THE WORKPLACE HAPPINESS
STANDARD

WHS

Workplace Happiness — Requirements

Contents

Introduction

0.1 General

This standard specifies requirements for a workplace happiness management system that enables organizations to create and maintain environments where employees can experience sustainable well-being, purpose, and psychological fulfillment. The requirements are applicable to organizations of any size, sector, or type that wish to systematically manage workplace happiness as a core organizational objective aligned with quality and continuous improvement principles.

Workplace happiness, as defined in this standard, is not an abstract or discretionary concept. It encompasses empirically validated factors related to purpose, autonomy, leadership, development, recognition, and fairness. The Workplace Happiness Standard (WHS) treats these dimensions as auditable, measurable, and actionable domains within formal management systems.

Implementation of this standard can result in numerous organizational and individual benefits, including, but not limited to:
— improved employee engagement and commitment;
— reduced turnover, absenteeism, and burnout;
— increased productivity and performance;
— a stronger organizational culture based on trust, fairness, and meaning;
— a structured foundation for continuous improvement in employee experience;
— alignment with ESG, sustainability, and human-centered management strategies.

This standard may be adopted by organizations voluntarily or used by internal and external stakeholders, including certification bodies, to assess an organization's ability to meet the requirements relevant to sustainable employee happiness and the performance of its quality systems.

The WHS is designed to be compatible with established quality management standards, including ISO 9001. It follows a process-oriented structure and incorporates management system principles such as Plan-Do-Check-Act (PDCA), risk-based thinking, and continual improvement. Organizations are expected to align the WHS with their existing quality systems and to adapt its application to their context, size, complexity, and strategic priorities.

0.2 Relationship to Other Standards

While the WHS is a stand-alone standard, it is designed to complement and integrate with established management system standards, particularly those based on ISO 9001. It mirrors the language, structure, and logic of such standards to enable seamless integration into existing quality management frameworks. The WHS adds value by introducing human-centered quality dimensions into operational management.

Figure 1 illustrates the conceptual integration of the Workplace Happiness Standard into a base Quality Management System. Foundational quality structures, such as process orientation, document control, and continual improvement, are extended through WHS domains, resulting in outcomes that encompass employee behavior, psychological well-being, individual performance, health, and resilience. The model emphasizes that workplace happiness is not a peripheral concern, but a core organizational responsibility that is essential not only for performance and retention, but also for fostering human flourishing and fulfilling a moral imperative to support the dignity and well-being of employees.
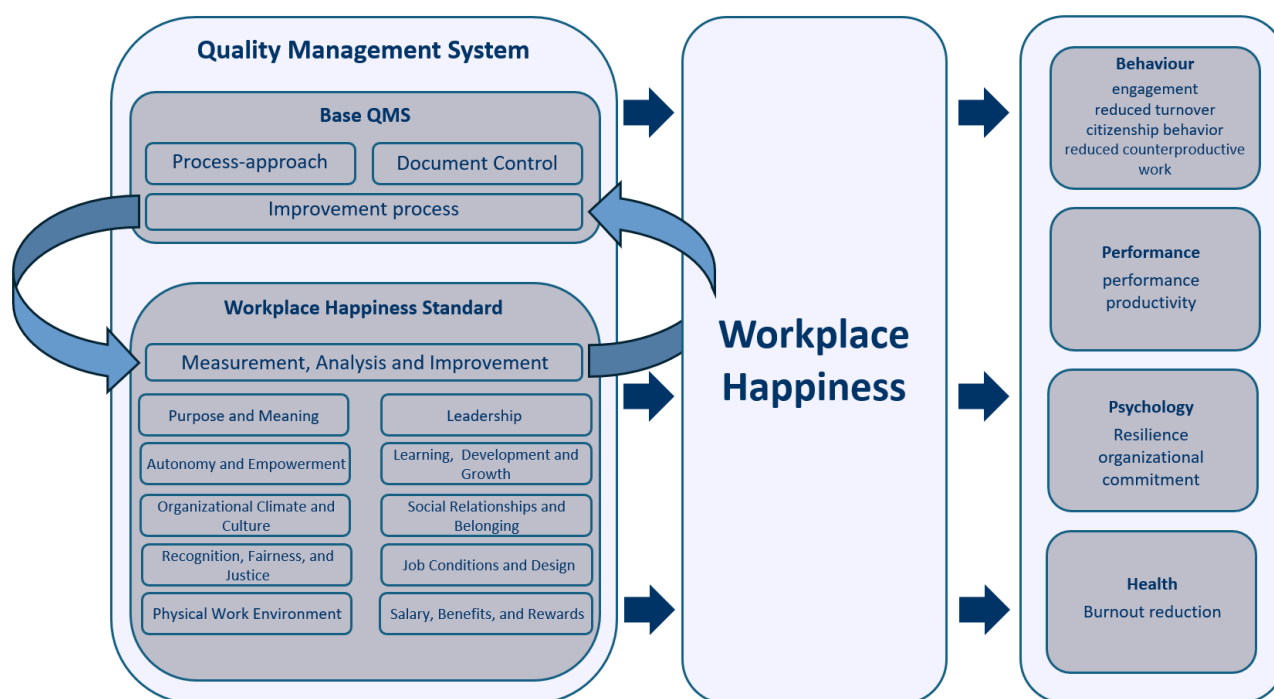
Figure 1 Integration of base QMS and WHS toward holistic organizational outcomes

0.3 About The Workplace Happiness Institute

The Workplace Happiness Institute (TWHI) is an independent, non-profit organization dedicated to advancing human-centered work environments through research, standards, and applied practice. We develop tools and frameworks, such as the Workplace Happiness Standard, to support organizations in creating conditions where employees can thrive.

To learn more about our mission, resources, or to request guidance on the implementation of this standard, please visit twhi.org or contact us at info@twhi.org.

Workplace Happiness – Requirements

1   Scope

This standard specifies requirements for a Workplace Happiness Standard (WHS) that enables organizations to establish, implement, maintain, and improve practices that systematically support employee happiness as a structured management domain.

The WHS is intended for use by organizations that:

a)   seek to create working conditions that support sustainable workplace happiness through structured, evidence-informed, and auditable practices; and

b)   aim to enhance employee well-being, motivation, and engagement through the consistent application of management principles that support psychological and social flourishing at work.

The standard provides a framework that is compatible with existing (Quality) Management Systems and follows a process-oriented structure. It is designed to be applied as a complement to other management system standards, particularly those based on ISO 9001.

This standard is applicable to any organization, regardless of its type, size, or sector. However, effective implementation of the WHS requires that the organization operates a basic (Quality) Management System with process orientation, document control, and improvement mechanisms. Where such a system is not yet in place, it must be established prior or parallel to the implementation of the WHS.

All requirements contained in this standard are intended to be implemented. If a requirement is not applicable to the organization, or if legal or regulatory constraints or other external factors prevent its implementation, the organization shall document a clear and convincing rationale for each such requirement.

The requirements of this standard are written in a generic form and are intended to be applicable in a wide variety of organizational contexts. Their implementation should be adapted to the size, complexity, and specific needs of the organization, while maintaining fidelity to the intent of each requirement.

2   Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 9000:2025 and the following apply.

2.1.

authentizotic work climate

refers to a workplace environment marked by optimism, trust, fairness, purpose, and vitality where employees feel energized, valued, and able to express themselves authentically while working toward shared goals

2.2.

benefits

refer to non-cash provisions, such as healthcare, retirement schemes, paid leave, or childcare support

2.3.

bonuses

refer to discretionary or performance-based financial rewards given retrospectively, typically to recognise results achieved during a defined period (e.g., annual or quarterly). They may be individual, team, or organisation-wide

2.4.

coaching

refers to a structured, goal-oriented process in which a trained individual supports an employee in enhancing performance, overcoming challenges, or achieving specific developmental objectives through reflective dialogue and questioning. The coach does not typically offer advice but facilitates self-directed learning and behavioural change

2.5.

incentives

refer to pre-defined financial or non-financial rewards tied to specific future goals, outputs, or behaviours. They are structured to motivate and guide performance toward targeted outcomes

2.6.

leader

individuals in positions of formal or informal authority who influence others. These can be supervisors, team leads or similar positions

2.7.

leadership

refers to the behaviour of individuals in positions of formal or informal authority who influence others

2.8.

mentoring

refers to a development-focused relationship in which a more experienced or senior individual shares knowledge, advice, and guidance to support the long-term personal and professional growth of another employee. Mentoring is typically informal, based on mutual trust, and oriented toward broader career development and role modelling

2.9.

organizational climate

refers to employees' shared perceptions of the policies, practices, and procedures that define the day-to-day experience of working in the organization, particularly in relation to fairness, communication, support, and psychological safety

2.10.

Organizational culture

refers to the shared system of values, beliefs, assumptions, and practices that shape behavior within the organization and provide members with a sense of identity and purpose

2.11.

perks

are additional non-monetary advantages, often lifestyle-related, such as gym access, learning budgets, flexible travel options, or subsidised meals

2.12.

psychological capital

refers to a positive psychological state characterised by four core components: hope (goal-directed energy and planning to meet goals), self-efficacy (confidence in one's abilities to take on and put in the necessary effort to succeed at challenging tasks), resilience (capacity to bounce back from adversity), and optimism (a positive attribution about succeeding now and in the future)

2.13.

purpose

refers to the overarching reason for the organization's existence, beyond financial performance, which expresses how the organization seeks to create value for stakeholders, contribute to society, or have a positive impact on the world

2.14.

salary

refers to the fixed, regular financial payment provided to employees in return for their contractual work responsibilities. It forms the foundation of financial recognition and economic stability

2.15.

symbolic rewards

are non-material acknowledgements of employee contribution, such as praise, visibility, schedule flexibility, or access to development opportunities

3 Purpose and Meaning

The organization shall define its purpose and ensure that all decisions made within the organization, at all levels, are aligned with its declared purpose. This shall be communicated effectively and be understood by all employees.

The organization shall ensure that each employee has an understanding of how their individual role contributes to the organization's overarching purpose.

The purpose of the organization and the roles and tasks of each employee shall align with their personal values.

4 Leadership

The organization shall ensure that all persons in leadership positions are aware of their power and the responsibilities that come with that. It shall also provide leaders with the necessary competence, time, and resources to fulfil these responsibilities effectively.

Leaders at all levels shall:

a) provide direction and inspire collective vision and trust that is in line with the organization's purpose;

b) be open and accessible and communicate transparently – no information shall be withheld;

c) involve those they lead in decision-making processes;

d) recognise and value contributions of those they lead;

e) treat all employees fair and respectful;

f) foster development, learning and growth of those they lead through systematic coaching or mentoring (see 6.);

g) provide constructive feedback to those they lead;

h) support those they lead in their daily tasks, if needed, rather than control them.

5   Autonomy and Empowerment

The organisation shall foster a working environment in which employees at all levels can act with a high degree of autonomy and feel psychologically empowered to make decisions within the scope of their responsibilities. Structural, cultural, and interpersonal barriers to autonomy shall be identified and removed where possible.

The organisation shall:

a)   design jobs in a way that enables autonomy in task planning, methods, decision-making, and execution;

b)   involve employees meaningfully in decisions that affect their work, including tools, workflows, and resource planning;

c)   ensure employees have access to the information, tools, and context they need to make competent, independent decisions;

d)   promote a culture of trust in which taking initiative is encouraged and supported - this includes a constructive error culture;

e)   ensure that maximum flexible working arrangements are available where operationally feasible and do not compromise team effectiveness – this includes, but is not limited to, working hours, location and amount (see 10.);

f)   foster participation in goal setting and strategic alignment at both team and individual levels.

6   Learning, Development and Growth

The organisation shall create an environment in which employees experience continuous opportunities for personal and professional development and growth, both technical and psychological. Employees shall actively engage in their own development by making use of these opportunities, reflecting on their growth, and taking responsibility for shaping their development journey.

The organisation shall:

a)   ensure that individual development planning is a continuous and purposeful process, jointly owned by employees and their leaders, aligned with personal aspirations and organisational needs, and supported by regular, forward-looking conversations;

b)   ensure that all employees have regular access to formal and informal learning opportunities, including training, coaching, mentoring, and peer-based knowledge exchange;

c)   support the development of psychological capital through initiatives such as resilience training, mindfulness practice, and structured feedback loops;

d) provide dedicated time and resources for learning and development as a standard component of workload planning and performance management, both, for employees and leaders.

The organisation shall ensure that employees have fair and visible opportunities for advancement, role enrichment, and cross-functional growth, supported by principles of transparency and adaptability.

7 Organizational Climate and Culture

7.1. Work Climate and Psychological Safety

The organization shall establish a work climate that supports psychological safety, mutual trust, and interpersonal respect.

The organization shall:

a) ensure that employees are able to express opinions, concerns, and ideas without fear of negative consequences;

b) implement measures to support inclusive interaction, non-discrimination, and safe conflict resolution;

c) actively foster trust through leadership behaviors, peer norms, and fair treatment at all levels of the organization;

d) promote optimism, positive affect, and a shared sense of purpose as characteristics of an authentizotic work climate (see 3.).

7.2. Cultural Values

The organization shall define, communicate, and maintain a set of shared cultural values aligned with its purpose.

The organization shall:

a) ensure that ethical behavior, mutual respect, and fairness are embedded in its cultural framework;

b) implement processes to assess the congruence between individual employee values and organizational values. Where misalignment exists, the organization shall facilitate constructive dialogue, clarification of expectations, and mutual adaptation.

c) promote a culture of continuous improvement and renewal by encouraging simplification, innovation, and responsiveness to change in its processes and practices.

7.3. Organizational Trust, Stability, and Identity

The organization shall promote internal trust, perceived stability, and a strong sense of organizational identity among employees.

The organization shall:

a) identify and mitigate risks to employee confidence, including perceived job insecurity and organizational instability;

b) communicate transparently about business continuity, changes, and financial stability to support employee reassurance;

c) integrate long-term orientation into its cultural vision, supporting continuity, strategic focus, and employee engagement;

d) evaluate and align its external reputation, brand messaging, and employer image with its internal cultural values. Discrepancies shall be identified and addressed.

7.4. Communication and Participation

The organization shall establish systems for transparent, timely, and bidirectional communication throughout the organization at all levels.

The organization shall:

a) establish internal communication practices that reflect and reinforce cultural values;

b) ensure that employees have access to structured, safe, and responsive channels to provide feedback, raise concerns, and contribute ideas;

c) encourage participation through communication practices embedded in team interactions, leadership routines, and decision-making processes.

The organization should plan and conduct internal meetings in a manner that supports cultural values, encourages participation, and ensures relevance, time efficiency, and information clarity.

7.5. Social and Environmental Responsibility

The organization should integrate social responsibility and environmental commitment into its organizational culture and daily operations.

The organization should:

a) ensure that its values, symbols, and practices support employees in perceiving their work as contributing to a broader social or environmental purpose.

b) embed cause-related marketing and sustainable practices as cultural expressions of shared responsibility.

8   Social Relationships and Belonging

The organisation shall enable the formation of peer support systems and practices (e.g. interest-based groups, mentoring structures, systematic peer-to-peer feedback, collaborative reflection sessions, or shared recognition moments) and ensure that employees have the option - but not the obligation - to participate.

Work design and scheduling shall include regular, structured opportunities for collegial interaction such as team huddles, peer debriefs, or collaborative tasks. Particular attention should be given to remote roles and part-time employees.

Teams, team tasks, roles, and responsibilities should be structured in ways that require mutual coordination and shared accountability where beneficial. Role autonomy shall not be compromised (see 5.).

Team size shall be 5 to 9 individuals.

9   Recognition, Fairness, and Justice

The organisation shall ensure that recognition, fairness, and justice are systematically embedded and consistently applied across all relevant organisational processes and activities, including, but not limited to, leadership conduct, task design, decision-making procedures, and career advancement.

10   Job Conditions and Design

The organization shall ensure that job conditions and job design reduce harmful demands and enhance the resources, support, and structures employees need to perform their work effectively. Job roles shall be developed and reviewed in collaboration with employees to promote autonomy, competence, clarity, connection, and sustainable integration of professional and personal responsibilities.

10.1. Collaborative Job Design and Role Structuring

The organization shall define and regularly review job content, structure, and expectations through a participatory process involving affected employees.

Jobs shall be designed to allow for maximum flexibility where feasible and to include an appropriate degree of task variety, skill use, and task significance, enabling employees to manage professional and personal responsibilities in a sustainable manner.

Tasks shall be designed to make the results or impact of one's work visible, either directly or through appropriate feedback mechanisms.

10.2. Work Organization, Flexibility, and Support

The organization shall:

a) ensure that workloads are appropriate and that task demands are monitored and adjusted in collaboration with employees;

b) ensure that the allocation of tasks, distribution of workload, and scheduling are guided by principles of transparency and fairness, and are, wherever possible, determined by the employees themselves or, where full autonomy is not feasible, shaped with their meaningful input;

c) provide flexibility in working hours, work location, and scheduling, where operationally feasible. Flexibility arrangements shall be designed in collaboration with employees to support a sustainable integration of work and personal responsibilities;

d) ensure that employees receive regular, task-related feedback that supports learning, performance improvement, and the experience of competence;

e) ensure that employees have timely access to the information, tools, and support required to perform their tasks effectively and to manage job complexity and challenges. Employees shall be actively involved in identifying their support needs and shall be given appropriate opportunities and resources to develop the skills necessary to meet evolving job requirements (see 6.).

11 Physical Work Environment

The organisation shall create and maintain a physical work environment that supports employee comfort and cognitive ease. The physical workspace shall be designed and maintained in a manner that fosters focus, inclusivity, and a positive affective climate.

The organisation shall:

a) ensure that all workspaces are designed to meet ergonomic standards for furniture layout, accessibility, and individual comfort;

b) provide adequate natural and artificial lighting in all areas, with particular attention to light quality and consistency that supports alertness and visual comfort;

c) ensure that the interior design, including but not limited to materials, colours, and spatial arrangement supports psychological comfort;

d) provide employees with access to rest areas or informal recovery zones that offer physical and mental respite during the workday;

e) ensure that views to natural elements or visually pleasing environments are considered in workspace planning wherever feasible;

f) as applicable, regularly assess and maintain air quality, noise levels, temperature, and hygiene to ensure basic physical comfort is consistently met;

g) ensure that employees can influence their immediate physical environment (e.g. through adjustable furniture, lighting, or personalisation of workspaces) to the extent operationally feasible;

h) apply principles of inclusive design so that physical spaces accommodate different needs and preferences across roles, ages, and abilities;

i) ensure that employee feedback is actively sought and used in workspace design and improvement initiatives.

12 Salary, Benefits, and Rewards

The organisation shall ensure that its salary, benefits, and reward systems are transparent, inclusive, fair and evolving.

The organisation shall:

a) ensure that salary structures are based on clear, equitable, and consistently applied criteria, and that salary levels and structures are communicated transparently to all employees;

b) review and adjust salary bands, bonus schemes, and benefit offerings regularly to ensure that they remain competitive with external market conditions and fair in terms of internal equity, while being responsive to employee expectations and living standards;

c) ensure that benefits are inclusive and adaptable across roles, demographics, and life stages;

d) offer relevant and meaningful perks (e.g. wellness programs, transport support, or learning budgets) that reflect employee interests and are developed in consultation with employees;

e) implement discretionary bonuses as retrospective recognition tools that are transparent, fairly administered, timely, and visibly linked to meaningful individual or collective contributions;

f) ensure that symbolic rewards (e.g. praise and recognition) are systematically integrated into the organisational culture (see 7.);

g) not apply performance-based incentives.

13   Measurement, Analysis and Improvement

The organisation shall define and maintain a documented process for the planning, implementation, and review of workplace happiness measurement.

This process shall ensure that:

a)   all relevant happiness-related requirements defined in this standard are assessed, either through existing quality management instruments or through dedicated survey-based measurement;

b)   measurement activities are reviewed at planned intervals and adjusted if necessary;

c)   employees are informed about the purpose, content, and use of survey-based measurement tools, including how results will be used and how privacy is protected;

d)   the design, deployment, and review of results from survey-based measurement instruments promote employee trust, transparency, and psychological safety;

e)   survey-based measurements are evaluated using structured analysis methods, including score banding, trend analysis, segmented views and qualitative comment synthesis, as applicable;

f)   the results of measurement are used as inputs to the organisation's improvement process(es), including defined follow-up actions and evaluation of effectiveness of actions taken.

The organisation shall define and apply a combination of three complementary survey instruments for the purpose of workplace happiness measurement:

a)   a full survey instrument, used at least annually, to assess overall workplace happiness and perceived fulfilment of all happiness requirements that are not assessed through existing quality management instruments. It shall be anonymous and allow for segmentation of results by relevant organisational units, locations, or roles;

b)   a pulse survey instrument, used at least monthly, to support local team reflection and dialogue between employees and their direct supervisors with regards to key happiness requirements. It shall focus on recent experiences and be completed in less than 5 minutes;

c)   a leader feedback survey instrument, used at least quarterly, to enable anonymous upward feedback regarding key happiness requirements that are tied to leadership. It shall be anonymous and allow for segmentation of results by relevant organisational units, locations, or roles.

Where the organisation develops or adapts its own measurement tools, it shall ensure that:

a) items and scales are clearly linked to the requirements of this standard;

b) measurement instruments are conceptually coherent, piloted, and refined over time;

c) efforts are made to validate the tools through empirical testing (e.g., reliability, construct validity), as part of continuous improvement.

NOTE 1   Usable examples for a full survey instrument, a pulse survey instrument and a leader feedback survey instrument can be found in Annex A, Annex B and Annex C, respectively.

NOTE 2   Guidance on interpretation methods for survey results can be found in Annex D.

Annex A

Full Survey Instrument

This appendix provides an example for a full survey instrument that can be used to assess overall workplace happiness and perceived fulfilment of all happiness requirements that are not assessed through existing quality management instruments. Organizations can chose to use their own survey instruments; requirements from Chapter 13 of this standard must be fulfilled.

Welcome

Thank you for taking the time to participate in this workplace happiness survey. Your feedback is essential in helping us understand and improve the conditions, culture, and experiences that shape our work environment. This survey is part of a broader effort to support a healthy, meaningful, and productive workplace for everyone.

Confidentiality

Your responses are strictly confidential. They will be analyzed in anonymized form and will not be traceable to individual employees. We encourage you to answer honestly and openly, based on your own experience.

How to Complete the Survey

This survey contains a series of statements about different aspects of your work experience. Please indicate how strongly you agree or disagree with each statement using the following scale:

1 – Strongly disagree

2 – Disagree

3 – Neither agree nor disagree

4 – Agree

5 – Strongly agree

N/A – Not applicable to my role or situation

If a question does not apply to your role (e.g. due to the nature of your job, your work setting, or your current responsibilities), please select "Not applicable".

Most questions can be answered quickly. Please respond based on your current or recent experience at work.

Overall Workplace Happiness

At the end of the survey, you will be asked to rate your overall level of workplace happiness using a scale from 0 to 10, where:

0 = Not at all happy

10 = Extremely happy

This helps us understand your general sense of well-being at work in addition to the specific topics covered in the previous items.

Optional Comments

During the survey, you will have the opportunity to leave any additional remarks, suggestions, or comments you would like to share. This is optional, but your insights can help us better understand the context behind your answers.

Survey

Date: _____

Team, department, tenure group, or location: _____

#	Question	Rating 1: strongly disagree 5: strongly agree
	Purpose and Meaning	
1	Decisions in the organization are clearly aligned with its stated purpose. *This refers to whether you see a clear connection between what the organization says it stands for (its mission or purpose) and the decisions that are made in practice - for example, how projects are chosen, how resources are allocated, or how priorities are set.*	
2	I understand how my role contributes to the organization's overall purpose. *This means whether you can see how your daily work, tasks, or responsibilities help the organization achieve its broader mission - for example, how your efforts support customer satisfaction, innovation, or social impact.*	
3	My work aligns well with my personal values. *This refers to whether the content and nature of your work feel consistent with what you personally believe is important - for example, fairness, creativity, helping others, or making a positive impact.*	
Comments:		
	Leadership	
4	My leader provides clear direction in line with the organization's purpose and inspires trust. *This means whether your leader communicates a clear sense of where the team or organization is heading, whether this direction is in line with the organizations purpose, and if you have trust that this is the right direction to go.*	
5	My leader communicates openly and transparently.	
6	My leader involves me in decisions that affect my work.	
7	I feel that my contributions are recognized and valued.	
8	People in this organization are treated fairly and with respect.	
9	My leader supports my development, learning and growth.	
10	I receive constructive feedback by my leader that helps me improve.	

#	Question	Rating 1: strongly disagree 5: strongly agree
11	My leader supports me in my day-to-day work when needed but does not micromanage me.	
Comments:		
	Autonomy and Empowerment	
12	I have the sufficient autonomy related to my work with regards to task planning, methods, decision-making, and execution;	
13	I am involved in decisions that affect my work, including tools, workflows, and resource planning.	
14	I have access to all information, tools, and context I need to make competent, independent decisions.	
15	Taking initiative is encouraged and supported, when errors occur they are used for improvement, rather than blaming.	
16	There is sufficient flexibility regarding working arrangements, such as working hours, location and amount.	
17	I am sufficiently involved in goal setting and strategic alignment. *This refers to whether you are meaningfully included in setting team or individual goals and in aligning your work with broader organizational priorities - for example, being asked for input during planning or being informed about how your goals connect to larger strategies.*	
Comments:		
	Learning, Development and Growth	
18	I have sufficient opportunities for personal and professional development and growth, both technical and psychological. *This means whether you have access to chances for learning and development - not only in technical skills (like tools, systems, or job-specific knowledge), but also in areas like communication or self-awareness that support personal growth.*	
19	My development planning is purposeful and aligned with my personal aspirations. It is sufficiently regularly reviewed and adjusted in collaboration with my leader. *This refers to whether your development goals are taken seriously, reflect what you personally want to achieve, and are reviewed regularly together with your leader - for example, during feedback sessions or informal check-ins.*	
20	I have sufficient access to formal and informal learning opportunities, including training, coaching, mentoring, and peer-based knowledge exchange	
21	I am sufficiently supported in development of psychological capital through initiatives such as resilience training, mindfulness practice, and structured feedback loops. *This means whether the organization offers and encourages activities that help build your mental and emotional resources - for example, training in stress management or resilience, mindfulness sessions, or regular opportunities to receive constructive feedback.*	
22	I have sufficient time and resources for learning and development during my regular working time.	
23	Opportunities for advancement, role enrichment, and cross-functional growth are fair, visible and transparent.	

#	Question	Rating 1: strongly disagree 5: strongly agree
	This refers to whether career development opportunities, such as promotions, taking on new responsibilities, or moving between departments, are communicated clearly, based on fair criteria, and accessible to everyone regardless of background or role.	
Comments:		
	Organizational Climate and Culture	
24	I feel psychologically safe, and experience mutual trust, and interpersonal respect. *This means whether you feel safe to speak up, share ideas, or admit mistakes without fear of negative consequences and whether people in your organization treat each other with honesty, respect, and trust.*	
25	I can express opinions, concerns, and ideas without fear of negative consequences.	
26	I experience an inclusive environment without any discrimination, when conflicts arise they are resolved.	
27	I experience trust at all levels of the organization. *This refers to whether trust is reinforced consistently across the organization - for example, through leaders acting with integrity, colleagues supporting one another, and fair treatment being the norm regardless of role or status.*	
28	I experience a culture of mutual respect, fairness and ethical behavior.	
29	I experience that simplification, innovation, and positive changes to processes and practices are encouraged.	
30	I can identify with the organisation, I have trust in the organization and experience stability.	
31	I feel confident and secure in my job and think that the organization as a whole is stable.	
32	Topics like business continuity, changes, and financial stability are communicated transparently.	
33	The organization as a whole and my team acts long-term oriented in line with its purpose and has a clear strategy.	
34	The organizations external reputation, brand messaging, and employer image is in line with our internal cultural values. *This means whether what the organization communicates to the outside world through its branding, public image, or recruitment messaging feels consistent with how things actually work internally, such as how people are treated or what values are lived day to day.*	
35	Our cultural values are reflected within our communication practices.	
36	There are sufficient safe channels to provide feedback, raise concerns, and contribute ideas. Appropriate action is taken on such input by employees. *This refers to whether you have access to trusted ways to share feedback or concerns and whether your input is taken seriously and followed up with meaningful responses or actions.*	
37	I am encouraged to participate actively within my team and the organization as a whole.	

#	Question	Rating 1: strongly disagree 5: strongly agree
38	Internal meetings support our cultural values, are relevant, time-efficient and clearly structured. *This means whether meetings reflect the organization's values (e.g. respect, openness), and whether they are well-organized, focused on meaningful topics, respectful of time, and clear in their purpose, flow and output.*	
39	Social responsibility and environmental commitment are integrated into our culture and daily operations. *This refers to whether the organization's actions (not just its statements) demonstrate care for society and the environment, such as through sustainable practices, ethical decision-making, or involvement in community initiatives.*	
40	My work contributes to a broader social or environmental purpose.	
41	Our organization actively participates in charitable causes and sustainable practices.	
Comments:		

Social Relationships and Belonging

#	Question	Rating
42	I have sufficient options to form or participate in peer support systems (e.g. buddy programs, interest-based groups, or informal mentoring structures). I am not obligated to participate in such activities.	
43	My work and working schedule offers sufficient opportunities for collegial interaction such as team huddles, peer debriefs, or collaborative tasks.	
44	Within our team we share accountabilities and coordinate mutually. I still have sufficient autonomy within my role. *This means whether your team works together in a coordinated way, i.e. sharing responsibilities and supporting one another, while still allowing you enough independence to manage your own tasks and make decisions within your role.*	
45	I feel recognised and treated fair with regards to leadership conduct, task design, decision-making procedures, and career advancement.	
Comments:		

Job Conditions and Design

#	Question	Rating
46	There are no harmful demands through my job conditions. *This refers to whether your job setup avoids excessive stress or strain - such as unrealistic workloads, unclear expectations, or constant urgency - that could negatively impact your health or well-being.*	
47	I have all resources, support and structures that I need to perform my work effectively.	
48	My role(s) are developed with me, I have the opportunity to promote autonomy, competence, clarity and connection. *This means whether your role is shaped together with you - giving you the chance to influence how you work, develop your skills, understand your responsibilities clearly, and build meaningful connections with others.*	

#	Question	Rating 1: strongly disagree 5: strongly agree
49	My role(s) allow for a sustainable integration of professional and personal responsibilities. *This refers to whether your job setup such as workload, flexibility, and expectations allows you to manage both work life and personal life in a balanced and sustainable way over time (work-life-balance).*	
50	My role(s) has an appropriate degree of task variety, I can use my skills, and my tasks are significant. *This means whether your work includes different types of tasks (not overly repetitive), allows you to apply your skills meaningfully, and feels important or valuable in the bigger picture.*	
51	I can see the results and impact of the tasks that I perform.	
52	My workload is appropriate.	
53	Allocation of tasks, distribution of workload, and scheduling is transparent and fair, and I am involved sufficiently.	
54	I have sufficient flexibility with regards to working hours, work location, and scheduling, and I am involved sufficiently.	
55	I receive constructive task-related feedback that supports my learning, growth and performance improvement.	
56	I have timely access to the information, tools, and support required to perform my tasks effectively and to manage job complexity and challenges.	

Comments:

Physical Work Environment

#	Question	Rating
57	My workspace and furniture feels ergonomically and comforting.	
58	My workspace provides adequate natural or artifical lightning.	
59	The interior design of my workspace supports my psychological comfort.	
60	I can sufficiently personalize my workspace.	
61	My feedback is actively sought and used in workspace design and improvement initiatives.	

Comments:

Salary, Benefits, and Rewards

#	Question	Rating
62	Salary structures and levels are transparent and based on clear, equitable, and consistently applied criteria. *This refers to whether you understand how salaries are determined, whether the criteria are applied fairly across the organization, and whether salary information is communicated in a clear and open way. It does not mean that all individual salaries are publicly available within the organization.*	
63	Salary bands, bonus schemes, and benefit offerings are adjusted regularly and appropriately. They are competitive with external market conditions, fair in terms of internal equity and match my expectations. *This means whether the organization reviews and updates pay and benefits often enough to stay fair and competitive - both compared to similar jobs outside the organization and in terms of fairness across roles internally - and whether they meet your reasonable expectations based on your work and responsibilities.*	

#	Question	Rating 1: strongly disagree 5: strongly agree
64	**Benefits are inclusive and fair.** *This refers to whether benefits (non-cash provisions, such as healthcare, retirement schemes, paid leave, or childcare support) are accessible and relevant to employees across different roles, life stages, and personal situations - and whether they are provided in a way that feels equitable.*	
65	Perks (e.g. wellness programs, transport support, or learning budgets) are relevant, meaningful and developed with my input.	
66	Retrospective bonuses are transparent, fair and linked to meaningful individual or collective contributions.	
67	There are sufficient symbolic rewards (e.g. praise and recognition).	
Comments:		

#	Question	Rating
	Overall Workplace Happiness	
	Rating: 1 – Deeply unhappy You find very little positive about your work. It drains you more than it gives, and you regularly wish you were doing something entirely different. 2 – Very unhappy You experience frequent frustration or dissatisfaction. Most days, you lack motivation and feel unsupported or disengaged. 3 – Clearly more negative than positive There are occasional good moments, but most of the time work feels like a burden or something you just endure. 4 – Slightly more negative than positive You experience some moments of satisfaction, but frustrations or unfulfilling tasks outweigh them. 5 – Neutral or mixed Your experience is balanced between positive and negative. You don't feel particularly unhappy, but also wouldn't describe work as energizing or meaningful. 6 – Slightly more positive than negative Work is generally okay. You feel fine most days and can see value in what you do, but deeper satisfaction is limited. 7 – Generally happy You feel satisfied and supported most of the time. While not perfect, work contributes positively to your life and well-being. 8 – Very happy You enjoy your work, feel appreciated, and believe your efforts matter. You have meaningful tasks, supportive colleagues, and room to grow. 9 – Exceptionally happy Work is a strong source of motivation and pride. You look forward to it, feel connected to your role, and are rarely stressed by it. 10 – Extremely happy You feel deeply fulfilled, energized, and engaged. Work strongly aligns with your values and strengths. (You might even choose to keep working if you won the lottery.)	
68	Overall, how would you rate your level of Happiness at Work?	
Comments:		

Annex B

Pulse Survey Instrument

This appendix provides an example for a pulse survey instrument that can be used by employees reflect on their recent work experience and prepare for an upcoming meeting with their direct supervisor. Organizations can chose to use their own survey instruments; requirements from Chapter 13 of this standard must be fulfilled.

Purpose of This Survey

This short survey is designed to help you reflect on your recent work experience and prepare for your upcoming meeting with your direct supervisor. It provides a structured starting point for open, constructive dialogue and helps identify early signs of support needs, challenges, or progress.

How Your Responses Will Be Used

Your responses will be visible to your direct supervisor and discussed together during your check-in or team meeting. This survey is not anonymous. The goal is to support mutual understanding and short-cycle improvement and not to evaluate performance or assign blame.

How to Respond

For each item, please indicate how strongly you agree or disagree with the statement using the following scale:

1 – Strongly disagree

2 – Disagree

3 – Neither agree nor disagree

4 – Agree

5 – Strongly agree

N/A – Not applicable to my role or situation

Most employees complete this survey in under 5 minutes. At the end, you may optionally add a brief comment if there's anything else you'd like to mention or clarify.

Overall Workplace Happiness

At the end of the survey, you will be asked to rate your overall level of workplace happiness using a scale from 0 to 10, where:

0 = Not at all happy

10 = Extremely happy

This helps us understand your general sense of well-being at work in addition to the specific topics covered in the previous items.

Survey

Date: _____

Team, department, tenure group, or location: _____

#	Question	Rating 1: strongly disagree 5: strongly agree
1	Since I last completed this survey, my work contributed to the organization's overall purpose and was aligned with my personal values. *This means whether your recent work felt meaningful to you personally and connected to what the organization stands for. For example, did your tasks contribute to a goal that drives the organization's purpose and that you care about?*	
Comments:		
2	Since I last completed this survey, I had the autonomy and support I needed to make decisions and manage my work independently. *This means whether you were able to organize your tasks, make decisions, and take responsibility for your work, using the information, tools, and support you needed to succeed.*	
Comments:		
3	Since I last completed this survey, I had the time, support, and opportunities I needed to grow or learn something at work. *This refers to whether you had the chance to develop your skills, gain new insights, or reflect on your growth - whether through formal training, coaching, learning by doing, or supportive feedback from your leader or colleagues. You may add what you learned to the comments field.*	
Comments:		
4	Since I last completed this survey, I felt safe to speak up, share ideas, or raise concerns in my team. My input was taken seriously. *This refers to whether you felt comfortable being honest in meetings or conversations, without fear of negative consequences or judgment, and whether your opinions and concerns were treated with respect. You felt the input was acknowledged or acted on - even in small ways.*	
Comments:		
5	Since I last completed this survey, I had meaningful opportunities to interact and coordinate with colleagues while keeping ownership of my own work. *This refers to whether you had chances to work or meet with colleagues, through meetings, teamwork, or informal exchanges, while still feeling in control of your own tasks and responsibilities.*	
Comments:		
6	Since I last completed this survey, my workload felt manageable, task distribution was fair, and I was able to maintain a healthy balance between work and personal life.	
Comments:		

#	Question	Rating 1: strongly disagree 5: strongly agree
7	Since I last completed this survey, I had the support, tools, and feedback I needed to do my job well. *This includes access to helpful information, timely feedback, and any tools or collaboration needed to complete your tasks effectively and confidently.*	
Comments:		
8	Since I last completed this survey, my physical work environment supported my comfort and ability to focus. *This refers to whether your workspace - whether at the office or elsewhere - felt physically comfortable, free of distractions, and suitable for getting your work done effectively.*	
Comments:		
9	Since I last completed this survey, I felt recognized and appreciated for my contributions at work. *This refers to whether you received meaningful appreciation or positive feedback for your work - such as verbal recognition, written thanks, or acknowledgment during meetings.*	
Comments:		

#	Question	Rating
	Overall Workplace Happiness	
Rating: 1 – Deeply unhappy You find very little positive about your work. It drains you more than it gives, and you regularly wish you were doing something entirely different. 2 – Very unhappy You experience frequent frustration or dissatisfaction. Most days, you lack motivation and feel unsupported or disengaged. 3 – Clearly more negative than positive There are occasional good moments, but most of the time work feels like a burden or something you just endure. 4 – Slightly more negative than positive You experience some moments of satisfaction, but frustrations or unfulfilling tasks outweigh them. 5 – Neutral or mixed Your experience is balanced between positive and negative. You don't feel particularly unhappy, but also wouldn't describe work as energizing or meaningful. 6 – Slightly more positive than negative Work is generally okay. You feel fine most days and can see value in what you do, but deeper satisfaction is limited. 7 – Generally happy You feel satisfied and supported most of the time. While not perfect, work contributes positively to your life and well-being. 8 – Very happy You enjoy your work, feel appreciated, and believe your efforts matter. You have meaningful tasks, supportive colleagues, and room to grow. 9 – Exceptionally happy Work is a strong source of motivation and pride. You look forward to it, feel connected to your role, and are rarely stressed by it. 10 – Extremely happy You feel deeply fulfilled, energized, and engaged. Work strongly aligns with your values and strengths. (You might even choose to keep working if you won the lottery.)		
10	Overall, how would you rate your level of Happiness at Work?	
Comments:		

Annex C

Leader Feedback Survey Instrument

This appendix provides an example for a leader feedback survey instrument that can be used by employees as a regular, anonymous opportunity to share feedback about their direct supervisor. Organizations can chose to use their own survey instruments; requirements from Chapter 13 of this standard must be fulfilled.

Purpose of This Survey

This survey provides you with a regular, anonymous opportunity to share feedback about your direct supervisor. It is designed to help the organization maintain high leadership quality, identify areas for support or development, and ensure that you experience trust, fairness, and psychological safety in your daily work.

Confidentiality

This survey is anonymous. Your responses will not be seen by your supervisor. They will be reviewed in aggregate by Human Resources or Organizational Development. If repeated patterns or consistent issues are identified, HR may follow up with appropriate developmental or organizational support.

How to Respond

Please answer based on your recent experience with your direct supervisor using the following scale:

1 – Strongly disagree

2 – Disagree

3 – Neither agree nor disagree

4 – Agree

5 – Strongly agree

N/A – Not applicable or I do not know

Your honest and constructive input helps us maintain a healthy and supportive work environment. At the end of the survey, you may optionally leave a short comment if you have anything further you wish to share.

Survey

Date: _____

Team, department, tenure group, or location: _____

Direct supervisor: _____

#	Question	Rating 1: strongly disagree 5: strongly agree
1	**My leader communicates openly and transparently.** *This refers to whether your leader shares relevant information, sets clear expectations, and keeps you informed about what matters to your work.*	
	Comments:	
2	**My leader supports my development and learning.** *This includes whether your leader encourages you to grow, gives helpful feedback, and takes your development seriously.*	
	Comments:	
3	**I feel recognized and appreciated by my leader.** *This means whether your contributions are acknowledged in ways that feel meaningful to you - such as praise, feedback, or shared credit.*	
	Comments:	
4	**My leader supports me when needed but trusts me to work independently.** *This refers to whether your leader provides help when you ask for it, while also giving you the space to do your work without unnecessary control.*	
	Comments:	

Annex D

Interpretation Methods for Survey Results

This appendix outlines the core methods for interpreting data collected through the Full Survey Instrument as described in this standard. The purpose of these methods is to ensure that measurement activities support informed decision-making, enable targeted improvement initiatives, and contribute to the ongoing development of a culture of workplace happiness.

The methods presented herein are designed for use by Human Resources, Organizational Development, or other designated functions responsible for survey evaluation. The application of these methods shall support structured analysis, consistent interpretation, and alignment with continuous improvement processes.

Score Banding (Traffic Light System)

Definition:

Score banding refers to the categorization of average item or topic scores into predefined qualitative bands. These bands are used to indicate the performance level of specific areas.

Purpose:

To facilitate the identification of strengths, acceptable areas, and those requiring attention at a glance.

Recommended Banding Scheme:

For Likert-scale questions ranging from 1 (strongly disagree) to 5 (strongly agree), the following bands are suggested:

Average Score	Category	Interpretation
4.2 – 5.0	Green – Strength area	Area is performing well and should be maintained.
3.0 – 4.1	Yellow – Acceptable but improvable	Area is functional but presents potential for enhancement.
< 3.0	Red – Priority for attention	Area likely requires targeted improvement actions.

Table D1 – Recommended banding scheme for questions using a 5-point Likert scale.

Application:

Banding may be applied at the level of individual survey items or aggregated across related items (e.g., thematic clusters).

Trend Analysis

Definition:

Trend analysis refers to the examination of changes in survey results over time by comparing current scores to those from previous measurement cycles.

Purpose:

To identify improvements, regressions, or stability in key areas, thereby supporting long-term planning and evaluation of past interventions.

Application:

Differences of ±0.3 points or more between survey cycles are generally considered indicative of meaningful change. Analysis should be conducted at the item and topic levels, with results used to inform adjustments to existing initiatives or the development of new actions.

Example:

Last year: "Workload is manageable" = 4.1
This year: "Workload is manageable" = 3.6
That is a decline of 0.5 and likely cause for concern, even though the new score is still "yellow."

Segmented Views

Definition:

Segmented analysis refers to the disaggregation of survey results by relevant employee subgroups such as department, function, tenure, location, or job level.

Purpose:

To identify disparities in experience across organizational units and to ensure that improvement actions are appropriately targeted.

How to do it:

Segmented data should be reviewed to detect consistently low- or high-performing groups. Interpretation must be conducted with due regard for confidentiality; segments with fewer than five respondents should generally not be reported individually.

Example:

Overall score for "Feeling recognized" = 4.2 (green)

Team A average = 4.7 (green)

Team B average = 4.7 (green)

Team C average = 3.1 (yellow-bordering-red)

Although the overall score is green, Team B may require intervention or and support.

Response Distribution Analysis

Definition:

Response distribution analysis involves the examination of the spread of responses across the available scale options for each item.

Purpose:

To detect polarization or hidden dissatisfaction that may not be evident through average scores alone.

Application:

Attention should be given to items where responses are heavily divided between the high and low ends of the scale, even if the mean appears neutral. Such patterns may indicate inconsistent leadership, unequal experiences, or latent conflict. Distribution graphs (e.g., bar charts or histograms) are recommended to support visual interpretation.

Qualitative Comment Synthesis

Definition:

Thematic analysis refers to the structured review and categorization of qualitative data collected through open-ended survey items.

Purpose:

To provide explanatory context to quantitative scores and to surface concerns, suggestions, or positive feedback not captured through closed items.

Application:

Comment data should be reviewed and grouped into themes such as communication, recognition, workload, leadership, or organizational change. The frequency and sentiment of each theme may be noted. Where appropriate, anonymized excerpts may be included in internal reports to illustrate key points.