

# Result report 4/23/2026

Measurement: Medarbetarundersökning 2026

# Information about selection

<b>Unit:</b>	C2 Medicinsk biokemi och biofysik 2026 (includes subunits)
<b>Measurement:</b>	Medarbetarundersökning 2026
<b>Response rate:</b>	146 of 262 (56 %)

# Purpose and index values

## Purpose

The purpose of the employee survey is to provide a basis for the work of developing our local and shared work environment in such a way that both people and the business feel good and develop in a positive way.

With the results, we get material that helps us focus on what really matters: highlighting our strengths, discovering new opportunities and continuing to build a workplace where every employee can contribute, thrive and grow. All in line with our vision to drive the development of knowledge about life and work for better health for everyone.

An important part of this is to get an idea of what employees think about their work and about Karolinska Institutet as an employer.

Read more about the 2026 employee survey on [medarbetarportalen](#)

## Response scale

Most statements in the survey are answered on a six-point scale: Do not agree at all 1, 2, 3, 4, 5, 6 Agree completely, Don't know/No opinion

## Index values

Each response option on the six-point scale corresponds to an index value on the 100-point scale used in the results report:

1=0, 2=20, 3=40, 4=60, 5=80, 6=100

Don't know/No opinion is not included in the index value.

The index value for a question is calculated as the average of the index values as above.

## Color coding of the result

87.5 - 100: Green - Maintain

75 - 87.5: Yellow-green - Strengthen

62.5 - 75: Orange - Improvement potential

50 - 62.5: Light red - Act

0 - 50: Red - Act quickly

# Work with the results

## A work with two perspectives

In this year's survey, we complement the local perspective with what we should achieve at an aggregate level and that there are conditions to be able to do it. This means that the results are highlighted and processed at both the unit level and the department and campus level.

With a broader perspective, it becomes easier to see overall patterns, agree on common priorities and create more long-term and powerful development throughout KI.

As a manager and leader, you are primarily responsible for interpreting and understanding the results of the working group in dialogue with your employees and then jointly initiating development and improvement work. In addition, you and your group have to provide the level above you with insights and suggestions regarding the joint development of operations.

## Part of systematic work environment work

The work after an employee survey is a natural part of systematic work environment work where you as a manager have tasks in the different steps: interpret the outcome in dialogue with the group, together with the group formulate and implement measures and follow up your work so that the work continues.

## More information

Support material for dialogue about the outcome and continued work can be found [here](#)

# Tips for a good dialogue

## **Avoid interpretation bias**

You are not the one who should explain the results to the employees. It is the employees who should tell each other and you how they experience their work situation and what can be improved.

## **A two-step dialogue**

It may be an idea to set up the work so that you first go through the results and agree on the current situation. Then a new meeting for a dialogue about activities to develop the work situation further.

## **Consider how to lead the meeting**

Who should lead the dialogue about the results in the group? Maybe one of your employees so you can be more present in the conversation? And who should capture everything that is said to include in the continued work?

## **Invite everyone to the dialogue**

Start with a conversation in small groups (2-4 people) to reflect on the results. The groups then share their thoughts with the others. Then everyone will be seen and you will get to experience different points of view and perspectives.

## **Don't get caught up in the details**

Don't put too much emphasis on individual figures. Focus instead on a constructive dialogue about the main lines of the results and how they affect your ability to complete your assignment.

## **Highlight what works well**

What works really well for you as a group? Don't forget to highlight it. Think about what is behind it and how it can be implemented in the development areas you have.

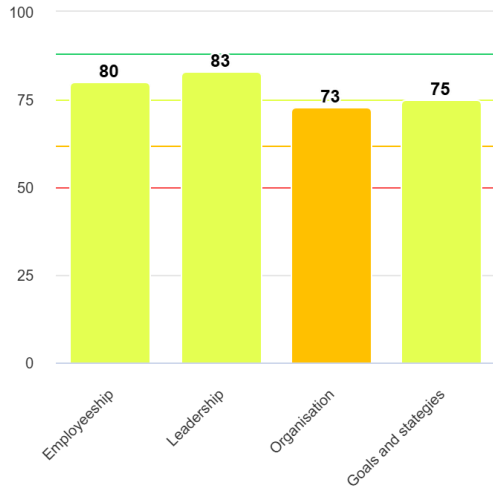
## **Prioritize what needs to be done**

There may be a lot that you want to do about. But focus on a few activities - "low-hanging fruit" - that are actually getting done. It gives you the desire to continue development work.

## **A conversation that is ongoing**

It's been a long time since our employee surveys. Think together with the group about how you can keep an ongoing dialogue going about your work situation.

# Employee index (EI)

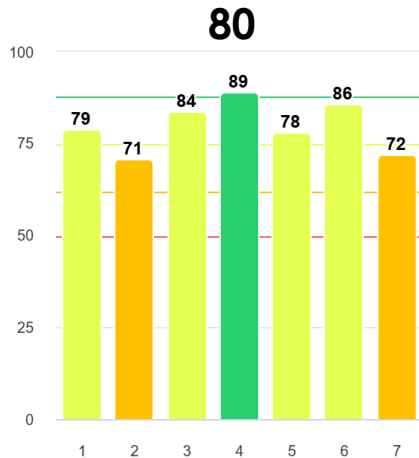


The Employee Index is an overall measure that shows the combined and average value of the four underlying index areas: Employeeship, Leadership, Organization, and Goals and Strategies.

By combining these four perspectives, we create a workplace where:  
employees feel a sense of involvement and pride  
managers have the conditions to lead with clarity and trust  
the organization is characterized by transparency, security, and common goals

Together, these elements create the foundation for a workplace where we thrive, develop, and do a good job.

# EmployeeShip



- 1 I feel job satisfaction.
- 2 I have a good work- life balance.
- 3 In my division/unit/group I have the opportunity to influence and get involved.
- 4 In my division/unit/group we treat each other with respect even when we have different opinions.
- 5 I have clear work tasks with reasonable prerequisites.
- 6 In my division/unit/group we show each other appreciation when someone does something good.
- 7 I have time while working to gather my thoughts.

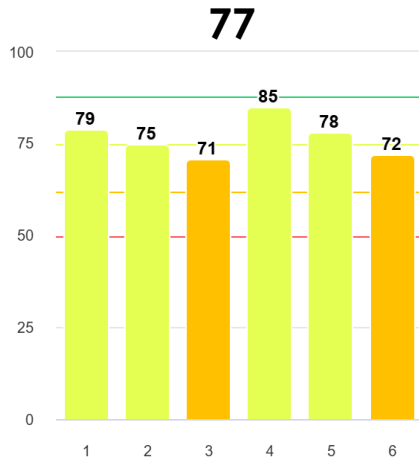
In the EmployeeShip index area, we ask about collaboration, balance and job satisfaction. The answers show how collaboration is experienced, whether the workload feels reasonable and whether there is energy and enjoyment in daily work. Overall, this gives us the conditions for both well-being and good performance linked to our work.

**The goal is for us to feel job satisfaction, involvement, pride and commitment, and to have sustainable conditions to carry out our work.**

Examples of questions to use in the dialogue:

- What works well?
- What works less well?
- How do we want it to be?
- What do we want to develop and improve?

# Individual prerequisites



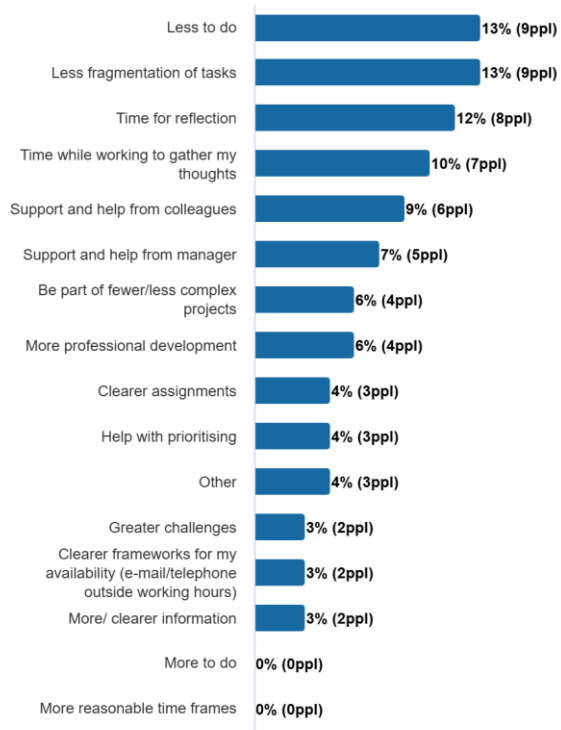
- 1 I feel job satisfaction.
- 2 I am happy with my overall workload (amount of work, scope, type of projects etc.).
- 3 I have a good work- life balance.
- 4 I feel that my work is meaningful (to me).
- 5 I have clear work tasks with reasonable prerequisites.
- 6 I have time while working to gather my thoughts.

This area is about the individual's experience of being able to do a good job. It has been supplemented with views on workload and the question of whether the work feels meaningful.

Examples of questions to use in the dialogue:

- What does a day look like where we both feel good and perform well?
- How often have we had days like that?
- What can we do to have more days like that?

# Work load - follow-up question



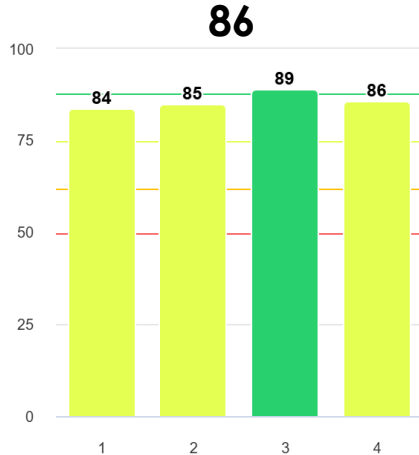
Follow-up question to everyone who answered 1-3 to the question about workload

Examples of questions to use in the dialogue:

- What things stand out? Is there a pattern behind these?
- How can we organize work so that the experience of workload is reduced?

Regarding workload - What would make your work situation better?

# Prerequisites for social interaction



1 In my division/unit/group I have the opportunity to influence and get involved.

2 In my division/unit/group we are attentive and help and support each other.

3 In my division/unit/group we treat each other with respect even when we have different opinions.

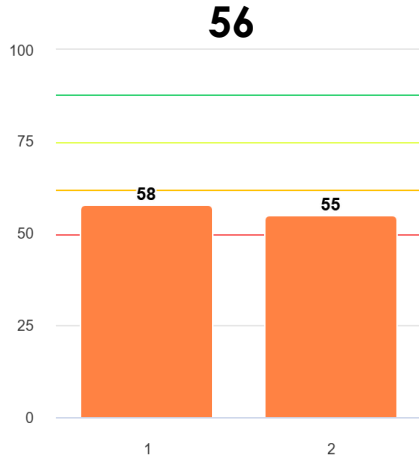
4 In my division/unit/group we show each other appreciation when someone does something good.

This area reflects the experience of social interaction between the individual and other members of the group. It has been supplemented with the question about *responsiveness and helpfulness*.

Examples of questions to use in the dialogue:

- In what ways can we make ourselves heard in the group?
- How can we as individuals contribute to developing the social interaction of the group?
- How do we show each other appreciation and give feedback?
- How can we improve our listening to better understand when others need help?

# Physical activity



**1** During working hours I have the opportunity to be physically active by for instance going to the gym, run, or walk.

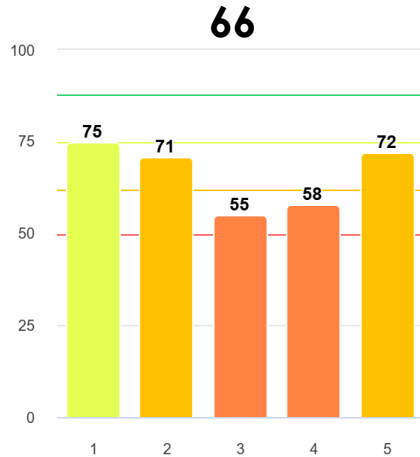
**2** When working sedentary jobs (sitting still), I regularly take physical movement breaks.

Our physical ability is an important resource to maintain in order to achieve sustainable health in working life and in a lifelong perspective. What we do for our health has consequences on multiple levels - not least in terms of the work climate, work ability and well-being together with others.

Examples of questions to use in the dialogue:

- How do we create more space for physical activity?
- Are there any obstacles to it?
- How can we jointly facilitate breaks in everyday life?
- How can we encourage each other to be physically active?

# Sustainable and healthy working environment



1 I am happy with my overall workload (amount of work, scope, type of projects etc.).

2 I have a good work- life balance.

3 When sitting still, I regularly take breaks where I am physically active.

4 During working hours I have the opportunity to be physically active by for instance going to the gym, run, or walk.

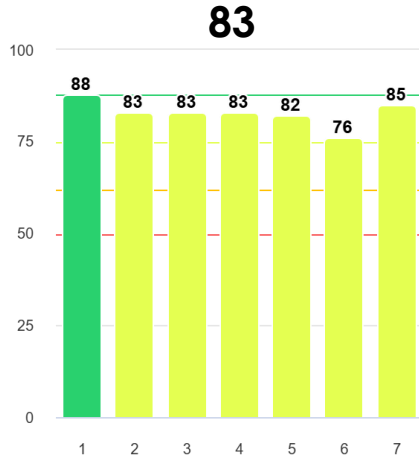
5 I have time for recovery in my work.

By looking at the results in the area of physical activity in relation to issues of well-being, workload and recovery, we can make a comprehensive argument about a sustainable and healthy work situation.

Examples of questions to use in the dialogue:

- What conditions need to be in place for a sustainable and healthy working life?
- What can we as individuals do to contribute to a sustainable/healthy working situation?
- How can we help each other to do so?

# Leadership



- 1 I feel that my immediate manager has confidence in me as an employee.
- 2 I feel that my immediate manager leads by example.
- 3 I feel that my immediate manager leads and drives the organisation in a way that enables us to achieve our goals.
- 4 I feel that my immediate manager supports, encourages and inspires me as an employee.
- 5 I feel that my immediate manager rewards/promotes good achievements (e.g. through increased responsibility, increased trust, new opportunities for development, etc.).
- 6 I feel that my immediate manager gives me sufficient feedback on my performance and work results.
- 7 I have confidence in the way my immediate manager leads and develops my division/unit/group.

The questions in the Leadership index area show how employees perceive the manager's ability to lead and motivate in a way that creates a positive working climate and a good work environment.

The goal is clear, supportive and trusting leadership that develops both people and the business. At the same time, it is important to remind managers and employees of the shared responsibility to create a good and developing work environment.

Examples of questions to use in the dialogue:

- What do we think works really well in leadership?
- What development opportunities are there?
- How can we develop leadership together?
- In what ways do we as employees influence the ability to lead the group?

# Leadership - in-depth questions



**1** My immediate manager defines and anchors the business's goals.

**2** My immediate manager creates a culture of trust and a favorable work environment together with the employees

**3** My immediate manager handles dilemmas and conflicts in a constructive way.

**4** My immediate manager provides clear information about goals and then follows up on them.

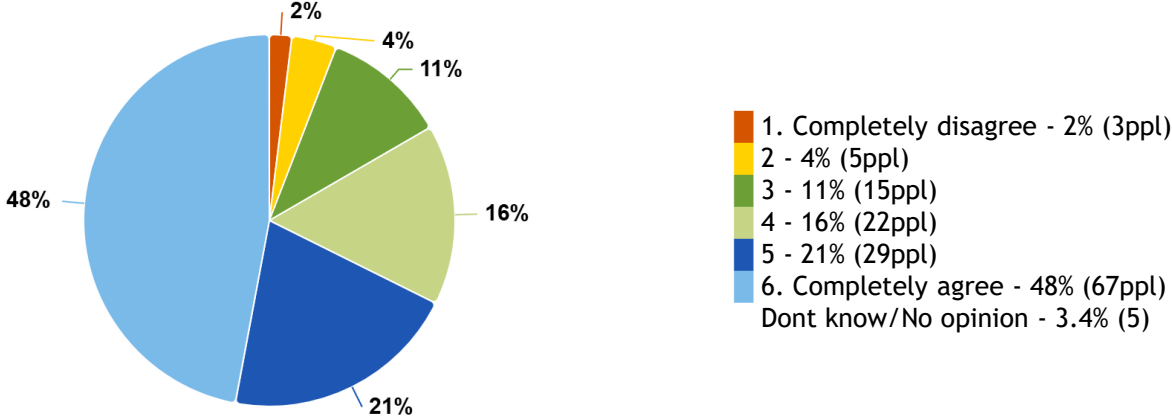
**5** My immediate manager converts strategy into operations and goals for both the group and the individual employee.

These questions deepen the picture of leadership by focusing on the manager's actual actions and behaviors. It provides a platform for more concrete reflection on areas where leadership can be further developed.

Examples of questions to use in the dialogue:

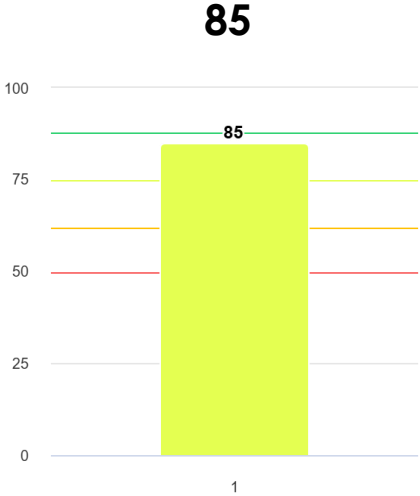
- Which of the areas is most important to us as a group?
- Which of the areas is most important to us as individuals?
- How can we, together with our manager, contribute to positive development in these areas?

# Manager creates opportunities for learning



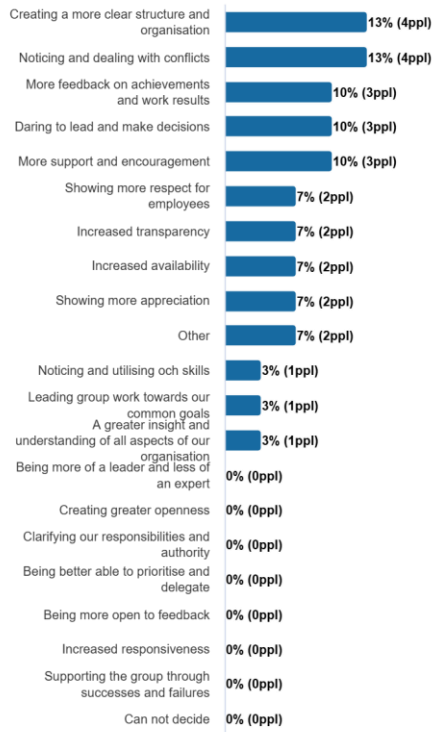
I feel that my line manager creates opportunities for me to learn and develop in my job.

# Confidence in immediate manager



1 I have confidence in the way my immediate manager leads and develops my division/unit/group.

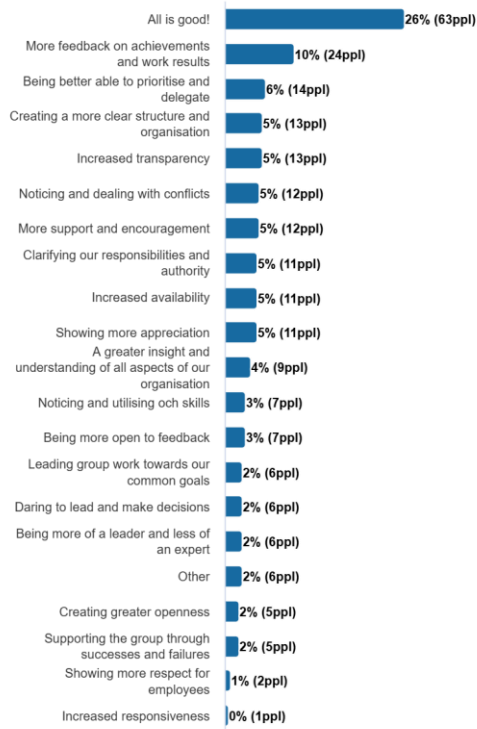
# Confidence in immediate manager - follow-up question 1



The question has been answered by those who answered 1-3 to the question about trust in their immediate manager.

The following factors would improve my confidence in my immediate manager.

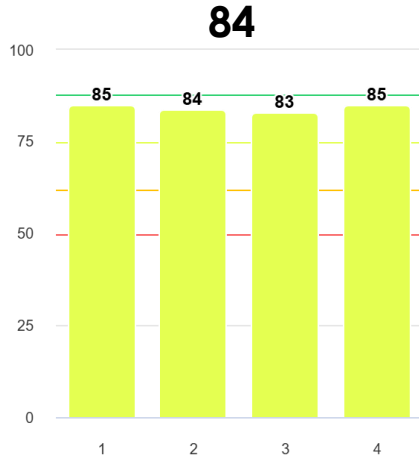
# Confidence in immediate manager - follow-up question 2



The question has been answered by those who answered 4-6 to the question about trust in the immediate manager.

The following factors would further improve my confidence in my immediate manager.

# Leadership - PhD student - main supervisor



For us at KI, it is important to continue to develop the conditions for our doctoral students. Their working situation and conditions are largely determined by the relationship with their main supervisor.

These questions are the basis for our work to continue to develop and improve the situation of doctoral students.

**1** I have a good relationship with my principal supervisor.

**2** I feel that my principal supervisor is engaged in my doctoral education.

**3** I feel that my principal supervisor provides great support for my research.

**4** I feel that my principal supervisor provides constructive feedback on my research.

# Organisation



**1** I find my institution/equivalent to be a workplace free from discrimination, regardless of ethnicity, disability, gender, transgender identity, sexual orientation, religion or age. And also free from sexual harassment.

**2** All in all, I feel sufficiently informed about what happens within Karolinska Institutet, and I know where to find information.

**3** I know who, or which division/unit is responsible for what function/task, and who to contact with various questions or tasks.

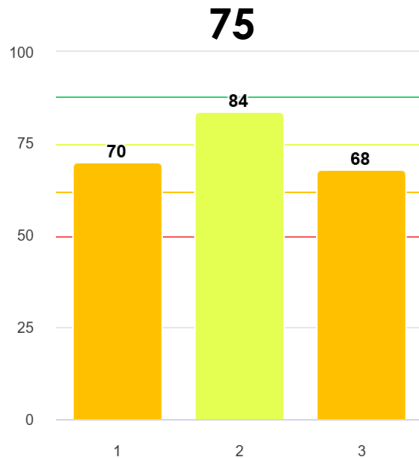
The questions in the Organization index area are about clarity, information, and discrimination and harassment. The answers show how well we understand our assignments, how communication works, and whether we feel safe in our daily work.

The goal is to build a transparent, clear, and stable organization that creates the conditions for collaboration, trust, and a safe work environment.

Examples of questions to use in the dialogue:

- In what ways does KI feel like a safe and well-ordered workplace? What could be further improved?
- What in our information flows could be improved?
- What problems arise when there are ambiguities? What do we do about these?

# Goals and strategies



**1** I have confidence in the management group's way of leading and developing our organisation.

Karolinska Institutet's management consists of the Rector, Vice President and University Director.

**2** I'm proud to work at Karolinska Institutet.

**3** I feel that our business goals (strategy 2030) permeates all of Karolinska Institutet.

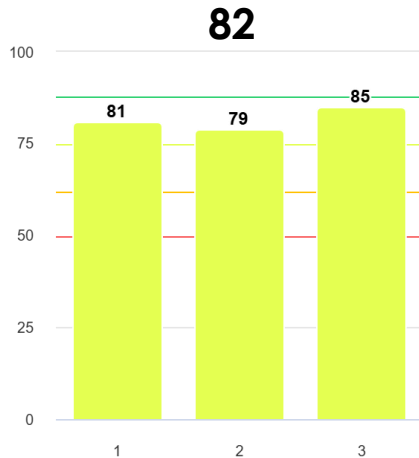
The questions in the index area Goals and strategies are about trust in management, pride and the connection between overall strategies and what is done in the business.

The goal is a working community where everyone understands the big picture, sees their contribution to KI's mission and feels a sense of belonging both locally and globally where "KI is WE".

Examples of questions to use in the dialogue:

- In what ways can we develop the relationship with the university management?
- How close is the connection between our everyday lives and the overall strategies for KI? How can it be strengthened?
- What things make us proud to work at KI?

# Core values



**1** I think that there are opportunities in the workplace to act on the basis of the KI values (in my office / unit / group).

**2** I think that our values permeate the activities at my department / equivalent.

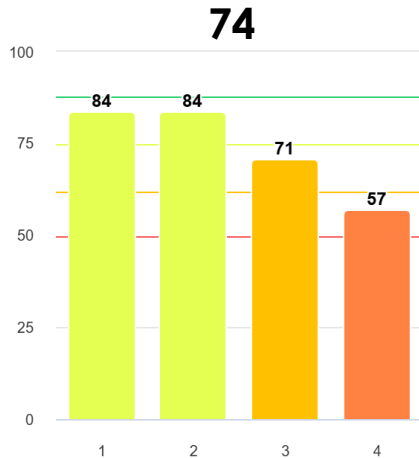
**3** I think that the values are important.

Karolinska Institutet's core values should permeate everything we do and serve as a compass for actions and decisions. They are based on principles of democracy, legality, objectivity, free opinion formation, respect for the equal value of all people, efficiency and service.

Examples of questions to use in the dialogue:

- How do we translate our core values into everyday life?
- In what ways could it have further impact on the business?
- Do the core values permeate how we treat each other?

# Proudness and sense of "us"



1 I am proud to work at my institution

2 I am proud to work at Karolinska Institutet

3 I think that there is a cohesion (sense of "us") at my department / equivalent.

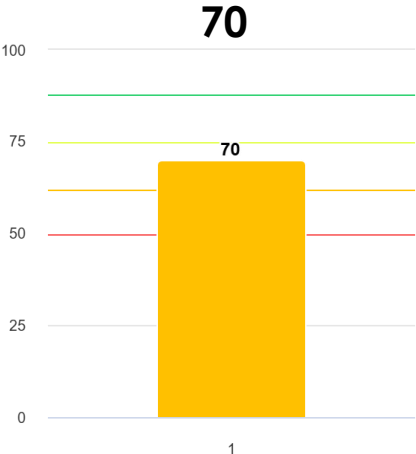
4 I think that there is a cohesion (sense of "us") at KI as a whole.

Our cohesion is crucial to whether we will succeed in our important mission. The fact that we are proud to work at KI is a strong internal driver in everyday life, but also an important component in building a strong employer brand that attracts new and valuable talent to KI.

Examples of questions to use in the dialogue:

- Vad är det som får oss stolta över att jobba på Karolinska institutet?
- Vilka är de viktigaste delarna för att skapa en god sammanhållning?
- Vad skulle kunna stärka sammanhållningen ytterligare hos oss?

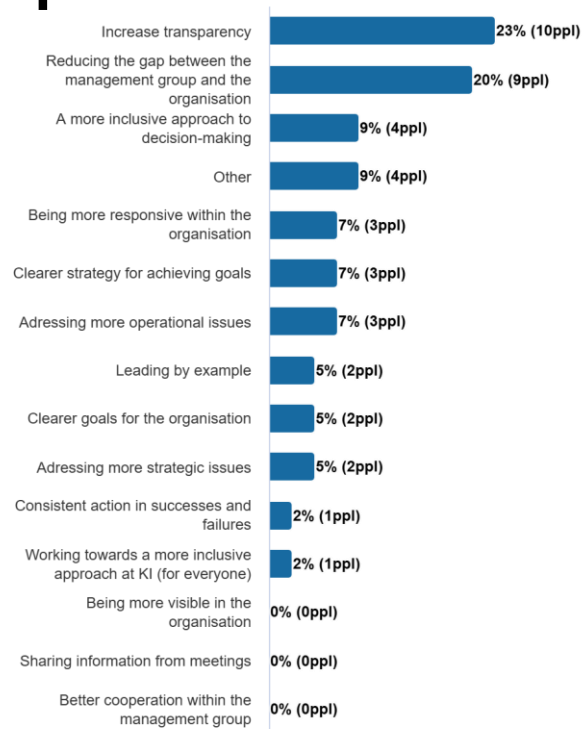
# Confidence in the management group



The question is about trust in the university management group's way of leading and developing KI's operations.

1 I have confidence in the management group's way of leading and developing our organisation. Karolinska Institutet's management consists of the Rector, Vice President and University Director.

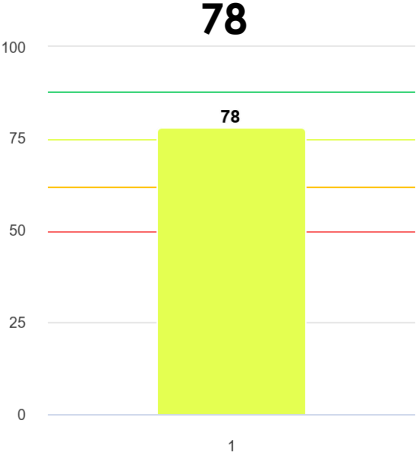
# Confidence in the management group - follow-up question



The question has been answered by those who answered 1-3 to the question about trust in the university management.

The following actions would improve my confidence in Karolinska Institutet's management group:

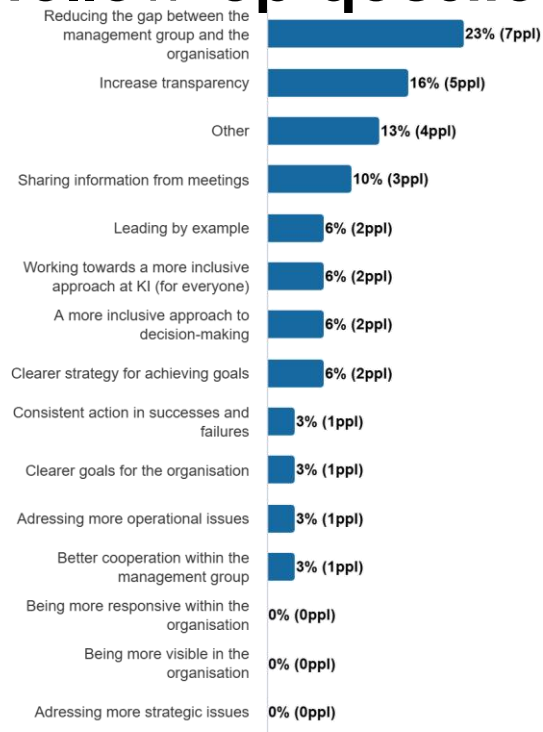
# Confidence in the department's leadership group



The question is about trust in the department leadership's way of leading and developing the department's operations.

1 I am confident in the way in which my departments leadership manages and develops our business. Your department/equivalent management consists of the head of department and its management team.

# Confidence in the department's management team - follow-up question

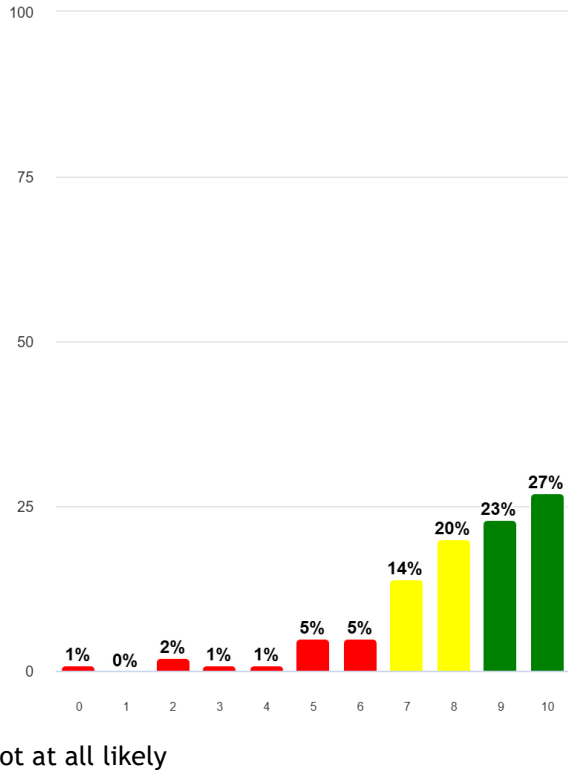


The question has been answered by those who answered 1-3 to the question about trust in department management.

The following actions would improve my confidence in my department leadership group:

# Ambassador (eNPS)

33



How likely are you to recommend the institution/equivalent as a workplace to an acquaintance or friend?

The value is calculated by taking the percentage of "Ambassadors" (9-10) minus the percentage of "Critics" (0-6) and can range from -100 to +100. A positive value indicates that there are more ambassadors than critics, and vice versa.

This area concerns our feelings about recommending our organization as an employer to friends and acquaintances.

**Let's talk about what steps we can take to more strongly recommend our organization as an employer.**

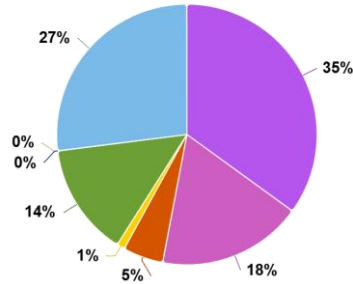
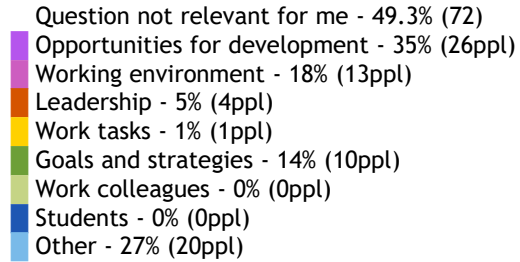
Examples of questions to use in the dialogue:

What are the positives of working within our operation?

What improvements are necessary for us to more strongly recommend our workplace to others?

Is there anything we can undertake on our own to create a workplace that we can truly endorse to others?

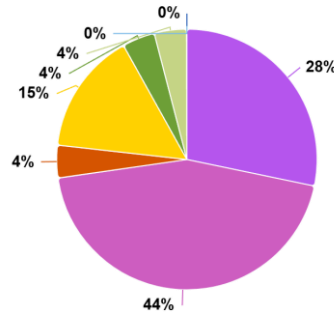
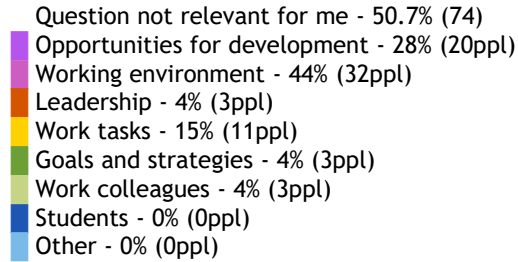
# Ambassador (eNPS) - follow-up question 1



The question was answered by those who gave a lower value (0-8) to the question of recommending their own unit as a workplace.

What is the main thing that would need to be improved in order for you to be able to recommend the department/equivalent as a workplace (an employer)?

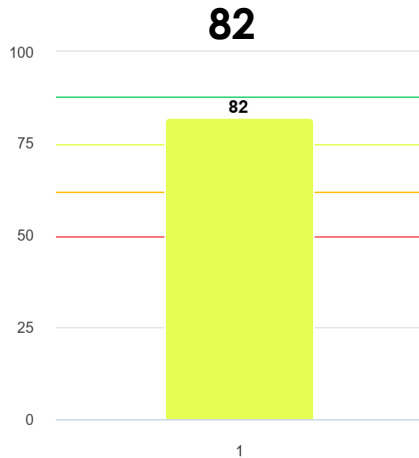
# Ambassador (eNPS) - follow-up question 2



The question was answered by those who gave a high score (9-10) on the question of recommending their own unit as a workplace.

What is the main reason you would recommend the department/equivalent as a workplace (an employer)?

# Free from discrimination



1 I find my institution/equivalent to be a workplace free from discrimination, regardless of ethnicity, disability, gender, transgender identity, sexual orientation, religion or age. And also free from sexual harassment.

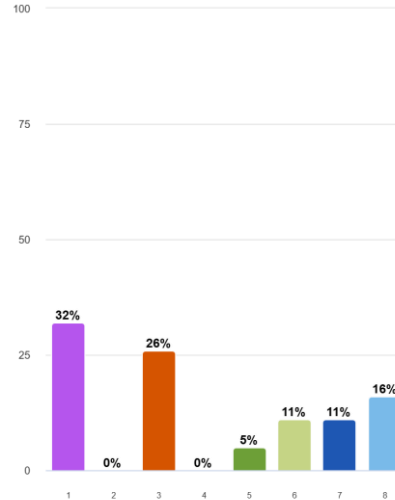
Our core values are based on respect for the equal value of all people. Therefore, we have zero tolerance for all instances of discrimination, harassment and abuse. Where it occurs, it is everyone's responsibility to report and take action.

Examples of questions to use in the dialogue:

- How can we prevent the emergence of discrimination, harassment in our business?
- When we see this type of behavior, how should we act?

# Free from discrimination - follow-up question

- Question not relevant for me - 90.4% (132)
- Ethnicity - 32% (6ppl)
- Disability - 0% (0ppl)
- Gender - 26% (5ppl)
- Transgender identity or expression - 0% (0ppl)
- Sexual orientation - 5% (1ppl)
- Religion or other belief - 11% (2ppl)
- Age - 11% (2ppl)
- Other - 16% (3ppl)

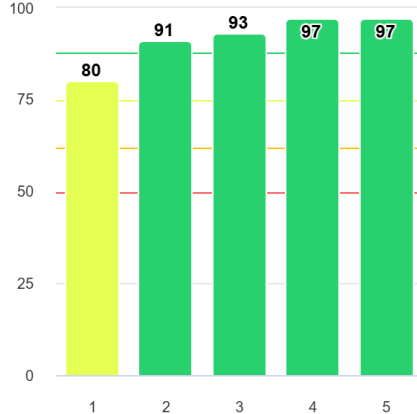


The question has been answered by those who gave a lower value (1-3) to the previous question.

Within the following area(s), I feel that discrimination occurs at my department/equivalent. (This relates to the past 12 months)

# Local security

91



1 In my division/unit/group, I feel comfortable and free from negative conflicts.

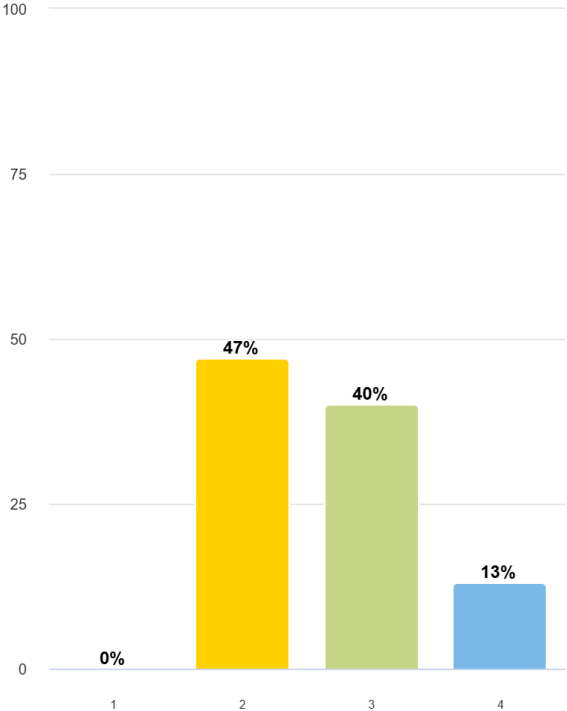
2 In my division/unit/group, I feel comfortable and free from bullying/victimisation.

3 In my division/unit/group, I feel comfortable and free from discrimination/harassment.

4 In my division/unit/group, I feel comfortable and free from sexual harassment.

5 In my division/unit/group, I feel comfortable and free from threats and violence.

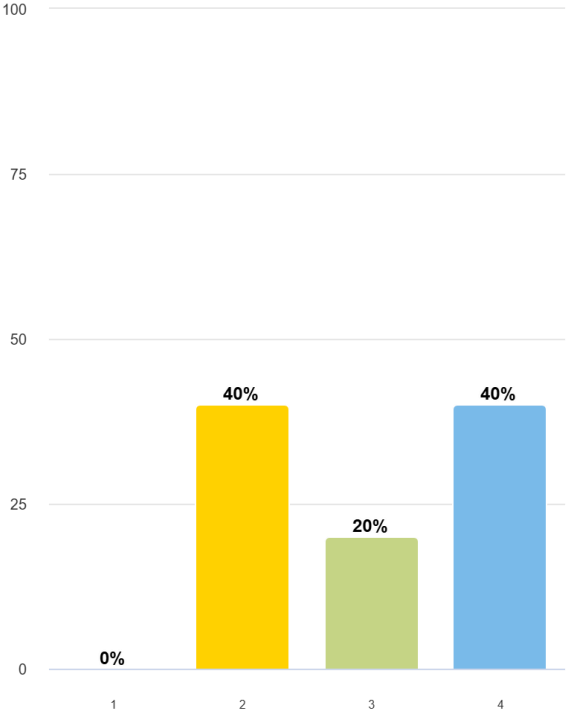
# How often within the last 12 months have you been subjected to



- Question not relevant for me - 89.7% (131)
- Once - 0% (0ppl)
- Occasionally - 47% (7ppl)
- Several times - 40% (6ppl)
- Not at all - 13% (2ppl)

How often in the last year have you experienced negative conflicts.

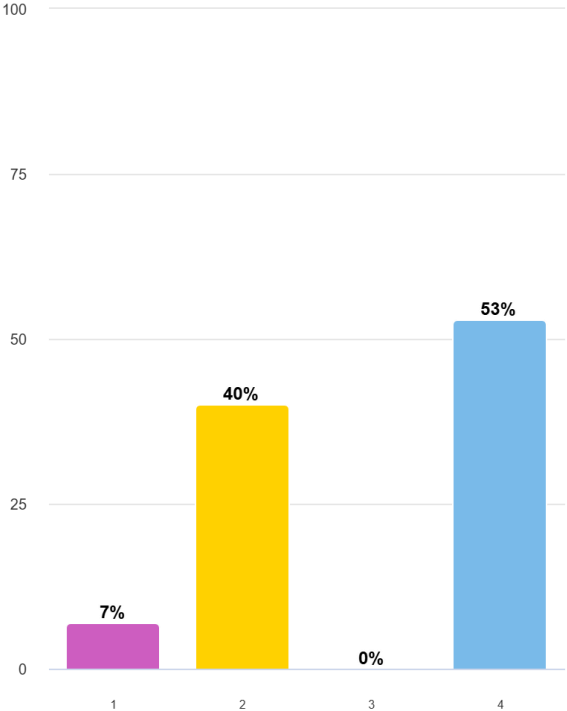
# How often within the last 12 months have you been subjected to



- Question not relevant for me - 89.7% (131)
- Once - 0% (0ppl)
- Occasionally - 40% (6ppl)
- Several times - 20% (3ppl)
- Not at all - 40% (6ppl)

How often in the last year have you experienced bullying/victimisation.

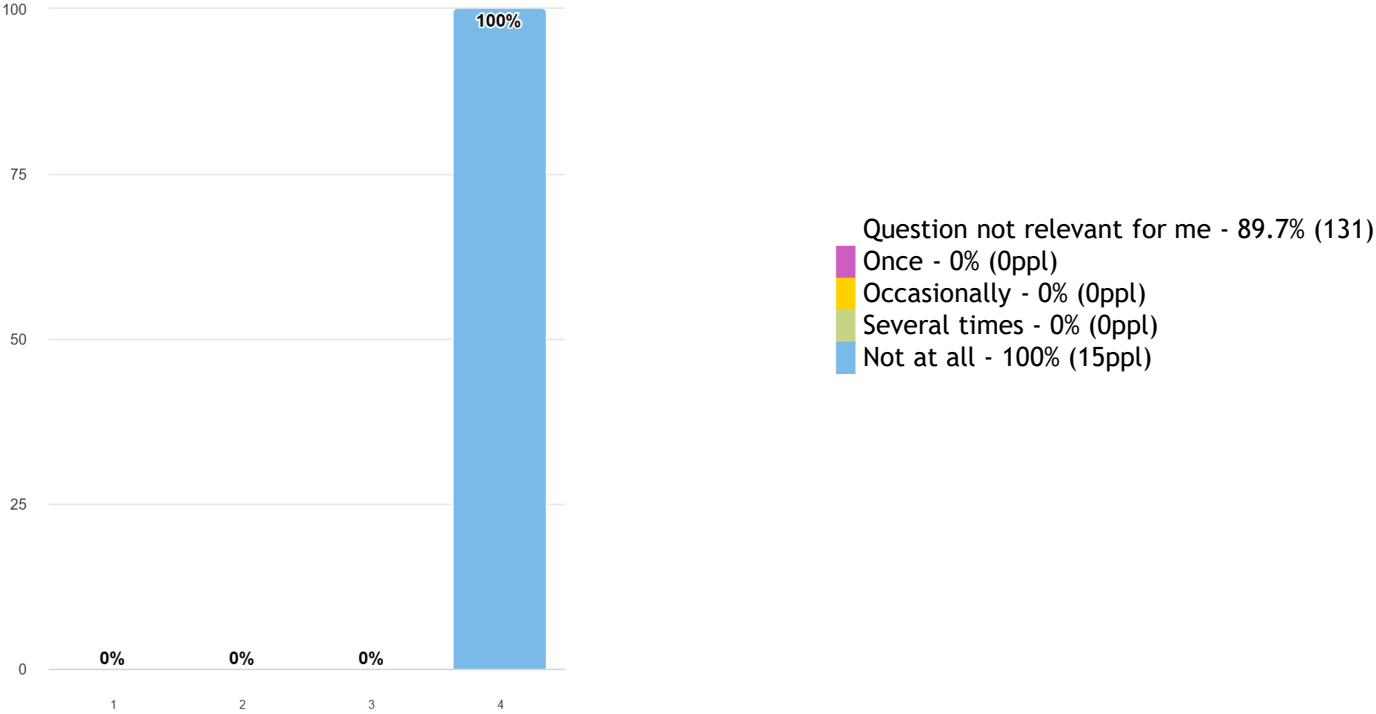
# How often within the last 12 months have you been subjected to



- Question not relevant for me - 89.7% (131)
- Once - 7% (1ppl)
- Occasionally - 40% (6ppl)
- Several times - 0% (0ppl)
- Not at all - 53% (8ppl)

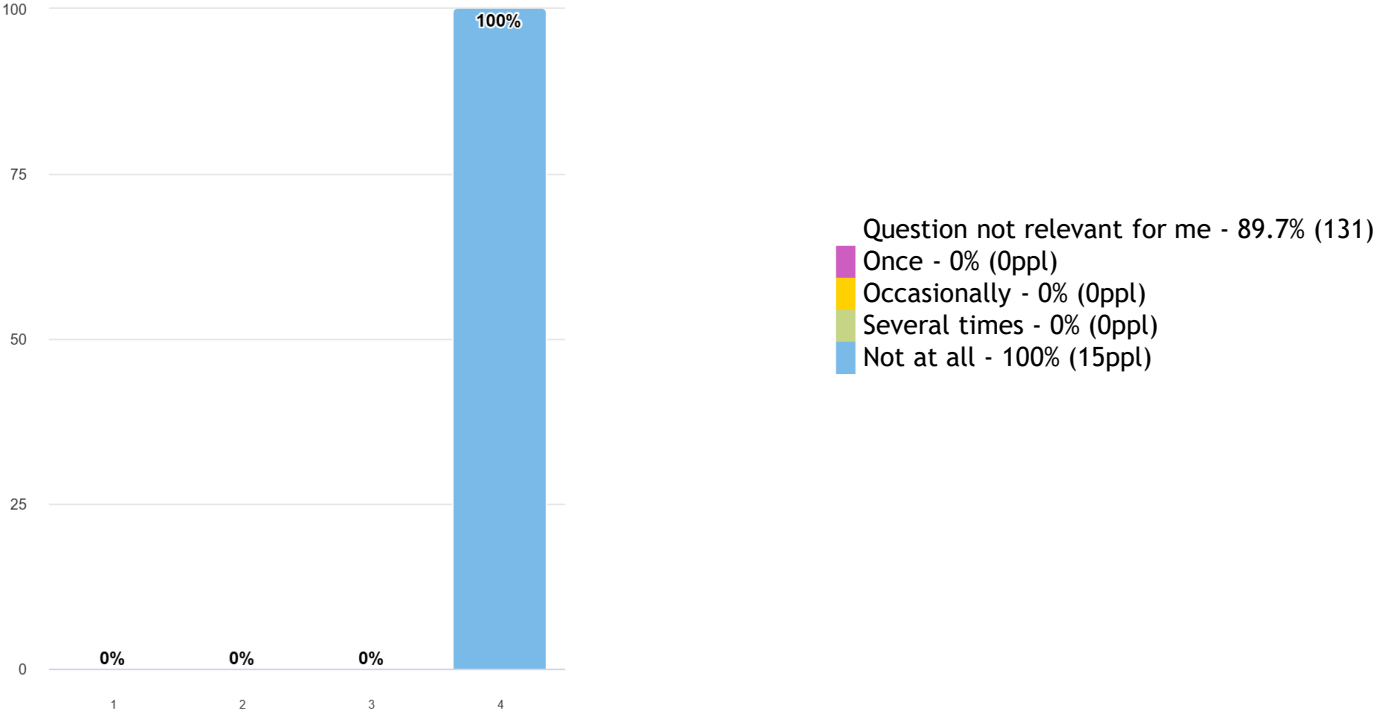
How often in the last year have you experienced discrimination/harassment.

# How often within the last 12 months have you been subjected to



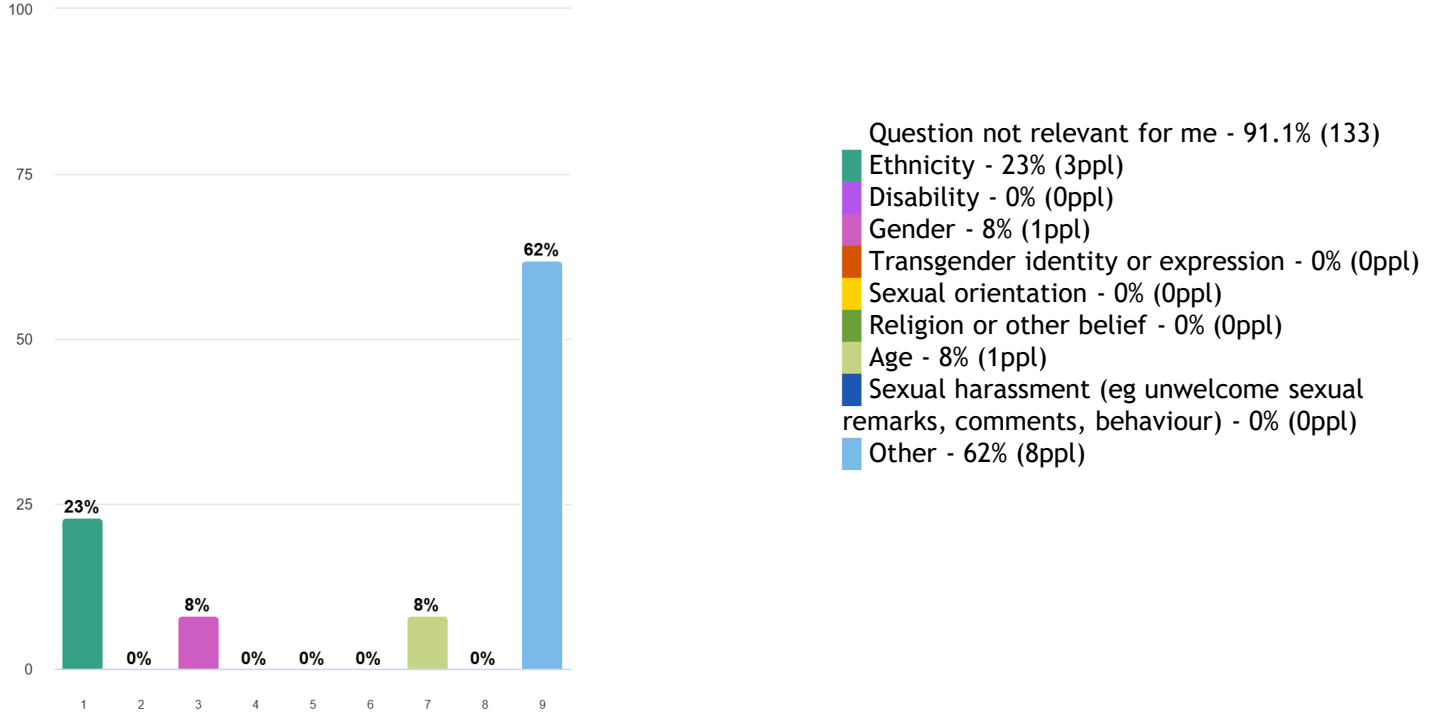
How often in the last year have you experienced sexual harassment.

# How often within the last 12 months have you been subjected to



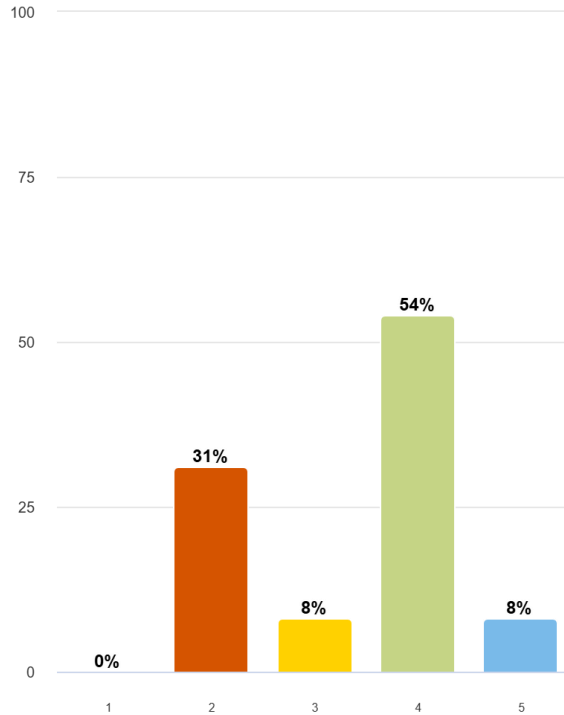
How often in the last year have you experienced threats and/or violence.

# Reason for the negative behaviour you were exposed to - follow up question



What do you think was the reason for the negative behaviour you were exposed to?

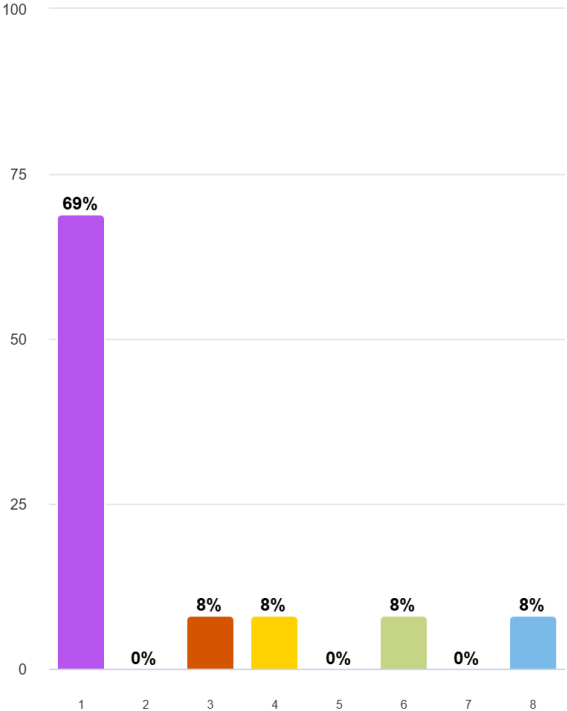
# I have actively sought help - follow up question



- Question not relevant for me - 91.1% (133)
- Yes, it has now been resolved. - 0% (0ppl)
- Yes, we are working to resolve the problem. - 31% (4ppl)
- I have sought, but not received any help. - 8% (1ppl)
- No, I have not sought help. - 54% (7ppl)
- No, I do not know where to turn. - 8% (1ppl)

I have actively sought help and/or received help to resolve the issue of the discrimination and/or the bullying/victimisation/harassment/sexual harassment I believe has occurred.

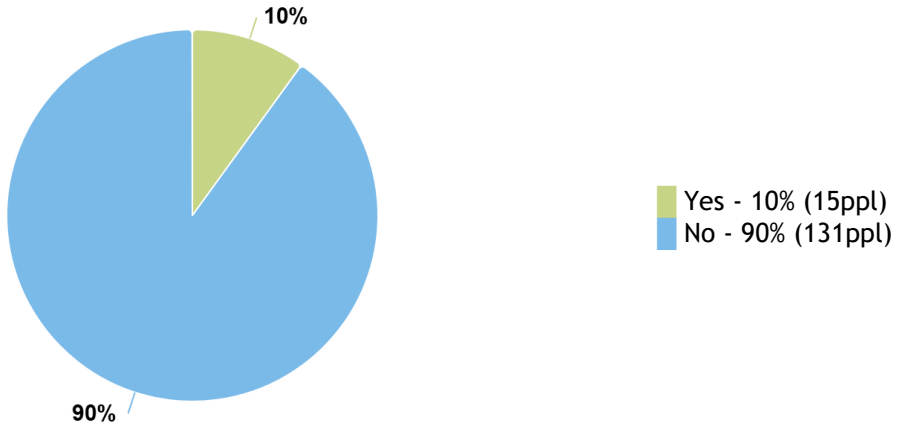
# Who has been subjecting you - follow up question



- Question not relevant for me - 91.1% (133)
- Co-worker/ colleague in KI - 69% (9ppl)
- Co-worker/ colleague outside KI - 0% (0ppl)
- Manager/leader - 8% (1ppl)
- Supervisor - 8% (1ppl)
- PhD - 0% (0ppl)
- Student - 8% (1ppl)
- Patient/Trialist - 0% (0ppl)
- Other - 8% (1ppl)

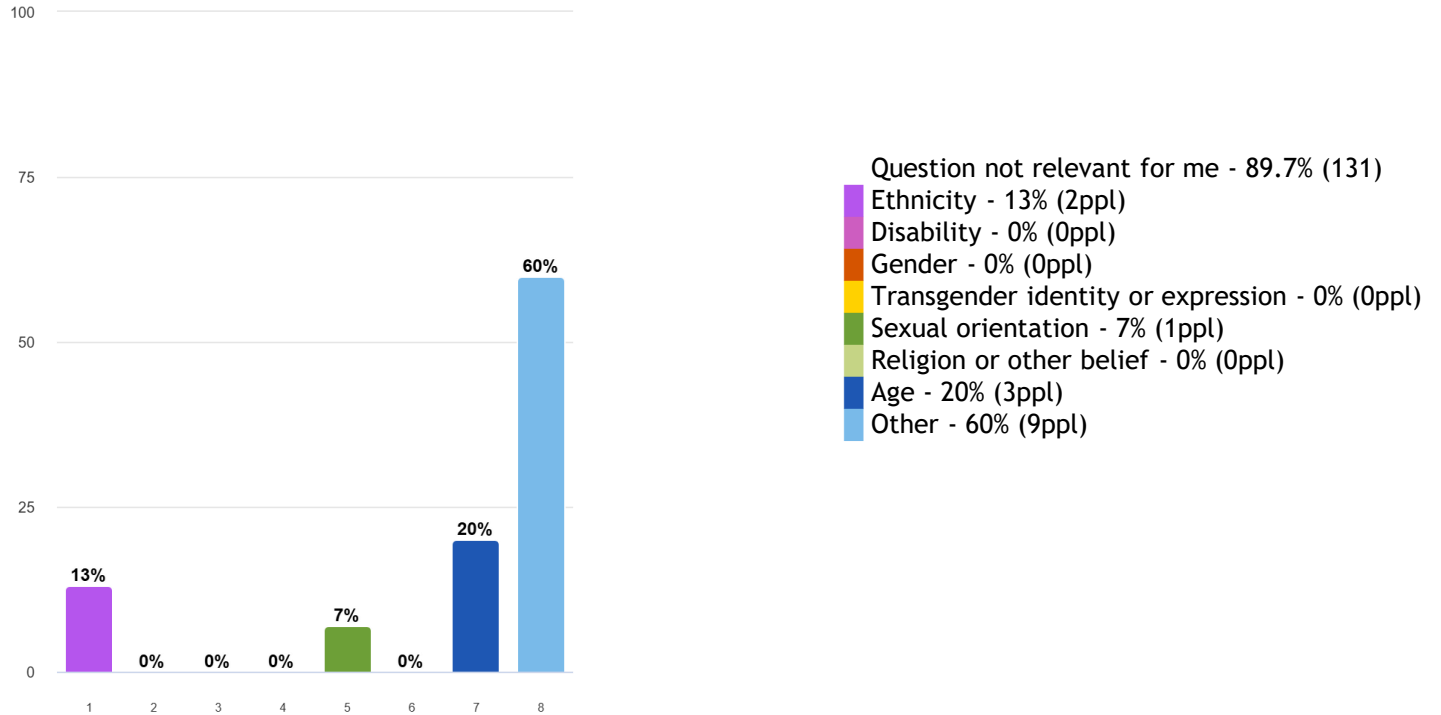
Who has been subjecting you to bullying/victimisation/discrimination?

# I have noticed that someone has been subjected to bullying/harassment/victimisation/discrimination



I have noticed that someone has been subjected to bullying/harassment/victimisation/discrimination in my workplace during the past 12 months.

# Reason for the negative behaviour - follow-up question



What do you think was the reason behind the negative behaviour you observed?

# Highest & lowest scoring questions

## Highest scoring questions

**97** In my division/unit/group, I feel comfortable and free from threats and violence. - Local security

**97** In my division/unit/group, I feel comfortable and free from sexual harassment. - Local security

**93** In my division/unit/group, I feel comfortable and free from discrimination/harassment. - Local security

**91** In my division/unit/group, I feel comfortable and free from bullying/victimisation. - Local security

**89** In my division/unit/group we treat each other with respect even when we have different opinions. -  
Employeeeship

## Lowest scoring questions

**55** When working sedentary jobs (sitting still), I regularly take physical movement breaks. - Physical activity

**57** I think that there is a cohesion (sense of "us") at KI as a whole. - Proudness and sense of "us"

**58** During working hours I have the opportunity to be physically active by for instance going to the gym, run, or walk. - Sustainable and healthy working environment

**68** I feel that our business goals (strategy 2030) permeates all of Karolinska Institutet. - Goals and strategies

**68** All in all, I feel sufficiently informed about what happens within Karolinska Institutet, and I know where to find information. - Organisation