

CSR at Japanese Companies as Seen in Changes in Administrative Departments

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Abstract—This study clarifies the how the departments responsible for CSR (Corporate Social Responsibility, thereafter CSR) activities have changed at leading companies in Japan. In particular, it clarifies the departments at which CSR activities, legal and regulatory compliance, investor relations (IR), social contribution activities and environmental activities are administered, and how these departments have changed, at 9 companies in the electric equipment industry and 8 companies in the automobile industry that were among the highest ranking 15 in terms of net sales from the year of Jun., 2012 to May, 2013 Japan.

When the companies in the electric equipment industry was analyzed, it became clear that CSR, legal and regulatory compliance, IR, environmental activities and social contribution activities are being managed at CSR, compliance or legal affairs, IR, environmental departments and respectively social contribution.

In contrast to this, in the automobile industry these activities are engaged in comparatively diverse departments. This also was revealed that compared with the electric equipment industry, more companies in the automobile industry have changed the departments administering these activities.

Index Terms—CSR, changing of departments, characteristics of CSR activities by industry.

I. INTRODUCTION

According to financial statement, as of 2004, 86 of around 4000 listed companies in Japan open the information about Corporate Social Responsibility (CSR) activities [1]. When we examine the contents of such reports, we can see whether Japanese listed companies (referred to below as “Japanese companies”) are responding voluntarily to the four items assumed to be within the scope of CSR – that is, pursuit of economic efficiency, compliance with laws, ethics-based provisions on conduct, and philanthropy (or service, contribution to society, response to environmental issues, etc.) [2]–[4]. However, such corresponding activities began only recent years.

For example, the first CSR department at a Japanese firm was established in 2003 at Ricoh Co., Ltd. In addition to this according to a questionnaire survey of 643 companies throughout Japan conducted by the Japan Association of Corporate Executives, in 2002, just 8% had “positioned CSR at the center of corporate strategy and are planning and executing strategies to link CSR with earnings” [5]. Moreover, 59% were “working on matters required by laws and regulations and matters requested by society,” 29% were

“actively working on matters that are not required by laws and regulations or by society” and 3% of the respondents were “making almost no efforts” to CSR.

However, such conditions showed change after 2003. Companies responding to a similar question regarding CSR in 2013, they responded “positioned CSR at the center of corporate strategy” had reached 30% (in the fiscal 2013 survey, the two response options “actively working on matters that are not required by laws and regulations or by society” and “making almost no efforts,” were not included). Additionally, the number of companies that responded “working on matters required by laws and regulations and matters requested by society” had declined to 32% [6], [7].

Furthermore, when we examine the responses to the items included in CSR in the Japan Association of Corporate Executives survey, the order of the responses varies for each year, but in every survey in fiscal 2005, 2009 and 2013, the top five responses were always “obey laws and regulations and engage in ethical conduct,” “offer excellent products and services,” “lighten the environmental impact caused in the process of our business activities,” “achieve a profit and pay taxes” and “contribute to the development of local communities where our businesses are located [7].”

Such data and discussions are significant in the sense it shows the scope to which the CSR activities of Japanese companies had broadened and indicates the trend in the ongoing shift to discretionary or deliberate activities.

In this sense such activities resemble with the CSR that are pursued with pressure of stakeholders’ criticisms, demands and expectations as in European and American-style CSR; moreover, compared with CSR of governments, which are pursuing CSR against the backdrop of regulations, these efforts are discretionary [8].

However, there are limits to the significance because there is scant research into specifically which departments adopted to respond to CSR, and how the locus of responsibility changed when companies shifted away from addressing contents prescribed by laws and regulations to their own discretionary activities.

This means Japanese companies’ CSR activities are not just move from the backdrop of closed networks in the form of holding companies and Keiretsu (groups of affiliated companies) to the discretionary activities with globalization but moving toward European and American-style CSR in reality based on the kind of organizational correspondence has become a black box [5]–[7], [9].

From such a background this study elucidates how CSR, legal and regulatory compliance, IR, social contribution and environmental activities were undertaken in each industry, and under which department’s responsibility (even as this changed) for companies in the electric equipment industry (9

companies) and automobile industry (8 companies) that were among the highest ranking 15 companies in terms of net sales from the year of Jun., 2012 to May, 2013.

In the following section, the previous literature concerning CSR in Japan is reviewed, and the position of the present study clarified.

II. PREVIOUS LITERATURE

Reference [10], [11] show data on the diffusion of CSR at Japanese companies, five types of units – CSR department, legal and regulatory compliance department, IR department, social contribution department and environmental department – have been established as units related to CSR activities. Of these, an environmental department was confirmed to have been the earliest established. It received responses from 749 companies, including 725 listed companies and 24 unlisted companies [10]. The respondents indicated that as of 2005, 75.5% had established an environmental department with 53 companies answering they had established their environmental unit prior to 1979. In particular, 88.1% of the manufacturing companies responded that as of 2005 they had established, or had plans to set up, a department to administer their environmental programs.

Simultaneously with the creation of environmental departments, efforts to establish legal and regulatory compliance units moved ahead. In 1979, seven companies established a dedicated department for legal and regulatory compliance, followed by nine companies in 1980 [10]. However, and it was only in the 1990s that the numbers increased rapidly. Of the 749 companies, 71.7% had established a legal and regulatory compliance department by 2005.

In contrast to this, the percentage of companies that had established IR departments and CSR departments as of 2005 was just 62.4% and 25.6%, respectively. In other words, in 2005 the highest percentages of CSR-related departments established at Japanese company were for environmental departments, legal and regulatory compliance departments, IR departments, CSR departments and social contribution departments [10], [11].

On the other hand, when the research studied the diffusion pattern of CSR-related units using triennial percentages from 1996 to 2008, the units established the earliest were, in order, an environmental department, a social contribution department and a legal and regulatory compliance (ethics) department (data concerning IR departments and CSR departments are unknown) [12]. Among these, the percentage of companies that had set up a department increased the most rapidly for a legal and regulatory compliance department, with 85.1% (75 companies) of the companies covered by the survey conducted in 2008 showing such a unit existing.

According to these contents, the units related to CSR activities at Japanese companies that were set up earliest (1970s) were environmental departments and legal and regulatory compliance departments, but the percentage of companies that established departments responsible for the IR, CSR and social contribution increased rapidly thereafter

more than previous two departments.

However, this tendency looks solely at whether there is a department to conduct companies' CSR-related activities; the data's usefulness is limited because it is unclear which departments have substantive responsibility for each activity.

If it were possible to illuminate not only the pattern of CSR introduction under what activities but also the responsible departments and how have it changed at the management level, this would clarify how the locus of responsibility changed when companies shifted away from addressing contents prescribed by laws and regulations to their own discretionary activities. This would further hold out the possibility of being able to provide guidelines to companies that introduce CSR under the weak regulation or discretionary efforts. The following section seeks to clarify, the departments under which the respective CSR, legal and regulatory compliance, IR, social contribution and environmental activities are implemented and, if the locus of responsibility was changed, the departments from and to which responsibility was transferred would be analyzed for 9 companies in the electric equipment industry and 8 companies in the automobile industry.

III. CASE STUDIES

A. Analysis Subjects and Methodology

In case studies, data and CSR reports from references are used to clarify the departments under which CSR, legal and regulatory compliance, IR, social contribution and environmental measures, respectively, were advanced in 9 companies in the electric equipment industry and 8 companies in the automobile industry [11], [13]–[18]. Those are analyzed for study among the top 15 companies in terms of net sales according to the May, 2013 standards [19]. In each of the following tables, the organizations responsible for CSR-related activities at these 17 companies are indicated by numerical values. The numbers in the vertical columns indicate the departments responsible for each activity; the departments indicated by these values are shown in Table I below.

TABLE I: UNIT ADMINISTERING CSR-RELATED ACTIVITIES

0	No departments with responsibility
1	CSR department
2	Compliance department or Ethics Committee
3	Legal affairs department
4	Finance department
5	IR department or IR office
6	Public relations department or IR group under the public relations department
7	Environment department
8	Social contribution department
9	Environment department and social contribution department
10	Business planning department
11	General affairs department
12	External affairs department
13	Internal management office
14	Human resources department
15	Office support center

In addition to this, the presence of the director in charge of CSR and environmental department (there is not the data

about the other departments) indicated by below Table II and the weight of directors' responsible for CSR or environment departments are more than half or less than half indicated by below Table III.

TABLE II: THE PRESENCE OF THE DIRECTOR IN CHARGE OF CSR AND ENVIRONMENTAL DEPARTMENTS

16	No responsible or there is not a director in charge of CSR or Environmental departments
17	There is director in charge of CSR or Environmental department, however, it is unclear whether the department is dedicated to the activity or handles it concurrently with other activities
18	There is the dedicated director in charge of CSR or Environmental departments
19	There is the director concurrently handled CSR or Environmental departments with other activities

TABLE III: THE WEIGHT OF DIRECTORS' RESPONSIBLE FOR CSR OR ENVIRONMENT DEPARTMENTS

20	The weight of directors' responsible for CSR or Environmental departments are more than half
21	The weight of directors' responsible for CSR or Environmental departments are less than half

Companies' names are arranged in order of their net sales ranking. In the following paragraphs, the changes in the CSR-related departments in the electric equipment industry are discussed first, followed by a discussion of the changes in related departments in the automobile industry.

B. Changes in the CSR-Related Units in the Electric Equipment Industry

Table IV indicates the departments under which the CSR activities at companies in the electric equipment industry were conducted.

TABLE IV: CHANGES IN DEPARTMENTS RESPONSIBLE FOR CSR

Net Sales Ranking	Companies' name	2006	2007	2008	2009	2010	2011	2012
1	Hitachi Ltd	1	1	1	1	1	1	1
2	Panasonic Corporation	1	1	1	1	1	1	1
3	Sony Corporation	1	1	1	1	1	1	1
4	Toshiba Corporation	1	1	1	1	1	1	1
5	Fujitsu Limited	9	9	9	9	1	1	11
6	Mitsubishi Electric Corporation	2	2	2	2	2	2	2
7	NEC Corporation	1	1	1	1	1	1	1
8	Sharp Corporation	1	1	1	1	1	1	1
10	Kyocera Corporation	7	7	7	7	7	10	10

As shown in Table IV, in fiscal year 2012, at 6 of the 9 companies in the electric equipment industry, the CSR department is responsible for CSR activities. However, at three companies –Fujitsu Limited, Mitsubishi Electric Corporation and Kyocera Corporation– CSR activities are the responsibility of general affairs department, compliance department or Ethics Committee and business planning department, respectively.

Moreover, from Table V and Table VI, companies treat CSR in the general affairs departments and business planning departments(Fujitsu Limited and Kyocera Corporation) assign director who concurrently handled CSR with other activities and the portion of their work for CSR is less than half of their whole work.

In contrast, the Mitsubishi Electric Corporation assigns compliance department or ethics committee to treat

CSR-related activities allocate the dedicated director and whose responsibility for CSR are more than half.

What can be understood from this is that even though these companies belong to the same industry, the responsibility departments, the weight of director's work allocated for CSR are differ.

TABLE V: PRESENCE OF DIRECTOR DEDICATED TO OR CONCURRENTLY HANDLE CSR DEPARTMENT WITH OTHER ACTIVITIES

Net Sales Ranking	Companies' name	2006	2007	2008	2009	2010	2011	2012
	Presence of director dedicated to or concurrently handle CSR department with other activities							
1	Hitachi Ltd	19	19	19	19	19	19	19
2	Panasonic Corporation	19	19	18	18	18	18	18
3	Sony Corporation	19	19	19	19	19	19	19
4	Toshiba Corporation	18	18	18	18	18	18	19
5	Fujitsu Limited	19	19	19	19	19	19	19
6	Mitsubishi Electric Corporation	18	18	18	18	18	18	18
7	NEC Corporation	19	19	19	19	19	19	19
8	Sharp Corporation	19	19	19	18	18	18	18
10	Kyocera Corporation	19	19	19	19	16	19	19

TABLE VI: THE WEIGHT OF DIRECTORS' RESPONSIBLE FOR CSR OR ENVIRONMENTAL DEPARTMENTS

Net Sales Ranking	Companies' name	2006	2007	2008	2009	2010	2011	2012
	Portions of directors' responsible for CSR departments							
1	Hitachi Ltd	20	20	20	20	20	20	20
2	Panasonic Corporation	20	20	20	20	20	20	20
3	Sony Corporation	20	20	20	20	20	20	20
4	Toshiba Corporation	20	100%	20	20	20	100%	20
5	Fujitsu Limited	21	21	21	21	21	20	20
6	Mitsubishi Electric Corporation	20	20	20	20	20	20	20
7	NEC Corporation	20	20	20	20	20	20	20
8	Sharp Corporation	21	21	20	100%	100%	100%	100%
10	Kyocera Corporation	21	21	21	21	21	21	21

At 6 of 9 companies that handle CSR through a CSR dedicated directors, CSR is viewed as the activities of firm that need the assign directors concentrated that activities. However only 8 of 9 think the weight of directors' responsibility should be more than half of their works. Furthermore, at companies that left these activities to a department like the general affairs department that assists their corporate activities, there is a possibility CSR is a company-wide activity but is not viewed as a strategic component. Additionally, it became clear there is a strong probability companies that view compliance in terms of legal and regulatory compliance recognize that the details of legal and regulatory compliance show the grounds for CSR activities. Finally, during the period from 2006 to 2012, there were only two companies that changed the department responsible for CSR from the existing department to another department.

C. Changes in Departments Responsible for Legal and Regulatory Compliance

As shown in Table VII, the departments responsible for legal and regulatory compliance are broadly divided into CSR departments or ethics committees to handle compliance, and legal affairs departments. In 2012, 1 of the 9 companies pursued legal and regulatory compliance under the

responsibility of a compliance department, while the remaining 8 companies conducted their legal and regulatory compliance through a legal affairs department.

TABLE VII: CHANGES IN DEPARTMENTS RESPONSIBLE FOR LEGAL AND REGULATORY COMPLIANCE

Net Sales Ranking	Companies' name	2006	2007	2008	2009	2010	2011	2012
	Legal and Regulatory Compliance Departments							
1	Hitachi Ltd	2	2	2	2	2	2	2
2	Panasonic Corporation	3	3	3	3	3	3	3
3	Sony Corporation	3	3	2	2	2	2	2
4	Toshiba Corporation	3	3	3	3	3	3	3
5	Fujitsu Limited	2	2	3	3	3	3	3
6	Mitsubishi Electric Corporation	2	3	3	3	3	3	3
7	NEC Corporation	3	3	3	3	3	3	3
8	Sharp Corporation	3	3	1	1	1	1	1
10	Kyocera Corporation	3	3	3	3	3	3	3

A legal affairs department administer a broader range of legal matters than the department responsible solely for compliance, in that in addition to compliance it handles all legal-related matters including areas such as protection of intellectual property (=legal and regulatory compliance), yet both types of companies have in common the fact they administer their legal and regulatory compliance activities through departments directly related to laws and regulations.

However, Sharp transferred responsibility for legal and regulatory compliance activities to a CSR department and internal management office, respectively, in 2008 and 2009. These moves highlight the possibility that Sharp recognizes legal and regulatory compliance as not merely a legal matter but as a CSR activity.

D. Changes in IR Departments

In 2012, all 9 of the companies were handling their IR activities through either their finance department or an IR-related department, as shown in Table VIII. At three companies, the department responsible for IR operating under the public relations department bore this responsibility, which was different from other departments. The reason is thought to be that at these companies IR has become the office for negotiations with stakeholders outside the company.

TABLE VIII: CHANGES IN IR DEPARTMENTS

Net Sales Ranking	Companies' name	2006	2007	2008	2009	2010	2011	2012
	IR Departments							
1	Hitachi Ltd	6	6	6	6	6	6	6
2	Panasonic Corporation	4	4	4	4	4	4	4
3	Sony Corporation	5	5	5	5	5	5	5
4	Toshiba Corporation	6	6	6	6	6	6	6
5	Fujitsu Limited	6	6	6	6	6	6	6
6	Mitsubishi Electric Corporation	5	5	5	5	5	5	5
7	NEC Corporation	5	5	5	5	5	5	5
8	Sharp Corporation	5	5	5	5	5	5	5
10	Kyocera Corporation	5	5	5	5	5	5	5

E. Changes in social Contribution Departments

As Table IX shows, in 2012 social contribution activities in the electric equipment industry were conducted by CSR departments, social contribution departments and general affairs departments. What can be observed is the diversity of departments compared with other CSR related activities. Additionally, over the years from 2006 to 2012, four of the 9 companies made a change of department, and of these four,

two companies transferred the responsibility from the social contribution departments to a CSR department or CSR to social contribution departments. Moreover, the changes were made in 2008 and 2009.

TABLE IX: CHANGES IN SOCIAL CONTRIBUTION DEPARTMENTS

Net Sales Ranking	Companies' name	2006	2007	2008	2009	2010	2011	2012
	Social Contribution Departments							
1	Hitachi Ltd	8	1	1	1	1	1	1
2	Panasonic Corporation	8	8	8	8	8	8	8
3	Sony Corporation	1	1	1	1	1	1	1
4	Toshiba Corporation	8	8	8	1	1	1	1
5	Fujitsu Limited	8	8	8	11	11	11	11
6	Mitsubishi Electric Corporation	11	11	11	11	11	11	11
7	NEC Corporation	8	1	1	8	8	8	8
8	Sharp Corporation	1	1	1	1	1	1	1
10	Kyocera Corporation	11	11	11	11	11	11	11

This indicates in electric equipment industry in Japan, defining what the “social contribution” is differ depends on companies and it is not consistent in the industry.

F. Changes in Environmental Departments

As can be seen in Table X, when 2012 is used as the baseline, all of environmental-related activities in the electric equipment industry were conducted in an environmental department. What characterizes NEC, from 2006 through 2012, was the only one of the 9 companies to change the unit responsible for its environmental activities, while environmental-related activities at the remaining 8 companies remained with the same department.

TABLE X: CHANGES IN ENVIRONMENTAL DEPARTMENTS

Net Sales Ranking	Companies' name	2006	2007	2008	2009	2010	2011	2012
	Environmental Departments							
1	Hitachi Ltd	7	7	7	7	7	7	7
2	Panasonic Corporation	7	7	7	7	7	7	7
3	Sony Corporation	7	7	7	7	7	7	7
4	Toshiba Corporation	7	7	7	7	7	7	7
5	Fujitsu Limited	7	7	7	7	7	7	7
6	Mitsubishi Electric Corporation	7	7	7	7	7	7	7
7	NEC Corporation	1	1	1	1	7	7	7
8	Sharp Corporation	7	7	7	7	7	7	7
10	Kyocera Corporation	7	7	7	7	7	7	7

In addition, Table XI indicates how the companies assign the director having responsibility for environmental issues and Table XII shows the weight of environmental issues in whole work of director. These data indicate that at 8 of 9 company director's work for on environmental issue is more than half.

TABLE XI: PRESENCE OF DIRECTOR DEDICATED TO OR CONCURRENTLY HANDLE ENVIRONMENTAL DEPARTMENT WITH OTHER ACTIVITIES

Net Sales Ranking	Companies' name	2006	2007	2008	2009	2010	2011	2012
	Presence of director dedicated to or concurrently handle Environmental department with other activities							
1	Hitachi Ltd	18	18	18	18	18	18	19
2	Panasonic Corporation	18	18	18	18	18	18	18
3	Sony Corporation	19	19	19	19	19	19	19
4	Toshiba Corporation	18	18	18	18	18	18	19
5	Fujitsu Limited	19	19	19	18	18	18	18
6	Mitsubishi Electric Corporation	19	19	19	19	19	19	19
7	NEC Corporation	18	19	19	19	19	19	19
8	Sharp Corporation	19	19	18	18	18	18	18
10	Kyocera Corporation	18	18	18	18	18	16	18

TABLE XII: THE WEIGHT OF DIRECTORS' RESPONSIBLE FOR CSR OR ENVIRONMENTAL DEPARTMENTS

		2006	2007	2008	2009	2010	2011	2012
Net Sales Ranking	Companies' name	Portions of directors responsible for Environmental departments						
	1 Hitachi Ltd	20	20	20	20	20	20	21
	2 Panasonic Corporation	20	20	20	20	20	20	100%
	3 Sony Corporation	20	20	20	20	20	20	20
	4 Toshiba Corporation	20	20	20	20	20	20	20
	5 Fujitsu Limited	21	21	21	100%	100%	100%	100%
	6 Mitsubishi Electric Corporation	20	20	20	20	20	20	20
	7 NEC Corporation	21	21	21	20	20	20	20
	8 Sharp Corporation	20	20	100%	100%	100%	100%	100%
	10 Kyocera Corporation	20	20	20	20	16	16	100%

So far we have discussed the changes to the CSR-related departments in the electric equipment industry. The following section discussed the changes to the CSR-related departments in the automobile industry.

G. Changes in CSR Departments in the Automobile Industry

As shown in Table XIII, when using 2012 as a baseline, CSR departments in the automobile industry extend across a diverse range encompassing business planning departments, legal affairs departments, CSR departments, IR groups in public relations departments and an office support center.

Furthermore, 5 of the 8 companies made a department change, with two of them moving the activities from other departments to their business planning department. As a result, in 2012, 2 of the 8 companies gave responsibility for CSR activities to a department responsible for CSR. Of the remaining 6 companies, the business planning department was responsible for CSR are 3, while at the remaining 3, CSR activities were conducted by the legal department, an IR group under the public relations department and an office support center.

TABLE XIII: CHANGES IN DEPARTMENTS RESPONSIBLE FOR CSR

		2006	2007	2008	2009	2010	2011	2012
Net Sales Ranking	CSR Departments							
1	Toyota Motor Corporation	1	1	1	1	10	10	10
2	Honda Motor Co.,Ltd.	11	3	3	3	3	3	3
3	Nissan Motor Co.,Ltd.	1	1	1	1	1	1	1
6	Suzuki Motor Corporation	1	6	6	6	6	6	6
7	Aisin Seiki Co., Ltd.	10	10	10	10	10	10	10
8	Mazda Motor Corporation	11	1	1	1	1	1	1
10	Fuji Heavy Industries Ltd.	11	11	11	11	10	10	10
12	Daihatsu Motor Co.,Ltd.	10	0	0	0	0	0	15

This is a major difference from the electric equipment industry, where CSR activities were the responsibility of the CSR department at 6 of the 9 companies.

From the data of the Table XV the difference also can find about the weight of directors' work for CSR activities. In addition to this, from Table XIV, the aspect of the responsibility is more than electric industry.

H. Changes in Departments Responsible For Legal and Regulatory Compliance

As seen in Table XVI, in 2012 legal and regulatory compliance in the automobile industry was performed by

legal affairs departments, human resources departments, departments responsible for compliance, business planning departments. For the most part, during the period from 2006 through 2012, companies can be seen to have responded to legal and regulatory compliance through the same department, with just one companies making a change of post.

TABLE XIV: PRESENCE OF DIRECTOR DEDICATED TO OR CONCURRENTLY HANDLE CSR DEPARTMENT WITH OTHER ACTIVITIES

		2006	2007	2008	2009	2010	2011	2012
Net Sales Ranking	Presence of director dedicated to or concurrently handle CSR department							
		17	19	19	19	19	19	19
1	Toyota Motor Corporation	19	19	19	19	19	19	19
2	Honda Motor Co.,Ltd.	19	19	19	19	19	19	19
3	Nissan Motor Co.,Ltd.	19	19	19	19	19	19	19
6	Suzuki Motor Corporation	19	19	19	19	19	19	19
7	Aisin Seiki Co., Ltd.	19	19	19	19	19	19	19
8	Mazda Motor Corporation	19	19	19	19	19	19	19
10	Fuji Heavy Industries Ltd.	17	19	18	18	19	19	19
12	Daihatsu Motor Co.,Ltd.	19	16	16	16	16	16	19

TABLE XV: THE WEIGHT OF DIRECTORS' RESPONSIBLE FOR CSR OR ENVIRONMENTAL DEPARTMENTS

		2006	2007	2008	2009	2010	2011	2012
Net Sales Ranking	Portions of directors responsible for CSR departments							
1	Toyota Motor Corporation	21	21	20	20	20	20	21
2	Honda Motor Co.,Ltd.	21	21	21	21	21	21	21
3	Nissan Motor Co.,Ltd.	21	21	21	21	21	21	21
6	Suzuki Motor Corporation	21	21	21	21	21	21	21
7	Aisin Seiki Co., Ltd.	16	21	21	21	21	20	20
8	Mazda Motor Corporation	21	21	21	20	20	20	20
10	Fuji Heavy Industries Ltd.	21	16	100%	100%	20	20	20
12	Daihatsu Motor Co.,Ltd.	21	16	16	16	16	21	21

TABLE XVI: CHANGES IN DEPARTMENTS RESPONSIBLE FOR LEGAL AND REGULATORY COMPLIANCE

		2006	2007	2008	2009	2010	2011	2012
Net Sales Ranking	Regal and Regulatory Departments							
1	Toyota Motor Corporation	3	3	3	3	3	3	3
2	Honda Motor Co.,Ltd.	3	3	3	3	3	3	3
3	Nissan Motor Co.,Ltd.	14	14	14	14	14	14	14
6	Suzuki Motor Corporation	3	3	3	3	3	3	3
7	Aisin Seiki Co., Ltd.	3	3	3	3	3	3	3
8	Mazda Motor Corporation	3	1	1	2	2	11	2
10	Fuji Heavy Industries Ltd.	3	3	3	3	3	3	3
12	Daihatsu Motor Co.,Ltd.	10	10	10	10	10	10	10

I. Changes in Departments Responsible for IR

As Table XVII shows, IR activities in the automobile industry in 2012 were carried out by an IR group that was

under the public relations department, finance department, IR department or business planning department. One companies, Suzuki Motor Corporation and Daihatsu Motor Co., Ltd., made changes to the department handling these activities, with the former first moving responsibility from the finance department to an IR group under the public relations department, then to a business planning department, while the latter changed its unit from the general affairs department to an IR group under its public relations department. Making a unit other than a finance-related department responsible for IR activities is one way in which the departments handling IR activities in the automobile industry differ from those in the electric equipment industry.

TABLE XVII: CHANGES IN DEPARTMENTS RESPONSIBLE FOR IR

Net Sales Ranking	IR Departments	2006	2007	2008	2009	2010	2011	2012
1	Toyota Motor Corporation	6	6	6	6	6	6	6
2	Honda Motor Co.,Ltd.	4	4	4	4	4	4	4
3	Nissan Motor Co.,Ltd.	5	5	5	5	5	5	5
6	Suzuki Motor Corporation	4	4	4	6	6	6	10
7	Aisin Seiki Co., Ltd.	4	4	4	4	4	4	4
8	Mazda Motor Corporation	4	4	4	4	4	4	4
10	Fuji Heavy Industries Ltd.	6	6	6	6	6	6	6
12	Daihatsu Motor Co.,Ltd.	11	11	6	6	6	6	6

J. Changes in Social Contribution Departments

In 2012, automobile industry social contribution activities were conducted by social contribution departments, general affairs departments, CSR departments, human resources departments and an office support center (a center responsible for volunteer activities such as contributions to local community), as shown in Table XVIII.

Among the 8 companies, 4 changed their administrative departments, and two of these companies moved their activities from another unit to a CSR department, while one company changed its department to an office support center.

TABLE XVIII: CHANGES IN SOCIAL CONTRIBUTION DEPARTMENTS

Net Sales Ranking	Social Contribution	2006	2007	2008	2009	2010	2011	2012
1	Toyota Motor Corporation	8	8	8	8	8	8	8
2	Honda Motor Co.,Ltd.	3	11	11	11	11	11	11
3	Nissan Motor Co.,Ltd.	6	1	1	10	1	1	1
6	Suzuki Motor Corporation	14	14	14	14	14	14	14
7	Aisin Seiki Co., Ltd.	8	8	8	8	8	8	8
8	Mazda Motor Corporation	11	1	1	11	1	1	1
10	Fuji Heavy Industries Ltd.	11	11	11	11	11	11	11
12	Daihatsu Motor Co.,Ltd.	11	11	11	11	14	15	15

K. Changes in Environmental Departments

As can be understood from Table XIX, the departments responsible for environmental activities in the automobile industry in 2012 were spread among departments responsible for environmental, business planning, general affairs. Moreover, one company - Nissan a - changed the department that administers their activities; Nissan shifted

responsibilities from an environment department to its business planning department and CSR department, then back to its business planning department. Because this company also changed the departments handling their social contribution activities in 2009 and 2010 because of the bankrupt of Lehman Brothers Holding Inc., this period can be said to have been a time when each company revised their CSR activities internally.

TABLE XIX: CHANGES IN ENVIRONMENTAL DEPARTMENTS

Net Sales Ranking	Environmental Departments	2006	2007	2008	2009	2010	2011	2012
1	Toyota Motor Corporation	7	7	7	7	7	7	7
2	Honda Motor Co.,Ltd.	7	7	7	7	7	7	7
3	Nissan Motor Co.,Ltd.	7	10	10	1	1	10	10
6	Suzuki Motor Corporation	7	7	7	7	7	7	7
7	Aisin Seiki Co., Ltd.	7	7	7	7	7	7	7
8	Mazda Motor Corporation	7	7	7	7	7	7	7
10	Fuji Heavy Industries Ltd.	11	11	11	11	11	11	11
12	Daihatsu Motor Co.,Ltd.	7	7	7	7	7	7	7

TABLE XX: PRESENCE OF DIRECTOR DEDICATED TO OR CONCURRENTLY HANDLE ENVIRONMENTAL DEPARTMENT WITH OTHER ACTIVITIES

Net Sales Ranking	Presence of director dedicated to or concurrently handle Environmental department with other activities	2006	2007	2008	2009	2010	2011	2012
1	Toyota Motor Corporation	18	19	19	19	19	19	19
2	Honda Motor Co.,Ltd.	19	19	19	19	19	19	19
3	Nissan Motor Co.,Ltd.	19	19	19	19	19	19	19
6	Suzuki Motor Corporation	19	19	19	19	19	19	19
7	Aisin Seiki Co., Ltd.	19	19	19	19	19	19	19
8	Mazda Motor Corporation	19	19	19	19	19	19	19
10	Fuji Heavy Industries Ltd.	18	18	18	18	18	19	19
12	Daihatsu Motor Co.,Ltd.	18	18	18	18	18	18	18

TABLE XXI: THE WEIGHT OF DIRECTORS' RESPONSIBLE FOR CSR OR ENVIRONMENTAL DEPARTMENTS

Net Sales Ranking	Portions of directors' responsible for Environmental departments	2006	2007	2008	2009	2010	2011	2012
1	Toyota Motor Corporation	20	20	20	20	20	20	20
2	Honda Motor Co.,Ltd.	21	21	21	21	20	20	20
3	Nissan Motor Co.,Ltd.	16	16	16	16	16	20	21
6	Suzuki Motor Corporation	21	21	21	21	21	21	21
7	Aisin Seiki Co., Ltd.	21	21	21	21	21	20	20
8	Mazda Motor Corporation	21	21	21	20	20	20	20
10	Fuji Heavy Industries Ltd.	21	21	21	21	21	21	21
12	Daihatsu Motor Co.,Ltd.	21	21	21	21	21	21	21

In addition to this, from Table XX and XXI we found that one of 8 company just allocate dedicated director for environmental issue in 2012, however four of 8 companies directors spare more half of their work to the environmental issue. This indicates that almost all companies, the dedicated director is not exist for environmental issues, however the

weight their endeavor to pore their time of work is more than half means the possibility of the importance of environmental issues and the way to treat has been standardized from the history of CSR activities([10],[11]).

IV. CONCLUSIONS AND CONTRIBUTION

This study looked at 9 companies in the electric equipment industry and 8 companies in the automobile industry, the two sectors in the top 15 in terms of net sales from Jun., 2012 to May., 2013 [19]. The analysis used the data about which departments have the responsible of CSR, IR, legal and regulatory compliance, social contribution and environmental activities and if locus of responsibility was changed, the department from and to which responsibility was transferred.

Based on the analysis, it became clear that in the electric equipment industry, CSR, legal and regulatory compliance, IR and environmental activities are managed in a CSR, compliance or legal affairs department, and environmental department, respectively.

On the other hand, compared with the electric equipment industry, CSR, legal and regulatory compliance, IR and environment activities as well as social contribution activities in the automobile industry are handled through comparatively diverse departments. Additionally, it became clear that more companies in the automobile industry than in the electric equipment industry had made changes to the departments handling their activities. In contrast to this, in electric equipment industry, the weight of the work of the director for CSR or Environmental departments in entire works is much higher than automobile industry.

Finally, in many cases, a general affairs department provides support for social contribution activities across multiple departments within an organization; this was distinctive among the separate activities for CSR, legal and regulatory compliance, IR, contributions to society and the environment, and was observed in both the electric equipment industry and the automobile industry.

What we can state based on these observations is that at Japanese companies, the department responsible for CSR-related activities varies with the industry, as well as by firm.

Moreover, we can comprehend changes to the department responsible for such activities as a phenomenon of each individual entity, not its industry.

Although CSR at Japanese companies differs from CSR in Europe and the United States, we can see that for CSR activities as a whole and for activities related directly to companies' legal and regulatory compliance, IR and environmental activities, practices are close to the CSR activities in Europe and the U.S. because comparable related units have the direct responsibility and department changes are minimal [8], [9]. It was clear, however, that social contribution activities having little content that is related directly to business activities are performed by various departments, with a general affairs department that is not involved directly in business operations responsible for such activities. What this suggests is that for CSR activities in Japan, there tends to be agreement between the locus of

responsibility for each activity and the activity itself, but for the broad scope of social contribution activities, department changes are frequent for activities having a minimal relationship to business operating activities.

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