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# Workplace Happiness — Requirements



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# 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.

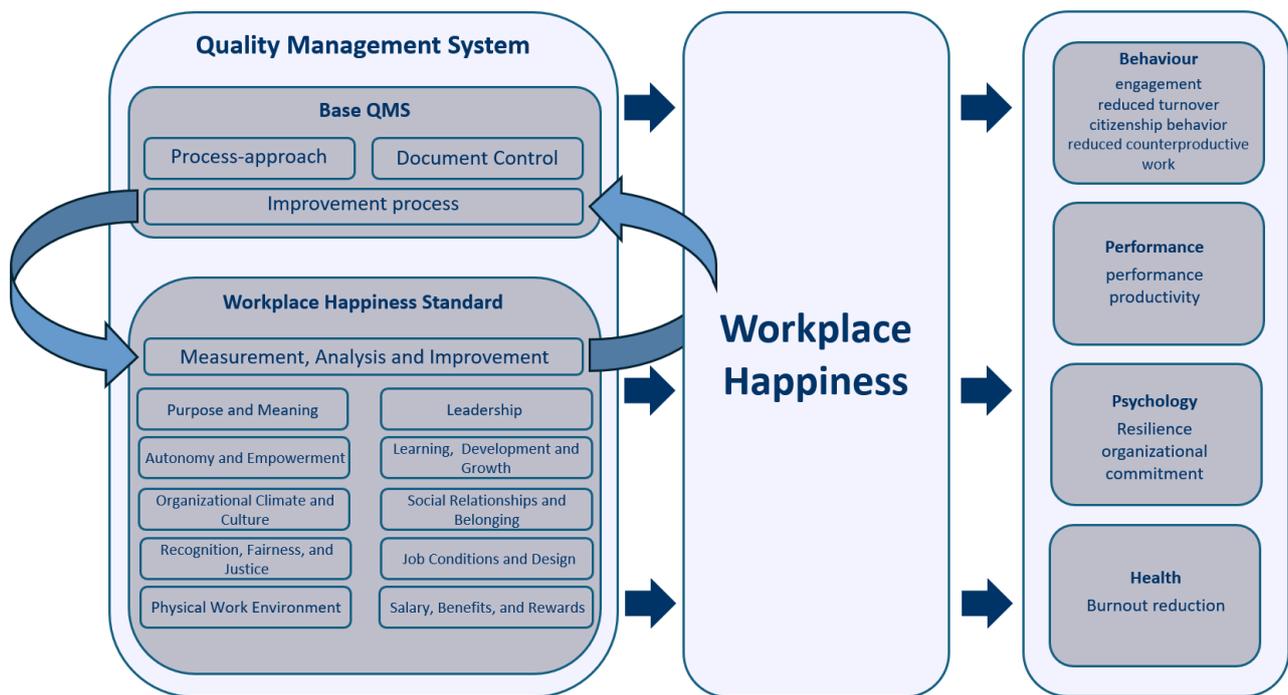


Figure 1 Integration of base QMS and WHS toward holistic organizational outcomes

### 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](https://twhi.org) or contact us at [info@twhi.org](mailto: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 authentic 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 choose 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

**Time frame:** Please think about your experience in the last 3 months.

If a statement does not apply to you (for example, you do not have a leader), choose “Not applicable”.

Choosing “I don’t know” is helpful, it shows where information may not be reaching employees.

You may also see optional comment fields. Sharing comments is optional.

Please answer honestly. There are no right or wrong answers.

#### Response format:

Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree

Plus:

Not applicable (N/A) = This does not apply to me.

I don’t know (IDK) = I do not have this information.

## Survey

Date: \_\_\_\_\_

Department: \_\_\_\_\_

Main work arrangement: \_\_\_\_\_

(On-site / Hybrid / Remote / Prefer not to say)

Time with the organization: \_\_\_\_\_

(Less than 6 months / 6–12 months / 1–3 years / 3–5 years / More than 5 years / Prefer not to say)

#	Question	Rating 1: strongly disagree 5: strongly agree N/A IDK
<b>Purpose and Meaning</b>		
1	In this organization, I understand our purpose. <i>Purpose means why the organization exists and what it wants to achieve.</i>	
2	In this organization, decisions follow our purpose. <i>For example, when deciding on new projects, products, or changes.</i>	
3	In this organization, I understand how my work helps our purpose.	
4	In this organization, I can see the positive impact of my work.	
5	In this organization, my day-to-day work fits well with my personal values. <i>Values mean what is important to you, e.g., honesty, respect, acting ethically (doing the right thing).</i>	
Comments:		
<b>Leadership</b>		
6	My leader gives clear direction that fits our organization's purpose.	
7	My leader shares important information openly.	
8	My leader involves our team in decisions that affect our work.	
9	My leader recognizes good work and contributions.	
10	My leader gives feedback that helps me improve.	
11	My leader supports me when I need help.	
Comments:		
<b>Autonomy and Empowerment</b>		
12	In my role, I have enough freedom to decide how I do my work.	
13	In my role, I can help set goals and plans that affect my work.	
14	In my role, I have the information and context I need to make good independent decisions.	
15	In my role, I am involved in decisions about how my work is organized. <i>For example: tasks, schedules, flexible work options.</i>	
16	In my team, taking initiative is encouraged and supported. <i>Initiative means starting helpful actions without being asked.</i>	
Comments:		

#	Question	Rating 1: strongly disagree 5: strongly agree N/A IDK
<b>Learning, Development and Growth</b>		
17	I have regular meaningful conversations about my skills and career development with the person who leads my work.	
18	In this organization, I can access learning opportunities. <i>For example, training, mentoring, coaching, learning from colleagues.</i>	
19	In this organization, I have dedicated time for learning during working hours.	
Comments:		
<b>Organizational Climate and Culture</b>		
20	In my team, I can speak up with ideas or concerns without fear of problems or punishment.	
21	In my team, when mistakes happen, we focus on learning and improving (not blaming people).	
22	In my team, people treat each other with respect.	
23	In my team, conflicts are handled in a fair and safe way.	
24	In my team, I feel included and not discriminated against. <i>Discriminated against means treated worse because of who I am (e.g., gender, age, origin).</i>	
25	In this organization, we follow our stated values in daily actions.	
26	In this organization, people are encouraged to improve how we work. <i>For example, simplify or try better ways.</i>	
27	In this organization, we communicate clearly about changes that affect employees.	
28	In this organization, I feel confident that we will stay stable and do well in the future.	
29	In this organization, I receive the information I need in time.	
30	In this organization, when employees give feedback or report problems, the organization responds.	
Comments:		
<b>Social Relationships and Belonging</b>		
31	In this organization, I regularly have planned time with colleagues. <i>For example: a short team meeting, working together on tasks, or a short review after a task.</i>	
32	In this organization, there are voluntary peer support options. <i>For example, mentoring or peer feedback.</i>	

#	Question	Rating 1: strongly disagree 5: strongly agree N/A IDK
<b>Recognition, Fairness, and Justice</b>		
33	In this organization, people are treated fairly, regardless of role or background.	
34	In this organization, decisions that affect employees are made in a fair way.	
35	In this organization, workload is shared in a fair way.	
Comments:		
<b>Job Conditions and Design</b>		
36	In my role, my responsibilities are clear.	
37	In my role, my tasks match my skills.	
38	In my role, my workload is manageable most of the time.	
39	In my role, I have the tools I need to do my job well.	
40	In my role, I have flexible working arrangements, where possible. <i>For example, hours or location.</i>	
Comments:		
<b>Physical Work Environment</b>		
41	In this organization, I can influence my workspace setup, where possible. <i>For example, lighting, chair/desk, equipment.</i>	
42	In this organization, employee feedback is used to improve the workspace.	
Comments:		
<b>Salary, Benefits, and Rewards</b>		
43	In this organization, I know what is used to decide pay and pay raises.	
44	In this organization, employees are asked for input when benefits and perks are designed. <i>Benefits/perks mean extra support, for example transport support, health/wellness support, learning budget.</i>	
45	If extra bonuses are used in this organization, they are given fairly. <i>Extra bonuses mean bonuses that are not fixed in the contract.</i>	
Comments:		

#	Question	Rating 1: strongly disagree 5: strongly agree
<b>Overall Workplace Happiness</b>		
46	I find real enjoyment in my job. <i>Meaning: I really enjoy my job.</i>	
47	I like my job better than the average person. <i>Meaning: Based on your impression, do you like your job more than most people like theirs? Tip: If you are not sure about "average person", answer based on your best impression.</i>	
48	Most days I am enthusiastic about my job. <i>Meaning: On many days, I feel excited and positive about my job.</i>	
49	I feel fairly well satisfied with my job. <i>Meaning: Overall, I am satisfied with my job.</i>	
50	In the last 3 months, I generally felt happy at work.	
51	In the last 3 months, I generally felt full of energy while working.	
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 choose 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

Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree

Plus:

Not applicable (N/A) = This does not apply to me.

I don't know (IDK) = I do not have this information.

#### Survey

Date: \_\_\_\_\_

Team, department, tenure group, or location: \_\_\_\_\_

#	Question	Rating 1: strongly disagree 5: strongly agree
1	<p>Since I last completed this survey, my work contributed to the organization's overall purpose and was aligned with my personal values.</p> <p><i>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?</i></p>	
Comments:		
2	<p>Since I last completed this survey, I had the autonomy and support I needed to make decisions and manage my work independently.</p>	

#	Question	Rating 1: strongly disagree 5: strongly agree
	<i>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.</i>	
Comments:		
3	<p>Since I last completed this survey, I had the time, support, and opportunities I needed to grow or learn something at work.</p> <p><i>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.</i></p>	
Comments:		
4	<p>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.</p> <p><i>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.</i></p>	
Comments:		
5	<p>Since I last completed this survey, I had meaningful opportunities to interact and coordinate with colleagues while keeping ownership of my own work.</p> <p><i>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.</i></p>	
Comments:		
6	<p>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.</p>	
Comments:		
7	<p>Since I last completed this survey, I had the support, tools, and feedback I needed to do my job well.</p> <p><i>This includes access to helpful information, timely feedback, and any tools or collaboration needed to complete your tasks effectively and confidently.</i></p>	
Comments:		
8	<p>Since I last completed this survey, my physical work environment supported my comfort and ability to focus.</p> <p><i>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.</i></p>	
Comments:		
9	<p>Since I last completed this survey, I felt recognized and appreciated for my contributions at work.</p> <p><i>This refers to whether you received meaningful appreciation or positive feedback for your work - such as verbal recognition, written thanks, or acknowledgment during meetings.</i></p>	
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 choose 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**

Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree

Plus:

Not applicable (N/A) = This does not apply to me.

I don't know (IDK) = I do not have this information.

**Survey**

Date: \_\_\_\_\_

Department: \_\_\_\_\_

Direct supervisor: \_\_\_\_\_

#	Question	Rating 1: strongly disagree 5: strongly agree N/A IDK
1	<p>My leader communicates openly and transparently. <i>This refers to whether your leader shares relevant information, sets clear expectations, and keeps you informed about what matters to your work.</i></p>	
Comments:		
2	<p>My leader supports my development and learning. <i>This includes whether your leader encourages you to grow, gives helpful feedback, and takes your development seriously.</i></p>	
Comments:		
3	<p>I feel recognized and appreciated by my leader. <i>This means whether your contributions are acknowledged in ways that feel meaningful to you - such as praise, feedback, or shared credit.</i></p>	
Comments:		
4	<p>My leader supports me when needed but trusts me to work independently. <i>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.</i></p>	
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  $\pm 0.3$  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.