

Social

Human Resource Recruitment and Development

Stance on Social Issues

Competition for human resources in Japan is likely to intensify as the country's labor force shrinks in line with its low birth rate 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 and develop human resources capable of sharing their personal values and leading technological innovation at a global level.

We believe that it is important to build effective education and training programs for advancing individual strengths and to create a workplace that drives engagement and performance while reflecting diversity.

Policy

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, the Domestic Anritsu Group recruits both new graduates and mid-career employees regardless of gender, nationality or sex for all positions, regardless of whether they are technical or administrative. The Overseas Anritsu Group essentially takes the same approach, although local hiring by Group companies must comply with prevailing legal and regulatory requirements.

We are focused on continuously developing employment plans that prioritize diversity in both education and training programs to support the independent growth of our employees and implementing it fairly and transparently.

We maintain an employee award system and means for capturing employee thoughts since fostering employee engagement is vital to human resource retention and motivation for growth.

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 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.

Our level-based training programs are periodically revised in line with the formulation of a GLP and the opinions of in-house companies and Group companies. Also, division leaders and the Human Resource Administration Department hold meetings to exchange information on human resource reviews to introduce the necessary training programs and encourage employee engagement.

Goals

Hiring

- Securing a certain number of new graduate hires
- Hiring employees regardless of nationality

Education and Training

- Providing education and training that leads to Anritsu and employees growth

Activities and Achievements

New Graduate and Mid-Career Hiring

As part of the selection process when hiring new graduates in Japan, Anritsu Corporation spends a considerable amount of time confirming that the Company and prospective hire both understand each other's expectations during interviews. We are committed to ensuring a match by deepening mutual understanding through discussion. The turnover rate for the first three years, from 2017 to 2019, for new graduates who joined the Company via the selection process centered on interviews was 0%, 7.4%, and 4.0%, respectively,

Message from the Chief Human Resource and Administration Officer

Respect for Human Rights and Promotion of Diversity

Human Resource Recruitment and Development

Occupational Health and Safety

Message from the Chief SCM Officer

Supply Chain Management

Quality and Product Safety

Customer Service and Support

well below the turnover rate of 24% for the manufacturing sector and 26% for companies of equal scale (1,000 or more employees), as announced by the Ministry of Health, Labour and Welfare.

Anritsu Corporation is also proactive in mid-career hiring based on the belief that acquiring diverse perspectives through the employment of personnel with experience in other companies or industries will help the Company expand its business domains and explore new markets.

The Overseas Anritsu Group hires throughout the year at their own discretion in light of circumstances that differ from Japan.

As of the end of March 2022, of the 1,662 permanent employees working at the Overseas Anritsu Group, 1,651 are local hires except for the 11 assigned by the Domestic Anritsu Group.

P.55 Making Use of Mid-Career Employees

Number of New Graduate and Mid-Career Hires at Anritsu Corporation and the Domestic Anritsu Group

		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Number of new graduate hires at Anritsu Corporation* ¹	Male	12	22	19	23	34	28
	Female	6	5	6	11	9	12
	Total	18	27	25	34	43	40
Number of mid-career hires at Anritsu Corporation* ^{1,2}	Male	2	0	1	5	21	—
	Female	1	1	0	1	9	—
	Total	3	1	1	6	30	—
Number of new graduate hires at the Domestic Anritsu Group* ³	Male	13	18	23	15	6	7
	Female	4	3	5	7	4	5
	Total	17	21	28	22	10	12
Number of mid-career hires at the Domestic Anritsu Group* ²	Male	14	11	16	2	7	—
	Female	7	7	3	7	1	—
	Total	21	18	19	9	8	—
Total of hires		59	67	73	71	91	52
Ratio of mid-career hires		41%	28%	27%	21%	42%	—

Note: New graduate hires as of April 1 for each fiscal year

*1: Includes hires by newly absorbed subsidiaries from fiscal 2020

*2: Number for fiscal 2022 not disclosed due to ongoing recruitment

*3: Includes hires by newly absorbed subsidiaries for fiscal 2022

Anritsu Corporation: Turnover Rate for the First Three Years for New Graduate Hires

	April 2017	April 2018	April 2019
Number of new hires	18	27	25
Number of new hires who left	0	2	1
Turnover rate (%)	0.0	7.4	4.0

Education and Training

To encourage employees to develop and upgrade their strengths at their own initiative, and thereby drive future corporate growth, we provide employees with on-the-job training and off-the-job education. On-the-job training helps employees gain the skills and expertise built up by Anritsu over many years of operations, while off-the-job education supports employees' self-improvement and self-development.

Off-the-job education is built on the concept of voluntary choice of what and when to learn. Comprised of level-based training and a self-development program (Learning Content), the education programs are shared across the Anritsu Group.

With regard to specialized training for engineers, the engineering training was previously conducted at the initiative of business departments, but since fiscal 2020 it has been conducted at the initiative of human resources staff exclusively assigned to the training of engineers in collaboration with the relevant business departments to enhance training content. The human resources staff also work with the Engineering Division to help newly hired engineers become full-fledged engineers and to plan and provide cross-sectional training programs for engineers across the Anritsu Group. In fiscal 2021, employees of the Domestic Anritsu Group received an average of 7.0 hours of training conducted by the Human Resource Department.

Hours of Training Received per Domestic Anritsu Employee (hour)

	FY2019	FY2020	FY2021
Training conducted by the Human Resource Department	7.4	5.3	7.0

VOICE

Unfailingly Capturing Changes in New Hires and Creating an Environment in Which They Can Seek Advice Confidently

Training Officer

Human Resource and Administration Department
Anritsu Corporation

I was hired April 2021, and the guidance my training officer in the Human Resource Department provided was very helpful. I was also impressed there were times I could share my concerns with other new hires and have one-on-one meetings with my training officer, even after the training period was over.

Now as a training officer myself, I am working to strengthen our support for new employees, capitalizing on my own experience as a new hire last year, through effective use of the On-the-job training Report and the monthly questionnaire survey. The On-the-job training Report is a tool for them to communicate regularly with senior colleagues and supervisors. It allows new hires to reflect on what they have learned during the past month and plan for the next one while also helping them receive feedback from senior colleagues and supervisors, which is something they care most about. The monthly questionnaire survey introduced this year enables us to check how well they are adapting to the workplace and watch for signs of any physical or mental health issues. It helps us to detect minor changes in the lives of new hires and provide just the right level of support.

I am going to keep in mind that I should always be myself with new hires so that I can better serve them as a training officer and they can feel comfortable with and rely on me for assistance and advice.

Training Programs

Training for New Employees

All new employees receive training on establishing the foundation for becoming workers who will lead the Anritsu Group to a higher level. Through lectures and group sessions, participants gain an understanding of Anritsu as well as the actions and awareness necessary to work in an organization. They also acquire basic skills as a productive member of society so they will feel comfortable with the ability to effectively perform when assigned to their first job at Anritsu. In fiscal 2022, training was conducted online using teleconferencing tools, with sufficient communication opportunities through more frequent group sessions. Tours of manufacturing facilities, which had been suspended due to COVID-19, were conducted live online.



Remote training for new employees

Training for Leaders

We have provided employees with a Leadership Basic Training (YDP) and Self-improvement Training & Hands-on Management Training (MDP) for fostering mid-level leaders who will run the Anritsu Group in the next generation. In 2021, we renewed the content of these programs with the aim of placing more emphasis on enhancing employee engagement toward cultivating leaders who will apply their skills for the Group's growth as well. By articulating these objectives and expectations in the programs, we instill employee motivation for personal and professional advancement.

Training for Developing Next-Generation Leadership

Anritsu is developing next-generation executives through a specifically designed training program.

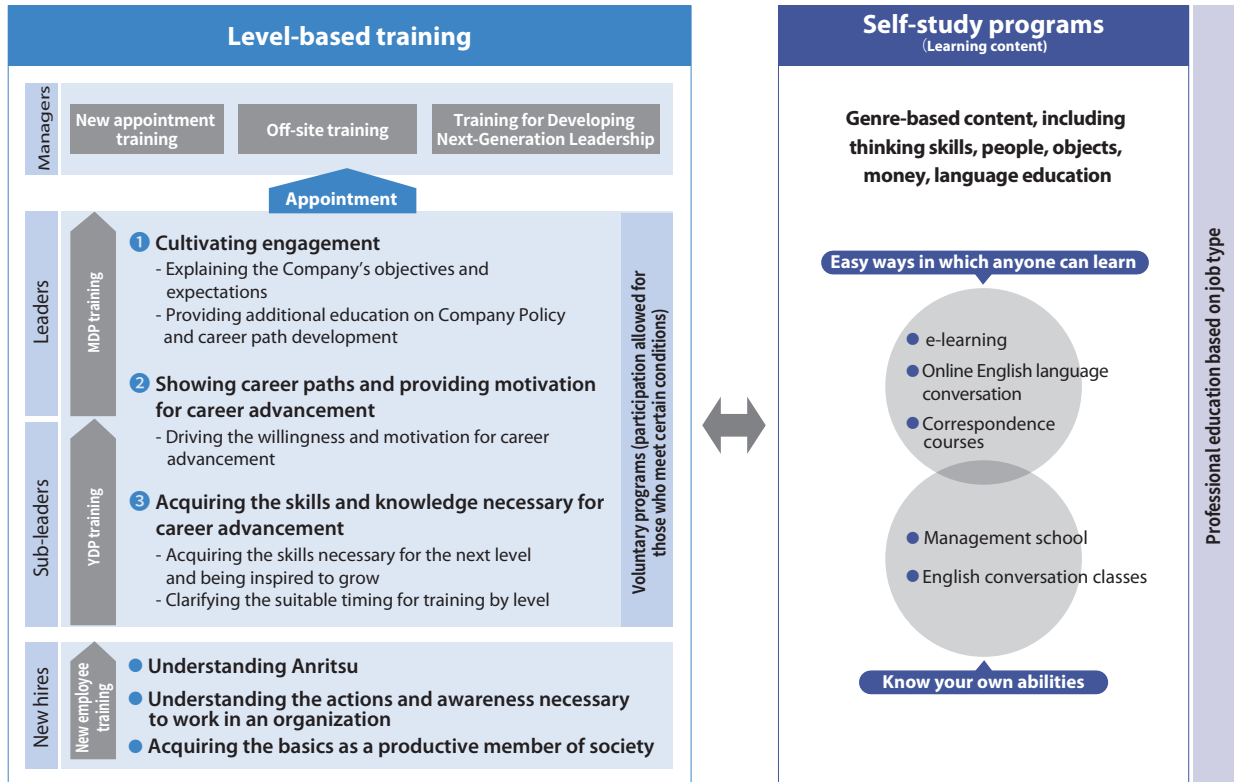
Management executive candidates who will lead Anritsu into realizing its corporate vision in fiscal 2030 are selected for the power of empathy and awareness with the Company's vision and policy, high character, initiative, the power of action, and rationale thinking power, strategic and conceptual thinking power, and high ethical values.

The candidates are reviewed by the Group CEO once every two years and as needed, and they participate in on- and off-the-job training programs, arranged in accordance with the review findings, to gain the required experience to become next-generation executives.

P.87 Next-Generation Leadership Program

Training for Senior Employees

In fiscal 2022, we started a new career program for middle-aged and senior employees, apart from the life planning seminar we have held for a number of years, because we are living in the age of 100-year life spans.



Self-Development Program (Learning Content)

For our self-development program, we offer about 100 courses on business, language, and other skills that we select each year. All of the courses can be taken in various formats, including correspondence, e-learning, and online and in-person classes to accommodate different study styles and schedules. Employees who complete any of the courses are awarded with a financial incentive equivalent to 60% of course fees.

Learning Content: Total Applications Submitted (Number of applications)

	FY2018	FY2019	FY2020	FY2021
Domestic Anritsu Group total	448	500	332	351
Anritsu Corporation alone	247	272	240	322

Education Programs on Sustainability

The Anritsu Group provides education programs for employees to raise their awareness and deepen their understanding of sustainability.

Education Programs on Sustainability

Category	Theme	Target	Page
Environment	Circular economy and carbon neutrality	All directors, executive officers, and employees of the Domestic Anritsu Group, and suppliers	P. 27 Environmental Education
		Newly-appointed managers of the Domestic Anritsu Group	
Human Rights	Respect for human rights and promoting diversity	Newly hired employees of the Domestic Anritsu Group	P. 52 Human Rights Education
		All directors, executive officers, and employees of the Domestic Anritsu Group	
Diversity & Inclusion	Unconscious biases	All directors, executive officers, and employees of the Domestic Anritsu Group	P. 53 Education on Unconscious Biases
Compliance	Preventing harassment	All directors, executive officers, and employees of the Domestic Anritsu Group	P. 93 Harassment Prevention Training and Anger Management Workshop
	Anger management	All directors, executive officers, and employees of the Domestic Anritsu Group	

Global Human Resources Development

The Anritsu Group operates businesses around the world. One Group priority, therefore, is to equip its personnel with the capabilities to lead global projects. We believe such leaders must acquire advanced language skills as well as a global business mindset and business-related skills.

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

Employees working in the Test and Measurement Business and those in the PQA Business acquire global business skills firsthand through sales promotion activities in which they share information about market trends and customer needs with overseas colleagues on a daily basis.

Fostering Employee Engagement

Improvement through Surveys and Interviews

In order to maximize employee performance, it is important to foster employee engagement by creating a supportive workplace environment and boosting each employee’s work satisfaction. The Domestic Anritsu Group conducts an engagement survey with all employees every year to ascertain their levels of satisfaction and identify issues that may need to be addressed. The survey results are disclosed to all employees through the intranet, and departments receive feedback for applying the results to improve their workplace environments. We have focused on measures to further increase work satisfaction, and we will continue this approach.

We have also introduced a Self-Reporting System as an opportunity for employees to discuss their career aspirations with their supervisor annually. We encourage mutually supportive communication for employees to consider how they can apply their strengths and interests to their future career and share their plan with supervisors, who share their expectations in turn. In fiscal 2020, these interviews provided occasions for supervisors to share their department’s policies and issues with subordinates as well as to explain the roles and responsibilities they are expected to assume. Starting in fiscal 2022, the interviews are conducted twice a year and now include additional sharing of information on roles and also providing employee feedback.

Employee Job Satisfaction Survey Results (%)

	FY2017	FY2018	FY2019	FY2020	FY2021
Response rate	93	92	98	98	97
Satisfaction with the workplace	88	88	87	90	90
Satisfaction with work	70	70	70	75	75

Satisfaction = positive responses (ratio of those who are “very satisfied” and “satisfied”)

Employee Awards

Anritsu has 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. Those who have significantly contributed to the Company’s business performance and growth are commended by the president of Anritsu Corporation or presidents of in-house companies. An award ceremony related to business performance is held every July, whereas the President Award and High Performer Award are given to those upon their selection.

The President Award is not only for an individual’s accomplishments but also for contribution to various initiatives, including outstanding projects, patent acquisition, and workplace health and safety. At the July 2021 ceremony, 23 were commended by the president of Anritsu Corporation and 11 by presidents of in-house companies. In fiscal 2021, 71 immediate awards, such as the High Performer Award, and 297 for patent application and registration were received.

We are also developing AQU Innovation Activities with a focus on promoting business process innovation (operational reform and improvements for business goals) from the bottom up at each worksite toward achieving the GLP. These involve both group and innovation-proposal activities and are carried out under the categories of profit creation, environmental promotion, and workstyle reform. In fiscal 2021, awards for AQU Innovation Activities were given to 82 groups and for 213 proposals.