

企業の自主環境管理活動の推進を目指して

飯野 福哉

国連大学 環境と持続可能な開発プログラム 学術研究官

まず最初に、企業活動は現代の生活の質のレベルを維持するために価値を産み出している最前線であることを共通認識としてもちたい。コストやサービスの競争に勝ち残り、財政的健全さを保ち納税し、将来への投資やそのための負債を恐れず、技術や効率を追及・維持し、社員の士気を奮い立たせながらも、ゆとりある生活を提供し、多様な法律を遵守して社会の発展に貢献するという八方美人の役割を担っているのが企業活動である。これに加え自主的な環境活動をすることが持続可能な社会への変革のために求められている。

企業の自主的な環境管理活動には、法律で努力義務や報告義務が規定されている対象について自主的に活動を行う場合、ISOや自主基準ラベルなどの自主的・BtoB要請としてのサプライチェーン全体での活動、CSRの一種としての企業の自主的活動、社員個人レベルの活動などが考えられる。個人が自主活動を行う動機にいろいろあるように、法律遵守を超えて企業が組織として自主活動を行う際にも多様な理由や動機があるだろう。いずれにしても、ステークホルダーや近隣住民、または社員が当該企業が自主活動を行っていることを知ることは決してマイナスにはならないのではないだろうか？

では、どのくらいポジティブなものであろうか？これに対する答えもいろいろな軸があり、座標を決めるようにはいかない。性善説・性悪説・性弱説どれもがある一企業とその社員のそれぞれの一面を示しているものだとすれば、一日一膳を実行したいという純粋な気持ちが満たされること、組織として外部に対して優良企業として認識してほしいというPRや広告戦略と考えるケース、または、情報公開を外部にすることにより社内の倫理・意識向上につなげようという外部評価の機会であると戦略的に考えるとところも中にはあるかもしれない。

自主的活動であっても一度公表してしまえば、報告義務がなくても、その活動を続けている限りは説明責任が生じてしまう。その場合説明の受け手の姿勢はどう影響するであろうか？そのような自主的活動を歓迎し、評価し、その結果が消費者市場や株価市場に反映されているだろうか？また、自主的な活動がうまくいかなかった場合、受け手はどう反応すべきであろうか？自主的活動の失敗や自主基準不適合などの情報が正直に公開された場合、説明の受け手が猛烈に非難をしたらどうなるであろうか？または、非難されると強く感じる雰囲気社会であるだけで、隠しておこうと思ってしまうケースが出てくる可能性が高くなるのではないか？そのような雰囲気が健全な自主的活動の推進につながるとも思えない。法律遵守を超えてしまっている世界だけに、失敗は事業のプロとして非難されつつも、その情報公開の正直さだけは尊重され、その情報が社内外が一致協力して改善努力を引き起こす

ような社会感覚の養生につながると、社会に根付いた企業として持続可能な発展に大きく寄与できる組織になるのではないか？

自主活動が自主活動であるためには自主性が保持されていなければいけない。どんな自主的なイニシアティブも最初はうまくいくことが多いであろう。フレッシュなアイデアで、高い志を持ったメンバーが取り組み、組織のトップが支援してくれれば、よっぽど奇異な試みでない限りうまくいくであろう。これは、ISO14001を導入し始めたところがどこも経験することであると思う。しかし、数を重ねるうちに残念ながら自主性が徐々に薄れていくことがある。この場合、必要性がまだあるにもかかわらず、自主活動が向上心のなくなった現状維持や縮小し始めてしまうと問題であろう。

自主性の保持のための組織内の推進策としては、ルーチン化とボトムアップによる新しい試みとのバランスではないだろうか？新しい試みに取り組みが効率よく成功するにはそれが日々の行動の中に同化していく必要があるが、一度同化すると先述したように新鮮味や注意力がなくなり、効果が薄れる可能性がある。そこで、常に社員の提案を新しい要素として継ぎ足しながら継続していくのがこつであると思う。

先進国では、市場が自主的活動を徐々に評価するようにはなってきている。自主的取組が評価されるような市場は、経済同友会の「市場の進化」の考え方に沿った方向であり、そのために企業はもっと積極的な役割を担うべきである。そのことはコストではなく、将来への投資と考えられないであろうか？

この意味で企業にとって「市場の進化」を牽引するような消費者教育というのは重要な課題ではなからうか？日本で消費者教育というと悪徳商法からの身の守り方などのような分野が主流になってしまうが、持続可能な教育のための10年の3年目である現在、持続可能な発展のための消費者教育がもっと広告や企業PR戦略の基本方針に織り込まれてもいいのではないかと感じている。日本ユニセフ協会がボルビックやパンパースとパートナーを組んで社会問題の意識向上に多大な貢献をしたことは、ブログ分析などからも明らかになっていると聞いている。国連でも消費者教育への取り組みは推進されており、Expansion of the United Nations guidelines on consumer protection to include sustainable consumption(1999)にて、持続可能な消費形態の促進を国連の消費者保護ガイドラインに含めることが採択された。消費者教育は消費者保護の一つの要素であって、今後消費者の権利であり義務であるという考え方に発展すべきではないだろうか？

Promotion of Corporate Voluntary Environment Management

Fukuya Iino

Academic Programme Officer, United Nations University

First of all, it should be recognized that private sectors contribute to social development at a frontline of the economic value-creation competition by providing inexpensive and good quality of services and products in a very competitive market, maintaining their sound financial statuses, paying tax, investing for the future, pursuing technology and business efficiency, improving employees' morals, guaranteeing good quality of life for employees, and complying with various regulations. In addition, voluntary corporate environmental management is further demanded to renovate the society to a more sustainable one.

Voluntary corporate environmental management can be categorized into various activities. Some are expected by legislations that request private sectors to make voluntary efforts and/or report the results. Recently many business-to-business relationships in a supply chain have been established with certain certifications and standards such as ISO and other labels. Other companies might regard such voluntary activities as opportunities for corporate social responsibility activity. Such activities are initiated by some employees in some occasions. As individuals have many interests and motivations to engage themselves in voluntary activities, private sectors must have various reasons to begin such activities. In most cases, no negative responses would be given by stakeholders, neighbors, and employees who have opportunities to learn such corporate voluntary activities.

Then, how positive reactions would such activities could receive? Assuming companies and their employees are subject to good, evil, and weak human nature elements in their minds, voluntary activities could be considered as chances to do good for communities, advertisement of the company's corporate social responsibility activities, and opportunities to bring external views to improve internal morals and ethics.

Private sectors are held accountable on voluntary corporate environmental management once it's known to the public even without legal reporting mandates. How about recipient attitude toward disclosed information on such activities? Are the activities fairly assessed, and such efforts are reflected into the consumer and stock markets? What if some companies honestly disclose failure of such voluntary activities, and information recipients heavily criticize such failure? A society that is incapable of respecting disclosure of negative information would not encourage private sectors to disclose such information. Business management failure needs to be criticized in a professional manner, but the atmosphere to disclose the information should be nurtured in the every aspect of the society to promote the voluntary corporate environmental management toward sustainable society.

Voluntary activities need to be voluntary. Any new voluntary activities with fresh ideas, strong motivations among original members, and strong leadership would bring most activities to success. This would be experienced by many companies that introduce the ISO14001 system. However, the voluntariness could be phased out as time passes. While the target problems persist, the voluntary activities should be activated and revitalized.

Some of the critical keys to revitalize such activities are routines with top initiatives and new ideas through the bottom-up channels. Efficient implementation of new ideas can be done by incorporating such ideas into daily routines. Effectiveness, however, could wane once it becomes a routine. Fresh ideas need to be supplied to continually revamp the effectiveness of the system.

In the developed countries' markets voluntary corporate efforts are more accepted in assessing corporate values. Such market is aspired in the "The Evolution of Market" published by Japan Association of Corporate Executives (Keizai Doyukai), and more proactive roles should be sought by private sectors. Such efforts should be regarded as investment instead of costs.

In further developing this discussion, consumer education should be recognized as an important area to evolve the market to achieve sustainable society. In Japan consumer education is more recognized as education to protect consumers from frauds and crimes. But more companies could introduce consumer education for sustainable development into their public relationship strategies as this year is the third year of the UN Decade of Education for Sustainable Development (2005-2014). It seems the partnerships between Japan UNICEF association and Danone / Procter & Gamble have proven the effectiveness of raising people's awareness on social issues through internet communication analysis. UN also promotes consumer education. The Expansion of the United Nations Guidelines on Consumer Protection to Include Sustainable Consumption was adopted in 1999. Consumer education should be also recognized one of the consumer's rights and mandates in the near future.

Promotion of Voluntary Corporate Environmental Management

Fukuya Iino, Ph.D.

Academic Programme Officer
Environment and Sustainable Development Programme



United Nations University

“advancing knowledge for human security and development”

Purpose of today's talk

- ❑ At the end of this presentation, you will learn benefits and risks of voluntary corporate environmental management.
- ❑ You will be encouraged to promote such activities at your work.
- ❑ You will find some potentials in public-private sector partnership, particularly with UN agencies

Expectations of corporate activities

- Corporate activities are expected to contribute to social development by
 - providing inexpensive and good quality of services and products in a very competitive market
 - maintaining their sound financial statuses
 - paying tax
 - investing for the future
 - pursuing technology and business efficiency
 - improving employees' morals
 - guaranteeing good quality of life for employees and
 - complying with various regulations
- In addition, voluntary corporate environmental management is further demanded toward sustainable society.

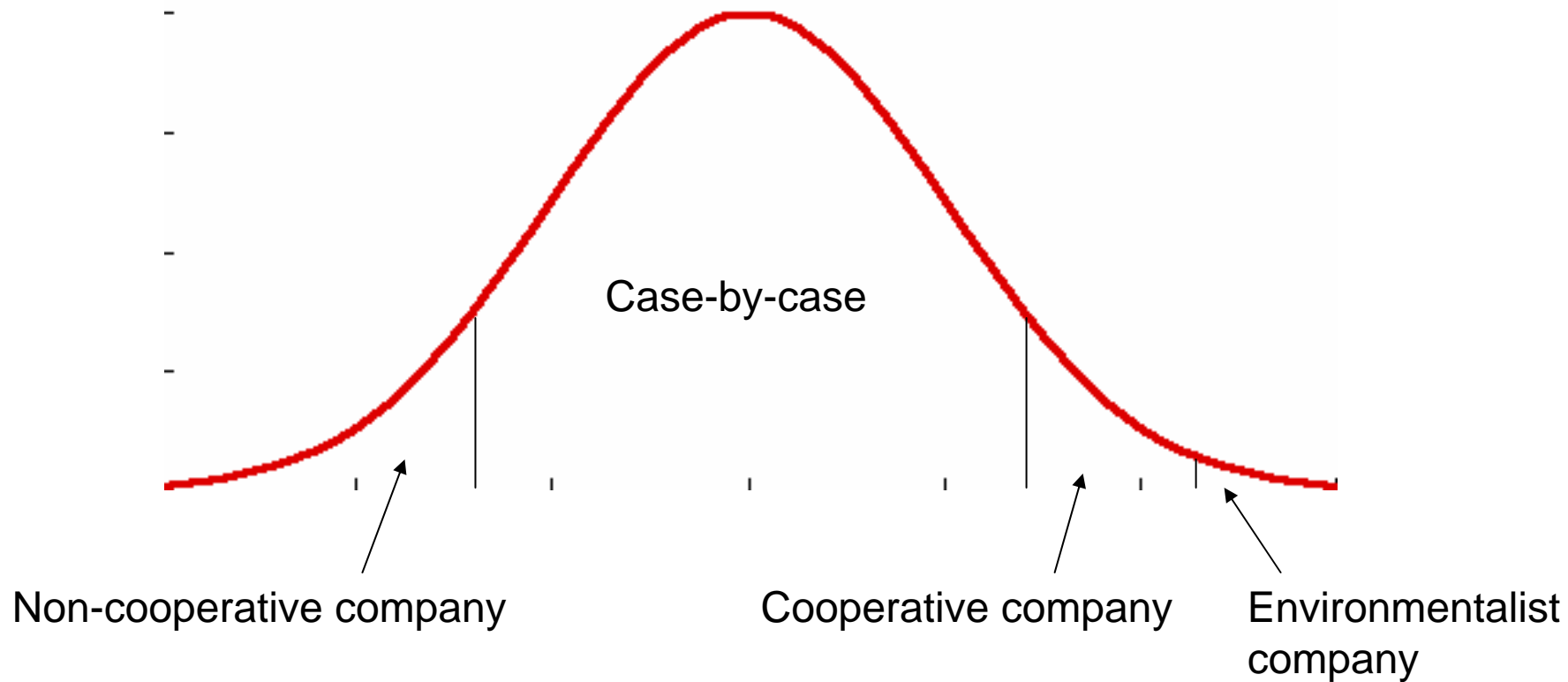
Types of Voluntary Corporate Environmental Management

- ❑ Efforts mandated by legislations
- ❑ Motivated by reporting mandates
- ❑ ISO / voluntary standard label / Business to Business supply market demand
- ❑ A type of CSR activity
- ❑ Requested by the government to participate in experiments of some policies
- ❑ Employees' voluntary environmental management activity
- ❑ Various types of activities: manufacturing, procurement, sales, investment
- ❑ Does not include compliance

Definition of CSR

- ❑ Compliance is a core of CSR
- ❑ Renovation of business management is the key to successful CSR
- ❑ Philanthropy is a part of CSR
- ❑ Social business is another dimension

Why voluntary environmental management?



All targets should be dealt with in a different way

Benefits of Voluntary Corporate Environmental Management

- ❑ Contributing to sustainable society
- ❑ Increasing efficiency and reducing costs
- ❑ Staying competitive in policies, technology and concept development
- ❑ Promoting communications and sharing experiences with stakeholders and clients
- ❑ Encouraging employees' voluntarism leading to human resource development
- ❑ Improving the company's images/brands
- ❑ Providing opportunities to bring external views to improve business operations

Risks of Voluntary Corporate Environmental Management

- ❑ Always positive response from stakeholders and never negative?
- ❑ Liability issues
- ❑ Consumer/neighbor's negative response when voluntary efforts discontinue
- ❑ Information disclosure which is critical to gain most benefits from the voluntary initiative could be a double-sword at some point

Response of stakeholders

- ❑ What positive responses do stakeholders have?
- ❑ For employee, chances to do good for communities
- ❑ For customers, advertisement of the company's corporate social responsibility activities
- ❑ For neighbors, opportunities to bring external views to improve internal morals and ethics.
- ❑ For stockholders, long-term successful business operation

Information Disclosure

- ❑ Companies are held accountability on the voluntary activities once they are open to the public.
- ❑ Are they fairly assessed?
- ❑ What if some companies fail to comply with the voluntary standards and goals?
- ❑ How could information disclosure on voluntary activities be promoted?
- ❑ Information recipients and how to receive information should be research targets.

Issues Concerned with Information Disclosure

- ❑ When reporting is mandated, the following points should be carefully considered.
- ❑ Data Quality
- ❑ Target business types and scales
- ❑ Business confidential information
- ❑ Information disclosure methods and styles
- ❑ Goal settings
- ❑ PRTR chemicals have been removed from the industrial use.

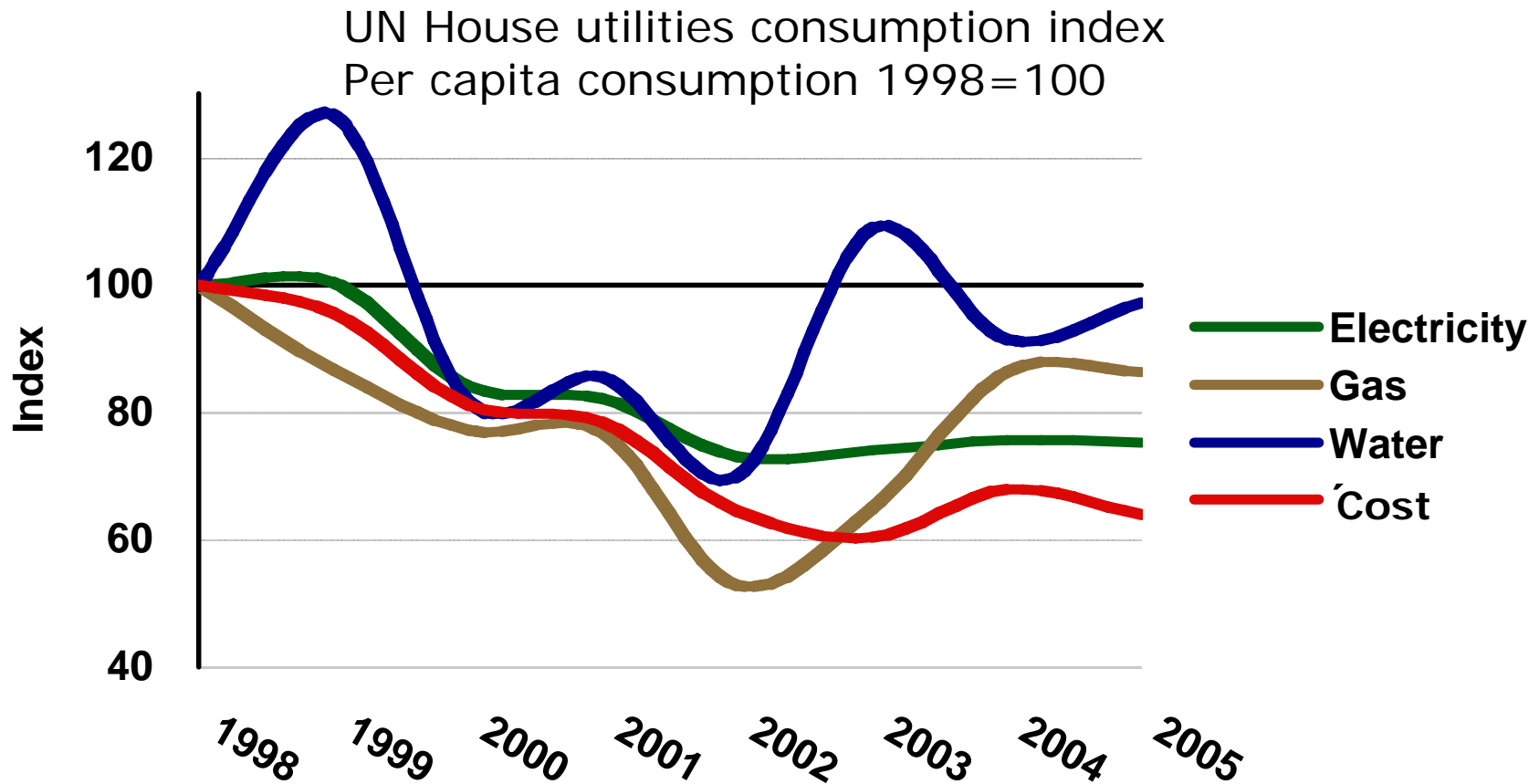
HSBC's carbon offset

| HSBC's Carbon Emission Data | 2006 | 2005 | 2004 |
|---|---------|---------|---------|
| Carbon dioxide emissions | | | |
| Total CO ₂ emissions | 813,000 | 663,000 | 585,000 |
| CO ₂ emissions from energy | 634,000 | 539,000 | 497,000 |
| CO ₂ emissions from business travel | 179,000 | 124,000 | 88,000 |
| Total CO ₂ emissions per person | 2.81 | 2.62 | 2.66 |
| CO ₂ emissions per person from energy | 2.20 | 2.13 | 2.26 |
| CO ₂ emissions per person from business travel | 0.62 | 0.49 | 0.40 |
| CO ₂ emissions per m ² | 0.13 | 0.11 | 0.11 |

Tonnes

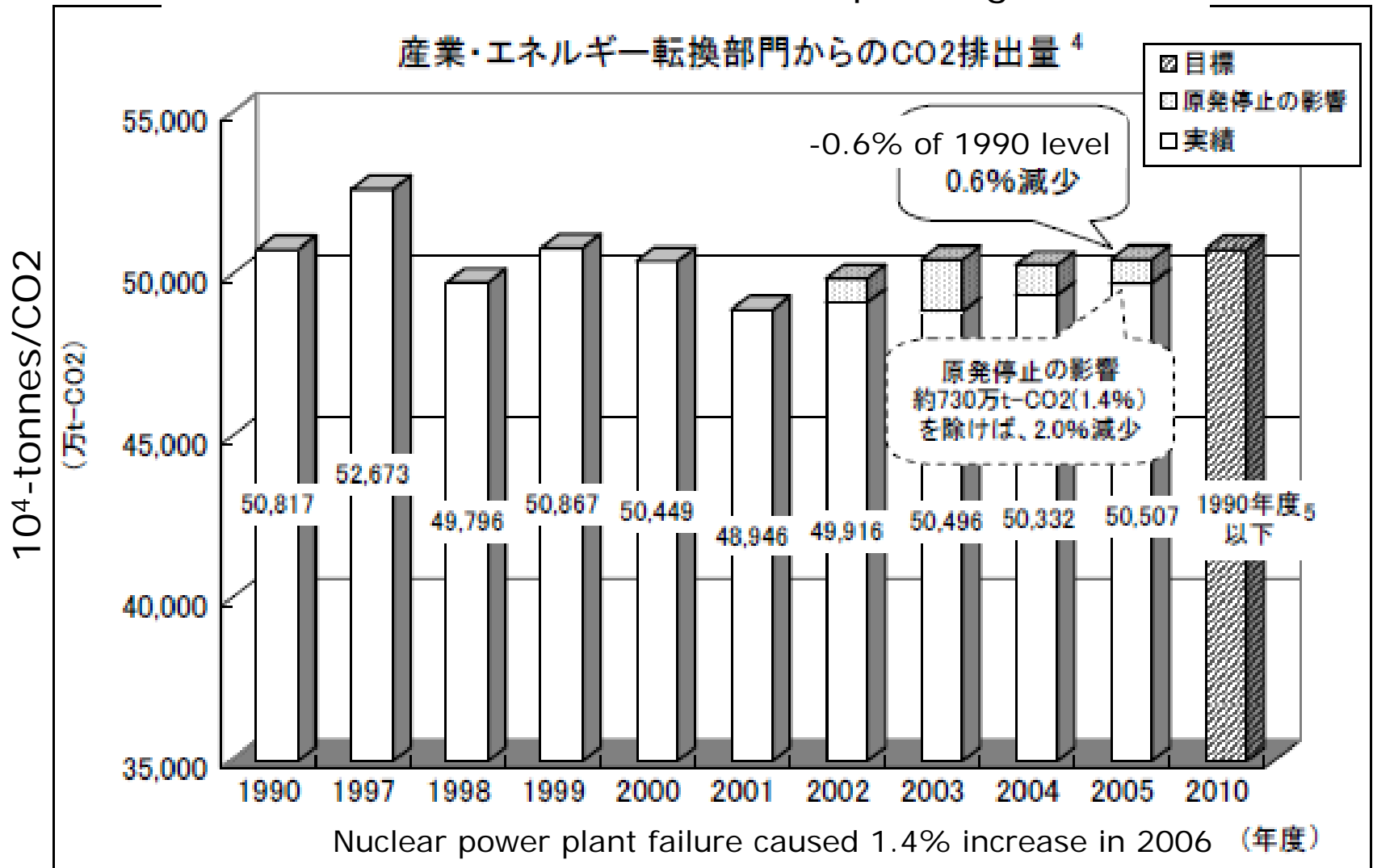
HSBC's CR Report 2006

UNU's ISO 14001 achievements



Keidanren Voluntary Action Plan on the Environment

CO2 emission from industries and power generation



Routine and Bottom-up Fresh Idea

- ❑ routines with top initiatives and new ideas through the bottom-up channels.
- ❑ Efficient implementation of new ideas can be done by incorporating such ideas into daily routines.
- ❑ Effectiveness, however, could wane once it becomes a routine. Fresh ideas need to be supplied to continually revamp the effectiveness of the system.

Consumer education for sustainable development

- ❑ The Expansion of the United Nations Guidelines on Consumer Protection to Include Sustainable Consumption was adopted in 1999
- ❑ Consumer education should be also recognized one of the consumer's rights and mandates
- ❑ partnerships between Japan UNICEF association and Danone / Procter & Gamble
- ❑ Consumer education should be also recognized one of the consumer's rights and mandates in the near future

Which paper would you buy?



¥ 544 / 500 papers (64g/m2)

KB-K39N

Recycle paper 70%

Whiteness 80%



¥ 563 / 500 papers (64g/m2)

KB-39N

FSC Certification

No other information
& description



¥ 548 / 500 papers (64g/m2)

KB-S39N

Recycle paper 100%

Whiteness 70%



¥ 720 / 500 papers (68g/m2)

KB-19N, Whiteness 80%

FSC Certification

No other information
& description

Amazon's
discounted
price

Comparisons of consumer's right

表8 諸外国における消費者の権利に関する規定

| 権利の内容 | アメリカ | EU | CI | 国連 | 韓国 | 中国 | タイ | 最終報告 改正案 |
|--------------|------|----|----|----|----|----|----|-------------|
| 安全・健康の保護 | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| 知らされる・情報の入手 | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| 選ぶ | ○ | | ○ | | ○ | ○ | ○ | ○ |
| 聞いてもらう・意見の反映 | ○ | ○ | ○ | ○ | ○ | | | ○ |
| 消費者教育 | | ○ | ○ | ○ | ○ | ○ | | ○ |
| 救済 | | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| 経済的利益 | | ○ | | ○ | | | | |
| 健全な環境 | | | ○ | | ○ | | | |
| 基本的必要の充足 | | | ○ | | | | | |
| 団体の形成 | | | | ○ | ○ | ○ | | |
| 持続可能な消費形態 | | | | ○ | | | | |
| 公正な取引 | | | | | | ○ | ○ | |
| その他 | | | | | | ○ | | |

(出典) 前掲の表1～7；国民生活審議会消費者政策部会『21世紀型の消費者生活の在り方について』2003.5, pp. 11-12；「消費者保護基本法の一部を改正する法律案」をもとに作成。

UN Guideline on consumer protection

表4 「国連ガイドライン」における消費者の正当な必要性

| | 必要性 | 内 容 |
|---|--------------|--|
| 1 | 健康と安全の保護 | 健康と安全に対する危害からの消費者の保護 |
| 2 | 経済的利益の促進と保護 | 消費者の経済的利益の促進と保護 |
| 3 | 情報の入手 | 消費者が、その願望と必要性に応じて選択できるようにするために、適切な情報が入手可能であること |
| 4 | 消費者教育 | 消費者の選択が、環境、社会、経済に与える影響についての教育を含めた消費者教育 |
| 5 | 救済制度 | 効果的な消費者救済制度の利用可能性 |
| 6 | 団体・組織を結成する自由 | 消費者団体や、その他の関連団体または組織を形成する自由；また、それらの組織が、自らに影響を与える政策決定過程において、見解を表明する機会 |
| 7 | 持続可能な消費形態 | 持続可能な消費形態の促進 |

(出典) Economic and Social Council, United Nations, “Expansion of the United Nations guidelines on consumer protection to include sustainable consumption.” Resolution 1999/7, 1999.7.26.

Three examples of UNU's partnerships

- Shimadzu Co.
- StEP – Solving the E-waste Problems
- Dialog Telekom, Sri Lanka