



EMPLOYEE SURVEY RESULTS 2026

ON WELL-BEING, COOPERATION AND A SENSE OF BELONGING AT THE UNIVERSITY

01.06.2026

OUR ACCOLADES:



OUR ACCREDITATIONS:



PROUD MEMBERS OF:



Employee Satisfaction

INDICATOR DESCRIPTION



MEASUREMENT BASIS

Employee satisfaction is measured through the Employee Survey, conducted once a year. The survey provides information on the level of employee satisfaction and changes compared with the previous year.

WHAT THE INDICATOR REFLECTS

Employee satisfaction and changes over time:

- **overall level of employee satisfaction**
- **changes compared with the previous year**
- **progress towards the institutional target**

RISEBA TARGET

Increase in Employee Satisfaction

$\geq 3\%$ compared with the previous year

The target is assessed by comparison with the previous year’s result.

Note: The Employee Survey was not conducted in 2024.

ABOUT THE SURVEY

Objective: To assess employee well-being, cooperation, communication and sense of belonging, as well as to identify opportunities for improvement.

2026 Respondents:

➤ 05.05.2026 - 12.05.2026

➤ Number of respondents:

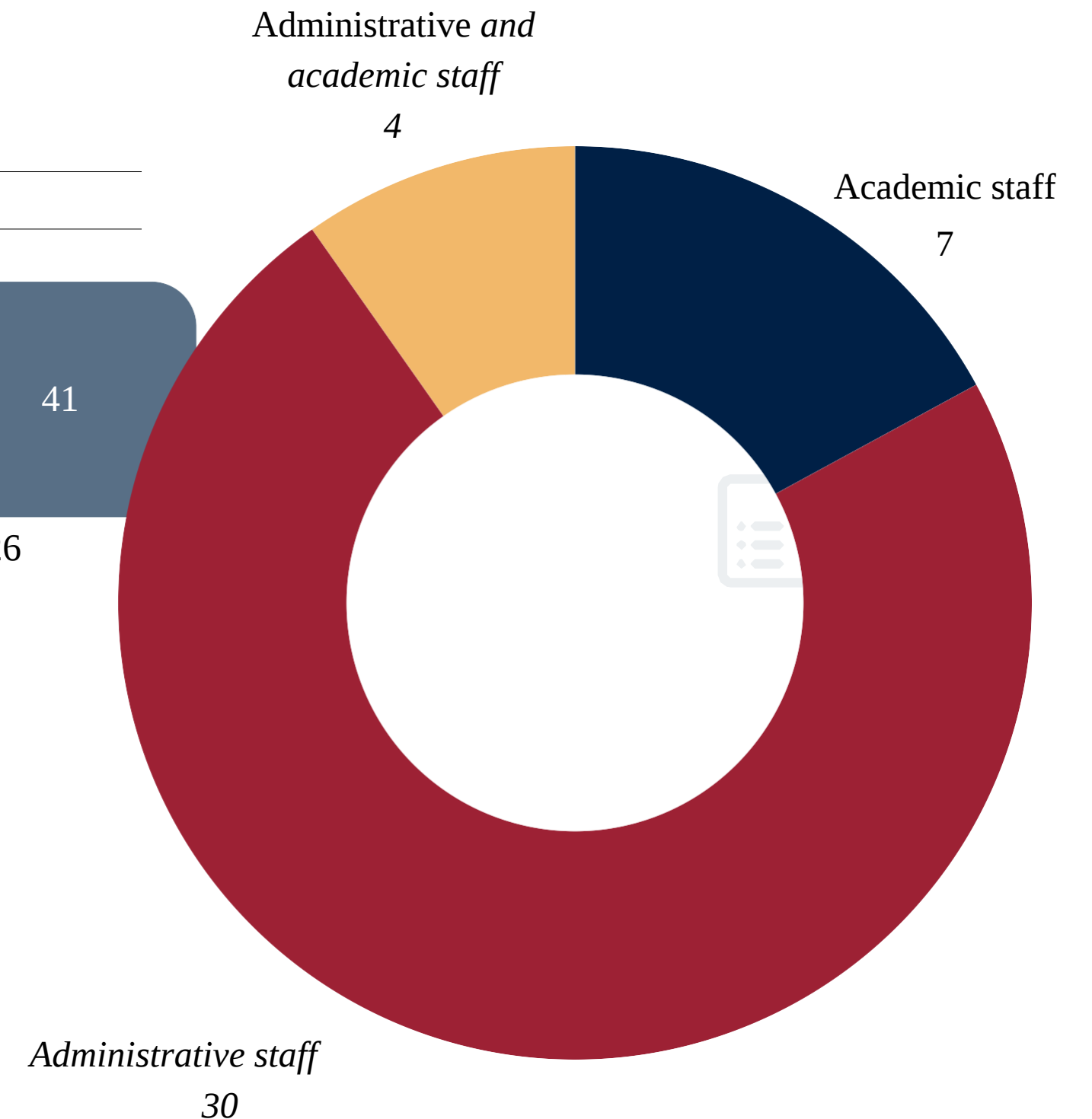
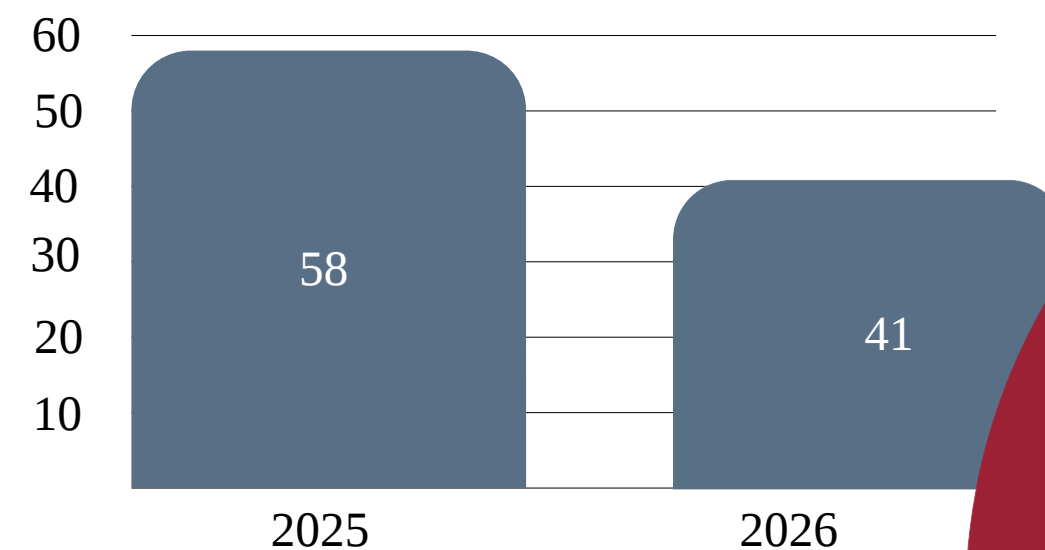
2025: 58 employees (45%)
2026: 41 employees (32%)

➤ Anonymous survey

➤ 23 questions

➤ In 2026, additional questions about changes during the year were added

Number of Respondents:



KEY FINDINGS

IMPROVED

-  Reduced risk of burnout
-  Improved cooperation between structural units
-  Improved assessment of work equipment and the workplace
-  Improved work-life balance

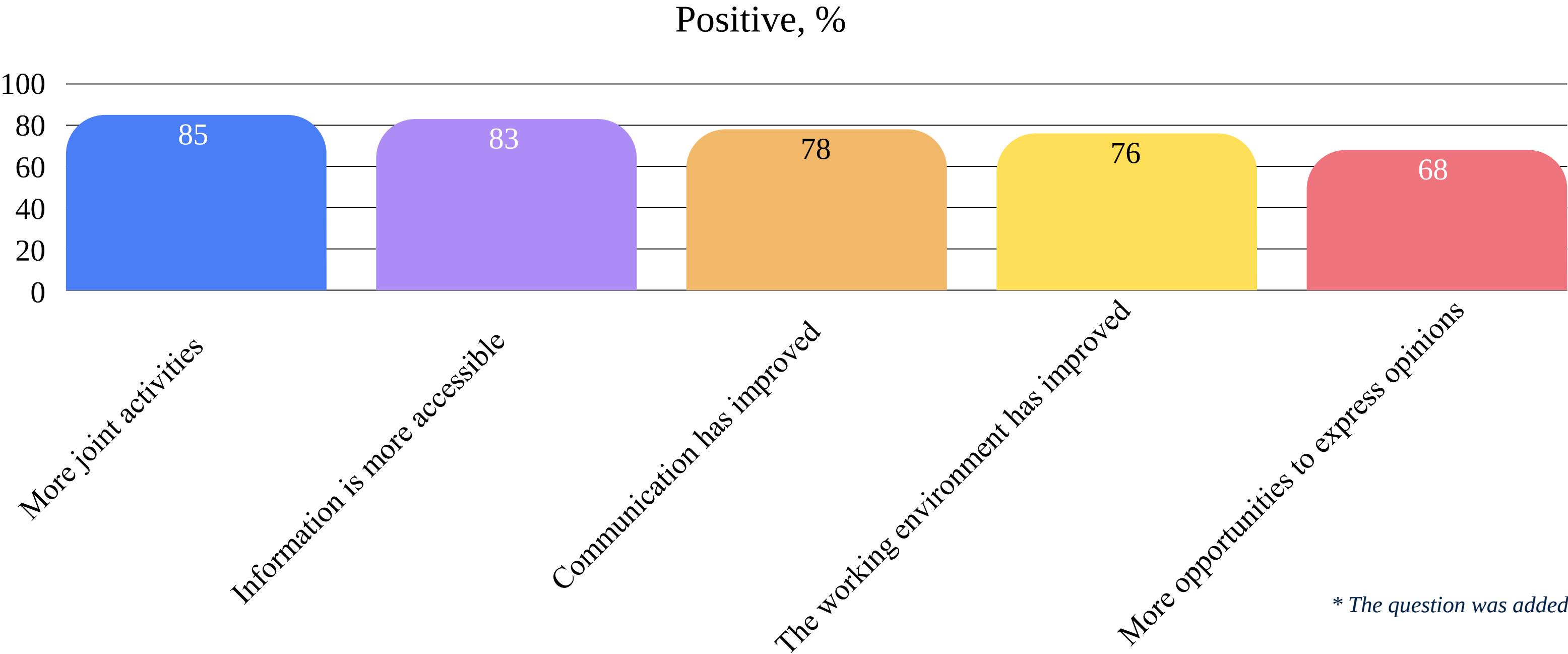
MAINTAINED

-  Very good relationships among colleagues
-  High level of interest in joint activities

STILL RELEVANT

-  Remuneration
-  Clarity of processes and responsibilities
-  Communication about the organisation's priorities and decisions

WHAT HAS CHANGED OVER THE PAST YEAR?

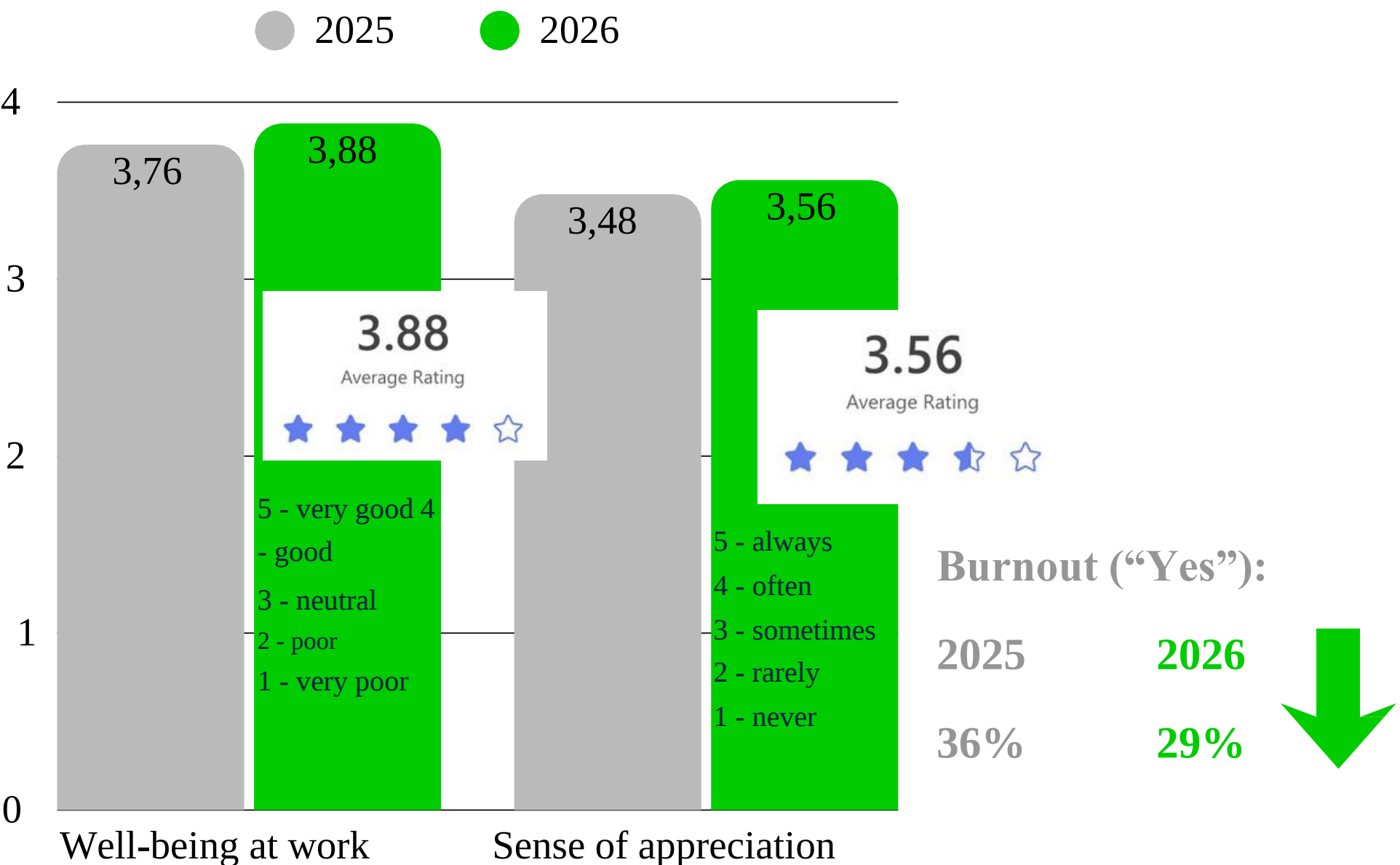


** The question was added in 2026*

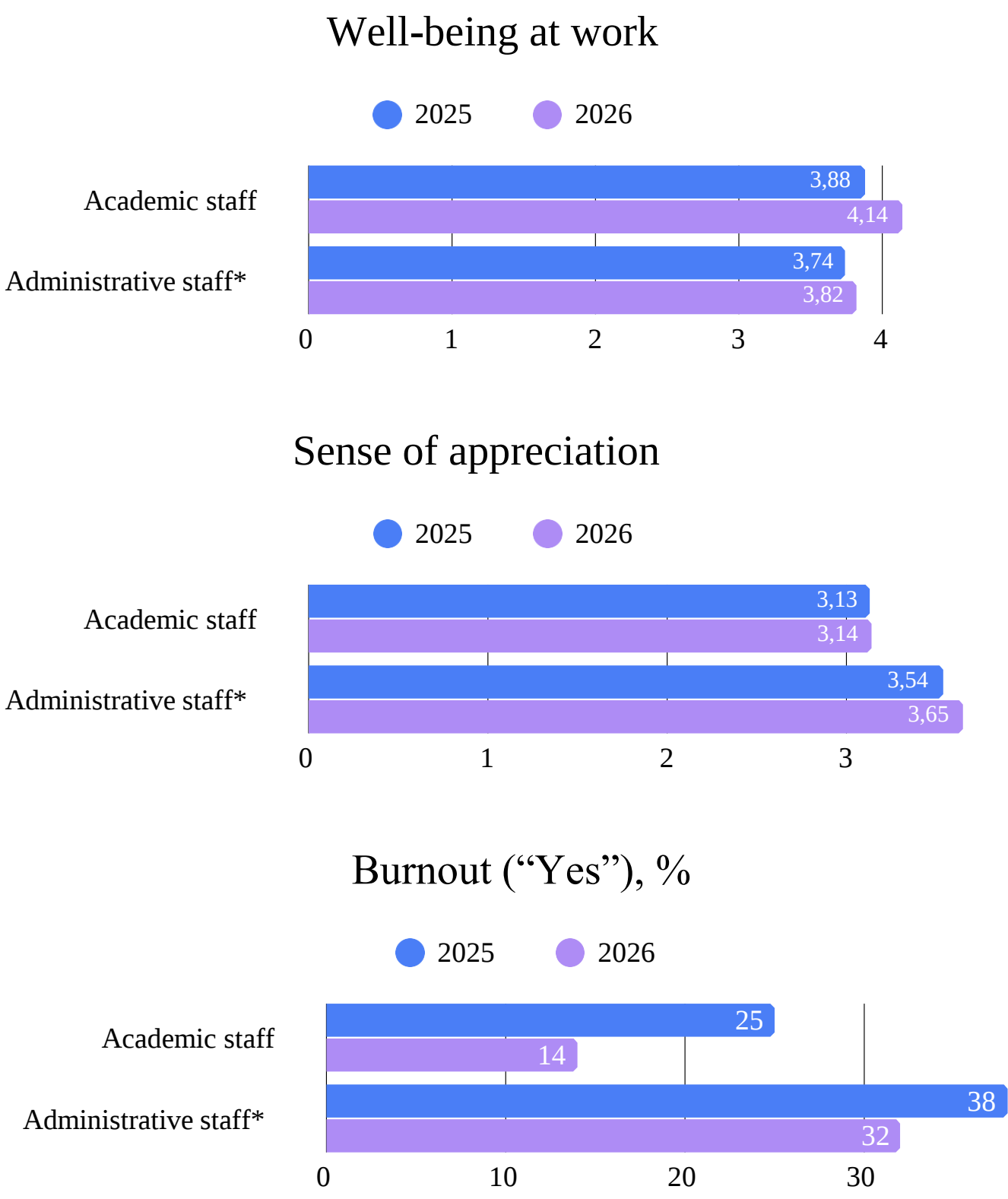


Overall, employees positively assess the initiatives implemented over the past year; however, the survey highlights several areas where further work is needed.

WELL-BEING AND EMOTIONAL STATE



- Well-being at work has improved (increased from 2.76 to 3.88)
- Burnout rates have decreased



*The administrative staff group includes respondents who identified themselves as belonging to both the administrative and academic staff groups.

WHAT CONTRIBUTES TO FATIGUE?

2025

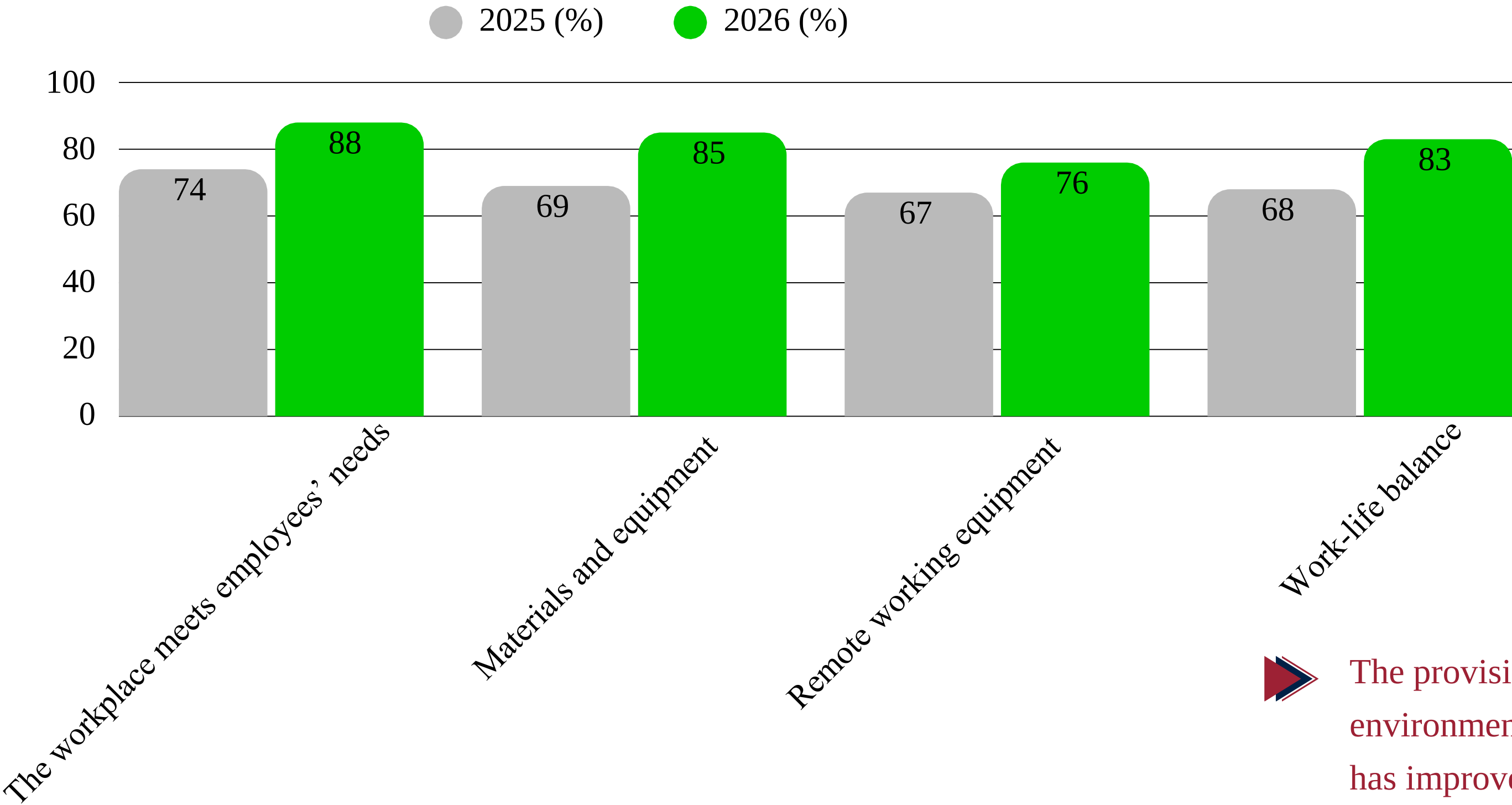
2026

- 1 Heavy workload
- 2 Poor communication
- 3 Unclear responsibilities

- 1 Heavy workload
- 2 Unclear work planning / last-minute tasks
- 3 Poor communication

 In addition to workload, work planning and last-minute tasks are being mentioned increasingly often.

WORKING ENVIRONMENT



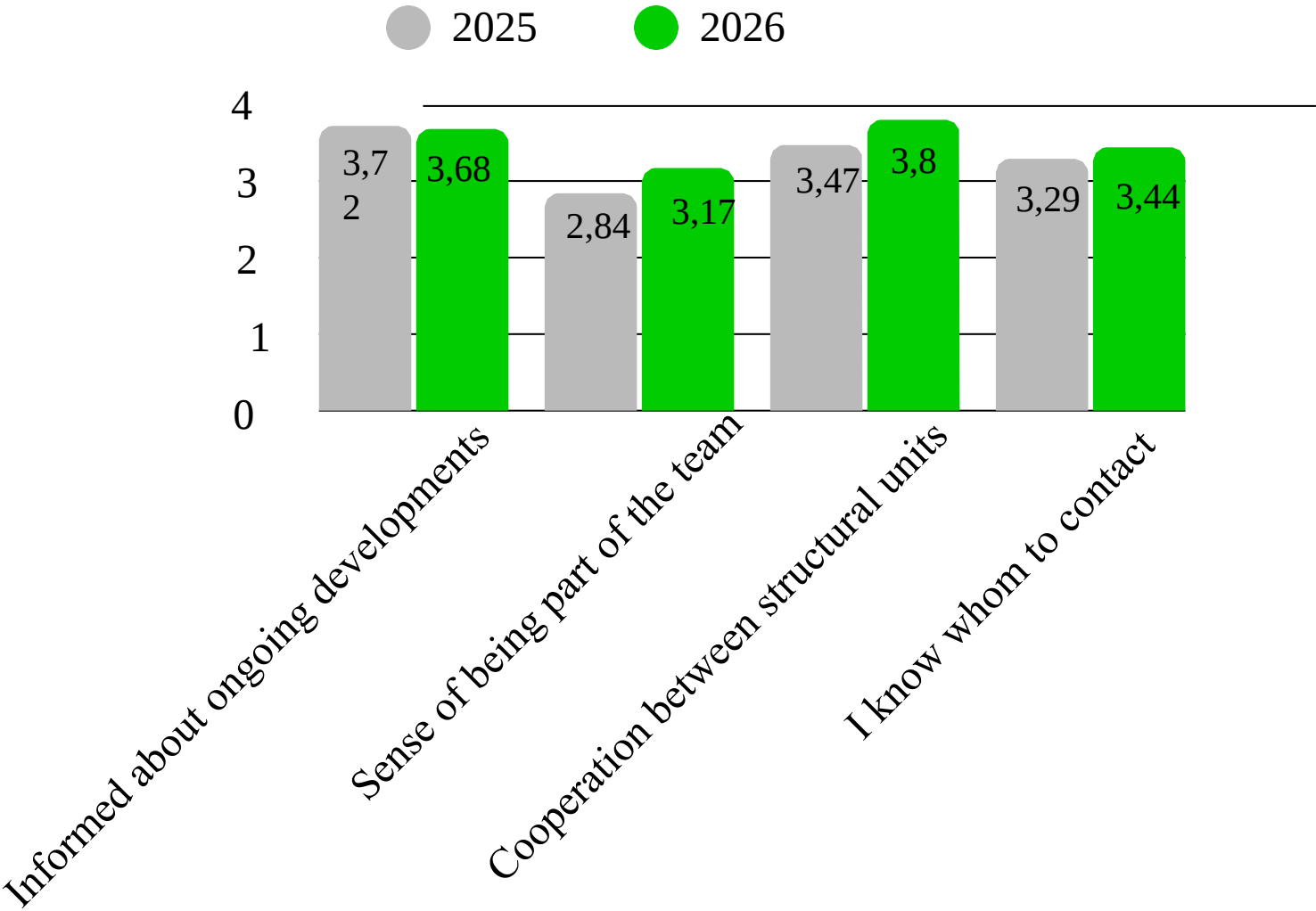
New question in 2026

Technical resources meet employees' needs – 88%

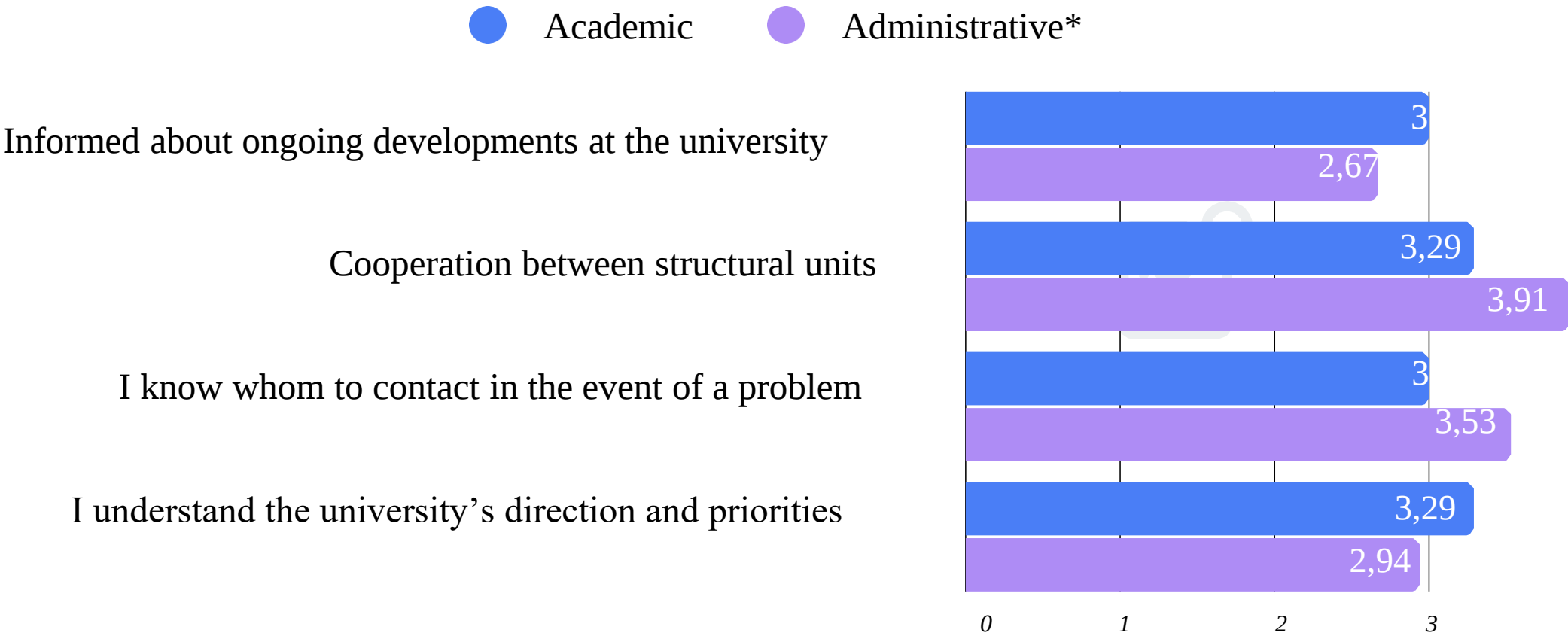
 The provision of the working environment is one of the areas that has improved the most

 Work-life balance has improved

COMMUNICATION AND COOPERATION



Comparison of academic and administrative staff (2026)



* The administrative staff group includes respondents who identified themselves as belonging to both the administrative and academic staff groups.

➤ The greatest progress has been made in cooperation and the sense of being part of the team

WHICH ISSUES LACK SUFFICIENT INFORMATION?

TOP 5 (2026)

2025

2026

- 1** Development plans
- 2** Projects
- 3** Changes
- 4** Cooperation between faculties

- 1** University priorities
- 2** Development direction
- 3** Management decisions
- 4** Processes and responsibilities

 Employees would like greater clarity regarding the organisation's direction.

WHAT ARE EMPLOYEES **MOST** SATISFIED WITH?

TOP 5 (2026)

- 1 Hybrid work - 56%
- 2 Colleagues and the team - 46%
- 3 Timely remuneration - 37%
- 4 Opportunity to gain experience - 27%
- 5 Interesting work - 22%



The main positive factors are people and flexibility at work.

WHAT ARE EMPLOYEES **LEAST** SATISFIED WITH?

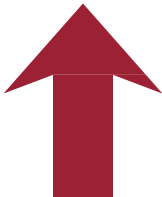


TOP 5 (2026)

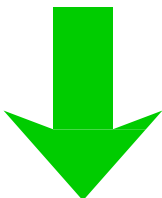
- 1 Remuneration - 66%
- 2 Processes and their clarity - 46%
- 3 Internal communication - 37%
- 4 Career opportunities - 22%
- 5 Management support

Comparison

Remuneration:
60% → 66%



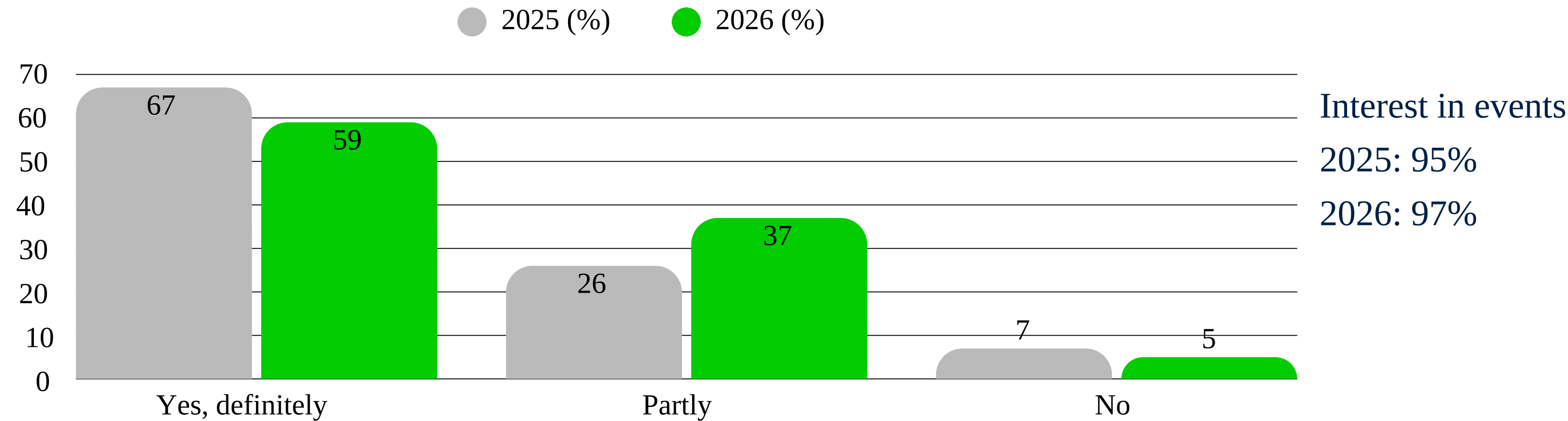
Communication:
40% → 37%



Communication-related concerns are decreasing, but processes are becoming a key area for improvement.

BELONGING AND ENGAGEMENT

DO YOU FEEL PART OF THE UNIVERSITY COMMUNITY?



Although interest in activities remains very high (97%), the sense of belonging has not increased.

WHAT ACTIVITIES ARE EMPLOYEES INTERESTED IN?

TOP 5 (2026)

- 1 Learning and development - 54%
- 2 Off-site activities - 46%
- 3 Informal gatherings - 41%
- 4 Celebrating special occasions - 37%
- 5 Team-building - 34%

➤ Employees value both development opportunities and joint activities.

WHAT DO THE DATA TELL US?

STRENGTHS

-  Relationships among colleagues (4.41)
Average Rating

-  Hybrid work (56%)
-  Cooperation between structural
-  units (+0.33)
-  Work equipment (+16 percentage points)

AREAS FOR IMPROVEMENT

-  Remuneration (66%)
-  Processes (46%)
-  Clarity of the organisation's priorities
-  Sense of belonging

WHAT DO EMPLOYEES SAY IN THEIR OPEN- ENDED RESPONSES?



MOST FREQUENTLY MENTIONED TOPICS IN 2026

*“I WILL BE SATISFIED IF I
CLEARLY UNDERSTAND RISEBA’S
DEVELOPMENT DIRECTION.”*

*“THERE IS NO COMPLETE CLARITY
ABOUT RESPONSIBILITIES AND
DUTIES.”*

- Processes, responsibilities and work organisation
 - The university’s direction and priorities
 - Team cohesion and cooperation
 - Communication and information flow
 - Remuneration and recognition
- Positive assessment of the initiatives launched

*“THIS COMMUNICATION
THROUGH RISEBANET IS VERY
VALUABLE.”*

*“THERE IS A LACK OF
A SENSE OF UNITY.”*

*“THE PROBLEM IS NOT THE
LACK OF INFORMATION,
BUT THE TIMING OF ITS
DELIVERY.”*

HIGHEST PRIORITY

- Implement and explain the new remuneration model (for both academic and administrative staff)
- Communicate regularly about the university's priorities and decisions
- Review processes and responsibilities and explain them to employees

CONTINUE TO DEVELOP

- Develop a motivation system
- Continue team-building and cross-unit initiatives



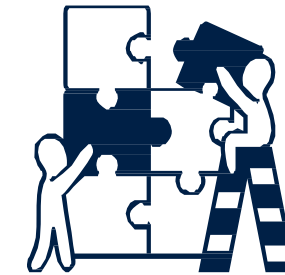
PEOPLE ARE OUR GREATEST ASSET



*"THE WAY WE TREAT OUR EMPLOYEES DETERMINES HOW THEY TREAT OUR CUSTOMERS **STUDENTS!**"*

— SIMON SINEK

THANK YOU FOR YOUR TRUST.



*LET US BE A PLACE WHERE PEOPLE NOT ONLY WORK,
BUT ALSO GROW,
FEEL INSPIRED AND STAY.*