



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 2021)

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

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

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

2007

J-Win founded as a non-profit organization

Women membership
234

2011

Launch of the Executive Network

Member companies
74

2012

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

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)

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

Women's Network Membership

3,351

(Total number of individuals who have participated in the High Potential, Next Stage and Executive networks between 2007 and 2020.)

2018

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



2019

2020

2020 Corporate Membership

102

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

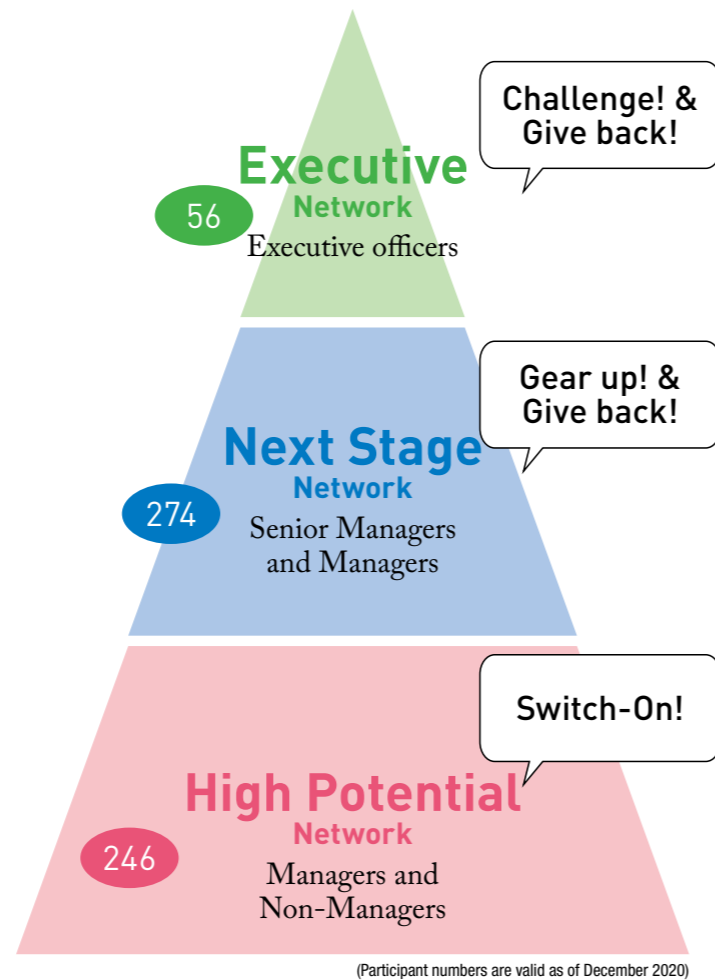
Operating Structure Committee of member representatives

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 2020)



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 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 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

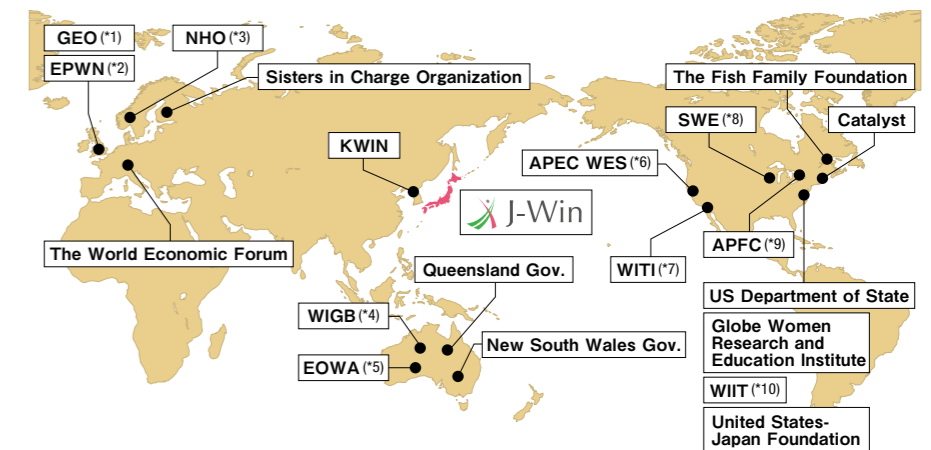
Operating Structure Committee of member representatives

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 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)

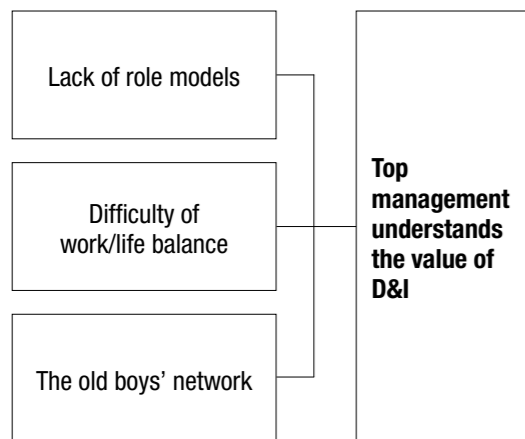
J-Win has worked for many years to survey, analyze, and support the promotion of D&I in workplaces. Based on that experience, J-Win has quantified the progress made by each company in promoting diversity, and developed a diagnostic tool called Diversity 3.0, through which companies can gain a better 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 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"> 1. Top management commitment 2. Promotional framework for D&I 3. Accountability of managers
	Women	<ol style="list-style-type: none"> 4. Developing female leaders 5. Reforming awareness among women
	Company Structure	<ol style="list-style-type: none"> 6. Innovating working style 7. Visualization of business process and evaluation processes 8. Reforming corporate culture, promoting increased awareness among men

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 2020 (Company names and individual positions valid as of award time)

Corporate Awards	
Advanced Division	Basic Division
<ul style="list-style-type: none"> ● Grand Prize ALL NIPPON AIRWAYS CO., LTD. ● Second Prize MUFG Bank, Ltd. 	<ul style="list-style-type: none"> ● Basic Achievement Grand Prize BELLSYSTEM24 Holdings, Inc. ● Basic Achievement Second Prize Dai Nippon Printing Co., Ltd.
Individual Awards	
<ul style="list-style-type: none"> ● CEO Award Kanetsugu Mike MUFG Bank, Ltd. President & CEO 	<ul style="list-style-type: none"> ● Leader Award Minako Miyama Dai Nippon Printing Co., Ltd. Corporate Officer

J-Win Advisory Board Members

(As of January 2021, in alphabetical order by company/organization name)

Akio Yoshida
AEON CO., LTD.
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Gender Equality Bureau,
Cabinet Office
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KDDI CORPORATION
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Yuji Hirako
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Mitsubishi UFJ Financial Group,
Inc.
Group CHRO

Koichi Iida
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<Observer>
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Equal Employment Bureau, Ministry
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Director General

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TELEPHONE CORPORATION
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Affairs

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

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

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

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

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

● Partner Members (2 companies)

EAST JAPAN RAILWAY COMPANY
JSR Corporation

● Regular Members (90 companies)

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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 Corporation
IBM 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.
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 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

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.
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
Tokyu Corporation
Toray Industries, Inc.
transcosmos inc.
UCHIDA YOKO CO., LTD
YAMATO HOLDINGS CO., LTD.
Zeon Corporation



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