Worked with Asics and S-Lab mentor to define focused objectives and deliverable

Recommends ways to improve communication and stakeholder engagement surrounding Asics’ sustainability initiatives through its CSR report.

Presentation covering:
- Essential elements of a successful CSR report
- Overview and analysis of work streams:
  1. Literature and standards analysis
  2. CSR Report benchmarking
  3. Stakeholder Interviews
- Recommended changes to Asics CSR report to align with industry best practices

ASICS Sustainability Reporting
S-Lab 2011
Jef Benbanaste, Edward Fish, Alexandra Kaufman, Michelle Lauzon, Debby Soo

Purpose
- Worked with Asics and S-Lab mentor to define focused objectives and deliverable

Objective
- Recommend ways to improve communication and stakeholder engagement surrounding Asics’ sustainability initiatives through its CSR report

Deliverables
- Presentation covering:
  - Essential elements of a successful CSR report
  - Overview and analysis of work streams:
    1. Literature and standards analysis
    2. CSR Report benchmarking
    3. Stakeholder Interviews
  - Recommended changes to Asics CSR report to align with industry best practices

Activities

<table>
<thead>
<tr>
<th>Literature and Standards Analysis</th>
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<tbody>
<tr>
<td><strong>GOAL:</strong> Gain baseline understanding of relevant research regarding CSR reporting</td>
</tr>
<tr>
<td><strong>KEY ACTIVITIES:</strong></td>
</tr>
</tbody>
</table>
  - Review ~20 recently published theses, academic papers, journal articles and books
  - Investigate ~25 different standards, alliances, auditing tools for CSR and CSR reporting; narrow focus on GRI and Ceres
  - Participate in ongoing MIT Asics LCA |

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<th>Benchmarking</th>
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<tr>
<td><strong>GOAL:</strong> Identify CSR reporting best practices; review apparel &amp; sports industry and other-industry reports and interview authors</td>
</tr>
<tr>
<td><strong>KEY ACTIVITIES:</strong></td>
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</table>
  - Reviewing reports - Adidas, Nike, Timberland, Puma, Toyota, Ford, Sony |
  - Interviews: Adidas, Nike |

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<tr>
<th>Stakeholder Interviews</th>
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<tr>
<td><strong>GOAL:</strong> Determine drivers of, target audiences for, and desired information to be gained by various stakeholders from CSR reports</td>
</tr>
<tr>
<td><strong>KEY ACTIVITIES:</strong></td>
</tr>
</tbody>
</table>
  - Asics – Internal CSR Team interviews – North America, Europe & Asia |
  - Investors: UBS |
  - NGOs: Ceres, Trucost |

Insights
- Researched and reached out to CSR reporting subject matter experts and stakeholders

Recommendations
- Recommendations ranging from organizational change considerations to creation of stretch goals

1. Re-evaluate internal processes
   - Consistency and global standards
   - Address current silos (e.g., report is biased toward Japan)
   - Consider target audience

2. Strive for stronger GRI level C reporting and then move to B
   - Prioritize and fill in the existing gaps
   - Enhance the quantitative data
   - Consider interactive on-line report

3. Create vision for transparency
   - Benchmark Ceres-ACCA (North American) awards program
   - Establish ambitious goals
   - Gain credibility through auditing