

**Bold, vital and
entirely possible.**

2040 STRATEGY

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**WELLBEING
ECONOMY
ALLIANCE**



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Vision and Mission

WEAll is the leading collaboration of changemakers working together to transform the economic system.

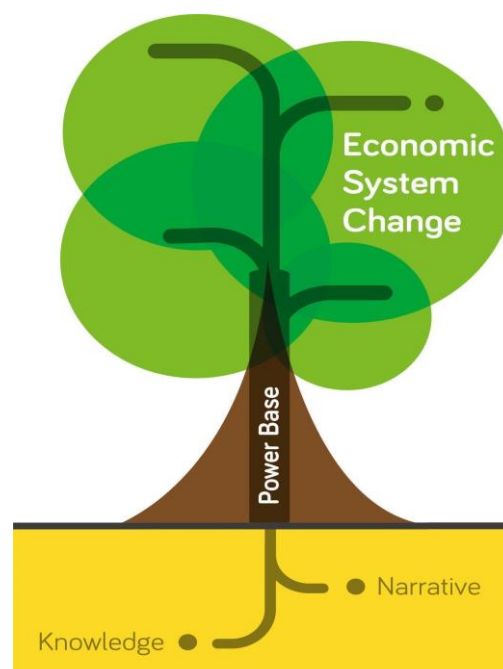
WEAll's Vision - Economies around the world are redesigned to create shared wellbeing for people and planet by 2040.

WEAll's Mission - Building momentum for economic transformation and changing the debate so that economies around the world deliver shared wellbeing for people and planet.

WEAll is doing this by:

- **Strengthening, supporting, and connecting existing geographic and thematic power bases** at all levels of society, in priority countries, that together have the power to change the current global economic system.
- **Curating and democratising knowledge** that demonstrate the viability of a Wellbeing Economy approach, to influence change in local, national, and global arenas, as well as set the agenda for governments and institutions to sequence just transitions to Wellbeing Economies.
- **Co-creating new, powerful narratives of hope** to change the debate and mobilise millions of people of all ages and from all walks of life to act at local, national, and global levels in support of a shift to a Wellbeing Economy.

Figure 1: The 3 Elements of Economic System Change





What is a Wellbeing Economy?

A Wellbeing Economy is an economy designed to deliver quality of life and flourishing for all people, in harmony with our environment. It puts the five core needs of people and planet (Figure 2) at the centre of its activities, ensuring that they are all equally met the first time around.

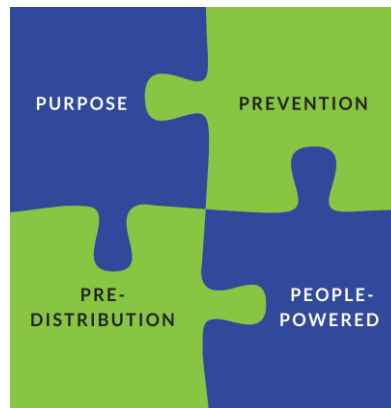
Figure 2: The 5 Needs

WEAll Need	Tests
Dignity Everyone has enough to live in comfort, safety, and happiness	Does the economy provide everyone with what is needed to live a life of dignity and purpose?
Nature A restored and safe natural world for all life	Does the economy restore, protect, and cherish the natural environment and is the economy guided by the principles of interconnection and indivisibility of human, animal, plant, and environmental health?
Purpose Institutions that serve the common good and provide real value	Does the economy value activities and behaviours by their contribution to social and ecological wellbeing?
Fairness Justice at the heart of the economy	Is the economy designed to ensure a just distribution of income, wealth, power, and time?
Participation Citizens participate in decision making and are engaged with their communities	Is the shape and form of the economy locally rooted and determined by people’s active voices?

While the Needs explain the “*what is the vision*”, the Practical Tests explain the “*how will we know we’ve gotten there*”, offering clear, measurable indicators, of what outcomes are to be achieved. But how do we get there? The 4 Ps (See Figure 3, below) synthesise the macro-array of policy/practice shifts that need to come together, like corners of a jigsaw puzzle, to create a Wellbeing Economy.



Figure 3: The “4 Ps”



- **Purpose** of the economy: to deliver human and ecological wellbeing. For example, a wider suite of success measures than GDP, and visionary national development plans.
- **Prevention**: not being content to just fix the harm done but stopping harm from happening in the first place. For example, outcomes budgeting and circular production and consumption.
- **Predistribution**: the economy doing more of the heavy lifting in terms of delivering the outcomes people and planet need. For example, social enterprises and businesses owned by their workers, community wealth building, and living wages.
- **People powered**: ensuring people are involved in decisions and agenda setting. For example, citizens assemblies and participatory budgeting.

Achievements to Date

WEAll was formed in 2018 as a time-bound 10-year project. We are now considering it to be a 25-year project. This reflects both the scale of the task and a recognition of the huge demand for economic system change that’s become apparent during our first four years.

Mirroring the three elements of WEAll’s transformation tree (*Figure 1*), we have seen growth of a range of power bases, as well as vast amounts of knowledge curated, and narratives created.

WEAll currently has over 275 organisational members, 2,800 individual members, 150 academics, and 88 WEAll ambassadors and spokespeople spread across every continent. Additionally, there are now 13 established WEAll Hubs and many more in development. Our global policy makers network has over 40 participants and the Wellbeing Economy



Governments Partnership (WEGo) initiated by WEAll is now composed of six governments, including a G7 country.

As Tomás de Lara, Co-Leader of *Sistema B* put it, “as a movement of movements, that is diverse, global, and with convergent theories and practices of change, we can see the evolution of a new economy being built with several hearts, minds and hands.”

To support these power bases, WEAll has created critical guidance for businesses and policy makers in how to begin to transition ways of operating to align with a Wellbeing Economy. The [business guide](#) and [policy design guide](#) (in English and Spanish) are co-produced works, freely available to private and public sector decision makers. WEAll has also co-produced [briefing papers](#) on health and the environment, water, and post-pandemic recovery programmes, build back better, and many other sectoral and local topics.

Through these guides and papers, WEAll has helped synthesise existing knowledge, while establishing credibility and thought leadership to direct the Wellbeing Economy Movement in new directions. “There were so many other groups working in this field, the work was becoming cluttered – so much noise – that policy makers were struggling to know who to listen to,” as Nigel Cohen, CEO of Inclusivity Project pointed out, appreciating how “WEAll offers an overarching place,” in his words.

In the past 12 months, WEAll has helped revive the [Happy Planet Index](#) and supported the creation of [Stories for Life](#) - two tools that encourage people to revisit and change wider narratives about the economy. WEAll also delivered the [Common Ground Festival](#), that mixed music and content to raise awareness about the need for economic systems change while heated discussions were happening around climate change during COP26, in Glasgow.

All the above progress is evidence of WEAll’s successful achievement of the first stage of its work, namely, to build demand for a Wellbeing Economy and to tend to the roots of the connections and collaborations required to meet that demand. In just the last year:

- The European Union has recognised the need to shift to a Wellbeing Economy and enshrined it in legislation.
- The need for a Wellbeing Economy was debated in the UK Parliament - with many references to WEAll and our members! This follows a public petition which gained more than 70,000 signatures.
- The World Health Organisation has increased its interest in Wellbeing Economy ideas, setting up a New Economy Experts Group and Economy of Wellbeing Initiative (also being advised by brilliant WEAll members).
- Canada included a wellbeing/quality of life framework in their 2021 budget.
- The University of Glasgow recently hired Dr Gerry McCartney as the world’s first Professor of Wellbeing Economy.



Timeframes and Outcomes

How WEAll will continue to achieve bold, impactful changes along the next decades.

Areas of Impact	2025 Outcomes	2030 Outcomes	2040 Outcomes	2050 Outcomes
Shifting public opinion about the purpose of the economy	Wellbeing Economy being discussed as a viable alternative by international organisations, global media, and key influencers.	A critical mass of the population understands that the economy is the key driver of the problems they face and that systemic changes are needed.	A critical mass of the population feels empowered that they are part of and can change the economy to work in service of the wellbeing of people and planet.	The purpose of the economy is viewed as solely to serve people and planet.
Global economic infrastructure/ governance reform	There is increasing thought leadership at a global level regarding the need for a Wellbeing Economy.	Serious reform of global architecture, institutions and incentives is being discussed.	Major changes are already implemented at the level of global architecture, institutions, and incentives.	Global economic governance architecture is supportive of multilateral collaboration and creates locally embedded economies.
	Some global/ supranational, institutions have incorporated beyond GDP measurements of success.	The majority of global/ supranational, institutions have incorporated beyond GDP measurements of success.	Global/ supranational, institutions shift the definition of “development” from GDP/Capita (economic growth) to achievement of social and ecological wellbeing.	The global economy is designed and evaluated by its contribution to social and ecological wellbeing.



National/ regional economic reform	10 key economies have formally committed to the ethos of a Wellbeing Economy.	20 key economies have formally committed to the ethos of a Wellbeing Economy.	50 key economies have formally committed to the ethos of a Wellbeing Economy.	The majority of the economies of the world have formally committed to the ethos of a Wellbeing Economy.
	5 key economies around the world have harnessed multidimensional wellbeing frameworks to reshape their economic models.	10 key economies around the world have redesigned their economies towards meeting the Needs Test (<i>Figure 2</i>).	20 key economies around the world meet most of the Needs Tests (<i>Figure 2</i>).	The majority of economies around the world meet most of the Needs Tests (<i>Figure 2</i>).
Existing Global Movements advocate for a Wellbeing Economy	The Wellbeing Economy movement is partnering with a relevant global movement (probably climate change) to jointly promote a Wellbeing Economy.	The Wellbeing Economy movement is partnering with at least three relevant global movements (climate, development, gender justice etc) to jointly promote a Wellbeing Economy.	Relevant global movements recognise the centrality of economic system change, are connected with the Wellbeing Economy movement and with each other and are actively building a Wellbeing Economy.	Global movements are working together in solidarity to effectively build locally embedded and globally sustainable Wellbeing Economies.



Organisations committed to a Wellbeing Economy	Many 100s (in total) of businesses, community groups, cities, local governments, and civil society organisations in all parts of the world are committed to a Wellbeing Economy.	Thousands (in total) (in total) of businesses, community groups, cities, local governments, and civil society organisations in all parts of the world are committed to a Wellbeing Economy.	Global civil society, governments and business are working together to promote a Wellbeing Economy in most economies.	Institutions at all levels of society ensure social and ecological wellbeing.
Locally rooted economic transformation via WEAll Hubs	WEAll Hubs are effectively shifting the debate in 10 key economies.	WEAll Hubs are effectively co-creating policies and democratic infrastructure in 25 key economies.	Cross-sectoral collaboration is effectively influencing change and the creation of democratic infrastructure in 100 key economies.	The shape and form of the economy is locally rooted and informed by people's voices.

Theory of Change

WEAll aims to build a world where everyone has enough to live in comfort, safety, and happiness. Where all people feel secure in their basic comforts and can use their creative energies to support the flourishing of all life on this planet. Where we thrive in a restored, safe, and vibrant natural environment because we have learned to give back as much as we are given. A world where we have a voice over our collective destiny and find belonging, meaning and purpose through genuine connection to the people and planet that sustain us.

WEAll believes that such a world is not only possible but already underway. Some governments, societies and collectives have already shifted paradigms, recognizing that they have confused means and ends for too long, and that it is our level of wellbeing, not our level of wealth, that should be the ultimate metric for societal success.



Our current prevailing economic system has four interlinked and systemic flaws. It is unsustainable, unfair, unstable and creates unhappiness (with far too many people left behind and not feeling valued or valuable). Furthermore, it is a system in which neither the 'brake' nor the 'accelerator' works anymore. Aiming for faster growth of GDP within the current system (even if possible) to create the good livelihoods needed worldwide and to level up within and between societies will lead to worsening biodiversity loss and accelerating climate change, while aiming for zero or negative growth within the current system will further worsen inequality, poverty, and social unrest. Also, the social conditions do not currently exist in most democracies to permit politicians to make the urgent changes needed to halt or reverse climate change and biodiversity loss. We need to transform our economic system to a Wellbeing Economy, according to the 5 WEAll Needs, and Tests framework presented above (*Figure 2*).

A Wellbeing Economy directly addresses the underlying problems of the existing system. It is focused on meeting fundamental needs and, by getting things right the first time, avoids the huge expenditures we are currently incurring trying and failing to fix the massive environmental and social harms our current system is causing. It is still a mixed-economy system (with strong state, private and third sector actors), but one operating to a very different set of goals, values, and incentives. Furthermore, not only are different policies needed, but policymaking needs to be done differently, with high citizen involvement during the entire public policy cycle—from agenda setting to decision-making, to monitoring and evaluation.

There are other names for economic systems which espouse different versions of the Wellbeing Economy's needs, such as a doughnut economy and regenerative economy. There is no one blueprint for a Wellbeing Economy; the shape, institutions, and activities that get us there will look different, both across countries and between different communities within countries. They may use different approaches and different languages, but all share a common goal and are, often, already key members and allies of WEAll. Moreover, the high-level goals of a Wellbeing Economy are the same across these models: wellbeing for all, on a healthy planet.

However, it is not enough to describe the WHAT of a Wellbeing Economy, the critical question is HOW? Examination of successful system changes shows that, in addition to good research, great communications, effective campaigning, lobbying, and pioneering practical exemplars, four other strategies are critical:

1. Create new power bases
2. Promote new compelling and positive narratives
3. Support these with a coherent and accessible knowledge and evidence base
4. Find transformation opportunities following major crises



These strategies underpinned the two major economic shifts in the 20th century to Keynesianism and then to neoliberalism. They are the foundation of WEAll's strategy and why we have deliberately structured our activities around power bases, knowledge, and narratives (*Figure 1*). As the tree figure illustrates, solid power bases are the central element and the backbone of economic system change, while narratives and knowledge are the nutrients that feed the ecosystem with strategic vision, tools and understanding, and persuasive capacity to affect large-scale change.

A key difference is that the neoliberals' strategy was based on the formation of an elite powerbase, backed by billions of dollars. WEAll, on the other hand, is supporting the formation of a broad-based movement backed by millions of people—cross sector, cross geography and simultaneously bottom up and top down.

We are aware that the work of advocating for and creating a Wellbeing Economy is already underway in several places around the world and at different layers of the system, and our primary role is to catalyse this movement, creating impact larger than the sum of its parts. WEAll supports new and existing power bases by offering resources, spaces, and connections to potentialize their work; clarifying the concept of a Wellbeing Economy; expanding public understanding of what the economy is and can be, as well as their role in systems change; illustrating the flaws with contemporary economic thinking; and providing a range of evidence and stories of possible actions that can successfully lead us toward a Wellbeing Economy.

The time to act is now! Humanity's future is greatly threatened by the interconnection and scale of recent crises. Between the Covid-19 pandemic, global exponential inequality rise, technological revolution, continuous wars and armed conflicts, growing refugee migration and internally displaced people, the threat of environmental collapse, and the rise of authoritarianism, the predominant sentiment is widespread frustration and revolt with the status quo. A recent Edelman Trust Barometer survey of 30,000 people in 34 countries showed that over 80% of them believed that their economic and political systems were not working for them anymore. People are longing for real change, giving the Wellbeing Economy Alliance an opportunity to step in and provide lasting solutions to our seemingly wicked problems.

Our initial focus had been to support economic paradigm shifts in high-income countries that are the chief architects of our current economic system and who hold a large share of the responsibility for the multiple crises we face. However, we are now shifting to work worldwide and believe that many lower-income countries are well placed to pilot innovation and provide the inspiration, lessons and hope that are so sorely needed.



Living our values: How we operate

A Wellbeing Economy is not simply a different economic system, it involves a shift in how we seek to live together from seeing ourselves as owners and consumers toward being caretakers and creators of a flourishing world. It is therefore fundamental that the Wellbeing Economy movement and the staff of WEAll model this shift in how we act.

We aim to embody the shift that is needed in our worldviews, society, and economy: from 'us vs them' to 'we all'.

WEAll's staff is a supportive team of 'Amplifiers', who aim to meet the need for alignment, coordination, and amplification. While playing an influential role in the promotion of Wellbeing Economics concepts to our alliance and beyond, the 'Amp Team' mostly acts as mentors, connectors, and facilitators, aiming to ultimately empower power bases to lead the change. For this reason, we plan to keep our Amp team small (currently 7 FTE and not to grow beyond 25 FTE), even as our alliance grows. We also have a Global Council to ensure that there is a coherent, transparent strategy across WEAll's work, in line with our values. Included in this global council are our Trustees, who fulfil our formal governance functions as a charity.

Five core values guide us in our work:

- **Trust:** We trust people to act in line with their values and empower them to take responsibility for their work.
- **Passion:** We believe in the need for economic system change and in WEAll's mission to build the momentum for economic transformation and change the debate so that economies around the world deliver the shared wellbeing of people and planet.
- **Care:** We strive to see one another's and our own humanity, and act with care to meet our universal needs: dignity, participation, fairness, purpose, and nature.
- **Togetherness:** We create spaces and opportunities for members to connect, experiment and thrive together. WEAll's guiding principle is 'togetherness above agreement': we focus on commonalities of shared vision, values, needs and principles, rather than on our differences. The goal is to promote the Wellbeing Economy as the destination, and all diverse efforts to this end are welcome and necessary.
- **Equality:** we place the ecosystem above the individuals' ego. We practice humility, respect and recognise the value of diverse contributions from the movement.

Our route to mainstreaming and bringing to life the vision of a Wellbeing Economy is to build power, collaborations, and excellence of outputs, rather than by competing for space and influence with potential allies.



Detailed strategy by area

1. Power Bases

To transform our economies, change needs to happen at all levels of society and across all sectors. Creating radiating circles of influence and building the power bases to drive this change is at the heart of WEAll's strategy. WEAll's power bases strategy will focus on the following areas:

1.1. Strengthen support for current members and proactively seek new members

WEAll Members are part of the leading global collaboration of 276 organisations, movements, and coalitions, around 3,000 citizens, 150 academics, 88 WEAll ambassadors and spokespeople, over 40 members of our policymakers' network and many highly involved individual members working together to transform the economic system.

We aim to strengthen our level of support to and engagement with all WEAll members via members calls, events, and talks and by connecting members to others in the movement. When speaking of WEAll, members use expressions like 'coming home', 'gaining new energy', or 'rekindling hope', and so often impacts or connections happen which can't be predicted or could never be planned for. Continuation of this support is important both for the movement and because of our values. We are a family!

Our strategy will be to help build the capacity of our members to be spokespeople and multipliers of the Wellbeing Economy message, as well as the active agents bringing about transformation.

WEAll exists in service of our members and the Wellbeing Economy movement but this doesn't mean that we will always do what a particular member or members ask. If a request involves significant capacity and resources, we assess such a request against the three criteria of:

- likelihood of impact in accelerating the Wellbeing Economy movement
- what value our involvement will add
- priority ranking against other commitments
- availability of other members in our Network to take over the task

If we don't proceed, we strive to support by facilitating connections, providing encouragement, and giving publicity to Member's activities and projects.

We will proactively seek new members based on the following criteria:

- Potential interest and ability in playing a role in hub formation in priority countries (see 2 below).
- Members of priority movements potentially interested in promoting the Wellbeing Economy (see 3 below).



- Building relationships with and supporting the work of organisations that already have considerable influence and/or a large campaigning membership base and who have an interest in promoting the Wellbeing Economy (see 4 below).
- Organisations with the potential to play a key part in a local to global advocacy campaign (see 4 in Knowledge and Policy section below).

1.2. Strengthen and support new and existing geographic powerbases

WEAll Hubs are place-based, cross-sector and multilevel groups that intermediate knowledge and action between local and global movements, facilitating collaboration and activity towards building a Wellbeing Economy in their locality, through context-specific policies and narratives, while informing the global movement with an array of new ideas and successful solutions that can inform transformations elsewhere. There are currently hubs in California, Canada, Cymru-Wales, Netherlands, Aotearoa – New Zealand, Brazil, Mendoza - Argentina, Australia, Iberia, Ireland, East Africa, Denmark, and Scotland. Hubs receive support from the WEAll Amp team but are independent of WEAll and self-organising.

The Wellbeing Economy Governments partnership (WEGo) is a collaboration of national and regional governments promoting sharing of expertise and transferrable policy practices. WEGo was initiated by WEAll and operates separately from but with continuing support by WEAll. Their aims are to deepen their understanding and advance their shared ambition of building Wellbeing Economies. WEGo, which currently comprises Scotland, New Zealand, Iceland, Wales, Finland, and Canada, is founded on the recognition that ‘development’ in the 21st century entails delivering human and ecological wellbeing.

We will proactively support the launch of new hubs and help them to become sustainable and influential organisations. We will facilitate hubs in working together in a global network. We will also continue to support WEGo and help recruit future WEGo members when appropriate.

The criteria for prioritisation are:

- a) Countries/localities which would have a high impact if they committed to becoming a Wellbeing Economy, including possibly joining WEGo. They are either highly influential in key global/ regional fora (for example G20 members, most influential members of ASEAN or the African Union, highly influential US states) or inspirational to others (for example New Zealand, Nordic Countries, Costa Rica).
- b) Countries/localities which have a high likelihood of becoming a Wellbeing Economy (for example The Netherlands, Ireland).
- c) Countries/localities where impressive systemic change is happening.



- d) Additional countries/localities where needed to ensure the WEAll hub network is truly global or where power bases exist which would bring invaluable wisdom into WEAll's work.
- e) Countries/localities in which there is synergy with movements we want to engage with.
- f) Continuing to support countries/ localities with hubs in process of formation or already planned.

1.3. Proactively work with influential movements and allies working for change in priority subject-areas.

Alongside WEAll's current family, we will strengthen our power bases in core areas by proactively allying with key movements, organisations, communities, and members who believe economic system change is necessary to achieve their aims and are prepared to collaborate with others in their movements and communities to achieve it.

Movements and allies of interest have been identified, based on the 5 WEAll Needs, as: climate and biodiversity, racial justice, gender equity, decolonization, democratic renewal, inequality/development, financial reform, health, organised labour, faith/spirituality, indigenous, wellbeing/human flourishing, city-reform, and business-reform. Immediate priority movements are climate and biodiversity, inequality/development, gender equity, and financial reform.

1.4. Scale the movement through mass individual participation

Our theory of change envisages millions of engaged hearts and minds who want a Wellbeing Economy. There is huge potential for growth in universities and schools, fostering intergenerational connections and supporting powerful local WEAll communities around the world.

WEAll Youth is an embryonic global youth network of 150 self-organising individuals, which aims to inspire young people to act towards a new economy and tries to connect these like-minded young individuals to co-create a Wellbeing Economy. Next steps are the co-creation of a strategy and action plan to expand youth participation.

WEAll also has thousands of individuals signed up to the global Citizens platform but has relatively low levels of regular engagement. To grow and nurture a movement of self-organising individuals requires active coordination, simple platforms, a targeted digital engagement plan, audience lead communications and dedicated human resource. Furthermore, people are more likely to engage more meaningfully and more often in



something that is relevant to them and their lived experience - e.g., in their country/territory.

We are therefore rebuilding our online space for everyone in our network to collaborate more easily together and recruiting a staff member dedicated only to working with members. Further, to inspire more work building from the ground up, we will encourage individuals and youth to connect in with our place-based Hubs so our network can mutually support each other. Crucially, we will encourage all members **to use their voice, their time, and their momentum** and will provide them with the means to do so. This will include 4 possible levels of engagement: 1. A commitment to pursuing economic system change. 2. Actively recruiting new members. 3. Becoming a spokesperson. 4. Becoming a trainer on the Wellbeing Economy.

In addition, we will actively explore with member organisations who themselves have large active individual campaigning/advocacy memberships how these individuals might be best involved in advocating for a Wellbeing Economy.

2. Knowledge & Policy

Central to WEAll's strategy is demystifying the economy and illustrating the desirability and viability of a Wellbeing Economy. WEAll's knowledge work aims to co-create and disseminate the research and information needed to build a Wellbeing Economy while WEAll's policy work aims to push and support governments to design policies needed for a Wellbeing Economy. WEAll therefore moves beyond the standard critique of the current economic system by presenting a positive alternative grounded in research, theory, and practice. Moreover, WEAll aims not only to explore and make accessible the "what" a Wellbeing Economy looks like but critically develop resources and materials to practically support the "how".

WEAll challenges the one-size-fits-all economic thinking by recognizing that economies are and should reflect communities' unique histories, geographics, policies, culture, etc. and therefore works to amplify the research, theory and practice needed to demonstrate that a Wellbeing Economy is possible whilst developing adaptable guides and contextual support.

WEAll has already co-created and curated a wealth of knowledge products with and in support of the Wellbeing Economy movement. We have produced **WEAll Briefings** which are summaries of the state of the knowledge relating to various aspects of a Wellbeing Economy; **WEAll Policy Papers** which outline specific policy actions governments can take to support the development of a Wellbeing Economy; and **WEAll How to Guides** such as our Policy Design Guide and Wellbeing Business Guide. In addition, we facilitate important groups such as our policy makers network and provide advice to WEGo governments and others.



As WEAll enters a new phase, its knowledge and policy work will:

2.1. Co-create, curate, and disseminate the ideas and information needed to accelerate the transition to a Wellbeing Economy

We aim to support synthesising and developing accessible content on key themes and topics relevant to the Wellbeing Economy. In our journey thus far, we have recognized the power of encouraging and facilitating co-creation of Wellbeing Economy content by our membership. WEAll will continue to:

- Support membership to bring greater thought leadership to global economic systems and governance by co-creating papers, initiatives and proposals for reform needed to make space for greater solidarity and self-determination at all levels.
- Research and curate case studies from all over the world of the Wellbeing Economy in action.
- Co-author op-eds and articles, primarily with membership, for third party sources to raise awareness of the Wellbeing Economy movement.
- Curate and co-create synthesis materials on Wellbeing Economy concepts, such as briefings, one-pagers, videos, and other accessible formats, with emphasis on supporting the membership to co-create content in local languages.
- Curate new resources for dissemination on the WEAll resource library and digital channels.

2.2. Enhance the capacity and skills of the Wellbeing Economy movement

The Wellbeing Economy movement is still emergent and constantly growing, adapting, and learning as we accelerate towards transformative change. Building a Wellbeing Economy requires much more than just different indicators or technical fixes, it requires a different way of thinking and acting in the world. It requires a shift from traditional hierarchical, mechanistic, and siloed ways of thinking and organising systems and processes towards more holistic, systemic, and compassionate forms. Such a transition takes time and so WEAll aims to continuously support in building the skills, tools and capacities needed to not only understand but to embody a Wellbeing Economy in our work and in society at large through the following activities:

- Engage in external events, spaces, and initiatives to gain wisdom and learnings that can be shared with the WEAll family and Wellbeing Economy movement
- Strengthening understanding of Wellbeing Economy by members and hubs through trainings so they can share and disseminate knowledge through their networks
- Develop guides and resources for WEAll Hubs to support their effective development and advocacy
- Connect and support global movements to effectively advocate for economic reforms needed to address root causes of crises



2.3. Advocate and support governments to design and implement Wellbeing Economy policies

Policy plays a vital role in encouraging and rewarding particular economic activities and behaviours over others and thus in building, maintaining, and transforming our economic architecture. In our work to date, we've been amazed by the level of interest by Governments in building a Wellbeing Economy (as illustrated by WEGo, Policy Makers Network, Local Authorities joining as WEAll Members, etc.) and will support these governments to design and implement policies for a Wellbeing Economy by:

- Providing Wellbeing Economy policy design support and advice to WEGo and other interested governments.
- Strengthening and expanding Wellbeing Economy Policy Makers Network as space for government officials to learn, connect and support one another in building a Wellbeing Economy.
- Creating a Policy Menu with a long list of policy ideas promoted by actors in the Wellbeing Economy movement.
- Supporting hubs to advocate and support strategic policy reforms needed in their context to build a Wellbeing Economy.
- Coordinating local to global advocacy strategies to achieve global governance/policy reforms required for successful Wellbeing Economy transitions.
- Challenging contemporary notions of development by supporting WEGo, the Policymaker Network and other governments committed to building a Wellbeing Economy to listen to wisdom and best practice coming from indigenous and community leaders in the majority world.

2.4. Create local-to-global and south-to-north exchanges to shape agendas and influence global policy change

WEAll recognizes that many local and national Wellbeing Economy initiatives remain constrained by our global economic system and therefore aim to build a local to global advocacy strategy needed to make space for greater economic self-determination at all levels of the system.

WEAll will engage in more influencing and advocacy to connect the local to the global and influence policies at international levels by promoting knowledge/evidence and amplifying members' voices. We will join movements to influence some of these arenas by promoting the Wellbeing Economy, the evidence to support it and the policy solutions required to implement it. Key global influencing arenas could include:

- UN institutions and processes: UNFCCC, UNCBD, ILO, SDGs, WTO.



- World Bank, IMF, OECD.
- WEF and business leaders' groups including the Corporate Leaders Group.
- Green New Deal coalitions and networks that could have global influence; and
- G20 including finance ministers, African Union, ASEAN, ALBA/CELAC, OAS.

Decisions on which arenas to engage with will be determined by engagement with the priority movements and hubs, with the essential criteria of where WEAll can make a valuable contribution.

3. Narratives and communications

The focus of the narratives and communications workstreams are to change the debate around the purpose & function of the economy. WEAll promotes the ideas of Wellbeing Economies globally through great communications, powerful and hopeful new narratives, and the amplification of members' work through public engagement, social and mainstream media, blogs, art, music, videos, and other digital assets. The core themes of the Narratives and Communications strategy are as follows:

3.1. Build consistency amongst all outputs and messages produced by the Alliance, using a repeatable meta-narratives messaging framework

The neoliberal economy movement developed over time a clear credo: small government; free markets; freedom of the individual; strong military. To capitalise on rising opposition and shifting opinion, the Wellbeing Economy movement requires an equally memorable, simple, and identifiable set of messaging tools.

WEAll stories will use a narrative structure that: starts by communicating one or more of the five Wellbeing Economy needs as 'shared goals', relevant to a specific audience; shows how the current system devalues that need and is therefore, no longer fit for purpose; and shows how Wellbeing Economies offer viable alternatives. To build these targeted narratives, WEAll will use stories, knowledge, and creativity from within the Alliance.

This is a strategy to address a behaviour change challenge: many people don't want a 'new economic system' because they fear what change could mean, and because they don't know how the current one even works, but it's familiar and safe.

The foundations for the Meta-Narratives framework are the 5 WEAll Needs and Tests, as well as the 4 Ps:



- The ‘WEAll Needs’ answer the question, “*what is the vision?*”. This messaging tool is foundational for getting through to all audience groups, particularly general audiences. (Figure 2, above).
- ‘Tests’ answer the questions, “*how will we know if we’ve got there?*”. Tests will provide more clarity of what a Wellbeing Economy means, for those audience groups that need it. (Figure 2, above)
- The 4 Ps answer the question, “*how do we build it?*”. This tool is an operational tool that will be most relevant to communicating with policy-focused audiences and journalists. (Figure 3, above)

These tools will be brought together in a clear, overarching meta-narrative framework that will help ensure a consistency of messaging and storytelling by a diverse movement targeting disparate audiences, to produce relatable, current, and empowering stories, which are in line with changes in culture around the world and are recognisable as Wellbeing Economy stories because they follow the same arc.

3.2. Reach new and untapped audiences

Our communications and dissemination work has been up to date focused on the Wellbeing Economy Movement, WEAll Network members, and some natural allies. To create a critical mass of people aligned with Wellbeing Economy concepts and actively demanding a transition to it, we will work to reach new and untapped audiences by diversifying our communications channels and creating more culturally sensitive content. Our goal will be to, by 2040, have successfully persuaded critical masses of people between the below “natural allies” up until “middle ground of capitalists”—taking into account as well that people will usually fall into one or more of these identified groups.





To reach new target audiences where they already are and grow our influence amongst the general public, we will work with:

- Traditional media (newspaper, magazines, radio) to establish greater credibility.
- New media (podcasts, YouTube, Tiktok, Instagram, blogs), with a focus on multimedia content, to increase engagement and sharing of our content.
- Cultural partnerships, to seed the ideas and language of a WE into different art forms.

3.3. Revamp our Spokesperson and Ambassador programs

We will update our approach to WEAll ambassadors & spokespeople to strategically map out and choose ambassadors based on which audiences they can help us reach.

These new programs would clarify the role and responsibilities of ambassadors and spokespeople, as well as recognition for their involvement, and provide more strategic support for their activities, ensuring stronger coherence with WEAll narratives.

3.4. Continue to support the WEAll Network with tools and capacity for building persuasive narratives and communications fit to local contexts

WEAll has developed a series of tools and guidelines on how to tell powerful stories and create inspiring narratives of transformation that have supported members and hubs in their work, such as Stories for Life, Narratives Guide, Wellbeing Economy Today blog series, Frequently Asked Questions document, Happy Planet Index, and Old Way New Way. We will continue to promote these outputs and synthesise much of this successful work in a new co-created guide, a Telling the Wellbeing Economy Story 101 playbook, to facilitate access to and navigation amongst this wide range of resources, both for our members as well as for the general public, and that can be further localised and translated by Hubs into their languages and contexts.

3.5. Test new narrative approaches

Culture is ever evolving, and so must our narratives and communications strategies. We will start to research and map, on an ongoing basis, the status, reach, acceptance, and evolution of Wellbeing Economy ideas on the internet, in order to evaluate our progress in shifting the public debate. Using digital listening tools, we will be able to test new narrative framings more incisively with different target audiences and refine our approaches.