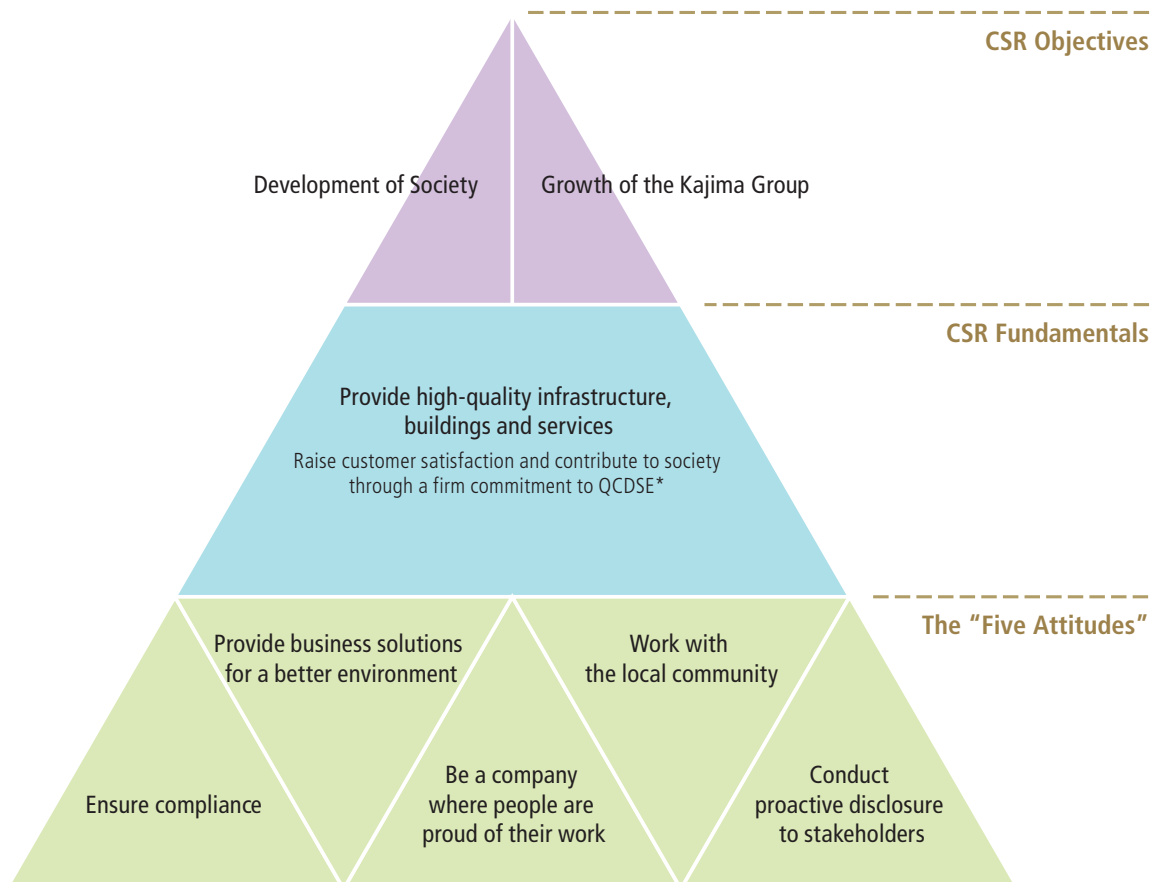


# CSR at Kajima

Kajima believes that the essence of CSR is achieving a seamless integration of its primary business activities and its efforts to fulfill social responsibilities. When these two work as one, Kajima inspires client confidence and earns the public's trust. Vital to this effort, of course, is maintaining appropriate communication and good relationships with all stakeholders. In 2008, the company is focused on ensuring that this goal guides and shapes the actions of each and every employee.

## Kajima's Framework for Fulfilling Social Responsibilities

With a proud history of leadership in constructing railways, nuclear power plants, and skyscrapers in each age, Kajima has always been eager to take on the challenge of meeting the needs of each new generation. The company will continue to heed the views of the public, its clients and all other stakeholders, and will respond with creative solutions. This is the key to providing the high-quality structures and services needed today.



\* QCDSE: Quality, Cost, Delivery, Safety, Environment

## Achievements of Key Programs in 2007 and 2008

This section describes the achievements of Kajima's main programs addressing CSR issues in 2007 as well as its activities in 2008.

Area	Results of 2007 programs	2008 programs
Provide high-quality infrastructure, buildings and services	Kajima made the most of its integrated system for development, design, construction and property management. Leveraging all of these strengths, the company applied its sophisticated technologies to provide high-performance buildings and other infrastructure. ▶ <a href="#">P.10-21</a>	Programs continuing.
Ensure compliance	New internal control system established. ▶ <a href="#">P.7</a>	<ul style="list-style-type: none"> <li>Thoroughly implementing and enhancing risk management activities.</li> <li>Using new internal control reporting system for financial reporting.</li> </ul>
	<i>Kajima Group Handbook for Practical Application of the Code of Conduct</i> prepared and distributed. ▶ <a href="#">P.9</a>	Delivering e-learning training to facilitate thorough understanding of the Code of Conduct.
	System to eradicate bid-rigging updated and put in operation. <ul style="list-style-type: none"> <li>Investigation to determine compliance with Japan's Antimonopoly Act conducted in accordance with system to prevent bid-rigging. ▶ <a href="#">P.9</a></li> <li>Seminar on Antimonopoly Act held (1,153 participants). ▶ <a href="#">P.9</a></li> </ul>	Programs continuing.
Be a company where people are proud of their work	Training held for engineers and technicians. ▶ <a href="#">P.24</a>	Programs continuing.
	Safety achievements: Accident frequency rate, 0.76; Accident severity rate, 0.08. ▶ <a href="#">P.25</a>	Working to achieve accident frequency rate below 0.7 and accident severity rate below 0.2.
	27 women hired for main career track (three times more than in 2006). ▶ <a href="#">P.28</a>	Continuing to provide equal employment opportunities for men and women.
	Achieved targets in First Phase (2005 – 2007) of Action Plan to Help Employees Support the Development of the Next Generation. ▶ <a href="#">P.27</a>	Promoting activities to achieve targets in Second Phase of plan (three-year).
Provide business solutions for a better environment  * Overall results of activities are on p. 33-35 and p. 41 * Refer to p. 41 for details on activity goals.	Strove to reduce environmental impact and offer environmental solutions for Kajima's four priority issues (resource recycling and effective use, global warming, hazardous substance management, and promotion of ecosystem-friendly construction), based on Medium-Term Environmental Objectives (2006 – 2008).	<ul style="list-style-type: none"> <li>Establishing targets for next medium-term plan.</li> <li>Signed Leadership Declaration made at ninth meeting of the Conference of the Parties to the Convention on Biodiversity Diversity (held in May 2008). ▶ <a href="#">P.36</a></li> </ul>
	Tokyo Architectural Construction Branch's zero-emission activities expanded to all sites. ▶ <a href="#">P.38</a> Won two Prizes for Application of the 3Rs from Japan's Minister of Land, Infrastructure, Transport and Tourism.	Further expanding these activities.
Work with the local community	Deepened communication with local communities through a wide variety of programs, while also giving back to the society via efforts to promote research and culture and support education. Also actively involved in a project advocating local products for local consumption, under which the company uses locally-produced materials in its construction projects. ▶ <a href="#">P.43-45</a>	Promoting communication and pursuing initiatives that contribute to society.
Conduct proactive disclosure to stakeholders	Conducted appropriate disclosure to stakeholders using various channels. <ul style="list-style-type: none"> <li>Held interviews with stakeholders on Kajima's CSR activities (held 15 times).</li> <li>Published <i>Kajima Kids</i> (in Japanese), a supplement to the <i>2007 CSR Report</i>, and a winner of Japan's B to B Advertising Award.</li> </ul>	Reflecting the feedback in Kajima's CSR activities. Continuing to publish <i>Kajima Kids</i> .