



**EY Japan
People Consulting
Practice Introduction
2026**



The better the question.
The better the answer.
The better the world works.



**Shape the future
with confidence**



Contents

Introduction	3
EY Japan People Consulting	4
Our Services	5
Organization and Workforce Transformation	6
People Experience	14
Rewards and Transactions	22
HR Transformation	30

Introduction

In Japan, organizations are requiring more advanced and strategic capabilities from their HR functions. This shift is further accelerated by unprecedented labor shortages.

The role of the HR executive is rapidly evolving. No longer limited to managing HR operations, today's leaders are expected to think and act as business partners—bringing a P&L mindset and strategic foresight to decision-making. At the same time, they must lead with a deep connection to people, enabling organizational growth while driving digital transformation through the effective adoption of emerging technologies, including AI.

EY CHRO 2030 Market Insights, EY's recent global research, highlights how advances in AI and automation will fundamentally reshape the role, structure, and value delivered by HR.

At the same time, even in an increasingly digital era, it is people, and the organizations they form, who remain at the core of successful transformation. Maintaining this perspective is essential to ensuring steady and meaningful progress for organizations.

EY Japan People Consulting serves as a strategic partner in our clients' transformation journeys. We provide integrated support across a wide range of specialty areas, including talent management, rewards and compensation design, M&A and post-merger integration, HR technology implementation, change management, and leadership development.

In this brochure, we introduce not only examples of our experience and credentials, but also the unique value we deliver to the Japanese market.

We sincerely look forward to the opportunity to partner with you in shaping the future of your organization. Thank you.

Best regards,

Shinichiro Uzawa

EY Asia East and Japan
People Consulting Leader



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AI and automation will fundamentally reshape the role, structure, and value delivered by HR. Yet, even in this digital age, it will continue to be people and their experiences that drive true progress.

EY Japan People Consulting



EY is one of Japan's largest consulting firms dedicated to supporting organizations end-to-end across the full spectrum of people and organization challenges, all the way from strategy and design to hands-on execution.

Our People Consulting Practice offers a broad range of services, including talent development, change management, rewards, M&A support, and HR technology implementation.

Our global People Consulting network comprises approximately 6,000 experienced consultants, including around 300 professionals based in Japan. By combining EY's globally accumulated knowledge and frameworks with a pragmatic, Japan-specific approach, we deliver solutions tailored to the unique realities of Japanese organizations.

Through the integration of global insights and deep local understanding, we support Japanese companies in driving transformation and achieving sustainable, long-term growth.

Our Services

Our specialist teams bring together deep expertise and diverse perspectives to deliver practical, hands-on support in addressing our clients' most complex challenges. Our services enhance enterprise value through integrated end-to-end support across HR strategy, organizational transformation, and talent management.





Organization and Workforce Transformation

Service Overview





Organization and Talent Strategy

As AI adoption reshapes the workforce, increasing labor diversity (including foreign and senior talent), higher workforce mobility, and intensifying competition for highly skilled professionals are fundamentally shifting the talent landscape for organizations. Growth can no longer be achieved simply by increasing headcount. Instead, organizations must identify strategically critical talent, strengthen the quality of limited human resources, and enhance internal and external employer branding to attract and retain talent.

Our Expertise

To realize transformation and sustainable growth in response to changes in the social and business environment, EY supports the formulation of dynamic organizational and human resource strategies linked to key management and business indicators.

Value Proposition

- **Flexible alignment with management strategy**

We support close linkage between business strategy and human capital through a flexible, customized approach tailored to industry trends and the client's business environment.

- **Continuity in organization and talent transformation**

Leveraging deep expertise and execution capabilities in organizational transformation, we develop practical, accountable strategies and initiatives that enable smooth transition into implementation.

- **Data-driven decision support**

By collecting and analyzing organization and talent data, we provide quantitative, evidence-based insights to support management decision-making in organization and talent strategy.

EY's Three Pillars of Organization and Talent Strategy

- **Strengthened human capital management**

We support sustainable growth by aligning business strategy and sustainability policies with organizational culture, and by building frameworks for transparent human capital disclosure.

- **Strategic workforce planning**

Aligned with business planning, we optimize workforce structure based on quantitative metrics such as productivity, span of control, and age composition, while improving planning and forecasting accuracy.

- **Skill-based talent portfolio**

In line with business strategy and structural transformation, we visualize not only quantitative workforce changes, but also qualitative, skill-based portfolio shifts to enable skill-driven organization and talent development.

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Project Success Stories

- **Regional Revitalization through the Introduction of Human Capital Management (Hiroshima Prefecture)**

To promote investment in human resources in Hiroshima Prefecture and improve the productivity and competitiveness of regional companies, we supported the introduction of human capital management by local, mainly small - and medium-sized, companies. Our involvement extended beyond assistance to Hiroshima Prefecture itself, providing hands-on, end-to-end support to help participating companies put human capital management into practice.

- **Workforce Analysis for Strengthened Group Management (Retail / Consumer Products)**

With the aim of strengthening group-wide management, we conducted cross-group productivity analyses alongside reviews of management ratios and age composition. Based on these insights, we derived the optimal group-wide headcount and supported the transformation into a lean, resilient organization capable of delivering profits aligned with strategic objectives.

- **Workforce Analysis for Strengthened Group Management (Telecommunications)**

Slowing growth in previously high-profit businesses, driven by changes in the business environment, had made significant business model restructuring unavoidable. EY analyzed both quantitative workforce supply-demand gaps by business and function and qualitative gaps in skills and capabilities, while supporting the development of a skill-based HR strategy while assessing the feasibility of the client's long-term business strategy.

Why EY

- **Pioneer in human capital**

EY has been at the forefront of human capital management and disclosure, with a strong track record and deep practical expertise.

- **Deep understanding of business strategies**

EY combines deep expertise in organization and talent with strong business strategy and industry knowledge, enabling us to deliver value grounded in a deep understanding of our clients.

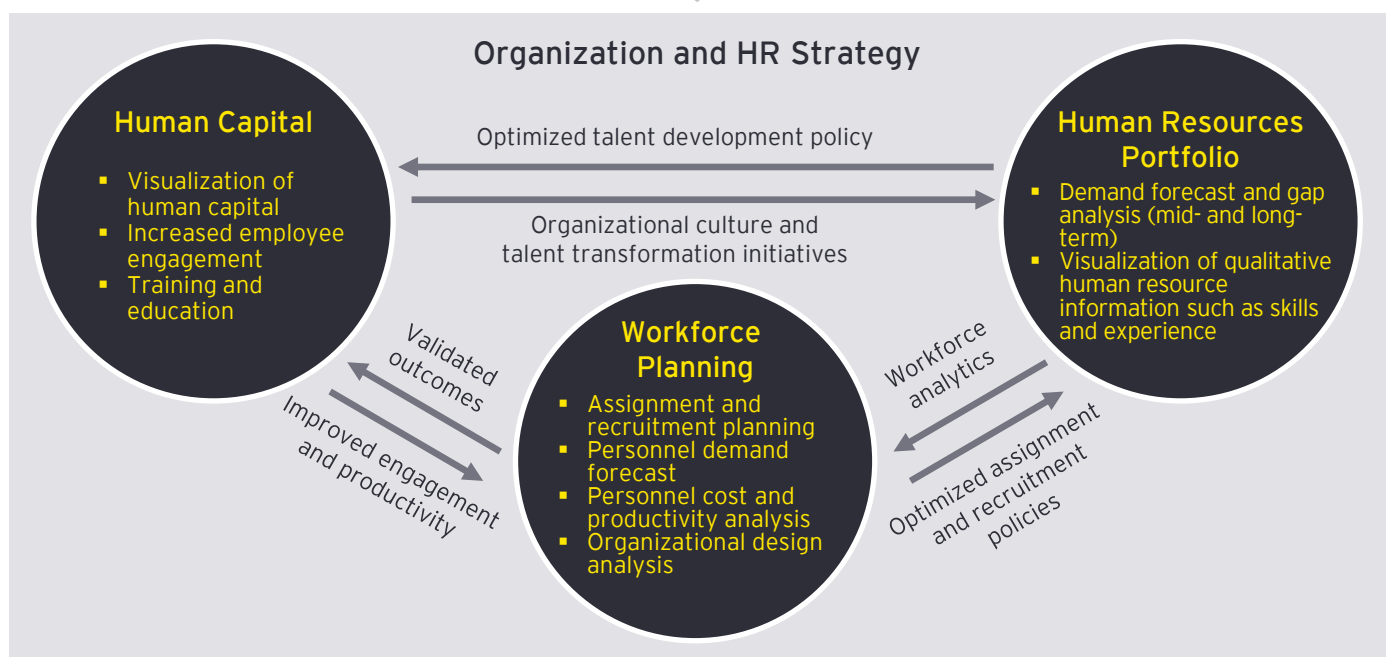
- **Alliances with a variety of partners**

Through partnerships with leading skill-tech companies, we deliver end-to-end support ranging from human resources strategy through talent management execution, ultimately enabling the development of skill-based organizations. We also provide vendor-agnostic recommendations, ensuring optimal solutions from an independent, third-party perspective.

Organization and Talent Strategy Framework to Support Management

Management Strategy and Corporate Vision

Link Management Strategy, Vision and Organization with HR Strategy





Talent Management and Strategy

Rapid advances in AI and data utilization, expansion of career autonomy, diversifying values, and acceleration of changes in the business environment are all forcing organizations to fundamentally reconsider how they view talent management. In parallel, there are a variety of challenges hindering how organizations respond to these changes, such as fragmented HR data, rigid systems, and inconsistent employee experiences.

Our Expertise

Our team specializes in connecting strategy and human resources through “Human Resource Management Design and Implementation.” By integrating policy design, technology, organizational development, and change management, we provide support that seamlessly transforms the approach to skills, human resource flows, evaluations, compensation, and organizational culture.

Value Proposition

- **Aligning talent foundations with strategy**

We build skill requirements, job descriptions, and talent data to improve workforce, deployment, and compensation decisions.

- **Optimizing talent flow**

By strengthening recruitment marketing, onboarding, skill matching, and leadership development, we help to secure and activate key talent.

- **Designing performance and reward models**

We design and implement high-performer models, 1-on-1 support, and balanced rewards to drive engagement and encourage employees to take on challenges.

- **Transforming culture and behavior**

We help clients foster a culture that supports strategy implementation, starting with culture assessments, revised codes of conduct and bottom-up initiatives to build organizations ready for change.

EY's Four Pillars of Human Resources Management Transformation

- **Consistency with strategy**

It is critical to integrate the skills, assignment policies, evaluations, remuneration, and various HR measures to form a consistent foundation and to clearly link them to the business strategy and management agenda.

- **Practical simplicity**

The solution not only needs to be correct; it needs to be realistic to operate in practice. Managers should be able to understand and explain it, naturally incorporating it into daily work with simplicity to ensure lasting change.

- **Visualization and decisions using data**

By visualizing skills, performance, engagement, etc. and utilizing them as a foundation for discussions on human resources, it is possible to make quick and high-quality decisions that don't rely on gut instincts.

- **Journey based on behavior change**

Rather than treating system implementation as the goal, we focus on how behaviors actually change. This ensures lasting shifts in areas such as performance evaluation, dialogue quality, and decision-making.

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Project Success Stories

- **Implementation of Job-Based Human Resources Management (High-Tech Manufacturer)**

We developed a job-based HR management system for a major domestic high-tech manufacturer that moving to a solution delivery business model. The previous HR policy was totally revamped to implement a new job-based system realizing compensation based on market levels for each job level and position. With this platform, we implemented a job post management process for personnel planning, an integrated training system, and manager training to promote the change. By going beyond HR policy change to have all talent management components informed by a job-based approach, we helped improve a proactive career ownership mindset for all employees.

- **Development of DX Human Resources (Financial Services Institution)**

A domestic financial services company was in the process of promoting digital transformation (DX) for the entire organization. EY designed and promoted a program to quickly develop DX talent at the core of the business departments. With the strong commitment of management, candidates selected from throughout the company were assigned to the DX division for an integrated development program combining OJT and off-the-job training. Rather than in isolation, we supported the development of a holistic system for developing DX talent including skill-based development program design, visualization of development status, and monitoring for management.

Why EY

- **Integrated support from upstream to implementation**

We support the entire transformation process, from human resource strategy and human capital management concept design to policy creation, system implementation, and on-site support while collaborating with other specialized teams.

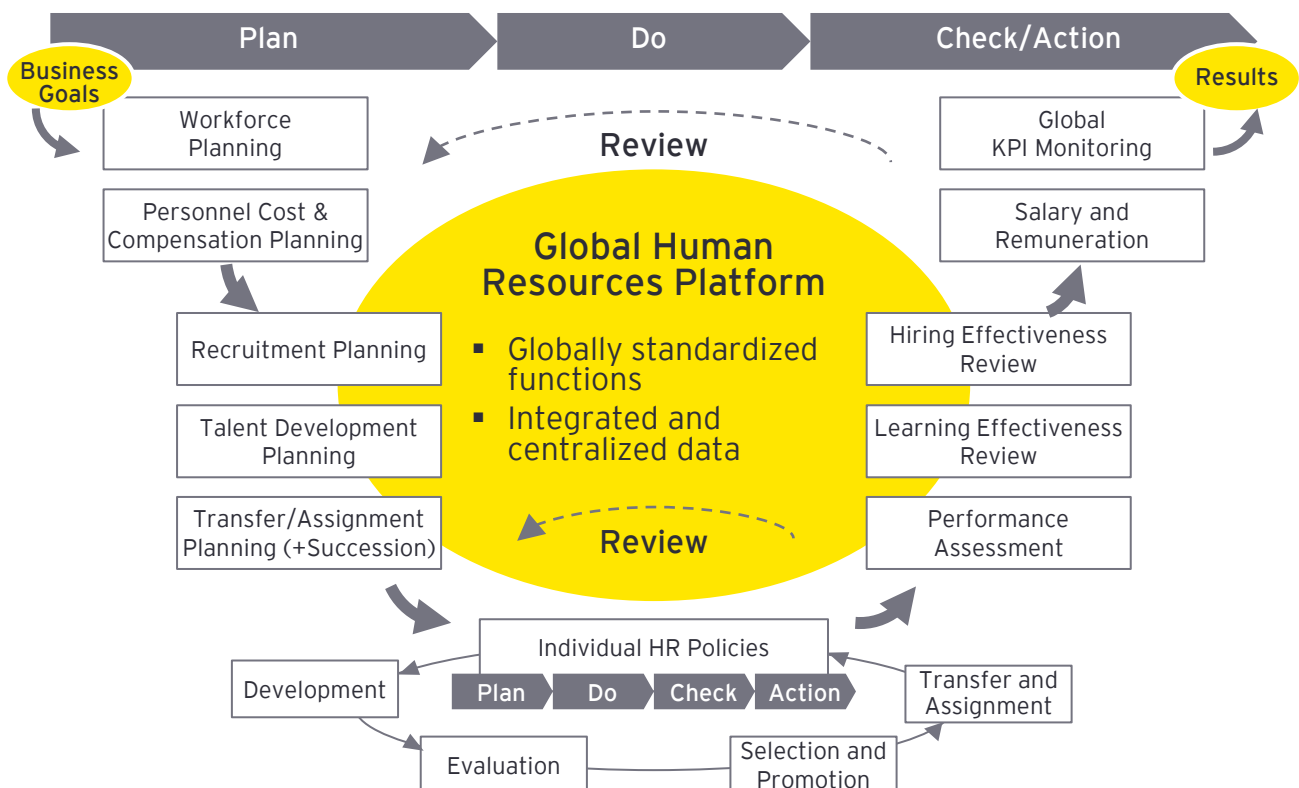
- **Effective solutions by experts with expertise in various industries**

We provide support through integrated solutions combining best practices based on our expertise in organizational and human resource issues with our industry expertise including manufacturing, IT, finance, consumer goods, and more.

- **Data-driven, digital-driven HR**

We integrate policies, processes, AI, analytics, and HR technologies to deliver results that work. We support transformative outcomes that realize the enhancement of the employee experience.

Integrated Framework for Human Resource Management: The Global Talent Supply Chain





HR Operations and Capability Enhancement

Continuing fluctuations in the market environment together with business portfolio and organizational restructuring becoming the norm mean that HR teams are expected more than ever to be “fast, accurate, and accountable”, while simultaneously developing learning mechanisms to improve productivity. While the use of SSCs and BPO has advanced, variations in quality and handling of exceptions have become bottlenecks. Against this backdrop, piecemeal optimization can only take HR so far. There is an urgent need to build an operationally sustainable foundation through standardization, data, and automation.

Our Expertise

The value delivered by HR operations and learning is not only in the framework of policies and training, but in the establishment of “practical systems that work effectively and continuously for employees.”

Value Proposition

- **Responsible support through implementation**

We promote HR operations transformation, SSCs*, and BPO** in an integrated manner, from consensus building to standardization, transition, and post-launch improvements. PMO and change management recognizing the “reality on the ground” are provided to achieve sustainable results with both speed and quality.

- **Standardization and control of operations**

By designing standards and exception criteria, approval authority, and data definitions, we help reduce fluctuations in quality across business groups and locations. Repeatable operations are established that can be sustained through handovers and outsourcing.

- **Active use of data and automation**

In addition to the use of HR SaaS/DWH, we combine visualization with GenAI and RPA to continuously monitor service KPIs such as input quality, processing time, and backlog. Improvements in accuracy and delivery speed are realized while reducing workload.

operations. In addition to optimized costs, operations are established to realize continuous improvements including service levels and controls.

- **Standardization and digitalization of HR operations**

We review processes with “zero-based thinking” to build operations that are “fast, accurate, and consistent” through standardization and automation. Operational workload is reduced while improving quality through the holistic design of inputs, approvals, exception handling, and data.

- **Corporate university design, operation, and adoption**

Starting with the definition of necessary skills, we design the program, operational structure, KPIs for attendance and results, etc. Through establishing the foundation and mechanisms for ongoing improvement, a platform is established to support continuous, sustainable learning for employees.

EY’s Three Pillars of Operational Transformation

- **HR service delivery design, transition, and governance**

We provide integrated support from current state analysis to consolidation and outsourcing strategies, migration planning, vendor selection, and stabilizing

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* SSC (Shared Services Center): Centralizes HR/administrative tasks within the group using standardized processes.

** BPO (Business Process Outsourcing): Outsources routine processes to external specialists to free internal resources.

Project Success Stories

Shared Services Center (SSC) Concept Development (Healthcare Services)

EY supported the development of a headquarters-led Shared Services Center (SSC) concept to address inefficiencies caused by fragmented functions across multiple offices and locations. We conducted current-state process visualization and workload analysis, accounting for differences between business groups, and developed a standardized activity inventory starting from pilot businesses. Supported large-scale HR BPR centered on paperless operations, self-service enablement, and role consolidation. An actionable roadmap and clear ROI to support executive decision-making were developed, with a view toward subsequent design and transition phases.

Talent Marketplace Concept Development (Automotive Manufacturer)

We designed the concept and PoC for a Talent Marketplace (HR data platform) aimed at strengthening corporate university initiatives and HR functions through cross-company talent utilization. In addition to designing mechanisms for talent visibility and matching, we structured the end-to-end HR value chain from the perspective of linking talent development with deployment. Key HR issues around capturing and accumulating acquired skills were articulated and connected to future assignments and opportunities, while visualizing governance and data acquisition constraints across multiple organizations, providing actionable insights for the next phase.

Why EY

Designing Beyond the Concept Phase to Ensure Execution

HR operations and learning initiatives often stall when left at the conceptual level. We design with downstream phases (standardization, transition, operations, and continuous improvement) firmly in mind from the outset. By defining roles and responsibilities, exception handling, governance, and KPIs early on, we help ensure that concepts translate into solutions that function effectively in day-to-day operations.

Building an "HR-as-a-Service" Operating Model

We decouple HR operations and learning from individual-dependent practices by clearly defining service levels, KPIs, and governance. This enables a scalable, repeatable operating model that delivers consistent quality across locations and groups, while remaining flexible for outsourcing and organizational restructuring.

Execution Capability Grounded in Advanced Insights and a Scientific Approach

We bring together multidisciplinary professionals with deep expertise in AI and digital technologies to drive transformation through objective, data-driven approaches. We enable sustained improvement by translating leading practices in efficiency and capability enhancement into practical processes and data utilization embedded in daily operations.

Transformation of HR from Back-Office Function to Business Contributor

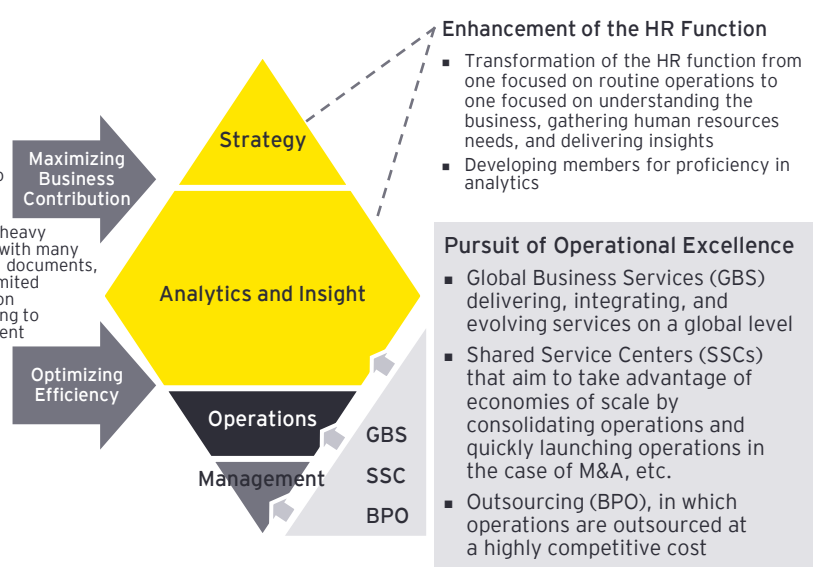
Traditional Back Office

Heavy process and administrative workload, many people working in operations, high cost structure, limited value added



Contributor to Strategy and Business

Information and insights that contribute to business, management and decision-making, while achieving standardization, automation, and standardized operations





People Experience



Service Overview





Change Management

In today's rapidly evolving and increasingly complex environment, organizations are adapting to change by driving various initiatives such as organizational restructuring and digital transformation. For these initiatives to be successful, it is essential to engage people in the "journey of transformation". With our Change Management services, we develop and execute strategic plans to realize the desired transformation benefits through all levels of an organization, from executives to frontline employees.

Our Expertise

We support clients with a wide range of Change Management services, including implementation of new strategies, organizational and operational transformation, digital transformation, and post-merger integration (PMI).

Value Proposition

- Our "Change Experience" methodology places humans at the center of transformation. By combining organizational and behavioral principles with each client's unique strategy, we aim to make change something that people experience rather than simply something that happens to them. EY partnered with Oxford Saïd Business School to study the human factors that lead to successful transformation. The research revealed that organizations that put humans at the center of change, anticipate behavioral and emotional shifts, and manage them effectively **are 2.6 times more likely to succeed in transformation***.
- EY's Change Management approach is globally consistent while being tailored to Japanese corporate culture and client needs. We focus on **making change meaningful, analyzing its impact, and ensuring sustainable transformation**. By acknowledging the emotions of both leadership and frontline employees, we **focus on growth experiences** to drive changes in processes, organization, and systems, while measuring performance and tangible outcomes.

EY's Four Pillars to Drive Transformation

- Leadership**
Leadership drives the transformation, preparing the transformation vision and roadmap while ensuring alignment with consensus building and communication.
- Engagement**
Team members, especially middle managers, are heavily involved and prepare for future turning points while considering the level of change impacts.
- Proficiency**
Development and learning initiatives are implemented, starting with defining the organizational and talent skills needed for new operations.
- Confidence**
We clarify the impact of the transformation on organization, people, processes, and systems, and monitor readiness through data and metrics.

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*EY, "How do you harness the power of people to double transformation success?" (2022)

Project Success Stories

- **Change Management for Global Business Transformation (Consumer Goods Company)**

We successfully executed a global business transformation centered on SAP solutions, transitioning from region-specific business operations to globally standardized workflows and data. EY's Change Management teams across regions collaborated to consistently manage all Change Management activities. Leveraging EY's "Change Experience" methodology, regional teams adopted the most suitable approach aligned with local business characteristics, culture, and language needs, all toward a single shared goal.

- **Post-Merger Integration Support (Life Sciences Company)**

In integrating four organizations across France and Japan, we developed a robust communications plan to deliver clear and consistent messaging, avoiding confusion during the creation of the new organization. The key to transformation was ensuring employees' voices reached leadership and prioritizing activities centered on human emotions and behavioral principles. We also visualized individual career paths and roles within the new company.

Why EY

- **Dedicated Change Management Team**

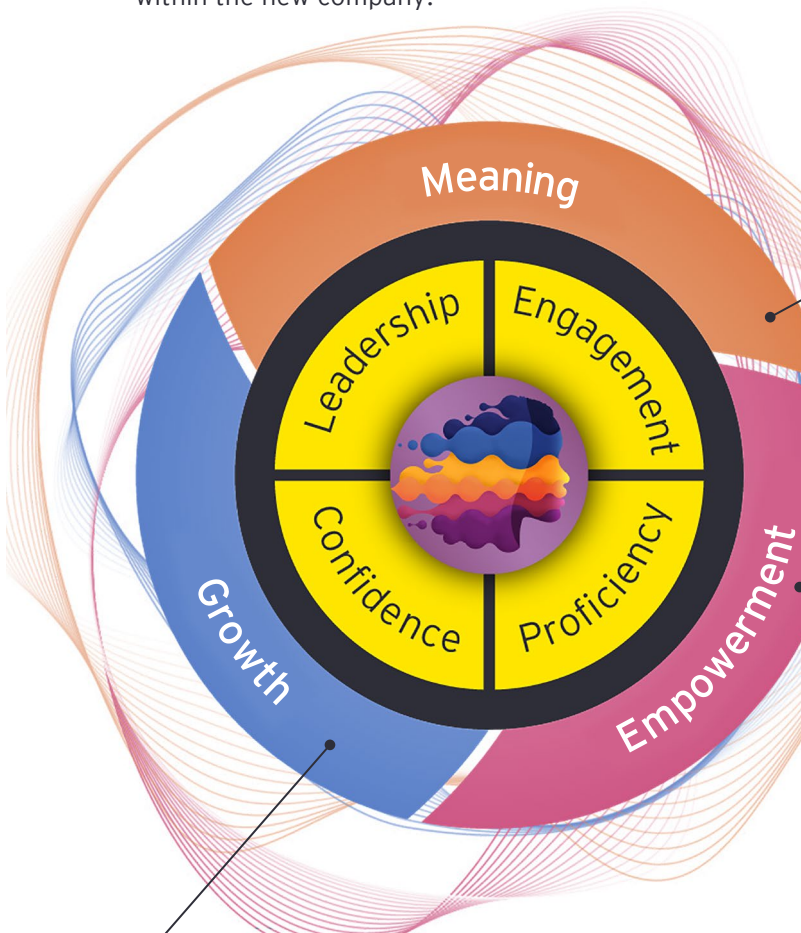
While Change Management often falls loosely under project management in Japan, EY has a dedicated Change Management team of specialists in our People Consulting practice. Our diverse team members bring broad domain expertise, including supply chain, finance, and ERP implementation, combining both business and IT fluency.

- **Bilingual and Multicultural**

Our unique practice supports transformations not only in Japan, but also across borders for multinational organizations. Most of our members are bilingual with multi-cultural backgrounds, making us one of the most diverse teams in EY Japan.

- **Leveraging Technology**

We utilize AI solutions and other technologies throughout Change Management activities. For example, identifying "influencers" within the organization to promote new ways of working, tracking emotions and behaviors in real time, and measuring proficiency in new skills. Our approach is customized to the client and the transformation, using digital tools to boost confidence in new processes before and after project launch.



When messages and initiatives resonate emotionally and are perceived as realistic, they are accepted within the organizational culture as achievable outcomes.

By meeting people where they are, maintaining balance while setting clear focus, and combining collaboration with innovative approaches, we broaden acceptance of change across the organization.

By unlocking latent capabilities and linking them to tangible business outcomes, the impact of transformation becomes visible and drives stronger execution momentum.

“

What Our Clients Say:

This is not an IT project. It is a **business transformation** program and it can only work once you have the business taking the lead. You can have the best technology in the world, but **without the proper change management, you will not be successful.**

— Client Representative
(Global Consumer Goods Company)



Leadership Development and Coaching

For organizations today, transformation is no longer a once-in-a-decade special event. Executives face the dynamics of rapid advances in digital technology, fundamental shifts in business models, global economic uncertainty, and changing workforce values. To navigate these times, it is more important than ever for leaders to understand how to lead their people and business through transformation.

Our Expertise

Our leadership development approach addresses both the individual (mindset and behavior) and the organization (team, system, and workforce).

- **Developing leadership skills that can drive transformational change**

According to the results of Humans@Center research, a collaborative study between EY and Oxford University’s Saïd School of Business, about 70 percent of corporate transformations fail*. On the other hand, companies that successfully transform cite “strong leadership” as the number one factor for success. At EY, we develop leadership skills through an academic approach, building on the foundation of Leadership for Successful Transformation identified by Humans@Center. In addition, through a practical and experiential learning style, we increase leaders’ self-awareness and encourage continuous behavior change.

- **Global leadership development**

As Japanese companies continue to globalize, the importance of building, centralizing, and standardizing governance structures is increasing. In this complex international environment, leadership to envision strategy and guide organizations is becoming more important than ever. However, many companies still lack systematic frameworks and processes for developing global leaders. EY utilizes its unique global leadership competency model to identify the capabilities needed by organizations and individuals, in addition to designing tailored development plans. We leverage our global network to support the development of leaders across regions and languages.

- **Transformative leaders and teams**

We deliver workshops to provide opportunities for dialogue and reflection among leaders and teams to strengthen trust and collaboration. The workshop content is customized for each organization to promote awareness and behavior change among participants.

- **Leadership assessment and succession planning**

Based on EY’s Transformative Leadership methodology, we clarify the leadership elements required by the organization and design an aspirational leader framework with specific evaluation indicators. In addition, we diagnose leadership skills that need to be developed to support strategic leadership development.

- **Individual coaching for leadership development**

We provide support through professional coaching sessions, addressing development areas and challenges identified through assessments. We promote comprehensive growth using processes grounded in adult learning theory and approaches enhanced by the latest technology.

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*EY, “How do you harness the power of people to double transformation success?” (2022)

Project Success Stories

Global Leadership Assessment and Feedback (Financial Services Company)

As part of a next generation management development program, we supported leadership assessments and individual feedback sessions. Using EY's leadership competency model, the assessment consisted of three elements: competency, experience and career orientation. Competency was based on a unique global standard model, and information on experience and career orientation was collected comprehensively through 360-degree evaluations and individual interviews. Participating leaders were provided with an assessment report for self-awareness and growth.

Strengthening Leadership with Operational Reforms (Pharmaceutical Company)

In response to the rapidly changing business environment, EY supported the implementation of operational reforms and the strengthening of leadership to drive success. EY conducted alignment sessions for senior leaders to help them better understand the newly defined mission, vision, values, and business objectives. We furthermore worked with senior leaders to develop the behaviors and mindset needed to lead new ways of working. This established a solid foundation to further accelerate transformation for the entire organization.

Why EY

Academic Insights for Practical Transformation

Through the Humans@Center collaborative research with Oxford University's Saïd School of Business, EY provides academic insights and a research-based approach to developing leadership competencies.

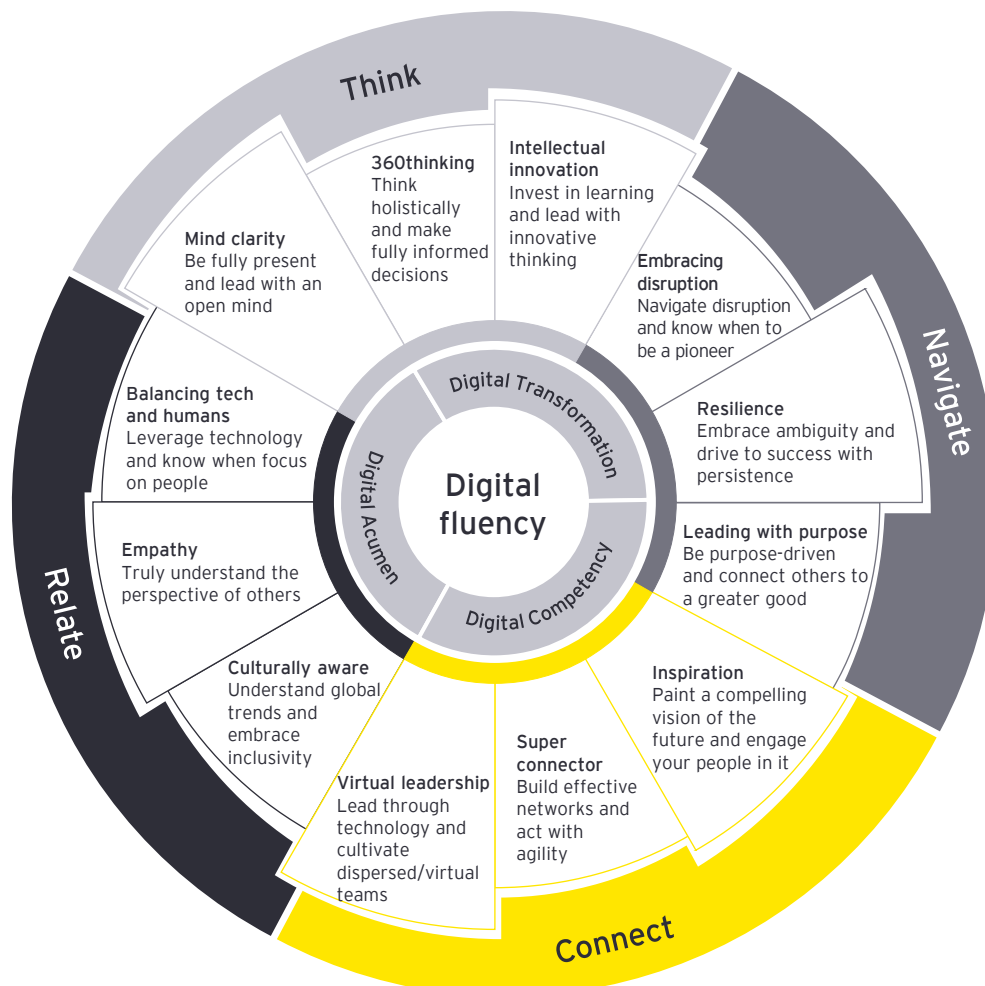
Global Network of Experts

Leveraging our global network of over 2,600 People Consulting experts, EY provides seamless support for leadership development across regions, cultures, and languages.

Multicultural Team

Our unique team supports leadership not only within Japan but also across borders and within multinational organizations. Most of our members have bilingual and bicultural backgrounds, making us one of the most diverse teams to support clients in Japan or internationally.

EY Leadership Competency Model





Organizational Culture Transformation, DE&I

Culture refers to explicit or implicit rules that form the foundation of behavior within an organization. It is essential that culture be aligned with business strategy and objectives. Culture is embodied by the everyday behaviors of employees, including how they conduct business, collaborate, and make decisions.

Our Expertise

- **Culture transformation and reinforcement**
At EY, we focus on “behavior transformation” to define and change organizational culture. Using design sessions with business members and EY’s own culture diagnostic tools, we identify cultural characteristics and behaviors that should be kept, stopped, or started. To instill a new organizational culture, we create an environment to practice the necessary new behaviors, break away from previous habits and ways of working, and realize new ways of working. We also build internal mechanisms necessary to foster the organizational culture and sustain change.
- **Cross-organizational cultural Integration**
Many Japanese companies have conducted mergers and acquisitions as part of their growth strategy. On the other hand, approximately 30% of these mergers and acquisitions fail, with organizational culture cited as one of the reasons*. At EY, we work closely with the client leadership team using our unique organizational culture framework and tools to articulate, design, and instill the culture necessary to realize management objectives following integration. Using EY’s organizational culture diagnostic tools, we identify the most motivational characteristics that employees want to maintain from each organization and work with the leadership team to design and build an ideal culture for the new organization.
- **DE&I**
Diversity, Equity and Inclusion (DE&I) is an important topic for many organizations in Japan. At EY, we provide services designed to assist organizations in creating equitable, diverse, and inclusive workplaces. At its core, our team focuses on identifying barriers to diversity and inclusion within an organization and crafting strategies to overcome them. This involves not only assessing current policies and practices but also implementing changes that foster an environment where all employees feel valued and included.

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*EY, “Why HR insights are critical to the success of an M&A transaction” (2023)

Project Success Stories

▪ Risk Culture Assessment (Foreign Financial Services Company)

Using EY's Risk Culture Framework, focusing on employee understanding and behavior, organizational structure, and results, we assessed the client's corporate culture related to risk and provided practical advice for improving and strengthening the governance system. Leveraging one-on-one interviews with key stakeholders and other activities, we produced a clear picture of the organizational culture and identified tangible areas for improvement.

▪ Inter-Company Cultural Integration through M&A (Domestic Engineering Company)

Against the backdrop of three group companies merging to create a new entity, we supported the design and promotion of a new shared organizational culture. EY hosted workshops for the leadership team to cocreate a new mission, vision, and values, in addition to conducting an all-employee culture diagnostic survey. With an integration process placing "people" at the center, employees were able to demonstrate a strong understanding of the newly defined mission, vision, and values.

Why EY

▪ Proven Approach to Culture Transformation

EY's unique approach to culture transformation has a proven track record of supporting organizations in Japan and around the world, leveraging best practices developed through extensive experience to provide specialized and effective support tailored to the context of each organization.

▪ Broad Industry Knowledge and Experience

Our team includes consultants with a broad range of industry knowledge who are able to respond to industry-specific challenges and trends faced in guiding culture change. By analyzing industry trends and sharing relevant case studies, we help you achieve practical and impactful change.

▪ Global Network

EY, with its network of over 150 countries and regions and more than 700 offices, has extensive experience in culture change and integration. We can provide expert advice on cross-border organizational integration and how to work in multicultural environments.

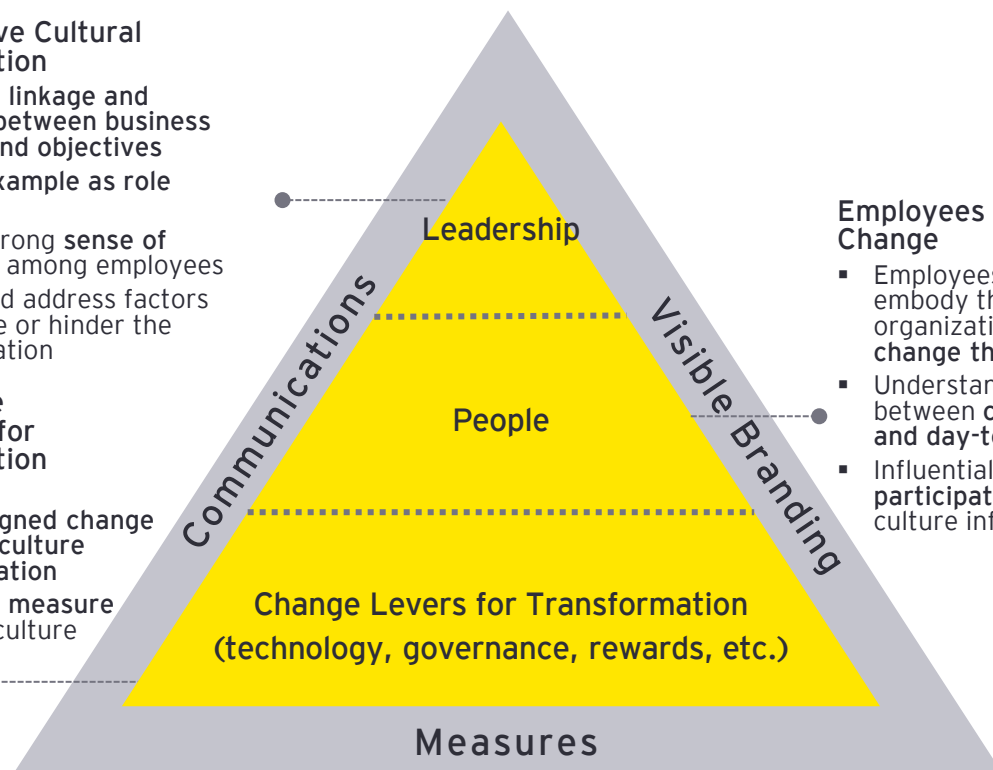
EY's Approach to Culture Change

Leaders Drive Cultural Transformation

- Clarify the linkage and narrative between business strategy and objectives
- Lead by example as role models
- Foster a strong sense of ownership among employees
- Identify and address factors that enable or hinder the transformation

Enabling the Foundation for Transformation

- Identify culture-aligned change levers for culture transformation
- Define and measure impact of culture change



Employees Drive Cultural Change

- Employees actively embody the desired organizational culture and change their behaviors
- Understand the link between culture, behaviors, and day-to-day work
- Influential employees participate proactively as culture influencers



Rewards and Transactions

Service Overview





Total Compensation Design

As societies prepare for an era of unprecedented longevity, governments and organizations are rethinking traditional social systems and life planning. In some countries, labor shortages driven by declining birthrates and aging populations are intensifying, while at the same time, organizations face growing uncertainty and pressure to reform. Key challenges include attracting and retaining young talent, sustaining employee motivation and performance, developing the next generation of leaders, and enabling senior talent to continue contributing productively. Our team helps organizations address these challenges and adopt new approaches to talent management that support sustainable growth.

Our Expertise

We provide a wide range of services to support our clients in addressing their people and organizational challenges, focusing on the transformation of HR policies as a foundation for change.

▪ Total compensation design

We support clients in building an integrated, end-to-end talent management framework aligned with business strategy. This includes the design of grade, career, and skill architectures, as well as evaluation and compensation frameworks to attract, develop, and deploy the right talent both internally and externally.

▪ Development framework and measures

We design structured performance and reward mechanisms that support sustainable growth, even amid high business uncertainty. Our approach enables the development of future leaders while encouraging employee autonomy, capability building, and continuous performance improvement.

▪ Executive compensation and governance

We support the design of executive evaluation, compensation, and succession planning frameworks, including short- to medium-term performance-linked incentives, under an appropriate governance structure. These systems are designed to drive sustainable growth at both the individual company and group level while enhancing long-term enterprise value.

▪ Working environment optimization

We help organizations create safe, inclusive, and sustainable working environments that enable employees to perform at their best. This includes establishing effective labor management frameworks and promoting diverse talent and flexible ways of working that support both employee well-being and organizational performance.

▪ Personnel and organizational restructuring

To respond to rapid change and business uncertainty, we support the design and execution of workforce restructuring initiatives. This includes reskilling and redeployment frameworks, support for career transitions outside the organization (e.g., early retirement programs, voluntary separation schemes, and career transition assistance), and end-to-end support for restructuring policies, planning, and implementation to manage labor-related risks.

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Project Success Stories

System Design for Talent Acquisition and Retention

In response to increasing hiring challenges, we supported the design of a competitive and sustainable total rewards framework to attract and retain critical talent. This included optimizing job and grade structures, enabling greater career autonomy, and introducing flexible working arrangements. To ensure successful adoption, we supported implementation through the development of operational manuals, manager training, and targeted communications designed in close collaboration with the client's project team to strengthen employee understanding and engagement.

Executive Compensation and Governance Design to Drive Transformation and Sustainable Growth

To support the successful execution of an ambitious mid-term management plan under a new governance structure, we designed performance-linked executive compensation frameworks that provided appropriate incentives for management. Working closely with EY Tax, we also supported the design of executive appointment and compensation processes, helping establish a robust governance framework that promotes accountability while maintaining a healthy level of constructive tension.

Why EY

Solving People-Related Management Issues

As a management consulting firm, EY brings deep experience and proven results to help organizations address complex, people-related management challenges.

Advanced Thought Leadership

We combine academic insight with real-world experience, drawing on advanced case studies and cross-industry perspectives to deliver practical, actionable solutions.

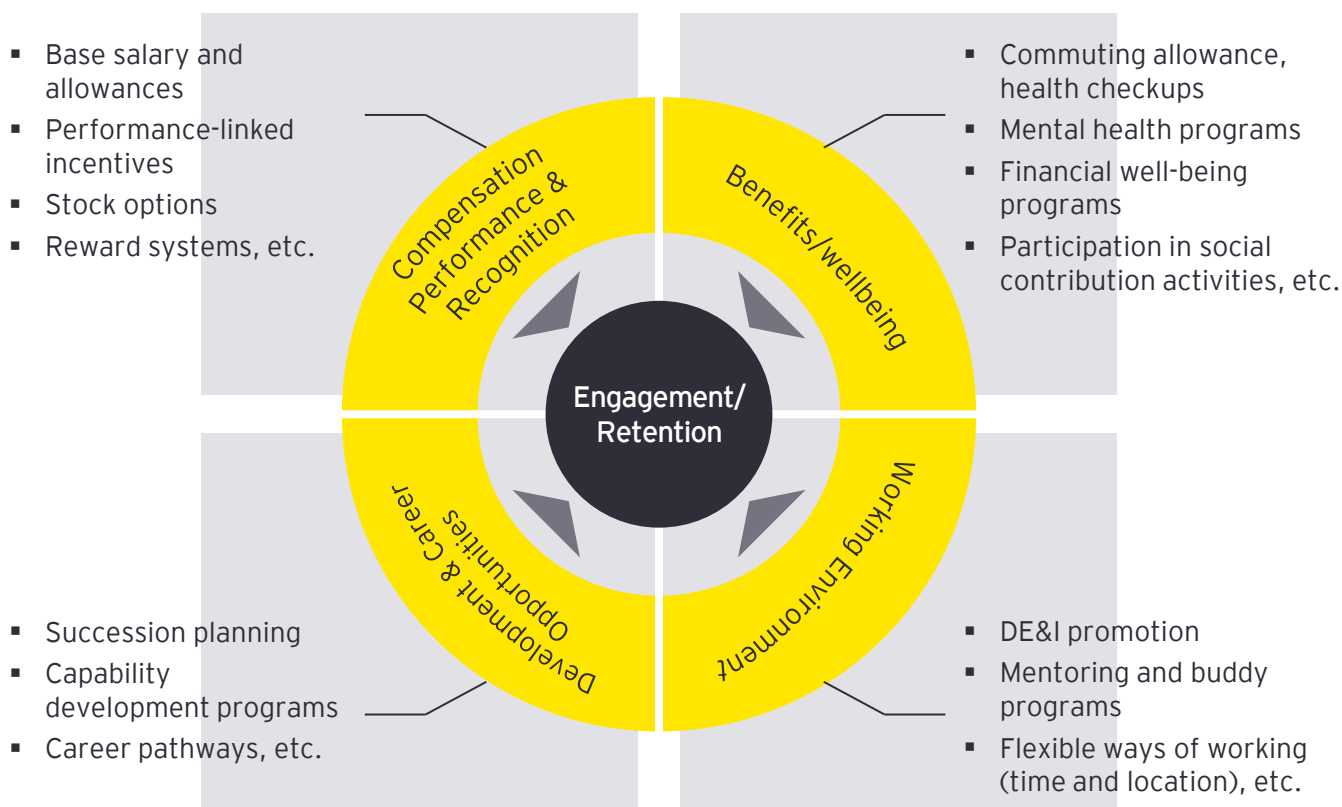
End-to-End Support from Design to Deployment and Operation

We support the full transformation lifecycle from strategy and system design to implementation, post-go-live operations, and integration with HR IT and business processes.

Comprehensive Support by Diverse Professionals

Diversity, equity, and inclusion (DE&I) are core to how we create value, bringing together multidisciplinary professionals to deliver holistic and sustainable outcomes.

EY Total Compensation Framework





HR Transactions (M&A and Organizational Restructuring)

As the global war for talent intensifies and becomes a critical management challenge, M&A is evolving beyond a tool for market expansion. Increasingly, it is being used as an “acqui-hire” strategy to rapidly secure critical talent. Acquisitions by foreign private equity funds are gaining momentum, as are divestitures and restructuring. The importance of rigorous human capital valuation and analysis has grown significantly. Against this backdrop, strategic investment in human capital is now an urgent imperative for sustaining global competitiveness.

Our Expertise

HR and Organizational Expertise as Essential to M&A Success

Despite growing experience with M&A, many transactions still fail to deliver their expected value. In many cases, the root cause is not financial or strategic, but people-related. Research shows that placing people at the center of M&A can significantly increase the likelihood of success*.

Across both pre- and post-Due Diligence (DD) phases, it is essential to identify people-related risks early and define appropriate responses. During DD, transaction outcomes often hinge on whether the business plan is achievable from a workforce perspective, including the assumptions underlying workforce size, cost structures, and productivity. Equally critical is the ability to identify risks related to the loss of key talent and to design timely and effective retention measures to ensure business continuity.

The Value of EY’s Transaction Support

▪ HR Due Diligence and Management Retention

We assess the feasibility of business plans from a people and cost perspective, providing insights that support informed management decisions. Our management retention service addresses complex arrangements, helping sustain leadership motivation and business stability through effective role design and compensation frameworks. We also advise on pension and retirement-related liabilities, which require specialized expertise and have a direct impact on deal valuation and post-acquisition transitions.

▪ Sell-Side Support

Working closely with specialists in strategy, finance,

tax, IT, and other domains, we conduct detailed people-related analyses aligned with the buyer’s valuation perspective. In carve-out situations, we support value maximization through comprehensive people support, including workforce transfer planning and talent retention strategies.

▪ Support for PMI and Restructuring

We support post-merger integration and group restructuring by designing executive evaluation, compensation, and succession frameworks aligned with the target operating model. We also help clients drive sustainable organizational renewal through pension and workforce transformation initiatives.

▪ Global Human Resource Management

We support the design of global organizations and the optimization of compensation and governance frameworks. In addition, we help establish processes for identifying and developing successors, strengthening local execution capabilities, and building a sustainable foundation for global leadership.

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*EY, “Why HR insights are critical to the success of an M&A transaction” (2023)

Project Success Stories

Domestic PMI (Advertising)

We designed a target HR operating model aligned with the new company's business and people strategy. This included harmonizing compensation, grading, and performance management frameworks, as well as developing communication strategies for labor unions and employees. We supported large-scale transactions involving complex stakeholder interests and enabled a smooth transition to the new organization.

Restructuring of Overseas Subsidiaries (Financial Services)

As part of global footprint optimization, we supported the downsizing or closure of overseas operations. EY provided hands-on, end-to-end support from planning through execution of workforce reductions for local employees while balancing headquarters requirements with local HR practices and labor regulations.

Sell-Side Support (Manufacturing)

We supported carve-out transactions and the establishment of joint venture entities with the aim of optimizing the client's business portfolio. Our support included identifying stand-alone HR issues, defining mitigation measures, and designing and executing employee and stakeholder communication plans.

Global Human Resources Management (Healthcare)

We supported the development of a unified talent management framework aligned to the global vision while respecting the characteristics and strengths of each business and differences between regions.

Why EY

Integrated One-Stop Professional Service

Our practice works seamlessly with other advisory teams (FA, Business Consulting, Finance, Tax, Legal, IT, etc.) within a single global organization. Through ongoing collaboration and information sharing, we integrate insights quickly and deliver consistent, reliable advice across the project lifecycle.

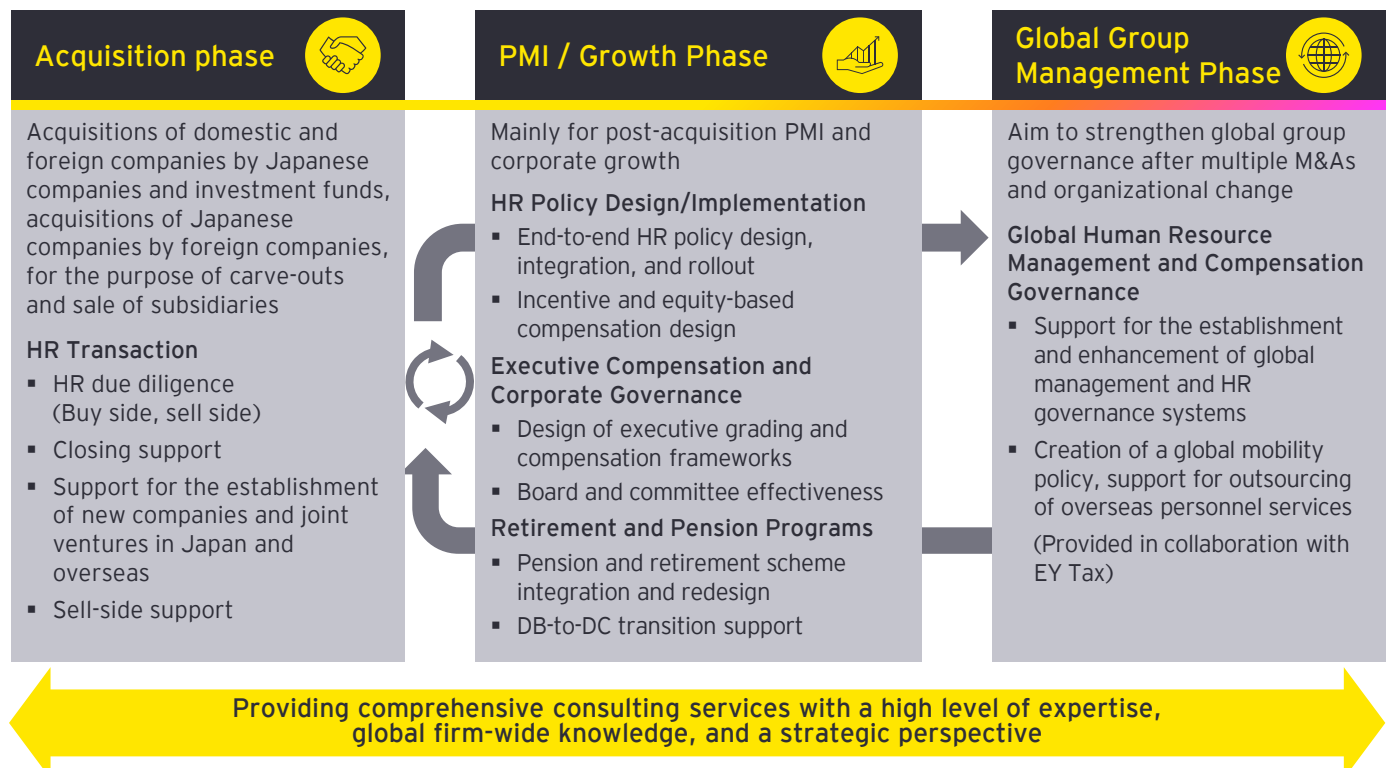
Maximizing Value with Global Collaboration

Our globally connected service model enables smooth collaboration across regions, allowing us to support both domestic and cross-border transactions efficiently. We also leverage EY's global delivery network, including a global resource center in India, to provide high-quality, scalable support.

Total Support for M&A "People Issues"

We specialize in "M&A × HR" and "HR × Global", providing consistent support from HR due diligence through PMI. Our team has deep experience supporting complex M&A, including large-scale global transactions and carve-outs, and offers comprehensive post-integration support such as Day 1 readiness, communication strategy, and HR system integration.

Integrated M&A Lifecycle





Retirement Benefit Plan Design (Corporate Pensions and Retirement Plans)

We support the design and revision of retirement benefit plans in response to structural shifts such as increased workforce mobility, diversifying retirement patterns, and evolving employee expectations. We help clients address retirement benefit challenges arising from M&A, divestitures, and business restructuring—including the acquisition of management resources, enhancement of competitiveness, and separation of non-core businesses. To respond to heightened capital market volatility, we provide robust risk management solutions for defined benefit (DB) pension plans.

Our Expertise

Retirement benefit plans

An increasing number of organizations are reviewing their retirement and pension plans to support business restructuring, reduce financial risk, and align with evolving HR policies. As HR policies change, corresponding adjustments to retirement and pension schemes are often unavoidable. When revising retirement benefit programs, it is essential to take a holistic view that considers not only HR policy objectives, but also pension laws and regulations, financial accounting requirements, and actuarial implications. EY supports the design of optimal retirement benefit schemes while maintaining alignment with existing programs. We provide end-to-end support, covering management reporting, labor union negotiations, and the development of practical, executable measures.

M&A pension challenges

We provide seamless support for retirement benefit-related issues arising throughout M&A transactions, including pension due diligence, SPA wording support, closing preparation, TSA negotiations, post-TSA stand-alone transitions, and PMI. Our teams work closely with EYSC's M&A advisory professionals to deliver integrated, end-to-end support.

DB risk management

Defined benefit (DB) pension plans can pose significant financial risk. Where companies are unable to justify assuming pension asset management risk from a shareholder perspective, adopting a lower-risk investment approach—or terminating or liquidating the plan—may be a viable option. These actions can help optimize capital efficiency and enhance shareholder value. EY conducts comprehensive risk analysis of domestic and international DB pension plans and, where appropriate, supports clients with structured, phased approaches to plan termination or risk reduction.

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Project Success Stories

- **Retirement Benefit Program Integration (Domestic Manufacturing)**

We supported the integration of retirement benefit programs following the post-acquisition reorganization of subsidiaries. While respecting the intent of the existing HR systems, our guiding principle was to align all policies with the parent company. However, for certain elements where the transition would disadvantage employees, aspects of legacy programs were retained. During the transition, we assessed whether compensatory measures were required where disadvantages arose. As retirement benefit outcomes vary by scheme, depending on factors such as retirement age, reason for retirement, and the choice between pension and lump-sum payments, we conducted a comprehensive, multi-perspective review.

- **Seller-Side Support for Business Sale (Domestic Manufacturing)**

We mapped retirement benefit programs across multiple countries and responded to questions from potential buyers to enable a successful closing. This engagement demanded careful handling—for example, collecting information from overseas subsidiaries under alternative pretexts without disclosing the fact of the business sale. At the same time, analyzing the collected information was challenging due to limited ability to rely on local resources. Our advisory team, leveraging deep knowledge of country-specific regulations and market practices, played a critical role in supporting the transaction.

Why EY

- **Independent, Trusted Advisory**

Because EY is not engaged in other retirement benefit related businesses, we can provide objective, detailed advice that may be difficult for other advisors to offer due to potential conflicts of interest.

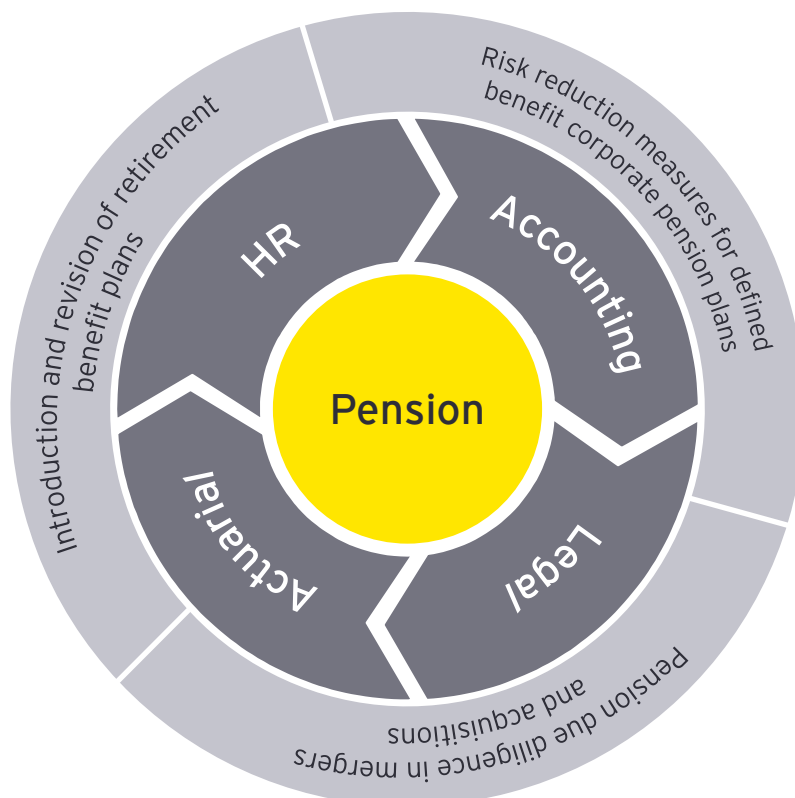
- **Balancing HR and Finance Expertise**

While many advisory firms focus primarily on pension mathematics or asset management, EY delivers retirement benefit services as part of broader HR consulting to enable a more integrated, professional, and holistic approach.

- **Global Support Network**

Cross-border retirement benefit projects require deep expertise and mutual understanding across cultures and jurisdictions. EY has extensive experience supporting multinational companies with retirement benefit programs worldwide.

Consulting Support for Corporate Pension Planning

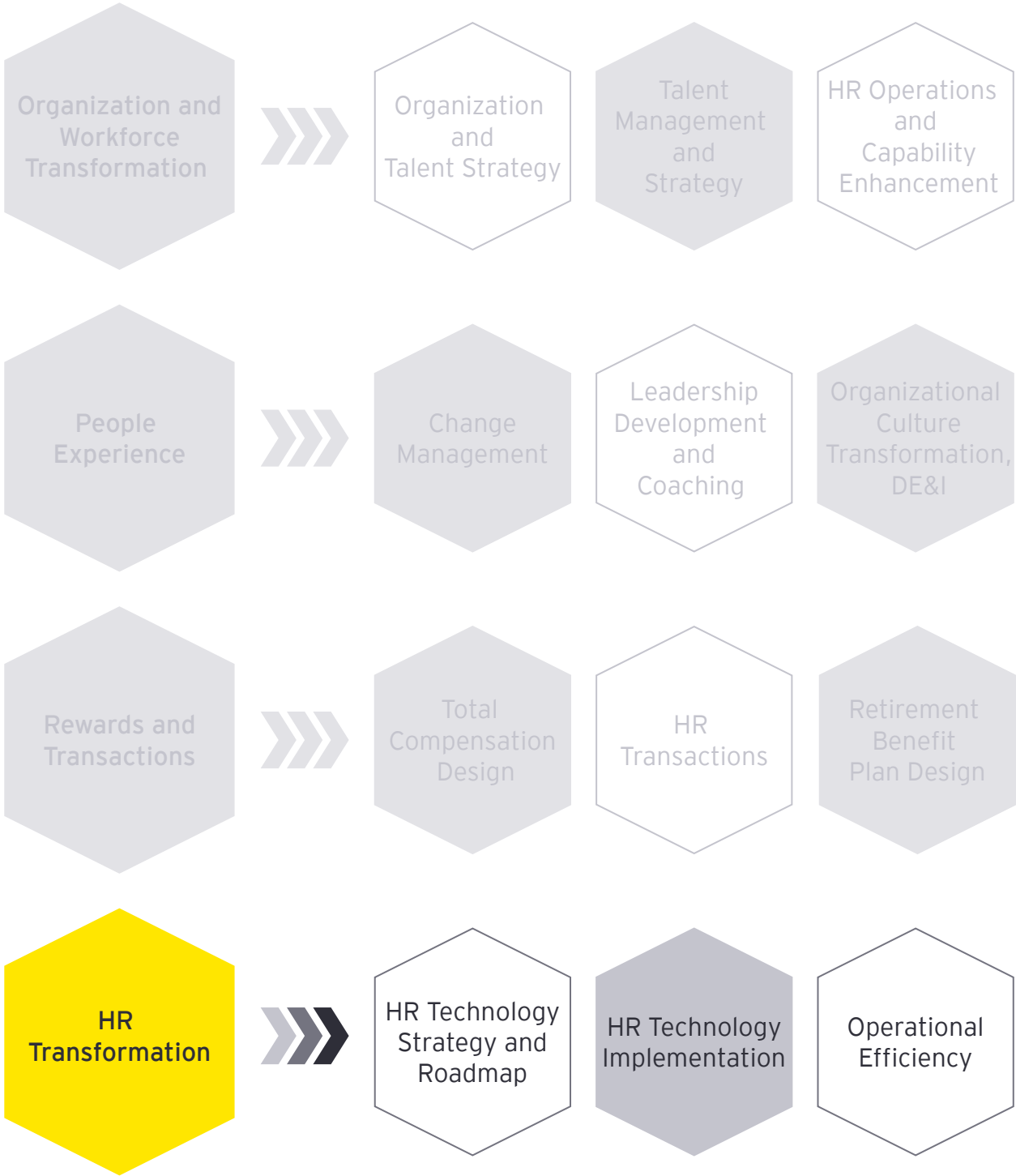




HR Transformation



Service Overview





HR Technology Strategy and Roadmap

HR Tech is entering a world without simple answers due to various developments: the rise of cloud technology, moving to skill-based organizations, the need for group-wide, global HR data platforms to support human capital disclosure, the use of generative AI and AI agents and more. We use knowledge of not only cutting-edge technology and systems, but broad operational knowledge to support clients with the best HR Tech strategy from a neutral position not tied to a specific system. And we don't stop with strategy; we work with clients to create a practical roadmap for implementation.

Our Expertise

We support clients in various contexts to develop conceptual designs for HR systems. We can help create the best strategy based on numerous needs: end-of-service for existing systems, introduction of new talent management policies, visualization of talent data at the global level and more.

- **Aligning HR strategy with business strategy**

HR Tech is not a goal in and of itself. Rather, it is a tool to realize alignment between HR and business strategy, new talent management approaches, new HR operating models and ultimately an improved employee experience. After thoroughly diagnosing the current state (as-is), envisioning the future (to-be), and identifying the gap in between, we formulate an overall HR Tech blueprint including core HR, salary calculation, labor management, talent management, people analytics, and holistic integration.

- **Leveraging knowledge of the latest technology**

Taking full advantage of alliances with global market leaders such as SAP, Microsoft, IBM, and ServiceNow, Inc., we deliver maximum value from knowledge of the latest HR Tech market trends.

- **Practical roadmaps considering governance, HR operating model and adoption**

Building on years of experience supporting clients to adopt HR Tech and EY's own experience of transformation as the world's largest SAP SuccessFactors® user (approximately 400,000 people), we formulate a realistic, practical roadmaps. We design not only the introduction of HR Tech, but also support the design of roles and responsibilities (RACI), KPIs, and PMO management to facilitate solid governance and HR operating models. Based on our Humans@Center transformation principles, we incorporate change management, learning, and experience design into the roadmap.

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Project Success Stories

Design of To-Be System and Solution Selection (IT Services Company)

The project aligned with the client's mid-term management plan and HR strategy, and was positioned as a business transformation, establishing a foundation for organization-wide collaboration. Looking beyond the current state, EY leveraged its experience and assessment tools to define the future-state (To-Be) processes and systems. Across HR, general affairs, payroll, and talent management, the team defined the optimal system configuration and developed a practical, vendor-informed RFP. Post-RFP, EY supported vendor communication using its implementation expertise, enabling appropriate system selection, senior escalation, and faster decision-making.

Implementation Plan and RFP for System Renewal (Equipment Manufacturer)

EY supported the development of an HRIS integration roadmap and RFP to unify fragmented group systems and operations. By consolidating processes and HR policies and assessing ROI using EY assets, the team enabled smooth executive decision-making and delivered a high-quality RFP covering both business and system requirements.

Why EY

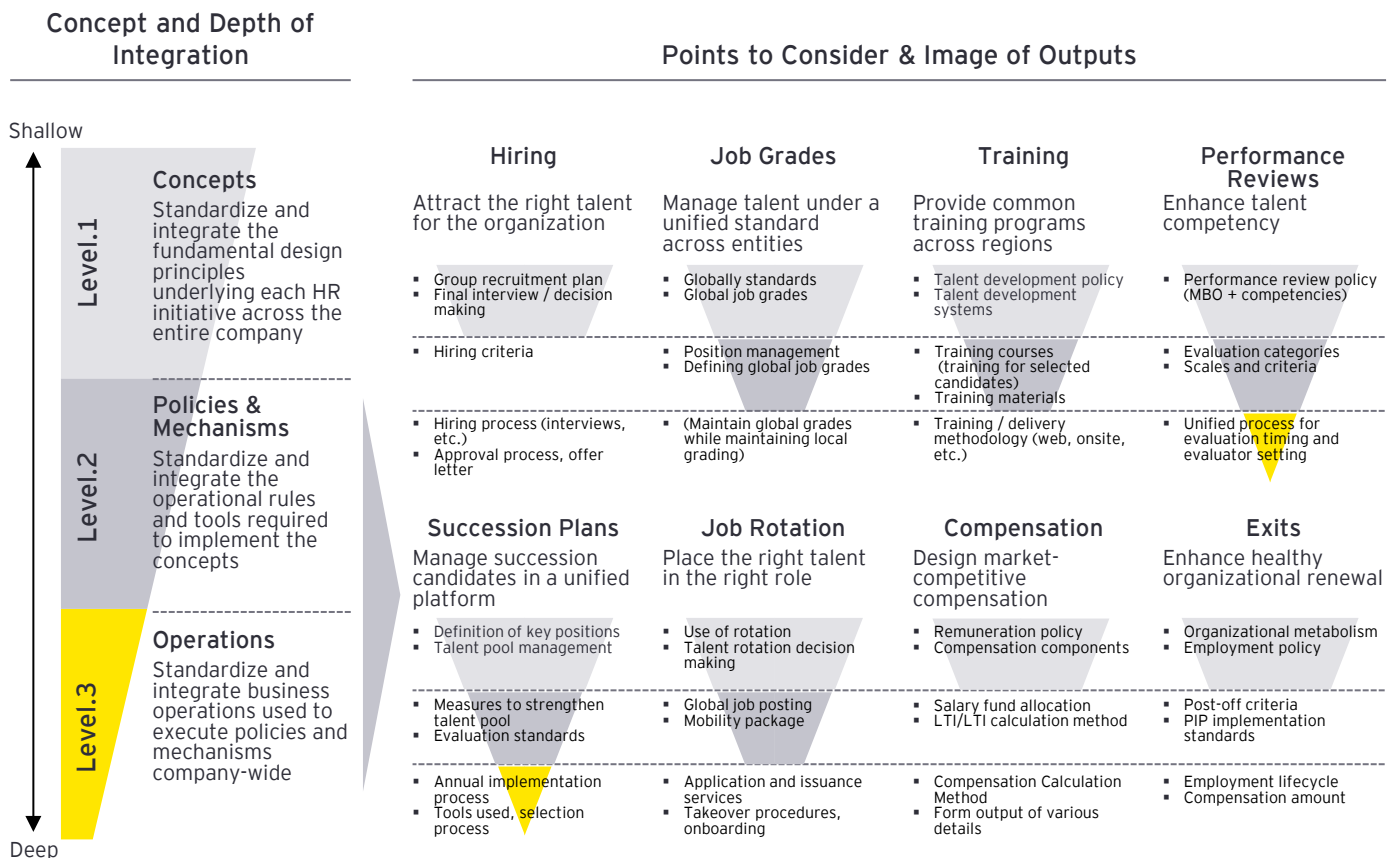
Comprehensive HR Support Backed by Proven Experience and Assets

We provide end-to-end, one-stop support across HR domains, covering process enhancement and system optimization, from defining the target state and process design to system implementation, stakeholder communication, and employee rollout. All of this supported by extensive experience and proprietary assets across major HR systems.

Execution-Driven Consulting with Hands-On Support Through Implementation

We go beyond recommendations and planning by committing to delivery and execution, including reporting to management and coordination with regional sites. By flexibly adjusting our team for each phase and continuing support up through post-implementation, we ensure practical, sustainable system adoption and take responsibility all the way to go-live.

Global Integration and Standardization Approach for Each Area





HR Technology Implementation

The role of HR systems is evolving. No longer a tool used simply for traditional HR operations, it is instead evolving into an enabler for timely business decisions and a platform for employees to proactively develop their careers. We use our expertise in the latest technology and EY's global best practices to help clients through transformation.

Our Expertise

We provide comprehensive support for the implementation of HR Tech in all areas: core HR, payroll, labor management, talent management, people analytics, and more.

- **Extensive experience implementing market-leading products**

EY has many seasoned consultants who have extensive experience in implementing global products such as SAP SuccessFactors® and Workday®, in addition to domestic packages such as COMPANY* and POSITIVE®. We provide support all the way from building globally integrated HR platforms to implementing domestic payroll and attendance systems to maximize operational efficiency.

- **Designing the ideal "To-Be"**

Before starting requirements definition, we clearly articulate the objectives of the system implementation and set guiding principles for the project. We then use a best practices model as a starting point to guide requirements definition, rather than recreating based on current operations. Customized add-ons are minimized to take full advantage of what can be achieved with the standard functions, ensuring sustainable system implementation both from a cost and operational perspective.

- **PMO support**

As a PMO, we contribute to delivering superior quality by standardizing processes such as project planning, progress management, and risk management, utilizing our extensive experience in HR Tech implementation. We also speed up decision-making by appropriately reporting to leadership and stakeholders, improve efficiency in schedule management, issue management, and deliverable review by providing templates, ensure project stability by early detection of issues and the formulation of response measures, and increase transparency by facilitating the smooth sharing of information between teams.

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* "COMPANY" is a registered trademark of Works Human Intelligence Co., Ltd.

Project Success Stories

▪ SAP SuccessFactors® Global Implementation (Medical Device Manufacturer)

As the client rapidly expanded across the globe, its talent management framework was not keeping up. We supported the client developing talent management policies to meet the challenge together with system implementation. The rollout began with targeted employee populations and was then expanded region by region. A global set of guiding principles was defined by HQ to standardize critical talent management elements, while allowing flexibility where regional autonomy was needed. Implementation was completed using a hybrid delivery model combining HQ-led execution and region-led deployment supported by local EY teams, tailored to each region's maturity level.

▪ SAP SuccessFactors® Payroll Module Implementation (Consumer Goods Company)

Replacing a legacy payroll system that had evolved over many years posed significant complexity. We preserved valuable elements of existing legacy processes while proactively introducing new mechanisms and implementing substantial process improvements. This approach avoided the burden of a full zero-based redesign, enabling a reliable system replacement while simultaneously achieving meaningful operational and process enhancements.

Why EY

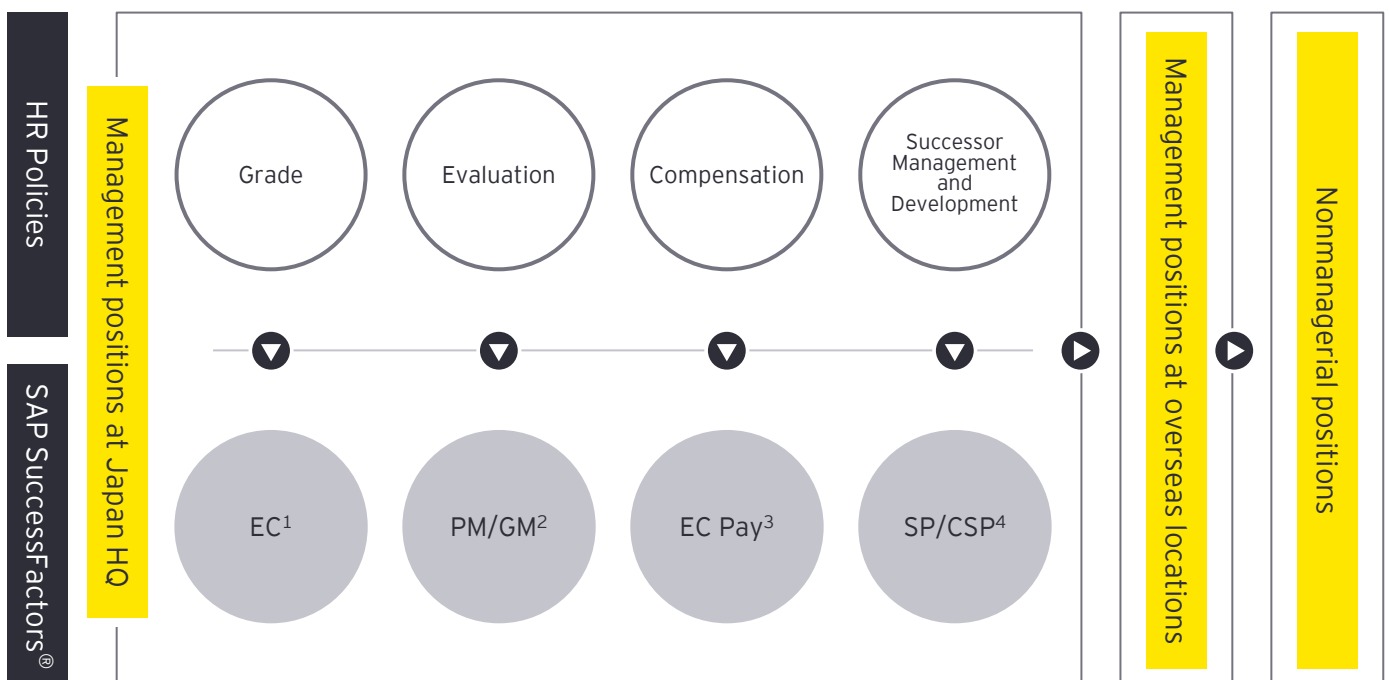
▪ Holistic Approach Covering both Policies and Systems

Teams from EY People Consulting work seamlessly together to support client transformation. In collaboration with OWT, which has expertise in HR strategy, we not only support system transformation, but also human resource management policy harmonization and the system deployment to realize it.

▪ Team of Payroll System Professionals

Unlike most consulting firms, we have a dedicated team specializing in payroll operations and systems, providing end-to-end support from payroll system planning and implementation to ongoing maintenance. Our team consists of highly experienced professionals who have worked extensively with both domestic and global payroll packages, enabling flexible and effective solutions to a wide range of payroll challenges.

Roadmap for Global Talent Management and SAP SuccessFactors®



1 EC (Employee Central)

2 PM (Performance Management) / GM (Goal Management)

3 EC Pay (Employee Central Payroll)

4 SP (Succession Planning) / CSP (Career & Succession Planning)



Operational Efficiency

The rapid expansion of cloud-based HR technologies, the shift toward skill-based organizations, the development of group-wide and global talent data platforms driven by human capital disclosure requirements, and the adoption of generative AI and AI agents are collectively pushing HR technology into a space with no single right answer. We combine cutting-edge technology insights with deep operational and business expertise to help clients define a tailored HR technology strategy. Taking a neutral perspective, we design an optimal HR technology roadmap and support its realization.

Our Expertise

Business Process Reengineering (BPR) in HR Transformations

BPR is not a simple business improvement, but an initiative to dramatically improve business efficiency, quality, and speed through radical process redesign.

- **End-to-end process redesign**

Across the entire Hire-to-Retire lifecycle, from hiring through retirement, we identify structural issues and redesign processes from the ground up. By breaking down functional silos, we enable standardized, globally consistent HR operations.

- **Transformation with digital technology**

Built on cloud-based HR platforms such as Workday® and SAP SuccessFactors®, which are continuously updated, we simplify workflows by maximizing the use of standard functionality. By integrating RPA, AI, and employee self-service, we eliminate manual effort and design HR processes that directly support business outcomes.

- **Data-driven decision making**

We optimize data architecture and master data design in parallel with process improvement. Effectively leveraging KPIs and dashboards, we establish a continuous improvement cycle that enables faster, higher-quality decision making.

- **Integration with change management**

Beyond process and system design, we redefine roles and responsibilities (RACI) and take a holistic approach that integrates capability building and talent retention, in close collaboration with People Experience (PX).

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Project Success Stories

▪ BPO Scope Optimization and Cost Reduction (Public Sector)

We standardized high-workload processes and expanded outsourcing to maximize the scope of BPO engagement, while simultaneously improving productivity through optimized systems and tools. By flexibly adjusting workloads in line with demand and leveraging surplus capacity across teams, we reduced overtime and associated costs while enhancing workforce flexibility. In parallel, we reviewed BPO contracts to eliminate inefficiencies and unlock further cost reduction. These initiatives are expected to generate annual cost savings of several tens of millions of yen, directly contributing to enhanced organizational competitiveness.

▪ HR BPR with Core System Replacement (Energy Company)

As the existing HR system reached end of support, we supported the replacement of HR, payroll, and time-and-attendance systems, while driving BPR aligned to the selected package solution. By eliminating paper-based processes and redesigning workflows to delegate decision-making authority to the front line, we limited add-on development to approximately 10% compared with peer implementations.

Through user acceptance testing, we finalized end-to-end process flows and refined day-by-day schedules from monthly time aggregation through bank transfers, enabling a smooth and stable payroll operation from day one of go-live.

Why EY

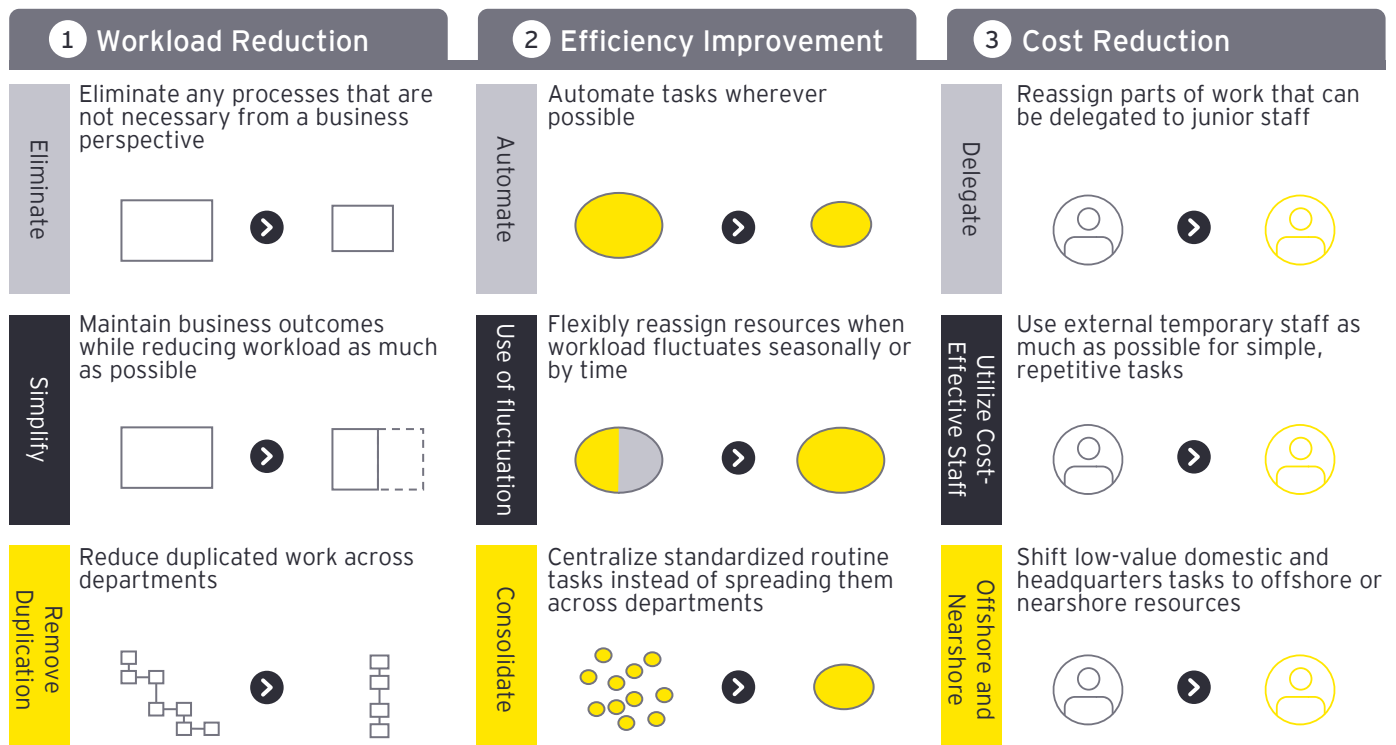
▪ Proven Expertise in Both Systems and Processes

Our HR transformation and HR systems professionals work as one integrated team, enabling well-balanced support across both business and technology. We go beyond standalone process improvement or system implementation to deliver integrated HR transformations that deliver success.

▪ Hands-On Support for Maximum Impact

To deliver true impact, we move beyond advisory and drive initiatives through execution while maximizing implementation scope. By actively engaging key stakeholders, including headquarters functions, group companies, BPO providers, and system vendors, we establish strong collaboration frameworks and expand execution coverage. Working side by side with clients from consensus building through execution support, we ensure recommendations translate into action. By aligning stakeholder perspectives and supporting on-site implementation and operational adoption, we help turn strategic business transformation into measurable, sustainable results.

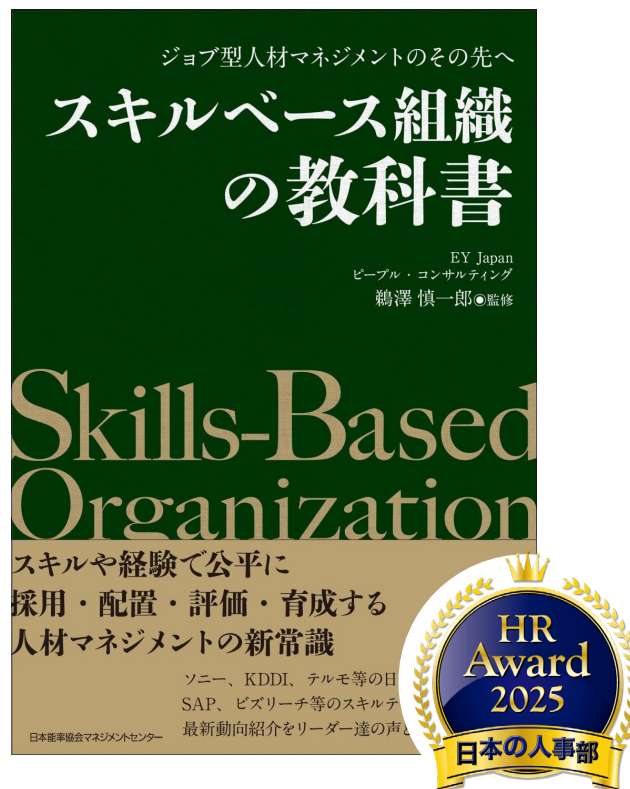
3 Sources of BPR Impact



“The Skills-Based Organization”

In recent years, many Japanese companies have moved toward job-based employment models. However, challenges such as difficulty defining roles and securing talent that precisely matches job descriptions have led to concerns about rigidity and superficial adoption. Even organizations that maintain traditional HR systems continue to face persistent issues around productivity improvement and optimal talent deployment, prompting growing interest in transitioning to skills-based organizations—where hiring, placement, development, and evaluation are anchored in each employee’s skills.

Skills-based talent management offers significant advantages, including flexible talent deployment and automated recommendations for learning programs to strengthen skills. It also has the potential to create a more equitable society in which individuals can access new roles and advancement opportunities through reskilling, regardless of background or attributes. In this book, our frontline consultants explore practical approaches to this transformation, drawing on case studies from leading Japanese companies and the latest examples from skills-technology innovators.



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JMA Management Center Inc. Website
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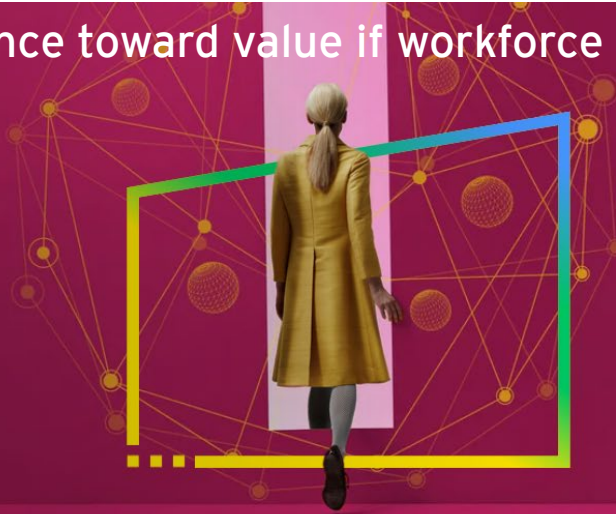
Contents

1. The societal impact of the shift toward skills-based organizations
2. Global trends in skills-based organizations
3. Skill visualization for enabling skills-based organizations
4. Benefits and challenges of skills-based approaches by talent management domain
5. Change management for transitioning to a skills-based organization
6. EY’s skill strategy and transformation journey
7. Three key points for achieving further evolution
8. Case studies of leading Japanese companies
9. Latest trends from skill technology companies



"EY Work Reimagined Survey"

Can AI advance toward value if workforce tensions linger?



Article Page

www.ey.com/en_gl/insights/workforce/work-reimagined-survey

Today, CEOs across all industries view artificial intelligence (AI) not as a nice-to-have "option," but as a business imperative.

EY's Work Reimagined research has tracked the evolution of work over several years, with the sixth edition of the study, conducted in 2025, building on prior insights to focus specifically on AI in the workplace.

The research shows that AI use in the workplace is already widespread, with 88% of respondents reporting that they use AI in their day-to-day work. However, only 28% of organizations have created the conditions to deliver truly transformational outcomes.

Building an AI advantage requires sustained investment across skill sets, tool sets, and mindsets. At the same time, organizations must proactively manage key risk factors, including the growing use of shadow AI and the risk of talent attrition. Leaders can strengthen their talent advantage by taking a deliberate, enterprise-wide approach, ensuring workforce health, fostering a continuous learning culture, and designing strategic reward and incentive structures that actively encourage AI adoption.

Achieving sustainable competitive advantage requires both advanced technology and a strong human foundation. One without the other is not sufficient.

Drawing on insights and data from this and other global research, EY supports organizations in driving workforce transformation through the effective and responsible adoption of AI.

About the Survey

- **Purpose:** To better understand the continued changes in global talent dynamics, AI adoption, and work culture.
- **Respondents:** 15,000 employees and 1,500 employers across major industries
 - Public & Private companies: 45% each
 - Government/Public sector organization: 10%
- **Company size:**
 - 1,000 or more global employees
 - ~50% reported \$1 billion annual revenue or more
- **Representation:** 29 countries/regions
 - Americas: 50%
 - Asia-Pacific: 20%
 - EMEIA: 30%

Creating the Talent Advantage requires five key dimensions



EY | Building a better working world

EY is building a better working world by creating new value for clients, people, society and the planet, while building trust in capital markets.

Enabled by data, AI and advanced technology, EY teams help clients shape the future with confidence and develop answers for the most pressing issues of today and tomorrow.

EY teams work across a full spectrum of services in assurance, consulting, tax, strategy and transactions. Fueled by sector insights, a globally connected, multidisciplinary network and diverse ecosystem partners, EY teams can provide services in more than 150 countries and territories.

All in to shape the future with confidence.

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About EY's Consulting Services

In Consulting, we are building a better working world by transforming businesses through the power of people, technology and innovation. It's our ambition to become the world's leading transformation consultants. The diversity and skills of our 70,000+ people will help EY clients realize transformation by putting humans at the center, delivering technology at speed and leveraging innovation at scale. These core drivers of 'Transformation Realized' will create long-term value for people, clients and society. For more information about our Consulting organization, please visit ey.com/en_jp/services/consulting.

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