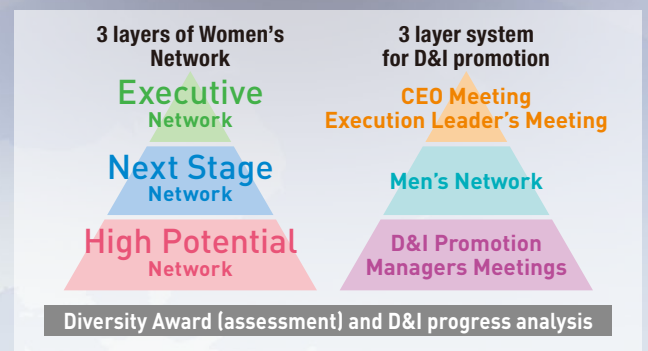


# Diversity Management is the Game Changer



Japan Women's Innovative Network

J-Win Non-Profit Organization



# J-Win promotes diversity management and helps companies gain a competitive edge



## Promoting diversity and inclusion is the key management strategy for innovation

Yukako Uchinaga, Board Chair

We now live in a world of globalization driven by technological advances. Global events are instantaneously interconnected, and this has an influence on the business environment, resulting in rapid change.

In order for Japanese companies to overcome issues arising in this era of major and sudden global change, they must introduce innovation unbound by traditional values. They must harness the different ways of thinking and diverse values held by the people in their workplaces to establish a new business model built upon mutual understanding and respect. The promotion of diversity and inclusion (D&I) is an effective management strategy that will revitalize their organizations, and provide an important driving force for innovation. The first step in implementing this type of diversity management in Japan is to empower women.

Since its establishment in 2007, J-Win has worked to support the advancement of diversity management within its member companies. We will continue to help our member companies gain a competitive edge, as we cultivate more female leaders capable of succeeding in the global companies of today.

### Board Members/Auditors (As of January 2022)

<p>[Board Chair] Yukako Uchinaga Board Chair, J-Win</p> <p>[Board Member] Kuniko Fujiwara Board of Director, J-Win Chief Executive Officer, JAPAN INVESTMENT CORPORATION</p> <p>Kumiko Bandou President, Japan Legal Support Center</p> <p>Nobuaki Koga Board Chairman, Research Institute for Advancement of Living Standards</p>	<p>[Board Member] Yoshiaki Tamura Former Representative Director, Executive Vice President, AGC Inc. Outside Director, Kawasaki Heavy Industries, Ltd. Outside Director, DIC Corporation</p> <p>Yukiko Yoshimaru Board of Director, Sekisui House, Ltd.</p> <p>Masaaki Shirakawa Former Governor of the Bank of Japan Distinguished Guest Professor, Aoyama Gakuin University</p> <p>[Auditors] Tetsuro Ohara Auditor, J-Win</p>
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### J-Win's Objectives

- Promote Diversity & Inclusion as a management strategy
- Help women to build networks and provide opportunities for career development
- Contribute building a society where diverse individuals can fully participate

### Women to the TOP! Developing Female Leaders

- Three layers of Networks
- Executive Network
- Next Stage Network
- High Potential Network

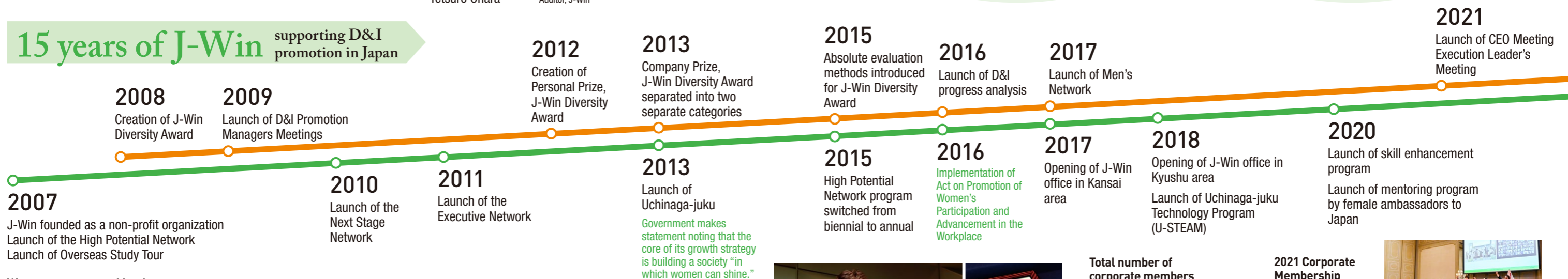
### D&I as a Management Strategy D&I Promotion in Companies

- CEO Meeting / Execution Leader's Meeting
- Men's Network
- D&I Promotion Managers Meetings
- J-Win Diversity Award

### Communication and Networks D&I Promotion in Society

- Global Expansion
- Collaborations with the national government and other organizations
- Seminars, lectures, and PR events

## 15 years of J-Win supporting D&I promotion in Japan



Women membership upon establishment  
**234**

Member companies upon establishment  
**74**

Overseas Study Tour  
**1,405** participants

Countries visited: U.S.A. (Washington, D.C., New York, Boston), Canada, United Kingdom, Norway, Sweden, Finland, Australia, Iceland  
(Total as of January 2022 \* including online Overseas Study Tour)



Total number of corporate members

**4,098**

(members who participated in 3 layers of Women's Network, Men's Network, CEO Meeting, and Execution Leader's Meeting activities from 2007 to 2021)

2021 Corporate Membership

**98**



# J-Win runs three layers of Women's Networks

## Under the slogan "Women to the TOP!"

By leveraging the three full-line-up of networks, J-Win aims to strengthen the potentials of "Women to the TOP!", thus contributing to developing more women to the corporate boardrooms.

### High Potential Network

#### "Switch-On" for career advance

Approximately 250 female members who demonstrate high-potential to become senior managers are selected by member companies to participate in one-year leadership and career development programs. The goal of this network is to raise the awareness of members to aim toward "Women to the TOP!" During the one-year program, members gain valuable expertise through the programs. Members actively participate in organizing these events and programs, which are leveraged as unique and practical leadership development training opportunities.

**Program Content** Monthly meetings, Work group activities "bunka-kai", Off-site camps, Overseas Study Tours

**Operating Structure** Committee of member representatives

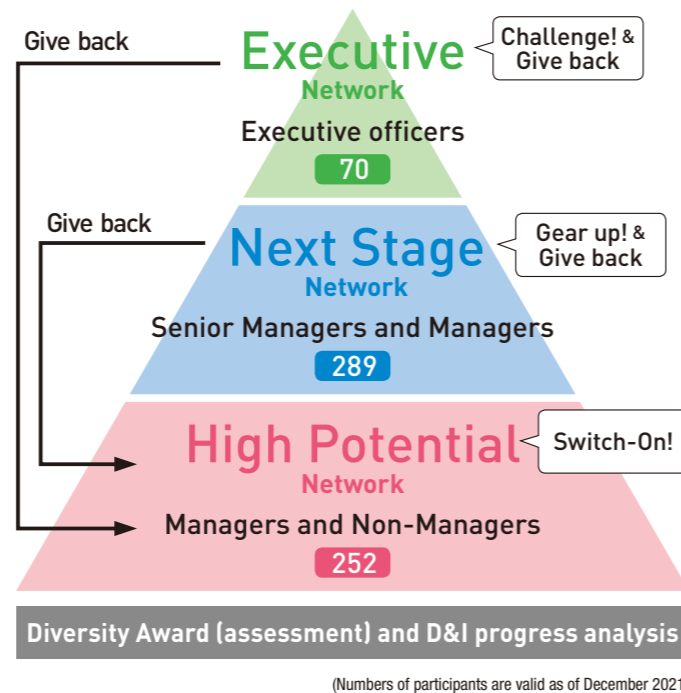
Change in the mindsets of participants

	Program start	Program end
Aiming to reach the Top	53%	87%
Want to become a leader	67%	94%
Want to step up in my company	89%	98%
Have a career vision	51%	92%

(Responses taken from questionnaire conducted with 2020 High Potential participants.)

## Women to the TOP!

### 3 layers of Women's Network (611)



(Numbers of participants are valid as of December 2021)

### Annual Conference

The Annual Conference is held in March every year, attended by top executives and diversity department managers from member companies together with Women's Network members, their superiors at work, and other individuals. Along with members of the Advisory Board, invitees include figures in government, academics, foreign diplomats, and others who have supported J-Win over the previous year.

At the Conference, there are special presentations, a progress report of the previous year of J-Win activities is given, a graduation ceremony is held for High Potential Network participants, and the J-Win Diversity Awards ceremony takes place.



## J-Win Advisory Board Members (As of December 2021, in alphabetical order by company/organization name)

**Akio Yoshida**  
AEON CO., LTD.  
Director, President and Representative Executive Officer

**Masatoshi Koide**  
Aflac Life Insurance Japan Ltd.  
President and Representative Director

**Tomoko Hayashi**  
Gender Equality Bureau, Cabinet Office  
Director-General

**Makoto Takahashi**  
KDDI CORPORATION  
President

**Tomohiro Kimura**  
Mitsubishi UFJ Financial Group, Inc.  
Group CHRO

**Nobuhiro Kaminoyama**  
Mizuho Financial Group, Inc.  
Member of the Board of Directors, Senior Executive Officer / Head of Human Resources Group

### Next Stage Network

#### Aiming for decision-making positions

The Next Stage Network is tailored to women who aim to further develop their career and expand their connections through the network. During the years women participate in the program, they engage in overall self-improvement by acquiring the awareness and skills they need to be successful business leaders. They also provide guidance to the next generation of female leaders through such means as supporting the work group activities "bunka-kai" of the High Potential Network. In this way, they are able to achieve even greater personal growth.

**Program Content** Monthly meetings, Work group activities "kenkyu-kai", "Benkyo-kai", Off-site camps, Annual meetings, Skill enhancement training

**Operating Structure** Committee of member representatives

#### Next Stage Reinforcement Programs

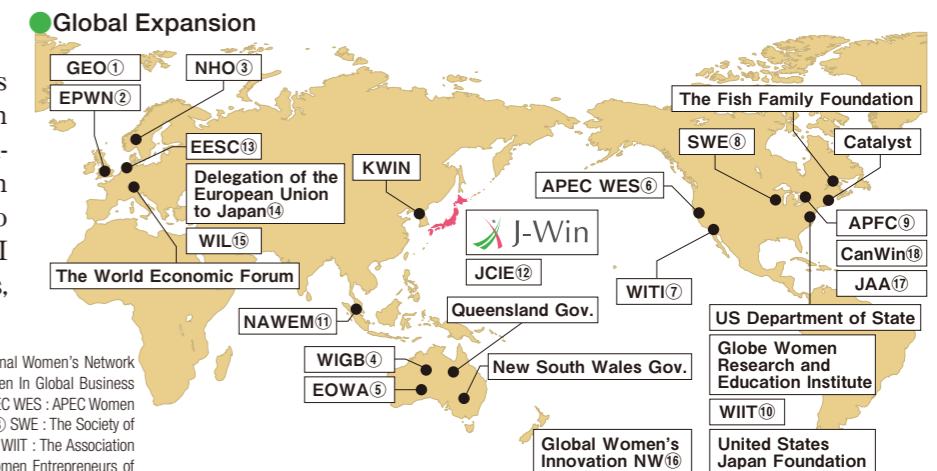
##### The Uchinaga-juku and Uchinaga-juku Technology

The Uchinaga-juku is aimed at female department heads, and it is designed to help them reach their goals of rising to executive level. The program aims to develop in them the grit they need to be executives, and to cultivate their resourcefulness and awareness, and help them change their actions in an innovative way. Of the 149 alumni since its launch in 2013, 17 have risen to the position of corporate executive. The Uchinaga-juku Technology Program (U-STEAM) began in 2018, and is aimed at female department and section heads in technical fields. The objective is to produce good candidates for technological leadership, and to build a continuous network.

### D&I Promotion in Society

## Contributing to greater D&I in Japan through expanding global networks

J-Win works with organizations and government institutions in Japan and abroad to promote diversity management and to include more women in leadership positions. We are also working to expand the extent of D&I initiatives through seminars, lectures, and public relations campaigns.



① GEO : Government Equalities Office ② EPWN : European Professional Women's Network ③ NHO : The Confederation of Norwegian Enterprise ④ WIGB : Women In Global Business ⑤ EOWA : Equal Opportunity for Women in the Workplace Agency ⑥ APEC WES : APEC Women and the Economy Summit ⑦ WITI : Women in Technology International ⑧ SWE : The Society of Women Engineers ⑨ APFC : The Asia Pacific Foundation of Canada ⑩ WIIT : The Association of Women In International Trade ⑪ NAWEM : National Association of Women Entrepreneurs of Malaysia ⑫ JCIE : Japan Center for International Exchange ⑬ EESC : European Economics and Social Committee ⑭ Delegation of the European Union to Japan ⑮ WIL : European NW For Women In Leadership ⑯ Global Women's Innovation NW ⑰ JAA : Japanese American Association of New York ⑱ CanWin : Canadian Women's International Network

### Executive Network

#### Aiming for heights as executive leaders

Executive members continue to educate themselves to be more capable business leaders and enjoy the values and enrichment gained through this professional network, they also provide guidance to the next generation of female business leaders as role models. In addition, the program works to increase collaboration with networks in Japan and around the world, and to communicate and work with the community in a sustainable way to promote D&I and contribute to society as a whole.

**Program Content** Monthly meetings, Work group activities "kenkyu-kai", Offsite meetings, Global Network

**Operating Structure** Committee of member representative



2021 mentoring program by female ambassadors to Japan

**Shinichi Hara**  
Sompo Holdings, Inc.  
Group CHRO, Executive Vice President and Executive Officer

**Seiji Inagaki**  
The Dai-ichi Life Insurance Company, Limited  
President and Representative Director

<Observer>  
**Takatsugu Ryuzaki**  
Ministry of Economy, Trade and Industry  
Deputy Director-General, Economic and Industrial Policy Bureau

<Observer>  
**Masahiko Yamada**  
Ministry of Health, Labour and Welfare Employment Environment and Equal Employment Bureau  
Director General

<Observer>  
**Gota Otaka**  
Policy Bureau, Ministry of Land, Infrastructure, Transport and Tourism  
Vice-Director-General

# J-Win is supporting the promotion of diversity management as a management strategy

J-Win is helping to develop female leaders and promote D&I in companies. In addition to D&I Promotion Managers Meetings, which were started in 2009, we launched the Men's Network—for which male managers act as Change Agents—in 2017 as well as CEO Meetings / Execution Leader's Meetings, which are handled by the top management, in 2021.

## CEO Meeting / Execution Leader's Meeting

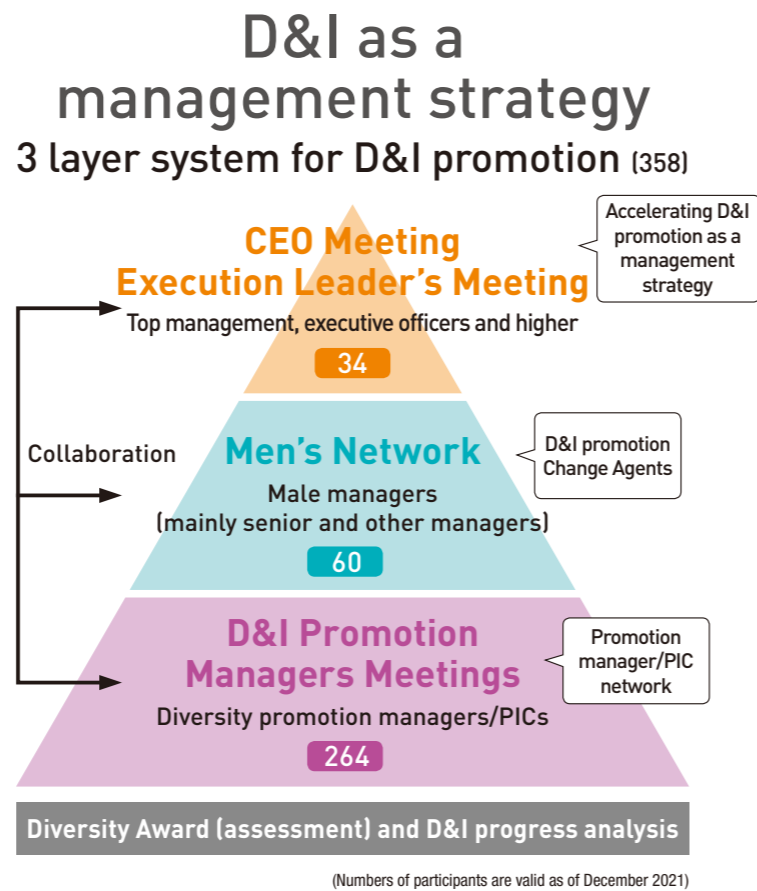
### Accelerating D&I promotion as a management strategy

CEO Meetings position diversity and inclusion (called D&I below) as a management strategy, and the meeting structure is handled by the top management. Under this system, CEOs react to the realities of promoting women's advancement, identify the fundamental issues, execute action plans based on discussions, and employ strong leadership to ensure that D&I promotion leads to concrete results.

Execution Leader's Meetings consist of officers in charge of D&I promotion, and they play roles that include following up on the progress of CEO Meetings and providing support to help execute action plans.

The true importance of D&I promotion is to mutually recognize diverse approaches, change the organizational culture, and thereby help to create new value. The aim of the above is for CEOs to consider their thoughts in the context of existing issues and to facilitate an active dialogue between CEOs to help share valuable knowledge and ultimately transition to concrete action.

**Program Content** Semi-regular monthly meetings



## Men's Network

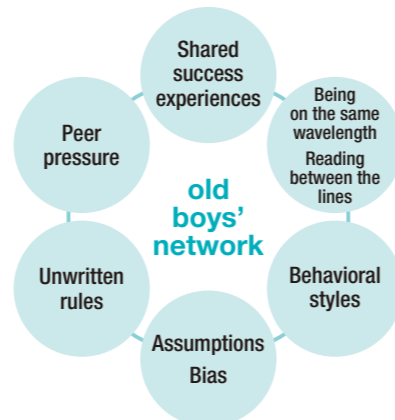
### Acting as Change Agents for D&I promotion

The Men's Network was launched in 2017 targeting male managers at member companies. Through group-work, dialogues, and round table discussions, they are given a better understanding of the essential value of D&I promotion, and have the opportunity to think about and implement actions and measures that they as men should undertake to better promote the advancement of women in the workplace.

**Program Content** Monthly meetings, Work group activities "bunka-kai"

### What is an old boys' network?

An informal set of conventions, rules, and ways of doing work cultivated at a successful organization or company. These sets of unwritten cultural rules and atmospheres essentially underpin such organizations.



## D&I Promotion Managers Meetings

### Diversity promotion manager/PIC network

These meetings are held in order to find ways of helping accelerate D&I promotion within member companies. Through each program, the meetings serve as a forum for individuals from companies in the same positions but different industries to engage in closer interaction, deepen their understanding of D&I promotion, and expand their networks.

**Program Content** D&I Promotion Managers Meetings, Best practice study group activities

### Sharing the latest trends in D&I

Member companies learn about best practices and successful examples of D&I promotion, get information and reports from the J-Win Diversity Awards, and share information on specific issues with other member companies.

### Problem solving through round table discussions

D&I promotion managers discuss the issues and questions they have in promoting D&I. Sharing information and discussing with the D&I leader and other attendees, they obtain hints on how to resolve the problems they face.

## Quantifying and Visualizing Diversity Progress

J-Win has worked for many years to survey, analyze, and support the promotion of D&I in workplaces. Based on that experience, J-Win has quantified the progress made by each company in promoting diversity, and developed a diagnostic tool through which companies can gain a better understanding of their own position and the level of progress they have made in promoting D&I in the workplace.

### The J-Win Diversity Award

The J-Win Diversity Award annually honors innovative organizations, which prove measurable results and exceptional leadership in addressing the advancement of women in the workplace. J-Win presents models for promoting D&I in organizations, including cultural change by recognizing and sharing successful practices with celebration. Currently, the J-Win Diversity Award is supported by a number of related ministries and agencies, including the Cabinet Office, the Ministry of Health, Labour and Welfare, the Ministry of Economy, Trade and Industry, and the Ministry of Land, Infrastructure, Transport and Tourism.

**List of Award Winners for 2021** (Company names and individual positions valid as of award time)

	Advanced Category	Basic Category
Company Prize	● Grand Prize The Chiba Bank, Ltd.	● Basic Achievement Grand Prize Tokyu Corporation
	● Second Prize Japan Airlines Co., Ltd.	● Basic Achievement Second Prize Ricoh Company, Ltd.
Personal Prize	● CEO Award Yuji Akasaka Japan Airlines Co., Ltd. Representative Director, President	● Leader Award Noriyuki Hayata BELLSYSTEM24 HOLDINGS, Inc. Director, Corporate Officer EVP

### Three barriers for women's advancement

- Lack of role models
- Difficulty of work/life balance
- The old boys' network

Top management understands the value of D&I

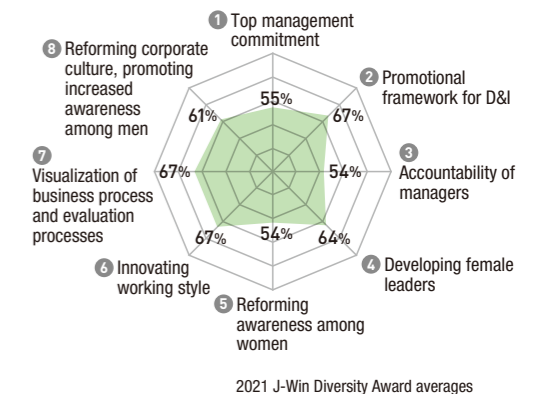
### Eight action categories for women's empowerment

	Problem Resolution
Management	<ul style="list-style-type: none"> <li>1 Top management commitment</li> <li>2 Promotional framework for D&amp;I</li> <li>3 Accountability of managers</li> </ul>
Women	<ul style="list-style-type: none"> <li>4 Developing female leaders</li> <li>5 Reforming awareness among women</li> </ul>
Company Structure	<ul style="list-style-type: none"> <li>6 Innovating working style</li> <li>7 Visualization of business process and evaluation processes</li> <li>8 Reforming corporate culture, promoting increased awareness among men</li> </ul>

### Quantification

Questions 97  
Perfect score 765

### Visualization



2021 J-Win Diversity Award averages

## J-Win Member Companies 98 (As of December 2021)

### ● Sponsor Members (10 companies)

AEON CO., LTD.  
Aflac Life Insurance Japan Ltd.  
ANA HOLDINGS INC.  
KDDI CORPORATION  
Mitsubishi UFJ Financial Group

Mizuho Financial Group, Inc.  
NTT Group  
Sompo Holdings, Inc.  
Sumitomo Mitsui Financial Group, Inc.  
The Dai-ichi Life Insurance Company, Limited

### ● Partner Members (4 companies)

EAST JAPAN RAILWAY COMPANY  
JSR Corporation  
TDK Corporation  
Tokyo Electron Ltd.

### ● Regular Members (84 companies)

AGC Inc.  
Aioi Nissay Dowa Insurance Co., Ltd.  
ALPS ALPINE CO., LTD.  
ARAKAWA CHEMICAL INDUSTRIES, LTD.  
ASKUL Corporation  
Astellas Pharma Inc.  
Azbil Corporation  
BELLSYSTEM24, Inc.  
Boston Scientific  
Bridgestone Corporation  
Central Nippon Expressway Company Limited  
CHUGAI PHARMACEUTICAL CO., LTD.  
Dai Nippon Printing Co., Ltd.  
Deloitte Touche Tohmatsu LLC  
DIC Corporation  
Eisai Co., Ltd.  
EY Japan  
Forest Holdings, Inc.  
Fujita Corporation  
FUJITSU  
Fukuoka Financial Group, Inc.  
Furukawa Electric Co., Ltd.  
Gakken Holdings  
H.S. Insurance Co., Ltd.  
Hitachi High-Technologies Corporation  
Honda Motor Co., Ltd.  
HOYA Corporation  
IBM Japan, Ltd.

IHI Corporation  
Japan Airlines Co., Ltd.  
JAPAN POST BANK Co., Ltd.  
Japan Tobacco Inc.  
JCB Co., Ltd.  
JCOM Co., Ltd.  
JFE Holdings, Inc.  
JTB Corp.  
KAMEDA SEIKA CO., LTD.  
Kao Corporation  
Kewpie Corporation  
KINKI NIPPON TOURIST Corporate Business CO., LTD.  
Kirin Holdings Company, Limited  
KONICA MINOLTA, INC.  
KPMG AZSA LLC  
Lawson, Inc.  
Meiji Yasuda Life Insurance Company  
Mitsubishi Heavy Industries, Ltd.  
Mitsubishi Materials Corporation  
MITSUI KNOWLEDGE INDUSTRY CO., LTD.  
NEC Corporation  
Net One Systems Co., Ltd.  
NICHIREI FOODS INC.  
Nippon Life Insurance Company  
Nippon Paint Group  
NIPPON SIGNAL CO., LTD.  
Osaka Gas Co., Ltd.  
PFU Limited

PIGEON CORPORATION  
Recruit Co., Ltd.  
Resona Bank, Limited  
Ricoh Company, Ltd.  
SAPPORO HOLDINGS LTD.  
SECOM CO., LTD.  
SEIBU HOLDINGS INC.  
SEIKAGAKU CORPORATION  
SG Holdings Co., Ltd.  
Showa Denko Materials Co., Ltd.  
SUMITOMO CHEMICAL COMPANY, LIMITED  
Sumitomo Heavy Industries, Ltd.  
Sumitomo Mitsui Trust Bank, Limited  
Suntory Holdings Limited  
Taiyo Kogyo Corporation  
Teijin Group  
The Chiba Bank, Ltd.  
The Nippon Foundation  
The Nishi-Nippon City Bank, Ltd.  
The Shoko Chukin Bank, Ltd.  
Tokio Marine & Nichido Systems Co., Ltd.  
TOKYO GAS CO., LTD.  
Tokyu Corporation  
Toray Industries, Inc.  
transcosmos inc.  
UCHIDA YOKO CO., LTD.  
YAMATO HOLDINGS CO., LTD.  
Zeon Corporation



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