



## windhorse : evolution



Challenging times:  
Keeping a Buddhist  
business on course when  
the going gets tough



## Welcome

The thread running through this issue is our underlying awareness that this year we have to work hard to increase sales. We really want to stay in business in order for this context for practise to survive. Articles include an update on the state of the business from Keturaja, and a report from James about setting up our excellent new retail website. Our new head of wholesale, John, tells us his first impressions and strategies for increasing sales, and we continue to look at how Windhorse:evolution has supported the Triratna Buddhist Community over the years, in an article on our relationship with the Irish sangha.

I would urge anyone who is inspired by what we do, to think if there's a way you can help us this year. It could be as simple as looking in Evolution next time you want to buy a gift - if you're not near a shop, you can now look online at [evolutionstores.co.uk](http://evolutionstores.co.uk) - you might be surprised by how much variety there is!

Deborah  
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# Business update

## Working hard to maintain sales last year

The last financial year has been one of the most challenging for Windhorse:evolution. Although growth in the UK economy is showing signs of picking up, several years of declining disposable incomes for most people has had its effect. We have also seen some major changes in consumer buying patterns, foremost of which is the continued rise in buying on-line. These factors, combined with an ever more competitive retail market, have meant we have really had to work hard to maintain sales in the market place.

Evolution, our retail chain, has in many ways performed well to maintain its level of sales - we owe a lot to our shop staff for all their efforts. Like-for-like sales (in those of our shops that have been open for at least a couple of years) showed a 1% fall. The star performer in our chain has been our relatively new Reading store. Sales there ended the year 15% up on the previous year. In the autumn we opened a new shop in Oxford. This is likely to be a relatively short-term lease with the shopping centre where it is located due to be redeveloped. It does however give us an opportunity to test out Oxford as a location for evolution. November also saw the launch of our new evolution e-commerce web site. This involved a heroic effort from the retail and systems team to get it up and running in time for Xmas - it looks great!

Sales on the wholesale side of the business have been hit hard by the prevailing economic conditions with overall sales down around 14% on the previous year. It is clear that this drop was due to both a decline in our number of customers, and the number of orders regular customers placed with us.

We are still working on the end of year accounts for the financial year to the end of March 2014 but it looks like we will have made a loss of approaching £200,000. Although this is not an immediate threat to the business (we are relatively well capitalised) it is very clear that we need to see overall sales in the business beginning to increase in the next year if the business is going to survive. To that end we are getting focused on what we need to do in order to bring about improved sales. We have a clear strategy that we are now implementing.

We have a stronger team than ever, who are really getting behind what we need to do to turn the business around

It is very clear that we need to see overall sales in the business beginning to increase in the next year if the business is to survive

## Strategy for improving sales

On the retail side of the business the last year has seen an in-depth review of the evolution brand with a redesign of our logo and in-store look. We are now ready to roll these out across the chain and this coming summer will see us refitting six or seven of our stores. Our brand review has also enabled more clarity and focus around our buying strategy for our shops. We are also working on expanding our chain of stores and are actively looking for sites in several UK cities. All being well we will open two or three stores before the end of the year. Combined with employing a specialist for advice and training on improving traffic flows to our web site, we believe these initiatives will increase our sales over the coming year.

On the wholesales side of the business we now have a new Head of Wholesale, John Turner who has been working with the sales teams to review wholesale strategy. We are continuing to make improvements to our trade show presentation, and preparing to upgrade our web site for a re-launch in late summer. These are two important avenues to contact potential new customers. Another initiative to refresh our customer base is the setting up of a new development team focused on finding and developing customer leads. There has also been some restructuring of our regional sales operation to reduce costs and make us more effective in generating sales.

Moving to a stronger and more sustainable financial position is likely to be a project of at least a couple of years. The coming year needs to see overall sales in the business rising again. While doing this we will need to keep a close eye on costs. What gives me cause for optimism is that I think we have a stronger team than ever who are really getting behind what we need to do to turn the business around.



# Rising to the challenge

## James introduces Evolution Stores, an exciting new development online

In November 2013 we launched the new Evolution website, where for the first time customers are able to purchase our products online. The chain continues to go through some very exciting and challenging times, with the retail team driving through change at a phenomenal rate. Evolution needs to do as its name suggests and change, in response to the economic climate and a much more sophisticated and competitive retail industry.

During Christmas 2012 our physical stores saw a big decline in sales, while the industry was reporting an 18% rise in online sales. In early 2013 we decided to concentrate our focus on getting a website up and running in time for the following Christmas.

As project manager for the new website & associated marketing, the following months were a very mixed bag – hugely enjoyable, challenging, scary, stressful, euphoric and miserable – you name it I went through it. Many of the challenges surrounded the fact that projects like this contain so many elements that have to come together, many hinging and relying on each other. This really drew on a habit of mine which is to try and over-control situations, so tightly that I think nothing can go wrong; but of course some things don't go to plan. Looking back I didn't really waiver, I carried on with a sense of purpose that I wanted this to be delivered well and on time, for the sake of the business and everything it stands for and supports, and I am really grateful to have that purpose.

A really enjoyable part of the project was the huge support I had from many different teams and individuals, people were so willing to help where they could and I felt the business was really behind the project. I enjoy working with others, forming and changing cultures, habits and going beyond ourselves that little bit more. One day our designer Richard said "Don't worry, getting a retail website off the ground can feel like pushing water up hill, but it will all come together." That helped as I felt I could admit it is hard, complex and challenging, but that is okay, it's the nature

of it. I also valued some very positive feedback from Aryajaya, Keturaja, Visada, Jnanasalin and Prasannavira who frequently noted that they felt confident in my management of the project. This gentle and ongoing support spurred me on, and I am very grateful to them. In late August 2013 Jose Flores from the Liverpool sangha joined us as ecommerce Manager helping with the final stages of getting the project live.

Evolutionstores.co.uk was launched with a month for potential Christmas sales. Our first facebook post was posted, our first tweet tweeted, our first marketing email sent, our first order received & delivered. We had done it, which was a great sense of achievement for the many teams and individuals involved. The Christmas period saw encouraging sales as well as much higher transaction values than we usually see in the stores. The site was well received in terms of its ease of use and its look and feel.

### Next Steps of Development

Jose with the support of Leigh as the ecommerce team are doing a great job of managing order processing and the many systems that continue to be developed. Myself along with many of the retail & systems team continue to develop the marketing side of the website. Parallel to this the rebrand continues, with plans to refit seven stores this year, and open new stores, but there is a real sense of people rising to the challenge, responding and doing what it takes to get the job done.

The next major development is to send live the mobile version of the website. Although we are doing well with marketing, we need to draw back to plan our strategy in terms of what we want to achieve and how we can do this with an ethical sensibility. Our existing customers are well aware of being able to shop online with us, but it will take time to sink into their consciousness, so marketing needs to continue. There is a lot of work to do in terms of search engine optimisation in order for new customers to find us.

### What can you do to support us?

I'd like to conclude this piece with how we can help Evolution and therefore the Windhorse Trust, and all it does to support the Triratna Buddhist Community. We all probably buy candles and incense, we all need to buy gifts for friends and family throughout the year, a lot of us will have facebook & twitter accounts. Therefore we can all make an effort to help.

So leaving our likes, dislikes or any preconceptions we might have, here are some of the ways we could help this great bastion of right livelihood:

You might start by saying:

- I'll buy one gift from Evolution every year
- I'm going to buy all my candles and incense from Evolution
- I'll do all my Christmas shopping with Evolution
- I can like Evolution Stores on facebook and follow on Twitter
- I'm going to share posts or tweets I receive from Evolution
- I can sign up to the Evolution newsletter and share it
- Or better still, all of these and more!

Let's say that 3000 people read this and decide 'well I need to buy gifts every year, so I'll do £50 of my gift shopping a year with Evolution'. That's £150,000 pounds extra income, which translates as sustainability, and increased donations to Triratna resources. If 3000 of you like us on facebook and share our posts with your friends, on average 100, that's 300,000 people we could connect with. A little effort from everyone reading this article will go a long way! As a thank you, there's a 20% off voucher below.



Left: Jose, managing the website  
Right: Leigh packing a customer's order

**EVOLUTION**  
**20% off**  
valid until 1st Oct 2014

Take this to a shop, or use the code **buddha3** online.  
For single use only. Cannot be used with any other offer.

**EVOLUTION**  
**20% off**  
valid until 1st Oct 2014

Take this to a shop, or use the code **buddha3** online.  
For single use only. Cannot be used with any other offer.

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**Name:** James Healy Dufosse-Belton (yes that really is a triple barrelled surname)  
**Role:** Retail Hub Manager for Evolution

**I'm from:** Sheffield where I live with my wife Mel and my 2 children Ana & Alex as well as living in a mens community in Cambridge 2 nights a week

**Original Connection:** I first came across the Dharma in 2000, introduced by Viryamani from the Amsterdam Sangha. I've been steadily growing more committed to the path and have been a going for refuge mitra since 2009 when I started working for the Sheffield store where I was part of the core team for 3 years before coming to Cambridge HQ – Uddiyana in April 2012.

**I love:** travelling, mountaineering, mountain biking – the list could go on, anything with a thrill while bracing the elements, though at the same time Gadgets, Coffee Shops and a bit of retail therapy doesn't go a miss.



# The Irish connection

My time at Windhorse was a very important time for me. Mostly I worked in sales, either on the vans or in the sales team. The highlights for me were either doing van runs or trade shows. I loved the sense of adventure of both and the friendships that developed from working together. Even though on the vans we went out alone, there was a real sense of camaraderie between the various salesmen as we were out there together. I also have very happy memories of traveling to Harrogate, London or Birmingham to attend the trade shows. A very rich time in all and a real education on many levels.

Osadha

The connection between Windhorse and people from the Irish Republic goes back to the 1970's! Some of those people share their stories...

It was on a Total Immersion retreat with Buddhafield that I first saw Triratna beyond Dublin. And it was exciting! Here were people practicing and actually living the teaching in a very colourful, radical and genuine way. It was this notion of direct involvement that interested me. I was reared with a "get involved!" mantra ringing in my ear. In the UK I could live the myth while still being fully 21st century.

How do I try to engage with the mess that is a traditional Triratna lifestyle (Business, Community, Centre)? I relate it to the Dharma, that is, a complete all-encompassing myth to be lived through, that may ultimately lack consolation. It is a 'Going Forth' to search for another, intuited way; simplicity and friendship develops alongside insight into the way things are.

Of course I have very little, if any say in any of this but I like to think I do. However I do feel amazement and gratitude for being here.

Wayne

I entered the realm of Uddiyana two years ago with determination and curiosity. At times I felt like a lion in a cage pacing up and down. I worked with the tension between striving and softening with the opportunity to go deeper or stay where I am. It has been challenging and worthwhile surfing the worldly winds of the mind!

Images that come to mind; an all women's team, friendship, the tantric nature of the work, chats in the kitchen, great lunches, tune in's, right livelihood meetings, yoga practice, the crew bus, walking by the lake, herons gliding past, a moment of awareness!

A wonderful dharma university practicing with like minded friends in pursuit of the ring of enlightenment! I am grateful for the opportunity. Sadhu to all!

Mairead

I've got a treasure chest of memories from my time working and growing at W:E. A treasure chest filled with the mysterious green emeralds of Amogasiddhi, and the bright golden nuggets of Ratnasambhava. The warehouse for me was a Going For Refuge machine, you locked yourself in and were transformed! Packing was an act of devotion, each box had the weight of reverence (no heavier than 25kg), and felt solid enough to be a cathedral brick! The people were the radiance of Windhorse: evolution, from the Magical-Crazy-Wisdom of Rathnaketu, to the Groovey-Kingliness of Dharmasiddhi, and everything in between! I feel nothing but gratitude for my time there.

Pavara

I was involved with Windhorse when it started in the early Eighties and I am glad to say that it continues to be the insight practise which always motivated us. Windhorse is always directly pointing to the impermanence of security and the insubstantiality of sales!

When it came to the central Buddhist Eight-Fold Path concept of Right Livelihood, in the Seventies Sangharakshita used to just teach us the standard traditional formulations about avoiding trading in living beings or poisons etc. He was favourably surprised when we picked up the ball and started running with it creating ethical Buddhist business ventures of which Windhorse was always a front runner. Obviously I found it heartening that so many of our best people from Ireland responded to Windhorse's pressing need for committed Buddhists who were prepared to travel overseas to practise their Faith, facing all the challenges of a foreign country with fortitude. Windhorse trained Order members are still amongst the very best we have in Ireland.

Sanghapala

After being involved with the Dublin Sangha for a while there came a point when I felt I needed to be in more supportive conditions especially in the area of livelihood. Although at the time I wasn't particularly desiring to leave Dublin the options in terms of a Buddhist right livelihood situation are much more limited there in contrast to the UK. Considering the number of Irish people who have been in Windhorse over the years made the decision to move over here a lot more straightforward. Its hard for me to imagine where else I could get the experience that I am getting here, so that if I ever did move back to Dublin I would be in a better position to help the Sangha there grow.

Eoin

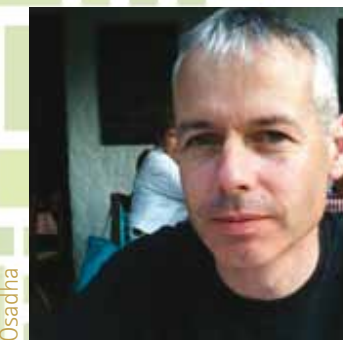
Sanghapala



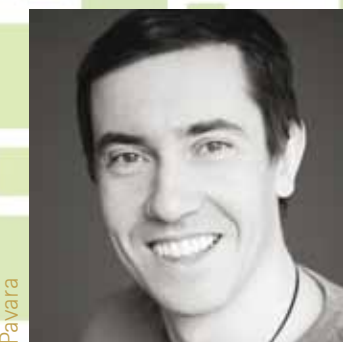
Eoin



Osadha



Pavara



Mairead



Wayne





# If your heart is pure...

Last year three people from the business were ordained into our Order. Here they share their insights and those moments of beauty when 'all things in the world are pure'.



Sthanashraddha's painting of Vajrasattva

It's been a year since I left for the Guhyaloka course, where along with 15 other men who I can now safely call brothers, I received Ordination into the Triratna Buddhist Order. As soon as I received my letter I knew three things; I wanted to prepare a suitable wardrobe of clothes, I had an image of a four armed Vajrasattva I needed to paint, and there needed to be a 'journey' to Guhyaloka.

The clothes sound quite superficial I'm sure, though I was trying to tap into something that runs deep; what we dress in affects us on different levels and I wanted to throw myself in, be the simple monk in blue robes. The painting was a kind of spiritual death, even a ritual goodbye or funeral, and I was pleased to complete it for my send off. The journey, well, I was blessed in having such a dear friend, Abhayakirti, who happily agreed to a road trip so I might have that mythic trip. Which it was indeed, with highlights like the Paris Buddhist centre, Musee de l'Orangerie, Musee Guimet, Orleans and its beautiful cathedral, Shambhala's centre Dechen Choling and Rigpa's impressive Lerab Ling centre. We skirted the snow-capped edges of the Pyrenees, visited the Valencia Buddhist centre, and finally drove up to the mountains near Guhyaloka. I said farewell to Abhayakirti and the world in many respects and walked off into the wild.

I returned as Dharmachari Sthanashraddha, he whose faith and confidence is firm and strong. For many who know me the name is quite fitting, and I would have to agree, as it not only touches on some of my growing qualities, but also is most definitely a path of practise for me, a dualistic problem that touches me deeply. I am working on it that's for sure.



Sthanashraddha with Saddharaja

Returning to Windhorse has been eventful and mixed. I am very grateful for the support such an environment offers me and at the same time I need to grow and adjust in a fast paced climate where the business faces more and more demands in order to survive. I feel well placed to offer my skills to help and I also feel inadequate to the responsibilities and complexities. It's a tension I guess many others face, though maybe less are in a position to air those issues and fears openly with their work colleagues or line managers.

Subhuti talks of effective going for refuge being like the battle ground of the spiritual life, where provisional going for refuge is not strong enough and cannot work against the ego enough, and real going for refuge is so established and decisive that the battle is all but won. I can get a taste of this post Ordination, like I have left the training camp and find myself out on the battlefield. I have taken one or two knocks already and it's quite sobering, but I have a great squad of brothers and sisters around me and there are more and more of us joining the fight.

Sthanashraddha

**The rain has stopped, the clouds have drifted away, and the weather is clear again. If your heart is pure, then all things in your world are pure. Abandon this fleeting world, abandon yourself, Then the moon and flowers will guide you along the Way.** Ryokan

If your heart awakes to those words, then you have got a feeling of what the ordination retreat was like for me. The teaching of the Buddha invites us again and again to look at what is really going on, appreciate its beauty and let it go (we cannot do otherwise). In a way we can do that at any time anywhere. At the same time I know how much of an effect the poetry whispered by the sacred valley of Guhyaloka has during the ordination retreat.



The men's retreat - Amalasiddhi is in the middle!

Very little can be said about ordination or the ordination retreat. It is not something one can really talk about. It is a mystery and it happens in a dimension outside time and space. It allowed me to see more clearly how everything is a metaphor, a dance of events flowing, nothing else. Trees, flowers, the sun setting, the sun rising, the moon smiling, birds singing, mist blessing. All around us are all these elemental things communicating the beauty of change, our ungraspable nature that connects us to all without separation. But in the midst of our lives we can easily miss it all.

The ordination retreat gave me the opportunity to live a very simple life, in the heart of nature, in the company of fellow practitioners. Meditating, exploring and reflecting on the teachings, working, speaking out our ideals and moving towards them. Thus we lived in a harmonious community for the duration of the retreat. One of the most moving memories I have is being ill in bed and seeing my brothers coming to my hut one by one with real concern and with everything I needed then. The conditions and receptivity allowed me to hear what is being communicated all the time all around.

I am back at Guhyaloka as I write this. I feel at home with the smell of pine trees and rosemary, with the earth under my feet and the rock formations stretching wide and high surrounding the valley. Indeed it is my home and the place where I was born as Amalasiddhi. That was the name waiting for me for when I was ready. I happily took it and the responsibility to serve Avalokiteshvara as he manifests in the Triratna Buddhist Order. For the good of many I shall keep abandoning myself and let the moon and flowers guide me along the Way. And not much more to say but love.

Amalasiddhi

**Unless your work is your meditation, your meditation is not meditation.**

Attributed to Sangharakshita

I was privately ordained last year, at Akashavana, the Triratna Buddhist Order's ordination retreat centre for women, in Spain. I was ordained over lunchtime and when I came into the kitchen, I saw two plates had been set aside – one for me and one for Ratnadharini. Only now I was carrying a new name, given to me during the private ordination, which was different to the name on that gift of a plate. Just as in everyday life you have your work, my job that afternoon was sweeping. As I swept the dining area, Dayanandi, a Public Preceptor (senior Order Member who oversees the ordination process and those who conduct ordinations) came up to me and said, "You've just been ordained – you can give yourself a break." Before I could think about an answer, I found myself saying, "It doesn't feel like work", and continued to sweep. I enjoyed that sweeping, the rhythmic movement, the physicality of it, the quality of the light with its dust motes, the traces of people I knew gently merging into soft textured heaps. But the most important thing to say is that I had learned, right down to my fingertips, how to ground my ideals, in practical experience – how to express values and insights I care deeply about in the smallest of everyday acts.



Viryamani, Padmasuri and Jinamati

I encountered Windhorse:evolution, shortly before I asked for ordination, in the form of the wee Aladdin's cave of a place that was the Glasgow women's Evolution shop. At that time, I would say that I was young, idealistic and living in my head! I had this strong recurring thought that I was somehow just 'existing' rather than really 'living'. I started volunteering regularly on a Tuesday morning, and in April 2001, I joined the Glasgow shop team and entered progressively deeply into the path of 'work as practice'. I transferred to the Cambridge shop, and later I worked in the Customer Service team at Windhorse HQ, becoming manager. Along the way, I had discovered that the 'path of work as practice' is closely allied with the 'path of responsibility'. Today, I work in the Systems Team at Windhorse.

I can't say that I was 'a natural' at knowing how to put my ideals into practice. My early encounters with other folk on the same path were more like the proverbial 'baptism of fire', and it does seem to have taken me a wee while to 'get it'. I thank those people for their patience! Today, I can see that my experience is a wonderful example of team-based right livelihood producing, or I should say 'co-producing', someone who can make a difference in this world.

Jinamati



# Wholesale revolution

Our new head of wholesale, John, shares his first impressions and identifies three areas of focus for our drive to increase sales

The level of support, comradeship and collaboration here has amazed me and this culture is something we should be rightly proud of

Admittedly we are struggling as a business at the moment; the aim is to drive towards profit next year, which will mean a 10% increase in sales, and to grow significantly beyond that

Having been in Windhorse as Head of Wholesale for 3 months now, I am beginning to get a good impression of the opportunities and challenges facing the business over the next few years. And a fascinating learning curve it has been, supported very generously by a host of marvellous people – for that I thank you all.

## First Impressions

My first impressions have been extremely positive, despite the disappointing financial results. The culture of Windhorse, underpinned by its Buddhist ethos, is one that none of us should take for granted – coming from a cut-throat US multinational the level of support, comradeship and collaboration at Windhorse has amazed me and this culture is something we should be rightly proud of. From a purely business perspective, there are also a lot of positives – the expertise of people in their different roles is impressive, as is the sheer dedication and commitment demonstrated by everyone throughout the company. Additionally, the product range is impressive and the customer base has a great loyalty that bodes well for the future.

## Driving towards profit

With this in mind, I really believe there are some great opportunities for the Windhorse Wholesale business going forward. Admittedly we are struggling as a business at the moment due to a number of factors, not least the economic climate, but I can see a number of improvements, both now and in the longer term, that can make a big difference to our results. And the aim is to drive towards profit next year (which will mean a 10% increase in sales) and to grow significantly beyond that.

To achieve this there are three areas of focus, and the first of these is winning new customers. We are very strong at maintaining our customers, with excellent customer relationships developed through the Regional Sales team and our superb Customer Services support, but we have not had a concerted effort on finding new business for some time. This is a vital part of any healthy business and we will be establishing business development teams that will address all three of our sales channels:

**Regional Sales:** A dedicated team will be working on researching new target segments and regions, approaching new customers, qualifying those new leads, and passing them on to the Regional Sales teams as established prospects.

**On Line Sales:** We are beginning work on revamping our website to give visitors an improved customer experience. At the same time we will be focussing on how to attract more people to the site, as well as developing more email and social media communications to help build closer relationships with our on-line customers.

**Strategic Accounts:** We will be working on all aspects of our handling of strategic customers, including looking to establish new export markets and supplying customers with multiple chains (such as garden centres). This will need a pro-active approach to engaging key buyers as well as changing our services to meet their demanding buying cycles.

The second area of focus is on internal communications and making sure everyone working in Wholesale has a common vision and direction. An observation is that there are pockets of excellence throughout the business but these need joining up, with improved processes and systems support where needed. Key areas that are currently being worked on include improved management of new leads (for instance from trade shows), increased engagement between Regional Sales and Customer Services, and reviewing minimum orders and carriage charges to meet the needs of our customers.

The last area I would like to mention is a major branding process that is looking at all aspects of the Wholesale business to determine exactly what customer need from Windhorse and what our unique value proposition is for our key markets. Recently the

Wholesale management team have had a series of meetings reviewing the market, our offerings, the competition, our common values, and how we should position ourselves going forward. This is an ongoing process that over time will change every aspect of our Wholesale approach. It will also have short-term impacts as we reinvigorate our trade show stands and online positioning. As well as being a great team building exercise, allowing the team to get fully engaged in the vision of our company, it also highlighted some fantastic strengths that we can build on – this included great products sourced from global suppliers, a very human approach to our customers, convenient ways of doing business with us (including our unique mobile showrooms), and strong ethical values that ensure we are seen as trustworthy and honest.

However, the major finding was just how special Windhorse is, both in terms of our goals to make money to give money away as well as our approach to doing business with integrity. We feel sure customers value such things – our challenge is how best to communicate to them – both established customers and new prospects. As stated before, this is an amazing business with great opportunity. There are challenges to overcome, but I am confident that over the next year we will be able to turn the company back into a profitable one – and hopefully we'll enjoy ourselves at the same time!



**Name:** John Turner

**From:** Grew up in Hertfordshire, went to University in Manchester, have lived in the Cambridge area for over 20 years.

**Joined:** January 2014, having done some voluntary work in the second half of 2013.

**Current Role:** Head of Wholesale

**Why I joined:** Had been working in the charity sector one day a week for a couple of years looking for the right opportunity, when Samudraghosha suggested I might like to help at Windhorse – the rest as they say is history! Really believe in the ethos of Windhorse and really want to help make it a success!

**Favourite Thing:** My two kids, Jennie and Ralph, who have both flown the nest, have developed into fantastic human beings that I love to bits!

**Most challenging thing:** At the moment I've injured my back, so sitting down is quite a challenge!

**I love:** Unfortunately I'm an avid Spurs fan – so I understand what the Buddha means when he says "life is suffering"!

**Interests:** I enjoy most sports, particularly golf, tennis, jogging, and cycling. I also love hill walking, which I combine with an enthusiasm for landscape photography.

**Book on the Bedside Table:**

Vessantara's "Tales of Freedom"

**Favourite Quote:** "It's never too late to be who you might have been." George Eliot





Since 2007 we have been sending funds to a foundation for disabled people in Bali, called Kupu-Kupu. Begonia, a Spanish social worker, started the project because she saw the conditions for disabled children in Bali, who are often unable to leave their houses. The project started in Ubud, the local town of the villages where we buy our goods. Kupu-Kupu provides a minibus to take children to the centre, where they have lessons, crafts, yoga, and meet other children. So far we have sent £28,000 to this project, including funds for building another day centre in the district of Bangli, which was entirely paid for by Windhorse.

Begonia writes: "The Center in Bangli is running well, with a lot of support from the community. Many local people visit the Foundation in order to bring rice, biscuits or to celebrate their birthdays with the students. They recently had a volunteer teaching drawing and another teaching Yoga."

In the Center in Ubud we had painting workshops, some music classes, and yoga classes. Of course we carry on with the general projects to supply wheelchairs to people, do field work, make ramps, help with basic needs of families in very hard economic situations, and of course taking care of the small schools we have at both Centers.

We made trips to the beach and to the swimming pool. All of the students love water and to have the chance to play on the sand is something special for all of them. For many of the children it's the first time they have been to the beach!"



We have donated over £18,000 to the Ban Rom Sai Orphanage since 2010. Located in northern Thailand, the project provides a home to 30 children, including some who contracted HIV at birth. The home is a safe and nurturing environment for the children, and helps them to find a skill they enjoy and are good at.

Mariko writes: "Our children are doing really well. One of the pieces of good news for this year is that five of our elder children started to work at our guest house and in our construction team. Our boys really like to play football and we had a professional football player from Bangkok to visit. He played with the children so they were really happy. We also had a Christmas party where our children performed dances. Our children are going to have long holidays from March and will start the new semester from May. The youngest children are also starting to go to kindergarden." [www.banromsai.org](http://www.banromsai.org)



# For the welfare of the many

We continue to support Dharma work internationally, and social projects in the countries of some of our suppliers

Dharmachakra has been a registered charity for over 20 years, and their work is to archive and distribute written and verbal teaching of the Triratna Buddhist Community, as well as build a space for people to engage online. In five years their site Free Buddhist Audio provided over one million downloads to people around the world who are interested in learning more about how to apply the Buddha's teaching in their lives today.

The team writes; "Dharmachakra was extremely thrilled to receive a generous donation of £4,000 last year from the folks at Windhorse:evolution. An unexpected windfall that was very welcome and we are most appreciative! We were able to make some much-needed equipment upgrades; including a better and faster computer to help with coding and designing new website features, new sound equipment for processing digital audio, and a comprehensive new backup system for the archive and websites - a dramatic improvement over our previous backup system.

We also invested in new mobile devices in preparation for developing mobile apps for Free Buddhist Audio and The Buddhist Centre Online - an exciting new prospect and something we hope will be a possibility this year!"



We currently give a regular monthly donation of £175 to the India Dharma Trust (IDT), a chair which supports men and women in India who wish to deepen their practice of the Dhamma and be ordained into the Triratna Buddhist Order. This new path of transformation helps to lift people out of the oppression of the caste system in India.

Chair of IDT, Vajratara, writes: "Last year the Triratna Buddhist Order held its second convention at Bodh Gaya in India. A river of Buddhists dressed in blue: men, women, all nationalities flowed towards the Bodhi Tree. Then another river flowed as around 800 Indian men and women Mitras held their convention. It was an awe inspiring sight. The donations from Windhorse:evolution are enabling both those rivers to flow - supporting Mitras to become Dhamma-farers, warriors of Truth, transforming their own lives and the lives of others.

This year has seen many successful retreats led by the Ordination Teams who are supported by the IDT. For example, the women's team held eight retreats for mitras last year - enabling women to put down their family responsibilities in order to focus on their Dhamma practice. In December the women's Ordination Team made history when nearly 150 women mitras from all over India travelled to Bordharan retreat centre to study the ten precepts they will take on at Ordination.

The Ordination Team is also training other Order Members to become effective Kalyana Mitras. Nearly 2000 mitras have asked for Ordination in India, so that is essential work! Subhuti has just lead five retreats with the Indian Ordination teams for Order Members.

Over the last year your donations have also helped more fundraising to take place in India itself. Amalavajra has just returned from training the ordination teams in local fundraising, which now covers 40% of their needs."





# New View

I was always inspired by the Windhorse:evolution goal of helping new Buddhist Right Livelihood projects to get off the ground. As I had a background in residential letting, it seemed a natural choice to look to this as a new Right Livelihood venture after spending ten years working within Windhorse:evolution.

New View Residential was initially supported by Windhorse:evolution while it got up and running. New View is now taking its first steps into financial independence.

It has been a great three years getting things going, lots of hard work, but lots of fun too. Two thirds of new businesses go under during the first three years, so I am really pleased that we have managed to move from a small loss in year one through to a small profit at the end of our second full financial year.

As well as being owned by a Buddhist charity, the Windhorse Trust, we are registered as a Social Enterprise Organisation and we donate all of our profits to charity. Our business model is to ask our landlords where they would like half of the profits to be donated. The rest goes to Buddhist charities chosen by people working within the business.

The response from our landlords has been fantastic, they really love being involved in making decisions about our profit sharing. At the end of our 2012/2013 financial year we made

a profit of £1993. This was split between four charities, including £1037 to Karuna Trust and £673 to Arthur Rank, a Cambridge based hospice."

Developments this year have included part time assistance from Priyadaka, buy to let investment from Buddhist landlords and a new website ([www.newviewresidential.co.uk](http://www.newviewresidential.co.uk)). New View also commissioned a computer generated animation explaining what happens when Buddhism meets with residential letting. Ivan Trujillo and Andy Blackford (both Mitras based around Cambridge) made large contributions to the website and animation projects.

It looks likely that profits for the year ending March 2014 will show a good improvement, but I'm keeping my cards close to my chest. Let's see what the accountants say!

We were joined by Cambridge Mitra Anthony Turner in April. He has a background in commercial banking and strong commercial skills, I can't wait to see what he will bring into the mix.

We are currently investigating virtual letting (letting agents that only have an online presence) this would seem like a natural extension to our existing business. If anyone knows any Buddhist estate agents, I would love to hear from them!

Jayasiddhi



**Name:** Onur Pinar  
**Where I'm from:** Turkey  
**Joined:** February 2014  
**Current Roles:** Retail PA  
**Why I joined:** To be part of Buddhist and Ethical business  
**Favourite thing:** Retail team meetings  
**Most challenging:** Light bulb orders  
**Favourite quote:** "No one

could make a greater mistake than he who did nothing because he could do only a little." Edmund Burke

**In a previous life...** A musician or photographer

**I love:** Dharma discussions

**I hate:** to hate since it is a negative mental state!

**Interests:** Photography, Singing, Playing guitar

**I'm inspired by:** Ratnaghosha

**Book on the bedside table:** Ksanthi by Ratnaghosha

**Currently listening to:** "Aire Latino" by David Russell

## Windhorse people

**Name:** Anandavajra  
**Where I'm from:** Newmarket  
**Joined:** 1997-2003 & back in June 2012  
**Current roles:** Regional salesman  
**Original connection:** The Cambridge Buddhist centre when I started going there in 1997  
**Why I joined:** It was life changing for me to walk into the Buddhist centre, so when I discovered there were lots more Buddhists working just up the road I leapt at the chance to work here.  
**Memorable moment:** Has to be the time I turned one of our vans onto it's side on a dark windy lane in Scotland and then spent half the night in a car park laying out all the samples in order to visit my top customer the next morning...  
**Interests:** Discovering and sharing great music, for listening and for dancing, dancing wild and free... Group process work, movement and bodywork, communication practices and mediation. I love hiking in the hills and the fens, running and climbing.  
**I'm inspired by:** People who can facilitate connection and trust in situations of hostility and conflict.  
**Currently listening to:** Gilles Peterson in Brazil, the amazing Owiny Sigoma band and the stunning Clychau Dibon by Catrin Finch and Seckou Keita.



**Name:** Clare Moore  
**Where I'm from:** Ipswich, UK  
**Joined:** October 2013  
**Current Roles:** Part of the awesome customer service team  
**Original connection:** I worked in the Ipswich Evolution shop for 4 years – after I left, right livelihood was in my blood – so when a job came up in the customer service team it seemed too good an opportunity to miss.  
**Favourite thing:** Being part of a womens team, dedicated dharma practitioners working for a company that is a radical force in the world, and provides so much on so many levels. That and the lunches!  
**Favourite quote:** The fox's message to the little Prince, instilled in me as a child by my Dad; "It is only with the heart that we can see rightly; what is essential is invisible to the eye" Antoine de Saint Exupery  
**I'm inspired by:** friends, Bhante, a beautiful moon  
**Listening to:** The National, Haim, Bob Dylan, Regina Spekter



**Name:** Samamati  
**Where I'm from:** New Zealand, with forays into Mexico and China  
**Joined:** first in 2005, again in 2013 after year and a half away  
**Current Role:** Warehouse Manager  
**Original connection:** I had been aware of

Windhorse since way back in the early nineties and had always had a strong admiration for what was being done here. However it was when Keturaja and I were together on the team of the men's ordination course at Guhyaloka in 2003 that I connected more deeply. I had the opportunity to come here a couple of years later.

**Memorable Moments:**

Working with the Property Team on various shared projects

**Favourite thing:**

Living & working with friends in a Buddhist culture.

**Most challenging:**

Living & working with friends in a Buddhist culture.

**Favourite quote:**

"When you're up to you're a\*\*e in alligators it's difficult to remind yourself that your primary objective is to drain the swamps" (advice given to my final-year high school class by our teacher as we were about to set out in life – proven to be useful).

**Book on the bedside table:** I've most recently read A Midsummer Night's Dream, Where Angels Fear to Tread (EM Forster), and John Milton's poetry, especially Lycidas and Samson Agonistes. It's time I read the latest Pynchon novel Bleeding Edge.

**Currently listening to:** amongst others – Arcade Fire, REM, Kate Bush, Pavarotti and Bowie, naturally



Watch the video at [www.newviewresidential.co.uk](http://www.newviewresidential.co.uk)



# EVOLUTION

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### Our All-Time Favourites

