



BRIGHT NIGHTS

Supporting healthy, engaged and productive night workers

Information and inspiration
for employers, 2025

Supported by: **Impact on Urban Health**

FOREWORD

Night workers are the backbone of the economy, keeping our 24/7 society running. Yet, their health, wellbeing and productivity are at risk – sleep deprivation is estimated to cost the UK economy over £50bn per year and has a host of associated health risks.

Employers tell us they struggle with shift worker recruitment, retention, engagement and productivity. There is precious little advice for them focused on night workers. We believe it is possible to make night work healthier for millions of workers while improving outcomes for employers. This guide brings together specific advice for employers of shift workers in one place.

Night Club was founded in 2018 to support individuals, employers and policy makers to help night workers thrive. From our work with over 40 employers and over 13,000 workers, we've delivered improved sleep and wellbeing for workers and better engagement for employers across industries. Leaders recognise the moral and commercial imperatives for change, but can struggle to envisage change when most workplaces are set up with day workers front of mind.

This guide is informed by the feedback of thousands of night workers and hundreds of company leaders, plus our engagement with everyone from sleep scientists to rota experts, HR visionaries to researchers – it shines a light on the specific considerations and practical steps that employers should take. We explore current requirements on employers and insight into the experience of people working at night, and then share practical tips and case studies across rota design, work environment, health and wellbeing, nutrition and leadership. We're hugely grateful to the charity Impact on Urban Health for their support in making this guide possible.

Employers – please don't be daunted! What is clear from our engagement is that night workers are very perceptive of even modest changes made to improve their experience of work, and there will be passionate champions and advisers within your own shift workers to help you.

Wishing bright nights to you and your teams,

Ella Reynolds and Ben Lumley
Co-Heads of Programme,
Night Club



INTRODUCTION

Night Club and its partners have produced this resource to help employers understand and get the best from their night workers.

NIGHT WORK BRINGS BUSINESS AND PERSONAL CHALLENGES

Lack of sleep in the UK workforce costs the UK over £50bn per year in productivity, health and care losses¹. Night workers are more likely to have accidents at work, to have health difficulties linked to their shift pattern and report lower engagement levels than day counterparts. Leading scholars consider that class action around employer duty of care failures toward night workers may be on the horizon².

8.7M PEOPLE WORK AT NIGHT IN THE UK

More than a quarter of the UK workforce (8.7 million people) “usually work in the evening or night”, according to the Office of National Statistics³. Not all of this large group will self-identify as night workers, and working patterns vary hugely (including permanent nights, rotating shifts, regular early morning or late evening duties and irregular hours). However, to some extent all these workers are at risk of a disrupted circadian rhythm and a range of health and social impacts from night work.

NIGHT CLUB DELIVERS SUPPORT FOCUSED ON NIGHT WORKERS

Night Club's mission is to create a better and healthier experience of working at night. It was founded in 2018 by The Liminal Space (a social purpose creative agency) working with Oxford University's Sleep and Circadian Neuroscience Institute.

Night Club supports individuals – it's delivered evidence-based sleep health and wellbeing sessions to over 13,000 workers to date. It also provides employers with knowledge and tools to support their nighttime workers. Finally, Night Club also campaigns for change at national policy level, working with policy makers. Insights from all of this work feed into this publication.

WHO IS THIS GUIDE FOR?

Principally, this is for employers of people working at night (employers of all sizes and covering all different shift and working hours patterns that include night work). This includes management and key business functions including HR, wellbeing, occupational health, health and safety/SHE, operations and facilities.

However, we hope this is also of use for umbrella groups (professional associations, trades unions etc.) and for policy makers (parliamentarians, officials, think tanks and research organisations).

HOW WAS THIS GUIDE PREPARED?

The Night Club team has prepared this guide to address the recurring areas raised by both night workers and their employers over the years Night Club has been running. It is developed from Night Club programme materials and research and bolstered by new polling of employers and specialist input from experts, in particular [Timewise](#), Nigel Walters and [Nutrivival](#).

Funding from our partner [Impact on Urban Health](#) made this work possible.

CAN NIGHT CLUB SUPPORT YOUR ORGANISATION?

Get in touch via info@night-club.org
Read about our offer at night-club.org/nc-for-your-organisation

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WHY FOCUS ON NIGHT WORKERS?

Economic, health and social factors together form a powerful case for employers and government

People working at night face additional challenges and disadvantages compared to day colleagues. Employers have a duty of care to help address this. However, there is a strong direct commercial case in addition to the moral case. By improving the health and wellbeing of night workers, there is a direct opportunity to boost workplace productivity, engagement and ultimately profit. This is an opportunity for individual employers but also for the UK Government.

ECONOMIC IMPACTS

- ▶ £52 billion is the negative economic impact per year in the UK, resulting from lack of sleep in the workforce⁴
 - ...of this, £35bn is productivity losses (including presenteeism and absenteeism) and £17bn is from wider health and care costs
 - ... of this, £20bn is from night workers and £32bn from the wider workforce
- ▶ Workplace accidents are 25-30% higher on the night shift⁵ and fatigue is thought to cost the UK £115-240m per year in workplace accidents⁶

"The fifth night ruins you, you're tired, it's too much for family life."
Night worker

"You become isolated from everything, you're living in a different time zone."
Night worker

HEALTH IMPACTS

- ▶ Diabetes is 44% more prevalent if working nights compared to days⁸
- ▶ A person working night shifts for 10 years is 37% more likely to have a heart attack⁹
- ▶ Shift work is officially classified as "probably carcinogenic" by the World Health Organisation¹⁰
- ▶ Sleep deprivation and shift work are associated with impaired concentration, memory and creativity, higher anxiety, depression and impulsive behaviour¹¹
- ▶ As little as 2 hours' sleep loss produces measurable decrements in cognitive performance. Being awake for over 24 hours can reduce cognitive performance by more than 70%¹²

CAN YOUR BODY GET USED TO WORKING AT NIGHT?

Probably not! 97% of night shift workers do not adjust to a nocturnal regime but remain synchronised to daytime.¹³

However, this is not well understood. Only 50% of HR professionals, 24% of UK adults and just 16% of night workers we surveyed¹⁴ correctly identified the statement "everyone can get used to working a night shift – it just takes time" as false.

SOCIAL IMPACTS

- ▶ Night workers are 75% more likely to feel left out at work than daytime counterparts¹⁵
- ▶ Night workers are 97% more likely than day workers to lose sleep from being contacted by their employer when they should be asleep¹⁶
- ▶ Night workers are up to six times more likely to divorce than day workers (especially couples with children)¹⁷
- ▶ Night workers can have difficulties accessing services, including medical appointments and public transport to get them to and from work¹⁸

"It is difficult to flip your body around and keep flipping your body around."
Night worker

"I just felt exhausted all the time."
Night worker

THE POWER OF HEALTH AND WELLBEING

- ▶ Some health risks from shift work (such as diabetes) can be substantially reduced if individuals are able to maintain a healthy lifestyle while working shifts (including diet and physical activity)¹⁹
- ▶ Higher levels of employee wellbeing are associated with improved company valuation, return on assets and gross profit²⁰. In addition, researchers have now demonstrated a causal link between worker happiness and productivity in the first large-scale field study of its kind²¹
- ▶ Sleep has many wider benefits beyond immediate health – for example, good sleep promotes the ability to come up with novel solutions to complex problems²²

OBLIGATIONS ON EMPLOYERS

An overview of key legislation and government guidance with specific implications for nighttime workers

REQUIREMENT	IMPLICATION
<p>Health assessments (Working Time Regulations)</p> <p>Requires employers to offer people usually working at least 3 hours during the night (typically 11pm-6am) a free health assessment to help protect these workers.</p>	<p>Assessments must be offered:</p> <ul style="list-style-type: none"> ▶ before they become a night worker ▶ regularly throughout a night worker's employment <p>Workers do not have to accept. Employers are required to keep records for 2 years.</p>
<p>Health and Safety ("Managing shift work" HSE Guidance)</p> <p>Government's most comprehensive dedicated resource to support employers to understand impacts of shift work and how to manage these.</p>	<p>Provides overview of obligations and includes advice from the Health and Safety Executive (published 2006) around assessing risks and acting on areas including:</p> <ul style="list-style-type: none"> ▶ Workload and work activity ▶ Shift patterns, timing and duration ▶ Rest breaks within and between shifts ▶ Physical environment ▶ Management issues (e.g. training, communication) ▶ Welfare and occupational health
<p>Health and Safety (Act / Regulations)</p> <p>Places a duty on employers to assess risks and protect the health, safety and welfare at work of all employees as far as is reasonably practicable.</p>	<p>Employers must make an assessment of the risks to their employees from work activities and introduce measures to remove or control these risks. This can include health and safety risks associated with hours worked, how hours are scheduled and hazards such as fatigue and its potential connection to night shift working.</p>
<p>Working hours (Working Time Regulations)</p> <p>Night workers – defined as those usually working at least 3 hours during the night (typically 11pm-6am) – must not work more than 8 hours in a 24-hour period on average. They cannot opt out of this limit.</p>	<p>Aside from implications for night workers meeting this specific definition, a 48-hour maximum working week applies to workers on any shift pattern. However, for those who don't meet the government 'night worker' definition, they can opt out. The 48-hour limit applies across multiple employments. Employers of shift workers should be proactive, requiring workers to disclose details of other employment to help them manage the implications of this (for working time and health/safety).</p>
<p>Workers aged under 18</p> <p>Working hours and rest periods vary for young workers.</p>	<p>No young workers are permitted to work between midnight and 4am in any type of work. Only in some industries and only when certain conditions are met can under 18s work between 10pm-midnight and 4am-7am.</p>

REQUIREMENT	IMPLICATION
<p>Equality Act</p> <p>Protects against discrimination (including in the workplace) for 9 protected characteristics (including age, disability and pregnancy/maternity). Duty on employers to make temporary or permanent reasonable adjustments so these employees are not significantly disadvantaged compared to other workers.</p>	<p>Reasonable adjustments may relate to shift work, such as:</p> <ul style="list-style-type: none"> ▶ Providing set working hours rather than rotating/unpredictable shifts ▶ No longer requiring a staff member to work nights ▶ Providing additional rest breaks during a shift ▶ Providing longer recovery time following shifts following a rotating pattern
<p>Sleep in shifts (National Minimum Wage)</p> <p>National Minimum Wage applies to night workers (there is no separate night shift rate). Specific provisions discuss 'sleep in' shifts</p>	<p>Workers who are provided with suitable sleeping facilities and are expected to sleep for most of their night shift may only be entitled to minimum wage for the periods when they're awake to perform work-related tasks. In contrast, workers expected to work for most of a night shift will get the minimum wage for their whole shift, even if they're permitted to nap between tasks.</p>
<p>On-call shifts (National Minimum Wage)</p> <p>National Minimum Wage may apply to all or part of on-call shifts.</p>	<p>The employer needs to consider the restrictions and burden being placed on the employee for their on-call shift and determine whether they are working and therefore entitled to pay for this time.</p>
<p>Flexible Working</p> <p>All employees have statutory right to request a flexible working arrangement (note the Employment Rights Bill is set to strengthen this right). Employers must justify rejected requests.</p>	<p>Requests might include fixed patterns of work, varied/shorter shift times, fewer shifts, split shifts or term time working. Some employers are responding in anticipation of such requests with solutions such as self-rostering or team-based rostering, to give employees greater levels of choice over their working pattern.</p>
<p>Lone working guidance</p> <p>Employers are responsible for managing health and safety risks of those working alone.</p>	<p>Steps to manage risks relevant to night workers might include ensuring workers have access to support/management colleagues during their shift, and to have safe accessible rest areas.</p>

POSSIBLE FUTURE CHANGES

The [Employment Rights Bill](#) is expected to be finalised by Parliament in Summer 2025. Among many wider measures, changes particularly relevant for shift workers at the time of writing are:

- ▶ A new right to guaranteed hours
- ▶ A new right to reasonable notice of shifts
- ▶ A new right to compensation for shifts being cancelled, moved or curtailed at short notice

Most measures are not expected to come into force until 2026 and may need further secondary legislation or guidance from government to define exactly how these will work.

NIGHT WORKERS' CONCERNS

Understanding workers, including hearing directly from teams, is essential to know how to support them and build a positive culture.

FEEDBACK AND DATA TO EXPLORE

To have a good picture of your night workers, we advise trying to build up the following data and insight. This will likely come from multiple sources and may take some time to gather, but the effort invested in this is worthwhile so you can target initiatives and wellbeing support effectively.

Foundational data

- ▶ How many shift workers on what rota patterns across what locations (employed and other e.g. agency), synced if possible to diversity data so you can understand shift work health in the context of EDI
- ▶ Absence levels (compared to day staff, if possible)
- ▶ Retention levels (compared to day staff, if possible)
- ▶ Accident levels (compared to day staff, if possible)
- ▶ Any pre-existing night worker specific policies/provision in place

Sleep, health and wellbeing data

- ▶ Sleep duration and quality while working at night/on shifts
- ▶ Prevalence of long-term health conditions
- ▶ Broader workplace wellbeing measures (job satisfaction, happiness, stress, purpose²³)

DATA GAP

Night Club's poll of HR professionals found that only 30% (of 533) reported monitoring staff tiredness or fatigue, rising to 41% (of 286) among those who employ night workers

Feedback from workers

- ▶ An open question inviting feedback on the experience of working at night and working shifts, and a chance to make suggestions for changes
- ▶ Topic specific prompts on schedules, working environment, health and wellbeing support, diet/exercise and workplace culture

EMPLOYEE VOICE

Giving workers the opportunity to share their views and feel heard by management ('employee voice') has been shown to boost engagement, productivity and even creativity of staff²⁴.

There are a wide range of approaches that can be taken²⁵ – from staff surveys to listening events, staff forums or collating feedback from team meetings. Where present, trade unions can also represent and relay the views of their members.

A key finding in delivering our Night Club programme is that having an external partner perceived as independent, and ensuring anonymity of feedback, can help create a safe space for vivid and direct feedback.

EMPLOYER SNAPSHOT

Britvic (now Carlsberg Britvic) ran a series of wellbeing roadshows in-person, across all of their sites, ensuring coverage of all shift patterns. This was partly to promote the existing wellbeing offer but also to give staff a (much-appreciated) direct chance to voice their experiences and wishes to inform planning of the wellbeing programme. This led, among other initiatives, to the decision to run specific shift worker wellbeing education.

TOP 10 CONCERNS RAISED BY NIGHT CLUB PARTICIPANTS

We analysed written feedback given by over 3,000 UK workers participating in Night Club (sleep and wellbeing sessions delivered by sleep experts) between 2021-2024, across a diverse range of industries (including logistics, manufacturing, healthcare and transport) and mostly working for large employers.²⁶

1 SHIFT WORK ADJUSTMENTS AND FLEXIBILITY

Modify shift patterns, including fewer rotations, shorter shifts and alternatives to traditional shift work.

2 HEALTHY FOOD OPTIONS

Improve the quality of food available in the workplace, in vending machines and (where available) canteens.

3 RELAXATION AND REST AREAS

Establish dedicated rest rooms or relaxation areas for employees to unwind or nap.

4 FLEXIBLE AND LONGER BREAK TIMES

Allow more flexible scheduling and longer breaks to accommodate rest and personal needs, especially for parents.

5 MENTAL HEALTH AND WELLNESS SUPPORT

Provide mental health support, including information on sleep and recovery, and more sessions discussing health issues faced by shift workers.

6 WORKSPACE LIGHTING

Vary lighting between work areas and social/break areas of sites to guide natural circadian rhythms.

7 TEMPERATURE IN WORK AREAS

Improve temperature control in work environments, such as making warehouses warmer, to facilitate comfort and potentially improve rest during breaks.

8 SUPPORT ACROSS SHIFTS

Support both day and night workers with comprehensive wellness programmes that address the needs of all employees.

9 FINANCIAL WELLNESS SUPPORT

Provide access to financial advisory services for employees, and acknowledge the stress financial issues can place on individuals, potentially affecting sleep.

10 FITNESS AND PHYSICAL HEALTH

Offer gym facilities and promote activities that support physical health as part of workplace wellness initiatives.

While written feedback typically focuses on tangible issues, discussion during Night Club sessions almost always highlights additional feedback about the workplace culture and the relationship between workers, immediate management and senior leaders. These softer aspects must not be neglected when exploring support to night workers.

NIGHT WORKERS' SLEEP

From a sample of thousands of night workers supported by Night Club²⁷, we found:

- ▶ 48% are regularly getting less than 6 hours of sleep per night (compared to an average of 7 hours in the general population²⁸)
- ▶ 61% rate their quality of sleep as variable or poor

OVERVIEW: DESIGNING HEALTHIER PRACTICES FOR NIGHT WORK

Areas of focus and key steps

Creating a strategy for improving the experience of working at night for your staff can feel overwhelming, but the evidence is clear: supporting the health and wellbeing of night workers isn't just the right thing to do – it's smart for business. In the next sections, we'll walk you through key focus areas to help you prioritise your efforts. You'll also find a quick summary of topics on this page, with practical ideas for both a foundational step and a strategic step towards change.

PROACTIVE HEALTH AND WELLBEING: APPROACHES TO KEEPING SHIFT WORKERS WELL

pg.18-19

Understanding the impact of disrupted circadian rhythms and offering support like health checks, sleep education and access to wellbeing services around the clock.

FOUNDATIONAL STEP: Employers should ensure Occupational Health (OH) services, Employee Assistance Programmes (EAPs) and mental health support are accessible around the clock or flexibly scheduled.

STRATEGIC STEP: Implement higher-frequency health checks (Night Club's campaign calls for yearly checks, see page 26) to detect and treat or prevent illness early.

CULTURE AND LEADERSHIP: HOW TO SUPPORT ENGAGED AND MOTIVATED NIGHT WORKERS

pg.22

Fostering recognition, inclusion and connection for night workers, with a focus on visible leadership and psychological safety.

FOUNDATIONAL STEP: Prioritise visibility. Leaders being present occasionally at night allows direct engagement with staff and shows recognition of their work.

STRATEGIC STEP: Break the stigma around discussing fatigue and actively encourage staff to disclose if they feel too tired to perform their function safely, without penalty.

SMARTER SCHEDULING: SETTING SHIFT WORKERS UP FOR SUCCESS

pg.13-14

Well-designed shift patterns boost safety, wellbeing and retention. Involving staff, limiting night shifts and offering flexibility reduces fatigue and risk.

FOUNDATIONAL STEP: Communicate well in advance. Aim for a 4-6 week minimum notice period of rotas so people can plan their non-working lives.

STRATEGIC STEP: Create a working group, including workers, trade unions and all levels of management and leadership, and engage them in planning early to build buy-in and reflect real-world needs.

ENHANCING THE WORK ENVIRONMENT: A JOURNEY THROUGH THE WORKPLACE AFTER DARK

pg.16-17

Making the workplace safe, welcoming and fit-for-purpose with proper lighting, temperature control and rest areas at night.

FOUNDATIONAL STEP: Visit the workplace at night to review the environment and talk to staff.

STRATEGIC STEP: Provide travel support for night workers, such as post-shift rest spaces or transport options like shuttles, to reduce fatigue-related risks and improve staff safety.

SHIFT WORKER NUTRITION: SUPPORTING STAFF BEYOND THE VENDING MACHINE

pg.20-21

Practical tips to support healthy eating habits for shift workers.

FOUNDATIONAL STEP: Upgrade vending machines to include healthier, low-sugar snacks and encourage smarter choices on the go. Make decaffeinated tea and coffee available.

STRATEGIC STEP: Connect OH strategies with nutrition and align them with HR and mental health policies. Train OH staff in nutrition to better support shift workers' unique needs.

SMARTER SCHEDULING



Setting shift workers up for success

Designing rotas for shift workers isn't just a logistical exercise – it's a strategic decision with far-reaching implications for recruitment, retention, safety and employee wellbeing. Night shifts are inherently more demanding, both physically and mentally, often disrupting health, work/life balance and sleep. This typically makes them less appealing to the broader labour market, especially for those without prior night shift experience. But even well-meaning attempts to reduce fatigue and make shifts more appealing, like switching from permanent nights to a rotating pattern, can backfire if existing ways staff have structured their lives (e.g. around caring responsibilities and enhanced pay) are ignored.

The challenges of unsociable hours don't stop at workforce level. Employers must also consider the need for support infrastructure to manage shift timings outside of the 9-5, from management and security to transport and IT, often at a significantly higher cost.

If night shifts aren't carefully thought through, they risk becoming a costly and unpopular area of operations. So, well-designed rotas are one of the most powerful tools for ensuring night shift success.

Here, Nigel Walters, Shift Pattern Consultant, answers the top 3 questions we get from our employer partners, giving you all the information you will need to plan your shift design strategy.

1 WHAT KEY FACTORS SHOULD EMPLOYERS CONSIDER WHEN DESIGNING SHIFT PATTERNS TO SUPPORT WORKER WELLBEING AND BUSINESS EFFECTIVENESS?

- ▶ **Start by questioning the need for night work.** Could demand be met during the day or reduced seasonally? Analyse operations to explore alternatives to keep night shifts truly necessary.
- ▶ **Maximise daytime and weekend working.** Building daytime capacity through deploying additional resources on days or weekends, such as extra production lines, can help to limit how many staff are needed overnight.
- ▶ **Stay compliant.** Adhere to Working Time Regulations and carry out regular risk assessments involving staff reps.
- ▶ **Think about people's individual needs.** Younger staff may favour longer shifts and more rest days; older staff may prefer shorter, consistent hours; staff with families might need more flexibility; some people have other strong preferences (e.g. based on their chronotype²⁹) – but don't make these assumptions without proper consultation with staff.
- ▶ **Factor in commuting.** Shift times should align with transport availability and avoid long, unsafe commutes.
- ▶ **Engage staff and stakeholders in planning early in the process.** Include workers, trade unions and all levels of management and leadership, as well as Occupational Health, in rota design discussions to build buy-in and reflect real-world needs.
- ▶ **Support staff health.** Provide education on sleep, diet and rest, plus safe, comfortable facilities during night shifts – even more important if you're introducing a night shift or inducting new starters (see pages 18-19).



SMARTER SCHEDULING



2 ARE THERE ANY SPECIFIC ROTA STRUCTURES THAT ARE PARTICULARLY EFFECTIVE IN REDUCING FATIGUE AND IMPROVING ALERTNESS DURING NIGHT SHIFTS?

- ▶ **Encourage forward-rotating shifts.** Moving from days to lates to nights aligns better with natural circadian rhythms and reduces fatigue, unlike backward rotations.
- ▶ **Give autonomy over rest breaks.** Allowing staff to take breaks when they feel especially tired helps manage individual fatigue, since energy levels vary person to person.
- ▶ **Limit consecutive night shifts.** Following Health & Safety Executive guidance, aim for no more than three consecutive nights, or three + consecutive weeks before returning to a longer block of daytime shifts, ideally with at least two full nights' sleep after each night block.
- ▶ **Use 12-hour shifts with caution.** Patterns like 4-on-4-off (DDNN) can work well for some 24/7 operations, but not everyone thrives on long shifts or having most weekends disrupted. A risk assessment may indicate some roles should be limited to 8 hours, and other alternatives include split shifts, short shifts and 'suit you' hours.
- ▶ **Involve workers in rota design.** A demand-led approach that includes input from staff often results in more effective and acceptable shift patterns.
- ▶ **Offer as much variety as operations will allow.** Avoid a rigid, one-size-fits-all rota. Instead, try to provide a mix of shift types of differing lengths, with and without nights.
- ▶ **Build in flexibility.** Allow shift swaps, but monitor them to ensure compliance with Working Time Regulations and to avoid fatigue risks.
- ▶ **Communicate well in advance.** Aim for a 4-6 week minimum notice period of rotas so people can plan their non-working lives.

3 WHAT DO YOU SEE SHAPING THE FUTURE OF SHIFT WORK AND ROTA MANAGEMENT IN INDUSTRIES WITH HIGH NIGHT SHIFT DEMAND, AND HOW CAN BUSINESSES PROACTIVELY ADAPT TO STAY AHEAD?

- ▶ **Reducing reliance on night shifts.** As 24-hour demand grows, smart employers are investing in automation, technology and demand-led rostering to reduce night-time labour needs.
- ▶ **Generational shift in workforce attitudes.** Younger workers are less willing to work nights or overtime, increasing reliance on older staff, who may be more vulnerable to health impacts.
- ▶ **Focus on education and support.** Employers must educate both workers and managers on the effects of night work, with tools like peer-champions, health monitoring, nutrition guidance and better lighting.
- ▶ **Legal risks are rising.** There's a growing number of health-related injury claims and liability cases linked to fatigue, especially among drivers and in safety-critical roles.
- ▶ **Proactive adaptation is key.** Review KPIs like absence, productivity, attrition and staff surveys by shift type. Update night work risk assessments regularly, involve workers, and review health support programmes.
- ▶ **Stay agile.** Reassess future demand and explore tech-driven solutions to reduce the need for night work, keeping your business ahead of regulatory and workforce shifts.
- ▶ **Surge in flexible working requests.** Staff increasingly seek personalised shift patterns, whether to align with transport, caring responsibilities or wellbeing needs. One-size-fits-all is no longer sustainable.

CASE STUDY: EARLY ENGAGEMENT AT A MAJOR DOCKYARD

At a large dockyard responsible for maintaining and upgrading vessels, most employees worked standard Monday to Friday shifts – either daytime only or a combination of days and lates. However, a demand analysis revealed the need to significantly increase production hours.

Early engagement with management, trade union representatives and employees made it clear that regular night shifts were unpopular due to concerns about work/life balance and the additional support required to run safe and effective night operations.

To meet increased demand without compromising staff wellbeing, a new shift model was trialled. The solution included weekend day and late shifts, limiting night work. Only a small group of employees would rotate onto 12-hour day and night shifts for short periods of up to 12 weeks.

This balanced approach enabled greater operational flexibility while respecting employee preferences and avoiding the downsides of full-time night working.

CASE STUDY: FLEXIBLE SHIFT PATTERNS AT AN AMBULANCE TRUST

To better meet both patient demand and staff wellbeing needs, an Ambulance Trust rethought its approach to shift design. Traditionally, large stations operated with a single shift pattern for all paramedics and technicians. However, this one-size-fits-all model failed to reflect the diverse preferences and personal circumstances of the workforce.

A working party was established, bringing together staff representatives and managers to co-design a suite of shift patterns. The outcome was a flexible rota system offering several options: 8-hour and 10-hour day shifts (with no nights), 12-hour day-only shifts, and mixed shifts that finished at 2.00am, providing extended coverage without full overnight working. For staff willing to work around the clock, a 12-hour rotating day and night shift pattern was also available.

This inclusive, demand-led approach improved staff satisfaction, supported work/life balance and ensured the Trust could deliver consistent, high-quality care across all hours.

CASE STUDY: AN ITERATIVE APPROACH ALONGSIDE WELLBEING TRAINING AT AN ENERGY FROM WASTE PLANT

At an Energy from Waste (EfW) plant, the engineering department faced challenges with plant reliability, frequent breakdowns and staff fatigue caused by an over-reliance on standby arrangements. To tackle these issues and reduce work/life disruption, a working party was formed to co-design new shift pattern options. These included day and night shifts, along with dedicated daytime hours for training, all shaped around employee preferences.

Following a successful trial and staff survey, the shift pattern was refined to provide more rest time after night shifts, helping reduce fatigue and improve alertness.

To further support the transition, the plant invested in a health and wellbeing education programme for all night workers and line managers. The initiative focused on sleep, nutrition, and managing fatigue – strengthening both personal resilience and operational performance.

The result was a more reliable plant, a better-rested team and a shift system that supported long-term wellbeing.

ENHANCING THE WORK ENVIRONMENT

A journey through the workplace after dark

Workplaces can feel very different at night. Lights may be too dim or too harsh, rooms can be colder, and places like canteens or break areas are often closed or neglected. This can make the space feel unwelcoming and night workers feel undervalued, or at worst unsafe. Many leaders don't realise how different the environment is at night and how much this can affect the people working, so we recommend as a first step that managers visit sites overnight to assess the differences and plan improvements accordingly.

Join us on a journey through the workplace to discover how a welcoming environment can boost morale and support productivity and alertness – helping night staff feel just as cared for and connected as their daytime colleagues.

"One thing I keep at the back of my mind probably more now as a result of Night Club is lighting. It's really easy to miss in office hours when everything is bright and shiny."

Senior Manager, Waste Management

TRAVELLING TO AND FROM THE WORKPLACE

Night workers often face challenges getting home. Public transport is often limited, so many people have to drive – even after long, tiring shifts. Some face commutes of up to two hours, increasing the risk of accidents due to fatigue. For workers finishing in the early hours, like those in hospitality, getting to their car or home safely can be a real concern – especially for women in unfamiliar areas. Employers should consider providing facilities for staff to take a short nap post-shift to relieve sleep pressure before the journey home. Some employers provide transport such as shuttle buses or taxis home for staff.³⁰

LONE WORKING

Working alone at night can be risky and isolating. It's best to avoid it where possible. If someone does have to work alone, make sure they have the right support to stay safe and feel secure – both physically and mentally. Anyone travelling alone to or from work late at night should also be supported to get home safely.³¹

SAFE WALKS TO THE CAR

Walking to a car in the dark can feel unsafe – especially for lone workers or in quiet early hours. Make sure car parks are well-lit with no dark corners and that the path to the building is clearly marked and bright. If the car park is far from the workplace or staff feel uneasy, consider offering escorts or buddy systems. Simple changes like these help everyone feel safer and more confident getting to and from their car.

COMFORTABLE TEMPERATURES

Temperatures often drop during the night, no matter the season. A comfortable workspace can make a big difference to how alert, focused and positive staff feel. Make sure work areas are heated to a suitable level – not too cold, but not so warm that it causes drowsiness. Portable heaters can help in areas that aren't always in use. In colder environments where heating isn't possible, consider offering practical extras like warm layers, hot water bottles or heat packs for gloves. These small touches show care and help night workers stay safe, comfortable and ready for the job.

BRIGHT NIGHTS

Improve alertness by illuminating the working environment with sufficiently bright light during night shifts. This will help mitigate tiredness and loss of vigilance, which can contribute to a higher accident rate. Bright, cool-toned lighting that mimics natural daylight can help workers stay awake and focused. Aim for lighting levels around 1,000 lux – much brighter than standard office lighting.³² Where possible, let staff adjust lighting at their workstations to suit their needs, and offer the option for dimmer, warmer toned lighting in breakrooms to offer respite from brighter spaces and promote rest.

REMOTE WORKERS

For desk-based or remote night workers, employers should ensure they have access to ergonomic furniture, suitable lighting (ideally daylight-mimicking) and guidance on setting up their home workspace safely. Encourage regular movement breaks and provide flexibility where possible to help manage fatigue. Open communication and virtual social opportunities will reduce feelings of isolation.

SPACE TO REST

At night, canteens and break rooms can feel less inviting, particularly if food options are limited or unavailable. To support night workers, employers should create shared spaces that feel safe, welcoming and energising. This means good lighting as mentioned above, access to hot and healthy food (see pages 20-21), clean facilities and comfortable seating. Adding small touches like a stocked drinks station (with decaffeinated options), a noticeboard specific to night staff or even a games corner can boost morale.

PROACTIVE HEALTH AND WELLBEING



Approaches to keeping shift workers well

Our bodies run on circadian rhythms, close to 24-hour cycles that regulate vital functions like sleep, hormone production and digestion. At the heart of this system is the brain's master clock, which responds to light to keep us alert by day and asleep at night. Night shifts disrupt this process by flipping the body's natural cues – forcing wakefulness at night and sleep in the day. Over time, Sleep and Circadian Rhythm Disruption (SCRD) of the kind experienced by night workers can significantly impact health, wellbeing and productivity.

Sleep loss triggers the body's stress response, flooding it with cortisol and adrenaline. Just a few days without proper rest can affect mood, focus and brain function. Over months or years – as with many shift workers – chronic sleep disruption can raise the risk of serious health issues like heart disease and cancer.

This table shows the impact of Sleep and Circadian Rhythm Disruption on the body and mind³³:

Acute impact on emotional responses	Acute impact on cognitive responses	Chronic impact on physiology and health
Increased...	Impairments in...	Increased risk of...
Fluctuations in mood	Cognitive performance	Daytime sleepiness
Irritability	Ability to multi-task	Micro-sleeps
Anxiety	Memory consolidation	Cardiovascular disease
Loss of empathy	Attention	Altered stress response
Frustration	Concentration	Altered sensory thresholds
Risk-taking and impulsivity	Communication	Infection, lowered immunity
Negative salience	Decision making	Cancer
Stimulant use (caffeine)	Creativity and productivity	Metabolic abnormalities
Sedative use (alcohol)	Motor performance	Type 2 diabetes
Illegal drug use	Social connectivity	Depression and psychosis

Employers of shift workers need to develop health and wellbeing strategies that support the unique challenges that working at night brings and reinforce a preventive, proactive approach to health to mitigate these risks as much as possible.

LIFESTYLE CHANGE IS POWERFUL

Our daily choices shape our health and wellbeing, both in the short term and for years to come. Simple actions like moving more, getting adequate sleep, eating nutritious foods, keeping a healthy weight, steering clear of smoking and managing stress are proven tools to reduce our risk of chronic disease and improve our chances of leading a longer, more energetic life³⁴. And for shift workers, the evidence suggests that

improving lifestyle behaviours can also largely mitigate the increased risk of developing certain diseases that are associated with night work specifically, such as type 2 diabetes³⁵. These principles of preventing illness should become the backbone of any health and wellbeing strategy.

HEALTH CHECKS

A health assessment for night workers is a structured evaluation aimed at identifying any health issues that may be caused or worsened by night work, and ensuring the worker is fit to carry out their role safely. It is a legal requirement in the UK³⁶ to offer a health check when an employee begins night work, and regularly throughout employment. Higher-frequency health checks (Night Club's campaign calls for yearly checks, see page 26) are crucial to detect illness early and to begin often lifesaving treatment with diseases like cancer, and stop conditions like type 2 diabetes or depression from worsening³⁷.

ACCESS TO HEALTH AND WELLBEING SERVICES

Night workers often face barriers accessing health and wellbeing services available during standard daytime hours. Employers should ensure Occupational Health (OH) services, Employee Assistance Programmes (EAPs) and mental health support are accessible around the clock or flexibly scheduled. This might include virtual consultations, 24/7 helplines or drop-ins during night shifts. Night workers should receive equal opportunity to discuss work-related health concerns, receive medical advice and access counselling. Proactively advertising these services during onboarding and via night shift communication channels is essential. Ensuring parity of access demonstrates an employer's commitment to equity, wellbeing and duty of care.

REGULAR EXERCISE

Irregular schedules, fatigue and limited access to facilities can disrupt motivation and ability to maintain regular movement habits for shift workers. Employers can support their staff by promoting a culture that values physical activity (e.g. through sports teams or walking clubs), providing gym facilities or discounts on memberships to external providers. Evidence suggests regular movement offers significant benefits to shift workers, aiding weight management, enhancing sleep quality and reducing fatigue.³⁸

SUPPLEMENTATION

Vitamin D deficiency is common among night workers due to limited exposure to natural sunlight, which impacts bone health, mood and immune function³⁹. Employers can support worker wellbeing by offering free or subsidised Vitamin D supplements, ideally alongside education on diet and safe sun exposure. Providing supplements in winter months or as part of occupational health checks is especially helpful. This low-cost intervention can reduce long-term health risks. Employers should consult health professionals for appropriate dosing and ensure distribution methods are accessible to all shift patterns.⁴⁰

VACCINATIONS

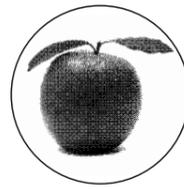
Night workers are often at higher risk of infection due to SCRD, reduced immune function and limited access to healthcare. Offering on-site or in-hours vaccines (in particular for influenza and COVID-19), ideally during night shifts or overlapping with shift changes, removes access barriers. Providing vaccines at work increases uptake and reduces absence due to illness, which can be particularly important in healthcare, blue light services and other frontline night-working sectors.

DIET AND NUTRITION

Improving diet and access to healthy food can support health and wellbeing and reduce the risk of disease (see pages 20-21).



SHIFT WORKER NUTRITION



Supporting staff beyond the vending machine

Grabbing a chocolate bar at 2am, relying on fast food as the only option during a midnight break, reaching for a second energy drink before driving home or sharing donuts at the nurses' station – all common coping strategies among shift workers. And understandably so: when the body is fatigued, it naturally craves quick energy in the form of sugar, fat and caffeine.

It is no wonder then that shift workers face a higher risk of becoming overweight and developing diet-related health issues, such as type 2 diabetes, cardiovascular disease, obesity and sleep disorders⁴¹. The good news is that lifestyle changes, particularly improvements in diet, sleep and exercise, can significantly reduce these risks. For those working long or irregular hours, consistent access to healthy, energy-sustaining food is essential for performance and health. And as the saying goes, an army marches on its stomach; so for employers, supporting good nutrition makes both ethical and business sense.

Site-based employees can spend up to 60% of their waking time in the workplace. So there is a huge opportunity to create a 'healthy eating environment' at work and positively influence food behaviours and therefore health outcomes⁴².

WHAT CAN EMPLOYERS PRACTICALLY DO TO SUPPORT GOOD NUTRITION?

Below, nutritional therapist and former shift worker Anna Earl shares proven strategies – backed by research, including a systematic review on workplace cafeterias⁴³ – to help staff eat better. From environmental tweaks to individual support, combining some of these interventions offers the best chance for lasting health improvements.

QUICK WINS

(0-6 months)

Upgrade vending machines to include healthier, low-sugar snacks – cutting back on ultra-processed options and encouraging smarter choices on the go.

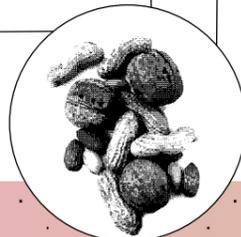
Meet with catering teams to set simple goals – swap to wholegrain bread, pasta and rice, veggie sides with all hot-meals and fruit-based desserts.

SUSTAINABLE CHANGE

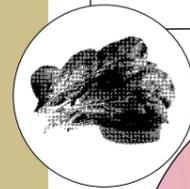
(6-24+ months)

Upgrade onsite catering with high-protein, easy-to-digest foods, such as soups, nuts, eggs, chicken, and fish, available 24/7 to suit all shifts.⁴⁴

Connect occupational health (OH) strategies with nutrition, and align them with HR and mental health policies. Train OH staff in chrono-nutrition – a field of study that explores the impact of when we eat, not just what and how much we eat, on our health – to better support shift workers' unique needs.

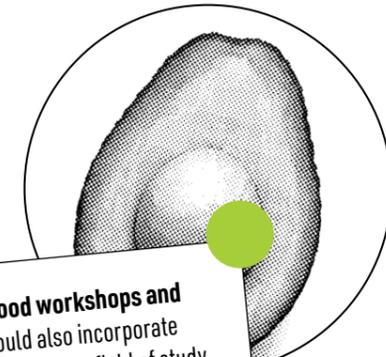


Offer a free healthy meal monthly or run food tasting nights with wholefoods and veggie-rich dishes, and provide info on their physical and mental health benefits. This [printable 'Eat Well Guide'](#) is a great place to start.



At sites without canteens, focus on vending machines first – they're often packed with sugary, ultra-processed foods that harm health⁴⁵. Companies like *I'm So Good* now offer affordable, healthy frozen meal options.

Offer nutritionist-led food workshops and menu planning. This could also incorporate 'nutritional psychiatry' – an emerging field of study that explores the connection between diet and mental health – into mental health and wellbeing programmes.⁴⁶



Invest in kitchen facilities – fridges and microwaves or air fryers – to empower staff to bring in healthy, cost-saving homemade meals.

Share educational materials (posters, emails, leaflets) and provide fruit or fruit vouchers – especially vital for shift workers who tend to have lower fruit and veg intake.

The British Heart Foundation has a [printable guide to healthy eating to support heart health](#).

Build a supportive food culture, through staff involvement in planning and feedback on food provision and nutrition training.



Launch team challenges to log fruit and veg intake – gamify it with friendly leagues, prizes and weekly leaderboards to boost participation.

Celebrate international cuisine with wholefood-based meals tied to awareness days and religious events that reflect your diverse workforce.

Educate staff on better fast food choices – like grilled chicken instead of red meat, or swapping fries for a salad – ideal for on-the-go eaters.

Investing in employee health can boost retention and cut sick days. Poor diets, on the other hand, fuel fatigue and impair focus and decision making.^{47 48}

Send regular reminders about easy habits like drinking more water or hitting your 5-a-day to keep healthy eating top of mind.

Create, develop and train internal staff wellbeing teams and/or wellbeing champions to advise on and support healthy eating practices. **Embed wellbeing in management training** to promote proactive health practices across teams



CULTURE AND LEADERSHIP

How to support engaged and motivated night workers

How you engage with night staff - and how they perceive management's attitudes - directly affects their wellbeing and performance. Here we provide prompts for leaders, based on common feedback from night workers:

59% of night workers feel their work is unappreciated⁴⁹

56% of night workers say their point of view is not listened to⁵⁰

1

"Truly, night shift is the forgotten shift."

PRIORITISE VISIBILITY AND RECOGNITION

Show workers you want to understand their needs, experiences and value their work. Simple steps include directly referencing them in communications, explaining how their experiences have been considered and broadcasting their achievements.

Management (particularly senior leaders) being present occasionally at night allows direct engagement with staff and shows recognition of their work⁵¹. Every interaction is a chance to role model openness and compassion.



"I'm scared of being penalised if I share my struggles."

BREAK THE STIGMA AROUND DISCUSSING FATIGUE

Sleepiness or fatigue is often perceived as a personal weakness not to be discussed with management. With this attitude, chances to help staff and manage risks are missed.

"How did you sleep?" is a good opening question to engage your team and validate experiences of occasional struggles with shift work. Many companies in safety critical sectors have fatigue policies in place which actively encourage staff to disclose if they feel too tired to perform their function safely without penalty. When investigating accidents or near misses seek to avoid a culture of blame and encourage candid disclosure - this fits with a wider focus on 'human factors' in health and safety policy.⁵²

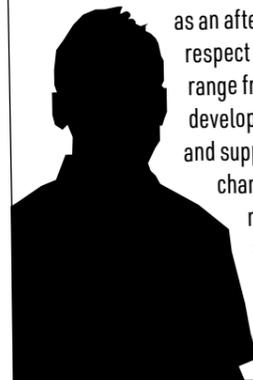
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"The nights team feel like second class citizens."

SEEK PARITY IN TREATMENT, SUPPORT AND SERVICES

In planning new offers or initiatives for staff, ensure your shift workers are considered upfront, not as an afterthought. Fair access signals respect and inclusion - areas to consider range from opportunities for training, development and progression to wellbeing and support services and communications channels. Ensure frontline night managers are well-informed about what services are available and that effort is made to promote these among shift workers.



"I can feel isolated both from my company and wider society."

FOSTER CONNECTION AND COMMUNITY

Combat isolation by encouraging peer support programmes, creating social spaces and facilitating team-building activities tailored to night hours. A sense of belonging strengthens staff performance.⁵³

Consider in particular the quality of your induction support and the potential for a buddy assigned to new starters, particularly if this is their first time working this shift pattern.



4

MAKING THINGS WORK FOR YOUR ORGANISATION

Ideas to tailor the advice and information in this guide to your company

Not every employer has the same resources, scale or setup. But every employer can take steps to better support their night workers. Here are some simple prompts of how in different contexts you might adapt your approach.

CONTEXT	PROMPTS
NHS/SOCIAL CARE	<ul style="list-style-type: none"> ▶ Build senior support for focus on shift workers by highlighting evidence around fatigue and patient safety⁵⁴ ▶ Consider how you can bring support directly to staff who may not easily access it (e.g. Night Club brings sleep experts directly onto wards to deliver brief interventions or online sessions for carers working off-site) ▶ Integrate fatigue/wellbeing checks into clinical supervision or reflective practice sessions
HIGH WORKFORCE TURNOVER	<ul style="list-style-type: none"> ▶ During recruitment be transparent about work patterns and expectations ▶ Focus on good quality onboarding ▶ Try to embed longer-term focus on shift worker wellbeing through identifying wellbeing champions to keep messages alive ▶ Collect anonymous feedback regularly to spot particular challenges early on
SMALL BUSINESS	<ul style="list-style-type: none"> ▶ Keep actions simple, visible and tailored to your setting ▶ Use your agility to trial small changes and respond quickly to feedback ▶ Explore opportunities to collaborate with neighbouring/partner businesses (e.g. shared resources, training, subscriptions or events)
REMOTE WORKERS	<ul style="list-style-type: none"> ▶ Create opportunities for peer support to reduce isolation (e.g. staff forums, group chats, buddy systems) ▶ Consider sending wellbeing care packs (e.g. sleep tips, eye mask) as a tangible sign of care ▶ Explore online training (Night Club offers live sessions delivered by a sleep expert to small groups online)
SELF-EMPLOYED/ AGENCY/TEMPORARY WORKERS	<ul style="list-style-type: none"> ▶ Use onboarding meetings, team briefings, printed signs/handouts to share key info and resources (these can reach all regardless of employment status) ▶ Be clear on what support you can offer versus what the agency provides
FINANCIAL CONSTRAINT	<ul style="list-style-type: none"> ▶ Explore the many low-cost or no-cost opportunities e.g. improved communications, resource signposting, policy changes ▶ Consider how your own teams can provide sustainable internal support (e.g. Night Club's Sleep Champions model to cascade support) ▶ Explore opportunities to collaborate with neighbouring/partner businesses
HIGHLY DISTRIBUTED WORKFORCE	<ul style="list-style-type: none"> ▶ Share learning and good practice between sites or teams, empowering peer-to-peer support ▶ Pay particular attention to support for lone or isolated workers (e.g. check-ins, alert systems) ▶ If significant variation in conditions/support, consider building up clear 'minimum standards' across sites
EMPLOYEE RESISTANCE	<ul style="list-style-type: none"> ▶ Focus initially on visible and tangible improvements rather than vague 'initiatives' ▶ Seek to involve key opinion formers in your teams (e.g. veteran staff) in developing actions, use or create an employee network for night staff attended by leaders ▶ Create opportunities for staff to share their own advice and learnings about managing shift work with colleagues
CULTURAL/LANGUAGE DIVERSITY	<ul style="list-style-type: none"> ▶ Make sure staff working groups that are involved in developing and communicating materials and policies are representative of the diversity of your workforce. Recognise and celebrate cultural observances that may affect sleep, energy or food routines (e.g. Ramadan) ▶ Examine and address disparities by protected characteristics (e.g. ethnicity) ▶ Use clear visuals and avoid jargon in communications, consider translating key materials

CASE STUDY: NIGHT CLUB

An innovative preventative health programme for night workers

Developed in collaboration with Oxford University's Sleep and Circadian Neuroscience Institute, since 2018 Night Club has supported over 13,000 workers from more than 40 major employers.

Night Club's unique support programme for night workers is typically delivered live and in-person at night. Sleep experts lead highly interactive workshops sharing evidence-based tips and tricks to help workers improve their sleep and lifestyle and to cope with the pressures of shift work.

During delivery, anonymous feedback is collected on sleep, wellbeing and staff suggestions for improving night work. Combined with insights from sleep experts, this data is shared with leadership along with insights to enhance the work environment, culture and support systems.

Night Club has been proven to positively impact night workers' overall quality of sleep and improve their energy levels at work, and consistently receives outstanding feedback from participants⁵⁵:

- ▶ **Informative** – 90% of participants learnt something new about how to improve their quality of sleep.
- ▶ **Engaging** – 89% of participants would recommend Night Club to their colleagues.
- ▶ **Empowering** – 80% agree that they are confident they can make changes to improve the quality of their sleep following the Night Club programme.
- ▶ **Feeling valued** – 80% of participants said that Night Club shows their employer has a positive interest in their health and wellbeing.

This social enterprise initiative is an example of a holistic initiative that can jump-start both practical and cultural changes to support those working at night.

"This programme is one of the most innovative initiatives I've seen in the Co-op."

Steve Murrells, former CEO, Co-op

"Night Club have been extremely engaging in bringing awareness around the problems with sleep to the workforce. This has allowed people to understand how looking after their own health will benefit them in terms of being fitter, healthier, avoiding sickness, and has been good for the business in terms of productivity and fewer accidents at work."

Matt Crane, Regional Manager at Veolia Southwark

Night Club can deliver sleep and health support in a variety of ways, to suit different employer needs. From an immersive exhibition in a shipping container for larger employers or a toolbox talk for distributed workforces, to the ongoing peer-support programme Sleep Champions that embeds longer-term change. Find out more at night-club.org



THE ROLE FOR GOVERNMENT

Beyond employer action, changes at national level are vital to drive up the health and productivity of people working at night

WHERE WE STAND TODAY

While many of the companies working with Night Club and those featured in this resource are taking commendable action, the overall current provision for night workers is poor and reflects a lack of Government attention on this issue.

From our poll of HR professionals in companies employing night workers (n=286)⁵⁶:

- ▶ 70% could not name a single source of good practice guidance that addressed employing and supporting night workers
- ▶ Over 35% offer night workers no routine health checks (and a further 28% did not know if they offered such checks), despite expectations set out in the Working Time Regulations
- ▶ 32% rarely/never offer night workers support on maintaining a healthy lifestyle (and a further 18% were unsure if any support was offered)

From the motivated and progressive employers Night Club works with, there is often a perception that companies are having to invent their own good practice in the absence of clear expectations from government.

Night workers are very rarely named or addressed directly in government policy and responsibility for this group's issues is spread across business, health, employment and economic policy. The main Health and Safety Executive guidance for this group⁵⁷ was last published in 2006.

GOVERNMENT AND THIS GUIDE

The practical advice and inspiration in this guide is aimed at employers. They can make changes that directly support workers (and the business' bottom line) independently in the way they see best.

Our hope is for this guide to be something Government and policy makers can signpost employers to, as a practical tool and collection of good practice. Night Club is committed to working in partnership with the Government to improve the health, wellbeing and productivity of night shift workers.

We are not calling for regulation or strictures to apply across employers of shift workers in a crude way. However, the Government does have a vital role to promote a focus on night workers in national policy.

NIGHT CLUB'S CAMPAIGN

Since 2020, with particular support from [Impact on Urban Health](#), Night Club has been advocating for policy makers to address night workers' needs and experiences. Key activities and achievements include:

- ▶ Night Club founder Sarah Douglas gave evidence to the Business Select Committee's economic growth and labour markets enquiry⁵⁸, leading to a recommendation that the Government take a greater lead on protection for night workers. (continued on next page)



THE ROLE FOR GOVERNMENT



- ▶ Sadiq Khan (Mayor of London) endorsed the Night Club campaign after he, London's Night Czar and the Leader of Lambeth Council visited a Night Club delivery.
- ▶ Night Club launched the Great Parliamentary Sleep Survey, spearheaded by Lord Tom Watson, to learn about parliamentarians' sleep and highlight parallels with the experiences of shift workers.
- ▶ Night Club has developed a cross-party group of more than 30 current MPs and Lords acting as Parliamentary Sleep Champions, speaking up for "the forgotten shift" of night workers.

FOUR NATIONAL POLICY OBJECTIVES

Here are the very practical steps Night Club has identified that the UK Government can take to play its part.

HEALTH CHECKS



Amend Section 7 (1)b of the Working Time Regulations to guarantee the offer of an annual health check for night workers.

The Working Time Directive says night workers should receive "regular" health checks. But with no time frame specified, and with poor awareness of these regulations, provision is very patchy. This change would bring consistency and give more workers a chance to identify and prevent potential health challenges.

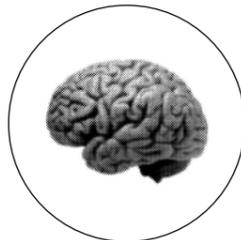
LEADERSHIP



Recognise the 8.7 million night workers as a distinct group in the UK economy by assigning a responsible Minister.

This is a cross-Government interest with relevance to business, health, employment and economic policy. A designated lead Minister would bring focus, drive and accountability to efforts to support night workers.

EXPERT TASKFORCE



Consult industry leaders and sleep scientists on protections and outcomes for night workers, and take action on the findings.

Explore the support required for the 24-hour economy and night workers by convening a taskforce of experts to inform best practice. Ultimately, consult and publish their findings and legislative intent in a White Paper.

RESEARCH



Fund greater research into the impacts of night work and ways to mitigate its health impacts.

As recognised by the Business Select Committee⁵⁹, there is a need for greater investigation into the health and safety implications of working night shift patterns. This includes ensuring research covers a wider range of sectors than previously reached.

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53. <https://hbr.org/2019/12/the-value-of-belonging-at-work>
54. <https://www.som.org.uk/consensus-document-fatigue-risk-management>
55. <https://www.night-club.org/evidence-progress-and-learning>
56. 2025 Night Club employer survey for HR professionals
57. <https://www.hse.gov.uk/pubns/books/hsg256.htm>
58. <https://committees.parliament.uk/work/6729/postpandemic-economic-growth-uk-labour-markets/publications/>
59. *Ibid*



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Please get in touch if you want to find out more or collaborate with Night Club.

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