

CCO Interview



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Chief Compliance Officer (CCO);
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General Affairs Division, Legal Division, and
others)

—What do you consider important for developing and utilizing human resources?

People are the most important asset for Mitsui & Co. We have a history of diverse individuals not only continually taking on the challenge of creating new value but also creating various business under the corporate philosophy of “Focus on Human Resources,” “Open-Mindedness,” and “Challenge and Innovation.”

The environment surrounding our business is going through a constant change. Diversity and Inclusion, which makes it possible for our employees throughout the world who possess a wide range of backgrounds with diverse values, to respect each other, stimulates each other to exert their capabilities to the fullest, is extremely important for Mitsui to continue to create new value as a corporate group.

—One issue included in new Materiality is “Develop talent leading to value creation.” What efforts are being undertaken to create value through talent?

Throughout the world, we are moving forward with efforts to promote the active participation of diverse talent regardless of where they are hired. It would probably be difficult for the Mitsui & Co. global group, which conducts business around the world, to generate sustainable growth if our global business were primarily conducted only by employees hired in Japan. Based on this concern, in 2018, we launched the Change Leader Program to bring talent from overseas offices to the Head Office for a certain length of time and to train them to become leaders who can actively and boldly push forward reforms necessary to create business. During its long history, Mitsui’s values and corporate culture have come to be referred to as “Mitsui is People,” which we will spread globally and accelerate the training of talent who can create

new value in countries and regions throughout the world and achieve “Global reach for Local depth, Local depth for Global reach.”

In Japan, we plan to move into the new Head Office in February 2020. We are examining various measures so that we can use that as an opportunity to create new work styles at the Head Office. We call this Workplace Experience (Work-X). We are evolving the idea about positioning of the workplace environment and making it possible for employees to flexibly choose where they do their work depending on the operations and project they are involved in. Consideration is also being given to creating a communication area where employees from anywhere within the company can freely gather in order to generate many new ideas through chance encounters. We will create an extremely appealing office to stimulate the entrepreneurial spirit of our diverse employees and start an intellectual “chemical reaction” to create businesses.

—What is the Mitsui & Co. global group striving to become through its efforts toward integrity?

It is our view that compliance is necessary to build and maintain trust, the foundation of our business. “Without compliance, there will be no work and no company” is an understanding that is widely shared throughout the company. Even so, the world is growing more complex, and it is important for us to not only follow rules but also verify the appropriateness of our words and actions against our sense of integrity. We formulated the Mitsui & Co. Group Conduct Guidelines “With Integrity” in November 2018 in order to share our approach towards integrity on a global group basis and to demonstrate what Mitsui considers integrity to be.

The subtitle “With Integrity” reflects our strong commitment that the Mitsui & Co. global group will strive to do everything with integrity. I am sure that everyone may struggle at times during their day-to-day work with judgments, but if people ask themselves whether their judgment is guided by integrity, I think that the path they should follow will naturally become clear.

I hope that people working in the Mitsui & Co. global group would identify with the key principles and spirit of “With Integrity” and embody that through their daily words and actions. Mitsui will continue to respond faithfully and sincerely to the trust placed in us by even more extensively promoting “With Integrity” and each of us working in the group putting its spirit into practice.