

Increase dialogue with staff in many different job positions to achieve a shared understanding of value



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Mitsubishi Estate has been working to improve relationships with stakeholders and has been achieving solid results. I sense that the company defines CSR as “creating value while resolving social issues together with stakeholders” because it is well aware of how effective this approach can be. As shown in the “Experience Nature” project, Mitsubishi Estate has linked together urban and rural communities which previously had no connection to create new value. This is the kind of innovation that only a real estate company can achieve. However, this kind of success did not happen in a single day. Rather, it was the result of a series of trial-and-error efforts over many years. In this sense, I would like to applaud not only the initial decision made by the top management when they launched the project, but also the management staff who followed up on the project with persistence and all the staff involved for their enthusiasm and effort.

I hope that Mitsubishi Estate will create more opportunities to hold dialogue with staff in all job positions and seek to build a shared perception of value. Employees are certainly part of the company, but in a different sense, they are stakeholders distinct from the company itself. I sense that Mitsubishi Estate has already established a good relationship with its people, but I would like to see the company aspire for one even better. People tend to take what they already have for granted and then fail to perceive its value. People who are not aware of all that they do already have are only attracted to what they do not yet possess. I would like to see the Mitsubishi Estate Group reaffirm that its competitiveness is supported by all of the people on its team, and to see employees realize that they benefit from the Mitsubishi Estate brand, which has been built up over so many years, and take due pride in this. With a shared perception of the value of what it already possesses, I believe that the Mitsubishi Estate Group and all of its people can become an even stronger, friendlier company.

Taking up the challenge of moving forward by introducing activities with a spirit of “warmth”



Setsuko Egami

Professor and Dean, Faculty of Sociology, Musashi University

In this past year, in the wake of the Great East Japan Earthquake, Mitsubishi Estate has steeled its resolve to take safety and security measures to the next level. The initiatives the Group has taken since fiscal 2011 demonstrate that it has taken specific steps to put its resolve into action. The Group’s ingenuity in reducing energy use in its 30 ISO 14001-certified buildings, activities to promote tenants’ understanding, and progress in reducing environmental impact have raised my expectations even further for what the Group can accomplish in environmental management.

In recent years, some observers have pointed to a decline in the younger generation’s ambition and motivation to achieve, which is partly due to a sense of stagnation in society as well as industry. However, Mitsubishi Estate has conducted detailed surveys and created an environment that leads to dynamism in the workplace, putting its own unique approach into practice. I see signs of positive change, such as the development of frameworks that cut across organizations and the installation of spaces for communication. In particular, the Hito-Machi Award (“People and the City Award”) program, which recognizes the proposals and achievements of Group employees according to four evaluation criteria, attracted applications from many young and mid-career employees. This suggests that Mitsubishi Estate employees have the freedom to exercise all of their uniqueness and talents. I could sense a real spirit of warmth behind the awards program. This is a good practice in which the Group communicates the values it prioritizes to everyone, and I see this as a sign that the Group has taken up the challenge of moving forward.

Benefiting from external insight



Professor Iwao Taka and Professor Setsuko Egami, the external advisors on our CSR Committee, provide specific and precise opinions and views every year on the issues that the Mitsubishi Estate Group is called on to address.

In our process of addressing environmental challenges and other social issues, we believe that it is important to work together with a wide range of stakeholders to create value that can be shared and that supports mutual growth in a sustainable way.

This is why we are working to create a workplace environment where every employee can apply his or her own ambitions and skills to social challenges, and to foster employees who respect diverse values and cultures. Our goal in practicing “CSR management” is nothing short of living up to the expectations and trust placed in us by every stakeholder, across all of our business activities.

Shiro Fujisawa

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