

Secure and safe workplace and health management

Background of setting the material issues

A foundation of CS and ES, which are Murata's important values, is the physical and mental health of employees. Based on this recognition, Murata has set this key issue in order to implement health management that ensures safety and security.

Our goal

We aim to provide employees with safe workplaces where each and every employee can feel healthy and work with peace in mind.

Health and safety promotion system and medium- to long-term targets

At Murata, the executive in charge of health and safety activities is in overall charge, and the Sustainability Department, the responsible department, supports and promotes these activities across the Group. The Health and Safety Promotion Committee, a subordinate body of the CSR Management Committee, deliberates and shares information on the following three matters related to health management and health and safety.

- (1) Discussing policies and goals
- (2) Determining key issues, targets and measures
- (3) Reporting results

In order to achieve our goal, we have set targets for fiscal 2024 and fiscal 2030, and are promoting health and safety activities.

Fiscal 2024 targets	<ul style="list-style-type: none"> • Fatal serious accidents:0 • Industrial accident rate per 1,000 workers*: Less than 1.35 • Fire accidents: 30% reduction compared with average for fiscal 2019-2021 • Subjective health view: 80%(with 14% reporting extremely good health)
Fiscal 2030 targets	<ul style="list-style-type: none"> • No Fatal serious accidents, no employee injuries or accidents, and a vibrant workplace. • Fatal serious accidents: 0 • Industrial accident rate per 1,000 workers*: Less than 1.0 • Fire accidents: 0 • Subjective health view:80% (with 20% reporting extremely good health)

* Murata manages the number of industrial accidents resulting in lost workdays and those not resulting in lost workdays together.

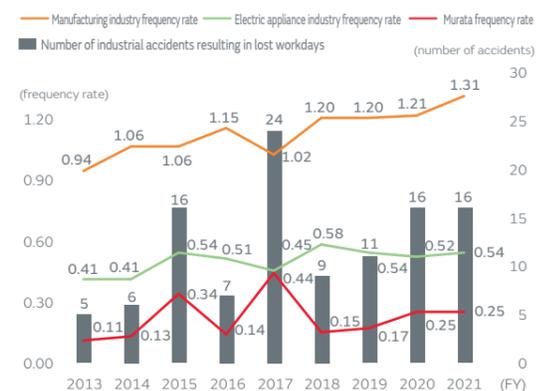
Status of efforts made in fiscal 2021

As a result of promoting health and safety activities aimed at creating a workplace environment where employees can work with peace of mind, Murata's industrial accident frequency rate has remained relatively low among the manufacturing industry and electrical industry, according to statistical figures published by the Ministry of Health, Labour and Welfare. Meanwhile, the number of industrial accidents resulting in lost workdays has recently leveled off, although it has decreased compared to a sharp increase in fiscal 2017. To prevent

the occurrence of fire incidents, we promote disaster prevention management initiatives such as risk assessments and emergency drills.

Going forward, in order to make the workplace environment more secure, in Japan, we aim to provide thorough safety education to the increased number of employees due to business expansion and to eliminate the shortage of management and supervisory personnel. Overseas, the number of industrial accidents has been steadily decreasing due to the penetration of safety activities. We will strengthen our efforts such as carrying out safety activities that go further into the workplace and developing human resources needed to promote such activities.

Trends in industrial accident frequency rates and the number of industrial accidents resulting in lost workdays (Japan)



Initiatives to achieve medium- to long-term targets

In order to achieve the newly set targets for fiscal 2024 and fiscal 2030, we will promote the following activities.

Challenges

- (1) Creating a secure and safe work environment for a variety of people
- (2) Fostering an organizational culture that encourages safety and security
- (3) Promoting an increase in the number of people who can practice safety behaviors in a natural way

Problem-solving activities

- (1) Realizing a work environment where safety is respected as the top priority through a two-track approach comprising the obligations of considering safety assumed by the management level members and the self health care obligations assumed by individual
- (2) Promoting increased hazard sensitivity by increasing the safety literacy of each employee

For more information on secure and safe workplace activities, please see here. https://corporate.murata.com/en-global/csr/people/safe_secure

Health management KPI “subjective view of health”

At Murata, “health” is defined as a state of harmony among the body, mind, and relationships with people and society. We believe that it is important for employees to feel healthy not only medically but also personally. Based on this idea, we are working on health management with a vision of “each employee being able to work while feeling healthy.” As a KPI, we have set “subjective view of health,” which is a subjective evaluation of one’s own health condition, as an indicator, rather than numerical results of health checkups and other tests. This indicator is based on the stress check question, “Regardless of whether or not you have a disease, do you consider yourself healthy?,” and trends in the responses are periodically checked. In fiscal 2021, subjective view of health performance was 78%. We will continue to work toward achieving and maintaining the medium-term target of 80%.

Health Management Plan

Murata formulated the Murata Health Management Plan in fiscal 2019 to promote employees’ health initiatives. Furthermore, in light of the environmental changes caused by the spread of COVID-19 infections, we evolved the plan into four plans based on the concept of “practical and healthy management” in fiscal 2020.

Details of Murata Health Management Plan

Plan 1	Creating a system that promotes health management Various functions work together on the basis of the actual state of physical and mental health of all employees to prevent illness
Plan 2	Implementation of health policies conforming to data and the actual conditions of employees Improvement of sleep, smoking, exercise, and eating
Plan 3	Enhancement of stress management Fortification of self-care and employee mental health support from the line manager, improvement of stress check implementation
Plan 4	Improving health literacy

The objective of the “diversity” specified in the group-wide targets is that the employees should “trust, cooperate, and harmonize with each other.” However, for employees new to the organization, such as new hires and mid-career hires, it is difficult to realize this goal immediately. In addition, the state in which “employees can feel rewarded and growth,” which is aimed for in the “ES” of the same target, presupposes that all employees are in good health. Murata intends to contribute to building these foundations through efforts such as sleep improvement.

For more information on our health management activities, please see here. https://corporate.murata.com/en-global/csr/people/safe_secure

Health management measures that support the realization of “diversity”

One of the Health Management Plans, “enhancement of stress management,” is a measure taken from a viewpoint of how employees can overcome challenges attributed to COVID-19. We identified “new employees,” “mid-career employees,” and “transferees between Japan and overseas” as the groups most affected by this change, and conducted self-care and stress management training for the targeted employees. Through this training, we believe that if participants can learn how to cope with stress caused by their new environment, they will be able to stabilize their minds and bodies and step forward to build new trusting relationships and demonstrate their abilities. Through these efforts, we will continue to support a variety of employees to achieve harmony.

Initiatives for shift workers based on actual site conditions (improvement of sleep)

In the course of promoting the Health Management Plans, it became clear that a certain number of shift workers who support Murata’s manufacturing sites were asking for advice on sleep. In order to address these on-site problems by improving sleep to better fit shift workers, we invited Mr. Kazuhiro Yagita, a professor at the Kyoto Prefectural University of Medicine and an expert on “circadian rhythms and internal body clocks,” as an advisor on measures to improve the sleep quality, since September 2021. We are working on sleep improvement efforts utilizing the body clock theory. These efforts are being carried out through on-site trials and effectiveness measurements, and are being improved upon. We believe that the implementation of such effective measures will lead to the establishment of a foundation for ES.

Expansion of activities to the entire Murata Group

In promoting these health management measures, we hold quarterly “Health Management Plan Dialog Meetings” and implement the PDCA cycle. The Dialog Meetings are attended by industrial physicians, health nurses, and nurses from 27 business sites, health promotion administrative staff, safety functions staff, human resource staff, and members of the Health Insurance Society. In each meeting, participants discuss actual activities carried out at each site. They reflect on their own activities in the Dialog Meetings and make improvements based on learning from other sites. Rather than directives from the head office or management, each business site examines measures based on the actual on-site situation, makes improvements through dialogue, and takes the initiative. These activities are also linked to the practice of “autonomous and decentralized organizational management” set forth in Vision 2030.