

**NICHOLAS PIRAMAL APPLICATION FOR
2006 INTERNATIONAL SPIRIT AT WORK AWARD**

1) Basic Data:

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

Nicholas Piramal India Ltd. (part of the Piramal Enterprises Group)

b) Date of founding:

1988 (taken over by the Piramal group founded in 1871)

c) Number of employees (NB: minimum of 60):

6000

d) Nature and scope of business:

Pharmaceuticals manufacturing and research

e) Location(s):

Nicholas Towers, Peninsula Corporate Park , Lower Parel, Mumbai 400013

f) Website address (if applicable)

www.nicholaspiramal.com

2. Contact Information

a) Contact Person's Name:

Dr Swati Piramal

b) Position:

Director

c) Phone:

(9122) 24973781

d) Email:

sapiramal@nicholaspiramal.co.in

e) Cell phone:

(91) 9821061041

f) Address:

Nicholas Towers, Peninsula Corporate Park , Lower Parel, Mumbai 400013

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:

Lorraine D'Lima

h) Position:

Secretary

i) Phone:

(9122) 30466435

j) Email:

ldlima@nicholaspiramal.co.in

k) Cell phone:

(91)9821228142

l) Address:

Nicholas Towers, Peninsula Corporate Park , Lower Parel, Mumbai 400013

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?

The Piramal group was founded in 1871 and is one of the oldest industrial groups in India. The flagship business was textiles with one of the oldest textile mills in the country. The group includes textiles, retail, pharmaceuticals, real estate, glass manufacturing and electronics. The group acquired Nicholas Laboratories an Australian company in 1988 and renamed it Nicholas Piramal India Ltd. Nicholas Piramal has grown through mergers and acquisitions and acquired the Indian operations of F Hoffman La Roche (Swiss), Boehringer Mannheim(Germany), Rhone Polulenc, (France), ICI (Sweden) Avecia (UK), Torcan (Canada)

Our mission is to reduce the burden of disease and our vision is to be the leading company in the pharmaceutical market in India, be a global leader in contract manufacturing and launch an Indian molecule globally.

Our Vision

To become the most admired pharmaceutical company in India with leadership in market share, research and profits by:

- Building distinctive sales and marketing capabilities
- Evolving from licensing to global launch of own patented products
- Inculcating a high performance culture
- Being the partner of choice
- Always adhering to 'our values' based on our obligations as trustees of customers, employees, shareholders and society
- We shall pursue world-class standards in our People, Products, Processes, Partnerships and Performance
- Encouraging Innovation and Nurturing Intellectual Capital

We seek quantum growth to lead in the domestic market and enhance our international presence.

Corporate Values

- Continually enhancing value for our customers with quality products and services to meet their changing needs.

- Empowering our employees, encouraging innovation and entrepreneurship in an environment which makes work fun.
- Steadily building wealth for our shareholders.
- Contributing to the well-being of society and the environment.
- Continually enhancing value for our customers with quality products and services to meet their changing needs.
- Empowering our employees and encouraging innovation and entrepreneurship in an environment which makes work fun.
- Steadily building wealth for our shareholders.
- Contributing to the well-being of society and the environment

b) How your organization defines "Spirit" or "Spirituality". How do you talk about the "vertical" and "horizontal" dimensions of spirituality?

We define spirituality as living the right way in whatever we do and not just paying attention to ritual. Our definition of spirituality encompasses a wider philosophy laid out as the Sanatan dharma – the laws of universal oneness and compassion for all living things. The application has given us a lot to think about- thank you for including Nicholas Piramal. We know that these words can travel across thousands of miles and they are they are intended to build up understanding and love.

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?

We celebrate all religions and employ people of all faiths Hindu, Muslim, Christian, Jew, Parsis and other tribes and backward classes. 22% of our workforce are from backward areas and tribes. Our employees are free to practice their faith and every major event (inaugurating a plant) we also have prayer meetings (pujas) We celebrate the Parsi New Year as well as Christmas and Diwali. India is a multiethnic, multireligious country and the company seeks to keep harmonious relationships by being a fair employer and respecting all religions. We have had no religious conflicts or conversions in the history of the whole group i.e. more than a century. The poem below is our belief that peace and harmony help the whole community.

"If you are peaceful, if we are happy,
 We can blossom like a flower,
 And everyone in our family,
 Our entire society,
 Will benefit from our peace.
 Thich Nhat Hanh –Vietnamese monk.

Words can travel across thousands of miles.
 They are intended to build up understanding and love
 Each word should be a jewel
 A beautiful tapestry

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. We also want to hear about your customers and clients. But if your practices do not include employees they will not be sufficient. 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 sustain over time? If so why?

- a) What has been the effect of policies, programs, or practices on stakeholder community? 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)

Nicholas Piramal is in many ways a unique organization. With a long history of Mergers and Acquisitions, NPIL is an amalgam of many cultures, most of them being multi-national in nature. As a result the company has develop its own Nicholas Way - a best practices programme that imbibes the best of all cultures and creates its own - one that reflects unity in its diversity. Because of a conscious M&A strategy over the years, the harmonization of cultures at the company has been challenge that we have successfully met. It is a story that has been heralded in the Indian pharma industry, wherein the Nicholas Piramal skills at efficiently integrating all acquired companies at the people, finance and manufacturing levels.

Nicholas Piramal's strongest attributes are the unwavering focus on ethics, transparency, corporate culture, stakeholder relationships, contribution to society and a commitment to growth!

The Bhagwad Geeta –a 3000 year old epic poem consisting of nearly 800 verses was written to put down the immortal laws of life enunciated by Lord Krishna to Prince Arjuna on the battlefield of Kurukshetra. 18 of these verses give the inspiration for management. These include setting up the highest standard, having compassion for all, dealing with duality (pleasure and pain, joy and sorrow), rising above the shackles of sin, having faith, action without worrying about the fruits of action, fighting against injustice etc. We have written about them in a book entitled "The Light has come to me." The book includes translations and music. To convey the message of this philosophy we used sound, light and dance in a performance for the whole company. The book lists real life anecdotes which illustrate how the company

dealt with issues using these 18 edicts. "Spirituality in action" is illustrated by the people at the top so that people can feel that "it's just not talk."

Example1 of the Nicholas Way.

Rhone Poleunc India was a French company we acquired in the mid- nineties. One of the major products was a cough syrup called Phensedyl which contained a narcotic called codeine. The codeine content in the syrup is certified by a government authority and is less than 1% and is used as a medicine. We were accused by the narcotic authorities of extracting the codeine and smuggling it across the border to Bangladesh where drug misuse is rampant. For our company which has the reputation of being the most ethical company this was an unexpected and unwelcome surprise.

Here, we had to decide how to fight these unjust accusations. According to the Geeta we had to fight injustice-indeed that was our "dharma" and we did. We could show scientifically that codeine once compounded could not be extracted and that we had no sales force in Bangladesh nor were we involved in smuggling of any sort. We invited the authorities to recheck all manufacturing and computer systems where they found nothing wrong. Finally, we went to court and after giving our evidence the judge gave a landmark judgment and told the government that they must be seen to dispense justice! (We have annexed the relevant references in the accompanying powerpoint presentation.)

Example 2 of the Nicholas Way.

In another case , a large German pharmaceutical companies had an agreement with us. This company was acquired by one of the largest Swiss pharmaceutical companies in the world. Due to its sheer size, they started to consistently bully us as they wanted to terminate our agreement. One year, on an extremely flimsy reason they did just that. Our internal debate was that this company was so large in Europe that the judge would hardly listen to us –a small Indian company and litigation was something that we could ill afford. According to the Geeta –it was our duty to act against injustice. To our surprise the Swiss lawyer whom we consulted said that country had fair laws of justice and we could win the case according to Swiss law! So when we went to court the large pharma conceded our point of view and paid us millions of Swiss francs in compensation for the lost sales in the agreement. Fighting against injustice is a also part of the tenets of the Geeta.

Example 3 of the Nicholas Way

The Geeta in one of its edicts talks about setting up the highest quality and being a leader in setting up world class standards. We took this quite seriously. In all our plants we started to have the ISO 9000, ISO 14000 standards. Wherever we needed a certification our people moved to set up systems and processes to get to world class. At this time there was a world wide perception that all things Indian were of poor quality. Even the hospital charity that we were running conformed to ISO 9002 standards so that even the poorest person we were treating had quality care. Our clinical research unit was audited by the regulators of the U.K. and Brazil. Our plants was inspected by the USFDA and no 483s (no major faults) was found in two successive inspections. Large numbers of multi- national companies audited our plants and we developed partnerships with them. Our research facilities were state-of the art and one large pharmaceutical company in a recent audit said that the ethical standards, tranparency and way of working was world class. Indeed, most of the visitors who have come to the research center have used the following terms-

"world class,excellent staff, very professional,excellent organization, beautiful facility,remarkable facility, a credit to all concerned..." Annexed separately.

Example 4 of the Nicholas Way

Mahatma Gandhi had a famous song called "Ekla chalo re"- if you have to walk alone for the right thing- do it. Nicholas Piramal strongly believes in intellectual property. In the scenario where our peer companies believed in copying and selling patented products ours was a unique philosophy where we licensed and partnered rather than copied. In one meeting of the 10 largest Indian Pharmaceutical companies we reiterated our philosophy and we were asked to leave the association! Our business did not suffer, instead more people came to partner with us because we respected their trademarks and intellectual property. India has now become signatory to the patent law and we were true to our motto "build partnerships that prosper."

Example 5 of the Nicholas Way.

Compassion for all is another of the Geeta's edicts. The headquarters of the group is situated on Parel island (one of the original 7 islands of Bombay given as a dowry of Catherine Braganza to the British King) Polio was endemic in the region and as little children migrated with their families to Bombay they were paralyzed by the disease.We started a no polio zone in a 10 mile radius and using local skits and music convinced people to get their children vaccinated. The programme was so successful that Mother Teresa came to see it. Today there are no children with polio and the rehabilitation section for polio affected children is closed! (pictures in the powerpoint presentation.)

Example 6 of the Nicholas Way.

President Kaalam was to inaugrate our research facility in November 2004. By accident we found that our Nobel Laureate Rabindranath Tagore had written a poem for the inauguration of the Bose Research institute in 1917. The poem was lost but we discovered an old vinyl recording. We retouched it, preserved the meter and words and asked one of India's greatest singers to sing it for us. Finally, it was translated it in English and Hindi by another well known poet. The "Science anthem " as it was called was played for the grand opening. It struck a chord with all the scientists and we play the music video everywhere to convey the hope that science can wipe out ignorance and disease. Abroad, scientists commented that the anthem belonged not just for India but the whole world! Nicholas Piramal has now dedicated the anthem to the nation and it can be played by schools and colleges everywhere.

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b) What has been the effect of policies, programs, or practices on nominee's business success? Please tell 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.

Nicholas Piramal is a company that dares to dream the impossible and motivates and empowers its 4,000 strong team to go on and achieve it. It is a work culture that is focused on high performance, innovation, entrepreneurship and empowerment, based on mutually beneficial personal development that understands and helps employees manage their dreams and goals.

A key element of Nicholas Piramal's success is the empowerment of its people, with a strong performance culture. The HR system is designed with transparency and feedback as the primary pivots of employee evaluation and growth. It identifies leaders who can be thrown up quickly through a combination of self and sponsored learning. Organisational learning and study opportunities are provided by the company through dedicated, regular training programmes run throughout the year for all members of the sales, marketing and research teams.

The company regularly celebrates religious festivals such as Dassera where workmen pray for their machines to work well throughout the year. Diwali, the Hindu New Year is celebrated with the traditional "Iaxmipujan" prayers to the Goddess of wealth and account books are specially decorated with vermilion. The favourite of most Indians is Lord Ganesh and prayers to this God who is the Lord of health and prosperity also is done with great fervour in all the company's facilities.

Given the fact that the company is in the intellectual capital driven business of pharmaceuticals, Nicholas Piramal lays great stress on Knowledge Management and development as a Knowledge-based company.

Nicholas Piramal, as a consequence of its human resource practices, has attracted some of the finest talent in industry. Its senior management team of 41 comprises 39 people who are Doctorates, MBAs, CAs or have post-graduates from some of the best institutes in India and across the world. Their work experience also spans some of the top global and Indian firms in their industry.

The world class research facility in Mumbai has the largest number of scientists working for the company. The facility has the modern equipment and has a rich art collection which expresses the ancient Indian excellence in science (mathematics, astronomy, ayurveda) At the research facility a unique "science anthem" is played for every visitor.

22% of our workers come from backward areas and we have important shopfloor initiatives for quality. We have ISO 9002 approvals, USFDA, UKMHRA regulatory approvals in addition to some European countries and Brazil in many of our manufacturing and clinical service sections. We export our products to over 60 countries. Focus on quality is vital and we have worker driven initiatives such as kaizen and quality circles. We have won several awards for health safety and environment. Consequent to our acquisitions in the UK and Canada we now have employees from 22 countries.

In keeping with the M&A ethos, Nicholas Piramal has built a culture where diversity thrives, thanks to its skill of integrating acquisitions quickly and efficiently, contrary to most practices in industry. People from acquired companies at all levels are able to quickly craft and define a career process and follow it up very successfully. The

company has several such examples in Finance, Sales and Marketing and Manufacturing who are now at top or senior management positions.

Within its acquired companies Nicholas Piramal has set up a culture wherein talent at all levels with leadership potential can be spotted quickly and potential leaders presented with an opportunity to grow. This can be seen from the fact that the attrition levels within acquired companies are largely lower than industry norms.

Entrepreneurial spirit among middle and senior management is encouraged with high levels of empowerment. Communication is also a priority for top management. The company's Chairman regularly shares successes and triumphs with the company as a whole through personalized meetings and digital house-journals, which reach more than 3,000 employees.

The company has grown from \$3 million to \$300 million from 1988 to 2006. and has jumped from Rank 48 to being in the top 5 pharmaceutical companies in India. The company is now a global leader in the contract manufacturing services space. In addition, scientists have filed international patents for exciting discoveries in cancer and infectious disease.

c) How the organization has 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?

Yes our Chairman speaks at industry conferences and speaks often about spirituality and leadership. He is often a keynote speaker at universities and commencement speaker at graduation ceremonies.

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 at 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.

Testimonial 1

Name: Father Joe Pereira
e-mail jpst_1995@yahoo.co.uk
Mobile number (91) 9820199298

My name is Father Joe Pereira. I am the Managing Trustee of Kripa Foundation, the largest Non Government Organization in the Ministry of Social Justice and Empowerment of the Government of India, having forty-six facilities in thirteen States of India. We run Rehabilitation Centers for Drug and Alcohol patients and work with the HIV Aids infected. Inspired by Mother Teresa, our centers were inaugurated by her gracious presence both in Mumbai and Kolkata. Kripa is the Regional Resource Training Centre for the North East States, which has the highest prevalence of HIV-AIDS. I have been working with the Piramal group for the past thirty-three years. My association with them has been in working with the senior members and owners of the Piramal group of the company in using prayer and meditation in conducting their daily lives at work and at home. They have been using a guided meditation CD called the "Silence of the Spirit" both for the staff and their families.

I have worked with senior managers teaching them methods of Pranayama and have conducted workshops annually for the top 50 managers.

Kripa our NGO that works for the rehabilitation of addicts including alcohol and drug abuse has received support from the Piramal family. A Rotary-Kripa help line for drug addicts and those affected by HIV had also been started with the help of the family. The Piramal hospital actively works to help the poorest of the poor and works with Ashadan which is the first home of Mother Teresa in Mumbai. Indeed, Mother Teresa has visited the hospital and blessed the polio- affected children. During the Mumbai riots, doctors at the hospital worked with nuns from Asha Dan to cook food for the homeless who were housed in the railway stations.

Ajay Piramal is the Chairman of the group and is a deeply spiritual person. He believes in the application of spirituality at work rather than rituals. Using techniques of meditation he has achieved success in his work after a great personal tragedy. He took over the reigns of the group at the age of 29 when his father and brother died in quick succession and a crippling industrial strike by Trade Union Leader Datta Samant brought the industry to its knees. Ajay began to use meditation around that time and worked with me to enhance his spiritual knowledge and tried to share that knowledge with people at work. His presence as a Meditator is of special value and is a Role Model for the entire Organization.

Ajay and Swati also started a yoga center with the world renowned Yoga Teacher, B.K.S Iyengar at Mumbai. They are both fond of hymns particularly "Lead kindly light", and "Abide with Me", the favorites of Mahatma Gandhi, and many of their work programs start with some devotional music. Last year, to celebrate the sunrise, I accompanied a group from Nicholas Piramal on board a boat in the backwaters of Kerala and we spent some time singing in the praise of the Lord. Later that day, the group wrote the strategic plan for the group, which could create a quantum leap in their growth. They said the prayers and meditation created a foundation for their thinking and they could come up with a fine plan using that spiritual strength.

Recently, the Piramal family has begun to aid our work in drug abuse and HIV Aids in the North East. This region of India is very poorly developed and HIV is rampant. Our center in Gauhati is in the process of being set up. The Rehabilitation work having already begun and the Research and Capacity Building program with the sponsorship of Nicholas Piramal to start from mid 15th august 2006

The Piramal Group of companies was the first to introduce spiritually oriented Stress Management programs for the Staff. This practice has made a significant difference

to the strong element of the "Faith Factor" and cordial interpersonal relationships among the workers.

Testimonial 2

Name Br. Sattvika Chaitanya - Chinmaya Mission: (91) 9323043204

Email: brsattvika@rediffmail.com

My name is Brahmachari Sattvika Chaitanya from Chinmaya Mission. I have been working with the Piramal group for over 5 years. My association with them has been in working with the senior members and owners of the Piramal group of the company. I was requested to teach Anand Piramal, the 17 year old son of the Chairman Mr Ajay Piramal about the Bhagwad Geeta the sacred Hindu Text. Anand had attended a summer school in Venice . Anand was overawed by the beauty of ancient architecture in Venice but his teacher told him that Indian civilization and culture was ancient and that he must learn about that too. Anand then requested his father to find someone who could teach the ancient texts. For a whole summer we sat and did a simplified version of the concepts in the Geeta. His parents would also sit through the class. They told me later, that the class had a remarkable impact on the young boy. Later, he was to start a young people's movement called DIA-Dreaming of an Indian Awakening where young people would become aware of India's heritage and culture and work to make the world a better place.

In the meantime we continued our weekly classes of the Geeta for senior managers and friends of the family. Attendance was voluntary. I had the opportunity to run several workshops on topics like "optimism", perfect action, perfect work etc.

Ajay Piramal is the Chairman of the group and is a deeply spiritual person. He uses the lessons of the Geeta in his work. Several times, he uses an important concept makes it applicable to a work situation and then communicates it across the country to both senior managers and workers. His quarterly communication will often be centred around a vedic concept which he would discuss with me in great depth before talking about it.

They wanted to write about the application of the Geeta in management and they chose 18 verses and we did in depth debate and discussion about these verses and how they could be used in the workplace. Pandit Jasraj, one of India's greatest singers did the music.

The process took a whole year but at the time of writing the book the company had to face some severe stresses and strains. The precepts from the book helped them face the challenges and overcome them. The book will now be published and taken nationally.

To celebrate Ajay's 50 the birthday - a light and sound show about the lessons of Lord Krishna was played for all the managers of the company and friends and family. It was beautifully performed with music and dance.

Inspired by selected 18 verses from Srimad Bhagavad Gita Ajay Piramal and Swati Piramal have also brought out sculptors based on the same and displayed them innovatively in their corporate office to inspire the staff and everyone who visits the

place with the eternal principles of Srimad Bhagavad Gita, bringing out their relevance even in the modern corporate world.

The Upanishads and the Geeta form a central part of the Piramal family's thinking and I have found that they are very receptive to the spiritual teachings.

(Brahmachari Satvikji is around 29 years old is one of the youngest swamis in the Chinamaya mission.)

A few lines about the work that I am doing

I am the resident Acharya of Chinmaya Mission, Mumbai - one of the biggest centres of the Global spiritual organization - Chinmaya Mission. After completing the Vedanta Course from 1998-2000 at Sandeepany Sadhanalaya, Powai, Mumbai, I have been conducting Spiritual discourses, camps, management workshops, treks etc. for elders and youth to inspire them to understand the principles of Vedanta and Hindu Culture.

I travel all over India to conduct discourse-series on Srimad Bhagavad Gita and the Upanishads. These are also broadcasted on the Aastha TV and Aastha International TV.

For the corporates I conduct seminars on Indian approach to Management and "Life Management Techniques" Weekly Discussion Groups on Srimad Bhagavad Gita are held for Sri Kumar Mangalam Birla, Chairman of Aditya Birla Group and for Sri Ajay Piramal, Chairman of Nicholas Piramal Group.

I am also leading the Chinmaya Yuva Kendra(CHYK) - the youth wing of Chinmaya Mission, in Mumbai. I conduct regular college talks, seminars, workshops etc. to empower the youth. Meditation sessions, bike rallies and Outdoor-Experiential-Learning(OEL) through adventurous treks, rafting, rappelling, rock-climbing etc. are also used effectively to inspire the youth.

I have successfully organized many residential youth camps like - "P2P - Potential to Performance", "SMS - Self Management Strategies", "Empower & Excel", "WWW", "Metamorphosis", "YO!- Youth Online" where more than 300 to 400 youth participate in each camp.

I am the Director of Western Zone of All India Chinmaya Yuva Kendra Council, which co-ordinates the youth activities of over 80 CHYK centres in India.

Testimonial 3

Name Employee of Nicholas Piramal Kuttykrishnan Tel number (9122)56636401

To me, spirituality is like a lodestar which helps me to think on broader terms, and perform better and better in life. I am happy that for the last two decades, I have been working with an organization where the top management strongly believes in spirituality. As a corollary, the group's corporate vision, mission, values and strategy have a bearing on spirituality. The employees are frequently invited to the talks by spiritual leaders and the corporate communications are interspersed with teaching of the holy books such as Bhagawat Geeta, Upanishads, etc. as also stories like "footprints on the sand", "Starfish", etc. The learning that I have got from these interactions made me feel that following good practices and ethics leads to peace of mind, and higher commitment and motivation. The entire office ambiance is directed towards institutionalizing spirituality in our workplace that ultimately leads to team work, openness, motivation and a good cultural environment where people love to come for work.

Testimonial 4

Name Mary-Ann Murray Secretary at the Research center.

It has been said that what goes on at the top always comes down the line and thanks to Mr Ajay Piramal and Dr Swati Piramal who are so spiritual and do not take a step forward without performing a Pooja, I believe our company is one of the most spiritual companies in our country.

Of course team work is a must or else we cannot function as a great company and it is amazing that we have excellent team spirit specially at Nicholas Piramal Research Centre due to which we have achieved so much, and therefore we dare to be different from other companies.

Having been in the organisation for more than 25 years, I know that without spirituality I would not be able to survive because there is a good God up there taking care of all of us.

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.

Powerpoint presentation attached, Comments from visitors at our research facility, the science anthem, a vide of the "The Light has come to me and a copy of the book and music.
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IV. Submitting an Application

Applications shall include the information requested above (see Items #1- 6) and can be submitted via email to: elisa@spiritatwork.org

The Committee members reside on multiple continents and cannot share paper documents. For this reason only electronic submissions will be accepted. Additional support material, such as copies of the Mission Statement, descriptions of specific programs, or articles about the spiritual practices of the organization must also be submitted electronically.

By submitting the application the organization agrees that if selected, it will work with the ISAW committee to prepare simple case materials that can be used by other organizations who may wish to emulate the applicant's policies, programs, or practices.

V. Receiving the Award

Organizations receiving the Award must be willing to contribute to some of the activities that promote and raise awareness off the award, such as:

- Agreeing to attend the 2006 International Spirit at Work Awards conference to receive the award and to offer a workshop presentation on their programs and/or practices. The 2006 Conferences will be held at Garrison Institute, Garrison, NY, USA, October 27-29, 2006. <http://www.garrisoninstitute.org>. You must attend the conference and offer a workshop in order to receive the Award and to be considered an ISAW Honoree.

- Providing a 1 page overview of your best practices for our Program Book and a 10 page overview of best practices for the attendees of the award ceremony and for the websites of the sponsoring organizations
- Signing a release form that grants permission for your case study to be included in ISAW publications
- Willingness to be contacted by researchers, journalists, and like-minded organizations to share what you are doing

VI. Application and Award Schedule

Due Date for nominations is May 14, 2006 for the 2006 awards. Decisions will be communicated to all applicants by the end of July. At the present time, we do not have enough funding to allow us to pay travel for honorees. However, we will waive the conference fee and pay the retreat expenses for one representative from each of the organizations honored. Award recipients will be profiled in co-organizers publications and on their websites and at their conferences. In addition to a few former award recipients, the Selection Committee of the ISAW Awards is currently composed of members from following non-profit organizations:

- **The Association for Spirit at Work:** "The professional association for people involved with spirituality in the workplace" www.spiritatwork.org.
- **The Spirit in Business Institute:** "Ethics, mindfulness and the bottom line." www.spiritinbusiness.org
- **The World Business Academy:** "Rekindling the human spirit in business." www.worldbusiness.org
- **The European Baha'i Business Forum:** "Enhancing the well-being and prosperity of humankind." www.ebbf.org

VII. Who was Willis Harman?

This award was inspired by the work of Willis Harman, PhD (1919-1997) who was a visionary thinker, futurist and social scientist who continuously articulated the possibility for humankind to transcend the limits of out-moded thinking. He was the author of several books including *Creative Work: The Constructive Role of Business in a Transforming Society* (with John Hormann), *An Incomplete Guide to the Future*, and *Global Mind Change*. He was co-editor of *The New Business of Business: Sharing Responsibility for a Positive Global Future* (with Maya Porter). He was also co-founder of the World Business Academy (1988), president of Institute of Noetic Sciences from 1973 until late 1996, a social scientist and futurist with SRI International in the late 1960s and early 1970s, and a professor at Stanford University prior to these other affiliations. This award honors organizations who are living examples of Willis Harman's vision that business will play a major role in transforming social consciousness.

For further information contact:

Elisa Mallis

Chair, Selection Committee, 2006 International Spirit at Work Award

elisa@spiritatwork.org.

VIII. Frequently asked questions

Q: Can my organization apply if it is faith-based?

A: You may apply as long as you are not promoting any one faith tradition. Honorees must respect all faith traditions and not use any Spirit At Work initiatives as a way to convert others to their preferred faith.

Q: What kinds of organizations can apply?

A: For-profit, not-for-profit, educational, or governmental organizations may apply. Privately held companies may apply. Publicly held companies may apply. Universities may apply. Basically any group of 60 or more employees (or full-time equivalent) who meet the criteria listed in the application form can apply.

Q: Can I count volunteers as part of my employee count?

A: Generally not, and here is why: Work is generally to make a living and pay the bills. Therefore this kind of work is done in return for pay. Work-for-pay creates the potential for inconsiderate treatment of workers who may feel trapped. We are trying to promote change in the workplace so that our time at work is nourishing to our Spirit. Volunteers who are mistreated can easily leave. Thus our focus is on paid employees. However, if you have a special circumstance, contact us so we can consider your eligibility.

Q: My entire organization at large is not yet involved with Spirit at Work initiatives, but my Division has a great program. Can we apply?

A: Yes, as long as your Division has at least 60 full-time employees, has been in existence for 5 years or more, and has a reasonable degree of autonomy (decision-making authority) in regard to this project.

Q: Our project has been a pilot project within our larger organization. Can a pilot project apply?

A: Yes as long as your organization meets the other criteria and the leadership of your organization has approved this pilot.

Q: Do some types of organizations or organizations in particular countries/regions have an advantage?

A: Some types of organizations or organizations in particular countries/regions may be thought to have an advantage, both through having more experience of practicing spirituality in the workplace and where English is their first language. However, we have developed an approach that allows for all applications to be fairly considered in both the business and cultural context from which they are presented.

Q: Are there any restrictions on the types of organizations that can apply?

A: No – any organization can apply. We do not exclude from consideration any organization based on their product or service. If an organization’s product or service could be considered harmful to society as decided by the Selection Committee, then there will be an obligation for the organization to demonstrate that their overall vision/mission/values are aligned with compassion for the concerns and needs of every stakeholder – including but not limited to employees, the environment and the community.

Q: What could cause my organization to not be selected for an award?

A: If you do not meet the criteria specified in this application OR If the Committee feels there is any inappropriate behavior in the organization, such as attempts to convert employees or unethical behavior OR If the Committee feels that the greater purpose of the International Spirit at Work Award is not served by naming your organization as an honoree

Q: Can my organization be a sponsor (donate money or services) to the award in the same year as we apply for an award?

A: No – we cannot accept donations in the same year as an application. If you have already donated in the same year, your contribution will be refunded. We want to avoid any conflict of interest – or even an appearance of a conflict of interest.

Most of our donations for the awards and for the conference come from ISAW Alumni, so if you have received the award in the past, we welcome your support through donations or services.

Q: Does my organization have to be present at the conference in New York to receive the award?

A: Yes – since it represents a visible commitment of senior management to the Spirit at Work initiative. A photographer will be present, and possibly representatives of the press, so the Award Ceremony is a good opportunity for the organization to gain favorable recognition.

Q: Can I see some applications from prior honorees to get an idea of what other organizations have done?

A: Yes, several previous award recipients have made their applications available. Check the website www.spiritatwork.org to see if they are posted. If they are not yet there, contact Elisa Mallis at elisa@spiritatwork.org to request some sample applications.

Q: Do I have to model my application after previous year's applications?

A: No. We want to encourage a creative and authentic description of the uniqueness of your organization's policies, procedures, or practices that nurture the human spirit. We want you to tell your own story in your own words. However, you may consult previous applications to be inspired by the way Award honorees have filled out the application

Q: Can I get some help as I am working on my application? I have some questions and I want to be sure I present the information you need.

A: We are happy to help you complete the application process. However this is not necessary to be successful as an applicant. We will contact all applicants to clarify items in the application – so getting help in advance is available but optional. Contact the Chairperson and a Committee member will be assigned to help you through the application process. If you have a noteworthy program or practice we WANT you to apply! Let us help!

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