Diversity Management is the Game Changer
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.

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

D&I as a Management Strategy

Women to the TOP!
Developing Female Leaders

D&I Promotion in Companies

D&I Progress Assessment
Diversity Promotion Managers Meetings
J-Win Diversity Award
Men’s Network

Communication and Networks
D&I Promotion in Society

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

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

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’s Network Membership
2018 - Opening of J-Win office in Kyushu area
- Launch of Uchinaga-juku Technology Program (U-STEAM)

2019
- Opening of J-Win office in Kansai area
- Launch of Men’s Network

Corporate Membership
2018
2019
2988
110

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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

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.

<table>
<thead>
<tr>
<th>Program</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly meetings</td>
<td>Work group activities “bunka-kai”, Off-site camps, Overseas Study Tours</td>
</tr>
</tbody>
</table>

| Operating Structure |
| Committee of member representatives |

Change in the mindsets of participants

<table>
<thead>
<tr>
<th>Have a career vision</th>
<th>Program start</th>
<th>Program end</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>54%</td>
<td>97%</td>
</tr>
<tr>
<td>Aiming to reach the Top</td>
<td>48%</td>
<td>93%</td>
</tr>
<tr>
<td>Want to become a leader</td>
<td>72%</td>
<td>99%</td>
</tr>
<tr>
<td>Want to step up in my company</td>
<td>85%</td>
<td>97%</td>
</tr>
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</table>

(Responses taken from questionnaire conducted with 2018 High Potential participants)

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.

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

J-Win harnesses its 13 years of experience in developing female business leaders, and its database on assessment of D&I promotion of more than 500 companies, to offer a variety of programs for accelerating the D&I at member companies.

Quantifying and Visualizing Diversity Progress (Diversity 3.0)

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 called Diversity 3.0, 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 three main issues preventing women from participating more fully in the workplace are the lack of role models, difficulty achieving a good work/life balance, and the existence of the "old boys' network". We have arranged and analyzed the efforts required to resolve three barriers and categorized them into eight initiative areas, with quantification and visualizations showing the status of activities being implemented. Visualization allows companies to get a better grasp of current conditions and thereby decide on follow-up actions to implement more effective promotion of D&I. (See diagram below.)

J-Win harnesses the power of Diversity 3.0 for its J-Win Diversity Award, and to determine the progress of D&I promotion in companies. By presenting member companies with best stories, J-Win can help them come up with an action plan to accelerate the promotion of D&I in their own workplaces.

D&I Promotion in Companies

- Quantifying and Visualizing Diversity Progress
- Management
  - 1. Top management commitment
  - 2. Promotional framework for D&I
  - 3. Accountability of managers
- Women
  - 4. Developing female leaders
  - 5. Reforming awareness among women
- Company Structure
  - 6. Innovating working style
  - 7. Visualization of business process and evaluation processes
  - 8. Reforming corporate culture, promoting increased awareness among men

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.

D&I Promotion Managers Meetings

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.

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.

Men’s Network

The Men’s Network was launched in 2017 targeting male managers at member companies. Through groupwork, 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.

J-Win Diversity Award

- Corporate Awards
  - Advanced Division
  - Grand Prize
  - Second Prize
  - Basic Achievement Prize
  - Individual Awards
  - Basic Achievement Second Prize

List of Award Winners for 2019 (Company names and individual positions added as of award time)

- Hiroshi Yokoo
  - AEON Co., Ltd.
  - Director and Chairman of the Board
- Masatoshi Koide
  - Allianc Life Insurance Japan Ltd.
  - President and Representative Director
- Yuji Hirako
  - ALL NIPPON AIRWAYS CO., LTD.
  - President and CEO
- Iwao Nagashima
  - Mitsubishi UFJ Financial Group, Inc.
  - Senior Managing Corporate Executive, Group CHRO & Group Deputy CDO
- Koichi Iida
  - Mizuho Securities Co., Ltd.
  - President and CEO
- Shinichi Hara
  - Sompo Holdings, Inc.
  - CEO

- Yoshiharu Ueki
  - Japan Airlines Co., Ltd.
  - Representative Director, Chairman
- Takashi Tanaka
  - KDDI CORPORATION
  - Chairman, Representative Director
- Seiji Inagaki
  - The Dai-ichi Life Insurance Company, Limited
  - President and Representative Director
- Eiichi Sakamoto
  - NIPPON TELEGRAPH AND TELEPHONE CORPORATION
  - Executive Vice President, Head of General Affairs
- Shohei Ishii
  - Policy Bureau, Ministry of Land, Infrastructure, Transport and Tourism
  - Vice Director-General
### J-Win Member Companies 110 (As of December 2019)

#### Sponsor Members (10 companies)
- AEON Co., Ltd.
- Aflac Life Insurance Japan Ltd.
- ANA HOLDINGS INC.
- Japan Airlines Co., Ltd.
- KDDI CORPORATION
- Mitsubishi UFJ Financial Group
- Mizuho Securities Co., Ltd.
- NTT Group
- Sompo Securities Inc.
- The Dai-ichi Life Insurance Company, Limited

#### Partner Members (3 companies)
- EAST JAPAN RAILWAY COMPANY
- JSR Corporation
- PIGEON CORPORATION

#### Regular Members (97 companies)
- AGC Inc.
- Aioi Nissay Dowa Insurance Co., Ltd.
- Akebono Brake Industry Co., Ltd.
- Aon Japan Ltd.
- ASKUL Corporation
- Astellas Pharma Inc.
- Azbil Corporation
- BELLSYSTEM24, Inc.
- Boston Scientific
- Central Nippon Expressway Company Limited
- CHUGAI PHARMACEUTICAL CO., LTD.
- Coca-Cola Bottlers Japan Inc.
- Dai Nippon Printing Co., Ltd.
- Deloitte Touche Tohmatsu LLC
- Development Bank of Japan Inc.
- DIC Corporation
- EY Japan
- Ezaki Glico Co., Ltd.
- Forest Holdings, Inc.
- Fujita Corporation
- FUJITA KANKO INC.
- FUJITSU
- Furukawa Electric Co., Ltd.
- Gakken Holdings
- H.S. Insurance Co., Ltd.
- Hitachi Chemical Co., Ltd.
- Hitachi High-Technologies Corporation
- Hitachi Solutions, Ltd.
- Hitachi Transport System, Ltd.
- Honda Motor Co., Ltd.
- HOYA Corporation
- IBM Japan, Ltd.
- IHI Corporation
- JAPAN EXCHANGE GROUP, INC.
- Japan Information Processing Service Co., Ltd.
- JAPAN POST BANK Co., Ltd
- Japan Tobacco Inc.
- JCB Co., Ltd.
- JFE Holdings, Inc.
- JTB Corp.
- Jupiter Telecommunications Co., Ltd.
- Kagome Co., Ltd.
- 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 Fudosan Co., Ltd.
- MITSUI KNOWLEDGE INDUSTRY CO., LTD.
- Mitsubishi Sumitomo Alo Life Insurance Company, Limited
- NEC Corporation
- Net One Systems Co., Ltd.
- NICHIREI FOODS INC.
- Nippon Life Insurance Company
- Nippon Paint Holdings Group
- NIPPON SIGNAL CO., LTD
- NISSAN MOTOR CO., LTD
- Osaka Gas Co., Ltd.
- PIONEER CORPORATION
- Recruit Co., Ltd.
- Resona Bank, Limited
- Ricoh Company, Ltd.
- SAPPORO HOLDINGS LTD.
- SECOM Co., Ltd.
- SEIBU HOLDINGS INC.
- SEIKAGAKU CORPORATION
- SHG Holdings Co., Ltd.
- Sony Corporation
- SUMITOMO CHEMICAL COMPANY, LIMITED
- Sumitomo Heavy Industries, Ltd.
- Sumitomo Mitsui Banking Corporation
- Sumitomo Mitsui Trust Bank, Limited
- Suntwo Holdings Limited
- Taiyo Kogyo Corporation
- Takeda Pharmaceutical Company Limited
- Teijin Group
- The Chiba Bank, Ltd.
- The Nishi-Nippon City Bank, Ltd.
- The Shoko Chukin Bank, Ltd.
- Tokio Marine & Nichido Fire Insurance Co., Ltd.
- Tokio Marine & Nichido Systems Co., Ltd.
- TOKYO GAS CO., LTD.
- Tokyo Metro Co., Ltd.
- Tokyu Corporation
- TOKYU FUDOSAN HOLDINGS
- Toray Industries, Inc.
- TOYOTA CENTRAL R&D LABS., INC.
- transcosmos inc.
- Tyco Electronics Japan G.K.
- UCHIDA YOKO CO., LTD
- YAMATO HOLDINGS CO., LTD.
- Zeon Corporation

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**J-Win Non-Profit Organization**

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