

Creating Optimum Working Conditions for Employees

Kajima is striving to be a company that its employees feel proud to work for, and can achieve a proper balance between their jobs and private lives. In addition, the company works to create a workplace where, regardless of nationality, gender, or disability, each employee is motivated and always makes the most of his or her talents in their performance.

Promoting Work-Life Balance

Achieving a rich and healthy life

To help employees strike a balance between their work and private lives, Kajima began taking part in Japan's Ministry of Health, Labour and Welfare's Program for Model Businesses Promoting Work-Life balance in fiscal 2008, and announced its action plan for the Program in March 2009.

Kajima's basic policy on work-life balance

Since people have only limited time, life and work should be balanced to ensure self-development and self-fulfillment, as well as to provide a rich and healthy life through which they can find purpose and happiness. This should also be the foundation for a company's continuous development.

Action plan to help employees support the development of the next generation

The decreasing birthrate is having an enormous socio-economic impact in Japan, and Kajima believes it has a social responsibility to help employees maintain a balance between their child rearing and work responsibilities. The childcare leave system adopted by the company in 1992 has been functioning effectively, with not only female employees taking maternity leave but also male employees taking paternity leave. In response to the Law for Measures to Support the Development of the Next Generation, implemented in April 2005, Kajima has recently set specific targets for the second phase of its action plan, and is now taking steps to achieve those goals.

Targets for the second phase of the action plan covering April 1, 2008 to March 31, 2011

- (1) Five or more eligible male employees take childcare leave or opt for shortened and flextime work hours for childrearing
- (2) 80% or more of eligible female employees take childcare leave
- (3) The company will expand its nursing care leave program.

Measures taken in fiscal 2008

Key initiatives	Results achieved				
Conducted a campaign to promote work-life balance	Worked together with the Employees' Association to promote awareness of work-life balance through campaign based on theme of "Starting with local activities in each workplace" <ul style="list-style-type: none"> · Established a special intranet site for work-life balance issues · Published articles in the <i>Monthly News Letter KAJIMA</i> ➔ In February 2009, Kajima conducted an awareness survey of 8,990 employees, with a response rate of 85%. According to the survey results, 94% of employees were familiar with the concept of work-life balance.				
Encouraged employees to take paid leave	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p style="color: #e67e22;">Paid leave when transferring between project sites</p> Paid leave of up to three consecutive days when transferring between sites within the same division or between divisions, or between managerial positions </td> <td style="width: 50%; vertical-align: top;"> To encourage employees to take the leave, the company notified eligible employees and the heads of their work units, and then conducted follow-up checks. ➔ The proportion of eligible employees who took the leave was 45%, up from 19% in the previous fiscal year. </td> </tr> <tr> <td style="vertical-align: top;"> <p style="color: #e67e22;">Expansion of paid holiday leave system</p> Employees are eligible to take between 3 – 15 consecutive days of paid holiday leave for every five years of service, starting from 10 years and up to 30 years. </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> · Employees with 10 years of service have been included in the paid holiday leave program for the first time. · For employees with 25 years of service, the maximum length of paid holiday leave that can be taken at any one time has been raised from three consecutive days to five. · Employees with 20 or 25 years of service can now use their paid holiday leave within a period of two years, rather than one year as previously stipulated. Each of these changes was put in effect from April 2009. </td> </tr> </table>	<p style="color: #e67e22;">Paid leave when transferring between project sites</p> Paid leave of up to three consecutive days when transferring between sites within the same division or between divisions, or between managerial positions	To encourage employees to take the leave, the company notified eligible employees and the heads of their work units, and then conducted follow-up checks. ➔ The proportion of eligible employees who took the leave was 45%, up from 19% in the previous fiscal year.	<p style="color: #e67e22;">Expansion of paid holiday leave system</p> Employees are eligible to take between 3 – 15 consecutive days of paid holiday leave for every five years of service, starting from 10 years and up to 30 years.	<ul style="list-style-type: none"> · Employees with 10 years of service have been included in the paid holiday leave program for the first time. · For employees with 25 years of service, the maximum length of paid holiday leave that can be taken at any one time has been raised from three consecutive days to five. · Employees with 20 or 25 years of service can now use their paid holiday leave within a period of two years, rather than one year as previously stipulated. Each of these changes was put in effect from April 2009.
<p style="color: #e67e22;">Paid leave when transferring between project sites</p> Paid leave of up to three consecutive days when transferring between sites within the same division or between divisions, or between managerial positions	To encourage employees to take the leave, the company notified eligible employees and the heads of their work units, and then conducted follow-up checks. ➔ The proportion of eligible employees who took the leave was 45%, up from 19% in the previous fiscal year.				
<p style="color: #e67e22;">Expansion of paid holiday leave system</p> Employees are eligible to take between 3 – 15 consecutive days of paid holiday leave for every five years of service, starting from 10 years and up to 30 years.	<ul style="list-style-type: none"> · Employees with 10 years of service have been included in the paid holiday leave program for the first time. · For employees with 25 years of service, the maximum length of paid holiday leave that can be taken at any one time has been raised from three consecutive days to five. · Employees with 20 or 25 years of service can now use their paid holiday leave within a period of two years, rather than one year as previously stipulated. Each of these changes was put in effect from April 2009.				

Employee Voice

Shortened and flextime work hours for childrearing

Kitano Seiichiro

Manager,
Project Department,
Real Estate Development Division



I applied for shortened and flextime work hours for childrearing to help out with my kids and housework. I drop them off on my way to work every day, and on the two days each week when I pick them up on my way back home, I look after them in the evening and do all the housework. I don't often make use of the flextime or shortened hours, but little children get sick pretty often, so it's nice to know that I have the flexibility to handle situations as they arise. This is really great for married couples our age when both the husband and wife hold a job. My boss and co-workers are very understanding, but to avoid disrupting workflow, I make a conscious effort to work as efficiently as possible and update everyone of my plans. My wife and I also make sure to coordinate our schedules. This system offers a way to take proactive steps to balance work and private life, and I think it would be a good thing if more male employees started making use of it.

Efforts to Raise Human Rights Awareness

Kajima has established its Human Rights Awareness Committee to focus on such issues as sexual harassment and discrimination against minorities. The Committee holds human rights seminars to raise awareness and understanding of such issues, and works to make sure employees are aware of the Campaign to Eliminate Violence Against Women, carried out by the Cabinet Office's Gender Equality Bureau every year. Following its new policy on the prevention of sexual harassment, the Committee invites outside lecturers to give seminars on the subject, uses videos to conduct educational programs, holds human rights seminars, and conducts special seminars for executives and managers. In addition, the Kajima head office and its branches all have a consultation service and retain outside specialists that employees can call to discuss problems.

Respecting the Diversity of Individuals

Kajima is striving to establish a work environment that enables a diversity of employees—including those changing jobs at mid-career, re-entering the workforce after retirement, and persons with disabilities—to express their individuality and make full use of their capabilities.

Kajima seeks to help build a society where men and women have an equal opportunity to contribute. Toward that end, the company puts women in positions of responsibility and works to ensure an environment where they can fully realize their potential. The construction industry is typically portrayed as being a male-dominated world, and likewise, careers for women at Kajima in the past tended to be limited to the fields of design and research. However, in recent years the company has begun hiring women for positions involving management at construction sites and administrative work. As a result, a growing number of women are now working in these areas as well as managerial positions at Kajima's head office and branches.

As of the end of fiscal 2008, persons with disabilities comprised 1.82% of Kajima's workforce, which meets the target set by the government. The company will continue working to create a workplace environment where everyone can contribute irrespective of whether they have a disability.

Interview

Kajima employee named "Woman of the Year"

Nikkei Woman magazine recognizes excellence at Kajima
Employee ranked fifth overall and second in the Career Creation category

Kumiko Suda

Deputy Project Manager,
Tokyo Civil Engineering Branch,
Uratakaio Joint Venture Project Office



I have been working as the deputy project manager for a project to design and build a bridge in Hachioji City, located in greater Tokyo. The bridge will be part of the Metropolitan Inter-City Expressway, which will run in a ring from Yokohama City in Kanagawa Prefecture to Kisarazu City in Chiba Prefecture. I was appointed to this position after being involved in the design work for the project before the construction stage. Now I mostly focus on quality control, having specialized in concrete at the Kajima Technical Research Institute. I always wanted to work at a site since the time I joined Kajima, so I feel very motivated for this assignment. I also hope to help young people who would like to work in construction. In December 2008, for example, I gave a talk at a seminar for girls of high school age and up who have an interest in civil engineering techniques. I've benefited from the support of my family and many others over the years, and to repay their kindness, I will keep striving for improvement so that I can become a project manager capable of overseeing projects that will serve society for generations to come.