



Heart first. Always.

THRIV3 Handbook

Policies, Procedures and Code of Conduct

Version 3.5 - July 2026



Acknowledgement of Country

THRIV3 (Indigenous Corporation) acknowledges the Traditional Custodians of Country throughout Australia and recognises their continuing connection to land, waters and community. We pay our respects to Elders past, present and emerging. THRIV3 also extends our respect to all those who care for our land, waters, knowledge and community, and who have fallen in service of our nation.

THRIV3 is culturally grounded in Wiradjuri Country and extends its respect to all First Nations peoples and communities across Australia with whom we walk.



Australian National Flag · Aboriginal Flag · Torres Strait Islander Flag

How to Use This Handbook

Welcome to THRIV3. This THRIV3 Handbook sets out THRIV3's policies, procedures and expectations. It is written for everyone connected with the corporation: our Board of Directors, our members, our staff, our volunteers, our contractors and consultants, students on placement and agency workers (together, THRIV3 People). It is designed to introduce you to the way we work and to be a continuing reference throughout your time with us.

The handbook is organised into six parts:

- **Part A - Working at THRIV3:** our organisation, values, employment conditions and everyday workplace policies. Chapters 3 to 11 deal with employment entitlements and apply to employees; the values, conduct and culture chapters apply to everyone.
- **Part B - Health, Safety and Wellbeing:** work health and safety, wellbeing and support. Part B applies to all THRIV3 People, paid or unpaid.
- **Part C - Volunteers:** how THRIV3 involves, supports and protects volunteers.
- **Part D - Contractors and Consultants:** what THRIV3 expects of, and provides to, contractors, consultants and agency workers.
- **Part E - Governance and Integrity:** the Board, members, child safety, fraud prevention, money, modern slavery and artificial intelligence.
- **Part F - The THRIV3 Policy Suite:** a directory of the standalone policies that sit behind this handbook.

Each chapter summarises the relevant policy in plain language. The full policies in the THRIV3 Policy Suite contain the complete terms. If there is any inconsistency between a summary in this handbook and the full policy, the full policy prevails.

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Part A

Working at THRIV3

1. Welcome and About THRIV3

Welcome

This handbook is more than a set of guidelines; it reflects our mission and the values we uphold. Inside you will find policies, procedures and our code of conduct, each carefully designed to guide our actions and decisions as we work together to enrich communities across Australia.

Whether you have recently joined us or have been part of our team for some time, your role in this endeavour is vital. Together, we can make a lasting and meaningful impact. Thank you for being an integral part of THRIV3's story.

Pat Skinner

Founder, Director and Chief Executive Officer, THRIV3 (Indigenous Corporation)

“At our centre - is our communities - THRIV3ing together”

About THRIV3

THRIV3 is a proudly Aboriginal-led Indigenous Corporation, registered charity and not-for-profit based in Trangie, NSW, operating on Wiradjuri Country and working across rural, regional and remote Australia. Our work is grounded in Country, culture and community, with a strong focus on caring for land and water while strengthening people, identity and opportunity.

THRIV3 was established in response to the ongoing gaps experienced by communities outside major cities, including limited access to services, employment pathways, education, cultural programs and long-term opportunities. Drawing on lived experience, strong relationships with local communities and on-the-ground delivery, THRIV3 was created to move beyond short-term responses and instead build lasting capability, pride and self-determined futures for communities.

THRIV3 holds no private shareholders and pays no dividends. Every dollar of service revenue, grant funding and social-enterprise income is reinvested into our charitable purpose, and giving is built in through The THRIV3 Gift Fund.

Organisation Details

- Legal name: THRIV3 (Indigenous Corporation)
- ICN: 10165
- ABN: 90 515 247 153
- Registered under the Corporations (Aboriginal and Torres Strait Islander) Act 2006 (CATSI Act)
- Registered charity with the Australian Charities and Not-for-profits Commission (ACNC)
- Address: 37 Derribong Street, Trangie NSW 2823
- Phone: 02 6889 1508 | Website: www.thriv3.com.au

Our Programs and Pillars

THRIV3 delivers its work through four strategic pillars, each carrying a portfolio of programs and services that support community outcomes.

- The Heart - Culture, Community and Youth: strengthening cultural identity, supporting young people and building strong, connected communities (including the Paddling Pathways Program).
- The Hands - Rangers and Land Management: on-Country work including land and environmental management, waterway care, cultural site protection and disaster preparedness.
- The Bridge - Training, Education and Workforce Development: building skills, qualifications and long-term employment pathways through accredited training and traineeships.
- The Engine - Social Enterprise, Economic Development and Corporate Services: aquatic centres, project management, digital systems, consultancy and corporate services that generate income and reinvest in community programs.

THRIV3 is guided by the principles of Respect, Innovation, Vitality, Empowerment, Engagement and Education. All activities are community-led, culturally informed and locally grounded.

The Trangie Rangers Program

The Trangie Rangers Program is a community-led initiative supported by funding from the National Indigenous Australians Agency (NIAA). The program supports local Aboriginal people to care for Country, build skills and employment pathways, strengthen cultural knowledge and pride, and support community wellbeing and safety.

Ranger roles involve a mix of activities that will vary depending on community needs, seasons and projects, the directions of your manager, and the deliverables set out in THRIV3's funding agreement with the NIAA and its approved Annual Plan. Depending on those requirements, your work may include:

- Caring for land, waterways and natural environments
- Cultural site protection and maintenance
- Weed, pest and environmental management
- Supporting community events and cultural activities
- Working alongside Elders, cultural mentors and partner organisations
- Learning and applying workplace skills such as teamwork, communication and leadership
- Any other reasonable activities directed by THRIV3 that are relevant to the program, your role and THRIV3's obligations under its NIAA agreement

Rangers also receive a dedicated Induction Booklet with additional detail on the Rangers program, cultural responsibilities and on-Country work expectations.

Governance

THRIV3 is registered under the Corporations (Aboriginal and Torres Strait Islander) Act 2006 (CATSI Act) and regulated by the Office of the Registrar of Indigenous Corporations (ORIC). As a registered charity, THRIV3 is also registered with, and reports to, the Australian Charities and Not-for-profits Commission (ACNC). THRIV3's Rule Book requires an Aboriginal and Torres Strait Islander majority of members and directors, so control of THRIV3 rests with First Nations people.

The Board of Directors and the Board of Members set the strategic direction of the corporation, and the CEO leads daily operations. THRIV3 reports to its members, ORIC and the ACNC, and its books are independently audited. All employees are responsible for complying with THRIV3's Rule Book (ICN 10165, registered 17 October 2024) and ORIC and ACNC requirements.

2. Our Values and Culture

Our Rule Book Objectives

THRIV3's formal objectives, set out in our Rule Book, are to transform hearts through six enduring commitments:

- Respect - for who people are, where they come from, and what they know.
- Innovation - creative problem-solving that goes beyond what has been done before.
- Vitality - spiritual, mental, physical and cultural health.
- Empowerment - enabling people to reach their goals and transform their lives.
- Engagement - genuine two-way engagement, walking in both worlds.
- Education - the transfer of knowledge, because when knowledge flows, people grow.

Our Culture Values

Alongside our Rule Book objectives, the following values shape how we work with each other, how we engage with communities and how we make decisions.

- Trust - we prioritise a trustworthy environment built on transparency and honesty.
- Humility - we value each team member's contribution and the insights of our communities.
- Respect - we treat every team member and community with dignity, and we embrace diversity.
- Inspire - we lead by example, fostering innovation, creativity and a drive towards excellence.
- Virtuous - we hold ourselves to high ethical standards and act as socially responsible people.
- Excellence - we strive for the highest quality, continuously improving and delivering exceptional results.

Cultural Protocols

All THRIV3 employees carry a responsibility to respect and uphold cultural protocols. This includes listening to and respecting Elders and cultural mentors, following cultural guidance, showing respect for sacred sites and stories, and understanding that some cultural knowledge is not shared publicly.

If you are unsure about cultural matters, always ask your supervisor or a member of the THRIV3 Cultural Advisory Committee (TCAC).

THRIV3 Cultural Advisory Committee (TCAC)

The THRIV3 Cultural Advisory Committee (TCAC) is made up of local Elders, cultural knowledge holders, Trangie Local Aboriginal Land Council representatives, youth voices and community leaders. The TCAC provides cultural authority and guidance to ensure programs are respectful, culturally safe and led the right way, with strong connection to Wiradjuri culture, Country and community. The TCAC, together with Traditional Owner arrangements, meets at least quarterly and provides oversight of recruitment, activity prioritisation and cultural authority for works on Country.

Dual Assessment Framework

THRIV3 applies a dual assessment framework to all performance and disciplinary matters. This means every situation is considered through both the HR process requirements and the cultural impact on the team member and their community. This approach ensures that decisions are fair, culturally informed and aligned with THRIV3's values.

3. Your Employment

Types of Employment

THRIV3 engages employees on the following bases, as set out in your employment contract.

- Full-time employees work 38 ordinary hours per week and are entitled to all leave and benefits under the National Employment Standards (NES) and the applicable Award.
- Part-time employees work fewer than 38 ordinary hours per week on a regular and predictable pattern, and receive the same entitlements as full-time employees on a pro rata basis.
- Casual employees are engaged on an hourly basis with no firm advance commitment to continuing and indefinite work, and receive a casual loading in lieu of paid leave entitlements (other than entitlements that apply to all employees under the NES).
- Fixed-term employees are engaged for a specified period or for the duration of a specific project or funding arrangement.

Casual Employment and the Employee Choice Pathway

The definition of a casual employee, and the pathway to permanent employment, are set by the Fair Work Act 2009 (Cth) as amended by the Closing Loopholes reforms. Under the employee choice pathway, a casual employee may give THRIV3 written notice that they wish to change to full-time or part-time employment if they believe they no longer meet the definition of a casual employee. To use this pathway you must have been employed for at least 6 months (or at least 12 months if THRIV3 is a small business employer at the time). THRIV3 will consult with you and respond in writing within 21 days, and may only decline on the grounds permitted by the Fair Work Act.

Information statements

All new employees receive a copy of the Fair Work Information Statement, and all new casual employees also receive the Casual Employment Information Statement, at or as soon as practicable after commencement. Casual employees receive the Casual Employment Information Statement again at the intervals required by the Fair Work Act.

Probationary Period

All new employees are subject to a probationary period of six months, as set out in your employment contract. During this period your performance, conduct and suitability for the role will be assessed, and THRIV3 will provide feedback and support to help you succeed. Either party may end the employment during the probationary period by providing one week's written notice (or payment in lieu), subject to the NES.

Award Coverage

Most THRIV3 employees are covered by the Miscellaneous Award 2020 (MA000104), unless otherwise specified in your employment contract. Employees working at the Aquatic Centres may instead be covered by the Fitness Industry Award 2020 (MA000094). The award that applies to you, together with your specific classification and pay rate, is set out in your contract of employment. The NES form the minimum safety net of employment conditions and apply to all employees. You can find more information at fairwork.gov.au or by calling the Fair Work Ombudsman on 13 13 94.

Induction and Onboarding

All new employees participate in a structured induction program covering THRIV3's vision and strategic pillars, your position description and responsibilities, work health and safety requirements, cultural protocols, employment conditions and access to our systems (see Our Systems and Tools). Your manager will guide you through the induction process over your first three months.

Working with Children Check and Police Check

The safety of children and community members is paramount in everything THRIV3 does. All employees must obtain and maintain a valid Working with Children Check (WWCC) in each state in which they work, and must provide their WWCC details to THRIV3 before commencing work. You must notify your manager immediately if your WWCC status changes or is revoked.

All employees are also required to undergo a National Police Check (criminal history check) as a condition of employment. If any offences are identified during the check, the CEO or the Board of Directors will review the circumstances before making a decision about your ongoing employment. THRIV3 keeps records of all WWCC and police checks and will remind you when renewals are due. THRIV3 will not treat an irrelevant criminal record as a barrier to employment, consistent with anti-discrimination law.

Mandatory checks

Failure to maintain a valid Working with Children Check, or to disclose relevant criminal history information, may result in disciplinary action, up to and including termination of employment.

4. Code of Conduct

THRIV3 expects all employees to conduct themselves with integrity, professionalism and respect in all aspects of their work. This Code of Conduct applies to all employees, contractors and volunteers.

Professional Conduct and Integrity

- Act with integrity and honesty in all dealings, and be accountable for your actions
- Comply with all applicable Australian laws, regulations and professional standards
- Maintain confidentiality and do not disclose sensitive information to unauthorised persons
- Declare any personal interests that might conflict with your official duties
- Use THRIV3 resources and assets efficiently and only for their intended purpose

Respect and Relationships

- Seek, value and embed diverse views, particularly those of Traditional Owners and local communities
- Treat colleagues, community members and stakeholders with fairness, dignity and respect, free from discrimination or harassment
- Observe and implement appropriate cultural protocols, such as Welcomes to Country and Acknowledgements of Country, in all engagements and activities
- Build trust and maintain positive relationships with Indigenous communities and partners through clear dialogue and appropriate action

Duties and Responsibilities

- Carry out all functions with competence, skill and professionalism
- Prioritise personal safety and the safety of others, and do not take unnecessary risks
- Never use illegal or intoxicating substances while on duty
- Use established procedures to report or challenge behaviour that contradicts this Code of Conduct

Conflict of Interest

You must declare any situation where your personal interests could conflict with, or appear to conflict with, your duties at THRIV3. This includes financial interests, secondary employment, family relationships and any other situation that could influence your judgement. Declarations should be made to the CEO in writing.

Secondary Employment

If you wish to take on additional paid work outside THRIV3, you must obtain written approval from the CEO before commencing. Secondary employment must not conflict with your THRIV3 duties, affect your performance or fitness for work, or create a conflict of interest.

Fraud, Corruption and Wrongdoing

THRIV3 has zero tolerance for fraud, corruption, theft and dishonest conduct. If you become aware of, or suspect, any fraudulent, corrupt or dishonest activity, you have a responsibility to report it to your manager, the CEO or directly to the Board of Directors. You may also make a disclosure under the whistleblower protections in the Corporations (Aboriginal and Torres Strait Islander) Act 2006 (CATSI Act).

THRIV3 will protect any employee who makes a genuine report of wrongdoing. You will not be penalised, dismissed or disadvantaged for raising a concern in good faith, even if the concern is ultimately not substantiated. All reports will be handled confidentially and investigated promptly.

Breaches of the Code of Conduct may result in disciplinary action, up to and including termination of employment.

5. Salaries and Wages

Pay Frequency, Payslips and Systems

THRIV3 pays employees fortnightly via electronic funds transfer. THRIV3 uses several connected systems: your payslips are issued through MYOB; you clock in and out, submit timesheets and request leave in THRIV3 Connectteam; you update your personal details and access your records in THRIV3 HR; and policies, the Handbook, forms and templates are published in the THRIV3 CMS. See Our Systems and Tools for the full list. If you have any questions about your pay, contact your manager or the administration team.

Award Rates and Classification

Your pay rate is determined by your classification under the modern award that applies to your role, either the Miscellaneous Award 2020 (MA000104) or, for aquatic centre staff, the Fitness Industry Award 2020 (MA000094), unless your contract specifies otherwise. THRIV3 reviews pay rates in line with Annual Wage Review decisions of the Fair Work Commission. The National Minimum Wage from 1 July 2026 is \$26.44 per hour (or \$1,004.90 per 38-hour week); your award classification rate may be higher.

Correct payment of wages

THRIV3 is committed to paying every employee correctly and on time, in accordance with the applicable award and the NES. Intentional underpayment of wages or entitlements is a criminal offence under the Fair Work Act 2009 (Cth) (section 327A), and THRIV3 does not tolerate it. If you ever believe you have been paid incorrectly, raise it with your manager or the administration team promptly so it can be checked and corrected.

Superannuation

THRIV3 pays superannuation contributions at the Superannuation Guarantee rate, currently 12% of your ordinary time earnings (the rate reached 12% on 1 July 2025). From 1 July 2026, Payday Super applies, meaning superannuation contributions are paid on each payday rather than quarterly, and must reach your fund within seven business days of the pay date.

You can nominate your preferred superannuation fund by completing a Standard Choice Form. If you do not nominate a fund, contributions will be paid into your existing stapled super fund or, if none exists, THRIV3's default fund.

Salary Packaging

As a registered public benevolent institution, THRIV3 is endorsed by the Australian Taxation Office for fringe benefits tax (FBT) exemption. This means eligible employees can salary package certain benefits up to the FBT-exempt cap for public benevolent institutions, currently a grossed-up taxable value of \$30,000 per employee each FBT year (which equates to approximately \$15,900 of GST-free benefit value). Amounts packaged within this cap are generally free of FBT.

If the value of your reportable benefits exceeds \$2,000 in an FBT year, a reportable fringe benefits amount will be shown on your income statement. This amount is not taxed, but it can affect some income-tested payments and obligations, such as family assistance, the Medicare levy surcharge and study loan repayments. Speak to the administration team if you would like to take part or have any questions.

Allowances, Overpayments and Underpayments

Allowances (for example travel, accommodation and meal allowances) may be payable depending on your role and the applicable award and your contract. If an overpayment or underpayment is identified, THRIV3 will notify you as soon as practicable. Underpayments will be corrected in the next available pay run. For overpayments, THRIV3 will work with you to agree on a reasonable repayment arrangement. You are encouraged to check your payslips regularly and raise any concerns promptly.

Time Recording

All employees are required to accurately record their hours of work in THRIV3 Connecteam. Timesheets must be submitted on time each pay period. If you have difficulty accessing the system, speak to your manager or the administration team for assistance.

Paying People Correctly

Intentional underpayment of wages, superannuation or entitlements is a criminal offence under the Fair Work Act from 1 January 2025, with penalties including imprisonment. Honest mistakes are not a crime, and THRIV3 follows the Fair Work Ombudsman's Voluntary Small Business Wage Compliance Code: we document how each role is classified, check rates against the award every 1 July, keep accurate time and pay records, seek advice when unsure, and correct any error promptly and transparently. If you believe your pay is wrong, tell the CEO straight away; it will be checked and fixed, never held against you.

6. Hours of Work

Standard Hours

Full-time employees work 38 ordinary hours per week, or an average of 38 hours per week over a roster cycle. Your ordinary hours of work are set out in your employment contract.

Spread of Hours

Ordinary hours are worked within the spread of hours specified in the modern award that applies to your role. Your manager will advise you of your specific start and finish times and any rostering arrangements that apply to your role.

Overtime and Time Off in Lieu

Overtime must be authorised by your manager before it is worked, and is paid in accordance with the modern award that applies to your role. By mutual agreement, you and your manager may arrange for time off in lieu (TOIL) instead of overtime payment, taken at a time agreed between you.

Flexible Working Arrangements

If you have completed at least 12 months of continuous service, you may request a change to your working arrangements where you: are the parent of, or have responsibility for the care of, a child of school age or younger; are a carer; have a disability; are 55 or older; are pregnant; are experiencing family or domestic violence; or are providing care or support to a member of your household or immediate family who is experiencing family or domestic violence. Requests must be made in writing. THRIV3 will discuss the request with you, genuinely try to reach agreement, and respond in writing within 21 days. A request may only be refused after that discussion and on reasonable business grounds, with written reasons given, and the matter may be referred to the Fair Work Commission if it cannot be resolved.

Right to Disconnect

Under the National Employment Standards, you have the right to disconnect. This means you may refuse to monitor, read or respond to contact (or attempted contact) from THRIV3, or from a third party such as a client, outside your working hours, unless that refusal is unreasonable. THRIV3 may still contact you outside working hours where there is a reasonable basis to do so (for example a genuine emergency, a welfare check on a remote or lone worker, or a change to a roster), and you are expected to respond to reasonable safety-related contact. If a disagreement arises about whether a refusal is reasonable, THRIV3 and the employee will first try to resolve it at the workplace level, and either party may apply to the Fair Work Commission if it cannot be resolved.

Rostering and Shift Arrangements

Some roles at THRIV3 involve shift work or rostered hours. Your manager will provide you with your roster in advance and will consult with you about any changes. Rosters take into account operational needs, individual preferences where possible and applicable Award provisions.

7. Annual Leave

Entitlement

Full-time employees are entitled to four weeks (152 hours) of paid annual leave per year of service, and part-time employees receive annual leave on a pro rata basis, in accordance with the NES. Full-time employees who meet the definition of a shiftworker may be entitled to five weeks. Annual leave accrues progressively throughout the year and accumulates from year to year. Casual employees are not entitled to annual leave.

Requesting Leave

All annual leave must be requested in THRIV3 Connectteam and approved by your manager before the leave is taken. You should provide as much notice as possible, and a minimum of two weeks' notice is appreciated for extended periods. Please do not make travel arrangements until your leave has been approved.

Under the National Employment Standards, annual leave is taken at a time agreed between you and THRIV3. THRIV3 must not unreasonably refuse a request to take annual leave, but it may refuse a request on reasonable business grounds - for example minimum staffing or safety requirements, peak program or community periods, or where too many staff have requested the same period. Where a request cannot be approved, THRIV3 will explain why and work with you to agree a suitable alternative time.

Leave Loading

Where the modern award that applies to your role provides for annual leave loading, it is paid at 17.5% on a period of paid annual leave, in accordance with that award and your employment contract.

Shutdown Periods

THRIV3 may direct employees to take annual leave during a temporary shutdown period (for example over the Christmas and New Year period), in accordance with the applicable award. You will be given the notice required by the award. If you do not have sufficient accrued leave to cover the shutdown, THRIV3 will reach a written agreement with you about the arrangements for that period.

Excessive Leave and Cashing Out

If your annual leave balance becomes excessive, THRIV3 may direct you to take a period of leave in accordance with the applicable award, and will work with you to find a mutually agreeable time. THRIV3 may also enter into a written agreement with you to cash out a portion of accrued annual leave, where permitted by the award and the NES, provided you retain a balance of at least four weeks.

8. Personal and Carer's Leave

Personal Leave

Full-time employees are entitled to 10 days of paid personal (sick) leave per year, and part-time employees receive personal leave on a pro rata basis. Personal leave accrues progressively and accumulates from year to year. You may take personal leave when you are unfit for work because of a personal illness or injury.

Evidence Requirements

THRIV3 may require you to provide a medical certificate or statutory declaration to support your absence. This will generally be required for absences of two or more consecutive days, or where a pattern of absence is identified, and may also be required for single-day absences adjacent to a weekend, public holiday or period of leave.

Carer's Leave

You may use your personal leave entitlement to care for or support a member of your immediate family or household who requires care or support because of a personal illness or injury, or an unexpected emergency. Notify your manager as soon as practicable and provide evidence if requested. If you have exhausted your paid personal leave, you are entitled to two days of unpaid carer's leave per occasion. Casual employees are entitled to two days of unpaid carer's leave per occasion.

For the purposes of leave, immediate family and household include a person related to you according to Aboriginal or Torres Strait Islander kinship rules, and a current or former intimate partner.

9. Other Leave

Parental Leave

Eligible employees (including eligible casuals) with at least 12 months' continuous service are entitled to up to 12 months of unpaid parental leave following the birth or adoption of a child, with the right to request a further 12 months (up to 24 months in total). You may also be eligible for the Australian Government's Paid Parental Leave scheme. For children born or adopted from 1 July 2026, the scheme provides up to 26 weeks (130 days) of government-funded Parental Leave Pay, and the Government pays a 12% superannuation contribution on Parental Leave Pay for children born or adopted from 1 July 2025. Speak to your manager or Services Australia for details on eligibility and how to apply. The full terms are set out in the Parental Leave Policy in Part C.

Compassionate and Bereavement Leave

You are entitled to two days of paid compassionate leave per occasion when a member of your immediate family or household contracts or develops a life-threatening illness or injury, or passes away. Compassionate leave is also available if a child is stillborn, or if you, or your current spouse or de facto partner, have a miscarriage. Casual employees are entitled to two days of unpaid compassionate leave per occasion.

Family and Domestic Violence Leave

All employees, including casuals, are entitled to 10 days of paid family and domestic violence leave per 12-month period, paid at their full rate of pay (including casual loading for casuals). This leave does not accumulate from year to year. THRIV3 treats all requests with sensitivity and confidentiality. If you or someone you know is experiencing family or domestic violence, you can contact 1800RESPECT (1800 737 732) or speak to your manager in confidence.

Community Service Leave

You are entitled to leave for eligible community service activities in accordance with the NES, including voluntary emergency management activities (such as SES, RFS or other emergency services) and jury duty. For jury duty, THRIV3 will make up the difference between jury duty pay and your base pay for the first 10 days of jury service, for full-time and part-time employees.

Long Service Leave

Long service leave is provided in accordance with the Long Service Leave Act 1955 (NSW). You are entitled to two months of paid long service leave after 10 years of continuous service, with a further one month for each additional five years. A pro rata entitlement is payable after five years of continuous service where employment ends because THRIV3 terminates it (other than for serious and wilful misconduct), or you resign because of illness, incapacity, or domestic or other pressing necessity, or on death.

Cultural and Ceremonial Leave

THRIV3 recognises and respects the cultural obligations of all employees, particularly those connected to Aboriginal and Torres Strait Islander communities. Paid cultural leave is available for significant cultural obligations, including Sorry Business, NAIDOC Week, cultural ceremonies, obligations to Country and other responsibilities as agreed with your manager. Where possible, THRIV3 will also offer flexible working arrangements to support employees in meeting their cultural responsibilities, and will take a respectful and supportive approach to all requests.

10. Performance and Development

360 Degrees of Feedback

THRIV3 does not run traditional performance reviews. We run 360 Degrees of Feedback: a mandatory, development-focused program where every person receives feedback from multiple directions - themselves, their manager, and over time their peers and the people they work with - so they see the full circle, not a single opinion.

Each cycle starts with your own self-reflection activity: your strengths, your goals, a skills self-assessment and a draft development plan. Your manager selects four to eight raters who work with you regularly; their responses are confidential, aggregated and anonymised, and a minimum number of raters is required before anything is shared. You then sit down in a facilitated one-on-one conversation to talk through the themes: warm, honest and two-way, with a support person welcome.

Three rules protect the program: 360 feedback is used only for development and is never used for disciplinary action; it does not determine pay; and you see themes and patterns, never individual responses. Every employee takes part at least annually.

Personal Development and Learning Plans (PDLPs)

Every employee has a PDLP: your individual roadmap at THRIV3 and a required part of employment. It belongs to you; your manager's job is to support, resource and remove barriers. You build it together after each 360 session, with two to four SMART goals, the support THRIV3 commits to, and an LLND assessment (Literacy, Language, Numeracy and Digital) that shapes how training is delivered for you. It is a living document, reviewed together at least every six months with quarterly check-ins where practicable.

Training and Career Pathways

Training required for your role is paid for by THRIV3 and completed in paid time. Study support, accredited training, cultural learning, mentoring and traineeships through The Bridge pillar are available under the Education and Professional Development Policy, and your PDLP is the doorway to them. Go out. Come back. Bring others.

11. Discipline and Termination

The Improvement Pathway: OFL, OFI, PMP

Where performance or conduct falls short of clear expectations, THRIV3 uses a staged pathway that is honest about what needs to change, generous with support, and clear about consequences. It draws on direct evidence of work performance; 360 feedback is never used as evidence in this pathway.

Stage 1 - OFL (Opportunity for Learning). The first response to a gap is learning, not blame. You and your manager identify the specific gap, talk about what is getting in the way, and agree the learning that closes it: training, coaching, mentoring or adjusted support, with a review normally four to eight weeks later. An OFL is supportive and is not a warning.

Stage 2 - OFI (Opportunity for Improvement). If the gap continues after a genuine OFL, a formal OFI meeting is held. You are told the purpose in advance and may bring a support person. The OFI notice records the shortfall with examples, the standard required, the support provided, a fair review period, and your response, which is genuinely considered first. An OFI operates as a formal written warning.

Stage 3 - PMP (Performance Management Plan). If an OFI has not resolved the gap, a structured plan of normally four to twelve weeks is built with you: specific, achievable targets, weekly or fortnightly check-ins, documented support and honest written feedback. A PMP operates as a final written warning: it states clearly that not meeting the plan may result in termination. Targets must be realistic; a PMP is a genuine opportunity to succeed.

Stage 4 - Termination. If a PMP is completed without the required improvement, you are invited in writing to a show cause meeting with a support person, and your response and circumstances are genuinely considered before any decision. Termination is with notice under the NES, the award and your contract. Termination of employment is decided by the responsible manager or Executive Leadership Team (ELT) member, who must notify the CEO before the decision takes effect and provide the documented evidence supporting it: the OFL, OFI and PMP records, or the investigation record for serious misconduct. ELT members are managed by the CEO, and only the CEO may terminate their employment. Termination of the CEO is a matter for the Board.

Fairness at Every Stage

At every stage the concern is specific and evidenced, you hear it and respond before decisions are made, support is real and documented, timeframes are reasonable, and a support person (including an Elder or cultural mentor) is always welcome. Stages may be repeated or extended where circumstances warrant, and the pathway starts at a later stage only where the seriousness of the matter justifies it, with reasons documented. THRIV3 has regard to the Small Business Fair Dismissal Code.

Serious Misconduct and Summary Dismissal

Serious misconduct sits outside the pathway and may result in summary dismissal after a fair investigation: theft, fraud, assault, being at work affected by alcohol or drugs, serious safety breaches, serious harassment, any child safety breach, or conduct causing serious and imminent risk to a person or THRIV3's reputation. You may be stood down on pay while an allegation is investigated.

Notice and Final Pay

Notice periods and final pay follow the National Employment Standards, the applicable modern award and your employment contract. Where a role is genuinely no longer required, redundancy is managed separately from this pathway: genuine consultation, consideration of redeployment, and redundancy pay where the NES and award require it (Form F08 records consultation meetings).

12. Grievance and Dispute Resolution

THRIV3 encourages employees to raise concerns or grievances as early as possible. This section summarises the process; the full process is set out in the Grievance Policy in Part C.

How to Raise a Grievance

In the first instance, you are encouraged to raise the matter directly with the person involved, where it is appropriate and safe to do so. If that does not resolve it, or is not appropriate, refer the grievance to your manager, advising the nature and details of the grievance and your preferred outcome. If it is still unresolved, or it involves your manager, refer it to the CEO (in writing if requested). THRIV3 will decide what action is appropriate and whether further investigation is warranted, and will allow reasonable time for each stage.

Confidentiality and No Victimisation

All grievances are handled with discretion and confidentiality, and information is shared only with those who need to be involved. THRIV3 will not tolerate victimisation, retaliation or disadvantage against anyone who raises a genuine grievance or participates in an investigation. Any such behaviour will be treated as a serious disciplinary matter.

External Avenues

If you are not satisfied with the internal outcome, or wish to seek independent advice, you may contact the Fair Work Ombudsman (13 13 94 or fairwork.gov.au) at any time. For matters involving dismissal, the relevant body is the Fair Work Commission (fwc.gov.au), and strict time limits apply, generally 21 days from the date the dismissal takes effect.

13. Anti-Discrimination and Equal Opportunity

THRIV3 is committed to a workplace free from discrimination, harassment, sexual harassment, victimisation and bullying. This section summarises our commitment; the full policy is the Equal Employment Opportunity, Discrimination, Harassment and Workplace Bullying Policy in Part C.

Protected Attributes

Under the Fair Work Act 2009 (Cth), the Sex Discrimination Act 1984 (Cth), the Racial Discrimination Act 1975 (Cth), the Disability Discrimination Act 1992 (Cth), the Age Discrimination Act 2004 (Cth) and the Anti-Discrimination Act 1977 (NSW), it is unlawful to discriminate against a person because of attributes including race, colour, descent or national or ethnic origin, sex, sexual orientation, gender identity, intersex status, age, disability, marital or domestic status, pregnancy or breastfeeding, family or carer's responsibilities, religion, political opinion, and because a person is experiencing family and domestic violence. THRIV3 has zero tolerance for unlawful discrimination on any of these grounds.

Positive Duty on Sexual Harassment

Under the Sex Discrimination Act 1984 (Cth), THRIV3 has a positive duty to take reasonable and proportionate measures to eliminate, as far as possible, sex discrimination, sexual and sex-based harassment, and conduct that creates a hostile work environment on the ground of sex. THRIV3 treats this as a work health and safety issue and follows the seven standards endorsed by the Australian Human Rights Commission (leadership, culture, knowledge, risk management, support, reporting and response, and monitoring, evaluation and transparency). Workers may also apply to the Fair Work Commission for orders to stop sexual harassment.

Reasonable Adjustments and Identified Positions

THRIV3 will make reasonable adjustments to support employees with a disability, consistent with the Disability Discrimination Act 1992 (Cth). Certain positions within THRIV3 are designated as Aboriginal and/or Torres Strait Islander identified positions, in accordance with exemptions under anti-discrimination legislation; this is integral to THRIV3's mission and the cultural integrity of its programs, particularly the Rangers program.

Complaints

If you experience or witness discrimination, harassment or bullying, raise the matter using the grievance process in Section 12 and the Part C policy. You may also complain to the Australian Human Rights Commission, Anti-Discrimination NSW, or the Fair Work Commission.

14. Privacy and Confidentiality

This section summarises how THRIV3 handles personal information. The full policy is the Privacy Policy in Part C.

Employee Records and the Privacy Act

THRIV3 collects, holds and uses personal information for employment-related purposes, including payroll, performance management, training, work health and safety, and regulatory compliance. Information is stored securely and accessed only by authorised personnel. THRIV3 keeps the employee records required under the Fair Work Act 2009 for a minimum of seven years, and is committed to complying with the Privacy Act 1988 (Cth) and the Australian Privacy Principles, as amended by the Privacy and Other Legislation Amendment Act 2024. While the employee records exemption may apply to some records, THRIV3 treats all personal information with care and respect.

Data Breaches and the Statutory Tort

THRIV3 complies with the Notifiable Data Breaches scheme under the Privacy Act. If you become aware of, or reasonably suspect, a data breach, you must report it to the Privacy Officer (a member of the Executive Leadership Team) as soon as practicable and no later than 24 hours after becoming aware of it. Employees should also be aware that, since 10 June 2025, individuals have a statutory right to sue for serious invasions of privacy, so personal information must always be handled lawfully and carefully.

Confidentiality Obligations

All employees must treat information belonging to THRIV3, its community members, program participants and stakeholders as strictly confidential, including financial information, strategic plans, personal details of community members and participants, and any other information not intended for public release. You must not disclose confidential information without prior authorisation. This obligation continues after your employment ends. A breach may result in disciplinary action, up to and including termination of employment.

15. Technology and Social Media

This section summarises the everyday rules for technology and social media. The full policies are the Internet and Email Policy, the Social Media Policy and the Workplace Surveillance Policy in Part C.

Use of THRIV3 Equipment and Systems

THRIV3 provides equipment including computers, phones, vehicles and tools for work purposes. All equipment must be used safely, respectfully and for work purposes only, and any damage, faults or safety concerns must be reported immediately. All employees are provided access to THRIV3 systems: you keep your personal details current in THRIV3 HR, and access policies, forms and the Handbook in the THRIV3 CMS, submit timesheets, access payslips, apply for leave and access policies and forms. You are responsible for keeping your details current and submitting timesheets accurately and on time.

Email and Internet Use

Work email and internet resources are provided for business purposes. Limited personal use is permitted provided it is kept to a minimum, does not interfere with your work, and complies with THRIV3 policies. The display or transmission of offensive, sexually explicit, defamatory, discriminatory or unlawful material is strictly prohibited. All computers and data, and all email sent or received on THRIV3 systems, remain the property of THRIV3.

Social Media

You must not make public statements on behalf of THRIV3 without prior authorisation from the CEO, and must not post content that could damage THRIV3's reputation, breach confidentiality or disclose information about programs, participants or community members. You must not use social media to bully, harass or discriminate against colleagues, community members or others. This applies whether or not the use occurs on THRIV3 premises or during working hours.

Photography and Recording

Employees must not photograph or record other employees, community members, participants or cultural activities without prior consent and appropriate authorisation. Particular care must be taken around children and cultural activities, and all photography and recording must comply with THRIV3's cultural protocols.

Workplace Surveillance

THRIV3 conducts lawful camera, computer and vehicle-tracking surveillance in accordance with the Workplace Surveillance Act 2005 (NSW). This handbook, together with the Workplace Surveillance Policy in Part C, is your written notice of that surveillance. Cameras and vehicle tracking devices are signed or marked, and surveillance is not conducted in any toilet, change room or bathing facility.

Social media and public comment

Inappropriate use of social media or public comment that damages THRIV3's reputation, breaches confidentiality or discloses information about programs, participants or community members may result in disciplinary action, up to and including termination of employment.

16. Uniforms and Appearance

Uniform Requirements

THRIV3 provides uniforms for employees as required for their role. Uniforms must be worn during work hours and kept clean and in good condition. If your uniform is damaged or no longer fits, speak to your manager about a replacement.

Personal Protective Equipment

Employees working in operational roles, particularly Rangers, are required to wear appropriate personal protective equipment (PPE) at all times while performing field work. This includes steel-capped or sturdy boots, a hat, sunscreen (SPF 50+), high-visibility clothing and any other PPE specified for the task. PPE is provided by THRIV3 and must be worn correctly and maintained in good condition.

Professional Presentation

All employees are expected to maintain a neat and professional appearance appropriate to their role and work environment, including personal hygiene and grooming standards.

Cultural Dress

THRIV3 welcomes and respects the wearing of cultural items, including cultural cloaks, cultural dress and other items of cultural significance. These are always appropriate in the workplace.

Tattoos and Piercings

Tattoos and piercings are generally acceptable. However, tattoos or body modifications that are offensive, discriminatory or inappropriate for a professional workplace may be required to be covered during work hours. If you are unsure, speak to your manager.

17. Vehicles and Travel

You must hold a current, valid licence, and to drive a THRIV3-owned or leased vehicle you must be aged 25 or over unless the CEO approves an exemption in writing (our motor vehicle insurer does not cover drivers under 25 without an arranged exemption). THRIV3 vehicles are for work only: personal use is not permitted unless approved in writing by the CEO or the Board of Directors. The full rules are in the Vehicle Use Policy (Policy 24).

This section summarises everyday requirements for vehicles and travel. The full policy is the Motor Vehicle Policy in Part C.

THRIV3 Vehicles and Driver Requirements

THRIV3 vehicles are provided for authorised work purposes. All drivers must hold a current and valid Australian driver's licence appropriate for the class of vehicle, and must drive safely and in accordance with all road rules and traffic laws. You must notify your manager immediately if your licence is suspended, cancelled or restricted, and you must not drive a THRIV3 vehicle if you are fatigued, unwell, or impaired by (or over the legal limit for) alcohol or drugs. Before each trip, check that the vehicle is roadworthy, fuel is adequate and required equipment is on board.

Maintenance, Reporting and Accidents

Any vehicle faults, damage or maintenance needs must be reported to your manager promptly, and vehicles returned clean and in the condition received. In the event of an accident, ensure the safety of all persons, contact emergency services if required, report to your manager as soon as practicable, and complete a written incident report within 24 hours.

Travel, Accommodation and Fuel Cards

Travel and accommodation for work-related trips must be approved in advance by your manager. THRIV3 will cover reasonable travel, accommodation and meal expenses in accordance with your contract and the applicable Award, and receipts must be kept. Fuel cards are provided for THRIV3 vehicles and must only be used for authorised work-related fuel purchases; misuse may result in disciplinary action.

18. General Workplace Procedures

Attendance and Punctuality

You are expected to arrive on time and ready to commence your duties, and must sign in and out each day using THRIV3 Connectteam or the designated attendance system.

Notification of Absence

If you are unable to attend work, you must notify your manager as soon as practicable, and preferably before your scheduled start time. Notification should be made personally by phone. Text messages and emails are not an acceptable method of notification except in exceptional circumstances.

Visitors, Property and Access

All visitors to THRIV3 premises must be signed in and supervised, and must comply with all safety requirements. THRIV3 property and equipment must be treated with care and used only for their intended purpose, and any loss, damage or theft reported to your manager immediately. Keys and access cards must not be duplicated or provided to unauthorised persons and must be returned upon cessation of employment.

Smoke-Free Workplace

All THRIV3 premises and vehicles are smoke-free. Refer to Section 30 for the full Smoke-Free Workplace policy.

Our Systems and Tools

THRIV3 runs on a small set of connected systems. This is what each one is for and where to go. Access is set up during your induction, and if you are unsure which system to use, ask your manager. The current, approved version of any policy or form is always the one in the THRIV3 CMS.

THRIV3 Connecteam	Rosters and shifts, clock in and out (with GPS and geofencing), timesheets, breaks and overtime, leave requests and approvals, tasks and checklists, digital forms, staff chat and announcements, onboarding and training, and document sharing. The day-to-day app for frontline staff.
THRIV3 CMS	THRIV3's content management system: the home of documents, policies, handbooks and templates. The current, approved version of any policy or form lives here.
THRIV3 Risk Management App	All risk assessments, Safe Work Method Statements (SWMS), checklists and site assessments.
THRIV3 HR	HR system built around Australian employment law: HR records and the full employee lifecycle, a self-service portal to update your details and access documents, performance management, reporting, and a 24/7 HR advice line. Includes the WHS hub (Citation Safety) with safety registers, hazard and incident reporting, WHS templates and a 24/7 safety advice line, covering employees, contractors and volunteers.
BoardPro	The board governance platform: board papers, agendas, minutes, resolutions, actions and the register of interests for Directors.
MYOB	Payroll and accounting: pays wages and superannuation, issues payslips, and handles invoices and quotes.
Regional Australia Bank	THRIV3's main bank and the provider of corporate cards.
BudgetWise	THRIV3's budgeting and financial-tracking tool, a custom application built on the Base44 platform, used to plan and monitor program and organisational budgets.
Stripe	Online payment processing for card and digital payments, for example donations, program fees and online sales.
Microsoft Outlook	Email and calendar.
SurveyMonkey	Surveys and staff feedback.
Jotform	Online and digital forms.
Instagram, Facebook and LinkedIn	THRIV3's social media channels, managed under the Social Media Policy.

Part B

Health, Safety and Wellbeing

19. WHS Policy Statement

THRIV3 (Indigenous Corporation) is committed to providing a safe and healthy workplace for all employees, contractors, volunteers and visitors. We recognise that our people are our most important asset, and nothing is more important than ensuring the safety and wellbeing of every individual within our organisation.

As a Person Conducting a Business or Undertaking (PCBU) under the Work Health and Safety Act 2011 (NSW), THRIV3 will, so far as is reasonably practicable, ensure the health and safety of workers and others who may be affected by our work.

Our Commitments

- Provide and maintain a working environment that is safe and without risks to health
- Provide and maintain safe plant, structures and systems of work
- Ensure the safe use, handling, storage and transport of substances
- Provide adequate facilities for the welfare of workers
- Provide information, training, instruction and supervision to enable all workers to work safely
- Monitor the health of workers and the conditions of the workplace
- Consult with workers and their representatives on matters relating to health and safety, including psychosocial hazards

Worker Responsibilities

All workers have a duty to take reasonable care for their own health and safety, to take reasonable care that their actions do not adversely affect the health and safety of others, to comply with any reasonable instruction given by THRIV3 to allow compliance with WHS legislation, and to co-operate with any reasonable THRIV3 health and safety policy or procedure that has been notified to workers.

Right to Cease Unsafe Work

Workers have the right to cease work if they have a reasonable concern that carrying out the work would expose them to a serious risk to their health or safety, arising from an immediate or imminent exposure to a hazard. If you cease work on these grounds, you must notify your supervisor as soon as practicable.

This policy is endorsed by Pat Skinner, Founder, Director and CEO, THRIV3 (Indigenous Corporation). THRIV3 will review this policy annually and update it as required to ensure it remains current and effective.

20. WHS Responsibilities

Everyone at THRIV3 has a role to play in maintaining a safe and healthy workplace. The following table sets out the key responsibilities.

Role	Responsibilities
Officers (Directors and CEO)	Exercise due diligence to ensure THRIV3 complies with its WHS obligations, including keeping up to date with WHS matters, understanding THRIV3's operations and hazards, ensuring appropriate resources and processes are in place, and verifying that obligations are being met.
Managers and Supervisors	Ensure compliance with WHS requirements in their areas, including conducting risk assessments, providing training and supervision, investigating incidents, and reporting hazards and incidents through the correct channels.
Workers (all employees)	Take reasonable care for your own health and safety and the safety of others. Follow all reasonable safety instructions, use PPE as required, report hazards and incidents immediately, and participate in WHS training and consultation.
Contractors and Volunteers	Comply with THRIV3's WHS policies and procedures while working at or for THRIV3, and report any hazards, incidents or safety concerns to your THRIV3 supervisor.

Officers take their due diligence duties personally. NSW law includes an industrial manslaughter offence (from 16 September 2024) for gross negligence causing a workplace death. Our answer is simple: resource safety properly, verify it is working, and document both.

21. Hazard and Risk Management

Hazard Identification

All employees are responsible for identifying and reporting potential hazards they encounter in the workplace. A hazard is anything that has the potential to cause harm, including physical, chemical, biological and ergonomic hazards, and psychosocial risks (such as bullying, harassment, high job demands or exposure to traumatic content).

Risk Assessment

When a hazard is identified, a risk assessment must be conducted to determine the level of risk and the appropriate control measures. THRIV3 uses a likelihood and consequence matrix to assess risk. High-risk activities and projects require a formal risk assessment to be completed and approved before the work commences.

Hierarchy of Controls

THRIV3 applies the hierarchy of controls when managing workplace risks. Controls are considered in the following order of preference.

1. Eliminate the hazard entirely
2. Substitute the hazard with something less hazardous
3. Isolate the hazard from people
4. Use engineering controls to reduce the risk
5. Use administrative controls (such as safe work procedures, signage or training)
6. Use personal protective equipment (PPE) as a last resort

Reporting Hazards

All hazards must be reported to your manager or supervisor immediately. You can report hazards verbally, in writing or through the THRIV3 reporting system. Reported hazards will be reviewed and actioned promptly.

The hierarchy of controls applies to psychosocial hazards (such as bullying, high job demands, isolation and exposure to traumatic events) in the same way as physical hazards. This is a requirement of the Work Health and Safety Regulation 2025 (NSW), and we design work to remove these risks first, rather than relying on resilience or support alone.

22. Incident Reporting and Investigation

Reporting Requirements

All incidents, injuries, near-misses and hazards must be reported to your manager or supervisor immediately, and an incident report completed as soon as practicable after the event. This applies to all employees, contractors, volunteers and visitors.

Notifiable Incidents

Certain incidents must be notified to SafeWork NSW: the death of a person, a serious injury or illness, and a dangerous incident (an incident that exposes a person to a serious risk, even if no injury occurs). Where a notifiable incident occurs, THRIV3 will notify SafeWork NSW immediately, by the fastest possible means, on 13 10 50, and will preserve the incident site (not disturbing it until an inspector arrives or directs otherwise, except to help an injured person, remove a deceased person, or make the site safe), as required by the Work Health and Safety Act 2011 (NSW).

Investigation and Records

THRIV3 will investigate all reported incidents to identify the root cause and implement corrective actions to prevent recurrence. Investigations may involve interviewing witnesses, reviewing procedures and inspecting the work area, and employees are expected to cooperate fully. All incident reports and investigation records are maintained securely in accordance with legal requirements.

Return to Work

If you are injured at work, THRIV3 will support you through the workers' compensation and return-to-work process. THRIV3 works with icare (13 44 22) to ensure injured workers receive appropriate treatment, support and a safe and timely return to suitable duties, in accordance with the Workers Compensation Act 1987 (NSW) and the Workplace Injury Management and Workers Compensation Act 1998 (NSW).

NSW workers compensation was reformed in 2025-26, with key changes commencing on 27 March 2026 and 1 July 2026. For psychological injuries, compensation is now limited to injuries arising from defined relevant events connected to employment, and weekly payments are capped at 130 weeks unless whole person impairment is 21% or higher. THRIV3's response is prevention first (see chapter 21), early reporting, and prompt, supportive claims handling with icare.

23. Emergency Procedures

Evacuation

All THRIV3 premises and work sites must have an approved evacuation plan clearly displayed at entries and exits, identifying assembly areas and evacuation routes. All employees must familiarise themselves with the evacuation plan for their workplace. When an evacuation alarm sounds or an evacuation is directed, stop work, follow the evacuation route, proceed to the designated assembly area and remain there until an all-clear is given.

Emergency Contacts

- Emergency services (police, fire, ambulance): 000
- SafeWork NSW: 13 10 50
- Poisons Information Centre: 13 11 26
- Local hospital and medical services: as advised for your work location

First Aid and Response Roles

In the event of an injury or medical emergency, contact your nearest first aid officer and call 000 if the situation is life-threatening. Do not move a seriously injured person unless they are in immediate danger. First aid kits are located throughout THRIV3 workplaces and on work vehicles. THRIV3 designates emergency response roles including chief warden, area wardens and first aid officers, who receive specific training; your manager will advise you of the emergency response personnel for your workplace.

Remote and Field Emergencies

Rangers and other employees working in remote or isolated areas must have an emergency response plan in place before commencing field work, including appropriate communication equipment, a first aid kit, water and supplies, and a clear plan for contacting emergency services. Refer to Section 24 for detailed remote work procedures.

24. Working Alone and Remote Work

THRIV3 operates in remote western NSW, and Rangers frequently work in isolated locations. The safety of employees working alone or in remote areas is a priority, and specific procedures must be followed.

Communication plan required

All remote work must have a communication plan lodged with your supervisor before departure.

Check-in Procedures

Employees working alone or in remote areas must maintain regular contact with their base or supervisor. Check-in schedules are agreed before the work commences, and you must report in at the agreed times. If a check-in is missed, your supervisor will initiate the overdue worker procedure.

Communication Equipment and Risk Assessment

Before commencing remote work, ensure you have appropriate communication equipment for the location and mobile coverage (which may include a satellite phone, two-way radio and/or a mobile phone), test it before departure, and carry a backup method where possible. A risk assessment must be completed before commencing remote work, considering location, duration, weather, activities, communication coverage and availability of emergency services. High-risk remote work may require a buddy system, where THRIV3 requires employees to work in pairs.

Vehicle Breakdown and Extreme Weather

If your vehicle breaks down in a remote area, stay with the vehicle, conserve water and supplies, and use your communication equipment to contact your supervisor and emergency services. Do not attempt to walk to help unless you are certain of the distance and conditions. Western NSW regularly experiences extreme heat, bushfire conditions and flooding; THRIV3 will suspend outdoor work when conditions pose a serious risk, and employees must follow directions from their manager, including ceasing work, relocating to a safe area or returning to base.

25. Drug and Alcohol

This section summarises THRIV3's drug and alcohol requirements. The full policy, including testing procedures, is the Alcohol and Drug Policy in Part C.

Policy and Prohibited Conduct

Impairment from drugs or alcohol creates serious safety risks, particularly for employees in safety-critical roles such as Rangers operating vehicles, aquatic staff and anyone working at heights or with equipment. Workers must carry out their work unimpaired by alcohol or drugs. The following is strictly prohibited: attending or performing work, or travelling to or from work, when impaired by alcohol or drugs; consuming alcohol or using illegal drugs on THRIV3 premises, in THRIV3 vehicles or during work hours (including breaks); driving any vehicle for work while impaired or over the legal limit; and possessing, distributing or selling illegal substances on THRIV3 premises or business.

Prescription Medication and Testing

If you are taking prescription or over-the-counter medication that may affect your fitness for work, you must disclose this to your manager before commencing work, and THRIV3 will work with you on any adjustments needed. THRIV3 may conduct drug and alcohol testing (for example pre-employment, on reasonable suspicion, post-incident, randomly to verify compliance, or as part of a return-to-work or support plan), conducted fairly, respectfully and confidentially and in accordance with applicable Australian Standards.

Support

THRIV3 recognises that drug and alcohol dependency are treatable conditions and encourages anyone experiencing difficulties to seek help. Support is available through your manager, the Employee Assistance Program (see Section 31), community health services and crisis support services including Lifeline (13 11 14) and 13YARN (13 92 76). THRIV3 will support employees who voluntarily seek help, and reasonable accommodations may be made for treatment and rehabilitation. A breach of this policy may result in disciplinary action, up to and including termination of employment.

26. Bullying and Harassment

This section summarises THRIV3's position. Detailed definitions, examples and the complaint process are in the Equal Employment Opportunity, Discrimination, Harassment and Workplace Bullying Policy in Part C.

Workplace Bullying

Workplace bullying is repeated, unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety. Examples include abusive or offensive language, aggressive or intimidating conduct, belittling or humiliating comments, spreading misinformation or malicious rumours, deliberately excluding someone, and unreasonable work demands. Workers may apply to the Fair Work Commission for an order to stop bullying.

Sexual Harassment and Positive Duty

Sexual harassment is any unwelcome conduct of a sexual nature that a reasonable person would anticipate might offend, humiliate or intimidate. Sex-based harassment and conduct that creates a hostile work environment on the ground of sex are also unlawful. THRIV3 has a positive duty under the Sex Discrimination Act 1984 (Cth) to take reasonable and proportionate measures to eliminate this conduct, and treats it as a work health and safety issue.

What Is Not Bullying

Reasonable management action carried out in a reasonable manner is not bullying. This includes performance management, providing constructive feedback, directing and controlling how work is done, allocating work, implementing organisational change and taking disciplinary action in accordance with THRIV3's policies.

Reporting and Consequences

If you experience or witness bullying or harassment, report it to your manager, another manager you trust or the CEO, informally or in writing. All reports are taken seriously and handled promptly, fairly and confidentially through the grievance process in Section 12 and Part C. Employees found to have engaged in bullying or harassment may face disciplinary action, up to and including termination. You may also contact the Australian Human Rights Commission for an external complaint.

27. Fitness for Work

Physical Fitness

Some roles at THRIV3, particularly Ranger positions, involve physical work in outdoor environments, and employees in these roles must be physically capable of performing the duties safely. THRIV3 may require pre-employment health assessments for certain positions, and ongoing fitness-for-duty assessments where the role demands it.

Fatigue Management

Fatigue is a significant safety risk, particularly for employees who drive long distances or work extended hours in remote areas. THRIV3 requires employees to take adequate rest breaks, observe maximum driving hours in accordance with safety guidelines, and report to their manager if they are too fatigued to work safely. Employees must not commence or continue work if they are fatigued to the point where their safety or the safety of others is at risk.

Heat Stress and Hydration

Western NSW regularly experiences temperatures exceeding 40 degrees Celsius. Employees working outdoors must take precautions to prevent heat-related illness, including drinking water regularly (at least 250mL every 15 to 20 minutes in extreme heat), taking rest breaks in shaded areas, wearing appropriate clothing and sun protection, and recognising the signs of heat stress in themselves and others. THRIV3 will adjust work schedules, provide shade and ensure adequate water supplies. If you or a colleague show signs of heat exhaustion or heat stroke (dizziness, nausea, confusion, rapid pulse, cessation of sweating), cease work immediately, move to a cool area, apply first aid and call 000 if symptoms are severe.

Reporting When Unfit for Work

If you are unfit for work due to illness, injury, medication or any other reason, you must notify your manager before commencing work. Working while unfit puts yourself and others at risk.

28. Sun Safety

Australia has one of the highest rates of skin cancer in the world. Rangers and other THRIV3 employees who work outdoors are exposed to ultraviolet (UV) radiation year-round, and the risk is particularly high in remote NSW where shade is limited.

Sun Protection Measures

All employees working outdoors must take the following precautions to reduce UV exposure.

- Wear a broad-brimmed hat that shades the face, ears and neck
- Apply SPF 50+ broad-spectrum sunscreen to all exposed skin, and reapply every two hours or after sweating
- Wear long-sleeved shirts and long trousers where practicable
- Wear UV-protective sunglasses
- Seek shade during rest breaks

Scheduling, Shade and Skin Checks

Where possible, outdoor work should be scheduled to avoid peak UV periods (typically between 10am and 2pm, or 11am and 3pm during daylight saving). Where work cannot be rescheduled, additional sun protection measures and more frequent shaded rest breaks should be implemented. THRIV3 will provide shade structures or portable shade where practicable. Employees who regularly work outdoors are encouraged to perform regular self-checks for new or changing moles or spots and to have an annual professional skin check, as early detection significantly improves outcomes.

29. First Aid

First Aid Requirements and Officers

THRIV3 will ensure adequate first aid equipment, facilities and trained personnel are available at each workplace and work site, in accordance with the Work Health and Safety Regulation 2025 (NSW) and the relevant Code of Practice. THRIV3 maintains a register of trained first aid officers; your manager will advise you of the designated first aid officers for your work area.

First Aid Kits and Remote First Aid

First aid kits are located throughout THRIV3 workplaces and in all work vehicles, and are inspected and restocked regularly. Employees working in remote or isolated areas must carry an enhanced first aid kit with additional supplies for situations where medical assistance may be delayed; for Rangers this includes a snake bite kit, additional bandages and wound care supplies, and a first aid manual. Employees undertaking remote field work should hold a current first aid certificate (including remote or wilderness first aid where available). All first aid treatment must be recorded in the first aid register.

30. Smoke-Free Workplace

All THRIV3 premises, workplaces and vehicles are smoke-free environments. This policy applies to all employees, contractors, volunteers and visitors, and covers all tobacco products, electronic cigarettes (vaping devices) and any other smoking products. Smoking and vaping are prohibited inside all THRIV3 buildings, in THRIV3 vehicles, and at the entrance to any THRIV3 building. If designated smoking areas are provided, they will be located away from building entrances, exits, windows and air intakes. THRIV3 encourages employees who wish to quit smoking to access support through Quitline (13 78 48) or their general practitioner.

31. Employee Assistance Program

THRIV3 sponsors an Employee Assistance Program (EAP) for employees and their immediate families. The EAP is a free, confidential counselling and support service to assist you with work-related or personal difficulties, including stress, relationships, grief, and drug or alcohol concerns. Participation is confidential and is not disclosed to your manager without your consent.

EAP Provider

EAP Provider	Contact
Associated Employee Assistance Program (Associated EAP)	(02) 8007 7474
Email	admin@employeeassistance.com.au
Address	411/185 Elizabeth Street, Sydney NSW 2000

You are also encouraged to reach out to culturally safe supports, including 13YARN (13 92 76), a national crisis support line for Aboriginal and Torres Strait Islander people, and Lifeline (13 11 14).

If you or someone you work with is in immediate danger, call 000. This handbook discusses sensitive topics including mental health and family and domestic violence. If any of it raises concerns for you personally, the EAP and the services above can help, and you can speak with your manager in confidence.

32. Workplace Surveillance

This section is your written notice of workplace surveillance. The full policy is the Workplace Surveillance Policy in Part C. THRIV3 carries out lawful surveillance in accordance with the Workplace Surveillance Act 2005 (NSW) to ensure the security of the workplace, equipment and persons.

- Camera surveillance: overt camera surveillance operates at THRIV3 sites, offices and properties, including entrances, exits, common areas and work areas. Cameras (or casings) are clearly visible and signage is displayed. Surveillance is not undertaken in any toilet, change room or bathing facility.
- Computer surveillance: THRIV3 may monitor the use of its computer, email and internet resources, and may conduct forensic examinations randomly or where a breach of policy is suspected.
- Tracking surveillance: some THRIV3 vehicles and equipment are fitted with a tracking device (such as GPS) that records location or movement, and these are marked with a sticker.

Surveillance is conducted regularly and on an ongoing basis. Surveillance records are stored securely and accessed only by authorised representatives.

33. Working From Home

Working from home is not an entitlement or a right; it is an arrangement THRIV3 may approve where it is appropriate. This section summarises the key points; the full policy is the Working From Home Policy in Part C.

- You must not work from home unless expressly authorised, and any authorisation may be varied or revoked at any time. Where a request is made as a flexible working request under the Fair Work Act, THRIV3 will follow the Act and only refuse on reasonable business grounds.
- Your home becomes a workplace for WHS purposes. A risk assessment must be completed, and you must keep your home-based worksite safe, allow reasonable inspections (in person or virtually), and follow all THRIV3 policies.
- THRIV3 provides agreed equipment at its expense; equipment must be used, stored and cared for properly and returned when required. Report any fault, damage or loss immediately.
- You remain expected to devote your work time to work, comply with working-hours, break and record-keeping requirements, and attend the office or other venues when required.

34. Gender Equality, Inclusion and Diversity

THRIV3 is committed to a workplace where all people are respected and treated fairly regardless of their personal differences, and where everyone has equal opportunity to participate and be rewarded on merit. The full policy is the Gender Equality, Inclusion and Diversity Policy in Part C.

- THRIV3 recruits, develops and promotes people on merit, irrespective of gender or other personal characteristics, and pays fairly according to merit.
- THRIV3 values a diverse and inclusive workforce and will not tolerate behaviour, language or practices that label, stereotype or demean others.
- Reasonable adjustments will be made, where appropriate, to support Workers with disabilities.
- Concerns about a breach should be raised through the Grievance Policy, and support is available through the Employee Assistance Program.

35. Risk Management

THRIV3 manages risk deliberately: a CEO-approved Risk Management Plan, an organisational risk register reviewed quarterly, and operational registers for each facility and major program, including the THRIV3 Aquatic Centres Risk Management register.

Risk Assessments

A recorded risk assessment (Form F37) is completed before any new program, activity, event, site, water-based activity, overnight stay or significant change. The method is five steps: identify the hazard; rate likelihood and consequence on the THRIV3 risk matrix; control the risk using the hierarchy of controls; record and brief everyone involved; monitor and review after any incident or change. High residual risks need CEO approval, and Extreme residual risks mean the activity does not proceed.

Everyone's Part

Workers, including volunteers, are consulted on risks that affect them. Community and Elders are consulted where activities touch cultural sites or knowledge. Every THRIV3 person follows the controls, reports hazards and near misses (Form F15), and speaks up when something does not look safe. The full terms are in the Risk Management Policy.

36. Aquatic Facility Operations

THRIV3 operates Aquatic Centres on behalf of Councils and Contractors, to the standard of the Royal Life Saving Guidelines for Safe Pool Operations (GSPO), NSW public health requirements for swimming pools, and Office of Local Government Practice Note 15.

Safe Water, Safe Supervision

Every session runs to a documented Supervision Plan with qualified lifeguards positioned to eliminate blind spots; at least one qualified person over 18 is always on duty. Pool water is tested and recorded to NSW Health requirements, and only trained operators run the plant and chemicals. Keep Watch rules apply to children: under-fives within arm's reach of a carer, under-tens actively supervised.

Emergencies and Incidents

Each facility has an Emergency Response Plan, and activities with different risks (carnivals, learn to swim, out-of-hours hire, on-water programs) get an Activity-Specific Emergency Plan (Form F36). Drills run at least three times a season, including a wet rescue. Incidents are reported on Form F15; notifiable incidents go to SafeWork NSW immediately, and serious matters are shared with Council.

Training, Maintenance and MapTrack

Every aquatic worker is inducted before their first shift, and the training matrix and staff qualification register (Form F33) track lifeguard licences, annual CPR, first aid and WWCC clearances, with copies provided to Council. Assets, inspections, defects and servicing are managed in MapTrack: the season starts with a full plant and facility inspection (Form F34), the maintenance and inspection program (Form F35) runs all season, and each season closes with a joint THRIV3 and Council walk-through. The full terms are in the Aquatic Facility Safety and Operations Policy.

Part C

Volunteers

37. Volunteering at THRIV3

Volunteers are at our heart

Volunteers bring skills, culture, lived experience and love for community to THRIV3's programs. A volunteer freely gives time for community benefit without expectation of payment. Volunteering never replaces paid work: volunteers do not fill positions previously held by paid staff and do not perform the work of paid staff during any industrial dispute.

What every volunteer can expect

Every THRIV3 volunteer receives a written role description, agreed hours and a named supervisor; a safe volunteering environment with the same WHS protection as paid workers; induction and training; insurance cover; reimbursement of approved out-of-pocket expenses; privacy; access to the grievance process; and genuine recognition and thanks. Volunteering with THRIV3 is also a pathway, and volunteers are encouraged to apply for paid roles as they arise.

What THRIV3 asks of volunteers

Volunteers follow the Code of Conduct and THRIV3 policies, work safely, follow reasonable instructions, complete required screening, respect confidentiality and cultural protocols, and are reliable, letting their supervisor know when they are unavailable.

Screening

Volunteers are screened in proportion to the trust their role requires. Roles in positions of trust require a 100-point identification check, referee checks and a National Police Check. Any child-related role requires a verified NSW Working With Children Check clearance before the role begins. Volunteer WWCC applications are free in NSW.

The full terms are in the **Volunteer Management Policy** and align with Volunteering Australia's National Standards for Volunteer Involvement.

Part D

Contractors and Consultants

38. Contractors, Consultants and Agency Workers

Genuine, lawful engagements

THRIV3 engages contractors and consultants only where the relationship is genuinely one of an independent business. Whether a person is an employee or a contractor is determined by the real substance and practical reality of the relationship, not the label. THRIV3 does not engage in sham contracting and seeks advice before engaging any individual as a contractor for ongoing, employee-like work.

What we require of contractors

Contractors and consultants must hold an ABN and the insurances specified in their agreement; comply with the Code of Conduct, WHS requirements and all policies listed in their agreement; complete screening required for their role, including Working With Children Checks for any child-related work; protect THRIV3 and community information; and submit correct invoices consistent with their agreement and our procurement rules.

What contractors can expect from THRIV3

Clear scopes of work and fair payment terms; a safe workplace and site inductions; respectful treatment under our Equal Opportunity, Anti-Discrimination, Bullying and Harassment Policy; and honest, timely communication.

Agency workers and students on placement

Agency workers and students on placement follow the same conduct, safety and child-safety standards as employees. Their agency or education provider remains their employer or place of enrolment, and THRIV3 coordinates supervision, induction and safety with them.

Part E

Governance and Integrity

39. Board, Members and the Rule Book

How THRIV3 is governed

THRIV3 is registered under the Corporations (Aboriginal and Torres Strait Islander) Act 2006 (CATSI Act) and regulated by the Office of the Registrar of Indigenous Corporations (ORIC). As a registered charity, THRIV3 also reports to the Australian Charities and Not-for-profits Commission (ACNC). Our Rule Book (ICN 10165) requires an Aboriginal and Torres Strait Islander majority of members and Directors, so control of THRIV3 rests with First Nations people.

Directors

Directors set the strategic direction, oversee the CEO, approve budgets and policies, and hold legal duties under the CATSI Act: to act with care and diligence, in good faith in the corporation's best interests, not to misuse their position or information, to avoid and declare conflicts of interest, and to prevent insolvent trading. Directors follow the Code of Conduct, declare interests for the register of interests, and keep Board matters confidential.

Members

Members are the community foundation of the corporation. Members meet at general meetings, elect Directors, receive reports, and hold the Board accountable under the Rule Book. Members acting for the corporation follow the Code of Conduct and this handbook.

The CEO

The CEO leads daily operations, implements Board policy, employs and leads staff, and reports to the Board. The books of the corporation are independently audited, and THRIV3 reports to its members, ORIC and the ACNC.

40. Child Safety and Screening

THRIV3 is a child-safe organisation. We deliver youth and community programs that bring our people into contact with children and young people, and their safety comes before everything else.

- Every role is assessed to determine whether it involves child-related work before it is filled.
- Anyone in child-related work, employee or volunteer, must hold a Working With Children Check clearance, verified online by THRIV3 with the NSW Office of the Children's Guardian before any child-related work begins.
- THRIV3 maintains a WWCC register, tracks renewals, and acts immediately on any status change notification, including immediate removal from child-related work where a person is barred.
- National Police Checks are required for relevant roles and assessed fairly against the requirements of the role.
- Everyone must report child safety concerns immediately to their supervisor and the CEO. Concerns about immediate danger go to the police on 000, and reportable matters are notified to the relevant authorities.

The full terms are in the **Working With Children Check and Police Check Management Policy**.

The 10 Child Safe Standards

Screening is only the start. Under the Children's Guardian Act 2019 (NSW), THRIV3 implements the 10 NSW Child Safe Standards: child safety led from the Board; children participate and are taken seriously; families and communities are involved; equity and diverse needs are respected; safe and suitable people; child-focused complaints processes; trained staff and volunteers; safe physical and online environments; continuous improvement; and documented policies. Every THRIV3 person signs the Child Safe Code of Conduct at induction and completes annual child safety training.

Reportable Conduct

Allegations of sexual misconduct, ill-treatment, neglect, assault or significant emotional harm involving any THRIV3 worker and a child are reportable conduct. Report immediately to your supervisor and the CEO using Form F25. Where a child is in immediate danger call 000; suspected significant harm is reported to the Child Protection Helpline on 132 111. Where THRIV3 is a relevant entity under the Reportable Conduct Scheme, the CEO notifies the NSW Children's Guardian within seven business days of a reportable allegation. The full terms are in the Child Safe Policy and Code of Conduct.

41. Fraud Prevention and Whistleblowing

THRIV3 is entrusted with public funds and community resources. We have zero tolerance for fraud, corruption, theft and dishonest conduct.

- Fraud is prevented through separation of duties, approval delegations, dual authorisation of payments, conflict of interest management and complete records, aligned with the Commonwealth Grants Rules and Principles and the Commonwealth Fraud and Corruption Control Framework.
- Anyone who reasonably suspects fraud or serious wrongdoing must report it promptly to a designated officer: the CEO, the Board Chair or the nominated Whistleblower Protection Officer. You do not need proof, and you must not investigate the matter yourself.
- People who speak up in good faith are protected from victimisation and detriment under the CATSI Act whistleblower provisions (Part 10-5), which are administered by ORIC. Note that the statutory protections apply where the discloser gives their name; anonymous reports are still accepted and handled supportively.
- Suspected fraud affecting grant funds is also reported to the NIAA through its fraud reporting channel, and criminal conduct is reported to the police.

The full terms are in the **Fraud Prevention and Whistleblower Policy**.

42. Expenses and Use of THRIV3 Money

Every dollar THRIV3 holds is community money. Spend only for genuine THRIV3 purposes, within an approved budget and your delegation, with approval obtained before the commitment is made. Keep the receipt for every transaction. Corporate cards are for approved THRIV3 expenses only; personal use is prohibited, even with intent to repay. Approved out-of-pocket expenses, including approved volunteer expenses, are reimbursed on an itemised claim with receipts. Misuse of THRIV3 money is serious misconduct.

THRIV3 also adopts the 'proper use' test from the Public Governance, Performance and Accountability Act 2013 (Cth), the standard our Commonwealth funders work to: spending must be efficient, effective, economical and ethical, approval comes before commitment, and every approval is recorded in writing. See section 3 of the Corporate Expenses and Credit Cards Policy.

The full terms are in the **Corporate Expenses and Credit Cards Policy**.

43. Modern Slavery and Ethical Sourcing

THRIV3 will not tolerate modern slavery, forced labour, debt bondage or child labour in our operations or supply chains. We pay our people lawfully, engage contractors genuinely, buy ethically, prefer local and First Nations businesses we know and trust, and ask questions when a price looks too good to be true. Report any concern to the CEO or under the Fraud Prevention and Whistleblower Policy.

The full terms are in the **Modern Slavery and Ethical Sourcing Policy**.

44. Artificial Intelligence at Work

AI tools can help us serve community better, and THRIV3 supports their responsible use. Use only tools approved by the CEO. Never enter personal, sensitive, cultural, client, child-related, financial or confidential THRIV3 information into a public AI tool. A human always checks AI output before it is used, and decisions about people are made by people, not AI. Cultural knowledge is protected: AI is not used to generate First Nations cultural content without cultural authority and CEO approval.

The full terms are in the **Technology, Internet, Email and Artificial Intelligence Policy**.

Part F

The THRIV3 Policy Suite

45. Policy Directory

This handbook is supported by the THRIV3 Policy Suite. The full policies below contain the complete terms and prevail over any summary in this handbook. Copies are available in the THRIV3 CMS and from the CEO.

#	Policy	Applies to
01	Code of Conduct	All THRIV3 People
02	Equal Opportunity, Anti-Discrimination, Bullying and Harassment	All THRIV3 People
03	Gender Equality, Inclusion and Diversity	All THRIV3 People
04	Grievance and Complaints	All THRIV3 People and community
05	Performance Development, Improvement and Attendance (360 Feedback, PDLF, OFL/OFI/PMP)	Employees
06	Recruitment, Screening and Onboarding	All THRIV3 People
07	Leave and Parental Leave	Employees
08	Flexible Working, Right to Disconnect and Working From Home	Employees
09	Work Health and Safety	All THRIV3 People
10	Alcohol and Other Drugs	All THRIV3 People
11	Motor Vehicle, Travel and Living Away From Home	All THRIV3 People
12	Technology, Internet, Email and Artificial Intelligence	All THRIV3 People
13	Social Media	All THRIV3 People
14	Privacy and Workplace Surveillance	All THRIV3 People
15	Volunteer Management	Volunteers and their supervisors
16	Modern Slavery and Ethical Sourcing	All THRIV3 People and suppliers
17	Corporate Expenses and Credit Cards	All THRIV3 People
18	Education and Professional Development	Employees
19	Child Safe Policy and Code of Conduct	All THRIV3 People
20	Expenditure and Procurement	All THRIV3 People
21	Conflict of Interest	All THRIV3 People
22	Risk Management	All THRIV3 People

23	Aquatic Facility Safety and Operations	Aquatic centre and water program workers
24	Vehicle Use	All THRIV3 People who drive THRIV3 vehicles
G1	Fraud Prevention and Whistleblower Policy	All THRIV3 People
G2	Working With Children Check and Police Check Management Policy	All workers in child-related roles

Where THRIV3 adopts a new policy, the CEO notifies all THRIV3 People and adds it to this directory at the next handbook review.

Key Contacts and Resources

Contact	Detail
THRIV3 Main Office	02 6889 1508
THRIV3 Directors	Directors@thriv3.com.au
THRIV3 Board	Board@thriv3.com.au
Pat Skinner (Founder, Director and CEO)	p.skinner@thriv3.com.au
Rowan James (Manager of Rangers and Community)	r.james@thriv3.com.au
Mary King (Manager of Outdoors and Programs)	m.king@thriv3.com.au
THRIV3 Cultural Advisory Committee (TCAC)	r.james@thriv3.com.au
Employee Assistance Program (Associated EAP)	(02) 8007 7474 / admin@employeeassistance.com.au
Emergency Services	000
SafeWork NSW	13 10 50
Fair Work Ombudsman	13 13 94 / fairwork.gov.au
icare (Workers Compensation, NSW)	13 44 22
Office of the Registrar of Indigenous Corporations (ORIC)	1800 622 431 / oric.gov.au
Australian Charities and Not-for-profits Commission (ACNC)	13 22 62 / acnc.gov.au
1800RESPECT (family & domestic violence)	1800 737 732
Lifeline (crisis support)	13 11 14
13YARN (First Nations crisis support)	13 92 76

Legislation and Sources

This handbook is written to align with the following Commonwealth and NSW laws, instruments and guidance, current as at July 2026. It is a guide only and does not replace the legislation, the applicable award, or professional advice.

Commonwealth

- Fair Work Act 2009 (Cth) and the National Employment Standards, including the Closing Loopholes reforms (new casual definition and employee choice pathway, right to disconnect, and the criminal underpayment offence in section 327A from 1 January 2025)
- Criminal underpayment offence (Fair Work Act, from 1 January 2025) and the Voluntary Small Business Wage Compliance Code
- Fair Work Information Statement and Casual Employment Information Statement (Fair Work Ombudsman)
- Miscellaneous Award 2020 (MA000104) and Fitness Industry Award 2020 (MA000094)
- Paid Parental Leave Act 2010 (Cth) - up to 26 weeks from 1 July 2026, with 12% super on Parental Leave Pay for children born or adopted from 1 July 2025
- Superannuation Guarantee (Administration) Act 1992 (Cth) - 12% from 1 July 2025; Payday Super from 1 July 2026
- Fringe Benefits Tax Assessment Act 1986 (Cth) - public benevolent institution exemption cap (\$30,000 grossed-up per employee, FBT year to 31 March 2026)
- Sex Discrimination Act 1984, Racial Discrimination Act 1975, Disability Discrimination Act 1992, Age Discrimination Act 2004 and Australian Human Rights Commission Act 1986 (Cth)
- Privacy Act 1988 (Cth) and the Australian Privacy Principles, as amended by the Privacy and Other Legislation Amendment Act 2024 (Cth), including the statutory tort for serious invasions of privacy
- Corporations (Aboriginal and Torres Strait Islander) Act 2006 (Cth) (CATSI Act) and Australian Charities and Not-for-profits Commission Act 2012 (Cth)
- Modern Slavery Act 2018 (Cth) - adopted as a matter of good practice

New South Wales

- Work Health and Safety Act 2011 (NSW) and Work Health and Safety Regulation 2025 (NSW), and relevant SafeWork NSW Codes of Practice
- Workers Compensation Act 1987 (NSW) and Workplace Injury Management and Workers Compensation Act 1998 (NSW)
- NSW workers compensation reforms 2025-26 (amending Acts assented 24 November 2025 and 11 February 2026; key changes from 27 March 2026 and 1 July 2026)
- Long Service Leave Act 1955 (NSW)
- Anti-Discrimination Act 1977 (NSW)
- Workplace Surveillance Act 2005 (NSW)
- Child Protection (Working with Children) Act 2012 (NSW) and NSW Office of the Children's Guardian guidance
- Children's Guardian Act 2019 (NSW) - Child Safe Scheme (10 Child Safe Standards) and Reportable Conduct Scheme
- Smoke-free Environment Act 2000 (NSW)
- Public Health Act 2010 (NSW) and Public Health Regulation 2022 (NSW) - public swimming pool and spa pool requirements, with the NSW Health Public Swimming Pool and Spa Pool Advisory Document

Regulators and resources: Fair Work Ombudsman (fairwork.gov.au, 13 13 94), Fair Work Commission (fwc.gov.au), SafeWork NSW (13 10 50), the Office of the Australian Information Commissioner (oaic.gov.au), the Australian Human Rights Commission (humanrights.gov.au), ORIC (oric.gov.au) and the ACNC (acnc.gov.au).

Volunteering: Volunteering Australia National Standards for Volunteer Involvement (2024) and The Centre for Volunteering NSW resources

Aquatics: Royal Life Saving Society Australia Guidelines for Safe Pool Operations (GSPO) and Office of Local Government Practice Note 15 (Water Safety)

Acknowledgement and Sign-Off

Acknowledgement

I acknowledge that I have received, read and understood the THRIV3 Handbook (Version 3.5), including Parts A to F. I understand that the handbook summarises the THRIV3 Policy Suite, that the full policies prevail over any summary, and that I am required to comply with THRIV3's policies, procedures and Code of Conduct as they apply to my role. I understand the handbook is not a contract of employment and that THRIV3 may vary its policies from time to time, with changes communicated to THRIV3 People.

Name and role (Director / member / employee / volunteer / contractor)

Full Name (Print)

Position

Employee Signature

Date

Witness

Full Name (Print)

Position

Witness Signature

Date