

Meet the team



Jatek Chhateja

- Varanasi, India
- Atheist

"These laws (of physics) may have originally been decreed by God, but it appears that He has since left the universe to evolve according to them and does not now intervene in it."

- *Stephen Hawking*



Jimmy Gillespie

- Houston, Texas
- Church of Jesus Christ of Latter-day Saints

"For every worry under the sun there is a remedy or there is none. If there is a remedy, hurry and find it; if there is none, never mind it."

- *LeGrand Richards*



Taha Khursheed

- Riyadh, Saudi Arabia
- Muslim

"None of you will have faith until you love for your friend what you love for yourself."

- *Prophet Muhammad*



Patrick Merkle

- Washington City, D.C.
- Church of Jesus Christ of Latter-day Saints

"Wherever an altar is found, there civilization exists."

- *Joseph de Maistre*

Agenda

- 1 Background
- 2 Case for Change
- 3 Execution Strategy
- 4 Summary & Risks

Background

Faith & Belief are the 'forgotten' DEI metrics

Faith & belief are very important to many...



...but employers aren't being supportive enough...



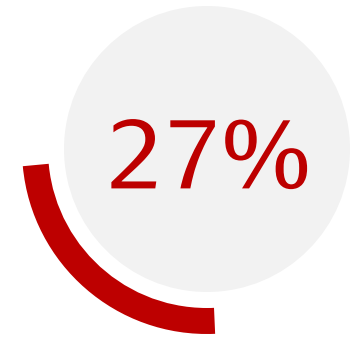
...which leads to religious discrimination



Of respondents identify with a belief system



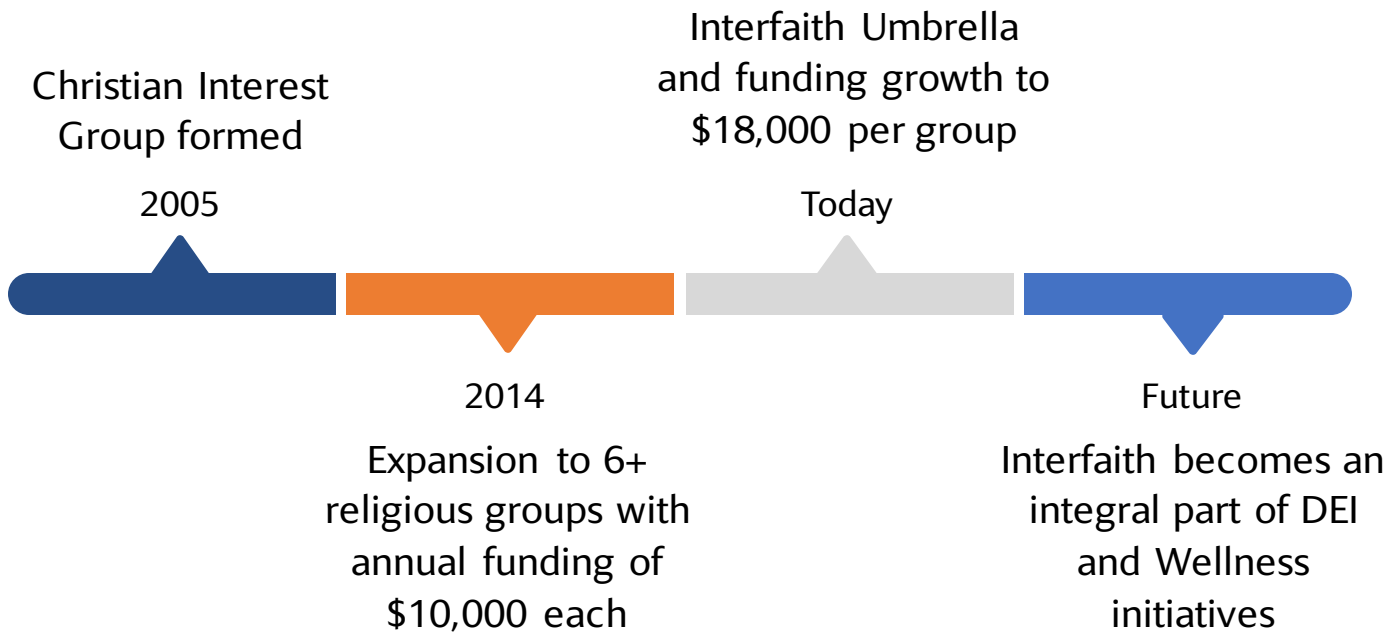
Of respondents to our survey said they **did not feel comfortable** expressing their belief systems in their workplace



Of respondents to a survey of 11,236 **reported perceiving religious discrimination** at some point in their tenure

Rock Canyon has made significant progress in, and has the potential to lead faith & belief-based inclusion

Thanks to Fatima and other leadership, Rock Canyon has maintained competitiveness in faith-focused inclusion efforts



What's Missing



- Institutionalization of faith & belief support groups
- Increased executive buy-in
- Requisite expenditures
- Inclusion of wider belief systems (e.g., atheism, spirituality)

We leveraged both primary and secondary sources to develop a comprehensive strategy

Primary Data



Proprietary Survey

- MBA students & alumni across the U.S.
- Focused on expression of faith & belief at the workplace
- N = 101, with views from 10 belief systems incl. atheism, agnosticism, and spirituality



Expert Interviews

- University professors who specialize in organizational behavior and strategy
- CFO of Fortune 500 Company
- N = 4

3rd Party Research



Industry & Academic

- 25+ Research papers analyzed
- 5+ Industry reports analyzed



Competitive Research

- 10K filings
- Company websites & annual reports

Case for Change

Why should Rock Canyon change?



It's the right thing to do



Faith and belief at work is a **natural extension** of both Wellness and DEI, and is **as important as** other DEI categories



Better for the Company



High positive financial return-on-investment if Faith at Work is done right



Better for Employees



Improves employee experience as Americans find **more meaning in work and report better well-being** when religiously included



Better for the Community



Religious employees are **more socially responsible**



It's inevitable



Fortune 500 companies **catching up to the trend**

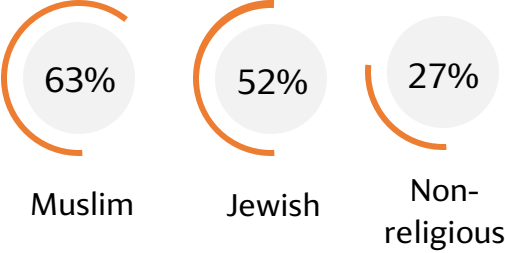


The faith & belief ERG is a natural extension of existing DEI efforts with increasing importance

Lack of **faith & belief inclusivity**, especially for **minorities**

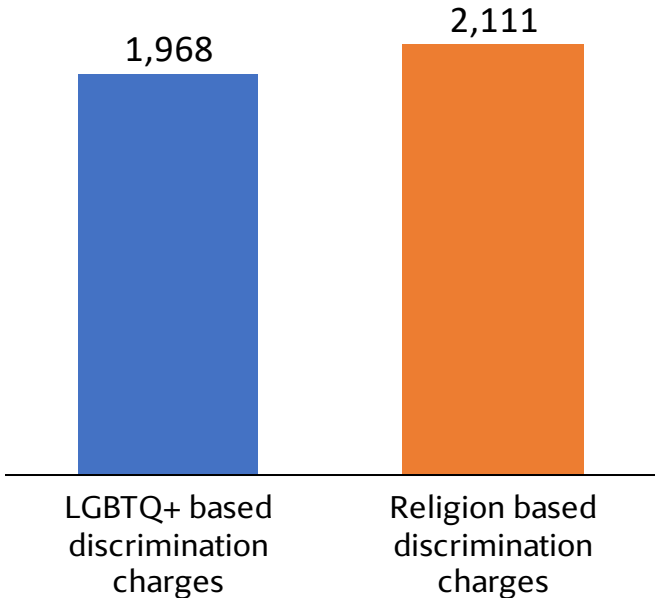


of non-Christians say their employers are ignoring their religious needs



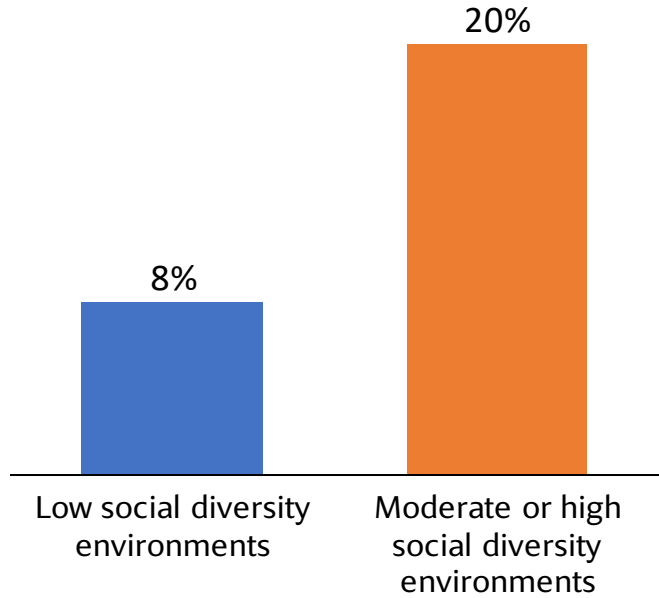
respondents perceived religious discrimination in the workplace.

Incidence of **religious discrimination** is comparable with **other DEI issues** for FY 2021



Religious pluralism is **more important** in **diverse work-places**

Incidence of religion related conflicts



Sources: Tanenbaum's 2013 Survey of American Workers and Religion; 'How Religious Discrimination is perceived in the Workplace: Expanding the View' (2022) by Rachel C. Schneider et al; U.S. Equal Employment Opportunity Commission



Faith & belief are critical to many people's well-being

Americans find the **most meaning** in religious activity...



...and say that it is **very important to their mental well-being**...



...but it's **not yet considered** within the "Wellness" category of most firms



- Out of 16 different activities Americans found themselves **happiest and least stressed** when engaged in spiritual activities
- Studies into expressing one's faith at work find a strong linear **negative correlation between religious belief and burnout at work**



- **86%** of faithful regard belief an important element of wellness (6-10 on scale of 1-10)
- **54%** of survey respondents said that it was **very important** (8-10 on scale of 1-10)



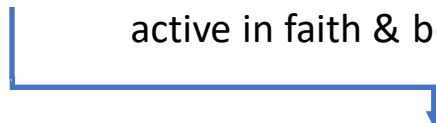
- Corporate initiatives to promote employee wellness often fail to rank religious services in recommended programs



High ROI potential from spend on faith & belief

Cost savings from reduced employee churn

Number	Description	Source
720,000	Total employees	Rock Canyon
x 15%	Voluntary attrition rate	Statista
x 84%	With faith focus	Pew Research
x 10%	Active in faith & belief ERG	Primary research
=~9,000	Attrition of employees active in faith & belief ERG	Calculation (Team 4 model)



Sensitivity of cost saving potential

% attrition that could have been prevented	1%	2%	3%
# 'Saved' employees	91	181	272
x ~\$15,000 replacement cost per employee (source: Monster)			
= Total cost savings	\$1.4M	\$2.7M	\$4.1M
ROI (based on \$500k spend)	2.7x	5.4x	8.2x

Investment required to achieve savings

Number	Description
\$50k	Leadership training
+ \$50k	Focus group & research
+ \$200k	~2x increase of existing budget for faith & belief ERG groups
+ \$200k	Quarterly interfaith events
= \$500k	Funding required
- \$108k	Current funding allocation
= \$392k	Gap in funding allocation

This gap can potentially be filled from a combination of the existing DEI budget and wellness budgets, **requiring no net incremental dollars** to Rock Canyon's budget

*If there is no flexibility in DEI or Wellness, Rock Canyon should still secure the additional \$392k in funding

Rock Canyon can have happier, more productive workers who impact their communities



1

Increased morale

- Workers whose companies offer education programs about religious diversity and flexibility for religious practice report **higher job satisfaction** than workers in companies that do not

2

Higher productivity

- Lower attrition leads to higher average employee tenure, and **productivity increases**

3

More impactful community outreach

- When employees are free to express their religious beliefs, they tend to **adopt their company values**. This in turn leads to **increased community outreach and volunteer service**.



It is inevitable to be faith inclusive as fortune 500 firms lead the way trend¹...

202

Fortune 500 companies refer to religion on their diversity pages

37

Fortune 500 companies have dedicated faith employee resource groups

Source: Religious Freedom and Business, Press Releases, Team Analysis
1. Data from 2022



... not being inclusive, may result in a loss of employee trust & customer faith

United Airlines to Pay \$305,000 to Settle EEOC Religious Discrimination Lawsuit

Airline Agrees to Accommodate Buddhist Pilot's Religious Beliefs

BlackRock under pressure to live up to its promises on diversity

Past and present employees of colour seek change at asset manager some call 'WhiteRock'



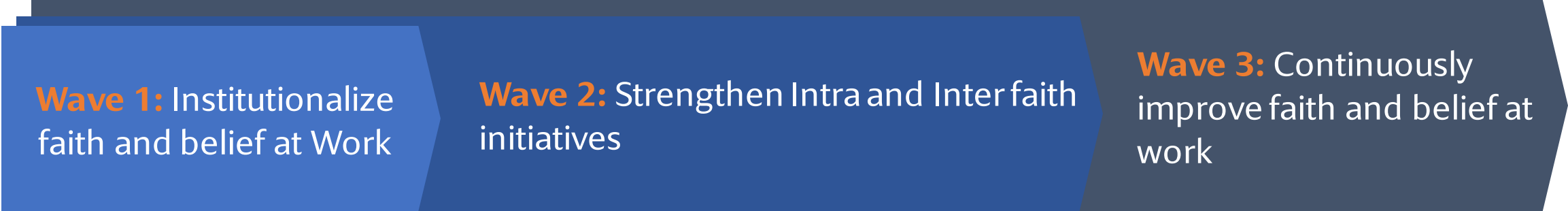
Essma Bengabsia, a Muslim-American former employee of BlackRock, says her job at the asset manager 'was completely destroying me' © Pascal Perich/FT

Wellpath to Pay \$75,000 to Settle EEOC Religious Discrimination Case

Health Care Company Denied Religious Accommodation for a Correctional Nurse To Wear a Scrub Skirt, Federal Agency Charged

Execution Strategy

A three-waved execution plan will ensure that faith & belief at Rock Canyon is *'built to last'*



- 6 months**
 - Make short and long-term **religious equity commitments**
 - **Integrate** faith & belief into **existing** DEI and wellness **initiatives**
 - Create and monitor **faith & belief metrics** along with existing DEI and wellness KPIs
- 1 – 3 years**
 - **Strengthen Intra-faith Groups:** Best fulfill needs of existing individual faith groups incl. creation of new groups, increasing social budget and other chaplain and religious accommodations
 - **Strengthen Inter-faith Collaboration:** Facilitate collaboration between different faith groups, support atheists to express themselves freely
- 3+ years**
 - Conduct **pulse surveys** routinely to gauge if interfaith efforts are adequate with employee expectations
 - **Benchmark** best practices from other interfaith champion organizations routinely

Wave 0: Monitor metrics across Strategy, Finance and HR

Wave 1: Integrate faith & belief into DEI groups and employee wellness initiatives

Long-term faith & belief equity commitments

Our People

- Make Rock Canyon a place where all faiths & beliefs thrive
- Foster accountability by clear, ambitious measurement of faith & belief goals

Our Work

- Advance pursuit of faith & belief equity and accommodation with our clients

Our World

- Donate to organizations and initiatives advancing faith and belief at work
- Match employee donations to faith & belief affinity campaigns
- Provide pro bono consulting services to communities in need of faith and belief related counselling

Inclusion of faith & belief into DEI and wellness initiatives



- **Integrate faith & belief into DEI initiatives** across attraction, retention, and promotion (e.g., Initiative to have equitable distribution of faiths across bands)
- **Include faith & belief into DEI and wellness metrics** (e.g., when looking at employee churn across races, monitor employee churn across different faith groups)

Wave 2: Strengthen Intrafaith and Interfaith initiatives across the organization



Intrafaith activities: Strengthen individual faith groups



Create new groups and train existing ones



Increase social event budget



Interfaith rooms



Match employee donations to affinity efforts



Chaplaincy and religious mentorship



Interfaith activities: Increase cross-religion awareness and accommodate wider beliefs



Celebrate religious holidays together



Mindfulness and Spirituality Sessions



Interfaith discussions



Religious holiday swap

Wave 3: Reiterate and improve on faith and belief practices driven by benchmarks and pulse surveys



**Employee
Pulse
Surveys**

Conduct routine employee pulse surveys to gauge satisfaction with existing initiatives and need for new initiatives and faith groups

Benchmarks



Adopt latest best practices in fortune 500 companies and academic research that drives up faith and belief inclusion at workplace

KPIs and success metrics identified to track Rock Canyon's progress across key categories

Wave 1: Institutionalize faith and belief at Work

-  **Formal recognition** of faith & belief ERGs as DEI groups
-  **Formal incorporations** of faith & belief benefits as part of employee wellness programs
-  Increase **funding** to faith & belief ERGs
-  **# of managers** with faith and belief participation as part of their KPIs

Wave 2: Strengthen Intra and Inter faith initiatives

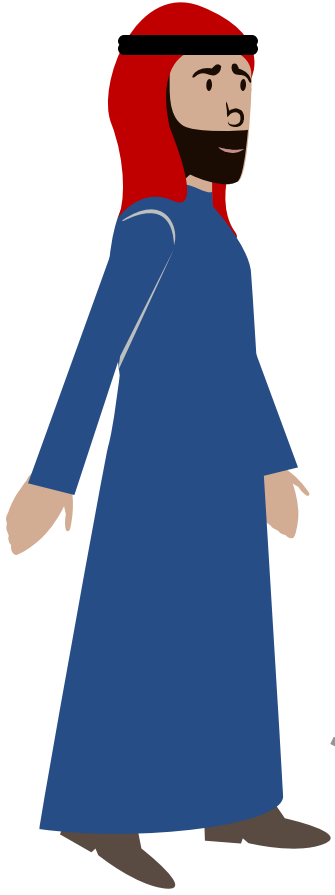
-  **% of employees from a certain faith or belief** system associated with the respective faith & belief ERG
-  % participation from employees who are **atheists**, agnostic, or spiritual in faith & belief ERGs
-  Frequency of **intra and inter-faith events**, meetings, and celebrations
-  **Intra-faith groups** have formalized structures to represent issues of groups they represent
-  Comparison of **attrition, promotion, and performance metrics** between active and inactive faith & belief ERG members
-  Number of faith & belief related **community partnerships** developed; amount of money spent on or donated towards community impact

Wave 3: Continuously improve faith and belief at work

-  **Periodic employee surveys** to measure the impact of faith & belief ERGs on wellbeing and morale of employees
-  Improvement of **faith & belief ERG** through comprehensive feedback mechanism and benchmarking against competitors
-  Collaboration with **industry leaders** to share best practices
-  Working with clients and suppliers to share faith & belief initiatives across all company partnerships

Summary & Risks

The future we're building for



Meet Nizar,

a Rock Canyon employee of faith whose family is living in the earthquake-impacted region of Syria



Expanding interfaith-related ERG efforts comes with manageable risk

Risks

As interfaith dialogue occurs more regularly, opportunities for interfaith **conflict also occur more frequently**

Some classes of DEI may find the views of the religious **incompatible with their identity**

Mitigants

Discussing faith & belief systems within the confines of a safe environment that **promotes productive conversations**

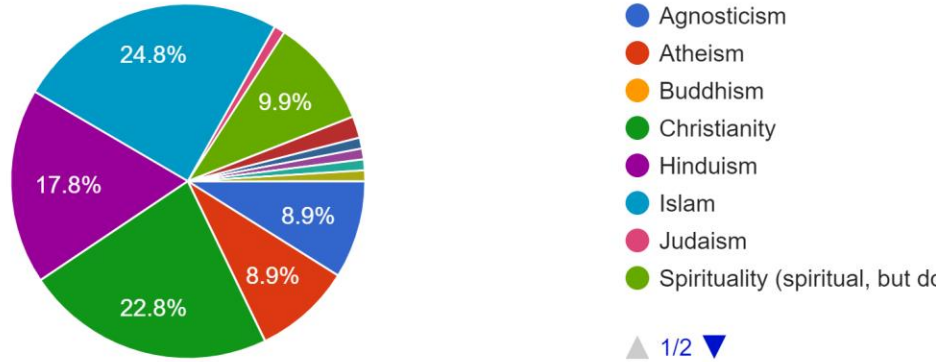
Raising awareness and **helping drive behavior and perception** change around faith & belief, and DEI broadly

Appendix

Key Survey Results

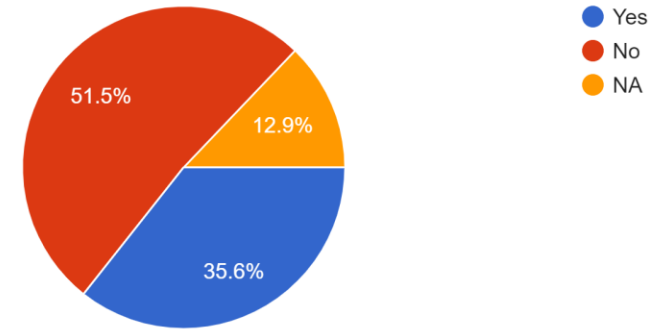
What faith or belief system do you practice, if any?

101 responses



Did your previous employer provide an environment conducive to discussion / expression of your belief system?

101 responses



How important is your faith / belief system on your overall well-being?

101 responses

