

BOLD, VITAL AND ENTIRELY POSSIBLE

2040 STRATEGY

Jun 29, 2023



**WELLBEING
ECONOMY**
ALLIANCE



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Vision and Mission

WEAll is the leading collaboration of organisations, alliances, movements and individuals working towards economic systems change.

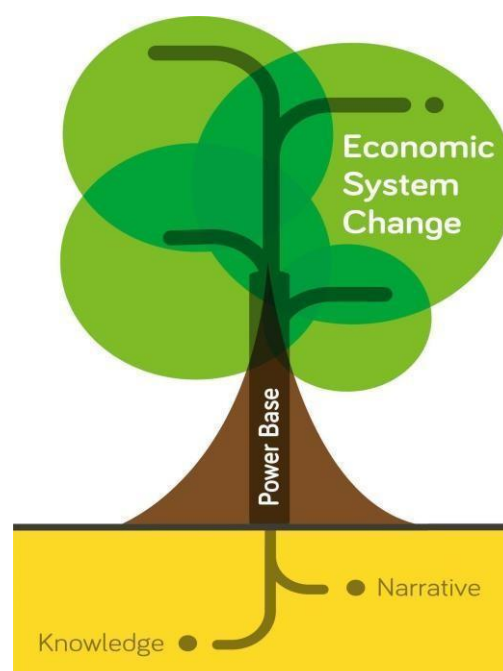
WEAll's Vision - Societies around the world redesign all economic activities, rules and incentives to ensure shared wellbeing for all people and the planet by 2040.

WEAll's Mission - To change the debate around economic development and create momentum for systems-wide transformation through radical collaboration at the local, national and global levels.

WEAll is doing this by:

- **Supporting and connecting people and organisations** around the world who are working with alternative economic models and practices, that together have the power to change the current global economic system.
- **Co-creating and sharing resources** that show a Wellbeing Economy approach is possible and that there are several solutions already being implemented around the world.
- **Challenging our cultural narratives and ways of thinking** about our economic futures, mobilising millions of people to take action at the individual, community and systemic levels.

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 and all life. It puts the six core needs of people and the planet (*Figure 2*) at the centre of its activities, ensuring that they are all equally met the first time around.

Figure 2: The 6 Needs

WEAll Need	Tests
Dignity Every human and non-human being is treated with respect and has enough to thrive	Does the economy treat everyone and everything with respect, and does it provide all beings with what is needed to live a life of dignity, thrive and flourish?
Nature A restored and safe natural world for all life	Does the economy restore, protect, and cherish all of life's support systems and is the economy guided by the principles of interconnection and indivisibility of human, animal, plant and environmental wellbeing?
Connection We are one with the land and our people, in never ending ties of mutual giving and receiving	Does the economy foster a sense of shared humanity, and does it support meaningful connections, cooperation, and reciprocal relationships with all that surrounds us?
Purpose All institutions and economic actors serve the common good and leave people and planet better than they found it	Does the economy value activities and behaviours by their positive 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 are in control of their economic futures and are engaged with their communities in decision-making processes	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 parameters 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 social 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 the 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 a blossoming of new collaboration and power both inside and outside WEAll’s network, as well as vast amounts of knowledge curated, and narratives shifting.

WEAll currently has over 400 organisational members, 3,000 individual members, 150 academics, and 88 WEAll ambassadors and spokespeople spread across every continent.



Additionally, there are now 20 WEAll Hubs, in both the Minority and Majority World, working both locally with their communities and globally with each other, to connect, collaborate and uplift the voices of all those who seek to restructure the current economic system. Our global policymakers 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 on 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, licensed under Creative Commons and freely available to private and public sector decision makers. WEAll has published several briefing papers co-authored by alliance members on health with the environment, water, agriculture, as well as how Wellbeing Economic thinking has shaped post-pandemic recovery programmes and efforts to build back better.

Through these guides and papers, WEAll has helped synthesise existing knowledge, while establishing credibility and thought leadership to support the implementation of Wellbeing Economy principles in action. “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.

WEAll has also supported the creation of [Stories for Life](#) - a tool that encourages 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 support and strengthen demand for a Wellbeing Economy and to tend to the roots of the connections and collaborations required to drive that change

In the last few years:

- The European Union has recognised the need to shift to a Wellbeing Economy and [enshrined it in legislation](#) and the European Parliament held the first [Beyond-Growth Conference](#), with over 2,000 participants.
- 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 hired Dr Gerry McCartney as the world's first Professor of the Wellbeing Economy.

At the same time, we recognise that WEAll still has a long way to go when it comes to listening to the voices, learning from the wisdom, acknowledging the leadership, and amplifying the demands from the Majority World. We acknowledge our responsibility to question our mindsets and practices, work more proactively with and be in service of those who have been silenced and marginalised for so long in large part due to our economic system, and create the spaces that will enable them to determine the discussions around shifting economic paradigms. We are committed to continuing to challenge ourselves about how decolonisation can be embedded in our way of thinking, working and acting, both as an organisation and as part of the wider wellbeing economy movement.

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 the 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 many relevant global movements (climate change, biodiversity, decolonisation movement, disability justice, women's rights, LGBTQ advocates and Faith groups) to jointly promote a Wellbeing Economy.	Movement groups are recognising the centrality of the economic system change and connected with The Wellbeing Economy	Movements are working in solidarity to create integrated and intersectional campaigns that promote a wellbeing economy.	The majority of global movements have formally committed 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

This Theory of Change outlines the world we envision, why economic systems change is needed, what a Wellbeing Economy means and how we propose to work with others to contribute to the systemic change needed to transition to such an economy.

WEAll's objective is to catalyse a transition to an economic system which meets the shared needs of people and the planet by 2040. To accomplish this goal, WEAll will work in partnership with institutions and social movements to undo and replace the mechanisms perpetuating our currently unequal, extractive and unsustainable economies by supporting radical collaboration, narrative change, and mutual learning.

The world we envision:

A fair and sustainable 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.

There is a remarkable level of agreement across cultures and contexts about the goals and values that people want their economic systems to embody and deliver. This shared vision for a better way of doing things can also be found across a vast range of texts and backgrounds. It is embedded in the scripts of many religions. It is contained in worldviews of First Nations communities and in indigenous practices. It can be read in the scholarship of development experts and in research findings about what makes people flourish. This vision emerges in evidence from psychology and neuroscience about human needs, and, perhaps most importantly, can be heard loud and clear in the streets across the world where with citizens have been demanding change, as well as in deliberative policy conversations with people all over the world about what really matters to them in their lives.

Such a world is not only possible, but already underway. Many communities have been developing resilient alternatives in the face of an adverse and exclusive economic system. Some governments, societies and collectives have already shifted paradigms, recognising that they have confused means and ends for too long, and that it is our level of wellbeing, and not our level of wealth, that should be the ultimate metric for societal success.

Why economic system change is needed:

Our current prevailing economic system is wired for growth, profit and accumulation. All too often, this growth has come at the cost of human and planetary wellbeing. Our 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.

This system is underpinned by three main mechanisms.

1. **The Growth Imperative.** Our current economic system encourages individuals, firms, and even states to pursue profits at any cost – even at the expense of human and planetary needs. This pursuit is accelerated by financialised debt, absentee ownership structures, the narrowly profit-driven mission of most firms and our obsession with GDP growth.
2. **Political Capture:** Our current economic system concentrates wealth and power. It is now controlled by a handful of multinational corporations because it's been designed to concentrate wealth and power into the hands of fewer and fewer entities and individuals, which has undermined self-determination and led to rising distrust of government who are seen as pandering more to the corporate influences rather than the public will. This cycle enables wealthy individuals and corporations to enjoy private profits while despoiling communities and inflicting massive harm on the earth and its people.



3. **Misleading Narratives:** Our current economic system is reproduced through the narrow, individualistic, competitive, and consumerist narratives and frameworks promoted in every area of intellectual and cultural production, from the media to higher education, and which play out through social norms and within relationships and communities. These frameworks prevent us from recognising our interconnection and the injustices of our economy – and from developing alternatives.

Why a Wellbeing Economy:

By transforming our current economic system into locally determined Wellbeing Economic systems, and reconnect with the values that underpin the 6 Needs (Dignity, Connection, Ecological Balance/Ecocentrism, Participation and Fairness) and Tests framework presented above (Figure 2)., we directly address the underlying problems of the existing system.

A Wellbeing Economy approach focused on meeting fundamental needs and, by getting things right the first time, avoids the suffering and the huge expenditures we are currently incurring trying and failing to fix the massive environmental and social harms our current system is causing - known as failure demand. 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 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, according to their ways and needs.

There are also other names and strategies for economic systems which espouse different versions of the Wellbeing Economy's Needs and Tests framework, such as a doughnut economy, regenerative economy, de-growth, *Buen Vivir*, and *Ubuntu*, and we collaborate with and connect around these similar visions, with many of these movements already being key members and allies of WEAll. They may use different approaches, languages, and models, but we all share a common goal: wellbeing for all, on a healthy planet.

How we can bring about this change:

It is not enough to describe the WHAT of a Wellbeing Economy, the critical question is HOW? To establish a wellbeing economy, it is necessary to target the mechanisms – the growth imperative, unequal power structures and political capture, and misleading narratives – that reproduce our current economic systems at local, national and global levels, through four simultaneous strategies:

1. **Shift power.** Economic system change requires that we develop the leverage needed to combat and undo the power of vested interests who are blocking needed reforms. To accomplish this we need a united, connected and strong power base of organisations, individuals, movements, alliances, and governments. By uniting actors committed to economic systems change across thematic areas and geographies (local,



national, global), we can use our collective resources to do things differently together, challenge the power of vested interests and replace our current system with one that is just and sustainable.

2. **Promote compelling, positive and plural narratives.** Economic system change is a cultural change. It requires that we challenge the dominant economic narratives and belief systems that sustain our current path, and offer alternative, hopeful, culturally and locally embedded narratives which encourage more people to take action at the individual, community and systemic levels to shape new realities, broadening the demand for economic systems change while bringing to the forefront old and new alternative visions to reshape current unsustainable and destructive economic practices.
3. **Support these with a coherent and accessible knowledge base.** Economic system change requires that we demonstrate that economic systems change is both needed and viable. Working with partners, WEAll disseminates accessible knowledge and evidence of how governments, business, and civil society have successfully adopted alternative economic policies and practices.
4. **Find and develop transformational opportunities in the current polycrisis.** Economic system change requires that activists take advantage of moments of crisis to further alternative political and economic frameworks. The multidimensional social, environmental and economic crisis of our society is the opportunity. This polycrisis frames the need, opportunity, and urgency for the Wellbeing Economy movement to support the creation of new economic policies, narratives, and power bases in service of a new economy.

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, broad 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.

The work of advocating for and creating a Wellbeing Economy has been underway in several places around the world and at different layers of the system. Our primary role is to catalyse this movement, creating impact larger than the sum of its parts.

A global challenge:

Our initial focus has been to support economic paradigm shifts in Western, Educated, Industrialised, Rich, And Democratic (WEIRD) or minority world countries that are the chief architects and beneficiaries of our current economic system and who hold a larger share of the responsibility for the multiple social and ecological crises we face, as well as the power and resources that need shifting to address the transformation to wellbeing needs. It is in



these countries that we need to urgently move away from profit maximisation, accumulation and exponential growth that is so damaging to the rest of the world.

But shifting towards a Wellbeing Economy that meets the needs of all people and the entire planet, *not just of some people in some parts of the planet*, isn't all about changing the rules of the game, but also changing who creates the game and how. It requires centering the voices of those who have been historically oppressed and excluded (both by force and design) from power, challenging universality in favour of plural and diverse futures, making space for self-determination, changing the material and symbolic relationships that divide and separate us from each other and from the land, and acknowledging that the so-called 'alternative theories, methods and practices' that go under the banner of Wellbeing Economies and other similar initiatives come in great part from the longstanding stewardship and cosmovisions of communities, intellectuals, academics, businesses, governments and social movements from the Majority World.

From the start of WEAll, we have always been clear that a coherent Wellbeing Economy cannot exist unless it is global. The radical dialogue, collaboration and power needed to change the existing system requires people and organisations working together on a global basis, including with the Majority World, where we need to learn from the wisdom, organisations and initiatives of all who seek this change. Above all we are interconnected, not just all humans but all life. WEAll therefore is planning to work globally.

We are aware that this calls for an evolution in our strategy, organisation, culture, and funding. We also approach this with genuine humility and a desire to listen and learn. We know we can only ever be a small part of the global movement needed for change, but we see ourselves as a servant to the movement with the ambition to help catalyse and strengthen the movement and its connections.

In doing this, it is our aspiration to continue learning and adapting in order that we don't repeat or perpetuate the norms of a system which is: colonial, patriarchal, anthropocentric, developmentalist, and capitalist. Each of these dimensions is complex and we will continue to seek out expertise and wisdom in each of them to help ensure that WEAll is living its values.

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'. To achieve this, we recognise first the harm that has been done to communities primarily in the Majority World, and hold ourselves accountable to challenge our mindset and ways of working.



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 connectors and facilitators, aiming to ultimately support power bases to lead the change. We operate as a horizontal, non-hierarchical organisation, based on Teal principles. We also plan to keep our Amp team small (currently 13 FTE and not to grow beyond 25 FTE), even as our alliance grows. We also have a Global Council, that guides us based on a diversity of perspectives, knowledge and experience, to help 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, ecological balance/ecocentrism, connection, participation and fairness.
- **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 practise humility, respect and recognise the value of diverse contributions from the movement, particularly from groups that have historically been marginalised, under-represented, or ignored.

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 across all sectors, and simultaneously across different geographies. Creating radiating circles of influence and building the power bases to drive this change is at the heart of WEAll's strategy. Change needs to happen at all levels of society, in different ways depending on the context and across all sectors.

WEAll's power bases strategy will focus on the following areas:

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

WEAll Members are part of a transnational collaboration of hundreds of organisations and thousands of individuals working to transform the economic system. When speaking of WEAll, members use expressions like 'this makes sense', '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!

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.

In order to become a truly global movement and collectively redesign our systems in a way that shares power equally, and in which people are truly free and have sovereignty over their economic futures, our initiatives will evolve to promote intentional engagement with organisations and individuals in Latin America, Asia and Africa.

Our approach in these regions will be geared towards building authentic relationships that will be anti-colonial in nature and based on a journey of listening, understanding and collaborating. Therefore the strategic development and engagement of members in these regions will be organic and informed by participatory processes of the people and organisations based there.

Our strategy will be to help support 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 can always do what a particular member or members ask. If a request involves significant capacity and resources, we assess the likelihood of impact in accelerating the Wellbeing Economy movement, whether we are able to add value to the initiative, and how the initiative ranks up against our other commitments. If we are unable to get involved, we strive to support by facilitating connections 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 (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).
- Diversity of perspectives and potential to bring new ideas into our network.

1.2. Strengthen and support new and existing geographic powerbases

WEAll Hubs are place-based, cross-sector and multi level groups collaborating to build momentum in shifting towards a Wellbeing Economy locally.

Through knowledge sharing and co-creation, local action and implementation, and influencing in shifting narratives and designing policies, they bring the needed transformation locally, always keeping the connection with global movements and other WEAll Hubs.

They work and live through the values of WEAll; they pay attention to the 6 WEAll Needs taking them into all areas of the local economy, based both on local needs and learnings from other hubs.

They prove that cross-sector collaboration at different levels is possible. They challenge themselves, the whole network and those around them who have perpetuated an economic system that has damaged the planet and marginalised communities in their own locations and around the globe. Established hubs and hubs launching soon are updated on our [website](#).

Hubs are supported by the WEAll Amplification team but they are independent and self-organising. 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.

The criteria for hub support 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
- 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) Any countries/ localities where a cross-sector group of individuals or organisations are seeking systemic economic change and want to form a WEAll affiliated hub.

The Wellbeing Economy Governments partnership (WEGo) is a multilateral collaboration of [national 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, founded on the recognition that 'development' in the 21st century entails delivering human and ecological wellbeing.

We will continue to support WEGo and help recruit future WEGo members when appropriate.

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 6 WEAll Needs, as: climate and biodiversity, racial justice, gender equity, decolonisation, 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. We want to ensure that voices and perspectives from the Majority World shape and influence these sectoral perspectives

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.

After consultation with our network, WEAll is also exploring a new community platform to replace the Citizens Platform, which had thousands of people signed up but with low engagement. We've collectively envisioned a unified, self-organising, open, multilingual digital community for people to exchange ideas, learn from one another and co-create new realities. To grow and nurture a movement of self-organising individuals requires active coordination, simple platforms, a targeted digital engagement plan, safe and non-violent communications practices, and user-led communications.

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.

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. We recognise the importance of cultural diversity in bringing different perspectives to our actions in different geographical contexts, particularly from the Majority World.

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 encourage 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 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 recognised the power of encouraging and facilitating co-creation of Wellbeing Economy content by our membership. WEAll will continue to:

- Research and disseminate case studies from all over the world of the Wellbeing Economy in action.
- 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.
- Co-author op-eds and articles, primarily with the membership, for third party sources to raise awareness of the Wellbeing Economy movement.
- 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.
- Amplify new resources by the WEAll network in our resource library and digital channels.

2.2. Support the development of new skills, tools and capacities needed to embody a Wellbeing Economy

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
- Facilitate shared learning about Wellbeing Economy ways of working and practices



- amongst members and 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, the Policymakers 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 the Wellbeing Economy Policymakers Network as a 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 Policymakers Network and other governments committed to building a Wellbeing Economy to listen to the wisdom and best practices coming from indigenous peoples 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 recognises 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;
- G20 including finance ministers, African Union, ASEAN, 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, arts, music, videos, and other digital assets. The core themes of the Narratives and Communications strategy are as follows:

3.1. Build consistency amongst messages produced by the Alliance, using a repeatable meta-narrative framework

The neoliberal economy movement developed over time a clear credo: small government; free markets; freedom of the individual; strong military. Its success lies in part in its ability to offer a repeatable (albeit absurd) story about where we came from, where we are, and where we're going. To tilt the balance of rising opposition and shifting opinion, the Wellbeing Economy movement requires an equally memorable, simple, and identifiable set of messages.

The foundations for the Meta-Narratives framework can be found in the 6 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 and linked to the Wellbeing Economy stories.

It is key to note that there is no one-size fits all narrative. Narratives are the products of our histories, identities, contexts and cultures, and they are constantly being shaped and reshaped dialectically. While these 6 needs and tests provide a starting point for the “what” and “how” and “why” of the movement, like a common thread that through repetition can become common sense, the shape and form of these will vary from place to place. Our role will be to support members and hubs with evidence of what works and what’s behind these tools, so they can adapt and evolve them as needed.

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 engage 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 contextual content. Our goal will be to, by 2040, have successfully persuaded critical masses of people between the beyond “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 weave the ideas and language of a WE into different artistic and experiential forms, that have a lasting emotional impact.

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 such as narratives guides, Wellbeing Economy blog series, Frequently Asked Questions document,. We have also worked with others to support the development of their narrative resources, including Stories for Life and the Happy Planet Index. We will continue to promote these outputs and synthesise much of this successful work in workshops about Telling the Wellbeing Economy Story, both for our network as well as for the general public, and that can be further localised and evolved by



Hubs based on 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.