

# Stakeholder Engagement

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Fast Retailing contributes to helping solve various issues and aims at creating new values by incorporating requests and opinions from our external stakeholders. We are committed to improving our business practices through continuous dialogue with our stakeholders and forming partnerships to engage in activities with a variety of external organizations.

## United Nations Global Compact

In October 2018, Fast Retailing signed the United Nations Global Compact (UNGC). UNGC is a voluntary initiative based on CEO commitments to implement universal sustainability principles and to take steps to support UN goals.

Fast Retailing supports the UNGC 10 principles under the categories of Human Rights, Labour, Environment and Anti-Corruption and strives to implement them.

### The Ten Principles of the UN Global Compact

Human Rights	<p>Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and</p> <p>Principle 2: make sure that they are not complicit in human rights abuses.</p>
Labour	<p>Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;</p> <p>Principle 4: the elimination of all forms of forced and compulsory labour;</p> <p>Principle 5: the effective abolition of child labour; and</p> <p>Principle 6: the elimination of discrimination in respect of employment and occupation.</p>
Environment	<p>Principle 7: Businesses should support a precautionary approach to environmental challenges;</p> <p>Principle 8: undertake initiatives to promote greater environmental responsibility; and</p> <p>Principle 9: encourage the development and diffusion of environmentally friendly technologies.</p>
Anti-Corruption	<p>Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.</p>

## Dialogue with stakeholders

Fast Retailing conducts dialogue with stakeholders through a variety of opportunities. Specific examples of such dialogue with our stakeholders have been listed below.

Our stakeholders	How we engage
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Customers	<ul style="list-style-type: none"> <li>• Daily sales activities and customer services</li> <li>• Customer service centers</li> <li>• Customer satisfaction surveys</li> <li>• In-store customer interactions</li> <li>• Communication through corporate and brand websites, advertisement, social media and mailing service</li> </ul> <p><b>Related Link</b></p> <ul style="list-style-type: none"> <li>▶ <a href="#">Create New Value Through Products and Services</a></li> </ul>
Employees	<ul style="list-style-type: none"> <li>• Employee engagement surveys</li> <li>• Employee education and training</li> <li>• Fair performance evaluations and individual consultations</li> <li>• Internal portal and newsletters for employees</li> <li>• Employee hotline</li> </ul> <p><b>Related Links</b></p> <ul style="list-style-type: none"> <li>▶ <a href="#">Human Rights</a></li> <li>▶ <a href="#">Support Employee Fulfillment</a></li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>• Partner factory conference</li> <li>• Supplier surveys</li> <li>• Workplace monitoring and training</li> <li>• High-level dialogue with partner factories</li> </ul> <p><b>Related Links</b></p> <ul style="list-style-type: none"> <li>▶ <a href="#">Human Rights</a></li> <li>▶ <a href="#">Respect Human Rights in Our Supply Chain</a></li> </ul>
Investors	<ul style="list-style-type: none"> <li>• Annual General Meeting of Shareholders</li> <li>• Earnings announcements</li> <li>• Active engagement with investors</li> <li>• Corporate website for investors, Integrated Report and IR mailing service</li> <li>• Responding to ESG research surveys</li> </ul> <p><b>Related Links</b></p> <ul style="list-style-type: none"> <li>▶ <a href="#">Governance</a></li> <li>▶ <a href="#">Investor Relations</a></li> </ul>
Global/local communities	<ul style="list-style-type: none"> <li>• Participation in local activities</li> <li>• Support for refugees</li> <li>• Emergency Disaster Relief</li> <li>• Social business</li> <li>• Support for sports and cultural activities</li> </ul> <p><b>Related Link</b></p> <ul style="list-style-type: none"> <li>▶ <a href="#">Strengthen Communities</a></li> </ul>

NGO/NPO, Academia	<ul style="list-style-type: none"> <li>• Joint commitment</li> <li>• Dialogue on key issues such as environment, human rights, and animal welfare</li> <li>• Input to strategy developments</li> <li>• External meetings and conferences</li> </ul> <p><b>Related Links</b></p> <ul style="list-style-type: none"> <li>▶ <a href="#">Respect Human Rights in Our Supply Chain</a></li> <li>▶ <a href="#">Respect the Environment</a></li> <li>▶ <a href="#">Strengthen Communities</a></li> </ul>
Supporting youth	<ul style="list-style-type: none"> <li>• Customer service centers</li> <li>• Social contribution programs</li> <li>• School outreach programs</li> <li>• In-store shopping experiences</li> </ul> <p><b>Related Link</b></p> <ul style="list-style-type: none"> <li>▶ <a href="#">Strengthen Communities</a></li> </ul>
Industry-wide initiatives	<ul style="list-style-type: none"> <li>• Information gathering on global trends, relevant laws and regulations</li> <li>• Participating in industry-wide initiatives</li> </ul> <p><b>Related Link</b></p> <ul style="list-style-type: none"> <li>▶ <a href="#">Stakeholder Engagement</a></li> </ul>
Wider society (General public, media etc.)	<ul style="list-style-type: none"> <li>• Communications and PR events</li> <li>• Mailing service</li> <li>• Information dissemination through corporate and brand websites, advertisement, social media and mailing service</li> </ul> <p><b>Related Links</b></p> <ul style="list-style-type: none"> <li>▶ <a href="#">Sustainability Communications</a></li> <li>▶ <a href="#">News &amp; Update</a></li> </ul>

### Collaboration with external organizations

Fast Retailing deepens our understanding of global social issues and works towards improving our business practices through dialogue with stakeholders. We collaborate with various external organizations and participate in industry initiatives to address important issues. The following table shows the list of the major organizations which Fast Retailing work with.

Name	Date joined	Mission	Main Activities
<b>Respect Human Rights in Our Supply Chain</b>			
International Accord for Health and Safety in the Textile and Garment Industry (formerly Accord on Fire and Building Safety in Bangladesh ("Accord"))	August 2013 (membership to the Accord)	A legally binding agreement established in cooperation between brands and trade unions to protect the health and safety of workers at garment factories. The agreement provides a clear framework to ensure ongoing improvements are made toward safer working environments. The new Accord was launched in September 2021 and while continuing the efforts in Bangladesh, it also	Provide support for stronger garment factory management, including fire prevention, electrical safety, building safety inspections, and the establishment of factory health and safety committees. The Accord provides hotlines for factory workers to report safety problems and training related to fire and building safety.

		aims to expand in scope in the future to include other manufacturing countries. <a href="http://bangladeshaccord.org">http://bangladeshaccord.org</a>	
Fair Labor Association (FLA)	July 2015	Protect the rights of workers through corporate, citizen group, and university collaboration, bringing labor environments into conformity with international standards.	Provide support to member brands and factories in adopting FLA labor environment standards throughout the entire supply chain. Evaluate the monitoring activities of member brands and factories related to labor conditions; provide guidance for improvement. Encourage cooperation among stakeholders, including member brands, factories, and citizen groups to tackle issues related to labor conditions.
Better Work	December 2015	A joint program between International Labor Organization (ILO) and the International Finance Corporation (IFC) of the World Bank Group serves as a center for collaboration among governments, global brands, factory managers, labor unions, factory workers, and other corporations, groups and individuals. The program strengthens the stability and competitiveness across the supply chain for the apparel and footwear industries, while ensuring the rights of factory workers and improving labor conditions.	Conduct special-purpose audits, provide training and guidance for improvement among member factories. Encourage stronger policies and systems for labor condition management. Leverage the expertise gained from local activities in each country to provide support for policies and planning in each country.
International Labour Organization (ILO)	September 2019	The International Labour Organization (ILO) is the United Nations agency for the world of work.	Devoted to advancing social justice, it promotes a Decent Work Agenda based on four strategic pillars: rights at work, decent employment opportunities, social protection and social dialogue.
<b>Respect the Environment</b>			
Sustainable Apparel Coalition (SAC)	September 2014	A group of major companies in the apparel, footwear, and textile industries working together to address global environment and social issues.	Develop and disseminate standard industry tools (HIGG index) to measure the environmental and social impact of supply chain activities.

Textile Exchange	August 2017	Textile Exchange is a global non-profit which accelerates sustainable practices in the textile value chain by focusing on minimizing the harmful impacts of the global textile industry and maximizing its positive effects. It envisions a global textile industry that protects and restores the environment and enhances lives.	Create leaders in the sustainable fiber and materials sector by providing learning opportunities, tools, insights, standards, data, measurement and benchmarking, and by building a community that can collectively accomplish what no individual or company can do alone.
Better Cotton Initiative (BCI)	January 2018	The mission of BCI is to improve the cotton industry, ensuring a better future for worldwide producers of cotton, for the environment where the cotton is grown, and for the cotton industry as a whole.	To achieve this, BCI links people and organizations across sectors, from farms to retail stores, to achieve measurable and ongoing improvements in agricultural communities, and the economies of cotton-growing regions.
Zero Discharge of Hazardous Chemicals (ZDHC)	March 2019	The Group's mission is to enable brands, retailers and their supply chains in the textile, apparel, leather and footwear industries to implement chemical management best practices and advance towards zero discharge of hazardous chemicals by collaborative engagement, standard setting, implementation and innovation.	The Group focuses on implementing the ZDHC Roadmap to Zero Programme, including: ZDHC Manufacturing Restricted Substances List (MRSL); ZDHC Waste Water Guidelines; ZDHC Gateway; ZDHC Academy; and ZDHC Implementation HUB.
The Microfibre Consortium (TMC)	September 2019 as Associate Member	TMC operates as a non-profit, membership based, cross-industry group. TMC facilitates the development of practical solutions for the textile industry to minimize microfibre release to the environment from textile manufacturing and product life cycle.	With a vision that states 'A future with managed microfibre loss from textiles, to the environment,' the work of TMC looks to connect and translate deep academic research, with the reality of commercial supply chain production to offer solutions to its brand, retail and supplier members and ultimately for the greater good of our ecosystems.
CLOMA (Clean Ocean Material Alliance)	October 2019 as General member	CLOMA aims to solve the issues of marine plastic litter by promoting the development and introduction of revolutionary alternatives to plastics that will lead to a sustainable use of plastic products. To achieve this, the alliance accelerates	The alliance strives to promote: information-sharing between providers of materials and user companies through technological and business matching and sharing previous cases; obtaining the latest technical trends through

		innovation through public-private partnerships.	technical exchange and seminars; international collaboration with international organizations, overseas research institutes and disseminating information to developing countries; and promotion of collaboration between companies related to effective utilization of plastic products.
Apparel and Footwear International RSL Management (AFIRM) Group	September 2020	AFIRM Group is a brand-driven membership organization of apparel and footwear companies collaborating to promote chemical management and reduce or limit the use of restricted substances in the apparel and footwear supply chain.	Provide a forum to advance the global management of restricted substances in apparel and footwear, communicate information about the Restricted Substances List (RSL) to the supply chain, discuss concerns, and exchange ideas for improving RSL management.
The Ellen MacArthur Foundation Network	January 2022	The Ellen MacArthur Foundation's Network is the world's leading circular economy network. The Foundation's mission is to accelerate the transition to a circular economy, and the Network brings together businesses, governments and cities, academic institutions, emerging innovators, and other thought leaders in a unique multi-stakeholder platform.	The Network provides members with: opportunities to participate in events, workshops, annual summits, and projects; feedback and toolkits to assist Network organizations' pursuit and measurement of their achievement in circularity; education programs for capacity building; and opportunities to network with other Network organizations to explore challenges and solutions for mutual advantage.
<b>Strengthen Communities</b>			
Special Olympics	June 2002	The Special Olympics is an international organization that offers people with intellectual disabilities the opportunity to demonstrate the fruits of their sports training through competition.	The organization disseminates and promotes Special Olympics activities, mainly through fostering volunteers, holding national competitions, and sending athletes to the World Games.
UN Refugee Agency (UNHCR)	February 2011	UNHCR, the UN Refugee Agency, is a global organization dedicated to saving lives, protecting rights and building a better future for refugees, forcibly displaced communities and stateless people.	The Agency leads and coordinates international activities to resolve refugee issues through international protection of refugees, in-kind assistance in emergencies, and subsequent support for self-reliance.

Business for Societal Impact (B4SI)	August 2021	Business for Societal Impact (B4SI) is the global standard for measuring and managing corporate social impact, provided by Corporate Citizenship. The Frameworks provide a robust measurement standard that can be applied to any company to understand the difference their contributions make. The network of over 150 businesses is looking to learn best practice on measuring and managing their social impact activities and work to advocate for their peers to do the same.	B4SI provides members utilizing the Frameworks with 4 benefits as follows. (1) Inform Strategy: Enabling them to make decisions related to the strategy of their activities, including the optimization of their activities. (2) Simplify Measurement: Assisting members to measure their social impact activity in a rigorous and credible manner. (3) Connect With Companies: Providing a forum for connecting and learning with peers together how to maximize the social impact. (4) Create Best: Providing opportunities to identify and improve issues and create best practices.
Save the Children	June 2022	Save the Children is an international NGO that works to make children's rights to survival, development, protection, and participation a reality worldwide. It was established in the UK in 1919 and is currently at work in approximately 120 countries.	The organization is at work with children in partnership with governments and local communities in Japan and abroad. They are active in international programs in fields such as health and nutrition and education. When conflicts or natural disasters occur, they provide emergency and humanitarian responses. In Japan, they have actively addressed issues of child poverty and have also conducted various programs in response to natural disasters. Through these programs, they work to make children's rights a reality.
Plan International	June 2022	Plan International is an independent development and humanitarian organization that advances children's rights and equality especially for girls. It was established in 1937 and is currently at work in more than 75 countries.	For more than 85 years, the organization has promoted community development with children, youth and local people. They believe in the power and potential of every child. But this is often suppressed by poverty, violence, exclusion, and discrimination. And, it's girls who are most affected. Working together with children, young people, our supporters and partners, they strive for a just

			world, tackling the root causes of the challenges facing girls and all vulnerable children.
<b>Support Employee Fulfillment</b>			
Women's Empowerment in Fashion	September 2014	A group for supporting women working in the fashion-related field. The group promotes: increasing the number of female leaders in managerial positions and product planning departments; helping women grow and succeed; and linking them to the growth and development of companies and industries.	The group supports active participation of women working in the fashion-related field by: 1) contributing to linking women's growth and success with the growth and development of companies and industries; 2) fostering women's power and independence to enjoy a rich life and career; and 3) promoting capacity building through the discovery and dissemination of role models.
The Valuable 500	January 2021	The Valuable 500 was established at the World Economic Forum Annual Meeting (Davos) in January 2019 by social entrepreneur Caroline Casey, based on the idea that "inclusive business creates an inclusive society." Its goal is to encourage business leaders to implement reforms for inclusiveness within their companies, in order to unlock the latent value of people living with disabilities throughout society, business, and the economy.	The Valuable 500 aims to gain the participation of more than 500 companies at the forefront of inclusion for people with disabilities and those who will take action going forward. It also promotes companies' efforts to incorporate the inclusion of people with disabilities into the management policies of the companies.

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