



# 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 2020)

[Board Chair] Yukako Uchinaga	Board Chair, J-Win	Nobuaki Koga	Board Chairman, Research Institute for Advancement of Living Standards
[Board Member] Kuniko Fujiwara	Board of Director, J-Win	Yoshiaki Tamura	Former Representative Director, Executive Vice President, AGC Inc.
Keisuke Yokoo	Board of Director, J-Win President, Member of the Board, Chief Executive Officer, JAPAN INVESTMENT CORPORATION	Yukiko Yoshimaru	Outside Director, Kawasaki Heavy Industries, Ltd. Outside Director, DIC Corporation
Kazuo Sugie	Outside Audit & Supervisory Board Member, SAPPORO HOLDINGS LTD.	[Auditors] Tetsuro Ohara	Board of Director, Sekisui House, Ltd. Auditor, J-Win
Kumiko Bandou	President, Japan Legal Support Center		
Junko Okawa	Senior Representative, External Affairs, Japan Airlines Co., Ltd.		

### 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

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

Collaborations with the national government and other organizations

Seminars, lectures, and PR events

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

2007

J-Win founded as a non-profit organization

2011

Launch of the Executive Network

2012

Creation of Individual J-Win Diversity Award (CEO Award/Leader Award)

2013

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

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

2014

Restructured plans for Next Stage Network

2015

-High Potential Network program switched from biennial to annual  
-Absolute evaluation methods introduced for J-Win Diversity Award

2016

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

2017

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

2018

-Opening of J-Win office in Kyushu area  
-Launch of Uchinaga-juku Technology Program (U-STEAM)

2019

Women membership

234

Member companies

74

Overseas Study Tour

907 participants

Countries visited: U.S.A. (Washington, D.C., New York, Boston), Canada, United Kingdom, Norway, Sweden, Finland, Australia  
(Total as of December 2019)



Women's Network Membership

2,988

2019 Corporate Membership

110

(Total number of individuals who have participated in the High Potential, Next Stage and Executive networks between 2007 and 2019.)

# 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.

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

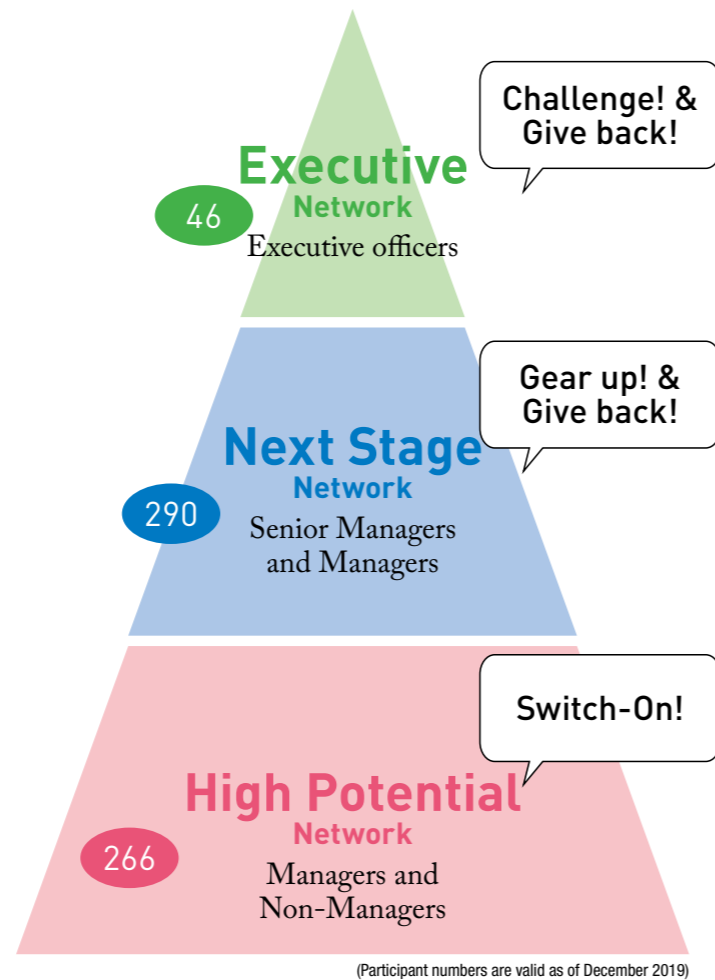
**Operating Structure** Committee of member representatives

Change in the mindsets of participants

	Program start	Program end
Have a career vision	54%	97%
Aiming to reach the Top	48%	93%
Want to become a leader	72%	99%
Want to step up in my company	85%	97%

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

## Women to the TOP!



## J-Win three layers of Women's Network

(Participant numbers are valid as of December 2019)



## 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", Off-site camps, Annual meetings

**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 112 alumni since its launch in 2013, 13 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.



## 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

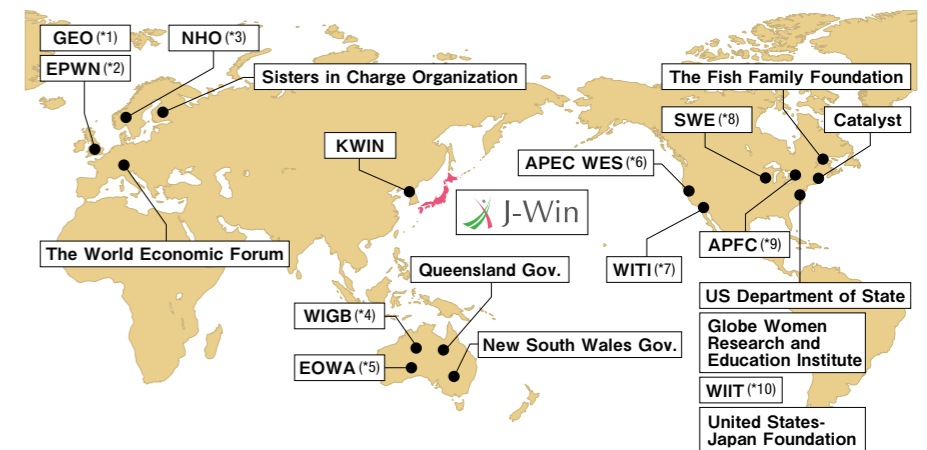
**Operating Structure** Committee of member representatives

## 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.

### Global Expansion



(\*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

# 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)

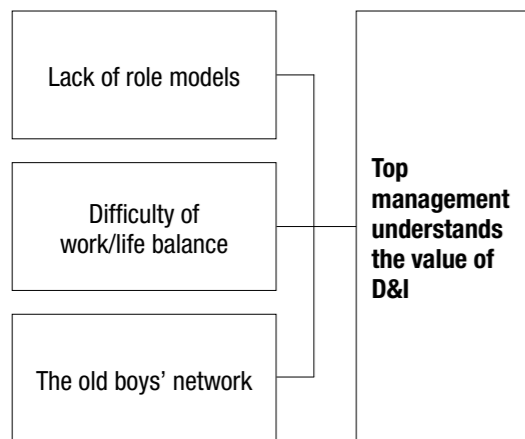
J-Win has worked for many years to survey, analyze, and support the promotion of D&I in workplaces. Based on that experience, J-Win has quantified the progress made by each company in promoting diversity, and developed a diagnostic tool called Diversity 3.0, through which companies can gain a better 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 excellent examples of ideas that have worked and other success stories, J-Win can help them come up with an action plan to accelerate the promotion of D&I in their own workplaces.

### Three barriers for women's advancement



### Eight initiative areas for women's empowerment

Problem Resolution	Management	<ol 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> </ol>
	Women	<ol style="list-style-type: none"> <li>4. Developing female leaders</li> <li>5. Reforming awareness among women</li> </ol>
	Company Structure	<ol 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> </ol>

**Quantify and visualize progress!**

## 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.

## 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 is given, a graduation ceremony is held for High Potential Network participants, and the J-Win Diversity Awards ceremony takes place.



## 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 2019 (Company names and individual positions valid as of award time)

Corporate Awards	
Advanced Division	Basic Division
<ul style="list-style-type: none"> <li>● Grand Prize</li> <li>ALL NIPPON AIRWAYS CO., LTD.</li> <li>● Second Prize</li> <li>Japan Airlines Co., Ltd.</li> </ul>	<ul style="list-style-type: none"> <li>● Basic Achievement Grand Prize</li> <li>Deloitte Tohmatsu Group</li> <li>● Basic Achievement Second Prize</li> <li>SG Holdings Co., Ltd.</li> </ul>
Individual Awards	
<ul style="list-style-type: none"> <li>● CEO Award</li> <li>Motoya Okada</li> <li>AEON Co., Ltd.</li> <li>Group CEO, President</li> </ul>	<ul style="list-style-type: none"> <li>● Leader Award</li> <li>Keiko Hayashi</li> <li>Deloitte Tohmatsu LLC.</li> <li>Partner/Group D&amp;I Leader/CPA</li> </ul>

## J-Win Advisory Board Members

(As of January 2020, in alphabetical order by company/organization name)

**Hiroshi Yokoo**  
AEON Co., Ltd.  
Director and Chairman of the Board

**Toshie Ikenaga**  
Gender Equality Bureau,  
Cabinet Office  
Director General

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

**Yoshiharu Ueki**  
Japan Airlines Co., Ltd.  
Representative Director,  
Chairman

**Yuji Hirako**  
ALL NIPPON AIRWAYS  
CO., LTD.  
President and CEO

**Takashi Tanaka**  
KDDI CORPORATION  
Chairman,  
Representative Director

**Iwao Nagashima**  
Mitsubishi UFJ Financial Group,  
Inc.  
Senior Managing Corporate Executive,  
Group CHRO & Group Deputy CDTO

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

**Koichi Iida**  
Mizuho Securities Co., Ltd.  
President & CEO

<Observer>  
**Hirohiko Nakahara**  
Economic and Industrial Policy  
Bureau, METI  
Deputy Director-General for Economic  
and Social Policy

**Eiichi Sakamoto**  
NIPPON TELEGRAPH AND  
TELEPHONE CORPORATION  
Senior Vice President, Head of General  
Affairs

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

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

<Observer>  
**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 Holdings, 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.  
Mitsui Fudosan Co., Ltd.  
MITSUI KNOWLEDGE INDUSTRY CO., LTD.  
Mitsui Sumitomo Aioi 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  
SG Holdings Co., Ltd.  
Sony Corporation  
SUMITOMO CHEMICAL COMPANY, LIMITED  
Sumitomo Heavy Industries, Ltd.  
Sumitomo Mitsui Banking Corporation  
Sumitomo Mitsui Trust Bank, Limited  
Suntory 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



## J-Win Non-Profit Organization

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