

Monozukuri (the process of making or creating things) is about nurturing people. To continue providing society with high-quality infrastructure and buildings, it is essential for Kajima to recruit and retain highly capable engineers and other staff, who are motivated to work in the construction industry. For this reason, we must strive to make the construction industry even more attractive than it is now.

At Kajima, we recognize that the quality, safety and environmental soundness of the buildings and infrastructure we build depend upon the skills and pride of all the people involved in our operations. As such, we aim to be an organization comprising people with a high level of technical skill and a strong sense of pride in their work. To achieve this goal, we undertake a range of measures to provide a comfortable working environment, ensure safe and healthy construction sites, improve working conditions, and provide training to subcontractors and their workers.

Human Resource Structure Kajima strives to provide a comfortable working environment.

Diversity and Equality of Opportunity

At Kajima, we are striving to build a corporate culture in which the members of our diverse work force can reach the full potential of their abilities and individual strengths without experiencing discrimination or unfair treatment. As steps to achieving this goal, in addition to establishing the Human Rights Awareness Committee and holding human rights workshops, we are focusing particularly on the issue of achieving gender equality. In line with this, Kajima is implementing a variety of measures aimed at creating a work environment in which women may excel.

Promoting Full Participation by Women

Despite the construction industry's image as a male-dominated domain, Kajima recruits widely on the basis of equal opportunity for men and women. In recent years, the number of women employed in managerial positions has grown, while there are also more women taking up roles on construction sites.

Promoting Equal Employment Opportunities for the Disabled

Since 2003, Kajima has almost continuously achieved a 1.8% ratio for disabled employees, as mandated under Japanese law.

Implementing Human Rights Workshops

Kajima has established a Human Rights Awareness Committee, which works on antidiscrimination measures, the elimination of sexual harassment and other human rights-related issues. Furthermore, to increase employee awareness of these issues, we hold regular workshops. During financial year 2006, we held five such training sessions.

Working for the Prevention of Sexual Harassment

Kajima has introduced a range of measures aimed at the prevention and elimination of sexual harassment. These include training sessions conducted by specialists from outside the Company, video-based education programs, human rights workshops, and gender awareness-raising programs for managers. In addition, to deal with any problems that do arise, Kajima provides sexual harassment counseling services at its Head Office and all branches, and telephone-based counseling services operated by outside specialist organizations are also available to employees.

Achieving a Balance between Work and Home Life

Kajima considers it important for its employees to maintain a balance between work and home life, including such areas as child rearing and volunteer activities. We encourage employees to strive toward a well-rounded and healthy lifestyle.

Action Plan to Support Employees Raising the Next Generation

Kajima has formulated an action plan pursuant to the Law for Measures to Support the Development of the Next Generation, which became effective from July 2003. The first action plan runs for three years from April 2005, and we are steadily implementing measures aimed at achieving the targets set out in the plan.

A Woman's Voice from the Front Line

Kumiko Suda,
Deputy Project Manager,
Ura-Takao Joint Venture,
Tokyo Civil Engineering Branch



"After joining the Company, I was involved in research at the Kajima Technical Research Institute relating to the earthquake resistance of concrete bridges. Following that, I was assigned to the Civil Engineering Design Division. My current assignment, which began in April 2007, is my first experience working at a project site. At the Civil Engineering Design Division, I worked on a detailed design proposal for the bridge project to which I was assigned. I was able to include the new construction method that I helped to develop at the Research Institute. Now I am working on site for the construction phase of one of these projects. As a civil engineer, this flow of work assignments is absolutely ideal. I am sure many engineers would not get this type of opportunity."

Target 1: Promoting the use of Kajima's child-care leave system (for children up to 18 months old)

We have set a target of three persons or more for male employees opting for child-care leave or flextime shortened workdays.

Employees taking child-care leave

Period	Employees Taking Child-Care Leave	Employees Using the Flextime Work System
April 2005 to March 2007	80 persons (2 males; 78 females)	62 persons (2 males; 60 females)

Target 2: Expansion of a system that enables employees who are raising children while working to secure sufficient time for child care

In April 2007, we extended our flextime and short workday system for employees raising children to cover those with children that have not yet entered elementary school. This program previously covered employees with children up to three years old.

Age of children covered by each program

Program	Period in Which It Applies
Child-care leave	Up to 18 months after birth
Exemption from overtime and work on weekends and holidays	Up to 12 months after birth
Flextime shortened workdays	Children who have not yet entered elementary school
Leave to care for an ill child (five days per year for pre-school children)	Children who have not yet entered elementary school

Target 3: Building systems to support employees in balancing work and family needs

To promote work and home life balance, we have produced a "Guide to Work and Home Life Balance," which is published on the Company's intranet. In addition, from May 2007, we have introduced an e-learning tool to enable employees on child-care leave to maintain and enhance their work skills. We also provide Internet-based access to Company information for employees on child-care leave.



Guide to Work and Home Life Balance



Return-to-work support tool

A Manager's Voice Takashi Sugimori, Manager, Administration and Human Resources Division
 "We believe that it has become easier to opt for and utilize the various programs, but with regard to the use of child-care leave and the flextime work system by male employees, it would be fair to say that awareness is still low. To promote greater use of these programs in the future, not only do we need to increase general understanding of the programs' purposes throughout the workplace, but also it is essential that employees are aware of these programs and be proactive about utilizing them when they are eligible."



Measures to Shorten Working Hours

In recent years, the construction industry has faced growing demand for reduced construction periods as part of the general economic trend toward quicker delivery times for goods and services. In light of this trend, it is not easy to avoid a negative impact on working hours. From the point of view of both compliance and employee health management, Kajima regards the remedy of long working hours as a key issue for the Company, and is implementing policies in response. Since 2005, the Administration and Human Resources Division has run a campaign in partnership with the employee association aimed at shortening working hours. This has included measures aimed at reducing overtime, encouraging the use of compensatory days off, and the taking of allotted paid vacation. The Company and its employees have also shared ideas on how to shorten work hours and initiated awareness programs in this area.

Leave Program for Employees Undertaking Volunteer Work

In 1995, Kajima was one of the first companies in the construction industry to introduce a leave program for employees undertaking volunteer work. The number of employees utilizing this program to increase their involvement with the local community has been rising year by year, with six employees using the program on a total of seven occasions during financial year 2006.

Voice of an Employee Who Utilized the Leave Program for Volunteer Work

Masato Shibayama Deputy Manager, Civil Engineering Department, Tohoku Branch

As an amateur radio operator, Mr. Shibayama worked to assist a local junior high school to communicate with astronauts.

“On August 25, 2006, I used the leave program for volunteer work to help out at Yoshinari Junior High School in Sendai, which was participating in the School Contact educational outreach program involving the United States National Aeronautics and Space Administration (NASA). In the School Contact program, children at a participating school communicate directly with astronauts on the International Space Station (ISS) under the guidance of an amateur radio operator. Since amateur radio is a particular interest of mine, I have been involved in preparations as a project support representative since 2005.”



Mr. Shibayama with the students of Yoshinari Junior High School

Nursing Care Leave System

Kajima employees may utilize our nursing care leave system for a maximum of 12 months. The legally mandated leave period is up to three months. In financial year 2006, 15 employees took leave through this system.

Health Maintenance

The annual health checkups cover a greater number of items and are more comprehensive than the legally mandated checkups. This includes stomach examinations for employees over 30 years of age. The annual health exam results of all employees are managed at the Company's Head Office. In financial year 2006, 93.8% of employees received health checkups, and we strongly encourage all employees to take the exams.

Mental Health Care

Kajima recognizes mental health care as an important issue affecting both work performance and employees' personal lives. As such, we have introduced a mental health care-related training program for managers. Furthermore, since 1992, Kajima has contracted an outside organization to provide mental health care telephone counseling services for employees. Face-to-face counseling is also available from a specialist doctor at the Health Maintenance Center at the Company's Head Office.