Flourishing Organisation Standard®

WORKPLACE WELLBEING ACCREDITATION

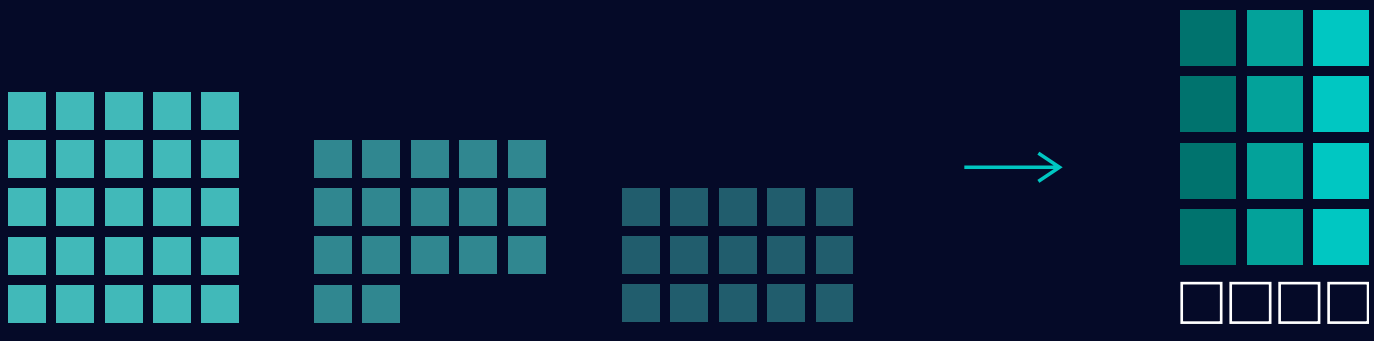
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EVIDENCE PAPER · THE RAPID REVIEW

From 57 frameworks to one Standard

We carried out a rapid review of established frameworks for mentally healthy and flourishing workplaces. The search strategy identified 57 relevant frameworks, from laws and international standards to research models. This paper explains how we carried out the review, what it found and how the findings informed the design of the Flourishing Organisation Standard.

FRAMEWORKS IDENTIFIED	THEMES FOUND	PUBLISHED
57	11	October 2026



25 WORKPLACE MENTAL HEALTH

17 BURNOUT PREVENTION

15 JOB SATISFACTION

16 COMPONENTS

A rapid review informed the design of the Standard

The Flourishing Organisation Standard is an accreditation for mentally healthy and flourishing workplaces. To inform its design, we carried out a rapid review of established frameworks for creating such workplaces. The search strategy resulted in the identification of 57 relevant frameworks.

The Standard is a SuperWellness initiative. Prof. Jim Morgan (founding academic advisor) carried out the review in July 2026. The search covered 3 organisational outcomes that together describe a flourishing workplace: workplace mental health, burnout prevention and job satisfaction. We then analysed the frameworks in 2 ways. A thematic analysis showed what all 57 cover, and a structural analysis showed how 3 research-based frameworks for employers organise that content.

The review's 3 main findings

01 **11 themes run through the frameworks**

Two are prominent in the frameworks for all 3 organisational outcomes: job and work design, and measurement.

02 **Each organisational outcome adds its own emphasis**

Workplace mental health frameworks concentrate on what employers do, such as controlling hazards, developing managers and supporting people back to work. Burnout and job satisfaction research adds reward, recognition and belonging.

03 **Research-based frameworks for employers share one underlying design**

Each has the same 3 pillars: preventing harm, supporting people who are struggling or unwell, and promoting thriving. Each breaks its pillars down by a second dimension, forming a grid. They differ in what that dimension holds, and in whether enablers, such as leadership, form a separate layer.

57
relevant frameworks identified by the search

11
themes from the thematic analysis

16
components in the Standard, linked to the themes on page 9

The review is one of 4 evidence bases for the development of the Standard. The others are our research with senior leaders, our practice with organisations and consultation with our advisory board (page 4).

The search covered 3 organisational outcomes

A flourishing workplace does more than prevent harm, so the search looked beyond workplace mental health to 2 related organisational outcomes. Workplace mental health frameworks set out what employers should do to protect and support their people. Burnout research explains how work leads to exhaustion and how to prevent it. Job satisfaction research explains what makes work rewarding. We use 'framework' broadly, to include laws, standards, theories and measurement tools.

25

Workplace mental health

- **5** laws and statutory codes
- **3** voluntary standards and codes of practice
- **7** government frameworks, guidance and pledges
- **5** research-based frameworks for employers
- **5** charity, employer and award programmes

EXAMPLES

Health and Safety Executive (HSE) Management Standards · ISO 45003:2021 · Thrive at Work

17

Burnout prevention

- **5** theories and models
- **6** measurement tools
- **1** official classification
- **5** organisational and regulatory programmes

EXAMPLES

Job Demands–Resources model · Maslach Burnout Inventory · NHS Health and Wellbeing Framework

15

Job satisfaction

- **5** theories
- **5** measurement tools
- **5** policy and benchmarking frameworks

EXAMPLES

Self-Determination Theory · Job Characteristics Model · Gallup Q12 engagement survey

We recorded every framework under the same 8 headings.

01 Who issued it, where it applies and when
02 What type of framework it is
03 What it focuses on
04 Its parts and how they are organised
05 The evidence behind it
06 How it is used, or its legal status
07 Its strengths
08 Its limitations

The frameworks come from 10 countries and regions and from international bodies. The Chartered Institute of Personnel and Development (CIPD) Good Work Index and Wellbeing Framework is listed under both workplace mental health and job satisfaction, so the list covers 56 different frameworks.

We carried out the review in 5 steps

The review set out to answer 3 questions:

01 What do established frameworks agree a mentally healthy and flourishing workplace needs?

02 What does research on each organisational outcome add?

03 How do research-based frameworks for employers organise what they cover?

DEFINITION

Rapid review (noun)

A structured review of existing evidence that uses targeted searches and set criteria for what to include. It streamlines the methods of a full systematic review so that findings are available quickly.

01 Search

In July 2026, we ran targeted searches of UK and international sources for each organisational outcome: government bodies, standards bodies, international organisations and peer-reviewed research. We widened each search over 4 rounds, adding sources such as statutory codes, research-based frameworks and more countries.

02 Select

We included a framework if it met 3 criteria: a defined structure; active use, citation or legal force; and a stated evidence base or a recognised issuing authority. The search strategy resulted in the identification of 57 relevant frameworks, listed on pages 11 and 12.

03 Record

We recorded each framework under the same 8 headings (page 3), from who issued it to the evidence behind it.

04 Thematic analysis

We read all 57 frameworks together and grouped their content into themes, letting the themes emerge from what the frameworks contain rather than from any one framework's structure. We then counted, for each organisational outcome, how many frameworks cover each theme. This matters because workplace mental health frameworks mostly set out what employers should do, while many burnout and job satisfaction frameworks are theories or measurement tools.

05 Structural analysis

The search identified 5 research-based frameworks written to guide employers. We obtained the full documents for 3: Thrive at Work, the Black Dog Institute framework and the Mental Health at Work Index. We set out each as published, then redrew all 3 in one layout: pillars across the top, the second dimension beneath and enablers below.

The review is one of 4 evidence bases for the Standard

The rapid review
57 relevant frameworks, identified and analysed as this paper describes.

Research
SuperWellness and Prof. Gail Kinman studied senior leaders: 12 interviews and a survey of 71 senior leaders.

Practice
SuperWellness has worked with more than 1,500 organisations over 15 years.

Consultation
Our advisory board of academic and industry experts.

What the thematic analysis found

FINDING 01

11 themes run through the frameworks

Each bar shows the share of frameworks for that organisational outcome that cover the theme, with the number of frameworks beside it. A framework can cover several themes.

THEME	WORKPLACE MENTAL HEALTH (25)	BURNOUT PREVENTION (17)	JOB SATISFACTION (15)	ALL 57
Measurement	13	11	12	**36**
Job and work design	13	12	10	**35**
Finding and controlling hazards	19	4	1	**24**
Leadership and manager skills	15	3	2	**20**
Promoting positive wellbeing	13	2	5	**20**
Belonging and relationships	4	6	6	**16**
Reward, pay and recognition	2	5	7	**14**
Culture, psychological safety and open conversation	8	2	2	**12**
Worker voice and involvement	8	1	2	**11**
Support, recovery and return to work	9	2	0	**11**
Personal traits	1	4	3	**8**

Job and work design, and measurement (shaded), appear in at least half the frameworks for each organisational outcome. Many burnout and job satisfaction frameworks are themselves measurement tools, which raises the count for measurement.

FINDING 02

Each organisational outcome adds its own emphasis

Most themes come mainly from workplace mental health frameworks or mainly from burnout and job satisfaction frameworks. The figures show the split: for example, 19 of the 24 frameworks that cover hazards are workplace mental health frameworks.

SHARED BY ALL 3 OUTCOMES

Measurement	36 in all
Job and work design	35 in all

Covered in similar numbers by the frameworks for each outcome.

MAINLY WORKPLACE MENTAL HEALTH

Finding and controlling hazards	19 of 24
Leadership and manager skills	15 of 20
Promoting positive wellbeing	13 of 20
Support, recovery and return to work	9 of 11
Worker voice and involvement	8 of 11
Culture, psychological safety and open conversation	8 of 12

These themes reflect employers' duties and practice.

MAINLY BURNOUT AND JOB SATISFACTION

Reward, pay and recognition	12 of 14
Belonging and relationships	12 of 16
Personal traits	7 of 8

These are well-evidenced drivers of burnout and job satisfaction.

FINDING 03

Frameworks for employers share one underlying design

Shown as their authors publish them, the 3 frameworks in the structural analysis look quite different. Redrawn in the same layout, they share one design. Each has the same 3 pillars, breaks them down by a second dimension, and includes enablers: conditions, such as leadership and measurement, that apply across all 3 pillars.

WHAT THE PILLAR DOES	THRIVE AT WORK	BLACK DOG INSTITUTE	MENTAL HEALTH AT WORK INDEX	THE STANDARD
Prevents harm	Prevent harm	Protect	Protection	**Prevent**
Supports people who are struggling or unwell	Mitigate illness	Respond	Provision	**Support**
Promotes good work and thriving	Promote thriving	Promote	Promotion	**Flourish**

The pillars are the same in substance; only their names and order change. The frameworks differ in their second dimension and in how they set out enablers. Thrive at Work sets out outcomes to achieve. The Black Dog Institute framework sets out where action is taken, and the Mental Health at Work Index sets out the practices an employer runs.

FRAMEWORK	SECOND DIMENSION	ENABLERS
Thrive at Work (Jorritsma and colleagues, 2023)	Building blocks: the outcomes to achieve	5 foundational elements, set out as a separate layer: the full spectrum of mental health, from thriving to unwell, an integrated and coordinated approach, leadership support and capability, engagement and inclusivity, and data and evaluation
Black Dog Institute (Deady and colleagues, 2024)	4 levels of the organisation, showing where action is taken: systems and policy, operations and team, the job, and the individual	Part of its content, not a separate layer
Mental Health at Work Index (Ballard and colleagues, 2025)	10 categories of employer practice	4 of the 10 categories: strategy, leadership, workforce involvement and measurement
The Standard	**4 levels of the organisation: systems and policy, job and work design, team and relationships, and the individual**	**4 enablers, set out as a separate layer: Leadership Values, Commitment and Competency; Worker Voice & Participation; Measurement & Evaluation; and Integrated, Coordinated Whole-System Strategy**

Each second dimension has its strengths. Levels make clear who is responsible for what, practice categories map onto existing HR and health and safety functions, and building blocks are easy for non-specialists to follow. Leadership and measurement are among the most common themes in the thematic analysis, but they work as enablers rather than as pillars. Thrive at Work makes this explicit with its separate foundational layer.

All 3 frameworks link their pillars to the integrated approach to workplace mental health set out by LaMontagne and colleagues (2014), which combines preventing harm, promoting the positive and responding to problems. SuperFriend's Indicators of a Thriving Workplace, another framework identified, was written to cover the same 3 pillars and has been tested with nearly 10,000 Australian workers (Iles and Sheppard, 2025).

How the findings informed the structure of the Standard

The Standard assesses organisations against 16 components, each one aspect of workplace practice; page 8 shows them all. The table shows how each finding informed the structure of the Standard, alongside our other evidence bases (page 4). Where the frameworks take different approaches, we explain the choice we made. Pillar and component names are in bold.

WHAT THE REVIEW FOUND	WHAT THE STANDARD DOES
FINDING 03 **Shared pillars**	The Standard has the same 3 pillars: **Prevent** (stop harm occurring), **Support** (reach those struggling or unwell) and **Flourish** (build good work and thriving).
FINDING 03 **A second dimension**	The frameworks use different second dimensions, so this was a design choice. The Standard uses 4 levels of the organisation, as the Black Dog Institute framework does, because levels show where action is taken and who is responsible for it. The levels run from the whole organisation to the individual: systems and policy, job and work design, team and relationships, and the individual. Job and work design comes straight after systems and policy because job design is the foundation of workplace wellbeing. The demands of a job shape what teams and individuals experience, including how well people can recover from work (Sonnentag, 2026).
FINDING 03 **Enablers**	The Standard sets out 4 enablers as a separate layer, as Thrive at Work does with its foundational elements: **13 Leadership Values, Commitment and Competency**, **14 Worker Voice & Participation**, **15 Measurement & Evaluation** and **16 Integrated, Coordinated Whole-System Strategy**. Component 16 also reflects Thrive at Work's element on the full spectrum of mental health, from thriving to unwell, by asking for one strategy across all 3 pillars.
FINDINGS 01 AND 02 **The 11 themes**	The Standard draws on themes from all 3 organisational outcomes, so it covers employers' duties as well as reward, recognition and belonging. Page 9 shows where each theme is assessed.

We made 2 further design choices

The Standard assesses the organisation, not personal traits

Personal traits appear in 8 frameworks, mainly in burnout and job satisfaction research. Personality and coping style shape how people respond to work, but they describe the person rather than the organisation. The Standard assesses whether the organisation's arrangements work for everyone, whatever their differences.

Culture is measured across the whole Standard

Culture, psychological safety and open conversation appear in 12 frameworks. The Standard assesses psychological safety (whether people feel safe to speak up) in component 14, and whether people can admit difficulty or ask for help in component 11. The Standard also measures culture itself, across the whole Standard: how consistent employees' experience is across roles, levels of seniority and sites.

The Standard is organised by pillar and level

16
COMPONENTS

A component is one aspect of workplace practice that the Standard assesses, such as identifying and controlling psychosocial hazards. Each of the 12 components in the grid covers one pillar at one level of the organisation. The 4 enablers apply across all 3 pillars.

CULTURE

Measured across the whole Standard: how consistent employees' experience is across roles, seniority and sites

	PREVENT Stop harm occurring	SUPPORT Reach those struggling or unwell	FLOURISH Build good work and thriving
Systems and policy	1 Identify & Control Psychosocial Hazards	5 Support & Return-to-Work Systems & Policy	9 Reward, Recognition & Fair Employment
Job and work design	2 Optimise Demand; Build Control	6 Adjusting Work to Support Recovery	10 Meaning, Growth, Autonomy & Mastery
Team and relationships	3 Fair, Civil & Safe Team Conditions	7 Manager & Team Support	11 Belonging, Connection & Community
Individual	4 Personal Awareness & Health Protection	8 Access to Support	12 Professional & Personal Development

ENABLERS

Conditions that apply across all 3 pillars

13 Leadership Values, Commitment and Competency	14 Worker Voice & Participation	15 Measurement & Evaluation	16 Integrated, Coordinated Whole-System Strategy

Organisations work with the 16 components. Behind them sit 65 sub-components, the source of the components' criteria.

Where the Standard assesses each theme

The table shows where the Standard assesses each theme from the thematic analysis. The number after each theme is how many of the 57 frameworks cover it, and components are numbered as on page 8. Page 7 explains why personal traits are not assessed.

THEME	WHERE THE STANDARD ASSESSES IT
Measurement (36)	**15 Measurement & Evaluation**
Job and work design (35)	**2 Optimise Demand; Build Control** · **6 Adjusting Work to Support Recovery** · **10 Meaning, Growth, Autonomy & Mastery**
Finding and controlling hazards (24)	**1 Identify & Control Psychosocial Hazards** · **3 Fair, Civil & Safe Team Conditions**
Leadership and manager skills (20)	**13 Leadership Values, Commitment and Competency** · **3 Fair, Civil & Safe Team Conditions** · **7 Manager & Team Support**
Promoting positive wellbeing (20)	**10 Meaning, Growth, Autonomy & Mastery** · **11 Belonging, Connection & Community** · **12 Professional & Personal Development**, with health promotion in **4 Personal Awareness & Health Protection**
Belonging and relationships (16)	**11 Belonging, Connection & Community**
Reward, pay and recognition (14)	**9 Reward, Recognition & Fair Employment**
Culture, psychological safety and open conversation (12)	**14 Worker Voice & Participation** · **11 Belonging, Connection & Community** · consistency of experience, measured across the whole Standard
Worker voice and involvement (11)	**14 Worker Voice & Participation**
Support, recovery and return to work (11)	**5 Support & Return-to-Work Systems & Policy** · **6 Adjusting Work to Support Recovery** · **7 Manager & Team Support** · **8 Access to Support**
Personal traits (8)	Not assessed

Component **16 Integrated, Coordinated Whole-System Strategy** reflects the structural analysis: each framework calls for one coordinated approach across the pillars.

Most components use a published model

Where a well-evidenced model or official standard fits a component, the component draws on it for detail. Several come from the review itself. The HSE Management Standards and the effort–reward imbalance model are among the 57 frameworks. SMART work design builds on 3 more of the 57: the Job Characteristics Model, the Job Demand–Control–Support model and the Job Demands–Resources model. We describe each model in our own words and credit its authors. With the review and our research, practice and consultation, these models informed the criteria for each award: Bronze, Silver and Gold.

COMPONENT	USES
1 Identify & Control Psychosocial Hazards	Psychosocial hazards are features of work that can harm health and wellbeing, such as excessive demands, low control or poor support. The component uses the HSE Management Standards for work-related stress, which cover demands, control, support, relationships, role and change
2 Optimise Demand; Build Control	SMART work design: work that is stimulating, builds mastery, gives autonomy, is relational and keeps demands tolerable (Parker and Knight, 2024); research on recovery from work (Sonnentag, 2018)
3 Fair, Civil & Safe Team Conditions	Organisational justice, meaning how fairly people are treated (Colquitt, 2001; Ndjaboué and colleagues, 2012), and the manager behaviours in HSE's Stress Management Competency Indicator Tool (2009)
6 Adjusting Work to Support Recovery	SMART work design (Parker and Knight, 2024), to name which part of the work an adjustment changes
7 Manager & Team Support	Manager behaviours that support a return to work (Yarker and colleagues, 2010; Munir and colleagues, 2012)
9 Reward, Recognition & Fair Employment	The effort–reward imbalance model: high effort at work that is not matched by rewards such as pay, esteem and job security can harm health (Siegrist, 1996)
10 Meaning, Growth, Autonomy & Mastery	SMART work design (Parker and Knight, 2024). The 3 parts of meaningful work: it matters to the person, helps them make sense of their life and serves a wider good (Steger, Dik and Duffy, 2012)
11 Belonging, Connection & Community	The team as a secure base: a team that members can rely on for support (Biggart and colleagues, 2017)
12 Professional & Personal Development	Psychological capital, meaning hope, confidence, resilience and optimism (Luthans and Youssef-Morgan, 2017), and evidence on activities for flourishing (VanderWeele, 2020)
13 Leadership Values, Commitment and Competency	The Principles of Workplace Health & Wellbeing Leadership (HSE with employers, trade associations and trade unions in the chemicals and major hazards industries, 2026)
14 Worker Voice & Participation	The definition of psychological safety: a shared belief that the team is safe for interpersonal risk-taking, such as speaking up or admitting a mistake (Edmondson, 1999)
Components 4, 5, 8, 15 and 16	No single model. These components bring together the practice that the frameworks reviewed have in common.

The Standard is independent of the authors and publishers of the frameworks and models in this paper.

The 57 frameworks identified

Grouped by organisational outcome and type.

25 Workplace mental health

LAWS AND STATUTORY CODES (5)

Safe Work Australia Model Code of Practice: Managing Psychosocial Hazards at Work	Australia
International Labour Organization (ILO) Convention 190: Violence and Harassment Convention	International
Stress Check Program, Industrial Safety and Health Act	Japan
EU Framework Directive 89/391/EEC, with the social partner agreements on work-related stress and on harassment and violence	European Union
HSE Management Standards for work-related stress	UK

VOLUNTARY STANDARDS AND CODES OF PRACTICE (3)

National Standard of Canada: Psychological health and safety in the workplace (CSA Z1003 / BNQ 9700-803)	Canada
ISO 45003:2021 Psychological health and safety at work	International
British Standards Institution PAS 3002:2018: Code of practice on improving health and wellbeing within a workplace	UK

GOVERNMENT FRAMEWORKS, GUIDANCE AND PLEDGES (7)

Blueprint for Mentally Healthy Workplaces (National Workplace Initiative)	Australia
Tripartite Advisory on Mental Health and Well-being at Workplaces	Singapore
Work Positive CI	Ireland
WorkSafe Mentally Healthy Work	New Zealand
World Health Organization (WHO) Guidelines on Mental Health at Work	International
US Surgeon General's Framework for Workplace Mental Health and Well-Being	United States
Thriving at Work review and the Mental Health at Work Commitment	UK

RESEARCH-BASED FRAMEWORKS FOR EMPLOYERS (5)

Total Worker Health (National Institute for Occupational Safety and Health)	United States
Thrive at Work Integrative Framework (Curtin University)	Australia
CIPD Good Work Index and Wellbeing Framework *	UK
Mental Health at Work Index (One Mind at Work)	International
Framework to Create Mentally Healthy Workplaces (Black Dog Institute)	Australia

CHARITY, EMPLOYER AND AWARD PROGRAMMES (5)

Business in the Community Wellbeing Framework and Toolkit	UK
MindForward Alliance Global Thriving at Work Framework	International
SuperFriend Indicators of a Thriving Workplace	Australia
Psychologically Healthy Workplace Program (American Psychological Association)	United States and Canada
Mindful Employer Charter for Employers Positive about Mental Health	UK

17 Burnout prevention

THEORIES AND MODELS (5)

Effort–Reward Imbalance model	International
Job Demands–Resources model	International
Areas of Worklife model	International
Job Demand–Control–Support model	International
Conservation of Resources theory	International

MEASUREMENT TOOLS (6)

Mayo Clinic Well-Being Index	United States
Burnout Assessment Tool	International
Oldenburg Burnout Inventory	International
Bergen Burnout Indicator	Nordic countries
Copenhagen Burnout Inventory	International
Maslach Burnout Inventory	International

OFFICIAL CLASSIFICATION (1)

WHO classification of burnout in the International Classification of Diseases (ICD-11)	International

ORGANISATIONAL AND REGULATORY PROGRAMMES (5)

NHS Health and Wellbeing Framework	UK
General Medical Council National Training Survey burnout measure	UK
National Plan for Health Workforce Well-Being	United States
US Surgeon General's Advisory on Addressing Health Worker Burnout	United States
Institute for Healthcare Improvement Framework for Improving Joy in Work	International

15 Job satisfaction

THEORIES (5)

Self-Determination Theory	International
Range of Affect Theory (Locke)	International
Model of Personal Engagement (Kahn)	International
Job Characteristics Model	International
Two-Factor Theory (Herzberg)	International

MEASUREMENT TOOLS (5)

Gallup Q12 employee engagement survey	International
Job Descriptive Index and Job in General scale	International
Utrecht Work Engagement Scale	International
Minnesota Satisfaction Questionnaire	International
Job Diagnostic Survey	International

POLICY AND BENCHMARKING FRAMEWORKS (5)

Eurofound European Working Conditions Survey and job quality framework	European Union
CIPD Good Work Index and Wellbeing Framework *	UK
NHS Staff Survey engagement and job satisfaction indices	UK
Job Quality Framework (Organisation for Economic Co-operation and Development)	International
ILO Decent Work Indicators	International

* The CIPD Good Work Index and Wellbeing Framework is listed twice, under workplace mental health and job satisfaction. So the list covers 56 different frameworks. Naming a framework here means only that the review included it.

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What happens next

Get in touch to schedule a short discovery conversation with our team — no preparation needed, and no commitment either way.

Not ready to talk yet?

Where does your organisation stand? Start with your free diagnostic — a clear read on your likely level, key strengths and priority gaps.