IRON MOUNTAIN®

CONTINUING TO RETHINK THE WORKPLACE

YOUR COMPLETE GUIDE

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INTRODUCTION

TODAY, ORGANISATIONS OF ALL KINDS (AND SIZES) ARE ADAPTING TO THE NEW DIGITAL WORKPLACE.

That's a tall order made even more complicated by the challenges and uncertainties left in the wake of the COVID-19 pandemic. It involves simultaneously rethinking strategies for how and where we work:

› Adapting to remote working while reconfiguring offices to make them safe and relevant

› Embracing new technologies for information sharing and team collaboration, while wrestling with the impact of these technologies on business continuity, compliance and sustainability

› Managing and making smart use of your data wherever it's located — in the cloud, residing on devices, on paper documents, or in storage

In this guide, we'll look at all of this, as well as what makes this post-pandemic moment the opportune time for you to rethink how your organisation is making its way in the digital workplace — and how Iron Mountain's local, all-in-one services for simple, secure records and information management can play an essential role in helping you transform your workplace.

DIGITAL TRANSFORMATION — WHY THE TIME IS NOW FOR GROWING BUSINESSES

FOR YEARS PEOPLE HAVE BEEN TALKING ABOUT "DIGITAL TRANSFORMATION" AND THE NEW "DIGITAL WORKPLACE" – USING TECHNOLOGIES LIKE THE CLOUD, MOBILE COMMUNICATIONS, COLLABORATION, BIG DATA, ARTIFICIAL INTELLIGENCE (AI) AND THE INTERNET OF THINGS (IOT) TO STREAMLINE PROCESSES AND WORKFLOWS.

The buzz around digital workplace/digital transformation can get pretty loud, making it sound like a passing fad – an idea that's perfect for big enterprises with big IT budgets, but not for small and mid-sized businesses that typically take a more wait-and-see approach.

But when it comes to the new digital workplace, a wait-and-see approach may be a big mistake:

REASON #1: THE IMPACT OF DIGITAL TRANSFORMATION IS SPREADING TO EVERYDAY BUSINESS PROCESSES.

The marquee examples of digital workplace transformation have always been start-ups like Uber or Airbnb that, through innovative use of the cloud, mobility and other technologies, have upended entire industries. But today the real impact of digital transformation has spread to everyday business processes such as helping remote teams collaborate better; using online portals to enhance customer service and streamlining activities like accounting, invoicing and human resources.

REASON #2: THE PANDEMIC ACCELERATED DIGITAL TRANSFORMATION.

COVID-19 accelerated many businesses' journey to digital transformation. Suddenly, so much of what the digital workplace has to offer – a reduced reliance on face-to-face interactions and centralised access for remote workers – was urgently needed. Research for Iron Mountain by IDG (see below) shows that as a result of the pandemic, the number of digital transformation initiatives set in motion has doubled.

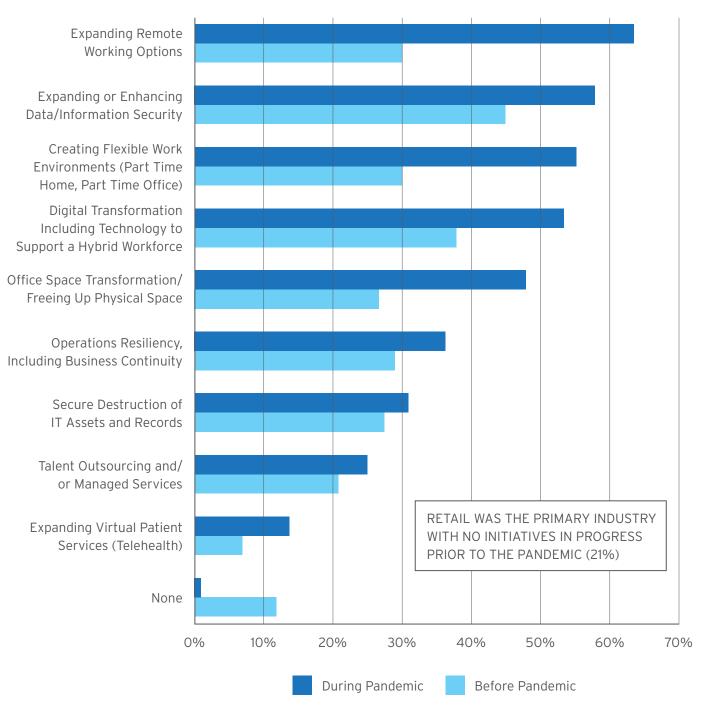## REASON #3: THE ADVANTAGES HELD BY SMALL AND MID-SIZED ORGANISATIONS.

In a large enterprise, a digital transformation effort inevitably runs up against preexisting infrastructures: corporate hierarchies must get flattened, departmental silos merged and legacy IT systems revamped. This is not so in smaller organisations – the hurdles to digital transformation are much easier to overcome.

Also, technologies like the cloud, mobile apps and the IoT are affordable and scalable, making the ability to finance a big upfront investment – always an advantage of big organisations with deeper pockets – much less important. In effect, digital transformation actually levels the playing field between large and small businesses.

The bottom line: a wait-and-see approach to digital workplace transformation is becoming less tenable by the day.

[1] IDG MarketPulse Research: Workplace Transformation (On Behalf of Iron Mountain) February 2021

ON AVERAGE, COMPANIES HAD 2-3 DIFFERENT INITIATIVES UNDERWAY BEFORE THE PANDEMIC, THAT LIST DOUBLED WHEN COVID HIT

Chart showing workplace transformation initiatives, comparing "During Pandemic" (dark blue) and "Before Pandemic" (light blue):

Initiative	During Pandemic	Before Pandemic
Expanding Remote Working Options	~63%	~30%
Expanding or Enhancing Data/Information Security	~58%	~44%
Creating Flexible Work Environments (Part Time Home, Part Time Office)	~55%	~30%
Digital Transformation Including Technology to Support a Hybrid Workforce	~53%	~38%
Office Space Transformation/Freeing Up Physical Space	~48%	~26%
Operations Resiliency, Including Business Continuity	~36%	~29%
Secure Destruction of IT Assets and Records	~31%	~27%
Talent Outsourcing and/or Managed Services	~25%	~21%
Expanding Virtual Patient Services (Telehealth)	~14%	~7%
None	~1%	~12%

RETAIL WAS THE PRIMARY INDUSTRY WITH NO INITIATIVES IN PROGRESS PRIOR TO THE PANDEMIC (21%)

Legend: During Pandemic / Before Pandemic

THE PANDEMIC'S IMPACT ON WORKPLACE TRANSFORMATION

On average, companies reported having two to three workplace transformation initiatives in motion pre-COVID-19, with the list doubling as a result of the pandemic, according to a 2021 survey of 200 organisations in Europe and North America conducted for Iron Mountain and IDG. The initiatives most often noted as in motion were (1) expanding remote working options, (2) data security enhancements, (3) creating flexible work environments and (4) digital transformation to support a hybrid workforce.[1]

RETHINK HOW YOU WORK
STREAMLINING WORKFLOWS

RETHINKING THE WORKPLACE IS ALL ABOUT DIGITALLY REVAMPING PROCESSES AND WORKFLOWS – TAKING BOTH CUSTOMER- AND EMPLOYEE-CENTRIC OPERATIONS AND MAKING THEM BETTER. A BIG PART OF GETTING THIS RIGHT IS CHOOSING THE PROCESSES TO FOCUS ON.

Ask yourself which operations and processes in your business would deliver more value if they were transformed digitally. Consider the following:

› Could your sales reps close more deals if you streamlined the estimating process?

› Could you improve your cash flow if you had better tools for prioritising invoicing or for reaching out faster to problematic clients?

› How often do financial closes get delayed? Or how often do deals with vendors get bogged down by unnecessary red tape?

WHERE SHOULD THE DIGITAL WORKPLACE START?

The processes that are good candidates for digital transformation are often the ones that are document/records intensive, such as accounting. Any operation that generates large volumes of documents/records in both paper and digital form presents numerous opportunities for streamlining. Also, as more of your business is conducted digitally, the continued use of paper creates a hybrid physical/digital information landscape, which is difficult to manage, duplicates efforts and increases business risk.

To find and evaluate processes that are good candidates for digital transformation, ask key questions:

› What are the processes – customer or internally focused – that will make the biggest difference in meeting the needs of my customers, help me attract the best employees or put me ahead of our competition?

› What can I expect in terms of increased revenues, lower costs and better productivity? (Note: it's good to develop some goals in advance as they will be essential to evaluating the success of the project.)

As you identify good candidates for digital transformation, analyse in detail how they work:

› Document existing workflows. Pinpoint the manual/paper-based and digital steps that underlie these processes.

› Look at the underlying data. How is it generated and stored? How accurate is it?

› Look at the lifecycle of the information: What steps are in place for managing information from creation, through storage and destruction? As part of any streamlining process, you need to develop a records retention schedule that defines how long categories of records should be maintained as active or inactive before they're destroyed.

› Identify any records or business artifacts that need special handling.

RETHINK HOW YOU WORK
THE PAPERLESS PARADOX

PEOPLE HAVE BEEN TALKING ABOUT THE "PAPERLESS OFFICE" FOR SO LONG IT ALMOST SEEMS SYNONYMOUS WITH THE IDEA OF THE DIGITAL WORKPLACE. IT IS, AND IT ISN'T.

Despite the well-documented benefits of reducing paper — less mess, better for the environment and lower costs — the paper habit has proved tough to kick. Many people are simply more comfortable working with documents they can hold in their hands. And they don't factor in the costs incurred over time:

› Although the initial outlay for creating a paper record (i.e., buying the paper and printing the document) is minimal, the costs go up from there mainly because of the labor involved.

› Studies show the average employee spends 25 percent of their week filing, copying, indexing or retrieving documents.[2]

› It's also essential to factor in the cost of potential security losses: Although cybercrime gets a lot of attention, paper records also account for a substantial number of data breaches as well as privacy and regulatory violations. In addition, paper is highly vulnerable to theft and damage due to

natural disasters, such as floods, which can impact business continuity.

Despite all of this, the appeal of paper in the office remains strong. It's unlikely that the digital workplace will be paper's death knell.

If going completely paperless is not possible or practical, a better plan is to manage your paper usage. That means getting the right balance of digitisation, storage and secure destruction.

Here are four key steps to keep in mind:

STEP 1: GET ORGANISED.

Start by taking a holistic look at the paper records you typically maintain:

› Make a list of the different types of records your company generates: accounting, tax, personnel, customer, etc.

› Develop a records retention schedule that defines how long categories of records should be maintained as active and retained as inactive before they're destroyed.

› Identify any records that need special handling.

Once you have a clear idea of what you're keeping and where it's kept, you'll be in a better position to make decisions about what should be scanned, stored or destroyed.

STEP 2: DIGITISE.

With a smart digitisation strategy, all your physical documents that take up valuable office real estate can be stored in a fraction of the space and cost. And by making them digital you make them more accessible and able to be digitally mined for data and insights. Especially for customer-facing processes, the information is simply more available when it's digital. And it is more secure – there are far more options for encryption and password protection.

STEP 3: STORE OFFSITE.

Most businesses end up with a certain number of paper records that require secure storage. Depending on how much paper you manage, storing it onsite can be convenient and inexpensive at first, but the costs of staff and use of real estate for nonproductive purposes can quickly offset any potential savings. If you end up with a few file cabinets or worse, a whole storeroom filled with boxes, consider working with an experienced offsite storage provider such as Iron Mountain. Your documents will be safe from loss or damage. If they contain sensitive information, they are more secure, protecting you from legal or compliance issues. Most important, once they are properly labeled and indexed, they are more easily accessible, reducing or entirely eliminating the costs of staff time for managing and searching through records.

STEP 4: DESTROY.

There's a tendency to keep paper records indefinitely. Try to resist that mentality, and instead embrace the view that all records – paper and digital – go through a natural life cycle of creation, management and destruction. Getting rid of records in a secure and appropriate way helps streamline operations, reduce the potential for legal and compliance penalties and ultimately lower costs. Not to mention, it helps achieve your sustainability goals.

RETHINK HOW YOU WORK
CHOOSING A DIGITISATION STRATEGY

IF YOU'RE SERIOUS ABOUT TRANSITIONING TO A NEW DIGITAL WORKPLACE, EVENTUALLY YOU'LL HAVE TO MAKE DECISIONS ABOUT HOW MUCH OR LITTLE OF YOUR PAPER RECORDS YOU NEED TO DIGITISE.

Some level of digitisation is essential to any digital workplace strategy, regardless of whether the goal is streamlining workflows and processes, enabling effective collaboration among remotely located employees or freeing valuable office space that's needed for today's socially distant office configurations.

Here are three ways Iron Mountain can help:

BACKFILE CONVERSION

This is the logical, first option to consider: a complete scan of all your documents. This puts you on the fast track to the digital workplace and is cost-effective in the long term. However, because scanning is labor intensive, the up-front costs can be significant.

One option to make this more affordable is to manage the conversion in bite-size chunks, categorising and prioritising your files into smaller conversion projects (e.g., by department) and converting in waves.

IMAGE ON DEMAND

When complete conversion is not appropriate or deemed too costly, another option – Iron Mountain's Image on Demand – is to digitise individual documents on an as-needed basis. This reduces the initial capital outlay and gets your digitisation effort underway.

DIGITAL MAILROOM

A third option to consider is scanning and indexing paper documents as they are produced or received in the normal course of business. Because so many documents come in through the mail, Iron Mountain offers a Digital Mailroom solution. This is typically done in conjunction with Backfile or Image on Demand solutions but can also be performed separately should converting legacy documents not be a top priority.

MAKING DIGITISATION EASY

Iron Mountain digitisation services are among our most popular offerings for clients undertaking digital workplace initiatives. We work with you to design a scanning strategy that meets your needs and budget.

Your documents are delivered, shipped or picked up via secure transportation and brought to our imaging facility. Once scanned, your images are delivered via secure media for you to store and manage. You can also opt to have your images securely hosted by Iron Mountain with 24/7 web-based access to your critical information any time. All clients have access to the Iron Mountain portal for placing orders, running activity reports and accessing inventory data – anytime from anywhere. The Iron Mountain® Mobile app helps you stay up to date with your orders, including Image on Demand, using your smartphone or tablet.

RETHINK WHERE YOU WORK
RECONFIGURING THE OFFICE

MUCH HAS CHANGED BECAUSE OF THE PANDEMIC, BUT FEW PLACES WILL UNDERGO AS MUCH CHANGE AS THE OFFICE.

Yes, offices still have a future because many jobs must be performed in an office-like location. And offices help fulfill a need that people have to feel like they're part of something bigger. But there is no question that a discussion of office design will start with "Before COVID-19/After COVID-19."

What will change? How many employees want to work in the office, fully remote or in a hybrid environment? How can the physical office support flexibility? What will be the fate of the executive suite? The storeroom? The employee lounge? The ping-pong and pool tables?

Here are some key ideas to consider as you rethink how a physical office can best support a digital workplace strategy:

INTERACTIVE
The thing people working from home report missing most is face-to-face interaction with colleagues. As result, successful offices will be designed to support socialisation and collaboration. Instead of rows of desks and workstations, think a business lounge in an airport where

RECONFIGURING THE OFFICE – TAKING THE NEXT STEP

According to Iron Mountain/IDG research, 80% of organisations have implemented physical workspace initiatives. Reengineering existing space was the top initiative selected, particularly among those in healthcare and other industries that require in-person employees. One-third of these organisations reported dealing with consolidating offices/closing branches.

When asked to identify two to three areas within their companies that could have enabled a quicker response to managing their workplace following the pandemic, the top needs cited were better records/data management through digitisation, accelerating digital needs and automation and contingency planning.

you are free to move around and do different things across a variety of spaces: big meeting rooms and small meeting rooms – and, of course, some quiet places for private work.

SAFE

Before COVID-19, the emphasis was on "densification" – fitting as many people as possible into a space. Now, it's all about "de-densification" – allowing plenty of room for people to socialise in a safe way whether it's physical distancing; one-way circulation; enhanced cleaning; heating, ventilation and air conditioning; and so on.

FLEXIBLE AND CONTROLLABLE

The design concept needs to be flexible – able to change at a day's notice to make sure that people can use different spaces the way they want. Spaces will be bookable with measures and controls, so employees can remotely reserve a workspace, meeting rooms, etc. When employees arrive, they enter a well-controlled, well-organised and ultimately safe environment.

USEABLE

In the newly reconfigured office, there will be pressure to use every space as effectively as possible. All the communal places in the office will be getting a second look as we seek to reduce the potential for transmitting illness. Spaces devoted entirely to storage will also come under scrutiny.

ARE YOU THINKING ABOUT RECONFIGURING OR CONSOLIDATING SPACE?

Through Iron Mountain Clean Start® we conduct live or virtual assessments of your office to help you make the best use of your space and help you identify physical records that could be digitised and workflows to automate, so you can support your remote workforce.

RETHINK WHERE YOU WORK
GETTING REMOTE WORKING RIGHT

DURING THE COVID-19 PANDEMIC, REMOTE WORKING SUDDENLY BECAME A NECESSITY. OFFICE BUILDINGS EMPTIED OUT, DINING ROOM TABLES WERE REPURPOSED AS MAKESHIFT OFFICES AND PEOPLE BEGAN TO EXPERIENCE PREVIOUSLY UNHEARD-OF MALADIES LIKE "ZOOM FATIGUE."

Although remote working has pluses and minuses – less commuting and more flexibility versus the loss of in-person interaction – it's clear remote working, in some form, is here to stay.

According to a 2021 survey among organisations in Europe and North America conducted for Iron Mountain by IDG, the expectation is roughly 20% fewer employees will return to the office. As a result, it's likely that a big focus of workplace transformation initiatives will be on supporting and enhancing remote access capabilities, along with keeping those who return to the office safe.[3] Accomplishing these goals may require not only maintaining remote/ hybrid options but also reconfiguring office space (see the next section of this guide) as well as actually closing offices.

As you navigate to a hybrid/ remote workforce, keep the following steps in mind:

TAKE STOCK

As we move past initial responses to the pandemic, it's time to assess what worked well and what didn't.

DOCUMENT POLICIES

More than ever, it's essential to make clear your policies on the use of your business' information systems (e.g., restrictions on uploading files). Employees should be aware of the business' policies on destroying information, which should include a disposition policy.

FOCUS ON SECURITY

A wide range of vulnerabilities can affect your digital workplace. In the Iron Mountain/IDG survey, respondents cited data sensitivity issues, changing cybersecurity threats and uncertainty about handling the volume of data resulting from multiple end users and their devices.

MAKE ENCRYPTION STANDARD PRACTICE

The dramatic shift to remote working has made encryption a necessity. Just having the latest systems and security software isn't enough. Data encryption – scrambling data, making it exceedingly difficult for unauthorised users to access it – is even more important on devices operated by remote employees.

PROTECT ORIGINAL DOCUMENTS

Many businesses, such as law firms, work with original documents – paper files that are traditionally stored in either the firm's central records centre, at an off-site storage facility or in a local bank vault. When employees are working remotely, achieving this level of protection presents unique challenges that must be anticipated to ensure you can serve the needs of the firm's clients without compromising confidentiality. New procedures should be considered for remote workers to ensure the proper chain of custody is maintained throughout the life cycle.

DATA ACCESS OPTIONS

No two companies will follow the same approach to remote working. That's why Iron Mountain offers a range of services you can adapt to your strategy:

SECURE DATA STORAGE
Iron Mountain offers a range of cloud and off-line tape storage options to meet all your data needs.
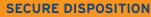
DIGITAL MAILROOM
Redirect your organisation's inbound physical mail to an Iron Mountain PO Box where we digitise it and make it available through our secure cloud storage for easy access by your remote workers.

DOCUMENT/RECORDS STORAGE
You still have paper files, and your remote employees need access to them. We can physically relocate your file room to a secure Iron Mountain facility where your records are managed according to your filing system. Using Iron Mountain, with just a few clicks your employees can search through your inventory, locate what's required and arrange for records to be quickly scanned and delivered to you electronically.

SECURE DISPOSITION
It's unlikely that simply working remote will stop employees from generating paper files, potentially exposing private information. Iron Mountain offers secure disposition services.

RETHINK WHERE YOU WORK
COMPLIANCE, CONTINUITY AND SUSTAINABILITY

WHATEVER BUSINESS YOU ARE IN – REGARDLESS OF THE PRODUCTS YOU MAKE OR THE SERVICES YOU PROVIDE – YOU ARE PART OF THE INFORMATION ECONOMY.

That means how you use and manage information has a decisive impact not only on the success of your operations but also on the following:

› The protection of individual privacy – how likely you are to be penalised for compliance violation

› How quickly you can recover after a disaster

› Your impact on the environment

Let's look at each of these issues and see how they factor into your digital workplace strategy:

PRIVACY/COMPLIANCE

Just about every kind of business collects data.

The use of cloud services, remote working, digitisation and social media pose new challenges and require that businesses become increasingly creative in spotting and managing data privacy risks:

› Make employees aware of best practices to ensure data privacy.

› Conduct continuous vulnerability testing to surface unexpected problems.

› Ensure your employees understand that new uses of technology – especially consumer-class technologies such as mobile devices, downloaded applications, public Wi-Fi networks and on-demand service services – often increase data privacy risks.

› Look carefully at what data you are keeping and for how long. Indefinitely maintaining data that contains private information puts you at risk for cyberattacks and compliance problems.

Compliance is often left with the IT department, but the reality is that it's a business issue that involves people across your organisation – and an issue where you can often benefit from working with an experienced third-party information and records manager such as Iron Mountain.

IMPROVED BUSINESS CONTINUITY AND FLEXIBILITY

In the past, business continuity was often synonymous with office continuity. The focus was on keeping the business going if a fire, flood or other disaster made it impossible for people to get to work. Remote working was perceived as one option for ensuring continuity.

Now it's at the core of any continuity plan – supporting the digital workflows that make remote workforces possible and enabling collaboration to take place anytime, from anywhere:

› Making effective use of hot and cold data storage options. Ensure that critical information is quickly available. Use off-line storage to preserve information that may not be immediately needed but is essential for long-term survival.

› Planning for destruction. Work out schedules for what to keep, how long to keep it and how to destroy records when they are no longer needed.

SUSTAINABILITY

Digital technologies are playing an essential role in managing issues related to the environment. Deployments that take advantage of cloud computing, AI, the IoT and more are helping achieve sustainability goals in several ways:

› Supporting remote working strategies that reduce commuting

› Making buildings green and efficient

› Supporting greater use of alternative energy sources

› Automating processes with environmental impact, such as detecting gas leaks

However, these and other initiatives can lead to the inaccurate perception that the digital workplace is inherently greener. This, of course, is only part of the story. The digital workplace has its own environmental footprint with increased energy consumption from cloud data centres and ongoing consumption and disposal of everything from paper to old IT assets.

The challenge of being more sustainable doesn't simply disappear as businesses digitally transform; instead, it evolves. Supporting sustainable practices such as remote working, reducing paper consumption and responsible disposal of no-longer-needed assets are all ways businesses can help protect our environment.

TRANSITIONING TO THE DIGITAL WORKPLACE

THE DIGITAL WORKPLACE ISN'T A DESTINATION. IT'S A JOURNEY THAT INVOLVES RETHINKING A WIDE RANGE OF EVERYDAY BUSINESS PROCESSES. RELY ON IRON MOUNTAIN TO HELP YOU GET THERE.

Whether it's helping you support your remote workers, reconfigure your office space or automate key workflows, rely on Iron Mountain's array of storage, digitisation, shredding and asset disposal services to help you safely manage and protect your physical and digital resources.

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ABOUT IRON MOUNTAIN

Iron Mountain Incorporated (NYSE: IRM), founded in 1951, is the global leader for storage and information management services. Trusted by more than 220,000 organisations around the world, and with a real estate network of more than 85 million square feet across more than 1,400 facilities in over 50 countries, Iron Mountain stores and protects billions of information assets, including critical business information, highly sensitive data, and cultural and historical artifacts. Providing solutions that include secure storage, information management, digital transformation, secure destruction, as well as data centres, art storage and logistics, and cloud services, Iron Mountain helps organisations to lower cost and risk, comply with regulations, recover from disaster, and enable a more digital way of working.

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