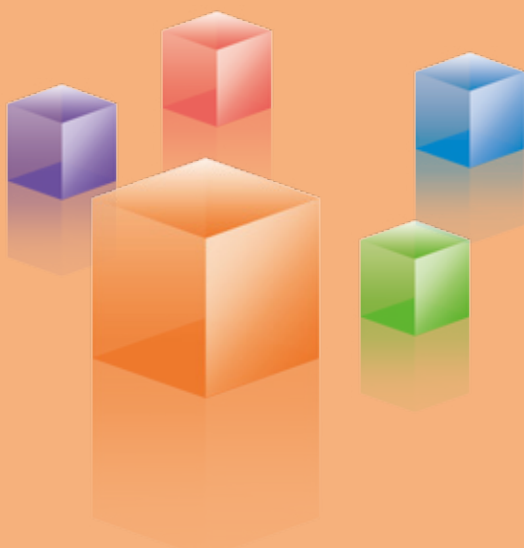


Being a Company that People Are Proud to Work For

In the construction industry, companies work together with the aim to complete construction projects that involve personnel and subcontractors from many occupations and workplaces. As many people working at construction sites depend on each other for their safety, one of Kajima's responsibilities is to build morale and create an environment where everyone can take pride in their work, in line with the Company's mission to contribute to society.



Taking Initiatives with Our Subcontractors

Work on our construction projects is undertaken with Kajima, the main contractor, planning, coordinating, operating and managing the entire worksite, in tandem with subcontractors, which are responsible for specialized construction work. In this manner, buildings and structures are only able to be erected through joint efforts made by everyone on the worksite toward the shared goal of project completion.

Labor Safety and Health Management System

Kajima implements its safety and health activities based on guidelines specified in the Construction Occupational Health and Safety Management System issued by Japan's Ministry of Health, Labour and Welfare. Both the Civil Engineering Division and Building Construction Division also stipulate and manage safety and health operations and mechanisms as part of Kajima's integrated safety and health, quality and environmental management system.

Based on the results and conditions from the previous fiscal year, Kajima conducts an annual review of its safety and health policy and sets necessary targets for the new fiscal year. In turn, we draw up a safety and health plan in order to implement changes in this policy and achieve the new targets. Each of Kajima's branch offices and construction sites formulate plans tailored to each worksite in line with company-wide policy. These plans are in turn shared between Kajima and its subcontractors during each project. We also use the plan-do-check-act (PDCA) approach to continually improve our safety standards. This process entails carefully planning both daily and mid-to long-term risk assessments, as well as constant inspections and patrols, to eliminate factors that may lead to a worksite accident or disaster before one happens.

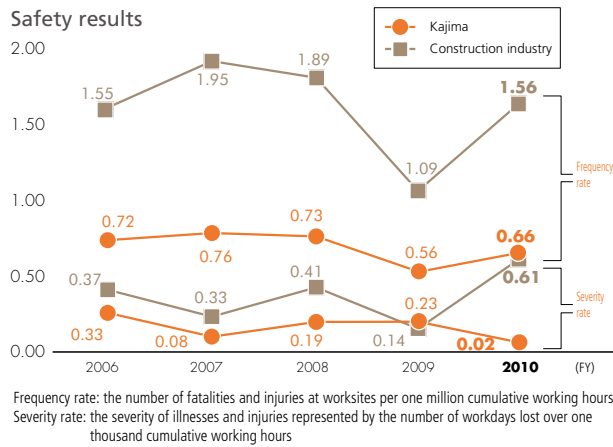
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General Overview of Safety and Health Management in Fiscal 2010

In 2010, there were a total of 64 accidents at Kajima's worksites, of which zero fatalities occurred. The frequency rate stood at 0.66, while the severity rate was 0.02 (see definitions below). In fiscal 2011, the Head Office, branch offices and construction sites will continue to work together under the ultimate goal of zero disasters, serious accidents or fatalities. In addition, we will also step up initiatives aimed at further optimizing our construction system and the work of our subcontractors.



VOICE

Practicing safety first as an organization and as individuals

I have spent the last 30 some years working primarily on dam construction sites. I believe that a dynamic worksite that acts as a single organization helps us achieve higher quality work and discover better construction methods. For example, this entails not only moving forward with the construction process by following the plan made by Kajima employees, but also leveraging the knowledge and experience of our subcontractors to eliminate potential dangers and find more efficient ways of doing things. This worksite organization also heightens worker awareness toward safety by ensuring each and every worker practices safe behaviors. I also believe it is equally important for the Head Office and branch offices to work seamlessly to manage individual construction sites. I believe this will better ensure the day-to-day safety of everyone that works on Kajima construction projects.

Naoki Tajima
General Manager
Safety and Environmental Affairs Department





Safety and Health Management at Construction Sites

Day-to-day work is performed according to mid- and long-term construction plans, as well as more refined weekly and daily plans, each based on a comprehensive review of the entire project. Construction site safety management entails a detailed examination into the movements of people, heavy machinery and materials that provides for the greatest efficiency, safety and quality.

Risk assessment

From construction planning to the start of actual work, risk assessment should estimate the risks of a disaster or accident occurring by identifying dangers or hazards, at multiple stages, in a variety of work processes.

Risk assessment requires prioritizing methods to mitigate risks found after evaluating inherent dangers and hazards, then executing measures and keeping detailed records. Following new project review committee meetings, Kajima performs risk assessments during the formulation of the construction plan and at the construction preparation committee and pre-construction review committee, particularly before any heavy structural beam construction begins. In addition, safety patrols undertaken by the Head Office and branch offices are also part of this risk assessment process. By using the knowledge and experience of many different people, as well as having the maximum number of people perform visual checks of the worksite, we are able to enhance the validity of our safety management at multiple stages before, during and after construction.

Response to emergencies

In the event of an accident, incident or fire, an immediate response is required that first involves notifying related organizations and cooperating with them internally and externally. In order to ensure a prompt response, an emergency contact list is made accessible onsite from the start of construction.

A typical day on a Kajima construction site

Each day on a Kajima construction site begins with a morning meeting, involving all workers, in which the day's schedule is outlined and safety notices issued. After the meeting, workers head to their area of assignment. The subcontractor foremen and employees form teams and perform the work according to the relevant plan and schedule, while Kajima employees inspect and oversee the worksite to ensure quality and safety. As the day progresses, plans and preparations are carefully made for the next stages of construction.

Shared safety-first planning and mentality

Realistic safety-first approaches are essential in construction planning. We share detailed work procedures with subcontractors as well as plan and execute with greater accuracy using our combined knowledge and experience.



A construction workflow meeting

Recognition of excellent engineers and technicians

Starting in April 2000, Kajima instituted a special benefit and incentive system for excellent engineers and technicians known as the E Award. This award is presented to foremen or exceptional engineers or technicians that have been involved in a Kajima construction project for more than six months, have shown particularly noteworthy results, and have set a strong example for others. In 2010, 628 employees received this award in 12 branches in Japan, of which 160 have received the award for three consecutive years.



A Day at the Work Site

Kansai Branch: Ryofu Elementary and Junior High School New Campus Building Project

8:00 Morning assembly

9:00

10:00 AM break

11:00

12:00 Lunch break

13:00

14:00

15:00 PM break

16:00

17:00

Morning Assemblies

All personnel gather at a morning assembly, which is followed by "tool box meetings." Work groups then spread out to their job assignments where further micro safety briefings are held. Altogether, these morning meetings are important for ensuring safety and quality on our worksites.



Communication and Coordination between Teams

Job duties are coordinated between personnel of different roles regarding work to be completed in the afternoon and the next day. Also, announcements on important items concerning safety and the surrounding environment are made as part of on-site patrols, a key responsibility of the foremen and managers' team.



Clean-up and De-briefing

At the end of the work day, the site is cleared and organized for the next day's shift.



Tool Box Meetings (TBM)

Led by subcontractor foremen, TBMs allow for the assignment of workers to different teams as well as coordination and communication with workers of different roles.



On-site micro safety briefings

Potential risks are predicted on the spot while surveying the actual worksite.



Pre-construction Review — Lifting Operations —



Heavy construction requires heavy machinery that must be lifted and put in place safely and efficiently. Coordinating when and where each machine is moved, and what potential hazards that entails, is our first priority. Then, those same machines—cranes for example—lift materials in a process that is first carefully detailed on paper, then re-examined in on-site assessment meetings on the day of work so that each worker is fully briefed on safety concerns.





Implementation of Patrols

It is important to have as many people as possible verify on site whether construction work is implemented according to plan. In addition to construction site workers, patrols are regularly conducted by Kajima's Head Office and branch offices as well as the supervisors of subcontractors involved in various specialized work onsite. This patrol system not only enables the evaluation of worksite safety, but also allows discussions on the improvement of quality and the construction process, which is information we readily share with other worksites.



Overall view

Construction following the execution scheme



Consistent Activities to Ensure Safety

Regular effort is made to raise awareness of safety. A meeting on construction site and occupational safety is held once a month together with subcontractors in order to reflect back on work undertaken in the previous month, notify all members about construction and job tasks for the next month, and prevent worksite accidents. In addition, on the first of each month, a "safety assembly" is held targeting all construction workers to raise awareness of safety and examine the flow of the month's construction work. Specific examples of prior accidents are used as teaching tools. People who have made significant contributions to the work of the foremen and managers' team are also recognized during this assembly.

Lastly, workshops are held to encourage zero emission activities. We also strive to make improvements in the surrounding environment.