

## **McGill's Healthy Hybrid Guiding Principles**

1. Ensure that McGill's Mission and its service to students, teaching and research remain at the heart of decisions regarding hybrid work.
2. Maintain a continuous learning approach to effectively address the evolving needs of our community and our institution, using sound measures and participatory approaches to shape healthy hybrid, monitor progress and adjust as required.
3. Promote a vibrant McGill community and workplace that attracts and retains diverse talent, supporting employee engagement, and overall wellbeing.
4. Empower Faculties and Administrative Units to manage their Healthy Hybrid workplace in accordance with McGill's Guiding Principles and Framework, counting on leaders, teams and employees to be accountable for the ongoing quality and quantity of their deliverables regardless of work location.
5. Focus on roles, work tasks, and Faculty, Department and Unit requirements to define levels/degrees of flexibility and determine where, when and how work is best accomplished.
6. Encourage fairness, equity and flexibility, while fully respecting differences in roles, responsibilities and local contexts including space-reduction initiatives.
7. Support the success of Healthy Hybrid at an institutional, local and individual level through the provision of evolving policies, tools, training and communications.