

Rock Canyon

Faith & Belief at Work

February 16, 2023 | Group 6



Our Team



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3 Key Questions:

- 1) *Why is it important to integrate faith and belief in the organization?*
- 2) *How can the Interfaith program continue to grow and benefit Rock Canyon's employees after current leadership departs?*
- 3) *What are the key financial and people metrics to track to ensure Interfaith's mission is successful?*

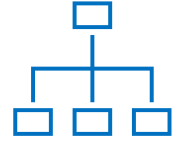
The inclusion of faith and belief in the workplace is critical to the well-being, retention, productivity, and satisfaction of employees



Include Interfaith under other company DEI initiatives



Increase program infrastructure & establish robust goals with clear metrics



Create new leadership structure with emphasis on diversity across multiple dimensions

Agenda

01 | Importance of Faith in the Workplace

02 | What this looks like for Rock Canyon

03 | How to measure success

04 | Next steps



01

Importance of Faith in the Workplace

What leaders say about authenticity & inclusion

Employees place immense value on the ability to express their authentic self – including their faith – in the places they work



“

*“When we don’t bring our whole selves to work we suffer – lack of engagement, lack of productivity, and our well-being is diminished. We aren’t able to do our best, most innovative work, and we spend and waste too much time trying to look good, fit in, and do or say the “right” thing. For teams and organizations, **this lack of psychological safety makes it difficult for the group or company to thrive and perform at their highest level because people are holding back some of who they really are.**”*

-Mike Robbins “Bring Your Whole Self to Work”

“

“Creating a more inclusive work environment for people of faith isn’t just good for creating happy employees. We discovered it actually helps with sales.”

- Rich Tafel

“

*“In faith-friendly workplaces, **Employees feel safer, have better working relationships with colleagues, and are more likely to be engaged in their work.**”*

- Chad Brooks

“

“Allowing employees to share their deepest, faith-based purpose at work creates a work environment that allows them to come to work as their whole self.”

- Religious Freedom and Business Foundation

What data says about authenticity & inclusion

External research shows the need for, and major benefits of, fostering inclusion and helping employees feel comfortable expressing their religion in the workplace

63%

*of employees who felt comfortable discussing their religious beliefs with colleagues reported feeling more motivated to perform well at work**

71%

*of respondents believe that companies should accommodate the religious practices of their employees***

79%

*Companies that promote religious diversity and inclusion are 79% more likely to have engaged and productive employees****

4.9x

Employees who feel they can be themselves at work, including sharing their religious identity, are 4.9 times more likely to say they are committed to their organization^

64%

*of workers said that it is important for their employer to support their religious or spiritual beliefs****

75%

of employees say they would change jobs to work for a company with a better inclusion record^^

53%

of workers say that they would prefer to work for a company that is supportive of their religious practices^^^

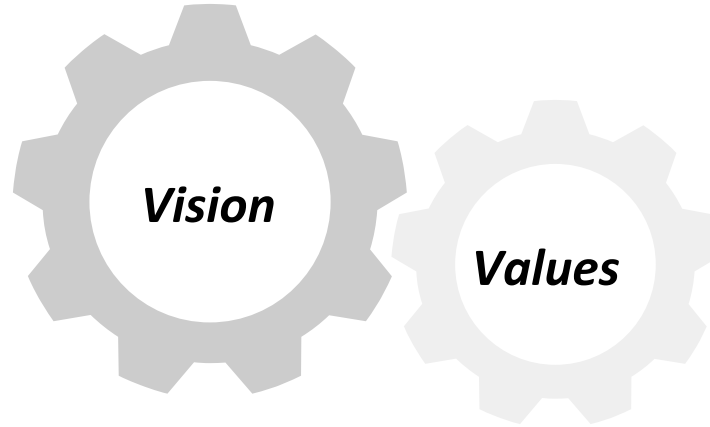
2.3x

Companies with a strong culture of inclusion were 2.3 times more likely to be effective at meeting or exceeding financial targets^^

Why this matters for Rock Canyon

Facilitating religious expression at work will allow Rock Canyon to achieve its vision through the application of its values

“We **work as a single team with a common goal** – to create holistic value by embracing change for our shareholders, communities, employees, and clients”



1. **Integrity**
2. Stewardship
3. **Respect for the Individual**
4. Sustainability
5. **Honesty**



Pursuing religious inclusion is a **clear confirmation of RC's company vision and values** and will lead to a workplace filled with productive, supported, and committed employees



02

What this looks like
for Rock Canyon

What needs to change?

Rock Canyon has laid a foundation for faith in the workplace, but that can be strengthened further

Organizational support for faith-based ERGs

Current state

- ✓ Funding for major religious groups
- ✓ Internal publicity from HR
- ✓ Interfaith umbrella ERG
- ✓ Religious Interest groups

Things to add / change for future state

- Include **Interfaith ERG under the DEI umbrella**
 - Include in external reporting (website, DEI report, etc.)
 - Include in formal DEI trainings
 - Explicit announcement / endorsement from the CEO
- Set **company-wide goals** for participation in faith-based ERGs by 2025

Faith ERG Leadership

- ✓ Inspiring leadership from Fatima
- ✓ Independent leadership of regional groups

- Create an **Interfaith ERG leadership committee***
 - Identify committee members across geos, functions, and faith groups
 - Vary representation across seniority bands - including senior executives
 - Disperse responsibility from Fatima to other leaders to reduce “key person” risk
- **Formalize the structure of Interfaith ERG**
 - Define the relationship between Interfaith and Independent Religious Groups to foster interfaith collaboration
 - Standardize meeting and event cadences

Note: *See appendix for more detail

How to ensure the program endures

By diversifying leadership, creating strong partnerships, and establishing strong accountability
Rock Canyon can ensure the program survives in the future



Leadership

- **Executive level successor for Fatima named and trained**
- Inclusive Faith ERG committee established to reflect diversity of members
- Individual faith groups empowered to best serve members



Partnership

- **Work with other companies** to teach and learn best practices
- Partner with programs like TCIU* and Diversity Inc to lead trainings
- Create relationships with faith-based university groups for recruiting



Accountability

- **Commit to a 25% increase of Interfaith participation by 2025**
- Publicly announce agreed upon metrics for success
- Establish annual DEI report that includes reporting on Interfaith progress on key metrics



A system of religious inclusion that is built to last

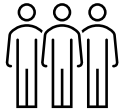


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How to measure
success

What this effort will accomplish

Successful implementation of these initiatives will have an immediate and lasting effect on employee experience and impact the broader market as Rock Canyon becomes a leader in DE&I



An inclusive environment in which each employee, regardless of band or tenure, feels **empowered to bring their whole self to work** every day



A culture that encourages and celebrates authentic expression of individuality beyond traditional DE&I through unique beliefs and practices



An external reputation for DE&I innovation and excellence that defines diversity by layering faith and beliefs on more traditional characteristics

How to measure the impact

To track the success of the identified initiatives, Rock Canyon should track specific metrics across Finance and HR to fuel an integrated feedback loop and inform opportunities for improvement



Empowered to bring their whole self to work



Culture that celebrates authentic expression



External reputation for DE&I innovation and excellence

Function	HR	HR	HR	Finance	HR
Metric	Employee Satisfaction	X-functional integration	Retention	Retention	External ratings
Impact	will improve as employees feel a greater sense of belief-based connection with colleagues both locally and across North America	allows Rock Canyon to break down functional/ band-initiated silos to foster greater workplace integration	will improve as barriers of isolation are removed and replaced with bonds of fellowship and authentic expression	improvement reduces recruiting/onboarding costs and improves efficiencies tied to extended tenure of current employees	on Glassdoor and other sites will document employee sentiment and rank Rock Canyon against relevant peer set to gauge industry standing
Method	E-sat scores	Participation	Attrition/tenure	Attrition/tenure	External surveys

Estimated financial Impact

High level cost and savings estimates show that reducing turnover by even 1% would yield savings that more than cover the anticipated expense of such a program

Program Cost Estimates

\$3M Spread Across Regional Chapters

\$150 a head given to local chapters to fund monthly meetings, speakers, training, and travel

Distributed as a base amount for each religious group, with additional funding available based on headcount

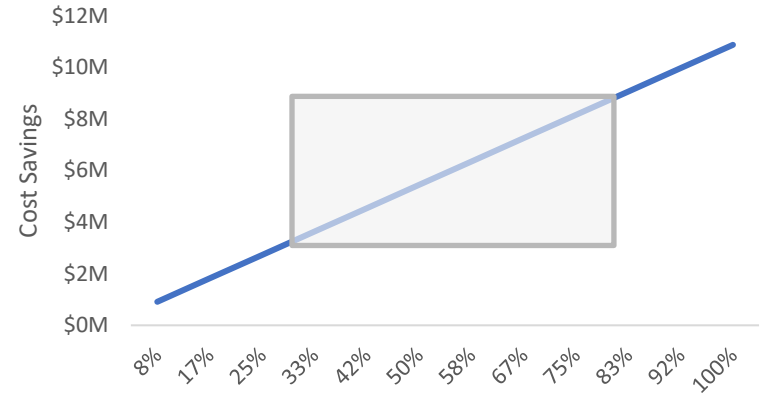
\$150k Used At National Level

\$75k to be used to facilitate quarterly interfaith meetings and trainings at a regional and national level

\$75k dedicated towards annual company interfaith conference

Potential Retention Savings

\$4-9M Annual Savings in Hiring Spend*



Rehire Cost as % of Annual Salary

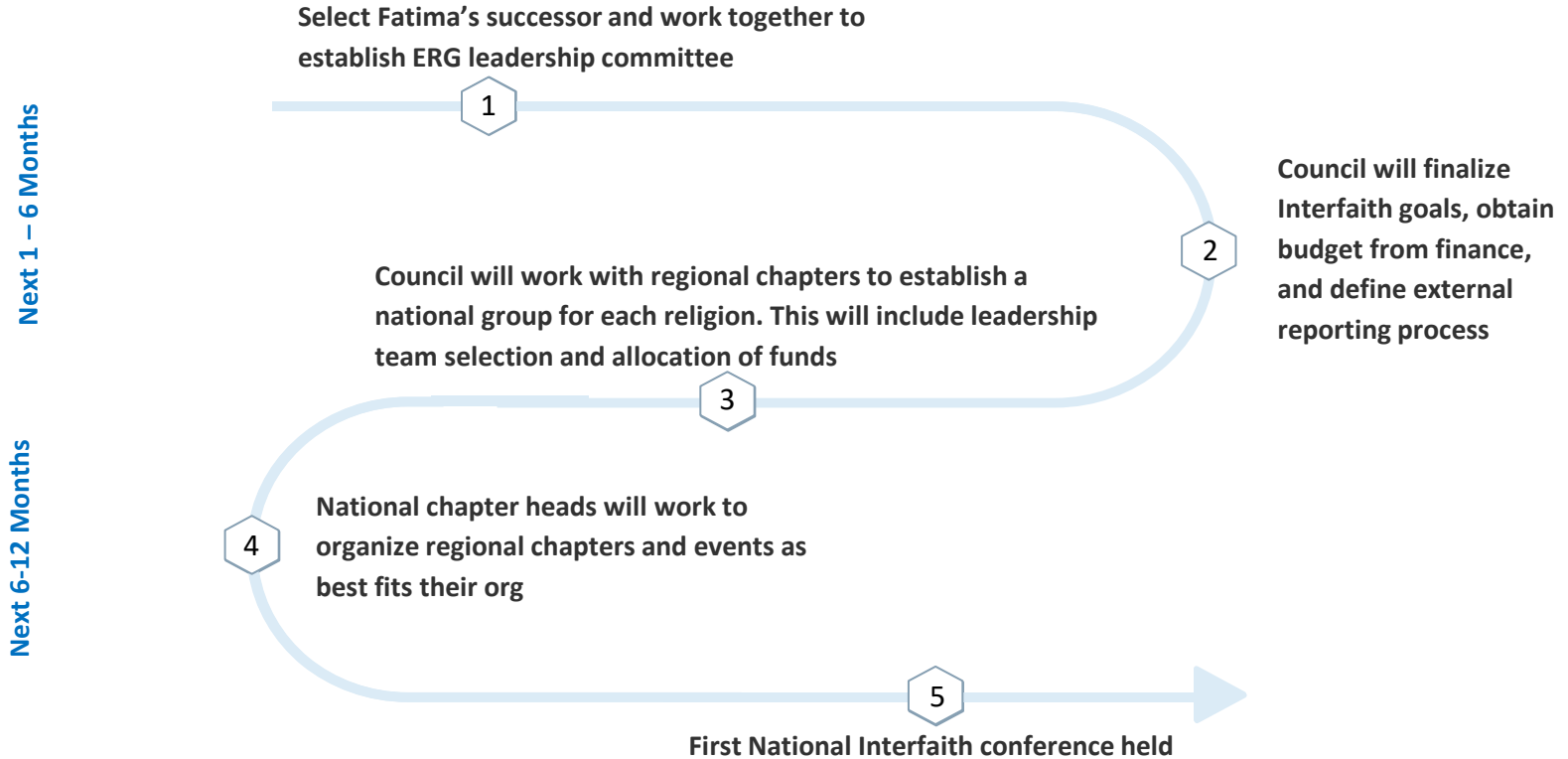
*Assumes 10% participation rate and 1% reduction in turnover




04

Next Steps

Next Steps



The background of the image is a sunset over a mountain range. The sky is a gradient of orange and yellow, with the sun visible on the right side. In the foreground, the silhouettes of mountains and a small town are visible against the darkening sky. A semi-transparent dark box is overlaid on the center of the image, containing white text.

“Faith and business is NOT just about allowing people to join clubs with others who believe what they believe and making them feel more appreciated -- It’s also about building much-needed bridges across cultures and belief systems”

*- Religious Freedom &
Business Foundation*



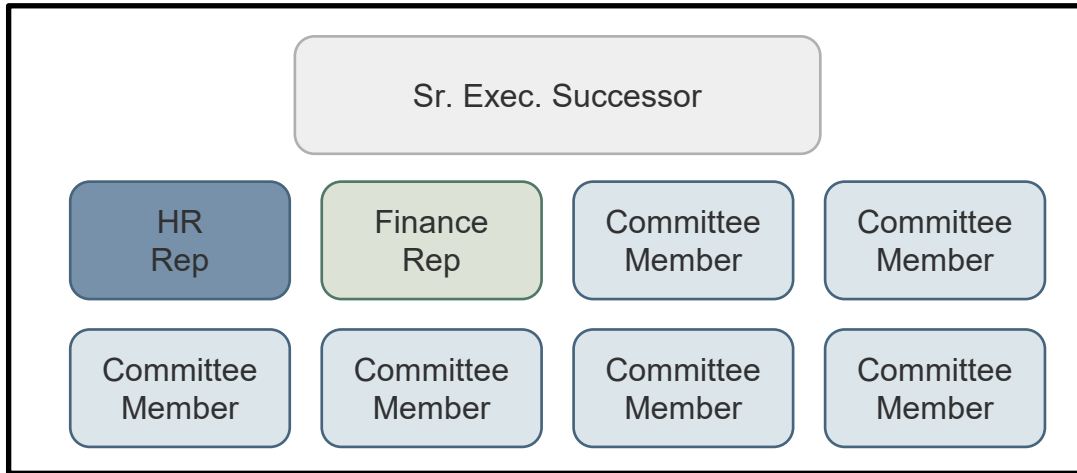
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Appendix

Leadership Committee Structure

The new leadership committee will be comprised of members of HR, Finance, volunteers from the different existing faith groups, and led by a Senior Executive

Interfaith ERG Leadership Committee



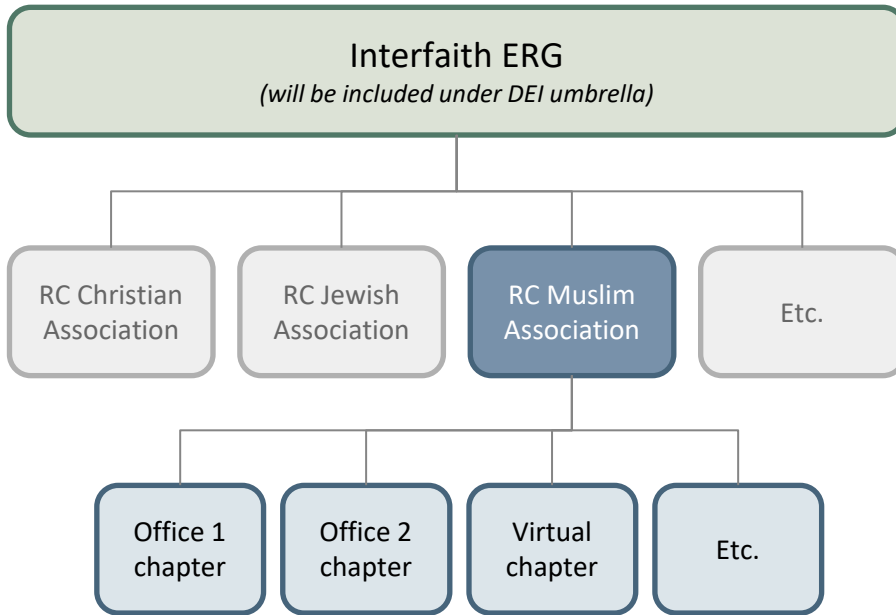
Where possible, committee member should be comprised of a diverse set of:

- *Faiths*
- *Functions*
- *Regions*
- *Bands*

Organization structure of Interfaith ERG

The Interfaith ERG will serve as an umbrella organization for the independent Religious Groups

Structure



Responsibilities

- **Foster inclusion** for all employees of faith
- Plan **quarterly interfaith meetings** (*regional*)
- Hold **annual interfaith summit** (*annual*)
- **Allocate budget** to Independent religious groups
- Organize at a **national level**
- **Foster cross-office collaboration** & interaction through meetings / events
- Determine how to spend their **allocated budget**
- Each religious group can **determine whether to break into office-specific chapters** or not
- Larger religious groups may break into regional chapters while **smaller religious groups may desire to aggregate nationally**

Financial Savings Assumptions

Total Cost reductions could range from \$3.5 - \$10M annually

Band	People	Average Turnover	Salary	Annual New Hires	Reduction in Hires	Total Annual Reduction*
1	189,720	2 years	\$80,000	94,860	949	\$1,264,799
2	122,400	2 years	\$88,000	61,200	612	\$897,599
3	45,900	3 years	\$150,000	15,300	153	\$382,500
4	52,020	3 years	\$180,000	17,340	173	\$520,199
5	30,600	4 years	\$250,000	7,650	77	\$318,750
6	24,480	4 years	\$300,000	6,120	61	\$306,000
7	30,600	5 years	\$360,000	6,120	61	\$367,200
8	29,988	6 years	\$396,000	4,998	50	\$329,868
9	64,260	6 years	\$435,600	10,710	107	\$777,545
10	24,480	7 years	\$479,160	3,497	35	\$279,282
					Total	\$5,443,740

Key Assumptions:

- Cost to Hire ~6-months salary*
- Turnover reduction is 1%
- Interfaith Participation Rate at 10%
- U.S. workforce comprises 33% of total global workforce

Total ranges from \$3.5M - 10M depending on assumptions

Note: *<https://mnwi.usi.com/Resources/Resource-Library/Resource-Library-Article/ArtMID/666/ArticleID/782/Cost-of-employee-turnover#:~:text=The%20Society%20for%20Human%20Resource,in%20recruiting%20and%20training%20costs>

Key risks and ways to mitigate

Although there are risks that could disrupt the implementation of a stronger Interfaith ERG, these risks can be mitigated through careful planning and communication

Key risk	Ways to mitigate
Interfaith ERG does not receive funding because ROI is not understood	<ul style="list-style-type: none">• Funding the Interfaith ERG will actually generate a positive ROI• Careful communication with finance should take place to show them the “business case” and ROI• Tracking success and cost savings will ensure initiative continues to receive funding
Other members of the organization are offended (e.g. LGBTQ community)	<ul style="list-style-type: none">• Communicate with the organization that faith ERGs do not replace or compete with other ERGs• Faith ERGs are meant to allow everyone to bring their whole selves to work
Lack of executive leadership after Fatima leaves	<ul style="list-style-type: none">• Identify and train Fatima’s successor before she leaves the organization• Create the Interfaith ERG leadership committee to share responsibility
Low participation in certain regions	<ul style="list-style-type: none">• Faith groups will be organized nationally and have virtual options so everyone can have a community

Case Study: Salesforce



Faithforce
Community for all Faiths



Assumptions:

- “One of the other walls we overcame was the *assumption* that Faithforce and our LGBTQ group, called Outforce, can’t coexist. It’s one of the most destructive assumptions that is made out there.”



Action:

- “We held collaborative events where both groups could attend, listen, learn, and be heard”



Ask:

- “There is a boundary to faith in the workplace, and we assume that it’s an impenetrable one, but I think it’s paper thin. We can blow it away simply by asking [others], “Tell me your story.”