Foreword

Sun Microsystems has been committed to virtual work teams and teleworking for more than a decade. This book from the Haskayne School of Business at the University of Calgary soundly articulates the concept and implementation of telework. The book also highlights our belief and the industry's realization that The Network is the Computer, a concept Sun has been driving since the 1990s and something that has helped teleworking become a reality.

In 2001, a number of drivers came together to move telework implementation from an interesting idea to a practical and necessary reality. First, access and use of broadband technology became widespread and more comfortable to many in both the workplace and the home setting. Next, the events of 11 September delivered a sobering realization of the corporate risks of business interruptions.

In addition, shareholder and management pressures to get a handle on real estate costs grow by the day. Also, the sheer volume of traffic (and therefore commute times) has increased in many urban areas around the world. This has led to much discussion about the rising level and impact of carbon emissions and the toll this takes on infrastructure such as highways and public transportation.

In December 2001, Sun provided home-based broadband connections to any employee who wanted to work from home or a decentralized office at least some of the time. More than 50 per cent of Sun employees now participate in our telework program, officially called Open Work. As a result, we have saved about \$400 million on real estate costs over the past five years and reduced CO₂ emissions by about 30 000 metric tons each year. And, our employees are happy (we probably get more work out of them too).

We 'walk the talk' at Sun. We are further ahead than most companies in this area. Over the past three years, Sun has received many awards for our Open Work program, including:

- 2006 Best Workplaces for Commuters by the US Environmental Protection Agency (EPA) and the US Department of Transportation (DOT)
- 2006 AWLP Work-Life Innovative Excellence Award
- 2005 Optimas Award presented by *Workforce Management*
- CoreNet Global Innovators Award.

In the spirit of our strategy to share or open source our technology, we share our Open Work best practices with customers and partners around the world. Our Open Work unit, under the leadership of Ian Gover, has helped customers increase productivity, morale and employee retention and save money. Many of these principles are highlighted in this book.

And, furthering our claim as the most partnered company on the planet, Sun plans to partner with Professors Verbeke and Schulz at the Haskayne School of Business in the integration of our individual capabilities. Specifically, we will publish the results of telework and virtual work teams for at least 38 000 people in our internal database.

At Sun, we like to fly our own airplanes. Using our technology to drive telework and virtual teams is a natural fit for us. Teleworking is here and The Network is the Computer.

Scott McNealy, Chairman
Sun Microsystems, Inc.
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