HITACHI

Request for Proposal:

Creating a consistent, compelling and distinctively "Hitachi" EVP

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Executive Summary

The Challenge

Hitachi is entering a critical phase of transformation under **Inspire 2027**, with the ambition to become a **digital-centric, truly global "One Hitachi."**

- 50% of employees and 60% of revenues are already outside Japan.
- Leadership diversity is growing, but engagement scores remain low (Japan at 7% vs. global 21%).
- Talent competition, especially for digital and technology skills, is fierce across key markets.

An **Employee Value Proposition (EVP)** is a critical lever to:

- Unite diverse businesses and geographies under one shared identity.
- Attract and retain digital talent at scale.
- Deliver on the human capital strategy goal of a high-performance, engaged workforce.

Our Solution

We propose creating a **compelling, authentic, and flexible Global EVP** that:

1. **Unites Hitachi globally** under the values of Harmony, Sincerity, and Pioneering Spirit.
2. **Supports Inspire 2027** by driving engagement, belonging, and talent attraction.
3. **Equips each business unit and region** with tools to localise and activate EVP in their own markets.

Our approach is structured in **three phases** (aligned to Hitachi's RFP framework Hitachi Global EVP):

1. **Discovery & Analysis** – Review existing research, map EVP maturity across businesses, conduct leadership interviews.
2. **Market & Competitor Insight** – Benchmark against peers (e.g., Siemens, ABB, Accenture), run focus groups in key regions, and identify differentiators.
3. **EVP Development & Validation** – Co-create pillars, test messaging internally and externally, refine narrative and activation toolkit.

Executive Summary

Why Us

We bring **deep global expertise and local sensitivity** that uniquely position us to partner with Hitachi:

- **Proven success with Hitachi Rail:** Delivered the EVP **"Full of Life"** across 38 countries with 19 leadership interviews and 5 regional workshops.
- **Global scale:** 3,000+ specialists in 70+ countries, with hubs in London, Singapore, Chicago and Sydney.
- **Scientific rigor:** Our in-house psychologists provide insights into human behavior that go beyond standard employer brand research.
- **Award-winning impact:** Recent EVP projects have delivered tangible results, e.g., 124% increase in applications, 89% reduction in agency spend, +75% careers site engagement (Direct Line).

What Success Looks Like

By the end of this project, Hitachi will have:

- A **clear EVP framework** with defined pillars and narrative aligned to Inspire 2027.
- **Localised playbooks and assets** enabling each business unit to activate EVP effectively.
- An **activation roadmap** covering internal launch, leadership enablement, and external campaigns.
- A measurable uplift in talent attraction, engagement, and retention — driving the **"True One Hitachi"** vision.

We would be privileged to partner with Hitachi on this journey. With our proven global EVP expertise, deep understanding of Hitachi through our work with Hitachi Rail, and our ability to combine global consistency with local relevance, we are confident we can help bring the vision of 'True One Hitachi' to life. We look forward to the opportunity to earn your trust and your business.

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Our credentials in the employee value proposition space



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Our credentials in the employee value proposition space

We are best placed to deliver a compelling, bespoke global EVP for Hitachi which can be nuanced for local audiences. Our key differentiators include our expertise, our psychologists, our global capability and experience.



Part of PeopleScout – supporting clients across **70+** countries worldwide



290 employees in uk

2,500 employees worldwide



300+ clients across the globe

Our expertise

We will provide Hitachi with unrivalled in-house expertise and resources to support every element of the project. Because all these professionals are in-house, they will 'feed off' each other's work in real time, enabling us to constantly fine-tune our solution to best meet Hitachi's requirements.

We will provide Hitachi with:

- Our **Employer Branding center of excellence,** who are experts in finding, recognizing and articulating the killer insights that will make Hitachi stand out from the competition.
- Our **market intelligence team,** who are equipped with the very latest tools, from Indeed Talent Insights to Horsefly software – helping to generate accurate, meaningful data regarding global and local markets, ensuring Hitachi's EVP is grounded in validated, data-driven insight.
- Our multi-award-winning **creative team,** comprising endlessly curious, imaginative thinkers – from employer branding and other creative sectors. Our Art Directors, Copywriters, Designers and Filmmakers live in social and digital, experimenting with new, emerging and proven channels and technologies – whatever it takes to deliver the clever, thought-provoking EVP you require.
- Our **Project Management team,** who will create a robust project plan and ensure all project milestones are met with sufficient time for review and approvals from the Hitachi team.

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Psychologists

We maintain an award-winning team of qualified Occupational and Assessment Psychologists who will enable us to provide deep levels of scientific rigor which is rare in the industry. The team will apply their understanding of human behavior and motivation to design and facilitate interviews and focus groups that explore employee experiences and expectations at a deeper level than most in the industry – including understanding and removing the barriers to open and authentic communication.

The team will apply a deep listening approach to reveal insights and capture and analyze diverse perspectives. They will also apply their qualitative analysis skills to identify patterns and trends and pinpoint the priority aspects for the EVP. The team will use behavioral science principles to understand what drives employee engagement and retention.

Geographical Coverage

We know that Hitachi needs to work with a partner who is a leader in EVP and employer brand strategy. Equally, you need an agency that has the capability to deliver all of this to a global audience.

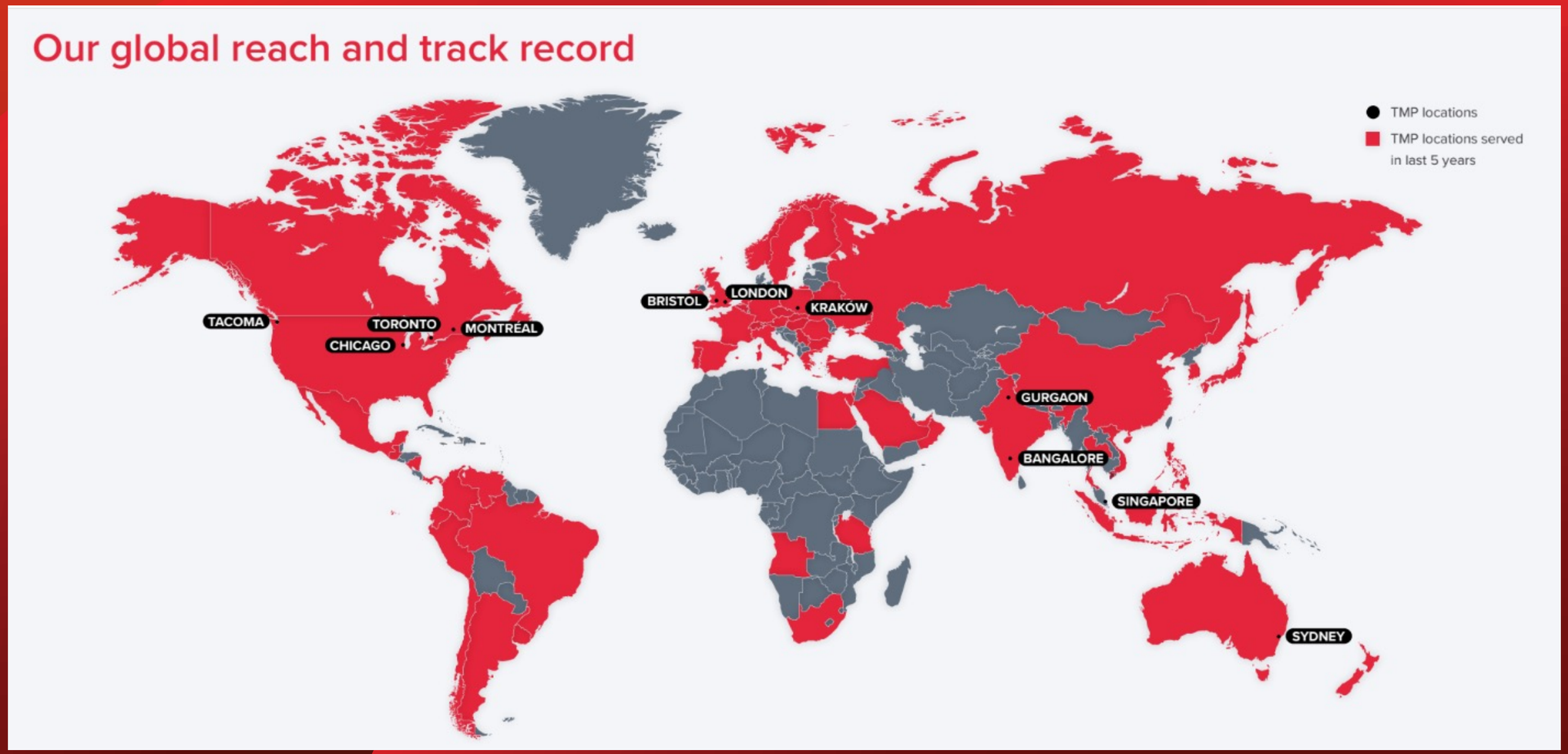
Through our parent company, PeopleScout, we are a global powerhouse with 3000+ staff delivering talent advisory and wider recruitment services to 70+ countries across the world.

With offices based in 15 countries worldwide and hubs in London, Sydney, Singapore, Chicago, Toronto, Montreal, Krakow, Gurgaon and Bangalore, we have proven experience in delivering global employer brands and strategies for clients such as Rolls Royce, Ericsson, Marriott and Maersk allowing us to deliver a global EVP that can be locally nuanced.

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Our global reach and track record



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Our experience

We have supported some of the world's largest and most high-profile employers to develop global employee value propositions which have helped them attract, engage and retain the best talent.



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The following table highlights a number of key global organizations and provides some insight into their size and geographical spread.

Company	Number of employees	Global locations
Marriot	418,000	30+ brands in 130 countries
AB InBev	167,000	50+ countries
Maersk	110,000	120 countries
Ericsson	94,000	180 countries
Novo Nordisk	77,000	80 countries

These projects have provided us with a wealth of experience which we will bring to Hitachi, including proven methodologies for managing complex stakeholder groups, creating global EVPs with localized messaging, launching and implementing EVPs effectively across multiple locations, successfully connect EVP projects with wider corporate branding projects and, most importantly, delivering tangible and measurable impact.

While all these projects had different challenges, we've identified how they addressed different aspects relevant to Hitachi:

Manage complex stakeholder groups: **EDF** is a French owned energy business with six distinct operating companies across Europe. The company was keen that all parts of the business were actively involved in developing the EVP to maximize buy-in and ensure that all their diverse voices were heard.

Our solution was a two-tier stakeholder management plan – the Executive Steer Co and 'The 21' – representatives from across all business units and locations. We ran separate communications and briefing schedules for each audience to maximize engagement.

Deliver global EVPs and localize messaging: For both the Canadian-owned global engineering firm **Bombardier** and 'magic circle' law firm **Linklaters**, we built an overarching EVP, underpinned by pillars which were nuanced according to the motivations and aspirations of different professional audiences and geographies.

Launch and implement EVPs effectively: With **Diageo**, the global drinks business, we developed an internal roll out program, which involved a team of EVP ambassadors globally, a program of in-person and virtual events and briefings, supported by a downloadable guideline & asset library.

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ERICSSON

For **Ericsson**, we worked with a project team of HR, Communications and Marketing professionals to build out an overarching EVP, together with a number of Talent Value Propositions. There were inter-connected, but nuanced versions of the EVP created for different professional groups, together with specific playbooks and launch tools.

Ability to connect EVP projects with wider corporate branding projects: Both **Maersk** and **Skanska** were undergoing shifts in corporate strategy and correspondingly with their corporate branding when they appointed TMP Worldwide to develop their EVP. We worked closely with Communications and Marketing to land an EVP which was aspirational but fully aligned with their global business messaging.

Deliver tangible and measurable impact: Our most recent, award-winning, work for **Direct Line Group** has delivered significant business impact, including:

- **124%** increase in applications.
- **89%** reduction in agency spend.
- **£2 million** cost avoidance.
- **98%** Hiring Manager positive feedback.
- **3 million+** impressions.
- **+75%** bounce rate reduction on the careers website.
- **+50%** dwell increase on the careers website.

Our work also generated significant industry recognition, winning **two Golds** at the Employer Brand Management Awards 2024.

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Experience in developing EVPs



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Experience in developing EVPs

We boast unrivalled experience in developing award-winning global and country-specific EVPs for some of the world's largest and most profile organizations. Below we have provided key examples most relevant to Hitachi's requirements:

- **Linklaters** demonstrates our ability to develop an EVP that combined global consistency with local relevancy.
- **Maersk** demonstrates our ability to develop an overarching EVP that is relevant to an entire client group.
- **AB InBev** demonstrates our ability to tailor an EVP to the APAC market.
- **Diageo** demonstrates our ability to develop a global EVP that has helped to attract, engage and retain talent across an entire client group.
- **Dyson** demonstrates our ability to tailor an EVP to resonate effectively with different business units.



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Linklaters

Client overview

Linklaters is a global law firm with over 5,000 employees in 29 international locations, with headquarters in London. They wanted to create a global employer brand that would support the firm in attracting and retaining the best and most diverse talent across the world.

Challenge

Linklaters is a geographically dispersed organization with multiple stakeholders. The profile Linklaters recruited for in the past would no longer bring them the candidates necessary to secure and expand their position as a heavyweight global law firm.

The lawyer of the future – needed today – was a nimble business advisor using their legal expertise and global mindedness to help clients navigate a time of huge complexity. Every law firm in the world was chasing this new breed of lawyer. Linklaters needed an employer brand that would create both global consistency and local relevancy. The brand also needed to be flexible, translatable and relatable across all job types – from trainees to experienced law professionals, to support roles.

Solution

Our research, undertaken across three stages, took in the views and insights of hundreds of professionals in 20 Linklaters offices across Europe, North America and Asia-Pacific.

- **Research stage one:** We conducted one-on-one interviews and focus groups with Recruitment partners, HR managers, Senior managers, Associates and Graduates and interns.
- **Research stage two:** We ran 17 focus groups in 13 offices with associates, trainees and support functions to sense-check the key themes that emerged from stage one.
- **Research stage three:** We tested two brand concepts with a mixture of internal and external focus groups in several global locations. This ensured the visual execution and brand message translated well and would be universally understood.

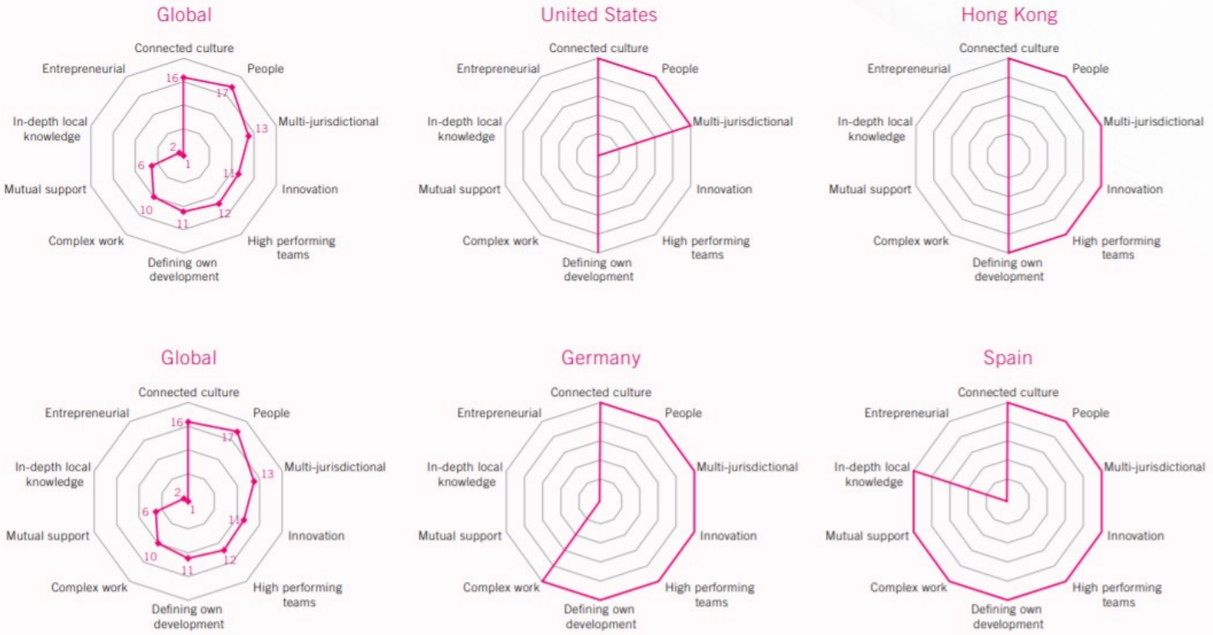
Following our research activity, we created an employer value proposition that was a combination of big-picture philosophical and a Linklaters-specific selling point:

Great change is here.

Because this was to be an international brand with very diverse target audiences, we built flexibility into our solution to allow our message to resonate widely across geography and culture.

We created four underlying message pillars that we could dial up or down as required: **Human experts** – work with the smartest people on the most complex issues. **One team** – our multi-jurisdictional work calls for a truly aligned and collaborative environment. We have it. **Innovation** – your creativity will be trusted, whether you're solving client problems or setting legal precedent. **Career platform** – prominent projects, high-profile clients, training, support, early exposure, external secondments – you name it, we'll invest it in your career.

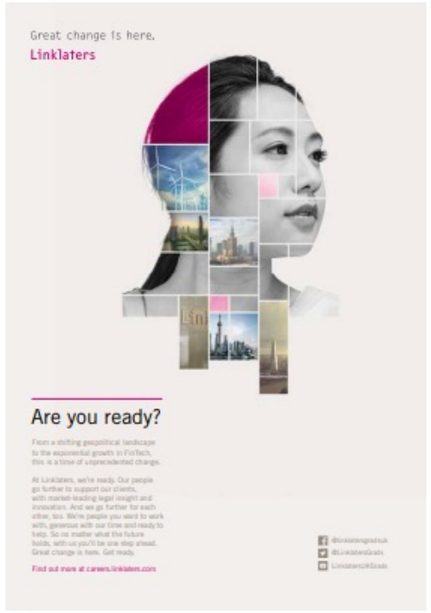
We road-tested all our conclusions with **17 focus groups** in **13 international offices.** This ensured we landed the right combination of messages with the right geographies.

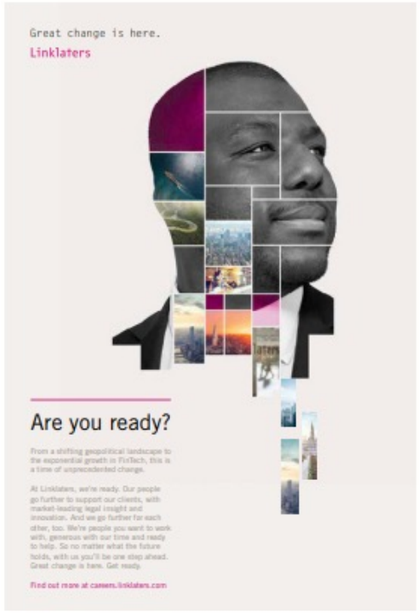


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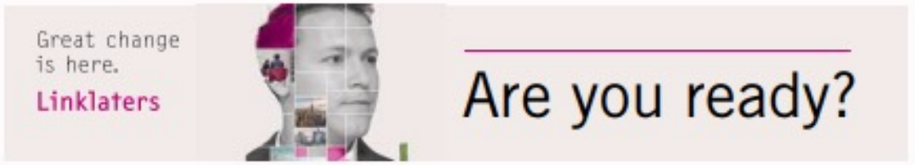
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This inspired a full toolkit explaining all the thinking, the EVP, visual advertising principles and the tone of voice to be used internationally. This was then rolled out to recruiters across North America, Europe and Asia-Pacific so that local activity could be fully supported.









Results

The project was delivered on time and within budget and was a significant success. The project was shortlisted for **Best Global Employer Brand** and the firm's reputation as a graduate employer improved significantly over several years, rising 27 places to 19th place.

Glassdoor scores rose by **8%** and, importantly, applications from female lawyers – which was a key objective – significantly increased since the EVP launch.

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MAERSK

Client overview

AP Moller Maersk (Maersk) is a leader in global shipping. The business has recently undertaken a huge transformation in order to achieve their vision of becoming a 'Global Integrator' of container logistics. To achieve this, they needed to increase the capability within their business.

This required the creation of a strong, new Global EVP. Drivers behind its creation included an increased focus on the culture of the organization, and particularly the digitalization of their business and the need to attract world class talent, with technology hires a real priority.

The development of a strong people brand that supported talent attraction and retention, as well as increasing engagement within the existing workforce was seen as paramount to future business success.

Maersk has a strong history (especially within Denmark), and a strong set of values that stems from their family roots. There are multiple brands all under the 'one Maersk' banner. They needed a global EVP with the depth and breadth to support their transformational journey.

Challenges

Creating a strong, new Global EVP for Maersk was not without its challenges, including:

1.) Talent requirements: Maersk had a particular need to attract world-class technology talent. They needed a strong people brand to help increase engagement with their existing workforce, as well as support talent attraction and retention.

2.) Uniting multiple brands and business areas: With a strong history and set of values stemming from their family roots, there are multiple brands under the 'one Maersk' banner. So, they needed an EVP with the depth and breadth to encompass this, as well as their different business areas.

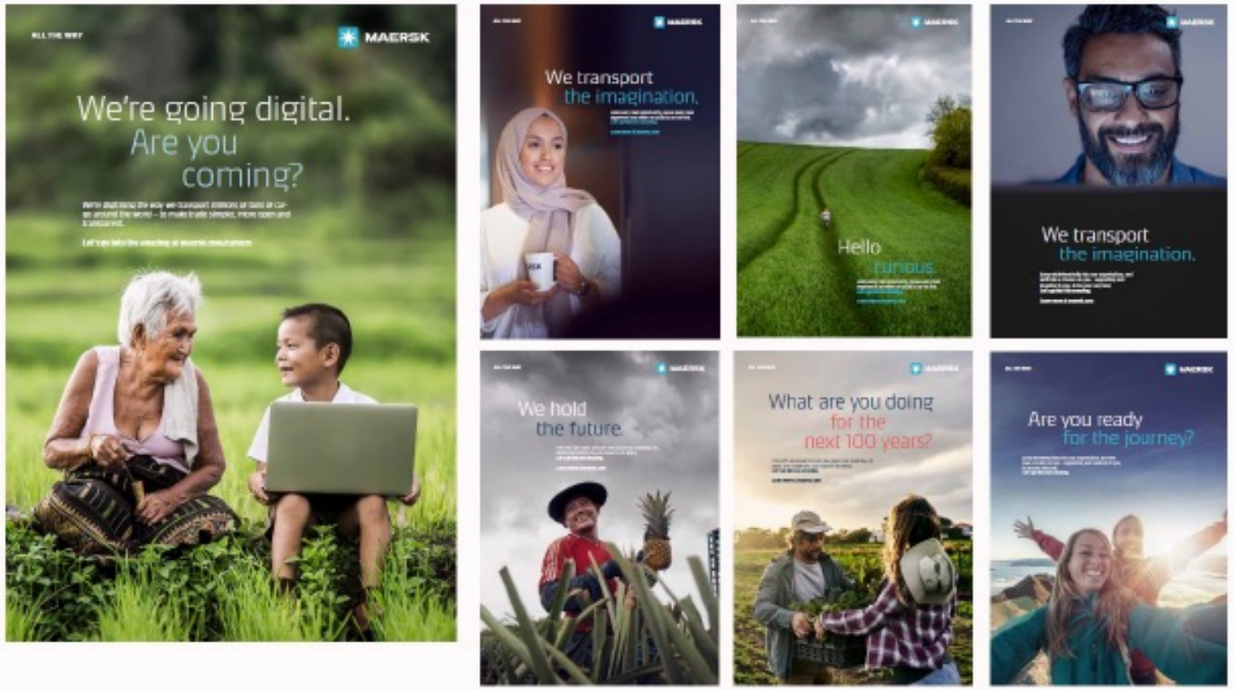
3.) Challenging perceptions: To attract the new talent they needed, Maersk needed a perception-challenging employer brand – showing that there's much more to them than their shipping containers.

Solution

We began with an intensive insight phase. Understanding the organization, the many and varied brands, the core business areas, its people and the nuances across the globe was key to laying the foundations from which we created the EVP.

As well as listening to the views and vision of senior leaders within the business, we also mapped the competitor talent market to identify specific territories that Maersk could own with regard to its proposition and messaging. From this we developed a set of core pillars or themes which we validated with senior stakeholders across the globe before defining our core proposition:

'Let's go into the amazing': We worked closely with the Maersk employer branding team to plan out how to take the EVP to market. We built an employer brand toolkit that contained all the materials recruiters and hiring managers across the globe would need to deliver the message within their individual markets.



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We also worked closely with the Maersk digital team to update the global careers site. We provided a content matrix and assets for the site and supported the Maersk team in defining new user journeys, wireframes and templates to enhance the candidate journey through the site.

We then created a smaller toolkit, specifically aimed at technology audiences. This included materials that could be taken out to important markets such as the UK, India and Denmark to help deliver key hires. This technology-specific toolkit was aligned with the Global EVP toolkit but had a different visual flavor and technology-specific imagery to ensure resonated with technology talent.

Results

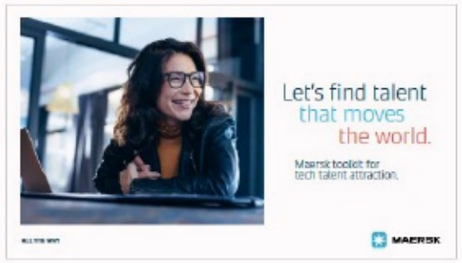
The project was an outstanding success:

- Staff 'pride scores', captured through annual survey, rose by **12%**.
- Awareness and pre-disposition to join increased by **12 points** in their global talent audit.
- Maersk moved up **10 places** in Universum's 'Best Places to Work' study.
- The initial three-month activation campaign received **63,671,606** impressions.
- We delivered **686,103** clicks, at a final cost per click of £0.05.
- The project was shortlisted for the **Employer Brand Award** at the RAD and Personnel Today awards.

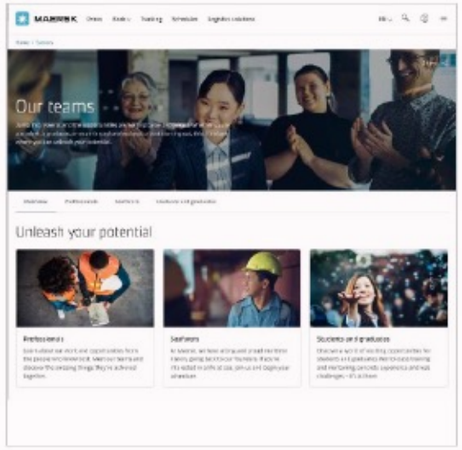
Global employer brand toolkit



Toolkit for tech talent



Updates to careers site



"The employer brand really brings to life the depth of understanding of our organization and culture. It has engaged people across the business and the high quality of creative execution has gone beyond our expectations"

Bettina Mølgaard, Global Head of Talent Management & Talent Acquisition.

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ABInBev

Client overview

AB inBev is the largest brewer in the word, with over 140,000 employees in offices across the world. They required our support in localizing their global EVP specifically for APAC.

Challenge

In 2022, AB InBev announced a new 10-year strategy and corporate identity. They also launched ‘Challenge Accepted’ – their first Global EVP and employer brand. The catalysts that led to this initiative included low awareness of AB InBev and the family of companies (brands), confused brand identity and inconsistent messaging. However, feedback from the APAC People Team was that ‘Challenge Accepted’ was an aggressive and forceful representation of their ambitious culture; they wanted to shift the focus to be more about an enriched employee experience.

TMP Worldwide were appointed to localize the Global EVP specific to APAC – leveraging 80% of the Global pillar messaging, leaving 20% to represent APAC more closely. Countries in scope included China, Vietnam, Korea, Japan and India.

Solution

Through the Discovery phase, we conducted an APAC People Team Workshop, employee focus groups, Leader interviews and an employee survey to validate our thinking.



Armed with this research, we created local EVP strapline options, and ‘Cheers to Bigger Dreams’ performed best in research. We subsequently created the localized master assets and EVP playbooks for each geography.

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DIAGEO

Client overview

Diageo plc is a British multinational alcoholic beverage company, with over 30,000 employees. Headquartered in London, the company has 132 offices across the globe, with an ever-growing presence in Asia Pacific, with over 1,800 employees operating across Australia, South East Asia, Greater China and Japan..

Challenge

Globally, the image of the business was complex, as each region has its own challenges, from the strength of the consumer brands in some markets (i.e. Guinness), and the attraction and sourcing techniques used, to critical cultural nuances relating to alcohol.

We needed to build an employee value proposition to drive awareness, consideration and interest in Diageo as an employer of choice for world class talent globally. It was crucial that the Employer Brand platform emerging from the EVP complemented the existing Diageo corporate brand.

Solution

We analyzed the research available and developed a number of ideas to articulate the EVP within the business and the external marketplace. Two ideas were put into research and the winning route developed more fully.

The chosen concept was 'Character is Everything'. The EVP and concepts were tested extensively with staff groups across the world before we developed a full range of recruitment marketing materials. TMP Worldwide assigned a lead creative team to act as Brand Guardians – reviewing all materials produced to ensure consistency and brand compliance. The team also provided quality assurance for any recruitment marketing materials produced by local offices across the globe.



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To ensure a high level of engagement, TMP Worldwide supported and ran worldwide staff launch events to promote and publicize the new employer brand.

Results

The launch began with a global webinar to over 200 live participants and 30 on demand viewers. We also created five in-market launch events. Two weeks after the brand launch, we had 19 activations of the brand either live or in planning stage.

The new employer brand was launched with stories from employees alongside the new imagery to Diageo's LinkedIn, Facebook, Instagram & Glassdoor accounts. The posts all performed well in terms of engagement – with both Diageo employees and external followers liking, sharing and commenting on the posts.

The striking imagery has given a fresh and colorful feel to their social media. Specifically, the launch campaign delivered:

- 329,472 overall impressions.
- 2,936 click throughs to the diageo.com careers site.
- 2,986 likes, 179 shares, 72 comments.
- 3.19% overall engagement rate above the industry average.

The quality of our work was attested by the client:

"TMP Worldwide partnered with Diageo to develop a global Employer Brand Toolkit and Employer Brand soft launch. In addition, we worked on multiple tactical items that supported Diageo to be quick to market in the rollout of a new EVP. The Toolkit brief was to target recruitment and HR professionals, and for it to be specific to the needs and opportunities in Diageo at the time.

Through a highly consultative approach they delivered on this challenging brief successfully. I have no doubt that the creative look and feel of 'Character Is Everything' will stand the test of time due to its effective communication of Diageo's message. The photography and tone of voice especially helped create a brand with beauty and craft. The account is well resourced and responsive, with good project management skills.

We are looking ahead to shaping Diageo's Employer Brand strategy together!"

Kate Siddiqui, Global Employer Brand Lead, Diageo

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dyson

Client overview

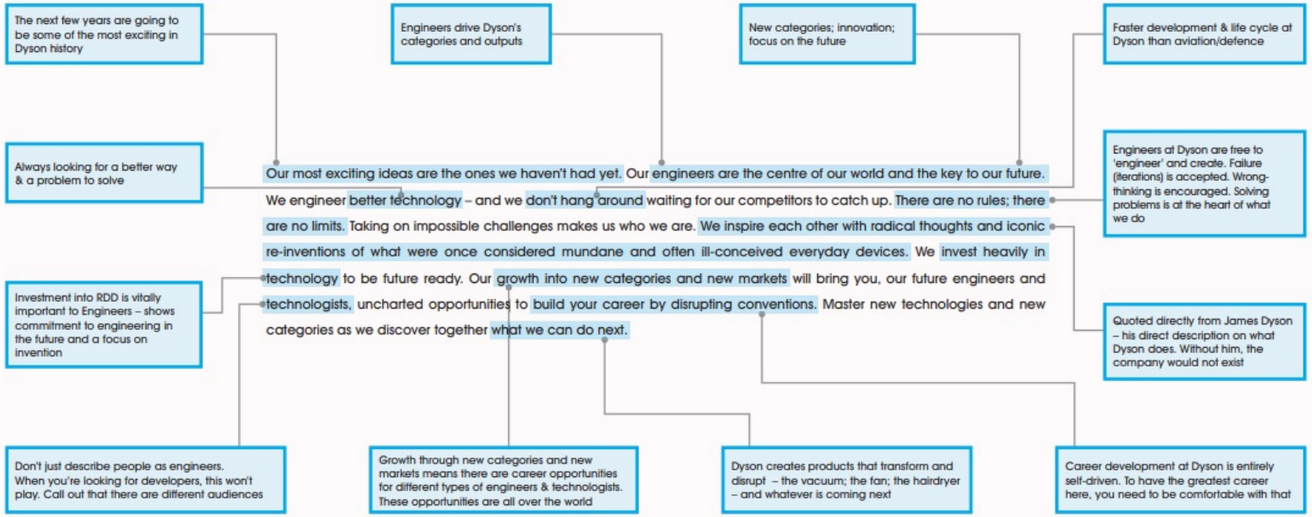
Dyson is a Singaporean British international technology company, with its global headquarters in Singapore.

Challenge

Recognized for its innovation and engineering excellence, TMP Worldwide was appointed to create an EVP for the business that resonated with teams across Engineering, Commercial and Entry Level talent in Japan, the UK, the US, France, Singapore, China, Australia and Malaysia.

Solution

Through a combination of focus groups and video interviews, we developed Talent Value Propositions for each of their key audiences, which were nuanced for regions and built into an overarching EVP.



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Results

We supported with activation across the business, including development and promotion of their Women in Engineering Leadership Program – which has won multiple awards.





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Experience of working with Hitachi



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Experience of working with Hitachi

TMP Worldwide recently worked on an employee value proposition and employer brand project for Hitachi Rail, which has given us some insight into your people, structure and processes on which we can build for this project. This project is an excellent example of our ability to develop global EVPs which support local priorities.

Challenge

Hitachi engaged TMP Worldwide to create an EVP that would bring together the many cultures and organizations that make up the business.

The global nature of the Hitachi Rail business meant that we needed to create an EVP that was sensitive to cultural differences and priorities. The messaging needed to resonate and bring people together regardless of their background or which part of the world they lived in. As you know, the business operated across 38 countries in six continents, with 11 manufacturing sites.

Challenge

1. **Unite a diverse workforce across 38 countries / 6 continents / 11 manufacturing sites.**
2. **Create an EVP sensitive to cultural differences while reinforcing shared values.**

Solution

To address local requirements, we undertook benchmarking and desk research, which included analysing the Sustainability Report, Visionary Interviews, together with Talent Management & Leadership frameworks.

This was followed by **19** senior stakeholder interviews across the world to get insights into what makes Hitachi Rail unique.

The outputs of the interviews were used to create the EVP pillar prototypes and inform the content for **5 co-creation workshops** delivered to:

- APAC
- UK/North Europe
- North America
- Italy/Branches
- Japan (workshop delivered in Japanese)

Using this research, our creative team developed alternative distinctive brand propositions. We identified two key pillars that resonated with the regions we held workshops in – ‘Innovation that sustains’ and ‘A global business with a multi-cultural nature’.

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Using these key pillars, we created an employer brand anchored around a strapline – **"Full of life"**, which talks to the multi-cultural strength of Hitachi Rail.

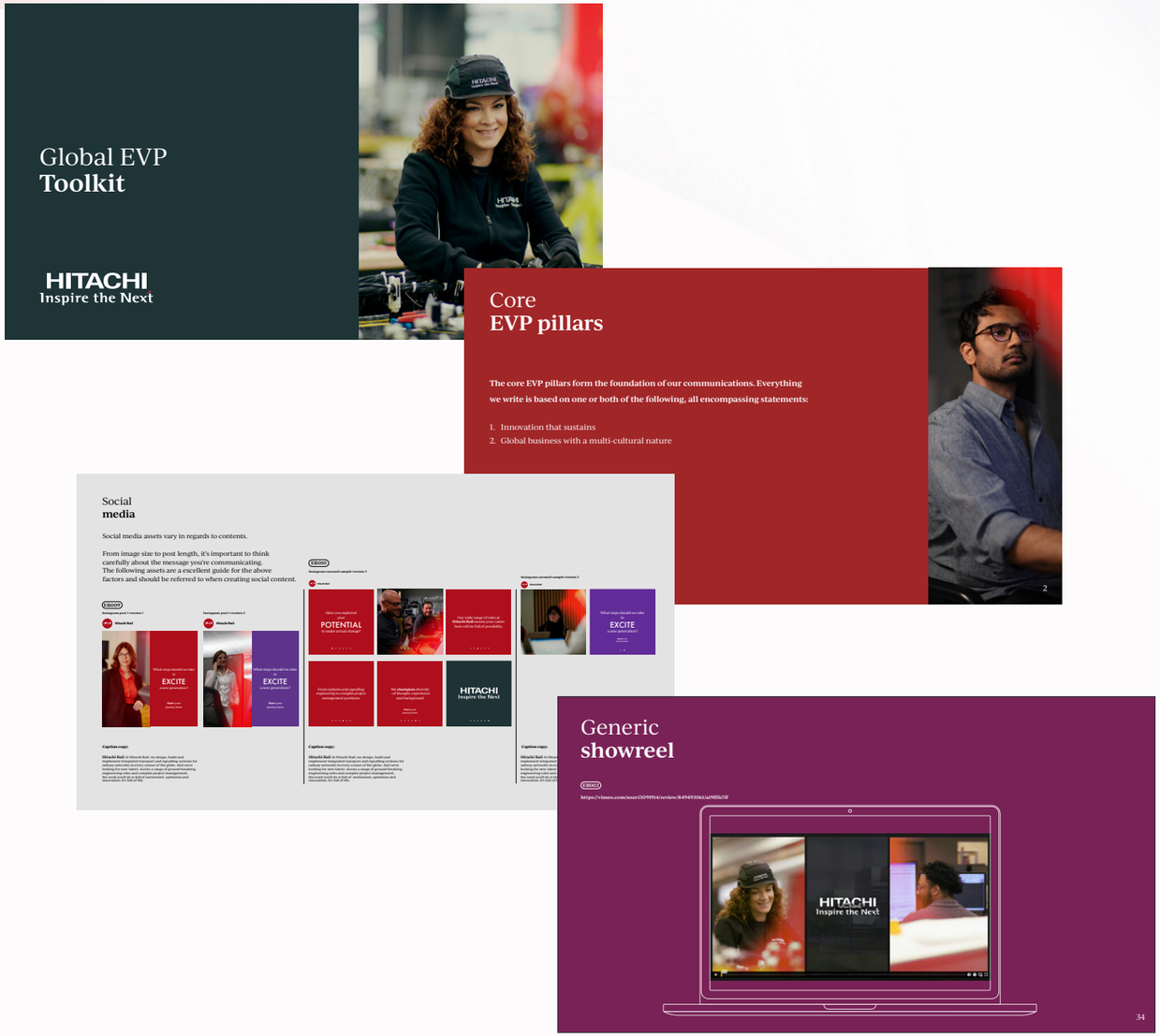
It champions diversity by telling stories of how outstanding people from countries, cultures and backgrounds all over the world come together to use superior technology and create groundbreaking ideas that have a far-reaching impact on people and communities everywhere.

The employer brand used a modular visual style to showcase diverse images of culture, the work, the product and the people who make happen. The design enabled that stories could be localized to each market.

TMP Worldwide then created many of the assets through a series of global photoshoots which were shared with the business.

Why it matters for Hitachi Group

1. **Demonstrates proven ability to:**
   Translate Hitachi's corporate vision into EVP.
2. **Run multilingual research & workshops (including in Japanese).**
3. **Build flexible frameworks that respect local needs but reinforce "One Hitachi."**



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Experience working with Japan-based global organizations



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Experience working with Japan-based global organizations

Outside of Hitachi, we have worked with a number of Japan-based global organizations to build compelling employee value propositions. Our work with Tokio Marine provides an excellent example:

Client overview

Japan-based Tokio Marine Group is one of the world's leading insurance companies with a market cap of $81 billion. Operating in over 100 classes of specialty insurance through 4,400 employees in 180 countries, Tokio Marine HCC (TMHCC) is one of the world's leading specialty insurers.

Headquartered in Houston since 1974, Tokio Marine HCC specializes in some of the most complex areas of insurance focusing on tailored underwriting and providing the highest quality risk management.

Challenge

TMHCC is home to a diverse array of specialist entrepreneurial businesses, each with its unique story. TMP Worldwide was appointed to develop an overarching EVP and employer brand for TMHCC that complemented the Group mission to be a 'Good Company' and to protect customers and society in times of need. The project Steering Committee included key personnel from US, Europe and Japan.

Solution

TMP Worldwide analyzed multiple sources of existing research and insights, including competitor analysis. We then conducted primary research, consisting of 13 senior leadership interviews and five focus groups. From this we developed prototype EVP territories, which were tested via virtual focus groups and potential talent communities outside the organization, before a preferred positioning was settled on.

We have illustrated our final EVP line and pillars below:



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Building out the employer brand and assets: Following EVP sign off, we developed a visual treatment for HR communications, which carried across candidate and employee touchpoints, together with an internal launch program, which included events, digital asset library, toolkit for HR & Hiring Managers and guidance on messaging and usage. Examples are included below:

Careers pages



Social content





Careers poster

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The context behind our strategy



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The context behind our strategy

Hitachi has clear ambitions to continue as leading global business, inspiring staff to rise together and create what's next.

The Human Capital Strategy includes ambitious goals around fostering a high-performance culture, which accelerates the One Hitachi behavior and builds an entrepreneurship mindset. This is linked to achieving an ambitious staff engagement score of 80.

The EVP will be an important lever to support this strategy – providing an overarching proposition which is relevant to all Group companies and geographies.

This is timely as we are seeing increasing talent challenges – especially for Technology-related roles across the global talent marketplace.

In Japan – which still employs 50% of Hitachi's global staff – the younger generation and structural reforms are slowly shifting business culture away from hierarchical decision-making, loyalty and long hours toward flexibility, empathy, and meaningful work.

According to the 2025 global Gallup report 'State of the Global Workplace', the global level of employee engagement fell to 21%. – with 62% not engaged.

In Japan the engagement score is lower at 7%, with 53% of employees agreeing that it is a good time to look for a new job – a 27% increase on the previous year.

The job-to-applicant ratio remains high, with reports indicating that for every 100 individuals seeking work, there are 124 job openings as of February 2025, according to Trading Economics and Xinhua.

This is reflected in a surge in job turnover and companies increasing mid-career hiring to ensure they can meet their objectives.

Many of Hitachi Group's other businesses – Rail, Energy, Global Logic, Digital Services, Vantara–have all been facing fierce competition for talent for many years across many of their geographies – and have developed EVPs to support their hiring and retention activities.

For those businesses, which already have EVPs, this project will provide them with tools to refine their local proposition, in line with the' Inspire 2027' strategy and new global brand strategy.

Other businesses, without a current EVP, will gain a narrative to significantly enhance their positioning and attractiveness as an employer.

Our proposed approach with cost model and timeframes

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The process and steps of how
we will approach the EVP project
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Developing our solution

Our approach to developing an authentic and inspiring EVP for Hitachi Group will be based on three distinct phases of activity, with continual playback to the core Working Group and refinement of the solution.

As part of this, we recommend supplementing the existing work you have undertaken and conducting further, more detailed competitor analysis, enabling us to provide valuable external perspective and benchmarking to frame your project. We recognise that this activity is currently out of scope, but we strongly recommend undertaking this as part of our overarching solution.

We have detailed our three phases below:

Stage One – Analysis of Research

We will undertake desk research which will build on your published documentation and the research you have already carried out as part of this project. We will analyze each of your major business units through out Employer Brand Index tool and assess their existing EVPs, enabling us to create an overarching prototype EVP for Hitachi Group.

Stage Two – Competitor and market trends analysis

We will review key competitors to understand their Employee Value Propositions and 'offer' across a number of dimensions. We will also conduct Talent Market analysis and a series of focus groups to build a deeper understanding of market perceptions and the current and future talent landscape. No other competitor can deliver the same level.

Stage Three – EVP development

We will refine and test the Hitachi Group Employee Value Proposition and develop a preferred route, together with pillars, narrative and core messaging.

We will now explore each of these phases in more detail.

Developing our solution

Phase One			*Phase Two
Part 1 Analysis of research – Internal	Part 2 Analysis of research – External	Part 3 EVP framework development	Part 4 Activation and launch considerations
• Reviewing existing literature and materials • TMP Index analysis • Mapping existing EVPs • Analysis of Hitachi research	• TMP Index competitor analysis • Macro talent market research • Regional focus groups	• EVP development, testing and refinement • Creation of pillars • Core narrative & messaging • High level activation plan	OUT OF SCOPE • Creative asset development (aligned with new Hitachi corporate brand strategy) • Testing and validation • Deliver our Employer Branding Assets and deploy

*Phase 2 is not in scope

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Stage One – Analysis of Research

As an initial action, we will review the material you already have and combine it with wider market insight. This will enable us to build a clearer reflection of how Hitachi's offering stacks up against the competition.

We will ensure that key competitors–representative of those that frequently come up against your prominent business units in key territories–are captured. From our research into key organisations that you hire from and lose talent to, we would suggest: Accenture, ABB, Siemens and Schneider.

We recognise the uniqueness of Hitachi as a group entity; this is a product of your success at all sector levels. We will ensure your uniqueness is reflected with full context in the final articulation of your offering. It is at this stage of the project that we will capture and refine this.

A note on our approach:

We do not want to replicate activity at any stage; efficiency and frictionless delivery are key to the success of how we will avoid replication. We can flex and scale the level of research we conduct to meet you business needs.



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Stage One – Analysis of Research

We will review and analyze your internal materials:



A clear understanding of the existing materials and validated documentation will frame the project and provide context to everything that follows. As well as detailing tone of voice and brand alignment from the outset, this level of understanding will ensure the correct interpretation of inclusivity across the group and enable us to connect this project to other complimentary workstreams that drive business agendas across the 2027 vision and wider group activities.

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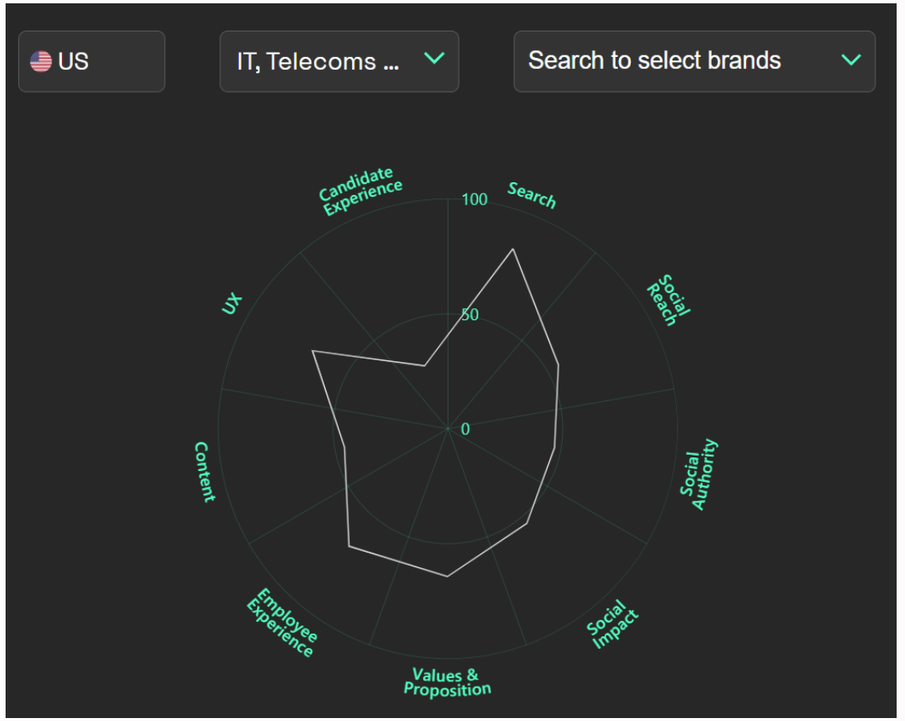
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Stage One – Analysis of Research

We will use our propriety employer brand benchmarking tool, the Outthink Index, to establish the relative components of how your propositions are presented across the group. We will individually review how candidates and employees engage with your proposition and establish alignment and connectivity from a group perspective. This tool, developed by TMP Worldwide, acts as an industry standard benchmark, enabling us to align offerings and illustrate where and how organizations differentiate amongst their competition.

This activity will highlight the comparisons amongst your external focused offerings.

Across the group, the various Employee Value Propositions will highlight a range of benefits and values. This tool will provide an unparalleled and consistent perspective on how these align. It will help to establish where Employee Value Propositions from across the group have elevated certain elements over others.



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Stage One – Analysis of Research

We will establish the links and themes across Group Employee Value Propositions

In addition to the findings from the Outthink Index, we will conduct and deep dive into the Employee Value Propositions from across the group. These will each be assessed individually.

Reviewing the various Employee Value Propositions will showcase alignment and variance

By reviewing the existing propositions and aligning these with the analysis from the Outthink Index, we will establish common themes and strengths that congregate in certain areas. This will enable us to form the first draft of a hypothesis Employee Value Proposition for Hitachi Group.

Specific outputs from this activity will include a **Maturity Model** highlighting where certain sectors lag behind others and what common elements exist across the group and key territories. The Maturity Model will especially focus on alignment with Inspire 2027 and the Global Human Capital Strategy, with a focus on enabling "True One Hitachi"

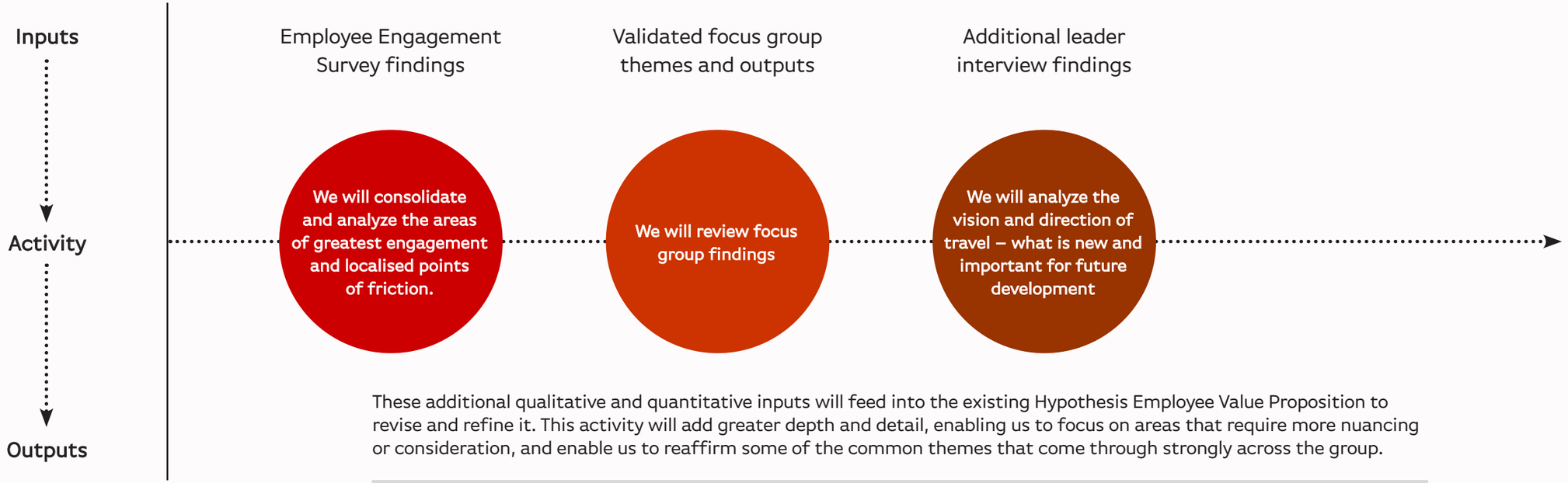
Following this activity, the outputs will be consolidated into an initial report and played back to the working group.

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Stage One – Analysis of Research

We will review your additional qualitative and quantitative inputs



These additional qualitative and quantitative inputs will feed into the existing Hypothesis Employee Value Proposition to revise and refine it. This activity will add greater depth and detail, enabling us to focus on areas that require more nuancing or consideration, and enable us to reaffirm some of the common themes that come through strongly across the group.

We will update the Hypothesis Employee Value Proposition and play this back to the working group to seek validation.

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Stage Two – Competitor and market trends analysis

The Hitachi values have an exceptional resonance internally. We strongly anticipate that the research you will be sharing and the findings therein will cite these as genuine differentiators.

At this stage of activity, we will bring the internal experience to external audiences. Our working hypothesis involves centring this analysis on the values themselves to unpick how these set Hitachi apart, versus the competition.



Our approach to external research will ensure that the pillars and the framework will both drive the progress Hitachi looks to achieve externally (through growth) and ensure foundations for future success are framed in the competition for talent.

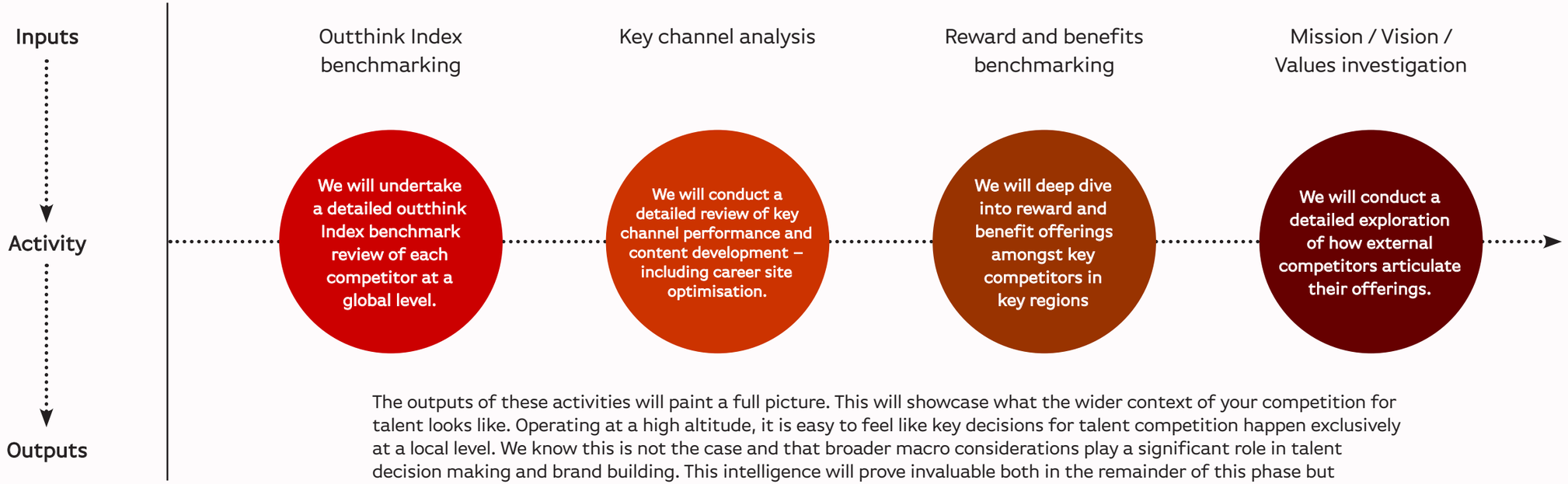
Establishing a clarity of understanding with the external market and clearly articulating what sets you apart both as a business and as an organisation that prizes people over profit, will help to accelerate progress and ensure your organisation thrives across sectors and geographies.

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Stage Two – Competitor and market trends analysis

We will review your competition – assessing how your offer compares – by analyzing competitors across key global territories and sectors



The outputs of these activities will paint a full picture. This will showcase what the wider context of your competition for talent looks like. Operating at a high altitude, it is easy to feel like key decisions for talent competition happen exclusively at a local level. We know this is not the case and that broader macro considerations play a significant role in talent decision making and brand building. This intelligence will prove invaluable both in the remainder of this phase but also later, when it comes to activation and launch activities, ensuring your approach is differentiated and successful.

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Stage Two – Competitor and market trends analysis

Ahead of a further review with your key stakeholders, we will add a critical lens on the talent landscape at large.

We will conduct a Talent Market Insight investigation across your key global territories.

Zeroing in on your specific global territories and recruiting hubs, we will provide a detailed market snapshot to identify the talent landscape in which you are operating.

The findings of this phase will be the real differentiator of the impact your proposition has – the real success indicator. Some of this insight you may already be aware of at a local level – but this activity will centralise it, ensure it is up to date, and will centre the findings around how the Employee Value Proposition is developed and brought to life. This is invaluable when it comes to understanding the nuancing and localisation of messaging and proposition development. It is absolutely central to our offering as an agency that we consider the context of how activities are brought to market. This intelligence, and our dedicated team that deliver it, truly sets us apart.

Following this phase, we will consolidate findings and play these back, combined with a proposed discussion guide, for the final external insight activity.

Stage Two – Competitor and market trends analysis

We will conduct external qualitative research – testing the Hypothesis EVP and finalising key territories.

We will host external focus groups with comparable talent profiles that align with key locations and business units.

Using an agreed upon discussion guide, we will undertake further external qualitative research to truly identify how the proposition resonates with key audiences externally.

The outputs of this will serve two main purposes. Firstly, it will identify any further refinement to the finalised Employee Value Proposition around key territories, positioning or resonance. Secondly, it will showcase critical considerations around localisation and nuancing that will ensure the future success of the proposition once it is launched externally. Our approach will enhance the rich detail that sits behind the proposition, ensuring it lands effectively, with impact.

This final phase will be presented to the working group for sign-off ahead of messaging development.

Stage Three – EVP development

We will consolidate all our identified themes and pillars and produce a consolidated toolkit and a high-level activation roadmap. This will deliver all the deliverables we have been working towards. Key activity is detailed below:

1. We will develop initial territories around validated EVP pillars – draft messaging
2. We will conduct a workshop involving comms and marketing stakeholders
3. We will refine messaging and pillars
4. We will playback and validate the toolkit
5. We will create a high level activation roadmap
6. We will conduct a final workshop to finesse toolkit

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High level activation roadmap

We have created a high-level activation framework which sets out core activities we believe will deliver project success, together with indicative activities that Business Units may wish to execute locally.

Discovery & Alignment

- Stakeholder engagement and orientation
- BU revision of existing EVPs
- Toolkit templates used by BUs to create local assets
- Define success metrics & KPIs

Foundation & Enablement

Creation of assets for global digital estate and usage including: global careers site, Linkedin.
- Manager enablement playbooks
- Embed EVP in HR processes

External Launch

Refresh career site & recruitment flows
- Social media storytelling & recruitment campaigns
- Employer brand PR & partnerships

Ongoing: Sustain & Evolve

Measure KPIs (eNPS, retention, application quality)
- Refresh storytelling with new employee stories
- Continuous feedback & EVP evolution

Internal Launch
(indicative activities to ensure ongoing success)

- Communications programe to launch the EVP across Hitachi Group.
- Internal campaign kickoff (town halls, videos, intranet)
  - Activate employee ambassadors
  - Link EVP to recognition & DEI initiatives
- Briefing document for Leaders and Managers to cascade
- Local launch to wider HR & People Manager teams
  – e.g. TA, Learning & Development, Reward

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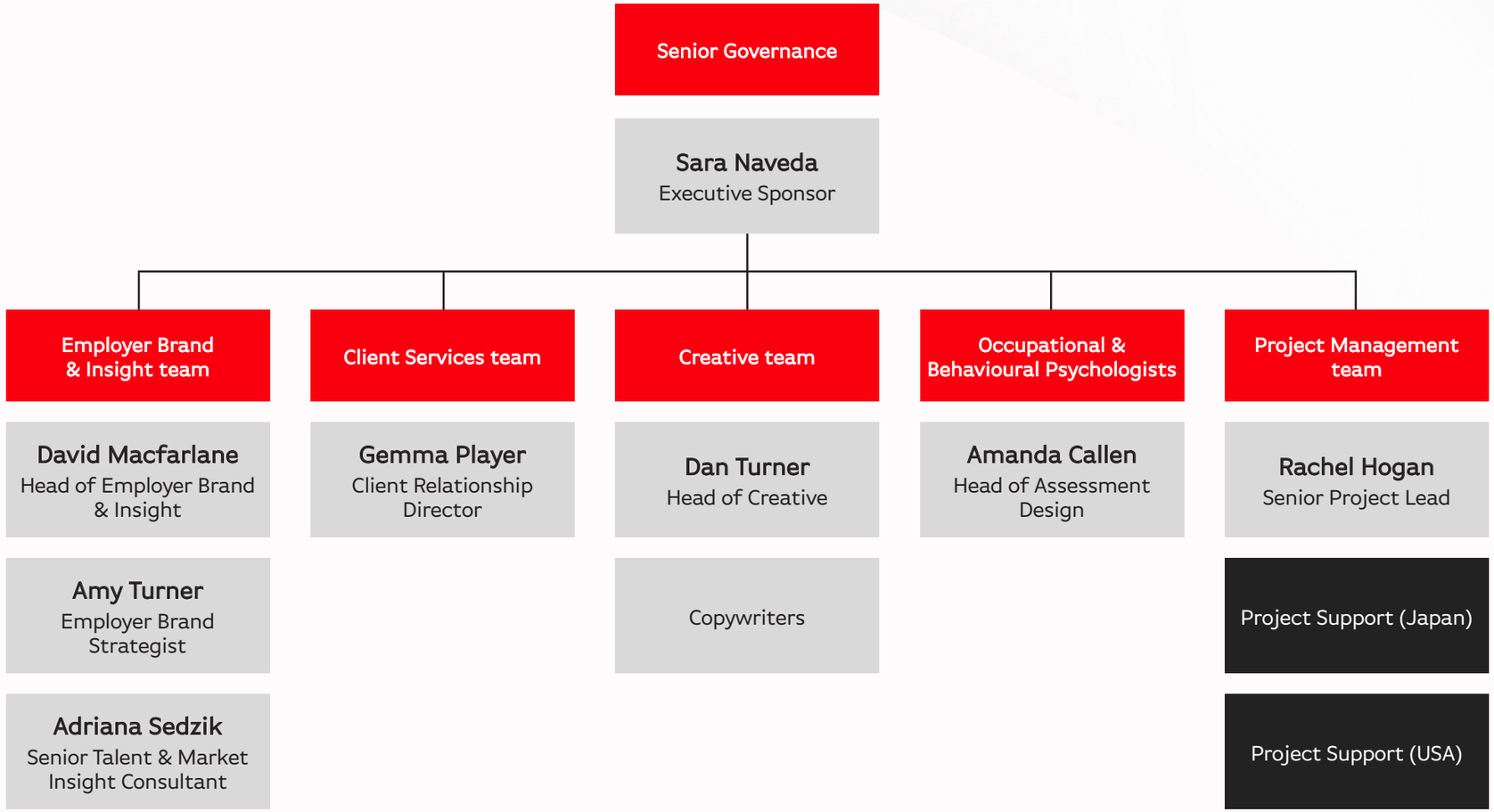
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Our team and technology
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Our team

A key benefit of selecting TMP Worldwide is that we can deliver all services in-house; facilitating knowledge sharing and enabling us to make changes and alterations to both our processes and solution in real time. Our structure also allows us to create better, more sophisticated solutions, as it facilitates rapid idea generation between subject matter experts.

We will select team members upon award. We have detailed key people and roles who will deliver the project opposite, based at our EVP Center of Excellence in London, UK:



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We have provided key details regarding the team below:

Client Relationship Director, Gemma Player

LinkedIn

Gemma will hold overarching responsibility for managing our service; including coordinating our teams of SMEs, monitoring delivery and presenting our analysis and findings to Hitachi stakeholders.

Gemma has worked at TMP Worldwide for over 19 years and has served as the Client Relationship Director for some of our largest and most high-profile clients, winning awards for her work with organizations such as the Civil Service. Gemma will bring deep-rooted expertise in developing employee value propositions and managing employer branding and creative teams to deliver their best work.

Head of Employer Brand & Insight, David Macfarlane

LinkedIn

David will hold overarching responsibility for delivering the project; including shaping our solution and providing recommendations and fresh thinking to Hitachi.

David joined TMP Worldwide in July 2021 and, as Head of Employer Brand & Insight, leads a team of subject matter experts with a focus on delivering exceptional, award winning work for clients both globally and in the UK. Prior to joining TMP Worldwide, David spent four years at AMS within their consulting function, delivering employer brand solutions, developing leading EVPs and supporting clients with innovative communications strategies.

Employer Brand Strategist, Amy Turner

LinkedIn

Amy will lead our insight, consolidation and playback activity.

With over a decade of experience across global employer brand, communications and content, Amy has a wealth of experience in helping organizations define what they stand for – and bringing it to life through bold ideas, compelling copy and campaigns that connect.

Amy has built employer brands from the ground up in new markets (like Bumble in Spain), led strategy through pivotal moments (IPO and post-merger), launched ERGs, and delivered content that truly resonates with audiences and algorithms alike

Market Insights Analyst, Adrianne Sedzik

LinkedIn

Adriana will provide the market intelligence to underpin our research and inform our strategies.

Adriana has provided market intelligence and wider insight services to internal teams and clients for over six years. Adriana is armed with the latest tools and platforms to provide our clients with objective, relevant data and insight when its needed.

Head of Creative, Dan Turner

LinkedIn

Dan will lead the team of Copywriters who will provide Hitachi with powerful, impactful and relevant content that will best channel and promote the Employee Value Proposition.

Dan has worked in the HR communications industry for over 24 years. The Head of Creative for TMP Worldwide, Dan leads an outstanding team of writers, art directors, filmmakers and designers responsible for developing branding and communications solutions for a wide range of interesting, high-caliber and often socially beneficial organizations. Dan has written extensively for clients ranging from Rolls-Royce and Sainsbury's to the NHS and KPMG and can lay claim to over 40 major awards.

Head of Assessment, Amanda Callen, C.Psychol AFBPsS FRSA

LinkedIn

Amanda will lead our team of Psychologists who will apply their understanding of human behavior and motivation to design and facilitate interviews and focus groups that explore employee experiences and expectations at a deeper level than most in the industry – including understanding and removing the barriers to open and authentic communication.

A Registered Occupational Psychologist (Health and Care Professions Council) and Chartered Psychologist (British Psychological Society), Amanda is a results-orientated, evidence-based, applied psychologist, skilled at partnering with clients to identify underlying issues and articulate requirements, then facilitating and guiding methodological and organizational change with demonstrable return on investment. Amanda works with particular emphasis on applied social psychology and a human-centered perspective.

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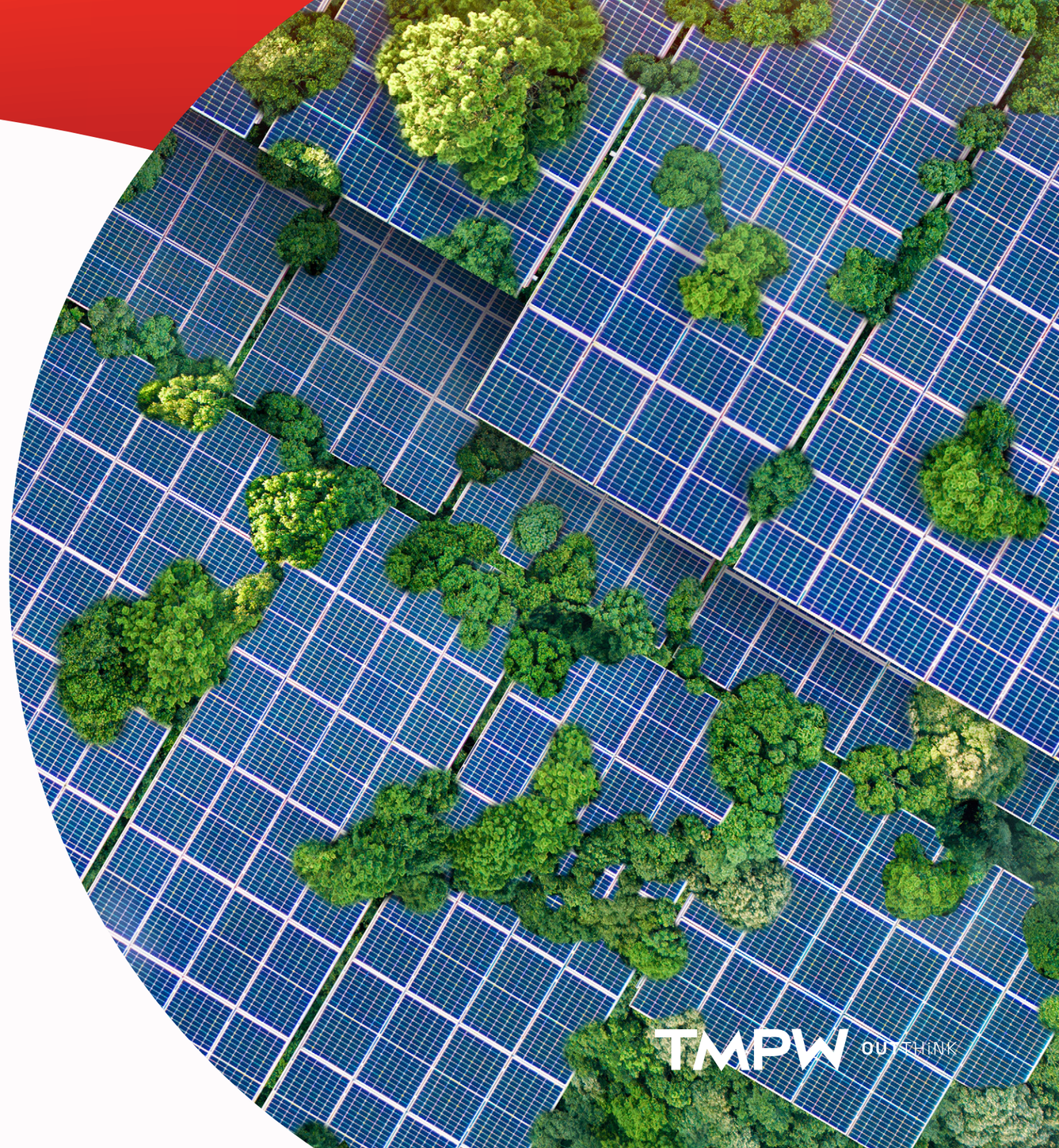
Senior Project Lead, Rachel Hogan

LinkedIn

Rachel will project manage every element of the service from start to finish, ensuring all activity is undertaken in accordance with the agreed project plan. Rachel will be supported in all activity by experienced Project Managers based in Japan and the USA, ensuring our service meets the expectations of stakeholders globally.

A Senior Project Lead, Rachel has over seven years' project management experience and has overseen some of our largest and most high-profile global EVP projects.

Rachel will be supported by local, in-country project leads and associates in Tokyo, Japan and Stamford, USA. We propose operating within Tokyo/Dallas business time for all major meetings.



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Our technology

We will deploy market leading insight and intelligence tools to gather accurate and objective data to inform our research, including:

Horsefly & Talent Neuron: These platforms unify internal talent capabilities with comprehensive external market insights. Provides visibility of the global labour market including skill gaps, competitor strategies, and market trends that influence organizational design decisions. Both platforms are talent mapping and talent planning tools that provides extensive real-time worker insights using big data and artificial intelligence.

Key benefits of the systems include:

- Identify patterns and trends to refine future talent strategies
- Understand candidate markets across different locations
- Identify competitor organisations in local areas and available salaries
- Understand skills available in different locations and at different salaries/ pay rates



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LinkedIn Recruiter Market Intelligence: This software provides real-time data and insights into the competitor landscape and market trends, enabling more strategic and effective hiring decisions. Features include real-time talent supply data, including companies, locations, educational background, and career analysis. Features include:

- Real-time data including talent supply and demand, company reports, and employer branding metrics to plan for recruitment.
- Over 12 billion data points on talent, companies, jobs, skills, and schools from the world's largest professional network.
- On-demand, simple talent intelligence tools with actionable insights, personalized recommendations and learning resources.

Indeed Hiring Insights: Provides accurate insight into competitors, salary ranges, similar roles, potential candidates and the search terms they use and interactive charts regarding how different markets are changing over time. The data for Hiring Insights comes from Indeed's internal data consisting of a total of 200 million CVs and 25 million jobs, which provide relevant and actionable information.

LinkedIn Talent Insights: This platform uses real-time data from the LinkedIn professional network and will provide workforce analytics, market benchmarks, and talent pool data.

We will also deploy **Remesh** to automatically and seamlessly collate data from multiple sources. Remesh:

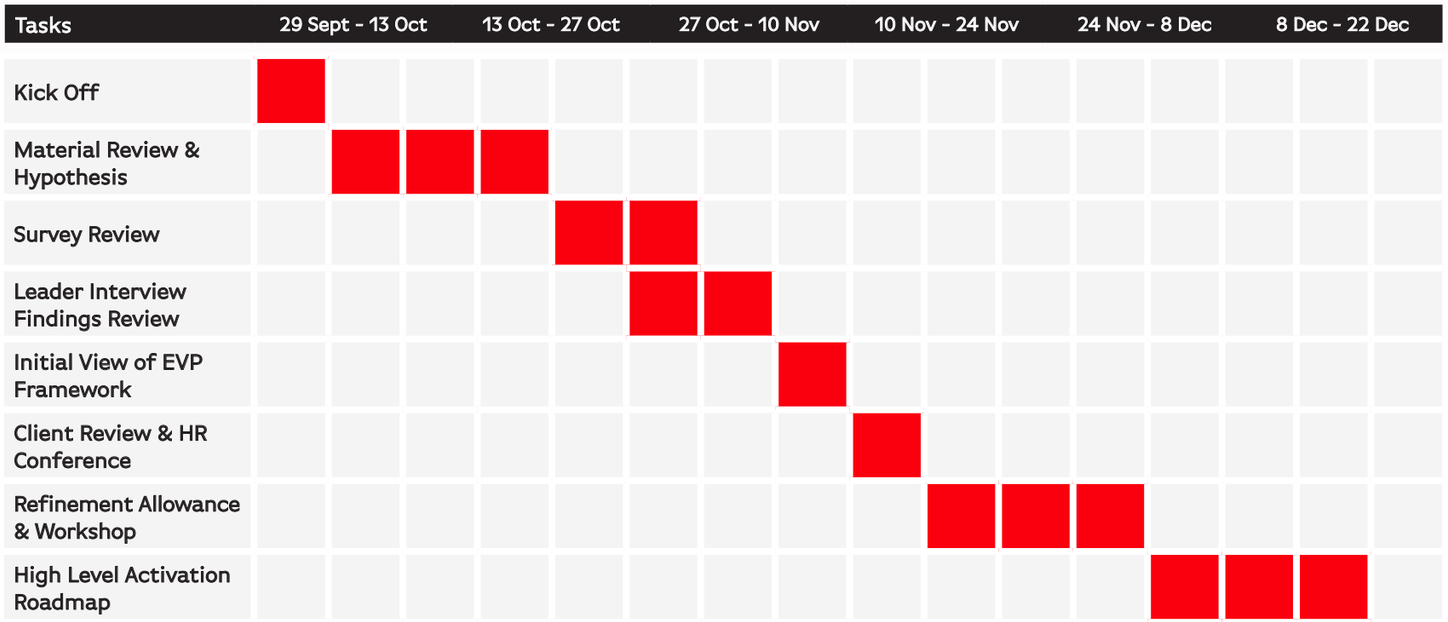
- Is a tool that leverages AI to digest and understand the key themes of a qualitative conversation
- Takes free text and conversational inputs and translates these into clear and defined themes
- Is a digital platform that highlights differentiation and variation amongst perona groups
- Highlights the gaps and connections between different audiences around a common topic/framework, and how they resonate.

We will use Remesh to support with consolidating and digesting the findings from our qualitative research. We will also leverage it during our additional external quality analysis and research activity to deliver clear meaning, quicker. Remesh will enable us to skip hours of manually reading verbatims, generate summaries, compare segments, and uncover key themes in seconds. The platform will enable us to spend less time sorting data and more time making decisions.


Key dates and adjustments
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Key dates and adjustments

We have reviewed the key dates and confirm we can deliver the project in the time required.
We have provided a project plan below:



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How we will collaborate and work with the Hitachi team

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How we will collaborate and work with the Hitachi team

Our approach to successful EVP delivery is founded on three core principles:

1. One size doesn't fit all

Every organization is different, and we do not operate a single 'playbook'. Instead, we craft a core EVP, nuanced for different business units and staff groups that actively involve your teams at all stages of development.

2. Co-creation is vital

Whilst we have a wealth of experience in EVP creation and would recommend guiding principles, you know your business best. Our approach is to build a solution that is bespoke to your needs, developed together with your teams, showcasing what is both authentic and aspirational about Hitachi Group.

3. Behavioral psychologists provide the wider team with additional perspectives

True deep listening goes beyond surveys and focus groups, picking up verbal and non-verbal cues to provide more rounded and valuable insights.

TMP Worldwide is unique in involving our team of Behavioral Psychologists as part of the project team to provide wider societal and human perspective. They help develop topic guides, review interview notes and workshop/focus group research and add to reporting – generating richer, more robust results.

Transparency regarding costs and timelines involved at every stage

We will apply **waterfall project management methodology** to provide total transparency regarding costs and timelines and to deliver the project on time, within budget. We will map out the project into distinct, sequential phases, with each new phase beginning only when the previous one had been completed.

Within the timeframes, we will take guidance from the Hitachi team around the time required for Hitachi Group to socialize and feedback on any outputs.

We appreciate Hitachi Group will require a partner who is creative in their thinking and has robust processes in place to deliver on time and to budget. We will provide a dedicated team of **Project Managers** (led by Rachel Hogan) who will deploy clearly defined methodology to ensure the project is delivered in a controlled and consistent manner.

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The team will create a portfolio of documents to underpin delivery and provide Hitachi with complete transparency regarding costs, activities, timelines, required resource, risk and anticipated outcomes. Key documentation will include:

- **Statement of Works:** This document will include full, transparent costings, describes the deliverables for the project, and what is out of scope.
- **Project plan:** This MS Project document will detail tasks, timings and resources required. This plan will be a working document to help both parties plan work and resource.
- **Roles and Responsibilities:** This document will record the project's key resources and outline our approach to governance (e.g. Steering group/ sponsors/executive decisions).
- **RAID:** This document will summarize the risks, assumptions, issues and dependencies for the project. This will enable us to understand and proactively manage the impact of any risks during the lifecycle.
- **Change Management:** This document will highlight the mechanism we will use to make agreed alterations to the project.
- **Highlight reporting:** Updated weekly, this document will highlight work done and what is next, enabling client-side project team members to plan ahead. It will also include general financial tracking, risk reviews and milestone monitoring information. We are confident that our approach to governance and project management will reflect Hitachi's approach to good project management.

Energizing, engaging, honest and impartial guidance and advice

We are committed to providing energizing, engaging, honest and impartial advice; we will therefore validate every recommendation and decision we make. We will deploy our centralized market intelligence team and significantly invest in research, both internal and external, to provide recommendations that will deliver tangible impact and benefit.

Meeting cadence We would anticipate an initial kick-off meeting, where we agree future meetings, objectives, agenda and reporting.

Typically for a project of this nature, running over a relatively short period, we would produce a weekly progress report and circulate this to the core working group.

We would expect to run weekly meetings with the day-to-day project leads Shannon & Joy, together with fortnightly or monthly calls for the wider core working group.

Drafts of all reports will be shared with day-to-day project leads, before wider circulation and we will look to co-create the EVP; we will develop a number of alternative prototypes which can be tested internally.


How we will ensure our approach is relevant to the current and future market trends
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How we will ensure our approach is relevant to the current and future market trends

With any Employee Value Proposition project, the challenge is developing a proposition which reflects the authentic, lived reality of working for an organization, which also has an aspirational element which reflects the future of the business.

We frequently work with organizations going through change, where a refreshed (or new) Employee Value Proposition is part of the change program and sets out not only the current 'deal' for employees, but also points to future expectations around different ways of working.

This is achieved through blending the three key data sets:

- Employee voices and feedback which set out the current state.
- External insights which reveal outside awareness and perceptions.
- Leadership interviews which frame the future direction of the organization and what is expected from the workforce in the future.

The leadership lens is vital for future-proofing the EVP.

This is complemented by macro insights research delivered through our team of Insight Analysts and Behavioral Scientists and provides over-arching societal and generational context including demographic changes, technology developments, youth trends and emerging media platforms.

This model has been proven through a number of EVP projects in capturing and meeting both current and future trends. Ultimately the relevance of our approach is defined by the success of the EVP project.

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Defining success

We will work with Hitachi to develop robust success criteria encompassing the global EVP's development, launch and implementation.

These are the criteria at each stage:

Develop

We define a global EVP project as successful if it is judged to have been managed effectively internally at all levels by key stakeholders and is able to elicit meaningful, deep observations. The EVP should be representative of your organizational nuances and local requirements, inclusive of aspirations from local entities globally. Above all else, a clear marker of success is a project that is delivered to scope, on time and within budget, with collective engagement and advocacy from all key stakeholders.

Implement:

It will be clear to all within Hitachi that the EVP is aligned with the new corporate brand strategy and be judged by the organization as providing a distinctive edge in the marketplace versus the competition. We will also implement clear, EVP-focused measurements with progress tracked effectively.

Long-term, overarching success will be achieved by an EVP that:

- Reflects the diversity and real viewpoints that unite your people across the Hitachi network globally.
- Is used by Hitachi businesses with an existing EVP to modify and refine their proposition and harnessed by those businesses without an existing EVP.
- Is underpinned by a messaging framework that is clear, magnetic, compelling, authentic and inspiring.
- Clearly operates in tandem with Hitachi's new corporate brand, with each gaining strength from the other
- Compliments the global human capital strategy and facilitates the objectives of Impact 2027.

Commercials

We have provided a breakdown of costs below:

Activity	Detail	Cost
Analysis of internal research	• Review of background docs and visionary materials • High level actions for EVP • Map of group company EVPs • Hypothesis EVP creation • Review of employee engagement survey • Review of additional leader interview findings • Consolidation and refinement of EVP • Playbacks x2	US$ 77,844
EVP framework development	• Workshop with core working group, together with other stakeholders e.g. comms/marketing • Toolkit creation • High level activation roadmap • Playback / presentation	US$ 38,220
	Total cost	**US$ 116,064**
	Discounted total cost	**US$ 98,051**

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Conclusion

We are excited by the opportunity to support the development of a global EVP for Hitachi Group.

We recognize that some business units have well-developed Employee Value Propositions (EVPS) which they will modify to sit alongside the new strategy. For other businesses, a global EVP will provide them with valuable assets to attract, select and retain the best talent.

Most importantly, our experience of running EVP projects for complex global businesses has highlighted that initiatives led from the center and dropped into business units face resistance or fail. The most successful projects involve the business units who then have a sense of investment into and ownership of the global promise.

Our methodology will not duplicate the work that has already been done and will involve the core Working Group at all stages of EVP design.

Through our proven methodology, robust project management, global resources and unique blend of skills including strategists, researchers and psychologists, we will develop a EVP for Hitachi Group which is authentic and future-proofed.

TMP Worldwide has recently worked with a number of global businesses to create new EVPs that reflect changes in business strategy.
These include: Ericsson, Maersk, Tokio Marine and Novo Nordisk.

We very much hope to do the same for Hitachi Group.

Please note, we will provide our proposal, case studies, a detailed breakdown of our pricing and a detailed project plan within a dedicated microsite for your review.

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