



Diversity 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



Keisuke Yokoo
President of Representative Director

We are entering an unpredictable era in which the business environment is characterized by the rapid evolution of digital technologies. In order for Japanese companies to overcome issues arising in this era of major and sudden change, it is extremely important for them to 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. I also believe that the promotion of diversity and 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 implementing this type of diversity management in Japan is to empower women, who are still behind here compared to much of the rest of the world.

Since its establishment in 2007, J-Win has worked to support diversity management within its member companies, and we have contributed to the enhancement of sustainable corporate competitiveness. Based on our philosophy—which identifies diversity and inclusion as management strategy keys—we will continue to play a central role in corporate management as we cultivate more female leaders capable of succeeding in both Japanese and global society.



Yukako Uchinaga
Chairperson of Representative Director

J-Win, an NPO established in 2007, identifies diversity promotion as a key management strategy for bringing about innovation.

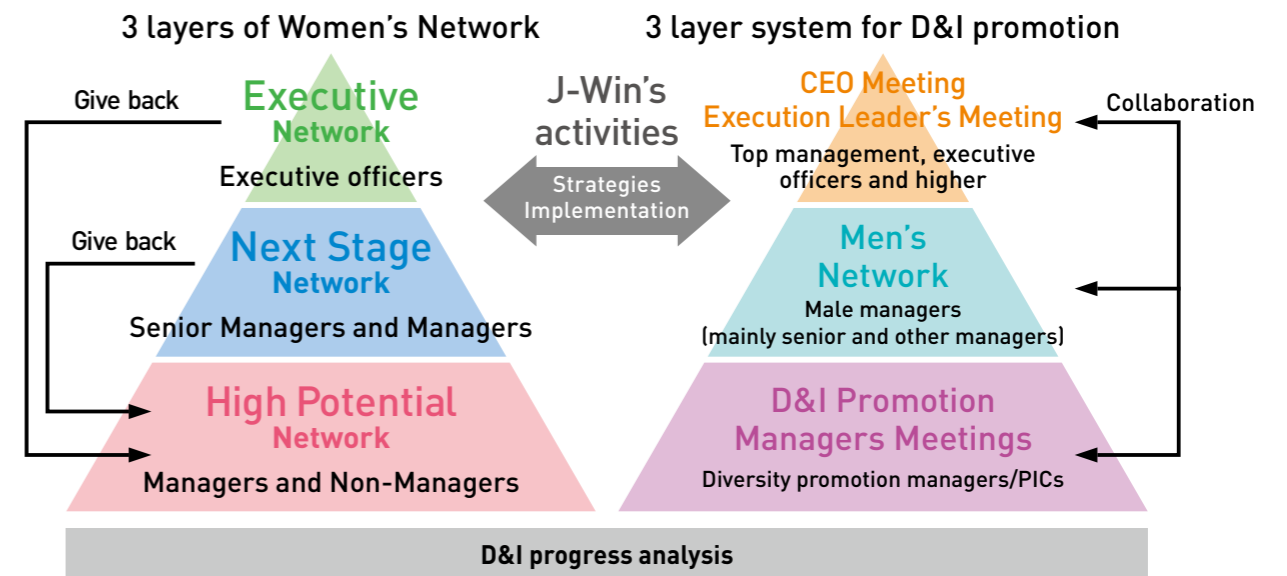
Our activities aimed at training female leaders started with nothing more than our High Potential Network, but we eventually expanded this to include two activity systems: our 3 layers of women's network, which is organized by position, and our 3 layer system for D&I promotion, which is aimed at supporting the promotion of diversity and inclusion at companies. I therefore feel like we have successfully established a foundation for promoting diversity.

Under its new leadership, J-Win will continue to further accelerate the appointment of women to corporate decision-making positions while also conducting activities aimed at spreading diversity and inclusion throughout Japanese society and promoting understanding.

J-Win's Objectives

- Promote Diversity & Inclusion as a management strategy
- Help women to build networks and provide opportunities for career development
- Contribute to building a society where diverse individuals can fully participate

J-Win consists of 3 layers of women's network, which is aimed at establishing career-development awareness and training human resources, a 3 layer system for D&I promotion, which supports D&I promotion as a management strategy, and D&I progress analysis, which quantifies and visualizes the D&I promotion situation.



Board Members/Auditors (As of July 2022)

[President of Representative Director] Keisuke Yokoo	[Chairperson of Representative Director] Yukako Uchinaga
[Board Members] Kuniko Fujiwara Board of Director, J-Win Yoshiaki Tamura Former Representative Director, Executive Vice President, AGC Inc. Outside Director, Kawasaki Heavy Industries, Ltd. Outside Director, DIC Corporation	Yukiko Yoshimaru Board of Director, Sekisui House, Ltd. Nobuaki Koga Board Chairman, Research Institute for Advancement of Living Standards Masaaki Shirakawa Former Governor of the Bank of Japan Distinguished Guest Professor, Aoyama Gakuin University
Kumiko Bandou Governor, Japanese Red Cross Society	
[Auditor] Tetsuro Ohara Auditor, J-Win	

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



Women membership upon establishment
234

Member companies upon establishment
74

Overseas Study Tour
1,405
participants

Countries visited: U.S.A. (Washington, D.C., New York, Boston), Canada, United Kingdom, Norway, Sweden, Finland, Australia, Iceland
(Total as of January 2022 * including online Overseas Study Tour)



Total number of corporate members
5,108

2022 Corporate Membership
95

(members who participated in 3 layers of Women's Network, Men's Network, CEO Meeting, and Execution Leader's Meeting activities from 2007 to 2022)



J-Win runs three layers of Women's Network 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 250 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

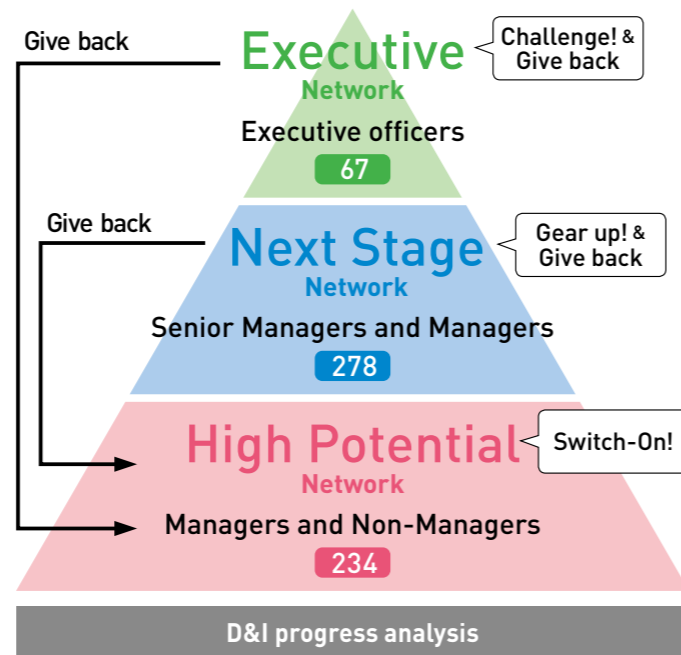
Operating Structure Committee of member representatives

Change in the mindsets of participants

	Program start	Program end
Aiming to reach the Top	69%	84%
Have a career vision	59%	91%
Desire to succeed overseas	50%	88%
Ability to ascertain the nature of problems and then make proposals and solve them	38%	73%
Ability to manage projects	27%	69%

(Responses taken from questionnaire conducted with 2021 High Potential participants.)

Women to the TOP! 3 layers of Women's Network (579)



(Numbers of participants are valid as of July 2022)

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.

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.



J-Win Advisory Board Members (As of July 2022, in alphabetical order by company/organization name)

Akio Yoshida
AEON CO., LTD.
Director, President and Representative Executive Officer

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

Keiko Okada
Gender Equality Bureau, Cabinet Office
Director-General

Kyoko Yamamoto
NTT Corporation
Senior Vice President, Head of General Affairs

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

Atsuko Ochiai
The Dai-ichi Life Insurance Company, Limited
Executive Officer

Makoto Takahashi
KDDI CORPORATION
President, Representative Director

Teruyuki Sasaki
Mitsubishi UFJ Financial Group, Inc.
Group CHRO

Nobuhiro Kaminoyama
Mizuho Financial Group, Inc.
Member of the Board of Directors, Senior Executive Officer / Head of Human Resources Group

<Observer>
Takatsugu Ryuzaki
Ministry of Economy, Trade and Industry
Deputy Director-General, Economic and Industrial Policy Bureau

<Observer>
Makoto Murayama
Ministry of Health, Labour and Welfare Employment Environment and Equal Employment Bureau
Director General

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

Next Stage Network

Gaining organization-running experience, acquiring deeper knowledge, and preparing to become a more effective business professional

The activities of our Next Stage Network are aimed at helping women to gear up as business professionals as they strive to attain higher level business positions. More specifically, these activities are intended to help women deepen their knowledge and otherwise prepare themselves to be successful executives, and the activities include the Business ABCs Seminar, which was added in 2020, and the Executive Network One-on-One Mentoring Program, which was added in 2021.

Program Content Monthly meetings, Work group activities "kenkyu-kai", "Benkyo-kai", Off-site camps, Annual meetings, Skill enhancement training, Mentoring program

Operating Structure Committee of member representatives

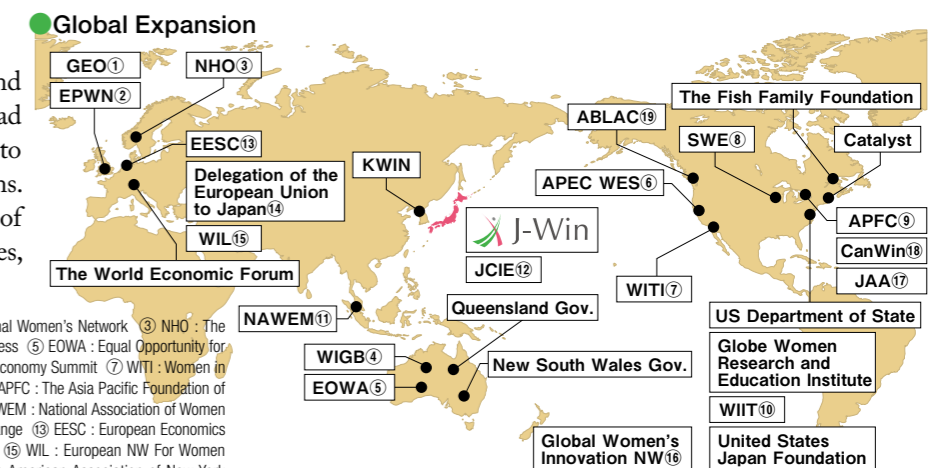
Next Stage Reinforcement Programs The Uchinaga-juku and Uchinaga-juku Technology

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 149 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.

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 JWCIE : Japan Center for International Exchange ⑬ EESC : European Economics and Social Committee ⑭ Delegation of the European Union to Japan ⑮ WIL : European Network 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

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

J-Win is helping to develop female leaders and promote D&I in companies. In addition to D&I Promotion Managers Meetings, which were started in 2009, we launched the Men's Network—for which male managers act as Change Agents—in 2017 as well as CEO Meetings / Execution Leader's Meetings, which are handled by the top management, in 2021.

CEO Meeting / Execution Leader's Meeting

Accelerating D&I promotion as a management strategy

CEO Meetings position diversity and inclusion (called D&I below) as a management strategy, and the meeting structure is handled by the top management. Under this system, CEOs react to the realities of promoting women's advancement, identify the fundamental issues, execute action plans based on discussions, and employ strong leadership to ensure that D&I promotion leads to concrete results.

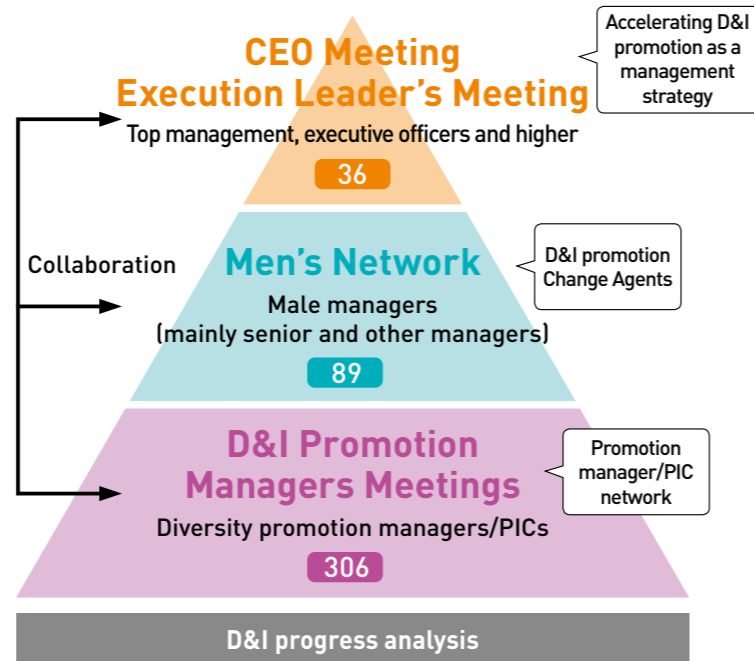
Execution Leader's Meetings consist of officers in charge of D&I promotion, and they play roles that include following up on the progress of CEO Meetings and providing support to help execute action plans.

Program Content: Semi-regular monthly meetings



D&I as a management strategy

3 layer system for D&I promotion (431)



(Numbers of participants are valid as of July 2022)

Men's Network

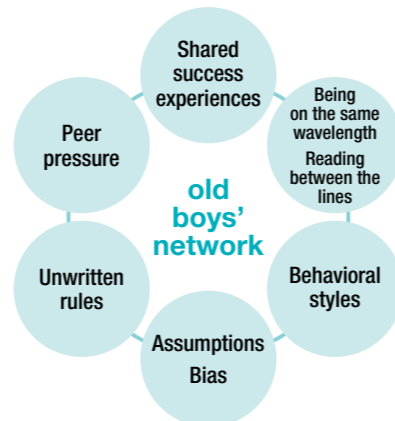
Acting as Change Agents for D&I promotion

The Men's Network was launched in 2017 targeting male managers at member companies. Through group-work, 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.

Program Content: Monthly meetings, Work group activities "bunka-kai"

What is an old boys' network?

An informal set of conventions, rules, and ways of doing work cultivated at a successful organization or company. These sets of unwritten cultural rules and atmospheres essentially underpin such organizations.



D&I Promotion Managers Meetings

Diversity promotion manager/PIC network

These meetings—which include the activation of monthly meetings and study groups to increase the value of our network while also enhancing our proposal functions based on the 3 layer system for D&I promotion—are held in order to find ways to help accelerate D&I promotion within member companies.

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.

Program Content: Monthly meetings, best practice study group activities, issue study group activities, and corporate officer meetings

Best practice study group: Member companies share examples of promoting the taking of childcare leave by men, training female senior managers, etc. in order to obtain hints on measures to take at their own companies.

Issue study group: Member companies consider and propose solutions for common issues that are difficult to tackle.

Corporate officer meetings: This is our corporate officer network of chief executives in charge of promoting diversity at each company. This network was started in fiscal 2022 in order to further accelerate D&I promotion at member companies.

Quantifying and Visualizing Diversity Progress

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 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.



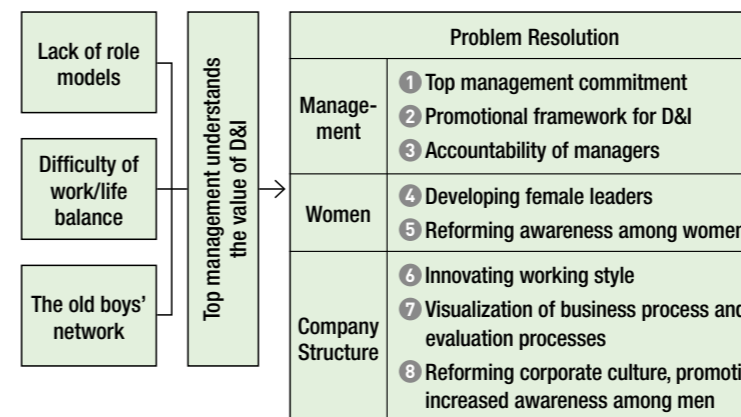
The J-Win Diversity Award

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 2022 (Company names and individual positions valid as of award time)

	Advanced Category	Basic Category
Company Prize	● Second Prize IBM Japan, Ltd.	● Basic Achievement Grand Prize Hitachi High-Technologies Corporation
	● Second Prize BELLSYSTEM24, Inc.	● Basic Achievement Second Prize Sumitomo Mitsui Trust Bank, Limited
Personal Prize	● CEO Award Akio Yamaguchi IBM Japan, Ltd. Representative Director, President	● Leader Award Emiko Sasaki EY Japan Consulting Partner

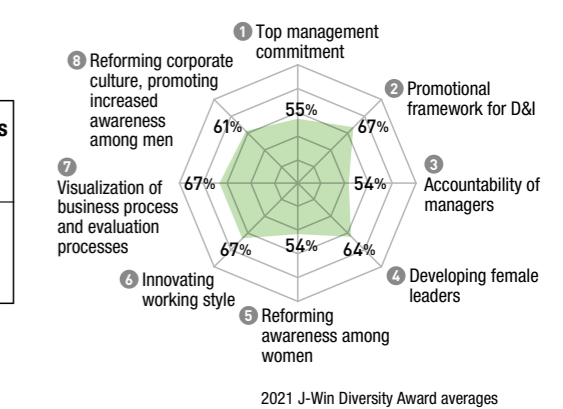
Three barriers for women's advancement



Quantification

Questions: 97
Perfect score: 765

Visualization



2021 J-Win Diversity Award averages

J-Win Member Companies 95 (As of July 2022)

● Sponsor Members (10 companies)

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

● Partner Members (3 companies)

EAST JAPAN RAILWAY COMPANY
TDK Corporation
Tokyo Electron Ltd.

● Regular Members (82 companies)

AGC Inc.	JAPAN POST BANK Co., Ltd.	Recruit Co., Ltd.
Aioi Nissay Dowa Insurance Co., Ltd.	Japan Tobacco Inc.	Resona Bank, Limited
ALPS ALPINE CO., LTD.	JCB Co., Ltd.	Ricoh Company, Ltd.
ARAKAWA CHEMICAL INDUSTRIES, LTD.	JFE Holdings, Inc.	SAPPORO HOLDINGS LTD.
ASKUL Corporation	JR KYUSHU RAILWAY COMPANY	SECOM CO., LTD.
Astellas Pharma Inc.	JSR Corporation	SEIBU HOLDINGS INC.
Azbil Corporation	JTB Corp.	SEIKAGAKU CORPORATION
BELLSYSTEM24, Inc.	KAMEDA SEIKA CO., LTD.	SG Holdings Co., Ltd.
Bridgestone Corporation	Kao Corporation	Showa Denko Materials Co., Ltd.
Central Nippon Expressway Company Limited	Kewpie Corporation	SINTOKOGIO, LTD.
DAC Group Corp.	KINKI NIPPON TOURIST Corporate Business CO.,LTD.	SUMITOMO CHEMICAL COMPANY, LIMITED
Dai Nippon Printing Co., Ltd.	Kirin Holdings Company, Limited	Sumitomo Heavy Industries, Ltd.
Deloitte Touche Tohmatsu LLC	KONICA MINOLTA, INC.	Sumitomo Mitsui Trust Bank, Limited
DIC Corporation	KPMG Japan	Suntory Holdings Limited
Eisai Co., Ltd.	KYUSHU ELECTRIC POWER CO,INC.	Taiyo Kogyo Corporation
EY Japan	Lawson, Inc.	Teijin Group
Forest Holdings, Inc.	Mitsubishi Heavy Industries, Ltd.	The Chiba Bank, Ltd.
Fujita Corporation	Mitsubishi Materials Corporation	The Nippon Foundation
Fukuoka Financial Group, Inc.	MITSUI KNOWLEDGE INDUSTRY CO., LTD.	The Nishi-Nippon City Bank, Ltd.
Furukawa Electric Co., Ltd.	NEC Corporation	The Shoko Chukin Bank, Ltd.
Gakken Holdings	Net One Systems Co., Ltd.	TOKYO GAS CO., LTD.
Hitachi High-Tech Corporation	NICHIREI FOODS INC.	Tokyu Corporation
Honda Motor Co., Ltd.	Nippon Life Insurance Company	Toray Industries, Inc.
HOYA Corporation	Nippon Paint Group	UCHIDA YOKO CO., LTD.
IBM Japan, Ltd.	NTT DATA FRONTIER Corporation	YAMATO HOLDINGS CO., LTD.
IHI Corporation	Osaka Gas Co., Ltd.	Zeon Corporation
IR Robotics Co., Ltd.	PFU Limited	
Japan Airlines Co., Ltd.	PIGEON CORPORATION	



J-Win Non-Profit Organization

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