Quality Policy

Glory established its Quality Policy in 1999 and seeks to ensure uniform quality based on three priority guidelines. Through quality control is implemented throughout all stages of its business operations, from product planning, development, procurement, and manufacturing to sales and maintenance, so that it can respond to customer needs and develop reliable products and services.

Glory provides safe, high-quality products and services.

Quality Management System

All our business sites and regional offices in Japan have acquired ISO 9001 international standard certification. We formulate the annual quality control policy under the Basic Policy for Management and Quality Policy. Under each year’s policy, we work to improve our quality assurance system as well as the quality of our products and services to earn customer trust.

Furthermore, we disseminate the annual quality control policy across departments, review the status of the implementation, and horizontally share information on quality problems and counter measures across departments through the establishment of the Quality Control Committee and a management review. Through these efforts, we work together to conduct quality control activities in alignment with our business by applying the PDCA cycle.

With regard to our product quality management system, the Quality Assurance Department is responsible for quality assurance, from development through to the shipping of products, while the Maintenance Department comprehensively handles the quality control of post-shipping maintenance services. We have also established the Quality Control Department to handle overall quality control, and we continue to improve our entire internal quality management system.

To prevent any recurrence of quality issues, we hold product safety meetings, attended by representatives from the related departments, to periodically evaluate the effectiveness of measures conducted through examination and discussion as well as standardization.

Quality Management System

Top Management
(Chief Officer in charge of Quality Management*)

Quality Management Administrator

Quality Control Committee

Development divisions

Quality assurance divisions

Manufacturing divisions

Sales divisions

Maintenance divisions

Administrative divisions

* The chief officer of the quality management system, who is entrusted by the president with all authority and responsibility to promote and maintain the quality management system.

Executing Consistent Quality Control

All Glory departments, from planning and development through maintenance, closely collaborate with each other and work to create products that satisfy the diverse needs of customers by conducting product and technical development from the client’s perspective.

Planning and Development

Anticipate customer needs and plan and develop trusted products in the spirit of continuous development.

Procurement

Conduct thoroughly transparent and fair trading as called for in our purchasing policies, ensuring quality in cooperation with our suppliers.

Manufacturing

Establish a system to promote quality assurance efforts and meticulously control quality in the manufacturing processes.

Sales

Pay close attention to customer needs as feedback for the development department’s efforts to offer trusted products.

Maintenance

Provide high-quality maintenance service through roughly 1,000 technical staff members.
Quality Assurance at the Planning and Development Stage

Subscribing to the general belief that 70% to 80% of product quality is determined at the planning and development stage, Glory focuses continuous improvement from that point. Quality confirmation is then executed at every stage throughout manufacturing and shipping and by conducting design reviews and evaluation tests. In addition, the Quality Assurance Department conducts product safety reviews to confirm that no safety issues have emerged and ensures that our quality and safety controls are thorough and comprehensive.

As a provider of products and services in over 100 countries around the world, Glory endeavors to enhance quality assurance from the development of quality control standards to the implementation of intensive staff training in order to develop products that comply with the respective regulations, laws, and standards of each country.

Developing Human Resources who Support Quality

We emphasize education and training to improve the technical skills of designers as part of our efforts to develop high-quality products. For instance, we conduct level-based training programs and enhanced training for young designers to develop and improve their fundamental design competencies and quickly acquire skills.

We also hold technical presentations to promote horizontal deployment of technologies, learn market characteristics, and improve the technical skills of designers. Each department shares its top technological achievements towards improving the speed of delivering products with reliable quality to customers.

Information Provision and Product Labeling

We focus on providing adequate information on products to enable safe customer use.

We have established guidelines for product information displays, labeling, and user manuals so customers can safely and efficiently use and maintain our products. Our guidelines stipulate type styles, writing styles, and other information to prevent misunderstanding or misreading. In addition, text is accompanied by illustrations and photos for greater clarity. Safety explanations in user manuals are provided in multiple languages, so customers around the world can use our products worry-free.

To prevent product failures from deterioration associated with long-term use, we attach precaution labels to items such as coin and banknote recyclers for tellers and banknote changers. The information is also posted on our website.

Efforts to Improve Maintenance Quality

We also pay close attention to post-shipping quality control to ensure that customers can confidently use our products, which are repaired and inspected by our technical staff.

Members of our technical staff constantly improve their technical skills and response capability to provide customers with fast, reliable maintenance service. In Japan, they attend group maintenance training and engage in self-study e-learning classes to acquire basic knowledge and practical skills. Follow-up courses are provided as needed after the initial training to ensure technical staff can maintain and enhance their skill levels. At overseas sites, we conduct group skill training by region or country. The staff responsible for each product model train technical staff in the products being offered in their market. Glory is strengthening the effectiveness of this training by having trainees undergo preparatory study via an online education system ahead of the training day.

Maintenance managers from each region of the world meet to share their initiatives and success stories regarding their respective maintenance work and summarize their progress in actions underway on a global scale. In order to provide maintenance services that meet the diverse needs of customers, Glory will improve maintenance quality across the entire Glory Group and raise the level of performance at each of these operations.
Supply Chain Management

We view our business partners as key partners and seek to establish a relationship of trust and mutual growth through fair and open trading as well as compliance with all laws and ordinances.

Purchasing Policy

We, as a Glory Group, procure parts from our suppliers in a fair and transparent manner in all aspects of our transactions, while strictly observing related laws and regulations, and establishing the relationship built on the trust with them as their partner. We also proceed our procurement activities taking into consideration of the concept of both CSR and the environmental conservation for developing sustainable societies.

1. Strict compliance with legal and social norms
   In addition to strict compliance with applicable laws, we respect the ethical norms of society and promote transparency, fairness, and equity in our purchasing activities.

2. Environmental preservation
   Based on Glory’s Environmental Policy, “We will act in earth-friendly ways and endeavor to provide environmentally-conscious products with services that contribute to a sustainable society.” We are committed to environmental preservation initiatives, and we have established Green Procurement Standards covering the purchasing and procurement of materials.

3. Fairness and impartiality in transactions
   Glory provides opportunities on an impartial basis to all suppliers who comply with our selection guidelines, regardless of whether or not they are based in Japan and without regard to prior transaction history. We endeavor to find the best suppliers for our company by maintaining free competition and ensuring fair evaluation and selection.

4. Maintenance of quality and competitive and reasonable pricing
   Our Quality Policy is “We will provide products and services in a timely manner to win the confidence and satisfaction of customers.” We focus on quality, price, delivery schedules, and technology development, and we make active use of proposals from our suppliers regarding new materials and ways to lower costs.

5. Mutual advancement based on relationships of trust
   Through fair transactions, we aim to establish relationships of trust with suppliers and contribute to our mutual advancement.

6. Management and protection of information
   Confident business and technical information acquired by Glory in the course of purchasing transactions is managed strictly and never divulged to outside parties without the consent of the supplier concerned.

7. Promotion of CSR-conscious procurement
   We promote our procurement activities through seriously considering the concept of CSR.

Strengthening Partnerships with Business Partners

Business partners are important partners that enable Glory to manufacture high-quality products consistently, while having a cooperative system in place is vital.

Glory therefore holds its annual Supplier Conference in Japan, during which it explains the company’s current situation, strategies, and purchasing policy. In fiscal year 2018, Glory held the conference in May, with 170 business partners in attendance. Conferences are also held at GLORY Products Ltd., GLORY Denshi Kogyo (Suzhou) Ltd., and GLORY (PHILIPPINES), INC. as part of an effort to build trusting relationships that allow Glory and its business partners to share the common goal of achieving a sustainable society.

We also regularly hold our Quality Conferences, for sharing information on quality and manufacturing processes and examining related issues, and Quality Improvement Activity Workshops or Substrate Quality Policy Briefing, during which business partners present their quality improvement initiatives. These provide opportunities for business partners to share best practices as well.

Our parts acceptance unit also conducts periodic inspection visits to our business partners for onsite reviews of manufacturing processes and to offer advice for improvements.

Supplier Conference in Japan

The Best Supplier Award was given to GLORY (PHILIPPINES), INC.
Promotion of CSR Procurement

Glory issued the Glory CSR Procurement Guidebook for suppliers in Japan and Glory Supplier Code of Conduct for overseas suppliers to further promote CSR procurement in March 2014. The guidebook stipulates the Group’s basic stance on CSR as well as Glory’s requests to business partners such as respect for human rights and occupational health and safety as well as environmental protection. Glory uses the guidebook to encourage cooperation with business partners in promoting CSR initiatives throughout its supply chain.

The Glory Group is taking steps to conform with the Code of Conduct established by the RBA (Responsible Business Alliance, formerly EICC), a CSR promotion organization for supply chains mainly in the electronic device industry, and the conflict mineral survey.

Monitoring the CSR Efforts of Business Partners

Glory periodically monitors the CSR efforts of business partners through a survey using its CSR voluntary checklist.

In fiscal year 2018 the company surveyed 452 domestic primary business partners that handle 78% of Glory’s total purchases and reported the findings to the 432 business partners who responded (response rate: 96%). A total of 95 domestic primary business partners for GLORY Products Ltd. was also surveyed and subsequently received the findings (response rate: 100%).

Starting in fiscal year 2019, the scope of the surveys will be expanded to include primary overseas business partners.

Promoting Environmentally Friendly Procurement

Green Procurement

Glory established the Green Procurement Standard to put into action its basic policy of promoting environmentally sound purchasing. We will remain committed to the purchasing of materials and parts that have minimal environmental impact with the cooperation of our business partners.

Compliance Hotline for Supplier

The Glory Group operates the Supplier Compliance Hotline as a point of contact for business partners to raise concerns about Group compliance violations in order to further encourage transparent and fair purchasing trading with them. These whistleblowing reports are filed by the relevant department of GLORY LTD., which is independent of Glory’s subject procurement department, where they are properly handled through an investigation of the facts and circumstances.

Developing Procurement Staff

The Glory Group focuses on employee education to promote CSR across its supply chain and ensure fair and open trading. The Group trains domestic and overseas procurement staff through an e-learning program, available in three languages. The program consists of curriculum modules such as the Japanese Subcontract Act and CSR procurement, helping staff improve their skills and acquire the knowledge they need.

A total of 154 employees participated in the training sessions in fiscal year 2018.
Human Resources

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

Promoting Diversity

Glory aims to build a workplace where every employee, regardless of nationality, race, religion, gender, age, or disability, can utilize their 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. The many efforts being implemented include steps for establishing a more worker-friendly workplace environment for all employees, including women, and awareness-raising activities for managers and female employees to change the corporate culture. In fiscal 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 while ensuring a higher representation of women. In fiscal year 2018, 13.1% of the new graduate hires were female and the number of female managers was 16.

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 take on tasks such as company janitorial work and landscaping, in-house documentation and mail delivery, and waste disposal. In addition, we are also focusing on expanding work areas so that each employee’s personality and ability can be maximized.

As of the end of fiscal year 2018, the ratio of employees with disabilities was 2.23%.

Re-hiring Elderly Workers

Glory has established standards for employment extension in accordance with the Act on Stabilization of Employment of Elderly Persons. Those who have reached the retirement age of 60 are now able to choose to extend their employment until 65. The system encourages senior employees to remain active in the workforce and ensures that their knowledge and experience are effectively leveraged. In fiscal year 2018, 47 out of 50 employees who had reached retirement age were re-employed under the system.
Work-Life Balance

Glory has in place numerous initiatives for 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.

Supporting Flexible Work Styles

Glory introduced an annual leave system in fiscal year 2018 that allows employees to take leave in one-hour increments. It is now possible to take their leave in a full-day, half-day or one-hour units, enabling the support of more flexible work styles that more closely suit their lifestyle and encourages them to actually take their annual leave.

Glory also seeks to leverage teleworking, and in fiscal year 2019 introduced a work-at-home program for office workers. A program for mobile workers is also under development, while defining rules to ensure smooth operations and establish the necessary framework. Glory is continuously working on improving the flexibility of its working environment to prevent confining employees to any specific location or time.

Ratio of Days Taken Paid Leave

Glory has established a nursing care leave system whereby employees are entitled to up to 365 days of leave per family member and a shortened working hour system for nursing care of up to three years. It also has put in place a system that allows employees to accumulate unused annual paid leave that expires after two years of receiving and use it for nursing care or personal sickness and injury. These revisions help balance work time with time spent caring for sick or elderly family members.

Reducing Long Work Hours

Glory strives to modify work processes and schedules in order to prevent routinely working long hours. This helps to bolster mental and physical well-being and maintain their motivation to work.

In an effort to impress upon employees the importance of working efficiently, Glory has instituted “no-overtime days” and “no-overtime weeks.” To encourage employees to go home on time, the company has also limited the number of overtime hours per day. Face-to-face consultations with the industrial physician are carried out for employees who routinely work long hours to prevent health problems.

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Human Resources

Fostering Human Resources

Fostering Globally Minded Human Resources
Today, overseas sales account for approximately 43.8% of Glory Group consolidated net sales, and overseas employees account for approximately 40% of all Group employees (as of the end of fiscal year 2018). Given this, the company is particularly emphasizing the fostering of 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 Manager Training for Production Headquarters’ Overseas Group Companies.

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

• Short-Term Overseas Study Program
The company has set up a short-term overseas study program, which sends participants to language schools in the U.S. or U.K. for three months so they can acquire the language and business skills needed to do business on the global stage. By encountering diverse ways of thinking, values, and cultures, employees improve their language skills and develop a global perspective. In fiscal year 2018, five employees took part in this program.

• Manager Training for Production Headquarters’ Overseas Group Companies
As part of the company’s efforts to go global, Glory’s Production Headquarters conducted training for managers at two subsidiaries: GLORY Denshi Kogyo (Suzhou) Ltd. and GLORY (PHILIPPINES), INC. The training focused on advancing the self-sustaining capabilities of subsidiaries.

Three employees participated in the training in fiscal year 2018. During the seven-week sessions, they studied management, learned Japanese technology and know-how, and took part in a program aimed at reinforcing risk management at the production site. They also toured Glory headquarters and Group companies in Japan to deepen their understanding of Japanese production systems.

Developing Candidates for Future Executive
Glory has implemented the “Glory Business College” training program, targeting management-level employees with the goal of developing candidates for next-generation executives. The seven training sessions and external seminars over a seven-month period aims to give participants the skills and knowledge they need to take on executive positions. The program also provides participants with opportunities to network with internal and external contacts from various backgrounds. In fiscal year 2018, 16 employees participated in this program.

New Career-Building Initiatives
Glory helps employees achieve their personal career plans by providing systems and programs that support the development of their capabilities and further their careers.

• Employee Awareness Surveys
Glory conducts a survey targeting executive officers and employees on topics such as work motivation, awareness of compliance, and understanding and implementation of Glory’s CSR and management plans. Survey results are distributed to each department so they can each work on improving employee satisfaction in their respective areas. The survey is conducted every three years to help monitor any changes in employee satisfaction to identify emerging issues and come up with effective countermeasures.

• Career Training
Glory holds level-specific career training for employees. For example, the Self-Inquiry Adventure Training 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 2018, a total of 216 employees took part.

The company also offers other career training such as the Life-Career Plan Training for employees over the age of 50, which gives participants the opportunity to reflect on their careers to date, their experiences, skills, and strengths and to think about the rest of their career before retirement.
Labor Practices

Fair Evaluation and Treatment
To help the growth of both the company and its employees, and to help clarify the roles and responsibilities of each employee, Glory has in place a “management by objective” system.

Under the system, employees meet with their supervisors semi-annually to evaluate progress against goals they defined at the beginning of each fiscal year and receive feedback.

Our Personnel System Guidebook concerning the Evaluation/Treatment/Remuneration System is made available to all employees, with the results of evaluations also disclosed to employees individually, thus increasing fairness, transparency, and credibility.

Sound Labor-Management Relationship
With the belief that maintaining a peaceful labor-management relationship leads to healthy business development, Glory meets regularly with its labor union to discuss issues such as improved working conditions and working hours management. Through this open dialogue, it maintains and reinforces a healthy relationship between labor and management, encouraging both parties to grow together in harmony.

Occupational Health and Safety

Structure for Managing Health and Safety
To maintain and reinforce the structure for managing health and safety, Glory established the Central Health and Safety Committee, convened annually, to be responsible for creating annual and mid- to long-term company-level activity plans related to health and safety as well as Health and Safety Committees at each business site for creating their own respective activity plans.

Each committee meets monthly to discuss health-promoting activities, occupational accidents, including root causes, and countereasures. The committees also provide a forum for sharing information. Committee members include the safety operation manager, fire prevention manager, and other managers who deal with health and safety. As a result, the committees’ activities cover a wide range of topics.

An Occupational Health and Safety System based on OHSAS18001 is in place at head office. Under the system, we pursue safety efforts based on health and safety management standards at the departmental level and work to prevent disasters through risk assessment.

Framework for Managing Health and Safety

Central Health and Safety Committee (Chaired by the President)
Secretariat (Human Resources Department, General Affairs Headquarters)
Health and Safety Committee at each business site (13 business sites)
Departments, Offices, Branch Offices

Measures to Maintain Health
Glory maintains and reinforces employee health by ensuring they receive standard medical checkups annually and, for those who are applicable, special semi-annual medical checkups. Industrial physicians and health nurses provide a follow-up based on the results of the checkups through, for example, face-to-face consultations.

As measures to prevent mental health issues, the company established the internal Mental Health Counseling Center, which is staffed by three counsellors and conducts awareness-raising activities on mental health. The group also offers stress checks to all employees, with 81.8% taking them in fiscal year 2018. The results are analyzed and necessary follow-up actions are taken which include offering face-to-face counseling with doctors and counsellors to employees identified as suffering from high stress while analyzing their organizational structure and proposing improvements to their working conditions.

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 published 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 as a cornerstone of its management.
Fostering the Next Generation

GLORY Foundation for Elementary School Students
In March 1995, Glory established the GLORY Foundation for Elementary School Students to support the sound development of young people. Through the foundation, the company conducts sports, arts, and cultural activities that include hands-on science classes, experience-based classes for parents and children, and a children's theater. A cumulative total of 102,500 people have taken part in these activities since the foundation was launched.

The foundation also assists organizations that work towards the sound development of elementary school students through activities in sports, science, and culture.

• Hands-on Science Classes
In hands-on science classes during the summer holidays, elementary school students build their own science projects, experiencing at first hand the wonders of science while also cultivating their creativity and unique powers of imagination. Glory employees take part by helping the students with their projects.

In the fiscal year 2018 science classes, 200 students from grades three to six took on the challenge of building caterpillar robots and learned about power transmission.

• Children's Theater
The Children's Theater project is held with the goal of enriching the aesthetic sensibilities of young people and planting in them the seeds of creativity.

In fiscal year 2018, a total of 2,700 elementary school students and their parents were invited to performances of the musical The King with Donkey Ears by the Shiki Theater Company.

• Hands-on Classes for Parents and Children
This program is held every spring and autumn with the goal of strengthening the bonds between parents and children through a range of fun and exciting experiences.

In May 2018, a total of 77 children and parents participated in the Rokkosan Pasture's Butter Making Experience and Fossil-Hunting Excursion in Kobe, Hyogo. Then in November of that year, 300 students and their parents were invited to see a hot air balloon at a local elementary school. Participants learned how hot air balloons work and took turns boarding one anchored at the school.

Supporting the Promotion of Sports

Glory Sponsors the Victorina Himeji Volleyball Team
Glory has signed a sponsorship agreement with Victorina Himeji Co., Ltd., which manages the Victorina Himeji women's volleyball team (director and owner: Masayoshi Manabe; coach: Yoshie Takeshita). Based in Himeji, Hyogo, Victorina Himeji is Japan's first professional women's volleyball team.

Besides playing in a V2 league, the team promotes the sport in the community through activities that include appearances on talk shows and volleyball clinics for elementary and junior high school students. Glory strives to use sponsorship as a way to stimulate community-level sports and support the development of the next generation.

This season, the team won the league's regular round in the V2 division and also won the Final 6 round that followed. The team has been promoted to play in the V1 league next year. Glory will continue to support the team in all its endeavors.
Other Contributions to Society

Cosponsoring the World Heritage Himeji Castle Marathon 2019
Glory was a cosponsor of the World Heritage Himeji Castle Marathon 2019, held in February. Fifty Glory employees volunteered on the race day to assist approximately 7,000 participants running the full marathon.

Several Glory employees also took part in the race itself, wearing Glory T-shirts bearing a design that shows the transition of the company logo as they made a spirited run to the finish line.

Participating in the TABLE FOR TWO (“TFT”) Program
Glory has been participating in the TABLE FOR TWO (“TFT”) program since July 2011. The program allows a portion of the proceeds from nutritionally balanced meals provided at the company’s headquarters cafeteria that help to reduce lifestyle diseases to be donated to provide school meals in developing countries. In fiscal year 2018, 17,999 school meals were donated, for an accumulated total of 110,880 donated. In addition, the company installed five TFT-compliant beverage vending machines at the headquarters.

Protecting the Marine Environment in the Philippines
In December 2018, GLORY (PHILIPPINES), INC. donated “reef buds” as its contribution to an ocean regeneration project in the municipality of Rosario in the province of Cavite. This artificial coral is made from low-impact material and provides a habitat for sea organisms. Reef buds also contribute to the stabilization of the ocean’s pH balance, helping prevent degradation of the marine environment caused by increasing atmospheric CO2 concentrations.

Participating in a Back to School Supply Drive
Glory Global Solutions Inc. participates in a Back to School Supply Drive campaign run by Child Link, an organization that supports underprivileged children in America. The campaign takes place every year in August and is intended to provide children with necessary school items and prepare them for the return to school in September. Through the organization, over 300 children have received school bags, stationery, and other school items donated by local companies.

Participating in the “V Race Against Cancer”
In April 2018, 14 employees of Glory Global Solutions (Spain) S.A. took part in the charity race “V Race Against Cancer.” The event’s goal is to contribute to the advancement of research into cancer and raise funds for cancer prevention. Approximately 17,000 runners took part in the event, from which the proceeds will go towards supporting activities of the Spanish Association Against Cancer.

Supporting Children in India
In July 2018, Glory Currency Automation India Pvt. Ltd. donated umbrellas bearing company logos to a local orphanage. More than 100 children received umbrellas in preparation for the rainy season.