



Cover Story	Group CEO Message	Solving Social Issues Through Business	Sustainability Management	Environment	Social	Governance	Other Information
Respect for Human Rights and Diversity	Human Resources Development	Occupational Health and Safety	Supply Chain Management	Quality and Product Safety	Customer Service and Support	Performance Data	

Social

Human Resources Development

Stance on Social Issues

Competition for human resources in Japan is likely to intensify as country's labor force shrinks in line with its low birthrate and aging society. Moreover, as the world gets closer to a sustainable, super-smart society (Society 5.0, the fourth industrial revolution, etc.) due to endeavors to incorporate cutting-edge technologies (such as 5G, IoT, robots, AI, and big data) into every type of industry and people's everyday lives, companies are expected, more than ever before, to create scientific and technological innovations.

Anritsu as a company that aims to contribute to the creation of this kind of society through "Original & High Level" products and services must therefore hire recruits with great potential and develop them so they become highly efficient and capable.

Policy

The real source of a company's value is the diversity of its human resources, and for the Anritsu Group, where technology is a core competence, the hiring and development of human resources capable of leading technical innovation is a key management issue. With that in mind, and without regard to nationality or gender, the Domestic Anritsu Group is focused on continuously developing employment plans that prioritize diversity in both education and training programs to support the independent growth of our employees.

Structure

Under the Chief Human Resource and Administration Officer at Anritsu Corporation, the Human Resource and Administration Department and Domestic Anritsu Group Human Resource Departments develop employment plans and educational training systems in line with the goal of training employees who will contribute to and the development of a global society through our businesses.

Our hiring committee, chaired by the vice president and chief human resource and administration officer, reviews and discusses recruitment policies and implementation plans. Through discussions with business division leaders on the committee and managers, the committee continually works toward securing the quantity and quality of human resources required by the Company.

As part of the efforts to develop employees into valuable human resources, division leaders and the Human Resource and Administration Department to discuss how to improve or enhance

educational and training systems and programs.

We offer an award system to recognize quality of work, initiative, and the acquisition of skills and qualifications, as we believe it is important for employees to have a sense of accomplishment and their self-development efforts honored in the form of an award whenever they deserve it.

Goals

- Hiring**
 - Securing a certain number of new graduate hires
 - Hiring employees regardless of nationality
- Education and Training**
 - Expanding self-development support programs
 - Improving training programs for next-generation leadership candidates

Activities / Achievements

- Hiring New Graduates**

As part of the selection process when hiring new graduates in Japan, Anritsu spends a considerable amount of time confirming that the Company and prospective hire both understand each other's expectations during interviews. While time may be limited, we are committed to ensuring a match by deepening mutual understanding through discussion. The turnover rate over the first three years for new graduates who joined the Company via the selection process centered on these kinds of discussions over the



three years was 0%, 5.9%, and 0%, respectively, and well below the turnover rate of about 29% for companies of equal scale (500 to 900 employees) and the turnover rate of about 20% for the manufacturing sector, as announced by the Ministry of Health, Labour and Welfare.

P.041 Respect for Human Rights and Diversity

■ Number of New Graduates at the Anritsu Corporation in Japan (persons)

	April 2018	April 2019	April 2020
New graduate hires	27 (22 male, 5 female)	25 (19 male, 6 female)	34 (23 male, 11 female)

■ Anritsu Corporation: Turnover Rate over the First Three Years for New Graduate Hires (%)

Joined the company in April 2015	0.0
Joined the company in April 2016	5.9 (one of 17 left)
Joined the company in April 2017	0.0

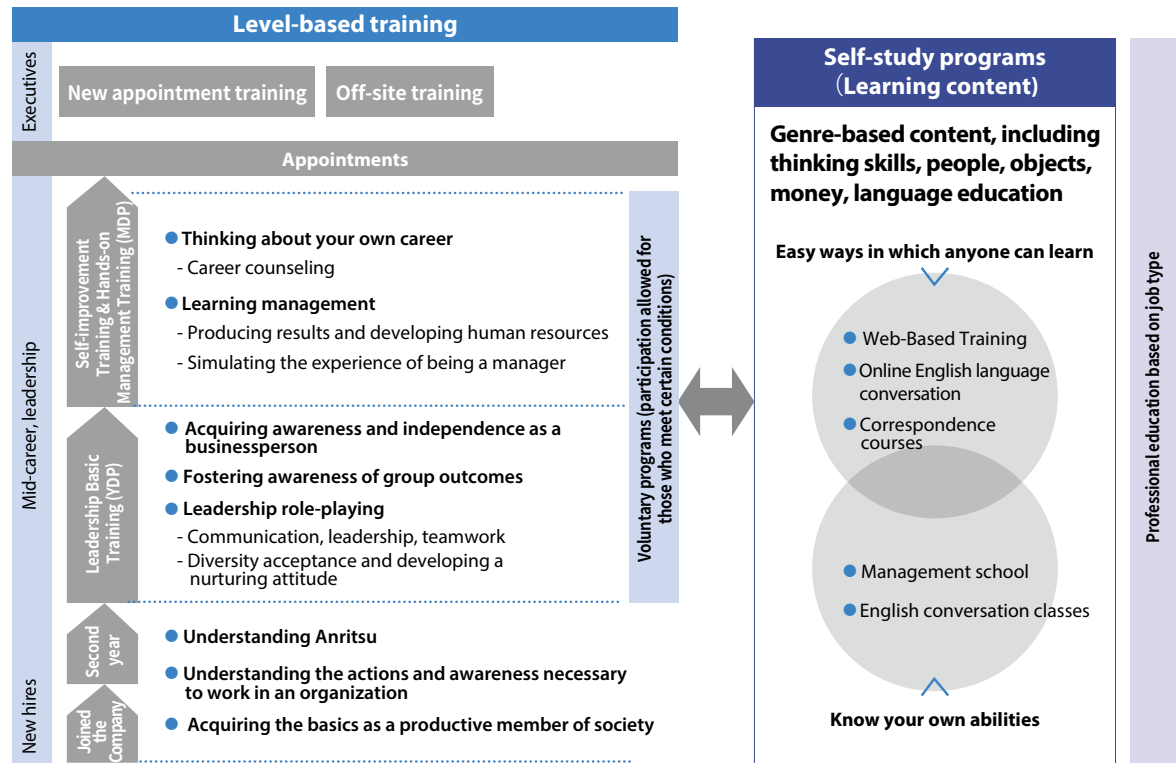
Education and Training

To encourage employees to build their strengths independently and update their skills at their own initiative, Anritsu provides on-the-job training as well as educational and training programs. On-the-job training allows employees to gain the skills and experience built up by the Company over its many years of operation, while the programs encourage them to pursue self-study and personal growth.

Our educational and training programs are built on the concepts stated as, "choosing whwr own capabilities and strengths." Comprised of level-based training and a self-development program (Learning Content), the programs are shared across the Anritsu Group. The average hours of training each year per employee at the Domestic Anritsu Group was 8.8 hours in terms of program hours offered by the Human Resource Department in fiscal 2018.

The education and training of engineers, which used to be conducted at the initiative of each business division, is now the responsibility of human resources staff. A team was put together in fiscal 2020 in cooperation with the business departments to which the trainee engineers belong. It also works with the Engineering

Division, launched in April 2020, to help newly hired engineers become full-fledged engineers and to plan and provide cross-sectional educational programs for engineers across the Anritsu Group.





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Level-based Training

The Anritsu Group's Leadership Basic Training (YDP) and Self-improvement Training & Hands-on Management Training (MDP) are designed to develop employees into mid-level leaders—the next-generation of Company management. Some overnight sessions were replaced with one-day sessions to give due consideration to the life-work balance of participants and make the programs more accessible. We are currently reviewing and revising the MDP program to include greater emphasis on the importance of attaining personal growth and development, contributing to better business performance, and strongly engaging in work, as we believe these factors are great motivators.

Self-development Program (Learning Content)

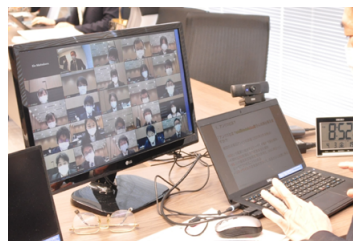
In fiscal 2017, in addition to the self-development program comprised of correspondence courses, we introduced Learning Content, which includes Web-Based Training and online or in-person classes. The number of applicants has increased since fiscal 2017 around three times the number in fiscal 2016. Moreover, the program now offers a course for Japanese employees to improve their English skills and another for foreign nationals to learn Japanese, both of which were added in the wake of the increasing globalization of our business. Moving forward, we plan to prepare and further improve the environment for employees to learn on their own.

■ Learning Content: Comparison of Total Applications Submitted

	Old Content	Updated Content		
	FY2016	FY2017	FY2018	FY2019
Domestic Anritsu Group total (number of applications)	169	547	448	500
Anritsu Corporation (number of applications)	81	313	247	272
Total	250	860	695	772

Improving Training for New Employees

In fiscal 2019, we revised group work programs in the training for new employees in order to develop their understanding of the actions and awareness required to work in an organization. Using hands-on training in a real-world experience, the program focuses on promoting team-based results with each person acting in a leadership role. In fiscal 2020, the group work program, which we further refined, was held online because new employees who joined us in April 2020 were teleworking due to the COVID-19 pandemic.



Training new recruits remotely via the Internet

Fostering Candidates for Next-generation Leadership

As part of our business succession plan, which focuses on finding and fostering management candidates, we traditionally send those selected for participation to management school, and we are considering an optional educational menu that will allow development in line with individual departmental policies.

Global Human Resources Development

The Domestic Anritsu Group is working to expand its business overseas. Developing human resources capable of leading these overseas businesses represents a key challenge for achieving growth in the coming years for the Anritsu Group. In developing global human resources, we think it is important not only to raise the level of language proficiency but also to develop the mindsets of employees so they can effectively work around the world.

During new employee training, we provide opportunities for participants to learn typical global projects from experienced leaders. Through their stories, new employees experience the

excitement of handling global projects and understand the key points of global business such as the importance of collaboration with colleagues in and outside Japan.

We also send employees outside Japan so they can gain experience working in foreign countries. In addition to improving language skills and promoting cross-cultural understanding, the program serves to promote the formation of overseas connections.

Global Training for the Test and Measurement Business

At our overseas bases, Anritsu holds global training for about 100 sales engineers involved in the Test and Measurement business. This comprises sessions on a wide range of subjects such as new products, new product functions, market trends, Anritsu solutions, success stories, demonstration know-how, sales strategies, and product road maps.

Training in fiscal 2019 included a greater number of 5G-related sessions.

Each year, participants not only become more knowledgeable through the lectures but also gain practical skills, such as by operating instruments to gain an understanding of selling points while also learning how to demonstrate them effectively. In fiscal 2018, Anritsu Devices Co., Ltd. was added to the group responsible for organizing the device products training program.



Sharing market trends and new product functions



Global Training for the PQA Business

Anritsu Infvis Co., Ltd. engages in the business of product quality assurance (PQA) solutions, which support the safety and security of food and pharmaceutical products around the world. The company holds a repair and maintenance training event for employees and distributors in and outside Japan. In fiscal 2019, the event attracted more than 80 service engineers from 12 countries. The knowledge and skills gained are documented in charts or maps and shared across the Company. For the mission of providing prompt, reliable services for the ongoing evolution of testing instruments, Anritsu Infvis is always creating a corporate environment in which all members learn from each other and mutually improve their abilities.



Global PQA training in Chile