

# Human Capital Management – VOICE: Voices of System Users –

**VOICE**  
Voices of System Users

Systems Related to Career Development

**Inside side job system**

This is a system that allows employees to work in another internal department besides their department during a part of their working hours. The purpose of this system is not only to allow employees to acquire a wide range of knowledge by gaining experience in other departments, but also to help them develop their careers autonomously by engaging in work that matches their strengths and interests.

**Growth opportunities for everyone, anywhere**

I wanted to gain knowledge of general plant management and our company's overseas business, so I worked in the General Affairs Section and the Overseas Business Headquarters as an internal side job while belonging to the Accounting Section of the Kamiiso Plant. I had a goal of working at an overseas production site since joining the company, and I thought these side jobs would be meaningful.

In my side job at the General Affairs Section, I was involved in labor affairs, regional measures and land acquisition, and was able to comprehensively acquire knowledge of the plant management department in conjunction with my main job. In my side job at the Overseas Business Headquarters, I was able to deepen my knowledge of overseas business by conducting research and preparing presentations on our company's overseas business, as well as the global cement market.

I think internal side jobs are a good system because they allow you to gain knowledge and experience outside of your assigned duties, you can apply from a distance, and anyone can obtain growth opportunities.



**To Make the Most of Growth Opportunities**

I was seconded to the Taiheiyo Cement Health Insurance Society from Taiheiyo Cement and decided to apply for a side job in the Sustainability Department with the aim of deepening my understanding of Taiheiyo Cement's current situation and future direction. I also believed my involvement in the preparation of the Integrated Report could provide me with valuable experience and knowledge for the future promotion of the Society's activities.

Since I was seconded from Taiheiyo Cement, the side job has helped me stay connected by giving me opportunities to speak directly with many different departments at Taiheiyo Cement. This also allowed me to gain extremely valuable experience, and I am deeply grateful to everyone involved for providing this opportunity.

Through the side job, I developed a range of skills, including coordinating with other departments, responding to requests, and writing articles. Another valuable learning opportunity came from interviews with executives and from business trips, where I was able to observe executives' broad perspectives and the insights that come from their experience. This experience gave me important insights that will help me consider how to shape my future career.



**To be able to give back to my main job**

While in charge of human resources and labor affairs in the Branch Operations Department, I am involved in contract review in the Legal Department as a side job. For contracts sent from each office, I check whether the contract covers the details of what they want to achieve and whether risk avoidance is properly incorporated, based on past cases and business backgrounds. I feel that I have developed the ability to prioritize and adjust, as there are multiple factors to consider when reviewing contracts.

I had been hoping to work in the Legal Department for a long time, and I was able to reaffirm that the content of my side job is close to the legal work I had imagined, and that it is the job I want to do. I am able to do side jobs thanks to the understanding of my supervisors and colleagues, so I will continue to work positively so that I can give back the knowledge I have gained to my main job.



**Selective external dispatch training**

Selective external dispatch training aims to provide the knowledge and thinking skills necessary to become leaders and to foster improved mindsets through discussions with participants from other companies and industries.

**An opportunity to review my career**

When I participated in the training I was a novice accounting manager, and I sometimes worried about whether the section was being managed well and whether I was suitable to be a manager. However, through the training, I was able to reaffirm that there are various types of leaders and ways of working, which eased my mind and gave me an opportunity to re-examine my own career.

When I actually took the management exam I was able to utilize what I learned in the training by reviewing the content, envisioning the kind of manager I wanted to be, and clarifying my reasons for aiming to become a manager.

In my current situation of working with reduced working hours for childcare, while feeling vaguely uneasy about balancing work and family beforehand, it was a good experience to hear many experiences from senior female managers and get an image of work-life balance.



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Systems Related to Life Events

**Personnel management systems for each course**

In the Personnel management systems for each course, we have two course categories: "G course" for area-unlimited positions and "L course" for area-limited positions. Employees can change their course category due to life events or other reasons. By increasing the options for ways of working, we are creating an environment where employees can fully demonstrate their abilities.

**The best decision**

I used the course change system to switch from the G course to the L course when I got married. I also had the option of moving or living apart from my wife while remaining in the G course, but I think it was the best decision to prioritize my life with my wife. After the change, it became easier to plan our wedding in a settled living situation, and I am also able to support my wife's career plan. Stability in life directly leads to ease of working. The course change system is a good option for those who are facing life events and are worried.



**The importance of being able to live together as a family**

Both my husband and I joined the company in the G course, and we lived apart before and after marriage due to transfers. However, when our daughter was born, my husband decided to change jobs so that we could live together as a family. I also felt that it was time to review my career. I was very worried about whether to change to a job without transfers, which would make it easier to plan for the future. I also searched for a new job, but after considering what would be the "just right lifestyle" for our whole family, as well as my career and childcare, I decided to change to the L course. Currently, I am using short working hours, the flextime system, and telework, and I am able to have a "just right lifestyle" with my family. I would like to try the G course again in the future when childcare settles down.

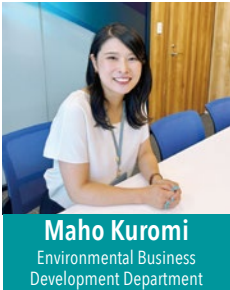


**Work-life management leave system**

This is a system that allows employees to take leave for reasons such as marriage or accompanying a spouse to a new location. The purpose of this system is to allow employees to continue working even if they have to interrupt their careers due to life events.

**A great asset for me**

After getting married to a foreign national, my husband and I needed to live apart due to our jobs. I learned about this system and took a one-year leave of absence. Living in Spain to be with my husband allowed me to learn Spanish and English, and the experience of living in a foreign country as a "foreigner" and re-examining my values as a Japanese person from the perspective of a minority, was a valuable experience for me. Life events are difficult to predict and it is sometimes difficult to balance them with work, but by using this system the life events that I was concerned about led to unexpected opportunities for growth. I am very grateful to my supervisors and colleagues who supported me.



**Childcare leave system**

Employees' proactive involvement in childcare and housework leads to the promotion of work-life management and contributes to our company's sustainable development, such as securing human resources and improving employee engagement.

**Increased motivation by taking childcare leave**

Since both my husband and I are away from our hometowns and could not rely on our parents for childcare support, I took childcare leave for about 4 months from the day of delivery. While there were challenges with childcare, as this was my second child, I was able to approach it with a more experienced and positive mindset. Of course, I was able to realize the importance of my family and, by completely leaving work for a while, I was able to think objectively about the company and my way of working. I had a sense of what I should do and what I should value, and my motivation for returning to work was high. I am grateful to my department for their generous support in the handing over of my duties and the following up support after I returned to work.

