



Network Japan

Building the Sustainable World

CSR/Sustainable Procurement Training Toolkit (Lecture & Game) —Online Operation—

Aug. 1, 2023

Global Compact Network Japan Supply Chain Working Group
(FY 2021)

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Attachment 1: Sample Preparation Schedule (Online Edition)

Attachment 2: Lecture Slides: “Introduction to CSR/Sustainable Procurement – Promoting CSR/Sustainability on the Supply Chain—”

- ① Slide Edition
- ② Scenario Edition
- ③ Video Edition

Attachment 3: CSR/Sustainable Procurement Training Planning and Operations Manual (Online Edition)

Attachment 4: Zoom Training Organizer Manual

Attachment 5: Event Announcement (Online Edition)

Attachment 6: Participant List (Online Edition)

Attachment 7: Example of Introductory Email Message to Training Participants (Online Edition)

Attachment 8: Emcee's Script (Online Edition)

Attachment 9: Welcoming Remarks Template (Online Edition)

Attachment 10: Questionnaire for the Training Participants (Online Edition)

Attachment 11: Game of Choice Explanatory Slides (Online Edition)

- ① Slide Edition
- ② Note Edition

Attachment 12: Game of Choice Stakeholder Selection List (Online Edition)

Attachment 13: Game of Choice Tips for Instructor & Facilitator (Online Edition)

Attachment 14: Game of Choice Facilitator Notes (Online Edition)

Reference Videos

Lecture: “Introduction to CSR/Sustainable Procurement: Promoting CSR/Sustainability in the Supply Chain” Time required: about 26 minutes

Game of Choice Objectives and Overview Time required: about 12 minutes

Scenes from Playing the Game of Choice Time required: about 4 minutes

Introduction

The Supply Chain Working Group (hereinafter, “the Working Group”) of Global Compact Network Japan (GCNJ), was formed in 2008 by the 11 companies participating in the GCNJ. In 2013, we published “A Vision of Desirable CSR Activity in the Supply Chain: A Proposal from the Supply Chain Working Group” (hereinafter, “the Proposal”). (The English version was published in 2014.) (See: <http://ungcjin.org/activities/topics/detail.php?id=117>)

Subsequently, in 2016, as a guide to understanding the importance of CSR/Sustainable procurement in the supply chain and to spread support for the initiative, we published “Introduction to Sustainable Procurement: Promoting CSR on the Supply Chain” (hereinafter, “the Introduction”). The second edition of the Introduction was published in 2018. (The English version was published in 2019.) (See: <http://ungcjin.org/activities/topics/detail.php?id=297>)

Detailed information explaining CSR/Sustainable procurement is available in the two documents mentioned above, the Proposal and the Introduction, and so is omitted from this document. This document is intended to explain the contents of the “CSR/Sustainable Procurement Training” designed and produced by the Working Group.

In November 2018, the Working Group held a workshop for GCNJ member companies to raise awareness of the importance of CSR/Sustainable procurement. In this workshop, the importance and difficulty of CSR/Sustainable procurement was explained through lecture materials and a game that allows participants to experience the situations that they may encounter in CSR/Sustainable procurement practice.

In January 2020, we released the “CSR/Sustainable Procurement Training Toolkit,” aimed at collecting know-how and materials into an easy-to-understand format for persons in charge of organizing CSR/Sustainable procurement training in companies and organizations. This document is an online training edition of the toolkit, edited for use in situations in which offline (face-to-face) training is difficult due to the COVID-19 pandemic.

Specifically, this document consists of the following:

- Purpose of CSR/Sustainable Procurement Training
- Preparation for CSR/Sustainable Procurement Training and Event-Day Operation
- Package Contents
 - Lecture slides (the Introduction is used as a handout)
 - Game tools (Game of Choice)

This document is intended to spread awareness and inspire practical application of the content of the CSR/Sustainable procurement lectures and simulation game produced by the Working Group. Our goal is to spread awareness of the importance of CSR/Sustainable procurement more widely throughout society.

What is CSR/Sustainable Procurement?

CSR is short for Corporate Social Responsibility.

CSR/Sustainable procurement is defined as “Activities that attempt to fulfill corporate social responsibility through the entire supply chain by adding demand items required from the perspective of the response status to the environment, labor conditions, and human rights, etc. to the conventional items of quality, performance, price and delivery time, when a buyer (company) is procuring products, materials or raw materials, etc.” In other words, the essence of CSR/Sustainable procurement is to promote the sustainable development of society as a whole by pursuing not only profit but also socially responsible transactions in the future, whereas traditionally companies pursued profits in return providing various products and services to society, as well as having suppliers throughout the supply chain understand and practice the concept of CSR/Sustainable procurement.

1. Purpose of CSR/Sustainable Procurement Training

1.1 Target Persons

CSR/Sustainable procurement training in this document is intended for the following persons/group, while assuming CSR/Sustainable promoters, procurement managers and procurement personnel at all levels are present.

Target Persons	Purpose	Objective
Procurement Personnel	Training of same-level personnel within and outside the company's procurement department	Awareness and practical know-how

1.2 Expected Outcome

The outcome envisioned in this document is that the procurement professional who completes this training will understand the significance, importance, and challenges of CSR/Sustainable procurement, will recognize the need to promote CSR/Sustainable procurement in practice, and will be able to start creating a responsible procurement action plan.

1.3 Purpose and Objective of the Materials and Game (Overview)

1.3.1 Lecture Materials

These are presentation slides that were created based on the Introduction. In addition to basic knowledge about CSR/Sustainable procurement, such as “What is CSR/Sustainable Procurement?”, “What are the Issues involved in CSR/Sustainable Procurement?”, and “Merits of CSR/Sustainable Procurement Initiatives,” these slides are intended to help participants understand the social and environmental risks in the supply chain, the impact of CSR/Sustainable procurement on corporate management, including examples of the impacts on corporate performance of social condemnations or human rights violations such as child labor. The purpose and objective is for participants to get an overview of CSR/Sustainable procurement as put forward by the Working Group and understand the need for it.

1.3.2 Game of Choice

The purpose and objective is to understand the importance of CSR/Sustainable procurement by understanding the social and environmental risks in the supply chain and by experiencing becoming aware of the values and ethics of various stakeholders.

1.4 The Expected Role of the Facilitator (Operations Staff Member)

In this training, facilitators (operations staff) are assigned to support game experience activities and aid participants' understanding of the lectures from a neutral standpoint. In online training using Zoom or other means, support for operations is expected to differ from that in offline (face-to-face) training. Specifically, the role expected of facilitators (operations staff) is as follows.

- To understand and convey to participants in a straightforward manner the nature of CSR/Sustainable procurement and its significance, importance, and challenges.
- To understand the purpose and content of the game and be able to drive the game forward.
- To understand the content of online operation using Zoom and be able to move the game forward.

2. Preparation for CSR/Sustainable Procurement Training and Event-Day Tasks

This section describes the preparation for CSR/Sustainable procurement training and the tasks on the day of training.

A sample preparation schedule is provided in section 2.1. The details of each preparation task are given below starting in Section 2.1.1. Section 3 provides an overview of the materials, videos, and game tools used in the training. Through them the facilitator could understand the know-how to cope with participants at the implementation of the games.

2.1 Example of Preparation Schedule

An example schedule is provided in Attachment 1. This provides an overview of the schedule of tasks required before holding CSR/Sustainable procurement training. This schedule is based on the expected amount of work and required task sequencing, but does not indicate any units of time. To estimate the amount of work and preparation period, review the contents of the three documents listed in Section 2.1.1. The standard preparation period is 3 weeks to 1.5 months, during which the participant recruitment period takes place in parallel.

In this schedule, the personnel are divided into the five roles listed below. The Supervisor should be thought of as the chief administrator. About 30 training participants and about 10 personnel are assumed. When changing the scale of the training (increasing or decreasing the number of training participants, expanding the media used, etc.), consider adjusting the number of personnel accordingly.

- Supervisor
- Operations Team Leader
- Game Team Leader
- Operations Team Member
- Game Team Member

2.1.1 Review the Program

This activity, which comes first in the schedule, is done by the Supervisor. It is an opportunity to gain an overall picture of the training before assembling and assigning the personnel to their roles. The three types of materials used in this training are listed below. The purpose and objective of each are described in Section 1.3. Details are provided in the following corresponding sections of this document and in the Attachments.

- The Introduction → Section 3.1 of this document
- Lecture Slides → Section 3.2 of this document and Attachment 2
There are about 22 slides, with a total estimated lecture time of about 45 minutes.
- Game of Choice → Section 3.3 of this document and Attachment 9
Estimated game time: about 60 minutes

2.1.2 Identify Team Members and Assign Roles and Responsibilities

After reviewing the materials in Section 2.1.1 to gain an overview of the training, the Supervisor assembles the other personnel to give them an overview of the contents of the training program. Once the other personnel are assembled, the Supervisor explains and assigns the roles and responsibilities listed below. As mentioned in Section 2.1, about 10 people are typically required.

- Operations Team Leader (1 person)
This person is the leader of training operations and is responsible for presiding over the entire training session and presenting the lecture slides. In some cases, the Supervisor may fill this role concurrently.

- **Game Team Leader (1 person)**

This person leads the execution and management of the game.

- **Operations Team Members (about 5 people)**

These people are responsible for carrying out the operational side of the training, as well as setting up the Zoom account in advance and making other preparations. During the game, they may also act as facilitators along with the game team members in Zoom breakout sessions.

- **Game Team Members (about 5 people)**

These people are responsible for carrying out the game side of the training. They are also responsible for preparing the use of the game tools and related materials. In particular, during game play, they act as facilitators in the Zoom breakout sessions of each group of participants and provide direct advice on the game.

2.1.3 Prepare the Lecture Slides and Game Tools

After the assignment of roles is complete, Sections 2.1.4 and 2.1.5 can be started at the same time as this section, depending on the number of days of preparation available. This section covers the preparation of the lecture slides and game tools.

- **Prepare lecture slides**

On the day of training, the lectures will be presented through slides by the Operations Team Leader (who may also be the Supervisor), using Zoom screen sharing. The Operations Team Leader should therefore review Attachment 2 and Section 3.2 to understand the content and flow of the lecture. (Another option is to play the available video with narration, using Zoom screen sharing.) As the Operations Team Leader (who may also be the Supervisor) can also start other activities in Sections 2.1.4 and 2.1.5 at the same time, in the example of preparation schedule in Section 2.1 (Attachment 1), the practice session for presenting the lecture slides is not scheduled until closer to the day of the training.

- **Prepare game tools**

The people in charge of the game, namely those assigned the roles of Game Team Leader and Game Team Member, need to understand the details of the game to be played during training, which are described in Section 3.3. As mentioned in Section 2, Section 3.3 also explains how to prepare tools for use in the game.

2.1.4 CSR/Sustainable Procurement Training Planning and Operations Manual

A template for the Planning and Operations Manual is provided in Attachment 3 of this package. This template can be used by the Supervisor and person in charge from the Operations Team to understand the overall flow of the preparation process and effectively advance the preparations until the day of the training. During the actual preparations, it is a good idea for the Supervisor to consult with the Operations Team and then revise and edit the manual as appropriate. This Planning and Operation Manual presents the workflow for preparation of the venue to be used by operations staff on the day of the training. When using a venue, confirm in advance that there will be no Zoom audio feedback or other problems during operation. Use the example of online operation screen display as a reference.

2.1.5 Preparation for Online Operation (Including Setting Up Zoom)

Training participants will be recruited as described in Section 2.1.6 below. This section describes preparation for online operation (including setting up Zoom). The number of participants envisaged in this package is about 30. The Zoom account that participants and operations staff will access must first be set up. A meeting URL can be obtained through the procedures described in Attachment 4 p.4-11. These are ① Obtaining a Zoom account, ② Downloading the Zoom app, ③ Creating a meeting room, ④ Confirming set meeting information, and ⑤ Changing a set meeting. This package assumed that the account in ① will use a Zoom plan at the Pro or higher level (to cover the entire time required for the full training). The meeting URL for the subscribed Zoom account is sent by email to

the training participants who apply following the event announcement described in Section 2.1.6.

2.1.6 Announce Event (Accept Applications, Create Participant List)

Once Zoom has been set up as described in Section 2.1.5, preparations (i.e., the event announcement) can begin for recruitment of training participants. Attachment 5 provides an event announcement for use in recruitment and can be revised as appropriate for use. Also, entering applicants into the participant list in Attachment 6 beforehand enables use of the list in confirming attendees on the day of the training and in grouping participants (i.e., assigning persons to breakout sessions) during the game. Applicants will be notified by email of the Zoom account meeting URL set in Section 2.1.5. Attachment 7 provides a template for the overview email message sent to training participants.

2.1.7 Pre-Test Game by the Team Members

After preparation of the game tools in Section 2.1.3, the personnel should try playing the game a few times in advance as a test at a convenient date close to the day of the training.

Reviewing each other's reflections on how the test game went is a good way to gain new insights into how the training should be held. These insights will help you be more effective in your role as a facilitator to the participants.

Sections 1.4 and 3.3 also provide guidance on the roles expected of facilitators and notes on how to carry out those roles. You may want to review this guidance again at the time of the pre-test of the game. On the day of training, members of the Operations Team may also be required to act as facilitators for the Game Team. It is therefore a good idea for the Operations Team to participate in the pre-test, as well.

2.1.8 Confirm Event-Day Roles and Arrangements

Confirm the roles and arrangements for the day using the Planning and Operations Manual in Attachment 3 after revising it as mentioned in Section 2.1.4.

As noted under “★ Preparations for Event Day” on p.6, it is recommended that each facilitator keep the Planning and Operations Manual in their possession during the training so that they can check it as needed.

2.1.9 Prepare the Emcee's Script

As noted in “★ Event Progress Manual” on p.7 of Attachment 3 (Planning and Operations Manual), the Operations Team Leader serves as the emcee. Responsibilities include opening the meeting, checking processes, and facilitating the program on the day of training. Attachment 8 presents the Emcee's Script. The original content is intended for company-external use, but it can be edited as needed for company-internal use or for individual cases.

2.1.10 Prepare the Welcoming Remarks

As noted in the Emcee's Script in Attachment 8, after the declaration of the opening of the training by the emcee, the supervisor will offer welcoming remarks as the chief administrator. A template for the welcoming remarks is provided in Attachment 9.

2.1.11 Prepare the Questionnaire

As noted in the Planning and Operations Manual (Attachment 3) and the Emcee's Script (Attachment 8), this package assumes that a questionnaire will be shown to participants at the end of the training. As the questionnaire template in Attachment 10 assumes training outside the company, it should be edited appropriately before use. In the case of an in-house questionnaire, an app such as Microsoft Forms makes it possible to instruct users over Zoom Chat. If time can be made for responses at the end of training, the collection rate will increase and tabulating responses will be easier.

3. Contents of the Package

This section, as explained in Section 2, describes the contents and usage of the lecture materials and game tools listed below. Refer to this section as needed as you proceed with the activities in Sections 2.1.1 (Review Program), 2.1.3 (Prepare the Lecture Slides and Game Tools), and 2.1.7 (Pre-Test).

- The Introduction
- Lecture slides
- Game of Choice

Participants can learn the basics of CSR/Sustainable procurement through the lectures and experience the importance and difficulty of CSR/Sustainable procurement through the game. The purpose and objective of the materials and tools are as described in Section 1.3. A detailed description of each material is provided below.

3.1 The Introduction

This will be used as a handout to participants during the lectures.

As mentioned in Section 1.3, this is the basis for the lecture slides in Section 3.2. This introduction was used as a handout to participants during the training lectures. In online training, however, PDF files are sent to participants or a download URL is made available beforehand, so that participants can refer to “Introduction” during the lecture. The template for the email instructions sent to training participants (Attachment 7) includes instructions to download the materials from the URL.

3.2 Lecture Slides (Presentation Slides)

The following three types of lecture materials are available. (Attachment 2 ①, ②, ③)

- ① Slide Edition: Lecture materials for presentation by personnel, Slide Edition
- ② Scenario Edition: Lecture materials with the content to be provided orally in the presentation, Scenario Edition
- ③ Video Edition: The same content presented in video form (approximately 26 minutes)
 - For presentations by personnel, show the ① Slide Edition on a PC and use the ② Scenario Edition for the explanation. Personnel should read through the Scenario Edition before the presentation to deepen their understanding.
 - The top right corner of each lecture slide shows the page for the relevant section in the Introduction so you can see the correspondence between the material in the lecture slide and the Introduction.
 - To help illustrate issues using concrete examples that resonate with the participants, slides 11 to 20 of the lecture materials include examples that do not appear in the Introduction.
 - A Video Edition containing the same content is also available as a replacement for presentation by personnel. The video can be used in the training, or participants can be encouraged to watch the video in advance if time cannot be scheduled for training.

3.3 Game of Choice

The configuration of the Game of Choice tools is indicated below. The package also includes a video that summarizes the experience of playing the Game of Choice. Please watch the video to get a feel for the atmosphere of the game. However, the video is intended for training in offline (face-to-face) format. In online training using Zoom, how the training is run will differ according to Zoom features, so use this for reference only.

- | | |
|--|---------------------------------|
| Game of Choice Objectives and Overview | Time required: about 12 minutes |
| Scenes from Playing the Game of Choice | Time required: about 4 minutes |

- Game of Choice Explanatory Slides (Attachment 11)

The following two types of explanatory materials are available. (Attachment 11 ①, ②)

- ① Slide Edition: Explanatory materials for showing slides
- ② Note Edition: Materials containing content to be presented by personnel, points for caution, etc.

Through p.18, the Game Team Leader uses Zoom screen sharing to display the explanatory materials in ① and provide an overall explanation that serves as the main session.

The first 18 slides consist of general explanatory slides (including “CSR/Sustainable Activities,” “CSR/Sustainable Procurement,” “Supply Chain Risks & Impacts,” and “What is Game of Choice?”), and slides that explain how the Game of Choice proceeds step-by-step. After the explanation on p.18, the training moves to breakout sessions for groups. In each breakout session, the facilitator assigned to the group speaks directly to the participants using the attachments. Attachment 13 contains tips for facilitators. During the game from p.19 onward, facilitators are asked to play their roles based on these tips.

Operations team members are to enter the group breakout sessions, one member each. They act as timekeepers and remain ready to call a leader or Supervisor when an unforeseen situation occurs. (Leaders and Supervisors are assumed to be standing by in the main session room.) Using the Online Role Assignment Lottery (for example, “ghost-leg lottery”) when making self-introductions after moving to the breakout session will facilitate the character setting described on p.6. Details are shown on explanatory slide 20. The Facilitator should run the Role Assignment Lottery over screen sharing so that participants can see and understand the lottery. (The decisions can also be made according to participants’ wishes instead of through the lottery.) Once each participant’s character has been decided, the facilitator should encourage participants to change their Zoom name to “Character’s name_Your name (last name only)”. This will make proceeding with the game easier.

The descriptive slides 28 to 33 are for the facilitators and are not actually projected. A facilitator time management diagram and facilitator tips are provided. These should be fully checked during the preparation phase.

○ **Game of Choice Stakeholder Selection List (Attachment 12)**

This is used when a participant in the role of a company or stakeholder selects and announces an action in response to an incident or company action. The facilitator shows the list to participants over screen sharing, and asks each participant to select and announce an action. In the Offline (face-to-face) Edition of training, participants gather around the Supply Chain Diagram and select actions with cards. In the Online Edition, they select actions from the screen instead of handling cards.

○ **Game of Choice Tips for Instructor & Facilitator (Attachment 13)**

Attachment 13 summarizes the best practices for the instructors and facilitators when conducting the Game of Choice.

○ **Game of Choice Facilitator Notes (Attachment 14)**

Attachment 14 is a form to be used by the facilitators at each table to take notes during the game.

Global Compact Network Japan

Companies and Organizations Participating in the Working Group (FY 2014~FY 2020)

<Participating companies (in order of Japanese kana)>

Ajinomoto Co., Inc.	GUNZE LIMITED
Astellas Pharma Inc.	Foundation for Advanced Studies on International Development
ADVANTEST CORPORATION	International Development Center of Japan Inc.
ALMEC CORPORATION	Kokusai Gakuin
ANRITSU CORPORATION	Cosmo Energy Holdings Co., Ltd.
AEON CO., LTD.	KOSÉ Corporation
Idemitsu Kosan Co., Ltd.	KONICA MINOLTA, INC.
ITOCHU Corporation	Kobayashi Pharmaceutical Co., Ltd.
ITOKI CORPORATION	COMANY INC.
ITOCHU Techno-Solutions Corporation	The Global Alliance for Sustainable Supply Chain Sustainable Supply Chain
Iwase Cosfa Co., Ltd.	Sapporo Holdings Limited
INPEX CORPORATION	SATO HOLDINGS CORPORATION
UTSUMI CO., LTD.	The Sasakawa Peace Foundation
USHIO INC.	Suntory Holdings Limited
Ecology Path Inc.	GXS, Inc.
Eisai Co., Ltd.	JSR Corporation
Ezaki Glico Co., Ltd.	JFE Shoji Corporation
ACE	J.FRONT RETAILING Co., Ltd.
ENEOS Holdings, Inc.	GS Yuasa International Ltd.
Energetic Green Co., Ltd.	SHIONOGI & Co., Ltd.
NTT DOCOMO, INC.	Systemex Corporation
Osaka Gas Co., Ltd.	Shiseido Company, Limited
Otsuka Holdings Co., Ltd.	Citizen Watch Co., Ltd.
Obayashi Corporation	SHIMADZU CORPORATION
Oki Electric Industry Co., Ltd.	SBI Shinsei Bank, Limited
ONO PHARMACEUTICAL CO., LTD.	Shin-Etsu Chemical Co., Ltd.
OMRON Corporation	SUMITOMO CHEMICAL COMPANY, LIMITED.
Olympus Corporation	SUMITOMO CORPORATION
Kao Corporation	Sumitomo Riko Company Limited
Cargill, Incorporated	Sumitomo Forestry Co.,Ltd.
Kawasaki Kisen Kaisha, Ltd.	SEIKO EPSON CORPORATION
Kawasaki Heavy Industries, Ltd.	SEGA SAMMY HOLDINGS INC.
Kikkoman Corporation	SEKISUI CHEMICAL CO., LTD.
KYOKUTO KAIHATSU KOGYO CO., LTD.	Sekisui House, Ltd.
Kirin Holdings Company, Limited	Seven & i Holdings Co., Ltd.
Cre-en Inc.	Sojitz Corporation
GLORY LTD.	SoftBank Corp.

Daiichi Sankyo Co., Ltd.
 DAIKIN INDUSTRIES, LTD.
 Dai Nippon Printing Co., Ltd.
 Daifuku Co., Ltd.
 TAIYO YUDEN CO., LTD.
 Daiwa House Industry Co., Ltd.
 TAKASAGO INTERNATIONAL CORPORATION
 TAKEDA PRINTING CO., LTD.
 Tamron Co., Ltd.
 Institute for Global Environmental Strategies
 Chiyoda Corporation
 TIS Inc.
 DIC Corporation
 THK CO., LTD.
 DNV GL BUSINESS ASSURANCE JAPAN K.K.
 TEIJIN LIMITED.
 TEIJIN FRONTIER CO., LTD.
 Terumo Corporation
 Japan Electrical Safety & Environment Technology Laboratories
 TOKYU CORPORATION
 Tokyu Fudosan Holdings Corporation
 The Tokyo Organising Committee of the Olympic and Paralympic Games
 Tokyo Gas Co., Ltd.
 Toyo Aluminium K.K.
 TOYOBO CO., LTD.
 TOTO LTD.
 Tokuyama Corporation
 DOWA HOLDINGS Co., Ltd
 DOWA MANAGEMENT SERVICE CO., LTD. (DOWA HD)
 E&E Solutions Inc. (DOWA HD)
 Toppan Printing Co., Ltd.
 Central Nippon Expressway Company Limited
 Nabtesco Corporation
 NIKON CORPORATION
 Nikkei BP Consulting, Inc.
 Nissan Chemical Corporation
 The Nisshin Oillio Group, Ltd.
 NISSIN FOODS HOLDINGS CO., LTD.
 NISSO CORPORATION
 Nitto Denko Corporation
 NGK INSULATORS, LTD.
 Nippon Koei Co., Ltd.
 Japan Airlines Co., Ltd.
 Nissha Co., Ltd.
 Japan Food Research Laboratories
 Nippon Shinyaku Co., Ltd.
 Zeon Corporation
 NEC Corporation
 NIDEC CORPORATION
 Japan Quality Assurance Organization
 Nippon Yusen Kabushiki Kaisha
 Nihon Unisys, Ltd
 Nomura Research Institute, Ltd.
 Nomura Holdings, Inc.
 Noritz Corporation
 BSI Group Japan K.K.
 Hitachi, Ltd.
 FiberFrontier Co., Ltd.
 FamilyMart Co., Ltd.
 Foster Electric Company, Limited
 Fujikura Ltd.
 FUJITSU LIMITED
 FUJI ELECTRIC CO., LTD.
 FUJIFILM Holdings Corporation
 BROTHER INDUSTRIES, LTD.
 Pripress Center Co., Ltd.
 Furukawa Electric Co., Ltd.
 PwC Advisory LLC
 Marubeni Corporation
 Mizuho Financial Group, Inc.
 Mitsui Chemicals, Inc.
 Sumitomo Mitsui Financial Group, Inc.
 MITSUI & CO., LTD.
 MITSUBISHI GAS CHEMICAL COMPANY, INC.
 Mitsubishi Chemical Holdings Corporation
 MITSUBISHI MOTORS CORPORATION
 Mitsubishi Heavy Industries, Ltd.
 Mitsubishi Corporation
 Mitsubishi Research Institute, Inc.
 Mitsubishi UFJ Financial Group, Inc.
 Miraca Holdings Inc.
 Milbon Co., Ltd.



Meiji Holdings Co., Ltd.
YAMATO HOLDINGS CO., LTD
Yamaha Corporation
Yamaha Motor Co., Ltd.
Unicharm Corporation
Lion Corporation
LIXIL Group Corporation
Ricoh Company, Ltd.
Resona Holdings, Inc.
Ryohin Keikaku Co., Ltd.

Total: 166 companies

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