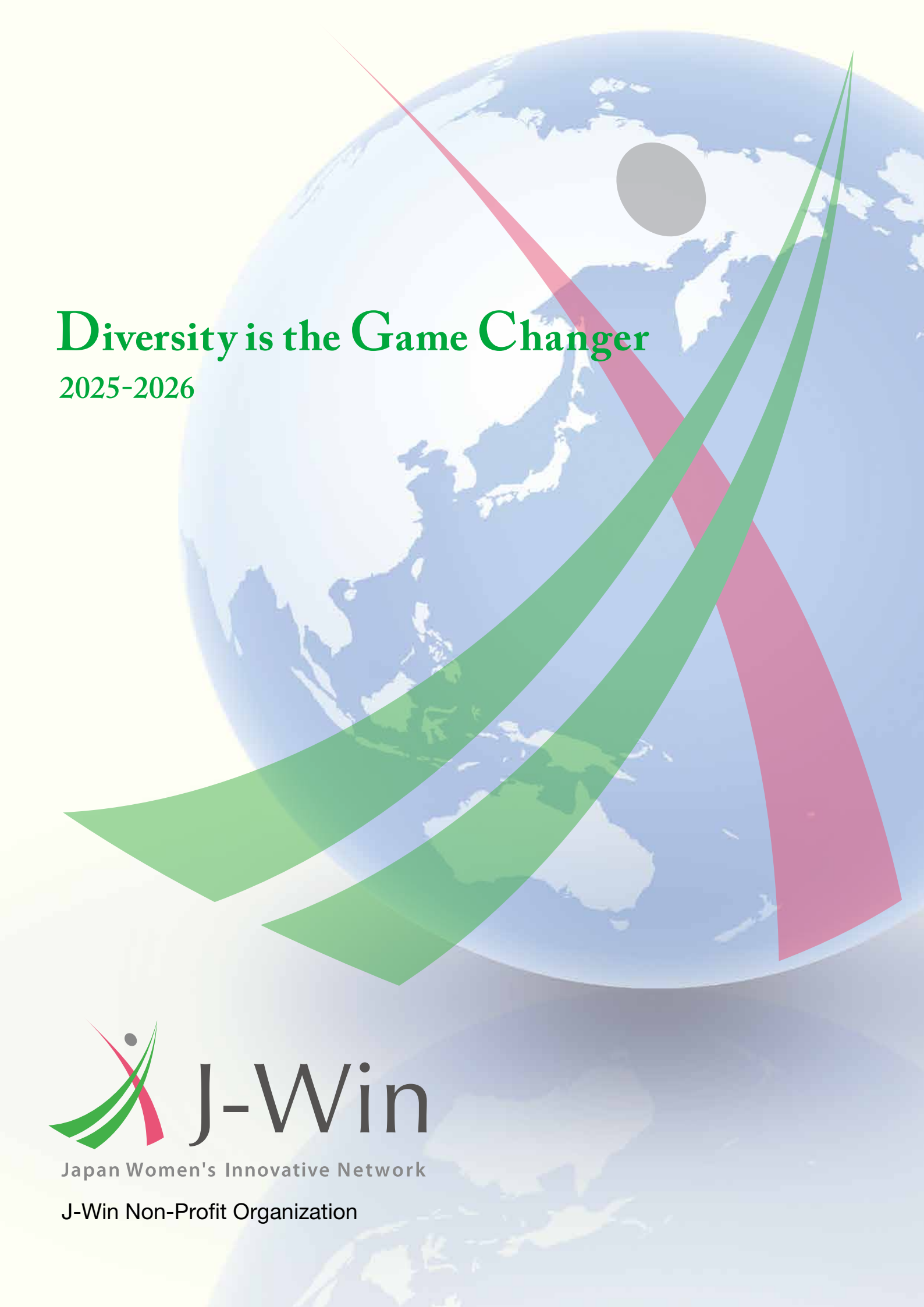




Diversity is the Game Changer

2025-2026



Japan Women's Innovative Network

J-Win Non-Profit Organization

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	Yukiko Yoshimaru
	Yoshiaki Tamura	Former Representative Director, Executive Vice President, AGC Inc.	Nobuaki Koga
		Outside Director, Dai Nippon Printing Co., Ltd.	
	Kumiko Bandou	Governor, Japanese Red Cross Society	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.

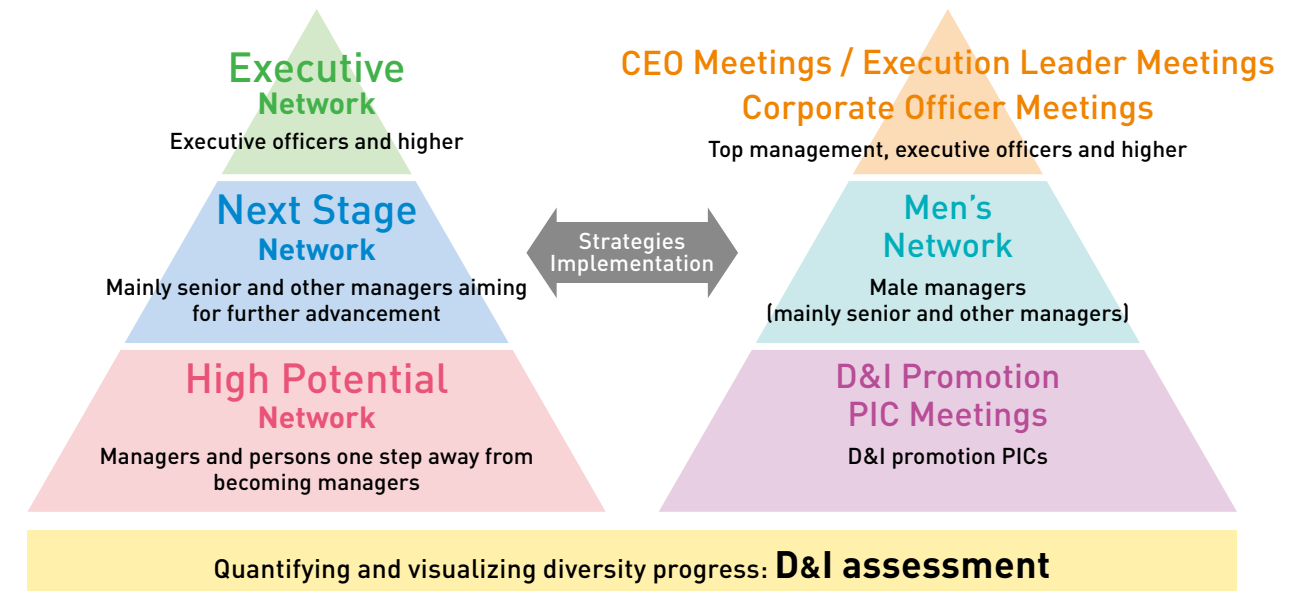
J-Win's Mission

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.

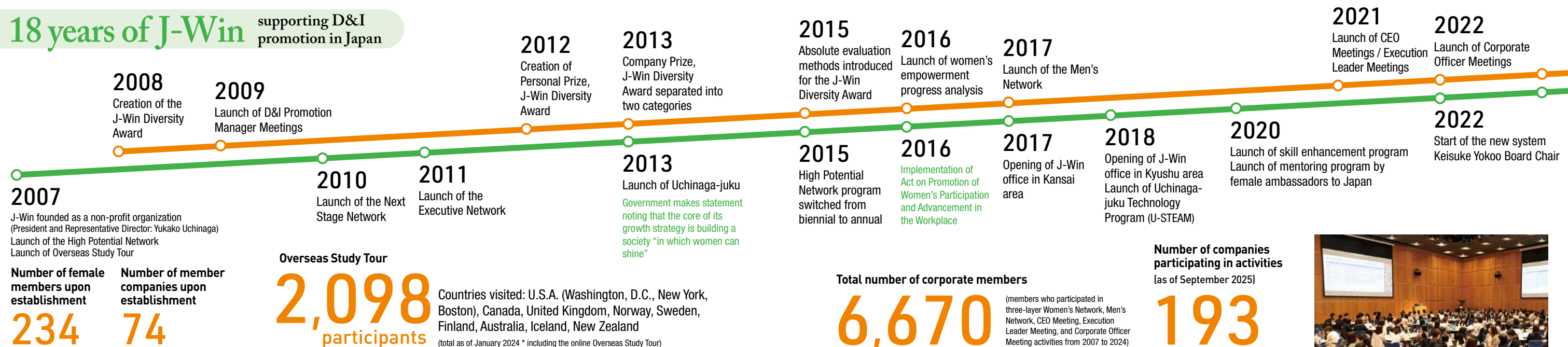
J-Win's activity program

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

Supporting companies
Three-layer system for D&I promotion



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



Supporting the development of female leaders

Three-Layer Women’s Network (552 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.

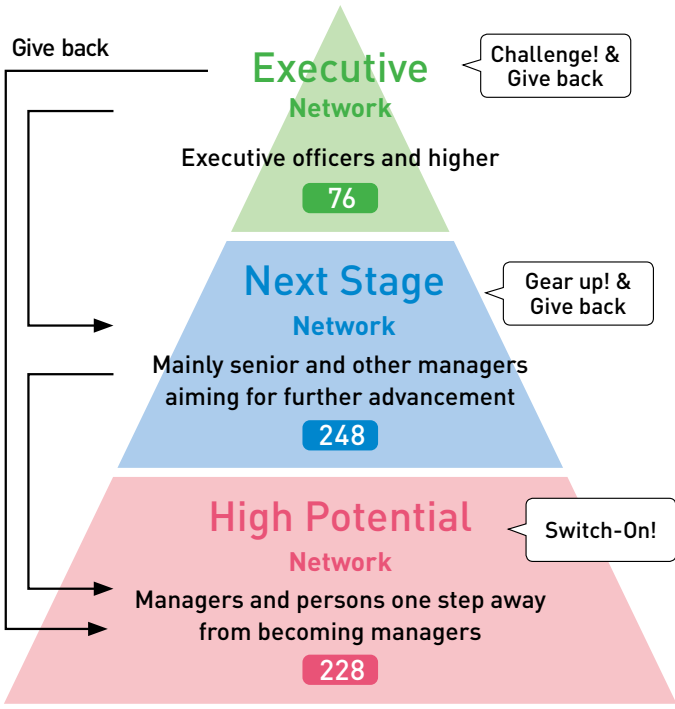
Program Content	Monthly meetings, work groups (<i>bunka-kai</i>), off-site camps, and Overseas Study Tours
Operating Structure	Committee of member representatives

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)

Women to the TOP!



(Numbers of participants are current as of September 2025)

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

J-Win Advisory Board Members

(Current as of September 2025, in alphabetical order by company/organization name)

Hiroyuki Watanabe

AEON CO., LTD.
Executive Vice President and Executive Officer
CHRO and AEON Living Zone Promotion Officer
Supervisor of Risk Management

Keiko Okada

Gender Equality Bureau, Cabinet Office
Director-General

Yukari Hashimoto

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

Makoto Hitomi

Mizuho Financial Group, Inc.
Senior Managing Executive Officer
Group Chief Human Resources Officer (Group CHRO)

Yotaro Numata

Dai-ichi Life Holdings, Inc.
Group Chief Human Resources Officer

Shuji Sakamoto

NTT, Inc.
Senior Vice President CHRO CCO
Head of General Affairs

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 (<i>kenkyu-kai</i> and <i>benkyo-kai</i>), 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.

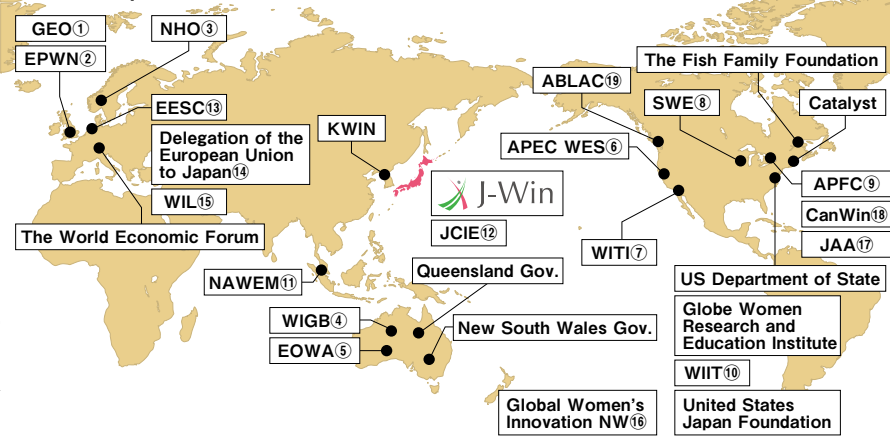
D&I Promotion in Society

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 Trade 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



Sinichi Hara

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

Sachiko Tanaka (Observer)

Ministry of Health, Labour and Welfare
Director-General, Employment Environment and Equal Employment Bureau

Futoshi Kono (Observer)

Ministry of Economy, Trade and Industry
Deputy Director-General, Economic and Industrial Policy Bureau

Takuro Kasao (Observer)

Ministry of Land, Infrastructure, Transport and Tourism
Deputy 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 (485 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.

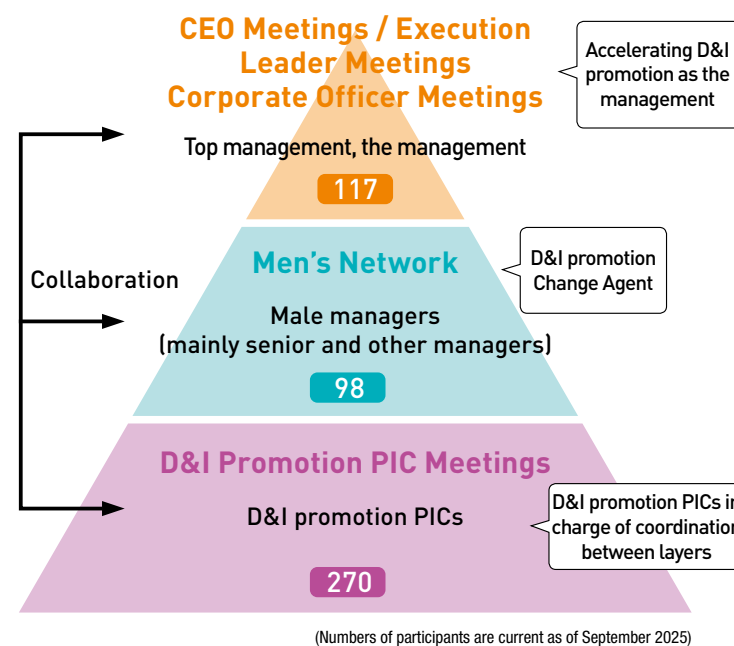
They also exchange their honest opinions with members of other J-Win programs, including the Executive Network and Men's Network.

Program Content Monthly CEO Meetings / Execution Leader Meetings



CEO Meeting

D&I as a management strategy



• 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*)

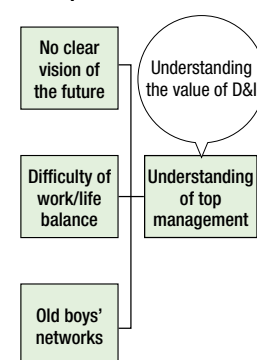
These study group activities are focused on specific topics, which are based on measure case studies and questions contributed by participants. During these activities, relevant information is thoroughly shared by using a Q&A format, and the results are applied to their companies' measures.

• Quantifying and Visualizing D&I Progress

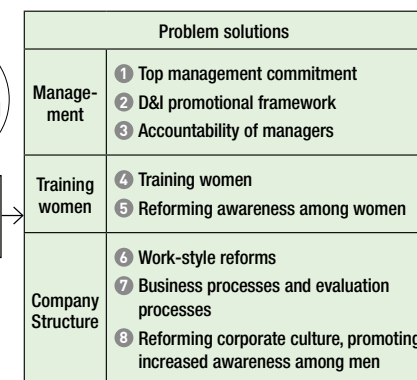
J-Win has worked for many years to survey, analyze, and support the promotion of D&I in the workplace. Based on that experience, J-Win has quantified the progress made by each company in promoting D&I and developed a diagnostic tool through which companies can gain a better understanding of their own 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

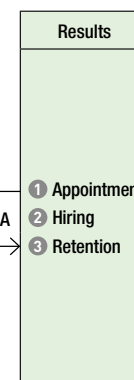
Three problems that hinder women's empowerment



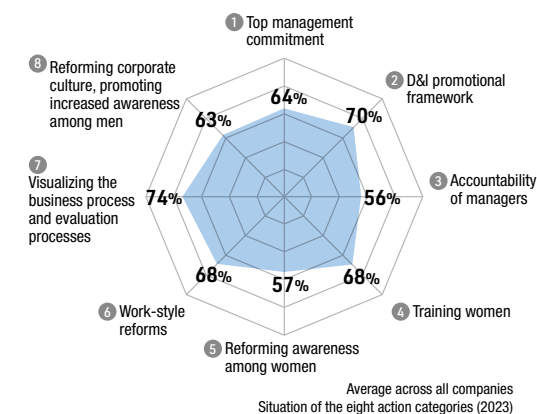
Eight action categories important for promoting women's empowerment



Results



Visualizing Eight Action Categories



J-Win Member Companies 84 (in alphabetical order, current as of September 2025)

● Sponsor Members (8 companies)

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

● Partner Members (2 companies)

Dai Nippon Printing Co., Ltd.
Tokyo Electron Limited

● Regular Members (74 companies)

ADEKA CORPORATION	IHI Corporation	PwC Japan
AEON FINANCIAL SERVICE CO., LTD.	Japan Airlines Co., Ltd.	Resona Bank, Limited
AKKODIS CONSULTING LTD.	Japan Tobacco Inc.	Resonac Holdings Corporation
ALPS ALPINE CO., LTD.	JFE Holdings, Inc.	RICHEMONT JAPAN
ANA HOLDINGS INC.	JR KYUSHU RAILWAY COMPANY	Ricoh Company, Ltd.
Asahi Kasei Corporation	JSR Corporation	Rigaku Holdings Corporation
Astellas Pharma Inc.	Kewpie Corporation	SAIBU GAS HOLDINGS CO., LTD.
Azbil Corporation	KPMG Japan	SAPPORO HOLDINGS LTD.
BELLSYSTEM24, Inc.	KYUSHU ELECTRIC POWER CO., INC.	SECOM CO., LTD.
Bridgestone Corporation	Lawson, Inc.	SEIBU HOLDINGS INC.
Central Nippon Expressway Company Limited	Mitsubishi Heavy Industries, Ltd.	Sumitomo Heavy Industries, Ltd.
DAC Group Corp.	Mitsubishi UFJ Financial Group	Sumitomo Mitsui Trust Bank, Limited
Deloitte Touche Tohmatsu LLC	MITSUI KNOWLEDGE INDUSTRY CO., LTD.	Suntory Holdings Limited
DIC Corporation	MST Insurance Service Co., Ltd.	Suruga Bank Ltd.
EAST JAPAN RAILWAY COMPANY	NEC Business Intelligence, Ltd.	The Chiba Bank, Ltd.
Eisai Co., Ltd.	Net One Systems Co., Ltd.	The Hachijuni Bank, LTD.
EY Japan	Nichirei Corporation	The Nippon Foundation
Forest Group	Nippon Life Insurance Company	The Shoko Chukin Bank, Ltd.
Fujita Corporation	NIPPON PAINT HOLDINGS GROUP	Tokyu Corporation
Fukuoka Financial Group, Inc.	NIPPON SIGNAL CO., LTD.	Toray Industries, Inc.
Furukawa Electric Co., Ltd.	Nomura Real Estate Group	transcosmos inc.
Hitachi Building Systems Co., Ltd.	NRS CORPORATION	UCHIDA YOKO CO., LTD.
Hitachi High-Tech Corporation	NTT DATA FRONTIER Corporation	UNIADEX, Ltd.
HOYA Corporation	NTT TechnoCross Corporation	XYMAX GROUP Corporation
IBM Japan, Ltd.	OKAMURA CORPORATION	



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/JWinNP00rg>

Kansai Branch, Kyushu Branch