

# Human resources

Murata regards “employee motivation and growth (ES),” which is the driving force of innovation, as the most important value regarding human resources. The Company performs various initiatives to be a company where each employee can make good use of his or her strength, improve it, and work together based on mutual trust in daily tasks.

## Treasuring people, supporting their growth

### Respect for human rights

Murata upholds respect and advocacy for human rights as a prerequisite for sustainable growth of the Company and its employees. Based on Murata’s Human Rights and Labor Policies, we have established a Management System on Human Rights and Labor. Each domestic business site carries out risk assessment, the drafting and implementation of goals and plans, monitoring, evaluation, and making corrections with the aim of achieving a complete PDCA cycle through management reviews. In addition, as the Company works together with many subcontractors at our manufacturing sites, we request them to endorse Murata’s policies and communicate with them to promote our efforts.

### Personnel recruitment

Murata recruits people who identify with Murata Philosophy and possess the following qualities that the Company looks for in its employees: think by oneself, act on one’s own initiative; do work in a way that involves others and cherishes teamwork; set high goals; see things through with determination; and act quickly. We believe that each individual has varying strengths among these elements, and that leads to diversity. Furthermore, with the goal of recruiting diverse personnel, we seek personnel who are full of vitality and actively hire mid-career professionals.

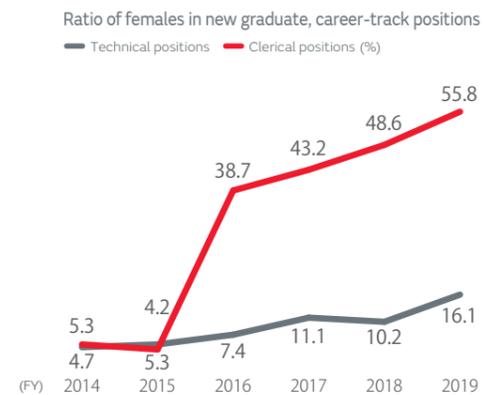
In order to support the success of women, we also have set a female ratio target for recruiting new female graduates for career-track positions (10% for technical and 40% for clerical positions) and achieved 10% and 49%, respectively, in fiscal 2018.

### Human resources development

Human resources development is our highest priority. The Company has formulated a Human Resources Development Policy and implements measures to create a corporate culture for growing and developing together by raising three kinds of power: individuals’ “power to grow,” supervisors’ and workplaces’ “power to nurture,” and the Company’s “power to foster.” As an example of raising the “power to grow,” we are strengthening training to nurture the next generation of global business leaders. We conduct programs focusing on coaching and action learning based on competencies and training courses where the candidates for business leaders around the world gather, with the aim of promoting mutual cultivation among potential leaders who will be important for Murata’s future. In line with the goal of rolling out these initiatives across the world, global human resources meetings are regularly held, where staff in charge of human resources at overseas and domestic offices gather, analyze current situations, and discuss issues to be solved.



Global human resources meeting



\* Murata Manufacturing Co., Ltd. on a non-consolidated basis

## Creating workplaces where diverse employees can keep working vibrantly

### Occupational health and safety

Murata has been creating a safe and secure workplace environment where employees can work with a sense of fulfillment. The Company’s frequency rate of workplace accidents has been lower than the rate for the manufacturing industry over the past ten years, but it has been on the upward trend in recent years. Our understanding is that this is due to weakness in our health and safety management system, one example of which is safety education not keeping up with the rapid increase in the number of employees as a result of mergers and acquisitions. We believe that now is the time to urgently improve the safety management system at our manufacturing sites based on a “safety first” motto and raise the danger awareness of each employee, and are carrying out daily health and safety activities. Specifically, we will implement the following: doing everything firmly based on managers leading by setting examples; fostering a safety culture where one can do ordinary things in extraordinary ways; and identifying potential risks related to facilities and workplace behaviors and conducting safety reviews. Murata also promotes safety education throughout the Company by installing facilities capable of simulating workplace accidents such as “being trapped,” “being caught up,” and “electric shock” and so on, and providing training to raise danger awareness among its employees.

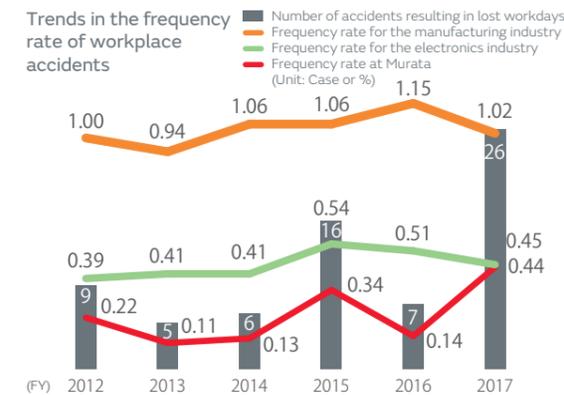
### Healthy management

Based on the spirit of Murata Philosophy, Murata strives to

improve the physical and mental health of all people working for Murata. We decided in 2017 that what we would aim for under the “healthy management” concept was “employees who are healthy both physically and mentally, living and working vibrantly.” In Japan, the health insurance cooperatives of our domestic affiliated companies were combined, creating a base where the Company and the health insurance cooperative jointly support the health of our employees and their families. In addition, we have reinforced an occupational health staff organization and set up a Health Promotion Committee (collaboration between the Company and the health insurance cooperative) to advance healthy management by collaborating with the health insurance cooperative.

### Employment system that enables flexible work styles

With the view that employees can grow as people and acquire rich views on life and careers by playing roles not only in their work but also in their families and communities, Murata has been supporting balance between work and home and enhancing its employment system for productivity improvement. Specifically, in Japan, in addition to a flex system, the Company introduced a super-flex system without mandatory hours, paid vacation that can be taken on an hourly basis, and a leave system for accompanying a spouse’s overseas relocation. In day-to-day labor management, workers and managers implement improvement measures in workplaces with long working hours.



\* Murata Manufacturing Co., Ltd. and domestic subsidiaries



Fukui Murata Manufacturing Co., Ltd. MS (Murata Safety) Center Simulation based training for danger awareness

## Creating a culture of leveraging diverse individual strengths and working together

### Diversity and inclusion

Murata regards diversity and inclusion as accepting and leveraging not only visible diversity such as gender, age and race, but also invisible qualities and strengths such as thoughts, knowledge, experiences, and viewpoints. Under the slogan “Innovator in Electronics” shared by all employees, we facilitate diversity and inclusion with the aim of realizing more innovations by diverse human resources. Specifically, under the three axes of “Permeation activities,” “Fostering understanding among managers,” and “Implementing measures according to attributes,” we are engaged in the following initiatives.

- Permeation activities

Training organized by the Company executives on the theme of diversity and inclusion  
Establishment of M-DIP (Murata Diversity & Inclusion Plaza)\*

- Fostering understanding among managers

Internal lectures

- Implementing measures according to attributes

Execution of action plans for the Act on Promotion of Women’s Participation and Advancement in the Workplace  
Career training / counseling for senior employees

### Instilling the Murata Philosophy that connects diverse individuals

Murata believes that it is important not only to accept and utilize the diverse strengths and qualities of each employee but also to resonate and connect them to Murata’s innovations. To that end, it is necessary for all employees to share the values safeguarded by Murata. Murata is carrying out measures to deepen the understanding of Murata Philosophy across the world, including training organized by Company executives where the executives themselves become lecturers to teach the Murata Philosophy, providing materials for discussion on Murata Philosophy at workplaces, and holding workshops at domestic and overseas subsidiaries. In addition, when we welcome new employees who have joined the Company as a result of recruitment or mergers and acquisitions, we begin by having them identify with Murata Philosophy as a member of Murata. In this way, we are committed to creating a foundation for utilizing the various backgrounds of each person for the implementation of the Murata Philosophy.

\* M-DIP is a committee established at Murata Manufacturing Co., Ltd. in 2016 with the aim of making full use of diverse knowledge, capabilities, and viewpoints of our employees. Members who are internally recruited are carrying out promotion activities such as creating a website and holding lectures and dialogue meetings on diversity and inclusion.

