



Creating a Corporate Culture with Optimum Working Conditions

Kajima is committed to fostering a corporate culture that enables its employees to demonstrate their skills to the fullest, work and thrive in a fulfilling environment, as well as live a healthy and enriching life.

Personnel Systems that Value Employees

In accordance with the Kajima Group Code of Conduct, the Company strictly prohibits discrimination on the basis of gender, family origin, ethnicity, nationality, or religion. To ensure fair and equal treatment in the workplace, Kajima has taken a number of initiatives in order to allow its employees of diverse talents to demonstrate their full capabilities and express their individuality.

Raising awareness of human rights

Kajima established a Human Rights Awareness Committee to handle such issues as discrimination against minorities and sexual harassment. The Company conducts training sessions for newly hired employees and holds workshops on a regular basis to raise human rights awareness at every branch office in Japan. In 2010, 525 employees participated in these workshops.

Career development grounded in fair evaluations

To create optimum working conditions for employees, Kajima has implemented an employee evaluation system designed to be fair and impartial, so that all employees can demonstrate the best of their abilities. Every six months, the performance of each employee is evaluated in relation to set goals, and the employee is interviewed by a supervisor to discuss the progress of his or her overall career development.

In addition, Kajima carries out a survey to identify changes that employees would like to see in their workplace and job responsibilities. The survey results are useful for aligning the right people with the right jobs, and assisting employees on their career path. Likewise, Kajima implements a job rotation system for certain positions, in which employees are transferred to different workplaces and given new job responsibilities for fixed periods of time.

Employee data

(As of March 31)

	2007	2008	2009	2010
Total employees	8,817	8,705	8,452	8,164
Re-employed personnel	514	703	882	1,002
Ratio of disabled employees (%)	1.78	1.82	1.90	1.75
Turnover rate ^{*1} (%)	3.8	2.3	3.1	2.7

*1 The turnover rate is defined as the proportion of employees who leave within their first three years of work from the total number of full-time new hires.

(As of April 1)

	2008	2009	2010	2011
Total new hires ^{*2}	187	189	185	185
Female new hires from the total above	27	25	26	20

*2 Total new hires refers only to career-track employees

Respecting the diversity of employees

Kajima is not only a company in Japan but one that is active in the global arena, hiring staff of various nationalities both in Japan and at its overseas subsidiaries. Whether in Japan or overseas, each Kajima employee plays an active role regardless of their nationality. In addition, we continue to promote the hiring of people with disabilities. As of March 31, 2011, disabled employees comprised 1.75% of our total workforce, which we are striving to raise above the target of 1.8% set by the government.

Women in the workplace

Kajima does not determine career tracks on the basis of gender. In fact, in recent years, it has increased its hiring of women for careers as managers in the Company's core operations, and broadened areas where women are employed beyond traditional administrative work, from research and design as well as administrative departments, to onsite construction supervision and business management.

Re-employment system for retired employees

In principle, Kajima re-employs its workers who reach retirement age if they meet the Company's standard requirements and express a desire to continue working. The re-hired employees are active in educating and passing down techniques to the next generation of workers. As of March 31, 2011, 1,002 workers were re-employed by the Company.



Promoting work-life balance

Since 2008, Kajima has participated in the Program for Model Businesses Promoting Work-Life Balance, organized by Japan's Ministry of Health, Labour, and Welfare. It has developed a system which allows employees working at construction sites to take paid vacation more easily.

Holiday and paid leave systems

In 2010, approximately 70% of eligible employees took site-transfer leave, a system allowing employees who work at construction sites to take several days of paid leave when transferring between sites. Also in 2010, 70% of eligible workers took special incentive leave, a paid holiday leave system offering a fixed number of days corresponding to the length of employment.

Introduction of an anniversary day leave system

Starting in April 2010, Kajima implemented the anniversary day leave system to allow employees to take one day off per year to celebrate a special anniversary, such as a birthday, wedding anniversary, or other day of special significance. In the first year of the system's inception, the rate of leave utilization by employees was 65.3%. Different from general company holidays, this system allows employees to think about taking leave and reflect on their work routine. It is a system that allows workers at construction sites in particular to take time off more easily. Going forward, we aim to further solidify the system and work with the Employees' Association in launching campaigns to encourage employees to take leave.

Providing support for balancing work and home life

In support of striking a balance between work and family life, Kajima has created a guide to work-life balance, and made it available to employees over our intranet. In addition, Kajima is working toward the targets set in March 2011 for the third phase of its action plan, in response to the Law for Measures to Support the Development of the Next Generation.

Support for employees' healthcare

Kajima holds a health committee meeting once a month in aiming to improve the workplace environment and health management of its employees. To help employees manage their health, industrial physicians are available to discuss physical and mental health needs, and to provide personal health consultations and specific advice whenever needed. We also offer a workers rehabilitation system to assist employees who have had to take long-term leave, due to unavoidable reasons such as injuries, in making a smooth transition back to the workplace. The system sets up back-to-work programs tailored for each individual to minimize the burden on both the employee and his or her workplace, and to provide support for a comfortable return to work.

Health consultations for employees in the aftermath of the Great East Japan Earthquake

In order to manage the health of employees working in the recovery efforts following the Great East Japan Earthquake, Mikio Nagata, Director of the Health Management Center at the Kajima Head Office, visited the Tohoku Branch on March 23, two weeks after the earthquake struck. Nagata addressed employees who had questions regarding their discomfort and concerns of their health with attentiveness and provided necessary treatment. With aftershocks and tremors persisting, employees who continue to work in a state of tension often do not realize the level of their fatigue on their own. As such, we aim to provide continuous care for the physical and mental wellness of all employees following the earthquake.



Nagata carefully tending to employees

Relationship with the Employees' Association

Kajima conducts wage negotiations and negotiations on the revision of any type of personnel system with the Employees' Association. In addition, we set up opportunities for the exchange of opinions on a regular basis every year to discuss themes including employees' working attitudes, in order to promote a healthy labor-management relationship in realizing a positive work environment.

VOICE

Childcare leave for male employees — an invaluable experience

I spent the month of October in 2010 away from work on childcare leave. I applied for this leave because my son was about to turn one and my wife was ready to go back to work after her childcare leave and I thought I could help reduce the burden on my family. Using the time between my request and the start of my leave, I was able to fully coordinate with my supervisor and co-workers on my upcoming absence. Everything went smoothly thanks to the understanding and assistance of my colleagues around me at work. Personally, the one month I spent dedicated to raising my child was a precious experience. Not only did I get to interact with my growing son every day and appreciate the hard work that goes into childrearing, but it also allowed me to share the same perspective with my wife on a

number of issues. For the three of us in the family this experience became a valuable moment in our lives.

Childcare leave tends to come across as a foreign concept for male employees in Japan, but when your child is growing up I recommend anyone who is interested to give it a try with due consideration of timing, even if it is just for a short period.

Hideaki Fukushi

Deputy Manager, Administration and Accounting Group
Technical Research Institute



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



PASSION FOR KAJIMA

Kajima's overseas construction and development businesses are run by six locally incorporated subsidiaries located in five regions around the world including the United States, while the Company's International Division is in charge of its overseas civil engineering business. Today, nearly 3,500 people are employed at our overseas branch offices and subsidiaries, while overseas sales account for between 15% and 20% of Group-wide sales.

Much like other Japanese companies that expanded operations overseas in the latter half of the 1990s, Kajima was impacted by the collapse of the global real estate asset bubble and faced an extremely challenging operating environment. As a result of our steady efforts at business development rooted in local communities, however, we have been able to build up an overseas presence second to none among Japan's major general contractors. The following section will take a closer look at our dynamic employees working at our business locations around the world.

VOICE

I'm Leia Wolfe, and I was hired by Kajima U.S.A. in September 2010 as Executive Secretary. Some of you may know the old saying "When you're through changing, your through". In my professional life, I was not through.

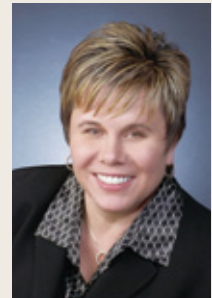
Prior to my employment at KUSA, I worked for an excellent general contractor, Batson-Cook Company, (now a Kajima owned company) for over 23 years. I was employed in many capacities from Field Administrator to Office Manager; and when the economy changed and our office became smaller, the role of Marketing Coordinator was added to my "bucket" of duties. With each job assignment came a wealth of knowledge about the construction industry as well as a thorough understanding of ethical behavior and relationships. I have had the privilege of working with some of the most intelligent, hard working builders in this country. So why did I leave?.....Change. I was ready for the next chapter of my professional life. Fortunately for me, KUSA was relocating from Rochelle Park, New Jersey to Atlanta, Georgia at the exact time I was ready to being that chapter.

My move to KUSA has been a positive one from both a personal and professional standpoint. From a personal standpoint, my husband and I now have something to talk about at night. You see, he works for Batson-Cook; and now that we work for different companies, we have much more to discuss when we get home each day. From a

professional standpoint, I'm being educated on the complete other side of the business by the best in the business. I'm eager to work with and learn from all the HR managers from the other Kajima companies, communicating, sharing and creating new ideas for the future. I want to be an essential part of this company.

Outside of work, I enjoy volunteering and community service and am very active in my church. I will continue to be an active member and volunteer of Batson-Cook's Clays for a Cause, a Sporting Clays event that I've been a part of since its inception (2006) and proud that we've been able raised more than a half a million dollars for our charities.

I'm looking forward to what the future holds for me at KUSA and to becoming an essential part of this great organization.



Leia Wolfe
Kajima U.S.A. Executive Secretary



Kajima U.S.A. Inc.

Kajima's oldest locally incorporated subsidiary, Kajima U.S.A has grown into a group of companies that also includes three locally acquired firms. Most of these Group companies consist entirely of locally hired employees, including Industrial Developments International, Inc. (IDI), our warehouse development business. This group of companies is in turn managed by seconded employees from Kajima's Head Office in Japan.



Kajima Europe Ltd.

Kajima Europe engages in construction on the European continent and real estate development in the United Kingdom and the South of France. Similar to Kajima U.S.A., employees are predominantly local hires, as only 6% of the staff is seconded from Japan.



Kajima Shenyang Construction Management & Consulting Co., Ltd.

Kajima Shenyang was established just six months ago. Kajima's technical prowess has received tremendous recognition from the City of Shenyang, which enables Kajima Shenyang to engage in construction management and basic construction planning locally. A large number of Kajima's engineers have been seconded to the Company from Japan.

Kajima (Shanghai) Construction Co., Ltd.

Established over 10 years ago, Kajima (Shanghai) has begun to produce solid results and carries with it high expectations for the future.



Chung-Lu Construction Co., Ltd.

Chung-Lu Construction has built up a long-storied history and is well integrated in the local community. With Kajima's quality having been strongly recognized, in recent years the Company has built up a strong track record in the construction of luxury condominium residences. About 300 are employed here, and turnover of local staff remains low.



Kajima Overseas Asia Pte Ltd.

Kajima Overseas Asia, which continues to see robust growth underpinned by the strong economies of the Asia region, features a large number of seconded employees from Japan.



VOICE

Leaving Our Mark on Maps and History Around the World

2011 marks the 10th year I have been with Kajima. Over the past 10 years I have been involved in the estimate process for overseas construction projects, including international airports, highways and tunnels. Working amid these diverse natural environments, and moving the construction process forward with respect for each party's unique culture, language, religion and values has made this job more rewarding than I could have ever imagined. Many of the projects I have been involved in are major national projects that have garnered attention from newspapers and television, with one such site even receiving the visit of a standing president. While this is a

job that carries with it truly high level of responsibility, as an employee of Kajima and as a Japanese civil engineer, I feel proud of my work which has left a mark on the map and history of each of these countries. Moving forward, I hope to help expand Kajima's overseas business by enhancing our construction project track record outside of Japan and by developing the future leaders of the Company.



Takuya Watanabe

Philippines Cebu South Coastal Road Tunnel Project
Satellite Office
International Division



Easing Complexities
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