



Network Japan

Building the Sustainable World

# **CSR/Sustainable Procurement Training Toolkit** (Lecture & Game)

April 15, 2021

Global Compact Network Japan Supply Chain Working Group  
(FY 2019)

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Attachment 1: Sample Preparation Schedule

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

Attachment 3: CSR/Sustainable Procurement Training Planning and Operations Manual

Attachment 4: Event Announcement

Attachment 5: Participant List

Attachment 6: Emcee’s Script

Attachment 7: Welcoming Remarks Template

Attachment 8: Questionnaire for the Training Participants

Attachment 9: Game of Choice Explanatory Slides

Attachment 10: Game of Choice Supply Chain Diagram

Attachment 11: Game of Choice Role Cards, Incident Cards, and Role Assignment Lottery

Attachment 12: Game of Choice Incident Case (to be Posted at the Table)

Attachment 13: Game of Choice Tips for Instructor & Facilitator

Attachment 14: Game of Choice Facilitator Notes

### **Reference Videos**

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.

This document is intended to make the know-how and materials available in an easy-to-understand manner that can be used by persons in charge of hosting CSR/Sustainable procurement training in companies and organizations.

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

The facilitator, who is assigned on the management side, is there to support the participant's experience in the simulation game mentioned in Section 1.3.2 from a neutral standpoint. The facilitator is expected to play the following roles:

- 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.

## 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 two weeks to one month.

In this schedule, the personnel are divided into the five roles listed below. The Supervisor should be thought of as the chief administrator. Note that the number of training participants is assumed to be about 30 and the number of personnel is assumed to be about 10. If you want to increase or decrease the number of training participants, 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 20 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. They are also responsible for preparing the venue, equipment, and supplies. During the game, they may also act as facilitators along with the game team members.

- **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 move to respective tables, acting as facilitators for each group of participants and giving them 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 by the Operations Team Leader (who may also be the Supervisor). The Operations Team Leader should therefore review Attachment 2 and Section 3.2 to understand the content and flow of the lecture. The Operations Team Leader (who may also be the Supervisor) can also start other activities in Sections 2.1.4 and 2.1.5 while preparing the lecture slides. Therefore, in the sample 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.

### 2.1.5 Arrange the Venue

Training participants will be recruited as described in Section 2.1.6 below, but the size of the venue must be determined prior to this. The number of participants envisaged in this package is about 30, and the standard venue layout is shown on p.12 of Attachment 3 (Planning and Operations Manual). The size of the venue should be chosen referring to this layout.



### 2.1.6 Announce Event (Accept Applications, Create Participant List)

Once the venue arrangements have been completed as described in Section 2.1.5, preparations can begin for recruitment of training participants (event announcement). An event announcement for use in recruitment is attached as Attachment 4. You can use it as the announcement for your event after revising it as appropriate. In addition, if you enter the applicants in the participant list in Attachment 5 in advance, you can use it as a reception list on the day of training.

### 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 on p.8 of the Event Progress Manual in Attachment 3 (Planning and Operations Manual), the Operations Team Leader serves as the emcee, which includes responsibilities such as opening the meeting, various checking processes, and facilitating the program on the day of training. Attachment 6 (Emcee's Script) can be used for this purpose.

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 6, after the declaration of the opening of the training by the emcee, the Supervisor will offer some welcoming remarks as the chief administrator. A template for the welcoming remarks is provided in Attachment 7. It can be edited as appropriate for individual cases.

### 2.1.11 Prepare the Questionnaire

As noted in the Planning and Operations Manual in Attachment 3 and the Emcee's Script in Attachment 6, this package assumes that a questionnaire will be given to participants at the end of training. Attachment 8 is a template for company-external use, so you can edit and use as appropriate if necessary.



## 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.

### 3.2 Lecture Slides (Presentation Slides)

The features of the lecture slides are as follows. (Lecture slides: Attachment 2)

- To facilitate the lecture, we have prepared a verbal explanation scenario in the Notes field. Read through this material including the Notes field to add to your understanding of the material and make use of the contents of the Notes field at the time of the presentation.
- 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 with concrete examples that resonate with the participants, slides 10 to 17 include examples that do not appear in the Introduction.

### 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.

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 9)

This is for the Game Team Leader as a game instructor, in cooperation with the facilitators deployed one per table, to project the explanatory slides on a large display screen at the front of the venue and to ensure that the game runs smoothly. The first 12 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. In the slides from p.13 onwards, the facilitators at each table will explain directly to the participants using the attached materials, as a supplement to the explanation by the Game Team Leader. As the notes are provided in the Attachment 13 (Game of Choice Tips for Instructor & Facilitator), the facilitators at each table should exercise their role as facilitators based on this document during the games from p. 13 of slides onwards.

**Slide 6 Character Setting :**

Use the Role Assignment Lottery in Attachment 11.

Once the characters have been set, give each character a role card from Attachment 11.

**Slide 14 Announcement of Incident :**

Use the incident cards in Attachment 11 and Attachment 12.

The descriptive slides 19 to 24 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 Supply Chain Diagram (Attachment 10)**

Print the diagram in poster size on 4 sheets of A4 paper and lay it out near the center of each table. When a participant in the role of a company or stakeholder selects and announces an action in response to an incident and corporate behavior, the role card is affixed to this Supply Chain Diagram to inform their own actions to the other participants of this action.

○ **Game of Choice Role Cards, Incident Cards, and Role Assignment Lottery (Attachment 11)**

Attachment 11 is used to create role cards (8) for each stakeholder and incident cards (2) for facilitators to present at their respective tables when an incident occurs. There are two incident cards: incident 1 and incident 2. The incident projected on the slide is incident 1. Incident 2 is provided as a spare. When printing the cards, be sure to observe the settings and precautions on the last slide of Attachment 11. After the cards are printed they can be used as-is, but using clear plastic cases to hold the cards will make it easier to use them as tools for the game. Attachment 11 also provides the Role Assignment Lottery used to determine the roles of the participants. It is a traditional Asian “ghost leg lottery” or “ladder lottery” in which participants trace a line across a lattice pattern to determine the winner. The facilitators will show participants how to use it on the explanatory slide 6 in Attachment 9. Of course, it is also possible to skip the lottery and prioritize the role assignments based on the participants’ preferences.

○ **Game of Choice Incident Case (to be Posted at the Table) (Attachment 12)**

Attachment 12 describes the occurrence of incident 1. Post it on a table and show the participants when announcing the incident as explained on explanatory slide 14 in Attachment 9.

○ **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 2019)

#### <Participating companies (in order of Japanese kana)>

Ajinomoto Co., Inc.	JXTG Holdings, Inc.
Astellas Pharma Inc.	GXS, Inc.
ANRITSU CORPORATION	JSR Corporation
AEON CO., LTD.	GS Yuasa International Ltd.
Idemitsu Kosan Co., Ltd.	Sysmex Corporation
ITOCHU Corporation	Shiseido Company, Limited
ITOKI CORPORATION	Citizen Watch Co., Ltd.
ITOCHU Techno-Solutions Corporation	Shin-Etsu Chemical Co., Ltd.
USHIO INC.	SUMITOMO CHEMICAL COMPANY, LIMITED.
Ecology Path Inc.	SUMITOMO CORPORATION
Eisai Co., Ltd.	Sumitomo Riko Company Limited
ACE	Sumitomo Forestry Co.,Ltd.
Energetic Green Co., Ltd.	SEIKO EPSON CORPORATION
NTT DOCOMO, INC.	SEGA SAMMY HOLDINGS INC.
Osaka Gas Co., Ltd.	Sekisui House, Ltd.
Otsuka Holdings Co., Ltd.	Sojitz Corporation
Obayashi Corporation	Daiichi Sankyo Co., Ltd.
Oki Electric Industry Co., Ltd.	DAIKIN INDUSTRIES, LTD.
OMRON Corporation	Dai Nippon Printing Co., Ltd.
Olympus Corporation	Daifuku Co., Ltd.
Kao Corporation	Daimaru Matsuzakaya Department Stores Co., Ltd.
Kawasaki Kisen Kaisha, Ltd.	Daiwa House Industry Co., Ltd.
Kawasaki Heavy Industries, Ltd.	Tamron Co., Ltd.
Kikkoman Corporation	Institute for Global Environmental Strategies
KYOKUTO KAIHATSU KOGYO CO., LTD.	Chiyoda Corporation
Kirin Holdings Company, Limited	DIC Corporation
Cre-en Inc.	DNV GL BUSINESS ASSURANCE JAPAN K.K.
GLORY LTD.	TEIJIN LIMITED.
Kokusai Gakuin	TEIJIN FRONTIER CO., LTD.
INPEX CORPORATION	Terumo Corporation
Cosmo Energy Holdings Co., Ltd.	Japan Electrical Safety & Environment Technology Laboratories
KONICA MINOLTA, INC.	TOKYU CORPORATION
COMANY INC.	Tokyu Fudosan Holdings Corporation
The Global Alliance for Sustainable Supply Chain	Tokyo Gas Co., Ltd.
Sustainable Supply Chain	TOTO LTD.
Sapporo Holdings Limited	DOWA HOLDINGS Co., Ltd
Suntory Holdings Limited	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.  
NISSO CORPORATION  
NGK INSULATORS, LTD.  
Nippon Koei Co., Ltd.  
Japan Airlines Co., Ltd.  
Nissha Co., Ltd.  
Japan Food Research Laboratories  
NEC Corporation  
Japan Quality Assurance Organization  
Nippon Yusen Kabushiki Kaisha  
Nihon Unisys, Ltd.  
Nomura Securities Co., Ltd.  
Noritz Corporation  
BSI Group Japan K.K  
Hitachi, Ltd.  
FiberFrontier Co., Ltd.  
Foster Electric Company, Limited  
Fujikura Ltd.  
Fuji Xerox Co., Ltd.  
FUJITSU LIMITED  
Pripress Center Co., Ltd.  
Marubeni Corporation  
Mitsui Chemicals, Inc.  
MITSUI & CO., LTD.  
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.  
Meiji Holdings Co., Ltd.  
YAMATO HOLDINGS CO., LTD  
Yamaha Corporation

Yamaha Motor Co., Ltd.  
FamilyMart Co., Ltd.  
Unicharm Corporation  
Lion Corporation  
LIXIL Group Corporation  
Ricoh Company, Ltd.  
Resona Holdings, Inc.  
Ryohin Keikaku Co., Ltd.

Total: 122 companies

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Building the Sustainable World

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