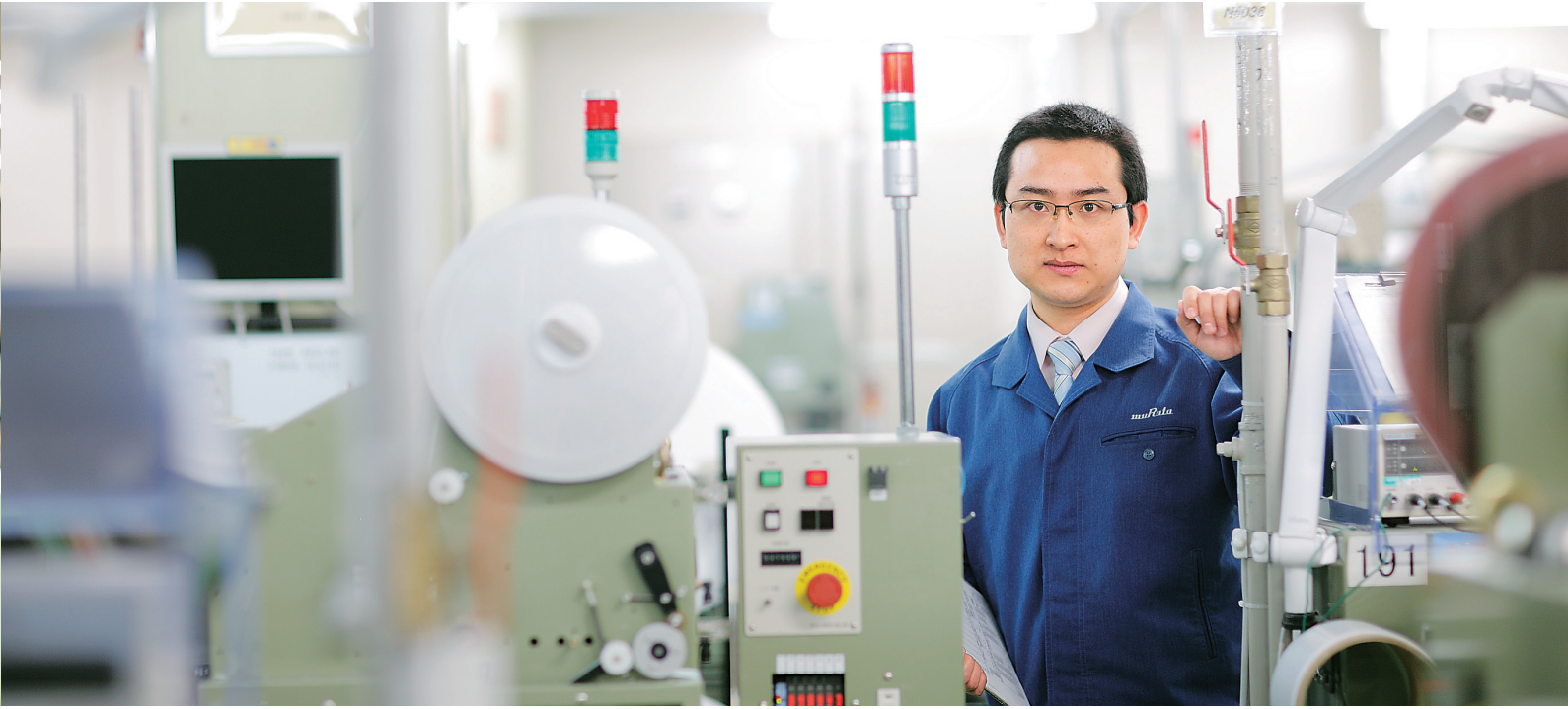


[Employees]

With support systems for female employees, international personnel exchange programs and more, we support a diverse range of work styles to suit individual employee needs.

- Respect for Human Rights
- Fostering Human Resources
- Equal Opportunities and Workplace Diversity
- Creating a Relaxing Working Environment
- Intellectual Property Rights of Employees
- Employee Health and Safety (Occupational Health and Safety)



In pursuit of a workplace that lets women shine

Murata Manufacturing Co., Ltd.
Power Device Products Division
Kyoko Izaki

Remembering to feel grateful for the systems that support us

I have two children, and was granted maternity and childcare leave when each of them was born. When I had my first child, I was so happy to become a new mother that I hardly gave a second thought to taking the time off, but I was a bit more hesitant when I was pregnant with my second child. I knew that the system was there for me to take advantage of, but I worried that my absence would inconvenience my co-workers, and wondered if I could just easily return to work afterwards. When I emailed my supervisor with my worries, he sent me a message back. “We’ll be waiting for you to come back after your second child, or after your third one,” he wrote. “We all admire women who are able to balance work and family responsibilities.” These words set my mind at ease, and I took my time off with a clear conscience. When we take advantage of the programs available to us, we should remember all those whose silent support makes it possible for us to do so. Programs that help us strike a balance between work and family life and employee benefit packages are likely to become increasingly generous, and this should make us all the more grateful to those around us. Though I have been on the receiving end so far, in the future I look forward to myself being able to do my part to support my fellow workers.

Comment _____

Izaki is someone who knows how to use her time well. By taking advantage of a system that allows her to shorten her working hours, she is skillfully managing to balance work and family. She completes her work quickly and efficiently during her scheduled work hours, and her energetic work style is an inspiration to her colleagues.

Murata Manufacturing Co., Ltd. Power Device Products Division
(photo, left) Tadashi Takai

Murata is a company that specializes in manufacturing, the development of products, but if you look more closely, you can see that it is also a company that specializes in the development of people. As the needs and priorities of our employees diversify, it is important that they are able to find a work style that fits their needs and circumstances. Izaki’s work style is a good illustration of one of these possibilities.

Murata Manufacturing Co., Ltd. Power Device Products Division
(photo, right) Hitoshi Kudo

International human resource development through global rotation

Murata Manufacturing Co., Ltd.
Production Engineering Unit
Manufacturing System Design Dept.
Wu Zhiming

Understanding the deep-rooted habits that drive Japanese manufacturing and developing the same instincts in China

At my university in China, I was enrolled in the foreign language department where I studied Japanese. I was interested in finding foreign employment, and when I talked to an alumnus about looking for a job, he told me about Wuxi Murata Electronics. At Wuxi Murata, I first dealt with equipment, and I was later involved in site improvement efforts. In addition to Murata, there are many other Japanese companies located in Wuxi city, and they are a driving force behind the local economy. Interested in what makes Japanese companies so successful, I requested a work rotation in Japan so I could look into the matter for myself.

In Japan, I have been involved with production innovation activities at the Izumo Murata for about a year. Production innovation activities are measures that significantly raise levels of manufacturing, leading to increased competitiveness. By expanding our perspective to include the entire supply chain process, from the receipt of an order to final delivery to the customer, we create a system to ensure a smooth and uninterrupted flow of products and information through

the entire process. In addition, we reject conventional wisdom and redefine our limits, eliminating waste wherever we find it, and it is the consistent application of such practices that is the key to this effort. At Wuxi Murata, we have implemented production innovation activities that are, in theory, the same as those in Japan, but there is a gap between the results obtained at Japanese plants and overseas sites. I believe that the reason behind this lies in the work practices that come naturally to the Japanese staff. 95 percent of human behavior is said to be habitual, and if Wuxi Murata hopes to raise the level of its manufacturing to equal that of the Japanese plants, the staff there will need to accumulate experiences and skills until their work practices come instinctively to them. This is not to say that Wuxi Murata should strive to become an imitation of a Japanese plant. I believe that it will now be my duty to convey production innovation objectives and methods to Wuxi Murata members to demonstrate the manufacturing strengths of Murata, and continue to push forward and show all that we are capable of.