

Impact Report 2025





World Wellbeing Movement
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The World Wellbeing Movement (WWM)
is a registered charity in England and
Wales (charity number 1208699) and a
private company limited by guarantee
(company number 13811247).

worldwellbeingmovement.org

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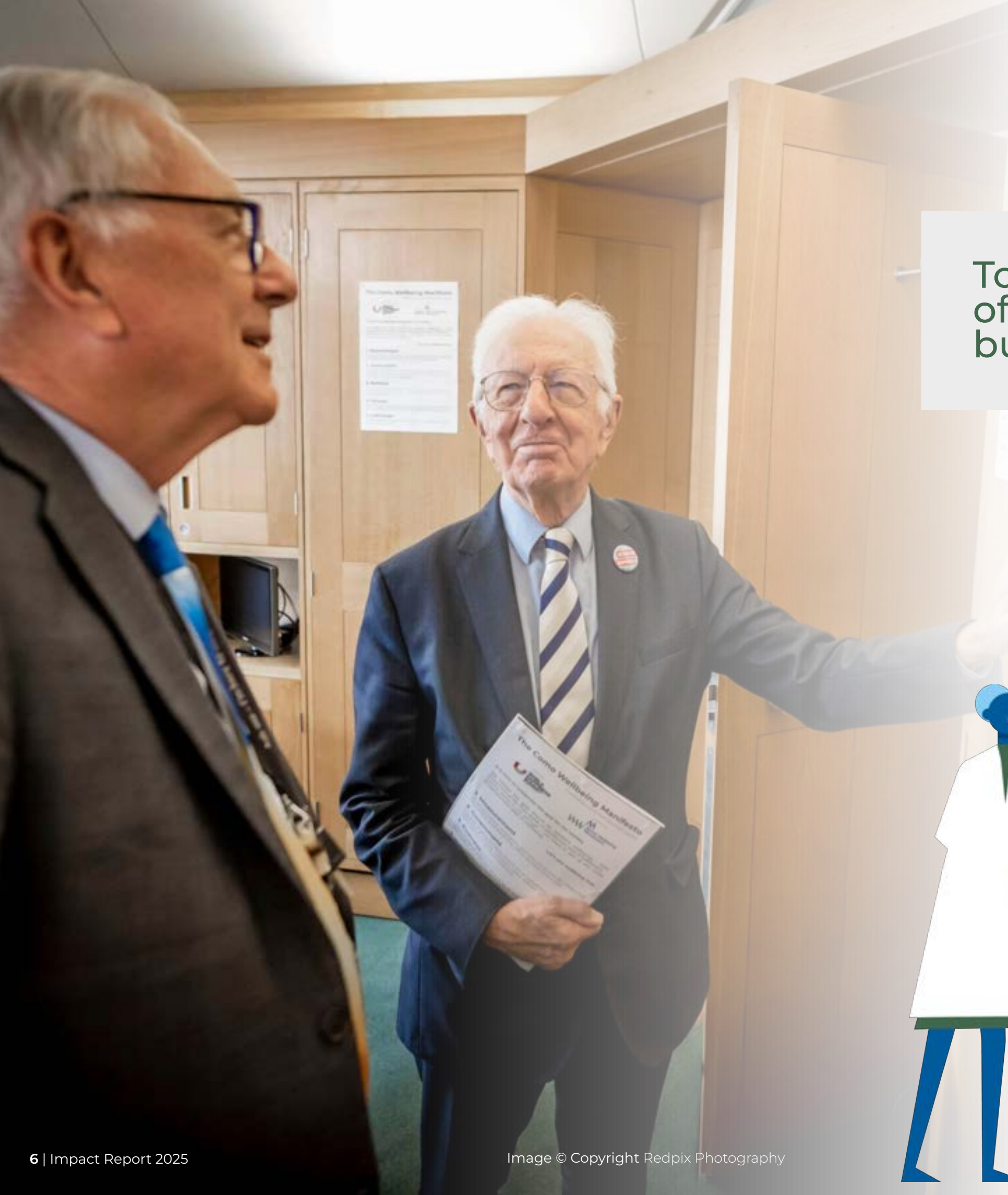
Who Are We?

We are the World Wellbeing Movement (WWM), a social impact organisation and registered charity working at the intersection between academic experts, and decision-makers in both business and policy to translate evidence-informed wellbeing insights into real-world impact.

We are a coalition of global leaders from business, civil society, and academia that have come together to put wellbeing at the heart of decision-making both in business, and public policy. Our approach to achieving this pivotal mission is strongly evidence-based. That's why our academic partnership with the Wellbeing Research Centre at the University of Oxford is so key. This means all of the work we do is backed by credible, robust academic research.

Photograph of Board and Advisory Council members, March 2023





Our Mission ■

To put wellbeing at the heart of decision-making both in business, and public policy.

Our Objectives ■

1

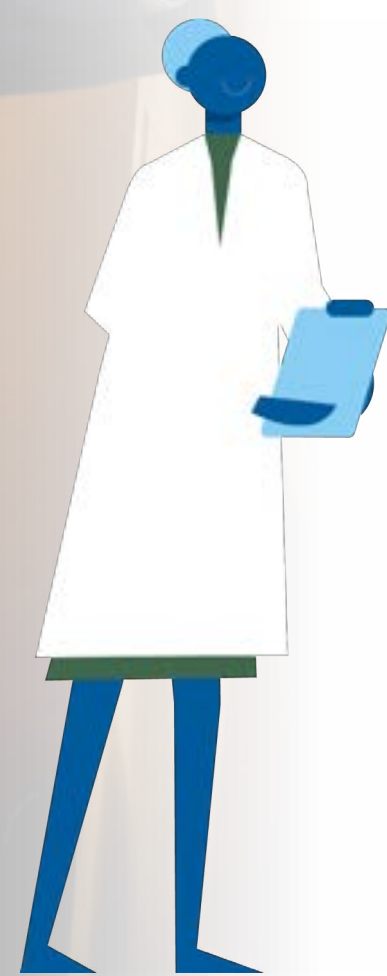
Adopt a **simple and universally acceptable measure of wellbeing** as a key ESG indicator for social impact.

2

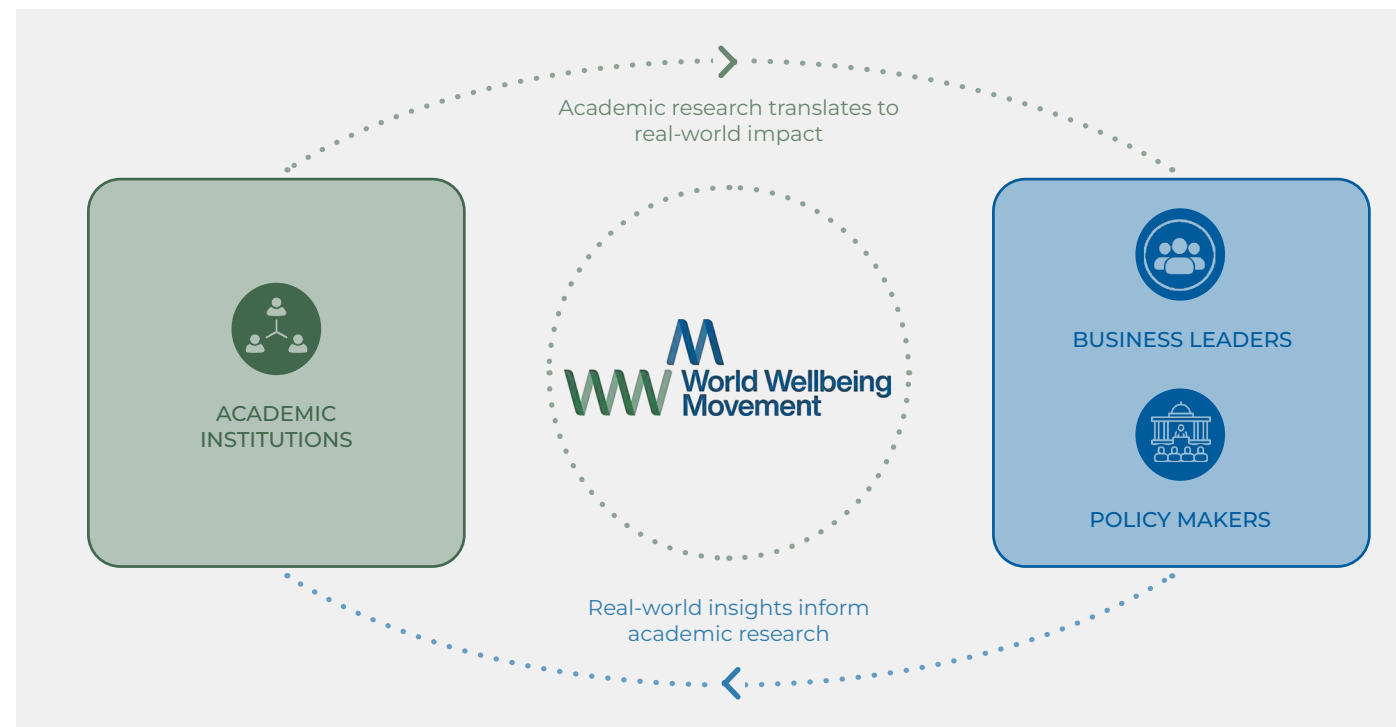
Share best practices and provide insights into how to improve wellbeing for all.

3

Build a community that influences policy-makers across the globe to adopt wellbeing as their ultimate goal.



Our Operating Model



Connecting the dots

The World Wellbeing Movement connects the dots between the world's leading wellbeing experts, and decision-makers in both business and public policy to put wellbeing at the heart of everything they do.

And that works both ways. We apply academic insights to create real-world impact – and then use these authentic, on-the-ground experiences to inform future research.

Because a world where wellbeing comes first is a better world. For everyone.

Photograph from the official launch of the World Wellbeing Movement, July 2022



Hear From Our Co-founders

When we first dreamed up the idea of a World Wellbeing Movement, the world was still deep in the Covid-19 pandemic. Such a devastating event brought into sharp focus for the world at large what we, as a research community, had been highlighting for many years: the importance of true collaboration in the face of such an existential threat.

Now, in just two short years since its public launch, we have been tremendously encouraged by the same collegiate support thrown behind the World Wellbeing Movement. In this time, the Movement has made great progress towards our mission of placing wellbeing at the heart of decision-making both in business, and public policy.

As we had hoped, the World Wellbeing Movement has served as a lightning rod for progress in both the business and policy realms. Since its launch in July 2022, the Movement has been at the forefront of changes to wellbeing measurement, interventions – at both company and population level – and as a vehicle for bringing the discussion of wellbeing into the mainstream.

And we were especially pleased to see our commitment to the public good recognised in 2024, when we became a registered charity in England and Wales (charity number 1208699).

In the following pages, you will find details of our impact to date. Such progress would not be possible without the support of a great many people and organisations, and as Co-founders of the Movement we feel an enormous sense of gratitude to all of them.

First, the organisations whose support – both financial, and strategic – has helped our Movement reach across the world. We are grateful to 4 Day Week Global, the Bloom Wellbeing Foundation, BT, Cisco, Fondazione Sviluppo e Crescita CRT, HSBC, Indeed, lululemon, the McKinsey Health Institute, MediaCom, S&P Global, Snam Foundation, The Energy and Resources Institute (TERI), Unilever Walls, the Victor Pinchuk Foundation, and WOHASU®, amongst others, for their backing. The Wellbeing Research Centre at the University of Oxford has served as more than just a 'home' for the Movement in this time, and the research expertise offered by its interdisciplinary team continues to be invaluable in the pursuit of our goals.

Second, we would like to thank the individuals, organisations, thinktanks, politicians, and collaborators who have helped to enable the work of the World Wellbeing Movement so far. Whether through co-creation, the use of our insights, or simply by spreading the word of our Movement, such progress would have been scarcely imaginable.

Last, but by no means least, thanks and gratitude must go to Sarah Cunningham. Setting out on this voyage, we knew we had to find an able captain to steer our ship. Sarah's deep-rooted passion for putting wellbeing at the heart of decision-making is evident in all that she does. Without her energy, and expert stewardship of an equally capable team, the World Wellbeing Movement would not have achieved many of the great things which you will read about in the coming pages.

But we must not stand still. Plenty has been achieved so far, but our Movement will not rest until we have achieved all of our goals.

We hope that, in this Impact Report, you find the inspiration to join our mission: let's put wellbeing first.

Let's put wellbeing first.

Prof Jan-Emmanuel De Neve
University of Oxford
Co-founder, World Wellbeing Movement

Prof Lord Richard Layard
London School of Economics and Political Science
Co-founder, World Wellbeing Movement



Our Managing Director: A Year in Review

Reflecting upon the first three years of the World Wellbeing Movement, I am filled with an immense sense of gratitude.

Working to realise the vision of our esteemed Co-founders is, in itself, an honour and a privilege. Richard and Jan placed great faith in me when they invited me to lead the World Wellbeing Movement in 2022, and I am truly grateful for their continued support of our incredible team.

Since launch, we have built a phenomenal team of talented, driven and energetic WWM colleagues. I am profoundly grateful to Ben, Cathy, Charlotte, Harriet, and Jonathan for the immense hard work, talent, expertise and passion they have poured into these early years of our Movement. Their tireless dedication behind the scenes has been the backbone of everything we've achieved so far, and I feel privileged every day to work alongside them and learn from them.

I am profoundly grateful to Ben, Cathy, Charlotte, Harriet, and Jonathan for the immense hard work, talent, expertise and passion they have poured into these early years of our Movement.

I am equally thankful for the expertise of our brilliant Wellbeing Research Centre colleagues – not least Cherise, George, Laura, Leoni, Micah, and Will – for their invaluable research support to date. At

the World Wellbeing Movement, we aim to improve the quality of life of people across the world by translating high-end academic insights into real-world impact. The first critical step toward achieving this goal is gaining access to cutting-edge academic research focused on workplace wellbeing and wellbeing public policy – something this team has delivered in abundance, and with rigour.

We aim to improve the quality of life of people across the world by translating high-end academic insights into real-world impact

The next step toward achieving meaningful real-world impact is gaining insight from the world outside academia. Our Board of Directors and our Advisory Council provide an invaluable command of the issues we must address. They offer sage advice at meetings, on-the-ground insights from their organisations, and valuable industry knowledge that helps inform our priorities and guides our own research. Their collective wisdom shapes our strategic direction, and helps us achieve our goal of placing wellbeing at the heart of decision-making both in business, and public policy. I am especially grateful for the continued support, expertise, and generous time commitment of our Board members Richard, Jan, Barbara, Gus, Karen, and LaFawn whose dedication and leadership are instrumental in advancing our mission and keeping us firmly on course.

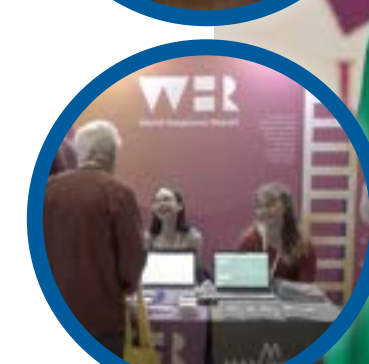
Particular thanks must go to Indeed for their support of the landmark publication of our Work Wellbeing Playbook, and to WOHASU® for enabling further impact through rallying the World Happiness Summit community in the pursuit of the World Wellbeing Movement's mission.

We are a Movement by name, and a Movement by nature

We are a Movement by name, and a Movement by nature: in addition to the irreplaceable backing of our corporate members highlighted by Richard and Jan, we have also been further boosted by the support of GoCreate Academy, Jack & Grace, MindForward Alliance, Mishcon de Reya, and the Wellbeing at Work group, amongst others, since launch.

Building a global community is critical to achieving our vision of a world in which the wellbeing of all is valued and prioritised. That's why we are thrilled to welcome Jen Fisher, a trailblazer in workplace wellbeing and human sustainability, as our first international brand ambassador. In this ambassadorial role, Jen will champion our mission and amplify our research in the USA.

As a global movement, we are greatly strengthened by the



Wellbeing
Is the
PURPOSE

LONDON 24



connections we make, and collaborations we foster. We first met Jen at the World Happiness Summit (WOHASU®), where her passion for workplace wellbeing and human sustainability aligned perfectly with our vision. Seeing these connections evolve into impactful collaborations reinforces what we know to be true: through strategic partnerships, we can achieve an impact far greater than the sum of our parts.

Within the pages of this Impact Report you will find evidence of our progress to date in a number of areas: from spearheading the inclusion of employee wellbeing metrics within one of the world's largest corporate assessments; to the launch of our successful podcast series; to publication of our Work Wellbeing Playbook of tried-and-tested workplace wellbeing interventions; and so much more.

On this latter point, we have been blown away by the enormous positive reaction to the first iteration of our Work Wellbeing Playbook. The countless stories from employees and employers alike who have used this resource to build and improve a wellbeing strategy for their own organisation is worthy of gratitude, too. We look forward to developing the Playbook further still over the coming months and years.

Finally, thanks and gratitude go to you – dear reader – in showing your support for the World Wellbeing Movement by opening this Impact Report, and reflecting upon how you can advance our mission through your own life and work.

Let's put wellbeing first.

Sarah Cunningham
Managing Director



Photograph of the World Wellbeing Movement Board of Directors, March 2023



Photograph of the World Wellbeing Movement team practicing what we preach and enjoying a team day, December 2023



Photograph from wellbeing event hosted for cross-party MPs in Westminster, June 2023



Our Impact

In Business

Improving wellbeing at work isn't just the morally right approach, it also makes financial sense. High-end research from our academic partners, the Wellbeing Research Centre, indicates that improved wellbeing among employees is reflected in improved productivity, better talent attraction and retention, and directly and positively affects the bottom line and stock market performance of an organisation.

In just over three years we've made great strides towards our mission to **put wellbeing at the heart of decision-making in business**.

Measuring what we treasure: from ambition to progress



When the World Wellbeing Movement (WWM) launched in July 2022 with an important mission – to put wellbeing at the heart of decision-making both in business and public policy – the measurement of wellbeing metrics was central to our approach to achieving this far-reaching ambition. At launch we emphasised that doing so starts by “measuring what we treasure most” and integrating wellbeing metrics into global standards for evaluating societal, and business, progress.

From day one, we have also focused our attention on “one clear and urgent step”: ... “to integrate wellbeing measurements into ESG (Environment, Social, Governance) metrics.”

Now, nearly three years on, what progress have we made towards encouraging businesses to “measure what we treasure”?

The first step in addressing that question is to define *what* to measure.

Measuring wellbeing in the general population

Subjective wellbeing is widely regarded as the best way to measure wellbeing in the general population¹, since it focuses on how people actually feel about their lives. At its core is a simple, yet powerful question:

On a scale of 0 – 10, how satisfied are you with your life nowadays?

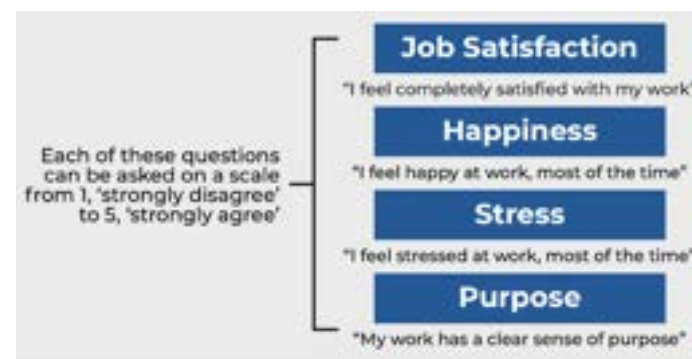
Extensive academic research, including numerous studies¹ by colleagues at our academic partner, the Wellbeing Research Centre at the University of Oxford, has shown that people’s self-reported life satisfaction scores are strong predictors of other aspects of their wellbeing, such as mental health, physical health, and even longevity.

In other words, how satisfied people feel with their lives provides valuable insights into their overall wellbeing.

While many consider this the ‘ultimate’ measure, it does not (and cannot) capture every dimension of wellbeing on its own. The UK’s Office for National Statistics (ONS), and other statistical agencies, including the OECD, complement this life satisfaction question with questions about happiness (positive emotion), stress (negative emotion), and sense of purpose – what ancient scholars might have described as ‘eudaimonic’ wellbeing. Collectively, these four measures are known in the UK as the ONS4².

Measuring wellbeing in the workplace

Our recommendations for measuring employee wellbeing closely mirror the questions used to track wellbeing at a population level, again across four key dimensions: **job satisfaction, happiness at work, negative stress at work, and sense of purpose**.



Combined, these questions provide a holistic view of how employees feel about their work, and are supported by robust academic evidence.

The rationale behind these four questions – and their use in the world’s largest study of employee wellbeing, undertaken alongside WWM founding member, Indeed – has been outlined by Prof Jan-Emmanuel De Neve and Dr George Ward in a recent working paper^{3,4}.

To further support the adoption of these science-based employee wellbeing measures, WWM has published various accessible tools

and resources designed for busy business leaders, most notably the Work Wellbeing Playbook, which has reached thousands of business leaders globally.

Putting the ‘S’ into ESG reporting

While some large organisations have started to use such questions to measure the wellbeing of their employees – and then take appropriate action, as required – still more companies are yet to recognise the value of workplace wellbeing. Or, perhaps, they just don’t know where to start.

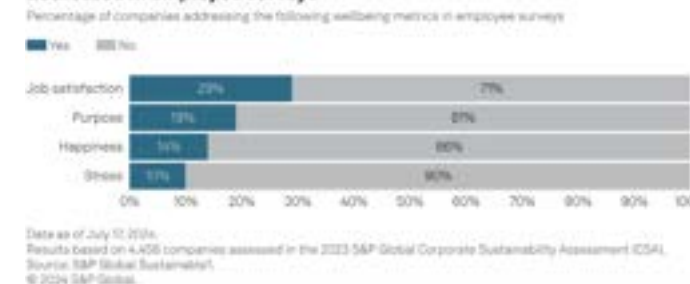
One of the World Wellbeing Movement’s most impactful achievements to date has been the provision of insights to S&P Global about the inclusion of a new ‘Trends in Employee Wellbeing’ section within their large-scale Corporate Sustainability Assessment (CSA).

The presence of these questions within the CSA should be a major catalyst for measurement, given the assessment is sent to more than 13,000 organisations on an annual basis⁵.

But the bar for improvement is low: S&P Global analysis of their 2023 CSA indicates that only 2.2% of firms have employee wellbeing as the core focus in their employee surveys. While just under a third of companies do, at least, measure job satisfaction, only 14% of the companies surveyed asked employees about their happiness at work, and barely one in 10 asked about workers’ levels of stress⁶.

Further accountability mechanisms are needed if we are to see the majority of employers prioritise and measure employee wellbeing using universally acceptable, science-based measures.

Aspects of mental health such as happiness or stress are rarely addressed in employee surveys



Nevertheless, encouragingly, this hurdle has been cleared before. Only once the

International Sustainability Standards Board (ISSB) developed guidance on the environmental aspect of ESG reporting standards did carbon emissions become a byword for an organisation’s green credentials.

While there are a myriad of measures which contribute to the ‘E’ in ESG, carbon emissions figures seem to have cut through as an effective and easy-to-understand metric of headline performance.

We believe that, in order to properly and responsibly fill the ‘S’ in ESG reporting, employee wellbeing could, likewise, become the single most important measure of a much-needed standardised metric.

The Government role

While ESG standards are a significant step towards driving accountability, even the most cynical of shareholders must eventually be convinced of the need for change.

That’s where the legislative lever comes in.

In the UK, the country where the World Wellbeing Movement is headquartered, one such legislative lever is the upcoming Employment Rights Bill. This bill provides a historic opportunity to put wellbeing at the heart of business, for the benefit of working people, employers and the UK economy. However, although it represents positive progress, we argue that the bill is not yet far-reaching enough.

That’s why, in December 2024, the World Wellbeing Movement submitted evidence to the UK’s Business and Trade Committee for its inquiry into the new bill and made four key recommendations, critically including a recommendation that businesses should measure employee wellbeing using the above science-based measures. We also recommended the establishment of an Advisory Group to learn from international good practices for ‘Right to Switch Off’ and ‘Psychosocial hazards’ legislation to make occupational health and safety fit for the modern workplace.

Evidence already shows that our recommendations, if implemented, would significantly benefit individuals, employers and the UK economy.

Measuring what we treasure: The journey continues

Reflecting on the progress made in less than three years since launch, we feel an immense pride in what has the World Wellbeing Movement has achieved so far. From publishing and disseminating evidence-based recommendations for measuring employee wellbeing, to seeing S&P Global incorporate employee wellbeing measures in their Corporate Sustainability Assessment, to providing guidance that informs sustainability disclosures and regulation.

However, this is just the beginning of a much longer journey. Significant work remains to ensure that wellbeing becomes central to decision-making in workplaces around the world.

And we can only achieve this goal by committing to measure what we treasure.

References and Further Reading

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Work Wellbeing Playbook

We've worked with our academic partners, the Wellbeing Research Centre at the University of Oxford, and with support from World Wellbeing Movement founding member Indeed, to curate this succinct Playbook of evidence-based interventions categorised by 12 key drivers of workplace wellbeing.

The research team first conducted a multidisciplinary systematic literature review of more than 3,000 academic studies of workplace wellbeing interventions to identify strategies proven to increase the wellbeing of employees across diverse work environments.

Not all scientific research is created equal. But by considering factors like the design of interventions; the way they were implemented within studies; their sample size; their potential biases; and much more, our experts have assembled a 'menu' of workplace wellbeing interventions that business leaders can draw from to craft *holistic* employee wellbeing strategies for their organisation.

Recognising that business leaders often face time constraints, we condensed the key insights into an open-access resource and distilled them into an accessible, high-level summary to support busy professionals – freely available on the World Wellbeing Movement website.

Wellbeing can no longer be an afterthought in the workplace

LaFawn Davis, SVP of ESG, Indeed



Work plays a central role in our lives that provides more than a sense of income, but a sense of identity, meaning, purpose, and community

Cherise Regier,
Research Associate,
Wellbeing Research Centre



Our experience of life is fundamentally shaped by our experience of work

Dr William Fleming,
Unilever Research Fellow,
Wellbeing Research Centre



Cunningham, S., Fleming, W., Regier, C., Kaats, M., & De Neve, J. (2024) *Work Wellbeing Playbook: A Systematic Review of Evidence-Based Interventions to Improve Employee Wellbeing*. World Wellbeing Movement.

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The drivers of work wellbeing

The Work Wellbeing Playbook categorises and concisely summarises interventions proven to improve one or more of these 12 'drivers' of workplace wellbeing identified by the research team.



Achievement

Employee wellbeing is linked to the achievement of work-related goals through use of skill, effort and dedication.



Appreciation

Expressions and actions of *genuine* appreciation can have a profound impact on wellbeing.



Compensation

Fair pay and other forms of compensation are foundational to building workplace wellbeing.



Energy

Energised employees are more engaged, productive, and happy at work.



Flexibility

Granting your employees with more freedom over *where* and *when* they work can improve their wellbeing and productivity.



Inclusion & Belonging

Diversity shapes the workforce while Inclusion and Belonging enable employees to thrive.



Learning

Empowering employees with autonomy and access to learning and development opportunities has multiple benefits for wellbeing.



Management

Supportive management is fundamental to how people feel at work and to ensuring the job gets done.



Purpose

Purpose can serve as a powerful motivator in the workplace that drives both performance and wellbeing.



Stress

Employee stress can pose serious risks to workplace wellbeing if left unaddressed. Identify and mitigate the root causes.



Support

Employees who feel *truly* supported are less stressed, more satisfied at work and perform better.



Trust

Trust fosters a safe work space where employees feel supported and valued, enabling greater creativity, innovation and collaboration.

Access the Work Wellbeing Playbook on the World Wellbeing Movement website at worldwellbeingmovement.org/playbook

WWM Insight Webinars

In 2023, we launched the WWM Insights Webinar series, delivering open-access online events that have engaged a global audience of leaders working to advance workplace wellbeing.

The inaugural webinar, which attracted over 200 live attendees and has since been viewed by more than 500 others, featured Prof Jan-Emmanuel De Neve sharing his groundbreaking research on the business case for investing in workplace wellbeing.

This was followed by two webinars on 'How to Boost Employee Wellbeing with the Work Wellbeing Playbook,' the first held in October 2024 and the most recent in February 2025, both attracting a similar audience size. Participants heard directly from three of the experts behind the Work Wellbeing Playbook, Sarah Cunningham, Dr William Fleming, and Cherise Regier. The Work Wellbeing Playbook categorises evidence-based interventions by 12 drivers of work wellbeing, and attendees were given an opportunity upon registering for the event to vote for which drivers should feature in the webinars.

All previous webinars are available to replay on the World Wellbeing Movement YouTube channel.



MindForward Alliance's Thriving at Work Guide

We are delighted to have collaborated with MindForward Alliance to create an updated Thriving at Work Framework.

This business-led and evidence-based Framework is designed to help organisations drive positive change and create mentally healthy workplaces. The Framework sets out ten workplace mental wellbeing standards that businesses should aim to meet. The Standards focus on areas such as leadership, people management, working conditions and accessible support, and will guide businesses to take action on workplace mental wellbeing at an organisational, team and individual level.

The updated Framework, which draws on the insights of over 100 businesses and latest academic research, includes:

- Examples of tried and tested workplace mental wellbeing interventions, business case studies and webinars
- Academic evidence of what interventions and approaches really do work
- Guidance on how to measure a) the mental wellbeing of employees and b) the impact of workplace mental wellbeing activity
- Support on how to ensure wellbeing strategies are inclusive
- The most recent evidence for why workplace mental wellbeing should be a priority for all businesses

The revised MindForwardAlliance Thriving at Work Framework - which includes contributions from the World Wellbeing Movement's Dr William Fleming, Sarah Cunningham, and Jonathan Whitney - gives businesses a clear roadmap for workplace mental wellbeing in today's post-pandemic world.



Indeed FutureWorks 2024

Our Co-founder, Prof Jan-Emmanuel De Neve, took to the stage at Indeed FutureWorks 2024 to present findings from the world's largest study on employee wellbeing. Conducted by our academic partner, the Wellbeing Research Centre, in collaboration with Indeed, this pioneering research provides compelling insight into the value of workplace wellbeing.

One of the standout findings revealed that companies on Indeed's 2024 Work Wellbeing 100 list, an index of the top public companies for work wellbeing, outperformed leading stock indices. This provides ground-breaking evidence that prioritising employee wellbeing positively impacts financial performance.

Prof De Neve also delved into the core drivers of workplace wellbeing, revealing that Belonging emerged as the top factor, ranking above Compensation and Flexibility in its influence on employee satisfaction and productivity.

Investing in wellbeing isn't just the right thing to do - it's the smart thing to do ”

Jan also hosted an engaging panel discussion with leaders from three organisations ranked in the top 10 of Indeed's Work Wellbeing 100, uncovering on the ground insights from organisations that are truly walking the talk. The panellists revealed how their companies are successfully embedding a wellbeing focus into their operations.

This discussion underscored the critical roles of leadership, work-life balance, and meaningful recognition in fostering thriving workplaces.

Jan called on businesses to make employee wellbeing a strategic priority, "Investing in wellbeing isn't just the right thing to do - it's the smart thing to do."





In Public Policy

At the World Wellbeing Movement, we believe that the overall objective of a government should be the wellbeing of its people. We further believe that all government policy should be looked at through the lens of wellbeing. Such changes would transform the way in which policies are assessed, created and implemented, leading to the emergence of fresh priorities that place a greater emphasis on addressing urgent mental health issues and the wellbeing of all citizens.

We've made strong progress in our mission to **put wellbeing at the heart of decision-making in public policy.**

UK Wellbeing Report

In March 2024, we published our inaugural UK Wellbeing Report to better understand the inequalities in life satisfaction (wellbeing) across the UK, and to shine a spotlight on the proportion of people in the UK living with very low levels of wellbeing (i.e. with a life satisfaction of 5 or below on a scale of 0-10), which we define as living 'below the Happiness Poverty Line' (HPL).

The findings from this report are alarming. A staggering 1 in 8 people in the UK live below the Happiness Poverty Line, and there are steep wellbeing inequalities across the country, with as many as 1 in 4 (25% of people) living below the HPL in some areas.

The report also revealed that the UK has not recovered to pre-pandemic wellbeing levels, with the number of people living below the HPL at risk of stabilising at a higher level of HPL than in 2019 (and the average life satisfaction rates look to be levelling off at a lower level than in 2019).

We ran a PR and media campaign to coincide with the publication of this important report. This resulted in one piece of national coverage, reaching a combined digital audience of 900,000. Additionally, we secured seven pieces of regional coverage, including three broadcast features, with a radio reach of 295,000 and a print/online reach of over 241,000.



ACCESS THE 2024
REPORT



The report findings were also picked up by @simplepolitics, an Instagram account which is dedicated to making news widely accessible, and has over 850,000 followers.

The Happiness Poverty line

It's International Happiness Day.
Hurrah! Oh, hang on...

The World Wellbeing Movement say 1 in 8 people they surveyed in the UK are living below the 'Happiness Poverty Line'.

People rated their life satisfaction on a scale of 1-10. Under 5 was 'below the poverty line.'

They claim this measure of wellbeing is more accurate for judging a successful society than other economic measures. **SP**

Overall findings:

- In Wales, 14% were living below the happiness poverty line, then Scotland (13%), England (11.5%) and N. Ireland (11%).
- Watford, Woking and High Wycombe had 1 in 20 residents below that line (the lowest).
- Birkenhead and Redditch fared the worst, with 1 in 4 people living below the line.
- Wellbeing rates have not recovered to pre-pandemic levels.
- In the World Happiness Report ranking, the UK has fallen from 13th to 20th place. **SP**

Read the 2024 UK Wellbeing Report on the World Wellbeing Movement website at worldwellbeingmovement.org/uk-wellbeing-report-2024

The World Wellbeing Policy Forum 2024

The World Wellbeing Policy Forum, organised by WOHASU® in collaboration with the World Wellbeing Movement, explored wellbeing and the cost of unhappiness in business, education, politics and government.

On Monday 18th March 2024, a series of distinguished speakers took to the stage in the historic Shaw Library at the London School of Economics and Political Science (LSE) to speak with a room of business leaders, policy makers, dignitaries and academics from across the globe.

The Forum aimed to promote an international dialogue for the exchange of global strategies, insights and empirical evidence on how to improve population wellbeing.

WOHASU® founder and CEO, and valued WWM Board member, Karen Guggenheim, opened proceedings with an inspiring keynote. This was followed by a series of keynotes, fireside chats, and panel discussions that explored five key themes:

- Promoting Wellbeing at Scale
- The Role of Government
- The Role of Business
- The Role of Politics
- The Role of Education



WWM Co-founder, Prof Lord Richard Layard hosted an engaging fireside chat with 19th and 21st US Surgeon General, Dr Vivek Murthy. While serving as US Surgeon General, Dr Murthy made addressing loneliness and social disconnection a priority for improving population wellbeing. He explained why with some stark research findings: “The risk of increased mortality that we were seeing with social disconnection was comparable to the risk of mortality with smoking, it was even greater than the mortality risk that we were seeing with obesity, and with sedentary living”.

“The risk of increased mortality that we were seeing with social disconnection was comparable to the risk of mortality with smoking

“Government has a unique role that it can play in highlighting and drawing attention to issues as ones of national and global priority

As the former Surgeon General of the United States, Dr Murthy was, at the time, the leading advisor and spokesperson on matters of public health in the US government, so it was encouraging to hear him emphasise the importance of prioritising people’s wellbeing in government decisions: “Government has a unique role that it can play in highlighting and drawing attention to issues as ones of national and global priority. Thinking about how social connection is impacted by policy, and how to shape policy to enhance social connection is really vital”.



The World Wellbeing Movement (WWM) were honoured to collaborate with WOHASU® to bring this event to life. Together, they were thrilled to host a number of distinguished speakers who set the stage for in-depth discussions on the critical intersection of wellbeing and public policy.



Karen Guggenheim,
WOHASU®



Prof Lord Richard Layard,
World Wellbeing Movement



Dr Vivek Murthy,
19th and 21st US Surgeon General



▲ The Role of Business (L-R):

- Moderator: Prof Jan-Emmanuel De Neve, Co-founder, World Wellbeing Movement
- Dr Diana Han, Chief Health and Wellbeing Officer, Unilever
- Alberto Nobis, CEO, VTG GmbH

▼ The Role of Politics (L-R):

- Moderator: Sarah Cunningham, Managing Director, World Wellbeing Movement
- Kim Leadbeater, Labour MP for Spen Valley, formerly Batley and Spen
- Tracey Crouch, then Conservative MP for Chatham and Aylesford, world's first Minister for Loneliness



▲ The Role of Education (L-R):

- Moderator: Pilar Saborio de Rocafort, Former Ambassador of Costa Rica
- Lucy Bailey, CEO and Founder, Bounce Forward
- Sir Anthony Seldon, President of IPEN (International Positive Education Network)



Our Message During The UK General Election

Ahead of the UK General Election in July 2024, the World Wellbeing Movement led a call for policymakers to place the wellbeing of people at the heart of the UK's policy agenda.

To support this, we ran a media and PR campaign highlighting the importance of a wellbeing approach to public policy creation. We gained significant coverage during this short time.



18.06.2024 | 6 min read

Wellbeing is not a luxury

In manifesto launch week in the UK, why wasn't wellbeing front and centre of all the manifestos?

“Every area of policy has implications for our wellbeing.

Wellbeing is not a luxury – it’s a basic human right, and it’s time for politicians to start putting wellbeing first.”



26.06.2024 | 4 min read

What would a wellbeing approach to government look like?

Five key policies that could emerge as priorities if we adopted a wellbeing first approach in government.

“The primary aim of the incoming administration should be to implement policies that significantly improve the health and wellbeing of our nation.”



23.07.2024 | 6 min read

Our reaction to the new UK government's plans – yes to growth, but only if we're growing the right things

Our take on the new UK government's plans: A step forward for wellbeing... but now is the time for a giant leap.

“Our call now is for the government to go further and prioritise the growth of population wellbeing over mere GDP growth alone.

In fact, research shows that when you focus on improving wellbeing, economic benefits will follow.”

Let's put wellbeing first.



Sarah Cunningham: I hope the next government prioritises people's wellbeing over GDP growth

Prioritising the wellbeing of people extends beyond essential healthcare investments.



Wellbeing is not a luxury. It's a basic human right which the next government must protect

There has been a notable absence in the priorities of those vying for Number 10.



Insights from the UK Wellbeing Report 2024

Sarah Cunningham discusses the UK Wellbeing Report 2024 on BBC Radio East of England's happiness themed radio show, on the International Day of Happiness.



The Leading Podcast with Rory Stewart and Alistair Campbell

WWM Board Member Lord Gus O'Donnell featured on the Leading podcast and voiced his long-standing support for the wellbeing agenda – recognising that success should be about something more fundamental than GDP alone, it should be about whether peoples' lives are improving.



BBC Radio 4 with Evan Davis

On July 3rd 2024, the day before the election, WWM Co-founder Lord Richard Layard featured in a six-minute segment on BBC Radio 4, where he urged politicians to make wellbeing the goal of government, using ONS' subjective wellbeing data as the measure.



The campaign culminated in a team visit to the Palace of Westminster in August 2024.



Participating in the 7th OECD World Forum on Wellbeing

The World Wellbeing Movement (WWM) team were honoured to join global wellbeing experts, economists and policy makers at the 7th OECD World Forum on Well-being, which took place in Rome on 4-6 November 2024.

Both WWM Co-founders, Prof Lord Richard Layard and Prof Jan-Emmanuel De Neve, contributed to expert panel discussions. Richard spoke on technical advances in wellbeing policy appraisal, design, and evaluation, whilst Jan contributed his expertise to an interactive session exploring the connection between wellbeing and dining together.



WWM World Wellbeing
Movement



Welcoming Our Head of Policy & Public Affairs

What inspired you to join the World Wellbeing Movement, and how does your experience align with our mission?

I first became interested in public health as a 23-year-old local Councillor in my hometown. I remember noticing the Council's shield contained a motto: '*Salus populi suprema lex esto*' – the wellbeing or welfare of the people is the highest law. The choice of words reflects the historic roots of local government in tackling poor sanitation and slum housing.

This early career experience has inspired me ever since, and I have spent the last fifteen years working in roles that advance a range of social causes, most recently as Head of Policy, Practice and Public Affairs at the UK Association of Directors of Public Health.

The World Wellbeing Movement is a home for the greatest political idea – a society with more happiness - and the best wellbeing experts and evidence. It feels like an important place to be right now.

What excites you most about our goal of putting wellbeing at the heart of public policy?

During the pandemic there was so much talk about 'building back better' – a sense that we needed to mark the collective trauma and loss experienced during Covid-19 by creating a fairer, healthier world for the future. I think we are yet to seize this opportunity, but I still have a feeling we can. Wellbeing is the most compelling story out there. It is both simple and big, ordinary and exciting. I think it is

something people intrinsically get – the notion of a good life. For policymakers, putting wellbeing first provides a structured way of achieving a good society, which is the reason most people go into public service.

Looking two years ahead, what do you hope to achieve in this role, and what would success look like for you?

I am hoping to achieve three things through working alongside my fantastic colleagues, our Board and Advisory Council, and a wider coalition who share our goal. Firstly, greater prominence in politics and in public discourse for the idea of wellbeing as a governing philosophy and for the science that underpins it. Secondly, that the Government makes fuller use of the data and evidence that is already available on wellbeing, such as the figures collated by the Office for National Statistics and the wellbeing guidance in the Treasury green book, to inform policy and funding decisions. Thirdly, I want the WWM to increase the coalition of support and momentum behind the call for governments around the world to adopt wellbeing as their ultimate purpose.

What obstacles do you anticipate in advancing wellbeing as a priority in public policy?

Let's be honest, there are still many who view wellbeing as a 'nice-to-have', but not as a serious issue and ultimately a private matter, rather than one for policymakers and businesses. We need to win hearts and minds. Hearts, because wellbeing is, at its essence, about better lives - and who



Q&A with Ben Wealthy

doesn't want that for themselves, their loved ones and their community? Minds, because adopting a wellbeing approach will enable us to address many of today's biggest challenges, from economic inactivity and productivity levels, to pressures on our health and social care system, to environmental sustainability.

Why should wellbeing matter to policymakers, and how do you plan to advocate for this in your role?

I think those involved in developing and implementing policy, whether elected representatives or civil servants, are motivated by wanting to bring about positive change and deliver improvements in people's lives. We also know that increasing life satisfaction is a vote-winner. Hence, wellbeing should matter greatly. I hope that by utilising the available evidence, refining our messaging and building strong connections, we can achieve real progress. We have ambitious plans - stay tuned!

You've had an impressive career, and we are so pleased to have you join our team. If you could travel back in time, to the very start of your career, what advice would you give to your 21-year-old self?

Ben Wealthy

Head of Policy & Public Affairs,
World Wellbeing Movement

I was very committed to work in my early twenties and that has led to lots of opportunities for which I am eternally grateful. However, I would say that whilst finding meaning in your career is worthwhile, balance is important in life – so make time for your family and friends, do some travelling, and cultivate interests for their own sake.

In other words, value your own wellbeing!



The Working on Wellbeing Podcast

The Working on Wellbeing Podcast by the World Wellbeing Movement, conceived and hosted by our Managing Director, Sarah Cunningham, and made possible through our collaboration with GoCreateAcademy, continues to spotlight leading wellbeing science experts and insights.

Now in its third season, the podcast has featured an inspiring lineup of guests from business, policy, and academia, including:

- **Dr Kelli Harding**, on kindness, social connections and happiness;
- **Prof Amy Edmondson**, on psychological safety;
- **Prof Ethan Kross**, on *Chatter*: the voice in our head and how to harness it;
- **Kim Leadbeater MP**, on early intervention wellbeing policies;
- **Prof Robert Waldinger**, on the world's longest study on happiness;
- **Dame Tracey Crouch MP**, on her role as the world's first Minister for Loneliness;
- **Dan Buettner**, on the path to a long and happy life;
- **Jen Fisher and KeyAnna Schmiedl**, on shifting from burnout to belonging;
- **Lucy Bailey and Leoni Boyle**, on fostering wellbeing in schools;
- **Jess Thom**, on mentally preparing Olympians and lessons beyond sport;
- and **Prof Amanda Kirby**, on building neuroinclusive workplaces.



LISTEN NOW



Listen now to **Working on Wellbeing**
A podcast series by the World Wellbeing Movement

worldwellbeingmovement.org/podcast

Acast





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Founder and CEO,
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Prof Lord Richard Layard
Founding Director, Centre for
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Lord Gus O'Donnell
Former UK Cabinet Secretary
and Head of the Civil Service



What Our Partners Say

In my role as Chief Health & Wellbeing Officer for Unilever, my team and I routinely use research insights to design health and wellbeing programs for a global workforce of over 100,000 employees. I'm delighted to support the World Wellbeing Movement and their evidence-based approach to improving employee wellbeing. Their Work Wellbeing Playbook curates workplace wellbeing interventions that are well established in the evidence-base as effective implementation options for employers.



Dr Diana Han
Chief Health & Wellbeing Officer,
Unilever

”



I am deeply honored to serve as a Board Member of the World Wellbeing Movement (WWM). Few organizations are as committed to placing wellbeing at the core of decision-making in business and public policy. I am particularly inspired by the WWM's focus on uniting leading businesses to transform the world of work and share insights at scale, ensuring that research, policy, and practice benefit as many as possible. Equally important is the WWM's mission to raise awareness of wellbeing's transformative impact in the public sector - a cornerstone for societal wellbeing and holistic national success. I look forward to continuing collaborations including through the World Happiness Summit and the World Wellbeing Policy Forum.

”

Karen Guggenheim
Founder and CEO,
WOHASU®



“

As Head of Wellbeing at HSBC and a founding member of the WWM, I've contributed to this unique partnership of academic, corporate, and philanthropic leaders. By sharing insights into advancing wellbeing in one of the world's largest banks, I've helped shape the WWM's research agenda. In return, the WWM's evidence-based, open access research has provided practical tools to measure and improve employee wellbeing. We have adopted their science-based measures in our employee feedback cycles, enabling us to make meaningful change. At HSBC, we see wellbeing as both a moral responsibility and a driver of business success. Our collaboration with the WWM underscores HSBC's commitment to supporting positive wellbeing for all our people, in every region we operate. Wellbeing is not just the right thing to do – it's a smart, strategic choice.

Andrew Gibbons
Head of Wellbeing,
HSBC



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The current key success metric for many governments, Gross Domestic Product (GDP), is a misguided pursuit. Many economists have long considered GDP a 'blunt tool', since it is a measure of money-making activity, not success.

I urge governments to focus on the ultimate goal: building better lives. We must prioritise what matters most: the wellbeing of people. In the UK, we've been measuring population wellbeing since 2010 and it is, in my view, the true measure of success. In fact, research shows that when you focus on improving wellbeing, economic benefits follow. Happy people are more productive, healthier, and ultimately feel better about their lives.

I'm therefore proud to be a Board Member of the World Wellbeing Movement (WWM), whose aim - to improve the quality of life for all, by putting wellbeing first in decision-making both in business and public policy - aligns perfectly with my vision. Since launching in July 2022, the WWM has already had an impressive impact through research publications, including the UK Wellbeing Report and the Work Wellbeing Playbook, as well as key events like the inaugural World Wellbeing Policy Forum, organised by WOHASU® in collaboration with the World Wellbeing Movement.

Lord Gus O'Donnell
Former UK Cabinet Secretary and Head of the Civil Service



At lululemon, we believe everyone has the right to be well and the path to wellbeing is only possible when tools, support, and resources are accessible to all. The World Wellbeing Movement unites a team of leaders from business, public policy, and academia to champion a shared vision: putting wellbeing first. We are proud to support this global coalition to ensure that evidence-informed wellbeing insights are translated into real-world impact.

”

Anne Wintroub
Head of Social Impact and Engagement,
lululemon





At Indeed, our mission is to help people get jobs. This mission is fueled by a bigger purpose and an understanding that a job is so much more than a paycheck—it's about dignity, purpose, and the opportunity to thrive. That's why we are committed to helping people find better work for better lives.



Our approach to work wellbeing is grounded in research, thanks to our partnership with the World Wellbeing Movement and the Wellbeing Research Centre at the University of Oxford. Together, we've demonstrated that wellbeing can no longer be an afterthought in the workplace. Instead, it must be a cornerstone of how we think about work itself.

This collaboration has enabled us to champion effective strategies to measure and improve workplace wellbeing. It starts with understanding how people feel at work. With over 25 million survey responses to date, we've built the world's largest study of work wellbeing. Based on these responses, we've developed the Indeed Work Wellbeing Score which measures the four key outcomes of wellbeing: job satisfaction, happiness at work, workplace stress, and sense of purpose.

We then analyzed the driving forces behind these indicators. These are the factors that help explain why employees feel the way they do - such as manager support, compensation, trust, and a true sense of belonging. With the WWM team, we created an open-access toolkit that offers practical, evidence-based interventions across 12 key drivers of workplace wellbeing. This resource is designed to empower employers everywhere to build healthier, more fulfilling workplaces.

This collaboration with WWM has strengthened our ability to help people not just find jobs - but better work. By fostering workplaces where people can truly thrive, we're not just helping employers attract and retain talent—we're creating a future where work empowers everyone to live better lives.

LaFawn Davis
Chief People & Sustainability Officer,
Indeed

A Word From Our US Brand Ambassador

Jen Fisher is a trailblazer in workplace wellbeing and human sustainability, and we're thrilled to welcome her as WWM's first-ever Brand Ambassador.

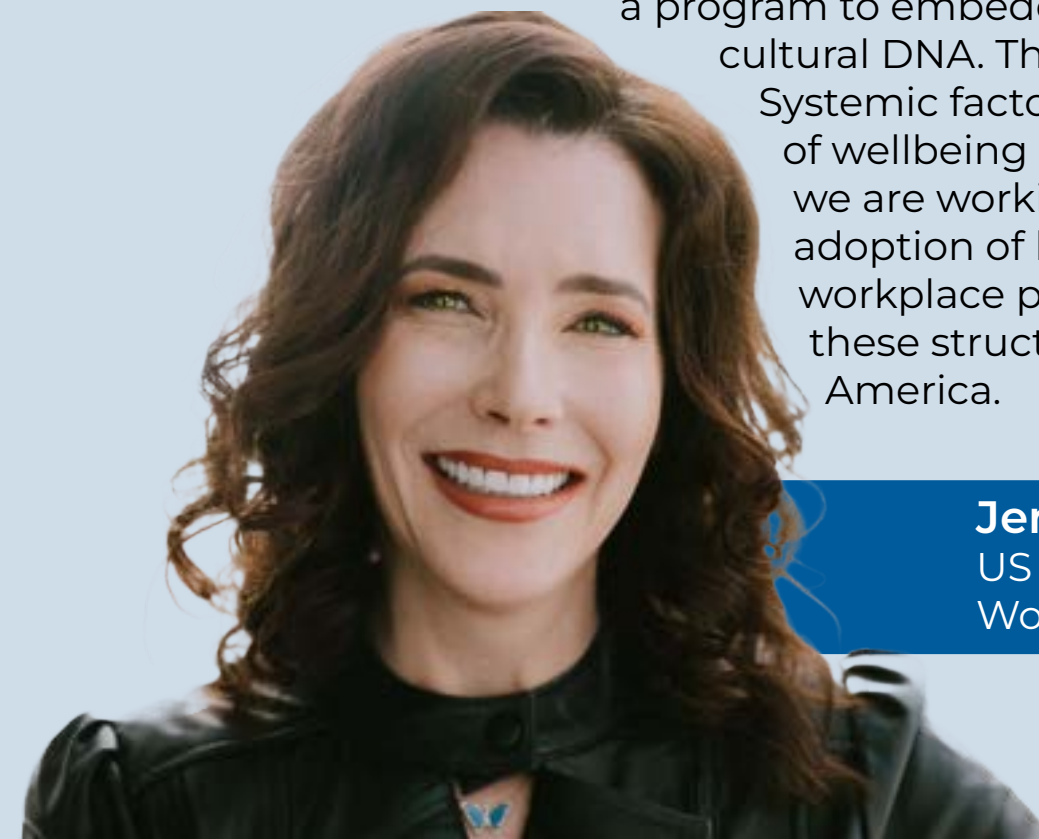


As someone who's had physical and mental health struggles, I've seen both personally and professionally how critical wellbeing is to sustainable success, and I've seen the impact that workplace support (or lack of support) can have on a person's recovery.

I'm thrilled to work with the World Wellbeing Movement (WWM) to expand their global mission. The WWM's aim to integrate wellbeing into business and public policy has a truly transformative potential. Having built and implemented a wellbeing strategy from the ground up for a massive global organization, I've seen firsthand how prioritizing wellbeing can revolutionize not just individual lives, but entire organizations. So, by putting wellbeing at the heart of decision-making in both business and public policy, we have the opportunity - and the obligation - to create a more sustainable, human-centered future.

As US Brand Ambassador for the WWM, my work focuses on helping American organizations to move from viewing wellbeing as just a program to embedding it into their cultural DNA. The research is clear.

Systemic factors account for 90% of wellbeing outcomes. Together, we are working to accelerate the adoption of human-centered workplace practices that address these structural elements across America.



Jen Fisher
US Brand Ambassador,
World Wellbeing Movement



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■ Founding, Premium and Standard Members

■ Associate Members

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If your organisation is interested in becoming a member of the World Wellbeing Movement, please email info@worldwellbeingmovement.org



The **World Wellbeing Movement** is proud to be housed within the Wellbeing Research Centre at Harris Manchester College, University of Oxford.



