

Diversity and Inclusion (D&I)

## "Diversity and Inclusion" is part of our corporate culture, allowing everyone to thrive

Murata's employees come from all kinds of backgrounds. "Diversity" and "Inclusion" (mutual acceptance) are considered so essential to the innovation process that we have set up a committee in Japan to promote D&I—the Murata Diversity Inclusion Plaza (M-DIP). The diversity that Murata promotes cannot be considered visible, like gender or race, but is rather the acceptance of individuals' ideas, experiences, abilities, ways of thinking and work styles—those invisible qualities that define a person's character. At the same time, we do not shy away from conflict. We encourage a willingness to hear people out, and by so doing aim to bring about innovation. When people work with one another toward a common goal, even if their opinions differ, ideas get put forward that might never have occurred on a person's own. This is what leads to enterprise growth and is the reason we promote D&I.

Of the 15 people on the M-DIP committee, we spoke with three well-informed staff members who shared their thoughts with us based on their unique experiences.

Mr. Yoshioka, who had worked outside of Japan, expressed the importance of accepting differing world views and ways of thinking: "When you work in another country, there are really so many unknowns. In such an environment you have no choice but to observe others very closely. Since Murata does business globally, it is essential to have the desire to understand the people you are dealing with."

Ms. Kitao, a female engineer, described a significant shift in her thinking: "When I started working, I was the only female engineer in the division, and I was quite nervous and unsure of myself. But everyone around me gave me their support. I found that being able to discuss things freely and openly builds trust and enables each person to flourish. We learn to recognize the value of each other's input and can help one another to improve. I now really appreciate that way of working."

Ms. Furube spoke of her feelings of gratitude for "Inclusion" being practiced at her workplace, where she was welcomed back to work on a reduced schedule after returning from maternal leave: "At one point I was feeling unsure about being able to work and raise my baby at the same time, but I was able to overcome my concerns thanks to the warm support of others in the office who spoke to me. From that experience I learned how truly important it is to acknowledge and accept each other."

M-DIP members understand the importance of diversity and inclusion through experience. Murata wants to have more people within its ranks who are sincerely appreciative of one another and work with energy, knowing that differing views enhance the company's ability to respond quickly to business needs, and that innovation is sure to emerge when the individual talents of each person are brought out. At the end of the discussion, the three spoke about M-DIP's hopes for D&I at Murata.

D&I means bringing together the approaches, experiences, and abilities of diverse individuals, and allowing the clash of ideas to recombine in new ways that spark innovation. M-DIP therefore sees it as something important to Murata's growth strategy as the company sets its sights on advancement for society and culture.

We support individuality, encouraging it to thrive in the workplace

Number of countries in which a workshop on the Murata Philosophy has been held:

16

Permeate the Murata Philosophy globally to bring together awareness and action

Philosophy sharing at overseas business sites

## Murata Finland Improving, in the spirit of the Murata Philosophy

Following the acquisition of VTI Technologies Oy, the Finnish MEMS technology company, now renamed Murata Electronics Oy, a special program was started to share the Murata Philosophy with all employees.

The purpose of the Philosophy Sharing program was to introduce the Murata Philosophy to all employees, and to help them understand how they can contribute to customer satisfaction and the overall success of Murata. Several workshops were held, with presentations of Murata's history, values and philosophy, followed by discussions and group workshops with the participation of all employees, from management to shop-floor workers. Feedback from employees was positive and encouraging, and also very revealing. We realized we have a lot to do. It was recognized that applying the Murata Philosophy in our daily work and decision-making will truly help us to improve.

These workshops were complemented by an eLearning module, enabling especially new employees to further self-study the meaning of the Murata Philosophy.

Since then, we have advanced from understanding to believing, and finally to applying our Philosophy. Also, the workshops have been implemented with great success.

### Case 1)

#### Enhancing manufacturing skills

In 2016, a group of MEMS manufacturing workers from Murata Finland visited the Kanazawa factory. The purpose was to learn how the Murata Philosophy is applied to enhance manufacturing and to utilize those learnings to improve our operations in Finland. "We were truly impressed by our observations," commented the participants, "It is obvious that at Murata, manufacturing comes first; it is a real strength, and all employees on site continuously innovate better ways of working, in the spirit

of Murata Philosophy." As a result, numerous improvement proposals were brought back to Finland to further enhance the MEMS manufacturing operations, and several major improvement programs have been implemented with great success.



Murata Electronics Oy workers on visit to the Kanazawa Factory

### Case 2)

#### Scientific approach to improve quality

A scientific approach, which is one key principle of the Murata Philosophy, has been fully implemented at Murata Finland to improve quality. With the help of Murata's extraordinary analysis capabilities, and strong quality mindset embedded in the Philosophy, we succeeded in identifying root causes behind some major quality issues we had had in the past, to take corrective actions and achieve a huge improvement in our product quality. We apply our philosophy across activities called "Know your process" and "Cross-functional team work," enabling us to efficiently utilize the best know-how in-house.

Our journey as a trustworthy member of Murata continues, and we will continue to contribute to the advancement of culture by providing unique MEMS components in the spirit of the Murata Philosophy.

Photo (from left to right):  
Murata Manufacturing Co., Ltd.  
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