

## Safe and worry-free workplaces and health management

### Background of setting the issue of materiality

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

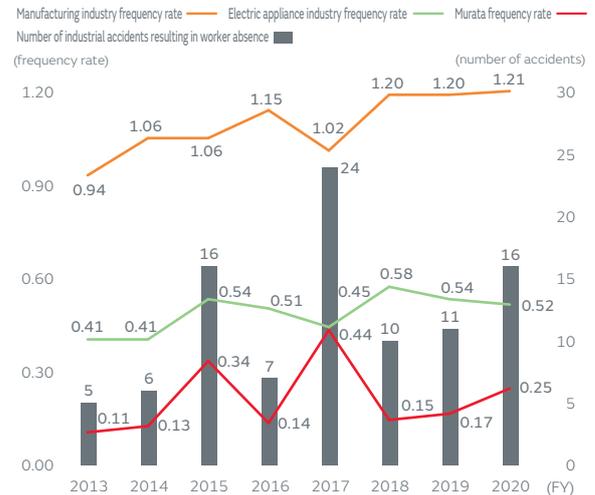
Murata has established the Health and Safety Promotion Committee as a subcommittee of the CSR Management Committee. The subcommittee, which is chaired by a Member of the Board of Directors and Executive Vice President, discusses health and safety policy and health management plans, as well as setting targets to implement them. The subcommittee deliberates and manages the initiative plan and its progress at each worksite to achieve health and safety target as a company. By proactively taking preventive measures for occupational accidents, Murata has kept the frequency rates of industrial accidents at a lower level than the average of the manufacturing industry or electrical industry, and has had no major accident in recent years.

In fiscal 2020, we conducted an analysis of industrial accidents that occurred in order to further mitigate the risk of these accidents. The analysis found that more than 70% of all cases lacked preliminary risk identification in the risk assessment process, and that more than 70% of the causes of all accidents were due to unsafe behavior. In response to these results, we set the goal of improving health and safety management and building a culture of safety and launched new initiatives under this goal. Specifically, we strive to prevent occupational accidents by sharing a system to ensure comprehensive risk identification with all worksites in Japan and overseas, in order to improve effectiveness of the risk assessment. In addition, we will improve our risk management by developing a safety management method that uses a health and productivity management approach, external resources, and IoT systems. We will also work to build a culture of safety by improving safety and health education systems and fostering personnel in charge of safety and health in the next generation.

We thus aim to develop a work environment where safety is respected as the top priority and to enhance safety and health literacy among employees through a two-track approach comprising the obligation of the entire management

team to ensure safety of employees and the obligation of employees to maintain their own health by implementing measures from a variety of angles.

### Trends in frequency rates of industrial accidents and the number of industrial accidents resulting in worker absence



### Measures for COVID-19

We are currently moving out of the early 2020 emergency response to a stage of operations under life with COVID-19. Assuming it would be a long-term battle, Murata focuses on mitigation of employees' anxiety and feeling of isolation and provides them with physical and mental care, giving them a sense of belonging as a member of Murata.

An effective way to protect employees from a vague sense of anxiety is to share accurate information and evidence regarding COVID-19. Murata held an online information session with an occupational physician for employees of the group and business partners, which was attended by around 3,000 people. The materials can be shared with employees' families, and we also developed a video from the briefing session and turned them into e-learning materials to create an on-demand environment where employees can learn at any time. Furthermore, our health nurses regularly compile and post recent medical knowledge on the company intranet and newsletters in a way they can be easily understood. English and Chinese versions are also created and rolled out globally.



Online information session with an occupational physician

In response to the changes in the workplace due to the COVID-19 pandemic, we provided employees with guidance on work from home and provided managers with guidance on communication in fiscal 2020. In fiscal 2021, we collected information on changes and trends with employees that arose through health management consultations in Japan and organized the most effective ways of providing mental health care through managers or supervisors (called “line care” in Japan). We turned these examples and methods into teaching materials so that they can be utilized in workplace management and distributed them to managers to enhance line care. We have also worked to enhance self-care, on the assumption that “employees who are still in process of building relationships at the workplace” are the most susceptible to COVID-19 pandemic. For example, we provide an online self-care training program for new employees at operational locations with a high percentage of staff working from home. The program provides an opportunity to learn specific self-care methods such as how to cope with stress and the importance of consulting others through group work.

Through these efforts, we have maintained trust and unity within our teams at many workplaces.

**Health and productivity management**

In response to the changes in the working environment due to the COVID-19 pandemic, we made changes to the “Murata Health Management Plan,” which was established to sincerely engage in nurturing employees’ health. Under the concept of “down-to-earth health and productivity management,” various members at 11 Murata group sites, including health nurses, administration staff executing health-promotion functions, members of health insurance associations, members executing safety functions and human resources functions, discussed, reviewed and integrated their points of views into the plan. We have established four plans based on the mental and physical states of employees that were acquired through quantitative data and daily health management duties.

**Details of health management plans**

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	Implementing health policies conforming to data and the actual conditions of employees Improvement of sleep, smoking, exercise, and eating
Plan 3	Enhancing 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

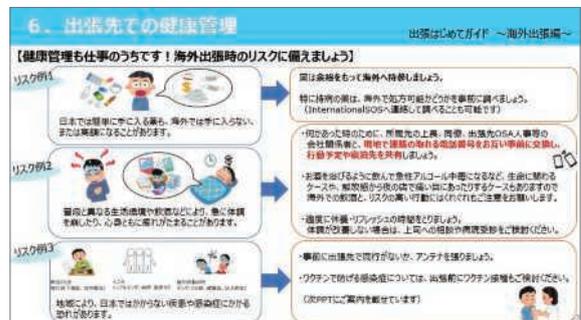


Discussion and review of health management plan

**Health-related support for employees who travel overseas and expatriates**

As a global business, Murata has numerous employees who travel overseas as well as expatriates. Since fiscal 2020, we have enhanced our health follow-up system so that our employees can lead safe, secure, and healthy lives while overseas. Our occupational physicians check the health status of employees bound for long-term overseas business trips, and interview those who need it before they travel. “First-time guide for overseas business trips,” which includes precautions concerning overseas business trips, is posted on the company intranet.

Under the cooperation between the global human resources function and the health promotion function, we hold seminars for expatriates and their families that cover risk management, health management, and mental health aspects to be aware of while living abroad. In fiscal 2021, our health nurses are conducting self-care training for overseas expatriates who have difficulties in traveling to and from Japan. To date, this training has been provided at sites in Singapore, India, and Europe. Through these initiatives, we are creating an environment where our employees can work overseas in good health and with enthusiasm.



First-time guide for overseas business trips