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Executive Master in Business Administration

ER OPPGAVEN KONFIDENSIELL?

Nei

TITTEL:

Veier til en ny arbeidsdag: Flexibilitet og motivasjon under fjernarbeid og på kontoret

Title:

Paths to a new workday: Flexibility and motivation during remote work and at the office

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Sammendrag

Denne masteroppgaven ble utformet og gjennomført i studieåret 2022-2023. Målet var å se nærmere på hvordan fleksibelt arbeid med en kombinasjon av fjernarbeid og arbeid på kontoret påvirker vår motivasjon og trivsel. Jeg har også sett på hvilken betydning dette har for balansen mellom arbeid og fritid; work-life balance og hvordan den nye normalen med fleksibelt arbeid vil være for mange av oss, og hva som fungerer best på hjemmekontoret og ved kontoret på arbeidsplassen. Det teoretiske perspektivet er basert på nyere motivasjonsteorier, og sentralt står Deci and Ryans selvbestemmelsesteori eller Self Determination Theory, «SDT», JD-R-modellen, og en kombinasjon av denne og teknologi-akseptansemodellen. Datagrunnlaget er en undersøkelse med 413 respondenter utført av Equinor i forbindelse med selskapets Flexible Work Strategy. Hovedfunnene var at ansatte ikke bare var opptatt av fleksibilitet i form av veksling mellom kontor- og hjemmearbeid, men også autonomi i forhold å kontrollere denne vekslingen. De vil selv bestemme når og hvor mye man jobber hjemme eller på kontoret utfra det som egner seg best for den enkeltes situasjon og hvilken type arbeidsoppgaver som skal utføres til enhver tid. Jeg kommer også inn på hvilke følger dette kan få for fremtidens arbeidsliv.

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Forord

Denne masteroppgaven er en siste del og markerer avslutningen ved Executive Master of Business Administration ved Handelshøyskolen ved Universitetet i Stavanger. Det har vært lærerikt og inspirerende, men også krevende i kombinasjon med full jobb og familie med barn. Samtidig har jeg tatt med meg mye faglig lærdom og spennende teori som er relevant både i mitt arbeid og ellers i livet. Som student ved UiS har jeg fått muligheten til å velge fagkombinasjoner som passer for meg og min videre utvikling og som kan anvendes i arbeidslivet. Foreleserne ved UiS har gitt gode og inspirerende forelesninger med relevante problemstillinger innen næringslivet.

Tema er fleksibelt arbeid og motivasjon. Motivasjon er et tema jeg synes er veldig spennende og nyttig i mange av livets ulike faser, situasjoner og roller. Etter flere år med pandemi og arbeid fra hjemmekontor var det interessant å se på hvordan den nye normalen med fleksibelt arbeid påvirker våre liv og vår motivasjon og hvordan dette vil kunne påvirke balansen mellom arbeid og fritid, work-life balance.

Oppgaven er basert på data fra en undersøkelse utført av Equinor i forbindelse med fleksibelt arbeid og selskapets Flexible Work Strategy, kalt PSR's Flexible Work Survey.

Takk til støttespillere

Jeg vil takke familien, min mann og mine to barn for deres omsorgsfulle støtte og tålmodighet under denne skriveprosessen. Vil også takke min arbeidsgiver Equinor for at jeg har fått støtte og tilgang til å benytte datamaterialet som selskapet hentet inn via PSR's Flexible Work Survey. Videre vil jeg rette en spesiell takk til veileder ved Universitetet i Stavanger Bjarte Ravndal for gode råd, faglige innspill og hans interesse og tro på at dette prosjektet. Han har gitt meg faglig frihet og konstruktive råd og støtte underveis. Vil også takke Mette Helene Høgsand og Rune Manthey Løwehr ved UiS for deres faglige engasjement og profesjonelle serviceinnstilling.

1 Innledning

1.1 Oppgavens bakgrunn

En stadig økende digitalisering har skapt en rekke muligheter for mer fleksibilitet i arbeidslivet. Mange oppgaver kan gjøres fra hjemmekontor, og møter kan skje digitalt i stedet for at man reiser lange avstander for å møtes, noe som både er tidkrevende og har negative miljøeffekter. På den annen side er det vanskelig å vite hvor effektivt folk jobber hjemme, og om digitale møter er like gode som fysiske. Pandemien i 2020-22 satte fart på utviklingen mot en økende fleksibilitet på mange arbeidsplasser. Effektene av dette er fortsatt uklare og under evaluering. Vil den stadig større fleksibiliteten gjøre oss mer motiverte og engasjerte og vil det kunne påvirke vårt fokus og kvaliteten i arbeidet vi utfører. Digitaliseringen har gjort det mulig å jobbe stort sett overalt hvor vi befinner oss, og det kan være vanskelig å skille mellom jobb og fritid, samtidig som man skal følge opp det ansvaret og den tilliten man har fått ved å kunne arbeide hjemmefra. Hvordan vil dette påvirke balansen mellom jobb og privatliv og hvordan vil den fleksible arbeidsordningen fungere best?

Den anerkjente og kanskje fremste forsker og psykologen innen motivasjonsteori Edward L. Deci uttalte følgende: «*Don't ask how you can motivate others. Ask how you can create the conditions within which others will motivate themselves*» (YouTube 2012). Hvilke faktorer er det som påvirker oss, motiverer og engasjerer medarbeidere? Hvordan kan arbeidsgiver og ansatte sammen finne en best mulig måte for å oppnå trivsel, motivasjon og kvalitet i arbeidsutførelsen i den nye normalen med fleksibelt arbeidssted? Dette er noe av det jeg ønske å se nærmere på i denne masteroppgaven.

1.2 Fleksibelt arbeid i Equinor

Equinor er et internasjonalt energiselskap med 22.000 ansatte og virksomhet i over 30 land. Mange avdelinger har dermed også ansatte på ulike lokasjoner både nasjonalt og internasjonalt, noe som gjør virtuell samhandling nødvendig.

“The world is changing, and some are we. Our flexible work journey has already begun” uttalte Karen Vorraa, Vice President, People and Organisation hos Equinor (Insight.equinor.com. 2022)

Equinor har valgt en såkalt Flexible Work Strategy, heretter kalt FWS, med en fleksibel ordning for arbeidsted hvor ansatte får muligheten å kombinere fjernarbeid, arbeid fra hjemmekontor, og arbeid på kontor, slik at samhandling skjer både virtuelt og ved tilstedeværelse på kontoret.

Prinsipper for fleksibelt arbeid i Equinor:

1. Equinor har valgt en hybridmodell som kombinerer fysisk og virtuelt samarbeid.
2. Avtale om fleksibelt arbeid skal være frivillig, og leders beslutning om å inngå slik avtale skal baseres på en driftsmessig vurdering.
3. Avtale om fleksibelt arbeid kan være aktuelt for medarbeidere som kan utføre sine oppgaver og funksjoner trygt og sikkert utenfor Equinors kontorer eller anlegg, med produktivitet og effektivitet, og uten negativ helsepåvirkning.
4. Avtale om fleksibelt arbeid medfører ikke øvrige endringer i den enkeltes arbeidskontrakt, der rettigheter og forpliktelser ellers forblir de samme.
5. Avtale om fleksibelt arbeid må diskuteres og avtales med ressursleder, som vil ha tett dialog med oppgaveleder. Både leder og medarbeider kan bestemme seg for å oppheve avtalen.
6. Det er en forutsetning for fjernarbeid at den ansatte er tilgjengelig for samarbeid med leder og team. Fjernarbeid skal kombineres med fysisk tilstedeværelse på Equinors kontorer eller anlegg, og detaljer avtales med leder og team. Avtaler om fleksibelt arbeid må være i samsvar med gjeldende arbeidstidsbestemmelser.
7. For å sikre etterlevelse av lover og regler som gjelder for den enkelte og for selskapet, må den ansatte arbeide i det landet eller den staten (om relevant) de er ansatt i.
8. Det er viktig å gi nye kolleger en god introduksjon til stillingen og Equinors bedriftskultur, og hvert team vil avgjøre hvordan de best kan sikre kunnskapsoverføring og nettverksbygging. Dette kan påvirke avtaler om fleksibelt arbeid. (Equinor Insight.equinor.com Ansatte og utvikling - Fleksibelt arbeid)

1.3 Problemstilling

Hvordan kan den nye arbeidsdagen etter pandemien se ut? Ansattes perspektiver på fleksibilitet, motivasjon og work-life balanse i forbindelse med innføringen av Equinors Flexible Work Strategy.

1.4 Datagrunnlag: PSR Survey hos Equinor

For å finne svar på problemstillingen vil denne studien analysere resultatene av en undersøkelse gjennomført blant de ansatte i Equinors anskaffelsesenheter PSR. Målet for denne

undersøkelsen var å kartlegge ansattes erfaring med fleksibelt arbeid og grunner til å jobbe på kontoret eller hjemmefra. Svarene ble benyttet i forbindelse med innføring og videreføring av fleksibelt arbeid i selskapet. Undersøkelsen PSR's Flexible Work Survey, som ble gjennomført i november-desember 2021, består både av en kvantitativ del, der respondentene krysset av på svaralternativer i et spørreskjema, og en kvalitativ del, der respondentene selv formulerte sine tanker om fordeler og ulemper ved å jobbe på kontor eller hjemme.

2. Teori

2.1 Motivasjon

Motivasjon vil være et sentrale begrep i denne oppgaven og det teoretiske perspektivet. Det er et begrep som brukes mye og betyr mye i mange ulike situasjoner og faser i arbeidslivet og livet ellers, men hva vil det si det å være motivert, og hvilke faktorer er det som påvirker motivasjonen vår?

Det finnes mange ulike definisjoner av motivasjon, i denne oppgaven er det først og fremst arbeidsmotivasjon det handler om. Arbeidsmotivasjon er motivasjonen som påvirker medarbeideres innsats, valg av arbeidsmetoder, prestasjoner og produktivitet på jobb. Siden dette åpenbart vil kunne ha stor betydning for en bedrifts konkurransedyktighet har det vært forsket mye på arbeidsmotivasjon og hvordan denne kan stimuleres på best mulig måte i ulike arbeidssituasjoner (snl.no).

To hovedbegreper innen både arbeidsmotivasjon og motivasjon generelt er indre og ytre motivasjon.

Indre motivasjon handler om at man motiveres til innsats fordi man opplever at arbeidet er meningsfylt, interessant og gir glede - som videre vil kunne gi økt trivsel, utvikling og mestringsfølelse.

Ytre motivasjon handler om at adferden er rettet mot en ytre belønning eller konsekvens for eksempel belønning i form av lønn og forfremmelser.

Hva som har størst effekt på motivasjon avhenger av trekk ved både person og situasjon, men indre motivasjon ser ofte ut til å føre til bedre prestasjoner gjennom å gi en følelse av

mening, mestring, selvbestemmelse og påvirkning av arbeidet, noe som gjør at medarbeideren orienterer seg aktivt mot sin rolle i arbeidet (snl.no).

2.2 Deci og Ryan: Selvbestemmelsesteorien

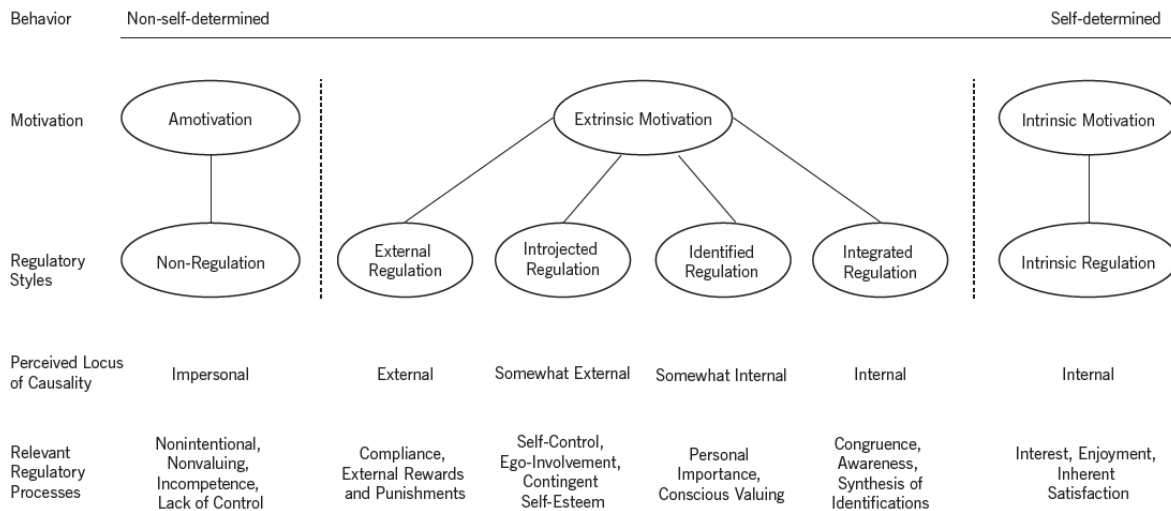
Edward Deci og Richard Ryan startet med å revurdere begrepet motivasjon. Tidligere hadde det vært vanlig å se motivasjon som et enhetlig konsept, der det viktige var mengden motivasjon som kunne skapes; jo mer motivasjon, jo større vilje til å handle, og jo bedre resultater. Deci og Ryan ønsket i stedet å differensiere motivasjon, og se nærmere på ulike typer motivasjon for å vurdere deres kvalitet. De sier at deres opprinnelige idé var at typen eller kvaliteten på motivasjonen var viktigere for motivasjonens effekt på psykisk helse, effektivitet og problemløsning enn mengden motivasjon. I følge Deci og Ryan har omfattende forskning bekreftet denne opprinnelige ideen (Deci og Ryan 2008, Ryan og Deci 2017, s. 13-15).

Hovedbegrepene til Deci og Ryan er kontrollert motivasjon og autonom motivasjon. De sier at ulike typer motivasjon kan vurderes ut fra hvor de befinner seg på et kontinuum fra kontrollert til autonom motivasjon. Indre motivasjon vil alltid være autonom, mens ytre motivasjon kan variere fra å være svært kontrollert, som når den fremkalles av ytre pålagte muligheter for belønning eller straff, til å være relativt autonom, dersom den fører til resultater som oppleves som personlig verdifulle eller meningsfulle. (Deci og Ryan 2017, s. 14)

Ifølge Deci og Ryan vil handlinger være autonome i den grad de er villet, at personen som utfører dem samtykker i, er enig i, og er fullt ut villig til å utføre dem. Autonome handlinger er handlinger som kommer fra og er uttrykk for *selvet*, det er handlinger som er i overensstemmelse med personens selvfølelse.

Kontrollerte handlinger vil derimot være fremkalt av en følelse av ytre eller indre press. En person som er kontrollert vil for eksempel ha en opplevelse av å være tvunget av andre personer eller annen ytre påvirkning til å handle på måter som er fremmede eller i uoverensstemmelse med den egne selvfølelsen. (Ryan og Deci 2017, s. 14)

Kontinuumet fra kontrollert til autonom motivasjon (eller fra ikke-selvbestemt til selvbestemt atferd) kan illustreres slik:



(Hentet fra Ryan og Deci 2017)

Figuren viser lengst til venstre «amotivasjon», mangel på motivasjon eller intensjon, som oppstår der det ikke finner sted hverken indre eller ytre regulering eller kontroll. Deretter ser vi fra venstre mot høyre hvordan ulike typer ytre (*extrinsic*) motivasjon fører til forskjellig grad av kontroll og forskjellige utgangspunkter (*locus*) for at det utløses handling. Nederst listes det opp hvilke reguleringsprosesser som ligger bak handlingene. Vi ser i høyre ende av diagrammet at selvbestemt atferd finner sted som følge av indre motivasjon og regulering drevet av interesse, glede, og mestringsfølelse.

2.1.1 De grunnleggende psykologiske behovene

Deci og Ryans selvbestemmelsesteori bygger på tre sentrale og grunnleggende psykologiske behov som påvirker engasjement, trivsel og helse. Disse tre er behovene for autonomi, kompetanse og tilhørighet (*relatedness*) (Ryan og Deci, 2017, s. 86). Ved oppfyllelse av disse tre behovene vil man oppleve livsglede og indre motivasjon, men dersom disse tre behovene ikke er dekket kan det føre til nedsatt livsglede og redusert indre motivasjon. Studier har vist at disse tre behovene påvirker psykisk velvære i alle kulturer. Autonomi er viktig både i kulturer som regnes som individualistiske og i kulturer som regnes som kollektivistiske (Deci og Ryan 2008, Ryan og Deci 2017, s. 88).

De tre grunnleggende behovene kan beskrives slik.

Autonomi: Behovet for å oppleve egen anerkjennelse for og eierskap til handlingene sine, å være selvregulerende. Autonomi vil gi en følelse av frivillighet og lyst i forbindelse med egen atferd.

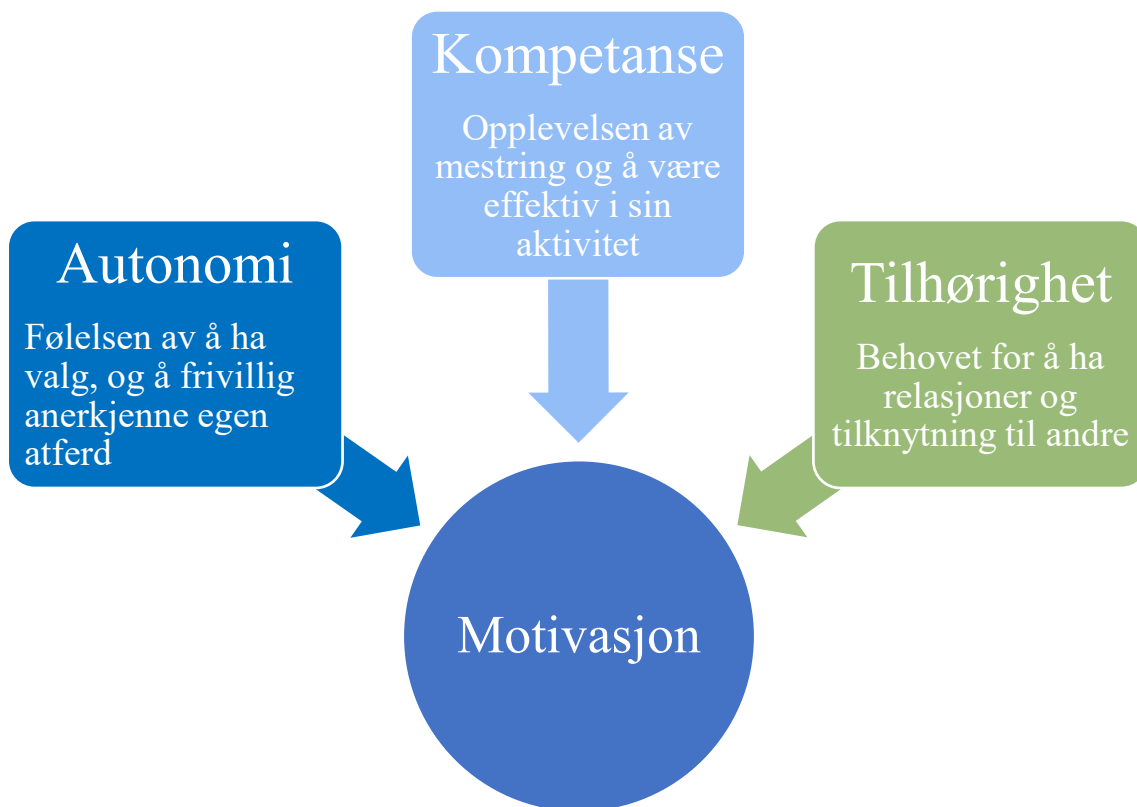
Kompetanse: Dette behovet handler om å oppleve muligheter for og støtte for gjennomføring, utvidelse og å få uttrykk for sine evner og talenter. Dersom individer hindres i å utvikle ferdigheter, forståelse og mestring vil ikke kompetanse-behovet bli oppfylt.

Tilhørighet: Behovet for tilhørighet dreier seg om å føle seg knyttet til og involvert med andre og ha en følelse av tilhørighet. Dette behovet oppfylles både når du opplever at andre viser omtanke for deg, og når du får muligheter for å vise omtanke for andre, siden begge retningene av omtanke øker opplevelsen av tilhørighet.

(Ryan og Deci 2017, s. 86)

Dersom noen av disse tre grunnleggende behovene ikke er dekket kan det føre til nedsatt vitalitet, tap av handlingsvilje, og redusert velvære. Effekten av behovsstøtte kan ses både helt generelt og i mer avgrensede kontekster. Generell støtte for disse behovene vil medføre generelt styrket vitalitet og velvære, men det er også mulig å se på støtte av disse grunnleggende behovene innenfor spesifikke områder, som et klasserom, en arbeidsplass eller et idrettslag. (Ryan og Deci 2017, s. 86).

Sammenhengen mellom de tre behovene og motivasjon kan illustreres slik:



Oversatt og tilpasset fra <https://www.urmc.rochester.edu/community-health/patient-care/self-determination-theory.aspx> (hentet mai 2023)

2.1.2 Kognitiv evalueringsteori

SDT inneholder også en rekke «mini-teorier» som tar for seg ulike aspekter innenfor SDT. Den første av disse teoriene er kognitiv evalueringsteori, *Cognitive evaluation theory*, heretter kalt CET. Deci og Ryan forutsatte at indre motivasjon er en iboende menneskelig egenskap som kan støttes eller undermineres av ulike forhold, og utviklet CET for å indentifisere disse forholdene. CET tar altså for seg de sosiale og miljømessige faktorene som underbygger eller hemmer indre motivasjon.

CET fokuserer på de grunnleggende behovene for kompetanse og autonomi. Ryan og Deci hevder at dersom man mottar tilbakemeldinger, innspill eller belønninger som underbygger følelsen av kompetanse under utførelsen av en oppgave vil dette kunne fremme indre motivasjon. Studier har vist at positive tilbakemeldinger bygger opp under den indre motivasjonen, mens negative tilbakemeldinger svekker den. Men for at følelsen av kompetanse skal kunne styrke den indre motivasjonen må en følelse av autonomi også være til stede. Det er ikke nok at folk opplever kompetanse eller effektivitet. De må også ha en

opplevelse av at deres atferd er selvbestemt for at den indre motivasjonen skal høynes (Ryan og Deci 2000).

CET fokuserer altså på at de sosiale omgivelsene enten kan legge til rette for eller hindre indre motivasjon gjennom å støtte eller underminere menneskers iboende psykologiske behov. Et eksempel på hvordan omgivelsene kan påvirke indre motivasjon er belønninger. Forskningen til Deci og Ryan har vist at en forventning om konkret belønning knyttet til en spesifikk oppgave vil underminere indre motivasjon, noe som kan skyldes en følelse av at impulsen til å utføre oppgaven da vil komme utenfra (Ryan og Deci 2000).

2.1.3 Oppsummert om selvbestemmelsesteorien

SDT er en teori som anvendes på mange forskjellige områder, fra psykoterapi til idrett, men arbeidsmotivasjon har alltid vært et viktig område for SDT-forskning. Ryan og Deci forteller at mange studier har vist betydningen av autonomi i arbeidslivet og peker på at når ledere er mer autonomi-støttende internaliserer ansatte verdien av egen arbeidsinnsats, er mer autonomt motivert, og viser større jobb-tilfredshet og velvære. Dessuten har de demonstrert at det er mulig å trene ledere til å bli mer autonomi-støttende. Studier har også vist betydningen av å oppfylle de tre grunnleggende psykologiske behovene hos ansatte. «Organisasjoner som fremmer indre versus ytre verdier, og en opplevelse av meningsfullhet, vil ytterligere styrke ansattes behovsoppfyllelse og dermed deres dedikasjon og engasjement» (Ryan and Deci 2017, s. 532).

Ryan og Deci anerkjenner at arbeidsmotivasjoner alltid vil være en miks av både indre og ytre motivasjoner, men understreker at det å ha autonom motivasjon med i miksen er helt avgjørende for å oppnå engasjement og prestasjoner av høy kvalitet. De viser også til en studie som viste at ansatte som ble mer autonomt motivert hadde større jobb-engasjement og mindre følelsesmessig slitasje, mens kontrollert motivasjon predikerte betydelig følelsesmessig slitasje (Ryan and Deci 2017, s. 538).

Ryan og Deci har også forsket på hvordan store endringer kan gjennomføres i organisasjoner, noe som er spesielt aktuelt for denne oppgavens tema. Dersom endringer skal skje på en god måte sier Ryan og Deci at lederne må kommunisere med de ansatte på en måte som tar hensyn til de ansattes behov og støtter deres innsats og perspektiver. På denne måten vil de

ansatte bli mer autonomt motivert til å gjennomføre oppgavene sine, og vil oppnå større trivsel og positiv utvikling (Ryan and Deci 2017, s. 540).

2.2 Studie fra 2021: Fleksibilitet med autonomi

Nærmere 40 år etter at de ble lansert er teoriene til Deci og Ryan fortsatt høyst aktuelle. En artikkel fra nettutgaven til *Harvard Business Review* fra oktober 2021 av Holger Resinger and Dane Fetterer med tittelen «Forget Flexibility. Your Employees Want Autonomy» viser til Ryan og Decis selvbestemmelsesteori i forbindelse med en stor studie av over 5000 kunnskapsarbeidere fra USA, Storbritannia, Frankrike, Tyskland og Japan. (Resinger og Fetterer 2021, Jabra 2021). Denne studien, *Jabra Hybrid Ways of Working: 2021 Global Report*, spurte kunnskapsarbeiderne om hva de ønsket seg av arbeidsforhold i fremtiden. 59% av respondentene svarte at fleksibilitet er viktigere enn lønn og andre ytelser, mens 77% sa de ville foretrekke å arbeide for et selskap som ville gi dem fleksibilitet til å arbeide hvor som helst, heller enn i et stort moderne kontorlokale. Samtidig ønsket så mange som 61% å ha muligheten til å komme til et kontor når de hadde behov for det, og jobbe hjemme når de hadde behov for det. De ønsket altså autonomi. Og 59% sa at de ikke ville jobbe for et selskap som krevde at de måtte være fysisk til stede på selskapets kontorlokaler fem dager i uken. Resinger og Fetterer konkluderer med at disse funnene viser at ansatte ønsker fleksibilitet med autonomi, og påpeker at dette er helt i tråd med selvbestemmelsesteorien til Ryan og Deci.

Videre identifiserer Resinger og Fetterer fem nivåer for autonomi og fleksibilitet på arbeidsplassen:

Low autonomy, low flexibility: I am mandated to be in the office full time.

Low autonomy, medium flexibility: I work from both the home and the office, but my organization tells me which days to be in which place (e.g. the marketing department is required in the office on Monday and Wednesday, but must work remotely Tuesday, Thursday, and Friday).

Medium autonomy, medium flexibility: I can work from multiple locations, but with a minimum number of days required in office each week.

Medium autonomy, high flexibility: I am mandated to work remotely full time but can choose where I want to work.

High autonomy, high flexibility: I can work wherever, whenever, with full access to my organization's office space.

(Reisinger og Fetterer 2021)

Reisinger og Fetterer sier at i etterkant av pandemien har det midterste nivået vært mest populært i organisasjoner, og at dette er en modell som støttes av store globale organisasjoner som Adobe, Citigroup og Google. Likevel mener Reisinger og Fetterer at deres funn viser at ansatte ønsker mer autonomi, og er villige til å bytte jobb dersom de ikke får det. Dermed blir det å gi de ansatte mest mulig autonomi «i mindre grad en bonus for de ansatte, og større grad et nødvendig element for å forbli en konkurransedyktig og relevant organisasjon» (Reisinger og Fetterer 2021).

2.3. Jobbkarakteristikk-teorien

En teori som i stor grad viser til lignende motivasjonsfaktorer som SDT er Jobbkarakteristikk-teorien – *Job characteristics theory*. Denne teorien ble utviklet av Richard Hackman og Greg Oldham, og trekker frem fem karakteristika, eller jobb-dimensjoner, som er nødvendige for at folk skal ha indre motivasjon på jobb. Disse er:

- *Ferdighetsvariasjon (skill variety)*: Om jobben krever variasjon i ferdigheter og tilbyr ulike oppgaver
- *Oppgaveidentitet (task identity)*: Om jobben er lagt opp slik at arbeidstakeren kan utføre et helt og identifiserbart stykke arbeid
- *Betydning (task significance)*: Om jobben har betydning i den forstand at den har påvirkning på andre og deres liv – i eller utenfor organisasjonen
- *Autonomi (autonomy)*: I hvilken grad arbeidstakeren er fri til å gjøre jobben på sin måte og selv vil stå ansvarlig for resultatet
- *Tilbakemelding (feedback)*: I hvilken grad arbeidsprosessene gir mulighet for tilstrekkelige tilbakemeldinger om arbeidstakerens prestasjoner

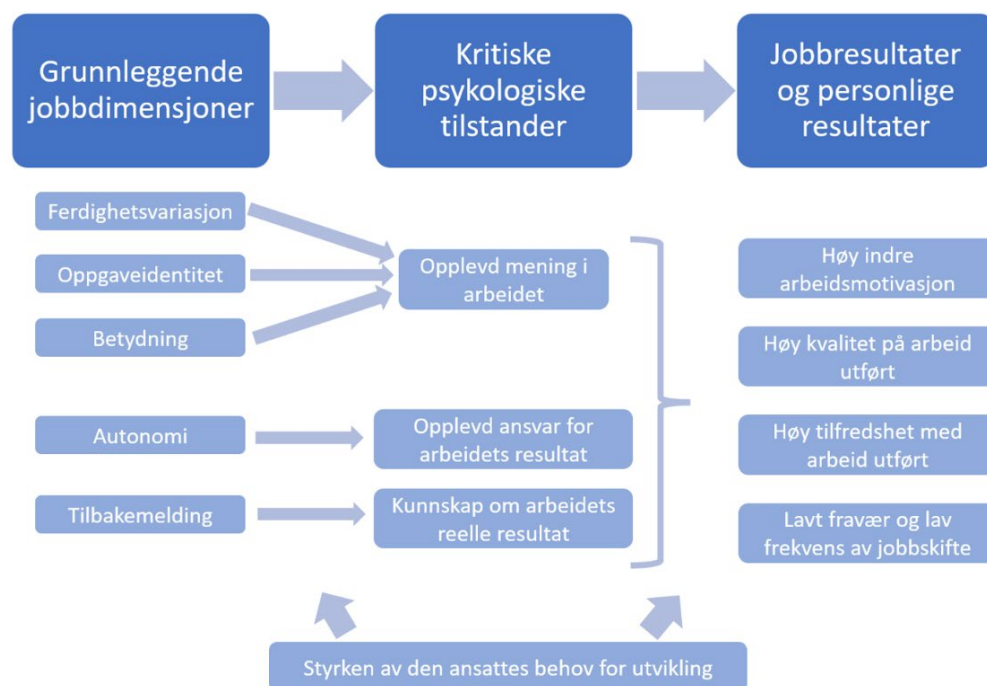
(Hackman & Oldham 1976, SNL: *Jobbkarakteristika*, Wietrak et al. 2021)

Disse fem dimensjonene frembringer tre psykologiske tilstander. Ferdighetsvariasjon, oppgaveidentitet og betydning gir den psykologiske tilstanden *opplevd mening* i arbeidet, autonomi gir *opplevd ansvar for oppgavens resultat*, mens tilbakemelding gir *kunnskap om arbeidets reelle resultat*.

- *Opplevd mening i arbeidet* handler om i hvilken grad individet opplever jobben som meningsfull, verdifull og nyttig.
- *Opplevd ansvar for oppgavens resultat* handler om i hvilken grad individet føler seg personlig ansvarlig for arbeidet som gjøres.
- *Kunnskap om arbeidets reelle resultat* handler om i hvilken grad individet fortløpende kjenner til og forstår hvor effektivt hun eller han utfører arbeidet.

Hackman og Oldham konstaterer at selv-generert motivasjon vil være høyest når alle disse tre psykologiske tilstandene inntreffer. De nevner som eksempel at dersom en ansatt føler seg fullt ut ansvarlig for oppgavens resultat, men aldri får vite hvor godt han eller hun utfører oppgavene, er det tvilsomt at den ansatte vil oppleve den indre tilfredsstillelsen som kan lede til selv-generert motivasjon (Hackman & Oldham 1976).

Denne figuren gir en oversikt over teorien (tilpasset etter Hackman og Oldham 1976):



Ryan og Deci (2017, s. 542) påpeker klare likheter mellom deres SDT-forskning og funnene i forskning knyttet til jobbkarakteristikk-teorien. Hackman og Oldhams fokus på betydningen av opplevd mening i arbeidet henger nært sammen med SDT-teoriens fokus på autonomi og indre motivasjon. Jobbkarakteristikk-teorien vil kunne være relevant for denne oppgaven i forbindelse med hvordan flexible work strategy kan påvirke de grunnleggende jobbdimensjonene og derigjennom de psykologiske tilstandene og videre jobbresultater og personlige resultater.

2.4 JD-R-teorien: Jobbkraav og jobbressurser

Jobbkraav og jobbressurs-teorien, er en teori, eller modell, som ble utviklet tidlig på 2000-tallet for å belyse hvordan forholdet mellom jobbkraav og jobbressurser kan føre til utbrenthet på den ene siden, eller økt motivasjon, engasjement og trivsel på den andre. Arnold B.

Bakker og Evangelia Demerouti, to av de fremste forskerne bak denne teorien, presenterer de to hovedbegrepene slik:

Jobbkraav (job demands) defineres som de fysiske, psykologiske, sosiale eller organisasjonsmessige aspektene ved jobben som krever vedvarende innsats, psykisk og fysisk, og som dermed medfører en grad av fysiologisk eller psykisk belastning. Eksempler på jobbkraav kan være høyt arbeidspress, uegnede fysiske omgivelser, eller emosjonelt krevende kommunikasjon med klienter.

Jobbressurser er de fysiske, psykologiske, sosiale, eller organisasjonsmessige aspektene ved jobben som kan være enten funksjonelle i forhold til å nå målsetninger, redusere jobbkraav med de medfølgende psykiske eller fysiologiske belastningene, eller stimulere til personlig vekst, læring og utvikling (Bakker & Demerouti 2007).

Jobbressurser er altså ikke bare nødvendige for å redusere belastningen fra jobbkraav, men er viktige og verdifulle i seg selv. Her ser vi klare forbindelser med selvbestemmelsesteorien. Ryan og Deci påpeker sammenhengen mellom tilfredsstillelsen av de grunnleggende psykologiske behovene og jobbkraav og jobbressurser. De trekker frem studier basert på JD-R-modellen som viser at hvor mye de grunnleggende behovene oppfylles er avgjørende for om ansatte ville blomstre eller forfalle. (Ryan og Deci 2017, s. 542)

JD-R-teorien vil være nyttig i forhold til denne oppgavens problemstilling. Jobbkraav og jobbressurser kan være gode utgangspunkt for å vurdere hvordan innføringen av flexible

work strategy lykkes. Kan fleksibelt arbeid bidra til å styrke jobbressurser og redusere de negative effektene av jobbkrav, og dermed stimulere til økt engasjement, indre motivasjon og velvære blant de ansatte?

2.5 JD-R-teori i kombinasjon med teknologiakseptansmodellen (TAM)

En artikkel av Shamsi et al. (2021) bruker JD-R-teorien sammen med *the technology acceptance model*, teknologiakseptansmodellen, heretter kalt TAM, for å undersøke effekten av jobb-relaterte og teknologi-relaterte faktorer på fjernarbeideres trivsel og velvære under covid-19-pandemien.

TAM er en modell, opprinnelig utviklet av Fred D. Davis, som kan brukes til å belyse ansattes bruk av ny teknologi på arbeidsplassen. Modellen fokuserer på to hovedfaktorer som påvirker hvordan ansatte vil bruke, og når de vil bruke, ny teknologi. Disse to faktorene er:

- *Oppfattet nytte* (perceived usefulness): I hvor stor grad en person antar at bruken av en ny teknologi vil bedre deres arbeidsprestasjoner. Altså om den nye teknologien oppfattes som nyttig for å utføre de ønskede oppgavene.
- *Oppfattet brukervennlighet* (perceived ease of use): I hvor stor grad en person antar at det vil være lett å ta i bruk en ny teknologi.

Disse to faktorene vil påvirke viljen til å bruke teknologien og hvor mye den faktisk brukes. (Davis 1986).

Shamsi et al. (2021) foreslår en modell som kombinerer TAM med JD-R-modellen. De starter med å sette fokus på *Jobbengasjement*, noe de definerer som «en positiv, tilfredsstillende, jobb-relatert sinnstilstand som karakteriseres av vitalitet, dedikasjon og det å være oppslukt». Ifølge Shamsi et al. har flere studier vist betydningen av jobbengasjement i organisasjoner. Engasjerte ansatte er ofte svært energiske personer som leverer bedre jobb-prestasjoner, er involvert i organisasjonen, har positive holdninger til jobben, har god helse og velvære, og har mindre fravær eller intensjon om å bytte jobb enn uengasjerte personer. De som er engasjerte har generelt en positiv innstilling, de er i stand til å skape sine egne jobb-ressurser og personlige ressurser, og de kan spre sitt engasjement til andre og forandre deres arbeidsmiljø. Jobbengasjement er altså et essensielt element i organisasjoner og har positive effekter både for individet og organisasjonen. For å oppnå disse positive effektene kan organisasjoner innføre visse personellstrategier med fokus på å styrke ansattes

motivasjon gjennom å utfordre dem og oppmuntre til læring og utvikling på jobb (Shamsi et al. 2021).

Shamsi et al (2021) påpeker videre at jobbkrav kan virke både positiv og negativt på jobbengasjement. De trekker frem studier som tyder på at det kan være naturlig å skille mellom to typer jobbkrav: utfordringer og hindringer. Utfordringer kan være tidspress, arbeidsmengde og jobbansvar. Disse utfordringene er muligheter som kan resultere i læring, prestasjoner, og personlig vekst. Hindringer kan være rollekonflikter, uklare roller og organisasjonens prinsipper, som fører til redusert jobbengasjement (Shamsi et al. 2021).

Ut fra denne forståelsen av JD-R-modellen hevder Shamsi et al. at mentale krav (mental load) og opplevd støtte fra team (perceived team-support) er to jobbkarakteristika som vil øke ansattes jobbengasjement i Covid-19- situasjonen.

Mentale krav (mental load) definert som i hvilken grad en jobb krever ens oppmerksomhet og konsentrasjon, er også en viktig faktor hos Shamsi et al. (2021). De hevder at fjernarbeid ved hjelp av nye teknologier er en utfordring som øker mentale krav og fremmer ansattes jobbengasjement, siden de ansatte forventer at den tiden og energien de investerer vil bli belønnet med personlig vekst eller måloppnåelse.

Opplevd støtte fra team (perceived team support) defineres som i hvilken grad de ansatte tror at organisasjonen verdsetter deres innsats og er opptatt av deres velvære. Ansatte som får mer støtte fra andre vil med større sannsynlighet legge mer innsats i arbeidet og ha større jobbengasjement (Shamsi et al. 2021).

Shamsi et al. undersøkte altså de direkte effektene av jobbkrav (med vekt på mentale krav), jobbressurser (med vekt på opplevd støtte fra team) og teknologiakseptanse på jobbengasjement i forbindelse med fjernarbeid under Covid-19-pandemien. Det de fant var at bruk av teknologi fungerte som en jobbressurs for fjernarbeidere som opplevde mentale krav etter at de begynte å jobbe hjemmefra. Teknologien reduserte de potensielle negative effektene av mentale krav, og økte de positive effektene, slik at jobbengasjementet gikk opp. Dessuten forsterket teknologiakseptanse effekten av opplevd støtte fra team.

Oppsummert viste studien til Shamsi et al. (2021) at sammen med jobbkarakteristika kunne teknologiakseptanse spille en kritisk rolle for ansattes jobbrelaterte velvære i forbindelse med fjernarbeid under Covid-19-pandemien. Resultatene deres indikerte også at selv om arbeidsdesign (work design) er et essensielt tema for ledere i organisasjoner, så er det av vital

betydning at de er bevisste på teknologienes karakter og forsyner de ansatte med de mest nyttige teknologiske redskapene, siden dette er de eneste tilgjengelige jobbressursene for å kommunisere og gjennomføre arbeidsoppgaver under fjernarbeid. Shamsi et al. mener dessuten at deres funn vil kunne være av verdi også etter pandemien for organisasjoner som planlegger å fortsette med fleksibelt arbeid: «Funnene viser at det å ha et fleksibelt arbeidsmiljø ikke er noe problem så lenge de nødvendige jobbressursene tilbyr høykvalitets fjernarbeid» (Shamsi et al. 2021).

3. Metode og forskningsdesign

3.1 Metodevalg: Analyse av spørreundersøkelse

Denne masteroppgaven er basert på data fra en undersøkelse gjennomført i en enhet hos Equinor. Den er utført som en tverrsnittstudie hvor både kvantitative og kvalitative data inngår. Studiene har et fenomenologisk design med en deduktiv tilnærming. En tverrsnittstudie er en studie av fenomener, mønstre eller sammenhenger på ett bestemt tidspunkt. Tverrsnittstudier kan gi grunnlag for omfattende analyser av de forholdene som finnes på undersøkelsestidspunktet, men viser ikke hvordan disse forholdene opprettholdes, utvikles eller endres over tid (snl.no).

Spørreskjemaet som danner datagrunnlaget for denne besvarelsen ble utformet av et eget team i Equinor under Coronapandemien, og sendt ut ved hjelp av Microsoft Forms til et utvalg ansatte innen forretningsenheten PSR i Equinor. Undersøkelsen ble kalt PSR's Flexible Work Survey og spørreskjemaet ble sendt ut til ansatte og ledere i november 2021 med svarfrist i desember 2021.

Formålet var å kartlegge ansattes ønsker, behov og erfaringer med fjernarbeid under pandemien i forbindelse med planer om å videreføre noe av dette i den «nye normalen» med fleksibelt arbeid i selskapet og videreutvikling av selskapets strategi for fleksibelt arbeid. Jeg har fått tilgang og tillatelse til å benytte dette datamaterialet til bruk i denne masteroppgaven. Antall respondenter var 413 ansatte fordelt på både norske og utenlandske lokasjoner. Studiene har et eksplorerende design med den deduktive tilnærmingen.

3.2 Datagrunnlag og begrunnelse

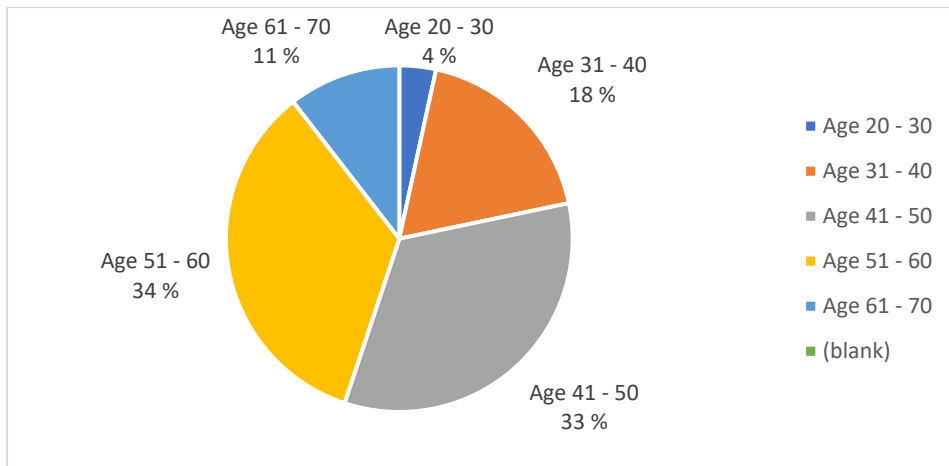
Ved oppstart av denne masteroppgaven var planen å foreta intervju av 5-10 respondenter som arbeider innen PSR i Equinor. Jeg fikk imidlertid muligheten til å benytte Equinors dataunderlag fra Equinors som hentet inn i forbindelse med PRS Flexible Work Strategy, kalt, survey - PSR's Flexible Work. På grunn av helsemessige utfordringer valgte jeg i samråd med veileder å benytte disse dataene for denne besvarelsen. Målgruppen var den samme, men utvalget mye større samt både interessant og relevant i forhold til valgt teori. Flere av spørsmålene var innenfor områder jeg ønsket å se nærmere på rundt fleksibelt arbeid. Selv om formålet med Equinors survey er designet til å kartlegge ansattes erfaringer med og tanker om en fleksibel arbeidsstedsløsning, mener jeg at deler av dette dataunderlaget likevel er relevant og kan knyttes opp mot motivasjonsteori.

3.2.1 Utvalg

Informantene og målgruppen i denne studien er ansatte i Equinor som arbeider i det bestemte enheten for anskaffelser i Procurement and Suppliers Relations (heretter kalt PSR), og som gjennom Coronapandemien hadde erfaringer med bruk av hjemmekontor både under påbud og anbefaling under pandemien.

Antall respondenter/informanter var 413 ansatte i PSR, fordelt på ulike lokasjoner i Norge, Nord-Amerika, Sør-Amerika, Storbritannia og noen andre lokasjoner internasjonalt. Alder på respondentene var fra 20 - 70 år, med noen unntak. Respondentene arbeider innen ulike driftsområder i Equinor under anskaffelsesenheten PSR henholdsvis: Subsea, Engineering, Renewables & Construction, Drilling, Well and intervention, Corporate Support, Operations, Compliance, Improvements and Analysis and Competence Center. Antall ansatte i PSR på dette tidspunktet var ca. 706 personer hvorav 412 svarte på undersøkelsen. Det gir en svarprosent på cirka 58.5%.

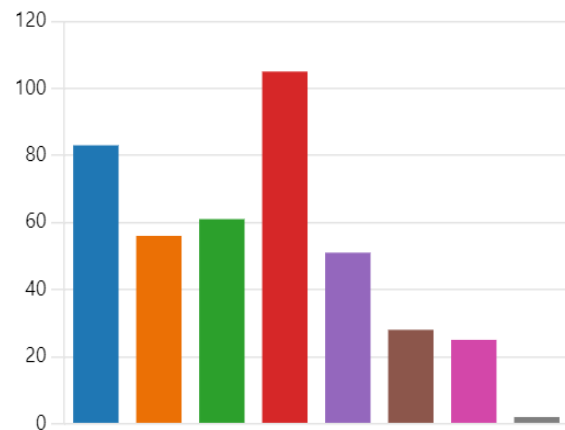
Respondentenes aldersfordeling:



Tabellen over viser aldersfordeling for informantene. Cirka en tredjedel (34%) er mellom 51-60 år, og cirka en tredjedel (33%) er mellom 41-50 år, 18 % er mellom 31-40 år og kun 4% er mellom 20-30 år og 11% er mellom 61-70 år. Den relativt høye snittalderen blant respondentene tilsvarer i store trekk snittalderen for ansatte innen næringen generelt (Blomgren og Fjelldal 2022).

Respondentenes tilhørighet i organisasjonen:

Subsea, Engineering, Renewable...	83
Drilling, Well and Intervention (...)	56
Corporate Support (CS)	61
Operations	105
Compliance, Improvement and ...	51
Competence Centre leader	28
Other	25
Other	2

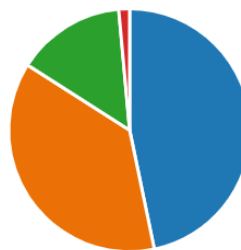


Tabellen over viser tilhørighet i organisasjonen. 105 ansatte tilhører driftsoperasjoner, 56 innen boring og brønn, 61 ansatte innen forretningsstøtte, 51 arbeider innenfor etterlevelse og forbedringer, 28 av disse er ressursledere for kompetansesentre og de resterende 27 tilhører andre områder innen PSR.

Hvor er flestparten av teamet i ditt tilhørende kompetansesenter lokalisert?

Fordeling antall per lokasjon versus kompetansesenter:

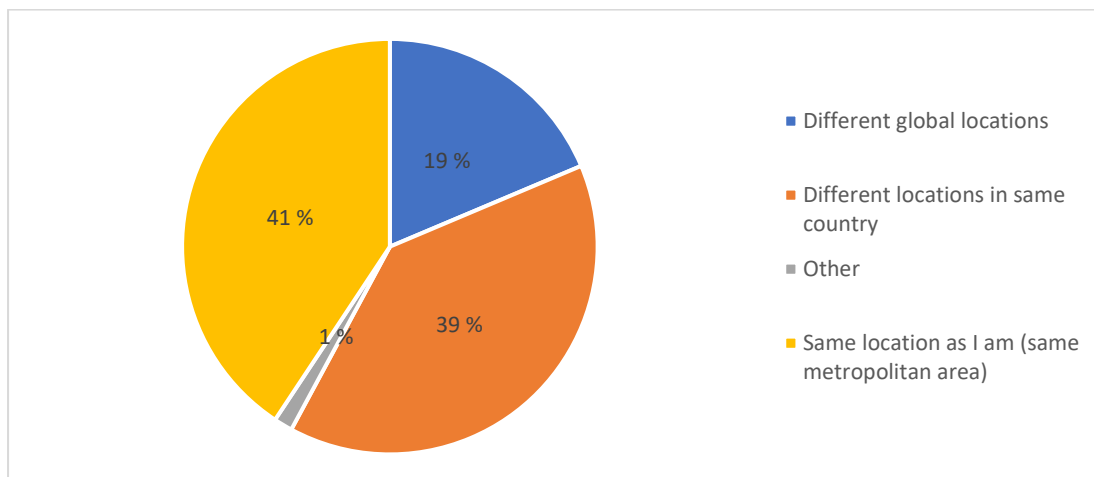
● Same location as I am (same me...	193
● Different locations in same coun...	154
● Different global locations	60
● Other	6



Tabellen over viser hvor kompetansesentret for den enkelt og teamet er lokalisert – observerbare variabler: 193 er på samme lokasjon mens 154 arbeider et annet sted/lokasjon, mens 60 personer er på annen global lokasjon og 6 på annen lokasjon. Kompetansesenter er ansattes tilhørighet under fagområde med personalleder/ressursleder eller såkalt Competence Center leader (CC-leader).

Ansatte i PSR har en kompetanseleder og en fagleder som følger de daglige arbeidsoppgavene.

Task/fagområde og fordeling lokasjon:



Fordeling i prosent per «Task» eller fagområde hvor oppgaveleder også er lokalisert (observerbare variabler). Oppgaveleder med fagansvar eller såkalt Task Leader. Ansatte i PSR har en kompetanseleder og en fagleder som følger de daglige arbeidsoppgavene.

Tabellen over viser tilhørighet i organisasjonen. 105 ansatte tilhører driftsoperasjoner, 56 ansatte innen boring og brønn, 61 ansatte innen forretningsstøtte, 51 arbeider innenfor etterlevelse og forbedringer, 28 er ledere for kompetansesentre og de resterende 27 tilhører andre områder innen PSR.

3.3.2 Datainnsamling: Spørreskjema og åpne svar

Innsamling av data er utført ved hjelp av spørreskjemaet PSR's Flexible Work survey via Microsoft Forms. Spørreundersøkelsen ble sendt ut til alle ansatte innen PSR i Equinor før innføring av fleksibelt arbeid. Å svare på undersøkelsen var frivillig. Svarene ble anonymisert, men aldersgruppe, arbeidsted, arbeidsområde mv. ble oppgitt på frivillig basis.

Utover frivillige spørsmål om aldersgruppe, arbeidsted og arbeidsområde, inneholdt spørreundersøkelsen to hovedspørsmål med faste svaralternativer (spørsmål 6 og 8), og en rekke spørsmål med åpne svar (spørsmål 7, 9, 10, 11 og 12).

Her er spørsmålene:

6. *What are the main reasons for why you prefer working from THE OFFICE? Please choose all that apply*

- Socializing / networking
- Planned collaboration
- Ad hoc collaboration
- Specialist support
- Better focus on my tasks
- Knowledge sharing / competence development
- Personal development
- Improved work-life balance
- Better access to ergonomic equipment
- I prefer change of scenery
- Other

7. *If relevant, please provide additional reasons / comments to question 6*

8. *What are the main reasons for why you prefer working from HOME? Please choose all that apply*

- I do not want to be exposed to Covid 19
- Planned collaboration

- Ad hoc collaboration
- Specialist support
- Better focus on my tasks
- Knowledge sharing / competence development
- Personal development
- Improved work-life balance
- Better access to ergonomic equipment
- I prefer change of scenery
- I am not able to work from home
- Other

9. *If relevant, please provide additional reasons / comments to question 8.*

10. *Please provide one or more examples of what HAS WORKED WELL for you and your team whilst working from HOME the past 1.5 years?*

11. *Please provide one or more examples of what HAS NOT WORKED WELL for you and your team whilst working from HOME the past 1.5 years?*

12. *We challenge you to be innovative. What would you like the “new normal” to look like considering FLEXIBILITY and COLLABORATION. Please provide examples.*

13. *We challenge you to be innovative. What would you like the “new normal” to look like considering WORK SPACE/FACILITIES/EQUIPMENT both at home and/or the office. Please provide examples.*

Blandingen av kvantitativ spørreundersøkelse med faste svaralternativer og kvalitative åpne svar gir mulighet til både å lage en oversikt over generelle trender, og å få mer detaljerte svar på hvordan respondentene opplever fordelene og ulempene med fjernarbeid og kontorarbeid. De åpne, kvalitative svarene kan gi innblikk i nyanser og andre problemstillinger som ikke dekkes tilstrekkelig av den kvantitative undersøkelsen. Slik kan det identifiseres spørsmål og trender som kan være interessante for denne masterstudien og for videre forskning.

3.2.3 Dataanalyse

Data fra PSR survey ble samlet inn i november-desember 2021. Datagrunnlaget er relativt stort, med 413 respondenter. Spørsmålene var i utgangspunktet utarbeidet for å hente inn ansattes erfaringer og meninger om fleksibelt arbeid. Mange av spørsmålene og svarene gir tydelige indikasjoner og begrunnelser for valg av hjemmekontor eller fjernarbeid, og når og i hvilke anledninger ansatte foretrekker å være på kontoret eller arbeide via fjernarbeid eller fra hjemmekontoret. De gir også eksempler på hva som fungerer best til hvilket formål og type samhandling eller fokusarbeid.

Svarene fra undersøkelsens kvantitative del ble av Equinors forskningsteam presentert i en rekke grafer som jeg gjengir under. Disse gir et godt utgangspunkt for å identifisere hovedtrekk i respondentenes valg av svaralternativer. Eventuelle feilkilder, uklarheter og begrensninger i funnene vil også bli vurdert. Funnene vil deretter bli vurdert opp mot teorien.

Svarene fra den kvalitative delen med åpne spørsmål var såpass omfattende at det både kan foretas en kvantitativ analyse, der svarene kan kategoriseres og kvantifiseres, og en kvalitativ analyse der respondentenes ulike svar vurderes opp mot problemstillingen og dessuten kan sammenlignes med de kvantitative funnene for å identifisere viktige nyanser eller interessante alternative faktorer som ikke kom frem gjennom de faste svaralternativene.

I analysen av de åpne spørsmålene vil jeg også bruke grafer og tabeller der dette er naturlig for å få frem viktige tendenser.

Disse funnene vil deretter bli vurdert opp mot teorien.

Siden undersøkelsen er en tverrsnittstudie, som bare gir et øyeblikksbilde av situasjonen og oppfatninger på det tidspunkt undersøkelsen ble gjennomført, er det også viktig å vurdere i hvilken grad dette kan begrense funnenes gyldighet.

3.2.4 Forskningsetiske vurderinger

Motivasjon og trivsel kan være et sensitivt tema for mange, særlig sett i sammenheng med effektivitet og trivsel på arbeidsplassen. Det har derfor vært viktig for meg å behandle denne informasjonen med forsiktighet, respekt og ydmykhet. Jeg har hatt med noen sitater som eksempler for å belyse svarene til informantene – særlig de som er gjentatt av flere og som er relevant med hensyn til valgt teori og problemstilling. I tillegg er jeg selv ansatt i samme enhet og har også svart på denne undersøkelsen. Mine egne erfaring som ansatt i PSR og

mine holdninger vil også kunne påvirke besvarelsen. Jeg har prøvd å etterleve en profesjonalitet og respekt for respondentene og selskapet som har gitt meg denne muligheten. Oppgaven vil kunne bli presentert for bedriften, og respondentene vil om ønskelig kunne lese oppgaven etter at den er fullført og vurdert. Det er viktig for meg å etterleve denne forskningsetikk i denne besvarelsen

Etttersom jeg har benyttet et datagrunnlag som var sendt ut av og for Equinor i forbindelse med selskapets FWS, vil ikke alle spørsmål og svar være like relevante for denne besvarelsen. Selskapet har valg ut spørsmålene for å kartlegge hvilke erfaringer og tanker ansatte på daværende tidspunkt om fleksibelt arbeid etter pandemien og hvordan ansatte så for seg at den nye normalen med fleksibelt arbeid ville kunne se ut. Jeg har derfor valgt ut og benyttet de svarene som er mest relevante i forhold til problemstillingen og teori for denne besvarelsen. Jeg valgte å benytte dette dataunderlaget som er relativt solid totalt 413 respondenter. Alternativet var å gjennomføre egne intervju, men da ville det ikke vært mulig å få et så stort utvalg. Intervju kunne gitt mer spesifikke svar og ville vært mer direkte knyttet til valgt teori, men utvalget ville vært betydelig mindre.

4. Resultater

Spørreskjema med totalt 13 spørsmål ble sendt ut til alle ansatte i PSR via Microsoft Forms. Antall respondenter var 413 ansatte av cirka 706 ansatte, en svarprosent på 58,5. Alle svarte både på hovedspørsmålene med svaralternativer og skrev inn svar på alle eller de fleste av de åpne spørsmålene. Svarene på de åpne spørsmålene var av varierende lengde og engasjement, men mange ga gode eksempler på viktige faktorer for hvordan fjernarbeid eller kontorarbeid fungerer i ulike sammenhenger, og mulige fordeler og ulemper ved fleksibelt arbeid.

4.1 Hovedfunn

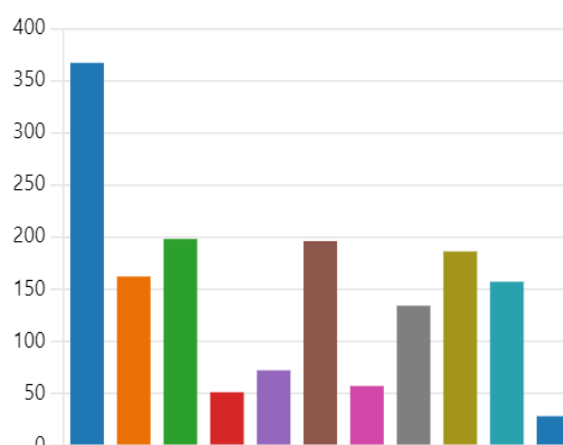
De to hovedspørsmålene med faste svaralternativer viste noen klare tendenser. Sosialisering og nettverksbygging var den viktigste grunnen til å foretrekke å jobbe fra kontoret, mens bedre fokus på oppgavene og bedret work-life balance var de viktigste årsakene til å foretrekke å jobbe hjemmefra. Videre viste de åpne spørsmålene at fleksibilitet var svært viktig uansett om man jobber fra kontoret eller hjemmefra.

4.1.1. Arbeid fra hjemmekontor

Undersøkelsesspørsmål:

6. What are the main reasons for why you prefer working from THE OFFICE? Please choose all that apply.

● Socializing / networking	367
● Planned collaboration	162
● Ad hoc collaboration	198
● Specialist support	51
● Better focus on my tasks	72
● Knowledge sharing / competen...	196
● Personal development	57
● Improved work-life balance	134
● Better access to ergonomic equi...	186
● I prefer change of scenery	157
● Other	28















Undersøkelsen viser tydelig at kontakten med kollegaene har stor betydning for ansattes ønske om å arbeide på kontoret. Hele 89% av respondentene oppga sosialisering og nettverksbygging som en viktig grunn til å være på kontoret, mens 50% svarte at ad hoc samarbeid var viktig, og nesten like mange valgte kunnskapsdeling og kompetanseutvikling som en viktig grunn. Alle disse tre alternativene handler om kontakt med menneskene man arbeider sammen med. Det å fysisk møte andre ansatte er altså den klart viktigste grunnen som oppgis for å ønske å arbeide på kontoret. Ellers var det også mange, 45%, som mente at tilgangen til ergonomisk utstyr var en viktig årsak til at det er ønskelig å jobbe på kontoret.

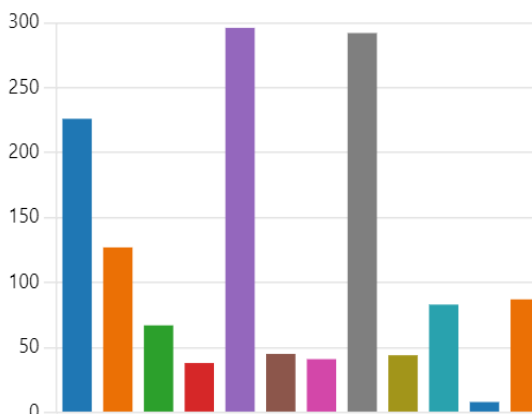
Det kan også være interessant å merke seg at ad hoc-samarbeid var klart viktigere enn planlagt samarbeid. En signifikant andel av respondentene, henholdsvis 37% og 33% valgte også det å få avveksling i omgivelsene (change of scenery) og bedret work-life balance som viktige fordeler ved kontorarbeid. Relativt få valgte bedre fokus på arbeidsoppgavene og personlig utvikling.

4.1.2. Arbeid hjemmefra

Undersøkelsesspørsmål:

8. What are the main reasons for why you prefer working from HOME? Please choose all that apply.

	I do not want to be exposed to ...	226
	Planned collaboration	127
	Ad hoc collaboration	67
	Specialist support	38
	Better focus on my tasks	296
	Knowledge sharing / competen...	45
	Personal development	41
	Improved work-life balance	292
	Better access to ergonomic equi...	44
	I prefer change of scenery	83
	I am not able to work from home	8
	Other	87



Rundt 70% oppga bedre fokus på arbeidsoppgavene som hovedgrunn til at de foretrekker å arbeide fra hjemmekontor og nesten like mange valgte bedre work-life balance. Så mange som 55% oppga også at de ikke ønsket å bli utsatt for covid-smitte. Det er naturlig ettersom pandemien fremdeles pågikk når besvarelsene ble gitt, og har mindre betydning for videreføring av hjemmearbeid etter pandemien. Ellers ser vi at skillet mellom de ulike alternativene var større på dette spørsmålet, og de tre viktigste grunnene skilte seg klart ut. Likevel kan det være interessant å merke seg at en relativt høy andel oppga «andre grunner», noe som kan indikere at det finnes et større antall ulike grunner til at folk foretrekker hjemmekontor.

4.2 Åpne svar

De 413 respondentene leverte i alt 1776 besvarelser, fordelt på seks åpne spørsmål. Mange av respondentene svarte utfyllende på de åpne spørsmålene, og hovedinntrykket er at det finnes mange flere aktuelle årsaker til at ansatte foretrekker kontorarbeid eller hjemmearbeid enn dem som ble tatt med i de faste svaralternativene. Noen av svarene er i stor grad preget av

individuelle forutsetninger, men det er mulig å se en del klare fellestrekk som kan være av stor relevans for denne oppgaven.

4.2.1. Arbeid fra kontor

Undersøkelsesspørsmål:

7. If relevant, please provide additional reasons / comments to question 6 (What are the main reasons for why you prefer working from THE OFFICE? Please choose all that apply)

Her er noen av de 69 svarene respondentene oppga som årsaker til å foretrekke arbeid på kontoret:

(Respondentene svarte både på norsk og engelsk, og svarene deres gjengis uendret på det språket de valgte.)

- *I prefer working from the office. I think the working environment is better for all when we meet every day at the office. If not, you lose affiliation to your employer and your colleagues.*
- *Onboarding newcomers and graduates to PSR should happen physical face to face at the office.*
- *Avoid being with Teams all day at home without break and less movement that create fatigue situation both mentally and physically*
- *It's easier to separate work from personal time. And it's easier to keep a better structure on the workday and on eating. I tend to snack and move less when I work from home.*
- *Coffee breaks also brings tips & tricks how to work easier*
- *I enjoy being back in the office. It gives energy to meet people again, being more creative when meeting people face to face and the feeling of being part of a team.*

Disse utvalgte svarene er til en viss grad representative for årsaker som flere av respondentene var inne på. De mest nevnte årsakene kan oppsummeres slik:

- Sosial kontakt på jobb, og bedre samarbeid i team
- Helsemessige fordeler, både fysisk og mentalt

- En bedre strukturert arbeidsdag

4.2.2 Arbeid hjemmefra

Undersøkelsesspørsmål:

9. If relevant, please provide additional reasons / comments to question 8 (What are the main reasons for why you prefer working from HOME? Please choose all that apply)

Det kan være interessant å merke seg at 159 respondenter svarte på dette spørsmålet, mens bare 69 svarte på spørsmålet om årsaker til å foretrekke arbeid på kontor, noe som kan tyde på at det er mer interesse for hjemmekontor. Her er noen eksempler på hva respondentene skrev om fordeler med hjemmekontor:

- *A much better sleep during the night and a better work life balance in total. Not any CO2 from driving 44 km each day to/from work!*
- *Easier to focus on the tasks and get things done from my home office. I have always found it difficult to concentrate in an open landscape with lots of people chatting and talking around me. It is easier to concentrate at home.*
- *Working at the office in an office landscape significantly reduces the efficiency due to noise disturbance. This was a topic before covid and has now escalated even more due to increased use of Teams. This also results in irritation and lack of motivation.*
- *On days full with meetings it is more convenient to work from home, so I don't bother others having meetings all day long in the office landscape or take up a silent room for the entire day.*
- *Better availability for projects and colleagues. Reduced time spent on travel which gives med more hours per day. Cost savings. A more flexible work situation. More use of Teams meetings which gives a more efficient meetings. Reduced sick leave.*
- *Saves travel time, which improves work-life balance*

De temaene som går mest igjen, både i dette utvalget og de andre besvarelsene, er:

- Lettere å fokusere, mindre støy
- Å slippe reisetid til og fra kontoret
- Helsemessige fordeler

➤ Bedret work-life balance

Betydningen av bedre fokus og bedret work-life balance kommer også tydelig frem i spørsmålene med faste svaralternativer, mens reisetid og helse er faktorer som kommer dårlig frem i de faste svaralternativene.

For å oppsummere dette spørsmålet kan det passe med å presentere to besvarelser som ble levert under spørsmål 7, men egentlig hører hjemme under spørsmål 9. Det er spesielt interessant å merke seg at den ene respondenten viser til at sosialisering og nettverksbygging er mer effektivt hjemmefra, siden dette er nettopp den faktoren som flest respondenter nevnte som en årsak til å jobbe på kontoret.

- *I prefer working from home for better life balance and stress management. I am much healthier now.*
- *I have more or less no reasons to work from the office. All tasks can be better performed remotely. Change of scenery 1-2 times per month is ideal for me. Even socializing and networking is more effective remotely.*

På de neste spørsmålene viste det seg at sosialisering og nettverksbygging fungerte svært bra fra hjemmekontor. Dette ser ut til å være noe skaperne av undersøkelsen ikke var forberedt på, siden sosialisering og nettverksbygging ikke en gang var et av de faste alternativene på spørsmålet om hva som fungerte bra på hjemmekontor (spørsmål 8).

4.2.3. Åpne svar om fordeler ved hjemmekontor

Undersøkelsesspørsmål:

10. Please provide one or more examples of what HAS WORKED WELL for you and your team whilst working from HOME the past 1.5 years?

370 respondenter skrev inn svar på dette på dette spørsmålet. Det kanskje mest overraskende med respondentenes svar var at mange mente at sosialisering og nettverksbygging fungerte minst like bra, eller bedre, via hjemmekontoret enn på kontoret. Flere trakk frem at møter der alle var på Teams fremstod som mer likeverdige og inkluderende enn møter der noen satt på møterom, mens andre deltok via skjerm. Det at det var lettere å nå folk via Teams enn ved å

måtte oppsøke dem personlig i en stor kontorbygning ble også trukket frem. Her er hvordan noen av respondentene formulerte det:

- *Inclusion - we are all in Teams, not one on the wall and the rest of the team in a meeting room*
- *When everyone joins from their own computer, they all feel included.*
- *I know my colleagues better due to having informal TEAMS chats every morning. I have also expanded my network from being very office located to more department focused where we all better include those in other locations*
- *Teams meetings work better than meeting rooms in split locations, and you feel closer to your colleagues in a Teams meeting compared to video meetings from meeting rooms (everyone on same "level").*
- *There has been more focus on socialization then ever before. Coffee -breaks and department meetings on teams has worked well.*

Det kan være at noe av denne opplevelsen av bedret sosialisering og nettverksbygging fra hjemmekontor var preget av at dette var under covid-19-pandemien, noe som skapte en økt opplevelse av tilhørighet, og «å være i samme båt,» men det er likevel et interessant fenomen som det kan forskes mer på.

Svært mange av respondentene skrev om økt fokus og effektivitet på hjemmekontor, som var den faktoren som scoret høyest av de faste svaralternativene. Dette handlet mye om rent praktiske forhold, som at åpne kontorlandskap skaper mye støy og gjør det vanskelig å konsentrere seg, mens et hjemmekontor er stille og fredelig og derfor mye bedre egnet for arbeid som krever konsentrasjon. En del påpekte også at det å slippe å pendle til og fra jobb reduserte stress, noe som igjen gjorde det lettere å fokusere og jobbe effektivt. Her er noen eksempler:

- *The productivity and focus while working from home is much better. For strategic work and work which requires more attention and dedication, working from home provides is more suitable*
- *I have been able to perform my tasks more efficiently working from home. There is less "slack" calling for and attending meetings, which frees up time. I am more focused on my tasks not working in an office. Working in an office landscape without sufficient silent rooms, and with many employees using teams for meetings I*

experience it is harder to focus and get things done at work, I also experience that I get more "instant" in touch with my colleagues (via teams) working from home. I experience that I have been able to take on more tasks while working from home, and fear that I am not able to perform them in a setting working full time from office

- *I work better from home. - Can concentrate better. Go into flow mode and work concentrated for a long time.*

Mindre stress, bedre helse, og bedre work-life balance var også temaer som gikk igjen i mange besvarelser:

- *Reduced stress when not needing to commute was a welcomed effect when lockdown was implemented in March 2020, I remember. The actual physical reaction to not having to stress so much in the morning, being stuck in traffic, not know if the queue would flow ok or be a complete stand still was surprisingly noticeable.*
- *Several health aspects have improved while working from home. Much better diet, less stress, less commuting, more quality sleeping, fresh air, more tranquil atmosphere and more time for physical activities.*
- *My work-life-balance has improved significantly by working from home, with less stress as a result (and also for my kids I believe). With kids at home, I do not need to spend time driving to/from work after delivering/picking kids to/from Kindergarten and SFO. Working from home has worked well for the project team as we know each other well.*

Oppsummert var hovedfunnene på dette spørsmålet at respondentene var mest opptatt av disse fordelene med hjemmekontor:

- Bedre fokus og effektivitet
- Mindre stress, bedre helse, bedre work-life-balance
- Mer inkluderende møter på Teams

Ellers var det også en del som nevnte miljøfordelene med lavere karbonutslipp fra kjøring til og fra jobb.

4.2.4. Åpne svar om ulemper med hjemmekontor

Undersøkelsesspørsmål:

11. Please provide one or more examples of what HAS NOT WORKED WELL for you and your team whilst working from HOME the past 1.5 years?

360 respondenter svarte. Svarene på dette spørsmålet gjenspeilet tydelig tendensen fra spørsmål 6 med faste svaralternativer, som viste at sosial kontakt var en viktig fordel ved å kunne arbeide på kontoret. En del trakk også frem at work-life-balance ble dårligere grunnet uklare grenser mellom jobb og privatliv. De brukte mer tid på å jobbe, og tok færre pauser, noe som kunne gå utover fysisk og mental helse. Mangel på godt ergonomisk utstyr, og kostnadene ved å anskaffe dette ble også nevnt av flere. Her er noen eksempler:

- *Office facilities at home is not as good. If you do not have additional spare room in your house/apartment to establish an office, the facilities for working from home will not be good enough and productivity fall. Some days I never go out of the apartment, due to meetings all day. When working from home there is almost no split between work and leisure time.*
- *The cost of buying office furniture far exceeded the support from Equinor. Socializing has suffered loss during the pandemic.*
- *Hard to do negotiations with suppliers digitally, especially when testing out new contracts and ways of working Lack of home office Equipment from Equinor has made work situation less efficient. 3000 kr does not go a long way to get 2 screens, proper chair and desk, hookup for 2 screens and audio devices. Harder to collaborate well together without having a physical meeting first to get to know each other.*

4.2.5 De ansattes ønsker for «den nye normalen»

12. We challenge you to be innovative. What would you like the “new normal” to look like considering FLEXIBILITY and COLLABORATION? Please provide examples.

411 respondenter svarte på dette spørsmålet. Et problem med å vurdere funnene var tolkningen av ordet fleksibilitet. Mange av respondentene så ut til å forstå fleksibilitet som det samme som valgfrihet, mens andre tolket det som at man jobber både hjemme og på kontoret, altså en hybridløsning, men uten at man nødvendigvis velger selv når, eller hvor mye, man skal jobbe på hvert sted. Det kunne vært interessant om undersøkelsen også hadde

bedt respondentene svare på *i hvilken grad* de mener valg av arbeidssted skal være regulert av arbeidsgiver, men det gjorde den dessverre ikke. Likevel gir svarene på spørsmål 12 noen klare indikasjoner på hva mange av respondentene mener om dette.

Det mest interessante funnet var at godt over 100 av respondentene ga mer eller mindre eksplisitt uttrykk for at de ansatte burde ha stor grad av valgfrihet, siden valg av arbeidssted, og arbeidstid, er noe de ansatte kan styre best selv. Her er noen eksempler:

- *Having the flexibility to work where it suits the individual and in accordance with the business needs. If individuals are happy with their working environment, they will be more productive. Technology has allowed us to collaborate as teams just as effectively from different locations as being in the same room.*
- *My personal opinion is that the flexibility should be up to each and every one to decide, based on the work situation (calendar schedule etc.) I find it very stress reducing to be able to evaluate myself when it is more efficient and effective to work from home and what days to work from the office.*
- *Work from anywhere, anytime. A few guidelines on expectations regarding physical presence, but room for projects and teams to find optimal solutions on their own.*
- *I think this period with home office has shown us that flexibility will create more collaboration, more efficient meetings, and more available colleagues. People are different and have different needs. In my team it is clearly that where you work is not defining how you work or how much you deliver. If we shall continue to have a flexible workplace, we must not add a set of rules and regulations - because then you will not have a flexible workplace and you will not be able to achieve the good flexible collaboration.*
- *I believe we are ready to work in a combination of both at home office and at the office. We need flexibility and may have the opportunity to consider if the best way of working will be at home office or office. Some days we are joining several teams-meeting in a day - and then it may be better to work from home, or if you have tasks you need to stay really focused on and not be interrupted. I guess a combination will be the best for most of us, but some will prefer to be more at one place. Autonomy will be an important word.*

I tillegg til de eksplisitte ønskene om valgfrihet, var det, som nevnt over, en del som ser ut til å tolke fleksibilitet som valgfrihet, slik som disse eksemplene:

- *Full flexibility is the key in the future, where each professional individual has the room to manage it's day to day work situation*
- *After invested in facilities at home, full flexibility is ok. But when working from Equinor or contractor office: Schedule appointments with colleagues.*

Tar vi med alle svarene som indikerer et ønske om betydelig valgfrihet ligger andelen på nærmere 50%.

På den annen side er det også mange som godtar, eller ønsker reguleringer, ofte i form av et visst antall dager der man *må* være på kontoret. Her kan det være på sin plass å nevne at mange av dem som svarte på undersøkelsen var ledere. Et par eksempler:

- *Clear rules on Flexible Return to Work policy, that apply to all and do not allow for favouritisms or personal situations. 3 days 9 am to 3 pm mandatory presence in the office for all employees for a given location.*
- *Everyone is expected to work in the office at least 3 or 4 days a week, as a main rule. However, there is flexibility to work more from home for periods. The average should at least be less than 50% at home, over time.*

Uenigheten om hvor mye de ansatte skal kunne jobbe på hjemmekontor, og hvor mye valgfrihet de bør ha, kan oppsummeres med svaret fra en av respondentene på et tidligere spørsmål:

- *the only thing that has not worked well is the conflict between those want to be back in the office and those that want more flexibility, there needs to be a point where we meet in the middle and become truly flexible.*

Totalt sett kan vi si at undersøkelsen gir mange interessante funn, selv om den ikke er skreddersydd for denne masteroppgavens problemstilling. Svært mange av respondentenes svar viste betydningen av fleksibilitet, motivasjon og work-life-balance når «den nye normalen» utformes etter pandemien.

5. Diskusjon

Denne masteroppgaven tar utgangspunkt i hvordan en moderne arbeidsplass, Equinors anskaffelsesenheter PSR, tar sikte på å håndtere utviklingen mot mer fleksible arbeidsplasser etter pandemien, og hvordan de ansatte opplever denne utviklingen, samt i hvilke retninger de

ansatte ønsker at denne utviklingen skal gå. Dersom Equinors strategi for fleksible arbeidsplasser, kalt Flexible Work Strategy, FSW, skal fungere er det avgjørende at de ansatte er motiverte. Uten motiverte og engasjerte ansatte er det vanskelig eller umulig å gjennomføre vellykkede endringer. Dessuten er det selvsagt et mål at endringene skal skape arbeidsforhold som motiverer de ansatte i størst mulig grad og skaper effektivitet og produktivitet. Motivasjon er derfor et sentralt tema for denne oppgaven. Funnene fra undersøkelsen sendt ut til de ansatte i PSR-enheten i november 2021 kan si oss en del om de ansattes motivasjon i forbindelse med innføringen av FSW og kan knyttes til teoriene om arbeidsmotivasjon som ble gjennomgått i teoridelen.

5.1 Deci og Ryan

Det er naturlig å starte med Deci og Ryans selvbestemmelsesteori, og vurdere hvordan funnene fra Equinors undersøkelse kan relateres til denne teorien. Deci og Ryan sier at det er tre grunnleggende psykologiske behov som påvirker motivasjon: autonomi, kompetanse og tilhørighet.

5.1.1 Autonomi

Vi kan starte med autonomi. Selve ordet autonomi ble kun brukt av én respondent, men det var mange respondenter som var opptatt av selvbestemmelse i forbindelse med hvor og hvordan de arbeider. Flere knyttet også dette til motivasjon, noen helt eksplisitt:

- *These days, having the flexibility to decide on working from home at short notice is a huge benefit. It would be great if 2-3 days a week could be used for home work, if necessary. We have a trust-based system in Equinor on many other topics - this is a great asset for work motivation - which should also be the main guideline for how to handle this flexibility in the "new normal". Too much reporting and approval requests will undermine such work motivation.*

Her fastslår respondenten at begrensninger i de ansattes selvbestemmelse vil undergrave arbeidsmotivasjon, noe som er helt i tråd med forskningen til Ryan og Deci. I boken *Self-determination theory: Basic psychological needs in motivation, development, and wellness*. sier de: "Around the world, organizations are finding that, by supporting autonomy rather

than applying controls, they not only help employees flourish, they also benefit their own bottom line” (Ryan og Deci 2017, s. 534).

Når de ble bedt om å dele sine meninger om fleksibilitet og samarbeid skrev nærmere halvparten av respondentene at de, i hvert fall i noen grad, ønsket å få bestemme arbeidssted og organisering av samarbeid selv. Enkelte var helt tydelige på at de ønsket full fleksibilitet og full selvbestemmelse:

- *If we shall continue to have a flexible workplace we must not add a set of rules and regulations - because then you will not have a flexible workplace and you will not be able to achieve the good flexible collaboration.*
- *Be able to regulate the flexibility for myself*
- *Ability to choose when to work from home and the office.*

Selv om de ikke ble spurt direkte om autonomi eller selvbestemmelse var altså mange av respondentene opptatte av dette. Dette samsvarer med funnene til den store undersøkelsen *Jabra Hybrid Ways of Working: 2021 Global Report*, presentert av Reisinger og Fetterer i artikkelen *Forget Flexibility, employees want autonomy*, der 77% av de 5000 respondentene sa at de ville foretrekke å arbeide for et selskap som ville gi dem fleksibilitet til å arbeide hvor som helst. De tre respondentene sitert over ønsker at arbeidsgiver skal tilby dem det høyeste av de fem nivåene av fleksibilitet og autonomi definert av Reisinger og Fetterer:

High autonomy, high flexibility: I can work wherever, whenever, with full access to my organization’s office space. (Reisinger og Fetterer 2021).

Det gjenstår å se om Equinor som organisasjon ønsker å legge seg på dette nivået. Så sent som i desember 2022 rapporterte Jennifer Surane fra Fortune at Citigroup ga ansatte frihet til å jobbe hjemme årets to siste uker, men at andre store selskaper går motsatt vei og krever at ansatte må være på kontoret hele tiden. Citigroups CEO, Jane Fraser, uttalte at de andre selskaperenes policy er utdatert, og at disse selskaperenes ansatte kommer til å søke jobb andre steder (Surane og Bloomberg 2022). Hva som blir den nye normalen, er fortsatt uavklart.

5.1.2 Kompetanse

Det andre grunnleggende psykologiske behovet som påvirker motivasjon er ifølge Deci og Ryan kompetanse, det å oppleve mestring og å være effektiv i sin aktivitet (Ryan og Deci

2017, s. 86). Spørsmålene i Equinors undersøkelse var heller ikke designet for å avdekke hvordan de ansatte opplevde kompetanse i forbindelse med fleksibelt arbeid, men det var likevel mange som i sine åpne svar kom inn på dette.

- *Much more efficient in my work day. Easier to plan and get things done.*
- *We have learned to be professional TEAM users and it is much more easy to collaborate and learn from each other one-to-one More effective working days and more focused on deliveries. Fantastic 1,5 year in that matter*
- *I have a much greater focus on my work and have been a lot more productive.*
- *Time to work in a quiet atmosphere. Better focus on the task's. Not being distracted on different things happening around you in a open office space, so I feel at the end of the day that I have done my task's and feel more energized to continue the day after working hours.*

De Equinor-ansattes opplevelse av kompetanse slik den ble uttrykt i undersøkelsen tyder på at de opplevde kompetanse både i forbindelse med og som følge av det bedre fokuset og konsentrasjonen på hjemmekontor, gjennom autonomien som ga dem mulighet til å organisere deres eget arbeid, og i forbindelse med bruken av digitalt utstyr som Teams.

5.1.3. Tilhørighet

Det tredje av Deci og Ryans tre grunnleggende psykologiske behov er tilhørighet, dette defineres som behovet å føle seg knyttet til og involvert med andre og ha en følelse av tilhørighet (Ryan og Deci 2017, s. 86). Dette skriver Equinor-respondentene mye om. Noe handlet helt klart om økt fellesskapsfølelse i forbindelse med pandemien, men det handlet også mye om hvordan de ansatte styrket relasjoner på nye måter gjennom de digitale løsningene på hjemmekontor.

- *people make themselves available for each other, more understanding and caring as all has gone through a tough period together. -actually more social and share more on private lives as people are sitting in a very safe and familiar environment (their homes).*
- *I have been able to interact with colleagues really well via video, both in formal meetings and informal coffee-mornings. I started in a new job during lock-down but have got to know my new team members really well via teams.*

Samtidig mente mange at tilhørighet ble best ivaretatt gjennom fysisk oppmøte på kontoret, og som en av respondentene sitert tidligere påpekte, var det en klar uenighet mellom dem som mente at tilhørighet ble godt ivaretatt digitalt på hjemmekontoret og dem som mente at oppmøte på kontoret var avgjørende for tilhørighet.

5.1.4 Oppsummering av de tre psykologiske behovene

Hvis vi knytter funnene i undersøkelsen opp mot Ryan og Deci's teori, ser vi at respondentene hovedsakelig opplevde autonomi og kompetanse på hjemmekontor, mens tilhørighet kunne oppleves både på kontoret og hjemme via skjerm. Siden Deci og Ryan sier at alle de tre grunnleggende behovene må være dekket for å unngå nedsatt vitalitet, tap av handlingsvilje, og redusert velvære (Ryan og Deci 2017, s. 86), kan vi gå ut fra at det var hjemmekontor og fleksibilitet som ga Equinor-respondentene best motivasjonen.

5.2 Jobbkarakteristikk-teorien

Det er mer krevende å se Equinor-respondentenes svar i forbindelse med Hackman og Oldhams Jobbkarakteristikk-modell. Svarene om hvordan de opplevde hjemmekontor sier lite som går eksplisitt på ferdighetsvariasjon, oppgaveidentitet, oppgavens betydning eller tilbakemeldinger, likevel er det grunn til å anta at flere av disse ligger implisitt i respondentenes kommentarer. Den siste av Hackman og Oldhams jobb-dimensjoner; autonomi, dukker helt klart opp i kommentarene, som nevnt i del 5.1.1.

De tre psykologiske tilstandene; opplevd mening i arbeidet, opplevd ansvar for arbeidets resultat og kunnskap om arbeidets reelle betydning, er også vanskelige å finne tydelig uttrykt i det respondentene skrev, men den tilfredsheten flere nevner i forbindelse med arbeidet de utførte på hjemmekontor tyder på at disse tilstandene var til stede. Det samme kan sies om jobb- og personlige resultater. Både høy indre arbeidsmotivasjon, høy kvalitet på arbeid utført, og lavt fravær kan spores i respondentenes svar. (Hackman og Oldham 1976).

5.3. JD-R-teorien: Jobbkraft og jobbkresser

Denne teorien ligger tettere opp mot det Equinor-undersøkelsen spurte etter. Under pandemien opplevde mange ansatte jobbkraft som høyt arbeidspress og uegnede fysiske

omgivelser. Dette finner vi også igjen i mange av kommentarene deres. På spørsmål 11, om hva som ikke fungerte så bra på hjemmekontor, kom respondentene med kommentarer som dette:

- *New colleagues are challenging to work collaboratively with (if you do not know them well in advance). Poor collaboration environment gives poor job motivation.*
- *Not always easy to get the right work-life balance. Missing ergonomic work station at home.*
- *Office facilities at home is not as good. If you do not have additional spare room in your house/apartment to establish an office, the facilities for working from home will not be good enough and productivity fall. Some days I never go out of the apartment, due to meetings all day. When working from home there is almost no split between work and leisure time.*
- *Ergonomics, extreme increase in number of meetings, unbalanced work/life balance.*
- *Poorer workplace facilities, screens and ergonomics. Some neck and shoulder pain.*
- *Increased experienced work load. Few breaks. (Seldom lunch). Lowered ergonomics. Tiresome to constantly only communicating on video. Everything becomes a meeting. People no longer consider calendars and time slot. Triple booking, double booking. Sense of not being able to respond as desired.*

Her er det også tydelig at tilstrekkelige jobbressurser ikke var til stede, altså de fysiske, psykologiske, sosiale, eller organisasjonsmessige aspektene ved jobben som kan være enten funksjonelle i forhold til å nå målsetninger, redusere jobbkrav med de medfølgende psykiske eller fysiologiske belastningene, eller stimulere til personlig vekst, læring og utvikling (Bakker & Demerouti 2007). Såpass mange, over 100, rapporterte denne typen problemer at dette åpenbart må betraktes som en alvorlig utfordring med hjemmekontor.

Samtidig var det også mange som opplevde en reduksjon av belastende jobbkrav, og en forbedring av jobbressursene. Som tidligere nevnt indikerer funnene fra undersøkelsen at et flertall av respondentene opplevde hjemmekontor som noe positivt. Disse pekte på flere faktorer som kan defineres som jobbressurser, som bidro til økt motivasjon og velvære på hjemmekontor, slikt som god støtte fra team, bedre tidsbruk, behagelige omgivelser og gode teknologiske verktøy. Funnene samsvarer med studier basert på JD-R-modellen som viser at hvor mye de grunnleggende behovene oppfylles er avgjørende for om ansatte vil blomstre eller forfalle (Ryan og Deci 2017, s. 542).

5.4 JD-R-teori i kombinasjon med teknologiakseptansmodellen (TAM)

Shamsi et al. (2021) presenterte en modell som kombinerte JD-R-modellen med teknologiakseptansmodellen, TAM, for å foreta en studie av de direkte effektene av jobbkrav, jobberessurser og teknologiakseptanse i forbindelse med fjernarbeid under Covid-19-pandemien, altså ganske tett opp mot det denne masteroppgaven tar sikte på. De benytter et videreutviklet jobbkrav-konsept, som baserer seg på at det kan skilles mellom to typer jobbkrav: utfordringer og hindringer. Utfordringene, som tidspress, arbeidsmengde og jobbansvar, kan være muligheter som kan føre til positive resultater som læring, prestasjoner og personlig vekst. Hindringer kan være rollekonflikter, uklare roller, eller prinsipper i organisasjonen som reduserer jobbengasjementet. Dessuten benyttet Shamsi et al. begrepet *mentale krav* (mental load), definert som i hvilken grad en jobb krever ens oppmerksomhet og konsentrasjon (Shamsi et al. 2021).

Shamsi et al. fant at bruk av teknologi fungerte som en jobberessurs for dem som jobbet på hjemmekontor og opplevde økte mentale krav. Teknologien reduserte de potensielle negative effektene av mentale krav, og økte de positive effektene, slik at jobbengasjementet gikk opp. Dessuten forsterket teknologiakseptanse effekten av opplevd støtte fra team.

Dette samsvarer i stor grad med denne masteroppgavens funn fra Equinors undersøkelse. I noen tilfeller er det svært tydelig at respondentene hadde en opplevelse av at teknologien økte de positive effektene av mentale krav:

- *I have been able to perform my tasks more efficiently working from home. There is less "slack" calling for and attending meetings, which frees up time. I am more focused on my tasks not working in an office. ... I also experience that I get more "instant" in touch with my colleagues (via teams) working from home. I experience that I have been able to take on more tasks while working from home.*
- *I work better from home. - Can concentrate better. Go into flow mode and work concentrated for a long time.*

Utover dette viser også funnene fra Equinor-undersøkelsen at teknologiakseptanse hadde svært stor betydning for respondentenes engasjement og velvære under hjemmearbeid. I deres studie konkluderte Shamsi et al. med at: «Funnene viser at det å ha et fleksibelt arbeidsmiljø ikke er noe problem så lenge de nødvendige jobberessursene tilbyr høykvalitets fjernarbeid»

(Shamsi et al. 2021). Den samme konklusjonen kan trekkes ut fra respondentenes svar på Equinor-undersøkelsen.

5.5. Funnenes anvendbarhet og relevans

Det mest interessante funnet fra Equinor-undersøkelsen kan være hvordan mange ansatte opplevde en kombinasjon av økt produktivitet, effektivitet og velvære i forbindelse med hjemmearbeid. Dette gjaldt både for individuelt arbeide og for samarbeid via Teams. Selv om arbeidspresstet kunne være stort opplevde mange at gode teknologiske ressurser og fravær av forstyrrelser gjorde at de mestret sine oppgaver bedre hjemme enn på kontoret. 12 respondenter nevnte spesifikt at de opplevde bedret work-life balance.

Et annet interessant funn var at mange opplevde at Teams-samarbeid var minst like bra for sosialisering og nettverksbygging som fysisk tilstedeværelse på kontoret. Men det må også nevnes at mange hadde motsatt opplevelse, og nevnte den sosiale kontakten som den viktigste fordelene ved å møtes på kontoret. Derfor er det viktig at en fremtidig fleksibel arbeidshverdag ikke bare betyr at alle må bli fjernarbeidere, men at det alltid finnes en mulighet for å møte kolleger på kontoret.

Den store variasjonen i faktorer som nevnes i de åpne svarene, og de ulike opplevelsene av hvordan disse faktorene påvirker enten hjemmekontor eller kontor, peker mot at fleksibilitet er svært viktig for å skape arbeidsforhold som er optimalisert for de individuelle behovene, enten de ansatte ønsker å jobbe hjemme eller på kontoret.

Autonomi er åpenbart viktig. Motivasjonsteori helt fra Hackman og Oldhams Jobbkarakteristika, via Deci og Ryans selvbestemmelsesteori til J-DR-teori og studien til Reisinger og Fetterer understreker betydningen av autonom, indre motivasjon. Mye tyder på at fremtidens arbeidsgivere må legge stadig mer til rette for selvbestemt fleksibilitet, slik Reisinger og Fetterer understreker (Reisinger og Fetterer 2021).

Det er samtidig viktig å minne om at funnene fra Equinor-undersøkelsen har klare begrensninger. Den er en tverrsnittstudie, som bare gir et øyeblikksbilde, og den var utformet for å kartlegge de ansattes ønsker i forbindelse med selskapets innføring av sin Flexible Work Strategy. De ansatte var på forhånd påvirket av at selskapet hadde presentert sin nye strategi,

der fleksibilitet var nøkkelelementet. Mange ansatte kan derfor ha følt en forventning om å være positive til denne endringen.

Funnene synes likevel så interessante, og i så stor grad i samsvar med andre studier, at dette er noe som bør kunne være av interesse fremover, og et tema som det kan forskes mer på. Har Reisinger og Fetterer rett når de sier at dersom organisasjoner ønsker å være relevante og tiltrekke seg attraktive medarbeidere i tiden fremover må de tilby fleksibilitet med autonomi?

6. Konklusjon: Hvor går veien videre?

Den nye arbeidsdagen vil sannsynligvis inneholde ulike hybrid-løsninger med arbeid både hjemme og på kontoret. Hvor mye autonomi de ansatte vil få er vanskelig å forutsi, men økt autonomi virker sannsynlig. Uttrykket «den nye normalen» viser tydelig at pandemien var et veiskille for selskaper og deres ansatte. Det var så mange positive erfaringer med hjemmekontor at dette vil bli videreført, men i hvilken grad er usikkert. Mange selskaper har valgt å ha faste dager, eller et fast antall dager i uken der ansatte må være på kontoret, men denne graden av regulering strider mot mange ansattes ønske om autonomi.

Selv om mer autonomi antakelig vil bety mer hjemmekontor, regner eksperter fortsatt med at ansatte vil ønske å kunne bruke kontoret når de har behov for det, og ønsker det. Da er det viktig at kontorlokalene er tilpasset deres behov. Den tingen respondentene fra Equinor-undersøkelsen antakelig var mest enige om, var at åpne kontorlandskap fungerer dårlig, og at støyen i slike landskap var en viktig grunn til at mange foretrakk hjemmekontor. Dette ser vi også i en artikkel publisert i DN 13.03.2023: «Nye kontorbygg baklengs inn i fremtiden». Artikkelen fastslår at pandemien ga historiens største kompetanseløft innen digitalt samarbeid i arbeidslivet gjennom økt bruk av digitale møter og samarbeidsflater og digital undervisning ved universitetene, men i motsetning til det man kunne tro krever ikke dette mindre kontorareal. Digitalt samarbeid krever derimot at ansatte skal kunne velge arbeidsplass ut ifra hvilken arbeidsoppgave som skal gjøres og dermed kunne bevege seg mellom ulike soner. Tanken er at samarbeid skal fremme kommunikasjon, produktivitet og samarbeid. Artikkelen hevder at fremtidens arbeidsliv vil ha to viktige kjennetegn:

- Et stort behov for samarbeid på tvers av fag, team, avdelinger og land

- Mye samarbeid må skje digitalt, fordi effektivitet, lønnsomhet og i tillegg reduserer reiseaktivitet, som er sentralt for det grønne skifte.

Journalistene mener også at dagens satsning på aktiviserterte arbeidsplasser med åpne landskap er et paradoks. «Det går ikke an å få til økt samarbeid på tvers ved å tilby ansatte åpne areal med noe få bøttekott (stillerom) som arbeidsplasser». Forskning viser at folk vil ha en fysisk arbeidsplass der de kan bygge nettverk og styrke det sosiale. Men om de kun tilbys kombinasjonen åpne areal/små stillerom, jobber de heller hjemmefra.

Moderne kunnskapsvirksomheter trenger en ny balanse mellom åpne fellesarealer og kontor. Det må være kontorplasser nok – for individuelt arbeid eller små team – til alle som er på jobb. I følge artikkelen står store sosiale soner som ligner kafeer tomme, mens de små stillerommene (som ligner bøttekott) er fulle av folk. Digitalt samarbeid krever mer kontorareal, ikke mindre. Det krever i alle fall ikke åpne kontorlandskap (Sjølie & Moe 2023)

Equinor utarbeider nå et nytt arbeidsplasskonsept med en pågående pilot ved hovedkontoret i Stavanger. Det nye konseptet baseres på ulike hovedmoduler med forskjellige soner som er tilpasset ulike behov og arbeidsformer basert på aktivitet, disse er:

- Individuelt stillearbeid
- Teammøter
- Digitale møter
- Kreative samhandlingsmøter

I tillegg vil det også være egne soner for sosialt samvær med kolleger som kaffebar, kantiner, treningsstudio, bibliotek, lounge og andre friarealer (Kilde: insight.equinor.com).

Det nye kontoret eller den såkalte «nye normalen» vil etter all sannsynlighet fortsatt være en hybridløsning, altså en kombinasjon av arbeid på arbeidsplassen og fjernarbeid fra hjemmekontor eller andre egnede steder. Samhandlingen har under og etter Covid-pandemien gått mer og mer over til digitale plattformer som blant annet Teams og Zoom, hvor kanskje noen sitter på kontoret i landskap, fokusrom/stillerom og noen kolleger kanskje fra en annen kontorlokasjon andre steder i landet eller i andre land, mens noen jobber fra hjemmekontoret.

Mange store bedrifter i Norge som blant annet DNB og Telenor også har videreført ordningen med fleksibelt arbeidssted. Det er naturlig å tenke at dette vil kunne være et konkurransefortrinn med tanke på å tiltrekke seg de mest attraktive arbeidstakerne. Her kan jeg nevne at Equinor også i 2023 ble kåret til Norges mest populære arbeidsplass blant

nyutdannede ingeniører etterfulgt av Aker Solutions og Kongsberggruppen. For økonomistudenter ble DNB rangert foran Equinor med PWC på tredje plass, ifølge en årlig undersøkelse utført av Universum. Equinor har som mål å ansette 2800 nye medarbeidere i 2023, den største bemanningsøkningen vil skje i Norge. Kilde: [Insight.equinor.com](https://insight.equinor.com)

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Equinor :

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9. Vedlegg

Bekreftelse for bruk av data fra Equinor

Excel fil med PSR's undersøkelsen Flexible Work Strategy

ID	Start time	Completion time	Email
1	11/19/21 8:09:25	11/19/21 8:23:08	anonymous
2	11/19/21 8:35:28	11/19/21 8:37:11	anonymous
3	11/19/21 11:26:59	11/19/21 11:30:02	anonymous
4	11/19/21 12:05:44	11/19/21 12:09:36	anonymous
5	11/19/21 12:48:50	11/19/21 12:55:24	anonymous
6	11/19/21 15:41:49	11/19/21 15:43:21	anonymous
7	11/23/21 11:26:19	11/23/21 11:28:47	anonymous
8	11/23/21 11:29:10	11/23/21 11:31:27	anonymous
9	11/23/21 11:30:00	11/23/21 11:33:03	anonymous
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13	11/23/21 11:28:57	11/23/21 11:34:37	anonymous
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345	11/30/21 11:22:03	11/30/21 11:52:54	anonymous
346	11/30/21 12:54:33	11/30/21 13:07:28	anonymous
347	11/30/21 13:13:51	11/30/21 13:21:01	anonymous
348	11/30/21 13:12:25	11/30/21 13:21:22	anonymous
349	11/30/21 13:16:21	11/30/21 13:21:43	anonymous

350	11/30/21 13:21:42	11/30/21 13:22:58	anonymous
351	11/30/21 13:19:06	11/30/21 13:23:40	anonymous
352	11/30/21 13:22:59	11/30/21 13:29:47	anonymous
353	11/30/21 13:12:40	11/30/21 13:31:51	anonymous
354	11/30/21 13:21:20	11/30/21 13:35:03	anonymous
355	11/30/21 13:12:59	11/30/21 13:35:10	anonymous
356	11/30/21 13:25:42	11/30/21 13:39:17	anonymous
357	11/30/21 13:37:20	11/30/21 13:46:08	anonymous
358	11/30/21 13:12:58	11/30/21 14:00:39	anonymous
359	11/30/21 13:56:12	11/30/21 14:01:27	anonymous
360	11/30/21 13:37:38	11/30/21 14:12:32	anonymous
361	11/30/21 13:32:17	11/30/21 14:19:11	anonymous
362	11/30/21 13:23:20	11/30/21 14:24:27	anonymous
363	11/30/21 14:13:03	11/30/21 14:24:36	anonymous
364	11/30/21 13:56:38	11/30/21 14:34:25	anonymous
365	11/30/21 14:22:20	11/30/21 14:38:05	anonymous
366	11/30/21 14:26:52	11/30/21 14:43:01	anonymous
367	11/30/21 14:49:53	11/30/21 14:54:30	anonymous
368	11/30/21 14:36:01	11/30/21 14:55:03	anonymous
369	11/29/21 17:28:58	11/30/21 14:57:04	anonymous
370	11/30/21 14:37:15	11/30/21 15:01:17	anonymous
371	11/30/21 14:58:52	11/30/21 15:16:39	anonymous
372	11/30/21 15:06:33	11/30/21 15:18:20	anonymous
373	11/30/21 14:34:57	11/30/21 15:24:03	anonymous
374	11/30/21 15:02:39	11/30/21 15:37:36	anonymous
375	11/29/21 23:44:55	11/30/21 15:51:57	anonymous
376	11/30/21 15:43:53	11/30/21 15:56:00	anonymous
377	11/30/21 15:53:36	11/30/21 15:59:10	anonymous
378	11/30/21 15:45:22	11/30/21 16:24:33	anonymous
379	11/30/21 16:52:05	11/30/21 17:02:00	anonymous
380	11/30/21 21:08:07	11/30/21 21:11:47	anonymous
381	11/30/21 21:27:38	11/30/21 22:21:08	anonymous
382	11/30/21 22:58:56	11/30/21 23:18:49	anonymous
383	12/1/21 6:48:14	12/1/21 8:17:47	anonymous
384	12/1/21 8:39:25	12/1/21 8:47:46	anonymous
385	12/1/21 8:47:06	12/1/21 9:08:45	anonymous
386	12/1/21 8:20:16	12/1/21 10:04:07	anonymous
387	12/1/21 10:10:09	12/1/21 10:17:51	anonymous
388	11/30/21 16:27:24	12/1/21 10:48:04	anonymous
389	12/1/21 9:38:32	12/1/21 12:21:36	anonymous
390	12/1/21 13:25:51	12/1/21 15:30:47	anonymous
391	12/1/21 16:41:34	12/1/21 16:59:17	anonymous
392	12/1/21 17:25:54	12/1/21 17:41:46	anonymous
393	11/29/21 17:39:48	12/1/21 18:33:20	anonymous
394	12/2/21 8:19:22	12/2/21 9:52:27	anonymous
395	12/2/21 10:08:22	12/2/21 10:19:00	anonymous
396	12/2/21 10:34:39	12/2/21 10:39:19	anonymous
397	12/2/21 12:05:38	12/2/21 12:12:41	anonymous
398	12/2/21 11:51:40	12/2/21 14:32:31	anonymous
399	12/2/21 17:41:14	12/2/21 18:06:36	anonymous

400	12/2/21 18:33:59	12/2/21 19:01:32	anonymous
401	12/2/21 18:51:33	12/2/21 19:40:03	anonymous
402	12/3/21 11:56:01	12/3/21 13:37:46	anonymous
403	12/3/21 11:58:23	12/3/21 13:54:32	anonymous
404	12/3/21 18:13:55	12/3/21 18:16:40	anonymous
405	12/3/21 19:00:44	12/3/21 19:09:57	anonymous
406	12/5/21 9:29:28	12/5/21 9:33:12	anonymous
407	12/6/21 9:12:30	12/6/21 9:18:25	anonymous
408	12/7/21 19:26:08	12/7/21 19:39:43	anonymous
409	12/8/21 10:21:42	12/8/21 16:26:59	anonymous
410	12/10/21 10:39:00	12/10/21 10:53:03	anonymous
411	12/10/21 13:00:54	12/10/21 13:47:52	anonymous
412	12/15/21 9:39:12	12/15/21 9:45:53	anonymous
413	12/15/21 15:13:32	12/15/21 15:28:25	anonymous

Name	Please indicate your offi	Please indicate your age	Which PSR function do y
		Age 20 - 30	Other
		Age 51 - 60	Competence Center (CC)
		Age 51 - 60	Corporate Support (CS)
		Age 51 - 60	Operations
		Age 51 - 60	Competence Center (CC)
	Norway - Stavanger	Age 51 - 60	Competence Centre lead
	Norway - Oslo	Age 41 - 50	Subsea, Engineering, Rer
	Norway - Stavanger	Age 41 - 50	Compliance, Improve
	Norway - Stavanger	Age 51 - 60	Other
	Norway - Bergen	Age 31 - 40	Operations
	United Kingdom	Age 41 - 50	Other
	Norway - Stavanger	Age 41 - 50	Corporate Support (CS)
	United Kingdom	Age 31 - 40	Operations
	Norway - Other location	Age 51 - 60	Corporate Support (CS)
	Norway - Bergen	Age 51 - 60	Compliance, Improve
	Norway - Bergen	Age 51 - 60	Subsea, Engineering, Rer
	Norway - Oslo	Age 31 - 40	Other
	Norway - Oslo	Age 61 - 70	Subsea, Engineering, Rer
	Norway - Other location	Age 51 - 60	Competence Centre lead
	Norway - Oslo	Age 20 - 30	Subsea, Engineering, Rer
	Norway - Bergen	Age 61 - 70	Drilling, Well and Inter
	Norway - Bergen	Age 61 - 70	Subsea, Engineering, Rer
	Norway - Stavanger	Age 41 - 50	Competence Centre lead
	Norway - Stavanger	Age 41 - 50	Subsea, Engineering, Rer
	Norway - Stavanger	Age 41 - 50	Corporate Support (CS)
	Norway - Bergen	Age 31 - 40	Drilling, Well and Inter
	Norway - Bergen	Age 41 - 50	Compliance, Improve
	United Kingdom	Age 51 - 60	Operations
	Norway - Bergen	Age 41 - 50	Operations
	Norway - Bergen	Age 41 - 50	Drilling, Well and Inter
	Norway - Other location	Age 20 - 30	Compliance, Improve
	Norway - Bergen	Age 51 - 60	Drilling, Well and Inter
	Norway - Bergen	Age 31 - 40	Operations
	Other global locations	Age 31 - 40	Subsea, Engineering, Rer
	Norway - Other location	Age 51 - 60	Operations
	Norway - Stavanger	Age 51 - 60	Drilling, Well and Inter
	Norway - Stavanger	Age 41 - 50	Corporate Support (CS)
	Norway - Oslo	Age 31 - 40	Subsea, Engineering, Rer
	Norway - Bergen	Age 31 - 40	Operations
	Norway - Bergen	Age 41 - 50	Drilling, Well and Inter
	Norway - Other location	Age 51 - 60	Operations
	Norway - Bergen	Age 41 - 50	Operations
	Norway - Bergen	Age 41 - 50	Operations
	Norway - Stavanger	Age 51 - 60	Drilling, Well and Inter
	Norway - Stavanger	Age 41 - 50	Subsea, Engineering, Rer
	Norway - Stavanger	Age 51 - 60	Corporate Support (CS)
	Other global locations	Age 51 - 60	Subsea, Engineering, Rer
	Norway - Bergen	Age 41 - 50	Operations
	Norway - Stavanger	Age 31 - 40	Operations

Norway - Oslo	Age 51 - 60	Compliance, Improve
Norway - Bergen	Age 51 - 60	Operations
Norway - Stavanger	Age 51 - 60	Corporate Support (CS)
Norway - Other location	Age 61 - 70	Corporate Support (CS)
Norway - Bergen	Age 41 - 50	Compliance, Improve
Norway - Stavanger	Age 51 - 60	Corporate Support (CS)
United Kingdom	Age 51 - 60	Corporate Support (CS)
Norway - Bergen	Age 41 - 50	Subsea, Engineering, Rer
Norway - Bergen		Operations
Norway - Oslo	Age 41 - 50	Subsea, Engineering, Rer
Norway - Stavanger	Age 41 - 50	Subsea, Engineering, Rer
Norway - Stavanger	Age 41 - 50	Drilling, Well and Interve
Norway - Stavanger	Age 51 - 60	Drilling, Well and Interve
Norway - Stavanger	Age 20 - 30	Operations
Norway - Stavanger	Age 51 - 60	Competence Centre lead
Norway - Bergen	Age 51 - 60	Operations
Norway - Bergen	Age 41 - 50	Compliance, Improve
Norway - Bergen	Age 61 - 70	Drilling, Well and Interve
Norway - Oslo	Age 61 - 70	Subsea, Engineering, Rer
Norway - Other location	Age 31 - 40	Operations
Norway - Stavanger	Age 51 - 60	Operations
South America	Age 31 - 40	Operations
Norway - Bergen	Age 41 - 50	Drilling, Well and Interve
South America	Age 41 - 50	Subsea, Engineering, Rer
Norway - Stavanger	Age 31 - 40	Compliance, Improve
Norway - Other location	Age 41 - 50	Subsea, Engineering, Rer
Norway - Bergen	Age 51 - 60	Operations
Norway - Stavanger	Age 51 - 60	Competence Centre lead
Norway - Stavanger	Age 51 - 60	Drilling, Well and Interve
Norway - Other location	Age 51 - 60	Subsea, Engineering, Rer
Norway - Stavanger	Age 41 - 50	Corporate Support (CS)
Norway - Bergen	Age 51 - 60	Competence Centre lead
Norway - Bergen	Age 61 - 70	Subsea, Engineering, Rer
Norway - Bergen	Age 41 - 50	Compliance, Improve
Norway - Bergen	Age 41 - 50	Competence Centre lead
Norway - Oslo	Age 51 - 60	Subsea, Engineering, Rer
Norway - Stavanger	Age 51 - 60	Subsea, Engineering, Rer
South America	Age 20 - 30	Drilling, Well and Interve
Norway - Oslo	Age 51 - 60	Operations
Norway - Oslo	Age 41 - 50	Subsea, Engineering, Rer
Norway - Stavanger	Age 31 - 40	Subsea, Engineering, Rer
Norway - Stavanger	Age 51 - 60	Operations
Norway - Stavanger	Age 41 - 50	Drilling, Well and Interve
Norway - Bergen	Age 41 - 50	Subsea, Engineering, Rer
Norway - Stavanger	Age 41 - 50	Corporate Support (CS)
South America	Age 41 - 50	Compliance, Improve
Norway - Bergen	Age 41 - 50	Subsea, Engineering, Rer
Norway - Bergen	Age 51 - 60	Operations
Norway - Bergen	Age 41 - 50	Compliance, Improve
Norway - Bergen	Age 20 - 30	Operations

Norway - Bergen	Age 61 - 70	Compliance, Improve
Norway - Stavanger	Age 41 - 50	Subsea, Engineering, Re
Norway - Oslo	Age 31 - 40	Operations
Other global locations	Age 41 - 50	Operations
Norway - Other location	Age 41 - 50	Operations
Norway - Stavanger	Age 41 - 50	Compliance, Improve
Norway - Stavanger	Age 51 - 60	Other
Norway - Stavanger	Age 51 - 60	Subsea, Engineering, Re
Norway - Bergen	Age 20 - 30	Other
Norway - Stavanger	Age 61 - 70	Other
Norway - Stavanger	Age 41 - 50	Corporate Support (CS)
Norway - Stavanger	Age 41 - 50	Corporate Support (CS)
Norway - Stavanger	Age 51 - 60	Subsea, Engineering, Re
Norway - Other location	Age 51 - 60	Other
Norway - Stavanger	Age 41 - 50	Corporate Support (CS)
United Kingdom	Age 31 - 40	Corporate Support (CS)
Norway - Bergen	Age 51 - 60	Compliance, Improve
Norway - Stavanger	Age 31 - 40	Competence Centre lead
Norway - Oslo	Age 61 - 70	Subsea, Engineering, Re
Norway - Stavanger	Age 31 - 40	Drilling, Well and Interve
Norway - Stavanger	Age 51 - 60	Corporate Support (CS)
Norway - Stavanger	Age 61 - 70	Subsea, Engineering, Re
Norway - Stavanger	Age 31 - 40	Compliance, Improve
Other global locations	Age 51 - 60	Subsea, Engineering, Re
Norway - Oslo	Age 51 - 60	Subsea, Engineering, Re
Norway - Stavanger	Age 51 - 60	Subsea, Engineering, Re
South America	Age 41 - 50	Corporate Support (CS)
Norway - Stavanger	Age 31 - 40	Corporate Support (CS)
Norway - Other location	Age 51 - 60	Subsea, Engineering, Re
Norway - Bergen	Age 61 - 70	Operations
Norway - Stavanger	Age 61 - 70	Corporate Support (CS)
Norway - Bergen	Age 41 - 50	Competence Centre lead
Norway - Bergen	Age 51 - 60	Operations
Norway - Stavanger	Age 41 - 50	Subsea, Engineering, Re
Norway - Stavanger	Age 51 - 60	Corporate Support (CS)
Norway - Bergen	Age 41 - 50	Compliance, Improve
Norway - Other location	Age 51 - 60	Subsea, Engineering, Re
Norway - Other location	Age 41 - 50	Compliance, Improve
Norway - Bergen	Age 61 - 70	Other
Norway - Stavanger	Age 31 - 40	Corporate Support (CS)
Norway - Stavanger	Age 51 - 60	Drilling, Well and Interve
Norway - Bergen	Age 41 - 50	Subsea, Engineering, Re
Norway - Other location	Age 51 - 60	Operations
Norway - Bergen	Age 51 - 60	Operations
Norway - Bergen	Age 41 - 50	Operations
Norway - Bergen	Age 51 - 60	Operations
Norway - Oslo	Age 41 - 50	Compliance, Improve
Norway - Bergen	Age 51 - 60	Compliance, Improve
Norway - Other location	Age 51 - 60	Subsea, Engineering, Re
North America	Age 41 - 50	Competence Centre lead

South America	Age 31 - 40	Subsea, Engineering, Rer
South America	Age 41 - 50	Operations
Norway - Bergen	Age 41 - 50	Subsea, Engineering, Rer
Norway - Stavanger	Age 61 - 70	Corporate Support (CS)
Norway - Oslo	Age 61 - 70	Subsea, Engineering, Rer
Norway - Other location	Age 51 - 60	Operations
Norway - Oslo	Age 41 - 50	Compliance, Improve
Norway - Stavanger	Age 51 - 60	Compliance, Improve
Norway - Stavanger	Age 51 - 60	Compliance, Improve
Norway - Stavanger	Age 31 - 40	Competence Centre lead
Norway - Oslo	Age 61 - 70	Drilling, Well and Interve
Other global locations	Age 51 - 60	Corporate Support (CS)
Norway - Stavanger	Age 41 - 50	Drilling, Well and Interve
Norway - Bergen	Age 41 - 50	Corporate Support (CS)
Norway - Stavanger	Age 61 - 70	Subsea, Engineering, Rer
Norway - Stavanger	Age 61 - 70	Subsea, Engineering, Rer
United Kingdom	Age 41 - 50	Operations
Norway - Stavanger	Age 31 - 40	Subsea, Engineering, Rer
Norway - Stavanger	Age 41 - 50	Corporate Support (CS)
North America	Age 31 - 40	Drilling, Well and Interve
United Kingdom	Age 41 - 50	Drilling, Well and Interve
Norway - Stavanger	Age 51 - 60	Corporate Support (CS)
Norway - Other location	Age 51 - 60	Operations
Norway - Bergen	Age 41 - 50	Operations
Norway - Other location	Age 51 - 60	Subsea, Engineering, Rer
South America	Age 31 - 40	Drilling, Well and Interve
Norway - Bergen	Age 41 - 50	Compliance, Improve
Other global locations	Age 31 - 40	Corporate Support (CS)
Norway - Stavanger	Age 31 - 40	Other
Norway - Other location	Age 51 - 60	Subsea, Engineering, Rer
Norway - Other location	Age 51 - 60	Drilling, Well and Interve
Norway - Other location	Age 41 - 50	Corporate Support (CS)
Norway - Bergen	Age 51 - 60	Operations
Norway - Bergen	Age 51 - 60	Drilling, Well and Interve
United Kingdom	Age 31 - 40	Operations
Norway - Stavanger	Age 41 - 50	Corporate Support (CS)
Norway - Bergen	Age 31 - 40	Operations
Norway - Stavanger	Age 51 - 60	Compliance, Improve
Norway - Bergen	Age 61 - 70	Other
Other global locations	Age 31 - 40	Corporate Support (CS)
North America	Age 31 - 40	Corporate Support (CS)
Norway - Oslo	Age 51 - 60	Subsea, Engineering, Rer
Norway - Stavanger	Age 51 - 60	Subsea, Engineering, Rer
Norway - Bergen	Age 51 - 60	Compliance, Improve
Norway - Stavanger	Age 41 - 50	Corporate Support (CS)
Norway - Oslo	Age 61 - 70	Other
Norway - Stavanger	Age 31 - 40	Drilling, Well and Interve
Norway - Other location	Age 41 - 50	Other
Norway - Oslo	Age 41 - 50	Competence Centre lead
Norway - Stavanger	Age 41 - 50	Operations

Norway - Stavanger	Age 61 - 70	Operations
North America	Age 31 - 40	Corporate Support (CS)
Other global locations	Age 51 - 60	Competence Centre lead
Norway - Oslo	Age 61 - 70	Subsea, Engineering, Res
North America	Age 20 - 30	Drilling, Well and Interve
Norway - Stavanger	Age 41 - 50	Subsea, Engineering, Res
Norway - Oslo	Age 51 - 60	Compliance, Improveme
North America	Age 31 - 40	Drilling, Well and Interve
North America	Age 51 - 60	Compliance, Improveme
Norway - Other location	Age 51 - 60	Corporate Support (CS)
Norway - Oslo	Age 41 - 50	Subsea, Engineering, Res
South America	Age 41 - 50	Operations
Norway - Stavanger	Age 51 - 60	Drilling, Well and Interve
North America	Age 41 - 50	Subsea, Engineering, Res
Norway - Bergen	Age 61 - 70	Competence Centre lead
South America	Age 41 - 50	Operations
Norway - Other location	Age 41 - 50	Operations
South America	Age 31 - 40	Corporate Support (CS)
Norway - Stavanger	Age 41 - 50	Corporate Support (CS)
Norway - Other location	Age 41 - 50	Corporate Support (CS)
South America	Age 20 - 30	Operations
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Norway - Bergen	Age 31 - 40	Operations
Norway - Bergen	Age 41 - 50	Operations
Other global locations	Age 41 - 50	Subsea, Engineering, Res
Other global locations	Age 51 - 60	Subsea, Engineering, Res
North America	Age 31 - 40	Corporate Support (CS)
Norway - Bergen	Age 31 - 40	Other
Norway - Stavanger	Age 41 - 50	Operations
Norway - Stavanger	Age 51 - 60	Subsea, Engineering, Res
Norway - Bergen	Age 51 - 60	Operations
Norway - Bergen	Age 51 - 60	Operations
Norway - Stavanger	Age 51 - 60	Operations
Norway - Bergen	Age 31 - 40	Competence Centre lead
Norway - Stavanger	Age 41 - 50	Corporate Support (CS)
Norway - Bergen	Age 51 - 60	Compliance, Improveme
Norway - Oslo	Age 41 - 50	Subsea, Engineering, Res
Norway - Stavanger	Age 51 - 60	Corporate Support (CS)
Norway - Stavanger	Age 31 - 40	Competence Centre lead
Other global locations	Age 41 - 50	Corporate Support (CS)
Norway - Stavanger	Age 41 - 50	Drilling, Well and Interve
Norway - Bergen	Age 51 - 60	Operations
Norway - Oslo	Age 61 - 70	Subsea, Engineering, Res
Norway - Oslo	Age 61 - 70	Subsea, Engineering, Res
Norway - Stavanger		
Norway - Oslo	Age 41 - 50	Subsea, Engineering, Res
Norway - Bergen	Age 61 - 70	Operations
Norway - Stavanger	Age 51 - 60	Corporate Support (CS)
South America	Age 41 - 50	Other
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Norway - Bergen	Age 51 - 60	Subsea, Engineering, Rer
Norway - Other location	Age 51 - 60	Operations
Norway - Bergen	Age 41 - 50	Operations
Norway - Stavanger	Age 41 - 50	Operations
Norway - Other location	Age 41 - 50	Operations
Norway - Bergen	Age 51 - 60	Subsea, Engineering, Rer
Norway - Bergen	Age 51 - 60	Other
Norway - Other location	Age 51 - 60	Compliance, Improve
Norway - Stavanger	Age 61 - 70	Other
Norway - Other location	Age 61 - 70	Other
North America	Age 41 - 50	Compliance, Improve
Norway - Bergen	Age 51 - 60	Operations
Norway - Oslo	Age 20 - 30	Subsea, Engineering, Rer
South America	Age 31 - 40	Operations
South America	Age 41 - 50	Compliance, Improve
Norway - Stavanger	Age 51 - 60	Other
Norway - Stavanger	Age 41 - 50	Corporate Support (CS)
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Norway - Stavanger	Age 31 - 40	Drilling, Well and Interve
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Norway - Stavanger	Age 31 - 40	Competence Centre lead
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United Kingdom	Age 41 - 50	Operations
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Norway - Stavanger	Age 51 - 60	Drilling, Well and Interve
South America	Age 51 - 60	Other
Norway - Bergen	Age 51 - 60	Operations
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South America	Age 41 - 50	Drilling, Well and Interve

Other global locations	Age 20 - 30	Drilling, Well and Interv
Norway - Bergen	Age 51 - 60	Competence Centre lead
Norway - Bergen	Age 41 - 50	Compliance, Improve
Norway - Other location	Age 41 - 50	Subsea, Engineering, Re
Norway - Stavanger	Age 31 - 40	Compliance, Improve
Norway - Other location	Age 61 - 70	Drilling, Well and Interv
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Norway - Bergen	Age 31 - 40	Compliance, Improve
Other global locations	Age 51 - 60	Operations
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Norway - Other location	Age 41 - 50	Drilling, Well and Interv
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Norway - Stavanger	Age 51 - 60	Compliance, Improve
Norway - Bergen	Age 51 - 60	Drilling, Well and Interv
Norway - Stavanger	Age 51 - 60	Corporate Support (CS)
Norway - Other location	Age 41 - 50	Operations
Norway - Oslo	Age 51 - 60	Competence Centre lead
United Kingdom	Age 31 - 40	Competence Centre lead
North America	Age 51 - 60	Operations
North America	Age 41 - 50	Subsea, Engineering, Re
North America	Age 41 - 50	Drilling, Well and Interv
North America	Age 31 - 40	Corporate Support (CS)
North America	Age 31 - 40	Corporate Support (CS)
North America	Age 41 - 50	Subsea, Engineering, Re
North America	Age 31 - 40	Drilling, Well and Interv
Norway - Other location	Age 51 - 60	Operations
North America	Age 41 - 50	Corporate Support (CS)
North America	Age 31 - 40	Compliance, Improve
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North America	Age 31 - 40	Drilling, Well and Interv
North America	Age 31 - 40	Competence Centre lead
Norway - Stavanger	Age 41 - 50	Operations
Other global locations	Age 41 - 50	Other
North America	Age 20 - 30	Competence Centre lead
Norway - Bergen	Age 51 - 60	Corporate Support (CS)
Norway - Other location	Age 51 - 60	Subsea, Engineering, Re
Norway - Stavanger	Age 51 - 60	Subsea, Engineering, Re
Norway - Bergen	Age 41 - 50	Operations
Norway - Bergen	Age 41 - 50	Operations
Norway - Other location	Age 31 - 40	Operations
Norway - Oslo	Age 41 - 50	Compliance, Improve
Norway - Bergen	Age 61 - 70	Operations
Norway - Bergen	Age 41 - 50	Competence Centre lead
Norway - Bergen	Age 51 - 60	Other
Norway - Oslo	Age 51 - 60	Subsea, Engineering, Re
Norway - Bergen	Age 31 - 40	Operations
Norway - Bergen	Age 51 - 60	Competence Centre lead
Norway - Bergen	Age 41 - 50	Operations
Norway - Stavanger	Age 51 - 60	Other
Norway - Stavanger	Age 41 - 50	Corporate Support (CS)

Norway - Stavanger	Age 41 - 50	Corporate Support (CS)
Norway - Stavanger	Age 41 - 50	Drilling, Well and Interv
Norway - Bergen	Age 51 - 60	Subsea, Engineering, Rer
Norway - Other location	Age 61 - 70	Competence Centre lead
Norway - Other location	Age 41 - 50	Operations
Norway - Bergen	Age 41 - 50	Compliance, Improve
Norway - Bergen	Age 31 - 40	Operations
Norway - Bergen	Age 31 - 40	Compliance, Improve
Norway - Stavanger	Age 61 - 70	Drilling, Well and Interv
Norway - Bergen	Age 41 - 50	Corporate Support (CS)
Norway - Stavanger	Age 61 - 70	Compliance, Improve
Norway - Bergen	Age 51 - 60	Drilling, Well and Interv
Norway - Stavanger	Age 41 - 50	Subsea, Engineering, Rer
Norway - Stavanger	Age 51 - 60	Corporate Support (CS)
Norway - Stavanger	Age 51 - 60	Drilling, Well and Interv
Norway - Stavanger	Age 31 - 40	Corporate Support (CS)
Norway - Bergen	Age 31 - 40	Operations
Norway - Stavanger	Age 51 - 60	Drilling, Well and Interv
Norway - Bergen	Age 41 - 50	Operations
North America	Age 31 - 40	Corporate Support (CS)
Norway - Stavanger	Age 41 - 50	Operations
Norway - Stavanger	Age 31 - 40	Operations
Norway - Bergen	Age 51 - 60	Operations
Norway - Bergen	Age 41 - 50	Operations
Norway - Bergen	Age 31 - 40	Drilling, Well and Interv
South America	Age 31 - 40	Operations
Norway - Stavanger	Age 51 - 60	Subsea, Engineering, Rer
Norway - Bergen	Age 31 - 40	
Norway - Bergen	Age 51 - 60	Operations
Norway - Oslo	Age 41 - 50	Subsea, Engineering, Rer
Norway - Oslo	Age 41 - 50	Operations
Norway - Stavanger	Age 51 - 60	Corporate Support (CS)
Norway - Bergen	Age 31 - 40	Subsea, Engineering, Rer
Norway - Oslo	Age 41 - 50	Operations
Norway - Stavanger	Age 51 - 60	Compliance, Improve
Norway - Stavanger	Age 61 - 70	Drilling, Well and Interv
Norway - Bergen	Age 41 - 50	Operations
Norway - Bergen	Age 41 - 50	Drilling, Well and Interv
Norway - Bergen	Age 61 - 70	Drilling, Well and Interv
Norway - Bergen	Age 31 - 40	Compliance, Improve
Norway - Stavanger	Age 41 - 50	Operations
Norway - Oslo	Age 51 - 60	Subsea, Engineering, Rer
North America	Age 61 - 70	Operations
South America	Age 31 - 40	Corporate Support (CS)
Norway - Stavanger	Age 51 - 60	Drilling, Well and Interv
Norway - Stavanger	Age 51 - 60	Subsea, Engineering, Rer
Norway - Stavanger	Age 41 - 50	Corporate Support (CS)
United Kingdom	Age 41 - 50	Compliance, Improve
Norway - Bergen	Age 41 - 50	Subsea, Engineering, Rer
South America	Age 31 - 40	Drilling, Well and Interv

Norway - Stavanger	Age 61 - 70	Subsea, Engineering, Res
Norway - Bergen	Age 51 - 60	Drilling, Well and Interve
Norway - Bergen	Age 51 - 60	Operations
Norway - Bergen	Age 61 - 70	Drilling, Well and Interve
North America	Age 31 - 40	Subsea, Engineering, Res
South America	Age 41 - 50	Operations
Norway - Stavanger	Age 51 - 60	Corporate Support (CS)
Norway - Stavanger	Age 61 - 70	Corporate Support (CS)
South America	Age 31 - 40	Drilling, Well and Interve
Norway - Stavanger	Age 41 - 50	Subsea, Engineering, Res
Norway - Stavanger	Age 61 - 70	Drilling, Well and Interve
Norway - Bergen	Age 51 - 60	Drilling, Well and Interve
Norway - Other location	Age 41 - 50	Subsea, Engineering, Res
Norway - Stavanger	Age 41 - 50	Operations

Where is the majority of	Where is the majority of	What are the main reasons	If relevant, please provide
Different locations in san	Other	Option 1	
Different global location:	Different global location:	Option 1	
Same location as I am (s:	Different global location:	Socializing / networking;	Ad hoc collaboration; Kno
Same location as I am (s:	Different locations in san	Socializing / networking;	Personal development; Ac
Other	Same Location as I am (s:	Socializing / networking;	Ad hoc collaboration; Bett
Different global location:	Different global location:	Socializing / networking;	Planned collaboration; Ad
Same location as I am (s:	Different locations in san	Socializing / networking;	
Different global location:	Different locations in san	Socializing / networking;	
Same location as I am (s:	Different locations in san	Socializing / networking;	Planned collaboration; Ad
Different locations in san	Same location as I am (s:	Socializing / networking;	Better focus on my tasks;
Different global location:	Same location as I am (s:	Ad hoc collaboration;	I do not prefer working f
Same location as I am (s:	Same location as I am (s:	Socializing / networking;	Planned collaboration;
Different global location:	Different global location:	Socializing / networking;	Planned collaboration; I p
Same location as I am (s:	Different global location:	Socializing / networking;	Planned collaboration;
Same location as I am (s:	Same location as I am (s:	Socializing / networking;	Knowledge sharing / com
Same location as I am (s:	Same location as I am (s:	Socializing / networking;	Ad hoc collaboration; Bett
Different global location:	Same location as I am (s:	Planned collaboration;	
Different locations in san	Same location as I am (s:	Socializing / networking;	Ad hoc collaboration; Spec
Same location as I am (s:	Different locations in san	Socializing / networking;	Planned collaboration; Ad
Different global location:	Different locations in san	Socializing / networking;	Ad hoc collaboration; Plan
Same location as I am (s:	Same location as I am (s:	Socializing / networking;	Better access to ergonom
Different locations in san	Different locations in san	Ad hoc collaboration;	Better focus on my tasks; Kno
Same location as I am (s:	Same location as I am (s:	Socializing / networking;	Planned collaboration; Ad
Different locations in san	Different locations in san	Socializing / networking;	I prefer change of scenery
Same location as I am (s:	Same location as I am (s:	Socializing / networking;	
Same location as I am (s:	Same location as I am (s:	Socializing / networking;	
Different locations in san	Different global location:	Socializing / networking;	Ad hoc collaboration; Imp
Different locations in san	Different locations in san	Planned collaboration;	Ac For clarity, I enjoy a mixt
Same location as I am (s:	Other	Socializing / networking;	Planned collaboration; Ad
Different locations in san	Same location as I am (s:	Socializing / networking;	Planned collaboration; Ad
Different locations in san	Different locations in san	Socializing / networking;	Better access to ergonom
Different locations in san	Same location as I am (s:	Socializing / networking;	Knowledge sharing / com
Same location as I am (s:	Same location as I am (s:	Socializing / networking;	Planned collaboration; Kno
Different global location:	Other	Planned collaboration;	
Different locations in san	Different locations in san	Socializing / networking;	I do the same job at hom
Same location as I am (s:	Different locations in san	Socializing / networking;	But I do not want to wor
Different global location:	Same location as I am (s:	Socializing / networking;	Knowledge sharing / com
Same location as I am (s:	Different global location:	Socializing / networking;	Ad hoc collaboration; Bett
Same location as I am (s:	Different locations in san	Socializing / networking;	Better access to ergonom
Different locations in san	Same location as I am (s:	Planned collaboration;	Knowledge sharing / compe
Different locations in san	Different locations in san	Socializing / networking;	Better focus on my tasks;
Same location as I am (s:	Same location as I am (s:	Socializing / networking;	Planned collaboration; Ad
Same location as I am (s:	Same location as I am (s:	Socializing / networking;	Improved work-life balan
Same location as I am (s:	Same location as I am (s:	Socializing / networking;	
Same location as I am (s:	Different locations in san	Socializing / networking;	Better access to ergonom
Same location as I am (s:	Same location as I am (s:	Socializing / networking;	Ad hoc collaboration; Imp
Different global location:	Different global location:	Socializing / networking;	Better focus on my tasks;
Same location as I am (s:	Different locations in san	I prefer a hybrid solution	I think a hybrid solution v
Different locations in san	Different locations in san	Socializing / networking;	Specialist support; Knowle

Different locations in san Different locations in san Planned collaboration;Specialist support;
Same location as I am (s: Same location as I am (s: Socializing / networking;Ad hoc collaboration;
Same location as I am (s: Same location as I am (s: Socializing / networking;Planned collaboration;Ad
Different locations in san Different locations in san Socializing / networking;
Same location as I am (s: Different locations in san Planned collaboration;Socializing / networking;
Same location as I am (s: Same location as I am (s: Socializing / networking;Planned collaboration;Ad
Same location as I am (s: Different locations in san None of the above apply I have no reasons for pre
Different locations in san Different locations in san Socializing / networking;Ad hoc collaboration;Imp
Different locations in san Different locations in san Socializing / networking; I prefer working from the
Same location as I am (s: Different locations in san Ad hoc collaboration;Socializing / networking;
Different locations in san Same location as I am (s: Socializing / networking;Planned collaboration;
Same location as I am (s: Same location as I am (s: Socializing / networking;Ad hoc collaboration;Kno
Same location as I am (s: Same location as I am (s: Socializing / networking;Improved work-life balan
Different locations in san Different locations in san Socializing / networking;Planned collaboration;Ad
Different global location: Different global location: Socializing / networking; Onboarding newcomers
Different global location: Same location as I am (s: Knowledge sharing / con Better PC equipment - sc
Same location as I am (s: Same location as I am (s: Socializing / networking;Better access to ergonom
Same location as I am (s: Same location as I am (s: Socializing / networking;
Different locations in san Different locations in san Socializing / networking;Ad hoc collaboration;Kno
Different locations in san Different locations in san Better access to ergonomic equipment;
Different locations in san Different locations in san I prefer homeoffice;
Same location as I am (s: Same location as I am (s: Socializing / networking;Planned collaboration;Ad
Different locations in san Different locations in san Socializing / networking; Better cross- departmen
Same location as I am (s: Different global location: Socializing / networking;Knowledge sharing / com
Different global location: Different locations in san Socializing / networking;Ad hoc collaboration;Bett
Different locations in san Different locations in san Socializing / networking;Better focus on my tasks;
Same location as I am (s: Different locations in san Socializing / networking;
Different locations in san Different locations in san Socializing / networking; Main challenge is access
Same location as I am (s: Same location as I am (s: Socializing / networking;Planned collaboration;Ad
Different global location: Different global location: Better access to ergonom avoid been with Team al
Different locations in san Different locations in san I prefer change of scenery;Planned collaboration;S
Same location as I am (s: Same location as I am (s: Better focus on my tasks;Knowledge sharing / con
Different locations in san Different locations in san Socializing / networking; Access to printer
Different locations in san Same location as I am (s: Socializing / networking;Ad hoc collaboration;Kno
Same location as I am (s: Different locations in san Ad hoc collaboration;Better focus on my tasks;Kno
Different global location: Same location as I am (s: Socializing / networking;I prefer change of scenery
Same location as I am (s: Different locations in san Better access to ergonomic equipment;Socializing
Different global location: Same location as I am (s: Socializing / networking;Planned collaboration;Ad
Different locations in san Different locations in san I prefer change of scener Higher efficiency by worl
Different locations in san Different locations in san I prefer change of scenery;Better access to ergonc
Different locations in san Different locations in san Socializing / networking;Ad hoc collaboration;Bett
Same location as I am (s: Different locations in san Socializing / networking;Ad hoc collaboration;Kno
Same location as I am (s: Same location as I am (s: Socializing / networking;Planned collaboration;Ad
Different locations in san Same location as I am (s: Socializing / networking;Better focus on my tasks;
Different locations in san Different locations in san Socializing / networking;Ad hoc collaboration;
Same location as I am (s: Different global location: Ad hoc collaboration;Personal development;Impr
Different locations in san Different locations in san Socializing / networking;Better focus on my tasks;
Different locations in san Different locations in san Socializing / networking;Improved work-life balan
Different locations in san Same location as I am (s: Socializing / networking;Planned collaboration;Be
Same location as I am (s: Different locations in san Socializing / networking;Ad hoc collaboration;Bett

Same location as I am (s: Same location as I am (s: Socializing / networking; I prefer change of scenery

Different locations in san Same location as I am (s: Socializing / networking; Office location is however

Different locations in san Different locations in san Better focus on my tasks; I prefer change of scenery

Different global location: Different global location: Planned collaboration; Socializing / networking;

Same location as I am (s: Different locations in san Socializing / networking; Noen tanker: Det er fint å

Different global location: Different locations in san Socializing / networking; Improved work-life balance

Different global location: Different locations in san Socializing / networking; Knowledge sharing / com

Different locations in san Different locations in san Socializing / networking; Planned collaboration; Ad

Different locations in san Different global location: Socializing / networking; Planned collaboration; I pr

Same location as I am (s: Same location as I am (s: Socializing / networking; Planned collaboration; Ad

Same location as I am (s: Same location as I am (s: Socializing / networking; Ad hoc collaboration; Spec

Same location as I am (s: Same location as I am (s: Socializing / networking; Knowledge sharing / com

Different locations in san Same location as I am (s: Socializing / networking; Better IT solution (no ne

Different locations in san Different locations in san Socializing / networking; Improved work-life balance

Same location as I am (s: Same location as I am (s: Planned collaboration; Socializing / networking; Be

Different global location: Different locations in san Better access to ergonomic equipment;

Different locations in san Same location as I am (s: Socializing / networking; Planned collaboration; Ad

Same location as I am (s: Same location as I am (s: Socializing / networking; It's easier to separate wc

Different locations in san Same location as I am (s: Ad hoc collaboration; Knowledge sharing / compet

Same location as I am (s: Same location as I am (s: Socializing / networking;

Same location as I am (s: Same location as I am (s: Ad hoc collaboration; Better focus on my tasks; Kno

Same location as I am (s: Different locations in san Socializing / networking; Planned collaboration; Ad

Different locations in san Different locations in san Planned collaboration; Normally the days are so

Different locations in san Different locations in san Socializing / networking; Ad hoc collaboration; Kno

Same location as I am (s: Different locations in san I prefer change of scenery; Socializing / networking

Different locations in san Different locations in san Socializing / networking; My colleagues.

Different global location: Different global location: Socializing / networking; Knowledge sharing / com

Same location as I am (s: Same location as I am (s: Socializing / networking; I like to vary from workin

Same location as I am (s: Different locations in san Better focus on my tasks; Knowledge sharing / con

Different locations in san Same location as I am (s: Socializing / networking; Planned collaboration; Kno

Same location as I am (s: Same location as I am (s: Socializing / networking; Ad hoc collaboration; Bett

Different locations in san Same location as I am (s: Socializing / networking; Knowledge sharing / com

Same location as I am (s: Different locations in san Socializing / networking; Planned collaboration; Kno

Same location as I am (s: Same location as I am (s: Socializing / networking; Planned collaboration; Ad

Same location as I am (s: Same location as I am (s: Planned collaboration; Socializing / networking; Be

Different locations in san Same location as I am (s: Socializing / networking; Planned collaboration; Kno

Different global location: Different locations in san Socializing / networking; colleagues energize me.

Different locations in san Different locations in san Socializing / networking; Planned collaboration; Im

Different locations in san Same location as I am (s: Socializing / networking; Planned collaboration; Kno

Different locations in san Same location as I am (s: Improved work-life balance; Socializing / networki

Same location as I am (s: Same location as I am (s: Socializing / networking; Planned collaboration; Kno

Same location as I am (s: Different locations in san Better focus on my tasks; Improved work-life balar

Different global location: Different global location: Socializing / networking; -

Different locations in san Different locations in san Socializing / networking; Planned collaboration; Ad

Same location as I am (s: Same location as I am (s: Socializing / networking; Planned collaboration; Kno

Same location as I am (s: Same location as I am (s: Ad hoc collaboration; Socializing / networking;

Different locations in san Different locations in san Socializing / networking; Planned collaboration; Ad

Same location as I am (s: Same location as I am (s: I prefer change of scenery; Socializing / networking

Same location as I am (s: Different locations in san Socializing / networking; Easier to access Equinor

Different global location: Different locations in san Socializing / networking; Better access to ergonom

Different global location; Different global location; Socializing / networking; Ad hoc collaboration; Knowledge sharing / communication

Different locations in san Different locations in san Socializing / networking;

Different locations in san Different locations in san Socializing / networking; I prefer change of scenery

Different locations in san Different locations in san Planned collaboration; None

Different locations in san Different locations in san Socializing / networking; Planned collaboration; I prefer change of scenery

Different locations in san Different locations in san Socializing / networking; Planned collaboration; Ad hoc collaboration

Different locations in san Different locations in san Socializing / networking; Better access to ergonomic equipment

Different locations in san Different locations in san Better access to ergonomic equipment;

Different locations in san Different locations in san Socializing / networking; Ad hoc collaboration; Improved work-life balance

Different locations in san Different locations in san Socializing / networking; Planned collaboration; Ad hoc collaboration

Different locations in san Same location as I am (s: Socializing / networking;

Different global location; Different global location; I prefer change of scenery It is good to socialize with colleagues

Same location as I am (s: Same location as I am (s: Socializing / networking; Planned collaboration; Ad hoc collaboration

Different locations in san Same location as I am (s: Socializing / networking; NA

Different global location; Same location as I am (s: Socializing / networking; For some activities after work

Different locations in san Different locations in san Socializing / networking; Ad hoc collaboration; Knowledge sharing / communication

Same location as I am (s: Different global location; Ad hoc collaboration;

Same location as I am (s: Same location as I am (s: Socializing / networking; I prefer change of scenery

Same location as I am (s: Same location as I am (s: Socializing / networking;

Same location as I am (s: Different global location; Socializing / networking; Planned collaboration; I prefer change of scenery

Different global location; Same location as I am (s: Socializing / networking; Planned collaboration;

Same location as I am (s: Different locations in san Socializing / networking;

Same location as I am (s: Different locations in san Socializing / networking; Knowledge sharing / communication

Different global location; Same location as I am (s: Socializing / networking;

Different locations in san Different locations in san Socializing / networking; Ad hoc collaboration;

Different global location; Same location as I am (s: Socializing / networking; Better access to ergonomic equipment

Different global location; Different global location; Planned collaboration; Spontaneous decision making

Different global location; Different global location; Socializing / networking; Better access to ergonomic equipment

Same location as I am (s: Different locations in san Socializing / networking; Planned collaboration; Ad hoc collaboration

Same location as I am (s: Different locations in san Socializing / networking; Knowledge sharing / communication

Different locations in san Different locations in san Socializing / networking; I prefer change of scenery

Different locations in san Different locations in san Socializing / networking; Ad hoc collaboration; Better access to ergonomic equipment

Same location as I am (s: Same location as I am (s: Socializing / networking; Planned collaboration; Ad hoc collaboration

Different locations in san Different locations in san Socializing / networking; Coffee breaks Also brings socialization

Different global location; Same location as I am (s: Socializing / networking; Ad hoc collaboration;

Same location as I am (s: Same location as I am (s: Socializing / networking; Knowledge sharing / communication

Same location as I am (s: Same location as I am (s: Planned collaboration; Better access to ergonomic equipment

Different global location; Different global location; Socializing / networking; I prefer change of scenery

Same location as I am (s: Different locations in san Ad hoc collaboration; Specialist support; Socializing / networking

Different global location; Different global location; Socializing / networking; I prefer change of scenery

Different global location; Different global location; None; I prefer working from home

Same location as I am (s: Same location as I am (s: Socializing / networking; I enjoy being back in the office

Different locations in san Different locations in san Better access to ergonomic equipment; Socializing / networking

Other Same location as I am (s: Socializing / networking; I prefer change of scenery

Same location as I am (s: Same location as I am (s: Socializing / networking; Intention is close to colleagues

Different global location; Different locations in san Socializing / networking; Ad hoc collaboration;

Same location as I am (s: Same location as I am (s: Socializing / networking;

Different locations in san Different locations in san Socializing / networking; Improved work-life balance

Different global location; Different global location; Socializing / networking; Knowledge sharing / communication

Same location as I am (s: Different locations in san Socializing / networking; Planned collaboration; Ad hoc collaboration

Different locations in san Same location as I am (s; Socializing / networking;Planned collaboration;Ad
Different global location! Different global location! Socializing / networking;
Different global location! Different locations in san Planned collaboration;Socializing / networking;Sp
Same location as I am (s; Different locations in san Ad hoc collaboration;Socializing / networking;Kno
Same location as I am (s; Different global location! Socializing / networking;
Different global location! Different locations in san Socializing / networking;Ad hoc collaboration;
Different locations in san Different locations in san Socializing / networking;Knowledge sharing / com
Different locations in san Different global location! Socializing / networking;Ad hoc collaboration;
Different global location! Different global location! Socializing / networking;! IT resources are easier to
Different locations in san Same location as I am (s; Socializing / networking; N/A
Different locations in san Different locations in san Socializing / networking;Ad hoc collaboration;Kno
Same location as I am (s; Same location as I am (s; Planned collaboration;Socializing / networking;Kno
Same location as I am (s; Same location as I am (s; Better access to ergonom 1. Separating work and h
Different global location! Different global location! Socializing / networking; I am not back to the offic
Same location as I am (s; Same location as I am (s; Socializing / networking; More available for my te
Same location as I am (s; Same location as I am (s; Socializing / networking;
Different locations in san Different locations in san Socializing / networking; For the COVID period I h
Same location as I am (s; Same location as I am (s; Socializing / networking;Knowledge sharing / com
Same location as I am (s; Same location as I am (s; Socializing / networking;Planned collaboration;Im
Different global location! Different global location! Socializing / networking;Ad hoc collaboration;Imp
Same location as I am (s; Same location as I am (s; Planned collaboration;B; N/A
Different global location! Different global location! Planned collaboration;I prefer change of scenery;S
Different locations in san Different locations in san Socializing / networking;Knowledge sharing / com
Different locations in san Same location as I am (s; Socializing / networking;Knowledge sharing / com
Different locations in san Different global location! Planned collaboration;Better focus on my tasks;
Different global location! Different global location! Socializing / networking;Ad hoc collaboration;Kno
Same location as I am (s; Same location as I am (s; Socializing / networking;
Different locations in san Same location as I am (s; Socializing / networking;I prefer change of scenery
Different locations in san Same location as I am (s; Socializing / networking;Better focus on my tasks;
Same location as I am (s; Same location as I am (s; Socializing / networking;Ad hoc collaboration;Kno
Different locations in san Same location as I am (s; Socializing / networking;Planned collaboration;Sp
Different locations in san Different locations in san Socializing / networking;Better access to ergonom
Different locations in san Same location as I am (s; Socializing / networking;Better focus on my tasks;
Different locations in san Different global location! Socializing / networking;Ad hoc collaboration;Kno
Same location as I am (s; Same location as I am (s; Socializing / networking;Knowledge sharing / com
Different locations in san Different locations in san Socializing / networking;Ad hoc collaboration;Kno
Same location as I am (s; Same location as I am (s; Socializing / networking;Knowledge sharing / com
Same location as I am (s; Same location as I am (s; Socializing / networking;Planned collaboration;Ad
Different global location! Different locations in san Socializing / networking;Planned collaboration;Ad
Same location as I am (s; Different global location! I don't prefer working in Covid-19 gave the oppor
Different locations in san Same location as I am (s; Knowledge sharing / competence development ;A
Different global location! Same location as I am (s; Socializing / networking;Planned collaboration;
Different locations in san Different locations in san Socializing / networking;
Different global location! Same location as I am (s; Planned collaboration;Ac Working in a project the
Different locations in san Same location as I am (s; Socializing / networking;Ad hoc collaboration;Kno
Different locations in san Different locations in san Socializing / networking; Planned collaboration: if
Same location as I am (s; Same location as I am (s; Ad hoc collaboration;Im; The current situation wit
Same location as I am (s; Same location as I am (s; Ad hoc collaboration;Specialist support;Socializing
Same location as I am (s; Same location as I am (s; Socializing / networking;Better access to ergonom
Different global location! Different global location! Socializing / networking;Knowledge sharing / com

Different locations in san Different global location: Ad hoc collaboration;Planned collaboration;Know
Different locations in san Different locations in san Socializing / networking;I prefer change of scenery
Same location as I am (s: Same location as I am (s: Socializing / networking;Planned collaboration;Ad
Different locations in san Same location as I am (s: Socializing / networking;Planned collaboration;Ad
Different locations in san Different locations in san Socializing / networking;Improved work-life balan
Different locations in san Same location as I am (s: Socializing / networking;Ad hoc collaboration;Bett
Same location as I am (s: Different locations in san Socializing / networking;Knowledge sharing / com
Different locations in san Different locations in san Socializing / networking;Improved work-life balan
Different locations in san Same location as I am (s: Socializing / networking;Ad hoc collaboration;Kno
Different locations in san Different locations in san Socializing / networking;Personal development;Im
Different global location: Same location as I am (s: Socializing / networking;Better focus on my tasks;
Different global location: Same location as I am (s: Socializing / networking; Office as main solution, v
Different locations in san Different global location: Socializing / networking;Planned collaboration;Ad
Same location as I am (s: Same location as I am (s: Better access to ergonom In general, I don't prefer
Different global location: Different global location: Socializing / networking;Knowledge sharing / com
Same location as I am (s: Same location as I am (s: Socializing / networking;
Same location as I am (s: Same location as I am (s: Socializing / networking;Planned collaboration;Be
Same location as I am (s: Different locations in san Socializing / networking;Planned collaboration;
Different locations in san Different locations in san Socializing / networking; N/A
Same location as I am (s: Same location as I am (s: Socializing / networking;Ad hoc collaboration;I pre
Different locations in san Same location as I am (s: Socializing / networking;Knowledge sharing / com
Different locations in san Same location as I am (s: Socializing / networking;I prefer change of scenery
Same location as I am (s: Different locations in san Socializing / networking;Planned collaboration;Sp
Same location as I am (s: Same location as I am (s: Socializing / networking; The IT-facilities and phys
Different global location: Same location as I am (s: Socializing / networking;Ad hoc collaboration;
Same location as I am (s: Same location as I am (s: Socializing / networking;Knowledge sharing / com
Other Different locations in san Socializing / networking;Better access to ergonom
Same location as I am (s: Different locations in san Socializing / networking;Planned collaboration;Sp
Same location as I am (s: Different locations in san Socializing / networking;Planned collaboration;Ad
Different global location: Different locations in san Better access to ergonomic equipment;
Different locations in san Different locations in san Socializing / networking;
Same location as I am (s: Different global location: Socializing / networking;Better access to ergonom
Different global location: Same location as I am (s: Planned collaboration;Ad hoc collaboration;I prefe
Different locations in san Different locations in san Socializing / networking;Ad hoc collaboration;Bett
Different global location: Different locations in san Socializing / networking;Planned collaboration;Kno
Different locations in san Different locations in san Socializing / networking;Ad hoc collaboration;
Different locations in san Different global location: Socializing / networking;Knowledge sharing / com
Other Same location as I am (s: Socializing / networking; - To be more available ar
Same location as I am (s: Same location as I am (s: Socializing / networking;Ad hoc collaboration;Kno
Same location as I am (s: Different global location: Socializing / networking; N/A
Same location as I am (s: Same location as I am (s: Socializing / networking;Planned collaboration;Im
Different locations in san Same location as I am (s: Socializing / networking;Planned collaboration;Kno
Same location as I am (s: Different locations in san Better access to ergonomic equipment;Ad hoc col
Same location as I am (s: Same location as I am (s: Socializing / networking;
Different global location: Other Planned collaboration;Knowledge sharing / compe
Same location as I am (s: Same location as I am (s: Socializing / networking;Better focus on my tasks;
Same location as I am (s: Different locations in san Socializing / networking;Ad hoc collaboration;Spe
Different global location: Different global location: Socializing / networking;Ad hoc collaboration;I pre
Same location as I am (s: Same location as I am (s: Socializing / networking;Ad hoc collaboration;Plan
Different global location: Same location as I am (s: Socializing / networking;Ad hoc collaboration;Kno

Different locations in san Same location as I am (s: Socializing / networking;Planned collaboration;Ad
Same location as I am (s: Different locations in san Socializing / networking;Planned collaboration;Kn
Different locations in san Different locations in san Socializing / networking; Better for the mental he
Different locations in san Different locations in san Improved work-life balar More efficient with two s
Different locations in san Different global location: Socializing / networking;Ad hoc collaboration;
Same location as I am (s: Different locations in san Socializing / networking;Improved work-life balan
Different locations in san Different locations in san I prefer change of scenery;Socializing / networking
Different locations in san Different global location: Socializing / networking;
Same location as I am (s: Other Planned collaboration;Knowledge sharing / compe
Same location as I am (s: Same location as I am (s: Socializing / networking;Planned collaboration;
Different locations in san Different locations in san Socializing / networking;Better focus on my tasks;
Same location as I am (s: Same location as I am (s: Socializing / networking;Better focus on my tasks;
Different locations in san Different locations in san access to printers and archive;
Different locations in san Same location as I am (s: Socializing / networking;Planned collaboration;Ad
Same location as I am (s: Same location as I am (s: Socializing / networking;Ad hoc collaboration;Kno
Different locations in san Different locations in san Better focus on my tasks;Better access to ergonom
Different locations in san Different locations in san Socializing / networking;Ad hoc collaboration;
Same location as I am (s: Same location as I am (s: Socializing / networking; The office is still a useful
Same location as I am (s: Same location as I am (s: All above options can be achieved virtually.;
Different locations in san Different global location: Socializing / networking;Ad hoc collaboration;Plan
Different global location: Same location as I am (s: Better focus on my tasks;Improved work-life balar
Different global location: Same location as I am (s: Socializing / networking; I feel much more produc
Different locations in san Different locations in san Socializing / networking;
Other Different global location: Socializing / networking;Better access to ergonom
Same location as I am (s: Same location as I am (s: Ad hoc collaboration;
Same location as I am (s: Different locations in san Socializing / networking;
Same location as I am (s: Same location as I am (s: Socializing / networking;Improved work-life balan
Different global location: Same location as I am (s: Socializing / networking; It is important to connec
Same location as I am (s: Same location as I am (s: Socializing / networking;Improved work-life balan
Same location as I am (s: Same location as I am (s: Socializing / networking; Working from the office t
Different global location: Same location as I am (s: Socializing / networking;Knowledge sharing / com
Different global location: Different global location: Socializing / networking;Planned collaboration;Kn
Different global location: Different global location: Mix of Office and WFH is We are in need to "feel"
Same location as I am (s: Same location as I am (s: Socializing / networking;Ad hoc collaboration;Kno
Same location as I am (s: Same location as I am (s: Planned collaboration;Socializing / networking;Sp
Same location as I am (s: Different locations in san Socializing / networking;Better focus on my tasks;
Different locations in san Different locations in san Socializing / networking; It is important also to col
Different locations in san Same location as I am (s: Socializing / networking; Natural breaks. Home of
Different locations in san Same location as I am (s: Socializing / networking;
Different locations in san Different locations in san Socializing / networking;
Different locations in san Different locations in san Socializing / networking; There is allergy filter in th
Same location as I am (s: Same location as I am (s: Socializing / networking;Better access to ergonom
Different locations in san Different locations in san Socializing / networking;Knowledge sharing / com
Different locations in san Same location as I am (s: Socializing / networking;Improved work-life balan
Same location as I am (s: Different locations in san Planned collaboration;Ad hoc collaboration;
Different locations in san Different locations in san Socializing / networking;Planned collaboration;Kn
Different locations in san Different locations in san Socializing / networking;
Same location as I am (s: Same location as I am (s: Specialist support;Knowledge sharing / competen
Same location as I am (s: Different locations in san Ad hoc collaboration;Improved work-life balance;:
Same location as I am (s: Same location as I am (s: Socializing / networking;Ad hoc collaboration;Kno

Same location as I am (s: Same location as I am (s: Socializing / networking; Ad hoc collaboration; Knowledge sharing / com
Different global location: Different global location: Socializing / networking; Knowledge sharing / com
Different locations in san Different locations in san Socializing / networking; Planned collaboration;
Different locations in san Different locations in san Socializing / networking; Personal development; Ac
Different locations in san Different locations in san Better access to ergonomic equipment; Socializing
Different locations in san Same location as I am (s: Socializing / networking; Some of the benefits we
Same location as I am (s: Same location as I am (s: Planned collaboration;
Different locations in san Same location as I am (s: Socializing / networking; Planned collaboration; Ad
Different locations in san Same location as I am (s: Socializing / networking; Ad hoc collaboration; Kno
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Different locations in san Same location as I am (s: Better focus on my tasks; Ad hoc collaboration; Im
Same location as I am (s: Same location as I am (s: Socializing / networking; I prefer change of scenery
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Same location as I am (s: Same location as I am (s: Socializing / networking;
Same location as I am (s: Same location as I am (s: Socializing / networking; Planned collaboration; Be
Different locations in san Different locations in san Socializing / networking; Planned collaboration; Ad
Different locations in san Same location as I am (s: Change of scenery 1-2 tir I have more or less no re
Different global location: Same location as I am (s: Socializing / networking; Planned collaboration; Ad
Different locations in san Different locations in san Socializing / networking; I prefer change of scenery
Different locations in san Same location as I am (s: Socializing / networking; I prefer change of scenery
Different global location: Same location as I am (s: Socializing / networking; Good to have the opport
Same location as I am (s: Same location as I am (s: Socializing / networking; Ad hoc collaboration; Kno
Different locations in san Same location as I am (s: Socializing / networking; Knowledge sharing / com
Same location as I am (s: Same location as I am (s: Socializing / networking; The office will always be
Different global location: Different global location: Socializing / networking; Better access to ergonom
Same location as I am (s: Different locations in san Better access to ergonomic equipment; I prefer ch
Different global location: Different global location: Socializing / networking; Ad hoc collaboration; Kno
Different global location: Same location as I am (s: Socializing / networking; Planned collaboration; Ad
Different locations in san Different locations in san Socializing / networking; Improved work-life balan
Same location as I am (s: Same location as I am (s: Socializing / networking; Better access to ergonom
Same location as I am (s: Different locations in san See below; I do not prefer working f
Different locations in san Different locations in san Improved work-life balance; Socializing / networki
Different global location: Different global location: Socializing / networking; Better access to ergonom
Same location as I am (s: Same location as I am (s: Better focus on my tasks; Better access to ergonom
Same location as I am (s: Same location as I am (s: Improved work-life balance; Better access to ergonom
Different locations in san Same location as I am (s: Planned collaboration; Ad hoc collaboration; Know
Different locations in san Same location as I am (s: Socializing / networking; Better access to ergonom
Different locations in san Same location as I am (s: Socializing / networking; Get the random chat wit
Same location as I am (s: Different locations in san Socializing / networking; Planned collaboration; Ad
Different locations in san Same location as I am (s: Socializing / networking;
Different locations in san Same location as I am (s: Better access to ergonom I think it is important for
Different global location: Different global location: Socializing / networking; Planned collaboration; Kno
Same location as I am (s: Same location as I am (s: Socializing / networking;
Different global location: Different global location: Improved work-life balance; Better access to ergonom
Same location as I am (s: Different locations in san Socializing / networking; Specialist support; Ad hoc
Different global location: Different global location: I prefer change of scenery; Socializing / networking
Same location as I am (s: Same location as I am (s: Knowledge sharing / cor Variation
Same location as I am (s: Same location as I am (s: Socializing / networking; Planned collaboration; Be

Different locations in san	Same location as I am (s	Socializing / networking;	Improved work-life balan
Different locations in san	Different locations in san	Socializing / networking;	Billigere og bedre ergonom
Same location as I am (s	Different locations in san	Socializing / networking;	Ad hoc collaboration; Imp
Different locations in san	Same location as I am (s	Socializing / networking;	Planned collaboration; Kno
Different locations in san	Different global location	Socializing / networking;	Knowledge sharing / com
Different global location	Different global location	Socializing / networking;	Ad hoc collaboration; Kno
Same location as I am (s	Same location as I am (s	Socializing / networking;	Knowledge sharing / com
Different locations in san	Same location as I am (s	Socializing / networking;	Ad hoc collaboration; Kno
Same location as I am (s	Same location as I am (s	Socializing / networking;	Knowledge sharing / com
Different locations in san	Same location as I am (s	Socializing / networking;	
Same location as I am (s	Same location as I am (s	Socializing / networking;	Ad hoc collaboration; Imp
Other	Other	Socializing / networking;	
Same location as I am (s	Different locations in san	Better focus on my tasks;	Socializing / networking;
Different locations in san	Same location as I am (s	Socializing / networking;	Better access to ergonom

What are the main reasons if relevant, please provide one or more	If relevant, please provide one or more	Please provide one or more
	gf	hf
	bla bla bla	bla bla bla
I do not want to be exposed to Covid 19; Better focus on my tasks;	Department meetings	?
I do not want to be exposed to Covid 19; Better focus on my tasks;	Samhandling på teams	Litt vanskelig å få hjelp
Better focus on my tasks;	Many back-to-back meet 1: IT tools/solutions 2: Co 1: Socializing	
I do not want to be exposed to Covid 19; Better focus on my tasks;	test	test
Better focus on my tasks; Better access to ergonomics;	All of it, except small talk	Nothing
I do not want to be exposed to Covid 19; Better focus on my tasks;	Works fine	NA
I do not want to be exposed to Covid 19;		
Improved work-life balance ; I do not want to be exposed to Covid 19;		
Better focus on my tasks;	Focused. Less travel time	Nothing has not worked
Better focus on my tasks; Improved work-life balance ; Specialist support; Ad hoc collaboration;		
I have little need to work in the Aberdeen office. / Virtual meeting spaces. Lack of a personal approach		
I do not want to be exposed to Covid 19; Better focus on my tasks;	Better focus in department	See people at a day to day
Planned collaboration; Better focus on my tasks; Better equipment and internet at home, more quiet		
I am not able to work from home;		
I do not want to be exposed to Covid 19; Better focus on my tasks; I prefer change of scenery ; Improved		
Better focus on my tasks I prefer working from home	Teams has shown to be efficient	After 1, 5 years you are tired
Flexibility;	Better IT knowledge and	Poorer social connection
Better focus on my tasks; Improved work-life balance ; Save time of commuting		New colleagues is challenge
Improved work-life balance ; I prefer change of scenery	Better Teams skilling. Less	Can't think of anything.
Ad hoc collaboration; Better focus on my tasks;		Clarifications that only needed
I do not want to be exposed to Covid 19; Better focus on my tasks;	Available dedicated area ?	?
I do not want to be exposed to Covid 19; I prefer change of scenery ;	Teams is a great tool - efficient	Networking, socializing with
Better focus on my tasks;	Improved and more efficient	It's harder for new people
I do not want to be exposed to Covid 19; Better focus on my tasks;	- Less stress to get tasks done	Nothing that has not worked
I do not want to be exposed to Covid 19; Planned collaboration;	Collaborating on teams (Socializing and networking
Better focus on my tasks I feel these questions are relevant	We have maintained through	Nothing specific or noticed
I do not want to be exposed to Covid 19; Better focus on my tasks; Improved work-life balance ;		
prefer to be at work;		Less interaction
Better focus on my tasks; Personal development; Improved	My team is distributed through	I cannot think of one.
I prefer change of scenery ; Improved work-life balance	TEAMS meetings. We have	Socializing. I have missed
I do not want to be exposed to Covid 19; Better focus on my tasks;	Leading an enquiry process with weekly planned	
Better focus on my tasks; Personal development; Improved	Working from home has	collaboration
Better focus on my tasks I do the same job at home	in my job we have distant	NA
Improved work-life balance	A much better sleep during	Teams chat and meeting
I do not want to be exposed to Covid 19; Improved	Better work/life balance	Lack of socializing and networking
Improved work-life balance	My preference is to work	Digital collaboration. But
Improved work-life balance ; Better focus on my tasks;	Everything except for what	Only thing missing at the
Better focus on my tasks; Personal development; Improved	Much more efficient in	Teams collaboration works
I do not want to be exposed to Covid 19;	Cooperation with the users	work-life balance, socializing
Planned collaboration; Better focus on my tasks; Improved	We have learned to be patient	Most has worked well
I do not want to be exposed to Covid 19; Better focus on my tasks;	Collaboration using Teams	Not always easy to get things
I do not want to be exposed to Covid 19;	Health problem	Teams Meeting
Better focus on my tasks; Ad hoc collaboration; Improved	Easy to get access to people	Less able to have uniform
Better focus on my tasks; Improved work-life balance	Very efficient if you have	Serious ergonomic problems
when you have meetings; In a global project and if	Sound quality on Teams	Office facilities at home is
Better focus on my tasks Easier to focus on the tasks	Focus on tasks, getting things	It is fun to socialize and
Better focus on my tasks; Improved work-life balance ; I prefer change of scenery ;		

I do not want to be exposed to Covid 19;	Planned collaboration;	Less headache
I do not want to be exposed to Covid 19;	The flexibility of choosing Teams meeting works go	The cost of buying office
I do not want to be exposed to Covid 19;	Meeting arenas via Teams	Ergonomics, extreme increase
Planned collaboration;	I can better support specific	New contracts established
I do not want to be exposed to Covid 19;	Ad. "Improved work-life"	Improved Office logistics
Better focus on my tasks;	Improved work-life balance	Social activities.
Better focus on my tasks;	Improved work-life balance	Collaboration by use of Teams
I do not want to be exposed to Covid 19;	I much prefer working from home	Onboarding new people
I do not want to be exposed to Covid 19;	- It has worked well for me	I have a much greater focus on work
I prefer working from the office.;		I can't think of anything else
Improved work-life balance	Working at the office in an office landscape	significantly better
Better focus on my tasks;	I find it stress reducing	Takes a bit longer to get things done
Better focus on my tasks;	Improved work-life balance	As the team is split on location
Better focus on my tasks;	Planned collaboration, E	loss of networking/social
Better focus on my tasks;	Planned collaboration;	Ad hoc knowledge sharing
Better focus on my tasks;	Planned collaboration;	Delivery of task
Better focus on my tasks;	-Flexibility-More focus on work	Networking and support
I do not want to be exposed to Covid 19;	General meetings on Teams	-Less work-life balance-L
I do not want to be exposed to Covid 19;	Improvec	Use of toolbox. Teams meetings
I do not want to be exposed to Covid 19;	Ad hoc collaboration	Poorer workplace facilities
I do not want to be exposed to Covid 19;	Ad hoc collaboration	IT tools are used
I do not want to be exposed to Covid 19;	Better focus on my work	It took some time to adapt
Better focus on my tasks;	Improved work-life balance	N/A
Better focus on my tasks;	Improved work-life balance	Teams meetings
I do not want to be exposed to Covid 19;	Planned collaboration	ad-hoc collaboration, creative
I do not want to be exposed to Covid 19;	Planned collaboration	Meetings on Teams has been very good.
I do not want to be exposed to Covid 19;	Personal	I have been mentor for people
I do not want to be exposed to Covid 19;	Personal	I don't have any examples
Better focus on my tasks;	Time saved for travel to work	The distancing provided
Improved work-life balance ;	Group meeting plan stable	Home office distractions
I do not want to be exposed to Covid 19;	On days full with meetings	Better collaboration with colleagues
I do not want to be exposed to Covid 19;	Improvec	Informal chat with colleagues
Better focus on my tasks;	Improved work-life balance	On time information and
Better focus on my tasks;	Sometimes more efficient	Collaboration with team
Better focus on my tasks;	Sometimes more efficient	Lack of social interaction
Better focus on my tasks;	Sometimes more efficient	Use of technical communication
Better focus on my tasks;	Sometimes more efficient	Less contact with colleagues
Better focus on my tasks;	Sometimes more efficient	Better health, more energy, more efficient, less distractions
Better focus on my tasks;	Sometimes more efficient	TEAMS meetings works better
Better focus on my tasks;	Sometimes more efficient	Connecting with people in meetings
Better focus on my tasks;	Sometimes more efficient	Cooperation within the team
Better focus on my tasks;	Sometimes more efficient	Cooperation outside the team
Better focus on my tasks;	Sometimes more efficient	it gives flexibility to do things
Better focus on my tasks;	Sometimes more efficient	still believed that working from home
Better focus on my tasks;	Sometimes more efficient	it works well for attending meetings
Better focus on my tasks;	Sometimes more efficient	i see different situations/
Better focus on my tasks;	Sometimes more efficient	I know my colleagues better
I do not want to be exposed to Covid 19;	Improvec	I cannot come up with other
I do not want to be exposed to Covid 19;	Improvec	I work flexibly 50/50% home/office
I do not want to be exposed to Covid 19;	Improvec	Computer set up at home
I do not want to be exposed to Covid 19;	Improvec	Better availability for professional
I do not want to be exposed to Covid 19;	Improvec	Better availability for professional
I do not want to be exposed to Covid 19;	Improvec	Less ergonomic equipment
I am not able to work from home;		networking
I am not able to work from home;		Collaboration
Better focus on my tasks;	Better focus on my tasks	saves travel time, which is
I do not want to be exposed to Covid 19;	Equinor offices is mainly	Very good focus on tasks. Have been missing the internet
I am not able to work from home;	N/A	Everyone is meeting on Teams
Better focus on my tasks;	Higher efficiency by working from home	Lack of direct interaction
Improved work-life balance ;	I do not want to be exposed to Covid 19;	The work-life balance: working from home
Planned collaboration;	Ac -No obvious advantage of working from home	Nothing has not worked
I do not want to be exposed to Covid 19;	Flott med fleksibilitet men sitter kun hjemme hvis jeg må	More flexibility regarding 1) Lack of socializing. 2) Lack of
Improved work-life balance	I tend to have days with	work can drag out to evening
Planned collaboration;	I have no allocated space	Socializing and maintaining
I do not want to be exposed to Covid 19;	Planned collaboration	N/A
I do not want to be exposed to Covid 19;	Planned collaboration	Teams meetings has worked
I do not want to be exposed to Covid 19;	Planned collaboration	I miss out on a lot of projects
I do not want to be exposed to Covid 19;	Planned collaboration	On Teams meetings (one-on-one)
I do not want to be exposed to Covid 19;	Planned collaboration	All good
I do not want to be exposed to Covid 19;	Planned collaboration	- Communication by video
I prefer change of scenery	I admit that sometimes it's	- Networking- Induction
Better focus on my tasks;	More people contact me	Teams - has been fantastic
I do not want to be exposed to Covid 19;	More people contact me	Sometimes the Internet is
Improved work-life balance ;	I prefer change of scenery	Has become better at communicating
Improved work-life balance ;	I prefer change of scenery	The working day is easy to
Improved work-life balance ;	I prefer change of scenery	Working very effectively. Lunch breaks and other breaks
Improved work-life balance ;	I prefer change of scenery	Save commuting time. Evening
Improved work-life balance ;	I prefer change of scenery	Missing basically all sorts

I do not want to be exposed to Covid 19; Better focus on my tasks; Improved work-life balance ; Planning and organization ; Information sharing and Lack of cultural coherence

I do not want to be exposed to Covid 19; Better focus on my tasks; Improved work-life balance ; Planned collaboration; Ad hoc collaboration; Specific collaboration; Less travel, easier to reach ; Not much.

I do not want to be exposed to Covid 19; Better focus on my tasks; Improved work-life balance ; Better focus on my tasks; Improved work-life balance ; Planning and organization; Ad hoc collaboration; Specific collaboration; Less time lost in transportation; Lack of social contact

I do not want to be exposed to Covid 19; Better focus on my tasks; Improved work-life balance ; I attend a lot of meetings; I attend a lot of meetings; Hard to get to know new people; Better flexibility ; Connection and communication ; Socializing and getting to know people

I do not want to be exposed to Covid 19; Improved work-life balance ; I prefer change of scenery ; Better focus on my tasks ; With kids still in primary school ; Time to work in a quiet place ; I have not felt that any time is wasted

I do not want to be exposed to Covid 19; Better focus on my tasks ; I have had higher productivity ; Networking and socializing ; See answer 9 ; If I have a mix of real estate and IT support has been very good ; VPN, Teams, Contiki, slow internet

I do not want to be exposed to Covid 19; Better focus on my tasks ; avoid being disturbed, manage everything actually ; can not think of anything else ;

I do not want to be exposed to Covid 19; Better focus on my tasks ; Lack of enough focus on my tasks ; Working on a project across different time zones ; In the beginning when working from home ; Meetings. More productive ; None.

Better focus on my tasks ; At times flexibility to work from home ; Managed to work with children ; Increased experienced work-life balance ;

Better focus on my tasks ; You save some time when working from home ; I have mostly worked in office ; I only worked from home ;

I do not want to be exposed to Covid 19; Improved work-life balance ; Better team collaboration, solving problems ; Miss the face to face discussions ;

I do not want to be exposed to Covid 19; Better focus on my tasks ; sparer tid og miljø, da jeg kan fokusere på arbejdet ; better focus on tasks, more productivity ; nothing

I do not want to be exposed to Covid 19; Better focus on my tasks ; Prefer working at work ; Not related but I got confused ; Teams does not work well ;

I prefer change of scenery ; Improved work-life balance ; Our team was established ; Lack of personnel available ;

I do not want to be exposed to Covid 19; Better focus on my tasks ; During home office, I've been more productive ; Aside from above mentioned ; Many people have a need for change ;

Better focus on my tasks ; Improved work-life balance ; better collaboration on teams ; communication with suppliers ;

Better focus on my tasks ; Improved work-life balance ; Sometimes feel it is easier to work from home ; When negotiation get difficult ;

Better focus on my tasks ; I save a lot of time in transportation ; It has been easy to concentrate ; The team feeling is not terrible ;

Improved work-life balance ; I spend less time in transportation ; N/A

Better focus on my tasks ; I like to vary from work ; Teams meetings, less transportation ; Being introduced and introduced ;

Improved work-life balance ; All

Better focus on my tasks ; Related to long travel distances ; Because of long time in transportation ; Challenging to involve all team members ;

I do not want to be exposed to Covid 19; Improved work-life balance ;

I do not want to be exposed to Covid 19; Better focus on my tasks ; - connecting 1-1 with my team ; - creative collaboration - ;

Improved work-life balance ; At times when flexibility is needed ; The use of purchasing process ; Difficulties separating work and home ;

I do not want to be exposed to Covid 19; Better focus on my tasks ; - Better meeting culture ; - Lack of socializing and socializing ;

Improved work-life balance ; When having many team meetings ; Procurement processes ; Physically stressed by standing ;

I do not want to be exposed to Covid 19; Better focus on my tasks ; Effectiveness has been good ; We tend to use teams/online meetings ;

I do not want to be exposed to Covid 19; Better focus on my tasks ; Efficient meetings/small meetings ; ERGONOMICS miss my ergonomic chair ;

; Teams meetings

I do not want to be exposed to Covid 19; Ad hoc collaboration ; 1. Cross location project ; out of sight.... out of mind ;

Better focus on my tasks ; Improved work-life balance ; delivery as expected. All team members ; The first 6 weeks having a good experience ;

I do not want to be exposed to Covid 19; Better focus on my tasks ; Current open office location ; Digital interaction. Team meetings ; Strategy discussions. Team meetings ;

I do not want to be exposed to Covid 19; Better focus on my tasks ; Use of digital tools ; Sense of isolation, lack of social contact ;

I do not want to be exposed to Covid 19; Better focus on my tasks ; Teams meeting ; Ad-hoc collaboration ;

Better focus on my tasks ; Personal development ; Better Teams and teams meetings ; I have purchased some ergonomic equipment ;

Better focus on my tasks ; Improved work-life balance ; Everyone is on teams in meetings ; Challenge to train new colleagues ;

Better focus on my tasks ; Improved work-life balance ;

Better focus on my tasks ; Improved work-life balance ; Efficient work on TEAMS ; Lack of social interaction ;

I do not want to be exposed to Covid 19; Better focus on my tasks ; Everything has worked well ; Apart from some temporary issues ;

Improved work-life balance ; Better focus on my tasks ; More involvement from team ; Socializing ; Equinox does not work ;

Improved work-life balance ; More efficient with my time ; Collaboration tools have been helpful ; Home office set up can be improved ;

I do not want to be exposed to Covid 19;Planned collaboration;Focus on specific deliverables;Online trainings and long hours;Better access to ergonomic equipment;I have special needs and require accommodations;Greater concentration or focus;Adapting a suitable work environment;Planned collaboration;Ad hoc collaboration;Specialized tasks;Everything has worked well;I love to work from home

I do not want to be exposed to Covid 19;Ad hoc collaboration;Much better concentration and efficiency when working from home

I do not want to be exposed to Covid 19;Planned collaboration;Easier to get hold of colleagues;Missing daily contact for some tasks;If I am expecting handymen, NA;NA, have only had 5 days of work;Challenges with log in (background checks);Better focus on my tasks;It is the possible balance;In general it has worked well;New people in the team

I do not want to be exposed to Covid 19;Better focus on my tasks;1. Better and higher focus;1. Ergonomic equipment;Planned collaboration;Improved work-life balance;Meetings, collaboration;Network/socializing, ad hoc

I do not prefer to work from home;I do not prefer to work from home;Connect during Covid-19;Ergonomic;Networking;Better access to ergonomic equipment;Working together on Teams;Daily start up in Teams;Meeting where a larger group

Better focus on my tasks;As I am working in a multi-office environment;I needed a few days to get used to;Nothing

Better focus on my tasks;Microsoft Teams, ability to work from home;Team morale, teambuilding

I do not want to be exposed to Covid 19;NA;-Teams has worked very well;-Needed to purchase IT equipment

Planned collaboration;Specialized tasks;When working from home;As a team, we have become more efficient;Very little non-work related

Improved work-life balance;Har lang reisetid til kontoret;Kan jobbe uforstyrret heir;Uformell kontakt/samtale;Better focus on my tasks;Improved work-life balance;improved use of digital tools;In my opinion it has worked well

I do not want to be exposed to Covid 19;Planned collaboration;I have been able to perform better;Working from home has helped

I do not want to be exposed to Covid 19;Better focus on my tasks;Team meetings more productive.

Better focus on my tasks;More cost-effective, less stress;Our task team is very close;Nothing, I have had no non-work related

I do not want to be exposed to Covid 19;For me working part time;Collaboration with my colleagues;I feel that the members of the team

Better focus on my tasks;Improved work-life balance;all has worked well, more efficient;somewhat unstable data

I do not want to be exposed to Covid 19;Kommer raskt i gang, mindre stress;Same as working from home;Competence development

I do not want to be exposed to Covid 19;Better focus on my tasks;I work better from home;Nothing

Improved work-life balance;No time on transport back and forth;I am impressed by all the things that can be done;It is very lonely! I am efficient

Better focus on my tasks;As a trip to my hometown;Tasks that requires concentration;Excessive meetings to solve

Better focus on my tasks;I am more efficient work from home;Easier to always talk together;nothing;)

Improved work-life balance;Better time management;Better team communication;When programs are active

I am not able to work from home;Planned collaboration;

I do not want to be exposed to Covid 19;Planned collaboration;Teams collaboration works well;Sometimes the equipment

I prefer change of scenery;Better access to ergonomic equipment;due to some chronic illness;I miss the social talk, have to be careful;N/A;Work vs. home balance

Improved work-life balance;Home logistics;Team work close to well

Better focus on my tasks;No disturbing. 100% efficient;Full time working. No stress;Nothing

Better focus on my tasks;My mental health has improved;I have successfully moved;N/A

NA;I prefer to work at the office;There has been more focus on ergonomics;Interact and learn from each other

Improved work-life balance;I prefer change of scenery;All my tasks have been done;Ergonomics. Not everyone

I do not want to be exposed to Covid 19;It is more convenient to work from home;Most things have (maybe not all);Have no specific examples

I do not want to be exposed to Covid 19;Improved work-life balance;Good teams meeting sync;When I need help from colleagues

Better focus on my tasks;Improved work-life balance;I do not want to be exposed to Covid 19;

I do not want to be exposed to Covid 19;Covid is the new normal;We have continued to run;None

I do not want to be exposed to Covid 19;Less noise, better working conditions;I have not experienced a lot;Not meeting colleagues,

I do not want to be exposed to Covid 19;Planned collaboration;Improved knowledge and skills;Contract follow up at site

I do not want to be exposed to Covid 19;Planned collaboration;More efficient and effective;Lack of networking

I do not want to be exposed to Covid 19;Time saving commuting;Collaboration part is good;The digital technologies

Better focus on my tasks;Reducing transport of people;As most of my work depends on;Can't really think of any

Better focus on my tasks;The logistic at home is better;More available than when working;Socializing is not easy, I use

Better focus on my tasks;Improved work-life balance;Teams;Everything has worked well

Planned collaboration;Better focus on my tasks;In general;Availability to the employees;Networking

Not preferred;I prefer not to work from home;IT equipment has worked well;Lack of Ergonomic equipment

I do not want to be expo use home as a rescue zone meetings at teams - whe experience transfer training

I do not want to be expo Avoid wasted time during Regular check-ins over the Training of new employees

I do not want to be expo It is a cost savings to the I believe that our collaboration I believe the social interaction

I do not want to be exposed to Covid 19; Easier to find access to planned Maturing and alignment

Planned collaboration; Improved work-life balance The flexibility and availability N/A

Planned collaboration; Better focus on my tasks; In Extremely efficient time Lack of social interaction

I do not want to be exposed to Covid 19; Ad hoc collaboration Highly efficient to not have Team building has suffered

I do not want to be expo If one of the goals is to reduce All the reasons stated above Meeting new members collaboration

Better focus on my tasks; Improved work-life balance The use of Teams has been IT support when there is

I do not want to be exposed to Covid 19; Better focus Even more effective due Mainly missing physical resources

Planned collaboration; I do not want to be exposed to Covid 19; Better focus on my tasks; Improved work

Better focus on my tasks; Improved work-life balance Everything worked well. Quick collaboration.

Better focus on my tasks Task autonomy and professional Focus. Better quality business Ergonomics at home is reduced

I do not want to be expo - with my current tasks I - easier to have meetings - lack of social interaction

I prefer change of scenery Teams meetings that can -1:1 meeting at teams. - Small talk and sharing of

I do not want to be expo The productivity and focus The productivity and focus Not applicable for me.

Better focus on my tasks; Improved work-life balance ; increased numbers of meetings

Better focus on my tasks better time management I entered PSR in 2021, and My induction is taking longer

Better focus on my tasks; Improved work-life balance regular teams meetings Ad Hoc opportunity to work

Better focus on my tasks; Windows 365 collaboration Not able to capture the resources

I do not want to be expo - Increased productivity - I - Better work-life balance - It is difficult to reach so

Ad hoc collaboration; Better focus on my tasks; Planned Collaboration More efficient work days I struggle to come up with

Better focus on my tasks; Improved work-life balance Efficient days - perhaps too Lack natural break during

I do not want to be exposed to Covid 19; Planned collaboration I have a little more time Ergonomically it has been

Improved work-life balance ; Less communication and

Improved work-life balance Working from home for it has worked because it The commitment really helps

I do not want to be expo No longer losing communication We have been able to collaborate If there is a network issue

Better focus on my tasks; Planned collaboration; In Meetings on Teams. We do not get the small

Need to focus and there are few focus rooms; Teams meetings with my Work-life balance

Planned collaboration; Better focus on my tasks; Better More flexible, when long Ad hoc questions

I do not want to be exposed to Covid 19; Better focus Merrolig hverdag, selv n Sosiale, IT support, kontakt

I do not want to be exposed to Covid 19; Better focus Collaboration through us Actually it has worked out

I prefer change of scenery; I do not want to be expo Meetings and trainings a Unnormal situation, missing

Improved work-life balance ; Better focus on my tasks;

I do not want to be expo Time efficient with no training Collaboration with other Collaboration is more difficult

I do not want to be expo Too much noise on the office Surprisingly almost all tasks All kind of tasks - especially

I do not want to be expo I use public transportation Collaboration between teams Ad hoc conversations, general

Better focus on my tasks; Good collaboration on teams Ergonomic

Planned collaboration; Better focus on my tasks; In Efficient meeting structure Unclear inefficient long run

I do not want to be expo I live in a big city, I don't I can't choose any example Nothing

I prefer change of scenery ; Reduced level of noise Teams n/a

Better focus on my tasks; Improved work-life balance As my job is about coordination As I have been working since

Better focus on my tasks; Improved work-life balance Improved Productivity / ability to provide more services

I do not want to be exposed to Covid 19; Flexibility Time consuming due to limited

Better focus on my tasks; Improved work-life balance More efficient:- meetings:- A lot less social interaction

Improved work-life balance - in general, if people have Teams and collaborative Work balance (ending work)

Better focus on my tasks If the day is planned for it Planned teams meeting, Ergonomic issues and less

I do not want to be exposed to Covid 19; Better focus can have meetings with Socializing / networking

Better focus on my tasks; Improved work-life balance Good collaboration, better Too much meetings, increased

Planned collaboration; Ad hoc collaboration; Better Collaboration with people Not to meet people in person

Better focus on my tasks A lot of teams meetings : I'm mainly working together I miss socializing and ad
I do not want to be exposed to Covid 19; Better fo Collaboration with my co Some technical issues from
Planned collaboration; Ad hoc collaboration; Specific Ad hoc problem solving. Variations in the work, m
I do not want to be exposed to Covid 19;

Improved work-life balanc I have arthritis which ma I experience that people Lots of meetings between
Better focus on my tasks Working from home onc TEAMS meetings with 2 : Missed out on the impor
Better focus on my tasks; Improved work-life balanc Easy to get hold of peopl Socializing, ad-hoc collab
I do not want to be expo Teams works very good f All meeting members ca I It is important to meet a
I do not want to be expo Better to sit home than i teams meeting, and a so input from colleges, get I
I do not want to be exposed to Covid 19; I prefer c Ad-hoc meetings and cor Technical equipment and
Improved work-life balanc Covid Restrictions in the Reduced commute time Potential distractions at I
I do not want to be expo Good for flexibility with f Developed Teams skills work-life balance has suf
Better focus on my tasks When working from horr We collaborated very we I don't think the quality c
I do not want to be expo - It is a method that has I - Meetings start on time - Training new people ha
Better focus on my tasks More flexibility Saved tra I can even work more co People feeling alone at h
I do not want to be exposed to Covid 19; Better fo More effective work, bet Ergonomic sitting, too m
Better focus on my tasks; Knowledge sharing / con Working from home is nc Lack of small talks with t
I do not want to be exposed to Covid 19; Ad hoc cc improved use of digital t contact with "extended"
I do not want to be exposed to Covid 19;

Better focus on my tasks; I prefer change of scener Teams meetings work ve More loneliness being hc
I do not want to be exposed to Covid 19; Better fo TEAMS Not being able to meet n
I do not want to be exposed to Covid 19; Improvec fantastic opportunity for in-person relationships n
Better focus on my tasks In a hectic work - life situ Use of digital tools, collal Checking in on each othe
I do not want to be exposed to Covid 19; Better fo Improved digital collabor Lack of ad-hoc discussion
Better focus on my tasks; Improved work-life balance ; Better access to ergonomic equipment ;
I do not want to be exposed to Covid 19; Better fo - Vi har fint kunnet sama - Litt forskjellig hvor ofte v
Better focus on my tasks; Team alignment by using Set the new Team
Improved work-life balance ; working from home has I People feeling left out, a
To me there is no good reason work from home.;

I do not want to be expo Working from home I am The flexibility has been v I generally think WFH ha
Better focus on my tasks The vast majority of the | The digital solutions, incl Nothing in particular. Nic
I do not want to be exposed to Covid 19; Better fo I am able to work undisturbed and focus on my ta
I do not want to be exposed to Covid 19; Improvec Good virtual connectivity Working constantly from
Better focus on my tasks Not possible to work fro Collaboration across loca Socializing and chit-chats
I do not want to be exposed to Covid 19; Better focus on my tasks; Improved work-life balance ; I pref
I do not want to be expo Having a workday mostly Better work-life balanceE Missing the social aspect
Better focus on my tasks In case of whole days tea Less disturbing working f I like the change of scene
I do not want to be expo - Many back-to-back mee - The IT collaboration toc - Lack of physical meeting
I prefer change of scenery ; IT systems Slow learning

I do not want to be expo N/A First of all, we need to p e As mentioned above, thi
I do not want to be exposed to Covid 19; Planned c Teams meeting works w It has worked very well. !
Better focus on my tasks Less noise and I can conc It has worked very well s Missing colleagues. Meet
I do not want to be exposed to Covid 19; Planned c cooperation through Tea Sporadic system access p
Planned collaboration; Ad hoc collaboration; Better The technology available The only negative impact
Planned collaboration; Better access to ergonomic I work globally and worki Due to high activity level
Improved work-life balance ; The team atually manag e Not much, if anything at
Better focus on my tasks; Specialist support; I do nc god ansvarsfordeling litt lite oppfølging fra led
Improved work-life balanc Better flexibility of work Better flexibility of work The time difference has I
Better access to ergonomon The office equipment an Teams meeting. People e No so much informal lur
Better focus on my tasks; Improved work-life balanc Strong engagement, foc Missing the networking a

I am not able to work from home; Evaluation periods, when Not able to discuss things

I do not want to be exposed to Covid 19; Better focus on my tasks; Teams meetings. 1-1 meetings; Integrating /including new

I do not want to be exposed to Covid 19; It is good to have the flexibility; Happy home office initiatives; Unhealthy work-life balance

Better focus on my tasks; I prefer change of scenery; Virtual negotiations, virtual meetings; Bad ergonomic equipment

I do not want to be exposed to Covid 19; Spend most of my time commuting; Efficiency, more intentionality; No chance encounters to

I do not want to be exposed to Covid 19; Time efficiency; Communication group or meetings; No socializing; Nobody to

I do not want to be exposed to Covid 19; Better focus on my tasks; I prefer change of scenery ;

Planned collaboration; Ad hoc collaboration; Better focus on my tasks; Efficiency, better collaboration; Socialising

I do not want to be exposed to Covid 19; Better focus on my tasks; Team work was successful; rare trips, less face to face

I do not want to be exposed to Covid 19; Better focus on my tasks; Effective with Teams meetings; Miss the small talk with

I prefer not to work from home; Cooperation, no feeling of isolation

I am not able to work from home;

I do not want to be exposed to Covid 19; Ad hoc collaboration; Socializing and networking; Better meeting by team

Better focus on my tasks; Improved work-life balance ;

I do not want to be exposed to Covid 19; less stress commuting ; 1. closer to all team work; mixture of work/private

I do not want to be exposed to Covid 19; Har vært på kontoret helt NA.

Better focus on my tasks; Missing cell office - lands; Teams meetings are very good; Missing the social interaction

Better focus on my tasks; With the new global nature; Everyone has benefitted; We have missed having

I do not want to be exposed to Covid 19; Planned collaboration; During the past 1.5 years; The VPN connection has

Improved work-life balance ; I do not want to be exposed to Covid 19; My work-life balance has improved; Working from the office

I do not want to be exposed to Covid 19; No communication issues; We worked fine, no issues but not all on the same

Ad hoc collaboration; Better focus on my tasks; Teams works seamlessly; Feel less close to colleagues

I do not want to be exposed to Covid 19; Less travel and risk trying; I can better plan my day, The possibility of networking

I do not want to be exposed to Covid 19; Ability to have early meetings; Baltyk II & III Project and In the beginning of the work

I do not want to be exposed to Covid 19; Better office equipment, Low carbon footprint: not driving everyday; digitalization

I do not want to be exposed to Covid 19; Better focus on my tasks; TEAMS has worked well. In the beginning: Only a

I do not want to be exposed to Covid 19; Not having time to socialize; Not having time to socialize; Team Chats....Since we are

Planned collaboration; Appreciate the quiet environment; From a work perspective Even with remote touchpoints

I am not able to work from home; Occasionally best in regards to; More flexible in regards to; Too much video meetings

Improved work-life balance; Working from home allows; Increased flexibility to socialize; Constant barrage of meetings

Flexibility with long commutes; Commute is about an hour; I think collaboration sessions; Inability to follow up and

Planned collaboration; Ad hoc collaboration; Better focus on my tasks; For me: focused work, or; For me: No colleagues to

Better focus on my tasks; WFH is/might be useful in; Have not been working from home; NA - not been working from

I do not want to be exposed to Covid 19; less commuting time and; everything has been very good; nothing. everything works

Better focus on my tasks; Personal development; Good work discipline and; Too much sitting in the same

I do not want to be exposed to Covid 19; Vi har et meget godt samarbejde ?

Improved work-life balance; The increased flexibility; Working from home works; Social networking and quiet

I do not want to be exposed to Covid 19; Teams-meetings are much; Teams meetings, efficient; Socializing, ergonomics, I

I do not want to be exposed to Covid 19; Better focus on my tasks;

Improved work-life balance ; Better focus on my tasks; Teams; Don't have to drive; Nothing

I do not want to be exposed to Covid 19; Most of my task and time; Easy to include more people; Hard to do negotiations ;

Improved work-life balance ; Planned collaboration; Collaboration using digital solutions

Improved work-life balance ; Better work/ private balance; Missing good colleagues,

I do not want to be exposed to Covid 19; I prefer change of scenery; saving time to and from; need to be hands on in

I do not want to be exposed to Covid 19; Less situations with work; Easier to reach out to colleagues; Only positive experience

I do not want to be exposed to Covid 19; Also, one important reason; I have been on Teams calls; Some people have not had

Better focus on my tasks; Improved work-life balance; More hands on due to remote; Lack of socializing

I do not want to be exposed to Covid 19; Better focus on my tasks; Logistics; Would like to have more

Improved work-life balance ;

Better focus on my tasks; Save time travelling to work; The ability to work with; Lack of social interaction

Improved work-life balance ;Better focus on my tasks;I do not want to be exposed to Covid 19;
I do not want to be exposed to Covid 19;Ad hoc collaboration;All tasks could be done from home. We need some socialization.
I do not want to be exposed to Covid 19;Better focus on my tasks. Working with teams. Not so much social activities.
Improved work-life balance ; Improved digital competencies. Less informal time, less interruptions.
Better focus on my tasks. Er plassert i åpent landskap. Se kommentar i pkt 9. Har kun laptop hjemme, ingen andre ting.
Planned collaboration;Better focus on my tasks;Improved work-life balance. Flexibility in where I work. Saved lots of time from travel. Improvement work for productivity.
I do not want to be exposed to Covid 19;Better focus on my tasks. - more efficient meetings. - Nothing in particular, working from home.
Better focus on my tasks;Improved work-life balance. Better focus on tasks. Les Meeting people and being present.
Planned collaboration;Better focus on my tasks;In Working via Teams meetings. Missed my colleagues and social interaction.
Planned collaboration;Ad hoc collaboration;Improvement work for productivity. Better engagement in team meetings. Very slow roll out of equipment.
Better focus on my tasks. Mainly have team meetings. Everyone is now much more present. Miss the spontaneity of face-to-face meetings.
Planned collaboration;Specialist support;Better focus on my tasks. Sick kids and other practical issues. The digital and remote working. The first months without office.
Less stress in mornings and evenings. I prefer working from home. 1) Less stress in the morning. 1) Challenging to focus on work.
I do not want to be exposed to Covid 19;Planned collaboration. Efficiency of a work day. E None.
I do not want to be exposed to Covid 19;Planned collaboration. Teams møter og muligheter. In general I believe it has improved work-life balance.
Better focus on my tasks;Improved work-life balance. Collaboration, support via Teams. Networking, get better access to resources.
I do not want to be exposed to Covid 19;Planned collaboration. Collaboration through Teams. Less social interaction. Networking.
I do not want to be exposed to Covid 19;Planned collaboration. logistics, early or late meetings. Teams, coffee chats, Friday social connections.
I do not want to be exposed to Covid 19;Planned collaboration. Working remotely is appreciated. Seriously, everything :-). Again, seriously, I can not work from home.
Better focus on my tasks;I do not want to be exposed to Covid 19;Planned collaboration. meetings without having engagement with a few people.
I prefer change of scenery. In phone all day, most of the time. Everyone equivalent part-time. That good laugh and talk.
I do not want to be exposed to Covid 19;Planned collaboration. Save time, money (car expenses). Save time, easier to get in. Supplier meetings some from home.
I do not want to be exposed to Covid 19;Planned collaboration. Collaboration in an international context. Contiki is often an issue.
I do not want to be exposed to Covid 19;Planned collaboration. Working from home enabled. More efficient meetings. For most of the time I have been working from home.
I do not want to be exposed to Covid 19;Better focus on my tasks. Family logistics, more focus on family. Networking and knowledge sharing.
Improved work-life balance. The possibility of working from home. The integration, even with children. Doubts and a huge amount of meetings.
I do not want to be exposed to Covid 19;Planned collaboration. Ability to focus on tasks, Work-life balance, Competence. Better focus on my tasks.
Improved work-life balance ; Better focus on my tasks; Improved work-life balance ;
Planned collaboration;Better focus on my tasks;In Global collaboration through Teams. Social and ad hoc dialogues.
I do not want to be exposed to Covid 19;Better focus on my tasks. Regular informal meetings. Fear of missing out.
Better focus on my tasks;Improved work-life balance. Get work done faster. Boring to sit home to meetings.
Better focus on my tasks;Improved work-life balance. Interacting with colleagues. Lack of social and professional interaction.
I do not want to be exposed to Covid 19;Planned collaboration. It's much more efficient :- getting help from colleagues. N/A.
Ad hoc collaboration;Improved work-life balance ;I do not want to be exposed to Covid 19;
I do not want to be exposed to Covid 19;Better focus on my tasks;Improvement work for productivity. Lack of proper office equipment.
I do not want to be exposed to Covid 19;I work from home. Teams has worked well. My home office space does not work.
Better focus on my tasks;I prefer change of scenery. All are in the same situation. None specific.
I do not want to be exposed to Covid 19;Better focus on my tasks. Colleagues abroad became. Meeting each other and social interaction.
I do not want to be exposed to Covid 19;Planned collaboration. Everything, except ergonomics. Teams meetings, and ad hoc meetings. Lack of social and ad hoc networking.
Better focus on my tasks. Why sit at office when meetings can be done from home. Task meetings, team work. Not good at taking small breaks.
Improved work-life balance ;Better focus on my tasks. Klarte fort å omstille seg. Dårlig på å ta pauser / litt stress.
Better focus on my tasks;Improved work-life balance. Collaboration. Focus.
Improved work-life balance. I think it is important, go to work. Allowed for much improvement. Lack of team spirit/teamwork.
Improved work-life balance ;Specialist support;Better focus on my tasks. Having everyone working. The number of meetings increased.
I do not want to be exposed to Covid 19;Planned collaboration. Working more efficiently. To some extent the connection is better.
Better focus on my tasks; Improved work-life balance. Easier to focus on the work task. Less noise.
I do not want to be exposed to Covid 19;Better focus on my tasks. focusing on work tasks. none.
I do not want to be exposed to Covid 19;Planned collaboration. As I work in a team with others. I am able to work through. Unable to visit my team members.
Better focus on my tasks;Improved work-life balance. Interaction with colleagues. "lost in translation" - you are not understood.
I do not want to be exposed to Covid 19;Improvement work for productivity. Close collaboration with colleagues. Large amount of meetings.

Better focus on my tasks;Improved work-life balance; All tasks have been performed; When presenting in Teams
I do not want to be exposed to Covid 19;Ad hoc collaboration; slipper å lete etter ergonomiske tilrettelegg
Planned collaboration;Specialist support;Better focus on Networking using Teams Socialising / developing
Better focus on my tasks Office solution (large area) Collaboration through Teams Nothing much to report.
Better focus on my tasks;Improved work-life balance ;
I do not want to be exposed to Covid 19;Planned collaboration improved Socialization and stakeholder
I do not want to be exposed to Covid 19;Better focus on Easy to collaborate on teams,
Better to be at home office than stuck in a small room due to multiple teams meetings;Planned collaboration
I do not want to be exposed to Covid 19;Better focus on 1- good overall collaboration 1- heavy workload - heavy
Ad hoc collaboration;Better Office landscapes does not 1) Improved collaboration Increased number of meetings
Better focus on my tasks;I do not want to be exposed 'Easy' (ad-hoc) collaboration Ergonomic equipment not
I do not want to be exposed No problem to contact colleagues Everything has worked well Missing to see colleagues
I do not want to be exposed to Covid 19;Improved Collaboration by use of Teams lack of ad-hoc meetings a
Better focus on my tasks;Improved work-life balance Better concentration, therefore more efficient. Open

We challenge you to be | We challenge you to be

fh

bla bla

Yei

jey

Ønsker at allejobber mes Alle er på kontoret slik at avklaringer kan tas med en gang

the sky is the limit :D The "Magnus" way of thinking/solution - :D

text test text test

Fridays at home Flexibility

Home office works fine Home office works fine

Work from the office, m Private desk at office, shared desks increase infections risk

.

Working from home for Access to Equinor endorsed ergonomic equipment when working from home. Hot

More flexible offices. In more flexible offices. need more collaboration rooms and quite zones. We as a org

Hybrid model is appropri My office set up at home is much better than the one at the office to be honest. In

Freedom to choose! My own place - due to ergonomic equipment. Cell office with door - due to health i

Typical 2 to 3 days worki Work: diving walls, more quiet rooms, noise cancellation headphones Home: Additi

Possibility to randomly/a The workspace available at my home is not suitable for several days with home off

Everybody's situation is c Equinor should make sure all employees have sufficient standard of equipment in t

2 days in office and 3 fro I have the equipment I need in home.

Run meetings on Teams Flexibility between working from home and working from office. Need a "rule" how

50 % office and 50 % hor Existing facilities at the office works good for me. What I miss greatest at work is a

Work from home Monda Same equipment at home and office. (2 screens & roller mouse).

Being able to have 1 flexi Need better ergonomics at home

? Keep flexibility and trust in employees to manage/decide where it is best to deliver

defined core time at the Landscape at work is challenging with numerous Teams-meeting every day Supply c

One mandatory day at th Improved support for office equipment at the home office

- The opportunity to mar - I have good facilities at home and in the office.

Flexibel: being able to w Increased "data quota" to support remote working, access to bluetooth/wireless h

I really like the way of w Having the use of double screens at home has been really helpful and hope this co

.

4 4

For my team specifically, A larger amount of funds from Equinor to purchase equipment at home. The 3000 I

Have an option to work f Team working together in the office. some mandatory days?

Flexibility for something continued focus on ergonomics when working from home

a balance of office/home more access to equipment for home to ensure the best productivity.

in my job I deliver just as na

To be able to work from I don't need a permanent "office", but it would be fine with a area available for fle:

Shorter core time for pre Ergonomic equipment, incl. two screens at home. Cell office + collaboration space. F

Personally, I quite prefer Increased access to ergonomic equipment/ pc screens / docking stations at home v

I would like the new nor It should be possible to order more equipment for the home office in order to hav

Fixed time at work in you More offices and silent rooms at work to be able to leave for efficient deep work. E

the new normal for me v As I have the best equipment in office, that is my preferred working location. Home

Each team should absolu We should have a YEARLY budget for upgrade our home offices. I have used i great c

There are pros and cons Office: Open areas where people can have Teams meetings without disturbing colle

Opportunity to work fro Lower/Rise desk Noise-Reducing head sett

Work from anywhere, ar Creative space, inspiring common areas (light, modern, open, cater for flexibility). I

As a common guideline, I see the need for more focus rooms in the office to be able to continue with Team

New normal should be a Good equipment at home and work is a key to better progress. Company should pi

I would like a hybrid solu 1. Sound protecting ear phones for all employees (stille headset) that you can use v

.

The new normal is meeti Quality of office equipment is necessary. I choose to buy a new screen, a new chair
Opportunity to work from Prefer to keep workplace and fixed seating. Flexible seating will increase risk of sick
I would like a big span of I like the multi-screen solution, and I prefer to have my Teams meetings in a separate
Flexibility in general: Con Home office w/ minimum necessary equipment, incl laptop, screen, desk, chair, he
Approx 50/50 split betw Special needs with regards to ergonomics should be taken care of both home and i
Having the flexibility to v Working environment in the office should change to offer people different areas to
- Being at the office shou - People have forgotten how to book meeting rooms in meeting requests. Sometimes
No comment No comment

1-2 days at the office , 3- Equinor to start asap to take HSE and efficiency considerations regarding covid exper
eks every second week v During the pandemic I have created a small office in my house, and I am perfectly l
Balanced mix of days wit Ergonomic equipment both at home and at work. More possibilities for working in
- Agree on 1-2 days wher - At home, a office table with lift would be of great help to improve ergonomics.- If
-being able to stay home -a home office set up at home, that way you are able to be flexible-more fixed seat
Real perceived flex, less ! Will need better equipment, especially screens at home office.

Seamless shift between \ Better landscape possibility for participating in meetings and discussions. Increase i
I would appreciate to wo Offices should have more meeting rooms as office days should enable more meeti
3 days a week working fr It is important for me to sit together with the most relevant colleagues at the offic
Being able to work form We should have mixture of single offices, small individual rooms for teams meeting
More home office. Meet Better Equipment at home.

New normal for me is a r I hate working in landscape, so for me homeoffice is perfect, but I adjust to what w
Home office has allowed I currently have a setup very close to ideal working from home

A felxibility based on the A way of handling Teams-meeting in a better way in the office. Too much noise and
Work in global projects, v - Bring as much as possible software and data control into the mobile phone. E.g.: s
Continue to allow for fle Work space at the office: establishment of quiet zone areas, i.e. you sit at a desk in
I think more flexibility ge I think we even better technical solutions (systems, apps, and network) with less in

Some task team meeting Prefer 1-2 days at office and the rest at home. Should be possible to get more equi
Work towards a 50/50 a Booking of desks and focus rooms, increase the number of focus rooms significantl
Work from the office 3 d More focus rooms available - as Teams meetings will be more common than in per:
We need an office but w ergonomics situation and movement when working in the office is not the same cc
We must of course balan Full free seating, more open areas for drop in seats (megler bord). Using an app wh
More flexibility work sta Working at home need more arranged facilities such as: higher quality on compute
Possibility to chose work We need a full equipped work place at home. Office chair, desk, PC, screens, high s
One fixed day at work an Free seating /all to connect to cloud at work. standard EQ all seats. No separate PC
Meetings: some mandat At least 3 days a week at work should be mandatory to regain the collaboration an
Split the week in working In the office: more quiet rooms

Need to keep the flexible Need to prepare the open solution to reduce noise, more quiet area. Allowance fo
I believe that a flexible r N/A

Should be up to each ind New normal should be like it has been the last year, flexible and trust in that each i
Maintain some flexibility 1) At the office, create some modern lounges/hubs/ work spaces to stimulate team
noise cancelling headset -Maybe we could have smaller collaboration hubs in Stavanger city center? honestl
Ønsker at vi alle er mest .

That you can chose wher More collaboration rooms/space and more silent rooms. Less open office space.
I would like the new nor We should focus more on ergonomomy. Now that we know that this is the new norm
2 days required in the of 2 days required in the office, and 3 days flexibility

- Better use of Office 365 - Home: Two screens, ergonomic chair and high quality video cameras- Anywhere c
I would like to be able to Good monitors, quite key-board.. all systems to work from Home (Contiki was prol
I'm at counters every We At home I have my own office where I have all the necessary equipment. Laptop + i
.
Very difficult, so much de I think it would be nice to have a few "social" meeting rooms. We do have social ar

- I would prefer only Teams based meetings/collaboration
If we could have dedicated smaller cubicles as work, sound proof and dedicated relax areas where you could sit
Important NOT to have flexible More private space at the office. Small offices where you can close the door when
Leaders should be open Meeting, gatherings should be the focus in the office. Normal work tasks should provide
Mulighet til å legge opp et Dersom man skal jobbe mer hjemme som en fast løsning så må jeg oppgradere hjemme
flexibility to choose days more attractive workplace interior, more office equipment to be sent home
1-2 days at home per week Ergonomic equipment
I am free to choose if it is: To much noise at work, especially when attending Teams-meetings Better ergonomics
Being able to choose the More of collaboration work spaces, also "informal" ones like digital lab. More facilities
To be able to choose freely do not understand the question
Team to meet up on the Cost for establishing an office should be at no cost for the employee. Getting help from
Free seating across the location, with areas tailored for teams work, physical collaboration
Hopefully that we normally In the office: Office landscape that both contribute to collaboration with co-workers
The new normal should be Company should support us to get elevator-based desk, and a good office chair at home
To be able to have a mix I would prefer NOT to look for a new place to work from every day when in the office
work from home a few days Large screens for home working. Office needs to be a buzz, lots going on, like a startup
Agreed flexibility for some Create meeting spaces for a more agile ad hoc collaborations between groups. "Hybrid"
I would like for everyone I would like to go back to how it was before the pandemic, to be honest. There is still
can work well if you work both is ok today, since I have a well established "office" at home.
possibilities to work from home possible to get better equipment for home office, free seating at work, office location
Consider the ability to have Noise reduction headset must be a required equipment to work in landscape. Free
The "new normal" should be Equal equipped workspace at the office and at home (Desk, chair, screens etc)
My response: I think the Good question - for me, access to ergonomic chair and mousetrapper is important
to be able to regulate the need more and better equipment for my home office
Possibility to work 2 days: Coming back to landscape office has been more challenging than I expected. Colleagues
I would like to have the flexibility We have the same equipment both places. Work space at the office must be more
I suggest that the office should I have no idea to present regarding this topic.
Joint in person department More quiet rooms with better lighting, some of them are too dark and closed. Also
Home office one day a week Home office one day a week
At least 1 day at office to To say it simple; same equipment at home as at the office. (chair, desk etc)
Flexibility to work office Important to have correct/ergonomic office equipment at home; light desk, chair etc
- Maximum flexibility with -better adaptation of office facilities to meet needs for digital collaboration- assistar
A 50/50 mixture between Smaller, more adjusted work-spaces in the office. New, updated versions of it-equipment
X amount of days in the uncertain
as long as the work is done I will probably work at the office minimum 4 days a week. Then I expect to have a
Empower the individual We need to split the open office location into different zones. I.e quiet zones with
1 max 2 days working from 1 big screen, wireless headset, - keyboard and -mouse, and an office chair - balance
OFFICE: planned workstation Home : Desk / Monitor and keyboard / Good working chair Office: Available workstation
I think this period with hybrid I have better equipment at home than in the office. I decided to buy the equipment
Circumstances with work Better office design. Open landscape, as today, should cease to exist. Equinor should
It is good to have flexibility I would like more dynamic work areas, divided into focusing areas, collaboration areas
50/50 -
Ref question 6 and 8 I prefer to work in open office, however I do hope that the work facilities could have
I would like us to have more Better ergonomic equipment at work and at home. Two screens home.
Flexibility to work both flexible Upgrade of home office equipment
- Ability to choose when - More quiet rooms at the office- More fun and social interaction space at the office
The new normal should be As Teams meetings is the new normal, work spaces in the office needs to be adjusted
Don't be rigid. Allow hybrid Cell offices at Equinor location. Can't sit in open landscape with flew/covid and other
I think flexible work means I think we have an opportunity to improve the home office set up for employees. :

For me, it is related to th Home: for me, we are already in the "new normal" with the current solutions in pl
I suggest a hybrid model In the hybrid model, care must be taken not to forget about employees who are at
That we can choose to w Booking system regarding sitting places and common calendars to see who are at v
Work from home as a ge Need new office chair at home. No problem.

Continue with hybrid offic Continue with hybrid office. However, there should be a better solution wrt. meetin
minimum 4 days a week NA

Maintaining the possibili Ergonomics is important for all work places, and giving people some support in fra
A possibility for split of o A possibility for split of office and home work

Allowed to work from ot More focus on ergonomic support when working from home (e.g should have the
- Would highly prefer to l- Make it fun to go back, "play-areas"- Does not need that many meetings rooms fc

One or max two days at t When working at home two screens, a table with lift function and a good chair is re
I think it is good to have I think that in the future, we do not need so much open space at the office, but sm

Flexibility. As a rule, my r Equinor should take the same ownership to home office space regarding ergomics
Sometimes it is much ea We need to be able to call in to Teams meetings from our office desks, not moving

For flexibility and collabc Ideally, I would like to have the same ergonomic standard at home as at the office:
Dager/tider der det forv På kontoret: trenger en arbeidsplass m/skjermer som man kan bruke (tilsvarende d

The ability to tailor time I am already happy with work space/facilities/equipment both at home and in the
As long as individuals per At Work: We have experienced that the project's office landscape is not sufficiently

In the future Working frc Proper raised desks at home with monitors . Flexible seating at home .
Ideally, I would like to se Same as above.

I would like to be able to In office - The meeting room set up and desk set up would need to improve in Aber
dependent on task, be al should either limit number of employees considerably in common areas or give ev

Opportunities to work bc My workplace at home is just like my workplace at the office- perfect. I have all the
Combination of home of The Equinor Offices are white, grey and sad.. Especially the new offices, are really c

I believe the flexibility m My work station at home is not very good with respect to ergonomic equipment. I
- Performance oriented t - A "hot desk" structured in which there's no name assigned to a seat in the office n

I would like to decide my I have an office with two screens, good desk and chair already - also warm so I do
Clear expectations for wf Having flexibility to WFH at least 1 day a week on a regular basis and being able to

Ability to flex when nece Ability to flex when necessary. Prefer office, but need flex as a parent with small ki
I would like the oportur I would like to have some days at home office, and some days at the office. Equinor

I think we have learned a The new normal will be a flexibility between working from home and office. It's les
Utilize new (and coming) It is substantial that we upgrade home and office facilities/equipment to realize th

2-3 days working at offic The company must ensure that equipment is also adapted to work at home
I prefer Home office Some money to get better equipment. Only on office to meet people when neede

I would like to be truste There's a potential cost saving for reduced canteen/facility services if less people a
Normally you agree with To my opinion the work desks at the office works fine as it is today, but it should b

1 day a week in the offic Noise cancelling headsets when working in the office, eventually more focus room:
Would prefer a hybrid m The biggest challenge is to find a suitable way to conduct meetings on Teams while

2 days in the office per w Ergonomisk chair. Mousetrapp and 2 screens with docking station. Just like in the o
I would like to have mor I'm please with the current conditions, no further comments. I have the proper W

Not 100% remote but op If we were to go back to the office, separate offices would be preferred to reduce
Agree on common days t Access to ergonomic chair and two screens both at office and home. Better routine:

The new normal should k I'm very satisfied with a new normal giving more flexibility between working from l
Task oriented flexibility v Equinor should be a sponsor for fully equipped homeoffice

Flexibility in having work Would be nice to have support for ergonomic equipment for home office
Total flexibility to agree v Workspace at Fornebu is excellent. My home office too. No urgent needs that I car

Up to each employee wit - At the office, good headphones with sound cancelling. the noise when coming ba
2 days at home office an I have the same facilites at home as in the office

Get to know your team. A few days in the office or with your team during the week were you a collaborate
Flexibility means no one At home; better support in buying personal ergonomic equipment

live pictures on teams-m work close "physically" to members of the same teams - have a fixed seating due to
Would like to have the use of "Better" laptops that enables better flexibility between personal and work
If we could work in the office I would like to be given the opportunity to continue to work from home more and
Mainly work at company Work place arrangement with communication/quiet-rooms at Fornebu office is fine
The flexibility to work from Adequate IT hardware provided to support the home office set up while still maintain
1) We should not wait for 1) EQN to contribute with a meaningful amount towards home office facilities; I have
Not very innovative, but Home office with additional screen has given highly increased efficiency and job satisfaction
The people that want to If we are forced to go back into the office, then we need more privacy. After having
If PSR personnel want to Using shared desks is not desired by the US PSR Team. There is the concern about
A combination of office and If going into the office, due to nature of the work, need own cell office to enable work
Flexibility Flexibility

Schedule the days at work N/A

We are all different and, Allow for closed offices, or some combination of closed / open in Stavanger. Open
- guideline from tasks management - at home: better/renewed furniture sponsored by the company, new or refreshed
Require for at least 2 firm Extend the Covid reimbursable possibility to 5000 NOK for office equipment at home
Flexibility shall continue Additional focus should be given on training, specially on how to work remotely.
New normal is the flex, ensure all have IT equipment, set standard of what an good equipped home office
New normal would be to Work space could be flexible... a specific area where PSR team would sit, but you would
Collaboration through fixed A work place not "typically" like an office space, colorful environment, smaller work
Meet physically 3 days a Increased budget to allow full office standard at home iPads
- Be able to choose where - More collaborations spaces: meeting rooms, etc- Not fixed table spaces for each person
New normal for me is strict "Current normal" suits me fine to be honest.

Divide the office into three Provide noise canceling head phones at work or wireless headphones enabling "work
If I come to the office to I need an ergonomic chair, and also a better desk/screen resolution. This applies both
Mobile work facility & flexible Apple/IOS based working facility for mobile work + Reliable Windows laptop for of
Allow people to work "1' More offices - as with the current level of teams meetings there is too much noise/
Home office is our main Home office can be whatever you have situated in the current state if you are work
Flexibility: working from Work space at the office: expect more free seating and cannot expect the same desk
Combination of Teams room More focus rooms in the office.

Many meetings in Teams Meetings with other location and when you need to concentrate on one more meeting
Eks Møte på kontoret slil Gode stoler og pult hjemme. Bedre skjerminnig på jobben grunne alle teamsmøtene
I support the chosen hybrid Many of us need to improve the home office with regards to better ergonomic desks
2-3 days in the office together Free seating - special area per team/department. Book (via APP) the work space for
Improved focus on team Access to cell office.

Agree with Task Team on At the office free seating can be used as we do not need all the empty places. For work
Having a set up from day We should have better facilities and equipment in the office for optimal working conditions
I think a mix of home office For work space at the office, there needs to be set up more dividers between the cubicles
At least 2 days per week We should be allowed to work from home, as we please.

Partially working from home Open landscapes is the norm. Noise cancelling headphones is standard at the work
It will be good to work from It would be nice to have printer at home, though I manage quite well without it. Especially
Be able to sit partly at home - At the office - have a desk that is mine. Free seating does not work in "real life". Consider
Total flexibility to choose Get economical support to set up a work station at home equal to the one at the office
Full delegation to project Opportunity for long term 100% work from HOME based on personal preference and
Some flexibility (as we have More ergonomic equipment supported by Equinor

I'd prefer a mix of home - In the office; more enclosed, smaller cubicles to allow for focus, not offices, but not
- Full flexible working solution No comment

Normal must be back in Cell-office for they who need/want this. Landscape is generally not good for our needs
to have the days with phone I have a very good work space at home.

We have been able to work If the hybrid model is adopted, I don't see the need to have fixed workstations since
Ideally new normal is to The office space could be refurbished/arranged to be more suitable for teams-collaboration

I think that the new norm Number of "quiet rooms" has to be increased and headsets with noise reduction should be able to continue to work. Sitting with colleagues when working at the office.

I believe the best way for All ergonomic equipment should be available both in the office and in your home or office.

No change	No change
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All employees should get All employees who need it should be offered a raise-lower desk and a office chair and a desk with "hevelsenk" possibilities.

A mix between physical and digital. At the office, there should be enough silent rooms (where there is not enough space for everyone). A yearly amount in support from the company for home office equipment and IT equipment. Some days at office and some better home office equipment, smaller office landscape - 6-10 people.

The new normal would be In the new normal the equipment should be the same/have the same quality at home as in the office. Hybrid model of in the office. IT equipment setup at home similar to the office. Of course this could be expensive.

Office base work with flexible. Smaller office cells, less big office landscapes. More focus rooms and smaller meeting rooms. I think and appreciate that I need better screens at the office. I have much better screens at home and I get more work done. - People feel free to work at home as it is.

Have an established hybrid model. I think I already have a good space for work at home. But this is not the reality for everyone. I want voluntariness with Equinor, who asserts the importance of HSE, should give the employees the opportunity to choose. The optimal is 2-3 days a week. Back to two screens in meeting rooms. Impossible to run workshops/evaluation from home. flexibility to choose use of home office.

N/A	N/A
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To define a number of days to work at home. Improve homeoffice equipment; screens, headset etc.

Ground rules on days to work at home. - Headphones on all desks in A3. it will give us the opportunity to focus on task in the office. I would prefer keeping the current situation. I would like to have access to a second screen and table allowing to work at home in standing position.

Flexibility to combine work at home and office. Continue as is, however with more focus rooms/ rooms or areas for focus/silence.

Have fixed days when employees work at home. The allowance for equipment should be higher.

3 days working from home. Open spaces in the office for collaboration and networking. Home working for focus and concentration.

En hybridløsning med mulighet for å oppgradere "kontorløsningen" hjemme, Not locked into fixed day.

9 day fortnight - same hours. We will need to have equipment duplicated at home to be effective. Working on a hybrid model.

Hard to say.	Hard to say.
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I would like to see a transition. We should take advantage of the technology available working from laptop/tablets. Maybe a fixed day when employees work at home. Two large screens and a suitable desk/table and chair are important both when working at home and office.

I would like to continue with the current situation. I sit in a landscape so just having an own office at work would be great. For the home office. Flexible working environment. Safe, clean, attractive, pleasant, comfortable work space is a good starting point. \

The new normal should be based on what is best for the employees. at work: More colors. Look to FOMO on Forus. Not cell offices but more divided into smaller offices. Although I feel most people prefer to work at home.

Flexibility; We should not have huge office landscapes and more use of smaller areas for 3-4 people working. Having possibility to work at home. Smaller landscapes.

- Continue with flexibility - More financial contributions from Equinor to employee to ensure updated and ergonomic equipment. At least three days in the office. If expected to work at home, the employer has a responsibility to make sure we have a situation where we all can work at home. We need to find a way of creating conditions for the employees that would like to work at home.

I believe we are ready to work at home. The new normal I guess will be 50/50, 60/40 or 80/20 office-home office depending on the employee. I really appreciate flexibility. I have bought excellent equipment at home. I am completely dependent on two large screens. A balance between office equipment, desk and relevant IT equipment provided by company.

I definitely think flexibility is important. Open space / Desks not "fixed" / Flexibility.

I think that there are advantages to working at home. See above comment - in addition my experience is, while being back at the office I like how things work just now when it comes to the work space. Let people decide as to whether they want to work at home or office. I like how things work just now when it comes to the work space.

Fleksibel ordning med både fast kontor plass med tanke på ergonomi/lys osv. I kan gjerne ha faste dager med fast kontor plass. A combination of both working at home and office would be appreciated. Less contact entry and related processes would be appreciated.

More sofas and uniform for home office. Equinor should definitely cover some of the cost for establishing the home office area. I believe that the flexible working environment is important. Still, some improvements or support for working at home, for instance having the

Flexibility is not necessary I would like to have it as we have it today. We need better equipment (such as noise-reducing partitions) - to increase number of silent zones at office. I think that the "new normal" key to bring people back to the office is to make it attractive to come. Having more say in office furniture, left overs etc home. Make it clear that it should be up to the employee. Would like home office set up resembling office set up. Encourage us away from open office. A flexible mix between home and office. The equipment is excellent at the office, but not so good at home. I need to upgrade my home office. Ability to work from home more open collaboration rooms

Flexible work- 50-50 home/office. Activity based work place. Own area for focusing (quiet), area for socialising, for relaxation. 2 years time period of personal company laptop, 2 monitors, keyboard, mouse.

Flexibility, work in the office. My office is in landscape, and it is disturbing with all the teams meetings that we have. Office should be the working place. Not everybody has space in their home to create a home office. One or two days in office. To have same facilities at home as at work, printer/scanner, adjustable office desk, teams

Office days to be agreed. Ergonomic equipment to be provided by employer to ensure normal good & healthy work. Mostly at work, days in office. Better ergonomics at home, necessary if working long hours from home. Necessary to have a quiet room. Krav til 60% oppmøte på arbeidsplassen (slik at det ikke sitter 20-40 personer i hvert rom). Få på plass nye møterom. New normal would be hybrid work. Cell offices and better equipment to move from landscape into silent rooms

Better planning of meetings. The office space should have larger collaboration hubs for team meetings and breakout rooms. There will always be a need for IT. IT should continue to be available as always for any IT, Equipment & Software issues. I prefer some flexibility, I have procured what I need in my house to be productive, such as ergonomic chair, desk, etc. 2 days in the office, 3 days from home. I expected the company to provide more support on that area, in US we got \$300 a month for home office. Reasonable to have the company provide some equipment for home office.

Coming into the office or working from home. Cannot be like sardines anymore. That isn't safe and it is negligent to put us all in a small space. Having flexible hours and working from home. For Office Space :- No assigned seating in offices. - More collaboration meeting / Quiet zones. Continue working from home. Would like to have my office space match my home set up with three monitors (two at home, one at office). After invested in facilities at home. Costs related to home office should have been included in Equinor costs. Examples: Faster internet, ergonomic equipment. Flexible on hours: for example, work pods according to business you support to minimize contact with individuals. I think in order to truly have a new normal, from a work requirement perspective the digital framework is key. Flexible work for everyone. Give us 2 monitors at home if needed. People also need proper chairs and desks. Home office - Option 1, Office: Start with home office. At Work: more collaboration spaces for colleagues to meet face-to-face. Digital whiteboard. Task teams picking day/s N/A

Some structure on the home office. Home office - as good as office equipment. "My office for focus and TEAMS collaboration. An adapted new normal. As similar as possible. Two/Three screens and coffee machine, and 90% of the work from home. 2/3 days in office and 2/3 days work from home. we can reduce office space and have more home office. It is possible to develop a new normal. In my case, as long as the working facilities is optimal, it does not matter which location. Hjemmekontor fungerer. Hjemmekontor 3 dager i uken når ting har normalisert seg. Man sparer utgifter og kan jobbe fra hjemmet. People who have the opportunity to work from home. Increase use of Teams for meetings requires more available stillerom - to avoid disturbing others. Enable flexibility with open office. Ensure that the office environment has enough space and zones for people to interact. Working from home works. In the office we have all the necessary equipment and facilities. The disadvantage is that it is not possible to have a home office that is as good as the office. Work from home Don't know

I would say the new normal is a mixture of home and office. Equinor provide sufficient home office equipment to everyone that wants to work from home. Mixture of office and home. Work: Open landscape in general, in combinations with available focus rooms. Remote work. New normal, be at work .

work some day from home. work from home we need better desk and chair. I will like to continue to work from home. At home I have suitable equipment for work. At the office I need easily access to quiet zones. A balanced home office - More "hubs" to use for workshops at the office locations. More use of free seating. I like the new normal to be in the virtual room.

Working team, deputy. Working at home, equipment to be approved to purchase. Each team needs to agree on a spare laptop at home so you don't need to carry your laptop back and forth. Working more in pairs/teams. Yet another screen, making the work space more efficient.

One fixed day at work, the

A combination of working Minimum standard of equipment for working from home,

we must not lose the HSE standards must be preserved at all locations Everyone should have the possibility

Teams fungerer godt og Jeg skulle gjerne hatt samme utstyret hjemme som på kontoret. Jeg har eget kontor

I hope the "new normal" Not innovative, but I think the financial contribution from Equinor should be high

Mainly working from home More areas for team work / collaboration (not necessarily meeting rooms).

Working from home and Each employee that will work a lot from home should have similar workstation as

Flexibility combined with Screens and set up as in the office, meaning two screens at home Ergonomically good

I want to have the option Want to be provided sufficient hardware to perform optimally from home. At the office

That people can choose At work there could be different open landscape work areas set up. One area for people

Everyone is expected to Work: Good starting point as-is. However, more focus-rooms are needed. And some

1) Work either from home 1) Flexibility to work from home & office after your own / project planning. No fixed

Focus on home office and Handled very good as it is.

To work partly from home Equinor should continue to support supplying home work equipment and to a high

Rule of thumb: 2-3 days More silent rooms/ cell offices for use when in the office. No permanent seats to a

Possible to work from home Equinor could provide ergonomic guidance for home office, and cover some more

Monday in the office, I need ergonomic equipment, like chair, desk and so on at home as well

No minimum requirements Company provided equipment at home office location. Office location not to be open

no fixed desk, ability to plug and play anywhere. Schedule may look different week

Collaboration and engagement Create locations where it is ok to ask stupid questions, able to take multiple calls with

High degree of flexibility Flexibility - a designated area for delivery entity (maybe with a free seating arrangement)

Would prefer the option Will need better equipment at home. One more large screen, a better chair, better

I believe in and hope for At the office there need to be more silent rooms than before due to the increased

A split between home and office Better headsets at work and at home. Areas to talk to each other at work to get things

Implemented a good hybrid The company in Brazil gave a 2.5k BRL (less the 450 USD) budget to employees to set up

Some days at work and some Improved working tools; Contiki and SAP. Updated library of templates and ways of

To be able to choose your Equinor to provide sufficient equipment for home office

It will be a mix of office and home. See above.

Being able to work from home Less corporate and more dynamic office space. If at the office the possibility to sit

Work home when employed Two screens home and a good table and chair

Flexibility to work from home To be able to focus, I need to be able to withdraw from the tight office landscape for

We all have different preferences Same as above

-continue with flexibility having the necessary facilities based on individual need to perform work from home

I don't understand the question Proper state of the art home office setup and possibility of going to office for in-person

no proposal Provided that we also must be able to work efficiently from home the home office

Full flexibility is the key At work, the meeting rooms should be designed to collaborate with teams, more a

Decide 2/3 days where we need for enough "silent rooms" at work

- Anything from anywhere - As good office equipment at home (permanent address) as at office. - Clean desk

Much up to oneself. Are Today I have the same facilities at my home office as I have at the office. Only difference

When many meetings are held. Fortsatt fast kontor plass (viktig å sitte i nærheten av de andre jobber sammen med).

Flexibility to work from home Flexibility to work from home. Meetings to be moved from the landscape and into

1. More flexibility from home I could use an additional allowance from Equinor to improve my home office setup

It would be nice to have Flexible work, allows company to have a more efficient work space, meaning that it

I would think of having some The same as above. The working space should allow the personnel to keep the required

Each individual should have Based on employees working quite a lot from home Equinor could consider giving

flexibility with regards to That the company provide equipment for work from home.

Need to be able to travel The budget for home equipment was very low in Norway and even lower elsewhere

Full flexibility to choose to work at home, there should also follow a responsibility to ensure

3 x days at the office 2 x to avoid bringing laptop in the public transportation due to violence scenario in Rio de

I am working with four d I would like Equinor to cover cost for more / better office equipment at home office
fleksibilitet kontor vs hje mye bedre økonomisk støtte til bedre ergonomi og ikt hjemme. på kontoret er det
Establish recurring meeti Make provisions of computer peripherals easier available than today. (E.g.: when y
More flexibility to work f Home office (equipment) as similar as possible to the office work place.
flexible working - half at spaced out at the office
I rather prefer to do my (We need to improve even more the technology available for mobility in multi-devi
Having the ability to wor Home and office
2 - 4 days at office, has to Need better office equipment at home for it to be regarded as a long time office. -
1- preferential communic 1- considering a scenario when we have less space/workstation/equipment than pe
We should keep the flexi Employees should have access to or have an extended budget (beyond what has be
Able to work from differ Adequate equipment should be available at home i.e. working place, screens etc.,
People have different op Open crowded spaces (åpne landskap full av folk) lead to more noise and increase
A mix between home off Same office facilities/workstations at home as at office. I.e two screens, office chai
More teams collaboratio Bring back the old fashioned single office.

like considering WORK SPACE/FACILITIES/EQUIPMENT both at home and/or the office. Please provide e

organization need to be more in line with other companies. EQ are not in line with more modern companies
interested to see how the PSR relocation in Bergen goes and if I can improve the working relationship with

ice every week. If possible it would be more convenient with a better chair and one more monitor.
their home-office. At the office - everything should be clean desk and no personal office-space

continues but other than that, I'm lucky to have a great space to work at home and appreciate that this mi

NOK during the pandemic was nice, but an ergonomic home office has more than 3000NOK in upfront cc

fixed seating. Encourage use of walking meetings - going for a walk while discussing a difficult case with a

a full set up at home. I was lucky in the beginning of the pandemic, got a used office chair from my mo

facilities should be better regarding space, ergonomic equipment and light. For continuous work my desl
deal of money of my own to have a good working space at home. but things are getting "used" and will n
agues. (headsets blocking noise) Home office: company should consider to provide additional funds for

is meetings. If possible, have more distance between employees in landscape. It will be challenging to ha

when you need to focus². Walls between desks/more space so that you feel that you have a bit of "persc

ri and a new desk (that could be regulated). I made the world of a difference in working from home. In tl

adset, external keyboard and external mouse/mousetrapper.Equinor office in Sandsliveien downscaled, i

o work in rather than the old fashioned sitting at a desk approach. Many offices now have the home fro
nes we sit several people in the same office landscape in the same meeting and annoy our surroundings

erience seriously. I.e. provide chairs, desks, monitors etc. for home office. Let employees choose between
happy about this situation where Company support with an amount for office equipment. At the office I
silent work spaces at the office in order to have TEAMS meeting or concentrate on tasks. Seating togeth
teams meeting is the new normal, loud cancelling measures in the office landscape needs to be improv
ing so you are guaranteed to sit with your team, rather than how it is now when some people only come

ngs, alternatively landscape should be replaced with cell offices. Free seating should be avoided due to s

gs and group areas for creative work. Office should be allocated to people who do not ravel much, need

disturbance now. It must be possible to have meetings sharing confidential information without using si
SAP and contiki approvals.- Use of non-wired cable equipment. E.g. Bluetooth and wi-fi connections.

such an area when you do work that does not require countless video meetings.Equipment in the office
terface problems (such as Contiki and F: drive) it would be more efficient to work remote. If I had same e
pment for home office. 3000,- NOK does not cover the need of extra screens, mousetrapper, keyboard, c
ly, make it attractive to come to the office (surprises you don't want to be missing), inspiring lounge are
son meetingsNoise cancelling equipment available in the officeSupport to better equipment at home (tw
ompared to working from home. As many of us working both from home and at work and diversity of lo
iere we as team can locate each other, and others we collaborate with, and book a desk/seat for the day

speed internet, printer/scanneretc. etc. Compensation for use of the home office should be considered.

work. Also, maybe get some smaller/lighter "walls" (norsk "skillevegger") in the open desk landscape.2)
y some of the office areas in Focus is just depressing compare to Fornebu office. -Better canteen varietie

al, we should at least be compensated for high-adjustable work desk stations and proper chairs.

office: Better support on BoD (Bring your own device) to get mobility in some cases- Office: Its already ec

an extra screen. Had been extra nice with one more large screen and a keyboard.In the workplace, I miss

reas, which are open, and we have the traditional meeting rooms with a big table and standard chairs in,

n. Our meeting rooms facilities at my office location are so bad that they are useless with regards to actually interact with colleagues (as it was 15 years ago) - starting the day in the sofa with colleagues and a coffee. Privacy/focus time is needed and open the doors when you are available for contact with colleagues at

immekontoret noe. Nå har det vært godt nok, men trenger en kontorstol av samme kvalitet som vi har på

ies that could efficiently combine virtual and physical participants (having several cameras that would sw

from the chiropractor or other health staff to find the right chair, mouse, table etc. This can be done in th

s around you and give the necessary privacy when participating in Teams meetings (not disturbing collea

ice. Different personnel may have different ergonomic equipment, which must also be considered.

meet food market, to attract employees in, and feel less formal. Avoid rows of desks and close areas not i
ple in the wall" thinking with connected whiteboards. But only for groups that work co-located with a lo
uch high value in meeting physically. We are humans and not machines and need other stimulus than w

seating is difficult as microsoft require that each device needs to be installed per first time use. This ma

, but how important it is depends on the level of flexibility I have, E.g. if my main presence at the office i

agues talking loud on the phone having all-day meetings in landscape. Some have not left their bad habit

, noise cancelling headsets for everyone. Maybe the coffee area a bit more sound proof as it can be quiet

tc. Also IT equipment as docking, keyboard, mouse, monitors, external camera etc. At the office - ANC He
nce with development of the home office- company discounts on home office equipment- increased qual

fixed desk/seat. Otherwise I will sit at home. Free seating is frustrating and in such case I will rather sit a

ation, good capacity for individual TEAMS meetings, Good availability Meeting rooms for workshops and
it I needed to have a good workplace at home. At the office we need to do something about the open la
uld offer/provide possibility for better and more suitable facilities/equipment at home or at least a flexib
reas, creative areas etc. but also more sense of humanity in the offices, not only grey desks/lockers/carp

re some more privacy, that we for instance could have a phone conversation without disturbing. What at

ted accordingly. Acoustic room dividers to reduce noise in open landscapes. Offer good quality noise-car

Specially in locations like the US where we had large reduction in personnel and office space. We have a

Office: The office in Brazil is a challenge. We will certainly need more work spaces. In fact, in the last work. To be 2-3 persons to share a sitting place and opportunity to book this place. We all need some roungs with participant both being physically present and on Teams. With this combination, it is often difficult for them to work from their home office would probably be a good investment in a healthy work place and satisfaction. A same facilities as at work). Open, social and innovative collaboration hubs that can be booked when desquired. At the office teams meeting/conversations in a landscape is disturbing. More silent rooms or smaller working areas, lots of focus rooms, spaces where you can collaborate with a small group of people, and other SSU issues as it does in the workplace. Noise cancelling headphones and better open landscape; to focus rooms and meetings rooms, provided that other meetings participants are located on other floors. desk quality and size, office chair, lighting, etc. My home office would be no different the Equinor office (let vi har i dag). Heimekontor: separat rom for heimejobbing, mulighet til å skaffe utstyr for å ha en ok ergonomisk arbeidsmiljø. Heimekontor: separat rom for heimejobbing, mulighet til å skaffe utstyr for å ha en ok ergonomisk arbeidsmiljø. Heimekontor: separat rom for heimejobbing, mulighet til å skaffe utstyr for å ha en ok ergonomisk arbeidsmiljø.

Facilitated with respect to any situation in which precautions due to COVID19 needs to be taken into account. It should be possible to have a meeting room where people can dial in from home or be in the meeting rooms in person - the set up does not work if everyone has their own office at the office. As it is today everyone is either ineffective due to noise or due to lack of focus. The office should be more clinical (White, grey and lighting like in a hospital) Try to make the office more colorful and "homely". Res lease of ergonomic chair and desk would have been nice. Lease of an additional screen and keyboard would have rendered savings in real state.- Improvement on home equipment beyond the incentive granted i.e. no need to buy a blanket at work to keep me warm:) So new normal will be at home and at the office combine vacation and work from home so returning to work from holiday has a slower/smooth transition.

Should cover the extra expenses from Telenor due to extra 50GB and 100GB, I think it is strange that the work is so stressful for some by working from home but we also need to work from the office. We need to be seen the upside potential with new collaboration tools. If we are supposed to continue to work more from home we should be able to work from home. For my particular case the days I go into the office I would like to split the time between home and office. I would like to be allowed to purchase more work furniture at your home, covered by the Company, if it is needed. Agree to have a meeting room in the office. Can the seating arrangements be altered so people can have Teams meetings from their desks?

It is difficult to work from home for working in the office regarding using meeting rooms when having meetings, no teams meeting at desk from home and/or the office location. Some tasks are easier and are more efficiently executed from the office due to better ergonomics and less distractions. It is not enough to go back home.- At the office, better space, divided workspaces as there will be more room for people to work.

o equipment (chairs, screens, touch pads/mousetracker and so on). more silent-rooms (?) to be booked for
functions. MacBooks that can enable use of iPhone / Apple technologies that enable personal aspects but
be in the office less. I believe we have proven that working remote is possible and the business continues
3. Possibility to establish same ergonomic work place standard at home office. - Company to define a number

ve personally invested 20-25k kr in ergonomic desk/chair, screens etc2) Completely free seating could be a
tatisfactionOffice space more restructured to more of "collaboration zones"Equipment at office enabling
ing our own private spaces at home, it will be difficult to get back into an open office environment and to
individualized ergonomic equipment, hygiene, working documents storage, etc. Not to mention, I would
working (mostly meetings with people at other locations). NOT suitable to sit in open landscape. That is not

laptop, more comfortable headsets, sense of belonging enhanced with "goodies" (EQNR branded clothes

would be able to choose your workstation periodically from a desk plan. Workstations at our offices are all
workstations (current ones too big/old fashion) Smaller cabinets (room for a laptop) with pin codes, not keys.

both at home and at the office. Can Equinor make this available in some way? Lease, co-ownership/sponsorship

of sensitive information being given out. For home - provide the required IT equipment for good work environment
: from home. In the office we all need our own offices or only one person per 4 cube desks to keep the 6
desk each time I am at work. Expect landscape. At home: should be able to buy more ergonomic equipment

for the upcoming week or two weeks ahead. The leader can book several work space/meeting rooms when

working from home it should be possible to upgrade equipment, for example by giving a dedicated amount of
conditions. Better quiet rooms and collaboration rooms and better noise cancelling equipment. We should

Equinor has provided money for purchasing necessary equipment to use at home for work. It was only important
reduces frustration! - Headphones that reduce noise. - At home it is mainly my responsibility regarding equipment

not open landscapes either. Access to two large screens in addition to laptop screen preferably. Collaboration

so we will alternate working days (home and office). We could have free tables on different floors so we can
collaboration as there will probably be pressure on meeting rooms if more people come to the office.

office. Chair/Table/MouseTrapper etc. This should be provided by Equinor. However, I see that this could

equipment/tools. The company should get beneficial frame agreements in place on home office equipment

at home and at the office. There should be digital breaks/coffee-breaks regularly to replace the physical small

breaks. People get more tired/ get a headache from using the screens at the office. For work space and facilities I think we need

to be evaluated. At the office, the space shall be enough to keep the social distance as necessary. Opportunity to buy "raise and lower" desks + suitable chairs per individual for home usage. We got NOK 3000 for a meeting room - from a small laptop. We need 2 screens working from home, and better facility/ergonomic

enabling people to be more at the office while having several meetings per day. As CC leader several of them

working on a laptop for days at home is not conducive to positive working environment. Consideration should also be

given to the environments that suit individuals. Facilities should be seen as hubs of collaboration and inspiration. Working from home and at the office. When people spend less time working from the office, it frees up space

at the office. Work space needs to be attractive to pull people back into the office as many feel that working from home is better than smaller spaces. Less meeting rooms and more focus rooms that are bigger and more inspiring. at home

working on the same or related tasks. These areas should be walled and have a door that can be closed, and

ergonomic equipment at the home office. Still we should not come into office when having a cold and we need more ergonomic work stations. At the office, most of the current landscapes are not suited for people to sit at. We should keep an operational office at home, of being able to mirror the conditions in the office. Equinor today provides a good work environment. Working from home gives a better balance in life, it gives families more time together. I have large screens in my working day. Do not want free seating. Does not work in practice, and it is important to

consider the work environment in Norway, that there very often are challenges to connect properly and that the 2 screen set-up

se cancelling headset) so you won't be disturbed by the people next to you if they are talking in teams n
here should be enough zones/rooms for physical and/or digital collaboration AND smaller 1-2 person fit
pen plan offices - research shows that people are less collaborative and less productive in open plan. Be
ading/ answering emails (lounge), collaboration areas, small offices/ quiet rooms for teams meeting (hiç

lass vegger, evt solide store støyvegger. Det er mye mer utstrakt bruk av TEAMS for alle, også de som er

es as they have been past 1.5 years. A shared work center in each group or floor should be created for tl
r and dual screens (on my own dime). However, if flexibility continues to be the new normal, I believe th
nd this was not enough to buy all of what we needed. We spend some much money in the office with sc

. Also, non-vaccinated individuals should have to wear masks and vaccinated could have a sticker on the
ork Equinor has established enables us to completely work remotely. From a social standpoint and an al
lub should be provided. Better headsets for those who need. 3000kr is as you know not enough for this.
iteboards that connect to Teams. Possible to have stand up LEAN meetings and allow peers to attend virt

ration"Office facilities: mix of office work space for focus work, and good collaboration areas for smaller,

ave 2 people sharing 1 desk and those 2 people (buddy) will alternate in and out of office. if any chance
ation to work. This is due to the nature of my tasks and to work independently. We are also more flexit

ract, engage and speak up. Ensure a satisfactory home office situation with ergonomic conditions that is
s that when you have many people sitting in one room it is difficult to focus or to participate in the meet

from home to ensure efficiency and allow for optimal collaborationworking in supply chain I would like to
ote: When I choose working remote I'm fully responsible for all other than the lap top and a head set w

iet rooms/focus rooms in order to collaborate with externals and with colleagues sitting in other locatio

they have at work. At work there should be more collaborative spaces that are open (like Digilab etc) as well as good furniture. I assume we need less office space than we used to, but it should nevertheless be possible to have a good office. I want my colleagues to stay home if they plan to talk loudly in video meetings in the landscape all day. I want people that want to work in a landscape that is quiet like in university library etc. Another open landscape is a landscape with cancelling equipment in landscapes must be covered when needed. Home: The current amount of 3000 NOK per day. 2) Home office require same IT equipment as you have in you work office (ikke være kjip på dette)

at a higher cost level. 3000 NOK is not enough to get proper home office equipment in place. At work we still have a possibility for variation of office location (time waste to move between offices during the same day). Calendar

is to week depending on work priorities and required interactions. Increased self accountability. At work there should only be two listeners. And that you can meet your work buddy that you want to talk to

use of video meetings. At home there are still many people working with small screens and inadequate support with HO equipment which helped us a lot to adapt our places with a minimum equipment requirement

undisturbed, but also inviting collaboration areas. Better temperature control as well as access to food.

facilities currently available in the office, using focus rooms in between and when working with tasks requiring

work space at home should also be furnished with a adjustable (elevate) desk, screens, camera and chair. A half circle meeting table facing the screen. The screen set up should be at least three screens, one for the

landscape solution at office, with good availability of focus rooms, and area-location in order to find team members. A difference is "raise / lower desk". In the way I see it - there are little difference to work from home or at work

it is not needed to have regular workstation named for each one, but a smart quantities to be distributed. A required distance, and there should be more alternatives to provide ergonomic items for working from home. An economical support to employees that are going to procure office equipment at home due to HSE (e.g. chair)

for example, I used it all on a good chair and had to buy other ergonomic aids myself. Should look into a better design

and also to protect health (back) we should have one laptop at home and another one at the office. Or Mobile

a. The amount we have been given covers some equipment, but not enough to have a good ergonomic
fordelaktig å redusere landsskapsarealet vesentlig. i tillegg opprettholde og gjerne bedre parkeringsmu
ou plan for a day in the office and discover that there's no mose present at the available desk - it must be

ces. We can have Ipads and mobile synchronized. I would suggest no fix work station as long as the buil

the amount given previously as a contribution towards a home office covered 1/2 of a new large screen
eople, a rotation between the team can work well. but taking into consideration that all members shoul
en given last year) for buying ergonomic equipment for the home office. Large office landscapes should

d risk of illness. The new normal should be to plan for smaller groups (less people) gathered togehter in th

ists to establish. Office wise, as previously mentioned, open offices are not conducive to focused work, so

colleague can enable a good solution. Encourage people to move and to turn off camera in Teams meetings

ther in law office, a screen from my husband's office because they got to take both their screens home, so

work at home is too small, I do not have a roller mouse or proper chair. The light is not good enough.

have 3 colleagues close to you around a round "4 seat desk" because we must expect to talk more in land

ing space" at work 3. More areas to mingle, socialize and talk, as well as creative spaces where you can

reduced capacity, where meeting rooms in all sizes, from small rooms for 2 people up to auditoriums, more home aspect with sofas, lamps, coffee tables etc. More relaxing working environment in the office.

in 2-3 standard items. Failing to implement such a low hanging HSE fruit questions Equinors HSE commitment would prefer cell offices instead of open solution, as I often find that disturbing and need to work from

ed - smaller cells with low walls and maybe ceilings, or dividing large landscapes into smaller areas and

spreading of viruses and ergonomic adjustments of the workplace. People do not adjust chair and desk c

to have one on one meetings and do not carry out group work. Small rooms can be used for teams me

: check all equipment (screens, lamps above the desks) in the office areas so everything is functional. Wi equipment level (two screens, key board etc) and desk space at home I clearly would preferre to work m

ocations, the current landscape office facilities might not be optimal any longer and more cell office may . Then we can also book lunch to reduce food waste. A QR code could register you entering into the cant

is --the new supplier seems make no difference -More social sitting that is suitable for small talks and dis

is having my own office. It is easy to be disturbed by sounds and by people walking around in the open lai

, which are closed. I think a few closed "social" meeting rooms to discussions that are informal/brainsto

audio, picture and "connection" with other locations. Meeting rooms are only useful for personal gathering

try to focus on a person who is talking in the meeting room - so that virtual participants could actually see
the office and when the correct chair etc is found, this will be sent home to us. I would be willing to pay for
things around me)At home: Better VPN solution (if possible), solution for access to local printer at home(

what we can get through a computer screen. It is also important to separate work from home as much as
possible or may not delay any usage for any user jumping around for each screen, mouse, hub, driver that need
to do with the purpose of collaborating with other people in person, I don't need the attention to ergonomics
at home (talking loud with themselves, tapping their desk while on the phone, drinking their coffee lo

flexibility in social zones in office incl improved food services (diverse menus/opening hrs) and userfriendly lines

landscape. It's noisy and do not give me the focus I need to complete the work or to take the short calls on
the arrangement (cover proportional utility costs as electricity, high speed secure internet). Desk/chair/s

without using office screen walls?Is it really necessary to have so many people in small area...?Free seating

an excess of ergonomic office equipment that could be lend, sold or donated to employees for their home

years, we have reduced each workspace area, concentrating people. For me, it does not create more col
tines regarding where we work, and this will minimize time to screen and equipment adjustment. This w

availability in office space will probably change, and I do not have any clear proposals here, but I would g

or where you can work in a concentrated way alone...At home, I have installed my workspace one and a

cations. To not disturb other colleagues, we all need sound-isolating head phones. We need to be able t
e. I expect with a hybrid work arrangement, there would be less than 100% cover for workstations at the

ount. There is a need for larger spacing between desks, less traffic, more meeting and silent rooms. Und

work currently. Home office - would like the flexibility of having the set up at home to continue to allow r

earch shows that this matters!Also more support to buy extra equipment for home office, to avoid musc

me, we need to increase the home facility and IT standard. (Today's IT competence level is higher now tl

r having a desk with the Logistics team whom I support and on other days having a desk where I sit with

own desks without disturbing other in the office? Should there be fewer work stations and more small fo

o the more sophisticated equipment and tools/software packages and internet access. If the new norma

m.- At home, better equipment support or a standard equipment package available as many firm have a

ut also covers all work functions natively (BYOD for laptops?). Common areas for the times you are in th

ffectively eliminate the benefit of physical presence in the office (which is mainly social and ad how inter:

concentrate while others are talking, heating up lunches, smelling other smells, etc. I see a lot of people
ld like to have one family photograph at my desk. The photograph reminds me why I am safety is so imp
ot wanted either, due to higher risk of infections. Company to cover costs for any ergonomic equipmen

s, mugs, IT accessories, etc)- at work: personally assigned keyboard and mouse that we can store in a loc

More plants, different size and models of furniture. Focus rooms to be improved, not isolated. Moving a

vironment.... screens, keyboard, docking station, headphone. Provide a cash allowance of NOK 3000 for
feet distance. We cannot shove as many people into a room anymore. That is not safe. Have different se

n it is absolutely important to gather the team. To be approved and explained. The canteen area should b

ld have better conditions for having optimal ergonomic working conditions at home - proper chair, tabl

quipment to make sure that I can sit at home and do my job properly. If this is not possible for me, I need

tion areas, set up for smaller groups to work together on a task.- Home office, 2 external screens, ergon

It will be challenging both cost and logistics wise. I used the full economic "aid" for home office for a chair. I v

II-talks. We should strive to imitate the physical work environment and continuously develop new ways

either need more quiet rooms, cell offices or that Equinor provide all employees with noise cancelling hea

ary. Facilities and Equipment were already good enough and I do not see any required improvement.
to buy "everything", but this amount did only cover one of the screens for home use, not any of the suit

on with open spaces and flexible working environments also taking into account quiet spaces for those t
ice which could be repurposed, e.g. more flexible meeting/collaboration space. Set aside a number of de

me is now a better environment. Offices can be very clinical i.e. white walls etc. whereas people have br
e: More economical support for buying proper equipment at home or a loan solution from work-2-home

should have meeting facilities such as white board, screen and phone. In this way the room can also be

should ensure "always safe" on ergonomic equipment also in the future.- More up-to-date colours, furni

rovides a notebook according to specific specs. This could be extended to the main office equipment (in
ore flexibilities and time, and the traffic jam can be reduced. I think the most attractive companies will ha
o sit with colleagues when we work in production. Solve challenges, issues and learn from each other.

very often needs to be adjusted - I move a lot from room to room and place to place (free seating) and

meetings. If it will be mandatory to stay home, ergonomic equipment, such as two screens and appropriate Teams-rooms, so that people can, when needed, get the privacy they are used to when working from home. I believe individual offices with dynamic open meeting spaces in addition to conference rooms gives us the

på jobb. Det betyr enormt mye støy i landskapene nå. Gode hodetelefoner kan kanskje også hjelpe??

that it is in Equinor's interest to ensure that the employees have the minimum of productivity and ergonomic solutions that didn't work or were never used, would be smarter to spend it wisely and to make sure we have

ability to build effective teams and unified culture, I do feel like face to face interaction is important as we usually (also actions, tasks and progress can be digitized and not on sticky notes). From Home: dual monitors /medium teams.- office space for sit-down - focus work, with possibilities to take TEAMS chats/meetings if they need to be in office at the same time, one can use the desk and once can use quiet room.

is a long term solution as there is much to suggest that the home offices currently are build for a temporary thing. The essentials for good work space at home: a separate room for the office (where you can close the

to see that we would maybe have hubs around the cities where employees could meet up with both suppr

ø for everyone to be at work if they want to. It should not be rotation with other departments so that yo

e area for people that do not mind noise around them and like to have the collaboration spontaneity and
10 kr to cover "office equipment" is a joke. This must be revised. Most people do not need "up/down mo
- 2 monitors, switch (access lap top to monitor), keyboard, mouse, speakers (avoid headphones). Free in

re to have a desk which is our, close to your co-workers. If you have to look for a random available desk v
r/Teams option to "block" Teams meeting invites for office days to make sure time can be spent in phys

equipment/furniture. I believe it would be a sensible investment to offer everyone a package of equipm
ment to perform more efficiently and within better ergonomic conditions from home. I believe this amo

iring my full attention. Having sound reducing spaces for informal dialogue and "meetings" with colleagu

ir (basically a duplication of the set-up as at the office), and Equinor should also consider - where neces
he participant on teams and two split screens for documents. Today's set up is two screens, but only one

k. Ref. my new task responsibility after OE2021 - most of the workday goes in teams meeting.

ik solution also so I can stand up sometimes. The Aberdeen office is terrible as the open spaces are noisy

ligheten for biler. bilen utkonkurrerer buss og ikke minst bybanen i bgo mht kjøretid og eksponering for
e commonly known where to get one...!)In the "new normal", a "home office" should have certain requi

1 - have some interaction for team building;2 - another option would be having some members 100% hom
be changed to smaller landscape or preferably cell office to fit the "new normal" using virtually collabor

re office (1 m space), that can be done if some work from home.People working from home, should hav

o a move away from these would probably increase the likelihood of me coming to the office.

ngs.Re-introduce office gym every day.Location to relax (relax chair or small rooms to enable taking a po
so we took one each and could therefore use the money from Equinor on a desk. I know that my neck ai

lscope than before (due to Teams meetings and chats). I do not like the idea of noise preventing headph
do different pause activities (like at Google and Facebook) :-) We perform better when we move around

ay be booked. Spare capacity in Sandsliveien rented out to suppliers, contractors etc.Maybe even small s

At home I have a good set up in terms of a fixed office and am able to move around to different location

ment as a company.On long term, avoid office landscape to boost efficiency and moral. Use cell offices a

optimal for each use. To improve effectiveness and avoid sick leave, home office should be facilitated wi

ith the free seating it is disturbing and time consuming to disinfect a desk, plug in the PC only to find out
ore from home. Perhaps a defined minimum standard for equipment and funituring could be good to ha

ina. If you haven't booked you can always buy your lunch in the coffee bar. On the equipment side; it is s

.ussions? currently is either stand at open landscape (too open and disturb others) or in a meeting room

andscape. Several telephone conversations and team meetings in the open landscape are also disturbing,

rming/adhoc would be beneficial. Creating a more relaxed feeling as in the open social areas, but at the

3s.- Flexible solution applied to home/office work- Fixed office hour when necessary can be decided with

the speaker closer, see the gestures, emotions, etc.) More quiet rooms and also more creative environn
alf of the cost for this as long as the equipment is best suited for my need. Facilities at work, there is enoi
?), next time choose not the smallest laptop. I am not unwilling to use private screens and other equipm

ds to be installed and and corrected per user. For free seeting then to work a rotation scheem per work;
cs. The good kind of collaboration as I view it, in person is vivid. We move, we discuss, we eat, we laugh,
ud and slurpy...). A lot more silent rooms are needed, especially since meetings will still take place on Te

in Teams without disturbing others. Office landscape as-is is not designed to how I work or what I need.

ie office to improve the office set up at home and allow them to be as effective working from home.

collaboration and reduces your focus. Not mention that we deal with confidential information, requiring us
will take care of personell with need for special equipment. Need for place to lock in personal equipment.

less less space would be needed in the future. How can we make our office environment attractive for

half years ago, and this is working well for me. It is fully equipped, with a good chair, an extra screen etc

Equinor office (save office space, cost, energy). Free seating would be the rule, and a booking system (

er a new normal office landscapes would be facilitated with COVID19 in mind. Landscape office spaces c

han 1.5 yrs ago, which has resulted in a more collaborative style and better solutions/performance.)

other contract specialists. For me the work space set up I have at home has worked well as I have ever

ocus rooms? Are there any technical equipment or some kind of separators (walls etc) to level the noise

il consist of the combination of working from home and from the office dependent of tasks and situatio

re office but designated areas for groups so that common groups are together during times in the office

action with relevant colleagues and stakeholders, from my point of view.). Some degree of area designat

e retreating into the private areas and leaving the open areas so they can concentrate. At home, provid

t for home office (special chair/ "heve - senke" table). Sound cancelling personal headphones should be

cker, so we know no one else touched them, visible display of comfort level with private space "intrusion

printer and associated materials. Furniture should be provided by the private person.LASTLY WE ARE AI

to get to the office. If rules from the government makes it impossible for me to work at the office, then

would also like to get a new desk, and two screens at home. These are only used for my work, so I am n

adphones (that I know other companies have done). I think the way we are organized at the office can c

able and important office equipment. I think this has caused a lot of sick leave among our colleges, due

hat cannot work from home for whatever reason. Let's not forget Equinor as a business is not just locate
sks/offices and provide an easy-to-use desk-booking tool to make it easy for people who work from hom

een used to work in a more relaxed environment. The world has changed over the past 18 months and
e. We can not facilitate for people working from home without taking responsibility for their physical wo

used by the team for meetings, and it would be easier to attend meetings with other teams in other loca

tures. - More plants and zones for talk/collaboration.- More activities, competence and knowledge shari

cluding chairs). Equinor could also contribute with an allowance for the days spent at home (covering ac
ave most flexibilities solutions.Collaboration can be even better om teams, it seem to be more efficient, l

it happens nearly all the times - so I need to ensure to add extra time to be able to get up and running ir

ome. A more innovative thought could also be that there was a creative space for digital project across opportunity to interact but to also have teams calls and quiet thinking time. For those who prefer being

ll. My suggestion is to establish a simple standard low intensity flexible framework for all (i.e. two days p
ors, docking station, web cam, keyboard, mouse and ergonomic chair provided by Equinor. Eye strain and
; without disturbing everyone around. - cantinas: A key connecting arena for the teams to come together

door if necessary)good light (led working lamp)good ergonomical chairextra screengood headset
oliers and partners outside our own organisation and not be limited to one physical location. Apps in the

u just see other colleagues every christmas. 3 days in the office and 2 days home office/flexible could be a
d cross learning that can be achieved in such an environment. Also being allowed to have team meeting
"authorized desk" or a special chair. However, screen(s), keyboard and headset is a must. The amount should
internet home. If you don't have correct equipment home you shouldn't be working from home. 3) For wo
when coming in, you will not necessarily get it close to your co-workers - and to interact with our co-work

ment/ furniture including; an adjustable desk, a decent chair, a big curved screen etc. Costs could be kept
amount could be "reapproved" again (just the chair we use in the office costs more than 1000USD). This amo

desks nearby the offices space would be great. When in the office (ST-FO-A3), facing the windows/sun is ve

sary, to verify adequate internet speed/capacity (and if necessary address required upgrade).
: screen display for documents. An example: the team is working on developing appendix B, then both a

and visually disruptive so it is hard to concentrate on tasks - there are no dividers around desks such as 1

rements. Sitting with your laptop in a sofa or on the kitchen table should not be allowed to qualify for of

e the same equipment as those working in the office. (In example, the possibility to print). It is also impc

nd shoulders would have been in much worse state if I didn't have all this equipment. Not everybody as

ones: what is the point working beside each other if one does not hear/pick up ideas in the distance/coi

scale, unmanned, satellite office spaces outside Sandsliveien, close to Åsane, Arna, Sentrum, Sandviken, a

standardized today, but it isn't working as intended. Screens are "moved around", some desks has old (ar

same time the quietness and discreteness of a traditional meeting room, is something I would enjoy!

in the specific Task- "Early home" from office flexibility (finish working hours at home office). This bene

ment that would enhance creative thinking rather than conventional/boring/old school surroundings like
ugh open spaces. Try to do different zones, quiet zone, discussion/meeting zones, social zones, eating zo
ent at home, but it would have been great if company can make available a solution that help connectin

, we explore, we enjoy! When I produce/document the results of either collaboration or individual analy
ams. Ref above, this makes it difficult to focus on in-depth tasks that requires concentration.

to use quiet rooms or meeting rooms most of the time. In addition to that, the office has a very limited

(app on mobile) could be employed to secure a workstation for days when you are at the Equinor Office

ould be transformed to personal offices to a larger degree, if a flexible workday is introduced (less people

. If employees just find a place when they show-up, there's really no point to working in the office if you

AGING ORGANISATION - PLEASE INCLUDE THE MAX SIZE SCREENS MOBILES AS PART OF THE STANDAR

not willing to purchase these myself. Could a new one-time payment for equipment be offered?

change completely. We need more designated quiet areas where you cannot talk loud or take a phone call.

and on land we have colleagues that work on offshore platforms and vessels today but maybe even more so.

people's views towards the work place have also changed and Landlords and Occupiers / Employers need to adapt.

solutions. It should be possible to dim lights in work space individually or at least for different areas. In some cases, this could be achieved through smart lighting systems.

ing to tie people across PSR closer together. We still work as before and in silos despite 1E2021.- We should consider new ways of working.

Additional energy costs for AC, as an example). Of course, this would have a high cost and it would need to be justified. We should also consider the need to have physical meetings once in a while. Good tech. equipment both at work and at home will help to reduce the need for physical meetings.

the meetings which is not very efficient - it should be easier to connect and be up and running.... In addition, we should consider the need for physical meetings.

Equinor. Equipped like we had in SCM Dig inc with Bean bags, large screens, sofa, games etc. In that way

per week in the office mandatory on either Tuesday, Wednesday, or Thursday each week as the minimum
d posture are the two largest ergonomic risks I have noticed in the last 18 months. We have been home v
r for a lunch to have informal dialogues.- Coffe bar facilities for stand up chats and sharing arenas. exam

offices that allows us to order food, find suitable collaboration spaces and allows us to find out how wor

s in the landscape area. As it is now the people that demand to have quiet around them at work are sto
l be raised for all, but it's ok having to justify what you actually need. Some people need more, some less

kers would be the most important reason for working in and from the office. If there is no guarantee for

unt was not approved to temp staff and I believe Equinor could apply the equality concept to support th

ery uncomfortable, resulting in covering all windows with lamella resulting in the office space being dark

ppendix B and Appendix A should be on the screens in order to have an efficient work session. Today's s

those found in Norway and this should be addressed if we are to be as productive in the office setting as

office category "Home office", as for longer periods it may not be advantageous to your health. (I.e. require

important that "a combi-solution" is implemented, for "part time home workers" - IF this is preferred by the

communicate with each other? Then we might as well stay at home :). I had to install some equipment faci

and very dirty) equipment, some places have old and odd chairs etc. Also, we need to implement working

in the oldest parts of the building.Slightly increased budget for home office equipment for better ergonomics....make the open spaces into zones. Then we can go to the zone we need during a day. I find I sit on r

parking lot dedicated to Equinor (since we share the office with several other companies). For this reason

. You need to book/commit a certain number of days in advance (e.g. 3 days in advance), for certain days

at work at the same time). Alternatively, transform landscapes to several larger project collaboration rooms

u're not with your colleagues. Allowance to purchase equipment for home setup like monitors.

) SELECTION. WE ARE EXPECTED TO USE OUR MOBILE PHONES FOR MORE THAN VOICE.

all, the screens should also be protected so you can work on confidential things. Instead of open landscap

diverse in the future, and we work in global teams so these spaces should incorporate virtual collaborati

d to provide an environment that will attract people back into the workplace and make it an enjoyable p

ie office landscapes the lighting can not be changed unless it is turned up or down for everyone, but for

ld be forced to rotate also desk-wise in task teams to get to know other PSR areas/Tasks and people- It sh

o be compensated by the savings in office rental, etc... or else it would not be feasible at all.

ll be an good investment. Two screens, a good chair and desk - and wireless headset will be on my "wish

lition many of the screens at the office locations have poor resolution compare to what I have home, in a

it could be more attractive to go to the office, and it could facilitate learning and collaboration across E

n. If there are those who want or need to come in additionally then they would be free to do so, but a cl
way too long not to have proper setup, for both ergonomic health and work productivity. Being in PSR-m
le: weekly coffe check-ins for teams on same location. - Also sit-down mingling areas for team discussion

rks where and where we can find people and departments and projects, or specialised abilities that wou

pping the main intention of open landscape work areas.- Quiet rooms would then only be needed for private meetings. There should be some flexibility given to task and/or cc leader to decide above a main rule limit.

a desk close to your co-workers there will be nothing pulling people back into the office either!!!!!!

rough the company provider those coworkers that work exclusively and deliver to Equinor only. The flexibility should be given to the company provider to decide on the number of desks and the layout of the desks.

most of the days. This has been addressed previously, but no actions have been taken. When working from home, the flexibility should be given to the company provider to decide on the number of desks and the layout of the desks.

et up is not efficient for meeting where part of the team is at work and parts on teams. It is not efficient for meeting where part of the team is at work and parts on teams. It is not efficient for meeting where part of the team is at work and parts on teams.

employee for social or other reasons (in example 4 days home and 1 day in the office).Hope to have help

ilities at home as I have in the office for health/ergonomic reasons. Not everyone can do this in their pri

office areas and not have silent working areas. Silent rooms and focus rooms should be for when you ne

my chair in the office way to much so to be able to move around will benefit me and my health. so in oth

in, most of the employees need to use public transportation. It is not recommended by safety departme

rs or periods, and you need to use the workstation when you have booked it. No shows could somehow

oms. At home:If a flexible work day is the new normal, Equinor should to a larger degree compensate e

types, make rooms of around 10 desks with glass walls so a team can sit there and discuss loader without

place to work. People will be reluctant to go back to "normal" in terms of going back to work. Suggest w

me who is struggling with light sensitivity this is a challenge when all the other colleagues likes it turned u

ould be allowed for short term "home-office" work also in other countries - flexibility both ways- More

addition to that some of the keyboard and mouse are not working properly, and I choose to do more adv

equinor. In addition that could attract more people to be curious about digitalisation, and encourage them

lear minimum should be established. As for the flexibility side, it would be nice to be able to allow for us
inded, this all comes at a cost and is not inexpensive for 22,000 employees, but not all of us are office b:
ns. Areas for team discussions connected to digital equipment for sharing and shaping together.- meetin;

ld be helpful input. Also allow for greater degree of information sharing so that we could more easily rea

private conversations. People can then choose each day, or during parts of the day depending on what task

ability of working from home should be supported by the company in order to maintain efficiency and keep

from home, I would prefer an ergonomic chair, and flexible (height-adjustable) desk. The way we have been working

for when everyone is present either, since the screen set up is just duplicating one screen. The office layout

ed it silent or have to focus, not when you are having TEAMS meetings. If we have noise cancelling head

er words, we work alone at homebut in the office we get together in different zones and be together as

nt that we use public transportation when carrying our laptops. This issue may be solved either by incre:

be reported, but not sure how. So as to achieve the sense of belonging to a team, you could agree with

employees for proper facilities at home. Equinor could make as an option for employees to choose betwe

interrupting everyone else. Have more of these smaller boxes where people can stand up and take a ca

well designed, colourful areas for collaboration and areas for downtime / areas to socialize which will inst

ip. For the home office, I would like for us to get speaker phones. Being on the phone most of the day is e

ranced work when I get home from the office. In the innovative corner, I think that a good mix of differer

users to come in following global meeting "time window" so we can fully utilize the time when our working based personnel working from home. Are there opportunities to collaborate with our IT suppliers to nego

ich people that might have input to a task, that we did not know about.... So a kind of overview of what ;

ing since March 2020, has made its' marks on my body and others'. We need to be able to "take 5" in bet

dscape is for me ok, if everyone have access to proper noise cancelling earphones. Then it may be ok to l

lset/earphones to chose from we can take meetings at the desk. And if you have a back to back day with

a team. Phones can charge wireless, Ikea has sold equipment for this for years now. When I go to the off

asing the dedicated parking lot or reinforcing the policy of cost reimbursement for taxis.

colleagues on sitting together in a certain area, close to each other on certain days either by booking fo

een standard package (equivalent to workstation at office) or let the individual purchase equipment need

II. Have soft walls between each desk so you don't feel "on display", it might also reduce noise.

Still a sense of community and belonging are likely to enhance overall productivity and attract people back

exhausting when using head phones, but having a speaker phone makes it less exhausting and much better

It zones enabling us to work both privately and together in a more flexible way is good - for instance I th

ing hours overlap across time zones. To do this then we would need to have flexible work space areas available. Could Equinor provide discounts, rebates or coupons for Equinor employees on IT equipment, desks and chairs? Could Equinor

activities that are being worked on that is matched with your abilities and tasks and would be proposed ;

ween, even though the work load is high, however, reminders of this seem to be "required".... Job stretc

be part of team meetings without disturbing everyone else in the office. More single soundproof boots

1 TEAMS meetings and/or need to focus a lot, consider remote work that day. But we need several alterr

ice it is very old fashioned to plugg in this and that.....we need to get moving with the w

r regular days or ad-hoc booking. I bit like booking a table at restaurant. We are 3 colleagues in a team v

·k into the workplace - encourage different ways of working/ increase productivity. No longer just a place

· than using the sound on the laptop directly which in many cases will give an echo to everyone part

ink that the digital zones in Bergen/Svg. are good examples, and that it would be perfect if we in add

available in the office sufficient to accommodate these needs. From an equipment standpoint, I have invested
minor consider another round of funding for WFH equipment or annual IT bonus to keep home office equ

as likely interesting to us in an app. Work with train providers in Norway to ensure that employees could

h is a welcome and good HSE initiative, both at home - and when in the office! Last, but not least: Having

can also be added, if there are proper screens in them. Virtual exercises should be mandatory, I am sure

atives for noise

ipment up to date

From: [Linn Sandtorv Skarstein](#)
To: [Linn Sandtorv Skarstein](#)
Subject: FW: Vedr spørreundersøkelsen omkring flexible work.
Date: torsdag 1. juni 2023 13:09:00

From: Linn Sandtorv Skarstein
Sent: mandag 29. mai 2023 11:02
To: Linn Sandtorv Skarstein <lssk@equinor.com>
Subject: FW: Vedr spørreundersøkelsen omkring flexible work.

From: Linn Sandtorv Skarstein
Sent: tirsdag 5. april 2022 11:35
To: Brigitta Borrevik <brib@equinor.com>
Subject: RE: Vedr spørreundersøkelsen omkring flexible work.

Hei,
supert - og tusen hjertelig takk

Mvh Linn

From: Brigitta Borrevik <brib@equinor.com>
Sent: tirsdag 5. april 2022 11:33
To: Linn Sandtorv Skarstein <lssk@equinor.com>
Subject: FW: Vedr spørreundersøkelsen omkring flexible work.

Hei! Det gikk fint. Du kunne benytte undersøkelsen

Brigitta

From: Kjell Magnus Myge <kjmm@equinor.com>
Sent: tirsdag 5. april 2022 11:31
To: Brigitta Borrevik <brib@equinor.com>
Cc: Agusta Jonsdottir <agujo@equinor.com>; Sara Christine Bach Øvrebø <SAOV@equinor.com>
Subject: RE: Vedr spørreundersøkelsen omkring flexible work.

Her er link til spørsmål og svar: [link](#)

Hun kan kontakte Agusta eller Sara.

Best regards,

Kjell Magnus Myge
Procurement & Supplier Relations

Equinor ASA

+47 91575680
kjmm@equinor.com

Visitor address: Forusbeen 50, Forus, Norway

equinor.com

From: Brigitta Borrevik <brib@equinor.com>
Sent: tirsdag 5. april 2022 11:03
To: Kjell Magnus Myge <kjmm@equinor.com>
Subject: RE: Vedr spørreundersøkelsen omkring flexible work.

Supert! Kan hun få tilgang/mer innsyn til mer enn det som er postet på yammer? Noen hun kan henvende seg til?

B

From: Kjell Magnus Myge <kjmm@equinor.com>
Sent: tirsdag 5. april 2022 11:02
To: Brigitta Borrevik <brib@equinor.com>
Subject: RE: Vedr spørreundersøkelsen omkring flexible work.

Det er ok.

Best regards,

—
Kjell Magnus Myge
Procurement & Supplier Relations
Equinor ASA

+47 91575680
kjmm@equinor.com

Visitor address: Forusbeen 50, Forus, Norway

equinor.com

From: Brigitta Borrevik <brib@equinor.com>
Sent: tirsdag 5. april 2022 10:55
To: Kjell Magnus Myge <kjmm@equinor.com>
Subject: Vedr spørreundersøkelsen omkring flexible work.

Hei Kjell Magnus

Har en i teamet mitt – Linn Sandtorv Skarstein - som holder på med en MBA masteroppgave.

Tematikk:

- NWOW / digitalisering&motivasjon
- Flexible work – hybrid model

Hun spurte om det var mulig å benytte seg av den spørreundersøkelsen PSR gjorde vedr flexible work.

<https://web.yammer.com/main/threads/eyJfdHlwZSI6IlRocmVhZCIsImkljoiMTUyMjk1NDA1MTQyMDE2MCJ9>

Jeg lovde å høre med deg om dette var mulig. Any thoughts?

Best regards,

—

Brigitta Borrevik

Leader Supply chain management

SCMC PEM PX2

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