

Diversity is the Game Changer

J-Win

Japan Women's Innovative Network

J-Win Non-Profit Organization

J-Win promotes diversity & inclusion and helps companies gain a competitive edge

Promoting diversity and inclusion is the key management strategy for innovation



Board Chair
Keisuke Yokoo

Work styles and the business environment are starting to dramatically change due to the rapid evolution of technologies.

In order for companies to achieve sustainable growth, it is extremely important for them to introduce innovation that is unbound by traditional values by utilizing human resources with diverse values and by holding discussions based on mutual understanding and respect. After all, organizations that avoid risks and prioritize maintaining the status quo are likely to quickly become homogenous and gradually decline.

In fact, transforming the corporate culture that has been developed up until now to promote diversity & inclusion (D&I) is an effective management strategy that will revitalize Japanese organizations and provide an important driving force for creating innovation. We must also not forget that the first step in achieving diversity in Japan is to make progress on empowering women, regarding which Japanese society is still far behind much of the rest of the world.

Since its establishment in 2007, the NPO J-Win has contributed to the enhancement of sustainable corporate competitiveness by working to support both the training of female leaders who drive organizations and society and the promotion of diversity & inclusion.

Based on our philosophy—which identifies diversity & inclusion as the foundation of management strategies—we will cultivate more female leaders who play a central role in corporate management and improve corporate value as we strive to take full advantage of the potential of every person and contribute to the realization of a society in which this leads to the self-actualization of each individual.

Board Members/Auditors (as of August 2025)

[Board Chair]	Keisuke Yokoo	Board Chair, J-Win
[Board Members]	Kuniko Fujiwara	Board Member, J-Win
	Yoshiaki Tamura	Former Representative Director, Executive Vice President, AGC Inc. Outside Director, Dai Nippon Printing Co., Ltd.
	Kumiko Bandou	Governor, Japanese Red Cross Society
	Yukiko Yoshimaru	Director of the Board, Sekisui House, Ltd.
	Nobuaki Koga	Former President, Japanese Trade Union Confederation (RENGO) Chairperson, International Economy and Work Research Institute (IEWRI)
	Masaaki Shirakawa	Former Governor, Bank of Japan Distinguished Guest Professor, Aoyama Gakuin University
[Auditor]	Tetsuro Ohara	Auditor, J-Win

J-Win's Purpose

Diversity creates new value.
Driving growth for people, business, and society.

J-Win's Mission

J-Win's mission is to contribute to the sustainable growth of companies.
Through supporting both the training of female leaders and the advancement of diversity and inclusion, we empower companies to embrace challenges and promote innovation.

J-Win's activity program

Supporting the development of female leaders
Three-layer women's network

- **Executive Network** — Executive officers and higher
- **Next Stage Network** — Mainly senior and other managers aiming for further advancement
- **High Potential Network** — Managers and persons one step away from becoming managers

Strategies Implementation

Supporting companies
Three-layer system for D&I promotion

- **CEO Meetings / Execution Leader Meetings / Corporate Officer Meetings** — Top management, executive officers and higher
- **Men's Network** — Male managers (mainly senior and other managers)
- **D&I Promotion PIC Meetings** — D&I promotion PICs

Quantifying and visualizing diversity progress: **D&I assessment**

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

2007
J-Win founded as a non-profit organization
(President and Representative Director: Yukako Uchinaga)
Launch of the High Potential Network
Launch of Overseas Study Tour

2008
Creation of the J-Win Diversity Award

2009
Launch of D&I Promotion Manager Meetings

2010
Launch of the Next Stage Network

2011
Launch of the Executive Network

2012
Creation of Personal Prize, J-Win Diversity Award

2013
Company Prize, J-Win Diversity Award separated into two categories

2013
Launch of Uchinaga-juku

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

2015
Absolute evaluation methods introduced for the J-Win Diversity Award

2015
High Potential Network program switched from biennial to annual

2016
Launch of women's empowerment progress analysis

2016
Implementation of Act on Promotion of Women's Participation and Advancement in the Workplace

2017
Launch of the Men's Network

2017
Opening of J-Win office in Kansai area

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

2020
Launch of skill enhancement program
Launch of mentoring program by female ambassadors to Japan

2021
Launch of CEO Meetings / Execution Leader Meetings

2022
Launch of Corporate Officer Meetings

2022
Start of the new system
Keisuke Yokoo Board Chair

Number of female members upon establishment
234

Number of member companies upon establishment
74

Overseas Study Tour
2,098 participants
Countries visited: U.S.A. (Washington, D.C., New York, Boston), Canada, United Kingdom, Norway, Sweden, Finland, Australia, Iceland, New Zealand
(total as of January 2024 * including the online Overseas Study Tour)

Total number of corporate members
6,670
(members who participated in three-layer Women's Network, Men's Network, CEO Meeting, Execution Leader Meeting, and Corporate Officer Meeting activities from 2007 to 2024)

Number of companies participating in activities
(as of September 2025)
193



We provide support to foster career awareness, help women gear up as business professionals and train business leaders

Supporting the development of female leaders

Three-Layer Women's Network (564 members)

To effectively empower women at companies, it is necessary to start by reforming their awareness. By conducting activities in line with the three-layer Women's Network, which is organized based on position, J-Win provides support to train female leaders by providing them with opportunities to improve each other and enhancing cooperation.

● High Potential Network

Reforming awareness for career advancement

The membership of the High Potential Network consists of women who are either managers or one step away from becoming them and were selected from among member companies. During our one-year program, these members (who number over 200) strive to establish an awareness of personal career development and "switch on" to achieve *Women to the TOP!* goal.

During monthly meetings, work groups, and other activities, these members play active roles as work group officers, etc., and they strive to improve each other in ways that go beyond specific industries and businesses as they deepen their networks and gain a proper leadership mindset and management capabilities. Upon graduating, students have experienced both networking and personal growth.

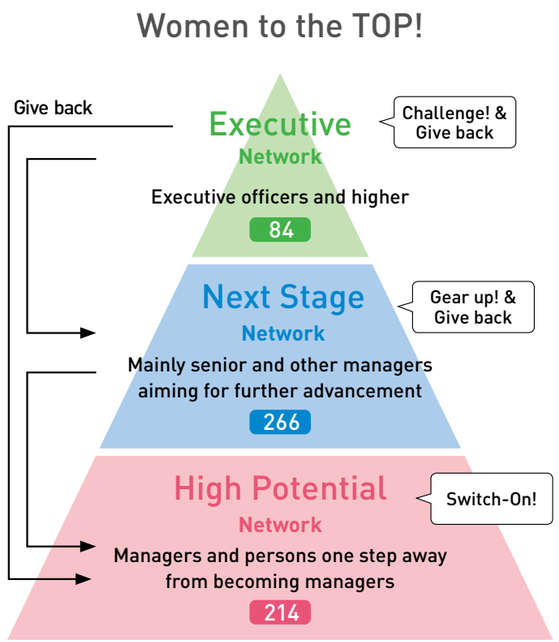
Program Content: **Monthly meetings, work groups (*bunka-kai*), off-site camps, and Overseas Study Tours**

Operating Structure: **Committee of member representatives**

Change in the mindsets of J-Win participants

	Program start	Program end
Desire to reach the TOP	66%	91%
Desire to be a leader	80%	96%
Existence of a clear vision	53%	93%
Confidence in ability to solve problems	36%	77%

(Responses taken from a questionnaire conducted targeting the fiscal 2023/13th High Potential Network participants)



(Numbers of participants are current as of September 2026)

● Next Stage Network

Striving to attain higher level business positions by gearing up as a business professional

To become decision makers at companies and other organizations, members of this network, who are mainly senior managers and other managers, gear up as business professionals, develop the mindset to be effective business leaders, and improve their skills.

More specifically, these activities are intended to help women prepare themselves to be successful executives, and the activities include seminars intended to help them gain an overall understanding of business and enhance their knowledge and skills as managers as well as committee and study group activities that enable diverse members to experience organizational management, thereby gaining concept formulation, planning, and execution capabilities. In addition, they support the work group activities of the High Potential Network and take other steps to guide and train the next generation of women, thereby helping them achieve further growth.

Program Content: **Monthly meetings, study groups (*kenkyu-kai* and *benkyo-kai*), off-site camps / annual meetings, skill enhancement seminars, and mentoring program**

Operating Structure: **Committee of member representatives**

Next Stage Network Reinforcement Programs

Female Manager Training School and Female Engineer Training School

The *Female Manager Training School* 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, cultivate their resourcefulness and awareness, and help them change their actions in an innovative way. Of the 203 alumni since its launch in 2013, 42 have risen to the position of corporate executive.

The *Female Engineer Training School* opened its doors in 2018, and it is aimed at female department and section heads in technical fields. The school's objective is to provide students with a manager's perspective that utilizes their strengths as engineers, thereby producing good candidates for technological leadership, and to achieve continuous networking.

● Executive Network

Aiming for greater heights as executive leaders

Members of this network continue to educate themselves to be more capable business leaders through our self-improvement program, thereby gaining more sophisticated business skills and knowledge, while also aiming for growth that enables them to go beyond just being corporate leaders and also play an active role in both industrial and global society.

Not only focusing on their personal growth, they also actively give back by providing guidance to the promising next generation of business leaders as role models.

In addition, the program works to increase collaboration with networks in Japan and around the world and to continuously communicate and work with the community to contribute to the promotion of D&I as Japan's largest female executive officer network.

Program Content: **Monthly meetings, study groups (*kenkyu-kai*), off-site camps, global network, and training of the next generation**

Operating Structure: **Committee of member representatives**



Next Stage Network-Executive Network mentoring

Annual Conference

The Annual Conference is held every year as a way for corporate members and many other stakeholders to look back on J-Win's activities during the course of that year. Many J-Win stakeholders are invited, including member bosses and HR department representatives. The Conference includes a report on the work group activities of the High Potential Network, panel discussions, and other events, and it is therefore an opportunity for everyone who participates in D&I promotion to find out what each team is aiming for. The J-Win Diversity Award ceremony is also held.



Fiscal 2023 NPO J-Win Annual Conference

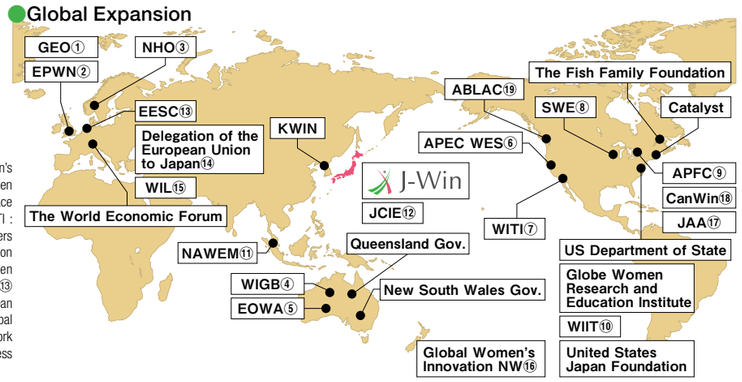
D&I Promotion in Society

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 Trad 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 ⑲ ABLAC : Asia Business Leaders Advisory Council

Global Expansion



J-Win Advisory Board Members

(Current as of September 2026, in alphabetical order by company/organization name)

Yukari Hashimoto
Aflac Life Insurance Japan Ltd.
Vice President
Chief Diversity Officer (CDO)

Hitoshi Yamaguchi
Daiichi Life Group, Inc.
Group Chief Human Resources Officer

Keiko Sawai
Gender Equality Bureau, Cabinet Office
Director-General

Takuya Fukumoto (Observer)
Ministry of Economy, Trade and Industry
Deputy Director-General, Economic and Industrial Policy Bureau

Kei Matsumoto (Observer)
Ministry of Health, Labour and Welfare
Employment Environment and Equal Employment Bureau
Director General

Yukako Yamaoka
Mizuho Financial Group, Inc.
Group Chief People Officer

Kayoko Kosugi
NTT, Inc.
Senior Vice President, Chief Human Resources Officer (CHRO) and Chief Compliance Officer (CCO)

Sinichi Hara
Sompo Holdings, Inc.
Group CHRO, Director, Deputy President and Representative Executive Officer

Masaru Kimura (Observer)
Ministry of Land, Infrastructure, Transport and Tourism
Vice-Director-General, Policy Bureau

J-Win supports the promotion and establishment of diversity & inclusion as a management strategy

Supporting Companies

Three-layer system for D&I promotion (553 members)

J-Win's corporate support activities include *CEO Meetings / Execution Leader Meetings*, to which top managers are committed, *Corporate Officer Meetings*, which link the top management to other managers, the *Men's Network*, which consists of male managers, and *D&I Promotion PIC Meetings*, which consist of D&I promotion PICs.

● CEO Meeting / Execution Leader's Meeting

Accelerating D&I promotion as the management

CEO Meetings position D&I promotion as a management strategy, with the top management committing to thoroughly implementing initiatives themselves. CEOs tap into their experience to discuss their thoughts concerning the significance and importance of promoting D&I, and the mutual stimulation provided by this discussion helps to accelerate the promotion of D&I.

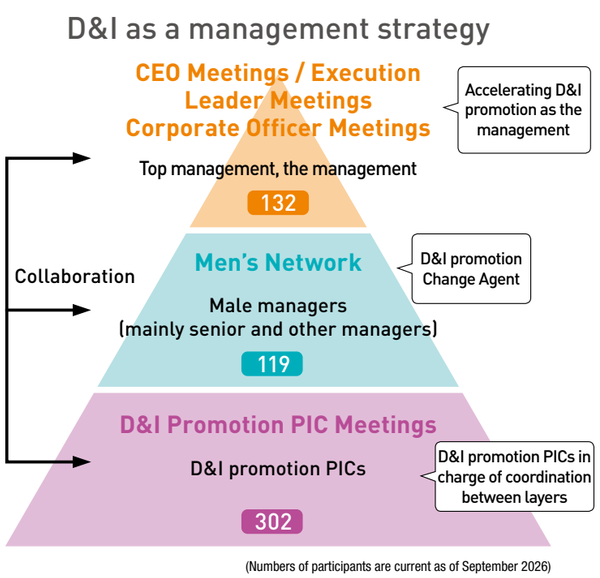
Execution Leader Meetings consist of officers in charge of D&I promotion, and they share information discussed at CEO Meetings in detail as measures.

They also exchange their honest opinions with members of other J-Win programs, including the Executive Network and Men's Network.

Program Content **Monthly CEO Meetings / Execution Leader Meetings**



CEO Meeting



(Numbers of participants are current as of September 2026)

● Corporate Officer Meetings

Network of chief executives in charge of promoting D&I

To deepen everyone's understanding of D&I promotion as a management strategy, we have established *Corporate Officer Meetings*, which consist of executive officers and department heads.

These meetings feature the introduction of initiatives by corporate officers, reports on J-Win activities (female leader training support, corporate support activities, etc.), and themed information exchange sessions.

We provide opportunities for corporate officers, who serve as the key to connecting top management to persons promoting D&I, to gain an understanding of the activities of J-Win as well as the initiatives of other companies, reflect on issues and measures of their own, and move forward.

Program Content **Monthly Corporate Officer Meetings**

Top management ⟷ Corporate officers ⟷ D&I promotion PICs



Corporate Officer Meeting

● Men's Network

Acting as Change Agents for D&I promotion

The Men's Network is a one-year program that targets male managers.

The objective of this network is for its members to become Change Agents who promote D&I by sincerely taking on the challenge of such promotion, engaging in dialogues with diverse employees to overcome preconceptions, gaining an understanding of the necessity and value of promoting D&I, and discussing such concepts in their own words.

The over 100 members of this network do group work and engage in round-table discussions concerning factors that stand in the way of D&I promotion—including corporate and organizational culture as well as *old boys' networks*—as well as actions that they should take as managers.

Program Content **Monthly meetings and work groups (*bunka-kai*)**

Notice the existence of old boys' networks (OBNs) and tackle them as a personal problem

- Gain an understanding of the situation and identify objectives
- Identify issues faced by you and your company
- Think of solutions and act accordingly



Monthly meeting of the Men's Network

● D&I Promotion PIC Meetings

D&I promotion PICs in charge of coordination between layers

D&I promotion PICs play a key role as cross-layer coordinators by developing systems and environments, fostering increased awareness of career advancement by female employees, facilitating the penetration of understanding throughout the workplace, and ensuring the commitment of the top management to such efforts. D&I promotion PICs from companies in the same positions take advantage of various programs—including lectures by experts, regular meetings that offer the opportunity for award-winning companies to share information on their initiatives, and study groups based on specific experiences, interests, and issues—to deepen their knowledge and build networks that go beyond specific industries.

Program Content **Monthly meetings, A-to-Z study groups (*kenkyu-kai*), and case study groups (*kenkyu-kai*)**



D&I Promotion PIC Meeting

D&I promotion A-to-Z study groups (*kenkyu-kai*)

These activities, which go on for eight months, are aimed mainly at newly appointed employees. They start with the issue of explaining *why it is necessary for companies to promote D&I and how to go about communicating this*, and the goal of these activities is to enable participants to acquire knowledge and skills that can serve as a strong foundation for promoting D&I, including identifying *their future vision, challenges they face, and initiatives.*

Case study groups (*kenkyu-kai*)

These study group activities are focused on specific topics, which are based on measure case studies and questions contributed by participants. During these activities, relevant information is thoroughly shared by using a Q&A format, and the results are applied to their companies' measures.

The J-Win Diversity Award

Since 2008, the J-Win Diversity Award ceremony has been held every year thanks to the participation of many companies. The Award includes the *Company Prize (Advanced Category, Basic Category)*, which honors advanced companies for positioning the promotion of D&I as a management strategy and for continuously producing female leaders, as well as the *Personal Prize (CEO Award, Leader Award)*, which honors individuals for their striking contributions to D&I promotion and establishment at companies.

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, the Ministry of Land, Infrastructure, Transport and Tourism, the Japan Association of Corporate Executives, and the U.S. Embassy in Japan.



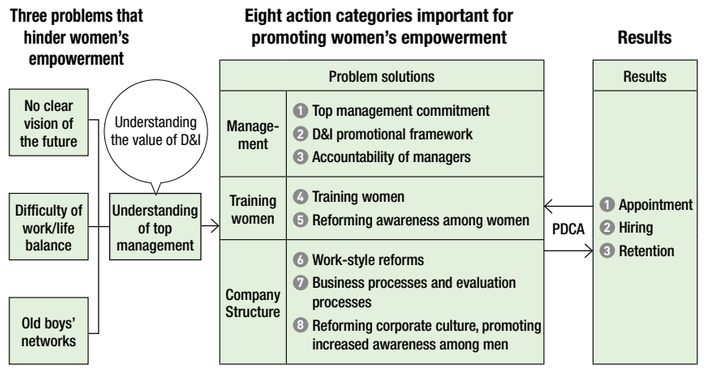
List of Award Winners for 2025 (Company names and individual positions valid as of award time)

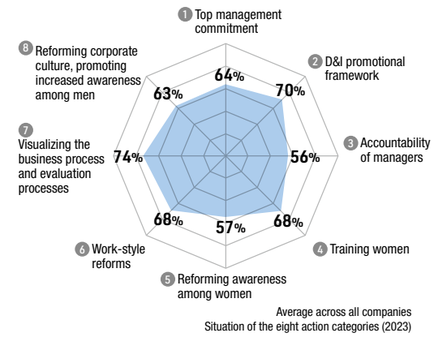
	Advanced Category	Basic Category
Company Prize	● Grand Prize Sumitomo Mitsui Trust Bank, Limited	● Basic Achievement Grand Prize PFU Limited
	● Second Prize NTT Group	● Basic Achievement Second Prize The Shoko Chukin Bank, Ltd.
Personal Prize	● CEO Award Yoshinari Kitajima Dai Nippon Printing Co., Ltd. President	● Leader Award Kazuko Nemoto Dai Nippon Printing Co., Ltd. Kaori Takeuchi Tokyo Electron Limited

● Quantifying and Visualizing D&I Progress

J-Win has worked for many years to survey, analyze, and support the promotion of D&I in the workplace. Based on that experience, J-Win has quantified the progress made by each company in promoting D&I 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.

J-Win has specified eight action categories in order to solve three key problems that hinder women's advancement (no clear vision of the future, difficulty of work/life balance, and old boys' networks), and we are quantifying the actions for each category. Based on the total score, which includes the above as well as the actual ratio of women in each employment position, we visualize the progress of D&I. In addition, we organize the results of our analysis and provide them as an *assessment report*.





J-Win Member Companies 94 (in alphabetical order, current as of September 2026)

Sponsor Members (6 companies)

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

Partner Members (2 companies)

AEON CO., LTD.
Tokyo Electron Limited

Regular Members (86 companies)

Adecco Ltd.
ADEKA CORPORATION
AEON FINANCIAL SERVICE CO., LTD.
ALPS ALPINE CO., LTD.
ANA HOLDINGS INC.
Asahi Kasei Corporation
ASICS Corporation
Astellas Pharma Inc.
Azbil Corporation
BELLSYSTEM24 HOLDINGS, INC.
Bridgestone Corporation
BROTHER INDUSTRIES, LTD.
Central Nippon Expressway Company Limited
CITIZEN WATCH CO., LTD.
DAC Holdings Co., Ltd.
Dai Nippon Printing Co., Ltd.
Daio Paper Corporation
Deloitte Touche Tohmatsu LLC
DIC Corporation
EAST JAPAN RAILWAY COMPANY
Eisai Co., Ltd.
EY Japan
Forest Holdings, Inc.
Fujita Corporation
Fukuoka Financial Group, Inc.
Furukawa Electric Co., Ltd.
Hachijuni Nagano Bank, Ltd.
Hitachi Building Systems Co., Ltd.
Hitachi High-Tech Corporation
HOYA Corporation
IBM Japan, Ltd.
IHI Corporation
Japan Airlines Co., Ltd.
Japan Tobacco Inc.
JFE Holdings, Inc.
JR KYUSHU RAILWAY COMPANY
JSR Corporation
KDDI CORPORATION
Kewpie Corporation
KPMG AZSA LLC
KYUSHU ELECTRIC POWER CO., INC.
Lawson, Inc.
Mitsubishi Heavy Industries, Ltd.
Mitsubishi UFJ Financial Group
MITSUI KNOWLEDGE INDUSTRY CO., LTD.
MST Insurance Service Co., Ltd.
NEC Business Intelligence, Ltd.
Net One Systems Co., Ltd.
Nichirei Corporation
Nippon Life Insurance Company
NIPPON PAINT HOLDINGS GROUP
NIPPON SIGNAL CO., LTD.
Nomura Real Estate Group
NRS CORPORATION
NS Solutions Corporation
NTT DATA FRONTIER CORPORATION
NTT TechnoCross Corporation
OKAMURA CORPORATION
Panasonic Automotive Systems Co., Ltd.
PwC Japan Group
Resona Bank, Limited
Resonac Holdings Corporation
Restar Corporation
Ricoh Company, Ltd.
Ridgelinez Limited
Rigaku Holdings Corporation
SAIBU GAS HOLDINGS CO., LTD.
Sapporo Breweries Ltd.
SECOM CO., LTD.
SEIBU HOLDINGS INC.
Sumitomo Heavy Industries, Ltd.
Sumitomo Mitsui Trust Bank, Limited
Suntory Holdings Limited
Suruga Bank Ltd.
T&D Holdings, Inc.
TDK Corporation
Teijin Group
The Nippon Foundation
The Shoko Chukin Bank, Ltd.
TOKAI RIKA CO., LTD.
Tokai Tokyo Financial Holdings, Inc.
Toray Industries, Inc.
transcosmos inc.
UCHIDA YOKO CO., LTD.
UNIADEX, Ltd.
XYMAX GROUP Corporation

J-Win
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J-Win Non-Profit Organization

5th Floor Kudan Crest Bldg. 1-5-10 Kudankita, Chiyoda-ku, Tokyo 102-0073 JAPAN
TEL +81-3-6380-8420 FAX +81-3-6380-8427 URL https://www.j-win5.jp
E-mail info1@j-win.jp Facebook https://facebook.com/JWinNPOOrg

Kansai Branch, **Kyushu Branch**

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