

E-GUIDE

# Australian shift work trends

## (Australia 2026)



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Evidence-based insights for Australian SME owners and managers on how shift work is changing, and what it means for rostering, compliance, and workforce sustainability.

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# Executive summary

## Disclaimer

This guide provides general information only and does not constitute legal, payroll, or workplace advice. Employment obligations may vary based on awards, agreements, and individual circumstances. For specific advice, refer to the Fair Work Ombudsman or a qualified professional.

Shift work remains a core feature of the Australian economy. Hospitality, retail, healthcare, transport, and many service industries rely on non-standard working hours to meet customer demand and operational requirements.

However, the nature of shift work is changing. Labour shortages, rising compliance expectations, and shifting employee attitudes toward work-life balance are reshaping how Australian businesses roster and manage shift-based teams.

Regulators are also paying closer attention to how shift work is managed, particularly where fatigue, safety, and award compliance intersect.

**This guide explores current Australian shift work trends and what they mean for small businesses planning rosters, managing people, and balancing flexibility with sustainability.**

# Key findings

Our review of Australian workforce data and research highlights six key shift work trends.



## Shift work is expanding

More roles now involve non-standard hours



## Expectations are changing

Workers want predictability and fairness



## Fatigue risks are rising

Irregular patterns affect wellbeing



## Compliance scrutiny increasing

Shift design affects legal risk



## Retention is harder

Poor shift practices drive turnover



## Better planning matters

Smarter rostering reduces pressure

# 1 in 5

## Australian workers

regularly work non-standard hours including evenings, nights, weekends, or rotating shifts.\*

\*Based on ABS labour force data

# What shift work looks like today

Shift work is no longer limited to overnight or emergency roles. In Australia, shift work increasingly includes:



Early morning starts



Late evening finishes



Weekend and public holiday work



Split or rotating shifts

Extended trading hours and consumer expectations have normalised non-standard schedules across many industries.

# Where shift work is growing

Shift work growth is most evident in:



Hospitality and food services



Retail and distribution



Healthcare and aged care



Transport and logistics



Community and support services

As these sectors expand, more small businesses are managing shift-based workforces — often without formal systems or planning frameworks.

# Changing workforce expectations

Australian workers increasingly expect:



Advance notice of rosters



Fair distribution of shifts



Input into availability



Reasonable recovery time

## Key insight

Businesses that fail to meet these expectations often see higher absenteeism and turnover.

Shift work is no longer accepted "at any cost".

# Fatigue and wellbeing trends

Research shows that irregular shift patterns contribute to:



Physical and mental fatigue



Sleep disruption



Reduced engagement



Higher safety risk

## Growing recognition

As awareness grows, fatigue is increasingly viewed as a workplace health and safety issue — not just a personal concern.

# Why compliance risk is increasing

Shift work directly affects:



Penalty rates



Overtime triggers



Break and rest requirements



Award compliance

## Regulatory focus

Regulators are increasingly examining how shift patterns contribute to underpayment, fatigue, and safety breaches.

Poorly designed rosters create both financial and legal risk.

# How rostering is changing

Australian SMEs are shifting toward:



More structured rostering practices



Earlier roster publication



Greater transparency



Reduced reliance on last-minute changes

## Key trend

Reactive rostering is increasingly recognised as costly and unsustainable.

# Shift work and retention

Shift work practices strongly influence retention. High-risk patterns include:



Constant roster changes



Unpredictable hours



Repeated fatigue-inducing shifts

## The upside

Businesses that improve shift consistency often see measurable improvements in retention and engagement.

# Practical actions SMEs are taking

Forward-thinking Australian SMEs focus on:

1

**Publishing rosters earlier**

Giving staff certainty and control.

2

**Designing shifts sustainably**

Balancing coverage with recovery time.

3

**Monitoring patterns over time**

Identifying fatigue and cost risks early.

4

**Listening to employee feedback**

Adjusting rosters before issues escalate.

## Small changes, meaningful improvements

Small changes often deliver meaningful improvements in retention, compliance, and staff satisfaction.

# 12-month outlook: What to expect

Over the next year, Australian SMEs can expect:

- Continued expansion of shift-based work**  
More roles involving non-standard hours.
- Greater employee expectations**  
Flexibility and predictability demanded.
- Increased focus on fatigue**  
Wellbeing becoming a compliance issue.
- Stronger rostering-compliance links**  
Shift design affecting legal risk.

Shift work will remain essential — but how it is managed will matter more than ever.

# Final thoughts

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Shift work is not going away, but poor shift practices are.

**Australian SMEs that adapt to changing shift work trends — through better planning, fairness, and awareness — will be better positioned to attract staff, reduce risk, and operate sustainably.**

The future of shift work is smarter, not harder.

# Our sources

This guide draws on Australian regulatory and research sources including:

1

## Australian Bureau of Statistics

Labour force and workforce data

2

## Fair Work Ombudsman

Workplace compliance and enforcement guidance

3

## Fair Work Commission

Modern awards and employment conditions

4

## Safe Work Australia

Workplace health and safety guidance

5

## Australian Institute of Health and Welfare

Workforce research and analysis

Always refer to official sources for current requirements. This guide provides general information only and does not constitute legal advice.



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