

**Initiatives for an Inclusive Society Promoted by the JAL Group**

- Striving to Realize a Society Where All People Can Shine, Regardless of Disability -

Recognition as the Recipient of the D&I AWARD Grand Prize

Tokyo, JAPAN - Japan Airlines (JAL) received the highest honor, the “D&I AWARD Grand Prize” in the corporate category for companies with more than 3,001 employees, at Japan’s leading award recognizing and certifying companies promoting Diversity & Inclusion (D&I), the “D&I AWARD 2025*.” This marks the first time an airline has received this grand prize. In addition, JAL has been certified as a “Best Workplace” with the highest rating for five consecutive years since 2021. These recognitions reflect the ongoing commitment to fostering an inclusive workplace where diverse talents can thrive.



*The D&I AWARD 2025, run by JobRainbow, is Japan's leading award recognizing companies for their Diversity & Inclusion efforts, evaluating them on gender, LGBTQ+, disability, multiculturalism, and caregiving with a 100-point system to promote inclusive workplaces and an "inclusive society".

The initiatives highlighted in this award include:

- Expanding Opportunities for Employees with Disabilities

At the international first-class lounges at Haneda and Narita, JAL has introduced hand-drip coffee and shoe-shining services performed by employees with disabilities. Under the guidance of skilled specialists, these services enhance customer experience while supporting employee career development.

- Raising Awareness through Collaboration with HERALBONY

Designs by contracted artists from HERALBONY Inc. are featured on inflight amenities, paper cups, and meal sleeves. This collaboration promotes new value creation and raises social awareness regarding disabilities.

- Advancing Social Issue Resolution and Promoting LGBTQ+ Understanding

In addition to internal policies and training, JAL sponsors events to support LGBTQ+ understanding. Through collaboration with other companies, including joint event participation, these initiatives are further amplified.



- Promoting Shared Parenting and Supporting Male Employees in Household and Childcare Roles
Seminars and cooking classes aimed at male employees encourage gender equality at home, alongside initiatives to increase and improve paternity leave uptake.

- Creating New Value through Academic Collaboration

Joint research with Ochanomizu University applies academic insights to address gender gaps and explore new value brought by diversity.

- Employee-Led DEI Promotion (JAL DEI Lab)

The volunteer-based, cross-functional "JAL DEI Lab" team drives group-wide DEI initiatives embodying diverse employee perspectives from various departments, including international members.

Building on these achievements, the following presents further efforts underway to promote Diversity & Inclusion throughout the JAL Group and society at large.

Achievements in the Field of Sports

JAL Group employees have demonstrated exceptional performances in various sports competitions throughout 2025.

➤ Para Athletics

Yudai Suzuki secured consecutive titles in the 200m and 400m events at the Japan Para Athletics Championships in April 2025. Erina Yuguchi broke the world record in the 200m and the Asian record in the 100m at the NAGASE CUP 2025 in November 2025, setting new personal records.



➤ Tokyo 2025 Deaflympics

At the international sports event Tokyo 2025 Deaflympics, which opened on Saturday, November 15, 2025, Ayumu Ota, affiliated with J-AIR, competed in the mixed team event and men's doubles badminton. This was Ota's third consecutive appearance at the Deaflympics, following previous participation in Brazil. He won a gold medal in the mixed team event and placed fourth in men's doubles.



For more information about JAL Athletes and their inspiring achievements, please visit our [website](#).





Collaboration with HERALBONY: Creating a Society Where Diverse Values are Respected

JAL has partnered with HERALBONY Co., Ltd., since 2023. Starting late December 2025, three types of paper cups featuring diverse artworks will be provided on all domestic and international flights until supplies last. Each of the three selected artworks highlights unique individuality and expressive charm, conveying the message that embracing diversity means “It’s okay to be yourself without fitting into a single mold.” This initiative aims to respect and celebrate individuality.



Additionally, for the first time, JAL is featuring an overseas artist. By sharing these artworks with passengers, JAL seeks to support the activities of artists with disabilities in both Japan and abroad, encouraging them to take new steps forward.

- A video of the creative process featuring the three artists (Shotaro Takeuchi, Kayano Tanida, and Hélène Dum) is also available on the [JAL website](#).

Reference : [JAL and Heralbony Announce Business Partnership to Advance Diversity through Art and Increase Social Value](#)

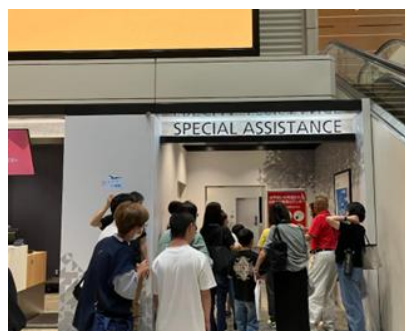
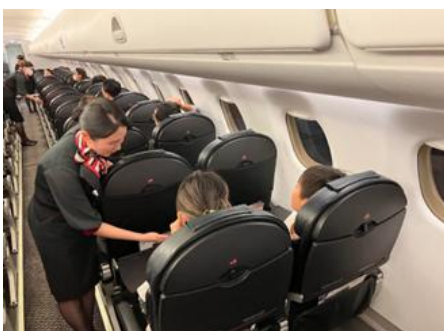
Implementation of Boarding Experience Sessions

The JAL Group offers boarding experience sessions designed for children and families who may feel anxious about air travel due to developmental disabilities or related characteristics. These sessions provide participants with an opportunity to become familiar with the entire travel process—from check-in to the inflight experience and disembarkation—through a combination of classroom instruction and hands-on simulated activities.

In the Tokyo area, sessions were held in October 2025, led by JAL cabin crew members certified as “JAL Accessibility Assistants.” The next session is planned for spring 2026.

Since 2022, J-AIR has conducted annual boarding experience sessions in the Osaka area, utilizing mock training facilities and actual aircraft parked on the tarmac. In 2025, these sessions took place at Osaka (Itami) Airport from June through October.

In both regions, efforts continue to alleviate participants’ anxiety and stress, aiming to ensure a safe, comfortable, and reassuring air travel experience.





JAL Sunlight Co.,LTD. (JSL) Celebrates Its 30th Anniversary

JSL, a special subsidiary dedicated to promoting the employment of people with disabilities, celebrated its 30th anniversary in November 2025. Under an environment where disabilities are not viewed as barriers to work, JSL continuously embraces new challenges.

JSL provides "Shoe-Shining Service" and "Hand-Drip Coffee Service" at JAL First Class Lounges in both Haneda and Narita international airports, services which have been highly praised by customers.

In April 2025, JSL opened a new base at Osaka (Itami) Airport, where it began offering cabin cleaning services and operating a café for employees.

Reference URL: https://prod-t.jal.com/en/jal-group-spirit/251201_1/



Active Participation in External Skills Competitions

JSL actively encourages its employees to take part in external skills competitions.

On Tuesday, September 30, 2025, Team "SKY CAFE Kilatto," composed of JSL employees, won first place at the "Challenge Coffee Barista" competition for baristas with disabilities.

Furthermore, at the 45th National Abilympics (National Skills Competition for Persons with Disabilities), held on Saturday, October 18, a JSL employee won the gold medal in the nail art category. JSL employees also participated in the "SHOESHINE GRAND PRIX," a competition showcasing shoe-shining skills, demonstrating strong effort and dedication.





Message from Tetsu Ohori, Managing Executive Officer and Senior Vice President - Human Resources

December 3–9, 2025, is the government-designated Week of Persons with Disabilities in Japan. Anchored in the corporate philosophy of pursuing the well-being of all employees, the JAL Group respects diversity and promotes a workplace environment advancing DEI (Diversity, Equity & Inclusion), where everyone can be their authentic selves and perform at their best.



In Japan, approximately 9% of the population has some form of disability. To help realize an inclusive society where all people, with or without disabilities, can live with confidence and peace of mind, the JAL Group is actively advancing efforts to eliminate barriers and improve accessibility. The JAL Group aims to foster an environment where people of diverse backgrounds — regardless of gender, age, nationality, or disability status— can work and grow together. The commitment extends to contributing to the creation of a rich and livable society for all.

Executive Officer Junko Sakihara spoke at the "SYNC25" Summit

The JAL Group is dedicated to eliminating exclusion of people with disabilities and is a member of the global network "Valuable 500," which includes over 500 companies and partners worldwide.

In December 2025, SYNC25, the world's first accountability summit designed to accelerate inclusion of people with disabilities, was held. The summit convened Valuable 500 member companies and representatives from disability communities worldwide to discuss the creation of a future inclusive society.

From the JAL Group, Junko Sakihara, Deputy Senior Vice President-Customer Experience, participated as a panelist in the session titled "Enhancing Corporate Value and Innovation," sharing the Group's initiatives that connect diversity with corporate value.



JAL Group remains dedicated to cultivating an inclusive society and creating shared value through embracing diversity.