



Glory respects every employee as an individual and strives to create an enriching and pleasant work environment.

## Promoting Diversity

Glory aims to build a workplace where every employee, regardless of gender, nationality, sexual orientation, or disability, can utilize his or her talents to the fullest.

### Equal Opportunities for Women

Since fiscal year 2011, Glory has been focusing on ensuring gender equality and delivering equal opportunities for female employees. In fiscal year 2016, Glory formulated an action plan based on Japan's Act on the Promotion of Women's Participation and Advancement in the Workplace, and has been creating a more inclusive workplace ensuring there is more female representation.

#### Action plan based on the Act on the Promotion of Women's Participation and Advancement in the Workplace

- 1 Increase 20% of new graduate hires in the next three years to be female
- 2 Over the next five years, double the number of female managers (i.e., those at the rank of section manager or higher)

## Employing People with Disabilities

In 1999, GLORY Friendly Co., Ltd. was established to give people with disabilities an opportunity to make a living and contribute to society. Under the slogan "Foster a creative working environment by valuing communication with one another and fully demonstrating our skills," employees conduct duties such as company janitorial work and landscaping, in-house documentation and mail delivery, and waste disposal. Glory fully complies with all equal opportunity laws and never discriminates on the grounds of disability.



Participants take part in the first Friendly Skills Competition

## Voice



### Satoshi Hosokawa

Career Guidance Manager,  
Hyogo Prefectural Himeji School for  
Students and Children with  
Special Needs

I recently had the opportunity to visit the first Friendly Skills Competition organized by Glory Friendly. I was truly happy to see the hard work and progress of graduates from my school, as they took on tasks such as cleaning desks and floors.

One of our most important responsibilities is to secure employment for our graduates so that they can go out and make a living for themselves. Glory Friendly has programs to

develop the capabilities of each person and an environment where they can exercise their full potential while being given comprehensive support. That's why we can send our graduates to work at Glory Friendly with peace of mind. Society is becoming ever more diversified, and we hope that Glory Friendly will remain a company that provides a place where every employee can play an active role and coexist happily with one another.

## Work-Life Balance

Glory has in place numerous initiatives aimed at promoting a work-life balance. These initiatives enable employees to match their job and work schedule to their lifestyle while maximizing their abilities and career potential.

### Work-Life Balance Support Systems

#### ● Balancing Work and Parenthood

Since April 2017, Glory has provided subsidies for parents working full-time at Glory sites (other than the Glory head office) to hire childcare services. The company has also created an in-house daycare center called "G Kids Home" for children of full-time Glory employees. Such measures support employees by placing an equal importance on career development and parenthood.

#### ● Balancing Work and Caregiving

Glory also helps employees work with peace of mind while caring for sick or elderly family members. Glory has improved and expanded its employee support system to include extended periods for nursing care leave and extended periods during which employees may reduce their daily working hours in order to look after a sick or elderly family member.

### Reducing Long Work Hours

Glory strives to modify work processes and schedules in order to reduce constant bouts of long work hours. This helps to bolster employees' mental and physical well-being and maintain their motivation for work. In an effort to impress upon employees the importance of working efficiently so as to avoid overtime, Glory has instituted "no-overtime days" and "no-overtime weeks." And to encourage employees to go home on time, the company has also put a limit on the number of overtime hours they can work each day.

## Fostering Human Resources

### Fostering Globally Minded Human Resources

Today, overseas sales account for approximately 47% of Glory Group consolidated net sales, and overseas employees account for approximately 39% of all Group employees. Given this group make-up, the company is placing special emphasis on fostering human resources that can support international expansion. It is bringing this objective about through programs such as the short-term overseas study program and the GUTS program.

Glory also provides as many opportunities as possible for exchanges between employees in Japan and those at overseas subsidiaries.

#### ● Short-Term Overseas Study Program

This program sends participants to language schools in the U.S. or the U.K. for three months so that they can acquire the language and business skills needed to do business on a global stage. By exposing themselves to diverse ways of thinking, values, and cultures, employees develop into individuals with not only improved language skills, but also a global perspective. In fiscal year 2017, four employees took part in the study program.



Participants celebrate the completion of their study program

#### ● GUTS Program

Glory has developed a program called GUTS (Glory Up Technique Shōshūdankaizen ["small-group reforms"]), which aims to boost employees' problem-solving abilities and their capability to think and act for themselves by taking on operational reforms. It also aims to create a livelier work environment. GUTS is a world-wide initiative; it is also taken up at production group companies including those overseas. In fiscal year 2017, there were a total of 340 action themes.

A company-wide GUTS conference is held annually at the Glory head office. At this event, outstanding circles, including those from group companies are selected to give presentations on their achievements, and best practices are shared company-wide.



Employees from GLORY (PHILIPPINES) INC. give a presentation at the company-wide GUTS conference

## New Career-Building Initiatives

Glory helps employees achieve their personal career plans by providing systems and measures that support the development of their capabilities and that further their careers.

#### ● Employee Awareness Surveys

In April 2017, Glory conducted a survey targeting its executive officers and employees, on topics such as work motivation, awareness of compliance, and understanding and implementation of Glory's CSR and management plans. This year's survey revealed that many improvements have been made since the previous survey, including; feeling stuck in a rut at work, feeling overwhelmed by the volume of work, and the level of penetration of the corporate philosophy. On the other hand, the survey revealed that the understanding of the management plan and putting it into action, feeling convinced with the fairness of evaluation, and awareness of the future prospect of the company was on the decline among general employees, particularly those in lower ranking positions.

Taking these results into consideration, for fiscal year 2018, Glory will commit to the following actions: permeate the corporate message company-wide; appropriate operation of the personnel system; and create an environment in which employees, company-wide, can freely take on challenges.

#### ● Career Training

Glory holds level-specific career training for its employees. One of these is the Self-Inquiry Adventure Training, which is held for employees when they first join Glory, on their fourth year at the company, and when they turn 30 years old. This program allows them to envision a career plan and to grow into competent personnel who can achieve their career goals. In fiscal year 2017, a total of 187 employees took part in the program.

## Respecting Human Rights

All employees must abide by Glory's Corporate Action Guidelines. These stipulate rules on respect for individuals, talent development, and workplace safety. They also clearly call for respect for other employees' diversity, personalities, individual differences, and—above all—human rights. To ensure that these efforts extend throughout the entire supply chain, the company has produced the Glory CSR Procurement Guidebook (for suppliers in Japan) and the Glory Supplier Code of Conduct (for overseas suppliers). These documents outline rules on respect for human rights that all suppliers are urged to follow.

The Glory Group has signed and participates in the United Nations Global Compact, which advocates universal principles covering the four areas of human rights, labor, the environment, and anti-corruption. The Group will continue to ensure respect for human rights is a cornerstone of its management.