



Remote Working

**How to make the laptop
lifestyle flow sweetly
(and securely) for
your business**

kaspersky

#truecybersecurity

Contents

How to make the laptop lifestyle flow sweetly (and securely) for your business.	1
What's so good about remote working?	2
Trends and the technology that make remote working work . . .	5
The cybersecurity risks of remote working, and how to overcome them	8
Work is a verb, not a place	9
Appendix 1: The cultural challenges of remote working.	10
Appendix 2: How did we get here?	14

How to make the laptop lifestyle flow sweetly (and securely) for your business

In 2017, researchers from Stanford University found that remote workers were **13% more productive** than their desk-chained counterparts. According to the most recently released US census, **8 million people** were working from home that same year. The key benefit of remote working (aside from saving on desk space), is increased employee motivation, with some research suggesting that **58% of staff are motivated by the flexibility** it offers.

Straight-talking advice on how to meet the cybersecurity challenges of remote working

In this paper, we'll draw out the key benefits and technological trends in remote working (including Bring Your Own Device), highlight the cybersecurity challenges inherent in each, and give straight-talking practical advice on how you can meet these challenges head on. We've also included two appendices – one on the cultural challenges of remote working, and one on its fascinating history. By the time you've finished, you'll be armed with crystal-clear, real-world tips on how make the laptop lifestyle flow sweetly (and securely) for your business.

What's so good about remote working?

In this section, we're going to take a look at the key benefits of remote working, to highlight what your company could gain from allowing flexible scheduling for your staff.

1: Increased productivity



Offices can be overwhelming to the senses. Bright lights, the hum of voices, gossip at the water cooler, music, interruptions, impromptu meetings, phone-calls and the smell of tuna sandwiches; modern office buildings are throbbing with life. And that's a good thing, for the most part – after all, offices are also where friendships are built, strengthening teams and fostering collaboration.

But all that hubbub can be overwhelming, and retreating to the peace and quiet of home (or a café) is just the ticket. Certain pieces of work require extra focus and allowing employees to create the ideal conditions for ultimate productivity.

2: Reduced absenteeism

Hundreds of millions of working days are lost every single year to businesses around the world due to absenteeism. [The UK Government's Office of National Statistics](#) details the most

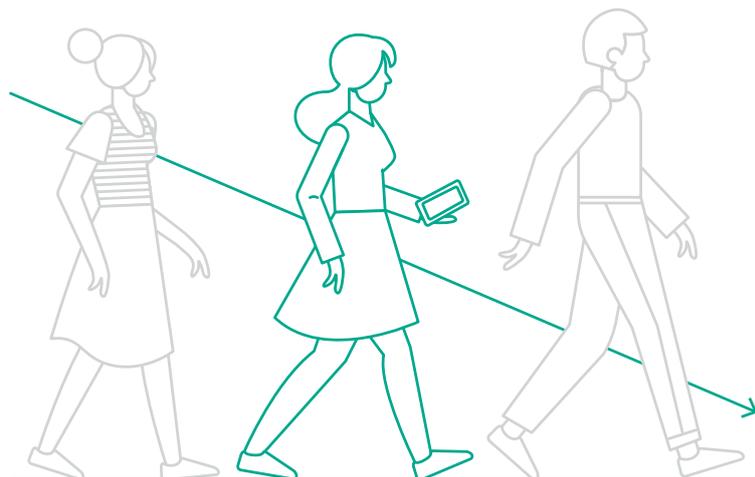
common reasons for absenteeism. Here they are, listed in order of percentage:

- Minor illnesses (such as coughs and colds): 24.8% / 34.0 million days
- Musculoskeletal problems (back pain, neck and upper limb problems): 22.4% / 30.8 million days
- Other (diabetes as well as days lost to accidents, poisonings, infectious diseases, skin disorders): 12.8% / 17.6 million
- Mental health issues (stress, anxiety, depression and serious conditions): 11.5% / 15.8 million days

Two of these conditions – musculoskeletal and mental health issues – can be ameliorated, and even (in some cases) eliminated, by allowing flexible and remote working. And, with fatigue and stress being associated with negative health outcomes for an even broader range of conditions, it's easy to understand why remote working is such a powerful way of reducing absenteeism.

Of course, sickness is not the only reason for absence. Modern life is hectic, with multiple pressures demanding employees' time: dental check-ups, plumber visits, childcare, and other household or caring responsibilities. Remote working means that employees remain productive, even when they need to be elsewhere for a portion of the day.

3: Improved retention



Employees are more likely to commit to a business long-term if they feel valued for who they are, and supported in, as the saying goes, 'living their best lives.' Remote working does just that – cutting down on commute times and making modern life far less overwhelming.

According to the UK's Office of National Statistics, the average commute time is **over 56 minutes a day**. Commuting is not only stressful and time-consuming – it's also expensive. Remote working allows employees to save more of their salaries for the things they love, making them happy – and loyal.

By offering remote working, employers can attract the best candidates from a wider pool – particularly the following:

- **Millennials** and gig economy aficionados, who expect flexibility; making remote working an essential part of the hiring package. **The Global Shapers Survey** (supported by the World Economic Forum) found that 30.7% of under-30s stipulated work-life balance as a key criterion when considering job opportunities.
- International, interregional, and rural candidates – especially useful for employers in regions or countries suffering from specific skills shortages.
- Employees who need to move town or country periodically, perhaps because of their partner's job.
- Highly creative individuals who resist the confines of traditional office work, but are still keen to build longstanding and loyal relationships with businesses.
- Women (see below – 'Closing the gender gap')
- Parents.
- People with chronic health conditions (including physical disabilities), for whom the traditional office environment presents logistical challenges.

“Remove the stigma from flexible work arrangements

The financial services sector, along with many others, is facing a changing model of work with growth in flexible arrangements and greater interaction with technology. In addition, with a greater role in caregiving, women tend to be the ones who use leave or flexible arrangements. These work best in tandem with gender-neutral engagement with part-time and remote workers.”

Accelerating Gender Parity in the Fourth Industrial Revolution,

WEF white paper (2017).

Closing the gender gap

According to the **World Economic Forum**, it could take another 202 years to close the economic gender gap globally. Yet the pressure is on, with initiatives such as the UK's **Women in Tech** answering the call to close the gap. The gap doesn't only affect women – it negatively impacts employers too. Businesses could be losing out on up to 50% of the talent pool, simply by failing to attract (and retain) highly skilled female workers.

Traditional office-based work assumes that there is always someone either looking after the children, or picking them up and dropping them off at school or childcare. In spite of feminism and cultural changes, that person is usually (but not always) the mother. Remote working allows women to balance childcare responsibilities with work, getting less stressed out in the process, and becoming more productive and motivated long-term assets to their employer.

In fact, the World Economic Forum stresses the importance of flexible and remote working in its white paper on accelerating gender parity in the workplace (see below).

Trends and the technology that make remote working work

As we've seen in our historical introduction, remote working only became possible after the invention of the cloud. Today, there are myriad innovative technologies that companies can adopt in order to boost the productivity, motivation and retention of remote workers.

Mobile devices

The first laptops were heavy bricks, and lacked the processing power necessary for carrying out the full range of tasks remotely. Laptops are now portable without breaking your back. Added to that, the enormous range of mobile devices help employees stay connected and productive while working remotely: tablets, smartphones, and even smart watches.

Bring Your Own Device (BYOD)



The BYOD trend further increases the cost-saving potential of remote working. BYOD is occasionally supported by technology stipends, which give employees funds to purchase devices which they can then use for work and play alike. Yet, as we will see in our section on remote working challenges, BYOD brings with it a whole host of risks.

Apps and software



Collaboration apps such as **Microsoft Teams**, **Asana**, **Slack**, and **monday.com** allow remote workers to stay connected wherever they are, and whenever they need to. Slack's bold tagline states that 'Slack is where work happens' – a clear reflection of the fact that 'work' is an action, not a place. Asana even claims to boost team efficiency by a staggering 45%.

Apps like **InVision** and **Adobe XD** allow multiple people to collaborate directly on a design or document, by commenting in real time. Skype, and other messaging and call apps, mean that direct communication is not only easy, but affordable.

Co-working space membership

Some employers offer their employees membership of local co-working spaces, including **WeWork** ('The Future of Work'), **WorkSocial** ('Co-Working Will Keep Your Spirits High'), **Fora** ('Cut Through the Noise') and now **CoPass** ('Be there. Anywhere.'). which offers access to over 950 international workspaces with, with just one pass.

Co-working membership gives employees access to ultra-fast WiFi, as well as a host of other facilities, including office equipment (with a printing budget) and meeting rooms. It also means that remote workers don't miss out on in-office perks that their counterparts enjoy, such as free drinks, and maybe even access to an onsite gym.

Virtual reality meeting and collaboration software

This is a new technology but, according to the **State of Work** survey (UK), 34% of employees expect companies to adopt virtual reality meeting technology within the next five years.

An early example, **Prospect for Oculus Quest** ('Immersive Collaboration and Coordination Unleashed'), claims to 'streamline collaboration by connecting remote teams around the globe in a true-to-scale environment.'

As well as connecting remote workers with 3D virtual reality images of projects and designs, virtual reality can also be used for meetings, allowing people to imagine that they really are in the room with their colleagues, and vice versa. The aim is to increase the sense of connection, and to mitigate the feelings of disengagement (and even loneliness) that can result from poorly managed remote working policies.

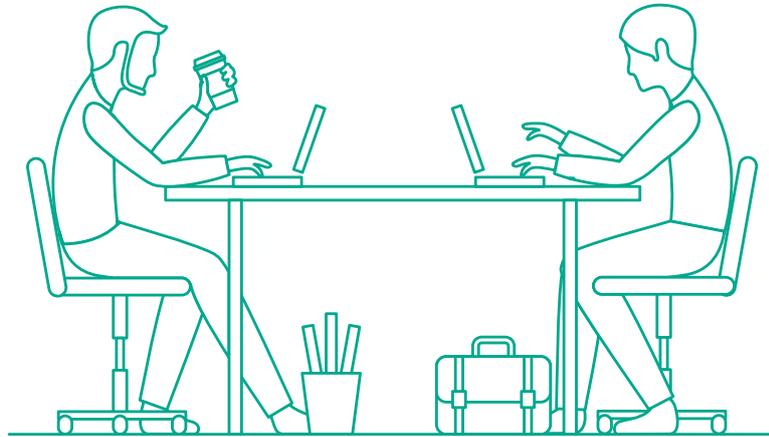
The cybersecurity risks of remote working, and how to overcome them

Maintaining perimeter control out of the office is a perennial struggle. #OfficeoftheDay is one of the top remote working hashtags on social media. A quick search on Instagram reveals photos of forests, lakes, cafés, beaches and, well, more beaches. In the office, it's easier to maintain total control over devices, WiFi settings, and no need for insecure 4G or 5G. Not so on the beach.

The table below outlines the key cybersecurity vulnerabilities exposed through remote working, and what you can do to mitigate them.

Vulnerability	Risk	Mitigation
Insecure WiFi and 4G/5G	Ransomware	Kaspersky's Adaptive Anomaly Control provides protection against new and unknown threats by learning user and application behaviour to detect and defend against any anomalies that might indicate a ransomware (or other) attack.
	Malware	Antimalware Scan Interface (AMSI) support empowers Kaspersky Endpoint Security to scan objects sent by third-party apps for anti-malware validation, blocking and deleting any threats instantly.
	Corporate espionage	Adding the use of Kaspersky VPN connection prevents any direct malicious access to the corporate network.
Bring Your Own Device (BYOD)	Phishing (via consumer sites/email on dual-use devices)	In addition to Kaspersky technologies that block any phishing-based malware from penetrating, it's essential to provide cybersecurity education for all staff, together with clear policies for accessing personal email accounts on devices used for work.
	Decentralized IT control	Role-based access model for Kaspersky Endpoint Security management gives administrators full access, while affording role-appropriate restricted rights to other users.
	Mobile device inventory, tracking and security	Enhanced visibility over all devices connected to the network, including (where appropriate) mobile access to the console.
	Legacy devices with outdated software	Improved support for Samsung Knox, as well MAC spoofing protection, and protection for any mobile devices that access the corporate network.

Work is a verb, not a place



Would you like to know more about remote working, and what it means for business? We've included two appendices – one on the cultural challenges of remote working, and one on its fascinating history.

Tomorrow's digital nomads accomplish more – in less time – than the desk-chained drones of pre-cloud yesterday.

Everything is connected and within instant access, thanks to the power of the cloud. Yet all it takes is one chink in your cyber-armor for cyber-criminals to penetrate your business, and wreak devastation.

Kaspersky Endpoint Security for Business delivers award-winning instant protection for endpoints and mobile devices, with a range of options to suit your IT team, budget, and requirements to perfection. When your employees are securely connected, there's nothing 'remote' about remote working.

Make the laptop lifestyle flow sweetly (and securely) for your business with cyber-immunity from Kaspersky.

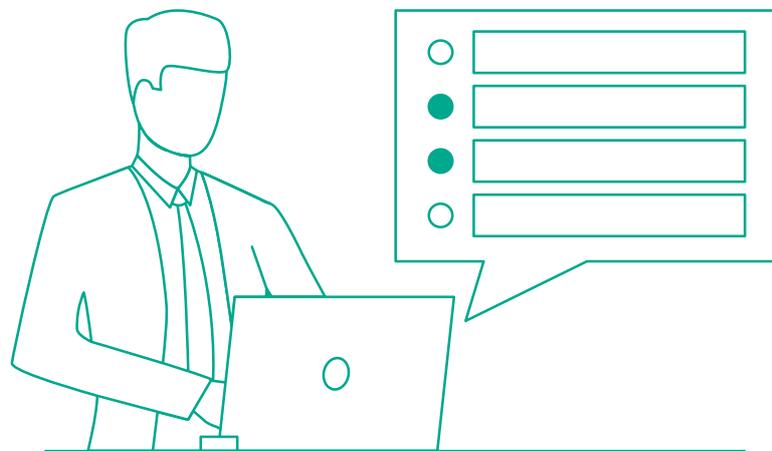
Bring on the future.

Appendix 1: The cultural challenges of remote working

Remote working, according to Forbes Magazine, is already standard practice (to some degree) at over 50% of US businesses. This number is only set to balloon into the future, particularly as innovative technologies emerge to make the laptop lifestyle increasingly effective for employers and employees alike.

However, remote working is not without its risks. We'll look at the key risks in turn, and share some practical tips on what you can do to mitigate them.

Monitoring staff



How do you know exactly what your employee is doing when they're working remotely? Yet how do you balance the need for monitoring with the need to avoid counterproductive micro-management? Autonomy is important for motivation and productivity, but how do you measure them?

TIPS:

- **Set clear expectations**, so that staff are motivated to deliver projects on time in order to retain the remote working privilege.

- **Schedule regular sync-ups**, not only to monitor staff, but also to promptly resolve any issues that might be interfering with productivity.
- **Regular performance reviews** make sure that productivity is not slipping.
- **Periodic meetings in person** allow managers to get a true sense of the employee's motivation and job satisfaction (and vice versa). Even video calling can be misleading at times.

Team-building, collaboration, and shared company vision



Team-building and collaboration are key to productivity, motivation, efficiency and staff retention. It's easy to do when you're all in the office together (although bad blood can still be formed, and there will always be some who don't realize there's no 'I' in 'TEAM'. It's also vital to ensure that employees feel connected to, and engaged with, the company vision and/or mission statement. But how do you achieve that when you have team members working remotely?

TIPS:

- **Use the collaboration apps and software described above** to make sure that remote workers are kept in the loop, wherever they are.
- **Take extra care when writing emails and messages.** Written business communications are notoriously poor at conveying tone, often leading to misunderstanding and even offence. Making sure that messages sound positive (when they are) can make a huge difference – you can even use emojis (if that's your thing) to make your tone clear.

- **Schedule team-building events out of the office, for remote and office-based workers to bond.** It doesn't matter if it's rock climbing, a big party or an escape room challenge – enjoying time together can form lasting connections that endure even after the goodbyes end.
- **Get to know your employees, and encourage them to communicate with each other.** Try to build a 360 degree image of your employee's life (within reasonable expectations of privacy!). Share personal details about your own (within your comfort levels). Meaningful team connections depend on seeing each other as fully-rounded human beings.
- **Develop a compelling company intranet to engage workers with the company vision.** As well as offering company news and conveying corporate values, intranets can be interactive places where employees can share views and connect across the company. You can even publish fun resources, including online quizzes related to the company's values, and offer prizes or incentives for participation.

Loneliness



Cigna's Loneliness Survey (US) states that only 53% of Americans have meaningful in-person social relationships, with Generation Z (18-22) the 'loneliest generation.' The connection between **social isolation and mortality** has long been documented in scientific literature. Among remote workers, single and child-free employees, or other who live alone, are most susceptible to the loneliness epidemic.

TIPS:

- **Build remote working into your Health and Safety policy** to address the risk of loneliness before it becomes a problem. You can share advice on combatting isolation, and even offer online counselling as part of your health benefits package.

- **Offer perks such as gym membership to get your employees out of the house.** This ticks two boxes by increasing wellness (and decreasing absenteeism), while also presenting a clear incentive to get out of the house.
- **Allow your employees a degree of autonomy over time management, where appropriate.** Insisting that your employees are available within a strict timeframe is clearly essential for some roles. However, adding a degree of flexibility where possible can make it easier for staff to socialize – provided they get the job done, that is.
- **Be friendly in all your communications.** While FaceTime is really no substitute for face-to-face interactions, online communication tools can still help combat loneliness. Instead of just asking how work is going, you can check in with your employees more generally, with a 'how's it going?', or 'how was your weekend?'

Time management

Office environments are famously distracting, as we've seen above. However, the home (or café) environment is far from blameless in this respect. That pile of laundry is winking at your employee, the oven needs cleaning, there's a great show to catch up with on Netflix. Naturally, office workers also procrastinate (wasting time on social media or online shopping), but for some the temptations are even greater at home.

TIPS:

- **Use online tools to ensure that expectations (and delivery timeframes) are always clear. See above.**
- **Offer free online trainings in time management and productivity hacks** via your internal HR intranet.
- **If productivity slips**, don't hesitate to share your concerns directly with your employee.
- **Be clear** (in corporate communications) that remote working is a privilege.
- **Reward hard work** with kind words, perks or bonuses, to encourage remote workers to maintain high standards.
- **Make your hiring policy** remote-working positive by assessing the candidate's time management capabilities, either through personality testing (such as Myers-Briggs), or by seeking experienced remote workers who have been proven to deliver.

Appendix 2: How did we get here?

Let's take a look at how we went from simple craftspeople, to factory workers, then paper pushers, to 'lunch is for wimps', and finally to the enlightened human-orientated culture that gave rise to remote working.

We can only truly comprehend the power and value of remote working by looking back and understanding the trajectory that brought us to this phenomenal shift in working culture.

The 'office' is younger than it looks



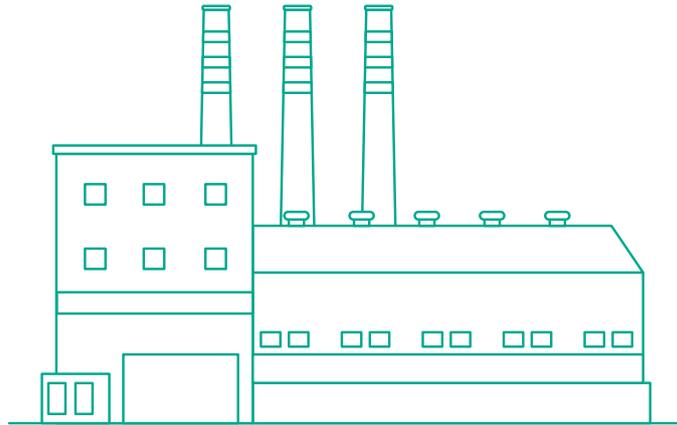
In the beginning, there was no such place as 'the office.' Until the 18th century, most people worked from home – not as a lifestyle choice, but because that's where work had always been. People plied their trades in home-based workshops, where tanners, blacksmiths, spinners, carpenters, produced goods on a small scale, and sold at local markets. Farmers lived on their farms; woke early to milk cows, and led their animals (and products) into town to make a living.

“Dark Satanic Mills”

Everything changed around 1760. The Industrial Revolution gave birth to large-scale production, focused in factories, mines and mills (which must have seemed colossal and intimidating to its first generation of workers).

And did the Countenance Divine,
Shine forth upon our clouded hills?
And was Jerusalem builded here,
Among these dark Satanic Mills?

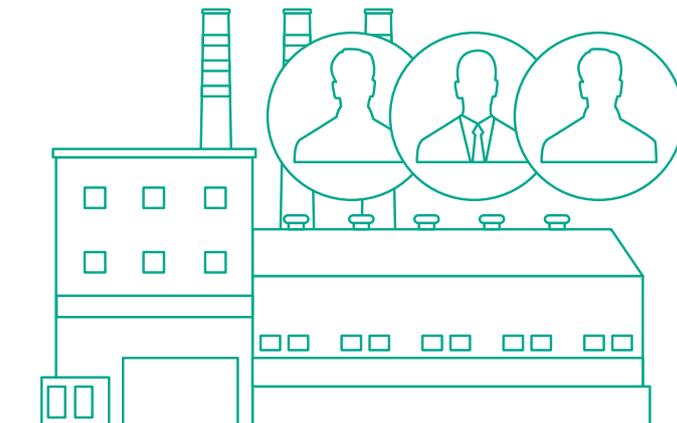
Jerusalem (1808), by William Blake
(English Poet)



The era of the commute was born. Workers – often housed in miniscule dwellings huddled together in rows close to the local factory – would trudge to work and back, twice a day, usually without the benefit of anything but a rare religious holiday. The new pressure to produce! produce! produce!, bred a life of unending misery and dangers unfathomable in today’s Health and Safety culture.

Where was the human being in all of this? (Either at work; or asleep).

The birth of Business (with a capital ‘B’)



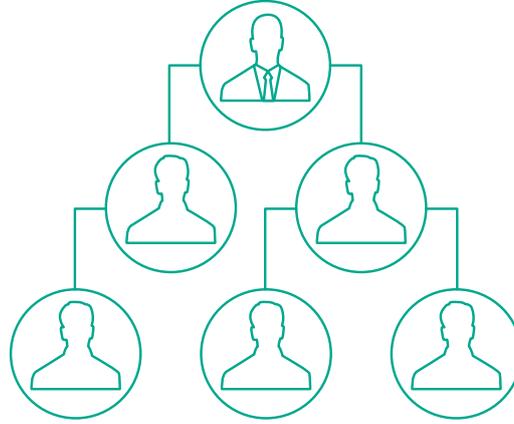
The huge outputs of the new factories also led to the birth of business: after all, who was going to manage all that paperwork? Enter the white-collar worker. 19th century offices were often situated inside the factories or production facilities that they served. Administrators, or clerks, (as they were then known), worked closely alongside their bosses, filling heavy ledgers, and desperately trying to keep pace with the dizzying speed of production.

Where was the human being in all of this? (Invisible, under a pile of paperwork).

“When dealing with people, let us remember we are not dealing with creatures of logic. We are dealing with creatures of emotion, creatures bristling with prejudices and motivated by pride and vanity.”

Dale Carnegie, *How to Win Friends and Influence People* (1936)

How to Win Friends and Influence People (20th century)

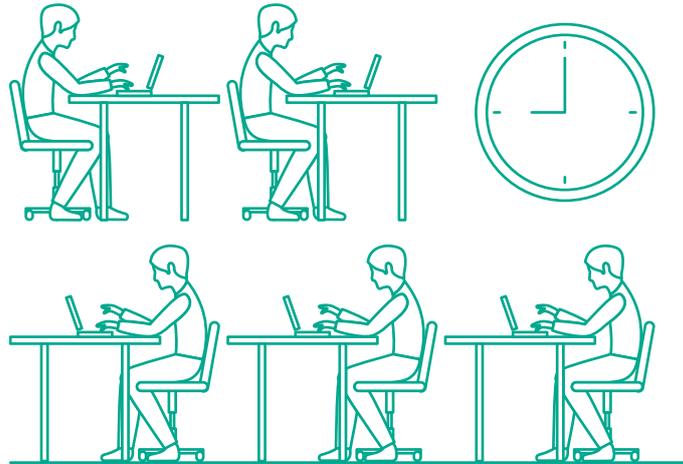


Factory-based offices soon outgrew their industrial settings, and a new discipline was born: Management. Or, to put it another way, the administrative pressure was so huge that somebody had to administrate the administrators. New competition, including from industrial markets, meant that sales (and, later, marketing) also became areas of expertise, worthy of study in their own right.

Dale Carnegie's epoch-defining management-cum-self-help bible, *How to Win Friends and Influence People*, debuted in 1936; but its seeds were sown during the author's early career, selling bacon, soap and lard. It wasn't the first management bible – some say Sun Tzu got there first with *The Art of War* (6th century). But Carnegie's book serves as a clear cultural-historical milestone, not only in the theory of management, but also on the relationship of the human being to the business realm.

Where was the human being in all of this? (Either managing; or being managed).

Lunch is for wimps



“9 to 5
For service and devotion
You would think that I
Would deserve a fat promotion

Want to move ahead
But the boss won't seem to let me
I swear sometimes that man is
Out to get me, hmmm.”

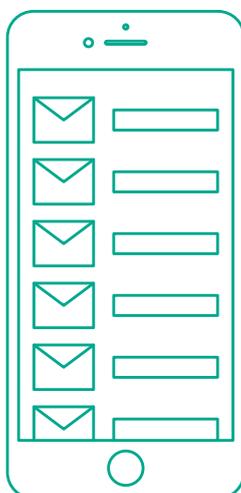
9 to 5, by Dolly Parton (1980)

It was just a hop, skip and jump from the cult of management to the ‘Lunch is for wimps’ culture immortalized in Oliver Stone’s 1987 hit movie, *Wall Street*.

Markets were booming, and power suits were ballooning. There was money to be made, and fast.

Of course, this was all pre-email, and most office employees worked within a neat timeframe – usually 9 to 5; as Dolly Parton (opposite) well knew. With only letters (or faxes) to read, phones to answer and (gasp!) actual work to do, the key management aim was to keep staff at their desks for as long as possible, in order (or so the theory goes), increase efficiency. Staff were assets – workhorses – and they should be tapped to the max.

Where was the human being in all of this? (Nestled between extreme shoulder-pads, locked up in a double-breasted jacket, and doubled over with back pain).



Email and smartphones: “An award-winning wireless solution for people on the go”

Email became widespread in the early years of the 21st century, although it had been invented back in 1971, by an engineer called Ray Tomlinson. However, until the invention of BlackBerry, email was only accessible via endpoints within the confines of the office.

The BlackBerry 5790™ was the first wireless email device in the world, only just managing to achieve a 20th century launch, in

“BlackBerry® is an award-winning wireless solution for people on the go. With the BlackBerry 5790™, mobile professionals can send and receive email, access corporate data and applications, update their personal organizer and access information from the web- all from the palm of their hand.”

From the original **Blackberry 5790** tech sheet (1999)

1999. The device used the BlackBerry Enterprise Server (BES) for Microsoft Exchange, pushing messages from the corporate mailbox to the employee’s device.

The BlackBerry was very much a corporate device, clearly intended for work. While it had some web search functionality, it wasn’t ‘sexy’ enough to attract consumers. This matters, because while such early wireless devices kept people remotely connected to their offices, allowing work to bleed into free time, there was still a cultural delineation between work and play.

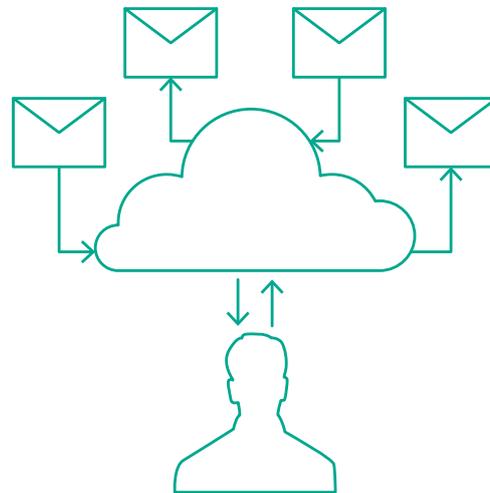
The line between work and play wasn’t blurred after 2007, when Steve Jobs announced the first iPhone at the Macworld convention. At last, a mobile device that worked for business and consumers alike. Alluring and addictive, the iPhone made people want to stay connected, wherever they were.

Where was the human being in all of this? (Checking their email on the metro, as they continued traipsing to the office and back).

“I would build a cloudy House
For my thoughts to live in;
When for earth too fancy-loose
And too low for Heaven!”

Clouds (1842),
by Elizabeth Barrett Browning
(English poet)

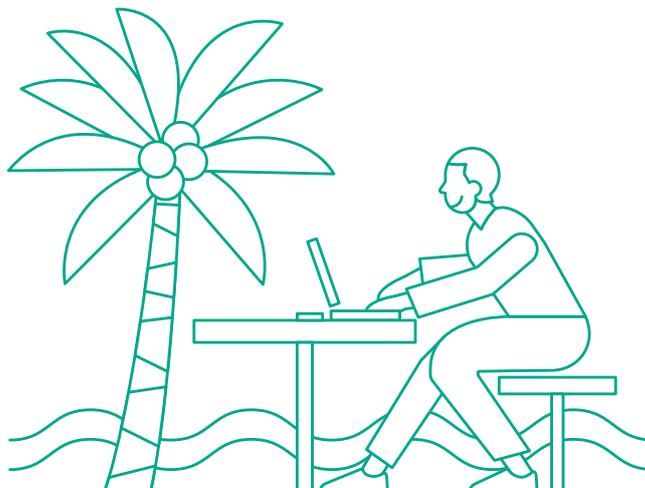
The cloud – a house for your thoughts to live in



In 1983, CompuServe became the first cloud provider, offering a small amount of cloud-hosted space for its consumers to upload files. However, the cloud didn’t really take off until the launches of OneDrive (2007), Dropbox (2008), Microsoft Office 365 (2011), and Google Drive (2012).

Office workers could finally access almost everything they needed to get the job done, wherever they were. While BlackBerry and, later, the iPhone, kept staff connected, functionality was still limited.

Work ∞ leisure ∞ work ∞ leisure ∞ work



Now, instead of leisure time flexing to accommodate BlackBerry's push notifications, the flex relationship between work and leisure could finally become symbiotic. Remote working was still a minority option, taken up almost exclusively by enlightened businesses and innovation leaders – particularly start-ups and creative enterprises.

Remote working was initially offered as a perk, allowing staff to avoid stressful (and costly) commutes, spend more time with loved ones, and leapfrog over childcare issues. However, companies soon began to reap the benefits of granting their staff greater control over their working environments.

This new powerful tool in the personnel arsenal ticked so many boxes. As well as fitting in with growing concerns around staff mental health and wellbeing, remote working was also a cost-saving opportunity, freeing up desk space and slashing staff absences. Instead of missing a day off work waiting for a tardy plumber, employees could work from home and still be there to answer the door.

Innovative people managers understood that remote working was, above all, a powerful way to liberate their staff to 'work smarter,' by creating the ideal conditions for maximal motivation and productivity.

Where was the human being in all of this? (In a café, kitchen, home office, or beach. Working; and maybe even smiling).

Cyber Threats News: www.securelist.com
IT Security News: business.kaspersky.com/

www.kaspersky.com

kaspersky BRING ON
THE FUTURE

© 2019 AO Kaspersky Lab.
All rights reserved. Registered trademarks and service marks are the property