

Making the Construction Industry More Attractive

Kajima is taking the lead in making construction work more appealing by creating workplaces that allow every member of its diverse workforce to confidently exercise his or her unique abilities and skills. To build a better work environment, Kajima is augmenting its programs supporting equal employment opportunities and work-life balance.

Creating Optimum Working Conditions for Employees



Atsuhiko Takada
Manager, Division of Human Resources Development

The Japanese construction industry is making major changes to enhance its appeal, and Kajima is at the forefront of these efforts. We are striving to ensure that talented employees of both genders can reach their full potential in all of our workplaces. This, in turn, will ensure that Kajima keeps pace with the changing times and continues to grow.

Over the past few years, Kajima has been hiring more women for its main career track, in both administrative and technical fields. More women are also moving up to the managerial level, albeit gradually, as the result of our commitment to providing equal opportunities to all.

Initiatives to facilitate work-life balance, including support for employees raising children, have become a more important part of Kajima's effort to foster the optimum work environment for both men and women. One example is our Action Plan to Help Employees Support the Development of the Next Generation. Kajima is working to create an environment in which everyone in the workplace, starting with managers, supports the targets of the plan, which are to improve

Action Plan to Help Employees Support the Development of the Next Generation

The rapid decrease in the birth rate is having a sharp impact on Japan's society and economy. Kajima recognizes that supporting employees in their efforts to balance childrearing and work is one of its social responsibilities.

Kajima's child-care leave system has been firmly established since it was introduced in 1992. Male employees also take advantage of this program for paternity leave.

Kajima has taken the necessary steps to comply with the Law for Measures to Support the Development of the Next Generation since it went into effect in April 2005, and is currently working to achieve the targets for the second phase of its action plan.

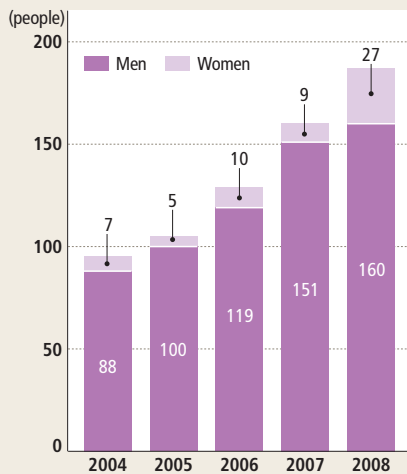
Goals and results of first phase of action plan (three years from April 2005 – March 2008)

Number of male employees taking child-care leave or on flex time: Total of 3 or more	▶ Total of five (two on child-care leave, three on flex time)
More than 70% of eligible female employees take advantage of child-care leave	▶ 100%
Extensions in period of shortened flex-time work hours for childrearing	▶ Extension from 3 years of age until children start elementary school
Program supporting return to workplace for employees taking child-care leave	▶ Adopted
Guide to Work-Life Balance established	▶ Publicized on internal website

the rate at which women take childcare leave, and to increase the number of men taking leave and using flex time for childcare.

The health of individual employees is another important part of work-life balance. In coming months and years, Kajima will be putting greater focus on health management, for instance, by offering health advice and mental health care for employees. In all of these ways, we are determined to keep improving our programs to help employees balance the demands of career and personal life.

**Main career track:
Number of new employees (hired as new graduates)**



Engineers (hired as new graduates)

	Men	Women	Total
2004	69	5	74
2005	82	3	85
2006	96	7	103
2007	124	6	130
2008	128	19	147

Administrative (hired as new graduates)

	Men	Women	Total
2004	19	2	21
2005	18	2	20
2006	23	3	26
2007	27	3	30
2008	32	8	40

**Participation in Program for Model Businesses
Promoting Work-Life Balance**

Kajima will participate in a model business program of the Japanese Ministry of Health, Welfare and Labor starting in 2008 by taking new steps to promote work-life balance among its employees. With the aim of ensuring that its employees enjoy rich and healthy lives, Kajima is striving to promote work-life balance by ensuring that an understanding of its importance is shared throughout the entire company.

**Labor and Management Work Together to
Reduce Working Hours**



Yoshiki Yoshimura
Director of Central Executive Committee
Kajima Corporation Employees' Association

People often work long hours. However, I believe that we should consider preserving and watching over our own emotional wellbeing and physical health to be one aspect of our work. This means that we ourselves have to find ways to shorten our hours.

The employees' association is carrying out programs to reduce working hours, such as setting dates for "no overtime days" and a program encouraging employees to take their annual paid leave and vacation when transferring between project sites. It is not enough to simply offer these programs—the understanding of supervisors and a change in the employee's own way of thinking are essential if working hours are to be reduced.

Kajima is now achieving real results through cooperation between labor and management in which each side plays its part. Through this collaboration, the company encourages managers to help their subordinates reduce their hours, the employees' association educates employees, and labor and management work together to carry out campaigns and programs to improve operations.

Kajima's basic policy on work-life balance

Employees must be given opportunities to enhance their own value and find self-fulfillment by balancing life and work. Ensuring they can increase their motivation and happiness by leading a rich and healthy life is the key to a company's continuous development.

Key issues for current year

1. Conduct campaign promoting work-life balance
"Start with local activities in each workplace"
2. Encourage employees to take paid leave