

Third-Party Views

This year, we have asked three people to contribute their views on the Kajima CSR Report. Mr. Kyoji Okamoto has had a long involvement with corporate environmental management. He discusses stances and specific measures that can be taken by construction companies to fulfill their social responsibilities. Professor Iwao Taka gave a lecture at the 2006 Kajima directors' training session. He comments on how companies can promote CSR through their main business activities and CSR management in general. Mr. Toshio Tejima has provided Kajima opportunities to engage in environmental education at his elementary school. He offers comments from the point of view of nurturing the next generation. We will strive to reflect these opinions in our future corporate activities and reports.

“My Hope Is for Buildings Modeled on Ecosystems”

Kyoji Okamoto

President, Bremen Consulting Co., Ltd.

Part-Time Lecturer, Graduate School of Environmental Studies, Tohoku University



The bid-rigging problem has captured the public's attention to such an extent that, for many people, the construction industry is synonymous with bid rigging. It could be said that construction companies contribute significantly to society but do not have a very favorable impression among the public. Companies that have become shunned by students will end up having difficulty recruiting top-quality personnel. Thankfully, I can see that under the leadership of its president, Kajima has pursued thorough in-house training. I am very interested to see how this develops in the future.

From reading the Kajima CSR Report, what comes through strongly are Kajima's high level of construction technology, its efforts to realize environmental sustainability and the sense of mission the Company has regarding the building of social infrastructure. However, I think it would be good to include more images of the people involved—the lively expressions on the faces of people working on Kajima project sites—to communicate the enjoyment that comes from constructing buildings seen as giant works of art. Telling the stories of the people who live in and use these buildings and the pleasure they get from this would also give the report more resonance on a human level, in my opinion. At a time when science and engineering are losing popularity among students, I think that an important mission is to communicate to young people how profound and fun it can be to construct buildings.

I paid particular attention to the cutting-edge ecosystem protection being undertaken based on the Kajima Ecosystem Conservation Guidelines formulated in 2005. The architectural methods of Antoni Gaudi, whose design of the Sagrada Familia in Barcelona, Spain, has made him one of the world's best-known architects, have provided us with some fascinating insights. “Place the buds of plants,” “Apply the form in which trees grow,” and “Follow the rules of nature” are some of his messages. Just as the manufacturing industry has applied biomimicry (making things by mimicking nature), the construction industry—rather than only working to protect the environment—needs to design buildings modeled on ecosystems. In other words, I look forward to the development of buildings that have a low impact on the environment when they are built and when they are demolished. I have great hopes for structures that are kind to both human beings and other living things.

“Kajima’s Expertise Must Be Utilized in the Search for Solutions to Serious Issues Society Faces”

Professor Iwao Taka

International School of Economics and Business Administration, Reitaku University



Until last year, Kajima published an Environmental Report each year. Starting from this year, it has become the Kajima CSR Report. My impression is that the CSR Report emphasized environmental field, and that a framework for the social field is only just taking shape. Of course, this remark refers to the format of the reports and does not imply that Kajima’s measures regarding corporate social responsibility are lagging.

I look forward to Kajima making improvements to their CSR report and measures it outlines, and wish to summarize my thoughts in five points. First, the fundamental way for companies to contribute to society is through their core business operations. In working toward the reduction of global greenhouse gases, Japan and the rest of the world cannot afford to delay. By utilizing its technology and experience, Kajima, I hope, will contribute in an even more tangible and focused way. Second, after seeing the recent bridge collapse disaster in the United States, I was once again reminded of the importance of technology that allows us to use and pass on social capital. I want Kajima to exert itself in the accumulation and passing on of this technology to future generations. Third, this report discloses some negative information about Kajima, including violation of antitrust laws and its response to soil contamination on company-owned land. Although I commend this type of disclosure, on the other hand it is unclear whether or not there is any negative information to be disclosed regarding dealings with subcontractors. Fourth, I hope that future reports disclose CSR-related targets and the year in which they are achieved. Doing so will give readers a clearer illustration of Kajima’s commitment to CSR.

Finally, I was deeply moved by reading the section on support for recovery efforts following the 2004 Niigata Chuetsu Earthquake (see page 12). I certainly hope that episodes such as this will be utilized in the training of future company leaders.

“I Was Impressed by Kajima’s Efforts toward the Realization of a Sustainable Future”

Toshio Tejima

Principal, Shinonome Elementary School, Koto Ward, Tokyo



The global environment is approaching a major crisis point. In CSR as well as in elementary school education, I believe the most urgent and serious issue we must deal with is how to move toward a sustainable future. When I read the Kajima CSR Report, I see the diligent approach of employees who are dealing with this issue, based on the Company’s clear corporate philosophy, no matter which page I turn to.

I am the principal at a public elementary school, so I neither have day-to-day involvement with the construction industry nor any expertise in this field. However, I have come to read this report through our school’s connection with Kajima thanks to the environmental education program provided to our fourth-grade students by the people at the Environmental Engineering Division.

The report’s content is communicated in plain language, outlining the measures being taken by each of Kajima’s divisions. It also gives an insight into the thoughts and minds of each of the people within the Company who are at the front line of these efforts. Needless to say, I learned a great deal by reading this report.

The KAJIMA KIDS program also communicates the Company’s desire to make a positive contribution to the next generation and to local communities. If the words of the children themselves were included — their surprises, discoveries and joys — I think it would further strengthen the empathy of its readers and provide children with more opportunities to look up to Kajima employees as role models.

After reading this report, my resolve was renewed that I must try my best to make school education “an education for a sustainable future.”