

# Responsibilities and Conduct toward Employees

Murata places great emphasis on employee satisfaction, through comfortable working conditions and rewarding employment. We have established workplace environments where employees can fulfill their potential in their work based on appropriate treatment and deployment of personnel and commitment to safety.

## Respect for Human Rights

### Creating a Workplace Environment and Personnel System Free from Discrimination

Murata has established a working environment and personnel system free from discriminatory treatment on the basis of race, beliefs, gender, religion, nationality, language, disease, birthplace or other reason, in which the personality and individuality of each employee is respected. Moreover, to raise employee awareness of these issues, our graded training programs include human rights education content.

Throughout the Murata Group's offices and plants, both in Japan and overseas, child and enforced labor are strictly prohibited.

management-level staff at overseas facilities, we conduct management training to ensure solidarity with Murata's principles from those taking on new responsibilities through to senior management.

## Building an Employee-Friendly Workplace

### Establishing a Support System to Facilitate Work and Family Commitments

Murata makes special efforts to support employees juggling work and family. We have established various support systems for motivated employees with maternity, child-raising or nursing commitments at home to fulfill their responsibilities and advance their careers.

In response to the Law for Measures to Support the Development of the Next Generation, we formulated an action plan from April 2005 that includes improving maternity leave and short-time employment systems, introducing special leave for infertility treatment and providing support to encourage paternity leave. Through such initiatives, Murata is striving to promote a balance between work and family life.

## Equal Opportunities and Diversity in Employment

### Fulfillment of the Potential of a Diversified Workforce as a Basis for Employment

Murata's original approach to business development is underpinned by preserving the diversity of opinions and backgrounds of its highly capable workforce. Accordingly, Murata has improved its employment environment to ensure that no disparity is generated in employment, treatment and education due to gender, race, physical disability or other such factors. We thus provide a working environment where diverse employees can fully demonstrate their capabilities.

### At Our Overseas Sites, We are Aggressively Conducting Local Recruitment and Employment

We believe that we play a role in the development of the electronics industries in each of the 16 countries worldwide in which our offices and subsidiaries are located. Based on this principle, a management structure comprising diversified personnel aggressively promotes locally based recruitment. With regard to employment of

### Employees who Took Childcare / Family Care Leave

	FY2005	FY2006
Family care leave	14	<b>9</b>
Leave after childbirth	197	<b>183</b>
Childcare leave (Figure in parentheses indicates the rate of leave taken.)	182 (92%)	<b>176 (96%)</b>

## Personnel Systems

### Recruitment Based on Abilities and Performance; Employment with Personal Targets and Self-Assessment

Under a working ethos of valuing the

#### About the Law for Measures to Support the Development of the Next Generation

A law formed in July 2003 and enacted in April 2005 to promote healthy bearing and rearing of children to support future societies. It requires action plans to create environments and working conditions that enable employees to keep a balance between work and family life.

Overseas local manager training held by offshore facility management confirm after returning from Japan.



independence and allowing for expression of the abilities of each employee, since 1991 we have incorporated a business target management system for our human resources, based on the principles of abilities and performance.

Under this system, employees set their own targets and plans, according to Company policy, in consultation with their line managers. They then carry out midterm self evaluations of progress and results.

Supervisors evaluate the results and processes involved and reflect the evaluation results in staff bonuses. Employee evaluation results, the basis of evaluations, issues arising in the course of duties, and future directions are discussed three times a year at meetings between employees and their supervisors.

Standards for promotion and demotion and employee evaluation regulations are issued in a *Personnel System Guidebook*, which is distributed to all staff with supervisory responsibilities.

## Appropriate Staff Deployment

### Self-Selected Career Paths According to Aptitude

Murata, with its emphasis on abilities and performance, provides employees with opportunities that enable them to maximize their potential in accordance with their personal aptitude.

For younger employees, we offer a career path featuring deployment in diverse roles at various locations. Furthermore, for those opting out of managerial channels, we have established a system to facilitate progression as a highly specialized professional, in addition to an in-house staff recruitment system whereby employees select their own career track.

## Employee Education and Human Resource Development

### Supporting Skills Advancement at Every Career Step

Murata aims to foster self-directed personnel, personnel who display individuality with a venturesome spirit and personnel who value customer satisfaction and cooperation.

Accordingly, we are constructing education systems that offer employees specialized training at each rank, from entry level to management level, to provide powerful, effective support to individual employees in developing their capabilities.

The first three years after joining the Company are designated as a basic training period. This involves numerous intensive and on-the-job training courses, combined with correspondence courses aimed at gaining qualifications, to develop the knowledge and skills needed to play an active role as professionals in the business community. Even after this basic training period, various training programs are provided, such as education according to each job step and functional training by type of job. By combining these various training programs, Murata facilitates the development of all its employees' expertise, skills and management capabilities.



A booklet, published separately from *Personnel System Guidebook*, to facilitate easy understanding of the employee evaluation system is distributed to all Murata staff.

### Employee Perspective

#### Using In-House Staff Recruitment to Step from the Production Technology Department to Fulfilling Children's Dreams through MURATA BOY

Prior to my transfer, I was responsible for facilities control software development in the Production Technologies Department. The work, which involved realizing product functions, was highly satisfying.

My big recruitment chance came with the advent of MURATA BOY. This was something for which I was responsible inspiring and fulfilling the dreams of children and becoming a tool to stimulate their interest in science. I felt the challenge to do something with different results to what I was used to, something useful to society, so I applied.

I would like to see greater value placed on the in-house staff recruitment system, which enables career advancement through your own will, with stronger links to invigoration of our corporate organization.



**Kouichi Yoshikawa**  
Corporate Communications Department, Corporate Section

# Responsibilities and Conduct toward Employees

**About ES**

ES refers to employee satisfaction, which is a complementary benefit to CS, or customer satisfaction. If employees are satisfied, they feel challenged and rewarded by their work, which is linked to providing customers with satisfying products and services. Accordingly, ES is an issue of paramount importance for Murata.

First aid training in cardiopulmonary resuscitation at Komatsu Murata Manufacturing Co., Ltd.



## Surveys on the Challenges and Rewards of Work

### Carrying Out Employee Satisfaction Improvement Strategies and Managerial Reform Based on Survey Results

Murata considers employee satisfaction (ES) to be of equal importance to customer satisfaction (CS) as a vital factor underpinning corporate growth. Accordingly, since fiscal 2005 we have conducted a survey every two years on Organizational Vitality and Individual Vitality.

The 2005 survey targeted 14,385 employees, with an exceptionally high return rate of more than 95%. From the results, various revelations emerged, such as that employees feel differently toward the Company depending on their post and that feeling exhausted and busy are sources of stress. In the future, we will invigorate communications as an ES improvement strategy, and along with accepting and respecting each and every employee, carry out managerial awareness reform.

## Improving Occupational Health and Safety

### Realizing a Workplace Free from Injury

Murata established its Occupational Health and Safety Rules in 1987 with the aim of realizing a workplace free from injury and illness, as well as to create a pleasant working environment for all.

During fiscal 2006, the rate of time lost for work-related injuries in the domestic Murata Group was 0.50, or 0.35 on a nonconsolidated basis. This was a considerable rise from the 0.33 of the previous fiscal year (although the nonconsolidated figure declined from 0.39).

This trend has led us to review our safety policy, and to commence preparation of our health and safety management system based on OHSAS18001-1999.

### Working on Mental Healthcare and Prevention of Overwork

Promoting the health management and fitness of employees equates to a creating a healthy Company.

Our mental health strategies include educational activities and publicity through in-house bulletins and publications. In addition, we are improving our consultation system using occupational physicians and employee support via an external organization (Employee Assistant Program).

To prevent overwork, we keep thorough records of work hours and refer employees clocking up more than a specified number of hours to an occupational physician for consultation and a physical health assessment.



**Web Data**

- Maintaining Equal Opportunities and Diversity of Employment (Employment of the elderly and physically challenged, expansion of opportunities for women) ● Consideration for Working Hours and Conditions
- Intellectual Property Rights of Employees ● Appropriate Staff Deployment (Job rotation, highly specialized professional and in-house staff recruitment systems) ● Human Resource Cultivation/Education and Training (Managerial education, engineer development, global human resource education)
- Industrial Relations ● Reducing Risk of Occupational Accidents

▶ <http://www.murata.com/csr/social/07.html>

▶ <http://www.murata.com/csr/social/08.html>

▶ <http://www.murata.com/csr/social/09.html>