Diversity Management is the Game Changer

J-Win Non-Profit Organization
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.

D&I as a Management Strategy

D&I Promotion in Companies

D&I Progress Assessment

J-Win Diversity Award

Diversity Promotion Managers Meetings

Men’s Network

D&I Promotion in Society

Seminars, lectures, and PR events

Collaborations with the national government and other organizations

Global Expansion

Executive Network

High Potential Network

Next Stage Network

Three layers of Networks

Women to the TOP!

Developing Female Leaders

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

Board Members/Auditors (As of January 2021)

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Yukako Uchinaga

[Board Member]
Kumiko Fujiiwara
Keisuke Yokoo
Kumiko Bandou
Juniko Okawa
Nobuaki Koga

Yoshiaki Tamura
Former Representative Director, Executive Vice President, ADK Inc.
Outside Director, Kawasaki Heavy Industries, Ltd.

Yukako Yoshimaru
Masaki Shirakawa

[Tetsumo Ohara
Auditor, J-Win

J-Win founded as a non-profit organization

2007

2011

2012

2013

2014

2015

2016

2017

2018

2019

2020

- Launch of the Executive Network

Corporate J-Win Diversity Award separated into two separate divisions (Advanced and Basic)

Launch of Uchinaga-ju

Government makes statement noting that the core of its growth strategy is building a society “in which women can shine.”

Restructured plans for Next Stage Network

Implementation of Act on Promotion of Women’s Participation and Advancement in the Workplace

- Opening of J-Win office in Kansai area

- Launch of Men’s Network

- Opening of J-Win office in Kyushu area

- Launch of Uchinaga-ju Technology Program (U-STEAM)

Women’s Network Membership

2018

2019

2020

Corporate Membership

3,351

102

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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

Approximately 300 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.

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Women to the TOP!

Executive Network

Executive officers

Challenge! & Give back!

Next Stage Network

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Challenge! & Give back!

Next Stage Reinforcement Programs

The Uchinaga-juku Technology Program

The Uchinaga-juku is aimed at female department heads, and it is designed to help them change their actions in an innovative way. Of the 129 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 it 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.

Next Stage Network

Senior Managers and Managers

274

Switch-On!

High Potential Network

Managers and Non-Managers

246

J-Win three layers of Women’s Network

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.

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

J-Win promotes and collaborates with various organizations and initiatives. These include the APFC, WIGB, EOWA, WIIT, and the Japan Foundation Education Institute, among others, to foster diversity and inclusion.

● 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.

● 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.

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

J-Win harnesses its 14 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 analyzed and synthesized the efforts required to resolve these 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.

Sharing the latest trends in D&I

J-Win promotes D&I within member companies. Through each program, the meetings serve as a forum for ideas from companies in the same positions but different industries to engage in close interaction, deepen their understanding of D&I promotion, and expand their networks.

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 are given a better understanding of 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 as men should undertake to better promote the advancement of women 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 recognition 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.

The 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. Approximately 800 people attend the Annual Conference.

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

List of Award Winners for 2020 (Company names and individual positions valid as of award time)

- **Corporate Awards**
  - **Advanced Division**
    - Grand Prize: MUFG Bank, Ltd.
    - Second Prize: Mitsubishi UFJ Financial Group, Inc.
  - **Basic Division**
    - Basic Achievement Grand Prize: Aflac Life Insurance Japan Ltd.
    - Basic Achievement Second Prize: Sompo Holdings, Inc.

- **Individual Awards**
  - CEO Award: Kenetugu Mike
  - Leader Award: Minako Miyama
  - President & CEO: Dai Nippon Printing Co., Ltd.

- **Corporate Officer**
### J-Win Member Companies 102 (As of December 2020)

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

#### Regular Members (90 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.
- Dai Nippon Printing Co., Ltd.
- Deloitte Touche Tohmatsu LLC
- Development Bank of Japan Inc.
- DIC Corporation
- EY Japan
- Forest Holdings, Inc.
- Fujita Corporation
- FUJITA KANKO INC.
- FUJITSU
- Fukuoka Financial Group, Inc.
- Furukawa Electric Co., Ltd.
- Gakken Holdings
- H.S. Insurance Co., Ltd.
- Hitachi High-Technologies Corporation
- Hitachi Solutions, Ltd.
- Honda Motor Co., Ltd.
- HOYA Japan, Ltd.
- IHI Corporation
- Japan Airlines Co., Ltd.
- JAPAN POST BANK Co., Ltd
- Japan Tobacco Inc.
- JCB Co., Ltd.
- JFE Holdings, Inc.
- JTB Corp.
- Jupiter Telecommunications Co., Ltd.
- Kameya 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.
- MITSUI KNOWLEDGE INDUSTRY CO., LTD.
- 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.
- PFU Limited
- PIGEON CORPORATION
- PIONEER CORPORATION

#### Partner Members (2 companies)
- EAST JAPAN RAILWAY COMPANY
- JCB 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.
- Sony Corporation
- SUMITOMO CHEMICAL COMPANY, LIMITED
- Sumitomo Heavy Industries, Ltd.
- Sumitomo Mitsui Trust Bank, Limited
- Suntory Holdings Limited
- Taiyo Kogyo Corporation
- Takeda Pharmaceutical Company Limited
- 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.
- Tokyo Metro Co., Ltd
- Tokyo University
- Toray Industries, Inc.
- transcosmos inc.
- UCHIDA YOKO CO., LTD
- YAMATO HOLDINGS CO., LTD.
- Zeon Corporation

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