

- より良いビジネスとガバナンスに向けて -
Keidanren's Initiatives for Sustainable Capitalism
- Toward Better Business and Better Governance -

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10原則 -企業行動憲章-

10 Principles – Charter of Corporate Behavior -

1991年に策定し、計6回改訂。経団連が会員企業に遵守を求める行動原則。

Code of conduct to be observed by Keidanren member companies established in 1991, revised six times

企業は、公正かつ自由な競争の下、社会に有用な付加価値および雇用の創出と自律的で責任ある行動を通じて、**持続可能な社会の実現を牽引する役割**を担う。

The role of a corporation is to take the lead in the realization of a sustainable society by creating added value that will benefit society and by generating employment, through autonomous and responsible behavior, on the basis of fair and free competition.

- | | |
|--|---|
| <p>1 持続可能な経済成長と社会的課題の解決
Sustainable economic growth and the resolution of social issues</p> | <p>6 働き方の改革、職場環境の充実
Reform of work practices and enhancement of workplace environments</p> |
| <p>2 公正な事業慣行
Fair business practices</p> | <p>7 環境問題への取り組み
Engagement in environmental issues</p> |
| <p>3 公正な情報開示、ステークホルダーとの建設的対話
Fair disclosure of information and constructive dialogue with stakeholders</p> | <p>8 社会参画と発展への貢献
Involvement in community and contribution to its development</p> |
| <p>4 人権の尊重
Respect for human rights</p> | <p>9 危機管理の徹底
Thorough crisis management</p> |
| <p>5 消費者・顧客との信頼関係
Relationships of trust with consumers and customers</p> | <p>10 経営トップの役割と本憲章の徹底
Role of top management and implementation of this Charter</p> |

Society 5.0 for SDGs

= イノベーションを通じた、
インクルーシブ & サステナブルな社会の実現

= Realizing an Inclusive & Sustainable Society through “Innovation”



。新成長戦略

. The NEW Growth Strategy



生活者
Consumers



働き手
Workers



地域社会
Local
Communities



国際社会
Global
Community

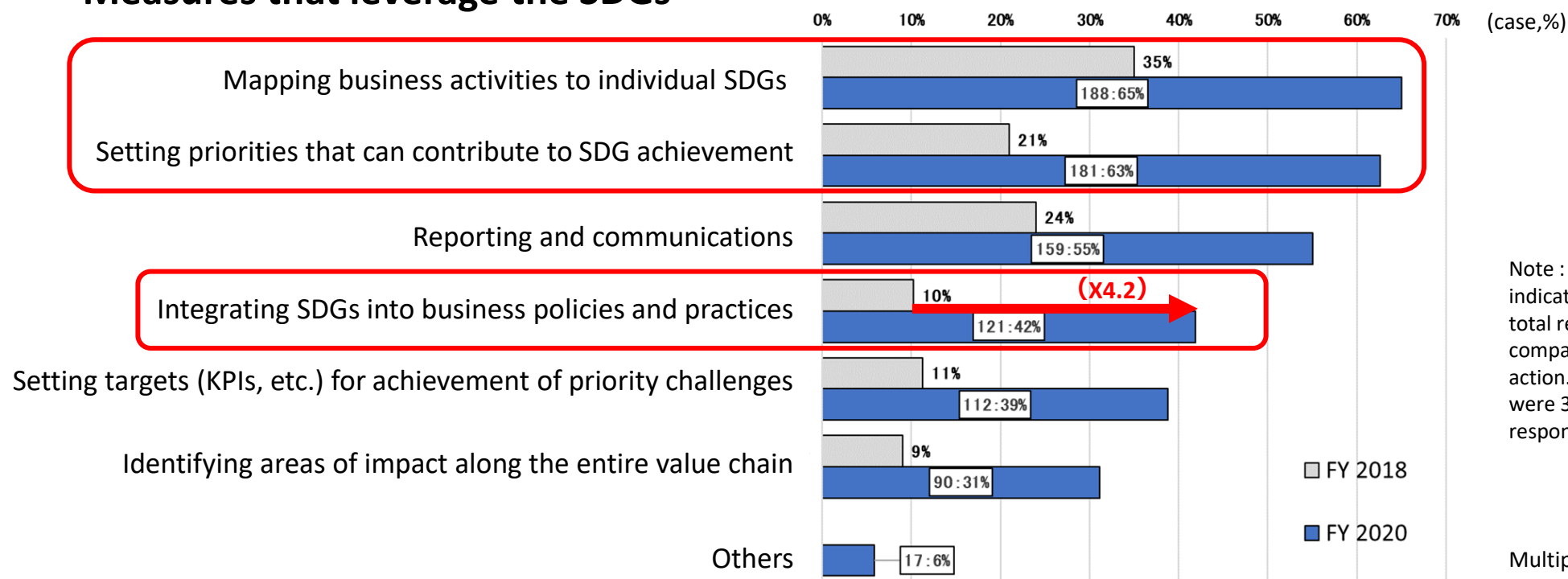


自然環境
Earth's
Future

Actions for Realization of Society 5.0 for SDGs

- The most common action leveraging the SDGs is “**Mapping business activities to individual SDGs**,” followed by “Setting priorities that can contribute to SDG achievement,” both exceeding 60%.
- Compared with the FY 2018 survey, **the highest growth rate was observed in the response “Integrating SDGs into business policies and practices”** (4.2 x), indicating that the integration of SDGs into management, as required by Article 10 of the Charter, has been progressing steadily in recent years.

Measures that leverage the SDGs



Society 5.0 = 大きな成長機会 – Business Opportunities –

GDP押上効果 Estimated GDP Growth Opportunities

250 兆円/年 (trillion yen/year)

産業分野 Industries	成長機会 Opportunities (2030)	市場規模 Market Values (2030)
次世代ヘルスケア (Next-gen Healthcare)	36.2	(95.1)
ものづくりのデジタル化 (Digital Manufacturing)	28.5	(108.0)
スマートモビリティ (Smart Mobility)	21.3	(64.4)
スマートリビング (Smart Living)	18.9	(46.0)
次世代エネルギー (Next-gen Energy)	19.3	(37.4)
フィンテック・インシュアテック (FinTech/InsurTech)	14.5	(35.1)
サイバーセキュリティ (Cybersecurity)	4.4	(15.9)
スマート農業 (Smart Agriculture)	7.0	(15.1)
デジタルエンターテインメント (Digital Entertainment)	2.8	(6.8)

※Society 5.0に資する技術が社会実装された場合
Assumes implementation of all society 5.0 technologies



新薬創出
New Medicines

自動運転
Autonomous Driving



ゼロエミッション船
Zero Emission Ships



Note: Images from videos on Theater 5.0
<https://www.keidanren.or.jp/announce/2020/0805.html>

出典：経団連、東京大学、GPIF（2020年）

Source: Keidanren, the University of Tokyo, GPIF (2020)

[Keizai Koho Center \(Japan Institute for Social and Economic Affairs\) \(kcc.or.jp\)](http://www.keizai.or.jp)

ESG投資の進化、Society 5.0の実現、そしてSDGsの達成へ

The Evolution of ESG Investment, Realization of Society 5.0, and Achievement of SDGs

ESG → Society 5.0 → SDGs

⋮

サステナブル
“インベストメント”

Sustainable “Investments”

⋮

サステナブル
“イノベーション”

Sustainable “Innovations”

⋮

サステナブル
“ゴールズ”

Sustainable “Goals”

Supported by

Keidanren
Policy & Action



東京大学
THE UNIVERSITY OF TOKYO

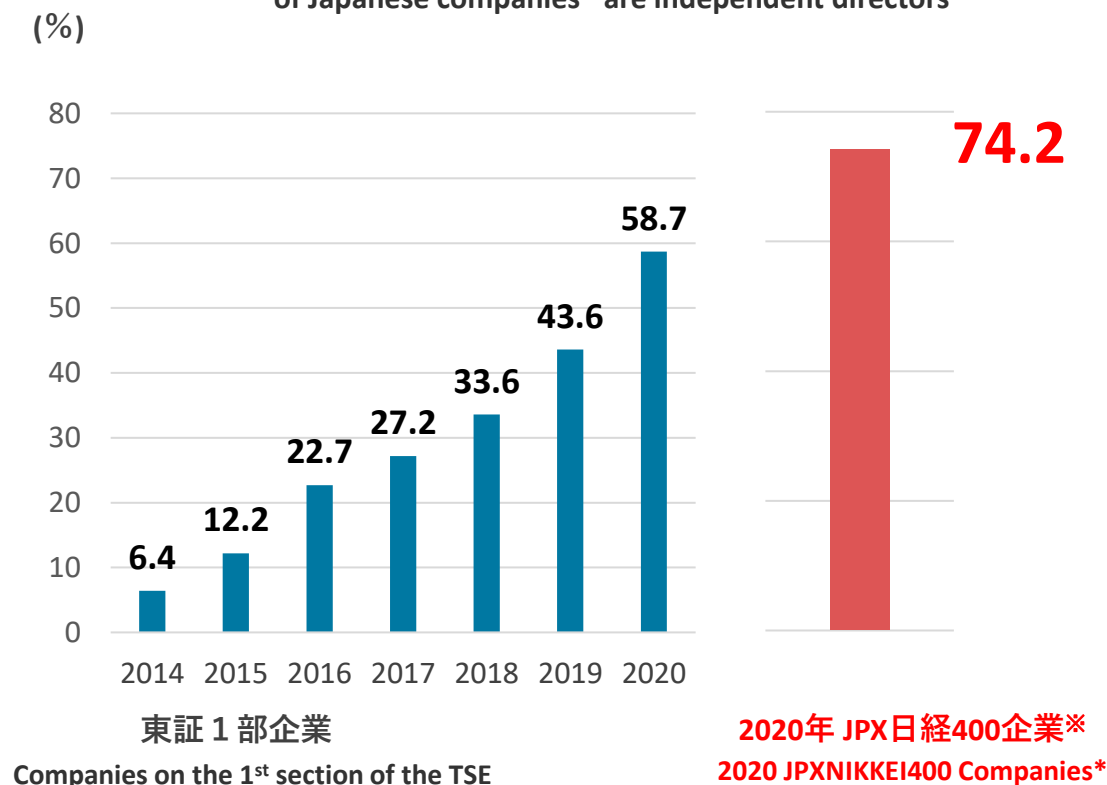


コーポレートガバナンス改革 — 中長期的・持続的成長に向けて

Corporate Governance Reform - Toward sustainable growth over the mid/long-term

74.2%の企業※が独立社外取締役 3分の1以上を選任

At least one-third of directors appointed at **74.2%**
of Japanese companies* are independent directors



出典：東京証券取引所 コーポレートガバナンス白書 2021
Source: TSE, White Paper on Corporate Governance 2021

コーポレートガバナンス・コード改訂案への意見 Keidanren's comments on draft revision of Japan's Corporate Governance Code, May 7, 2021

1. プリンシプルベース・アプローチ及びコンプライ・
オア・エクスプレインの徹底

1. Thorough application of the “**principles-based approach**” and “**comply-or-explain approach**”

2. ガバナンスコードの改革が企業価値向上に与える
影響についての検証

2. **Verification** of how **code revisions** impact efforts
to enhance corporate value

3. 改訂後のコードの実施・運用局面におけるフォロー
アップ

3. **Follow-up** on implementation and operation of the
revised code

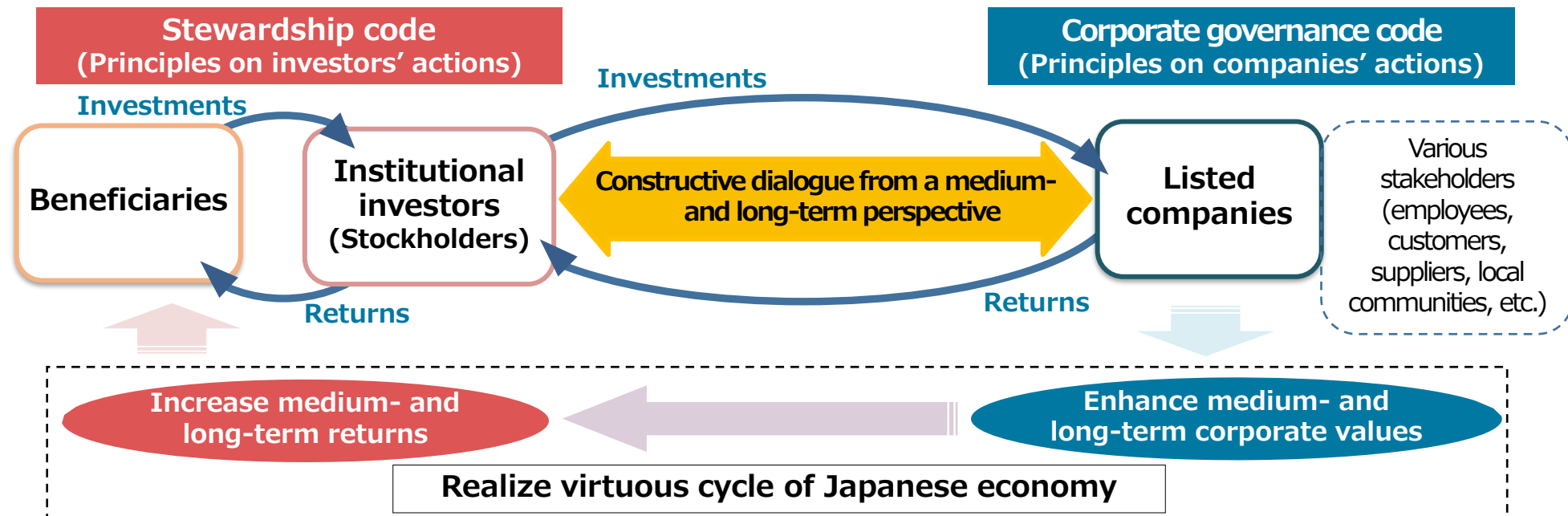
提言「企業と投資家の建設的対話の促進に向けて」（2020年9月15日）

“Promoting Constructive dialogue between companies and investors” September 15, 2020, Keidanren

Setting out actions to promote effective dialogue between companies and investors from a medium- and long-term perspective

- Companies should voluntarily communicate their own information and ideas with awareness of **materiality and priority**, by presenting **medium- and long-term visions** and **value creation stories**.

A virtuous cycle for investments in Society 5.0-related fields and creation of new value



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