

Mandom to Initiate HR System Reform Starting with “Job “ & “Autonomy “

Mandom Corporation (Head Office: Osaka City, President Executive Officer: Ken Nishimura) will initiate its Mandom HR Transformation (hereinafter referred to as “MHRX”), which is an HR system reform starting with “job” and “autonomy” initiative that is being carried out to create organizations and personnel that are able to change and take on challenges for dedication to service (Oyakudachi) for consumers through the creation of new value.

■ Background & Purpose of MHRX

In the company’s 13th Middle-Range Planning (hereinafter referred to as “MP-13”) for realizing VISION2027, Mandom has set the theme of “Changes/challenges”.

- Mandom’s VISION/Middle-Range Planning
<https://www.mandom.co.jp/en/company/strategy.html>

Our HR mission is “Making Both Individuals and the Company Happy.” The aim of this mission is to strike a balance between each employee demonstrating their individuality and enhancing their expertise and growth to play active role while enjoying their work (individual happiness), and the company growing and increasing its corporate value by realizing Oyakudachi while leveraging its diverse range of talent (happiness for the company).

In order to realize VISION2027, it is essential to create new value unique to Mandom and respond to changes by demonstrating individuality and expertise based on the diverse values of each employee, and to this end, it is important for each employee to take the initiative in drawing up their own career (career autonomy). Therefore, in accordance with our HR mission, we will implement MHRX, which is a HR management system reform based on job and career autonomy, and create an environment where employees can change and take on challenges. This reform is based on job and career autonomy, and as a first step, we will promote employee’s autonomy in career development and increase our efforts to enhance the skills and expertise necessary for each employee to fulfill the role they want to take on (who they want to be). In addition, we will introduce a job-based HR management system from April 2023 to create an environment that can encourage employees to enjoy their work and take on challenges while rewarding and treating them fairly for the roles and



achievements they fulfill as they demonstrate their individual expertise.

Based on the concept that people are important assets that will forge the future of the company, we will support all of our employees to enhance their skills and knowledge, demonstrate their own individuality and strengths, and expand the company's growth and the scope of its Oyakudachi to society by having a wide variety of talent play an active role while enjoying their work.

■ Overview of MHRX

◇ What we strive to achieve

Creating an organization and developing human assets capable of change and taking on challenges that create value for the Mandom Group

◇ Composing elements

1. New HR management system

We will introduce a new job-based HR management system that clarifies the responsibilities and skills needed for roles to promote the improvement and growth of expertise by having each employee improve themselves autonomously. Simultaneously, we will also conduct fair and impartial assessments and compensation in accordance with the job size. This will in turn help the company achieve results by having employees enjoy their work.

*In accordance with this job-based way of thinking, we will abolish the Managerial Position Retirement Policy in an aim to create an environment where employees can play an active role regardless of age.

2. Career development

From the perspective of career autonomy, in order to maximize the strengths and individuality of each employee and refine their expertise, we will provide more support that will encourage employees to take more control of their career destinies, and create opportunities for them to play an active role.

3. Talent management

In accordance with the introduction of this job-based HR management system, we will create an environment that leverages our pool of talent with diverse personalities, strengths and expertise, and create an environment where each employee can maximize their performance.