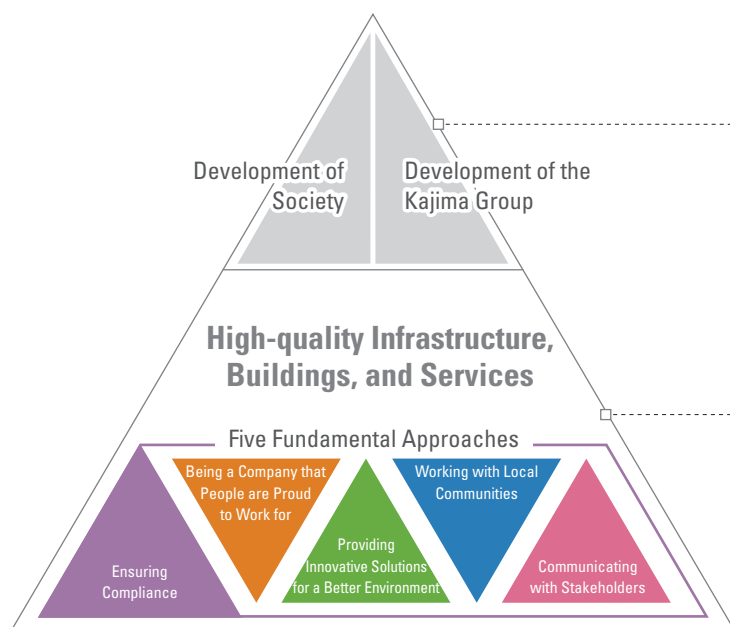


Corporate Social Responsibility

Kajima's Corporate Philosophy is to "contribute to society through the development of the Company's business operations." The Company's CSR framework was adopted on the basis of this philosophy, and guides the CSR activities of the entire Kajima Group.



CSR Objectives

Kajima believes that the essence of CSR is to meet the expectations of society by building and maintaining positive relationships with diverse stakeholders through fair business practices. Buildings and structures designed and built by construction firms directly support the activities of society and individuals over a long period of time. Through its implementation of CSR, the Company aims to ensure that the construction industry as a whole and Kajima in particular, supported by the trust of society and clients, will achieve stable development in a manner conducive to sustainable progress for all of society.

Foundation of CSR

For Kajima, accomplishing its CSR objectives requires holding to the highest level of ethical standards in the sincere pursuit of our corporate mission: providing superior quality infrastructure, buildings, and services, all based on advanced technical competence gained from tireless research. The foundation of the trust Kajima receives from its customers and society lies in our commitment to quality. Such trust, and the Company's enduring reputation for contributing to society and providing customers with convenience, comfort, and peace of mind, are the foundation of Kajima's approach to CSR.

Kajima Group Code of Conduct

1 Fair and Honest Corporate Conduct

- 1 Observing the law and social norms
- 2 Emphasizing the needs of society and clients
- 3 Fair, transparent and free competition, and appropriate trade
- 4 Protection of intellectual property, rights and assets
- 5 Transparent relations with government
- 6 Eradication of antisocial activity
- 7 Maintaining adequate accounting

2 Harmony with Society

- 1 Building solid community relations
- 2 Respecting cultures and customs of all nations and people
- 3 Timely and appropriate disclosures and communications of information

3 Respect for All People Connected to the Kajima Group

- 1 Prohibiting discrimination and unfair treatment
- 2 Providing a safe and secure workplace environment
- 3 Respect employees' unique characteristics and promote individual development
- 4 No child labor or forced labor

4 Responsibility to the Environment

- 1 Approach to environmental issues

5 Implementation of Corporate Code of Conduct

- 1 Education and awareness
- 2 Establishment of an effective internal monitoring Structure

6 Occurrence of Code Violations

- 1 Accountability and preventive measures
- 2 Disciplinary action

Five Fundamental Approaches

■ Ensuring Compliance

While the construction industry receives fair recognition of its contribution to society from the public, the industry's image in the eyes of the public is not always positive. Nevertheless, when it considers the industry's long-term responsibility in supporting the activities of society and individuals, the public can gain a renewed appreciation and place trust in construction companies. To gain this trust, Kajima strives for thorough compliance in accordance to laws and regulations, and encourages each and every one of its employees to work toward realizing a company that practices the highest level of corporate ethics.

■ Being a Company that People are Proud to Work for

A construction firm is responsible for completing an entire project, which involves bringing together subcontractors with many different specialties and uniting them into a cohesive team. Each individual's abilities are an asset. Kajima strives to create an environment where they can work together in safety, with mutual trust, and take pride in their contribution to society.

■ Providing Innovative Solutions for a Better Environment

Construction firms consume resources in great quantity, and their operations have a major impact on the natural environment. Kajima seeks to be sensitive and respectful to the environment, and regards conservation of the global environment as its responsibility to the next generation. Furthermore, Kajima works to present customers with forward-looking project proposals, and pays close attention in its daily operations to minimize the burdens it places on the environment.

■ Working with Local Communities

A construction firm cannot move forward smoothly with a project without the understanding and cooperation of the local community, including those located in the immediate vicinity. Moreover, given the risk of natural disasters such as earthquakes, which often occur in Japan, disaster preparedness is one kind of CSR activity in which construction firms are expected to play an important role.

■ Communicating with Stakeholders

Until recently, the construction industry has not communicated effectively with society regarding its social mission and activities. As full and transparent disclosure of information is the foundation of trust in an enterprise, Kajima will take a proactive approach to informing the public and strive to maintain communications with stakeholders, to fulfill its responsibility to society and gain trust.

Kajima's Stakeholders

Stakeholders comprise a diverse range of people who have an interest in the effects of a company's business activities. For construction companies, they cover a broad spectrum of groups, including shareholders, investors, clients, land developers, employees, companies working at sites, such as design firms and subcontractors, government offices, the media, and industry associations. But far from being limited to parties within the industry itself, stakeholders extend to the tenants and citizens that occupy buildings after construction, and people who use public infrastructure like tunnels and roads everyday. With such a broad array of interested parties, the obligations and responsibilities of companies in the construction industry are immense.

Kajima's Relations with Stakeholders

