



Key Findings at a Glance

- **213 responses from European companies operating in Japan**
- **92% fully or partially aware of recent policy developments**
- **No evidence of widespread operational disruption**
- **Administrative predictability and talent mobility identified as key areas for monitoring**
- **Strong support for continued EBC engagement with Japanese authorities**
- **Japan's attractiveness for international talent highlighted as a strategic consideration**



Executive Summary

EBC Survey on the Business Impact of Japan's Evolving Policies Affecting Foreign Nationals

In June 2026, the European Business Council in Japan (EBC) conducted a survey to assess how recent Japanese policy developments affecting foreign nationals are perceived by European companies operating in Japan. The survey sought to evaluate levels of awareness, identify any current business impacts, understand emerging concerns, and determine whether there was a role for the EBC to engage with the relevant authorities on behalf of its members.

A total of 213 responses were received from companies representing a broad range of sectors. The respondent base consisted primarily of European-headquartered firms with substantial experience operating in Japan, including a large proportion of companies employing foreign nationals locally.

High Awareness Across the Business Community

The survey found that awareness of recent policy developments is widespread. More than nine out of ten respondents indicated that they were fully or partially aware of the measures under discussion, demonstrating that the issue is being closely followed by internationally active companies.

Limited Immediate Business Impact

A central finding of the survey is that the measures have not, at this stage, resulted in significant operational disruption for most respondents. Across a range of policy areas, including visa-related measures and international staff mobility, the majority of companies reported either no impact or only limited impact on their current operations.

These findings suggest that European businesses are generally adapting successfully to the current policy environment and remain committed to operating and investing in Japan.

Emerging Areas for Monitoring

While immediate impacts remain limited, respondents identified several areas that warrant continued attention. These include administrative and compliance requirements, the mobility of international talent, and the cumulative effect of regulatory changes on business planning.



The survey indicates that companies are less concerned about any individual measure than about the overall predictability, transparency and efficiency of implementation. Businesses emphasised the importance of clear procedures and administrative certainty when planning long-term investments and workforce strategies.

Competitiveness and International Talent

One of the survey's most significant findings concerns Japan's long-term attractiveness for international talent. Respondents highlighted the importance of maintaining an environment that remains welcoming, predictable and competitive for highly skilled foreign professionals.

The results suggest that access to international talent is increasingly viewed as a strategic factor influencing business confidence, innovation and future investment decisions.

Expectations for the EBC

Respondents expressed strong support for continued EBC engagement with the relevant Japanese authorities. Companies expect the EBC to maintain constructive dialogue, monitor implementation, communicate evidence-based feedback from the business community, and promote transparency, predictability and administrative efficiency.

Importantly, the survey does not indicate a demand for opposition to policy objectives. Rather, respondents favour practical and constructive engagement focused on implementation and business impacts.

Conclusion

The survey presents a balanced picture. While awareness of recent policy developments is high, European companies report limited immediate impacts on their operations. At the same time, respondents encourage continued attention to administrative predictability, talent mobility and Japan's long-term competitiveness as a destination for international business and investment.

The findings support a constructive approach based on dialogue, monitoring and evidence-based engagement. The EBC will continue to work with its members and relevant stakeholders to ensure that the perspectives of the European business community contribute to an attractive, competitive and internationally connected business environment in Japan.

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