



# Faith & Belief in the Workplace

Recommendations for Rock Canyon's Interfaith ERG



## Meet Team 3



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## Agenda

- 1 Background
- 2 Recommendation
- 3 KPIs and Funding
- 4 Implementation
- 5 Conclusion and Q&A

# Company Landscape

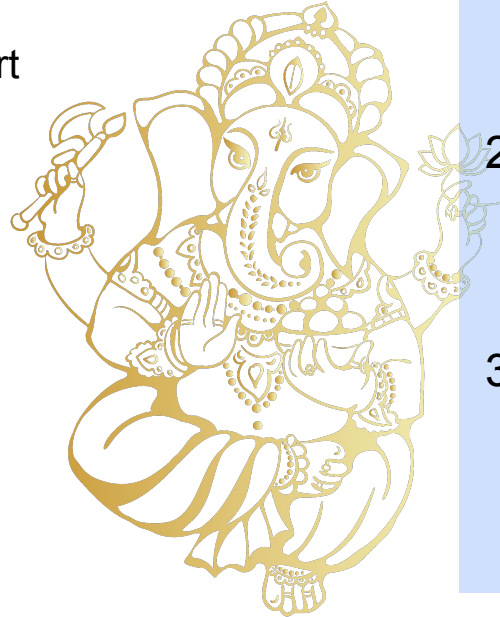
**59%** Of Interfaith ERG is labeled as Bands 1-3 (Gen Z/Millennial)



Desires advocacy, acknowledgement & support

## Conflict

- Interfaith ERG  $\neq$  DEI
- Limited company-wide communications
- Smaller \$ per member budget cap
- Lack of structure



## Key Considerations

- 1) DEI commitments → positive employee impact
- 2) Attract top-tier Gen Z and Millennial talent to the firm
- 3) Responsible and quantifiable stewardship of company funds



# Recommendation

By systematizing the organizational structure and investing in community programming, Interfaith will increase employee belonging, attract a larger talent pool, and generate new clientele for Rock Canyon.

In order to achieve these benefits, Rock Canyon **should** include Interfaith under the DEI umbrella.

# Competitive Benchmark

Our areas of focus include advancing inclusion and diversity for:

- Women
- Racial and ethnic minorities
- Persons with disabilities
- Lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ+) people
- People from different cultures
- People with different religious and faith-based traditions



# Interfaith aligns to purpose of ERGs and leads to increased well-being

Create a sense of community



84% of people identity with a belief<sup>1</sup>

Educate the broader company



36% of Americans have witnessed or experienced religious discrimination in the workplace<sup>2</sup>

Promote cross-functional networking



Events allow participants to network within different functions

<sup>1</sup> The Global Religious landscape. Pew Research Center (Dec, 2012).

<sup>2</sup> Grim, B.J. (n.d.). Workplace religious discrimination encountered by 1-in-3. RFBF.

# A New Way to Compete for Talent



Faith-based ERG promotes industry differentiation from competitor DEI efforts

**Inclusion initiatives like Interfaith attract larger talent pool**

**23%**

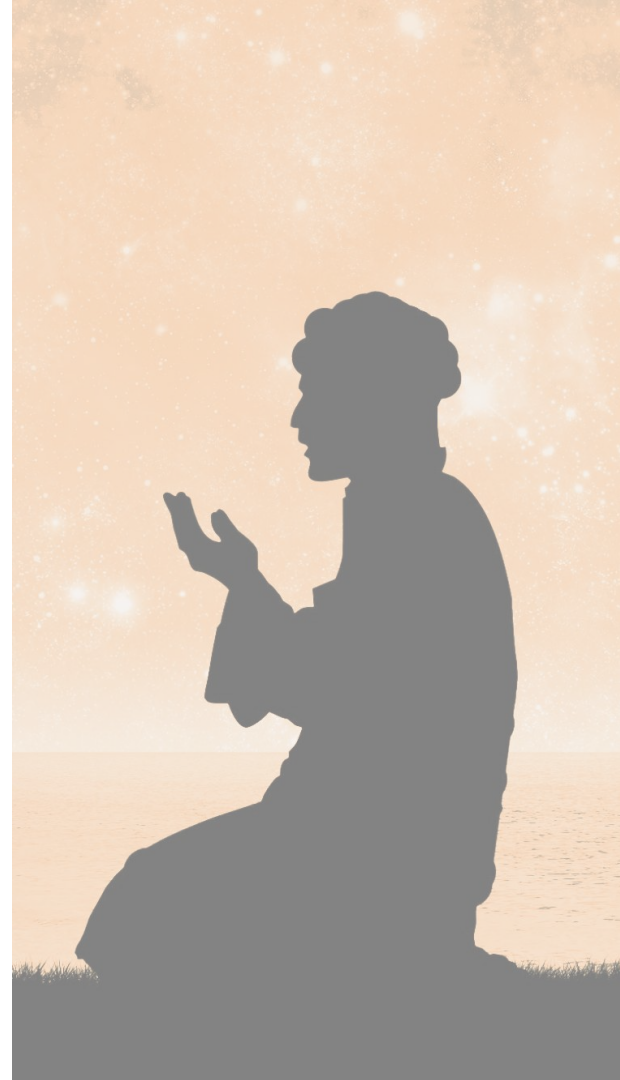
Gen Z and Millennials chose their current organization based on a sense of belonging<sup>1</sup>

**167%**

Increase in employer promoter score from employees who feel higher sense of belonging<sup>2</sup>

<sup>1</sup>2022 Deloitte Annual Global Gen Z and Millennial Survey

<sup>2</sup>Harvard Business Review



# Sample Interfaith ERG KPI Scorecard

|  | Q1  | Q2  | Q3  | Q4  | Total 2024 | Goal 2024 | Δ YoY |
|--|-----|-----|-----|-----|------------|-----------|-------|
| Member Growth %                              | xx% | xx% | xx% | xx% | xx%        | xx%       | xx%   |
| Community Impact (External) Event Attendance | xx  | xx  | xx  | xx  | xx         | xx        | xx    |
| Internal Event Attendance #                  | xx  | xx  | xx  | xx  | xx         | xx        | xx    |
| NPS Score for Faith-Based ERG                | xx  | xx  | xx  | xx  | xx         | xx        | xx    |



# DEI Growth Strategy: Funding for Interfaith

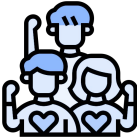
**\$18K**  **\$250K**

(per Interfaith group)

(per Interfaith group)



- New Talent Attraction
- Target Bands 1-2 (50% of employees)



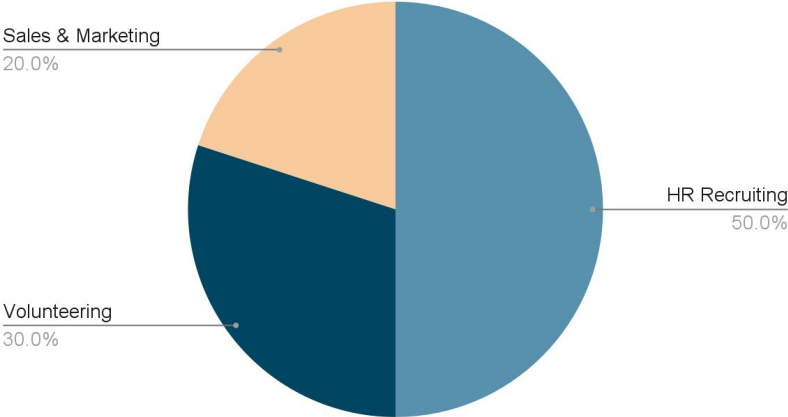
- Increase current engagement
- Target Bands 3-7 (30% of employees)



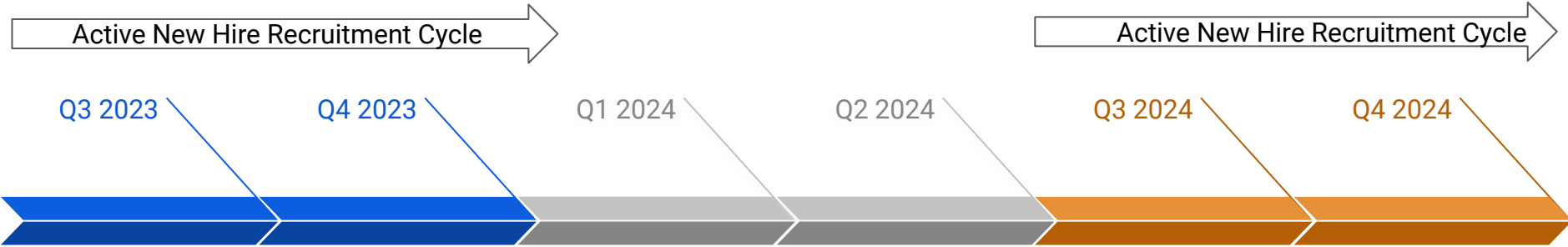
- Increase revenue & new clientele acquisition
- Target Bands 8-10 (20% of employees)

## 3 Year Growth Plan

Budget Contributions to Increased DEI Budget



# New Structure Implementation Timeline



- Aggregate data on Q1-Q3 2023 Interfaith events
- **Pilot Interfaith Volunteer Day**
- Nominate & elect Lead/Executive Sponsor

- **Allocate 2024 budget for expanded DEI**
- Lead/Exec Sponsor conduct 2024 planning
- Publish ESG Report
- Conduct annual performance reviews

- Interfaith Volunteer Day 2.0
- **Launch KPI scorecard under new leadership**
- Plan Interfaith Spirit Week programming

- **Kickoff Interfaith Spirit Week**

- **Aggregate data on Q1-Q3 2024 Interfaith events**
- Interfaith Volunteer Day 3.0
- Nominate & elect Lead/Executive Sponsor

- Adjust & allocate new 2025 DEI budget
- Lead/Exec Sponsor conduct 2025 planning
- **Publish ESG Report**
- **Conduct annual performance reviews**



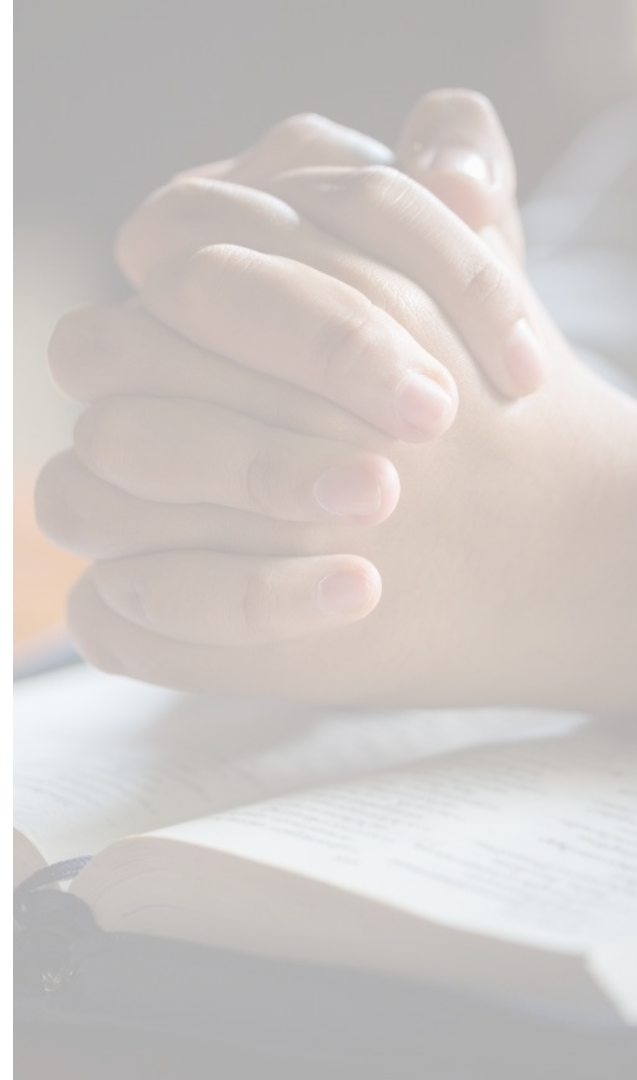
# Interfaith Spirit Week Sample Schedule

|                                   | <u>Monday</u>        | <u>Tuesday</u>              | <u>Wednesday</u>  | <u>Thursday</u>            | <u>Friday</u>     |
|-----------------------------------|----------------------|-----------------------------|-------------------|----------------------------|-------------------|
| AM Programming                    | Guided Meditation    | Metaverse Tour of Temple    | Obligatory Prayer | Pujas                      | Yoga Class        |
| <i>Interfaith ERG Responsible</i> | <i>All Faiths</i>    | <i>Jewish</i>               | <i>Bahai</i>      | <i>Hindu</i>               | <i>All Faiths</i> |
| PM Programming                    | 5 Minutes of Silence | Vigil Candle Prayer Service | Sunset Shahadah   | Four Noble Truths Teaching | Luncheon          |
| <i>Interfaith ERG Responsible</i> | <i>All Faiths</i>    | <i>Christianity</i>         | <i>Muslim</i>     | <i>Buddhist</i>            | <i>All Faiths</i> |

# Conclusion

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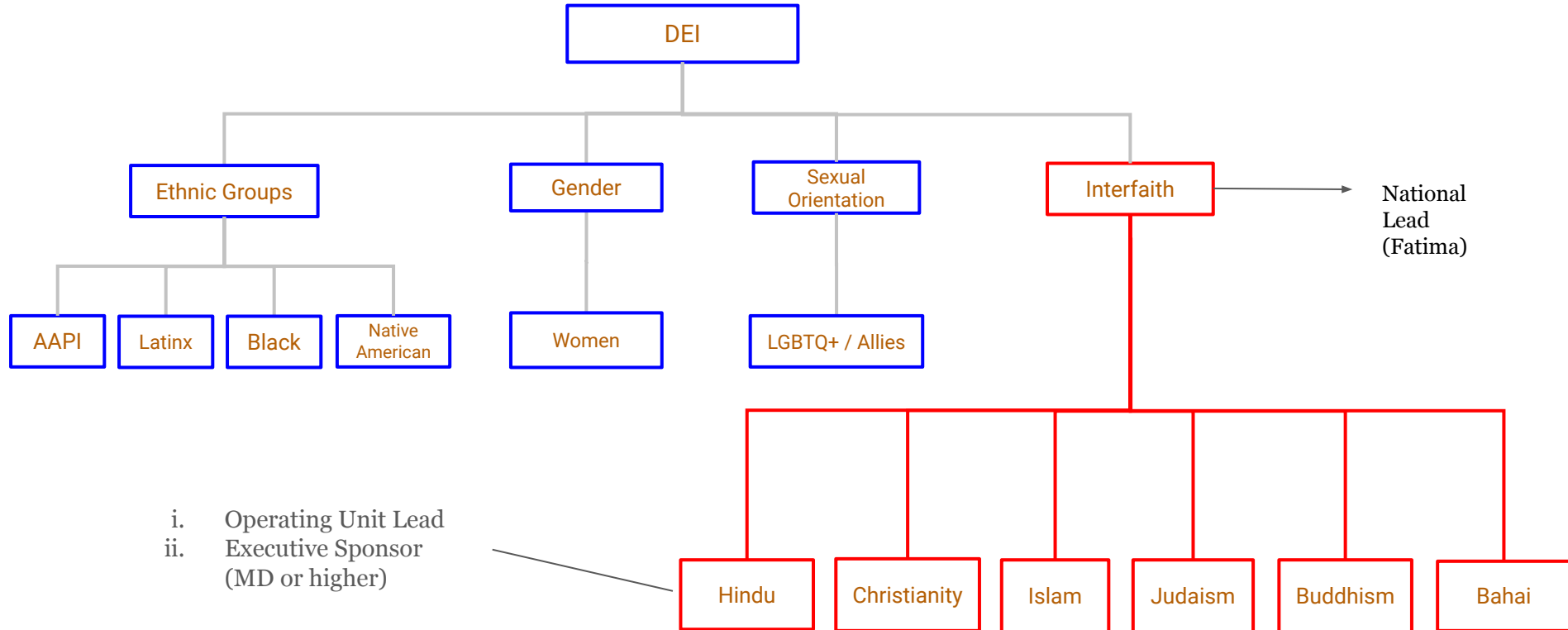
- Incorporating faith as part of Rock Canyon's DEI attracts new talent and increases employee well-being
- Interfaith ERGs promote bringing one's authentic self to work
- Organizational structure and processes encourages knowledge transfer and forward momentum
- New opportunity to lead industry in expanding the definition of DEI in the workplace





# Appendix

# Exhibit 1: Internal Structural Changes



# Exhibit 2: Band Distribution

|                        | <b>Band 1</b> | <b>Band 2</b> | <b>Band 3</b> | <b>Band 4</b> | <b>Band 5</b> | <b>Band 6</b> | <b>Band 7</b> | <b>Band 8</b> | <b>Band 9</b> | <b>Band 10</b> | <b>Total</b> |
|------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|--------------|
| <b># of Employees</b>  | 189,720       | 122,400       | 45,900        | 52,020        | 30,600        | 24,480        | 30,600        | 29,988        | 64,260        | 24,480         | 612,000      |
| <i>As a % of total</i> | 31%           | 20%           | 8%            | 9%            | 5%            | 4%            | 5%            | 5%            | 11%           | 4%             |              |

# Assumptions of Current ERG Group Budget

|  |             |  |
|--|-------------|--|
| SHRM's Average Fortune 1000 Company DEI Budget | \$1,500,000 | Source:<br><a href="https://recruitingdaily.com/news/how-to-build-dei-into-your-budget/#:~:text=For%20context%2C%20a%20study%20by.an%20average%20of%20%241.5%20million">https://recruitingdaily.com/news/how-to-build-dei-into-your-budget/#:~:text=For%20context%2C%20a%20study%20by.an%20average%20of%20%241.5%20million</a> |
| Current Number of Affinity Groups              | 6           | Source: Case   |
| Budget Per Affinity Group                      | \$250,000   | $\$1.5\text{M}/6 = \$250,000$  |



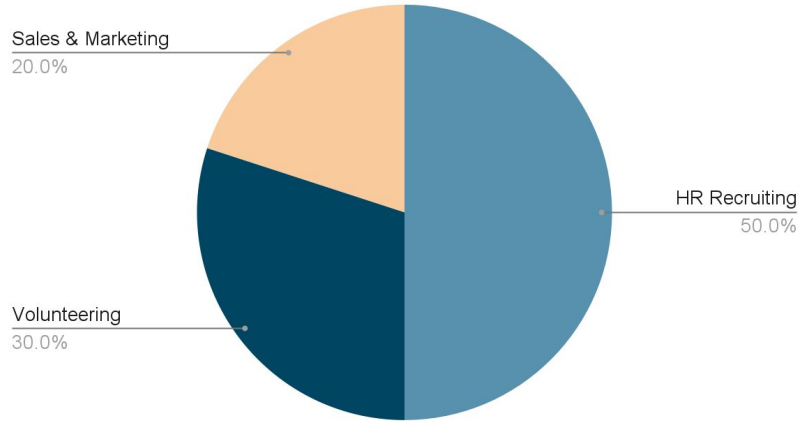
# Δ Change in DEI ERG Budget

|                  |                                  |               |
|------------------|----------------------------------|---------------|
| Suggested Change |                                  |               |
|                  | Add Six Interfaith ERG           | \$250,000 x 6 |
|                  | *effectively doubling DEI budget | \$3,000,000   |

| Old Interfaith ERG Budget | New Interfaith ERG Budget | Δ         |
|---------------------------|---------------------------|-----------|
| \$18,000                  | \$ 250,000                | \$232,000 |

# Breakdown of Contributions to Increased DEI Budget (% & \$)

Budget Contributions to Increased DEI Budget



|                   | % Contributions to Budget | \$ Contributions to Budget |
|-------------------|---------------------------|----------------------------|
| HR Recruiting     | 50%                       | \$116,000                  |
| Community Impact  | 30%                       | \$69,600                   |
| Sales & Marketing | 20%                       | \$46,400                   |

# HR Updated Budget Calculation (North America)

|  |   |
|--|---|
| HR Reallocated Funds   | \$116,000   |
| HR budget is traditionally 4 to 5% of SG&A. Source:<br><a href="https://www.alvarezandmarsal.com/insights/measuring-business-value-hr-0#:~:text=HR%20costs%20generally%20account%20for,within%20the%20HR%20function%20alone">https://www.alvarezandmarsal.com/insights/measuring-business-value-hr-0#:~:text=HR%20costs%20generally%20account%20for,within%20the%20HR%20function%20alone</a> |   |
| \$1.98 Billion   | Source:<br><a href="https://www.accenture.com/content/dam/accenture/final/corporate/corporate-initiatives/sustainability/document/360-Value-Report-2022.pdf#zoom=40">https://www.accenture.com/content/dam/accenture/final/corporate/corporate-initiatives/sustainability/document/360-Value-Report-2022.pdf#zoom=40:</a> |
| $.045 * 1.98B = \$89.1 \text{ Million}$  | $\$116,000 / \$89.1 \text{ M} = 0.130\%$  |

# Community Impact Updated Budget Calculation (North America)

|                                    |  |
|------------------------------------|--|
| Community Impact Reallocated Funds | \$69,600   |
| \$49.5 Million                     | Resource:<br><a href="https://www.accenture.com/content/dam/accenture/final/corporate/corporate-initiatives/sustainability/document/360-Value-Report-2022.pdf#zoom=40">https://www.accenture.com/content/dam/accenture/final/corporate/corporate-initiatives/sustainability/document/360-Value-Report-2022.pdf#zoom=40</a> |
| \$69,600/\$49.5M                   | 0.234%   |

# Sales & Marketing Updated Budget Calculation (North America)

|  |  |
|--|--|
| Sales & Marketing Reallocated Funds  | \$46,400   |
| 6.1 Billion  | Source:<br><a href="https://www.accenture.com/content/dam/accenture/final/corporate/corporate-initiatives/sustainability/document/360-Value-Report-2022.pdf#zoom=40">https://www.accenture.com/content/dam/accenture/final/corporate/corporate-initiatives/sustainability/document/360-Value-Report-2022.pdf#zoom=40</a> : |
| Making the assumption that 47% of Company Personnel are in North America because 47% of Revenue is generated through North America |  |
| $.47 * 6.1B = 2.867 \text{ Billion}$   | $2.867B / 6.1 B = 0.00162\%$   |

# Interfaith Growth Plan Budget Outline

250K spend broken out per faith affinity group nestled under Interfaith

| Allocation                   | Year 1    | Year 2    | Year 3    |
|------------------------------|-----------|-----------|-----------|
| Community Impact Programming | +\$37,500 | +\$18,750 | +\$18,750 |
| Internal Company Events      | +\$62,500 | +\$31,250 | +\$31,250 |
| Community Skillbuilding      | +\$25,500 | +\$12,500 | +\$12,500 |
| Yearly Total                 | \$125,000 | \$187,500 | \$250,000 |