

Incomes Data Research



Shift patterns and premiums

February 2018

This report has been produced by Incomes Data Research Limited and is based on data collected directly from reward professionals and HR managers – whom we would like to thank for their help with the research.

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Executive summary

The 2018 IDR survey of shift patterns and premiums received responses from 83 companies, together employing over 420,000 employees, across a wide range of sectors. The key findings are as follows:

- Overall 83% of private sector respondents report that they pay separate allowances, premiums or additions for working shifts
- The survey results show a clear pattern for larger organisations to more commonly operate 24 hours, seven days a week compared with smaller organisations
- The median premium for two-shift patterns or double-days is 20% and that for three-shift patterns is 22%
- Night shifts are typically worked from 10pm until 6am. The median premium for night shifts is 30%
- The majority of respondents pay overtime in addition to any shift pay, although not all of these pay overtime at an enhanced rate of pay
- Overall 67% of respondents (39 out of 58) pay overtime at an enhanced rate and 33% (19 respondents) pay overtime at plain time
- Most employers offer some form of paid breaks with the most common arrangement involving two 15-minute paid tea breaks, together with a paid or unpaid 30-minute meal break
- Of those responding, 88% allow employees to swap shifts. In some cases there are formal arrangements for doing so and in others the process is very informal
- Some organisations have implemented health initiatives aimed specifically at shiftworkers but this was not common practice across the sample

About this report

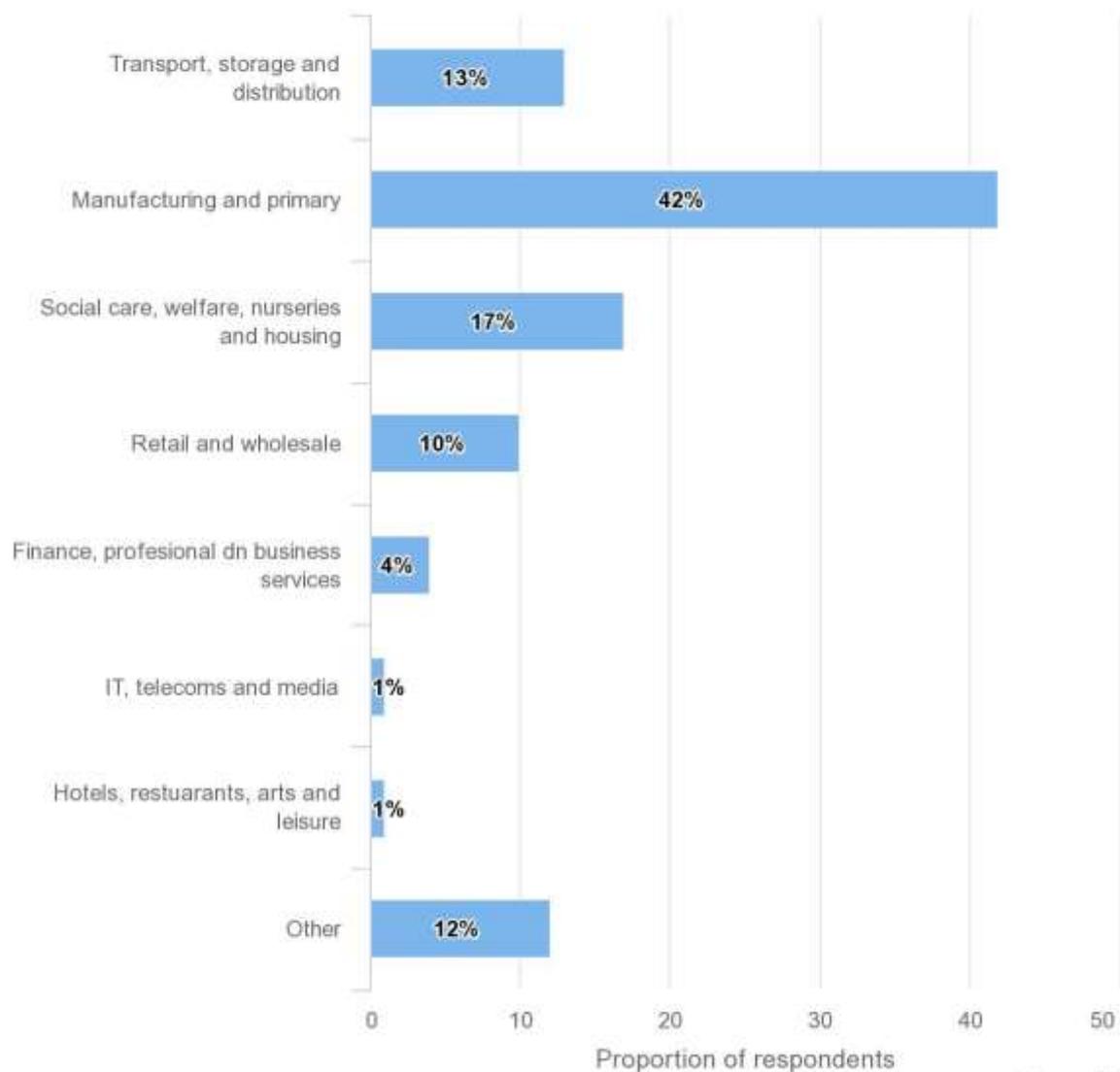
This report is based on a survey conducted by IDR in October and November 2017. The survey gathered information from 83 firms across the UK, employing over 420,000 staff. Workforces varied from as few employees as 26 at a small nursery to over 140,000 at Royal Mail – the largest employer in our sample.

However the majority of respondents – 70% (58 out of 83) – qualify as large employers, with at least 250 employees in each of these cases, and many more at a number of firms in the sample. SMEs in the sample mainly cover specialist manufacturers and some social care and welfare organisations. Large firms in the sample represent a range of service sectors, including financial services, retail and road transport, as well as major manufacturers in the food and aerospace industries.

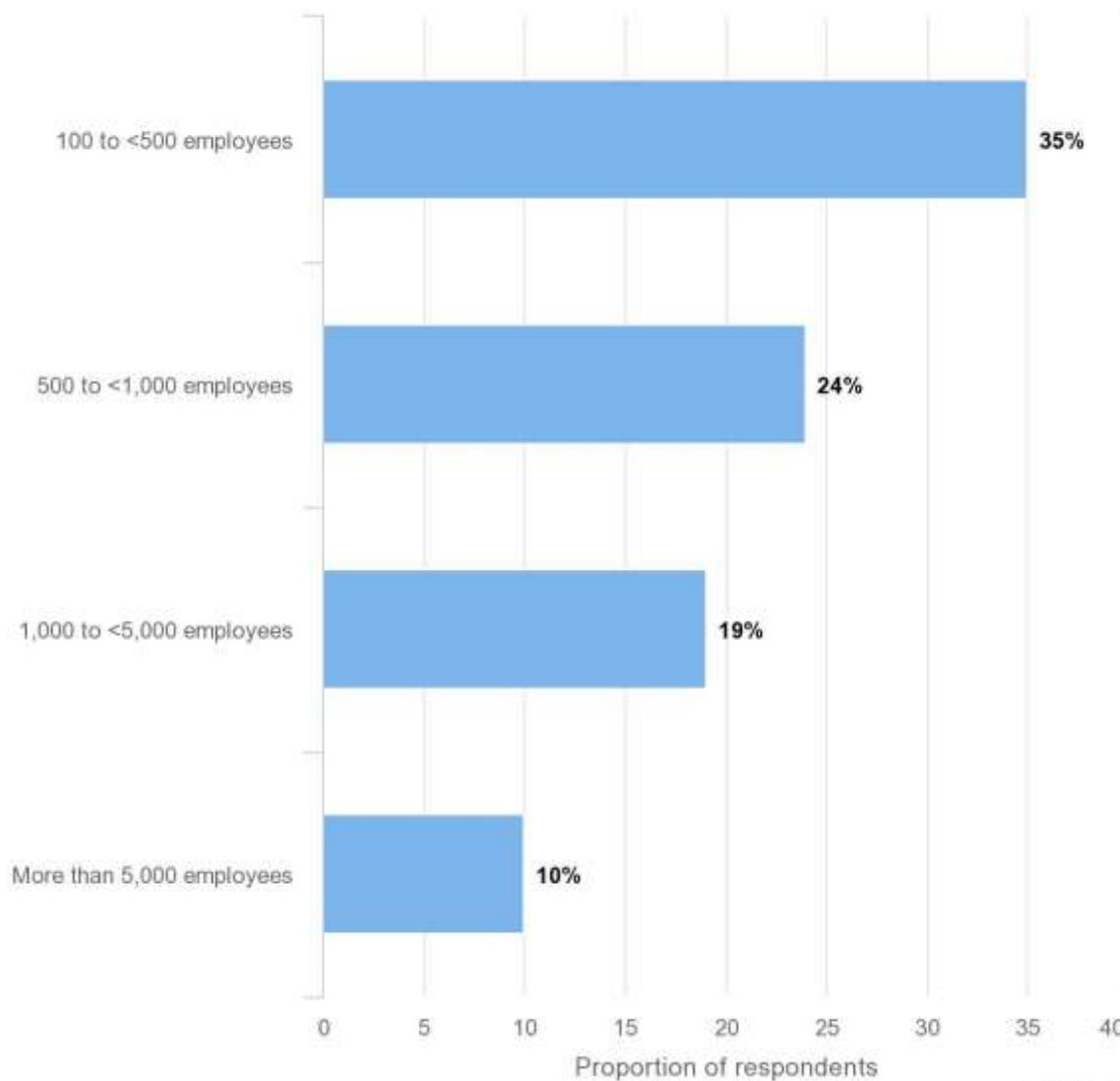
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Profile of respondents by sector



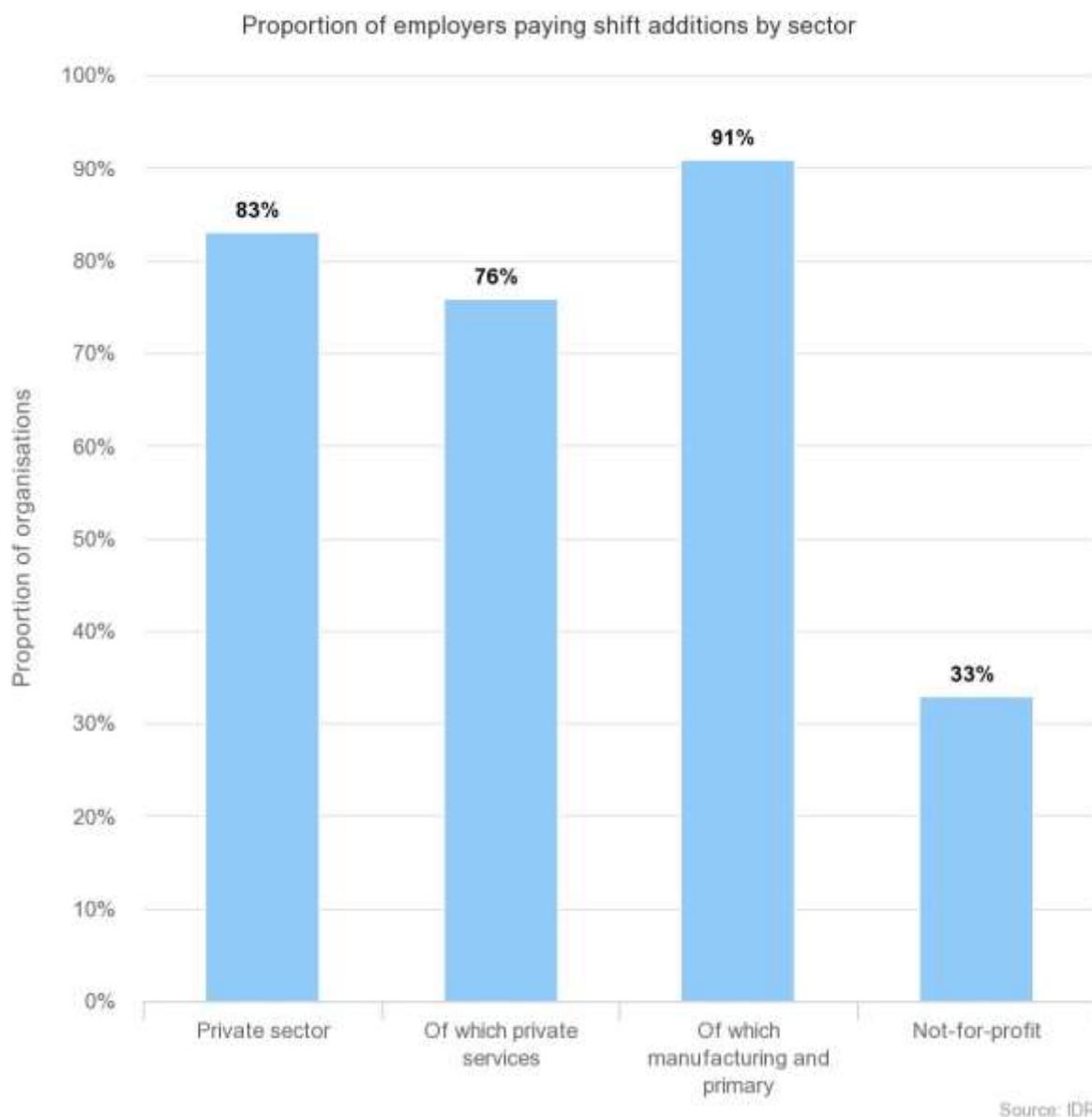
Profile of respondents by organisation size



Source: IDR

Introduction

Our analysis shows that shift pay continues to play an important part in reward packages for employees in many parts of the economy. Overall 83% of private-sector respondents to our survey report that they pay separate allowances, premiums or additions for working shifts. A further breakdown by sector shows that 91% of manufacturing respondents and 76% of service sector respondents pay extra for shift working. Employers in the not-for-profit sector, which in our sample primarily covers housing and social care, are least likely to pay additions for shift work.

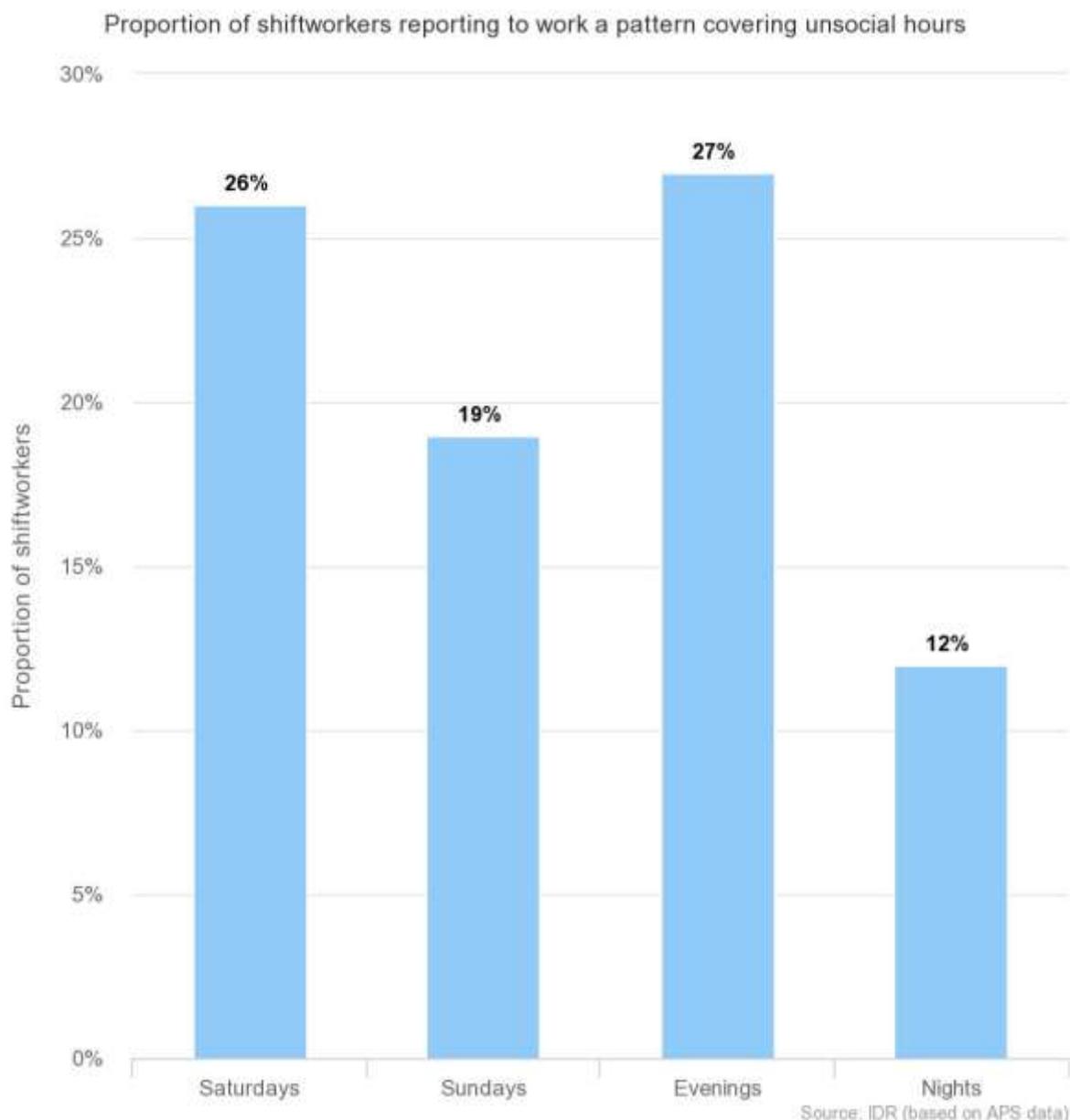


Analysis of official statistics on working patterns shows that the extent of unsocial hours working has altered little in recent years, with around 16% of all employed people reporting that they work shifts '*most of the time*'¹. We have however witnessed a rising prevalence of zero-hours working, minimum hours contracts and growth in the so-called 'gig' economy (whereby firms require staff such as delivery drivers to be self-employed).

These approaches reduce and/or minimise the need for shift payments but they have been widely criticised, for example by the recent Taylor review of employment practices, which said such approaches embodied 'one-sided flexibility'. Zero-hours contracts, for example, increase unpredictability for some workers whose hours vary from week to week. In response, some employers have opted to provide minimum guaranteed hours contracts but for some workers this is little improvement. Most of the new approaches are found in the service sector, with fewer instances in manufacturing.

Looking in more detail at the official statistics on when shifts are worked (see chart) shows that evenings and Saturdays are the most common unsocial hours worked, each accounting for around a quarter of those reporting to work shifts. Meanwhile just under a fifth of shiftworkers report working on Sundays and just over an eighth work nights.

¹ IDR analysis of data from the Annual Population Survey conducted by the Office for National Statistics.



In respect of premiums for shift work, in some parts of the economy – notably retail but also other areas employing mostly low-paid workers – there has been a long-running trend towards reducing rates for unsocial hours working. A 2015 report from IDS on seven-day working practices and payments notes that *'premium payments on top of basic pay have traditionally been used to compensate staff for working unsocial hours. However, across most sectors of the economy unsocial hours working arrangements and the associated premiums have changed in recent years as 24/7 operations have become more prevalent.'*²

² 'Seven day practices and payments: A research report for the Office of Manpower Economics', Incomes Data Services, March 2015.

In low-paying sectors, the changes have been driven by the introduction in 1999 and subsequent increases in the statutory floor for wages. For example, our recent report on pay in the retail sector reported that premium pay in this area of the economy has been gradually eroded since around 2000, with reductions in premiums for Sunday working the most marked change. These premiums are now typically worth time-and-a-half (T+50%), down from double time (2T) in 1994 when the Sunday Trading Act came into force.³

In addition, retail is an area of the economy where, over the past two decades or so, opening hours have been extended. At the same time, the expansion of higher education created a ready supply of labour for whom weekend working was often the only way of combining necessary work with their studies; and since most students do not have dependents, they are maybe less likely than other employees to regard weekend working as 'unsocial'.

Night premiums have historically been more resilient to change, although certain developments have occurred here as well over the past few years. In retail, these have tended to involve companies reducing the 'window' during which night premiums apply, typically starting at 11pm rather than 10am and finishing at 6am rather than 7am. The majority of retailers that supplied details of night premiums continue to maintain these as separate additions, either as a percentage of the hourly rate or as a flat-rate hourly premium. Where they are paid separately, night premiums are typically worth 33%, although some firms pay a premium worth 50% or even 100% (2T).

Bank holiday working generally continues to attract a premium, although here again we have seen something of a downward trend, with some employers limiting the days on which bank holiday premiums apply. In the hospitality sector these commonly now only apply on Boxing Day or New Year's Day. Other retailers continue to pay premiums for bank holiday working.

The advent of the National Living Wage (NLW) for workers aged 25 and over on 1 April 2016 has resulted in a renewed focus on premium pay, with some low-paying employers reducing or removing these payments as a means of offsetting rises in basic pay. Our 2016 report for the Low Pay Commission on employers' reactions to implementing the NLW showed reducing/removing unsocial hours premiums as the most commonly implemented measure and more often this was cited by employers in childcare and social care/housing than retailers

³ *'Pay and conditions in retail'*, Incomes Data Research, January 2017.

(most likely as many retailers had already moved to new contracts with premiums removed/reduced in the earlier period as set out above).

Our 2017 report found further evidence of employers making changes to premium pay as a result of the NLW uprating. These changes are by no means widespread but there is evidence of continued change in some lower-paid parts of the economy and also in some parts of the public sector, mostly local government, where central funding reductions have been the most severe.

However outside of the low-paying sectors the pressure to reduce unsocial hours payments has been less acute. Importantly, the IDS report noted that the level and incidence of unsocial hours payments vary by sector and type of work. The type of labour being employed and labour markets are important too.

For example, in engineering (and manufacturing more broadly), shift working is common, and semi-skilled and skilled workers generally receive significant percentage premiums on top of their basic pay as compensation, particularly for continuous shifts and other shift patterns that involved night work. White-collar engineers and engineering managers are more likely than white-collar workers in other sectors to receive overtime pay.

Analysis

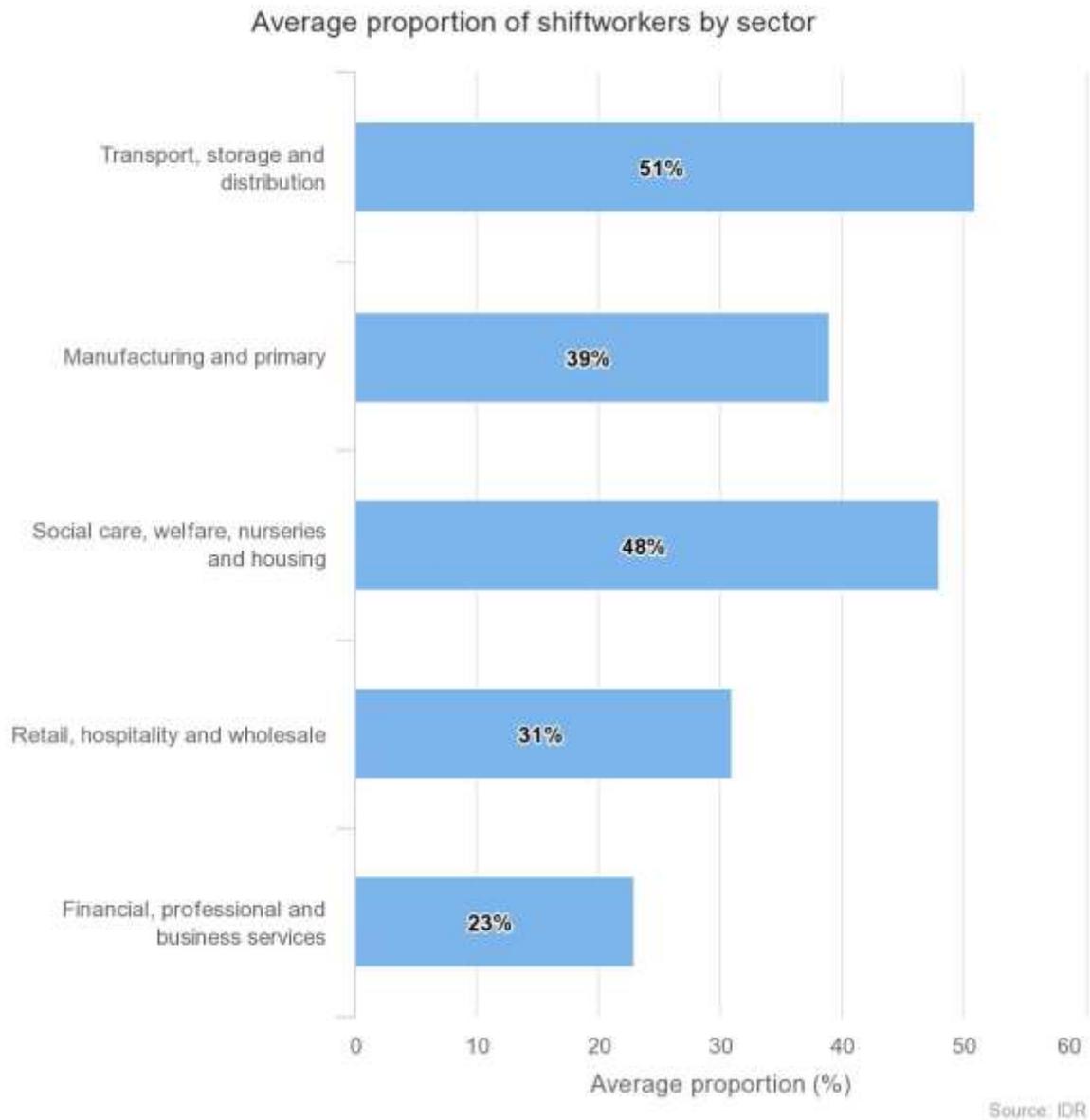
The type of employees working shift patterns varies by industry and is determined by the nature of the company's business. The IDR survey collected data on shift patterns for a range of groups of workers:

- operators (incl. production operatives)
- craft engineers
- engineering technicians
- professional engineers
- customer service/retail/hospitality staff
- IT support staff
- IT network/server engineers
- care staff
- drivers
- warehouse staff
- junior managers (including shift/duty managers)
- middle managers (including service/production managers)
- senior managers.

From the survey sample the proportion of staff working shift patterns ranges from 1% of the workforce, at one large retailer (Three), to 100% at a nursery employing just 26 employees and the average proportion of shiftworkers across all respondents is 41% (or 37% at the median).

By sector the largest proportions of shiftworkers are employed in the transport, storage and distribution (51%) and social care, welfare, nurseries and housing sectors (47%) where on average half of staff are reported to work shifts. Manufacturers (39%) and retailers (32%) also report employing significant proportions of shiftworkers, while employers in finance and professional services (23%) report employing relatively fewer shiftworkers overall but still representing around a quarter of the workforce.

It is however worth noting that the definition of a 'shiftworker' may vary, for example in retail the average proportion seems relatively low but this is because the bulk of staff are working at hours during which premiums are not paid, with the proportion of staff on nights or other patterns that attract premium payments reducing to about a fifth.

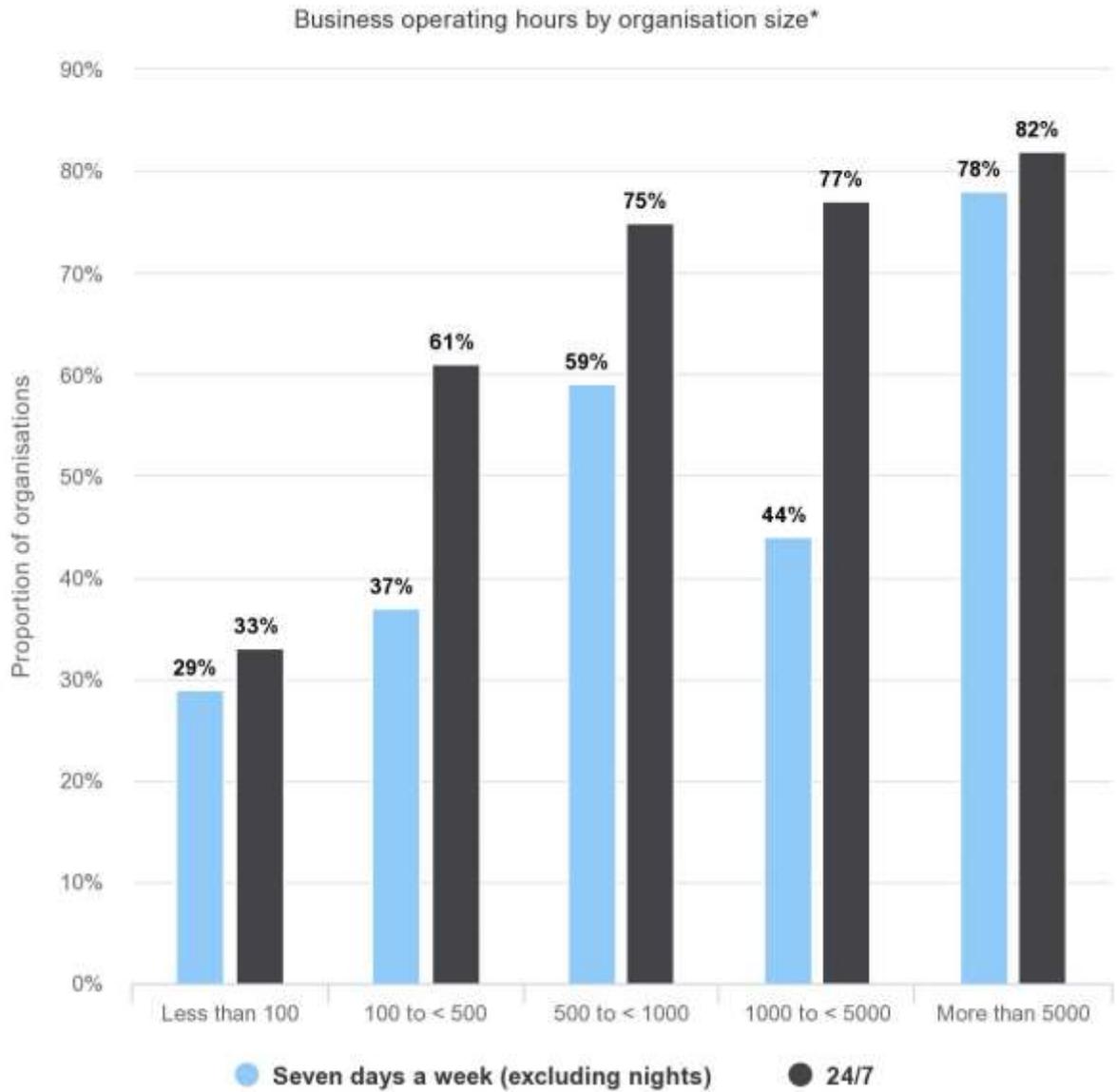


The survey results show a clear pattern for larger organisations to more commonly operate 24 hours, seven days a week compared to smaller organisations. However, this finding does not necessarily mean that larger employers have a greater proportion of staff working shift patterns. The results show that small or medium-sized organisations can typically have over half their employees working shift patterns – these also tend to operate in the manufacturing or distribution sectors. Meanwhile, the largest organisations in the IDR survey (those with over 5,000 employees) typically have a third of the workforce employed to work shift patterns. These employers tend to operate in the retail and financial services sectors.

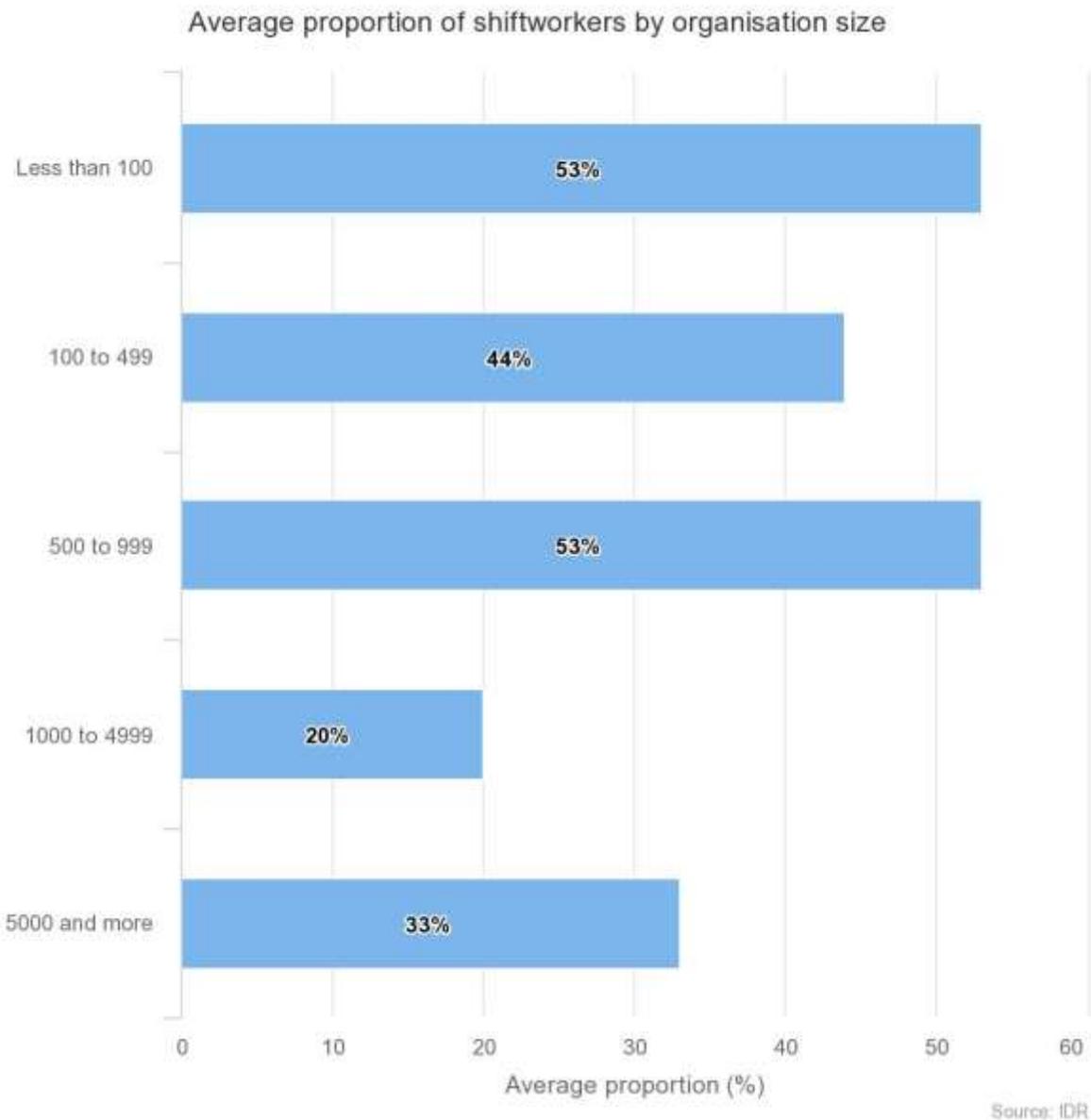
The types of employees expected to work shift patterns vary significantly by sector. For example, transport and distribution companies may have up to nine different employee groups working shift patterns including operators, drivers, IT staff and junior and middle managers, while the social care and housing providers in the survey typically just have one group, care staff, employed to work shifts. The following table provides a breakdown, by staff group, of the proportion of respondents in each of the major sectors represented by our sample reporting to have shift workers.

Proportion of respondents reporting shiftworkers by staff group

Staff group	Manufacturing and primary	Retail and wholesale	Social care, welfare, nurseries and housing	Transport, storage and distribution
Care staff	-	-	92%	-
Warehouse staff	57%	17%	-	14%
Drivers	10%	30%	-	40%
IT network/server engineers	11%	22%	-	22%
IT support staff	21%	29%	-	21%
Customer service/call centre/retail/hospitality staff	-	19%	-	38%
Professional engineers	47%	13%	-	20%
Engineering technicians	61%	9%	-	18%
Craft engineers	73%	-	-	13%
Junior managers (eg shift/duty managers)	59%	6%	-	18%
Operators (incl. production operatives)	65%	4%	-	12%
Senior managers	25%	-	25%	25%
Middle managers (eg service/production managers)	50%	10%	-	20%
Total firms in sector sample	35	8	14	11



*Some operate both patterns. Source: IDR



Shift patterns

Shift patterns vary according to companies' circumstances and operational demands. However, there are some standard arrangements around which most shift work rotas are designed. The most common are:

- Two-shift/double-day systems
- Three-shift systems
- Night/late shifts
- Continuous days
- Continuous days and nights (continental pattern).

Two-shift/double-days

The most popular shift pattern in use by the companies responding to the IDR survey is the two-shift or double-day arrangement. This comprises two consecutive shifts – typically an early shift, from 6am to 2pm, and a late shift, from 2pm to 10pm. The pattern tends to operate from Mondays to Fridays, with employees alternating between earlies and lates on a weekly or fortnightly basis.

Two-shift patterns are popular in manufacturing companies where production and operative staff are employed to work these patterns. Examples of organisations that have adopted a two-shift system and operate a weekly rotation include Rolls-Royce and Leonardo Helicopters.

For organisations that operate on a 24-hour, seven days a week basis, it is common for two-shift patterns to cover a 24-hour period. In these instances, two-shift patterns at 24/7-operating organisations will typically comprise an early shift running from 7am to 7pm and then a night shift running from 7pm to 7am. These shift patterns generally have a faster rotation pattern with staff working for four days/nights followed by four days off. For example, at engineering company Dematic, the maintenance engineers work 12-hour, two-shift patterns (7am to 7pm and 7pm to 7am) on a four-on, four-off basis.

Examples of two-shift patterns

Organisation	Operating pattern (start and finish times)	Rotation cycle	Type of workers	Premium (£/%)
Three	Two-shift: 7am-7pm, 7pm-7am	4-weekly	Service desk employees	25%
Leonardo Helicopters	Two-shift: 6am-2pm, 2pm-10pm	Weekly, earlies and lates	Production employees	16%
Springfields Fuels	Two-shift: 7am-7pm, 7pm-7am	2 days on, 2 nights on, 6 shifts off	Operators, engineers, middle management, technicians and firefighter team members	£10,978
Severn Trent	Two-shift: 6am to 6pm, 6pm to 6am	-	Customer advisors	15% (day shift); 30% (night shift)

Three-shift patterns

Three-shift patterns are another popular arrangement used by organisations in the IDR survey, particularly those in the manufacturing sector. These shift patterns typically comprise three eight-hour shifts, usually from 6am to 2pm, 2pm to 10pm and 10pm to 6am (with each shift

often referred to respectively as 'earlies', 'lates' and then nights). United Utilities and Halewood International both operate three-shift patterns on a continuous pattern, providing 24-hour coverage seven days a week. However, these types of shift patterns are also used by companies who do not operate seven days a week.

Examples of three-shift patterns

Organisation	Operating pattern (start and finish times)	Rotation cycle	Type of workers	Premium (£/%)
Avon Polymer Products	Three-shift: 6am-2pm, 2pm-10pm, 10pm-6am	Weekly rotation	Shop floor grade 1 employees	£3,000
Johnstons of Elgin	Three-shift: 6am-2pm, 2pm-10pm, 10pm-6am	Nights, lates, earlies	Production manual workers	£31.42 per week (earlies), £37.67 per week (lates), £64.99 per week (nights)
Ulster Carpets	Three-shift: 7am-3pm, 3pm-11pm, 11pm-7am	Nights, lates, earlies	Operations employees	33%
Halewood International	Three-shift: 6am-2pm; 2pm-10pm; 10pm-6am	Three-weekly	Machine operators	24%

Continuous shift working

For organisations that operate a seven-day working week or a 24/7 pattern, continuous shift working patterns are common. These shifts can vary in the form of continuous days or continuous nights or a combination of the two. Continuous days typically consist of shifts lasting 12 hours with common working hours from 7am to 7pm and the rotation cycle is generally four days on followed by four days off, as at Highland Spring and AirTanker Services.

Shift patterns comprising a mixture of continuous days and nights, sometimes referred to as a 'continental' shift pattern, are used at Simpsons Malt, where the shift patterns cover a 24/7 operation, lasting from 6am to 6pm and 6pm to 6am (at peak season only), with engineering and production staff working a combination of day and night shift patterns. A more complex continental shift pattern arrangement is in place at Kingfisher IT Services where its IT support employees work 12-hours shifts for a mixture of two days and two nights, or two days and three nights or three days and two nights on a rotation pattern of four on, five off, followed by five on and four off, and then five on and five off.

Continental shift patterns are usually shorter in length than these examples, commonly lasting eight hours, but are often more demanding as they require working a mixture of days and

nights over a shorter rotation period. These patterns are not particularly common at organisations in the IDR survey, where longer shift patterns over a longer rotation time are more popular.

Examples of continuous shift patterns

Organisation	Operating pattern (start and finish times)	Rotation cycle	Type of workers	Premium (£/%)
Highland Spring	Continuous days/12-hour shifts	4 on, 4 off	Production/warehouse workers	25%
AirTanker Services	Continuous days/12-hour shifts	4 on, 4 off	Engineers	£4,350
Simpsons Malt	Continuous days/nights (ie 4 on/4 off, sometimes known as continental shifts)	Rotating: 4 shifts on, 4 shifts off, 2 runs of nights and then two runs of days	Engineering and production	Lump sum based on 46% of average worker's salary (?)
Lucite International Speciality Polymers & Resins	Continuous days/nights (ie 4 on/4 off, sometimes known as continental shifts)	3 days, 2 nights, 3 off, 2 days, 3 nights, 2 off (start pattern again)	Production workers	£5,000
Kingfisher IT Services	Continuous days/nights (ie 4 on/4 off, sometimes known as continental shifts)	4 on, 5 off, 5 on, 4 off, 5 on, 5 off	IT support employees	20%

Shift premiums

Remunerating staff for working shift patterns varies by company, with over three-quarters of organisations (76%) in our survey paying additional premiums while the remaining quarter of respondents do not pay shift premiums.

Paying premiums for shift working is commonplace in both the manufacturing and transport and distribution sectors where there are likely to be several different types of workers employed on shift patterns and where, typically, more complex shift patterns are in operation. Only three of the 35 manufacturing organisations and two of the 11 transport and distribution organisations in the survey do not provide additional premiums for working shifts (in these instances shift pay has been consolidated into basic pay).

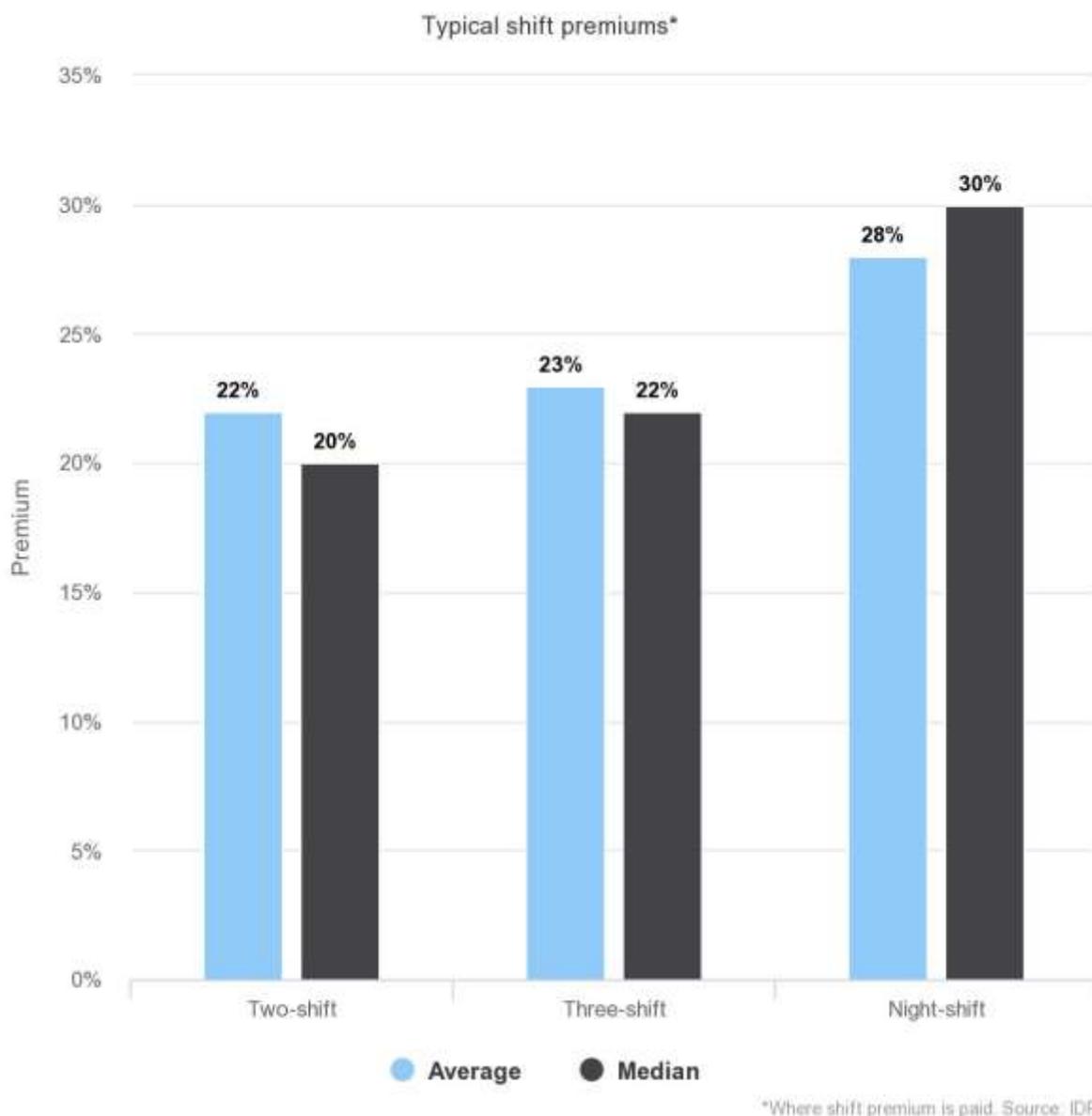
Typically, organisations that pay a premium for shift working do so by applying a percentage addition to basic pay, though some companies provide a weekly, monthly or annual fixed cash amount. The median and most common premium for two-shift patterns or double-days is 20%, although premiums vary between companies based on a number of factors including rotation pattern and whether shifts include night-time hours, which attract higher premiums than day shifts.

The premiums provided by respondents to the IDR survey for employees working a three-shift pattern vary considerably with around half paying a percentage addition on top of the basic rate and the other half providing a fixed or variable cash amount on an hourly, weekly or annual basis.

The median premium for night shifts, those typically worked from 10pm until 6am, is 30%, although an additional 25% of basic pay is also a common premium paid by some organisations.

Among those that do not pay shift premiums there is a divide between those that have consolidated shift pay into basic rates and those that simply do not pay any enhancement. The former is common in manufacturing while the latter is common in the social care and housing sector and retail sectors. Social care and housing employers typically do not provide additional premiums to their care staff who work shift patterns – the survey features eight social care and housing sector employers where no additional premium is paid for staff working shifts.

On average, these employers (who do not pay shift additions) have a larger proportion of staff working shift patterns (in some cases half the workforce) compared with organisations in the survey sample that do provide additional premiums for working shifts. This means that either consolidating shift pay or paying no premium at all can lead to significant cost savings. By way of comparison, of the organisations that do pay additional premiums for shift working, on average, just under two-fifths of these employers' workforces (39%) are employed to work shift patterns.



Annualised hours

In an annualised hours system an employee typically works a certain number of hours over an entire year. Such systems are particularly useful for dealing with variations in demand and seasonal production, helping to reduce the number of working and overtime hours. Almost a third of organisations in the IDR survey operate such a system. This approach is most common in the manufacturing and transport and distribution sectors with just over a third of participating organisations from each of these sectors operating annualised hours (34% and 36% respectively). This approach to organising working time is also used in the utilities sector.

Annualised hours are common in manufacturing and in organisations that need to operate a 24/7 operation or service. For example, Johnstons of Elgin, a cashmere clothing manufacturer,

operates an annualised hours system with some departments working fewer hours per week in the first quarter of the year and then working five additional hours per week in the second and third quarter of the year to meet production demand. Rolls-Royce, with a 24-hour, seven days a week operation, uses a working time account at some of its UK sites, operating a core working week with the expectation of additional hours per annum, subject to demand, and any credit hours at the end of the period paid back.

Of the companies in the IDR survey operating an annualised hours system, just under two-thirds (63%) operate 24 hours, seven days a week. It is also common for companies that have a larger number of different shift patterns to operate a system of annualised hours. For example, of the companies in the survey that said they operate annualised hours, the average number of shifts in operation at these companies is seven.

Meal breaks

There is some variation regarding the length and number of meal breaks or tea breaks provided during shifts. Most employers offer some form of paid break with the most common arrangement involving two 15-minute paid tea breaks, together with a paid or unpaid 30-minute meal break. This arrangement is common in both manufacturing and private services organisations. Those employees who work shorter shift patterns of around 8 hours are generally offered just one paid 30-minute break during the day. However this arrangement – of just one main break – is also common in social care organisations where employees work longer shift patterns, typically of around 12 hours.

Overtime

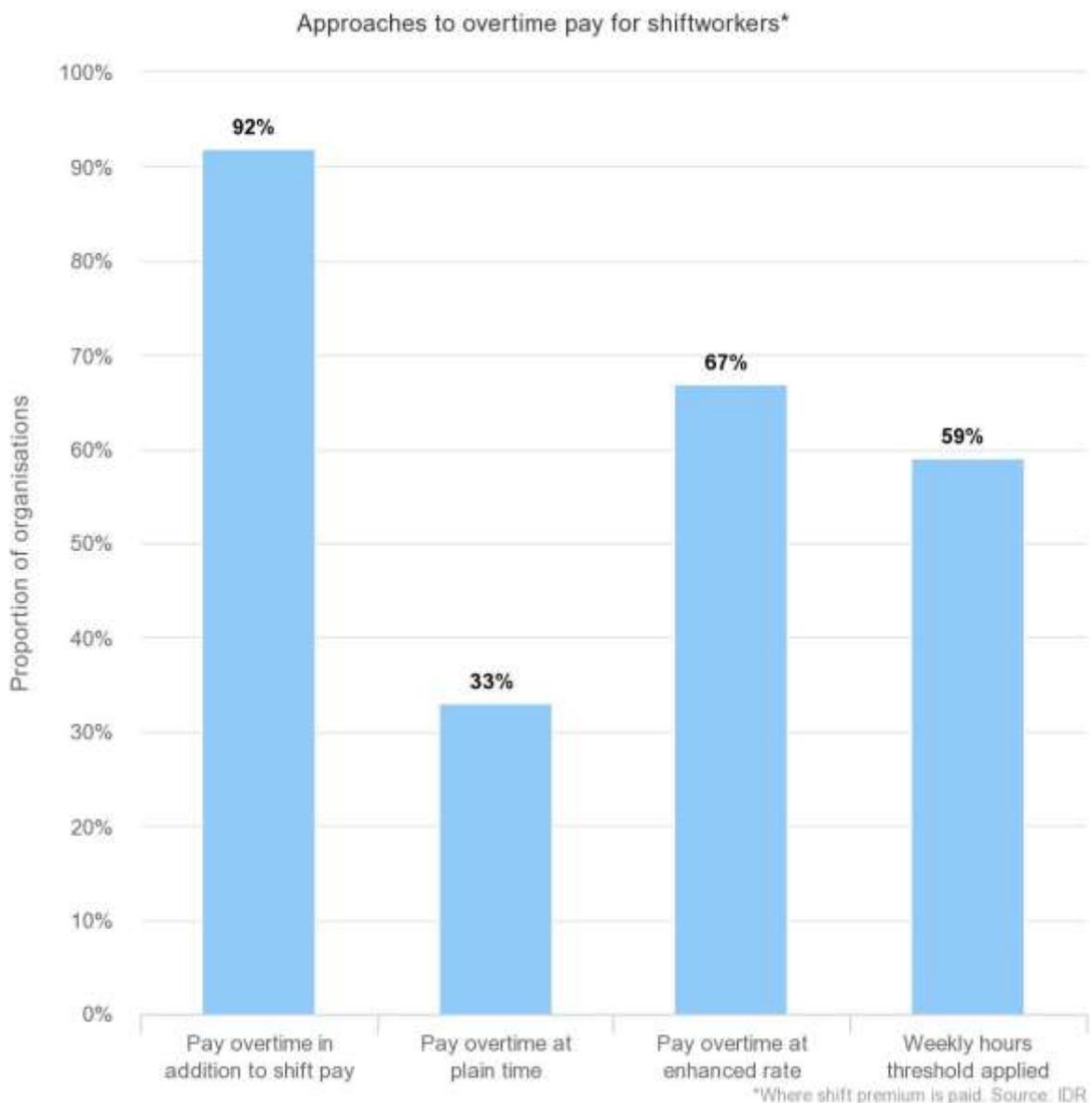
Just over half of respondents to the IDR survey expect shift workers to work overtime (56%), although many state that overtime is voluntary rather than compulsory. In respect of overtime pay, the majority (58 out of 63) pay overtime in addition to any shift pay and just five state that overtime working is already rolled into shift pay.

Overtime pay rates vary but the majority pay shiftworkers overtime at an enhanced rate, typically time-and-a-half for hours worked Monday to Friday and double time at weekends and on bank holidays. Overall 67% (39 out of 58⁴) pay overtime at an enhanced rate while the

⁴ The sample here is lower since five organisations reported that overtime is rolled up into shift pay.

remaining 33% (19 respondents) pay overtime at plain time. The majority of the latter are in the social care, welfare, nurseries and housing sectors. Overtime premiums are typically higher in the manufacturing sector, and of a sample of 28 manufacturing companies that provide paid overtime, only two pay overtime at the basic rate, while over three-fifths (68%) pay time-and-a-half for working overtime (typically for overtime on Mondays to Fridays, with additional overtime premiums at weekends).

In terms of restrictions on overtime payments, there is almost a 60:40 split between those that operate a threshold number of hours that must be worked before overtime is payable and those that do not.



Examples of overtime payments

Company	Standard overtime premium and hours applicable	Higher overtime premium and hours applicable
AirTanker Services	Additional hours, T+1/3	Hours after midnight to 6am, T+1/2
Halewood International	3-shift and 2-shift patterns, Monday to Friday and first four hours on Saturday, T+1/2; Continental shifts, T+1/2 (all days)	Saturday, Sunday & bank holidays, 2T (3-shift and 2-shift patterns)
Johnstons of Elgin	Monday to Friday and Saturday to Midday, T+1/2	From midday Saturday and Sunday, 2T
Leyland Trucks	Monday to Friday, T+1/3 (for first 2 hours)	Monday to Friday after 2 hours' overtime worked, T+1/2
Lucite International Speciality Polymers & Resins	Monday to Saturday, T+1/2	Sunday, 2T
Mann+Hummel	Monday to Friday, T+1/3	Saturday, T+1/2; Sunday, 2T
Simpsons Malt	Basic rate (or time off in lieu)	Monday to Friday nights and weekends, T+1/2 (or time off in lieu)
United Utilities	Monday to Friday and Saturday, T+1/2	Sunday, 2T

Note: most companies pay overtime premiums after contractual working hours have been worked.

Shift-swapping

Most companies allow employees to swap shifts. Of the companies in the IDR survey that answered the questions on shift-swapping, almost nine in ten (88%) said they allow employees to swap shifts. There is no standard practice in place. At some companies this is arranged on an informal basis and it is solely the responsibility of the employees to arrange and find cover for the shift they wish to swap. In some cases, after the employee has found suitable cover, the arrangement is subject to line management approval.

For example, at Tapfreight, a freight and distribution company, employees arrange swaps between themselves and are paid an additional shift allowance if they offer and agree to swap shifts. At John Lewis, the practice of shift-swapping occurs on an ad hoc basis at its different branches but is not something that is formally monitored by the company.

However, several companies have more formal arrangements in place, under which employees must make requests to both management (and in some cases HR) for approval and the practice is monitored more closely. For example, Santander has recently introduced a shift-swap app for employees to track and swap shifts with colleagues. Here managers have

access to this and can therefore monitor the activity and approve or refuse proposed swaps as appropriate. In other cases, swapping shifts is only allowed in exceptional circumstances. Typically, organisations that have more formal arrangements in place or where the practice of swapping shifts is discouraged, or only allowed in exceptional circumstances, are small or have a small proportion of employees working shift patterns. At smaller organisations, shift-swapping needs to be monitored as there are fewer employees to cover shift pattern arrangements. It is generally larger organisations (those with an average of 1,000 employees working shift patterns) that do not tend to monitor shift-swapping and provide greater discretion to employees in this respect.

Health and safety

Due to the increased demands often placed on shift workers – particularly those working nights or 12-hour shifts – a number of companies have implemented measures specifically intended to safeguard their health and safety. Over half of the organisations in the IDR survey have specific health initiatives aimed at shift workers. For example, a number of companies, such as APS Salads, Kingfisher IT Services and SGN, provide health assessments for night workers. Other companies offer health and wellbeing programmes to their entire workforces.

Statutory limits on working hours

The Working Time Directive sets out the statutory limits for working time. It states that workers cannot work more than 48 hours a week on average (normally averaged over 17 weeks, or a longer period by collective agreement), unless they sign an opting-out clause. Young workers aged 16 and 17 cannot work more than 40 hours a week, or 8 hours a day.

Additionally, night workers cannot work more **than an average of 8 hours in any 24-hour period** – again usually averaged over 17 weeks. Unlike working time rules, workers cannot opt out of this limit. Regular overtime is included in the average but occasional overtime is not. Young workers aged 16 and 17 cannot work between midnight and 4am.

Source: www.gov.uk

Shift patterns and premiums

In this section, we outline the most common shift patterns and associated premiums at 56 organisations. The entry for each company provides details on the shiftworking arrangements under the following headings:

Shift patterns and premiums

Details the most common shift pattern(s), including start and finish times, rotation cycle and the premiums attached to them. Premiums are expressed as a percentage of basic salary or as a flat-rate figure.

Hours

The standard weekly contracted hours for shiftworkers. In some cases, shiftworkers are covered by annual hours arrangements, in which case the average weekly figure is provided.

Breaks

The number and duration of any meal or tea breaks, including whether they are paid or not.

Overtime

The overtime rates for shiftworkers where these are paid in addition to shift premiums.

Acorns Children's Hospice Trust

Nature of business

Provides palliative care and support for children and their families. The organisation employs 404 staff, 180 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
7.30am to 8pm, 5.30pm to 8am	Two-shift	Varied, in line with operation demand	Nursing staff	30% premium for the night hour shift

Weekly contracted hours

37.5 hours.

Breaks

30-minute paid break.

Overtime

Overtime is paid at the basic rate except when hours are on nights, when a 30% premium is applied, provided contractual hours have been exceeded.

Afton Chemical

Nature of business

Develops and manufactures petroleum additives. The company employs 200 staff, six of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
7am-6pm	Continuous days	4 days on, 4 days off	Technicians	15% of basic pay
7am-6pm	Continuous days	Sun-Wed or Wed-Sat	Engineering technicians	15% of basic pay

Weekly contracted hours

40 hours.

Breaks

Two 15-minute paid breaks and one 60-minute unpaid (lunch) break.

Overtime

Shiftworkers may be asked in exceptional circumstances if they wish to work overtime.

Overtime over weekly contracted hours is paid at T+50%.

Airedale

Nature of business

Air conditioning manufacturer. The company employs 570 employees, 40 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
3.15pm-1.30am	Night/late shift	No rotation	Operators and team leaders	30%

Weekly contracted hours

39 hours split over four evenings.

Breaks

Two 15-minute paid breaks and one 30-minute unpaid break.

Overtime

Overtime is paid at T+25% during the week and T+50% at weekends.

AirTanker Services

Nature of business

Freight and air transport support services. The company employs 670 staff, 280 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
7am-7pm	Continuous days/12-hour shifts	4 on, 4 off	Engineers	£4,350

Weekly contracted hours

42 hours.

Breaks

Two 15-minute paid breaks and one 60-minute paid break.

Overtime

Overtime is voluntary and is paid at either T+33% or T+50% for overtime hours worked after midnight to 6am.

APS Salads

Nature of business

Grows and supplies tomatoes. The company employs 750 staff, 680 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
7am-7pm	12-hour shifts	4 on, 4 off	Production workers, pickers and crop workers	None
7pm-4am*	Night shift	5 days on, 2 days off (Mon-Fri)	Packers and production	20%

*Only in peak season.

Weekly contracted hours

44 over four days (34 in a five-day week).

Breaks

Two 15-minute paid breaks and one 30-minute unpaid break.

Overtime

Overtime is paid at T+25% after 43 hours a week.

Arconic Manufacturing (GB) Limited

Nature of business

Aluminium manufacturer. The company employs 478 staff, 348 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
7am-7pm, 7pm-7am	12-hour shift	2 days, 2 nights, 4 days off	Production operators, maintenance craftsmen	33.5% for production operators, 37% for maintenance craftsmen
7am-7pm, 7pm-7am	Two-shift	4 days on, 4 days off	Maintenance craftsmen, schedulers, stores, and some production operators	16% for production, schedulers & stores; 31% for maintenance

Weekly contracted hours

42 hours.

Breaks

Two 30-minute paid breaks.

Overtime

Overtime is paid at the basic rate, exclusive of shift and 42-hour premium.

Avon Polymer Products

Nature of business

Manufacturer of rubber products. The company employs 240 staff, 110 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am-2pm, 2pm-10pm	Two-shift	Weekly rotation	Shop floor grade 1 employees	£2,090
6am-2pm, 2pm-10pm, 10pm-6am	Three-shift	Weekly rotation	Shop floor grade 1 employees	£3,000
10pm-6am	Night-shift	Weekly rotation	Shop floor grade 1 employees	£3,770

Weekly contracted hours

38 hours.

Breaks

One 30-minute paid break.

Overtime

Overtime is paid at T+33% during the week and T+50% at weekends, provided contractual hours have been exceeded.

Baxi Heating

Nature of business

Manufacturer of central heating radiators and boilers. The company employs 1,500 staff, 150 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am-2pm, 2pm-10pm	Two-shift	-	Operators, craft and junior managers	£64 per week

Weekly contracted hours

37 hours.

Breaks

Two 10-minute paid breaks and one 30-minute unpaid break.

Overtime

Only occasional need for overtime working for shift workers. Overtime is paid at T+50%, provided contractual hours have been exceeded.

BD

Nature of business

Medical technology company. The company employs 650 staff, 450 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
11am-11pm, 11pm-11am	12-hour shift	3 on, 3 off*	Operators and production technicians	32% for days and 48% for nights

*either continuous days or continuous nights.

Weekly contracted hours

42 hours.

Breaks

Three 20-minute paid breaks.

Overtime

Overtime is paid in addition to shiftworking.

Belfast Harbour Commissioner's Office (BHC)

Nature of business

Port authority. The organisation employs around 150 staff, 70 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am-2pm, 2pm-10pm	Two-shift	5 weekly	Technicians	20%

Weekly contracted hours

37 hours.

Breaks

One 15-minute unpaid break and one 30-minute unpaid break.

Overtime

Overtime is paid at T+50%.

Bombardier Aerospace

Nature of business

Aircraft manufacturer. The company employs around 4,200 staff, 711 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
Nights	Night/late shift	Can be 4-weekly	Production, stores and quality staff	33%
7am-2.30pm, 2.30pm-10pm, 10pm-7am	Three-shift	Weekly	Production, stores and quality staff	24%

Weekly contracted hours

36 hours.

Breaks

One 10-minute paid break and one 30-minute paid break.

Overtime

Overtime is paid at T+50%, provided contractual hours have been exceeded.

Bromford

Nature of business

Provides affordable housing and specialist housing support services. The organisation employs around 1,195 staff, 160 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
Sleep-in shift	-	Varies	Various employees	£8.75

Weekly contracted hours

37.5 or 40 hours.

Break

One 30-minute unpaid break.

Overtime

Overtime is paid at T, T+50% or T+100% depending upon role, provided contractual hours have been exceeded.

Cascade

Nature of business

Provides printing services. The company employs 130 staff, 20 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am-2pm, 2pm-10pm, 10pm-6am	Three-shift	Monday - Friday, weekly rotation	Blue-collar workers	12% of basic pay for 6am-2pm, 2pm-10pm shift, 25% of basic pay for 10pm-6am shift

Weekly contracted hours

37 hours.

Breaks

One 15-minute paid break and one 30-minute unpaid break.

Overtime

Overtime is paid at T+50%, provided contractual hours have been exceeded.

Ceres Power

Nature of business

Alternative energy provider. The company employs around 130 staff, 20 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am-2pm, 1.45pm-10pm	Two-shift	Weekly alternating	Operatives and technicians	20%
9.45pm- 6.15am	Night/late shift	Permanent	Operatives and technicians	33%

Weekly contracted hours

37.5 hours.

Breaks

Two 14-minute unpaid breaks and one 30-minute unpaid break.

Overtime

Overtime is usually only worked at weekend and is paid at T+50% on Saturdays and 2T on Sundays.

Cobalt Ground Solutions Limited

Nature of business

Provides air transport support activities. The company employs 903 staff, 880 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
4.30am-1pm; 1pm-11pm varies according to individual roster*	Two-shift	7 days on, 3 off, 7 days on, 4 off	Agents, senior agents, supervisors, duty officers and duty managers	c. £4,750 pa

*This is the most common shift pattern, covering 19 hours per day, 7 days per week.

Weekly contracted hours

37.5 hours.

Breaks

Two 15-minute paid breaks and one 30-minute unpaid break.

Overtime

The company offers voluntary overtime (up to a reasonable amount), alongside the expectation to cover operational requirements. In addition, employees often have permission to leave earlier than their rostered finish time. Overtime pay differs for different employee groups, but the majority are paid T+50% or 2T on bank holidays, provided contractual hours have been exceeded.

Dematic

Nature of business

Manufacturer of transport equipment and special-purpose machinery. The company employs 669 staff, 325 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
7am-7pm, 7pm-7am	12-hour shift	4 on, 4 off	Maintenance engineers	34%

Weekly contracted hours

42 hours.

Breaks

Two 15-minute unpaid breaks and one 30-minute paid break.

Overtime

Shiftworkers are expected to work overtime and are paid T+50%, provided contracted hours have been exceeded.

Devro

Nature of business

Manufacturer of casings for the food industry. The company employs approximately 260 staff at its UK manufacturing site in Bellshill, Scotland.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
7am-3pm, 3pm-11pm, 11pm-7am	Alternating day/night shift (Monday to Friday)/Three-shift	6 on, 4 off	Production operators	30% of basic

Weekly contracted hours

38 hours.

Breaks

Three 20-minute paid breaks.

Dr. Oetker

Nature of business

Food manufacturer. The company employs around 520 at its frozen pizza manufacturing facility, 350 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am-2pm, 2pm-10pm	Two-shift	Weekly – days//nights	Production, warehouse and engineers	Consolidated into base rate*
Nights	Night/late shift	Sun-Thu, Mon-Fri, Tue-Sat	Hygiene and engineering	13.8%
Weekends	-	Fri-Mon	Engineering staff	16%

*4.5% premium for workers who cover early start-up before 5.30am.

Weekly contracted hours

40 hours.

Breaks

Two 15-minute unpaid breaks (three for engineering staff).

Overtime

Overtime is paid at T+50% Monday to Saturday and 2T on Sundays, provided contractual hours have been exceeded.

Edinburgh Airport

Nature of business

Airport operator. The company employs 685 staff, 500 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
-	Continuous days	8-weekly	Security officers	£381.92 per month

Weekly contracted hours

40 hours.

Breaks

Two 15-minute paid breaks and one 30-minute paid break. The main break is longer for staff working over 8 hours.

Overtime

Overtime is paid at T+50% on Saturdays and T+75% on Sundays.

Eley

Nature of business

Manufacturer of weapons and ammunition. The company employs 120 staff, 40 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am-1.30pm, 1.30pm- 9.30pm; 10.00pm-4am	Three-shift	Weekly rotation	All shift workers	10% (earlies) 20% (lates) 25% (nights)

Weekly contracted hours

37 hours.

Breaks

One 30-minute break.

Overtime

Overtime is paid at T+50%.

Halewood International

Nature of business

Manufacturer of cider and other fruit wines. The company employs 325 staff, 117 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am-2pm; 2pm-10pm; 10pm-6am	Three-shift	Three weekly	Machine operators	24%
6am-2pm, 2pm-10pm	Two-shift	Fortnightly	Warehouse operators	20%
6am-6pm; 6pm-6am	Continuous days/nights	2 days, 2 nights, 4 days off	Engineers, process operators	33%

Weekly contracted hours

40 hours for machine and warehouse operators, 42.5 for engineers and process operators.

Breaks

One 10-minute paid break, one 30-minute paid break and one 10-minute paid discretionary break for machine and warehouse operators on three-shift and two-shift patterns. Two 15-minute breaks on Saturdays, Sundays and bank holidays for machine and warehouse operators on three-shift and two-shift patterns.

Overtime

Those on continental shifts are paid overtime at T+50%. Weekly contracted hours have to be exceeded before overtime is paid.

Heineken

Nature of business

Manufacturer of beers and ciders. The company employs 2,178 staff, 681 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
7am-7pm, 7pm-7am	Two-shift	4 days on, 4 days off	Operators, craftsmen, technicians and shift managers	£7,963 pa

Weekly contracted hours

Annualised contracted hours of 1,931 averaging 37 hours per week.

Breaks

Two 45-minute breaks.

Overtime

Overtime is calculated on a daily basis. If additional hours are worked over scheduled shift time employees receive a minimum of four hours' pay. Overtime on rest day 1 is paid at T+50% (with a minimum payment of four hours) and on rest day 2 is paid at 2T (with a minimum payment of 7.4 hours).

Highland Spring

Nature of business

Manufacturer of soft drinks; production of mineral and bottled waters. This company employs 524 staff, 350 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
7am-7pm	Continuous days/12-hour shifts	4 on, 4 off	Production and warehouse workers	25%

Weekly contracted hours

Average 39.75 (annual hours).

Break

One 15-minute paid break, one 15-minute unpaid break and one 30-minute unpaid break.

Overtime

Overtime is offered on a voluntary basis and is paid at T+50%.

Howard Tenens

Nature of business

Provides road transport and logistic services. The company employs 625 staff, 420 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am-2pm, 2pm-10pm	Two-shift	Weekly	Warehouse workers	None
10pm-6am	Nights	Permanent	Warehouse workers	£1 per hour for night shift

Weekly contracted hours

40 hours.

Breaks

One 30-minute paid break.

Overtime

Overtime is paid at T+33%, provided contracted hours have been exceeded.

INEOS Nitriles

Nature of business

Chemicals manufacturer. The company employs 220 staff, 115 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
7am-7pm, 7pm-7am	Two-shift	4 on, 4 off, over 30 days	Production technicians	Consolidated
7am-6pm	Continuous days	4 on, 4 off	Laboratory staff	£4,600

Weekly contracted hours

Production technicians are contracted to work 144 hours in each 30-day period. Laboratory staff are contracted to work 37.5 hours a week.

Breaks

Production technicians and laboratory technicians have one 30-minute paid break each day.

Overtime

Overtime for those on the two-shift pattern is paid at T+43% (after 60 minutes). Overtime for laboratory staff is paid at T+50% Monday to Saturday and 2T on Sundays and bank holidays (after 60 minutes).

John Lewis

Nature of business

Retailer employing 28,872 partners, 2,566 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
10pm-6am	Nights	Various	Distribution partners	33%

Note: for Sunday working partners recruited before 27th July 2003 are paid a rate of 2T and for bank holidays they receive 2T plus an additional day off. If recruited after 27th July 2003 partners are paid T+50% and for bank holidays they receive T+50% plus an additional day off. If recruited after 1st February 2016 there is no premium for Sunday working.

For Evening Shift Premiums (ESP) and Nightshift Premiums (NSP): partners recruited before 13th September 2015 – ESP is paid to all non-manual partners for hours between 10pm-5:59am at T+25%. Partners recruited before 13th September 2015 – NSP is paid at 33% of minimum recruitment rate, the hours worked must include midnight-6am. Partners recruited after 13th September 2015 – NSP is paid on hours worked during 10pm-6am as long as 1 hour is worked between 10pm-6am at 33% of base rate.

Weekly contracted hours

36.75 hours.

Breaks

Breaks are unpaid and entitlement is accumulated over time worked. Those working 10pm-6am are entitled to 1.5 hours' worth of breaks, usually taken as one 60-minute break and two 15-minute breaks.

Overtime

Consolidated overtime is paid to partners in some positions when the job they do demands that they work a certain number of hours' overtime each week (Waitrose Distribution only). The number of consolidated overtime hours staff are contracted to work each week is converted into a monthly amount that is added to monthly contractual pay.

Johnston Tiles

Nature of business

Ceramics manufacturer. The company employs 331 staff, 180 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6.25am-6.30pm, 6.25pm-6.30am	Two-shift	4 days, 2 off, 4 nights, 2 off, 4 days, 2 off, 4 nights, 10 off	Manufacturing, maintenance, supervisory staff and shunters	£67.54 per week

Weekly contracted hours

42 hours.

Breaks

Two 30-minute paid breaks.

Overtime

Overtime is voluntary and is paid at T+10% for the first two hours Monday to Friday and thereafter at T+50%. It is paid at T+50% on Saturdays and T+66% on Sundays.

Johnstons of Elgin

Nature of business

Clothing manufacturer. The company employs 978 staff, 230 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am-2pm, 2pm-10pm, 10pm-6am	Three-shift	Night, late, early	Production workers	£31.42 per week (earlies), £37.67 per week (lates), £64.99 per week (nights)

Weekly contracted hours

Average 29 hours (annual hours).

Breaks

One 10-minute paid break and one 30-minute paid break.

Overtime

Shiftworkers are not expected to work overtime as it is voluntary but some shiftworkers do so. Overtime is paid at T+50% Monday to Friday and Saturday up to midday. Hours after midday Saturday and on Sundays are paid at 2T, provided contracted hours have been exceeded.

Kingfisher IT Services

Nature of business

Provides IT services for a retailer. The company employs 451 staff, 20 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
7.30am-7.30pm	Continuous days/nights	-	IT support employees	20% (35% for longer-service staff)

Weekly contracted hours

37.5 hours.

Breaks

Two 15-minute paid breaks and one 30-minute paid break.

Overtime

Overtime is paid at T+50% Monday to Friday and 2T at nights and weekends, provided contracted hours have been exceeded.

KSR Electronic Systems

Nature of business

Electronics manufacturer. The company employs 160 staff, 108 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
Mon-Fri 6am-2.30pm, Sun-Thur 2.30pm-12am	Two-shift	Fortnightly	Operators	13%
Three-shift, 6am-2pm, 2pm-10pm, 10pm-6am Sun-Fri	Three-shift	Three-weekly	Operators, technicians	22.6%
6am-6pm, 6pm-6am	Continuous days/nights	4 on, 4 off	Operators, technicians	35%

Hours

37.5 hours for those on two- and three-shift patterns and average 40.25 hours for those on continuous shift pattern.

Breaks

One 25-minute paid break and one 25-minute unpaid break for those on two- and three-shift patterns and one 20-minute unpaid break, one 20-minute paid break and one 20-minute half-paid break for those on continuous shift pattern.

Overtime

Overtime is paid at T+50% Monday to Saturday and 2T on Sunday, provided contracted hours have been exceeded.

Leonardo Helicopters

Nature of business

Designs and manufactures helicopters. The company employs 2,750 staff, 800 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am-2pm, 2pm-10pm	Two-shift	Weekly (earlies and lates)	Production employees	16%

Weekly contracted hours

37 hours.

Breaks

One 15-minute unpaid break and one 30-minute unpaid break.

Overtime

Overtime is paid at T+33%.

Leyland Trucks

Nature of business

Truck manufacturer. The company employs around 1,000 staff, 100 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am-2pm, 2pm-10pm	Two-shift	Fortnightly	Operators	17.5%

Weekly contracted hours

40 hours.

Breaks

Two 15-minute paid breaks.

Overtime

Overtime is paid at T+33% for the first two hours Monday to Friday, thereafter T+50%.

Limbs & Things

Nature of business

Design and manufacture of medical training equipment and prosthetic limbs. The company employs 130 staff, 50 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
2pm-10pm	Night/late shift	Fixed	Production workers	25%
6am-2pm or 8am-4pm	Continuous days (earlies)	Fixed	Production workers	None

Weekly contracted hours

37.5 hours.

Breaks

Two 15-minute paid breaks and one 30-minute unpaid break.

Overtime

Overtime is paid at T+50%, provided contracted hours have been exceeded.

Lucite International Speciality Polymers & Resins

Nature of business

Chemicals manufacturer. The company employs 70 staff, 25 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am-6pm, 6pm-6am	Continuous days/nights	3 days, 2 nights, 3 off, 2 days, 3 nights, 2 off (start pattern again)	Production workers	£5,000

Weekly contracted hours

37.5 hours.

Breaks

One 45-minute unpaid break.

Overtime

Overtime is paid at T+50%. Those employed before 1 January 2017 receive T+50% Monday to Saturday and 2T on Sundays.

Mann + Hummel

Nature of business

Manufacturer of filtration products. The company employs 360 staff, 178 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6-2pm, 2-10pm, 10pm-6am	Three-shift	-	Operators, technicians, material handlers	£35

Weekly contracted hours

37.5 hours.

Breaks

One 30-minute unpaid break.

Overtime

Overtime is not compulsory or guaranteed, but worked as required. Overtime is paid at T+33% Monday to Friday, T+50% on Saturdays and 2T on Sundays, provided contracted hours have been exceeded.

Mars

Nature of business

Food manufacturer. The company employs 2,855 staff, 955 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
7am-7pm, 7pm-7am	Two-shift	2 days, 2 nights, 4 off	Manufacturing operations	32%
7am-7pm days/7pm-7am nights	Two-shift	2 days/2 off/2 nights/4 off/3 days/3 off	Manufacturing operations	22%
7am-3pm/7am-7pm/3pm-11pm/7pm-7am/11pm-7am	Continental	8h morn/12h day/8h after/1 off/12h night/8h night/3 off – 7 cycles, each off-set by one day: then re-starts	Manufacturing operations	32%

Weekly contracted

Average 37.5 (annual hours).

Breaks

Three 20-minute paid breaks and one 30-minute unpaid break.

Nichols

Nature of business

Drinks manufacturer. The company employs around 250 staff, 18 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am-2pm, 2pm-10pm	Two-shift	Bi-weekly	Warehouse workers	15% for late shift only
4pm-2am	Late/nights	None	Production	15%

Hours

37.5 hours (39 for those on annual hours).

Breaks

Those on two-shift pattern have one 30-minute unpaid break and one 15-minute paid break.

Those on lates/nights have one 20-minute unpaid break.

Patterson Arran

Nature of business

Biscuit and cake manufacturer. The company employs 180 staff, 90 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am-2pm, 2pm-10pm, 10pm-6am	Three-shift	Night, back, early rotation	Processors, wrapping machine, stores and operators, technicians and shift managers	28%
6am-2pm, 2pm-10pm, 10pm-6am	Three-shift	Night, back, early rotation	Technicians and shift managers	Consolidated

Weekly contracted hours

37.5 hours.

Breaks

Two 10-minute paid breaks and one 30-minute unpaid break.

Overtime

Overtime is paid at T+50% Monday to Saturday morning and 2T Saturday afternoon and Sunday, provided contracted hours have been exceeded.

Port of Tyne

Nature of business

Port authority. The organisation employs 450 staff, 350 of whom work shifts.

Shift patterns and premiums

Details	Type of workers	Premium (£/%)
Working week commences at 10pm Friday covering a minimum of three and a maximum of six shifts over 7 days and 24 hours, including weekends and statutory holidays but excluding Christmas Day. Hours of work are a minimum of 4 hours and a maximum of 12 hours. Hours of work are paid in half-hourly increments.	Port and terminal operatives	50%

Weekly contracted hours

546 in 13-week reference period (average 42).

Breaks/rest periods

One 30-minute paid break and one 30-minute unpaid break. A minimum of one rest period of 24 hours will be granted each working week. Rest periods will commence at 10pm. Employees will not be rostered before 6am on the day following their rest period.

Queens Cross Housing Association

Nature of business

Community-based housing association. The organisation employs 207 staff, 56 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
7am-7pm, 12pm-10pm, 8pm-8am	Three-shift	4 on, 4 off	Caretakers	c. £1,000 nightshift allowance

Weekly contracted hours

35 hours (38.5 for nights, including paid breaks).

Overtime

Caretakers are not expected to work overtime but it is offered to them on an ad hoc basis and it is paid at T+50%, provided contracted hours have been exceeded.

Rolls-Royce

Nature of business

Car and engine manufacturer. The company employs around 23,500 staff, 7,500 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am-2pm, 2pm-10pm	Two-shift	Weekly rotation	Factory staff	9%
6am-2pm, 2pm-10pm, 10pm-6am	Three-shift	Weekly rotation	Factory staff	22%

Note: start and finish times vary by site/plant. Hours listed reflect rounded norm.

Weekly contracted hours

Average 37 (annual hours).

Overtime

Salary rates typically include an expectation of some discretionary effort. 'Additional hours' frameworks exist to manage overtime requirements due to load pressures. Where overtime is paid, it is typically at T+50%.

Royal Mail

Nature of business

Postal and logistics services. The company employs around 140,000 staff.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Type of workers	Premium (£/%)
Finishes between 8pm and 9.30pm	Evenings	Operation workers	5%
Starts between 5.01am - 5.30am	Earlies	Operations workers	1.8%
Finishes between 9.40pm - 1.59am	Lates	Operations workers	10.7%
Night	Nights	Operations workers	20%

Weekly contracted hours

39 hours.

Breaks

One 40-minute paid break.

Severn Trent

Nature of business

Provider of water and wastewater services. The company employs 6,200 staff, 1,549 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am to 6pm, 6pm to 6am	Two-shift	-	Customer advisors	15% (earlies), 30% (lates)

Weekly contracted hours

37 hours.

Breaks

One 60-minute paid break.

Overtime

Overtime is paid at T Monday to Friday, T+50% Saturdays and 2T Sundays.

SGN

Nature of business

Gas distributor. The company employs 3,600 staff, 100 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
24/7 rota with earlies, days and nights	Continental	-	Gas control engineers	£3,500 + 16.5% of basic salary

Weekly contracted hours

37 hours.

Breaks

One 60-minute unpaid break.

Overtime

Overtime is paid at T+50% Monday to Saturday and 2T Sundays, provided contracted hours have been exceeded.

Sharps Bedrooms

Nature of business

Furniture manufacturer and retailer. The company employs 700 staff, 180 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am-2pm, 2pm-10pm	Two-shift	Fixed	Production operatives	None (earlies), 20% (lates)

Weekly contracted hours

37.5

Breaks

One 15-minute paid break and one 30-minute unpaid break.

Sika

Nature of business

Speciality chemicals manufacturer. The company employs 525 staff, 104 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am-2pm, 2pm-10pm	Two-shift	Two-weekly	Production operatives	25%

Weekly contracted hours

37.5

Breaks

Two 15-minute paid breaks and one 30-minute unpaid break.

Overtime

Overtime is paid at T+50% Monday to Saturday 1pm and 2T Saturday afternoon and Sunday.

Simpsons Malt

Nature of business

Manufacturing of malt for brewing and distilling. The company employs 240 staff, 80 of whom work shift patterns.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am-6pm 6pm-6am	Continental	4 on, 4 off fortnightly	Engineering and production	46%

Weekly contracted hours

42

Breaks

One 30-minute paid break – flexible at mid-shift, one 20-minute paid break for major portion of shift and one 10-minute paid break for minor portion of shift. Breaks are paid as staff must be prepared to flex time and interrupt breaks to suit production issues.

Overtime

Staff are expected to work overtime and are paid in addition. Monday-Friday is paid at plain time and paid if lieu time is not possible. Monday-Friday nights and weekends is paid at T+50% and paid if lieu time is not possible.

Springfields Fuels

Nature of business

Processor of nuclear fuel. The company employs 1,068 staff, 400 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
7am-7pm, 7pm-7am	Two-shift	2 days on, 2 nights on, 6 shifts off	Operators, engineers, middle management, technicians and firefighter team members	£10,978

Weekly contracted hours

Annual hours system.

Breaks

One 60-minute paid break.

Sue Ryder

Nature of business

Provides compassionate care to people with end of life and long-term needs. The organisation employs 2,700 staff, 800 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
8pm-6am (Mon-Fri)	Night/late shift	4 weekly	Care workers	30%
8pm-6am (Sat-Sun)	Night/late shift	4 weekly	Care workers	45%

Weekly contracted hours

37.5 hours.

Overtime

Overtime is paid at T+10% for hours under 37.5 a week, thereafter T+50% Monday to Saturday and 2T Sundays and bank holidays.

TalkTalk

Nature of business

Mobile phone and other telecommunication services. The company employs 2,400 staff, 290 of whom work shifts.

Shift patterns and premiums

Rotation cycle	Type of workers	Premium attached (£/%)
8 weekly	Incident/operations engineers	25%

Weekly contracted hours

40 hours.

Tapfreight

Nature of business

Transport and warehousing solutions. The company employs 86 staff, 40 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am-1.30pm, 2pm-9.30pm	Two-shift	Weekly	Warehouse workers and transport planners	£16 per week

Weekly contracted hours

37.5 hours.

Breaks

Two 15-minute paid breaks and one 30-minute paid break.

The Consortium

Nature of business

Distributor of stationery and educational supplies. The company employs 349 staff, 153 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am-2pm, 2pm-10pm, 10pm-6am	Three-shift	No shift rotation	Warehouse operatives	None (earlies), 10% (lates), 25% (nights)
8am-4pm, 9am-5pm, 10am-6pm	Three-shift	3 weekly	Customer service advisors	None

Weekly contracted hours

36.25 hours.

Breaks

One 15-minute unpaid break and one 30-minute unpaid break.

Overtime

Overtime is paid at T+50% Monday to Saturday and 2T Sunday, provided contracted hours have been exceeded.

Three

Nature of business

Mobile phone and other telecommunication services. The company employs 4,500 staff, 60 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
7am-7pm, 7pm-7am	Two-shift	4 weekly	Service desk employees	25%

Weekly contracted hours

38.8 hours.

Ulster Carpets

Nature of business

Carpet manufacturer. The company employs 500 staff, 300 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
7am-3pm, 3pm-11pm, 11pm-7am	Three-shift	Weekly	Operations employees	33%

Weekly contracted hours

38.5 hours.

Breaks

One 5-minute paid break, one 5-minute unpaid break and one 30-minute unpaid break.

United Utilities

Nature of business

Water and wastewater services. The company employs 5,500 staff, 460 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
6am-2pm, 2pm-10pm or 10pm-6am	Three-shift	Varies	Customer advisors, process controllers, field service engineers, tanker drivers and customer support technicians	Alternating shift 15%, rotating shift 20%, night shift 33%, 4 on 4 off between 20% and 37%, customer advisors for flexibility between 5% and 10%

Weekly contracted hours

37 hours.

Breaks

Two 15-minute unpaid breaks and one 30-minute paid break.

Overtime

Overtime is paid at T+50% Monday to Saturday and 2T Sunday.

Virgin Atlantic Airways

Nature of business

Transport, storage and distribution. The company employs 9,271 staff, 1,902 of whom work shifts.

Shift patterns and premiums

Operating pattern (start and finish times)	Shift pattern	Rotation cycle	Type of workers	Premium (£/%)
04.30-13.30/ 05.00-14.00 05.30-14.30/ 06.30-15.30 06.30-15.30/ 12.30-21.30 13.15-22.15/ 14.15-23.15	Weekly	4 on, 2 off	Airport customer service agents	£4,036.58

Weekly contracted hours

37.5 hours.

Breaks

One 60-minute unpaid lunch break.

Overtime

Staff are expected to work overtime and the company may ask for volunteers. Up to a total of 37.5 weekly hours – T (plain time); over a total of 37.5 weekly hours – T+½. Overtime premiums paid on top of shift premiums. Overtime hours are not guaranteed.