Initiatives to Improve Engagement

As we accelerate the transformation of our business structure, we believe it is essential to shift toward an organization in which each and every employee thinks and acts proactively. To achieve this, it is important that employees understand the meaning of their work and proactively engage in challenges and growth—in other words, that engagement is improved. Based on this thinking, we conduct employee engagement surveys and promote initiatives that lead to proactive improvement activities in each workplace.

Overview of the Employee Engagement Survey

This survey assesses the state of the organization from multiple perspectives—including “Strategy and Direction,” “Leadership,” “Opportunities for Growth,” and “Psychological Safety”—as factors influencing the two core axes of “Employee Engagement” and “Environment that Brings Out the Best in Employees.” The response rate was 94% in FY2023 and 93% in FY2025, both maintained at a high level.

Survey results are fed back to management and each department. We also consider how the findings can be reflected in company-wide initiatives and personnel systems. NTN promotes “Better Workplace Activities,” in which each workplace proactively undertakes activities based on survey results.

Survey Findings — NTN’s Strengths

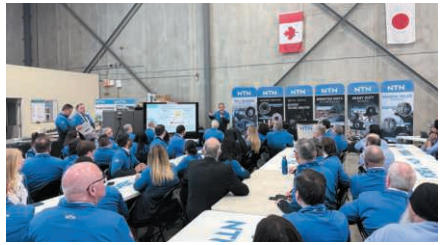
The survey results show high positive response rates for items such as “Respect for Individuals,” “Education and Training,” and “Psychological Safety.” NTN recognizes its strengths in that individuals are respected, that a conducive learning environment exists, and that workplace management is grounded in a relationship of trust between supervisors and subordinates.

Survey Findings — Areas for Improvement

On the other hand, relatively lower positive response rates were recorded for “Strategy and Direction,” “Leadership,” and “Business Processes and Organizational Structure.” In particular, the perception gap between the direction envisioned by management and the actual sense on the ground is regarded as an issue that requires focused improvement efforts going forward.

In light of these challenges, NTN has been continuously holding Town Hall Meetings as an initiative to deepen mutual understanding between management and employees. In FY2025, more than 4,000 employees across domestic (32 sites) and overseas (27 sites) locations participated, with the President and Executive Officers explaining the company’s vision and key areas of focus and deepening communication.





Town Hall Meeting

Better Workplace Activities

As an initiative to go beyond simply assessing the current state through the employee engagement survey and connect findings to concrete improvement activities at each workplace, NTN promotes “Better Workplace Activities.”

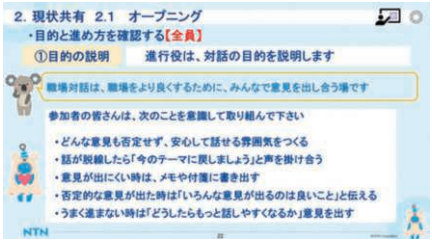
At the core of this initiative is “Workplace Dialogue.” Workplace Dialogue refers to a setting in which all members of a workplace engage in dialogue about the current state and challenges of their workplace based on the survey results and derive concrete actions toward realizing a better workplace. Through dialogue, NTN places emphasis on building a shared understanding of workplace conditions, reframing strengths and challenges in the employees’ own words, and translating these into proactive actions by each individual employee.

To facilitate such dialogue effectively, we have developed a “Workplace Dialogue Demo Video” (produced under the supervision of Professor Nakamura of Nanzan University), which sets out how to conduct the dialogue and the key discussion points, as well as a “Workplace Dialogue Facilitation Guide,” providing an environment in which each workplace can smoothly conduct dialogue. At each workplace, employees make use of these tools to conduct dialogues based on survey results, independently undertaking the full process from issue identification to the setting of concrete improvement actions.

Going forward, we will continue to use the engagement survey as a “health checkup” for the organization, and, through continuous improvement and dialogue, work to improve engagement and transform our organizational culture.



“Workplace Dialogue Demo Video” produced under the supervision of Professor Nakamura of Nanzan University



“Workplace Dialogue Facilitation Guide” (excerpt)