

## Social

### Message from the Chief Human Resource and Administration Officer



**Takashi Sakamoto**

Vice President, Chief Human Resource and  
Administration Officer

## Establishing an environment for diverse individuals to work in multiple styles and perform to their full potential and best abilities

In today's ever-evolving business environment, key elements for creating and growing businesses depend on People, Diversity & Inclusion. One objective for Anritsu's acquisition of TAKASAGO Ltd. and launch of Hapi Sma Co., Ltd. with its workplace designed to support the long-term employment of people with disabilities is to achieve diversity and thereby strengthen the Anritsu Group's human resources.

I'm constantly thinking about how we can establish a workplace environment in which diverse employees can maintain a sound life-work balance and grow through healthy competition and job satisfaction. We have been working on "advancement of women," "employment of physically challenged people" and "advancement of the elderly" to promote diversity management, which is one of the sustainability targets of the GLP2023 Mid-Term Business Plan. As a result, with Hapi Sma certified as a special subsidiary company for people with disabilities, the Domestic Anritsu Group's ratio of employees with disabilities reached 2.54% (as of the end of March 2022), exceeding the legally mandated employment rate. In addition, we plan to adopt new programs in October 2022, in which the retirement age is raised to 65 and can be extended to 70 years old, in order to create a setting for senior employees to utilize their abundant experience and continue to experience contributing to the Company.

As for further strengthening initiatives for empowering female employees, we will increase the female ratio of new graduate hires in both technical and administrative jobs and recruit mid-career female candidates for manager positions. Apart from providing more options for maintaining a sound balance between family and work by encouraging the use of programs such as teleworking, shorter working hours, and childcare leave for male employees, we will also introduce a career path system for female employees to facilitate their long-term career goals after being assigned to managerial positions. Our employee satisfaction survey found that over 90% of employees satisfy with the workplace environment in both fiscal 2020 and 2021, and more female employees experienced work satisfaction than male employees in fiscal 2021 for the first time. I believe that these results can be attributed to our actions to support human resource diversity.

We have positioned fiscal 2022 as the first year of workstyle reform and will strive to instill and promote diversity and inclusion. We will then focus the multiple energies of the Company and employees with versatile values so everyone can work enthusiastically, fulfill both personal and professional life goals. Anritsu and its employees envision a shared sustainable future and will together work toward achieving the 2030 vision of becoming a company that contributes to solving social issues.

## Social

# Respect for Human Rights and Promotion of Diversity

## Stance on Social Issues

Respect for human rights has become more important than ever before in today's business practices, and every company is now responsible for creating a work environment in which the human rights of each employee and other stakeholders are respected beyond differences in their ideas and values. In order to better secure human resources and respond to the risks and needs of a diversifying market in an aging society with a declining birth rate, we believe it is increasingly

important for companies to promote diversity. For the Anritsu Group, whose overseas sales account for 70% of total sales (in fiscal 2021), achieving the Company Vision renewed in April 2021 requires creating an environment in which a diverse group of employees can work actively and share their values.

## Policy

The Anritsu Group as a global business entity constantly reminds employees about policies related to human rights as indicated below for responsible action, based on the International Bill of Human Rights, the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, the Ten Principles of the UN Global Compact, the Guiding Principles on Business and Human Rights endorsed by the UN Human Rights Council, ISO 26000:2010 (which provides guidance on how companies can operate in a socially responsible way), and Children's Rights and Business Principles.

### Sustainability Policy

As the Group's guiding principle instructing employees to contribute to building a sustainable future of the global society as part of the effort to increase our long-term corporate value, the Sustainability Policy declares: "We will respect the human rights of all people and strive to create a workplace offering healthy lives and decent work for all where diverse individuals can grow together."

### Anritsu Group Charter of Corporate Behavior

As the Group's guiding principle on corporate behavior, the Charter states: "The Anritsu Group will respect the human rights of all those

who are connected with it, and will not permit any discriminatory practice related to race, gender and so forth or infringement of individual dignity, and will never accept child labor or forced labor."

### Anritsu Group Code of Conduct

As the Group's guiding principle instructing employees on appropriate business behavior, the Code states: We will not discriminate in word or deed or engage in acts of violence or impair personal dignity and that we will seek to deepen our understanding and act to respect human rights through educational programs and other appropriate means.

### Diversity Policy

As the Group's guiding principle on creating a work environment in which a diverse group of employees can work actively and share their values, the Diversity Policy emphasizes the commitment to maintaining global perspectives, appreciating the visions of those at other companies or industries, evaluating employee creativity regardless of age or gender, and increasing our diversity by raising the ratio of female, mid-career and foreign-national employees within the workforce.

[Sustainability Policy](#)

[Anritsu Group Charter of Corporate Behavior](#)

[Anritsu Group Code of Conduct](#)

[Diversity Policy](#)

## Structure

Human rights matters are deliberated on by the Corporate Ethics Promotion Committee, which is set up under the Board of Directors and the Management Strategy Conference and is chaired by the executive officer in charge of compliance and participated in by representatives of the Domestic Anritsu Group companies. This committee discusses and formulates the basic policy on corporate ethics of the Group, makes revisions to the Code of Conduct, plans for intra-Company monitoring with a corporate ethics survey, conducts analysis, makes improvements, and plans for other promotional activities related to ethics and compliance. It also reports annually on the status of ethics and compliance across the Anritsu Group to the Board of Directors.

The Anritsu Group implements human rights initiatives

throughout the value chain, including customers, suppliers and employees, under the joint leadership of the departments of Human Resource and Administration, Sustainability Promotion, Legal, and Global Procurement Operation. In order to promote diversity in a number of ways, including by advancing the career development of women, promoting life-work balance, hiring more people with disabilities, and developing the careers of foreign national employees and senior employees, we set up the Project Team as a special unit for those tasks.

**Goals**

**Respect for Human Rights**

→ **Raising employee awareness of human rights and strengthening the supply chain's responses to human rights issues**

**GLP2023 targets on human rights in the supply chain**

- Strengthening of supply chain due diligence: Accumulative total of 10 or more companies, over three years

**Respect for Diversity**

→ **Striving to converge vectors between management and employees beyond diversity, foster a sense of contribution to Anritsu and society in all employees, and support them in maintaining a sound life-work balance**

**GLP2023 targets (until fiscal 2023)**

- Advancement of women: A proportion of women in manager positions of 15% or more (global)
- Advancement of the elderly: Employment until the age of 70 and the establishment of a new compensation packages
- Promote employment of physically challenged people: Achieve the legally mandated employment rate of 2.3% through job development

**Other targets**

Mid-career hiring: hire mid-career employees at a rate of 30% of all new hires every year.

Foreign-national employees: Maintaining the same number of foreign-national managers as in fiscal 2021 (with foreign-national directors and managers in Anritsu Corporation representing: 10% of the total)

**Activities and Achievements**

**Human Rights**

**Practicing Human Rights**

In March 2006, Anritsu declared its support for and participation in the Ten Principles of the UN Global Compact (UNGC). The Anritsu Group as a whole promotes initiatives that respect human rights alongside its sustainability-related activities. For the purpose of deepening understanding of the Anritsu Group Charter of Corporate Behavior and the Anritsu Group Code of Conduct, Anritsu Group employees are required to annually review the Anritsu Group Code of Conduct through an online program and submit a written confirmation of their intention to observe the code. In fiscal 2021, written confirmation was submitted by 99.4% of employees in the Domestic Anritsu Group and 100% of those in Overseas Anritsu

Group. We use the responses to annual corporate ethics surveys to assess human rights risks and reduce them, which included optimizing working hours and eliminating all types of harassment in fiscal 2021.

Human rights training is provided to new employees and newly appointed managers at the Domestic Anritsu Group to instill an understanding of the importance of human rights awareness.

We also have set up hotlines through which employees of the Domestic and Overseas Anritsu Group can report incidents of violation and receive consultation.

In the supply chain, we seek the understanding and cooperation of our partners through the Anritsu CSR Procurement Guidelines in establishing a supply chain based on a respect for human rights, labor, health and safety, and the prevention of corruption and consideration of the environment.

➔ **P.92** Hotline (Receiving Violation Reports and Offering a Consultation Service)

➔ **P.71** Supply Chain Management

**Latest Response to Risks Associated with COVID-19**

We assessed potential risks to employees caused by increased teleworking in response to the COVID-19 pandemic. The identified risks included a rising trend toward excessively long working hours and leading to negative impacts on mental and physical health, as well as unrecognized overtime that was therefore unpaid. As preventive measures, we introduced a system to use computer log-in and log-out time for work hour management.

We also introduced an emergency measure called the Leave of Absence Guideline for Overseas Travel to address the prolonged circumstances under which foreign-national employees have neither been able to see their families nor to refresh themselves in their home countries due to ongoing travel restrictions. The measure not only grants employees with special paid leave for quarantine periods for entering foreign countries, but also allows

them to use combined paid leave. As a result, 12 foreign-national employees were able to reunite with their families in their home countries for the first time after an extended period of time.

**Response to Human Rights Issues in the Supply Chain**

We conduct due diligence reviews to detect and prevent human rights risks, such as those related to modern slavery, that might be present in our business and supply chain. In fiscal 2021, we took action online to prevent such risks with six suppliers in Japan, Germany, China, and Taiwan and confirmed there were no serious risks relevant to human rights and labor, or health and safety. The initiative is disclosed in our statements in compliance with the UK Modern Slavery Act and the Australian Modern Slavery Act.

➔ **P.73** Complying with the Modern Slavery Act

**Human Rights Education**

The Domestic Anritsu Group provides human rights training for new employees and newly appointed managers every year. In fiscal 2021, a 60-minute session on human rights and diversity was provided for 52 new employees, while a 30-minute session on labor management, human rights, and diversity promotion and a 90-minute session on mental health was provided for 26 newly appointed managers. Moreover, education programs related to the Anritsu Group Charter of Corporate Behavior and the Anritsu Group Code of Conduct are provided by the Legal and the Sustainability Promotion departments to raise awareness and understanding of the importance of respecting human rights.

**Improving Working Conditions**

**Labor Union and Dialogue Between Labor and Management**

The labor union at Anritsu is based on respect for freedom of association and the right to collective bargaining as stated in

Principle 3 (Labor) of the Ten Principles of the UN Global Compact and for the rights guaranteed in the Constitution of Japan for employees to organize, bargain and act collectively. Members of the Anritsu labor union in fiscal 2021 included permanent employees (excluding managers) at Anritsu Corporation, Anritsu Customer Support Co., Ltd., and Anritsu Infivis Co., Ltd.

To establish a sound labor-management relationship, representatives from the Anritsu companies meet regularly with the representative from labor union to engage in discussion. Issues raised at these meetings are separately solved through labor-management negotiations.

**Participation in an Industry Group on Labor Standards**

Anritsu is a member of the Japan Employers' Federation of Electrical, Electronics & Information Industries and uses information provided by the organization and exchanged with other members to review and improve the Company's working conditions.

Anritsu also cooperates in the federation's activities to collect opinions across the industry and bring the industry's collective voice to related governments and business associations.

**Labor Union Membership Rates at the Three Domestic Anritsu Group Companies** (as of March 31, 2022)

Company	Labor Union Members (Persons)	Regular Employees (Persons)	Labor Union Membership Rate (%)*
Anritsu Corporation	1,497	1,758	85.2
Anritsu Customer Support	56	66	84.8
Anritsu Infivis	69	72	95.8

\*Labor union membership rate = labor union members/regular employees

**Using Fairtrade-Certified Coffee Beans**

Since November 2019, Fairtrade-certified coffee beans have been used for the coffee served to guests at HQ's reception and conference rooms and made available at corporate cafeterias.

Through the purchase of beans produced and sold under fair trade terms, Anritsu supports Fairtrade's initiative to improve the living standard of producers and laborers in developing countries and support their financial independence. (As of August 2022, coffee is not served for guests as part of measures to prevent COVID-19.)



**Diversity**

**Career Development for Cultivating Female Leaders**

Women-focused recruiting and career-development initiatives are under way at Anritsu to support female employees more directly involved in the process of growing the Company and raising its corporate value while also supporting them to maintain a life-work balance.

**Appointment of Directors**

In the appointment of directors, Anritsu looks beyond gender or nationality to consider knowledge, experiences and abilities as well as to diversify the board. In fiscal 2019, Hanako Noda was appointed as executive officer and CTO. In fiscal 2021, Nozomi Ueda was appointed as an outside director and member of the Audit & Supervisory Committee. Anritsu has one female director, or 10% of all directors.

In fiscal 2019, Olaf Sieler, a German national, was appointed and has since served as executive officer as of fiscal 2022.

WEB [Anritsu Integrated Report 2022, CTO Message](#)

WEB [Anritsu Integrated Report 2022, Directors and Executive Officers](#)

**Promotion to Managers**

In fiscal 2017, we revised the tier-based training system for young workers and leaders, which had accepted only workers recommended by department managers until fiscal 2016, to allow

participation by anyone who meets certain conditions. This helped raise the female participation rate from around 12% through fiscal 2016 to 24% in fiscal 2020 and 15% in fiscal 2021. Other measures, such as the training program aimed at supporting the advancement of women's careers, also proved to be successful, leading to the appointment of two female managers in fiscal 2020 and two more in fiscal 2021 (14% of all newly appointed managers in both years).

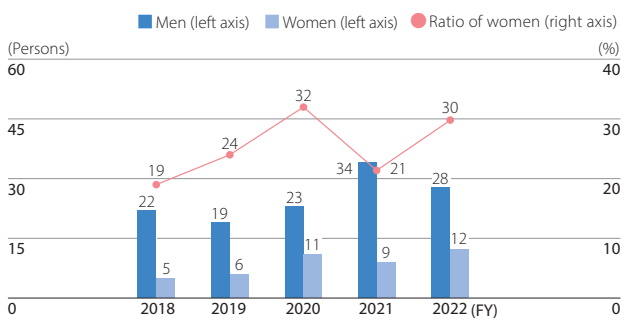
In order to achieve the GLP2023 sustainability target ratio of female managers of at least 15% of the total worldwide, we have been hiring more female employees, as new graduates or mid-career workers, and focusing on enhancing the workplace to be more welcoming for women. In April 2022, we introduced a new career path program with an emphasis on life-work balance that allows female employees to heighten and make full use of their professional specialty and expertise, to work in a style that meets their stage in life stage and personal needs and to advance their career while also contributing to business performance and solutions.

➡ P.58 Employee Data, Female Anritsu Employees Globally

**Recruitment Activity**

Anritsu hires employees on a gender-and race-neutral basis in all positions, be they in office administration or technical areas. We have set a target of raising the ratio of female employees to 20% of all new recruits. The ratio of women among all new hires in April 2022 was 30%, exceeding the target for the fourth consecutive year since 2019. We will keep working on this target ratio to further increase the ratio of female employees with the hope that many will become significant assets for the Anritsu Group.

**Ratios of Female Employees among New Graduate Recruits of Anritsu Corporation in Japan** (as of April 1 for each year)



**Education on Unconscious Biases**

As the first step for promoting Diversity & Inclusion, we provided all directors, executive officers, and employees of the Domestic Anritsu Group with an e-learning program on unconscious biases—in other words, social stereotypes about certain groups of people and the importance and benefit of having diverse viewpoints.

**Life-Work Balance**

Placing the lifestyle of each individual at the center of how they spend the 24 hours of each day, the Anritsu Group is focused on enabling its employees to enjoy a harmonious life-work balance (we use this term to emphasize "life" first, rather than the more common "work-life balance"). We seek to improve employee productivity by encouraging them to pursue a fulfilling personal life as well as an equally fulfilling professional life.

In line with Anritsu Corporation's Action Plan to Support Child-Rearing (6th stage), which began in fiscal 2020 (see the table on the next page), we have been working to advance awareness of revised workstyles and reduction of overtime work. In fiscal 2021, we introduced a system for tracking and visualizing screen time on the computers of teleworking employees to reduce overtime. As a

result, the average annual total of overtime in the Domestic Anritsu Group decreased by 36% and 6.5% from fiscal 2019 and fiscal 2020, respectively. We will continue to improve working conditions under our workstyle reform.

In regard to childbirth and childcare, we offer programs that exceed legal requirements including in terms of leave, reinstatement, and shorter working hours, both before and after childbirth as well as during child-rearing. In fiscal 2022, we extended the childcare leave period by one year, allowing employees to take the leave until the end of April of the following year in which their child turns two, instead of one. To ensure that employees applying for these programs, regardless of their gender, can balance work and childcare with greater peace of mind, we disseminate the related information Companywide. During fiscal 2021, seven female and seven male employees took childcare leave. We continue to work on raising awareness and improving the understanding of these programs.

Efforts by labor and management through the Committee for Promoting Life-Work Balance are also under way. Anritsu was recognized as a "company supporting child-raising" by the Ministry of Health, Labour and Welfare in 2015 and 2018 and was awarded the Kurumin Triple Star Certificate by the ministry in 2020.



**Anritsu Corporation's Action Plan to Support Child-Rearing**  
(6th Stage, April 1, 2020 to March 31, 2024)

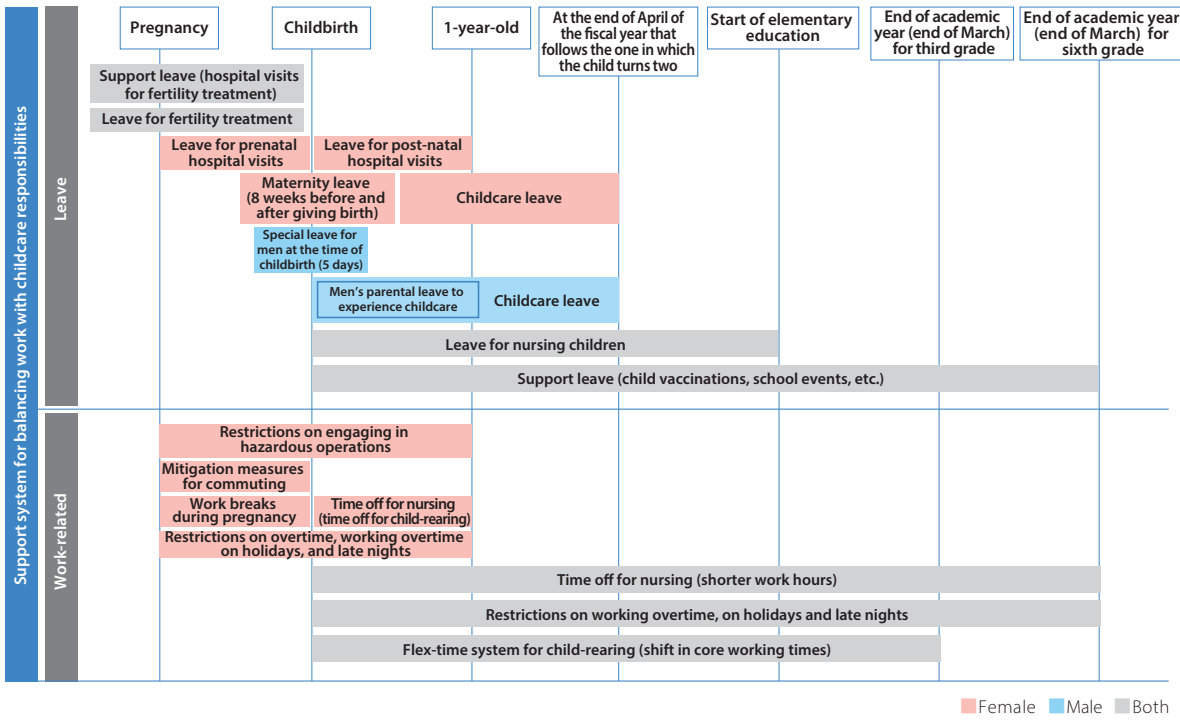
Objectives	Measures	Actions
Improve working conditions toward workstyle reform	Review and improve the workplace environment so employees have a better life-work balance	From April 2020: considering and designing a flexible system that offers workstyle options (such as telework)
Draw up, consider and implement a plan for revising and reinforcing childcare systems	Cultivate a workplace culture in which employees feel free to take days-off or leave for a better life-work balance	From April 2020: promoting a workplace culture that is more supportive of men taking childcare leave

**Anritsu Corporation Childcare Leave Results**

Data related to childcare leave	Gender	Period covered		
		FY2019	FY2020	FY2021
Total number of employees who have had children	Male	14	23	19
	Female	7	3	8
Total number of employees who started childcare leave	Male	2	4	7
	Female	7	5	7
Rate of employees who took childcare leave*1	Male	14%	17%	36%
	Female	100%	166%*2	87%
Total number of employees who returned to work following childcare leave	Male	2	4	6
	Female	4	7	8
Rate of employees who returned to work after childcare leave	Male	67%	100%	100%
	Female	100%	100%	100%
Total number of employees who have been with the Company for one year or longer since returning to work after childcare leave taken during the three years preceding the reporting years*3	Male	4	6	8
	Female	19	18	23
One-year-later retention rate of employees who returned to work after childcare leave	Male	100%	100%	100%
	Female	100%	100%	100%

\*1 Rate of employees who took childcare leave: number of employees who started childcare leave ÷ number of employees who have had children × 100  
 \*2 The rate is higher than 100% because the number of employees who started childcare leave includes those who have had children during the previous fiscal year or earlier and started childcare leave during the fiscal year, apart from those who have had children during the fiscal year.  
 \*3 For fiscal 2021, the total shows employees who have been with the Company for one year or longer after returning to work, with childcare leave taken between fiscal 2018 and fiscal 2020, as of March 31, 2022.

**Parenting and Childcare Programs**



Female Male Both

## VOICE



### Early Request Submission and Handoff Planning for Six-month Childcare Leave

Hisashi Hayashi  
Product Development Department,  
Infvis Company Anritsu Corporation

I've been the leader of the electricity team in the Checkweighers Product Development Department and took childcare leave for six months from April 2021. Although the rule allows for one month advance notice, I talked to my boss about my intention six months earlier to start preparing for the handoff as soon as possible. I believe it worked out fine and didn't cause trouble to the person taking over my job.

I am the father of twin babies, and of course they are very cute. But I found taking care of them to be much tougher than I had imagined. My wife and I rarely had time to go out or sleep until the babies turned one and were able to go to a nursery. I am grateful that the Company granted me the leave. At first, I was nervous about the process for using the leave, because none of my male colleagues had taken it for such a long period. However, our childcare leave system, including the Childcare Leave Guidebook (for Fathers) and helpful explanation by the Human Resource Department staff, was sufficiently well designed to make me feel confident about taking the leave.

I hope I can share my experience with my colleagues who are considering using this system.

### Making Use of Mid-Career Employees

We believe that having diverse perspectives beyond the boundaries of companies and industries is crucial in expanding business domains and tapping into new business fields. We have therefore hired many mid-career employees. The ratio of mid-career employees to all managers at Anritsu Corporation is approximately 10%, while the corresponding ratio in management positions (vice president, executive officers, advisors, etc.) is approximately 20%, indicating that the intended diversity is in place. We intend to hire mid-career employees at 30% of all new hires every year.

### Promoting the Careers of Foreign-National Employees Hiring by Anritsu Corporation

Anritsu Corporation hires employees, including new recruits and mid-career employees, regardless of nationality as it participates in employment-related events organized by overseas universities, accepting interns from universities in Japan and overseas, and hiring exchange students in Japan. As of March 31, 2022, 51 foreign nationals are employed mainly at our worksites in Japan. We broadened our in-house training programs for employees who are not fluent in Japanese. And we will continue to develop a working environment that supports the engagement of foreign-national employees.

Anritsu Corporation is not hiring technical intern trainees.

### Promotion to Managers

Anritsu has allocated its human resources without any regard to nationality to realize global management in which we will understand, share and use social and customer needs across the world through collaboration among all the Group's companies. A number of employees from overseas Anritsu Group companies serve as managers at Anritsu Corporation, and approximately 30% of executive members of the Overseas Anritsu Group companies are foreign nationals.

While we don't set quotas on the promotion of foreign-national employees to manager positions, we believe that at present the Anritsu Group has a sound balance and diversity in the nationalities of managers, and we are going to maintain the current state for the foreseeable future.

## VOICE



### Acting as a Role Model for Other Foreign-National Employees

**Shi Wei**  
Manager Global Business Development Department Anritsu Corporation

While I am from China, I graduated from university and looked for a job in Japan.

Back then, not many Japanese companies hired foreign nationals. Anritsu, however, was recruiting regardless of nationality, and that is why I joined the Company. I have since been engaged in marketing for overseas markets and was promoted to manager in April 2022. I decided to take a management promotion exam when I was a team leader, as being a leader widened my perspective and made me always think about ways to build strong teamwork and contribute to the Company business. It was not easy to prepare for the exam while working, but I passed it thanks to the great help from many people around me.

Anritsu has customers around the world. To further expand our business, we must become a good partner with customers who have different views or values. This is one reason why Anritsu needs to be a company with diversity and build relationships of deeper trust with customers.

I'd like to be a role model for other foreign-national employees and prove that, based on my experience, they have limitless possibilities at Anritsu if they take on challenges toward meeting their goals.

### Social Participation by People with Disabilities


In September 2021, Anritsu established Hapi Sma Co., Ltd. to support people with disabilities to work and gain financial independence, and the Company has since provided a work environment in which they could make full use of their talent and abilities. "Hapi Sma" comes from "happy" and "smile," and the company is mainly engaged in soap production. As of the end of March 2022, it has seven employees with disabilities in addition to non-disabled workers. By sharing views among all employees, regardless of whether they are with or without disabilities, the company seeks to expand its business and grow into an enterprise that will contribute to the sustainability of society. On January 14, 2022, it was certified by the Minister of Health, Labour and Welfare as a Special Subsidy Company as defined in the Act to Facilitate the Employment of Persons with Disabilities. As of the end of March 2022, the ratio of employees with disabilities (including those hired collectively and individually) at Anritsu Corporation was 2.54%, exceeding the legally mandated ratio of 2.3%. We will continue to cooperate with outside organizations such as Hello Work, the Japanese government's employment service center, to further enhance our workplaces to encourage mutual support between employees with and without disabilities.

**Employment Ratio for People with Disabilities at Anritsu Corporation (%)**

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
<b>Legal disability employment ratio</b>	2.00	2.00	2.20	2.20	2.30	2.30
<b>Ratio of employees with disabilities</b>	1.72	1.74	1.63	1.87	2.05	2.54

Notes:  
 1. As of March 31 for each fiscal year (e.g., FY2021=March 31, 2022)  
 2. For fiscal 2021, the data are aggregated between Anritsu Corporation and its special subsidiary company of Hapi Sma Co., Ltd.

## VOICE



### Eco-Friendly Production of Soaps in a Lively Workplace


**Mayumi Kato**  
Service Management Supervisor Hapi Sma Co., Ltd.

Hapi Sma produces soaps under the guidance of a soap manufacturing company. Everybody here is helpful, cooperative, and friendly, making the workplace lively and filled with laughter.

In June 2022, Anritsu Headquarters switched the soap used in its restrooms to a Hapi Sma product. We have since delivered our handmade soaps engraved with the Company logo, along with a message card.

In the production of soaps, offcuts are usually disposed of as waste. At Hapi Sma, our staff carefully sorts and recycles them into new soap to preserve the environment. Unlike many other soaps, we do not package soap bars individually; we just insert a wax paper sheet between them to prevent them from sticking to each other in the containers, which are repeatedly reused, and help reduce plastic waste.

Every member here dreams of creating their original soaps in the future. I hope that more and more of us will find the job satisfying and fulfilling, and I hope I will be useful in that journey.



Hapi Sma's employees making soaps by hand and caring for users



**Sponsoring Paralym Art**

For the mission of “creating a world where people with disabilities can make their dreams come true through art,” Paralym Art\* sells or loans out works of art created by persons with disabilities to support their financial independence and participation in social activities, and it is contributing to achieving the SDGs. Anritsu joined the association’s sponsorship program in fiscal 2021 to show support for this mission and to participate in the creation of a world in which people respect and support each other. By decorating an office wall with five Paralym Art paintings, Anritsu is enabling the artists to earn money and publish more works. The theme of the five paintings is “living together in the difference.” They are a reminder of our commitment to becoming and being a company where everyone feels welcome, appreciated and encouraged to contribute to the creation of a world where everyone can lead a happy life.

\*Paralym Art is a social action business promoted by the general incorporated association of Shogaisha Jiritsu Suishin Kikou.



Paralym Art paintings exhibited at our office

**VOICE**

**From Paralym Art Toward a Society That Appreciates Diversity**



**Rinko Mishima**  
Corporate Branding Department  
Anritsu Corporation

The Paralym Art paintings are exhibited at our office with the hope that more of us will take an interest in the reality of life faced by people with disabilities.

The paintings were selected based on the themes of living together in fiscal 2021 and growing together in fiscal 2022. Both themes reflect our commitment to respecting the rights of all colleagues as well as their ambitions and workstyles and contributing to the creation of a society in which every member can lead a happy life. We are also promoting communication with artists and received letters from the artists via the Paralym Art’s secretariat, in which they wrote about being glad to have their works displayed at our office, which in turn made us feel fulfilled. Each painting has a unique charm, and I hope many people get to see and enjoy them.

I am going to keep myself involved in the Paralym Art initiatives and will hopefully play a role in the creation of a society that values increased diversity at work and in personal lives.

**Applying the Skills of Senior Employees**

The employment extension program of the Domestic Anritsu Group has been in place in which employees can continue working after retirement at age 60. In October 2022, we are introducing a new program to extend the retirement age to 65 years, allowing more senior employees to continue applying the ample knowledge, experience, and advanced skills they have gained over the years. We also raise the salary for employees aged 60 to 65 from about 40 to about 80% of the level at the age of 60. Moreover, we plan to introduce an employment extension program in which employees can continue working after turning 65 and until turning 70, thereby meeting the request pursuant to the Act on Stabilization of Employment of Elderly Persons for striving to provide employment opportunities for those aged up to 70. We will continue to promote the creation of a workplace in which senior people can play an active role.

**LGBT Consideration**

Anritsu has declared its commitment to respecting the human rights of all people and creating a workplace that allows all employees to perform to their full potential and feel fulfilled. This commitment also applies to LGBT inclusion, as is seen in the capability of internal and external helplines to handle related issues and gender-neutral restrooms. Our recruitment entry sheet no longer has a gender section. In fiscal 2021, we conducted an employee training program on unconscious biases to eliminate latent preconceptions or prejudices about certain groups of people. We will continue to foster a culture of diversity and inclusion.

➡ **P.93** Harassment Prevention Education and Anger Management Seminar

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

## Employee Data

### Employee Data by Global Region (as of March 31, 2022)

(Persons)

	Japan	Americas	EMEA	Asia and Others	Global Total
<b>Number of regular employees</b>	2,506	632	341	689	4,168
Male	2,077	443	265	486	3,271
Female	429	189	76	203	897
<b>Non-regular employees</b>	570	45	31	12	658

### Employee Data for Domestic Anritsu Group (as of March 31 of each fiscal year)

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
<b>Total number of regular employees of the Domestic Anritsu Group</b>	2,249	2,251	2,248	2,272	2,297	2,506
Male	1,938	1,936	1,919	1,924	1,923	2,077
Female	311	315	329	348	374	429
Foreign nationals	44	49	51	54	52	53
<b>Average age (regular employees)</b>	42.6	43.2	43.6	43.9	44.2	44.3
<b>Average working years (regular employees)</b>	19.8	20.3	20.7	20.9	21.1	20.9
<b>Number of non-regular employees</b>	500	428	506	508	525	570
<b>Ratio of employees with disabilities at Anritsu Corporation (%)</b>	1.72	1.74	1.63	1.87	2.05	2.54*
<b>Ratio of employees with disabilities at the Domestic Anritsu Group (%) (reference)</b>	1.76	1.70	1.75	1.95	1.79	2.14

\*For fiscal 2021, the data are the total of Anritsu Corporation and its special subsidiary company Hapi Sma Co., Ltd

### Employee Data for Anritsu Corporation (as of March 31 of each fiscal year)

		FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
<b>Number of employees (number of managers included in total count)</b>	Male	705 (184)	726 (198)	715 (198)	731 (194)	1,062 (265)*	1,459 (323)
	Female	110 (4)	118 (3)	121 (2)	124 (4)	222 (8)	299 (9)
	<b>Total</b>	815 (188)	844 (201)	836 (200)	855 (198)	1,284 (273)	1,758 (332)
<b>Average age</b>	Male	43.0	43.7	44.1	44.4	45.3	44.8
	Female	39.9	40.6	41.2	41.5	41.7	41.2
	<b>Total</b>	42.6	43.3	43.7	43.9	44.7	44.2
<b>Average working years</b>	Male	18.9	19.5	19.9	20.3	21.3	20.3
	Female	17.0	17.1	17.5	17.7	17.7	15.8
	<b>Total</b>	18.6	19.2	19.6	19.9	20.7	19.6
<b>Annual rated working hours</b>		1,867.75	1,852.25	1,852.25	1,860.00	1,860.00	1,867.75
<b>Average days of paid holidays used per year</b>		15.5	16.3	16.3	16.0	15.0	14.9
<b>Number of employees who took paid childcare leave</b>		5	11	6	9	9	14
<b>Number of employees whose employment has been extended beyond normal retirement age</b>	Number of eligible employees	5	9	11	11	22	39
	Number of employees over retirement age hired	2	6	8	8	20	36

Note: The increase in the number of employees resulted from the merger of Anritsu Networks Co., Ltd., Anritsu Engineering Co., Ltd. and Anritsu Pro Associe Co., Ltd. on April 1, 2020.

### Number of Employees by Age Group (as of March 31, 2022)

(Persons)

	Under 30	30-50	51 and over
<b>Domestic Anritsu Group</b>	336	1,323	847
<b>Anritsu Corporation</b>	250	949	559

### Turnover Rate for Anritsu Corporation (FY2021)

Number of Employees Who Left	Number of Personnel	Turnover Rate (%)
23	1,758	1.29

Notes:

1. Calculated in accordance with the formula provided in the Japan Company Handbook
2. Turnover rate = number of employees who left in the target fiscal year / (number of regular employees at end of fiscal year + number of employees who left in the target fiscal year)
3. Definition of employee who left: Among regular employees, those who leave the Company for reasons other than retirement or promotion to directorships, or those whose transfers were cancelled

## Female Anritsu Employees Globally

(as of Fiscal Year-end on March 31)

**Ratio of Female Employees** (number of female employees / number of all employees) (%)

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
<b>Japan</b>	14	14	15	15	16	17
<b>Americas</b>	31	31	31	30	30	30
<b>EMEA</b>	19	19	21	19	23	22
<b>Asia and others</b>	28	27	27	28	29	29
<b>On a global consolidated basis</b>	19	19	20	20	21	22

**Ratio of Female Managers** (number of female managers / number of all managers) (%)

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
<b>Japan</b>	1.3	1.0	1.1	1.8	2.3	2.8
<b>Americas</b>	24.7	23.0	20.2	18.3	17.9	21.6
<b>EMEA</b>	19.7	22.1	23.5	21.6	24.2	20.3
<b>Asia and others</b>	21.7	21.6	24.1	23.4	24.0	23.7
<b>On a global consolidated basis</b>	10.2	9.9	10.5	10.4	10.8	10.9