421	0

Intention to Return to Hometown (%)	Want to return	Un-decided	Never to return	No response
Namie/浪江町	17.6	24.6	48.4	9.5
Futaba/双葉町	12.3	27.9	55.7	4.1
Okuma/大熊町	13.3	25.9	57.9	2.9
Tomioka/富岡町	11.9	30.7	49.4	8.0
Katsurao/葛尾村	25.6	45.0	23.9	5.5
Naraha/楡葉町	45.7	30.5	29.9	0.8
Iitate/飯館村	21.3	36.1	30.8	11.9
MinimSoma/南相馬市	29.3	44.0	26.1	0.6
Kawamata/川俣町	35.4	33.9	23.3	7.4
Tamura/田村市	62.1	28.0	7.8	2.1



## Recovery at a Snail's Pace/遅遅とした復興のペース Fukushima? Why? (4)/福島? 何故? (4)

Removal Rates of Disaster Debris (Mar. 2014)	Fukushima	Miyagi	Iwate
	69% out of 4,550t	100% out of 19,295t	100% out of 5,897t

Items/項目	Current Conditions/現状
Decontamination (houses)/除染(住宅) (Nov. 2014)	59.9% completed; 185,478 out of 309,718 units
(public facilities)/同(公共施設) (Nov. 2014)	77.5% completed; 6,402 out of 8,263 units
(roads and bridges)/同(道路等) (Nov. 2014)	36.3% completed; 3,061 out of 8,421 km
(farmland)/同(農地) (Nov. 2014)	70.7% completed; 21,164 out of 29,920 ha
Refugees/避難者 (Dec. 2014)	121,585 persons (164,218, Apr. 2012)
Refugees aged less than 18yrs old/避難者(子供) (Dec. 2014)	24,873 persons (30,968, Apr. 2012)
Units of public housing (Quake/Tsunami)/公営住宅(地震・津波) (Dec.)	39.6% completed; 1,070 out of target (2,702)
(nuclear disaster refugees)/同(原発事故被災者) (Jan., 2015)	5.3% completed; 261 out of target (4,890)
Farmland recovery from disaster/営農再会可能面積	29.9%; 1,630 out of 5,460 ha
Agricultural Production/農業産出額 (2013)	204.9 billion yen ▲12.1% from 2010
Forestry Production/林業産出額 (2012)	7.4 billion yen ▲40.8% from 2010
Marine Fishery Production/海面漁業生産額 (2012)	6.4 billion yen ▲64.7% from 2010
Industrial Production/鉱工業生産 (2013)	▲10% from 2010

## Rates of Childhood Obesity (1): Girls/肥満傾向児出現率 (1): 女児

### Fukushima? Why? (5)/福島? 何故? (5)

Age	Differences in Rate between Fukushima and Japan/ 福島と全国の肥満傾向児出現率の差					Rates of Obesity/ 肥満傾向児出現率	
	Unit: Percentage Point					Unit: Percent	
	Pre-3/11		Post-3/11			Fukushima	Japan
	2009/H21	2010/H22	2012/H24	2013/H25	2014/H26	2014/H26	
5	1.32	2.29	2.74	1.89	3.02	5.71	2.69
6	2.48	▲0.40	3.54	3.21	2.92	7.07	4.15
7	2.41	0.77	3.77	2.47	4.88	10.29	5.41
8	3.35	1.21	<b>8.52</b>	3.10	4.18	10.42	6.24
9	<b>5.94</b>	1.71	4.91	1.69	<b>5.32</b>	12.68	7.36
10	2.44	2.15	3.25	3.89	0.99	9.39	8.40
11	4.36	3.76	1.97	3.71	<b>5.15</b>	13.71	8.56
12	2.47	3.63	2.82	3.94	<b>5.15</b>	13.12	7.97
13	4.93	3.46	0.65	4.18	<b>5.89</b>	13.78	7.89
14	2.80	3.53	4.50	3.82	2.64	10.32	7.68
15	<b>5.89</b>	4.10	3.32	4.43	1.36	9.71	8.35
16	3.63	1.20	▲1.09	<b>5.53</b>	3.11	10.55	7.44
17	<b>6.63</b>	4.25	<b>6.43</b>	<b>7.33</b>	4.56	12.81	8.25

Source: Fukushima Prefectural Government

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## Rates of Childhood Obesity (2): Boys/肥満傾向児出現率 (2): 男児

### Fukushima? Why? (6)/福島? 何故? (6)

Age	Differences in Rate between Fukushima and Japan/ 福島と全国の肥満傾向児出現率の差					Rates of Obesity/ 肥満傾向児出現率	
	Unit: Percentage Point					Unit: Percent	
	Pre-3/11		Post-3/11			Fukushima	Japan
	2009/H21	2010/H22	2012/H24	2013/H25	2014/H26	2014/H26	
5	1.86	1.34	2.19	2.55	3.26	5.81	2.55
6	2.88	1.72	<b>7.33</b>	3.94	4.28	8.62	4.34
7	4.91	2.17	<b>5.15</b>	4.26	3.55	9.00	5.45
8	1.45	1.37	<b>5.24</b>	<b>6.64</b>	3.29	10.86	7.57
9	<b>7.83</b>	3.90	<b>6.48</b>	<b>7.23</b>	<b>8.45</b>	17.34	8.89
10	2.23	1.44	<b>7.05</b>	<b>10.37</b>	<b>5.13</b>	14.85	9.72
11	<b>5.94</b>	3.81	<b>8.16</b>	<b>5.55</b>	4.84	15.12	10.28
12	2.77	4.50	2.65	4.18	<b>5.04</b>	15.76	10.72
13	0.67	3.42	1.75	<b>5.57</b>	<b>6.08</b>	15.02	8.94
14	1.30	1.11	2.66	4.38	1.67	9.83	8.16
15	<b>7.08</b>	4.56	3.08	<b>7.25</b>	<b>5.84</b>	17.26	11.42
16	3.14	3.34	1.17	1.22	4.15	14.31	10.16
17	2.68	1.71	2.73	2.25	2.72	13.41	10.69

Source: Fukushima Prefectural Government

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**Human Rights Crisis in Fukushima (1)/福島における人権の危機 (1)****Nonlabor-related Human Rights/非労働関係の人権**

<b>Right to life, liberty, and security of the person/</b> 生命、自由及び人の安全保障の権利	<b>Right of peaceful assembly/</b> 平和的な集会の権利
<b>Right to privacy/</b> プライバシーの権利	<b>Freedom from torture or cruel, inhuman, or degrading treatment/</b> 拷問或いは残虐・非人道的或いは品位を汚す取扱いからの自由
<b>Right to marry and form a family/</b> 結婚・家族形成の権利	<b>Right to social security/</b> 社会保障受給の権利
<b>Equal recognition and protection under the law/</b> 法の下での平等な承認と保護	<b>Freedom of thought, conscience, and religion/</b> 思想・良心・宗教の自由
<b>Right to an adequate standard of living/</b> 十分な生活水準を享受する権利	<b>Right to a fair trial/</b> 公正な裁判を受ける権利
<b>Right to hold opinions, freedom of information and expression/</b> 意見保有の権利、情報・表現の自由	<b>Right to physical and mental health; access to medical services/</b> 身体的・精神的健康の権利、医療サービス受給の権利
<b>Right to self-determination/</b> 民族自決の権利	<b>Right to political life/</b> 政治活動の権利
<b>Right to education/</b> 教育受給の権利	<b>Freedom of movement/</b> 移動の権利
<b>Minority rights to culture, religious practice, and language/</b> 少数者の文化・宗教行為・言語に関する権利	<b>Right to participate in cultural life, the benefits of scientific progress, and protection of authorial interests/</b> 文化的生活に参加し科学進歩の恩恵を享受する権利、著作権

Source: John Gerard Ruggie, 2013, *Just Business: Multinational Corporations and Human Rights*, New York: W.W. Norton, p. 22.

[cf. ジョン・ラギー 『正しいビジネス——世界が取り組む「多国籍企業と人権」の課題』岩波書店(2014年), p. 64]

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**Human Rights Crisis in Fukushima (2)/福島における人権の危機 (2)****Labor-related Human Rights/労働関係の人権**

<b>Freedom of association/</b> 結社の自由	<b>Right to equal pay for equal work/</b> 同種の労働に関する均等賃金の権利
<b>Right to organize and participate in collective bargaining/</b> 団体交渉の組織・参加する権利	<b>Right to equality at work/</b> 職場における平等の権利
<b>Right to nondiscrimination/</b> 非差別の権利	<b>Right to just and favorable remuneration/</b> 公正・適性な報酬の権利
<b>Abolition of slavery and forced labor/</b> 奴隷労働・強制労働の廃絶	<b>Right to rest and leisure/</b> 休息と余暇の権利
<b>Right to work/</b> 勤労の権利	<b>Right to family life/</b> 家庭生活の権利

Source: John Gerard Ruggie, 2013, *Just Business: Multinational Corporations and Human Rights*, New York: W.W. Norton, p. 21.

[cf. ジョン・ラギー 『正しいビジネス——世界が取り組む「多国籍企業と人権」の課題』岩波書店(2014年), p. 63]

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## Inclusive CSR in Fukushima/福島におけるインクルーシブなCSR

### Aim for Breakthrough/打開策を目指して

Past problems: Exclusiveness/過去における問題: 排他性・閉鎖性

- (1) Segregated CSR staff members/孤立するCSRスタッフ
- (2) Spatiotemporally isolated CSR activities/時空的に孤立したCSR活動
- (3) Standoffish relationship among stakeholders/よそよそしい関係
- (4) Indifference to identical/similar CSR/同類のCSRに無関心



Organizational and Behavioral Innovations/組織的・行動的な革新

Collective and demonstrative, not isolated or inhibited/孤立的でなく集合的に、抑制的でなく実証的に

### (1) Industrial Development (Right to Work)/産業振興 (勤労の権利)

Nonprofit activities to provide support to local businesses and to create job opportunities

(1a) Tokeiren Business Center/東経連ビジネスセンター (Apr. 2011~Mar. 2016)  
(<http://tokeiren-bc.jp/en/about/bc.html>)

(1b) Medical Creation Fukushima (2010~)  
(Organizers including Fukushima Industrial Development Center/福島産業振興センター)  
(<http://fmdipa.jp/mcf/>)

### (2) Programs for Physical and Mental Health/身体的・精神的健康

Nonprofit activities to develop the practical application of exercise and nutrition

(2a . . .) Operation Slimmer & Healthier/すこやかカラダ大作戦 (Mar. 2015~)  
(Ono Pharmaceutical and Sports Community & Intelligence Complex (SCIX))

## Inclusive CSR in Fukushima/福島におけるインクルーシブなCSR

### Past Experiences/過去の経験

Inclusiveness/インクルーシブの概念	Examples in Fukushima/福島での具体的事例
<b>Inclusive strategic envisioning covering both for-profit and nonprofit operations/ 営利・非営利部門の融合</b>	Swift recovery in logistics (2011) (Yamato Transport) Swift recovery in communication (2011) (NTT DoCoMo) Industrial Development: Medical Creation Fukushima (2013-) (Fukushima Medical Device Industry Promotion Agency, etc.)
<b>Spatio-temporally inclusive operations/ 時空上での融合</b>	Exercise programs for the elderly: Tohoku Genki-up Kyoshitsu (2012-13) (Descente) Industrial Development: Medical Creation Fukushima (2013-) (Fukushima Medical Device Industry Promotion Agency, etc.)
<b>Inclusive stakeholder engagement/ 内外ステークホルダーとの連携</b>	Swift recovery in infrastructure (2011) (Japan Gas Association) Industrial Development: Medical Creation Fukushima (2013-) (Fukushima Medical Device Industry Promotion Agency, etc.)
<b>Inclusive approaches to cooperate with other agents that embrace the same philosophy and purpose/ 同一哲学・目的の共有者との連携</b>	Swift recovery in railway systems (2011) (Keikyu, Nishi-Nippon Railroad) Industrial Development: Medical Creation Fukushima (2013-) (Fukushima Medical Device Industry Promotion Agency, etc.)



## ICSR in Fukushima: Job Opportunity/福島のICSR: 雇用機会編

### Accelerating ICSR to Create Job Opportunity/ 雇用機会創出のためのICSRを加速化する

#### Fukushima's Medical Equipment Production/福島の医療機器生産額

	2005	2006	2007	2008	2009	2010	2011	2012	2013
Production (Billion Yen)	61.0	62.8	68.8	94.2	80.1	91.1	97.6	108.9	124.5
Ranking among 47 Prefectures	6	8	6	5	8	6	5	4	3

Source: Fukushima Prefectural Government

To accelerate the pace of industrial development in this medical equipment sector, Fukushima started in 2005 devising a long-range and comprehensive plan entitled “Utsukushima (Beautiful Fukushima) Next-Generation Medical Industry Agglomeration Project (うつくしま次世代医療産業集積プロジェクト),” by inviting support from business, government, and academic organizations. In 2010, Fukushima augmented and combined its effort by starting **Medical Creation Fukushima**.

Recently, despite the 2011 Fukushima Dai’ichi tragedy, Fukushima’s plan has borne fruition (See the table above). Out of Fukushima’s medical equipment production for year 2013 (1,245 billion yen), the original design manufacturing (ODM) subsector stood at 35.2 billion yen and the component production subsector produced 13.3 billion yen respectively, both of which ranked first among 47 prefectures.

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## ICSR in Fukushima: Job Opportunity/福島のICSR: 雇用機会編

### Accelerating ICSR to Create Job Opportunity/ 雇用機会創出のためのICSRを加速化する

#### Future of Medical Equipment Industry/医療機器産業の将来

To accelerate further the pace of industrial development in this medical equipment sector, the Fukushima Medical Device Industry Promotion Agency (一般財団法人ふくしま医療機器産業推進機構) was established in May 2013.

Construction of the Fukushima Prefecture Medical Equipment Development, Safety Evaluation Centre (tentative name) (仮称: 福島県医療機器開発・安全性評価センター) started last year and will be completed next year.



Fukushima Prefecture Medical Equipment Development, Safety Evaluation Center  
([http://www.fuku-semi.jp/iryuu-pj/main/main\\_05\\_a.php](http://www.fuku-semi.jp/iryuu-pj/main/main_05_a.php))

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**ICSR in Fukushima: Health/福島のICSR: 健康編**

**Accelerating ICSR to Create Physical and Mental Health/  
身体的・精神的健康のためのICSRを加速化する**

**Fitness and Nutrition to Reduce and Prevent Childhood Obesity/  
肥満傾向児の減少と予防**

To reduce and prevent childhood obesity, Ono Pharmaceutical (小野薬品工業) and a nonprofit organization named Sports Community & Intelligence Complex (SCIX) started in March 2015 developing a three-year plan (Operation Slimmer & Healthier/ SukoyaKarada Daisakusen: 「すこやかカラダ大作戦」) to **enhance the awareness toward a healthy lifestyle.**

The plan includes (1) a series of participatory sport events, (2) continued measurement and examination of overweight/obesity, and (3) lectures on diet-and-exercise habits. The plan starts in Fukushima, and will expand its activities toward Miyagi and Iwate Prefectures.



Source: Ono Pharmaceutical  
Jun KURIHARA, Canon Institute for Global Studies (CIGS)

**ICSR in Fukushima: Health/福島のICSR: 健康編**

To stimulate interest and curiosity among children and their parents, Operation Slimmer & Healthier/ 「すこやかカラダ大作戦」 began with a **participatory sport event**, coupled with **overweight/obesity measurement**, in Aizu Misato in cooperation with local organizations, by inviting prominent athletes including Reiko Shioda (潮田玲子) (badminton), Kotaro Tokuda (徳田耕太郎) (free-style football), and Tetsuya Sotomura (外村哲也) (trampoline). During the sport event, Dr. Setsu Ohta (太田節) (Ohta Nishinouchi Hospital (太田西ノ内病院) Diabetes Center, diabetes specialist) provided the parents with a **lecture on the relation between diet and obesity.**



Source: Ono Pharmaceutical and the author

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**Inclusive CSR in Fukushima/福島におけるICSR**

**Evaluation/評価**

Inclusiveness/インクルーシブの概念	Evaluation/評価
<b>Inclusive CSR: General/インクルーシブなCSR: 全般</b>	<b>Business-led Corporate Responsibility Coalitions</b> <b>Nonprofit Organization-led Corporate Responsibility Coalitions</b> <b>Leadership challenge:</b> see, e.g., David Grayson and Jane Nelson, 2013, <i>Corporate Responsibility Coalitions: The Past, Present, and Future of Alliances for Sustainable Capitalism</i> , Stanford, CA: Stanford Business Press.
<b>Inclusive strategic envisioning covering both for-profit and nonprofit operations/営利・非営利部門の融合</b>	Business-led Corporate Responsibility Coalitions: <b>Intra-firm Integration</b> of the CSR sector and the other for-profit sector. Nonprofit Organization-led Corporate Responsibility Coalitions: <b>Inter-organizational management</b> to prevent conflicts of interests and to avoid the risk of free-riding <b>R&amp;D for Innovative Goods and Services: Creating Shared Value</b>
<b>Spatio-temporally inclusive operations/時空上での融合</b>	<b>Spatio-temporal extension</b> (e.g., longer-range, all-encompassing, and global activities (along with global organizations))
<b>Inclusive stakeholder engagement/内外ステークホルダーとの連携</b>	Internal Relations: <b>Cooperation with stockholders and employees</b> External Relations: Cooperation with Customers and subcontractors (e.g., <b>supply chain network systems</b> )
<b>Inclusive approaches to cooperate with other agents that embrace the same philosophy and purpose/同一哲学・目的の共有者との連携</b>	External Relations (Intra-regional): Coordination with local government plans (e.g., “Shinsei Fukushima Kogyo Puran (「新生ふくしま工業プラン」)” devised by the Fukushima prefectural government) External Relations (within Japan): Coordination with central government plans (e.g., “Abenomics”) <b>External Relations (global)</b>

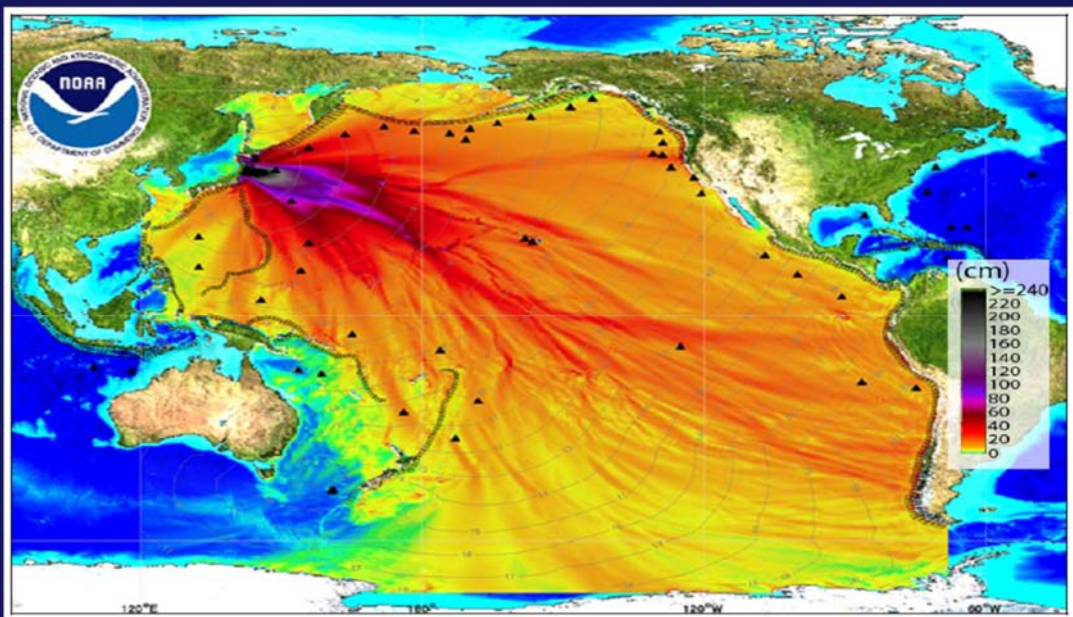
**Tsunami and Volcanic Ash Travel around the Globe/**

**津波も火山灰も地球を駆け巡る**

**Learn from the Fukushima Lessons/福島から教訓を学ぶ**

**The March 11, 2011 Tsunami Propagating across the Pacific Ocean/**

**「3.11」津波が太平洋域で広がる姿 (モデル計算)**



Source: Peter Folger, 2011, “U.S. Tsunami Programs: A Brief Overview,” Washington, DC: Congressional Research Service, p. 4. (Original Source: NOAA Center for Tsunami Research, Pacific Marine Environmental Laboratory).

# Growing Number of Nuclear Power Reactors/今も増え続ける原子炉 (as of February 2015) (Electricity Generation: Year 2013 (bil. kWh))

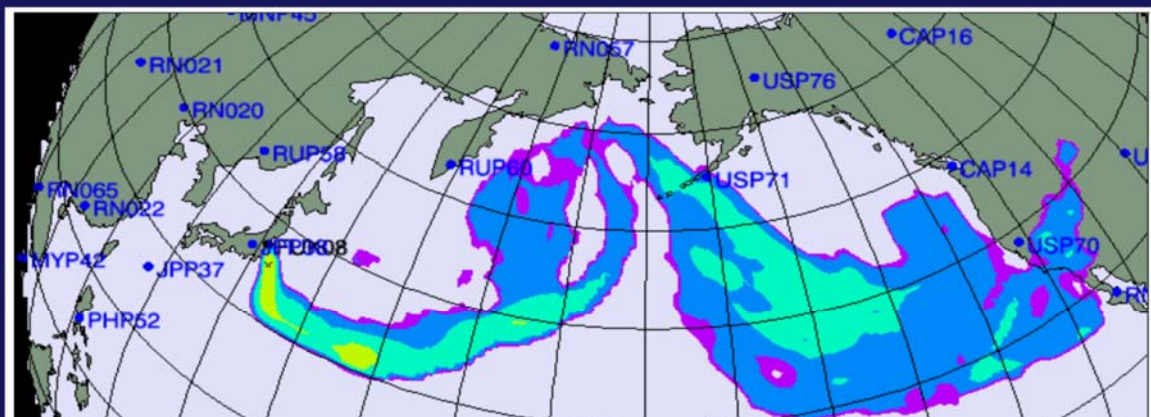
	Reactors Operable	Under construction	Planned	Proposed	Nuclear Electricity Generation
<b>World</b>	<b>438</b>	<b>69</b>	<b>184</b>	<b>312</b>	<b>2,359.0</b>
United States	99	5	5	17	790.2
France	58	1	1	1	405.9
Russia	34	9	31	18	161.8
Canada	19	0	2	3	94.3
Germany	9	0	0	0	92.1
Ukraine	15	0	2	11	78.2
United Kingdom	16	0	4	7	64.1
Sweden	10	0	0	0	63.7
Spain	7	0	0	0	54.3
Belgium	7	0	0	0	40.6
(Asian Countries)	(119) [27.2%]	(45) [65.2%]	(121) [65.8%]	(221) [70.8%]	(289.5) [12.3%]
Japan	48	3	9	3	13.9
South Korea	23	5	8	0	132.5
China	20	26	64	123	104.8
India	21	6	22	35	30.0
Pakistan	3	2	0	2	4.4
Saudi Arabia	0	0	0	16	0.0
U.A.E.	0	2	2	10	0.0
Vietnam	0	0	4	6	0.0
Turkey	0	0	4	4	0.0
Indonesia	0	0	1	4	0.0
Kazakhstan	0	0	2	2	0.0
Bangladesh	0	0	2	0	0.0
Thailand	0	0	0	5	0.0
Malaysia	0	0	0	2	0.0
North Korea	0	0	0	1	0.0

Notes: Figures for Asian Countries include non-listed countries such as Iran.  
The parentheses [] designate the share in the world.  
Source: World Nuclear Association (WNA).

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# Invisible and Dangerous Radiation Travels around the Globe/ 透明で危険な放射能は地球を駆け巡る

Learn from the Fukushima Lessons/福島から教訓を学ぶ  
Atmospheric Radiation Forecast for March 18, 2011/  
「3.11」による放射能の大気中への拡散予想 (モデル計算)



**In the end, we all live near Chernobyl.**  
[R. P. Gale and Thomas Hauser, 1988, *Final Warning: The Legacy of Chernobyl*, New York: Warner Books, p. 201]  
とどのつまり、現状では私達は皆、これからもチェルノブイリの隣りに住んでゆくということだ。  
[cf. ゲイル、ハウザー『アメリカ人医師の体験 チェルノブイリ』岩波書店 (2011年 (1988)) p. 321]

We Are All Neighbors: Need for Collective Action to Develop Knowledge Commons/  
我々は皆、隣人: 知識の共有を目指す集団的行動の必要性

Source: Eugene H. Buck *et al.*, 2011, "Effects of Radiation from Fukushima Daiichi on the U.S. Marine Environment," Washington, DC: Congressional Research Service, p. 3. (Original Source: Source: Comprehensive Nuclear Test Ban Treaty Organization, Vienna, Austria).

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## Conclusion of Today's Talk/本日の結論

### I. Why Inclusive CSR Is Needed?/インクルーシブなCSRの必要性

The Role of Corporation in the Globalization Era/グローバル時代の企業の役割

Public Governance, Civil Governance, and Corporate Governance/公共、市民、企業のガバナンス

Japan's CSR: Concerns, Reports, and Stakeholders/

日本のCSR: 関心領域、報告体制、ステークホルダー

Definition of Inclusive CSR (ICSR)/インクルーシブなCSR (ICSR)の定義

### II. Inclusive CSR in Fukushima/インクルーシブなCSR・イン・福島

Imperative Need for ICSR/ICSRの必要性

Industrial Development/産業振興

Physical and Mental Health/身体的・精神的健康

Case Study: Medical Creation Fukushima/事例: メディカル・クリエーション・ふくしま

Case Study: Operation Slimmer & Healthier/事例: すこやかカラダ大作戦

Evaluation of ICSR in Fukushima/福島におけるICSRの評価

### III. Inclusive CSR beyond Fukushima/ICSR: 福島を超えて

Tsunami, Volcanic Ash, and Invisible and Dangerous Radiation Travel around the Globe/

津波、火山灰、そして透明で危険な放射能は地球を駆け巡る

In Search of Collective Action to Develop Knowledge Commons/

知識の共有を目指す集団的行動を求めて

### IV. Conclusion/結語

*Fortiter in re, suaviter in modo/Strong in deed, gentle in manner/毅然たる行動を穏やかな態度で*

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## End of Presentation, Thank You!



Source: Ono Pharmaceutical

*For our children and those who are not yet born in the world/私達の子供達、そして未だ生まれぬ世界の人々の為に*  
**Silver, or gold or jade, None is precious, As my child. (Yamanoue no Okura)**  
 銀(しろかね)も 金(くがね)も 玉も何せむに 勝れる宝子にしかめやも (山上憶良)