
Faith & Belief at Rock Canyon



Agenda

-
- Why This Matters
 - Current State
 - Our Recommendations
 - Risks & Mitigations
 - Next Steps

Faith & Belief at Rock Canyon



The Importance of Internal Diversity

77%

**Of Americans describe themselves
as affiliated with a religion**

Internal Diversity

Different backgrounds and thought processes bring unique viewpoints to the organization that provide optimal results

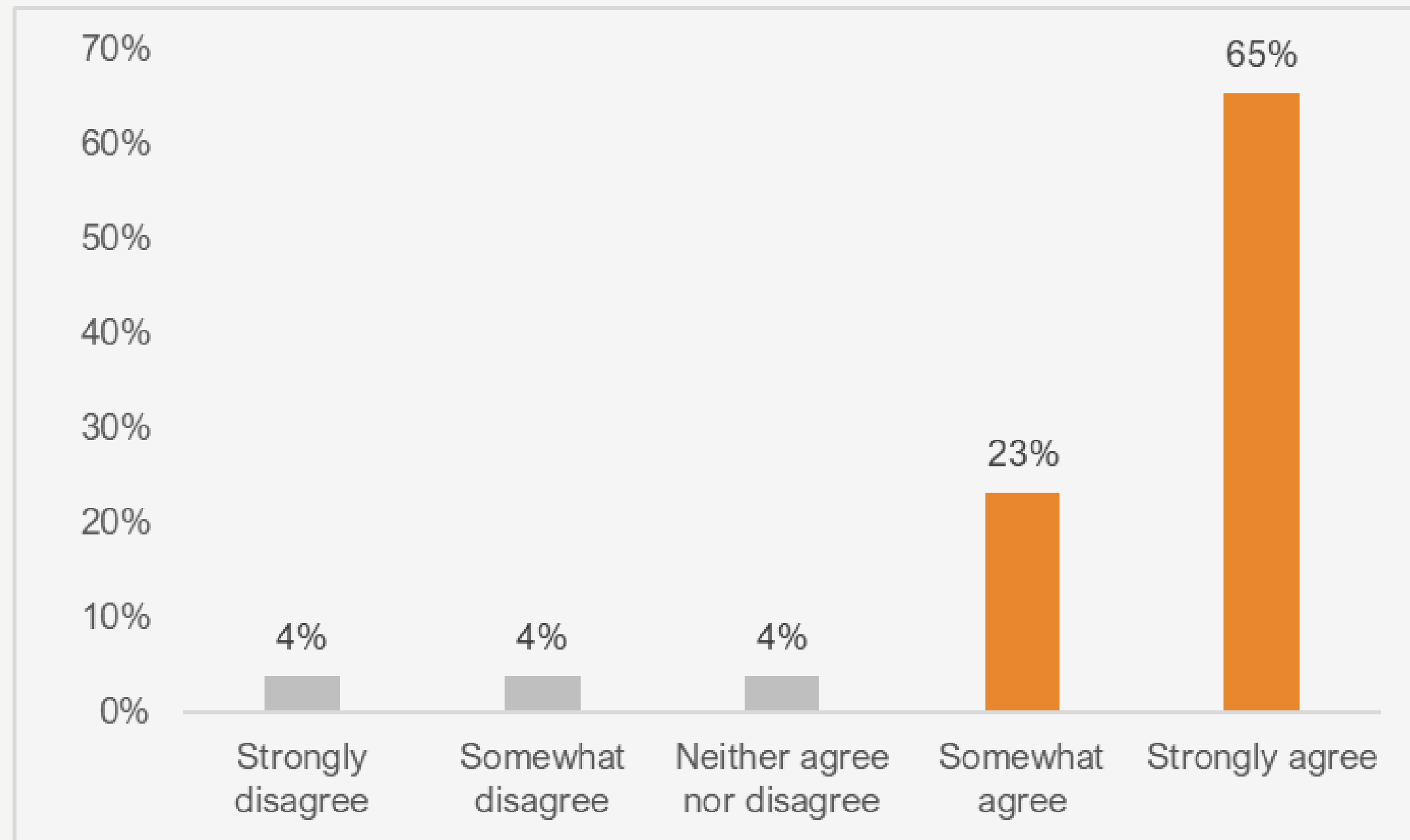
Church and State

Title VII of the Civil Rights Act of 1964 prohibits workplace discrimination based on religion, unless doing so causes more than a minimal burden on the employer

Still, many people feel they may be judged for discussing their religion at work

Sources: see Appendix D

Percentage of People Who Feel Their Faith Positively Impacts the Way They Work



Faith Positively Impacts the Way People Work

“ My religion grounds me to what is important in life. Focusing on that **helps me navigate** bumpy work relationships or stressful problems.

My morality and work ethic are **intrinsically related** to my religiosity.

[...]The way I interact with people, my honesty and integrity on projects, and [my] empathy **stems from those values** which I believe make me a **stronger employee and team player**.

I feel like I hold myself to **higher work ethic and standards of integrity**.

My faith in God positively impacts **every aspect** of my life.

”

A Need for Belonging

In a 2020 global study of 11,800 participants, belonging was the **strongest driver of employee engagement**



BELONGING

91%

Of employees who feel they belong are engaged at work vs. only 20% of employees who lack belonging are engaged at work



PROFITABILITY

23%

Difference in profitability for companies with engaged employees



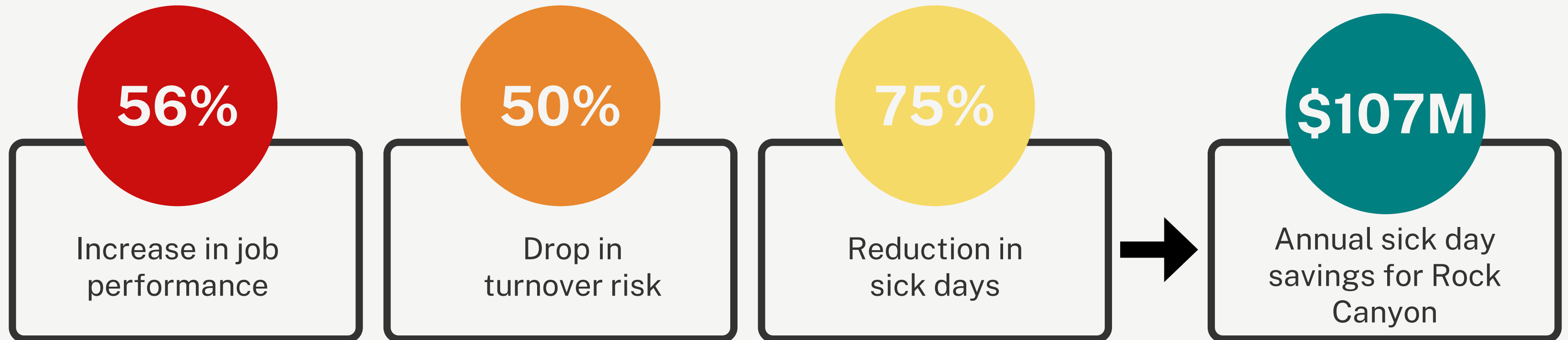
TURNOVER

43%

Less employee turnover, 34% higher intent to stay

Sources: see Appendix A

The Financial Impact of Faith at Work



Sources: see Appendix A & H

Current State

	Interfaith	Other Rock Canyon ERGs	Best Practice F&B ERGs
Sponsorship & strong leadership		✓	✓
Part of company DE&I strategy		✓	✓
Promotion via company-wide communications		✓	✓
Strategic vision that aligns with co. goals			✓
Inclusive set of interest groups	✓	✓	✓

A Vision for the Future of Rock Canyon

VISION

Foster **respect for all individuals** through empathy and increased belonging to create a unified team with a common goal.

GOAL

Officially recognize Interfaith as an ERG that supports and contributes to Rock Canyon's DE&I initiatives.



Make It Happen

1

Establish Ownership

- Identify stakeholders- Chief DE&I officers
- Engage an executive sponsor
- Support from current group members

2

Create a Vision

- Create an ERG vision & mission statement
- Promote company values through ERG
- Create leadership playbook with guidelines and structure

3

Remove Barriers

- Securing financial and executive support for Interfaith ERG
- Unite various interest belief groups under ERG and reduce cost through increased coordination

4

Quick Wins

- Two faith-based events in year 1
- Community outreach project in year 1
- Highlighting faith-based holidays on internal co. intranet

5

Long-Term Change

- Track and measure success
- Scale events as ERG grows
- Create partnerships with companies, communities, and universities

Assess & Track

Employee retention, productivity, promotions, recruitment



ROI

Hours donated, employee participation, community reponse



Community Involvement

Enrollment, event attendance

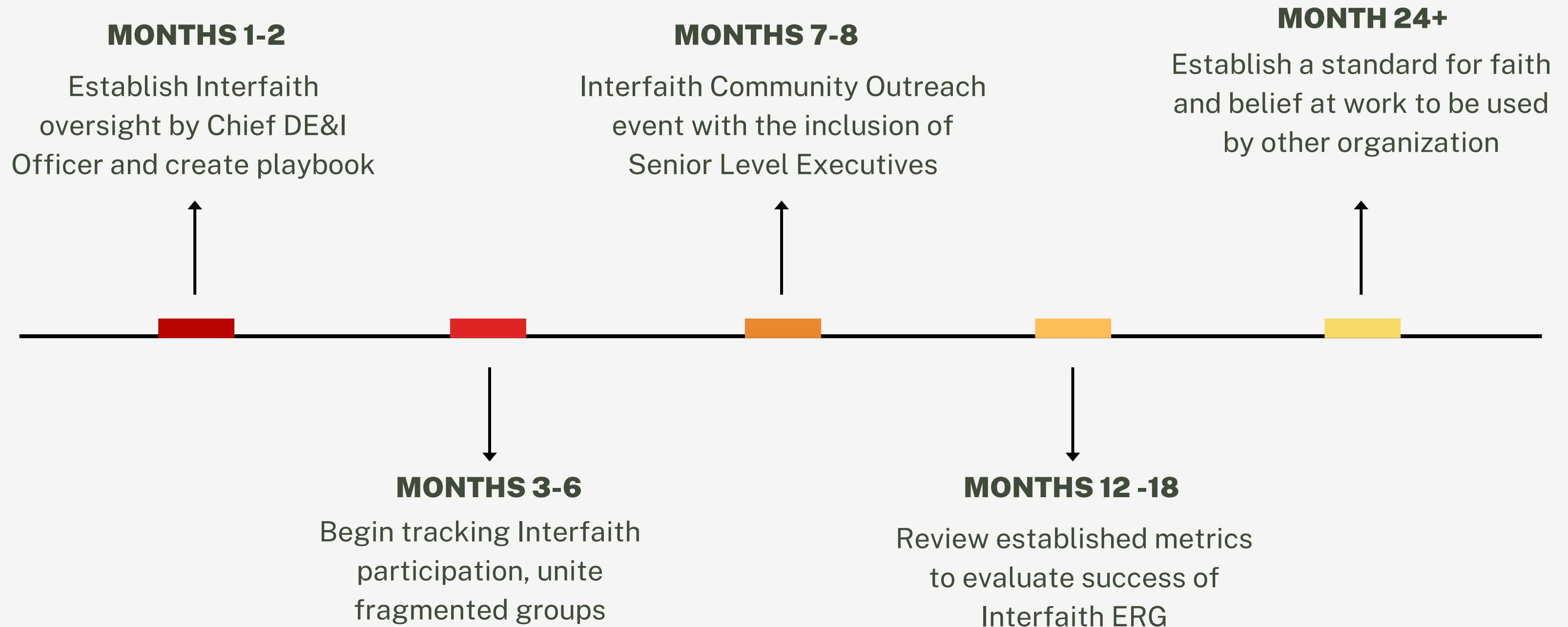


ERG Group Metrics

Risks & Mitigations

RISK	Poor adoption	Lack of Executive Support	Work Proselytizing	Being Inclusive of all Beliefs
IMPACT	▲	▲	▲	▲
LIKELIHOOD	▼	▼	▼	▼
MITIGATION	<ul style="list-style-type: none"> • Implement the proposed change management process • Structured leadership and integration into DE&I 	<ul style="list-style-type: none"> • Secure executive sponsor • Outline the ROI and report metrics yearly 	<ul style="list-style-type: none"> • Clearly define proselytizing at work • Work with Interfaith ERG to create company policies 	<ul style="list-style-type: none"> • Allow representatives for all belief groups (religious or not)

Timeline & Next Steps



Introduction

Why This Matters

Current State

Recommendations

Risks & Mitigation

Next Steps

Faith & Belief at Rock Canyon



Thank You

Appendix

Team



Maggie Jensen
Washington



Curtis Adams
Utah



Ben Nzojibwami
Canada



Eden Peterson
Wisconsin

Appendix A – Belonging Research

Qualtrics: (<https://www.qualtrics.com/blog/belonging-at-work/>)

- In a global study of 11,800 participants, belonging emerged as the strongest driver of employee engagement
- Only 20% of employees who lack belonging are engaged at work vs. 91% of those who feel they do belong are engaged
- Research shows that engaged employees: work harder, solve problems, willing to take on new responsibilities, get along better with others, grow and develop faster

Companies with high employee engagement:

- Increased performance - companies are more likely to achieve its goals
- Higher productivity - belonging leads to 56% increase in job performance
- Greater retention - 34% higher intent to stay (average employer spends around \$4000 and 42 days to hire a new worker)

Gallup: (<https://www.gallup.com/workplace/236366/right-culture-not-employee-satisfaction.aspx>)

Increased revenue - engaged teams show 23% difference in profitability, teams who score in the top 20% for engagement have an 81% in absenteeism and 43% less turnover

Better customer experience - engaged workplaces deliver 10% increased customer ratings and 18% increase in sales

Appendix B- Workplace & Religion Research

- [Impact of faith and diversity in the workplace](#)

<https://onlinelibrary.wiley.com/doi/full/10.1002/job.2626>

<https://www.greatplacetowork.com/resources/blog/what-are-employee-resource-groups-ergs>

<https://www.ingentaconnect.com/content/jmsr/rmsr20/2015/00000012/00000004/art00004;jsessionid=7i4rp1cq5c3c0.x-ic-live-01>

- Navigating Religious Beliefs in the Workplace

<https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/accommodating-religion,-belief-and-spirituality-in-the-workplace.aspx>

<https://phys.org/news/2019-05-role-religion-workplace-behavior.html>

<https://gbr.pepperdine.edu/2017/12/religious-beliefs-influence-financial-decision-making/>

- [DEI Definitions \(Gateway to Learning at The Ohio State University\)](#)

[https://gatewaytolearning.osu.edu/diversity-and-](https://gatewaytolearning.osu.edu/diversity-and-inclusion/#:~:text=Ohio%20State%20values%20diversity%20in,sexual%20orientation%2C%20and%20gender%20identity)

[inclusion/#:~:text=Ohio%20State%20values%20diversity%20in,sexual%20orientation%2C%20and%20gender%20identity](https://gatewaytolearning.osu.edu/diversity-and-inclusion/#:~:text=Ohio%20State%20values%20diversity%20in,sexual%20orientation%2C%20and%20gender%20identity)

Appendix C-ERG Research

- Establishing a Successful Faith-Based ERG

religiousfreedomandbusiness.org/2/post/2022/08/establishing-a-successful-faith-based-erg.html

- Best Practices for ERGs

[https://teambuilding.com/blog/employee-resource-](https://teambuilding.com/blog/employee-resource-groups#:~:text=ERGs%20are%20most%20beneficial%20to%20employees,structure%2C%20and%20goals%20give%20groups%20structure.&text=ERGs%20are%20most%20beneficial,goals%20give%20groups%20structure.&text=most%20beneficial%20to%20employees,structure%2C%20and%20goals%20give)

[groups#:~:text=ERGs%20are%20most%20beneficial%20to%20employees,structure%2C%20and%20goals%20give%20groups%20structure.&text=ERGs%20are%20most%20beneficial,goals%20give%20groups%20structure.&text=most%20beneficial%20to%20employees,structure%2C%20and%20goals%20give](https://teambuilding.com/blog/employee-resource-groups#:~:text=ERGs%20are%20most%20beneficial%20to%20employees,structure%2C%20and%20goals%20give%20groups%20structure.&text=ERGs%20are%20most%20beneficial,goals%20give%20groups%20structure.&text=most%20beneficial%20to%20employees,structure%2C%20and%20goals%20give)

- Best Practices for ERGS

<https://nextpivotpoint.com/7-best-practices-for-successful-employee-resource-groups-ergs/>

[https://www.affirmity.com/blog/7-best-practices-maximize-value-employee-resource-groups-](https://www.affirmity.com/blog/7-best-practices-maximize-value-employee-resource-groups-ergs/#:~:text=7%20Best%20Practices%20for%20a%20Successful%20ERG%20Program,7%207.%20Align%20ERGs%20on%20Business%20Initiatives%20)

[ergs/#:~:text=7%20Best%20Practices%20for%20a%20Successful%20ERG%20Program,7%207.%20Align%20ERGs%20on%20Business%20Initiatives%20](https://www.affirmity.com/blog/7-best-practices-maximize-value-employee-resource-groups-ergs/#:~:text=7%20Best%20Practices%20for%20a%20Successful%20ERG%20Program,7%207.%20Align%20ERGs%20on%20Business%20Initiatives%20)

Appendix D- Survey Data on Internal Diversity

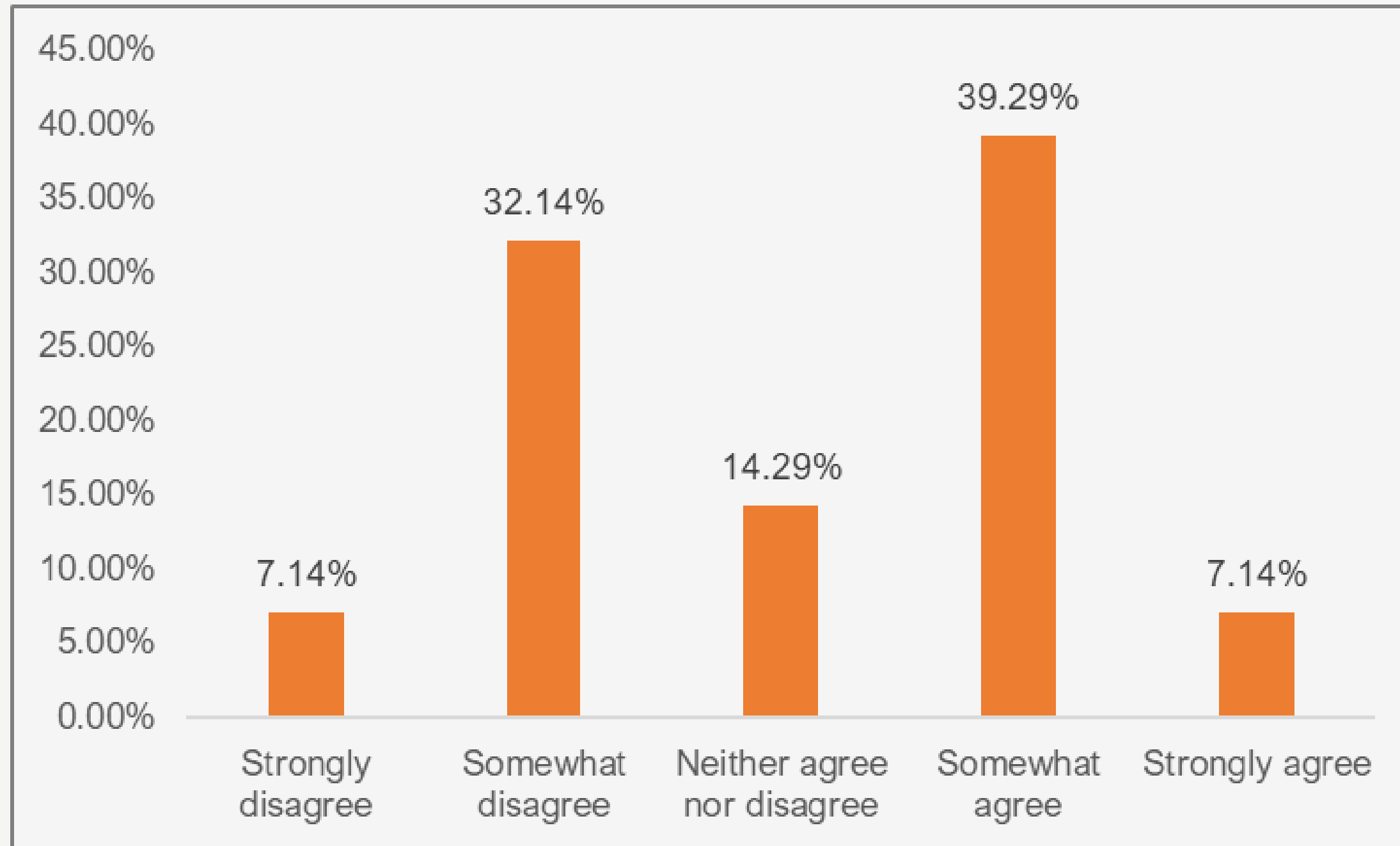
Gallup: (<https://news.gallup.com/opinion/gallup/405656/adults-split-companies-taking-political-social-stances.aspx>)

- Americans are divided about whether businesses should take a public stance on political and social issues, with 48% believing they should and 52% saying they should not.
- Younger adults are more likely than older adults to believe businesses should take a stance: 59% of those aged 18 to 29 think as much, compared with 51% of those aged 30 to 44, 41% of those aged 45 to 59, and 43% of those aged 60 and older.

Pew Research Center: (<https://www.pewresearch.org/religion/2015/11/03/u-s-public-becoming-less-religious/>)

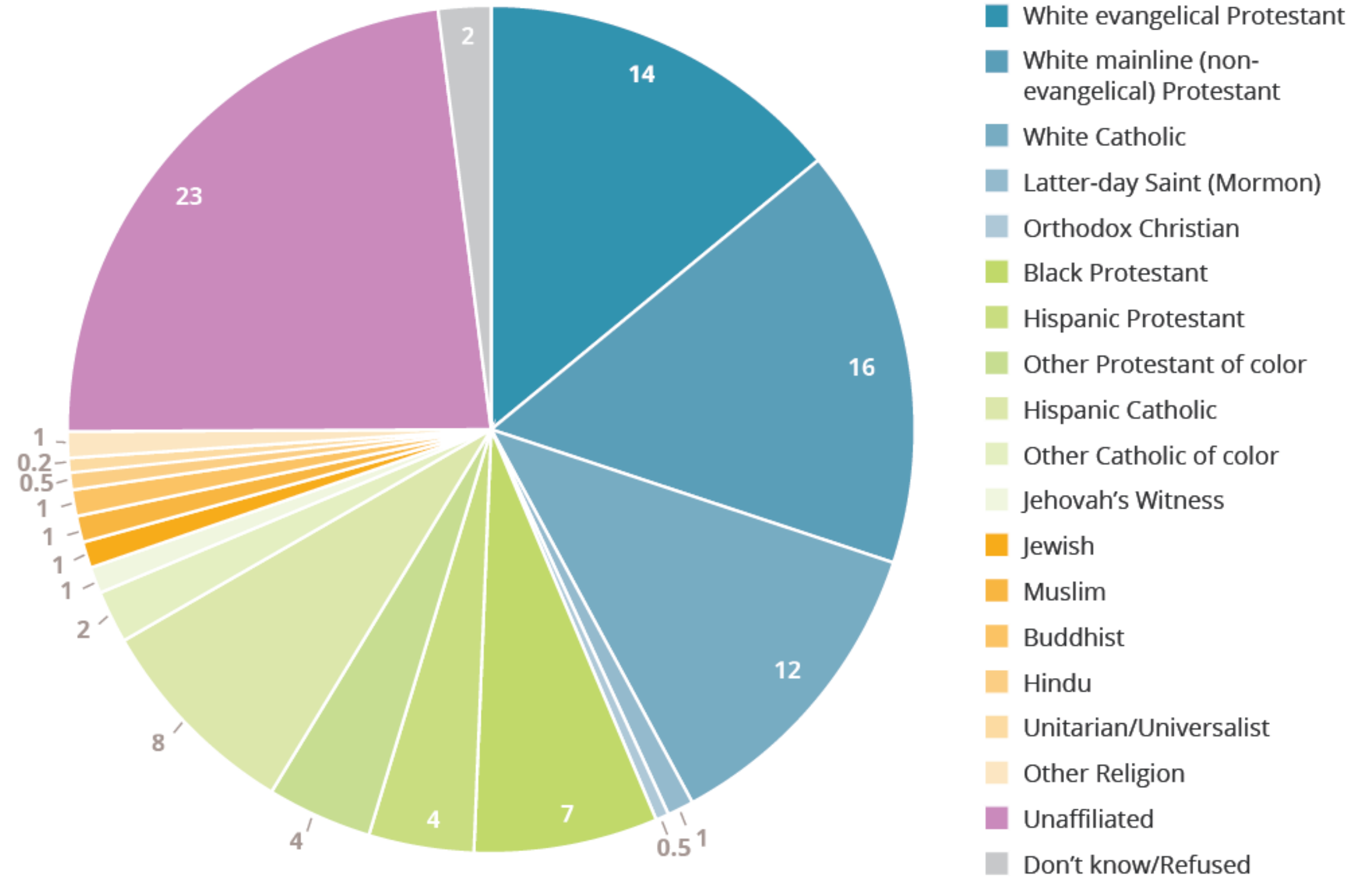
- In a national study of 35,000 participants, 77% of American adults described themselves as religiously affiliated.

Percentage of People Who Feel Comfortable discussing their Faith At Work



Appendix E

FIGURE 1. The American Religious Landscape in 2020
Percent who identify as:



Source: PRRI 2020 American Values Atlas.

Appendix G

They find that there are fewer observed financial reporting irregularities for firms headquartered in strongly religious counties: there are fewer shareholder lawsuits and fewer earnings restatements. Whilst such firms are found to use fewer abnormal accruals, a proxy for potential earnings management, they are associated with high levels of “real earnings management” (i.e. managing earnings by deviating from the firm’s regular operating, investing, and financing practices). Interestingly, they conclude that “religious social norms represent a mechanism for reducing costly agency conflicts, particularly when other external monitoring is low.” In other words, they suggest that when there is concern that managers might not always make decisions in the best interests of shareholders, religious social norms may act as an alternative to costly and intrusive oversight.

Appendix H

Salary at a typical large consulting firm: 175K

Cost of a sick day (249 workdays): \$703/day

of Employees: 612K

of Employees associated with religion @ 49%: 299,880

of Employees @ 8.5%: 25,490