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# Aiming to be an Organization that Promotes Diversity So Everyone can Grow and Take on Challenges with Enthusiasm

Vice President, Chief Human Resource and Administration Officer  
Takashi Sakamoto



## Looking Back on the GLP2023 Mid-Term Business Plan

The Anritsu Group believes that diversity is the driving force behind becoming a company with sales of 200 billion yen in FY2030, and we are promoting this as a materiality. GLP2023 has implemented three measures to promote diversity in the workplace.

To increase the ratio of female managers, we have also been actively recruiting experienced personnel as candidates for female management positions and introduced a management course that allows employees to work flexibly according to their life stage and lifestyle. Although we fell short of our target of 15% or more, with 11.2%, we have achieved success in increasing the number of female managers in the domestic group increasing from 11 in April 2021 to 26 in April 2024. In the “promotion of activities by aging employees” initiative, we achieved our goal of “employment until the age 70 and the establishment of a new compensation package,” starting a system of retirement at age 65 and extended employment until age 70. We are also introducing career training for people in their 50s, as well as a system that allows people aged 60 and over to choose shorter working hours. We are also working to create an environment that supports employees and allows them to make the most of their strengths so they can continue to play an active role for many years. In terms of “Promote employment of people with disabilities,” we established a special subsidiary company, Hapi Sma, in 2021, and achieved a result of 2.66% against the legally mandated target of

2.3%. We will continue to increase the number of opportunities for people with disabilities to play an active role in our company.

## Respect for Human Rights

The Anritsu Group established the Anritsu Group Human Rights Policy in 2022 and is promoting initiatives to respect human rights. As human rights issues that we will prioritize in the future, the Human Resource and Administration Department is working on the “acceptance of diversity in the workplace” and our “response to changes in the work environment and work style.” Regarding the acceptance of diversity in the workplace, we are implementing measures to promote understanding of LGBTQ issues and developing a partnership system. For our response to changes in the work environment and work style, we are introducing a system that gives employees more discretion and promoting work style reforms to achieve a better work-life balance. In FY2023, 93% of eligible employees used the paternity leave system. Happily, it is becoming more commonly accepted that “childcare leave is something that should be taken as a matter of course,” and a greater number of workplaces are proactively making the necessary preparations. 76% of eligible employees are using the teleworking system, and the number of employees using additional teleworking days for childcare, nursing care, etc. increased from 83 in FY2022 to 153 in FY2023.

We will continue to promote the creation of workplaces where everyone can work comfortably and authentically, and we will strive to help our employees recognize each other’s differences and turn their strengths into results.

## Human Resources Strategy to Achieve Growth and Face Challenges

Under our GLP2026 Mid-Term Business Plan, we will work to foster a corporate culture that encourages individuals to grow and face challenges, by removing internal barriers and encouraging employees to take on new areas with a sense of curiosity. To do this, we need to encourage people to take on new challenges and celebrate those who do. We will continue to develop a personnel system that matches our vision for management and human resources, so that everyone can boldly take their first step. We set a sustainability target of “80% or greater positive responses to engagement surveys regarding job satisfaction.” Job satisfaction has a strong relationship with performance. The Human Resource and Administration Department, including myself, will take on new challenges while taking the lead in the development of human resources and the implementation of organizational reform to achieve further growth and innovation for the Anritsu Group.

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# Respect for Human Rights

## Stance on Social Issues

Seventy-five years have passed since the Universal Declaration of Human Rights. However, the human rights of many people around the world are still threatened today. The Anritsu Group has identified “Respect for Human Rights” and “Promoting Diversity” as materialities in the social area of ESG. To fulfill our responsibility to respect the human rights of all stakeholders involved in our global corporate activities, we have established the Anritsu Group Human Rights Policy based on the UN Guiding Principles on Business and Human Rights. We will take responsibility for respecting human rights based not only on domestic laws and customs, but also on international standards and perspectives.

## Policy

The Anritsu Group has shown its respect for human rights in its Sustainability Policy and the Anritsu Group Code of Conduct. In December 2022, we established the Anritsu Group Human Rights Policy to further promote activities that focus on human rights, which have become increasingly important in recent years. This policy is the highest level of the Anritsu Group's commitment to respecting the human rights of all people involved in the group's business activities. It was established based on advice from external specialist organizations and following a resolution by our Board of Directors. We will respect the human rights of all stakeholders involved in the Anritsu Group's business by faithfully carrying out the initiatives set forth in this policy, including compliance with international

norms, conducting due diligence for human rights, complying with laws and regulations, and establishing a system for handling complaints.

**WEB** Anritsu Group Human Rights Policy

## System

Respect for human rights in the Anritsu Group is the responsibility of the Group CEO, under the supervision of the Board of Directors, with each responsible officer promoting relevant issues.

Specific efforts to address human rights issues are coordinated by the Corporate Ethics Promotion Committee, chaired by the Chief Compliance Officer, which reports annually to the Board of Directors on the status of compliance with ethics and laws within the Anritsu Group.

System for the Promotion of Human Rights



## Activities and Achievements

### Promoting Due Diligence for Human Rights

#### Assessing Risk to Human Rights

With the cooperation of the NPO Caux Round Table (CRT) Japan, we used the following process to conduct a human rights risk assessment as the first step in due diligence for human rights to identify, prevent, or mitigate, and explain how to address, any negative impact on human rights.

#### [Country Risk Assessment]

Based on CRT Japan's Global Human Rights Risk Database, Anritsu evaluated risks to human rights by country and by human rights indicators for the 24 countries and regions where the Anritsu Group has business locations, and identified countries with high risk.

#### [Business Risk Assessment]

For all operations in high-risk countries, we assessed the impact on risks to human rights based on the size of operations (sales, procurement, and number of employees) per country, and conducted an additional assessment for countries with a higher degree of risk. In addition, a workshop was held by members of internal departments that deal with human rights issues to identify specific elements of risks to human rights related to our business and to organize the status of management.

#### Identifying Risks to Human Rights to be Prepared For

Through the assessment of risks to human rights, we identified the following five risks to human rights to be prepared for: human rights violations in the supply chains of parts and equipment suppliers; use of products for other purposes at the stage of use or disposal; human rights violations against foreign workers; lack of diversity acceptance in the workplace; and insufficient response to changes in the work environment and work style.

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### Human Rights Issues to be Prioritized in the Future

The identified risks were evaluated by the risk management departments and relevant risk owners, and as a result the following three human rights issues were identified as priority issues to be addressed in the future: “acceptance of diversity in the workplace,” “response to changes in the work environment and work style,” and “promote working environment surveys of parts and equipment suppliers.” In FY2023, the risk management departments began taking measures to address these issues. We will continue to enhance our efforts to respect human rights in accordance with the UN Guiding Principles on Business and Human Rights.

**WEB** Promoting Due Diligence for Human Rights

### Human Rights Risks in Risk Management

Human rights risks should be viewed from the perspective of stakeholders, but they can also be derived from corporate risks. For risk management in the Anritsu Group, human rights risks are addressed as being included in all seven categories.

**P.71** Risk Management

## ● Dissemination of Guidelines on Respect for Human Rights

The Anritsu Group published its Human Rights Policy on our website, and has used internal newsletters and case studies to improve understanding of respect for human rights among employees.

We explained our human rights policy and initiatives for respecting human rights to suppliers at information exchange meetings and requested their understanding and endorsement.

During the Corporate Ethics Promotion and Enhancement Week held every April, Anritsu Group conducts an e-learning course on the Anritsu Group Code of Conduct, which sets forth

guidelines for actions to be taken by all employees, including respect for human rights, and requires employees to submit a written statement pledging their compliance with the code. The submission rate for FY2023 was 100% for the domestic group and 100% for overseas groups.

Percentage of “Anritsu Group Code of Conduct” statements submitted (Units:%)

	FY2021	FY2022	FY2023
Domestic group	99.8	100	100
Overseas groups	100	99.4	100

## ● Conducting Training

### Level-specific training

Training is provided annually for new employees and newly appointed managers of the domestic group, and provides an opportunity to consider the importance of respect for human rights.

Results of Level-Specific Training

	Subject	Training Time		2021 FY	2022 FY	2023 FY
New employees	Human rights, diversity	60 min.	Number of participants	52	52	55
			Attendance rate (%)	100	100	100
New managers	Promotion of labor management, human rights, and diversity	30 min.	Number of participants	26	20	18
			Attendance rate (%)	100	100	100

### Raising Employee Awareness

In the Domestic Group, a month for thinking about respect for human rights was held as one of our activities for FY2023, and it included the following events.

### [In-house screenings of human rights-themed films]

To create an opportunity to think about respect for human rights, we held a screening of the movie “The Broken Commandment” (based on the novel by Toson Shimazaki), which deals with Buraku discrimination

### [“Business and Human Rights” e-learning program]

E-learning program was provided to employees in the domestic group to learn the basics of “Business and Human Rights,” to raise their awareness as employees of a company with a global supply chain.

### [Departmental discussion of human rights case studies]

The Legal Department and the Sustainability Promotion Center organized case studies related to human rights, and based on those studies, internal discussions were conducted in each department. During these discussions, participants exchanged frank opinions on issues such as harassment, gender, and childcare leave, and also made requests and suggestions to the company.

## ● Establishing a System for Handling Complaints

Anritsu introduced a new inquiry form on its website for all stakeholders to consult and file complaints regarding human rights in order to establish a grievance system as set forth in the Group Human Rights Policy. Complaints and reports can be made anonymously, and we will ensure confidentiality and protection of the interests of all concerned. We are striving to prevent human rights violations by establishing a system that allows a quick response against risks to human rights. In FY2023, there were six inquiries, but none were deemed to be something that the Anritsu Group should respond to in relation to human rights.

**WEB** Inquiry Form Regarding Human Rights

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## ● Addressing Human Rights Issues in the Supply Chain

Through its Anritsu Basic Rules for Procurement and the Anritsu Group CSR Procurement Guidelines, the Anritsu Group asks suppliers to respect human rights, including responsible mineral procurement and compliance with the Modern Slavery Act. We conduct CSR procurement surveys to check the status of each company and to identify risks in our supply chain. In FY2023, we also conducted surveys of suppliers at our production locations in China and Thailand, as well as at the Takasago. We conducted on-site surveys at eight companies in Japan, China, Thailand, and Germany, and found no significant risks regarding human rights, labor, or health and safety at any of them. These findings are disclosed in statements corresponding to the “UK Modern Slavery Act” and the “Australian Modern Slavery Act.”

**P.63** / [Supply Chain Management](#)

**P.64** / [Responding to the Modern Slavery Act](#)

## ● Freedom of Association and the Right to Collective Bargaining

The Anritsu Group has a human rights policy stating that it supports and respects “the freedom of association and the effective recognition of the right to collective bargaining.”

At Anritsu, Anritsu Customer Support, Anritsu Invisis, Anritsu Devices, and Takasago, labor unions have been formed by employees, and formal labor agreements have been concluded regarding working conditions. The labor union memberships are made up of regular employees (excluding managers). In order to build sound labor-management relations, representatives from both the companies and the labor unions engage in regular dialogue. Issues raised will be

addressed through individual labor-management negotiations and consultations.

Even at group companies where a labor union has not been formed, friendly labor-management relations are being built through regular consultations between company representatives and labor representatives.

**Percentage of Labor Unions Organized in the Five Domestic Group Companies (as of March 31, 2024)**

Company Name	Union Members	Regular Employees	Union Organization Rate*1 (%)
Anritsu*2	1,502	1,842	81.5
Anritsu Customer Support	52	64	81.3
Anritsu Invisis	80	87	92.0
Anritsu Devices	32	33	97.0
Takasago	146	209	69.9

\*1 Labor union organization rate = number of union members ÷ number of regular employees (Regular employees include managers.)

\*2 For non-union employees who are not covered by the collective agreement, the working conditions are defined in the work rules.

## ● Management of Fair Wages

The Anritsu Group stipulates fair wages, benefits, bonuses, retirement allowances, etc. in its work rules in accordance with labor-related laws and regulations in each country and labor-management agreements.

The company operates under country-specific regulations that comply with all wage-related laws and regulations regarding minimum wages, legal benefits, overtime, etc., and provides benefits directly to employees by notifying them via paychecks at a set payment period and timing. The Domestic Group sets the same starting wages for men and women, which are sufficiently high compared to the minimum wages in all regions of the country in accordance with the law that

establishes minimum wages. In addition to considering employees' abilities, achievements, and company performance when setting wages, recent price increases are also taken into account when giving pay raises, so that wages are set at a level that allows employees to maintain their standard of living.

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# Promoting Diversity

## Policy

The Anritsu Group has identified “Promoting Diversity” as one of its materialities to help maintain growth in today’s era of change, unpredictability, and complexity. The Human Resources Diversity Promotion Policy states that “diverse employees with diverse values and ways of thinking will come together to create new value by leveraging diverse perspectives and strengths.” We will promote the creation of a corporate culture in which diverse human resources can demonstrate their individuality and abilities in work styles that suit their lifestyles, regardless of race, nationality, gender, age, work ethic, religion, sexual orientation, gender identity, gender expression, or physical or mental disabilities, without facing any discrimination.

**WEB** [The Human Resources Diversity Promotion Policy](#)

## System

The Chief Human Resource and Administration Officer is responsible for decision-making regarding the promotion of diversity in human resources, human resource development, and the creation of a comfortable work environment. The officer discusses and deliberates with the Management Strategy Conference and the Board of Directors the formulation, implementation, and progress of the Mid-Term Business Plan (GLP) regarding the human resources strategy, the status of employees and the organization, and the results of engagement surveys.

At the annual information exchange meeting between the responsible officer of each division and the Human Resource and Administration Department, opinions and information collected in cooperation with the human resource managers of each business department are used to plan and implement measures to promote diversity, develop human resources, and create a comfortable work environment.

## Target

Mid-Term Business Plan “GLP2023”

Subject	Target	Results for FY2023
Promotion of women's advancement	Ratio of female managers: 15% or more (consolidated)	11.2%
Promotion of activities by aging employees	Employment until the age 70 and the establishment of a new compensation package	Employment until age 70 and new compensation package
Promote employment of people with disabilities	Achieve legal employment rate of 2.3%	2.66%
Hiring experienced workers	Percentage of new hires: 30.0% or greater	28.8%

## Activities and Achievements

### ● Recruiting a Diverse Range of Human Resources

The Anritsu Group employs a diverse workforce based on the concept of diversity & inclusion. The Hiring Committee, chaired by the Chief Human Resource and Administration Officer at

Anritsu, deliberates on hiring policies and implementation plans, and works to secure the human resources required through discussions with directors and managers in the business divisions.

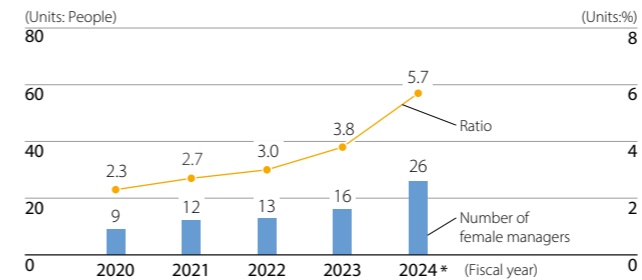
### ● Promotion of Women's Advancement

As one of its sustainability goals, the Anritsu Group has set a target of achieving a 15% ratio of female managers. Since FY2021, we have also been actively recruiting experienced personnel as candidates for female management positions. As part of our efforts to improve the working environment, we have introduced a new management course that allows employees to work according to their life stage and lifestyle, and expanding the number of teleworking days during pregnancy, childbirth, and childcare. As a result, of the 32 candidates promoted to management positions in April 2024, 10 (over 30%) were women. The percentage of women in management positions in the Domestic Group was 5.7% as of April 2024.

Anritsu received “Eruboshi (Level 3)” certification in March 2023 in recognition of our efforts to promote the participation of women in the workplace.

**P.51** [Status of the Promotion of Women's Activities in the Anritsu Group](#)

Trends in the Number and Ratio of Female Managers in the Domestic Group



\* Figures for FY2024 are as of April.

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## ● Promotion of Activities by Aging Employees

Since Anritsu believes that it is important to utilize and promote the activities of aging employees who have a wealth of experience, knowledge, and skills, we raised the retirement age from 60 to 65 in 2022. Moreover, we introduced an employment extension program in which employees can continue working 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 up to 70 years old. We have also introduced a system that allows employees aged 60 and over to choose the number of days they work and the hours they work according to their age. We are working to create an environment in which every employee can work long and actively according to their life and career plans.

## ● Hiring Experienced Workers

Anritsu is actively recruiting experienced personnel in order to acquire human resources who can expand business areas and develop new businesses, as well as those with diverse perspectives and values. Our target is for 30% of new hires each year to be experienced workers. The percentage of experienced personnel hired in FY2023 was 28.8%.

## ● Activities of Foreign Employees

Anritsu is engaged in recruitment activities that do not discriminate on the basis of nationality, and also accepts transfers from overseas group companies. As of the end of March 2024, 51 foreign employees were working at the company. In April 2024, two foreign employees were promoted to management positions, bringing the total number of foreign managers to four.

The Overseas Group hires personnel at their own discretion. Of the 1,609 employees in the Overseas Group as of

the end of March 2024, 1,582 were hired locally, excluding the 27 employees transferred from Japan.

The Domestic Group does not hire engineering interns.

## ● Promote employment of people with disabilities

In FY2021, Anritsu established Hapi Sma, which is mainly engaged in manufacturing soap, to support social participation and economic independence for people with disabilities. The company was certified by the Minister of Health, Labor and Welfare as a special subsidiary under the "Act to Facilitate the Employment of Persons with Disabilities." In order to create more employment opportunities, in FY2023 Hapi Sma started a cleaning business for facilities owned by Anritsu. As of the end of March 2024, 15 people with disabilities were working there. Anritsu is also promoting job development and employment. Two employees have been certified as company-employed job coaches to help employees with disabilities adapt and settle in the workplace, in order to create a comfortable working environment.

The combined employment rate of people with disabilities at Hapi Sma and Anritsu was 2.66% at the end of FY2023, exceeding the legally mandated employment rate.



Soap from Hapi Sma

## ● Considerations for LGBTQ Issues

The Anritsu Group is promoting the creation of a corporate culture in which diverse human resources can work with peace of mind, while demonstrating their individuality and abilities without facing any discrimination. As part of our efforts to respect a diverse range of sexual orientations, gender identities, and gender expressions, we are promoting an appropriate understanding of LGBTQ issues and introducing a related system. Initiatives that have been implemented so far are listed below.

- Lecture by an external expert on LGBTQ-related issues
- E-learning to gain basic knowledge about LGBTQ issues
- Dissemination of information on LGBTQ issues through case studies and columns
- Dissemination of case studies on SOGI harassment
- Screening of a film on the theme of transgenderism
- Participation in LGBTQ-related events by employees and their families
- Creation and distribution of ALLY Merchandise
- Removal of the gender field from the entry sheet in the recruitment process
- Support for a campaign to make companies that support marriage equality (legalization of same-sex marriage) more visible
- Establishment of a system of consultation services that can respond to LGBTQ issues
- Installation of multi-purpose restrooms

We are planning to introduce a same-sex partnership system in FY2024.



ALLY Merchandise: Neck strap and virtual PC background

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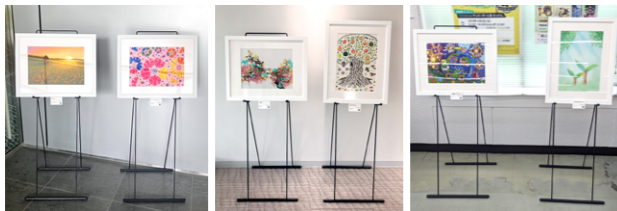


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## ● Sponsorship of Paralym Art\*

For the mission of “Creating a world where people with disabilities can fulfill their dreams 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 FY2021 to show support for this mission. In FY2024, under the theme of “Bloom and Bear Fruit,” we selected six from among several Paralym Art paintings to exhibit in our office, as part of our effort to support artists with disabilities achieve independence.

\* Paralym Art is a social action business promoted by the general incorporated association of SHOUGAISHA JIRITSU SUISHIN KIKOU.



Paralym Art paintings exhibited at our office

### VOICE

#### Becoming a company where you can balance work and childcare while advancing in your career

Environmental Measurement Company  
1st Business Development Dept. Manager  
Yasuyo Shinmyo



I wanted to be involved in creating new systems for the company from a broader perspective, standing on a higher stage. So, I set my sights on becoming a manager. I was worried about working as a manager while raising young children, but the new management course, which allows employees to work flexibly according to their life stage and lifestyle, gave me the push I needed. When away from work for a long period of time on maternity leave, many people might feel that management positions are a distant prospect. I feel that the system reforms that have expanded the options for how people work will encourage such people to take on new challenges.

I also think it is important to expand the circle of people who support those who take on new challenges. I myself was encouraged by the understanding and cooperation of my partner and those around me. I would like to do my part as a member of management to make this company a place where people will feel comfortable taking on new challenges.

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## Employee Data

If data collection began in FY2023, "-" is shown for FY2021 and FY2022.

### Number of Employees in the Anritsu Group (by region, as of March 31 of each fiscal year)

		FY2021	FY2022	FY2023
Japan (Domestic group)	Number of regular employees	2,506	2,485	2,474
	Male	2,077	2,045	2,013
	Female	429	440	461
	Number of contract employees	570	518	458
	Male	—	—	293
	Female	—	—	165
The Americas	Number of regular employees	632	599	597
	Male	443	417	418
	Female	189	182	179
	Number of contract employees	45	22	25
	Male	—	—	20
	Female	—	—	5
EMEA	Number of regular employees	341	362	350
	Male	265	281	273
	Female	76	81	77
	Number of contract employees	31	21	25
	Male	—	—	12
	Female	—	—	13
Asia and others	Number of regular employees	689	698	662
	Male	486	492	470
	Female	203	206	192
	Number of contract employees	12	16	16
	Male	—	—	8
	Female	—	—	8
Global total	Number of regular employees	4,168	4,144	4,083
	Male	3,271	3,235	3,174
	Female	897	909	909
	Number of contract employees	658	577	524
	Male	—	—	333
	Female	—	—	191

### Number of Employees at Anritsu (as of March 31 of each fiscal year)

	FY2021	FY2022	FY2023
Number of regular employees	1,758	1,750	1,732
Male	1,459	1,442	1,409
Female	299	308	323
Number of contract employees	251	209	167
Male	—	—	143
Female	—	—	24

### Employees by Age in the Domestic Group (as of March 31 of each fiscal year)

		FY2021	FY2022	FY2023
Domestic group	Under 30	—	—	320
	30 - 50	—	—	1,161
	51 and over	—	—	993
Anritsu	Under 30	249	245	238
	30 - 50	877	843	861
	51 and over	632	662	633

### Number of Employees in Management Positions in the Domestic Group (as of March 31 of each fiscal year)

		FY2021	FY2022	FY2023
Domestic group		444	429	424
	Male	432	416	408
	Female	12	13	16
Anritsu		332	326	319
	Male	323	317	308
	Female	9	9	11

### Number of Foreign Employees in the Domestic Group (as of March 31 of each fiscal year)

		FY2021	FY2022	FY2023
Domestic group		55	55	54
Anritsu		53	53	51

### Number of New Graduate Recruits and Experienced Hires in the Domestic Group

		FY2021	FY2022	FY2023	FY2024		
Domestic group	Number of employees hired	Total	102	96	84	*2	
		Male	74	66	60	*2	
		Female	28	30	24	*2	
	New graduates	Total	53	52	56	41	
		Male	40	35	45	30	
		Female	13	17	11	11	
	Experienced hires*1	Total	49	44	28	*2	
		Male	34	31	15	*2	
		Female	15	13	13	*2	
	Anritsu	Number of employees hired	Total	77	63	59	*2
			Male	57	44	38	*2
			Female	20	19	21	*2
New graduates		Total	43	40	42	28	
		Male	34	28	33	20	
		Female	9	12	9	8	
Experienced hires*1		Total	34	23	17	*2	
		Male	23	16	5	*2	
		Female	11	7	12	*2	
Domestic Group: Ratio of experienced hires (%)		48.0	45.8	33.3	*2		

\*1 Experienced hires: Aggregated by original registry, including commission employees. Includes those who transitioned from contract to permanent employment.  
\*2 Data not available at the time of publication of this report.

### Number of Employees in the Domestic Group Who Continued to Work after the Retirement Age

		FY2021	FY2022	FY2023
Domestic group	Number of employees who have reached retirement age	57	47	28
	Number who continue to work	50	41	20
Anritsu	Number of employees who have reached retirement age	39	32	13
	Number who continue to work	36	27	7

\* Retirement age: 60 years old until the end of September 2022, 65 years old thereafter

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**Average Age and Average Length of Employment in the Domestic Group**  
(as of March 31 of each fiscal year)

		FY2021	FY2022	FY2023
Domestic group	Average age	—	—	45.2
	Male	—	—	45.7
	Female	—	—	42.6
	Average number of years working	—	—	21.4
	Male	—	—	22.2
	Female	—	—	17.7
Anritsu	Average age	44.2	44.5	45.1
	Male	44.8	45.2	45.8
	Female	41.2	41.7	42.0
	Average number of years working	19.6	19.8	20.3
	Male	20.3	20.6	21.2
	Female	15.8	16.2	16.3

**Working Hours Data for the Domestic Group**  
(as of March 31 of each fiscal year)

		FY2021	FY2022	FY2023
Domestic group	Average overtime hours worked per month	12.0	11.5	8.3
	Average number of leave days taken per year	15.4	17.0	17.5
	Annual paid holiday usage rate (%)	73.3	81.0	83.3
Anritsu	Average overtime hours worked per month	11.2	11.0	7.5
	Average number of leave days taken per year	14.9	16.5	17.0
	Annual paid holiday usage rate (%)	71.0	78.6	81.0

\* Management positions are excluded from the total number of regular employees.

**Rate of Employees Who Took Childcare Leave in the Domestic Group**  
(as of March 31 of each fiscal year) (Units:%)

		FY2021	FY2022	FY2023
Domestic group	Total	42.6	57.1	94.2
	Male	29.4	45.2	92.7
	Female	76.9	92.9	100
Anritsu	Total	55.6	57.5	97.4
	Male	36.8	45.2	90.3
	Female	100	100	114.3

**Turnover Rate for Anritsu**

	FY2021	FY2022	FY2023
Number of employees who left	24	38	45
Number of those who resigned for personal reasons	21	36	42
Number of personnel	1,758	1,750	1,732
Turnover rate (%)	1.4	2.1	2.5
Turnover rate for personal reasons (%)	1.2	2.0	2.4

\*1 Definition of employees who left: Among regular employees, those who leave the company for reasons other than retirement or promotion to directorships

\*2 Turnover rate = number of employees who left in the target fiscal year / (number of regular employees at the end of the fiscal year + number of employees who left in the target fiscal year)

**Turnover Rate at Anritsu for the First Three Years for New Graduate Hires**

		2019/4/1	2020/4/1	2021/4/1
Number of new hires	Total	27	34	43
	Male	21	23	34
	Female	6	11	9
Number of new hires who left	Total	1	1	1
	Male	1	0	1
	Female	0	1	0
Turnover rate (%)	3.7	2.9	2.3	

**Ratio of people with disabilities** (Units:%)

	FY2021	FY2022	FY2023
Anritsu*	2.54	2.36	2.66
Domestic group	2.14	2.36	2.50

\* Total for Anritsu and Hapi Sma, special subsidiary

**Promotion of Women's Activities in the Anritsu Group**

**Gender Pay Gap (Value Shown for Women, Based on Men = 100) \*1** (Units:%)

	Tabulation Category	FY2022	FY2023	
Anritsu Group	All employees	69.6	73.2	
Domestic Group	All employees	67.5	69.9	
	Anritsu	All employees	74.7	76.9
	Regular employees	75.4	77.2	
	Contract employees	72.0	71.5	
Tohoku Anritsu	All employees	57.3	59.0	
	Regular employees	83.3	82.5	
	Contract employees	—*2	74.1	

\*1 Calculated in accordance with the provisions of the "Act on the Promotion of Women's Active Engagement in Professional Life." Wages include a basic salary and other incentives such as bonuses. There is no difference in pay for the same work. Differences are due to the difference in the number of people in each position or job classification.

\*2 This data could not be compiled, because there were no male contract employees.

**Ratio of Female Employees to Total Employees (Number of Female Employees ÷ Total Number of Employees)** (Units:%)

	FY2021	FY2022	FY2023
Japan	17.1	17.7	18.6
The Americas	29.9	30.4	30.0
EMEA	22.3	22.4	22.0
Asia and others	29.5	29.5	29.0
Consolidated globally	21.5	21.9	22.3

**Ratio of Female Managers (Number of Female Managers ÷ Total Number of Managers)** (Units:%)

	FY2021	FY2022	FY2023
Japan	2.8	3.1	3.8
The Americas	21.6	17.4	22.7
EMEA	20.3	20.3	17.3
Asia and others	23.7	22.3	21.6
Consolidated globally	10.9	10.5	11.2

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# Human Resource Development

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## Training Human Resources to Strengthen Our Capabilities for the Development of Software Solutions

With the development of DX and AI, software has become a source of value. Anritsu is working to develop human resources who will lead the way in areas such as the virtualization of test solutions and the development of technologies using AI. We are promoting a Young Software Engineer Training Program that has completely reformed conventional training methods.

### Program Overview

The Young Software Engineer Training Program was introduced in 2020. New employees who aim to become software engineers are assigned to the Engineering Division\* after completing training for new employees. Over the course of three years, they will gain experience in product development projects in a variety of fields, and acquire basic knowledge and skills.

\* Engineering Div.: Shared development department that is in charge of software development for each division and the development of cutting-edge technologies such as AI and cloud data analysis

### Purpose of Introduction of Training Program

Before the program was introduced, new employees were assigned to a department after completing their training. While they were able to gain expertise through direct experience with customers' needs, there were also many peripheral tasks that were not directly related to software technology. This led to the problem of not being able to focus on acquiring the basic skills related to technology. There was a concern that there would be little interaction with other departments, which would narrow their perspective and delay their response to changes in the business environment.

This program aims to train young software engineers who will acquire knowledge in multiple fields and who can respond to new fields, by rotating the trainees through a variety of

divisions on a regular basis. At the same time, we will work to improve human skills and build networks that will serve as a foundation for synergy and innovation.

### Program Content

This program consists of group training and OJT. During group training, the trainees will learn the basics of software design, such as making specifications, coding, and testing. During OJT, they will participate in various product development projects that transcend the boundaries of individual business divisions. They will learn not only about software development, but also about the unique technologies and cultures of each business division. Mentors will provide support for any changes in their environment or work-related concerns. Young software engineers will also learn how to communicate as working adults through the program as a whole.



### Results and Issues

The first trainees in this program were assigned to departments in April 2023. Their supervisor at their new positions said, "They have a solid foundation in software design. They were able to start development immediately based on past cases, and have immediately become strong members of our team," and "They possess skills that our department lacked based on their experience in multiple fields, and that provides a good source of inspiration for the senior engineers." Based on such feedback, the results of the program are starting to show.

However, we have also identified a new problem. Depending on the progress of the projects in which they are participating through OJT, the distribution of software design skills was uneven. In order to resolve this, we started a seamless training management system in 2024 to identify the skills that individuals have acquired at the timing of their rotation, visualize what they need to learn in the next project, and then pass on the necessary skills.

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## Policy

When expanding existing businesses and developing new business areas, it is essential to develop and motivate human resources who will serve as the foundation for the creation of new value. The Anritsu Group's human resource development policy is to "develop human resources who break down their own barriers and tackle new areas with curiosity, and who seek to solve social issues together with stakeholders and other companies." Under this policy, we are implementing measures that focus on creating an environment in which each employee can further hone his or her own strengths, break down barriers, voluntarily improve their skills, and grow together with the company.

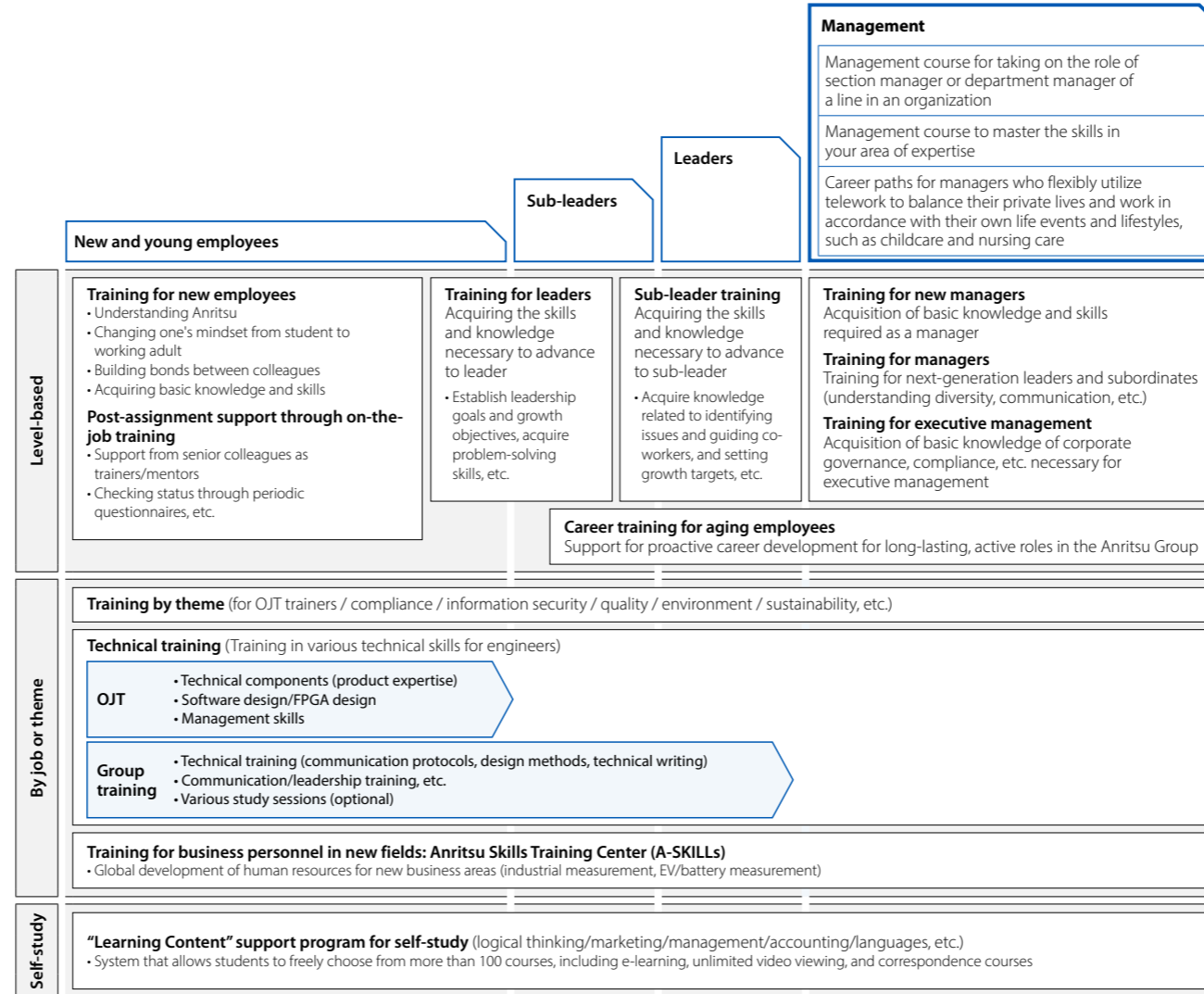
**WEB** [Human Resource Development Policy](#)

## Activities and Achievements

### ● Training Programs

The Anritsu Group supports employees in independently performing their work and improving their skills through level-based training aimed at step-by-step development with an awareness of career paths, job-specific and theme-specific training to acquire the skills and knowledge necessary for business, and self-study programs based on the concept of deciding for yourself, learning for yourself.

### Career Paths and Training Programs



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### Establishing the Anritsu Skills Training Center (A-SKILLS)

In April 2024, we launched the Anritsu Skills Training Center (A-SKILLS) with the aim of strengthening human resource development to expand our business in new fields. A-SKILLS is responsible for planning and implementing training to improve technical knowledge and sales skills related to EVs, batteries, and general-purpose measuring instruments, and aims to double the number of personnel in new business areas over a three-year period.

### 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 business skills so they will feel comfortable with the ability to effectively perform when assigned to the first job at Anritsu.



### Training for Leaders

We conduct level-based training to develop leaders and sub-leaders who will run the Anritsu Group in the next generation. Participants will be given a 360-degree survey and assessment prior to training to determine their skill level, set goals based on their strengths and challenges, and practice these goals in the workplace to help them achieve personal growth. We are also working to improve engagement through company policy training by the Group CEO and career path training by the Chief Human Resource and Administration Officer.

### Career Training for Aging Employees

We have introduced a new career training program to help aging employees in their 50s remain active and vibrant for a long time. The program is designed for each individual to reflect on their own strengths, and to think about their future and how they will contribute.

### Training for Executive Management

We have established a next-generation management development program to nurture leaders who will be responsible for realizing our management vision. We have established the following five “executive management values” as guidelines for observing candidates: “resonance with and awareness of management vision and policies,” “human skills,” “strategic thinking and conceptual ability,” “initiative, action, and logical thinking,” and “high sense of ethics.” Candidates are reviewed by the group CEO on a case-by-case basis and on a two-year cycle with respect to “executive management values,” and are provided with on-the-job and off-the-job training in accordance with the content of the evaluation to gain experience to become executives.

### TOPIC Culinary Training

Anritsu has been offering culinary training as part of its training for new employees since FY2022. The aim of this program is to encourage interaction between colleagues, team building, and to raise awareness of health management. It is popular with new employees. During the training for FY2024, we fried meat and vegetables, simmered eggplant, and made miso soup. The new employees all worked together to cook, discussing things like how to divide up the roles and how much of each ingredient to use. When they ate the finished dish, they all smiled and said, “It’s delicious!” President Hamada, who also participated in this training, said, “Healthy eating is the basis of self-management. Please learn to cook for anyone.” Everyone felt encouraged by his words.



### Support Program for Self-Development

In the Domestic Group, to help employees develop skills on their own, we offer the “Learning Content” support program for self-study. Employees can choose from a wide variety of courses, such as business skills and languages. As an incentive, Anritsu will pay 60% of the course fee once the completion requirements are met. We offer a variety of course formats, including distance learning, e-learning, and commuting to outside schools, so that each student can choose the method that is easiest for them. In FY2023, a total of 602 participants in the domestic group took these courses.

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**Learning Content: Total Applications Submitted** (Units: Applications)

	FY2021	FY2022	FY2023
<b>Domestic Group</b>	351	518	602
<b>Anritsu</b>	322	469	493

**Training for Engineers**

In FY2020, Anritsu launched a Young Software Engineer Training Program to foster engineers who are capable of developing a variety of products and have the ability to apply their skills.

In April 2024, we launched a department that is responsible for training measures aimed at acquiring new technologies such as AI, as well as company-wide development and reskilling measures.

**P.52** *Training Human Resources to Strengthen Our Capabilities for the Development of Software Solutions*

**Training Time and Costs Related to the Development of Human Resources**

	FY2022	FY2023
<b>Training hours</b>	14.0	15.8
<b>Cost (yen)</b>	40,430	36,510

\* Per Anritsu employee

**Developing Global Human Resources**

Equipping personnel with the capabilities to lead global projects is a priority for Anritsu. We believe such leaders must acquire advanced language skills as well as a global mindset and business-related skills. During new employee training, we have introduced a program to deepen understanding of cross-cultural communication by providing courses on cross-cultural understanding and opportunities to actually interact with foreign national employees.

We also develop human resources through overseas postings, helping them to acquire international business skills and build up their network of contacts. We actively dispatch employees to work in the Overseas Group, not only in divisions that are developing overseas business, but also in corporate divisions, to work in collaboration with employees in the Overseas Group.

**Spread of Sustainability**

The Anritsu Group provides a variety of training programs to raise employee awareness of sustainability.

In FY2023, we conducted sustainability-related e-learning for domestic and overseas employees, covering human rights, decarbonization, and plastic reduction. We also held department training and workplace discussions for the Domestic Group. We publish SDG case studies and columns that address human rights issues.

As an indicator to measure the degree of awareness of the SDGs, we have been conducting awareness surveys in the Domestic Group since FY2019.

**Awareness of the SDGs among Domestic Group Employee** (Units:%)

	FY2021	FY2022	FY2023
<b>Response rate</b>	97.2	98.3	97.1
<b>SDGs awareness</b>	<b>Target value</b>	65.0	75.0
	<b>Survey results</b>	63.3	72.6

**E-learning Related to Sustainability** (Units:%)

Target Area	FY2022	FY2023
<b>Domestic group</b>	95.7	98.2
<b>Overseas groups</b>	79.4	83.9
<b>The Americas</b>	57.5	71.7
<b>EMEA</b>	80.7	76.5
<b>Asia and others</b>	98.6	98.8

**VOICE**  
**An environment where engineers can study with peace of mind**

Engineering Div.  
Software Engineering Dept.  
**Hidenori Muramatsu**



This is my third year participating in the Young Software Engineer Training Program. When I joined the company, I was worried because I had no experience studying software. However, I was able to learn the basics, including how to do things and what to keep in mind, during the initial group training, so I was able to approach OJT with confidence. During OJT, we rotate through projects on a regular basis, putting into practice what

we have learned in group training, and making the knowledge and skills our own. As projects change, the points that we need to pay attention to also change. This allows us to learn about the differences in culture between customers and different departments. If there is something we want to learn more about during OJT, we can also attend additional group training. I feel this is a very generous program.

The support we receive from those around us is also reassuring. There are opportunities to interact with second- and third-year trainees from other projects, so we can talk to trainees who have had similar experiences. Although the OJT supervisor, projects, and other aspects of the work environment changes at the start of each fiscal year, we have the same mentor for providing career and work-style advice for three years. So, we can participate in this program with peace of mind.

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# Creating a Comfortable Working Environment

## Policy

The Anritsu Group has made “Work Style Reform” a key management strategy. We are promoting the creation of an environment in which a diverse range of employees can balance their private lives and work while increasing their productivity, based on the company’s environmental improvement policy: “Developing systems and an environment that support both “making Anritsu a company where we can work comfortably and enjoy our lives with consideration for work-life balance” and “making Anritsu a company where labor productivity is high and work is rewarding.”

**WEB** [Work Environment Improvement Policy](#)

## Activities and Achievements

### ● Creating an Environment for Work-Life Balance

Anritsu has made “Work Style Reform” a key management strategy, aiming to enable each employee to work according to their lifestyle and improve productivity.

We took measures to diversify work styles and careers by introducing a teleworking system, expanding the number of teleworking days due to childcare and nursing care, promoting the use of childcare leave for men, and establishing a new management course that allows work to be performed flexibly according to life events.

We hold labor-management meetings through the Committee for Promoting Work-Life Balance on a timely

basis to support the need to balance work with childbirth, childcare, and nursing care, and we are considering expanding the systems.

### ● Childcare Support

Anritsu has formulated an action plan to support the development of the next generation in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children\* and is working to realize this plan. During childbirth and childcare, we have built an environment in which employees can balance childcare and work by providing leave, leave of absence, and shortened working hour systems that exceed legal requirements. As a result of these achievements, the company was certified by the Minister of Health, Labor and Welfare as a company that supports childcare and in 2020 acquired the “Kurumin” certification logo for the third time.

In recent years, we have been promoting a culture and environment in which men also take childcare leave as a matter of course, with the goal of achieving a 100% use of childcare leave by fathers. In conjunction with the revision of the law in 2022 to promote male employees to take childcare leave, we introduced our own paternity leave allowance, which guarantees practically 100% of salary to male employees who take 4 weeks of childcare leave. We interview employees who have notified us of their expected date of childbirth, to explain the various support systems available to them and to confirm their intentions regarding the use of childcare leave. As a result, the rate of employees taking childcare leave in FY2023 increased by 45.1% from the previous year to 90.3%.

\* This law stipulates the responsibilities and requirements of the national government, local governments, public organizations, corporations, and citizens in order to create an environment in which the children of the next generation can grow up in good health.

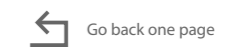
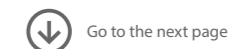
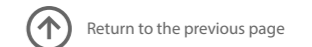
### Anritsu Corporation’s Action Plan to Support Child-Rearing (6th Stage: April 1, 2020 to March 31, 2024)

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

### Anritsu Childcare Leave Results

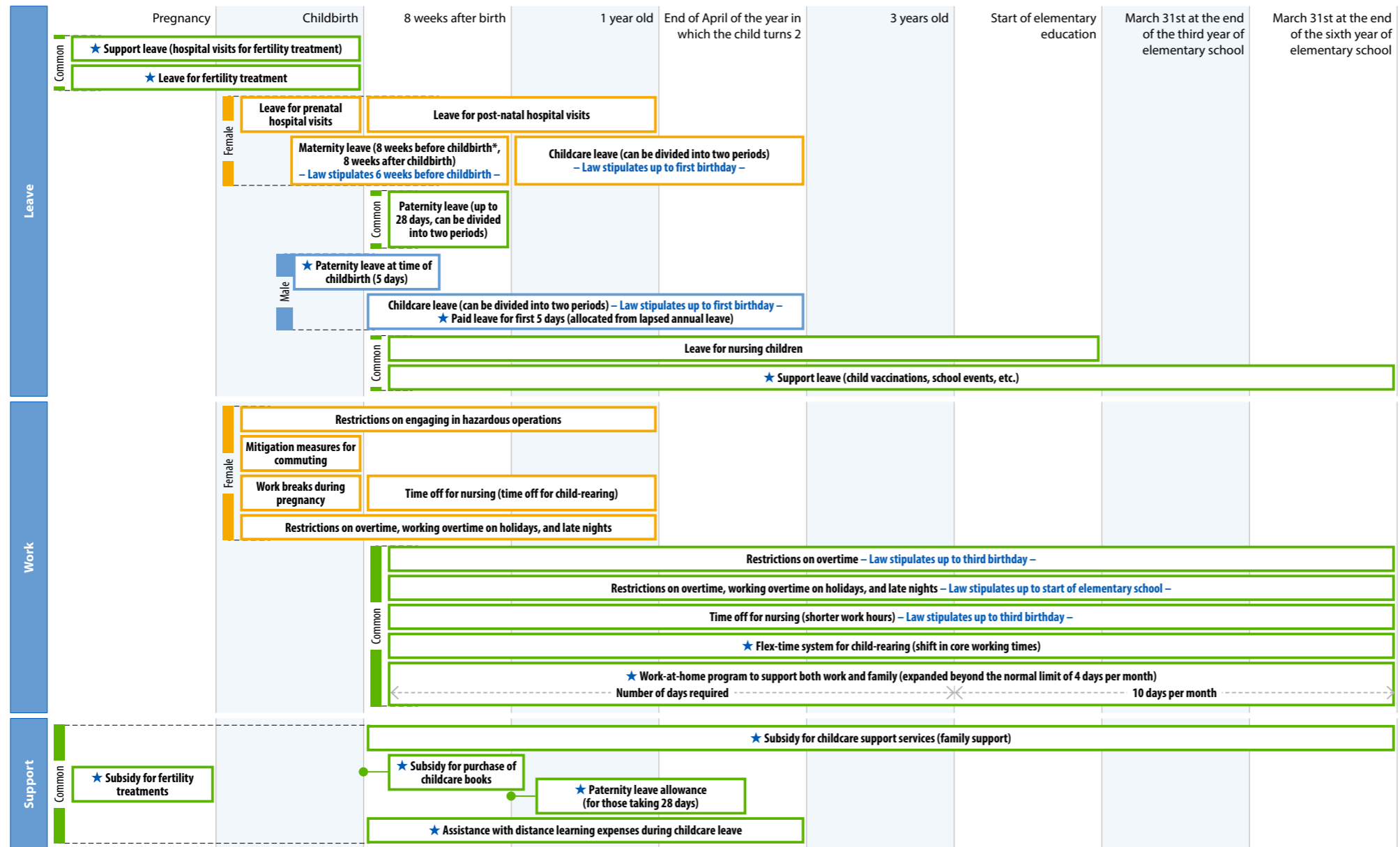
	Gender	FY2021	FY2022	FY2023
<b>Total number of employees who have had children</b>	Male	19	31	31
	Female	8	9	7
<b>Total number of regular employees who have started childcare leave</b>	Male	7	14	28
	Female	8	9	8
<b>Rate of employees who took childcare leave*1*2 (%)</b>	Male	36.8	45.2	90.3
	Female	100	100	114.3
<b>Total number of regular employees who have returned to work after childcare leave</b>	Male	7	12	23
	Female	8	5	9
<b>Rate of regular employees who returned to work after childcare leave (%)</b>	Male	100	100	100
	Female	100	100	100
<b>Total number of employees who returned to work in the fiscal year before last and were still employed 12 months later</b>	Male	2	4	7
	Female	4	7	8
<b>One-year retention rate of regular employees who returned to work after childcare leave (%)</b>	Male	100	100	100
	Female	100	100	100

\*1 Rate of employees who took childcare leave: Total number of regular employees who started childcare leave ÷ Total number of regular employees who had children  
 \*2 The rate is higher than 100% because the total number of regular employees who started childcare leave includes those who have had children during the previous fiscal year or earlier and started childcare leave during the current fiscal year, apart from those who have had children during the current fiscal year.



Parenting and Childcare Programs

★ Unique to Anritsu



\* Although employees will not be paid for the two weeks in excess of the standard legal requirement, this period will not be treated as an absence from work. By allowing employees to take time off as a system, we have created a system that does not affect work evaluations.

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## ● Participation in an Industry Group on Labor Standards

Anritsu participates in 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 working conditions. We also cooperate with the federation's policy recommendations to relevant governments and business associations.

## ● Improving Employee Engagement

### Engagement Surveys

In order to maximize the potential of each employee, it is important to increase engagement by improving satisfaction related to "workplace comfort" and "job satisfaction." The Domestic Group conducts an annual engagement survey of all employees to understand the current status and identify issues, and implements various measures aimed at improving job satisfaction.

	FY2021	FY2022	FY2023
Response rate	97.2	98.3	97.1
Satisfaction with the workplace	90.4	89.5	88.7
Satisfaction with work	75.0	71.9	71.1

Satisfaction = Positive responses (ratio of those who are "Strongly agree" and "agree")  
Survey ratings were made on a 4-point scale. In addition to the above responses, respondents could also choose "disagree" and "completely disagree."

### Role-Sharing Interviews/Self-Assessment Interviews

Anritsu conducts role-sharing interviews and self-assessment interviews between supervisors and subordinates with the aim of improving job satisfaction and supporting the independent career development of each employee.

Role-sharing interviews are held every six months to share departmental goals and expectations for members and their roles, as well as to review work performance.

Self-assessment interviews are held once a year, and are a chance for employees to share their career plan with their supervisor.

In addition, personnel evaluations are carried out regularly at all group companies, including overseas.

### Employee Awards

The Anritsu Group has a variety of award programs.

Each year, awards are presented to projects and teams that have made significant contributions to the company's performance, as well as to individuals who have served as role models for employees. In FY2023, awards were given for 1,994 employees in total. By creating opportunities to praise employees for their contributions to business performance, personal growth, and work performance, we aim to create an environment in which employees and the company can work together and grow together in a rewarding manner.

### Employee Awards

	Details	Results for FY2023	
		Number (Awards)	Number of Recipients
<b>President's Award</b>	Developing new markets, contributing to national projects	2	255
<b>Performance-Related Awards</b>	Outstanding contribution to business performance	15	—
<b>High Performer Award</b>	Award for exemplary employee behavior and performance	41	97
<b>High Performer of the Year</b>	Particularly outstanding individual from among the High Performer Award recipients for the year	6	13
<b>Healthy and Safe Workplace Award</b>	Particularly outstanding annual health and safety management activities	4	—
<b>Commendation for Achievement</b>	Projects and individuals who have achieved particularly outstanding results	7	89
<b>Patent-Related Awards</b>	Performance related to attributed patents, utility models, and designs	227	435
<b>AQU Innovation Award</b>	Award for ingenious improvement ideas, results of business reform and improvement	363	1,052
<b>Long Service Award</b>	Regular employees who have worked faithfully for many years	—	53

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# Health Management

## Policy

The Anritsu Group believes that the health of its employees is one of the most important things, as a prerequisite for contributing to society through its business with the aim of realizing a sustainable world. Based on the idea that the source of corporate value is the health and vitality of each and every employee, the Anritsu Group Health Management Policy brings together the Domestic Group and the Anritsu Health Insurance Union to maintain and improve the health of employees with the aim of achieving health management.

**WEB** [Anritsu Group Health Management Policy](#)

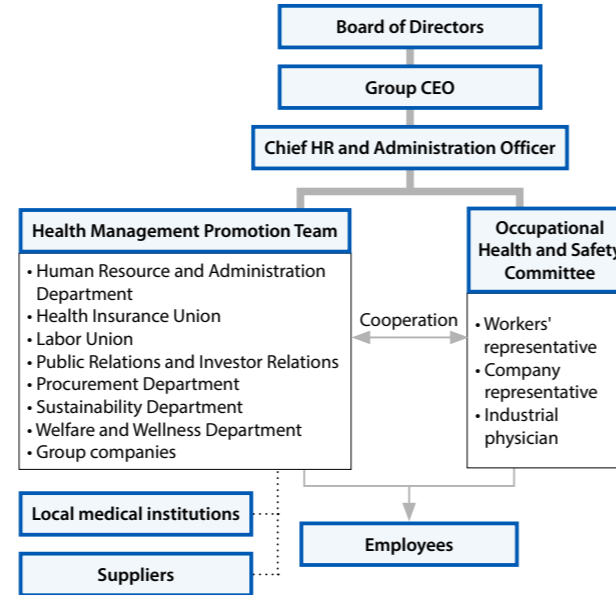
## System

Anritsu's Board of Directors oversees the company's health management initiatives. Under the Group CEO, the Chief Human Resource and Administration Officer is responsible for promoting these initiatives throughout the Domestic Group. In daily activities, the cross-departmental Health Management Promotion Team implements various measures in cooperation with the Occupational Health and Safety Committee. We promote health management by utilizing industrial counselors, building relationships with local medical institutions, and actively exchanging and sharing information with suppliers, as well as by building a collaborative system that includes external stakeholders.

We report on measures and progress related to health management to the Board of Directors every month, and

we are working to establish an appropriate supervisory and review system.

### Health Management System



## Target

Anritsu has set KPIs for each of the three issues in its health management. We are working to improve the health of our employees, mainly by benchmarking the average data of companies participating in health management.

### Targets and Results of the Mid-Term Health Management Plan

	Issue	KPI	Benchmark	FY2023 Targets	Results for FY2023
1	Minimization and maintenance of the demographics with risks to future health maintenance, stable and continuous employment	☆ Ratio of employees at high risk of glucose metabolism disorders (fasting glucose level at 200 mg/dl or HbA1c at 8.0% or higher)	2.4% (1)	0.5% or less	0.3%
		☆ Ratio of employees at high risk of high blood pressure (180/110 or higher)	1.7% (1)	0.5% or less	0.2%
		Mental leave rate (Domestic group's leave ratio at year end)	0.8% (2)	0.8% or less	0.5%
2	Improved awareness of health	☆ Ratio of employees with proper body weight (BMI from 18.5 to less than 25.0)	64.9% (1)	64.0% or less	65.8%
		☆ Ratio of employees who habitually exercise (to sweat lightly for 30 min./day and twice or more a week)	23.7% (1)	26.3% or greater	30.8%
		☆ Ratio of employees who meet the physical activity standards (by walking or doing an equivalent physical activity for one hour/day or more)	35.6% (3)	33.0% or greater	47.6%
		☆ Ratio of employees engaged in an effort to achieve a healthier lifestyle	24.6% (3)	32.3% or greater	33.9%
		Ratio of employees who have a registered account with a health app (Pepup)	43.1%	43.2% or greater	47%
3	Establishing health management	◎ Certified as an Excellent Enterprise of Health and Productivity Management (Anritsu only)	Certification	Continued certification	Certification

◎ : Key KPI

☆ : Based on periodic checkup results at the Atsugi Site

(1): Average values for companies that participated in METI's Health Management Survey 2018

(2): Ratio of employees on mental leave at large-scale companies according to the MHLW's Survey on Industrial Health and Safety in 2017

(3): Male data compiled by the National Federation of Health Insurance Societies

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## Activities and Achievements

Anritsu clarifies management issues to be solved by health management, and formulates and implements a health management strategy map to realize these solutions. The main initiatives are listed below.

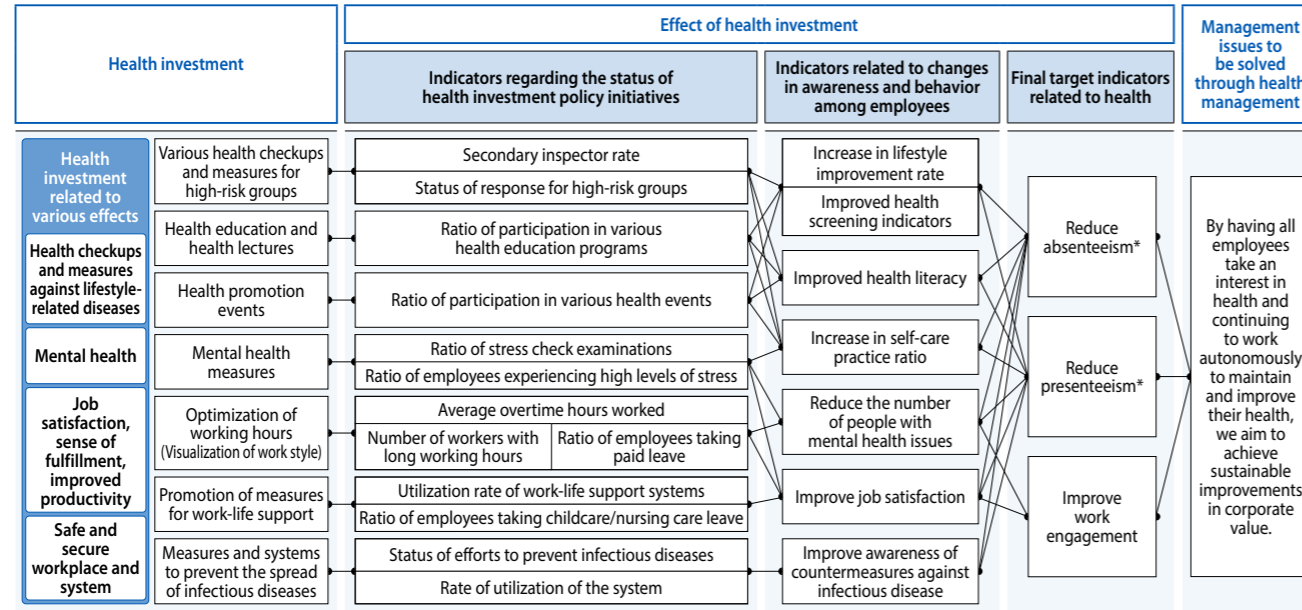
- Implementation of tests that go beyond the legally required items in regular health checkups
- Implementation of special, employment, and overseas assignment health checks
- Implementation of group dental checkups and checkups for female-specific diseases
- Follow-up on various health checkup results
- Encouraging people who are due for a thorough examination to visit the hospital

- Individual interviews with high-risk individuals
- Implementation of stress checks and follow-up
- Questionnaire screening, interviews by industrial physicians, and health maintenance measures for employees working significant amounts of overtime
- Mental healthcare training and counseling for managers

The Domestic Group is working to reduce the health risks of its employees by linking these initiatives to the early detection of diseases and expanding measures aimed at prevention.

In FY2024, we added a question about presenteeism to the stress check. We will assess the situation and consider measures to prevent a decline in labor productivity. We have also put in place a system for using the Web to quickly provide feedback on the results of questionnaires.

Health Management Strategy Map



\* Absenteeism refers to a state in which a person is unable to work due to physical or mental illness, while presenteeism refers to a state in which a person works while suffering from physical or mental illness.

## ● Certified as an Excellent Enterprise of Health and Productivity Management (White 500) in 2024

Anritsu has been certified by the Ministry of Economy, Trade and Industry of Japan (METI) and the Japan Health Council as an "Excellent Enterprise of Health and Productivity Management (White 500) in 2024." This is the sixth time we have received this certification since FY2016, when the program was launched.



**WEB** Certified as an Excellent Enterprise of Health and Productivity Management (White 500) in 2024

## ● Addressing Global Health Challenges

Anritsu Group, as a company with an overseas presence, is addressing global health challenges, including the world's three major infectious diseases (tuberculosis, malaria, and HIV/AIDS). We provide information on infectious diseases, vaccinations, health checks, and local medical assistance to employees posted overseas and their families. As a way to contribute to the community, we also conduct the in-house manufacture of nonwoven masks, which are approved by the National Mask Industry Association through rigorous testing. We provide these masks to nearby medical institutions, fire stations, child guidance centers, and other organizations. In FY2023, we donated 55,000 masks to facilities in the region.

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# Safety and Health

## Policy

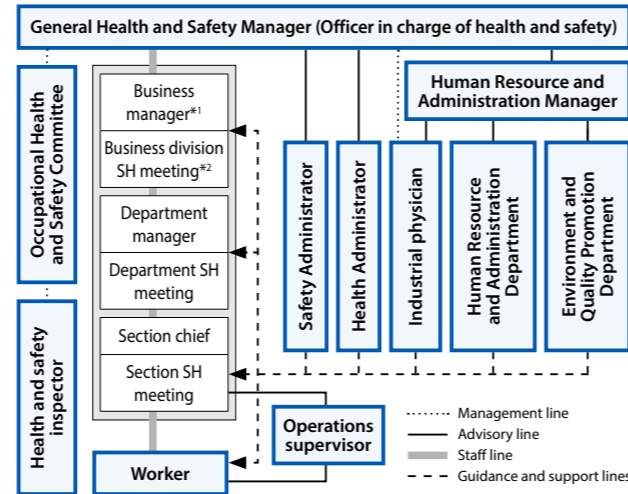
The Anritsu Group believes that a safe and secure working environment is one of the most important preconditions for contributing to society through our business. We maintain and promote safe and hygienic working environments under the Anritsu Group Health and Safety Activities Policy. This policy also applies to contractors working on the premises, in addition to employees.

**WEB** [Health and Safety Activities Policy](#)

## System

Anritsu has established a safety and health management system in compliance with relevant laws and regulations, with the officer in charge of safety and health serving as the Chief Health and Safety Officer. This officer directs the determination and implementation of matters related to health and safety common to the group, and reports the number of work-related and commuting accidents at the Management Strategy Conference and Board of Directors on a quarterly basis. A joint labor-management Occupational Health and Safety Committee meeting is held monthly to develop information and measures for the entire Domestic Group. The deliberations are promptly disclosed and made known to all employees. The Management Audit Department also monitors the health and safety situation.

Safety and Health System



\*1 Depending on the department, this might be changed to "General Manager," "Center Manager," etc.  
 \*2 SH meetings are occupational health and safety meetings.

Occupational Health and Safety Committee (FY2023)

<b>Chairperson</b>	Senior manager for the Human Resource Management Team, Human Resource and Administration Department
<b>Vice-chairpersons</b>	Two individuals (one of whom is selected by the Anritsu labor union)
<b>Committee members</b>	Ten (five of whom are selected by the Anritsu labor union)

Industrial physicians, employees of domestic group companies, health insurance union leaders, and secretariat members also participated. The Anritsu labor union has a union shop agreement with Anritsu.

## ISO 45001 Certification Status

Anritsu EMEA Limited and Anritsu A/S (Denmark) have acquired ISO 45001 certification. In accordance with this standard, both companies promote the creation of a safe and healthy work environment.

## Target

Priority Policy	Working Item	Control Item	FY2023 Target Value	Results for FY2023
Reducing work-related behavioral accidents	Hazard prediction training and risk assessment training	Number carried out	1	1
	Prevention of disasters similar to case reports	Hold committee meetings	As needed	6
Ensuring the safety of production facilities	Preliminary review at the time of introduction or modification	Number of workplaces implemented	When introduced or modified	19
	Periodic inspection	Number of workplaces implemented	1	1
Improving the workplace environment	Measurement of work environment	Number carried out	2 (in accordance with laws and regulations)	2
	Standard regulation environmental measurements of office hygiene		6 (in accordance with laws and regulations)	6
Health care and disease prevention measures	Periodic health examination	Ratio of medical examinations	100%	100%
		Follow-up	100%	100%
	Special health examination	Ratio of medical examinations	100%	100%
		Follow-up	100%	100%
	Measures to prevent health problems caused by overwork	Number carried out	In accordance with laws and regulations	12 times
	Health promotion events	Number carried out	More than 1 time	2 times
	Mental health consultation	Number carried out	4 times a month	4 times a month
Stress check	Number carried out	More than 1 time	1 time	
Preventing traffic accidents and violations	Traffic hazard prediction training	Number carried out	1	1
	Prevention of disasters similar to case reports	Hold committee meetings	As needed	5
Disaster prevention	Fire extinguisher and lifesaving training	Number carried out	2	3
	Training and formation of workplace disaster prevention teams	Number carried out	1	1

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## Activities and Achievements

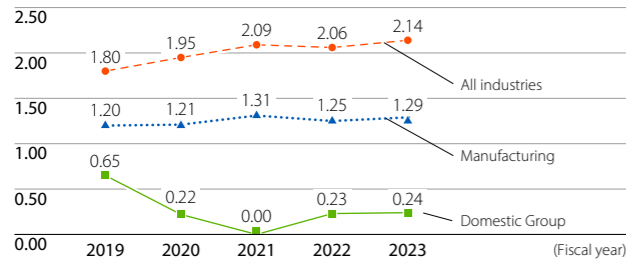
### ● Lost-Worktime Injuries

In FY2023, 1 lost workday incident and 8 restricted workday incidents occurred. For each incident, we immediately investigate the unsafe behavior and unsafe conditions after it occurs, review work procedures and equipment, and conduct risk assessments to prevent recurrence.

Workplace Accidents in the Domestic Group (FY2023) (Units: Cases)

Category	Number of incidents (+/- from the previous year)
Lost workday cases	1(±0)
Restricted workday cases	8(+3)

Frequency Rates of Lost-Worktime Injuries (per million hours)



### ● Participating in Labor Standards Initiatives

As the director and committee member of the Atsugi Branch of the Kanagawa Institution of Occupational Safety and Health, Anritsu has worked to maintain and improve local occupational safety and health standards. To help prevent occupational accidents, the Atsugi City Safe Community Workplace (Labor) Safety Committee provided safety and health training for new employees at Atsugi Chamber of Commerce and Industry member companies and follow-up training six months later. As an initiative of the Amadera Industrial Park Council, of which

Anritsu is a member, we held special lectures on the revision of laws and regulations for member companies and conducted voluntary safety patrols.

### ● Training and Seminars

The Domestic Group conducts various training programs on occupational health and safety every year.

Achievements in FY2023 (Units: People)

Details	Eligibility	Participants
Safety training for handling high-pressure gas	Safety personnel and other personnel in the domestic group who handle and/or work with high-pressure gas	71
Safety training for driving motorcycles	Motorcycle commuters in the domestic group from Atsugi City and Hiratsuka City	2
Safety and health training for new employees	Domestic group	56
Occupational health training for new employees	Domestic group	56
Safety and health training for experienced hires	Anritsu	15
General lifesaving course	Personnel in the domestic group from Atsugi City and Hiratsuka City	50

### ● Other Occupational Health and Safety Initiatives

Details
Enhancing the awareness of health and safety through training at different organizational levels and providing training on specific issues such as risk assessment
Reducing the risk of incidents by conducting inspections before introducing, relocating, or changing equipment, or when purchasing chemical substances
Providing a safe, secure, and comfortable workplace by assessing working environments and conducting workplace patrols, emergency drills, and disaster prevention training, providing protective equipment and health insurance, and conducting lifesaving training

## ● Occupational Health and Safety Data

	FY2021	FY2022	FY2023
Ratio of employees who underwent a regular health checkup*1 (%)	100	100	100
Ratio of employees who underwent a regular complete checkup*1 (%)	65.5	67.8	67.5
Ratio of employees found to have a health issue in a regular checkup*1 (%)	62.2	62.7	62.8
Ratio of employees 40 and older who smoke*1 (%)	18.9	16.3	15.5
Ratio of employees who regularly exercise*2 (%)	26.9	28.1	30.8
Annual scheduled hours worked*3 (hours)	1,867.8	1,867.8	1,852.3
Rate of sick leave*4 (%)	0.5	0.6	1.1
Number of on-the-job accidents*5 (cases)	4	6	9
Number of accidents resulting in leave (of four or more days)*5 (cases)	0	1	0
Number of cases of work-related illness*5 (cases)	0	0	0
Number of days of leave from work*3 (days)	0	3	1
Number of deaths*3 (people)	0	0	0
Rate of lost-worktime injuries*3*6	0	0.23	0.24
Accident severity rate*3*7	0	0.001	0
Number of commuting accidents*3 (cases)	3	6	7
Number of accidents resulting in leave (of four or more days)*5 (cases)	1	1	1

\*1 Figures based on the results of regular health checks for the Anritsu Group at the Atsugi Site  
 \*2 Percentage of employees at the Atsugi Site who are aged 40 or over and who exercise at least twice a week for at least 30 minutes per exercise session  
 \*3 Anritsu  
 \*4 Percentage of regular employees taking sick leave due to mental health issues (new sick leave cases in FY2023 + those on sick leave from before FY2023)  
 \*5 Breakdown of the total value for the Domestic Group  
 \*6 Number of casualties in occupational accidents ÷ total working hours x 1,000,000  
 \*7 Number of days lost ÷ total hours worked x 1,000

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# Supply Chain Management

## Policy

Through its procurement activities, the Anritsu Group considers suppliers as partners in solving social issues as stated in its Sustainability Policy, and believes it is important for both parties to grow together. To build a partnership based on mutual trust, we established the Anritsu Basic Rules for Procurement in 2005. We request cooperation from suppliers based on the Anritsu Group Human Rights Policy, the Anritsu Group CSR Procurement Specification, and the Anritsu Group Global Green Procurement Specification. We are building a supply chain that takes into consideration human rights, occupational health and safety, the environment, fair trade, and ethics, including compliance with the Modern Slavery Act and responsible mineral sourcing.

**WEB** [Sustainability Policy](#)

**WEB** [Anritsu Basic Rules for Procurement](#)

**WEB** [Anritsu Group Human Rights Policy](#)

**WEB** [Anritsu Group CSR Procurement Guidelines](#)

**WEB** [Anritsu Group Global Green Procurement Specification](#)

## System

The Anritsu Group has established a procurement system by optimizing the concentration and decentralization of material procurement operations, with the Chief SCM Officer taking responsibility for global material procurement.

While local procurement is the basic policy at our main procurement locations in Japan, the United States, and China, we have standardized evaluation criteria for parts adoption on a global basis, enabling mutual use of parts certified at each location.

## Target

### Mid-Term Business Plan "GLP2023"

Target	Results for FY2023
<b>Conduct on-site surveys on CSR procurement at a minimum of 10 companies cumulatively over 3 years</b>	Implemented at 8 companies (20 companies over 3 years)
<b>Use a three-year program to disseminate information and conduct training for suppliers involved with Anritsu's CSR procurement</b> • Dissemination of information: <b>2 or more times/year</b> • Training: <b>1 or more times/year</b>	Dissemination of information: 3 times/year Training: 2 times/year
<b>To further promote green procurement, use environment-related education to increase the number of certified environmental partner companies and build an environmentally conscious supply chain starting from Anritsu</b>	Number of certifications: 250 companies

## Activities and Achievements

### ● Anritsu Group CSR Procurement Guidelines

The Anritsu Group has established the Anritsu Group CSR Procurement Guidelines to promote CSR procurement in the supply chain. These guidelines are based on the "Responsible Business Conduct Guidelines" published by the Japan Electronics and Information Technology Industries Association (JEITA).

Suppliers are informed of these guidelines at policy briefings. When signing contracts with new suppliers, we request the submission of a written agreement to promote CSR procurement.

**WEB** [Anritsu Group CSR Procurement Guidelines](#)

### ● Green Procurement Guidelines

The Anritsu Group established its Green Procurement Guidelines in FY1999 and has given priority to procuring environmentally friendly parts and materials. In FY2016, the guidelines were revised as the Anritsu Group Global Green Procurement Specification. Overseas production sites are now compliant with these guidelines. We are constantly reviewing our guidelines to ensure compliance with the RoHS Directive, REACH Regulations, and other chemical substance regulations that are spreading globally, especially in Europe.

**WEB** [Anritsu Group Global Green Procurement Specification](#)

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## ● Supply Chain Due Diligence

### CSR Procurement Survey

Anritsu conducts credit control, quality control, and environmental control surveys for new suppliers. For existing suppliers, Anritsu conducts CSR procurement surveys in the form of questionnaires for the purpose of confirming the status of their efforts to comply with the Anritsu Group CSR Procurement Guidelines, and then we select suppliers for on-site surveys based on their responses.

In FY2023, we added to the targets for surveys suppliers at production bases in China and Thailand, where human rights risks were identified based on human rights risk assessments [P.44](#) .

The CSR Procurement Survey evaluates the following categories: "Compliance with Laws and Regulations and Respect for International Norms," "Human Rights and Labor," "Health and Safety," "Environment," "Fair Trade and Ethics," "Quality and Safety," "Information Security," and "Business Continuity Plan." Respect for human rights in the supply chain is evaluated in this survey under "prohibition of forced labor," "prohibition of child labor," "consideration for young workers," "consideration for working hours," "appropriate wages and benefits," "prohibition of inhumane treatment," "prohibition of discrimination," and "freedom of association and the right to collective bargaining."

In FY2023, Anritsu conducted a survey in the form of questionnaires of 399 suppliers with which we had done business in the past two years, and received responses from 356 companies (89.2% response rate). The answers are scored and the progress is monitored, and the results are used as a basis for selecting targets for on-site surveys.

### CSR Procurement Survey Results

	FY2021	FY2022	FY2023
Number of companies surveyed	418	422	399
Number of companies responding	372	363	356
Number of companies not responding	46	59	43
Response rate (%)	88.9	86.0	89.2

### On-Site Survey of Suppliers

In FY2023, Anritsu conducted on-site surveys of eight suppliers in Japan, China, Germany, and Thailand. As a result, we were able to conduct 20 on-site surveys, double the 10 companies (over 3 years) targeted in GLP2023. Each supplier confirmed that there are no significant risks regarding human rights, labor, or health and safety. No suppliers have been found to be out of compliance in the surveys conducted to date.

GLP2026 has a target of conducting on-site surveys of more than 10 companies each year. In FY2024, we plan to conduct on-site surveys of five companies in Japan and five companies overseas.

### Number of On-Site Surveys Conducted (Units: Companies)

	FY2021	FY2022	FY2023
Japan	3	3	4
Overseas	3	3	4
Total	6	6	8

### Responding to the Modern Slavery Act

The Anritsu Group is compliant with both the UK Modern Slavery Act and the Australian Modern Slavery Act. Details are provided in the following statement.

**WEB** [Anritsu Group Statement on "Modern Slavery" \(provisional translation\) 2024](#)

### Responsible Mineral Procurement

In order to promote responsible mineral procurement, Anritsu added a section on responsible mineral procurement to the Basic Procurement Policy and the Anritsu Group CSR Procurement Guidelines in FY2022, in accordance with the OECD Due Diligence Guidance. We request suppliers not to use minerals that could lead to complicity in human rights abuses, and we confirm this through CSR procurement surveys and on-site inspections.

**WEB** [Anritsu Basic Rules for Procurement](#)

**WEB** [Anritsu Group CSR Procurement Guidelines](#)

## ● Training for Purchasing Managers

The Procurement Division makes it a basic principle of its CSR procurement activities to ensure that all staff are fully aware of the procurement policy. At the semi-annual policy briefing sessions and the twice-yearly information exchange meetings with our business partners, the head of the Procurement Division repeatedly raises awareness regarding current issues.

All staff in charge take an e-learning course every year on subcontracting laws, which are particularly important under the relevant laws and regulations. We promote understanding of CSR procurement activities through discussions on case studies related to initiatives on human rights, labor, and the environment.

For newly assigned staff, we provide training in CSR procurement, the environment, and related regulations, and then conduct on-the-job training so that they can recognize the importance of promoting CSR procurement throughout the supply chain.

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## Partnerships with Suppliers

### ● Global Recommended Supplier System

Anritsu has established a global recommended supplier system to recognize suppliers that can do business with the entire Anritsu Group. This enables us to streamline procurement activities and share development roadmaps and technical issues with suppliers to shorten the time-to-market (TTM) for product development.

Global recommended suppliers are selected based on the availability of key components, and cooperation in terms of QCD and technical support. We have certified 12 suppliers so far.

### ● Participation in the Keidanren “Partnership Building Declaration”

Anritsu has formulated and published a declaration of partnership building in support of the aims of the “Council on Promoting Partnership Building for Cultivating the Future” promoted by the Cabinet Office and the Small and Medium Enterprise Agency. This is a declaration by companies that are committed to coexistence and new partnerships throughout the supply chain, and to compliance with fair and proper business transactions.

Anritsu expressly identifies the following as unique initiatives in this declaration.

- Promote operational efficiency not only for Anritsu, but also for our suppliers through the operation of a common ordering and supply IT system
- Distribute the Green Procurement Guidelines to suppliers, hold briefings on trends in environmental regulations, and collaborate throughout the supply chain to address RoHS and other environment-related laws and regulations
- Work to promote health management throughout the supply chain

**WEB** [Partnership Building Declaration](#)

### ● Exhibition of Suppliers Products and Technologies

Anritsu holds an annual product exhibition where suppliers' products and technologies are introduced to Anritsu engineers and information can be exchanged. In FY2023, a total of 52 suppliers exhibited their products and technologies over a two-day period. We held a technical exchange seminar, where 3 suppliers presented their solution proposals and the latest trends in technology.

### ● Environmental Partner Certification System

Anritsu has established an environmental partner company certification program to evaluate environmental efforts and certify suppliers in good standing. The evaluation focuses on the management of chemical substances contained in products and assigns the management status a grade of A, B, or C. Suppliers with a grade of A or B are certified as environmental partner companies. For suppliers with room for improvement, we provide information on chemical substances contained in their products and advice on management methods. As of May 2024, the number of certified environmental partner companies is 250.

### ● Partner Quality UP (QU)

As part of our communication with suppliers, we promote Partner QU activities, in which we encourage our partners to provide improvement suggestions and requests to Anritsu. In addition to procurement, we also accept proposals across a wide range of areas, including sales, engineering, manufacturing, services, health and safety, environment, and CSR, to help improve our operations.

In FY2023, we received 14 proposals, which lead to improved delivery times, cost reductions, and improvements in quality.

### ● Strengthening Partnerships through Information Exchange Meetings

Anritsu holds information exchange meetings to strengthen our partnerships with suppliers. In FY2023, we introduced Anritsu business policies and initiatives to 196 suppliers and asked them to promote CSR procurement. We also explained key points of environmental regulatory laws and regulations, tax laws, and foreign exchange laws. At a social party that we held for our business partners in January 2024, we asked our 142 suppliers for their understanding of and cooperation with the newly established “Declaration of Partnership Building.”

### ● Maintaining Healthy Relationships with Our Suppliers

The Anritsu Group defines compliance for material procurement operations in the “Anritsu Group Charter of Corporate Behavior,” the “Anritsu Group Code of Conduct,” and the “Anritsu Basic Rules for Procurement.” We conduct fair and transparent transactions with our suppliers by adhering to a code of conduct that includes “not accepting gifts” and “not trading stocks based on insider information.”

**WEB** [Anritsu Group Charter of Corporate Behavior](#)

**WEB** [Anritsu Group Code of Conduct](#)

**WEB** [Anritsu Basic Rules for Procurement](#)

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# Quality and Product Safety

## Policy

The Anritsu Group has established a quality policy and action guidelines common to all Anritsu Group companies in Japan to provide products and services that satisfy customers and society, based on our company philosophy of “contributing to the development of a safe, secure, and prosperous global society by providing ‘original and high-level’ products and services with sincerity, harmony, and enthusiasm.”

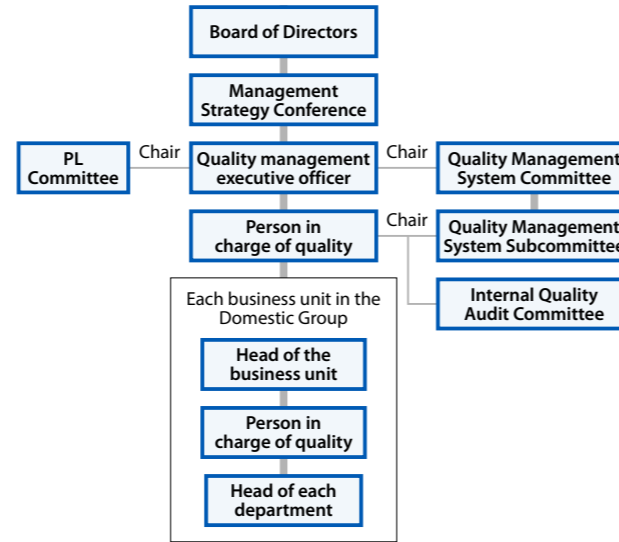
**WEB** [Quality Policy](#)

**WEB** [Action Guidelines for Quality Policy](#)

## System

The Domestic Group has established a Quality Management System Committee, chaired by the Chief Quality Officer and consisting of the heads of each business unit, to maintain, improve and guarantee product quality. In terms of product safety, we have established a PL Committee chaired by the Chief Quality Officer, which examines measures to be taken in the event of a product accident, the development of a system to prevent product accidents, and measures to prevent their recurrence. The status of quality management is reported annually by the Chief Quality Officer to the Board of Directors and the Management Strategy Conference.

Quality Management System in the Domestic Group



## Target

Mid-Term Business Plan “GLP2023”

Subject	Major Activities	Achievements in FY2023
1. Improve effectiveness of management systems in business processes	Acceleration and optimization of quality management system operations in M&A and new business	Accumulated know-how from our experience obtaining integrated certification for the quality management systems of Takasago and AK Radio Design, and have completed preparations for M&A in the future
2. Establish a quality mindset in the organization	Improving the effectiveness of internal quality audits	Quality-related training that takes trends into account, and improving quality awareness through lectures (FY2021: Product safety, FY2022: Preventing quality fraud, FY2023: Human error)
3. Strengthen legal compliance and product safety management	<ul style="list-style-type: none"> <li>Establishing information collection channels for legal and regulatory information and consideration of sharing platforms</li> <li>Establishing an operational system for managing substances designated for product safety (red phosphorus)</li> </ul>	<ul style="list-style-type: none"> <li>Built and started operation of a platform for sharing information on product-related laws and regulations</li> <li>Continuous improvements to the system to restrict the use of parts containing product safety designated substances at the time of design, which came into operation in FY2022</li> </ul>
4. Promote global activities regarding quality	Selection of quality information (laws and regulations, etc.)	Launched a global quality information site. Started the dissemination of information.

## Activities and Achievements

### ● ISO 9001 Certification Status

Anritsu received ISO 9001 certification in 1993. In FY2022, we acquired certification for the integration of Takasago and AK Radio Design with Anritsu's quality management system. This certification was renewed in FY2023. ISO 9001 certification coverage for organizations involved in the product realization process is 100% and certification coverage for the total number of personnel in the Anritsu Group is about 75%.

**WEB** [List of ISO 9001 Certified Companies](#)

### ● Prevention of Product Accidents and Legal Violations

In order to raise awareness of quality, the Domestic Group conducts e-learning for Domestic Group employees during Corporate Ethics Promotion Month in October every year on the laws concerning product accidents and the Anritsu product safety system. We have set up a contact point for reporting product accidents, and we aim to respond promptly, while also posting information on preventive maintenance, inspections, and repairs on our website. When a product accident or quality irregularity occurs at a company, we investigate the matter and, if the company is part of the Anritsu Group supply chain, we confirm whether Anritsu products are affected, and take prompt and appropriate action.

The Anritsu Group has not had any accidents subject to recall or violations of laws and regulations.

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