

Diversity and Equality in the Workplace

Promoting diversity through comprehensive measures that are not limited to women's participation

Japan Airlines Co., Ltd.



Promote organizational reform and communication to realize a diverse workplace that motivates employees

The JAL Group's corporate philosophy is to "Pursue the material and intellectual growth of all our employees." Based on this philosophy, JAL aims to provide the best service to its customers and contribute to the progress and development of society. This corporate philosophy was established in the process of rebuilding after its bankruptcy in 2010. It expresses JAL's belief that it is crucial for each and every employee, including management, to have pride in working for JAL, to provide good services and improve its corporate value.

In 2019, JAL established the JAL Group Code of Conduct with the policy of "Respect for human rights and job satisfaction (human rights and labor)." In particular, it aims to realize its corporate philosophy through "respecting human rights and diversity" and ensuring a "safe and comfortable work environment."

Since 2013, JAL has been working continuously to promote active participation of women. Historically, the ratio of male and female employees in the Group as a whole have been equivalent, although with significant job segregation. In the cabin attendant division, where overwhelming majority of employees

are women, there were already many female employees who were able to balance work and family by utilizing maternity leave and childcare leave. However, the ratio of female managers in the ground crews/staff divisions remained low. The causal analysis showed that the turnover rate of women was higher than that of men despite the fact that there was no significant difference in their capabilities at the time of hiring.

The reason behind this was the long working hours and the lack of career development opportunities for female employees. Male employees were able to work longer hours because they did not have family responsibilities, whereas women had fewer opportunities to improve their capacities while taking care of their children after maternity and child care leave. What they had in common was the lack of opportunity to work in diverse ways according to their individual circumstances and needs.

In order to improve this situation, JAL's President established the Work Style Innovation Promotion Office in 2015. The office reviewed the company's existing way of working and introduced flexible work styles by providing mobile phones, notebook PCs, and free seating of office desks. In addition, to raise awareness of employees on work-style, JAL implemented measures and established company-wide rules to promote digitizing documents, effective meeting settings,

and sending e-mails. Teleworking, which was initially around 100 cases per year, increased significantly from 2,922 in fiscal 2016 to 5,707 in fiscal 2017, and 10,962 in fiscal 2018.

Also, to support the active participation of female employees, JAL prioritized "work fair" measures to promote equality in the workplace over "care measures" that encourage female employees to take maternity and child care leave measures (social protection initiatives). JAL has also promoted reforms and introduced new measures, such as the placement of women in traditionally male-dominated departments, group mentoring for female employees with officers as mentors, sending women to external training, and personnel evaluation systems that eliminate impression-based evaluations.

These top-down measures were also accompanied by bottom-up initiatives. "JAL Nadeshiko Lab" was established in 2015 as a cross-organizational project. Members from 43 JAL Group companies gathered to discuss diversity and inclusion, work style innovation, and promotion of women's participation in the workplace. In the lab, there were exchanges of opinions with management and presentation of recommendations through research. This provided an effective opportunity for female employees to convey ideas directly to management as well as to improve their proactive participation and self-confidence by producing an idea and speaking out. Another example of bottom up movement is the "Mummy and Daddy Cafe" where employees raising their children can form a network to find role models and consult with each other to maintain and improve their motivation to work.

By promoting communication between management and employees or among employees to bring about changes in the attitude of each employee, JAL plans to promote the effectiveness of reforms and accelerate the realization of diverse work-styles that helps both men and women. As a result, the satisfaction

level of female employees in the employee satisfaction survey has greatly improved; and the ratio of female managers increased from 15.1% in 2014 to 16.8% in 2018. Informing managers of the importance of promoting diversity and work style innovation has contributed to decreased total work hours of all employees for three consecutive years.

Promoting understanding of LGBT related issues throughout the Group

In order to realize "respecting human rights and diversity" that the Group Code of Conduct aims to achieve, JAL has also focused on promoting understanding issues surrounding LGBT rights and began concrete initiatives in 2016. First, in cooperation with nonprofit organizations, the company conducted training for management and human resources managers to enhance understanding of LGBT-related issues. Currently, JAL conducts e-learning for all Group employees,



conducts training to exchange opinions with LGBT people, revises internal rules based on gender diversity perspectives, and introduces a same-sex partnership system. Recently, JAL recognizes that this is an issue not only within the JAL group but an issue to be addressed in society as a whole. Therefore, in parallel with promoting understanding of its employees internally, JAL is expanding society-wide activities, including participating in and sponsoring external events such as Tokyo Rainbow Pride and operating JAL LGBT ALLY charter flights, to realize an ideal society.

NOTE



MNE Declaration
par.30



Related SDGs
Goal 5, 8, 10