

# Kashi Funding Pathways Memo

Japan and international funding, subsidy, grant, tax, and programme routes relevant to a meeting-governance / workplace-risk visibility product

Prepared for: Kashi project team

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Purpose: convert the funding discussion into a project-usable memo in English

**Bottom line.** There does not appear to be a clean, dedicated government subsidy designed specifically for a product like Kashi. The practical route is to map Kashi into adjacent programme languages: AI / IT adoption, workstyle and labour-process improvement, occupational health or association-delivered services, and in some markets tax or public-pilot routes.

## 1. Executive answer

**Short answer:** for project planning, the right stance is not "find a Kashi-specific grant" but "identify which existing funding or support pathways Kashi can be translated into."

Japan: the strongest direct route is the 2026 Digitalisation and AI Adoption Subsidy, because it explicitly supports AI-inclusive IT tools for productivity improvement. Workstyle reform grants and occupational-health routes are more indirect but still usable.

Singapore: the most commercially usable non-Japan route. PSG and EDG create a clean productivity / transformation story for IT and business-improvement solutions.

EU: less a direct buyer-subsidy story and more an adoption-support, pilot, and ecosystem story through DIGITAL, EDIHs, and the Apply AI strategy.

United Kingdom: more useful as an occupational-health, welfare-counselling, or manager-training / tax-treatment story than as a clean subsidy-to-buy-software story.

Australia, Canada, and the United States: relevant funding exists, but it is generally stronger on provider-side digital mental health, AI-adoption infrastructure, research translation, or training than on direct employer purchase of a Kashi-like tool.

## 2. Decision table: what exists and what does not

Market	Route type	What it really funds	Fit	Project priority
Japan	AI / IT adoption	Registered AI-inclusive IT tools for SME productivity improvement	High	P1
Japan	Workstyle / labour reform	Process redesign, consulting, software, and training tied to workstyle improvement	Medium-High	P1
Japan	Occupational health / association	Industry or association-delivered occupational-health services	Medium-High	P1/P2
Singapore	Productivity grants	Pre-approved IT solutions and transformation projects	High	P1
EU	Adoption ecosystem	Pilot, test-before-invest, AI adoption support, digital deployment programmes	Medium	P2
United Kingdom	Tax / OH route	OH spend, welfare counselling treatment, manager capability support	Medium	P2
Australia	Digital mental health programme	Provider-side public programme funding rather than ordinary buyer subsidy	Low-Medium	P3

Canada	AI adoption / cluster / strategy	AI adoption support, ecosystem growth, and strategic programmes	Low-Medium	P3
United States	Training / workforce support	Training grants and workplace-mental-health education more than direct software subsidy	Low-Medium	P3

### 3. Japan: the main usable pathways

#### 3.1 Digitalisation and AI Adoption Subsidy 2026

**Why it matters.** This is the cleanest direct route. The programme explicitly supports the introduction of AI-inclusive IT tools for SME productivity improvement. For Kashi, this is the most natural subsidy language because it aligns with an AI / IT tool story rather than forcing the product to pretend to be a pure welfare or counselling service.

**Project implication.** Kashi should be framed here as a productivity-, governance-, and manager-risk visibility tool. The operational hurdle is packaging: the product usually needs to fit the programme’s registered-tool logic rather than being sold as an unregistered bespoke pilot.

#### 3.2 Workstyle reform / labour-improvement grants

**Why it matters.** The Workstyle Reform Promotion Support Subsidy in 2026 remains open across several courses and supports measures such as consulting, training, awareness-building, work-rule revisions, and labour-management software. This is not a perfect match for Kashi as a standalone SaaS, but it is a strong route if Kashi is bundled into a broader workstyle-improvement or manager-correction programme.

**Project implication.** This route becomes stronger when Kashi is sold as: software + manager mirror workflow + training + governance / rules refresh, not as a naked harassment-tech product.

#### 3.3 Occupational health services via associations or intermediary bodies

**Why it matters.** JOHAS-related subsidy routes support association-mediated occupational-health activity. That structure is useful because it creates a path for Kashi to sit inside a broader service layer delivered to member SMEs, rather than relying only on direct enterprise procurement.

**Project implication.** This suggests a second go-to-market motion: chambers, employer groups, labour-insurance bodies, EAP partners, or occupational-health service providers.

#### 3.4 Conditional and adjacent routes

The Business Improvement Subsidy can matter when wage increases and productivity investment are tied together, but it is conditional and not a primary Kashi route.

Stress-check support, occupational-health advisory services, and health-and-productivity-management frameworks are useful adjacent narratives even where they do not pay directly for the software.

### 4. International pathways

Market	Best-fit route	Why it matters for Kashi	Priority
Singapore	PSG and EDG	Best near-term non-Japan market for a productivity / transformation framing	High
EU	DIGITAL, EDIHs, Apply AI	Better for pilots, adoption support, and ecosystem entry than direct software reimbursement	Medium
UK	OH, welfare counselling, manager training, tax treatment	Useful for positioning and employer budget logic; weaker as a direct software grant	Medium
Australia	Digital mental health programmes	More provider-side than employer	Low-Med

		purchase-side	
Canada	AI adoption / strategy / cluster routes	Better for ecosystem and innovation support than direct employer software purchase	Low-Med
US	Training and workforce-support grants	Relevant as training or safety/health support, not as a clean software-subsidy route	Low-Med

#### 4.1 Singapore

Singapore is the strongest clean overseas pathway. PSG directly supports IT solutions and equipment for productivity and automation, while EDG supports business upgrading, innovation, and transformation. For Kashi, this means the product can be positioned as meeting-governance infrastructure that improves productivity and managerial effectiveness rather than as an HR complaint product.

#### 4.2 European Union

The EU route is less about reimbursing a buyer for buying Kashi and more about helping firms adopt AI through public programmes, testing, and digital innovation infrastructure. DIGITAL, the Apply AI strategy, and the EDIH network all point in this direction. For Kashi, that means pilotability, ecosystem entry, and test-before-invest support may be more realistic than ordinary subsidy-led procurement.

#### 4.3 United Kingdom

The UK story is more tax and occupational-health oriented. Relevant official material is stronger on occupational-health incentives, welfare counselling treatment, and manager-training support than on subsidising a workplace-governance SaaS directly. Kashi can still be sold into this environment, but through OH / work-health / manager-capability language rather than expecting a clean purchase grant.

#### 4.4 Australia, Canada, and the United States

These markets do have relevant public funding, but it is typically provider-side, ecosystem-building, or training-led. Australia's digital mental health funding is not a generic employer-buying voucher. Canada's current AI policy direction emphasises adoption, ecosystem strength, standards, and compute. In the US, training support such as OSHA's Susan Harwood programme is real, but it is not a straightforward mechanism for buying Kashi as enterprise software.

### 5. Three usable programme languages for Kashi

Programme language	How Kashi should be described	Best use case	Strength
AI / IT adoption	AI-enabled meeting-governance and manager-risk visibility tool	Japan subsidy route; Singapore productivity grants; SME pilots	Strongest
Workstyle / labour improvement	Manager-correction and meeting-process improvement programme with software, training, and governance controls	Japan labour-improvement grants; larger employer pilots	Strong
Occupational health / association service	Preventive workplace-risk visibility layer inside an occupational-health or employee-support service	Association route, service partnerships, lower-trust environments	Strategic

**Practical rule.** Kashi should not present itself as a mental-health reimbursement product. It is stronger when framed as governance infrastructure that reduces the duration of hidden operating loss by surfacing repeated structural patterns earlier.

### 6. Recommended next moves for the project

Build a funding-pathway one-pager for Japan first. It should separate: direct subsidy path, indirect labour-improvement path, occupational-health / association path, and non-grant narrative routes such as health-and-productivity management.

Decide whether Kashi wants to become registrable as a formal IT tool under Japan's digital / AI adoption route. If yes, that packaging work should start early, because it affects pricing, product packaging, reseller structure, and sales motion.

Create two sales decks instead of one: (a) buyer economics / sponsor deck, and (b) grant / programme-fit deck. They should not use identical language.

For overseas expansion, prioritise Singapore first if the goal is practical grant-supported adoption. Prioritise the EU first if the goal is pilot legitimacy, ecosystem entry, and public-interest / governance positioning.

Develop partner channels for the association / occupational-health route now, even if the direct subsidy route is pursued in parallel.

## 7. Key cautions

Do not overstate that a grant exists specifically for Kashi. The stronger, more defensible claim is that existing programmes can be matched to Kashi if the product is framed correctly.

Do not present Kashi as if it were a clinical mental-health service. That will create unnecessary regulatory, procurement, and expectation problems.

Do not rely on one route only. The project should maintain three simultaneous stories: AI / IT adoption, workstyle improvement, and occupational-health service layer.

Do not assume that a supportive programme automatically solves trust. Internal labour, privacy, and rollout concerns remain separate workstreams.

## 8. Selected official source notes

[1] Japan SME Agency / METI: Digitalisation and AI Adoption Subsidy 2026 - official call and summary materials.

[2] MHLW: Workstyle Reform Promotion Support Subsidy - 2026 application pages and course information.

[3] JOHAS: occupational health subsidy materials, including association-mediated activity support.

[4] Enterprise Singapore: Productivity Solutions Grant (PSG).

[5] Enterprise Singapore: Enterprise Development Grant (EDG).

[6] Enterprise Singapore: Budget 2026 note on the future EDGE scheme and continued availability of PSG / EDG / MRA in the meantime.

[7] European Commission / Shaping Europe's Digital Future: Digital Europe Programme work programmes.

[8] European Commission: European Digital Innovation Hubs (EDIHs).

[9] European Commission: Apply AI Strategy.

[10] GOV.UK: tax incentives for occupational health; expenses and benefits - counselling for employees; occupational-health policy materials.

[11] Australian Government Grants: Digital Mental Health Program opportunities and continuations.

[12] ISED Canada: Pan-Canadian Artificial Intelligence Strategy and 2026-27 departmental plan.

[13] US OSHA: Susan Harwood Training Grant programme and award abstracts relevant to workplace mental health training.

Note: this memo is a project-use funding map, not formal legal, tax, or grant-application advice. Programme eligibility and scope can change; each route requires fresh confirmation before use.