

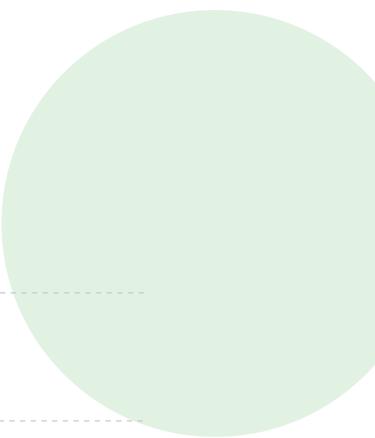
E-GUIDE

Shift patterns, fatigue & wellbeing trends

in Australia (2026 Report)



Evidence-based insights for Australian SME owners and managers on workforce fatigue, shift design, and employee wellbeing.



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Executive summary

This report examines seven key trends shaping shift work, fatigue management, and employee wellbeing in Australian workplaces. Based on Australian research and regulatory guidance, it provides practical insights for SME owners and managers seeking to build sustainable, compliant workforce practices.

Shift work is essential to the Australian economy — but the way shifts are designed is increasingly linked to fatigue, safety risks, and employee wellbeing.

Australian evidence shows that fatigue is no longer just a personal health issue. It is recognised as a workplace hazard under work health and safety laws, with employers expected to actively manage fatigue risks arising from long hours, irregular schedules, and insufficient recovery time.

Recent Australian surveys indicate that more than half of working Australians attend work feeling exhausted, with most reporting a direct impact on productivity. At the same time, regulators have strengthened guidance around fatigue management, placing greater emphasis on roster design and cumulative workload.

For Australian SMEs, these trends signal a shift. Sustainable shift patterns are becoming a competitive advantage — influencing retention, compliance, and long-term workforce stability.

Key findings

Our analysis of Australian research, regulatory guidance, and workforce surveys reveals six critical insights that every SME owner and manager should understand.



Workplace hazard

Fatigue is recognised as a workplace hazard under Australian WHS guidance



Recovery time

Irregular shifts and insufficient recovery time significantly increase fatigue risk



Worker exhaustion

More than half of Australian workers report turning up to work exhausted



Business impact

Fatigue impacts productivity, safety, and employee wellbeing



Regulatory focus

Regulatory attention on fatigue management is increasing



Retention factor

Fair and predictable rosters are becoming a retention factor

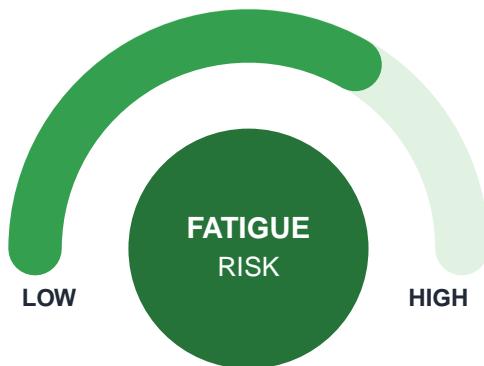
50%+

of Australian workers

report turning up to work feeling exhausted, with most saying it directly impacts their productivity.*

*Source: HIF Sleep Index

Why fatigue matters



Fatigue is a state of physical or mental exhaustion that reduces a person's ability to work safely and effectively. It affects alertness, reaction times, and decision-making.

Australian safety guidance identifies fatigue as a hazard that can increase the risk of workplace incidents, errors, and long-term health impacts.

Fatigue is cumulative

It develops over time due to poor shift sequencing and insufficient recovery between shifts.



Reduced alertness

Slower reactions and impaired judgement



Increased errors

Higher risk of mistakes and incidents



Health impacts

Long-term physical and mental effects

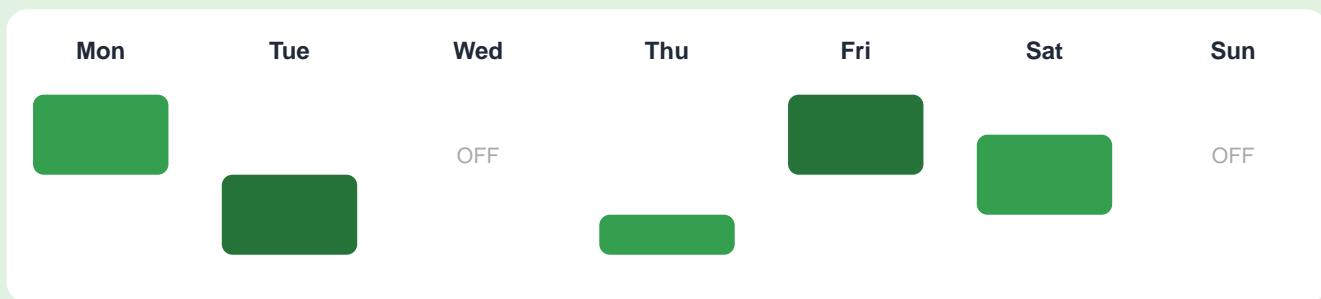
The bottom line for employers

Fatigue is not just an individual issue — it is influenced by how work is organised. Roster design, shift length, and recovery time are all within your control.

TREND 1

Irregular and non-standard shift patterns are increasing

Many Australian SMEs rely on flexible, demand-driven staffing models. Extended trading hours, labour shortages, and casualised workforces have led to more variable schedules.



The Australian context

1 in 5

Australians work non-standard hours regularly*

16%

of workers are on casual contracts with variable hours*

24/7

economy driving demand for flexible staffing

*Source: Australian Bureau of Statistics

Contributing factors

- Extended retail and hospitality trading hours
- Growth of casualised and gig workforces
- Labour shortages requiring flexible coverage
- Customer demand for 24/7 service availability

Impact

Irregular patterns result in inconsistent hours, short recovery windows, and unpredictable rosters — all of which increase fatigue risk when unmanaged.

TREND 2

Fatigue is now recognised as a safety risk

Fatigue is increasingly treated as a safety issue rather than solely a wellbeing concern. Reduced alertness and impaired judgement increase the likelihood of incidents, particularly in physically demanding or safety-critical roles.



How fatigue increases risk

- **Slower reaction times**
Delayed responses to hazards and emergencies
- **Impaired judgement**
Poor decision-making in critical situations
- **Reduced concentration**
Difficulty maintaining focus on safety-critical tasks
- **Increased errors**
More mistakes in routine and complex procedures

Australian WHS guidance

Under work health and safety laws, employers have a duty to identify hazards and manage risks — including fatigue. Safe Work Australia guidance specifically identifies fatigue as a workplace hazard that must be controlled through safe systems of work.

20-30%

of road crashes involve driver fatigue*

*Source: Safe Work Australia

Research indicates fatigue is a contributing factor in a significant proportion of workplace incidents. Industries with shift work, long hours, or overnight operations face elevated risk levels.

TREND 3

Insufficient recovery between shifts is a key risk factor

Short turnarounds between shifts are a major contributor to fatigue — even when total weekly hours appear reasonable. Adequate recovery time is essential for sleep, physical recovery, and mental wellbeing.



11 hours
minimum recommended
recovery time

High-risk patterns



Quick turnarounds

Late finishes followed by early starts



Consecutive long shifts

Multiple 10+ hour shifts in a row



Unplanned overtime

Extra hours added to extended workdays

What the research shows

Safe Work Australia guidance recommends a minimum of 10 hours between shifts, with 11+ hours preferred. Research shows that less than 11 hours between shifts significantly increases fatigue-related errors. The risk compounds when short turnarounds occur multiple days in a row.

Key insight

Even when total weekly hours are within limits, poor shift sequencing can create dangerous fatigue levels. The pattern of work matters as much as the quantity.

TREND 4

Fatigue is widespread across the Australian workforce

Fatigue affects a broad range of workers — not just night shift employees. Australian survey data shows that more than half of workers attend work feeling exhausted, with most reporting reduced productivity as a result.

59%

of Australian workers

report attending work feeling exhausted at least once a week, according to workforce surveys.*

76% say it impacts their productivity*

*Source: HIF Sleep Index

Who's affected?

68%

Healthcare

64%

Hospitality

58%

Retail

62%

Transport

55%

Manufacturing

Indicative rates based on industry research. Actual rates vary by workplace and role.

A systemic workforce issue

Fatigue is not limited to specific industries or shift types. It affects office workers, retail staff, healthcare professionals, and tradespeople alike. This highlights the need for all employers to consider fatigue as part of their workforce management approach.

TREND 5

Shift work impacts wellbeing beyond the workplace

Poorly designed schedules can affect sleep quality, mental health, and work-life balance. Over time, this contributes to disengagement, absenteeism, and higher turnover — particularly in high-demand shift-based industries.

1

Sleep quality

Disrupted circadian rhythms

2

Mental health

Stress and anxiety

3

Work-life balance

Limited personal time

LEADS TO

37%***Higher absenteeism**

More sick days taken

41%***Increased turnover**

Staff leaving sooner

52%***Lower engagement**

Reduced motivation

*Figures represent relative increases compared to workers with stable schedules. Source: Workforce research studies

The ripple effect

Poor roster design doesn't just affect workers on the job — it follows them home. Sleep disruption, relationship strain, and chronic stress accumulate over time, eventually showing up as disengagement, absenteeism, and resignations.

TREND 6

Regulatory expectations around fatigue are rising

Australian regulators have increased focus on fatigue risk management, emphasising proactive controls rather than reactive fixes. Updated guidance encourages employers to assess cumulative hours, shift design, and recovery time as part of broader safety planning.

WHS GUIDANCE

- Fatigue risk assessment
- Shift pattern review
- Recovery time policy
- Hours monitoring

What regulators expect

- Hazard identification**
Recognise fatigue as a workplace hazard requiring active management
- Risk assessment**
Evaluate shift patterns, hours, and recovery time for fatigue risk
- Control measures**
Implement roster design controls, not just individual fixes
- Monitoring**
Track hours worked and identify high-risk patterns

Safe Work Australia guidance

National guidance materials specifically address fatigue management, recommending employers consider work scheduling, shift design, and adequate breaks as primary control measures.

The compliance shift

Fatigue is no longer treated as purely an individual responsibility. Employers are expected to design work systems that minimise fatigue risk — making roster design a compliance issue, not just an operational one.

Practical actions SMEs are taking

Forward-thinking Australian SMEs are already implementing practical changes to manage fatigue risk and support employee wellbeing. Here are four evidence-based actions that are making a difference.

1

Designing rosters with recovery time in mind

Ensuring minimum 10-11 hours between shifts, avoiding back-to-back closing and opening shifts, and limiting consecutive long shifts. Smart roster design prevents fatigue before it starts.

2

Improving predictability and reducing last-minute changes

Publishing rosters further in advance, minimising last-minute shift changes, and giving employees more certainty about their schedules. Predictability supports better sleep and work-life balance.

3

Monitoring workload patterns over time

Tracking cumulative hours, identifying employees approaching fatigue thresholds, and reviewing roster patterns regularly. Data-driven insights help catch problems early.

4

Consulting employees on fatigue and availability

Creating open channels for staff to report fatigue concerns, capturing availability preferences, and involving workers in roster planning. Employee input improves both safety and satisfaction.

Start small, build momentum

You don't need to overhaul everything at once. Start with one or two changes — like publishing rosters earlier or reviewing recovery time between shifts — and build from there.

12-month outlook: What to expect next

Over the next year, Australian SMEs are likely to see:

Greater attention to fatigue in safety and compliance reviews



Regulators and auditors are increasingly examining how employers manage fatigue risk as part of broader WHS obligations.

Rising employee expectations around fair and predictable rosters



Workers are prioritising work-life balance and schedule stability when choosing employers, making roster fairness a recruitment factor.

Increased focus on sustainable staffing models



Businesses are recognising that chronic understaffing and overwork create hidden costs through turnover, errors, and burnout.

More use of data to identify fatigue risks earlier



Smart rostering tools are making it easier to spot problematic patterns before they lead to incidents or resignations.

Fatigue management will increasingly influence hiring, retention, and operational resilience. The businesses that act now will be better positioned for what's ahead.

Final thoughts

Fatigue is not an unavoidable cost of shift work.

It is a predictable risk shaped largely by how work is scheduled.

Businesses that design shift patterns with recovery and wellbeing in mind are better positioned to protect workers, reduce risk, and build resilient teams.

Our sources

This report draws on research and guidance from the following Australian sources:

1

Safe Work Australia

Fatigue hazard guidance & model Code of Practice

2

HIF Sleep Index

Australian workforce sleep and fatigue survey

3

Australian Institute of Health and Welfare (AIHW)

National health and welfare statistics

4

Australian Bureau of Statistics

Working hours data

5

Appleton Institute (CQUniversity)

Fatigue & sleep research

Note: Statistics and insights in this report are drawn from publicly available Australian research and regulatory guidance. For the most current data and specific compliance requirements, refer to the original sources.



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