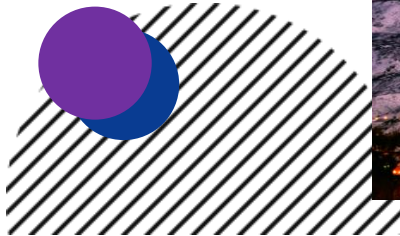




HARMONY
DIVERSITY CONSULTING

FAITH & BELIEF AT WORK
CASE COMPETITION

2023



Rock Canyon

MBA CANDIDATES 2023

Meet
the
team



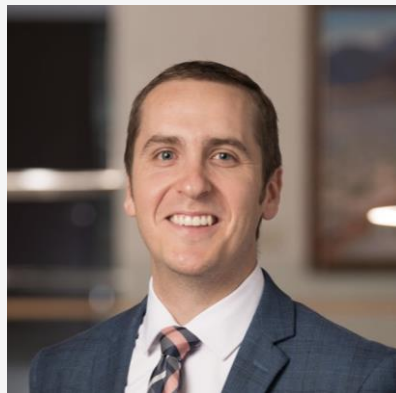
Preston Rawlings

Product Marketing | Consumer
Insights | Marketing Analytics



Tanu Bhasin

Operational Strategy | Business
Analyst | L&D Tech Professional |
Senior Designer



James Drake

Financial Analyst | Talent and
Change Management



Kyle LaPlant

Brand Management | Strategic
Partnerships | Marketing Analytics

Executive Summary



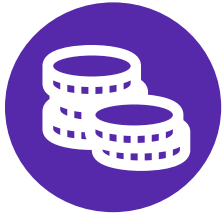
About Us

Founded in 2012 in CA. Served over 100+ clients. We offer consulting services to help our clients improve their operations.



Our Goal

Enlarge Rock Canyon's success by systematizing Interfaith ERG efforts to continue to impart its benefits to the community



Gross Savings - NPV

\$1.3 B



Contribution to Bottom Line

\$.76 B



Proposed Solutions #1

CDO takes the responsibility of the faith initiatives along with the DE&I initiatives happening in the company



Proposed Solutions #2

Create an app called FaithMingle which will help increase employee engagement and thus promote a stronger culture of faith & belief at work

Perpetuate Faith In The Workplace

Faith Is Growing In NA

Young Adults Affiliate
Less

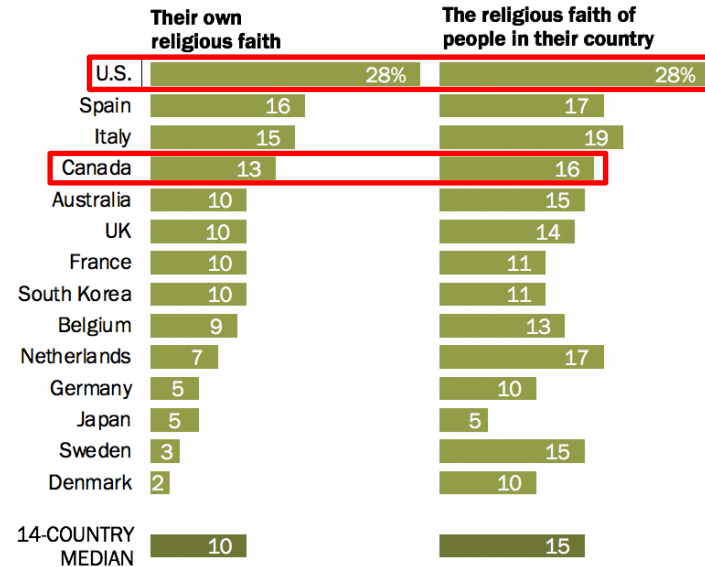
*“84% of people
identify with a
belief.”*

- The Global Religious
landscape. Pew Research
Center. (Dec, 2012).



Americans most likely to say pandemic has made their religious faith stronger

% who say ___ has become **stronger** as a result of the coronavirus
outbreak



Note: In Australia and Canada, the question asked about “COVID-19.” In Japan, it asked about “the novel coronavirus,” and in South Korea, it asked about “Corona19.”
Source: Summer 2020 Global Attitudes Survey. Q2a&b.
“More Americans Than People in Other Advanced Economies Say COVID-19 Has Strengthened Religious Faith”

PEW RESEARCH CENTER

SOURCES

The Age Gap In
Religion Around
The World
© Pew Research
Center 2028

Belonging is good for business

GLOBAL
WORKING MARKET

\$7.8 T

11% of global GDP,
lost in productivity
due to disengaged
workers

23% ↑

Higher profit for
companies
with engaged
workers



WHEN WORKERS FEEL
LIKE THEY BELONG

75% ↓

Reduction in sick days

50% ↓

Drop in turnover risk

*“Employees whose company
provided flexible hours for religious
observance are 2x less likely to say
they do not look forward to coming to
work.”*

-Workplace religious discrimination

ASSUMPTIONS

Global working
market is indicative
of NA market

Faith is a part of
people feeling like
they belong at their
place of work

DATES

2019 - 2022

SOURCES

Job Unhappiness -
Gallup
© CNBC 2022

The Value of
Belonging At
Work © Harvard
Business
Review 2019



Systematize Interfaith Timeline

01

CDO Responsibilities

- Create faith-friendly memo
- Involve in big decisions



2023 Q1

03

Update Policies

- Employee handbook
- Code of ethics



2023 Q2

2023 Q3

05

FaithMingle App

- Suggested events
- Constant feedback loop



2023 Q4

02

Employee Insights

- Deploy employee engagement survey
- Anonymous hotline
- Lunch with senior leadership



04

ERG Events

- Total ERG festival
- Invite faith leadership to speak



ASSUMPTIONS

CDO is willing to accept faith in DE&I initiatives

Faith-based community leaders would want to speak at corporate events

App could be completed by the end of the year

DATES

2023



What is our Strategy?

Value to Employees

Increased employee satisfaction & wellbeing

Value to Stakeholders

Increased profitability by increased retention & efficiency

Value to Communities

Increased donations & service activities

Steps to perpetuate Interfaith ERG

CDO takes Ownership of Interfaith ERG

- Fatima works directly with CDO to train and offer knowledge sharing
- CDO plans strategy and ERG leaders execute the strategy in North America

Conduct Events

- Hosting events for training & awareness
- Invite influential public speakers
- Partner with community leaders
- Celebrate festivals for all faiths
- Yearly Family Picnics

Create FaithMingle App

- Develop an app that effectively communicates and notifies community with updates on events
- Offers chat and email support
- Incorporates feedback loop
- Has festival feeds
- Has policy updates and includes all cultural faith policies
- Smart Metrics

↑ **15%**
Employee Satisfaction

↑ **\$120M**
Profitability by 2025

↑ **\$45M**
Annual Community Donations

ASSUMPTIONS

CDO is already managing other DE&I initiatives

Metrics to Measure Impact

Financial Metrics

Annual Expenses: ~\$85M
Annual Savings: ~\$210M
Annual Net Income: ~\$125M
Expected Annual ROI: 147%
12-Year NPV: \$761M

Cost Reduction

- Retention Rates
- Loss Prevention
- Cost per Hire

HR Metrics

- Turnover Rate
- Employee Satisfaction & Well-Being
- Employee Engagement
- Employee Production
- Claims of unethical behavior to HR/Legal
- Absenteeism

Other Metrics

- 100% Awareness of Interfaith ERG
- Client Satisfaction
- Number of Corporate Sponsored Community Service Projects
- Mentorship

SOURCES

Job Unhappiness -
Gallup
© CNBC 2022

The Value of
Belonging At
Work © Harvard
Business
Review 2019

Does Faith Make You
a Better Worker?
Pacific Standard

ASSUMPTIONS

A reasonable portion
of employees will be
positively impacted
by company-wide
and top-down faith
integration efforts.

There is an industry
average rate of
employee theft and
unethical behavior.



Financial Analysis – Net Present Value of North America Initiative Launch

\$1.34 B

Projected Cash Savings (Operating Cash Inflows)

- Improved Retention from 3 years to 3.5 years
- Decrease in Employee Theft by 1%

\$0.58 B

Projected Cost of Purposed Investments

- Regional All-ERG Events
- Company-sponsored service activities
- Donations
- Mobile-App Development
- Public Relations Campaign
- Income Tax

\$0.76 B

NPV of North America (11% WACC)

- Assuming ~50% of total employees and revenue
- If only 2% of revenue, still NPV of \$503 million

SOURCES

Glassdoor

U.S. Dept of Justice

Institute of Finance and Management

Society of Human Resource Management

Finbox

Next Steps



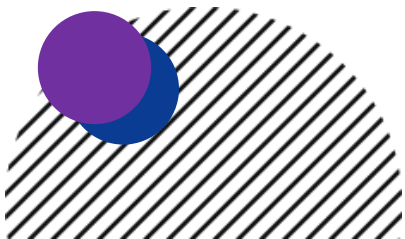
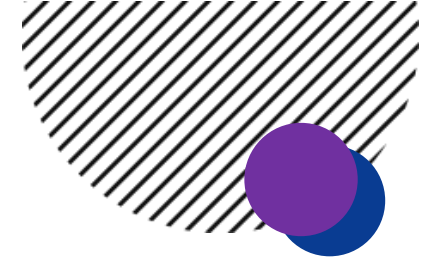
Fatima immediately coordinate a meeting with Chief Diversity Officer to initiate hand-off of responsibilities



Human Resources and Legal to coordinate Employee Handbook Updates in addition to overall legal considerations for initiative



ERG Leaders begin collaborating for Regional All-ERG events





FAITH & BELIEF AT WORK
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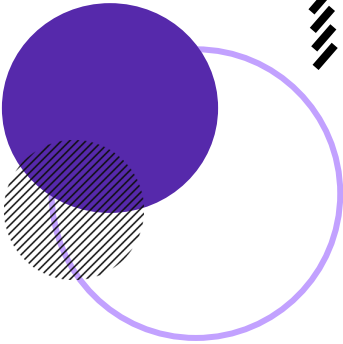
2023

thank you!

Appendix



Ethical Analysis



THOSE WHO BENEFIT

- ~84% of all employees identifying with a belief
- Rock Canyon from cash savings, and good PR
- Shareholders from increased brand equity and more stable investment
- Fatima from increased exposure to top management

THOSE HARMED

- Employees who are uncomfortable with faith and belief being discussed at work (typically the older generations)
- C-Suite executives may feel added stress from additional duties

ECONOMIC BENEFITS

- 12-year NPV of \$761 million

RIGHTS EXERCISED

- Fatima – champion a cause with good intention
- Rock Canyon Management – Making decisions it believes to be in the best interest of the company
- All employees have right to identify with any faith or belief (even none at all)

RIGHTS IGNORED

- No obvious harms were apparent

LEGAL REQUIREMENTS

Title VII of the Civil Rights Act of 1964:

- Prohibits religious discrimination, including
- Provides protections for those experiencing hostiles work environments
- As such, Rock Canyon will need to be cautious about anything that could be perceived as discrimination or that could be seen as a potential tool for discrimination.

CONSIDERATION OF ETHICAL DUTIES

Self-Interests

With all the benefits, this initiative would be in Rock Canyon's best interests.

Personal Virtues

Rock Canyon would be proud to have this publicized and would deploy its own PR campaign.

Religious Injunctions

This entire decision is about compassion and building community around a common goal.

Government Requirements

See legal requirements to the left

Utilitarian Benefits

This initiative would benefit far more people than it would potentially harm.

Universal Duties

Rock Canyon would likely be very happy to see someone else make the same decision if given the same circumstances.

Distributive Justice

This initiative seeks to distribute DE&I benefits more equally to any employee with a belief, which will lead to improved social cooperation.

Contributive Liberty

This initiative will make the benefits of religious expression and identity available to far more individuals than before, which will lead to greater social productivity

SOURCES

The Ethics of Management, Hosmer

Equal Employment Opportunity Commission

Department of Labor