1 **1** Only 3% of employees.
  2 Thousands of companies.
  3 Almost 50%.
  4 People want $24,000 more.
  5 In New York, offices cost about $14,800 per employee every year.
  6 They drove 92,000,000 fewer miles.
  7 More than 10,000,000 people.
  8 There will probably be 14% of people living in megacities by 2030.

2 **1** B **2** B **3** C **4** B **5** C **6** A **7** A

3 2, 3, 5, 7, 8 and 9

4 **1 a** Speaking only helps the people in the room, writing helps everyone.
   b Five people in a room for an hour isn't a one-hour meeting, it's a five-hour meeting.
   c Poor communication creates more work.
  2 a Send a quick message to say you have seen a question.
   b Keep your calendar up to date so that people know when you are free.
   c Create a virtual "office hour" in your calendar every week.

5 **1** microphone **2** information **3** fifteen **4** documents
  5 responsible **6** timekeeping **7** minutes

6

Synchronous communication	Asynchronous communication
in emergencies	to give feedback on documents, design and tasks
on away-days	in a virtual centre for news, ideas and feedback
in meetings	

7 **1** where **2** only **3** also **4** get **5** everyone **6** as

8 **1** d **2** c **3** c **4** b **5** a **6** c

9 camera **E**   cloud space **S**   fast internet connection **S**   headphones **E**
  keyboard **E**   messaging apps **S**   microphone **E**   remote whiteboards **S**
  screen **E**   video-calling service **S**   automated place to manage remote teams' spending **S**

10 **Office-based manager:**   9–5 hours, being present, hierarchical structure,
      face-to-face communication, being seen
  Remote manager: flexibility, goal-based assessment, flat structure,
      remote communication, virtual reality

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11 **a** quick connection   **b** check-in to see how they are doing   **c** career coaching
    d progress assessment   **e** developing the job and relationships

12 **1** T   **2** DS   **3** T   **4** F   **5** F   **6** DS

13 **1** d   **2** a   **3** c   **4** a   **5** d   **6** b

14 **1** Constructive accountability   **2** Ownership   **3** measure performance
    4 Key Performance Indicators   **5** Continuous Improvement   **6** performance management tools

15 **1** h   **2** a   **3** f   **4** d   **5** c

16 **1** c   **2** f   **3** i   **4** e   **5** d   **6** g   **7** h   **8** a   **9** b

17 **1** Because they love what it does, they love the environment and the company cares for their wellbeing.
    2 Online, in places like LinkedIn, Glassdoor, Twitter and Medium.
    3 Not just the leaders but people in the team.
    4 By creating a situation like the environment the person will be working in.
    5 Onboarding is welcoming those hired and getting them ready for success.
    6 When people leave a company.

18 **1** What is your place of work?   **2** How do you start your working day?
    3 Are you staying active?   **4** Are you taking time off?
    5 Do you sometimes feel alone?   **6** How many hours do you spend in your workspace?

19 **1** Catherine Avery
    2 Brie Reynolds
    3 The International Labour Office
    4 The International Journal of Workplace Health Management
    5 Tim Ferriss

20 **1** b   **2** a   **3** c   **4** d   **5** d   **6** b

21 **1** remote   **2** colleagues   **3** network   **4** career
    5 services   **6** specialists   **7** meetups   **8** conferences

22 **1** join a co-working space   **2** connect with specialist groups
    3 go to in person events   **4** explore groups

23 **1** comfortable   **2** notice   **3** remotely   **4** together
    5 Relationships   **6** someone   **7** themselves   **8** flexibility

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24 **1** no **2** yes **3** yes **4** yes **5** no **6** no

25 **1** a **2** c **3** a **4** b **5** b **6** c

26 **1** The writer thought (that) small changes would mean that more people would work remotely.
2 The writer thought (that) managers would understand that people could be trusted, as work continued to be delivered by a remote team.
3 The writer asked what would make more companies have remote teams.
4 The writer thought (that) companies would ask themselves why they were based in an expensive city.
5 The writer asked who would pay for the co-working centres.
6 The writer ended by saying (that) the future was bright, and remote working would be the way most of us worked.

27 **1** When a decision has been made, a plan has to be put into action.
2 Tell everyone when tasks or other important things have been achieved.
3 Accountability is the responsibility of each person to complete the task they have been given.
4 Virtual Reality and Augmented Reality technology have not been used to make video calling more like in-person meetings.

28 **1** had; would **2** do; might be **3** discuss; should write

29

	-ment	-ity	-ation
aligned (**adj.**)	alignment		
concentrate (**v.**)			concentration
improve (**v.**)	improvement		
motivated (**adj.**)			motivation
productive (**adj.**)		productivity	
responsible (**adj.**)		responsibility	

30 **1** network **2** service **3** wellbeing **4** cloud

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