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Chapter 1. Our Philosophy

Grill'd is a People business on every level

To deliver our Grill'd experience we rely on our people…we can't do it without them! The level of skill, energy and engagement of our people will be the difference between a great experience for our customers or an average one.

To make sure we deliver a great customer experience, we need to create an environment where we attract and keep amazing people. We look for values and brand aligned people — people who have energy, are positive and care about people... (and food!).

What we offer is a great working environment with fantastic development opportunities. In fact, we believe in growth or our business, but more importantly we value our people and our communities.

A career with Grill'd provides great satisfaction with opportunities to learn and grow with the business, with the possibly to run your own Grill'd restaurant.

We have a dedicated team of leaders in place to make sure we do the best we can by our people and to create a place where people can learn and love what they do.

Here's what you can expect…

Chapter: 2. Values and Culture

The Grill'd Way

Values underpin our culture and is a critical element to how we do business. Our values have been part of Grill'd since its inception and defines the expectations of how work is done.

Being a brand based business, we aim to deliver a defined set of guiding principles (our core culture) to reflect our brand each time we interact with people. The strength of our culture will determine how experiences are delivered and felt by all our stakeholders including, our employees, our guests, our suppliers and our partners.

The Grill'd values are:

- Passion
- Ownership
- Leadership
- Trust

We have defined behaviours that demonstrate our values and what is relevant for every employee in our business.

Our values need to be a real and a genuine part of our culture and business. They must be understood, believed in, consistently demonstrated and acted upon. Therefore, our values are integral to every touch point. Our employees need to understand the values and touch points we have throughout their lifecycle with us at Grill'd.

The values are part of our EVP (employee value proposition) and a point of differentiation of why people choose to work with us. They are used to discuss working at Grill'd and alignment to them is tested through the recruitment process.

The Grill'd values are reinforced during our on-boarding and induction program and all subsequent training programs. The Grill'd values are reinforced and measured for individuals through our performance planning and review process.

Overall belief and feedback on how well they are being demonstrated is measured through our annual employee engagement survey.

Links and Reference Locations

- Code of Conduct
- RM/ARM management on boarding and focus booklet
- Website
- PPR Guidelines and Form
- GIMP?

Chapter 3. Labour Philosophy

The service we provide

The intent of labour is not labour, it's the service that we provide.

We maximise supply to ensure that we're maximizing demand. We want to make sure that we have the right people to represent our brand, who understand our values, and know what the Grill'd experience represents...Therefore, having the right people on board matters most.

Our business unlike any other, is about managing and building the peaks. The business model that we operate around variability and the spectrum of high and low brings with it greater challenges. As a result, our labour management and labour forecasting is paramount to our business. Therefore, an important component of our core business is to deliver an amazing experience.

Our guests want their burgers around 7 – 10 minutes, no matter how busy we are. The promptness around expectation is true and consistent irrespective of whether it's a Monday lunch or Friday dinner...That's why the "right people" are mandatory.

Forecasting our volume correctly allows us to determine how many people we need, how many people per station and what stations. Our forecasting process is essential to delivering the Grill'd Experience.

The way we put effort in to assessing the Main Item Volume (MIV) and determining that number, is something that can't be understated. This will ultimately determine our success or failure in terms of planning as there are two parts to labour:

Planning-Part 1.

We must have the preparedness to build a roster with an incredible amount of rigor, detail and analysis. Part of this means that we have the right people. We use a capability matrix (understanding our people's capabilities/competencies), to be certain we have capacities across all stations to meet the needs of our business at peak periods throughout the week.

We must have a team that is balanced on age and skill set but also very much on availability. Balancing these elements is a crucial part because no matter how strong your intent is to plan for labour well, it will fail miserably if the recruitment, capability, staff numbers and age mix of our team is not properly assessed upfront.

When building rosters, the busiest days are done first. These are the ones that get the attention around having the best people on their best stations to deliver the best experience. Our business is built not on building the quiet periods, but on building the peak periods. This philosophy must stand true on how we plan our rosters.

Managing Part 2.

The weather, temperature, public holidays and micro factors relating to each of our individual restaurants, make a big difference to how we look at the day to day management of our labour.

Moreover, we need to make sure that our people are starting on time and they are there before they start to ensure that they understand what station they're on and what their objectives are for the day.

We set the team up individually and collectively so there's a common goal. In addition, we must let them know what the goal is and ensure that they buy in to it. Most importantly, everyone needs to understand that they may be required to stay longer if the business requires it and check back at the end of their shift to ensure that there's something to celebrate.

Breaks need to be taken when staff suggest a time and management need to approve on the spot based on the demand at that time. Breaks allow our people to stay fresh, making sure that we can manage our labour and gives the team the opportunity to refuel so they get more energy.

Asking our team to leave early is appropriate if the business demand is not present. How we do this is important and making sure we do so as part of a positive team.

Labour planning and labour management are two different things and we often get them confused. Neither one can succeed without the other. Labour planning still needs to provide the opportunity to 'win' and labour management is how we win at the highest level...

Never underestimate the power of each.

Ultimate Rostering

Ultimate Rostering is the code name that determines how we do all things relating to labour, making sure that the Grill'd experience is delivered at it's very best.

Ultimate rostering is set up as a frame work based on the history of the business we have. Knowledge of having a functional servery and a floor with a business model that involves guests coming into our restaurants and then ordering at the till. Ultimate rostering will provide strong guidelines around how to plan for the labour.

It's not meant to be the "fact" as it relates to per hour, per half hour or even per day, but certainly across all week. The intent is that we know our business well and we would never then proactively plan for labour to be above what ultimate rostering suggests.

Ultimate rostering allows us the flexibility to build on the peaks, to manage the troughs and know we're being efficient with labour.

Effectiveness is the customer service philosophy i.e. how we engage our guests. Efficiency is that of applying ultimate rostering so we're still delivering an amazing experience but we're doing so without a huge amount of wasted labour and wasted cost.