

■ Controlling radiation exposure

Kajima continued in fiscal 2012 to conduct training on minimizing radiation exposure for workers engaged in reconstruction work at the Fukushima Daiichi Nuclear Power Plant and decontamination work in the surrounding local communities. We also continued to take protective measures and utilize equipment to accurately measure exposure



Working with subcontractors

For construction companies, the subcontractors who perform specialized construction work are extremely important partners on construction sites. Protecting the safety of and creating an appropriate working environment for these subcontractors, their employees and other workers, as well as our own employees, is an immense social responsibility that Kajima is determined to fulfill.

Subcontractors as part of the supply chain

Since the supply chain for the construction industry directly affects not only the safety and environment of human resources, but also the quality and progress of construction, it is vital that Kajima build long-lasting relationships with subcontractors.

Kajima has organized the Rokueikai, a group whose primary purpose is activities designed to prevent accidents, and the Kajima Business Cooperative, which works to facilitate mutual assistance in a variety of business endeavors. Through these groups, Kajima works with subcontractors on business projects while ensuring quality, safety, health and respect for the environment.

Specifically, in the course of our business operations, we evaluate and manage subcontractors using external organizations and our own systems to select subcontractors that operate in an appropriate and capable manner. We provide assistance for securing and training engineers and have established a bonus system to reward excellence (dubbed the E Prize). This prize is awarded to engineers who make a significant contribution to construction work, directors who set an excellent example, and engineers who demonstrate outstanding performance in their field. In fiscal 2012, the prize was awarded to 641 people. Kajima looks forward to the winners' continued dynamism in the workplace and to their contributions to the development of the next generation of workers.

volume and worker health conditions. Relevant departments at the Head Office, branch offices and construction offices participate in regularly scheduled meetings, and patrols focused on radiation management are carried out to confirm that the proper measures are being taken and to instruct workers on issues that need to be corrected.

■ National commendations of outstanding improvements at subcontractors

In partnership with the Kajima Business Cooperative and Rokueikai, Kajima holds its annual National Commendation of Outstanding Improvements at Subcontractors. Begun in 1981 at the National Convention of Quality Control Circles and held annually ever since, the purpose of these presentations is to raise standards for construction management and corporate structure through business improvement activities carried out at worksites and subcontractors.



In fiscal 2012, 9 partner companies were recognized for their improvement efforts

In October 2012, the 33rd National Commendations were held for 48 groups selected from a total of 212 cases presented at branch office conferences. As was the case last year, the presentations were divided into four categories (engineering, construction, facilities, and general) and recognition was given for extensive improvements and for achievements directly linked to technical proposals, as well as for activities leading to continuous daily improvements. With some 600 persons in attendance, this major event served to motivate Kajima and subcontractors to work together to achieve an even higher level of performance and remain committed to these efforts.

Making construction an attractive industry for workers by promoting participation in social insurance programs

Japan's construction industry is made up of more than 480,000 companies and is said to account for some 10% of the entire workforce. A sense of stability as the foundation for a secure living is essential to ensuring that the construction industry is attractive to workers. In compliance with the *Guidelines on Subcontractor Instructions Regarding Participation in Social Insurance* issued by the Ministry of Land, Infrastructure, Transport and Tourism, Kajima added a new column for insurance participation to its construction account books in November 2012. In March 2013, the Company added the item "Including appropriate estimation of social insurance costs (legal welfare expenses), etc." to its list of terms and conditions for primary subcontractors. Based on our findings in interviews with major subcon-

tractors, we will continue to take the lead in efforts to improve labor conditions for construction workers in order to that construction is a truly appealing industry for workers.



Meeting with young members of the Kajima Business Cooperative, involving a lively exchange of opinions on the topics of the elimination of companies which do not participate in social insurance programs and the training and proper placement of engineers.



Being a vigorous company

Kajima regards employees as important stakeholders of the Company and "precious assets" supporting corporate activities. We strive to be a vigorous corporate group by creating a working environment in which each employee can be proud of working for Kajima, in accordance with the Kajima Group Code of Conduct.

Raising awareness of human rights

Kajima has established a Human Rights Awareness Committee chaired by the general manager of the Administration and Human Resource Department in order to prevent 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.

Employing a diverse group of people

The Kajima Group is not only active in Japan but also 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 his or her nationality.

■ Hiring at regular intervals and flexible placement

Believing employment is a corporate social responsibility, Kajima continuously employs a certain number of new

graduates according to its basic hiring policy. Kajima hires its employees based on job categories* such as civil engineering, building construction, and general administration, because the specialty needed for each business operation and the major of university graduates differ. In recent years, we have instituted flexible job placement and human resources development in order to respond to expanding overseas markets and the fluid Japanese market.

* Administration, civil engineering, building construction, building design, facilities, electrical machinery, mathematics, engineering and development

Employee data (As of March 31, 2013)

	2009	2010	2011	2012
Total employees	8,452	8,164	7,925	7,737
Re-employed personnel	882	1,002	968	945
Employees with disabilities	1.90%	1.75%	1.83%	1.88%
Turnover rate*¹	3.1%	2.7%	2.1%	4.3%
Employees taking childcare/nursing leaves	43	47	38	37
Employees taking paid leaves*²	37.2%	35.4%	37.6%	32.4%
Employees using volunteer leave system	17	8	26	8

*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 hires.

*² Including special paid leave, in addition to annual paid leave

(As of April 1, 2013)

	2009	2010	2011	2012
Total new hires*³	185	185	191	203
Female new hires from the total above	26	20	27	24

*³ Total new hires refers only to full-time employees