

Independent Opinion of the Sustainability Report 2010

The opinion presented here was written based on the content of this report and interviews with Casio personnel responsible for environmental, procurement, human resources, and CSR initiatives.

The report makes it reasonably clear that Casio's CSR initiatives use the plan-do-check-act (PDCA) management cycle with a focus on reducing the company's environmental impact.

Commendable efforts by Casio

- I commend the company for establishing the Casio Environmental Vision and Environmental Declaration to be achieved by 2050, articulating its medium- and long-term goals for reducing environmental impact (pages 13-20). In order to achieve these goals, I have high expectations for the progress of Casio's initiatives across the entire product life-cycle, as the company identifies how to take full advantage of recycling systems and improve waste recycling rates throughout not only the group and its supply chain, but also among consumers.
- Regarding the CSR initiatives for suppliers (pages 61-63), it is admirable that Casio is ascertaining, "visualizing," and sharing data about suppliers. For instance, feedback is sent to each supplier outside Japan based on the results of the questionnaires on the reduction of environmental impact and employee initiatives to foster the protection of human rights, and other matters. In Japan, Casio also evaluates suppliers in Japan on a five-point scale for all 340 items derived from the *Supply Chain CSR Promotion Guidebook* from the Japan Electronics and Information Technology Industries Association (JEITA). Furthermore, it is positive to see Casio welcoming an inspection by a European consumer group, and to note the very favorable review received for its transparency. Going forward, I hope that the company will further raise the visibility of its supplier environments and human rights initiatives and related issues, while continuing to build a system of dialogue for sharing case studies, rewarding outstanding suppliers and resolving issues.

Points for improvement while commending progress to date

- Regarding the CSR initiatives for the entire group (pages 32-33), Casio should be commended for reorganizing its CSR Committee in March 2010, in order to allow each division to independently look into and pursue issues of concern to society. In the future, Casio will need to promote and establish bottom-up approaches to make the most of this new framework.
- On a related matter, Casio should be praised for continuing to feature articles about CSR in its internal newsletter. I hope that the newsletter will continue to cover particularly important CSR issues and initiatives from diverse sites within the group.
- It is also admirable that Casio cut paper usage by 39% compared to the previous year by reducing the size and number of pages for user manuals for products such as electronic dictionaries and other measures. Now the company should make an even greater contribution by introducing universal design fonts and other such steps.
- Regarding the environmental impact reduction data in this report, it is commendable that details are provided on the principal sites in and outside Japan including group companies. My hope would be that Casio will continue to increase the level of accuracy of group reporting, not only for environmental data, but also for personnel and procurement initiatives and data.
- Regarding the employment of persons with disabilities (page 68), Casio deserves congratulations for maintaining the legally mandated employment rate, which had been an issue for many years. Now however, the company must work with the parties concerned to make it easier for persons with disabilities to keep working within the Casio group.

Points for improvement

- Casio must take steps to promote reuse of the rare metals used in high-performance products such as digital cameras and electronic dictionaries, for which recycling systems have not yet been established. Measures could include further studies with other companies in the same industry and recovery of rare metals in used products. This, in turn, could be linked to sales promotion, and to development of products that use recycled metals.
- The improvement and utilization of human resources diversity throughout the group is essential for the company to further globalize its business development. Casio should take a ten-year perspective, and plan a global personnel portfolio that goes beyond division and company boundaries. Along with the appointment of a global personnel officer to promote this goal through various channels including personnel hiring, training, and interaction, the company needs to establish recruitment and training systems that can make the most of a diverse workforce as a truly global company.

International Institute for Human, Organization and the Earth (IIHOE)



Hideto Kawakita

川北 孝人 氏

Chief Executive Officer

Profile of IIHOE:

International Institute for Human, Organization and the Earth (IIHOE) is a nonprofit organization (NPO) that has been supporting NPO management and CSR capacity building since 1994.

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