Our vision for a movement to bring about economic system change:

**BOLD, VITAL - AND ENTIRELY POSSIBLE**
**THE WHAT:**

- What is WEAll 3
- WEAll’s Strategic Vision 4
- WEAll Members 5
- WEAll’s Achievements since April 2018 7

**THE WHY:**

- What’s wrong with the current system? 8
- What is a wellbeing economy? 9
- What are the fundamentals and building blocks? 10

**THE HOW:**

- Changing the system: the challenge 11
- Place-based hubs 13
- Clusters 14
- WEAll Citizens 15
- Narratives 16
- Knowledge 17
What is WEAll?

WEAll is a new global collaboration of organisations, alliances, movements and individuals working together to change the economic system to create a wellbeing economy: one that delivers human and ecological wellbeing.

Reclaiming the economy, reviving democracy
Our primary focus is the creation of a new power base to exert pressure for change at all levels of the economic system, to influence societal habits and norms, and to support the formation of an effective and dynamic global movement.

This mission will be supported by the formulation and dissemination of positive new narratives and will be underpinned by a strong and coherent knowledge and evidence base.

Power base
The change needed will not be brought about by any single entity on its own. It requires collaboration and inspiration. This means connecting, organising and amplifying the work of organisations, groups and individuals striving to build a wellbeing economy. WEAll will do this by:

- Creating place-based cross-disciplinary hubs, from local to national, which formulate and implement change strategies
- Creating affiliation/sector-based clusters which develop strategies and activities for change both within their own sectors and for wider society
- Creating a WEAll Citizens movement whereby individuals can contribute to change in their local communities and also by adding their voice globally.

Narratives
Critical to bringing about this change will be the positive new narratives, not just for the economic system, but also for how we want to live together. While in practice there will be many narratives, they will be based on a set of common goals. Specialist narrative groups will be established across continents to support locally relevant content for the hubs and clusters.

Knowledge
Building a wellbeing economy is not a case of starting from scratch: the evidence for change exists, many of the ideas needed are already available and a range of existing projects are thriving. However, they sit in different geographies, in separate departments and are not as joined-up as necessary to create widespread change. What is needed is to synthesise and disseminate ideas and knowledge in a clear, accessible, and compelling way. WEAll will bring together and amplify the work of practitioners and experts to share their experiences and support others to contribute to building a wellbeing economy.
WEAll’s Strategic Vision

Economic System Change

Power Base

Knowledge

Narrative
WEAll Members
Nobody can do this alone

Organisation Members

- Action for Happiness | UK
- Action for Sustainability & Prosperity | Global
- African Transformative Leapfrogging Advisory Services (ATLAS) | Ethiopia
- Asociación para el fomento Economía del Bien Común | Chile
- B Corps | Global
- BIKOnsulting | Spain
- Capital Institute | Global
- Concito | Denmark
- Circulous | Sweden
- David Suzuki Foundation | Canada
- Democracy Collaborative | Global
- Development Alternatives | India
- Economy for the Common Good | Global
- Festival Internacional de Innovacion Social (FIIS) | Chile
- Finance Watch | Global
- Global Alliance for Banking on Values | Netherlands
- Global Wellbeing Institute | USA
- Globally Responsible Leadership Initiative | South Africa
- Green Buddy Initiative | Sweden
- Green Economy Coalition | Global
- Happy City | UK
- Impact Bridge | Global
- Impact Entrepreneur LLC | USA
- Inclusivity Project | Global
- International Humanistic Management Association | USA
- International Union for the Conservation of Nature – National Committee of the Netherlands | Netherlands
- Junxion Strategy | Canada
- Kimiya Tactics | Spain
- Local Futures | Global
- L4WB | Global
- Natural Capitalism Solutions | USA
- New Economy & Social Innovation (NESI) | Spain
- New Economy Network Australia | Australia
- Ouishare | Global
- Permanently Brilliant | UK
- Post Growth Institute | USA
- Presencing Institute | USA
- Progress Namibia | Namibia
- Promoting Economic Pluralism | UK
- Proud Farm Group of Farmers | Greece
- REconomy Practitioners | Global
- Rethinking Economics | Global
- SCORAI | Global
- Sistema B | Latin America
- SmartUse.Global | Norway
- Social Progress Imperative | Global
- Tellus Institute | USA
- The Association for Advancement of Sustainability in Higher Education (ASSHE) | Global
- The Club of Rome | Global
- The Dandelion Foundation | Guernsey
- The EC Partnership | Scotland, UK
- The Equality Trust | UK
- The Next System Project | USA
- The Public Interest Network | USA
- Thriving Resilient Communities Colaboratory | USA
- WE Africa | Africa

WEAll will connect, celebrate and amplify
**Associate Members**

- Justine Braby | WE-Africa
- Beth Caniglia | The Solutions Journal
- Florian Carl | Reclaim our Economy
- Luca Coscieme | Trinity College Dublin
- Robert Costanza | Australian National University
- Janos Csala | Reclaim our Economy
- Ida Kubiszewski | Australian National University
- Lars Fogh Mortensen | European Environment Agency
- Hunter Lovins | Natural Capitalism Solutions
- Dirk Philipsen | Duke University
- Michael Pirson | Fordham University
- Kristin Vala Ragnarsdottir | University of Iceland
- Maja Repina | Reclaim our Economy
- Paul Sutton | University of Denver
- James Ward | University of South Australia
- Andrew Winston | Winston Eco-Strategies & The Big Pivot
- Rajiv Joshi | B Team

**Ambassadors**

- Andrea Somma-Trejos | Social Entrepreneur and Founder of OMINA Foundation, Costa Rica
- Ayabonga Cawe | Development Economist, Journalist and Activist, South Africa
- Christian Felber | Author and Founder of Economy for the Common Good, Austria
- Giancarlo Pucci | Photographer and Social Entrepreneur, Costa Rica
- Kate Pickett | Author and Epidemiologist, UK
- Kate Raworth | Economist and Author, UK
- Neva Goodwin | Economist and Author, US
- Pedro Tarak | Co-founder of Sistema B, Argentina
- Peter Blom | CEO of Triodos Bank, The Netherlands
- Richard Wilkinson | Author and Epidemiologist, UK

**WEAll Members**

Nobody can do this alone

**THESE INDIVIDUALS COMMIT THEIR TIME, ENERGY AND EXPERTISE TO SUPPORT WEALL IN OUR WORK TO BUILD A WELLBEING ECONOMY**
WEAll’s Achievements since April 2018

We’ve only just begun

GETTING THINGS DONE
- 5 active clusters
- Cities guide published
- Wellbeing Economy Governments launched
- Knowledge products published

GROWING THE FAMILY
- Over 50 organisational members (& more each week)
- 10 Ambassadors
- Dozens of experts contributing time and energy
- Growing Research Fellows Network
- Staff team of 5

TELLING THE STORY
- High profile appearances and talks in 6 continents
- Website and social channels launched
- Books, blogs, videos and podcasts published
- Documentary being made
- Viral campaign stunt in NYC

BUILDING THE BANK ACCOUNT
- Over $420,000 raised from a range of funders

MAKING IT LOCAL
- WEAll Scotland launched and established as a charity
- Costa Rica hub launched
- WEAll Youth set up by Dutch students, building social media following & supporting new hubs in Uganda, Spain & US
What’s wrong with the current system?

Paying to fix what we continue to break

The economic model that has become so dominant is called all sorts of things: ‘neoliberal’; ‘market fundamentalist’; ‘overly financialised’; ‘extractive’; or ‘toxic’.

What it is called doesn’t matter so much as how our imaginations and our sense of possibility have been constrained: the current economy is seen as the only kind of economy that we can have, and that to resist it is futile.

While delivering improvements to many, the current economic system is jeopardising progress achieved to date. For those whose lives it has improved, it has done so by working against the planet and pushing it to the edge of catastrophic climate change. It is, in short: unfair, unsustainable, unstable and unhappy.

This economic system is not supporting the flourishing of society as a whole – seen in widening economic inequalities (especially as the very richest race further away); in levels of insecurity, despair and loneliness; and in desperate searches for ways to cope that turn people inwards or against each other as trust in society and in institutions withers away. Many people fear the loss of their jobs, insecurity in old age and the destruction of their dreams and cultural norms.

Nor is the current economic system supporting the planet to flourish – our home is on the brink of the 6th mass extinction with the prospect of catastrophic climate breakdown getting closer and closer. In the last 40 years, humanity as a whole has gone from using one planet’s worth of natural resources each year to using one and a half and is on course to using three planets worth by 2050.

The root cause of this is how the economy is currently configured: in a way that does not account for nature, in a way that is almost blind to distribution of resources, in a way that does not reward the best attributes of people, and in a way that puts measures of progress such as short-term profit and GDP to the fore.

These are structures that have been designed – and hence can be designed differently, with a different purpose: that of collective wellbeing.
The concept of collective wellbeing is familiar the world over, even though different terms might be used to describe its key idea: quality of life and flourishing for all people and sustainability for the planet.

Economics and business practices need to be reoriented to what an economy should actually deliver: an equitable distribution of wealth, health and wellbeing, while protecting the planet's resources for future generation and other species. By reorienting goals and expectations for business, politics and society, we can build a wellbeing economy that serves people and planet. A wellbeing economy will put people at the centre of a new economic purpose and close the gulf between the economy and democratic control. It will deliver good lives for people first time around, rather than requiring so much effort to patch things up. It will not harm people and the environment, and so will avoid having to deliver expensive down-stream intervention to fix the damage caused by an economic model fixated on growth.

When it all boils down to it, a wellbeing economy is designed with a different purpose: it starts with the idea that the economy should serve people and communities, first and foremost.

The shared vision for a better way of doing things can be found across a surprising range of texts and backgrounds: it is embedded in the scripts of many religions. It is contained in worldviews of First Nations communities. It can be read in the scholarship of development experts and in research findings about what makes people content. This vision echoes in evidence from psychology about human needs and from neuroscience about what makes our brains react, and, perhaps most importantly, can be heard loud and clear in deliberative policy conversations with people all over the world about what really matters to them in their lives.
What are the fundamentals and building blocks?1

<table>
<thead>
<tr>
<th>GOALS</th>
<th>FUNDAMENTALS</th>
<th>BUILDING BLOCKS</th>
</tr>
</thead>
</table>
| • Fundamental human needs met – including need to be valued and respected; social relations and self-determination; and sense of dignity and purpose. These are just as integral to flourishing as food, shelter, education, health (both mental and physical), security, and leisure. | • Institutions, businesses and society focused on delivering shared wellbeing on a healthy planet. | • Regenerative
• Extends global commons and restores damaged ecosystems. |
| • Fair distribution of resources, income and wealth – within and between nations, across current and future generations of humans and respecting other species. | • Regenerative by design. | • Circular economy and products serve needs rather than driving consumption. |
| • Planetary biophysical boundaries are not breached – a sustainable economy within our ecological life support system is maintained and even proactively regenerates the ecosystem, healing the harm already done. | • Transformation away from the growth orientated development paradigm towards a wellbeing economy. | • Environment tilled with lessons from agroecology, circular and blue economy. |
| • Inclusive wellbeing, human development and flourishing is fostered. | • Rooted in nature and place, supporting cultural heritage. | • People safe and healthy in their communities, rather than necessitating vast expenditure on treating, healing and fixing. |
| | • Markets operate in a fair and just way. | • Powered by renewables, often generated by local communities or public agencies. |
| | • Celebration of entrepreneurship and creativity. | | • Cooperative and collaborative
• Democratic economic management (in terms of power, scale, and ownership). |
| | • Institutions and decision-making open and transparent. | • Technologies create communal wealth rather than concentrating wealth and ownership. |
| | • Measures and conceptions of success aligned with wellbeing, not GDP or short-term profit. | • Property and ownership informed by notions of stewardship and rights of future generations. |
| | | • Participatory, deliberative democracy with governments responsive to citizens. Civil society space protected. |
| | | • Global compact to redress imbalances between global North and the global South. |
| | | Purposeful
• Purpose-driven businesses with social and environmental aims in their DNA; using true cost accounting and leveraging supply chains and innovation for collective wellbeing. |
| | | • Economic security for all and wealth, income, time, and power fairly distributed rather than relying on redistribution. |
| | | • Jobs deliver meaning and purpose and means for a decent livelihood. |
| | | • Recognises and values care, health and education in the ‘core’ economy outside the market. |
| | | • Individuals acknowledged for meaningful contribution rather than being motivated by acquiring large sums of money. |
| | | • Exchange of goods and services in a context of fairness and transparency, conducted as locally as possible. Ethical markets with social and ecological footprint reflected in prices. |
| | | • Financed by a stable, fair and socially useful financial and monetary system serving the real economy. |
| | | • Positions growth of income, profit, trade and production as a means to these goals in certain circumstances and selective in what needs to grow. |
| | | • Focuses on measures of progress that reflect real value creation. |

1 The themes in this table are drawn from a suite of projects and consultations that engaged with experts on wellbeing economics and grass roots communities about what an economy that serves people and planet entails. We see this conceptualisation as ever-evolving as we work together to refine our ideas, knowledge, and policies.
Changing the system: the challenge

The current approaches are necessary but not sufficient

A number of factors are maintaining the current economic system:
• The power of entrenched groups who benefit from the current system and have the resources to influence politics, policies and institutions
• Myths and half truths about economics influencing policy making at all levels
• Fundamental flaws in economic theory as currently taught and practiced
• Strong social modelling influences around fame, money, success and pursuing self-interest
• Systemic problems and threats seem overwhelming and feel too big for any one individual to make a difference
• Democratic political systems are very short term and often dysfunctional
• Populist voices are able to divert the blame for harm onto immigration and other factors.

Fortunately, there are processes and efforts already in place that seek to counter these factors and catalyse a new economic system. WEAll will connect, celebrate and amplify the:
• Growing evidence base and emerging policy prescriptions
• Organisations and movements promoting these prescriptions via creative communications, lobbying and campaigning
• Innovative pioneers demonstrating new economic approaches in practice are active across the board, though often at a small scale
• Increasingly dynamic social movements seeking to mobilize citizens and create mass awareness.

These approaches are all necessary, but they are not sufficient.
What is urgently needed in addition is:

1. **Creation of a power base: a wellbeing economy movement operating at all levels, across sectors and across geographies**
   Collaboration is more important than competition. Yet cross-sector coordination is poor and there is too much disagreement within sectors about policy prescriptions rather than building on agreement around goals, values and principles.

2. **Positive and empowering new narratives**
   Most of the focus is still on what is wrong rather than the creation and dissemination of positive new narratives about how we want to live together. More work has been done on positive new narratives recently, but little of this has been trialed in practice and is not yet making a significant difference.

3. **A strong and coherent knowledge and evidence base**
   The wellbeing economy theoretical base is disparate and relatively hard to access; knowledge gaps remain; and synthesis work is urgently needed to make it more coherent and accessible. Similarly, the evidence base of what works in practice needs to be galvanised and proactively disseminated. There is also a need to explore and demonstrate the effectiveness of wellbeing economy approaches on a large scale.

4. **All three approaches reinforcing each other**
   Evidence from successful system change shows that it is necessary to combine all the three above approaches *simultaneously*. A wellbeing economy movement is needed to drive change at all levels of the economic system, to influence societal values and norms, and above all to inspire a sense that change is both necessary and possible.

This needs to be accompanied by policy actors working together at all levels, across sectors and geographies. A strong base of knowledge and evidence will underpin these, and positive empowering narratives are crucial to provide direction and motivation.

‘What is needed’ has been clear to many progressive groups and to large numbers of citizens for some time. ‘How to make it happen’ is the key issue. All the evidence from successful system change is that individual policies and great exemplars are not sufficient.

What is vital is a critical mass of people and organisations coming together to form a new dynamic movement to influence and inspire. **This way collective impact is substantially multiplied. WEAll’s role is to help catalyse this multiplication process.**
Change in the economic system will really take off when people at the local level come together, armed with new narratives, ideas and models to make the wellbeing economy a reality in their own localities.

Over the next three years we aim to catalyse the creation of at least 50 WEAll-affiliated hubs at the city, region (or state) and national level.

Each hub will:
- Bring key actors together across sectors to influence and inspire changes in policy, values and norms
- Be supported by WEAll Citizens working together to implement change in their own communities and pressing for wider system change
- Build and disseminate new narratives
- Showcase inspiring exemplars and disseminate relevant ‘How To Guides’
- Determine their own activities to contribute to creating a wellbeing economy, in ways that are meaningful where they are

Some of these hubs will be created from scratch, but many will build on existing hubs and collaborations of our member organisations. We will focus on places either where WEAll members are strong and/or where favourable conditions for systemic change already exist. The hubs embody WEAll at its best: creative, courageous, spirited and determined.

CASE STUDY: WEALL SCOTLAND

Scotland is emerging as a leader in the wellbeing economy movement, with its devolved government incorporating wellbeing within its economic strategy, and significant commitment and effort invested in developing and launching the Wellbeing Economy Governments (WEGo) initiative.

WEAll Scotland is the most established hub to date, with the following achievements under its belt in year one:
- Registered for charitable status, with a board of trustees and advisory board
- Held sold-out launch event with over 80 leaders from business, civil society, academia and community groups
- Established funding partnership with major investment company
- Developed influential relationship with key government officials
- Achieved significant media coverage promoting wellbeing economy issues including BBC and major daily newspapers
New powerbases need to form at multiple levels across the economy with solutions that span all stakeholder groups.

WEAll’s cluster approach goes beyond making improvements within the confines of the existing economic system. Our clusters operate at all times with a view to change the system itself, and their links between each other provide additional richness of experience and knowledge.

WEAll has already established clusters which are developing strategies and activities for change both within their own sector and for wider society, consisting of WEAll member organisations and individual experts.

Active clusters encompass businesses, cities, narratives, leadership, and research and we have catalysed governments working together on a wellbeing economy agenda. There are plans for further clusters including arts and culture, faith and values, and civil society.

As an example, the business cluster aims to create the ‘alternative to business as usual’ guide for businesses: a synthesis of existing alternative business models with guidance for businesses on how to select and implement the model right for their future. This follows the work of the cities cluster, with its guide published in Spanish in 2018 identifying different wellbeing economy approaches for supporting transformation at city level.

Other projects of the business cluster include:

- Developing strategies and rallying stakeholders to synthesise the changes needed to support businesses to play a full part in support of a wellbeing economy
- Identifying and inviting emergent leadership initiatives spanning business, management education, public leadership, civil society and beyond to inform globally responsible leadership and development of a WEAll leadership toolbox.

CASE STUDY: WELLBEING ECONOMY GOVERNMENTS (WEGO)

- WEAll helped to instigate the Wellbeing Economy Governments partnership (WEGo), launched at the OECD 6th Wellbeing Forum in South Korea in late 2018
- The initiative was launched by the governments of New Zealand, Iceland and Scotland, and has been praised by Nobel laureate Joseph Stiglitz
- Now managed within the Scottish Government, WEGo is convening a policy lab for sharing wellbeing economy policies amongst sitting governments. This lab will be informed by, amongst others, the WEAll research cluster.
WEAll Citizens
System change starts – but doesn’t end – with individuals

Fundamental to achieving a shift in the economic system to a wellbeing economy will be large numbers of people worldwide demanding such a change and working together to make it happen. WEAll Citizens will harness the energy and frustration people are feeling with the global economic system and divert it towards positive solutions.

WEAll Citizens has the following goals:
• To create a strong enough vanguard power base to, in collaboration with others: change societal norms and attitudes; and force those who hold power in the current system not just to listen, but also to act
• To raise the voices of the huge number of people who currently feel they are not being adequately heard, and through the connectivity of the movement strengthen their conviction and resolve to create change
• To enable people to make a real difference, with tangible activities to participate in via WEAll and member organisations, and linking individual actions to system change so people feel genuinely connected to a global movement
• To foster a global network of informed, engaged advocates for a wellbeing economy, who will be supported to drive change where they are and co-create solutions to help build a wellbeing economy
• To strengthen the impact of the work of WEAll and its member organisations
• To contribute to and reinforce WEAll’s sustainability, its mandate for change and its ability to support others.

Young people are a key audience for WEAll Citizens. Through the emerging WEAll Youth movement young people will be involved in the initiative’s ongoing development and delivery.

WEAll Citizens will be rolled out via an engaging online platform and digital community where individuals can find ideas and support for behavior change that contributes to building a wellbeing economy. It will also link to place-based hubs, supporting the efforts of change makers in their own communities.

CASE STUDY: WEAll Youth

• WEAll Youth emerged organically as a university project for three students in the Netherlands who wanted to contribute to the wellbeing economy movement
• The Amp team has supported these young people to participate as WEAll members and establish WEAll Youth with the goal of connecting changemakers under 30
• The WEAll Youth social media accounts have an audience of thousands, and are run entirely by young people
• With the Dutch group acting as the core WEAll Youth hub, new hubs are being supported to set up around the world. So far, there are hubs in Colorado, Spain and Uganda.
The future is founded on narratives.

The stories we tell ourselves are the runways to that future. Or they become the locks that trap us into dead-ends. Narratives and stories build a ‘cognitive scaffolding’ that operates as an invisible power. They reinforce dominant explanations and constrain people into looking at things in a narrow way and only asking limited questions.

Today, underpinning many of the monumental and interconnected challenges facing is a story that is deeply flawed, premised on ideas such as self-interested markets delivering optimal social outcomes; that maximization of individual gain creates optimal social outcomes; and unbridled individualism being the pathway to self-fulfilment. Despite its misalignment with what people and planet really need, this story informs many policies, macroeconomic decisions, infrastructure design, and the pricing of goods and services. It shapes people’s expectations of themselves, their notions of success, their spending decisions and voting intentions, and the expectations they have of each other and the economy.

This story obscures the vision at the centre of a wellbeing economy that is, in fact, widely shared. Ask people, anywhere in the world, what really matters most to them and the answer is not great material riches, but family, friends, security, a sense of meaning and a good environment.

To bring these goals and priorities to the fore, WEAll will work with partners around the work to create and communicate new common narratives that speak to people’s innate values and principles.

Working closely with others and on the basis of rigorous audience segmentation and testing, we will prepare and share inspiring new narratives and stories of the feasibility and desirability of a wellbeing economy. Working with marketing experts, storytellers, and communities, we are distilling elements of and appropriate framing for new common narratives. We’ll then creatively and proactively disseminate the new narratives to key audiences in order to bring the wellbeing economy agenda to the mainstream – testing amongst key audiences and refining it as we go and showcasing the many successful and innovative new economy initiatives already underway across the world.
Ideas can change the world. Yet myths and half truths about economics influence decision making across government and in business, and there are fundamental flaws in how economics is invariably taught.

To build the alternative and underpin the transition to a wellbeing economy, we need a strong and coherent knowledge and evidence base.

Fortunately, much is already known about what policies and ways of doing things need to change. Evidence and theories are emerging in the corridors of many academic institutions and the offices of diverse think thanks. Practical examples of what works can be seen in the activities of pioneers around the world who demonstrate the feasibility and the desirability of a wellbeing economy.

The challenge is that the theoretical base is disparate and would-be practitioners lack useful guidelines for implementation.

Through the work of the clusters, WEAll is coordinating creation and dissemination of a body of coherent wellbeing economy theory and practice, producing a diverse suite of knowledge products accessible to all sorts of practitioners, policy makers, and interested individuals.

- We are convening key individuals and organisations researching and teaching new economics and synthesize and sharing the best evidence about building a wellbeing economy, working to fill knowledge gaps where they exist.
- We’ll supply curriculum content to teachers and showcase exciting new ideas and research from our member organizations and the wider movement.
- And we are gathering some of the most exciting and well-regarded thinkers on aspects of a wellbeing economy in a WEAll Research Fellows Network.
- We are building an interactive bank of knowledge and practice guides for a wellbeing economy.