



THREE BLUE DUCKS

WORKPLACE POLICY

You're here because you're awesome at what you do!

This document outlines the expectations and policies designed to support your success at Three Blue Ducks.

The Ducks acknowledge the Traditional Custodians, and Elders past, present and future, of the lands on which we work and live. The Ducks pay forward respects to the Traditional Owners of all the Aboriginal lands that make up Australia from which our venues sit, and products are sourced.



While working at Three Blue Ducks, you may have access to confidential information and proprietary business practices. It is essential to maintain strict discretion and not share, discuss, or disclose any company information—directly or indirectly—unless it is required for business purposes or legally mandated.

You must not share company-related information with any staff members, including managers from other Three Blue Ducks venues, unless explicitly approved by the owners.

Confidential information includes, but is not limited to:

- Financial details
- Guest information
- Operational methods and systems
- Training manuals
- Employee details

This policy applies to all forms of communication, including verbal discussions, printed documents, emails, web portals, and text messages.

Failure to uphold confidentiality may result in disciplinary action, including warnings or legal consequences if misuse of information harms the company or gives competitors an unfair advantage.

OUR VISION

To be globally recognised as Australia's leading lifestyle driven hospitality brand, bringing communities together with wholesome, sustainably produced and delicious food & drinks, created by our passionate and dedicated people. The Ducks are here for the good times

OUR PURPOSE

At Three Blue Ducks, we're motivated by honest food, real people, and good times. We're inspired to provide a template for good living through ethically produced and sourced food that is fresh, wholesome, and prepared with consideration for the environment.

It's this ethos that makes Three Blue Ducks a respected hospitality brand and a great place to work. We strive to deliver exceptional experiences that make peoples days happier and leave the world a little better in doing so!

OUR TEAM VALUES

- Connection, Community & Teamwork
- Passion and Pride
- Accountability
- Opportunities for growth & self-improvement
- Seeking to understand others
- Hard work & best effort

At Three Blue Ducks, we are committed to providing equal opportunities for all employees. We strive to eliminate and prevent discrimination and harassment based on; race, colour, descent, national or ethnic origin, ethnoreligious background; sex; marital status; pregnancy, potential pregnancy; family responsibilities; disability (physical, intellectual, psychiatric, sensory, neurological or learning disabilities, illnesses such as mental illness, HIV/AIDS; age; gender orientation; political conviction; and religious beliefs.

Equal opportunity means that all staff have the right to work in a safe, inclusive, and equitable environment-free from discrimination and harassment. We are dedicated to fostering a workplace where diversity is valued, and everyone is treated with fairness and respect.

Our commitment extends to:

- Providing a workplace free from discrimination and harassment
- Supporting underrepresented groups to overcome barriers to inclusion
- Creating a supportive and open workplace culture where all employees can reach their full potential

This applies to all aspects of employment, including recruitment, promotions, job classification, staff development, supervision, and workplace relationships.

All employees share the responsibility to maintain a productive, ethical, safe, and equitable work environment. This extends to interactions with colleagues, guests, suppliers, subcontractors, and external training providers.

At Three Blue Ducks, we are committed to providing a safe and healthy working environment for all employees, contractors, and visitors across our venues.

We take food safety and hygiene extremely seriously. With high volumes of guests dining with us daily, we ensure the highest standards are met to guarantee safe food handling.

Whether it be monitoring and recording fridge temperatures, properly labelling and dating stock, safe food preparation practices, adhering to cleaning checklists, or maintaining strict hand hygiene; please be vigilant and ensure all procedures are followed to always uphold the highest standards of food safety and hygiene.

If you are ever unsure, please speak to your Food Safety Supervisor or Manager.

This policy is reviewed annually or as needed to ensure it remains relevant and up to date.

Policy

This policy establishes a clear framework for managing employee performance while ensuring fair and consistent treatment across all teams.

Scope

This policy applies to all employees across all departments and locations of Three Blue Ducks.

Performance Management Process

- **Objective Setting:** At the start of each performance period, managers and employees will collaboratively set clear, measurable objectives aligned with company goals.
- **Continuous Feedback:** Managers will provide regular feedback to recognise strengths and identify areas for improvement.
- **Mid-Year Review:** A formal review will take place mid-year to assess progress and adjust goals as needed.

Identifying Performance Issues

Managers are responsible for monitoring and identifying performance concerns, which may include:

- Failure to meet objectives
- Poor work quality
- Lack of teamwork
- Any behaviour negatively impacting the work environment

For more details on managing performance, please refer to the Fair Work Ombudsman:

<https://www.fairwork.gov.au/employment-conditions/performance-in-the-workplace>

UNLAWFUL HARASSMENT POLICY

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Unlawful harassment is any unwelcome verbal or physical conduct that creates an intimidating, hostile, or offensive work environment. It is considered harassment when it occurs due to a person's sex, pregnancy, race, ethnoreligious background, marital status, age, sexual orientation, appearance, gender identity, or disability.

A single incident can constitute harassment - it does not need to be repeated. What matters is how the behaviour affects the person experiencing it, even if it was not intended to offend.

We acknowledge that different social and cultural backgrounds may shape perceptions of acceptable behaviour. However, all employees must be mindful that what may seem harmless to one person can be offensive to another.

Consequences Of Harassment

Harassment is considered misconduct and may result in disciplinary action, including instant dismissal. Any employee who harasses colleagues or members of the public on company premises will face serious consequences.

Respecting Pronouns

You can't always determine someone's pronouns by looking at them. Asking and using the correct pronouns is a basic way to show respect for someone's gender identity.

Reporting Harassment

All incidents of harassment must be reported immediately to the Restaurant Manager of the venue. The matter will then be escalated and managed by Human Resources.

Guiding Question

Before acting, ask yourself: "Would a reasonable person find this behaviour intimidating, offensive, or humiliating?"
If the answer is yes - or even uncertain - don't do it.

SEXUAL HARASSMENT POLICY

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Sexual harassment has no place at Three Blue Ducks. It can happen to anyone and has serious impacts on both mental and physical well-being.

We are committed to providing a safe and respectful workplace, where all employees are treated with dignity, courtesy, and respect. Sexual harassment will not be tolerated under any circumstances.

What Is Sexual Harassment?

Sexual harassment can be a direct act or actions that create a hostile work environment. Examples include (but are not limited to):

- Suggestive behaviour
- Displaying sexually offensive pictures, gestures, or propositions
- Unwelcome physical contact of a sexual nature
- Sexually related language or jokes
- Gender-based insults
- Unwelcome comments about a person's sex life or appearance
- Unnecessary familiarity, such as deliberate brushing up against someone
- Indecent assault or rape (which are also criminal offences)
- Promises or threats in exchange for sexual favours

Reporting Sexual Harassment

All incidents of sexual harassment must be reported immediately to the Restaurant Manager. The matter will then be escalated and managed by Bianca at bianca@threeblueducks.com.

For full details, please refer to the Sexual Harassment Policy [HERE](#)

At Three Blue Ducks, we are committed to maintaining a workplace free from bullying, where all employees are treated with respect, dignity, and fairness. We strive to create an environment that fosters positive working relationships.

What is Bullying?

Bullying is repeated, unreasonable behaviour directed at an individual or group that poses a risk to health and safety and is considered unlawful.

Repeated behaviour refers to ongoing actions over time.

Unreasonable behaviour is any conduct that a reasonable person would consider victimising, humiliating, intimidating, or threatening.

Instances of bullying will be addressed promptly through counselling, mediation, or disciplinary action to ensure a fair and amicable resolution.

Important Note

Managers are responsible for making business-driven decisions, such as adjusting work tasks, reassigning staff, or managing performance and behavioural expectations. While these decisions may not always be popular, they do not constitute bullying when carried out fairly and appropriately.

If an employee is found or suspected to be under the influence of alcohol or drugs before or during their shift, they will be suspended pending an investigation and any necessary disciplinary action.

If you are taking prescribed medication, we may request a doctor's certificate confirming that you are fit to work while taking it and whether any reasonable adjustments should be made to support your health.

Being incapacitated or engaging in misconduct due to drug use or excessive alcohol consumption at work is considered gross misconduct and may result in immediate termination without notice under our disciplinary procedure.

Alcohol may only be consumed during work hours with prior approval from a manager.

At Three Blue Ducks, we have a zero-tolerance policy regarding theft in the workplace. We are committed to fostering a work environment where all staff and guests are treated with dignity, courtesy, and respect. Theft in any form will not be tolerated under any circumstances.

Company & Personal Property

- Company property, including but not limited to food and beverages, must not be taken from the premises without authorisation.
- Any unauthorised removal, attempted removal, or interference with company property, or the belongings of another employee or guest, will be considered a serious disciplinary offence and may result in instant dismissal.
- Anyone found concealing or assisting in such actions will also face disciplinary consequences.

Legal Action

Theft is a criminal offence. If proven, the company has a legal obligation to report the incident to the relevant authorities.

Personal Belongings

Three Blue Ducks and its affiliated companies are not liable for personal belongings left in the restaurant or office.

Tip Pooling

Keeping cash tips when they are part of a pooled system is considered theft and will be treated accordingly.

At the end of the day, we are a team. Respecting each other's property is non-negotiable—anyone disregarding this will face instant dismissal.

SICK LEAVE POLICY

Falling sick happens, and we'd always prefer you call in sick rather than come to work unwell. If you are unable to attend your scheduled shift due to illness or personal reasons, it is essential to inform the manager on duty as soon as possible.

Notifying Management

- Check the Deputy app to see which manager is on duty and find their contact details.
- You must call the manager on duty. If they don't answer, send a follow-up text message.
- Keep management updated on any changes to your health, including an estimated return-to-work date if possible.
- Being honest and transparent about your illness helps the team plan and accommodate any necessary support.

Shift Coverage

If you can't attend your shift, you should try to find coverage as soon as possible:

- Use the internal WhatsApp group to check who is working.
- Reach out to the venue manager or assistant venue manager via email for assistance.

Sick Leave Entitlements

Casual Employees: Sick leave is unpaid.

Contract Employees:

- If unwell for two consecutive days or more, a medical certificate must be submitted to your manager and HR before Tuesday
- Sick leave will be deducted from accrued sick leave.
- If sick leave is exhausted, annual leave or time in lieu will be used.
- You can also request leave without pay if needed.

PERSONAL LEAVE POLICY

- Casual - Personal leave is unpaid. Leave requests must be submitted in Deputy for approval before taking time off.
- Contract - Personal Leave will be paid using accrued annual leave. Leave requests must be submitted in Deputy for approval before taking time off. If you do not have enough accrued annual leave, you must request Leave Without Pay in advance. Leave Without Pay is not an option if you have sufficient accrued annual leave available.

At Three Blue Ducks, we offer a Maternity/Paternity Leave Payment separate from the Government Paid Parental Leave.

Eligibility & Payment

Full-Time Employees

- Must have worked with Three Blue Ducks for a minimum of one year in a full-time capacity.
- Eligible for four equal weekly payments of \$500, which can be taken at any time during maternity/paternity leave.
- You must be on approved leave (i.e., spending time with your family/baby).

Casual Employees

- Must have worked with Three Blue Ducks for one year on a regular and systematic basis.
- Eligible for two equal weekly payments of \$250, which can be taken at any time during maternity/paternity leave.
- You must be on approved leave (i.e., spending time with your family/baby).

If this applies to you now or in the future (from 1st January 2023), please contact Bianca in HR to discuss your options: bianca@threeblueducks.com.

GENERAL STAFF VENUE POLICY

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Conduct & Professionalism

- Arrive on time, in uniform, and ready for service.
- Treat guests, colleagues, and management with respect.
- No phone use during service unless approved.
- Address workplace concerns professionally with a Manager or HR.

Service Standards

- Greet and farewell all guests warmly.
- Table allocations are not guaranteed—refer issues to the Manager.

Workplace Hygiene & Safety

- Maintain high hygiene standards and follow food safety protocols.
- Keep work areas clean and organised.
- Follow opening and closing procedures.
- Adhere to RSA guidelines.
- No outside food or drinks unless pre-approved

Teamwork & Communication

- Support your team, especially during peak hours.
- Communicate clearly and professionally.
- Report shift absences ASAP and assist in finding coverage.



All Front of House staff must hold a valid RSA on file in the restaurant. A digital copy can also be stored in the NSW Service app. RSA training received through the NSW RSA course must be always applied within our venues.

When to Refuse Entry or Service of Alcohol

Alcohol service must be refused in the following situations:

- Minors – underage guests
- Intoxicated or disorderly guests
- Safety risk – when alcohol consumption poses a danger to staff or guests
- Legal liability – failure to follow RSA laws can hold the licensee responsible

It is illegal to serve someone after they have been refused alcohol. Never be persuaded to serve "just one last drink" once a refusal has been made.

How to Manage an RSA Refusal

- Offer non-alcoholic beverage options.
- Follow Sequence of Service – always provide tap water on tables, even after payment.
- Ask, "Can we arrange a taxi to take you home?"
- Maintain a calm and polite tone – if a guest raises their voice, lower yours.
- Inform your manager immediately – only a manager or supervisor can ask a guest to leave.

Further RSA training will be covered in your SOS induction.

Disciplinary action will be taken against any employee who engages in harassment or discrimination towards colleagues or guests on company premises. Sexual harassment is a serious offence and is considered misconduct, which may result in instant dismissal.

Handling Complaints

- Any complaints of harassment or discrimination will be investigated immediately and confidentially, with sensitivity to all parties involved.
- Appropriate steps will be taken to stop the harassment or discrimination.
- The disciplinary action taken will depend on the investigation's findings.
- Victims may also pursue legal action, which could result in significant damages or even criminal penalties for the offender.

How to Report a Complaint

If you experience or witness harassment or discrimination:

1. Make it clear that the behaviour is unwelcome.
2. Notify your supervisor, manager, or restaurant manager immediately.
3. If the issue involves your department head or manager, or if you are unsatisfied with the response, report it directly to Human Resources.

Investigation & Action

- Once a complaint is made, we will immediately begin an investigation.
- If the complaint is substantiated, the alleged offender will be interviewed and given a chance to respond.
- Depending on the outcome, appropriate disciplinary action will be taken, which may include termination.
- Steps will be taken to ensure the behaviour stops and a safe, respectful workplace is maintained.

At Three Blue Ducks, we encourage employees to explore development opportunities to grow their careers—whether within the Ducks or beyond. All open positions are listed online for staff to review. Employees are also welcome to discuss opportunities confidentially with HR before applying.

Internal Transfer Process

If an employee is interested in transferring to another venue or position, they should:

1. Email the Managing Director, their Line Manager, and HR, stating:

1. The position/venue they'd like to transfer into.
2. Why they believe they are best suited for the role.

2. Management will review the employee's history and reach out to the requested venue to assess:

1. Venue needs and role requirements.
2. If the employee is the right fit for the role and location.
3. If approved, dates will be set for the transfer to begin, coordinated between the current and future line managers and DMC.

Important Notes

- While we strive to promote internally, success depends on the quality of the application and whether the employee meets the role and venue requirements.
- If an application is unsuccessful, employees are welcome to reapply in the future.

EMPLOYEE REFFERAL POLICY

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Think Three Blue Ducks is an EPIC place to work?
If you refer someone for a role and they're successfully hired, you'll receive a referral bonus!

Definition of 'Successfully Hired'

Contract Employees - Must complete their probation period successfully.

Casual Employees - Must have worked regularly over a six-month period.

Referral Bonus Amount

Full-Time Contract: \$1,000 (paid alongside your pay).

Casual: \$200 (paid alongside your pay).

Qualification Process

To be eligible, the candidate's CV must be emailed to bianca@threeblueducks.com

The referred employee must successfully complete the recruitment process and meet the outlined requirements before the referral bonus is considered.





The Ducks' Exchange Policy allows employees who have been with the company for 12+ months to apply for a short-term, non-permanent exchange to another venue. The application process can be found in the Ducks' Perks document.

Terms & Conditions

- Must have worked at Three Blue Ducks for 12+ months to be eligible.
- Your job is secure while on exchange.
- The Ducks will consider all exchange requests, but dates, role availability, and venue needs may impact approval. Some requests may be refused or countered with an alternative offer.
- The Ducks reserve the right to cancel or shorten an exchange if business needs change.
- Relocation costs or rental subsidies are not covered, as the exchange is the employee's own decision.

Employees interested in permanently relocating to another venue are encouraged to discuss opportunities with HR. The following procedure applies when requesting a job transfer within Three Blue Ducks:

Application Process

1. Email the Managing Director, Line Manager, and HR stating:
 1. The position/venue you wish to transfer into.
 2. The reason you believe you are suited for the role.
2. Management will review your history and assess staffing needs, role requirements, and suitability for the venue.
3. If approved, relocation dates will be arranged between your current and future line managers and DMC.

Important Notes

- Transfers are not guaranteed. Approval depends on staffing needs and whether you are the best fit for the role/venue.
- If your request is denied, you are welcome to apply again in the future.
- Relocation costs and rental subsidies are not covered as transfers are voluntary.
- Once a transfer is complete, a new contract will be issued, and the probationary period will restart.

There may come a time when you decide to leave the nest and move on from the Ducks. If that day comes, here's what you need to do:

Casual Employees

- Provide one week's notice in writing to your manager, including your expected last day.
- During probation? One week's notice is still required. If you do not complete your notice period, the Ducks may withhold all or part of your final pay.
- On your last day: Return all Ducks' property (tees, aprons, work phones, etc.).

Contract Employees

- Outside of probation? Check the Notice of Termination Table in the Restaurant Award to confirm your required notice period.
- Submit a formal resignation letter to your manager, including your expected last day.
- Maintain the same high-quality performance throughout your notice period.
- Before leaving, draft a list of outstanding tasks to assist in a smooth transition.
- On your last day: Return all Ducks' property (tees, aprons, work phones, etc.).
- Exit Interview: If you have been with the company 1+ years, HR may contact you before your last day to gather feedback on your role and experience.

Good Luck on Your Next Adventure!

Thank you for being part of the Ducks - we wish you all the best in your journey ahead! 



ENJOY YOUR TIME WITH US AT THE DUCKS!