

Take5 for business

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CHRO 2030: Leading HR into the future with confidence



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



Shape the future
with confidence

Unleashing the future of HR with confidence

The EY CHRO 2030 research outlines **transformation** of the **human resources (HR)** executive role in the **next five years**. These valuable market insights aim to create a more **agile, resilient** and **impactful** HR function.

As organizations adapt to changing work dynamics and workforce expectations, HR leaders must **redefine their roles** beyond traditional boundaries. CHRO 2030 serves as a **strategic guide**, equipping HR executives with the insights and tools needed to **navigate and elevate** over the next five years.

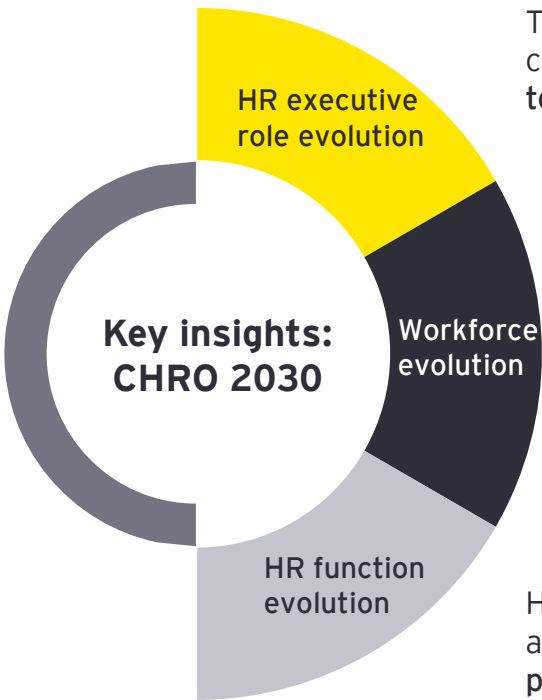
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EY’s CHRO 2030 charts a bold path for HR leaders, blending insights with action to reshape the future of work and elevate HR as a catalyst for sustainable business transformation.



Low Choy Huat
Malaysia People Consulting Leader;
and Partner,
Ernst & Young Consulting Sdn. Bhd.

Key market insights: CHRO 2030¹



The most successful HR executives will have three broad core competencies, which are **business operator**, **technology transformer** and the **talent authority**.

Leading organizations are creating talent advantage by **closing the employee experience gap** and **developing skills** as the currency for talent.

HR function is ripe to lead **with artificial intelligence (AI)** and evolve to operate as a business with **HR business partners (HRBPs)** being key to getting it right.

Note: ¹ Based on EY’s interview with over 160 company executives across 15 sectors from 26 countries who contributed their views on the HR executive role evolution.

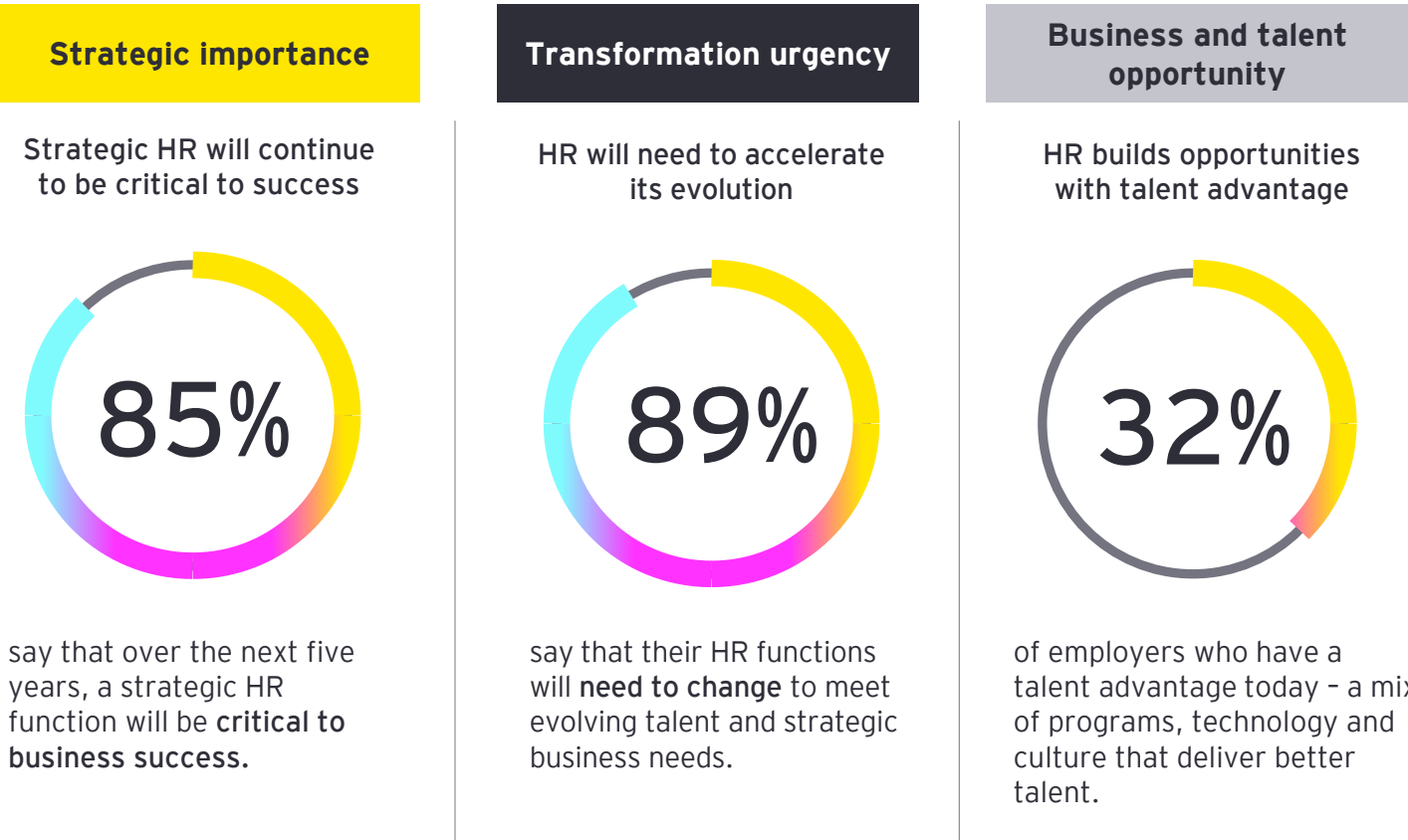
Source: CHRO 2030 Executive Session, April 2025, EY

The importance, urgency and opportunity for strategic HR leadership

EY teams interviewed over 160 executives from 15 sectors across 26 countries including Malaysia to gather insights on the evolution of the chief human resources officer (CHRO) role.

Our findings reveal a crucial opportunity - as HR gains **strategic importance** and the need for **transformation** grows, HR executives must focus on the right **strategic agenda**, leverage available **technologies** and redefine work and **talent** for their organizations.

HR executives must embrace their role in driving **transformation** while enhancing the **business**, **technology** and **human-centric** skills essential for delivering **value**.



- Sources:
- CHRO 2030 Executive Session, April 2025, EY
 - 2024 Work Reimagined Survey, November 2024, EY



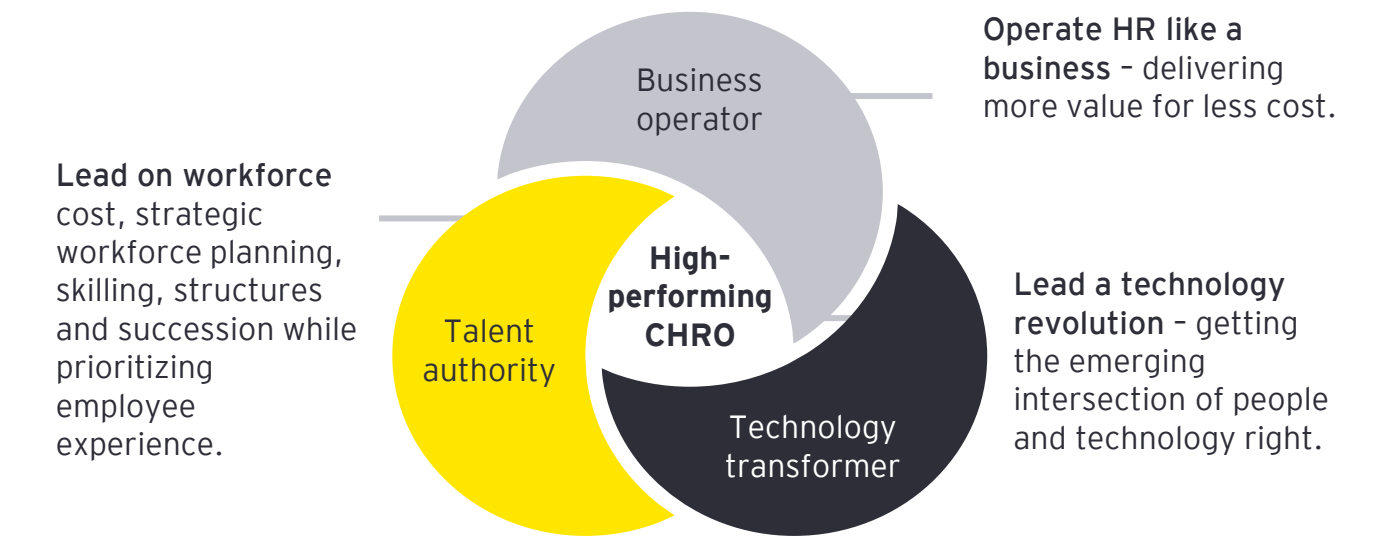
HR executives as catalysts of transformation

EY’s CHRO 2030 market insights emphasize the need for **HR executives** to lead as businesses seek greater **strategic alignment**. This gap presents a critical **opportunity** for HR executives to drive **value** by prioritizing **strategic agendas**, utilizing available **technologies** and redefining **work** and **talent**. To succeed, HR executives must embrace transformation and enhance their business, technology and humanistic capabilities to deliver real business value.

Vision for the high-performing HR executive

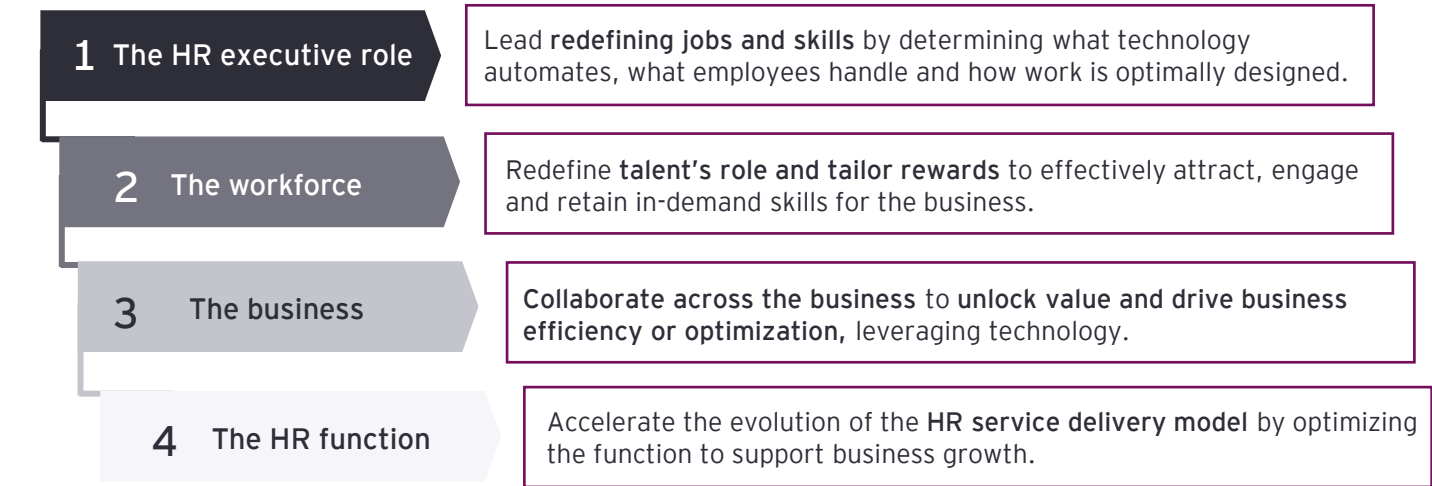
1

Be central in enabling transformation



2

Drive transformation that business needs



Source: CHRO 2030 Executive Session, April 2025, EY



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The CHRO must align people strategy with business goals, leveraging strategic thinking, digital expertise and business acumen for a future-ready workforce.

Malaysia Respondent, CHRO 2030

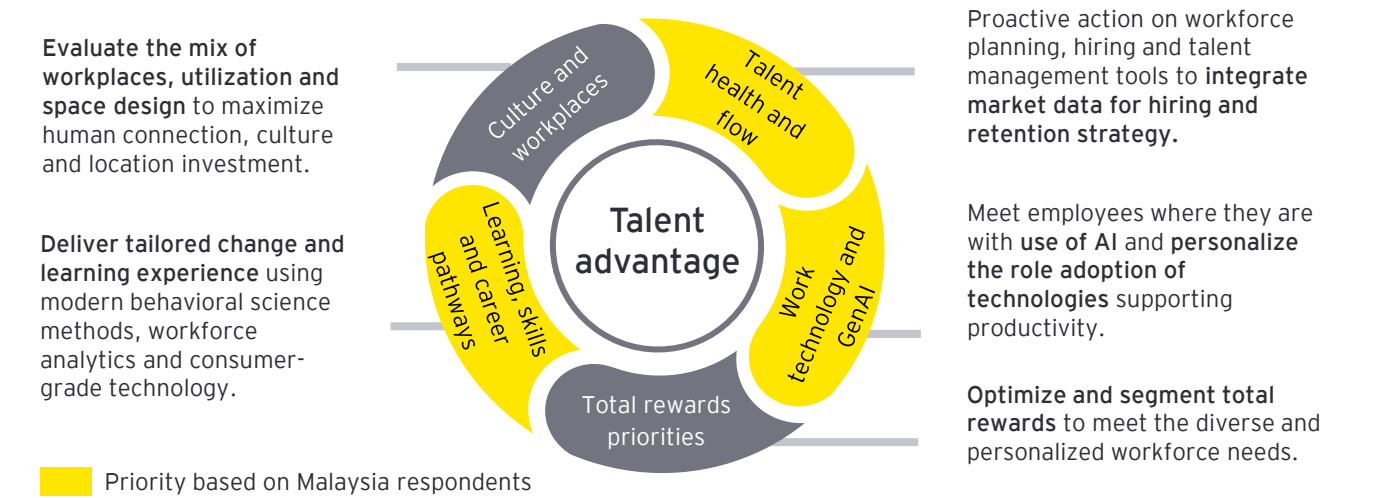
Adapting to the new realities of workforce

By 2030, the **global talent shortage** is projected to exceed **85 million people**, creating a pressing need for organizations to rethink their **talent strategies** and **workforce management**. The **changing nature of work**, **workforce expectations** and **evolving business needs** are leading organizations in Malaysia to a critical **inflection point** that they will need to navigate.

Organizations in Malaysia are:

1 Reimagining the employee experience to get better talent and business outcomes

Move away from a one-size-fits-all approach to personalized experiences. Organizations should consider the following five dimensions to enhance employee experience.



2 Moving to skills as the currency for talent

Core skills in 2025	Skills on the rise by 2030
Analytical thinking	AI and big data
Resilience, flexibility and agility	Networks and cybersecurity
Leadership and social influence	Technological literacy
Creative thinking	Creative thinking
Motivation and self-awareness	Resilience, flexibility and agility
Technological literacy	Curiosity and lifelong learning
Empathy and active listening	Leadership and social influence
Curiosity and lifelong learning	Talent management
Talent management	Analytical thinking
Customer care	Environmental stewardship

Technology

Cognitive

Human

Management

■ Priority based on Malaysia respondents

Source: *The Future of Jobs Report 2025*, January 2025, World Economic Forum



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Problem solving and adaptability will be the most significant skill sets, especially when using AI, you need to adapt and truly understand the problems you need to solve.

Malaysia Respondent, CHRO 2030

HR function must accelerate readiness to drive value

The HR function stands at a critical juncture, requiring a rapid evolution to not only keep pace with emerging demands, but also drive greater value and effectiveness. HR leaders must focus on the following key areas.

The HR function must:

1

Leverage technology to deliver value

Key technologies that HR can leverage include:



GenAI



AI and machine learning



Advanced analytics and data science



Robotic process automation (RPA)



Virtual and augmented reality (VR/AR)

Elevate HR with GenAI by 2030

Sourcing and screening	Training development	End of year reward admin (e.g., merit, performance, promo pay)			
Offer management	Training delivery	Pay grade or salary range determination			
Scheduling	Skill gap analysis	Compensation calibration and fairness	Inquiry and case management	Career planning	
Preboarding	Training reporting	Aggregate total reward costs and ROI	HR analytics and reporting	Role matching	Payroll processing
Requisitions	Career pathing	Benefits eligibility, onboarding and management	Policy development	Mentor-mentee matching	Payroll analytics and reporting
Candidate management	Learning Management System (LMS) management	Rewards communications	Communication management	Development planning	Payroll tax filing
Talent acquisition	Learning and development	Total rewards	HR operations	Talent management	Payroll

2

Transform HRBP role

	HRBP today	HRBP 2030
Mindset	<ul style="list-style-type: none">Quality and detail-orientedRisk-averse	<ul style="list-style-type: none">Efficiency-focused, “minimum viable clarity”Risk-tolerant
Skills and capabilities	<ul style="list-style-type: none">Digital fluency, experimenting with AIBusiness advisor	<ul style="list-style-type: none">AI and agent collaboration multiple times dailyLeadership coach, amplifying performance
Key performance indicators (KPIs)	<ul style="list-style-type: none">Stakeholder feedbackTalent attrition rate	<ul style="list-style-type: none">Decision speed and communications flowTalent development velocity
Strategic talent outcomes	<ul style="list-style-type: none">Talent fulfilmentProgrammatic learning and development	<ul style="list-style-type: none">Talent densityResilient and agile learning

Source: CHRO 2030 Executive Session, April 2025, EY



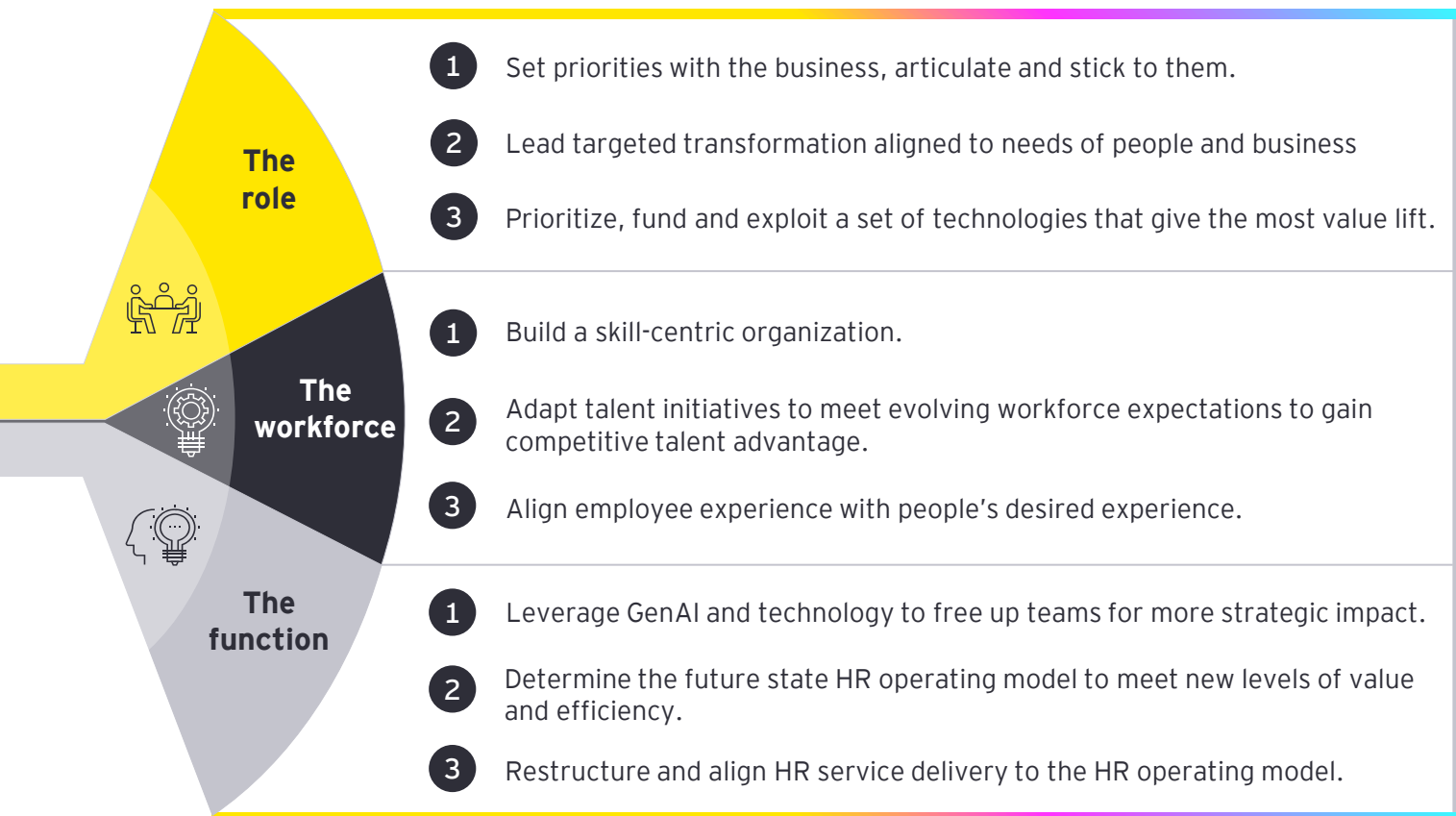
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HR functions will shift to a more tailored, data-driven approach. Roles will demand the ability to interpret diverse data points for decision-making.

Malaysia Respondent, CHRO 2030

The road to success for Malaysia

As we look ahead to 2030, these challenges and opportunities require **CHROs to level up their game and embrace a more complex role, build talent advantage with a strong focus on skills and have the HR function evolve** to keep up with business demands. For Malaysian HR leaders, the challenge is not just to keep up but to **proactively lead and nurture an innovative workplace** that unlocks new value.



Source: CHRO 2030 Executive Session, April 2025, EY

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All in to shape the future with confidence.

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