

Human Resources Development System Diagram (Education system): Brother Industries, Ltd.



		General employee					Manager		
							TM·PE·Deputy Manager	GM·PJM·EE· Deputy General Manager	General Manager· Principal
Position-based education	Mind/skill development	New employee orientation	Basic skill training for young employees	Training for promoted employees			New manager training		Executive coaching
		Mentoring program					Training for professional managers		
		Training for new Senior Supervisor and Supervisor					Training on the management of senior subordinates		
	Introductory education/onboarding training for mid-career hires								
	Development of skills related to promotion requirements				Exam before promotion recommendation	Candidate exam	Candidate assessment	Candidate assessment	
	Development of global talent	Overseas training for new employee	Trainee			Expatriate education			
Theme-based training	Development of next-generation leaders	Authentic challenge leadership program							
		External training							
	DX HR training education	Training for digital skill improvement							
	Promotion for diversity	Understanding diversity, promoting the advancement of women in society, and preventing harassment							
Career development support	Self-directed skill development *Selective training	[Company-wide open training] Develop programs annually in light of challenges for talent and organizational development (such as liberal arts, facilitation, and critical thinking)							
		[Personal development support]	Conceptual skills	Way of thinking, business, and cultural and personal enrichment					
		Human Skills	Communication, leadership, and management						Technical skills
	Career development	Career Ownership Program (COP) and career counseling							
"1on1," goal setting and evaluation, and career interviews									
Internal concurrent jobs, transfer requests, and internal job postings									