

# 05 Communicating with Stakeholders

Kajima's corporate activities are built on the foundation of stakeholder dialogue. Kajima has a wide range of stakeholders and is committed to meeting as many of their expectations as possible. To accomplish this, we practice open communication as well as timely and appropriate information disclosure.

## Targets in fiscal 2012

- Continue communicating with stakeholders and disclose information suitable to their interests
- Promote CSR activities through in-house meetings to exchange views on CSR and related surveys of employees

## Achievements in fiscal 2012

- Disclosed information in a timely and appropriate manner using this CSR report, the monthly magazine *KAJIMA*, and the Company website. Information was also released by construction sites in the form of pamphlets
- Ensured good communication by selecting methods suitable for each stakeholder group
- Held an in-house meeting to exchange views on CSR among three sections at one branch and conducted a questionnaire using the CSR report in order to develop CSR activities

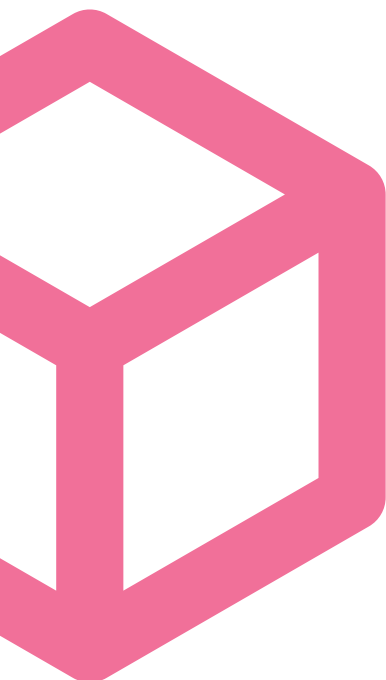
## Targets in fiscal 2013

- Continue communicating with each stakeholder group and disclose timely and appropriate information
- Obtain feedback on CSR activities through good communication with each stakeholder group

## Initiatives in fiscal 2012

Kajima provides financial information and press releases on the Company's website, in a timely and appropriate way. With No. 640 issued in December 2012, the monthly magazine *KAJIMA* serves as both an in-house newsletter and a PR tool. We also produce pamphlets and videos to showcase Kajima's various technologies and construction results, in ways that are easy to understand. In fiscal 2012, the Company produced DVDs on the Marunouchi Station Building at Tokyo Station and the Kajima Cut and Take Down demolition method. Media are chosen to match the type and nature of the information to be conveyed, so that stakeholders can receive the information they need.

Outside recognition in the form of awards and letters of appreciation also help us to further improve our technologies.





## Disclosure and interactive communication

With varying information content and frequency needs for different stakeholder groups, media are chosen to optimally convey the type and nature of information required. We strive to further improve stakeholder understanding of Kajima.

### IR activities for shareholders and investors

Management and financial information is appropriately released to shareholders and investors on Kajima's corporate website. Semiannual booklets which summarize our business conditions are published, and annual reports for overseas readers are released in print and on our website. Through IR briefing sessions and communication with shareholders and investors, we also make efforts to reflect their opinions in our management and business activities.

### Communicating with clients

Due to the large investment required for a construction project, it is very important to regularly communicate with the facility owner or client, especially once the project has begun. In order to realize the best buildings and structures possible, we strive to remain close to our clients, while respecting their unique point of view.

### Enhancing cooperation with subcontractors and business partners

In order to realize better construction quality and capabilities, it is essential for Kajima to share information with subcontractor partners. The Head Office and branch offices hold regular meetings to share information with them, while also distributing updates online. Regular email magazines are also sent out depending on the branch or region. The Kajima

Business Cooperative issues a newsletter called *Ishizue*, a tool for sharing various initiatives nationwide.



Advertising on outstanding technology and construction project. Zero-energy technology (left) and Tokyo Station Marunouchi Building retrofit project (right)



### Communicating with the mass media

Kajima considers public relations activities an important part of fulfilling corporate social responsibilities. We proactively publicize our latest technologies and communicate with various mass media. Through PR activities, we can share technical information while enhancing our corporate image.

### Dialogue with the union

Kajima's employee union has 7,039 members and conducts regular negotiations concerning wages and the Company's various HR programs. Each year it also provides a forum for exchanging opinions on topics such as employee work awareness. The union is helping to build healthy labor-management relations in order to realize a more supportive workplace. Both labor and management are working together, actively discussing issues such as the reduction of work hours and the raising of employee work motivation.

### Environmental education at a Kajima housing complex

In June 2012, an environmental education event was held for parents and children living in the Company's housing complex in Toshima-ku, Tokyo. The event took place at a daycare facility in the complex and featured tree branches obtained from tree thinning on the site. This marked the third time the event was held. Originally for the daycare children, the event has grown to include kids of all ages. This year, the participants made birdhouses and installed them in



trees on the property. A titmouse has already started nesting in one of the birdhouses.



Children learn to make birdhouses under employees' instruction



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