



INTERNATIONAL SPIRIT AT WORK AWARD APPLICATION

Name of Organization: Green Mountain Coffee Roasters, Inc.

III. The Application

Applications require a written description of the organization and a description of how they meet the criteria (see below). Please type your responses to the items below into this MS Word Document. Applications must contain sufficient background information so Committee members can make informed choices. Please limit the application to a maximum 12 pages in addition to this document (i.e. a total of 20 pages). All applications must be submitted by email to judi@spiritatwork.org

The contact person cited on the application must make themselves available for questions should Committee members require more information.

Your application needs to include:

1) Basic Data:

a) Name of Organization (can be a division of a larger organization):

Green Mountain Coffee Roasters, Inc. (GMCR)

b) Date of founding:

Green Mountain Coffee Roasters was founded as a small, entrepreneurial coffee roaster in 1983. The company went public in July 1993.

c) Number of employees: 1,073 full-time, 71 part-time

d) Nature and scope of business:

GMCR, Inc., is a leader in the specialty coffee industry. We have two business segments: Green Mountain Coffee (GMC) and Keurig, Incorporated. GMC roasts and distributes more than 100 varieties of whole bean and ground coffees through multiple channels including office coffee service (OCS), consumer direct (catalogs and website), resellers, food service, supermarkets, restaurants and convenience stores. The majority of GMC's revenue is derived from its wholesale customer accounts located primarily in the Eastern United States. Keurig is a pioneer and leading manufacturer of gourmet single-cup brewing systems and markets its premium patented single-cup brewing systems for consumers at home (AH) or away-from-home (AFH). Keurig sells its single-cup brewers, coffee, tea and hot cocoa in K-Cups produced by a variety of roasters, including GMC, and related accessories mainly in domestic wholesale and retail markets, and also directly to consumers.

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

e) Location(s):

Formatted: Bullets and Numbering

Our GMCR, Inc., headquarters and Green Mountain Coffee (GMC) segment headquarters are located at: 33 Coffee Lane, Waterbury, VT 05676.

Keurig, Inc., is headquartered at: 55 Walkers Brook Drive, Reading, MA 01867

We also have Regional Operation Centers (ROCs) in: Southington, CT; Wilmington, ME; Biddeford, ME; and Latham, NY.

We have manufacturing facilities in Waterbury and Essex, Vermont.

f) Website address (if applicable)

Formatted: Bullets and Numbering

[www.gmcr.com](http://www.gmcr.com) and [www.keurig.com](http://www.keurig.com)

## 2. Contact Information

a) Contact Person's Name:

Bob Stiller

b) Position:

Chairman of the Board

c) Phone:

802-882-2126

d) Email:

[Bob.Stiller@gmcr.com](mailto:Bob.Stiller@gmcr.com)

e) Cell phone:

unpublished

f) Mailing Address:

33 Coffee Lane, Waterbury, VT 05676

Please provide full contact information for a back-up contact person in case we cannot make contact with you for any reason.

g) Backup Contact Person's Name:

Diane Davis

h) Position:

Assistant to the President

i) Phone:

802-882-2125

j) Email:

[Diane.Davis@gmcr.com](mailto:Diane.Davis@gmcr.com)

k) Cell phone:

802-310-8745

l) Mailing Address:

33 Coffee Lane, Waterbury, VT 05676

Note: It is essential that all this contact information be provided so that we can follow up with you.

**3. A Brief Description of Your Organization:**

a) What are the vision and mission; philosophy and core values of your organization?

Green Mountain Coffee Roasters is a values-driven company. We work to make a profit – but it is profit for a higher purpose.

We truly aspire to the belief that everyone we interact with will be better off for having known us. That is, every stakeholder will have the “ultimate coffee experience” not only in the quality of our coffee but in the quality of our relationships and the way we do business. Through this conscientiously profitable business model we hope to inspire others to view business as a partner in a global effort to create long-term solutions and sustainability for people and ecosystems worldwide.

**Green Mountain Coffee Roasters Purpose and Principles**

*Our Purpose*

Our purpose is to create the ultimate coffee experience in every life we touch from tree to cup – transforming the way the world understands business.

*Our Principles*

**DECISION-MAKING – At the most effective level.** We make timely, informed, criteria-based decisions aligned with our business goals. Our decisions are made with personal commitment, ownership and accountability.

**LEADERSHIP – At every level.** We develop leaders that demonstrate a high level of competence, generate trust and bring out the best in themselves and those around them.

**COMMUNICATION – Open dialogue.** In our thriving, healthy organization, we share information, ideas, and successes.

**APPRECIATING DIFFERENCES – Finding opportunity in conflict.** Opportunity comes from welcoming different opinions and ideas with mutual respect.

**PERSONAL EXCELLENCE – Strong organizations rely on strong individuals.** We are responsible to do our personal best for ourselves, our co-workers, and our company. Personal

excellence is built on a high level of skills, knowledge, self-awareness, self-motivation, and respectful intentions toward all.

**BUSINESS SUCCESS – Financial Strength.** We deliver steady growth in market share, sales and profit. Financial strength benefits employees, stockholders and communities worldwide.

**CONTINUOUS LEARNING– For today and tomorrow.** Our competitive strength comes from the continuous improvement of all that we do. We actively seek out and apply best practices.

**VIBRANT WORKPLACE – A place where you can make a difference in the world.** We create and maintain a culture that fosters teamwork, fun, personal growth, career paths, financial rewards and a healthy work-life balance.

**ETHICS – Do the right thing.** Integrity is the foundation of all our decisions, actions and relationships.

**PARTNERSHIPS – Success for all.** We collaborate with our partners for mutual benefit. Our relationships are based on respect, honesty, openness, reliability and trust.

**PASSION FOR COFFEE – From tree to cup.** We roast great coffees and are committed to ensuring that everyone who encounters Green Mountain coffee has an outstanding coffee experience.

**PLANNING & MEASURING – To understand and improve.** We focus on integrated planning throughout the organization to align our strategies. We gain insights into our successes and challenges by measuring and evaluating the results of our actions.

**SHARED OWNERSHIP – Thinking and acting like owners.** We meet our commitments and appreciate the contributions of each other. We are stewards of our collective resources. We share equitably in our successes.

**SUSTAINABILITY – Pathway to our future.** We use resources wisely and make decisions that take into account the well being of people, profit, and the planet.

**WORLD BENEFIT – Creating positive change.** We are a force for good in the world. We celebrate and support the power of businesses and individuals to bring about positive changes, locally and globally.

b) How does your organization define "Spirituality". How do you talk about the "vertical" and "horizontal" dimensions of spirituality? (Minimum of 500 words)

We believe spirituality at work is both individual and organizational connectedness to a higher purpose. Spirituality in business is a holistic approach to all the elements throughout the supply chain, one that takes the whole into account from a sustainability point of view, from the standpoint of people, processes, profit and our planet.

People are much more motivated to make a difference in the world than to only make money or a profit. Employees recognize, though, that we cannot make a significant positive impact in the world without resources; financial success is critical to helping create more social and environmental sustainability.

Many companies become philanthropic after they achieve financial success. We believe social and environmental responsibility is the route to financial success, rather than an outcome.

Most organizations focus on perfecting their products or services and believe if they do that effectively they will be successful. We are more inspired and feel better about ourselves by being engaged in making a difference in the world. Therefore, for GMCR, doing good and doing well go hand-in-hand.

Engaging with people and involving them in the business leads to more effective solutions and a more passionate workforce. It is GMCR's ability to work with our suppliers, our customers and our consumers that distinguish us from our competition. The often overlooked ingredient for business success is this human process that engages the spirit.

Several of our company principles, listed above, speak directly to the vertical and horizontal dimensions of spirituality. "Vibrant Workplace", for example, explicitly states that we intend GMCR to be a place where employees' work makes a positive difference in the world. "Personal Excellence" states our intent for employees to continuously build not only their skills and knowledge but also their self-awareness and respectful intentions. Our "World Benefit" principle is directly related to our Purpose, which is to create positive change in the world through our work to create the "ultimate coffee experience." By "ultimate coffee experience", we mean that every stakeholder will be better off for encountering the people, products, services and practices of GMCR, Inc.

We have numerous opportunities and initiatives within the organization, and in our local communities, to help create more "consciousness". Consciousness within the organization is the ability of people to think, to pay attention and notice what the factors are that go into making decisions and then to act on those decisions to achieve the desired results. This individual consciousness, or self-knowledge, is key to the effective functioning of any group or organization. To be able to communicate on a deeper level about one's feelings and impressions builds a much stronger sense of community and compassion. Through the Appreciative Inquiry process, which focuses on people's core strengths, and a variety of programs geared toward building more self-awareness (such as mindfulness meditation, yoga, and other programs at work), we strive to create and maintain an organizational environment where people are respected and can freely share what is on their minds and in their hearts. This is the spirit of GMCR.

- c) How do you handle concerns about diversity of religions and what boundaries do you set around employees trying to convert each other, or in any way making others uncomfortable? To what degree do employees have a choice about participating in spirituality in the workplace activities? To what degree are employees able to express their own spirituality? Is there any form of spirituality that is excluded from the organization? (Minimum of 500 words)

GMCR, Inc. has a company principle titled "Appreciating Differences" which underscores our commitment to welcoming different opinions and beliefs, and responding to all stakeholders with mutual respect. Welcoming differences is very much a part of the core culture at GMCR.

Conversations and activities at work about spirituality are totally voluntary. As you read on, you will learn that we have provided a quiet meditation space for employees to use during their work hours where they may meditate, pray, be in silence and/or participate in scheduled activities.

We have employees who openly discuss their Christian beliefs, we have employees who openly discuss their atheism, some employees are following a Buddhist path, and we have employees who choose not to openly discuss their religious beliefs. We do not exclude any spiritual practices from our workplace. Employees are free to discuss spirituality as long as those discussions are consistent with our mutual respect and Appreciating Differences principle.

We encourage personal consciousness so that individuals are in touch with their deepest selves and bring that consciousness to our work. We support this with numerous programs, trainings and a meditation center. We also are deeply committed to a Respectful Workplace.

Every employee is required to participate in Respectful Workplace training. New employees participate in a 3-day orientation that covers, among other elements, our Purpose, Principles and company culture of inclusiveness.

Our culture and principles around inclusiveness, mutual respect and working for a higher good have contributed to, and most likely are the key ingredient of, our business success. We would be happy to discuss any specific questions you have about our practices.

#### **4. Core Application:**

***The response to this section should be the heart of the application.*** What policies, programs, or practices **explicitly promote or enable spirituality at work?** "At work" refers to your workforce. For the purpose of this award, the Committee is more interested in how your workforce is treated but we also want to hear about your customers and clients. Your application will not be sufficient if your practices do not include your employees. Explain the nature and scope of the organization's activities; when these practices were implemented and by whom; relevant background; public visibility; etc. Finally do you believe these programs will be sustainable over time? If so why?

- a) Description of policies, programs or practices (minimum of 1000 words):

- b) What has been the effect of policies, programs, or practices on stakeholders? Stakeholders include employees, owners, customers or clients, suppliers, communities in which business has a presence, etc. **A separate attachment with verbatim testimonials is allowed.** Please email this attachment separately and limit to 4 pages (in addition to the maximum of 12 pages on the Application) (minimum of 1000 words):

NOTE: We have combined our answers to (a) and (b):

GMCR's spirit at work (we call it Vibrant Workplace) begins with our co-created Purpose and Principles. In many companies, the mission or purpose statement and values are dictated by a small handful of executives. In our company, more than 150 employees, from all levels and positions, as well as several suppliers and customers, were engaged in creating our Purpose and Principles. These bottoms-up discussions led to an organization-wide commitment to a Purpose that affirms we are working to create positive change in the world, through our work in the specialty coffee industry, and, thus, change the way the world views business.

### **The Evolution of Our Purpose and Principles at GMCR**

In 1999, several small, cross-functional teams of employees began the process of writing down our purpose and principles. What they came up with is five value statements that they felt pretty well describe us as a company: (1) A Passion for Coffee; (2) Financial Performance; (3) A Destination Workplace; (4) Ethics; and (5) Commitment to Social Responsibility.

Then, in June 2003, 161 employees and 40 business partners came together in a Summit to plan for the future growth of Green Mountain Coffee Roasters (GMCR). For three and a half days, participants shared ideas about what is working well at our company and why, so that we can do even better. From these discussions 21 projects were proposed and cross-functional teams were formed around each of the projects. Each team developed a purpose statement, or "provocative proposition", for their project

As those empowered teams began their work we realized that people need a reference to use when making decisions about how they should act and what they should do so that everyone remains true to our corporate values and purpose. It became evident that we need to have a set of principles, in addition to our five core values, that we could use as a guide as we continue our profitable, conscientious growth.

Thus, another cross-functional project team was formed with more than 20 employees representing all segments of the organization. This team met many times, with the guidance of David Cooperrider and Judy Rodgers of Case Western Reserve University, during the fall and winter of 2003 to craft the first draft of our Purpose and Principles. That first draft of the Purpose and Principles was presented to the 90-plus employees and business partners participating in a February 2004 Summit. Another team formed following this Summit to further refine the principles and to incorporate our five core values with our emerging Principles statements.

The culmination of that work was presented at our February 19, 2004, quarterly company meeting in Waterbury, Vermont. In March 2004, the two teams combined their best work

and polished the Purpose and Principles. In April 2004 the combined team was ready to present them to a wider audience of employees.

Many employees were involved in breathing life into these Principles. These along with the Purpose Statement make up a living document to guide our actions.

They are designed to provide a framework for how we conduct our business and how we interact with our stakeholders. We believe that they reflect who we are as an organization and as individuals.

### High-Engagement Organization: Appreciative Approach to Business Relationships

The Appreciative Inquiry methodology has been used at GMCR since 2000. We have held four large stakeholder "AI Summits" to engage people in creating solutions to business challenges as well as to introduce them to the appreciative way of working. AI continues to be an integral part of our culture, used daily in meetings and interactions throughout the organization. The biggest benefit in using AI as an organizational tool is that it has helped reinforce our commitment to a high-engagement culture, where we value relationships as much as outcomes. We continue to work with Dr. David Cooperrider, co-founder of Appreciative Inquiry, and his colleague, Judy Rodgers, to ensure that our culture remains highly inclusive and focuses on what is working well so that we can create even more success. Our next Appreciative Inquiry event will take place in July 2008 and will be around the theme of retaining the best of our culture as we become a larger, multi-site specialty coffee leader.

### GMCR Programs, Trainings and Spirit at Work Practices

We believe that "Spirit at Work" encompasses individual dreams, goals and consciousness. Therefore, we offer in-house trainings and programs that teach whole-life skills as well as on-the-job skills.

What is special about our learning opportunities is that many of them are explicitly linked to our Company Principles. (Attached to our application is a copy of our current Continuous Learning course offerings.) Categories include:

- Leadership at Every Level
- Personal Excellence
- Vibrant Workplace
- Passion for Coffee
- Communication
- Shared Ownership
- Mindfulness in the Workplace
- And additional skill-based trainings

Among the hundreds of training and personal development programs offered are:

- Mindfulness Meditation with Shinzen Young
- Silva Life Systems
- Yoga
- Transformational Breath
- Chair Massage
- Introduction to Spanish
- Coffee College



- Continuous Process Improvement (CPI)
- David Allen's Vision and Focus
- Your Wildest Dreams

One of the programs employees have told us has been very impactful is "Your Wildest Dreams – Career & Life Planning" where employees explore their own dreams and goals, and develop a vision and blueprint for achieving them. For example, a secretary in the Office of the CEO discovered through this course that her dream is to become a trainer. She has subsequently been promoted to Human Resources and has become a certified trainer for the David Allen Getting Things Done seminar and recently taught her first course, quite successfully, at GMCR.

Another highly successful program that we offer regularly is Dale Carnegie training. Hundreds of GMCR employees have taken this course, on-site, and have also found the pathway and courage to pursue their personal and professional dreams. One of our Customer Care representatives, for example, developed a personal goal, through the Dale Carnegie process, to become one of our sales managers. She has since been promoted to Inside Sales.

Another very well-attended and successful program has been a series of Silva trainings, open to employees, their families and local community members. Offered numerous times each year here at GMCR, employees have reported the Silva training has brought them tangible as well as intangible rewards. One employee shared that the Silva techniques brought her exactly the car, under precisely the circumstances she envisioned, using the Silva techniques. Other employees have said Silva has helped them sleep better at night, reduced stress, helped them with weight issues, and many other benefits that have enhanced employees overall quality of life.

One of our most powerful programs has been the establishment of a meditation center at our headquarters, in Waterbury, VT. We opened it in 2003 to employees, their families, and local community members. This is a small, quiet space where Shinzen Young, renowned Mindfulness instructor, conducts meditation retreats and one-on-one sessions. You have asked whether our programs are sustainable, and why we believe they are? The Mindfulness Meditation retreats are one example. The retreats have become so well-attended that we have begun holding them in our largest conference room, as the meditation center has become too small to comfortably hold everyone. This practice has been ongoing for five years now and promises to keep growing.

We also offer yoga, transformational breathing, chair massages, and the services of an on-site physical therapist in our meditation center. When it is not scheduled for one of our programs, the meditation center may be used by employees for a quiet retreat in which to pray, meditate, or simply find some peace and quiet.

Our Spirit at Work begins with our Company Purpose and Principles, and flows through our linked employee development programs, to our inclusive organizational practices and out into our communities through our long-standing social and environmental initiatives.

### Social and Environmental Responsibility

We give at least 5% of our annual pre-tax profits to our Brewing a Better World Fund, through which we support the economic, social and environmental goals of the communities we touch.

One of our key social responsibility initiatives is our CAFÉ<sup>SM</sup> program (Community Action for Employees). Our CAFÉ program provides employees up to 52 hours of paid volunteer time every year. Studies have shown that volunteerism adds meaning to our work and lives, as well as helping foster relationships with fellow employees and other community stakeholders, building teamwork among employee-volunteer groups, and creating a happier, healthier workforce and more sustainable communities. Through a study done by Dr. David Jones, University of Vermont, it has been verified that there is a causal effect between our volunteerism program and positive work behaviors which Dr. Jones calls "organizational citizenship" behavior. We call it "spirit" at work! (A copy of the executive summary is available on request.)

Employees have used their paid CAFÉ time to volunteer in local communities as well as internationally. Recently, one of our employees used her CAFÉ time to volunteer with Grounds for Health, in Mexico. Grounds for Health provides cervical cancer screening and other health services to women and families in coffee-growing regions in Mexico and Guatemala. Many employees volunteer at local schools, animal shelters, with Habitat for Humanity, and during River Cleanup Week. Others are involved in nonprofit fund-raising activities, with the American Diabetes Association, American Heart Association, March of Dimes, United Way and others. Our CAFÉ program is strictly voluntary, and in our most recent fiscal year about 32% of full-time employees did some volunteerism through our company-sponsored CAFÉ, volunteering an average of 5.3 hours per full-time employee.

Employees are involved, also, on committees that oversee where our local and global Better World grants are directed. Involvement on these committees is voluntary. Our Country of Origin Team is a long-standing, multi-function and multi-level team of employees which gets together regularly to review not only grant-making requests but, most importantly, the impact of our grants to organizations working in coffee-farming regions around the globe. Last year, we gave more than \$400,000 in grants to projects in coffee countries. These were awarded to organizations such as Root Capital (formerly EcoLogic), the Sustainable Food Laboratory, Coffee Kids, Grounds for Health, Cup for Education, Heifer International and others.

This fiscal year, we established a Domestic Grant-making Team which guides decisions regarding cash grants to domestic nonprofit organizations. Last year we gave more than \$250,000 to local communities to support socially and environmentally responsible projects, including: VT Feed/Burlington School Food Project, National River Cleanup Week, Recycle North, and Vermont Campaign to End Childhood Hunger.

We also donate coffee and coffee-related products to support nonprofit organizations which then use the products for fund-raising, and in their own offices. Last fiscal year, we donated over 38,000 pounds of our coffee and related products, as well as office equipment and services, valued at a cost of \$328,000 to more than 1,800 nonprofit organizations.

Due to the space limitations of this application, we would like to refer you to our website where you may find our extensive, award-winning CSR Report for fiscal year 2006. The report for fiscal year 2007 will be posted within a few weeks of this application.  
[http://www.greenmountaincoffee.com/CSTM\\_Brewing-A-Better-World.aspx](http://www.greenmountaincoffee.com/CSTM_Brewing-A-Better-World.aspx)

c) What has been the effect of policies, programs, or practices on nominee's business success? Please say how you feel these programs have helped you. For example: Has it contributed to growth? Has it improved employee retention? Please provide statistics whenever possible. (minimum of 1000 words)

d) How has the organization been a model or inspiration for others companies in your industry or outside of it? For example, is your CEO often asked to speak at industry conferences and does he or she speak explicitly about spirituality? (minimum of 500 words)

We have combined our answers to (c) and (d):

We believe our business success is directly related to our employees' and other stakeholders' passion for our company's higher purpose, our principles and our practices.

In our soon-to-be-published 2007 Corporate Social Responsibility executive summary, our President and CEO, Larry Blanford, wrote a letter that sums up our spirit-filled approach to business:

Dear GMCR Community Member:

I have been privileged to work at Green Mountain Coffee Roasters, Inc. for the past year, as President and CEO, and I am still just as excited about our social and environmental mission as I am about our company's growth prospects.

Our Founder and Chairman of the Board, Bob Stiller, created a company more than 25 years ago that is driven by the notion that our business isn't just about profit; rather, it's a wonderful opportunity to make the world a better place – through the ultimate coffee experience.

The ultimate coffee experience is one that makes a positive difference in every life we touch from tree to cup. Naturally, coffee lovers are better off for having a great cup of Green Mountain coffee, yet it goes further than that: a woman who picks coffee in Mexico gets prenatal care; a co-op in Indonesia receives a price premium and gains new market access after achieving Fair Trade and organic certification; and alternative energy projects across the U.S. get infusions of capital.

How do we do this? First of all, we keep an eye on the "big picture." That means buying Fair Trade Certified™ organic coffee; working with coffee-growing communities around the world as well as our local communities to improve their quality of life; purchasing greenhouse gas offsets to counterbalance the inevitable environmental impact of certain parts of our business; and investing in our employees to create a great place to work.

Secondly, at least 5% of our annual pre-tax profits go to our Brewing a Better World Fund, through which we support the economic, social and environmental goals of the communities we touch. Our Brewing a Better World Fund supports domestic and coffee-growing community grants, our paid volunteerism program, and our product donations.

Importantly, these social and environmental programs are supported by, and often initiated by, our employees. Employees bring their whole selves to work when they come to Green Mountain Coffee, bringing passion, energy and ideas that collectively create a great place to work, provide meaning to our work, and contribute to more sustainable communities and ecosystems.

When you take a sip of Green Mountain coffee, you are not just savoring terrific flavor: you're helping to brew a better world. Thank you for taking part in this collaborative effort to create a more sustainable future.

Sincerely,

Larry Blanford  
President and CEO

As stated elsewhere in this application, GMCR has won numerous awards for our business practices and our business success, which go hand-in-hand.

We have been awarded first place on CRO Magazine's (formerly Business Ethics magazine) list of 100 Best Corporate Citizens two years in a row, the only company to achieve this consecutively.

We were twice named to SHRM's list of Great Places to Work.

Forbes magazine listed GMCR among the 200 Best Small Companies numerous times.

GMCR also has been named several times to the SB20 list of World's Top Sustainable Stocks <http://www.sustainablebusiness.com/index.cfm/go/news.feature/id/1468>

In 2007 we won the Vermont Governor's Council Silver award for Worksite Wellness.

Our first Corporate Social Responsibility Report was a co-winner for the Best First Time Sustainability Report from CERES-ACCA North America.

2007 also saw us awarded the National Psychologically Healthy Workplace Award from the American Psychological Association.

We mention these public recognitions simply to underscore that having a spirit-filled workforce has led to business success for us and a more sustainable future for all stakeholders. GMCR is considered one of Vermont's most desirable employers and, yes, we do believe that we are able to both attract and retain employees because of our sustainable approach to business and our vibrant workplace.

d)e) How has the organization been a model or inspiration for others companies in your industry or outside of it? For example, is your CEO often asked to speak at industry conferences and does he or she speak explicitly about spirituality? (minimum of 500 words)

Formatted: Bullets and Numbering

Our CEO, Larry Blanford, whose letter you read above, has been with GMCR for about one year. He has explicitly and repeatedly made public statements at conferences, seminars and meetings that he was attracted to GMCR because of our great people and our socially and environmentally responsible approach to business.

Bob Stiller, Chairman of the Board and GMCR's Founder, speaks openly about his meditation practice (he is a certified meditation instructor through Deepak Chopra) and lists this in his biography which is provided to organizations that request him to speak.

Both these top leaders of our organization, as well as many other senior leaders, speak openly about our higher Purpose, Principles, and sustainable business practices.

We have been featured in numerous magazine articles and books. For example, a photograph of our meditation center was featured in Time magazine along with a brief article on meditation at work. GMCR is continuously asked to participate in case studies from a variety of universities, colleges, nonprofit organizations and other business organizations and/or to provide speakers on a variety of topics including workplace practices, sustainability, financial success, etc.

We will be happy to provide more information about any of the above (I believe we're running over your space limit at this point.)

### **5. Stakeholder References**

A minimum of two references are recommended. Stakeholders may be owners, employees, suppliers, customers, strategic partners, community representatives, or environmental representatives, who are not leading your Spirit at Work initiative but can attest independently and genuinely to at least one of these:

- Vertical and horizontal dimensions of Spirituality demonstrated by the organization
- The explicitly spiritual project, policy or practice being acknowledged
- Any impact this person/group has observed resulting from the organization's Spirit at Work program, policies, practices, etc.

Please include name, contact information and the relationship to the applicant.

Co-Founder of the Appreciative Inquiry methodology. Consultant who has worked with GMCR on a number of enterprise initiatives, including the co-creation of our Purpose and Principles:

Dr. David Cooperrider  
Professor, Department of Org. Behavior  
Weatherhead School of Mgmt,  
Case Western Reserve University  
10900 Euclid Avenue  
Cleveland, OH 44106-7166  
(216) 368-2121

GMCR employee responsible for social and environmental initiatives:

Michael Dupee  
Vice President Corporate Social Responsibility  
Green Mountain Coffee Roasters, Inc.  
Green Mountain Coffee Roasters, Inc.  
33 Coffee Lane  
Waterbury, VT 05676  
802-882-2202

Shinzen Young  
Mindfulness Meditation  
(802) 658-8863  
(802) 522-9613(cell)

We will be more than happy to provide additional references to answer any questions or clarify any points in our application. 802-545-2326.

**6. Sources of additional information on the applicant:**

Here you may mention documents which you attached to the email containing this application but which are not part of this 12 page application. You may also list websites that can be accessed by the committee if needed.

[www.gmcr.com](http://www.gmcr.com)

<http://www.shinzen.org/>

<http://appreciativeinquiry.case.edu/practice/ppGreenMountain.cfm>