



## Training the Employees of Tomorrow

Kajima believes human resources are an extremely important asset. Our more than 170-year history is proof positive that our employees from various fields have continually engaged in the research and development of new technologies and consistently handed down a spirit of ambition to their successors. We are fully committed to developing the employees of tomorrow who retain a sense of pride in our business and who seek out future growth opportunities.

### What Kajima Looks for in its Employees

Kajima believes that its greatest mission and source of pride can be found in making contributions to society through the creation of buildings and structures. We understand that the latest in advanced technologies and human resources capable of leading our organization are needed to accommodate the demands of an increasingly diverse society.

#### An overview of Kajima's employee training programs

Kajima's operating portfolio revolves around two main pillars: the construction business, which designs and undertakes construction for civil engineering and building projects, and the development business, which engages in real estate development. Kajima hires its employees based on job categories\* such as civil engineering, building construction and general administration, because the human resources needed for its business operations and the majors of university graduates differ. After joining the Company, new employees are provided with two types of training programs. First, on-the-job-training at each workplace to infuse new hires with the needed expertise and skill set for each job category, and second, theme-based training for all employees, regardless of job category, covering subjects such as compliance, that are required of all Kajima employees. On-the-job-training develops engineers in each field by providing training programs that ensure they acquire the advanced expertise and skills needed at each career milestone for each job category. Theme-based training programs seek to enhance the organizational management skills of employees under the goal of training the future leaders of Kajima. Touching upon current topics, such as management challenges, mental health, and work-life balance, these programs also work to share the future vision of the Company through networking opportunities with our executive management team as well as foster the capabilities of Kajima

\*More specifically: Administration, civil engineering, building construction, building design, facilities, electrical machinery, mathematics and development.

### Fostering Excellent Worksite Engineers

The construction industry does not involve manufacturing multiple products at a single factory, but rather produces only a single product outdoors, and as such, skills and awareness during construction significantly impact the quality of the building or structure. Recent problems in the industry, including the fabrication of structural calculation sheets, construction work that cuts corners and labor accident cover ups, are indicative of ethical problems rather than call into question the skills of the engineers involved. Therefore, a strong determination as well as the skill set and expertise that attest to this are absolutely essential to create a high quality structure used in society. We foster both determination and the necessary skill sets in our engineers as part of our corporate culture to build the best possible structure under a strong sense of responsibility.

#### Civil Engineering Division

The first five years of employment with the Civil Engineering Division is considered a period of particular importance for the training of employees. During these first five years, engineers take part in training programs to master basic civil engineering skills and techniques required to succeed. Between the fifth and tenth year of employment, engineers receive further training for each construction type, including dams, tunnels and bridges. Following the tenth year of employment, Civil Engineering Division employees acquire the skill set, project management practices and operating expertise to become a specialist in their respective area which enables them to move their career forward as part of the exclusive family of Kajima civil engineers. Training curriculum clarifies the knowledge that must be acquired for each year of employment and clearly outlines in a glance the path employees must follow to acquire and place this knowledge into practice.

##### Specialized training for concrete engineers

In recent years, the Civil Engineering Division has stepped up its training programs on concrete quality control, which consists of a training course followed by certification. This is because concrete directly relates to the quality of a structure since it forms the skeleton of any civil engineering project. In addition to basic concrete training in the third year and civil engineering training in the fifth year held to date, starting in fiscal 2010 a new intermediate concrete training course was added for mid-career employees that is dedicated to concrete materials and compounds. The addition of this new training course has served to broaden curriculum on concrete and offers hands-on learning experiences through test mixing and factory visits that enable participants to acquire actual concrete techniques. As part of the program, we also encourage employees to acquire certification as a concrete engineer or concrete chief engineer. At present, 60% of participants have acquired the required certification as a concrete engineer. In fiscal 2011, we will aim to raise this percentage and focus attention on encouraging employees to acquire certification as a concrete chief engineer, with the target of having 30 employees certified.



Test mixing at the Kajima Technical Research Institute



Factory site visit



## Building Construction Division

The Building Construction Division offers training curricula for each job category including building construction, building design and facilities. For engineers involved in building construction, the first five years after hiring is designated as an important training period, and group training programs are held annually together with onsite work, which enables engineers to master the basic skills of construction techniques and site management. The goal of training at the end of the first five years of employment is to cultivate the ability to manage a small construction site alone, while at the end of ten years the goal is for the engineer to operate and manage an entire mid-sized construction project, from planning to construction work management, as the ultimate person in charge.

### Basic training for new employees

First year training focuses on on-the-job-training, but is also complemented by various off-the-job-training programs, such as introductory education and night school, in order for new hires to master the basic skills of construction techniques and site management. As a culmination of this training, the month of March has been set aside for the basic training of all new employees. This training period focuses on enabling participants to acquire the ability to read design drawings through practice drafting model design drawings and working drawings,\* as well as practice calculating the amount of materials used in skeleton drawings, since the ability to read a design drawing is an essential skill for managing a construction site. In this manner, participants acquire the basics of site management skills through developing their ability to read design drawings\* and honing their skills relating to administration, civil engineering, building construction, building design, facilities, electrical machinery, mathematics and development. The ultimate goal is for participants to be able to quickly become a contributing member of our construction work sites.



Practical training on drafting a working drawing

\* Design drawing: A blueprint of a building's basic information drafted by an architect. Generally, this term includes architectural drawings, structural drawings and building services drawings.

Working drawing: A collective term used to describe a detailed blueprint, drafted based on the design drawing, used to construct an actual building. This includes skeleton plans, reinforcement drawings and elevator drawings, etc.

### Management training for project managers

Kajima offers management training for project managers as a culmination for engineers that have acquired the necessary experience and skills to manage a project. This training program is offered for an employee that is newly appointed as project manager or for an employee that will soon become a project manager, and focuses on the themes of laws and ordinances, accounting, contracts, labor affairs and human resource training needed to operate a construction site. The goal of this training program is to deepen the awareness of a project manager regarding their responsibilities.



Management training for project managers

## Theme-Based Training Programs for All Employees

Kajima regularly offers theme-based training programs for all employees to draw attention to and spread awareness of key issues through group training at its Head Office and branch offices and e-learning programs over the Internet. In addition to these, other programs are provided by the relevant Head Office division in charge, selecting participants based on their experience or year of employment, regardless of job category. These programs cover management training or the necessary safety, health and environmental management practices to manage an actual construction site.

### Safety and health training

Safety and health training for employees consists of four levels: first, basic training, which infuses knowledge on laws, ordinances and internal rules, second, management training, which provides a practical approach through case studies, third, comprehensive safety and health training for managers, which incorporates a risk management perspective, and fourth, project manager training, which infuses the correct frame of mind in an employee after becoming part of the Company's management. Each respective course was held a total of 17 times in fiscal 2010, with 560 employees participating. These courses represent an effective opportunity for employees to re-examine their daily work habits and reaffirm their understanding of Kajima's safety and health management system.



Presenting group work findings

Ensuring Compliance

Being a Company that People Are Proud to Work For

Providing Innovative Solutions for a Better Environment

Working Together with Local Communities

Communicating with Stakeholders