

# Human Resources

## Encouraging True Diversity and Work-Life Balance

In addition to offices and construction sites in Japan, Kajima operates subsidiaries worldwide including in Europe, Asia, and the Americas, employing local staff of diverse nationalities. The efforts of Kajima's diverse workforce earn the Kajima Group the trust of local companies and business partners, which ensures that business development is firmly rooted in local communities. The Group emphasizes dialogue when carrying out M&A, always seeking mutual understanding with the new partner. This builds trust with both management and staff, resulting in a commitment to overcoming challenges as a team.

### FY 2014 Performance

In April 2014, Kajima hired 116 new employees, including 9 women. As of March 31, 2015, Kajima Corporation's workforce was 7,546 employees, and the Kajima Group employed 15,383 persons. People with disabilities made up 2.25% of the workforce, up from the previous fiscal year. The overall turnover rate was 3.7%. As of April 1, 2015, Kajima Corporation employed 248 women in managerial-track—from civil engineering and construction project sites to design and business promotion. Of these, 63 women were in managerial positions, 2.3 times higher than the 2007 baseline.

### Employee Data

	(FY)	2010	2011	2012	2013	2014
Employees (consolidated)		15,083	15,149	15,468	15,391	15,383
Employees (non-consolidated, also below)		8,164	7,925	7,737	7,657	7,546
Re-employed personnel		1002	968	945	804	908
Employees with disabilities (%)		1.75	1.83	1.88	2.03	2.25
Turnover rate (%)		2.7	2.1	4.3	5.4	3.7
Employees taking childcare/nursing leaves		47	38	37	36	54
Employees taking shortened work hours		7	12	18	22	23
Employees taking paid leaves		35.4	37.6	32.4	35.8	42.5
Employees using volunteer leave system		8	26	8	5	10
No. of new employees*1		185	185	191	203	116
No. of female new employees*1		26	20	27	24	9

1. As of April 1 of the fiscal year



### Person

#### Leveraging Kajima's Strengths in the United Kingdom

**Julian Rudd-Jones**  
 Managing Director, Kajima Partnerships Ltd.  
 Managing Director, Kajima Properties (Europe) Ltd.

Kajima Partnerships and Kajima Properties (Europe) are engaged in two areas of the rapidly growing real estate development market in the United Kingdom. One is the real estate business in London, one of the world's leading cosmopolitan centers. The other is the maintenance and operation of essential social infrastructure via PFIs and PPPs, including schools, hospitals, and other public facilities.

Kajima Partnerships was founded in 1999, the year I joined the company, seeking to establish a British company with Japanese qualities. We have formed strong partnerships with experienced local contractors, leveraging the experience and commitment of our employees and the confidence that the Kajima name inspires worldwide. As a result, we have earned the trust of clients and have continued to grow.

Of our many diverse projects, I am most proud of the London middle school with its exquisite architectural design, the Royal Alex Children's Hospital, Brighton, with its unique design, and the office building in the Mayfair District, London, whose value was significantly enhanced. We will keep working to meet high expectations and further develop our business, leveraging the continued backing from Kajima to capitalize on the strong growth of the British economy.

