

McGill's Healthy Hybrid Framework:

McGill's Healthy Hybrid Framework helps employees achieve greater balance and efficacy in their personal and working lives and supports diversity, inclusion, and employee engagement. When effectively implemented and adapted to the nature of the work and the requirements of the Unit or Faculty, the hybrid work model can optimize task efficacy and overall productivity. By striking the right balance, managers and their teams can create a thriving and dynamic work environment that promotes an effective and healthy workplace. It is recommended that hybrid work arrangements be reviewed annually, or more frequently, if required, to ensure continued suitability to the evolving needs and workplace context.

As reflected in this framework, the University retains a predominantly onsite Flexible Work Arrangement program, given that we remain a place-based, in-person organization that values a culture of service and collaboration, and a sense of community and belonging for all. The present framework can support 50% or 60% work from home (WFH), to facilitate formal space-saving initiatives in alignment with the University's strategic objective of implementing cost-efficient solutions to growing space needs.

The Healthy Hybrid Framework is the next phase in McGill's hybrid journey. As the world of work continues to evolve, continuous learning at the individual, team, unit, and institutional level remains essential. McGill's Flexible Work Arrangements program will continue to be monitored and adjusted as needed, considering the evolving needs and priorities of the University.

| <i>FULLY ONSITE</i> |
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| <ul style="list-style-type: none">••••• ••• |

20% WFH (Work-from-home)

Within the parameters of McGill's Healthy Hybrid Framework, individual Faculties and Units may add their own key criteria and limits. Please ensure that your FWA

40% WFH (Work-from-home)

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1. Tasks, priorities, operations

50% or 60% WFH (Work-from-home)

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In addition to criteria cited above for employees at 40% WFH (Hybrid Fixed or Hybrid Flex), staff working at 50% or 60% WFH need the expressed approval of their Unit or Faculty, supported by a formal space-saving initiative, as these employees will no longer maintain exclusive use of a workspace.

Key considerations may include:

- Suitability of space-sharing model to nature of work, roles, responsibilities
- Feedback mechanisms to monitor impacts and support effectiveness (key stakeholders including clients and team)
- Training, skills development to adequately support team and individual effectiveness in this hybrid work arrangement (EG Technical and Teaming Skills, Healthy Hybrid Attestation, Hybrid Team Reset Exercise)
- Ensure supplementary onsite workspaces for employees to accommodate both planned and unplanned schedule overlaps
- Shared team day(s) onsite – efforts to keep team intact
- Proximity onsite to team members and necessary equipment
- Conditions that enable onsite effectiveness (privacy, silence, interactive spaces, as required)
- Adequate, secure storage space