

A Third-Party Review of the CSR Report

Two-way Communication Using the CSR Report

A CSR report is a communication tool that generally tends to provide one-way communication due to the nature of the medium. However, this is not the case for the CSR Report 2009; I have expressed my opinions at the beginning of the editing phase of the report and received responses to them in this report. This is a unique attempt to achieve a two-way communication in a single report. Also worth noting is the fact that Toshiba Group has issued an official response to my comments concerning the economic crisis and CSR as its policy in the “CEO Commitment,” which is vital as the starting point of social responsibility.

Materiality Reports and KPIs

The CSR Report 2009 features the classification of reports into “Materiality reporting” and “Management reporting.” Calling a report a “materiality report” does not simply mean a change in name, but also that Toshiba Group prioritizes the activities which deserve more attention. I recommend that Toshiba Group examine the relationship between “Materiality” and “Management” to further reinforce the foundation of the CSR management. KPIs in CSR reports are evolving year by year. I expect that both Materiality and KPIs will evolve in such a manner that they are reported in an integrated and consistent manner.

Contribution to Society and the Environment through Business

In the recent concept of CSR, there is a global tendency to anticipate contributions to society and the environment through business. In the special feature section of this report, the contribution made by each business domain in the environmental front has been featured in detail, in line with the global expectations. How a company contributes to society and the environment through its business operations represents the key responsibility. I expect Toshiba Group to include such business activities in developing its CSR goals and pursue them systematically. Likewise, I expect to see further development of connection between the business activities and the CSR activities that Toshiba Group is actively expanding in each region around the world. Finally, the number of social and environmental problems that one company can address is quite limited. I strongly recommend that Toshiba Group play a key role in proposing a new CSR vision to the society that can generate greater momentum.

國部克彦

Prof. Katsuhiko Kokubu

Professor of Social and Environmental Accounting
Graduate School of Business Administration
Kobe University

Toshiba’s Response to Third-Party Review

Toshiba Group verifies the appropriateness of items to be addressed in the CSR management through various communications with its stakeholders.

Prior to editing this report, we received comments from two intellectuals (from Japan as well as overseas) concerning the urgent challenges to be addressed from a global perspective. Advice from experts is important for us to improve our CSR management and we hope to continue this effort.

With regard to “materiality,” we will not only verify changes in the society and stakeholders’ concerns

every year using our own indicators but also set up KPIs based on such verification to implement the PDCA cycle in CSR management (See page 19).

As a “corporate citizen of planet Earth,” as exemplified in the special feature of this report, Toshiba Group will address social issues, including global environmental issues, through our business activities. In addition, we will continue to strive to implement CSR-based management, aiming to be a company trusted by people worldwide.