

Impact Report 2026





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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An update from our Co-founders

Fundamentally, the mission of the World Wellbeing Movement (WWM) is a simple one: to put wellbeing at the heart of decision-making in both business, and public policy.

Putting this noble goal into practice, however, is only possible by means of a great deal of effort from a great many people.

Since its public launch in 2022, the World Wellbeing Movement has served as a catalyst for progress in both the business and policy realms, and – as a registered charity in England and Wales since 2024 – its social impact continues to grow.

Over the following pages, you will find details of our impact over the past 18 months. Such progress would not be possible without the support and efforts from so many people and organisations, to whom as co-founders of the WWM we feel an immense sense of gratitude.

First, we wish to thank the organisations whose sustained support, both financial, and strategic, enables our work across the world. We are grateful to the Bloom Wellbeing Fund, BT, Cisco, HSBC, Indeed, the LEGO Group, lululemon, Mastercard, the McKinsey Health Institute, S&P Global, Siemens AG, Unilever, the Victor Pinchuk Foundation, and WOHASU, amongst others, for their backing.

The Wellbeing Research Centre at the University of Oxford continues to serve as a spirited academic home for the World Wellbeing Movement. We are grateful, also, to the interdisciplinary team whose research underpins much of the Movement's work.

Second, we also extend our thanks to the countless collaborators – be they

individuals, organisations, thinktanks, or politicians – who have engaged with, amplified, or otherwise supported our work over the past 12 months.

Last, but by no means least, we save a special gratitude for Sarah Cunningham, who has tirelessly forged a path for WWM in its first four years of operation. Sarah's deep-rooted passion for our shared mission is evident in all that she does. We thank her, wholeheartedly, for lending her energy and expertise during this time, and helping to steer the embryonic Movement from a group of like-minded individuals to a social impact organisation and registered charity with a global reach.

We save a special gratitude for Sarah Cunningham, who has tirelessly forged a path for the WWM in its first four years of operation. Sarah's deep-rooted passion for our shared mission is evident in all that she does.

While Sarah will step away from her role as managing director in May 2026, we are pleased that she will remain part of the broader wellbeing movement through her continued contributions to the ever-expanding Work Wellbeing Playbook, and expert stewardship of the Movement's invaluable Expert Group on Wellbeing.

Looking ahead, there is much work still to be done in realising our mission. In turbulent and often testing times, our message for hope and progress is a clear one: 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

As I prepare to step down as Managing Director of the World Wellbeing Movement (WWM), I find myself reflecting on what an extraordinary four years this has been, and feeling deeply proud of what we have built together. Leading this organisation, alongside its distinguished co-founders, talented team, and global community of partners, has been such a privilege.

When co-founders, Prof Lord Richard Layard and Prof Jan-Emmanuel De Neve, invited me to lead the World Wellbeing Movement in 2022, they placed their trust in me to translate their vision into something real and impactful. To Richard and Jan, thank you for both the opportunity and your unwavering support every step of the way. The work reflected in the pages that follow speaks to the progress we have made together to put wellbeing at the heart of decision-making both in business and public policy.

The heart of the World Wellbeing Movement has always been its people.

The heart of the World Wellbeing Movement has always been its people. To everyone who has been part of Team WWM, including Jonathan, Charlotte, Ben, Harriet, and Cathy, thank you. You have poured immense talent, expertise, and care into these formative years, and the organisation would not be what it is today without you. It was a proud moment to see this recognised externally when Team WWM received the 'Social Impact' award at the InsideOut Awards, alongside a 'Behind the Scenes Champion' award for Charlotte Day and a 'Future Leader' recognition for Jonathan Whitney.



Image © Copyright WOHASU®

I am equally grateful to our colleagues at the Wellbeing Research Centre at the University of Oxford, our academic partner, for the invaluable research support they have provided over these past years. In partnership, we have translated academic insight into real-world impact, most notably through the Work Wellbeing Playbook, now used by organisations around the world to craft workplace wellbeing strategies grounded in evidence. The strong demand that led us to develop Work Wellbeing Playbook 2.0 reflects the growing appetite for practical, evidence-based guidance.

We have translated academic insight into real-world impact, most notably through the Work Wellbeing Playbook, now used by organisations around the world to craft workplace wellbeing strategies grounded in evidence.

My thanks go to the full author team behind both editions, and in particular to Dr Cherise Regier, with whom I have the honour of serving as co-lead author, and to Dr William Fleming, whose expertise also contributed to the MindForward Alliance Thriving at Work Framework, developed in partnership. I am also grateful to Dr Maria Cotofan for authoring our UK Wellbeing Reports, which continue to bring stark statistics around 'happiness poverty' into the public policy conversation.

A significant milestone for the WWM was being granted registered charity status in 2024, reflecting the importance of the work we do for the public good.



Our Board of Directors, who serve as trustees of the charity, have played a central role in its stewardship through this period of growth. I am deeply grateful to our Board members Richard, Jan, Barbara, Gus, Karen, LaFawn, and, more recently, Kate, for their wisdom, time, and generous counsel.

Alongside this, our Advisory Council has provided invaluable strategic insight, while our Expert Group on Work Wellbeing has ensured that our work remains grounded in real-world practice, enabling us to deliver meaningful impact in support of our charitable mission. My thanks to all members of both groups for the generosity of your time and insight. We could not do this work for the public good without the generous support of our corporate and philanthropic partners, to whom I am deeply grateful. A significant step forward for the WWM was the appointment of our Head of Policy and Public Affairs, Ben Wealthy, just over 18 months ago. This senior role, made possible through the support of the Bloom Wellbeing Fund, has enabled us to extend our impact and strengthen our policy work. Since then, Ben has played a central role in supporting the re-establishment of the UK's All-Party Parliamentary Group on Wellbeing Economics, helping to give wellbeing a formal place in UK Parliament.

Among the experiences I am most grateful for is the opportunity to have conceived and host the Working on Wellbeing podcast. Across three seasons and 26 episodes, I have had the privilege of sitting down with leading voices in wellbeing science and practice, from Prof Amy Edmondson on psychological safety, to Prof Robert Waldinger on the longest-running study of human happiness, to Prof Amanda Kirby on neuroinclusive workplaces. Many of my distinguished guests, including Alastair Campbell, Jen Fisher and Niall Breslin, have spoken candidly about their own mental health journeys and shared practical insights on recovery and

resilience, as well as what business leaders and policymakers can do to improve wellbeing at scale. To every guest who has given their time, expertise, and honesty, thank you. I am also grateful to S&P Global for their support of seasons two and three of the podcast.

Four years has gone quickly. What has been built over that time is something I am deeply proud of, and it has been a privilege to lead the World Wellbeing Movement through its formative stage.

While I am stepping down, I am not stepping away completely. I will stay close, as Chair of the WWM Expert Group on Work Wellbeing and as an active co-author of the Work Wellbeing Playbook. And who knows, there might even be more episodes of the Working on Wellbeing podcast to come!

The work of the World Wellbeing Movement is only just beginning.

The work of the World Wellbeing Movement is only just beginning. The case for putting wellbeing at the heart of decision-making both in business and public policy has never been clearer. The evidence is strong, the tools exist, and the momentum is building.

Thank you for these four extraordinary years.

Let's put wellbeing first.

Sarah Cunningham
Managing Director



Photograph of the World Wellbeing Movement Holiday team outing at Blenheim Palace, December 2025



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



Photograph at our academic partner, the Wellbeing Research Centre's, Holiday party, December 2025

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.

Over the last 18 months we've continued to progress our mission to **put wellbeing at the heart of decision-making in business.**

Work Wellbeing Playbook 2.0

Work Wellbeing Playbook 2.0 builds upon our first edition, created with our academic partners, the Wellbeing Research Centre at the University of Oxford, and with support from World Wellbeing Movement founding member Indeed.

Playbook 2.0 expands the resource to feature even more evidence-based interventions organised into a broader, clearer framework to enhance ease of use.

Six new drivers of work wellbeing:

 <p>Autonomy Giving employees decision-making power over how, when, and where they do their job boosts motivation and reduces stress.</p>	 <p>Operational Design Well-designed and streamlined systems enable employees to focus on meaningful tasks.</p>	 <p>Employee Voice Giving employees formal and informal channels to share ideas and concerns can enhance wellbeing by fostering trust and fairness.</p>
 <p>Workload Pressures A manageable workload can enhance engagement, while role overload can lead to burnout.</p>	 <p>Job Security Interventions that reduce one's actual and perceived risk of job loss are fundamental to workplace wellbeing.</p>	 <p>Leadership Leadership extends beyond role-based authority to shape vision, values, and organisational culture.</p>

The six additional drivers join 12 existing drivers:

 <p>Achievement Employee wellbeing is linked to the achievement of work-related goals through use of skill, effort and dedication.</p>	 <p>Appreciation Expressions and actions of <i>genuine</i> appreciation can have a profound impact on wellbeing.</p>	 <p>Compensation Fair pay and other forms of compensation are foundational to building workplace wellbeing.</p>
 <p>Energy Energised employees are more engaged, productive, and happy at work.</p>	 <p>Flexibility Granting your employees with more freedom over <i>where</i> and <i>when</i> they work can improve their wellbeing and productivity.</p>	 <p>Inclusion & Belonging Diversity shapes the workforce while Inclusion and Belonging enable employees to thrive.</p>
 <p>Learning Empowering employees with autonomy and access to learning and development opportunities has multiple benefits for wellbeing.</p>	 <p>Management Supportive management is fundamental to how people feel at work and to ensuring the job gets done.</p>	 <p>Purpose Purpose can serve as a powerful motivator in the workplace that drives both performance and wellbeing.</p>
 <p>Stress Employee stress can pose serious risks to workplace wellbeing if left unaddressed. Identify and mitigate the root causes.</p>	 <p>Support Employees who feel <i>truly</i> supported are less stressed, more satisfied at work and perform better.</p>	 <p>Trust Trust fosters a safe work space where employees feel supported and valued, enabling greater creativity, innovation and collaboration.</p>



Regier, C., Cunningham, S., Fleming, W., Kirienko, A., Kaats, M., & De Neve, J. (2025). *Work Wellbeing Playbook: A Systematic Review of Evidence-Based Interventions to Improve Employee Wellbeing*. World Wellbeing Movement.

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

A model of workplace wellbeing

This workplace wellbeing model, co-created alongside experts from the Wellbeing Research Centre, and first presented in 'Why Workplace Wellbeing Matters' by Prof Jan-Emmanuel De Neve and Dr George Ward, is the foundation for Playbook 2.0.

The model categorises the now 18 drivers of work wellbeing into six broader domains:



Our goal has always been to bridge the gap between academic research and real-world business practice.

With Work Wellbeing Playbook 2.0, we continue to provide the highest-quality evidence in a format that's clearer, more practical, and easier to use.



Dr Cherise Regier
Research Associate,
Wellbeing Research Centre

Each recommendation in Work Wellbeing Playbook 2.0 is also labelled as an individual-, team-, job-, or organisation-level intervention, to help leaders implement a comprehensive approach to workplace wellbeing.

Localisations

In an effort to further increase the accessibility of the Playbook, and with the support of Indeed, we have published condensed versions of the Work Wellbeing Playbook in three additional languages: Dutch, French, and German.



We were blown away by the positive feedback from business leaders who put the recommendations made in our first Work Wellbeing Playbook into action.

We've listened carefully to their experiences and this expanded resource continues to evolve, both with the science of workplace wellbeing, and with the realities faced by today's busy business leaders.



Sarah Cunningham
Managing Director,
World Wellbeing Movement

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



WWM Insight Webinars

The WWM Insights Webinar series delivers open-access online events to further engage our global audience of leaders working to advance workplace wellbeing.

Alongside the expansion of our Work Wellbeing Playbook, we extended this series, providing an insights webinar with two of our expert authors for each new driver publication.

These 20-minute videos enable our researchers to share evidence-based workplace wellbeing interventions and offer best-practice guidance. The series plays an important role in improving the accessibility and inclusivity of the Playbook, further extending its impact.

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



Team WWM receive the Social Impact Award

The World Wellbeing Movement team were delighted to be awarded the Social Impact Award at the InsideOut Awards 2025!

The InsideOut Awards® are an annual celebration that recognises organisations, initiatives, and individuals who champion mental health and wellbeing in the workplace.

Congratulations also to Charlotte Day for receiving the Behind the Scenes Champion award, and to Jonathan Whitney who was highly commended in the Future Leader category.



Sarah Cunningham and Dr William Fleming publish workplace wellbeing study

In a study by Sarah Cunningham and Dr William Fleming, published in Computers in Human Behavior Reports, the researchers tested whether switching from email to voice messages for short, asynchronous managerial communication could reduce negative interpretation.

Email is efficient, but it strips away cues such as tone and emphasis that help us interpret a sender's intent. This can create ambiguity.

When a message is ambiguous, people naturally fill in the gaps. And often, those gaps are filled negatively. This is known as negative interpretation bias.

In the study, identical managerial messages across common workplace scenarios were delivered via email or voice note to test this directly.

The insight: it is not the medium itself that really matters, but how effectively it reduces ambiguity.

“ A short voice note won't solve every communication problem, nor should it replace email entirely, but when it reduces ambiguity in short, conversational-style messages, it can prevent needless misunderstandings, especially in hybrid and geographically-dispersed teams.



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 great strides towards our mission to **put wellbeing at the heart of decision-making in public policy**.



UK Wellbeing Report 2025

Nearly 7 million UK people – around 13% of the population aged 16 and above – are estimated to be living below the Happiness Poverty Line.

The World Wellbeing Movement defines the Happiness Poverty Line as those who rate their satisfaction with life at 5 or below on the 0-10 scale reported by the Office for National Statistics (ONS).

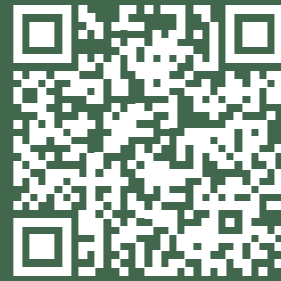
Using the latest annual life satisfaction data made available by the ONS, the 2025 UK Wellbeing Report estimates that an additional 650,000 UK adults – enough to fill Wembley Stadium more than seven times – have fallen below the Happiness Poverty Line compared to the previous 12 months.

Of the home nations, Wales has the highest proportion of residents living below the Happiness Poverty Line (15%) and Northern Ireland has the lowest (12%).

Worryingly, the gradual improvements in average UK wellbeing levels observed before the Covid-19 pandemic have been erased. Prior to 2020, the proportion of people living below the Happiness Poverty Line was falling year on year. Despite an initial recovery in 2022, that trend has since reversed.

And the latest quarterly figures released by the ONS in May 2025 confirm that this stagnation extends into at least the last quarter of 2024.

The World Wellbeing Movement is working alongside a cross-party group of Parliamentarians and other policy experts to better understand and address the conditions required to build better lives, and is calling for the UK Government to put the wellbeing of people at the heart of decision-making.



ACCESS THE REPORT



Photograph of the 2025 UK Wellbeing Report team outside the Houses of Parliament, June 2025



Photograph of Lord Gus O'Donnell speaking at the Parliamentary launch of the 2025 UK Wellbeing Report, June 2025

The World Wellbeing Policy Forum 2025

For World Mental Health Day 2025, the World Wellbeing Movement was delighted to be a knowledge partner at the World Wellbeing Policy Forum at Gallup's London HQ, organised by the WOHASU® Wellbeing Foundation.

Following the success of the inaugural Forum at The London School of Economics and Political Science (LSE) in 2024, this important event continues to bring leaders in the public and private sector together to collaborate on our shared vision for a world where wellbeing comes first.

As proud knowledge partners, we were honoured to host a discussion on the importance of taking a cross-party approach to embed wellbeing in public policy with WWM Board members Prof Lord Richard Layard and Lord Gus O'Donnell, as well as former MP and founder of the UK's APPG for Wellbeing Economics, Jo Swinson.

WOHASU® founder and CEO, and valued WWM Board member, Karen Guggenheim began the morning's discussion with an opening address to attendees, recognising the progress made since the last Forum.

The first discussion was between Jim Clifton, Chairman of Gallup and Jeremie Brecheisen, the Managing Partner of Gallup's EMEA Division. They discussed the role of measuring wellbeing in business, society, and education. Jim emphasised the importance of measuring wellbeing globally, explaining "We ought to have thriving right next to GDP. As soon as that's right next to GDP, we'll manage the whole world better".

Currently, we don't have the right measures to run the world. Jim refers

to the missing 'emotional economy': a well-measured, reported and prioritised indicator of how people on earth are feeling.

Whilst Gallup have been collecting happiness data for many years, with the World Happiness Report publishing a high-quality analysis by world-leading researchers since 2012, wellbeing remains widely ignored in top-level decision-making.

The next conversation shifted focus onto the role of policy. This panel, moderated by our Managing Director, Sarah Cunningham, saw British politicians from across the political spectrum outline a vision for placing wellbeing at the heart of political decision making.

Lord Richard Layard (Labour), Lord Gus O'Donnell (Former UK Cabinet Secretary and Head of the Civil Service, Cross-Bench) and Jo Swinson (Former Leader of the Liberal Democrats) shared their view on the best approach to making wellbeing central to government policy, both in the United Kingdom and globally.

It is a very, very polarised political situation at the moment, in very many countries. At least wellbeing is something that people can agree on.

The panel spoke to the power of wellbeing as a cross-party unifier, acknowledging the important role that the newly-revived All-Party Parliamentary Group on Wellbeing Economics will play in this. In a politically turbulent time, wellbeing is an issue that people broadly agree on. Everyone wants a better and happier future for themselves, and for their children.

Next up was an important conversation with the private sector.

Anna Borg, Head of Psychosocial Health and Wellbeing at Siemens, and Nancy Hey, Director of Evidence and Insight at Lloyd's Register Foundation, spoke with Karen Guggenheim about the many ways in which the private sector can partner with the public sector to drive systemic change for employee wellbeing.

You need a village to raise a child, and to raise wellbeing you need the whole company.

Anna and Nancy both shared stories from their own careers to highlight successes, as well as methods that are best avoided. As Nancy shared, it is important to be intentional with any change, as change can challenge people's sense of belonging if not introduced thoughtfully. Anna explained how important it is to get company-wide buy-in if you are to genuinely transform an organisation's approach to wellbeing. And beyond the private sector, you need society at large to share the same goal.

The morning closed with a panel on the Role of Education, featuring Dr. Jose Dotres, Superintendent of Miami-Dade County Public Schools, Karen Guggenheim and Gallup's Managing Director, Ilana Ron Levey.

Dr. Dotres shared the impressive steps they've taken in Miami, by partnering with the WOHASU® Wellbeing Foundation, to support the wellbeing of school children and teachers in the district. They were rightly concerned about declining youth mental health levels in the United States and wanted to provide support through leadership training to create a happier, more resilient school community.



This investment allowed leadership teams in schools across the District, the third largest in the US, to step up and prioritise wellbeing. Interestingly, it didn't take long before they saw the benefits of this support extend beyond the leaders, to the teachers and students, and beyond to families and their communities.

The panellists also emphasised the importance of measurement within the school setting: "As we build our strategic plans, one of the measures, one of the objectives, is going to be the wellbeing of our teachers and the wellbeing of

students, so that we can measure the wellbeing of an organisation".

Karen reflected on what makes us human, and the importance of bringing these unique qualities back into the centre of society. She shared the idea that, "The most precious thing we have is our time and attention", which the science shows are "basic things with amazing impacts". She called for us to rediscover these elements that have been lost in the process of society advancing exponentially, and prioritise them properly.



Karen Guggenheim, WHOASU®



Jim Clifton and Jeremie Brecheisen on measuring wellbeing in business, society, and education.



Sarah Cunningham, Prof Lord Richard Layard, Jo Swinson, and Lord Gus O'Donnell on wellbeing public policy.



Karen Guggenheim, Anna Borg, and Nancy Hey on wellbeing in the private sector.



Ilana Ron Levey, Dr. Jose Dotres, and Karen Guggenheim on wellbeing in education.

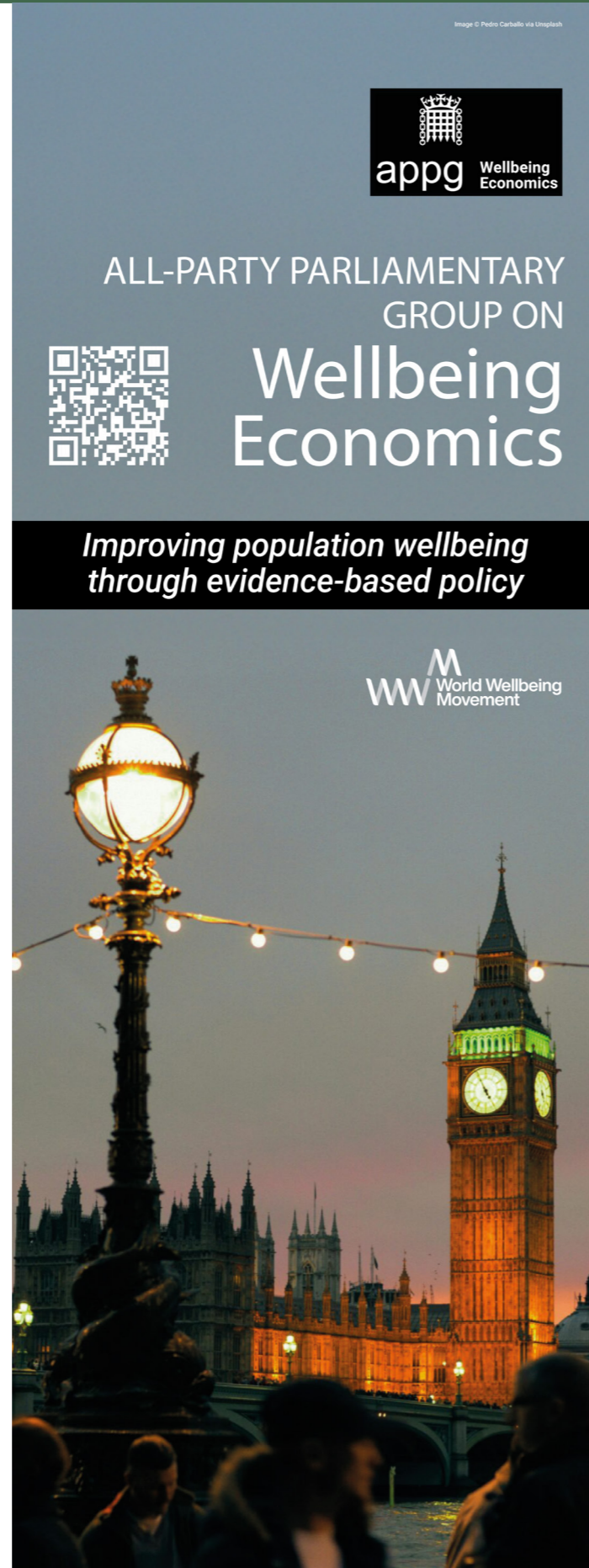
All-Party Parliamentary Group on Wellbeing Economics

A cross-party collective of Parliamentarians have thrown their support behind the All-Party Parliamentary Group (APPG) on Wellbeing Economics, newly revived by the World Wellbeing Movement.

The APPG on Wellbeing Economics is run by, and for, Members of the Commons and Lords, and will draw upon academic experts as well as leaders in business and civil society to develop evidence-based strategies and policies to improve wellbeing across the UK.

The group is chaired by Labour MP, Peter Lamb, with former UK Cabinet Secretary, Lord Gus O'Donnell (crossbench) serving as co-chair. Baroness Claire Tyler (Liberal Democrat), and former Health and Social Care Secretary and Chancellor, Sir Jeremy Hunt MP (Conservative) will occupy the vice-chair roles. A full list of members is available on the APPG's new website, including Parliamentarians from the Green Party and the Scottish National Party.

A predecessor to the APPG on Wellbeing Economics was originally formed in 2009 under the leadership of former Liberal Democrat leader Jo Swinson, and has been reconstituted in 2025 with the support of the World Wellbeing Movement. Secretariat duties for the forerunner group were previously fulfilled by the New Economics Foundation and latterly the What Works Centre for Wellbeing.



The APPG has already hosted three Parliamentary meetings:

- **Wellbeing, growth, and the public finances** (October 2025);
- **How to measure wellbeing** (with the APPG on Healthy Places, January 2026);
- **Social media and wellbeing** (March 2026).

Co-chairs Peter Lamb MP and Lord Gus O'Donnell also wrote an important piece for The House Magazine outlining why putting wellbeing first could be the unifying vision during politically turbulent times.



ACCESS THE HOUSE MAGAZINE ARTICLE



Find out more about the APPG on Wellbeing Economics at wellbeingeconomics.co.uk, where you can also sign up to our dedicated APPG newsletter.

Evidence submission for the Business and Trade Committee 2026



READ OUR SUBMISSION

When the Business and Trade Committee called for submissions, our message was clear: **prioritising wellbeing can play a key role in driving economic growth.**

We called on the Committee to explicitly investigate the link between wellbeing and economic performance. Wellbeing should be a core element of a modern growth strategy, and its current omission is a drag on the UK economy.

We look forward to other opportunities to contribute to the Committee's work and to continue highlighting the evidence-based case for boosting economic growth through a focus on wellbeing.



Prioritising wellbeing and acting on its drivers, both in the workplace and more widely across society, can play a key role in driving economic growth.



Catching up with our Head of Policy & Public Affairs

What is your proudest achievement since joining Team WWM in September 2024?

I'm proud that we have re-established the All-Party Parliamentary Group on Wellbeing Economics.

Since it was formally registered in July 2025, it has been heartening to see and hear the genuine interest so many Parliamentarians have in prioritising wellbeing. I would particularly like to thank our Chair, Peter Lamb MP, and Co-Chair, Lord Gus O'Donnell as well as all the members from across the political spectrum who have got involved. It has provided a valuable platform to disseminate evidence about the role wellbeing can play in boosting the economy and the harms caused to children and young people through heavy social media use, for example. We always knew that the APPG would have a crucial function in sharing research but of course we have an even bigger ambition: to develop and promote wellbeing approaches and policies that create happier lives.

Have you encountered any unexpected obstacles or made any surprising discoveries in the work you've been doing to put wellbeing at the forefront of UK politics?

I have certainly been reminded of challenges that are common when campaigning for change.

First, the political world is a hectic one. Politicians - particularly those serving in government - are beyond busy. This

means being persistent and, crucially, recognising they are time poor. They want to be assured that we have done our research on wellbeing, but they need information in an accessible, concise form. Secondly, politicians and political parties rightly have their own priorities, rooted in their community, history, principles and experience. I think we need to listen to those we are trying to influence and show how putting wellbeing in the spotlight can address the big politics challenges of our times from poor economic performance to high welfare costs to divided communities. Wellbeing is the solution.

Wellbeing is the solution.

How would you like to see the work of the APPG on Wellbeing Economics impact the UK Government?

The most important thing is that the APPG is seen as a serious, credible forum. We must always be concerned with evidence and solutions that will work for wellbeing; that are costed and practical. I would hope Ministers and civil servants are inspired by the cause of wellbeing, but also that they think the APPG is coming up with tangible, workable ideas that will make a difference. If we are successful, the UK Government could operate quite differently in the future. I would like it to be rewired for wellbeing, so every Minister, and official, and each department policy and funding decision, seeks to improve people's wellbeing. The outcome has to be no less than: more happiness, more evenly spread.

The outcome has to be no less than: more happiness, more evenly spread.

How does your main focus to put wellbeing first in public policy relate to the World Wellbeing Movement's other key focus of putting wellbeing first in business?

They go hand-in-hand. We are committed to making the case that wellbeing is good for businesses to a political audience, and we have done so through the APPG as well as in submissions to the Business and Trade Committee. I think wellbeing can be a shared endeavour and aspiration for businesses and politicians. Whether you are working in the private sector or sitting in Westminster or Whitehall, you want a successful, productive economy in which businesses flourish and employees are productive - and receive decent pay and conditions in return.

If you could change one policy or regulation to improve population wellbeing instantly, what would it be?

In 2010, the UK Government enshrined a law with the goal of ending child poverty by 2020. Unfortunately, that law was repealed and today one in three children live in poverty. I would bring back the Child Poverty Act and make sure every child has a good start in life, free from poverty and with that freedom the opportunity to create a healthy, happy and

fulfilling life. I think it should be our number one mission as a society.

Looking ahead five years, what changes do you hope to see in how wellbeing is prioritised globally?

Most weeks I see and hear references to GDP dozens of times - on social media, in newspapers, in TV documentaries, in think tank reports, in Parliament and at events. So, first, I would love to see wellbeing mentioned just as much as GDP. Second, I think leaders in all walks of life need to step up and champion wellbeing. Third, as employees and electors we need to demand change together. Fourth, wellbeing has to be institutionalised in our workplaces, our communities and our politics - we need to ditch the processes, products and policies that are harming our wellbeing and replace them with wellbeing enhancing practices.

The World Wellbeing Movement has a role to play directly and in terms of building a movement for change. What could be more exciting?

Ben Wealthy
Head of Policy & Public Affairs,
World Wellbeing Movement



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.

Across its first three seasons, the podcast has featured an inspiring line-up of guests from business, policy, and academia, including:

- **Prof Amanda Kirby**, on building neuroinclusive workplaces;
- **Alastair Campbell**, on embedding wellbeing into government and his own mental health journey;
- **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;
- **Lucy Bailey and Leoni Boyle**, on fostering wellbeing in schools;
- **Jess Thom**, on mentally preparing Olympians and lessons beyond sport;
- and **Dan Buettner**, on the path to a long and happy life.



Working on Wellbeing

A podcast series by the World Wellbeing Movement



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Our Team



Sarah Cunningham
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Marketing Officer



Harriet Goss
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Unilever Research Fellow, Wellbeing Research Centre



Dr Cherise Regier
Strategic Advisor, WWM & Research Associate, Wellbeing Research Centre

■ Advisory Council



Girish Ganesan (Chair)
Chief People Officer, S&P Global



Anna Borg
Head of Psychosocial Health and Wellbeing, Siemens



Sheila Champion-Smeeth
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Director of Global Benefits and Wellbeing, Indeed



Anne Wintroub
Head of Social Impact and Engagement, lululemon



Sujatha Zafar
VP, Global Head of Community & Workplace Engagement, S&P Global

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Board Director, Advisor &
Enterprise Transformation Executive



Prof Jan-Emmanuel De Neve
Director, Wellbeing Research
Centre, University of Oxford



Karen Guggenheim
Founder and CEO,
WOHASU®



Barbara Jeffery
Partner,
McKinsey & Company



Prof Lord Richard Layard
Founding Director, Centre for
Economic Performance, LSE



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



Kate Thompson
Co-founder,
BusinessFourZero

Welcoming Kate Thompson to the WWM Board

Kate Thompson joins the World Wellbeing Movement with a distinguished track record of driving meaningful change, bringing invaluable experience from her work with pioneering organisations including Action for Happiness and The King's Trust.

Kate's focus on wellbeing is both personal and professional. From an early age, she saw how deeply mental wellbeing shapes lives. That knowledge led her to study behavioural science, and later lend her expertise to charitable organisations who prioritise wellbeing through both evidence-based approaches and practical impact. An exited entrepreneur and C-Suite leader, Kate co-founded BusinessFourZero, a purpose-driven change consultancy, and scaled it internationally to its acquisition by Heidrick & Struggles. We are honoured that she is bringing her expertise in wellbeing, gender equity and responsible business to our charity.

The World Wellbeing Movement sits exactly where this matters most: translating rigorous evidence into decisions in both business and government.

The World Wellbeing Movement aligns perfectly with Kate's aim to take the wellbeing agenda further upstream – into the systems, institutions and decisions that shape everyday life for millions of people. Kate joins us because she believes that “the World Wellbeing Movement sits exactly where this matters most: translating rigorous evidence into decisions in both business and government.”

Looking forward five years, Kate reflected on the changes she would like to see in both business and government priorities. In business, Kate would like workplace wellbeing to become a “standard, reportable measure of business health tracked with the same seriousness as other core performance indicators, and scrutinised by boards, investors and employees alike. What gets measured properly gets prioritised properly”.

On the policy side, she hopes we see “wellbeing treated far more seriously as a measure of real progress – not in opposition to growth, but as part of how we create it”, with “more leaders in business and politics judged not only by income, profit or GDP, but also by whether people genuinely feel their lives are getting better – which may sound vague, but can in fact be measured with real scientific rigour.”

Kate Thompson
Board of Directors,
World Wellbeing Movement



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®



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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
Group Head of Performance,
HSBC

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.

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Anne Wintroub
Head of Social Impact and Engagement,
lululemon



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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

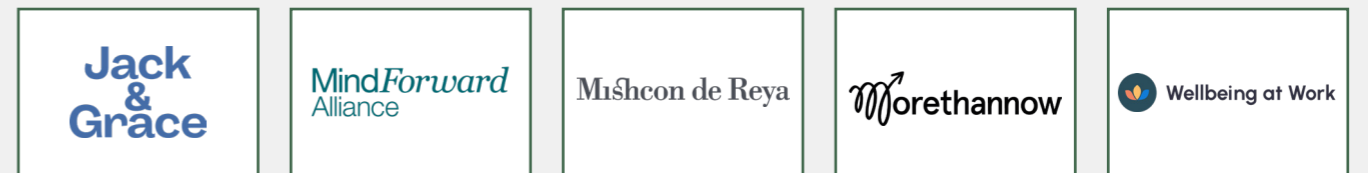




■ Founding, Premium and Standard Members



■ Associate Members



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.



