

FAITH, BELIEF, AND THE FUTURE OF CORPORATE CULTURE

Technology can increase efficiency.
It cannot generate trust, integrity,
belonging, or moral responsibility
on its own.

How faith-friendly workplaces
strengthen the human foundations
of organizational performance.

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RELIGIOUS FREEDOM &
BUSINESS FOUNDATION

FAITH & BUSINESS BUILD A BETTER WORLD

Foreword

Why This Research Matters

This report was developed to address an important gap in current conversations about workplace culture, leadership, and the future of work.

Much of today's discussion about faith-friendly workplaces focuses primarily on religious accommodation, legal compliance, or diversity initiatives. While these issues remain important, they do not fully explain why faith and belief may matter strategically for organizational success in an era increasingly shaped by artificial intelligence, automation, and technological disruption.

To better understand this question, the Religious Freedom & Business Foundation conducted a global analysis of the publicly stated corporate values of leading companies across the United States, Europe, Southeast Asia, and China. The goal was not to examine religious affiliation or corporate theology. Rather, it was to explore whether the world's most successful organizations consistently prioritize values that have historically been cultivated through faith, ethical, and philosophical traditions.

The findings were striking.

Across regions, industries, and cultural systems, the world's leading companies repeatedly emphasized deeply human values such as innovation, integrity, collaboration, responsibility, trust, people focus, and belonging. These are qualities that technology can support, but cannot generate on its own.

The research suggests that faith and belief traditions may play a more important role in organizational culture than many leaders currently recognize. For centuries, religious and ethical traditions have helped cultivate the very virtues modern organizations increasingly depend upon to sustain trust, ethical leadership, resilience, collaboration, and human flourishing.

This report therefore offers a new framework for understanding faith-friendly workplaces. It argues that such workplaces are not simply about religious inclusion. They are also about strengthening the human foundations of organizational performance in a rapidly changing technological age.

Even leaders with no particular religious interest may find these findings significant. As organizations seek to build cultures capable of sustaining innovation, trust, belonging, and ethical responsibility, understanding where these human virtues are formed and reinforced becomes increasingly important.

About the Religious Freedom & Business Foundation

The Religious Freedom & Business Foundation (RFBF), founded in 2014 by Dr. Brian Grim, is the preeminent organization dedicated to educating the global business community, policymakers, non-government organizations and consumers about the positive power that faith and religious freedom for all (including those with no religious faith) have on workplaces and the economy. Our initiatives are underpinned by our extensive research.

RFBF is a non-partisan, nonpolitical, registered 501(c)3 non-profit organization in the United States with partners and work worldwide. It is not a faith-based organization and works with multiple faiths. It does not take a position on current political debates.

About the Authors

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Executive Summary

1

FAITH, BELIEF, AND THE FUTURE OF CORPORATE CULTURE

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Artificial intelligence, automation, and digital transformation are reshaping the global economy at extraordinary speed. Yet even as technology transforms how organizations operate, the long-term success of companies still depends upon qualities that technology alone cannot produce.

Trust. Integrity. Collaboration. Innovation. Responsibility. Belonging.

These deeply human virtues continue to shape leadership credibility, organizational culture, employee engagement, innovation capacity, and long-term resilience across industries and regions.

This report examines the publicly stated corporate values of major companies in the United States, Europe, Southeast Asia, and China. Despite important regional differences, the findings reveal striking consistency. The world's leading companies repeatedly prioritize values centered on human relationships, ethical responsibility, collaboration, innovation, and trust.

Innovation emerged as the most common global corporate value, followed closely by integrity and people focus. Collaboration, customer focus, responsibility, sustainability, and corporate citizenship also appeared prominently across regions.

These findings suggest that organizations increasingly recognize an important reality: technological advancement alone cannot sustain healthy organizational cultures. High-performing companies still depend upon trust, ethical leadership, human judgment, collaboration, and shared purpose.

Faith and belief traditions have cultivated many of these virtues for centuries. Across religious and ethical traditions, qualities such as integrity, compassion, stewardship, service, responsibility, and human dignity have long been understood as essential to healthy communities and human flourishing.










This report argues that faith-friendly workplaces are not primarily about religious accommodation. They are about strengthening the human foundations that organizations increasingly depend upon in an era shaped by technological acceleration, workforce fragmentation, declining trust, and growing demand for meaning and belonging at work.


Organizations that create environments where employees can bring deeper dimensions of identity, purpose, ethical conviction, and service into their professional lives may be better positioned to build resilient cultures capable of sustaining both performance and human flourishing.


Why Human Virtues Matter More in the AI Era

2 AI VS HUMAN VIRTUES INFOGRAPHIC

THE FUTURE OF WORK DEPENDS ON BOTH TECHNOLOGICAL CAPABILITY AND HUMAN CHARACTER.

TECHNOLOGICAL CAPABILITY	HUMAN CHARACTER
 Efficiency	 Trust
 Automation	 Integrity
 Data Processing	 Belonging
 Optimization	 Ethical Judgment
	 Purpose

 High-performing organizations require both technological capability and human trust.



The rapid advancement of artificial intelligence has intensified important questions about the future of work, leadership, and organizational culture. Companies now possess unprecedented technological capabilities to automate tasks, analyze information, optimize operations, and improve efficiency.

Yet many of the qualities organizations most urgently need remain fundamentally human.

Technology can process information at enormous scale, but it cannot create trust between colleagues. It cannot establish moral credibility within leadership teams. It cannot foster belonging, empathy, or ethical responsibility on its own. Nor can it replace the human need for meaning, purpose, dignity, and connection in professional life.

As organizations navigate increasingly complex environments, human-centered cultures may become even more strategically important. Employees facing rapid technological

change often seek stability, ethical clarity, trusted leadership, and a sense of shared purpose. Organizations capable of cultivating these qualities may be better positioned to sustain engagement, resilience, innovation, and long-term performance.

At the same time, many societies are experiencing rising loneliness, polarization, burnout, and declining institutional trust. These broader social pressures increasingly affect workplaces as well. Companies are not isolated from these trends. They are operating within them.

In this environment, organizations are increasingly rediscovering the importance of deeply human virtues. Trust, integrity, collaboration, compassion, responsibility, and belonging are no longer peripheral cultural concerns. They are becoming central organizational capabilities.

The findings in this report suggest that many corporations already recognize this reality. Across regions and industries, companies consistently prioritize values associated with ethical behavior, relational trust, collaboration, human development, and social responsibility.

Faith and belief traditions may therefore play a more important role in organizational culture than many leaders currently recognize. While corporations are not religious institutions, many of the virtues they seek to strengthen within organizational culture have long been cultivated through religious, ethical, and philosophical traditions across civilizations.

Global Findings: What the World's Largest Companies Value Most



The study analyzed publicly stated corporate values across major organizations in the United States, Europe, Southeast Asia, and China. Despite significant differences in culture, political systems, economic structures, and business environments, the findings revealed remarkable consistency.

The world's leading companies consistently prioritize values that are relational, ethical, and deeply human.

Innovation emerged as the most common corporate value globally, followed by integrity and people focus. Collaboration and customer focus also appeared prominently across regions.

These findings suggest that corporations increasingly understand innovation not simply as technological advancement, but as a human capability dependent upon trust, collaboration, ethical credibility, adaptability, and shared purpose.

Integrity ranked among the highest values across all regions studied. This reflects growing recognition that organizations cannot sustain long-term performance without trust, accountability, transparency, and ethical leadership.

People focus also emerged prominently, highlighting the increasing importance organizations place upon employee wellbeing, engagement, inclusion, development, and relational culture.

Taken together, the findings reveal an important pattern. The world's leading companies increasingly depend upon virtues that cannot be produced by technology alone.

Regional Perspectives

United States



American firms strongly emphasize innovation, integrity, customer focus, and organizational agility. The findings reflect a business culture shaped by entrepreneurship, competition, performance orientation, and rapid adaptation to changing markets.

At the same time, the prominence of integrity and people-centered values suggests increasing awareness that long-term innovation depends upon organizational trust, ethical leadership, and employee engagement. Companies appear to recognize that technological advancement alone cannot sustain healthy workplace cultures or resilient organizations.

Europe



European firms place stronger emphasis on sustainability, corporate citizenship, people focus, and long-term social responsibility than any other region studied. These findings reflect a broader stakeholder-oriented understanding of organizational success.

The European data suggests that organizations increasingly view social responsibility, environmental stewardship, employee wellbeing, and long-term societal impact as central dimensions of corporate leadership and legitimacy.

This orientation may help explain why European companies demonstrate comparatively strong emphasis on human-centered organizational culture alongside innovation and performance.

Southeast Asia



Organizations in Southeast Asia demonstrate a highly relational orientation, emphasizing collaboration, responsibility, trust, and customer relationships. Collective wellbeing and social harmony appear more prominently within the region’s corporate values than in some Western contexts.

These findings suggest that relational trust and community-oriented leadership continue to play particularly important roles within Southeast Asian organizational culture. Collaboration appears closely connected to broader cultural patterns emphasizing interdependence, harmony, and mutual responsibility.

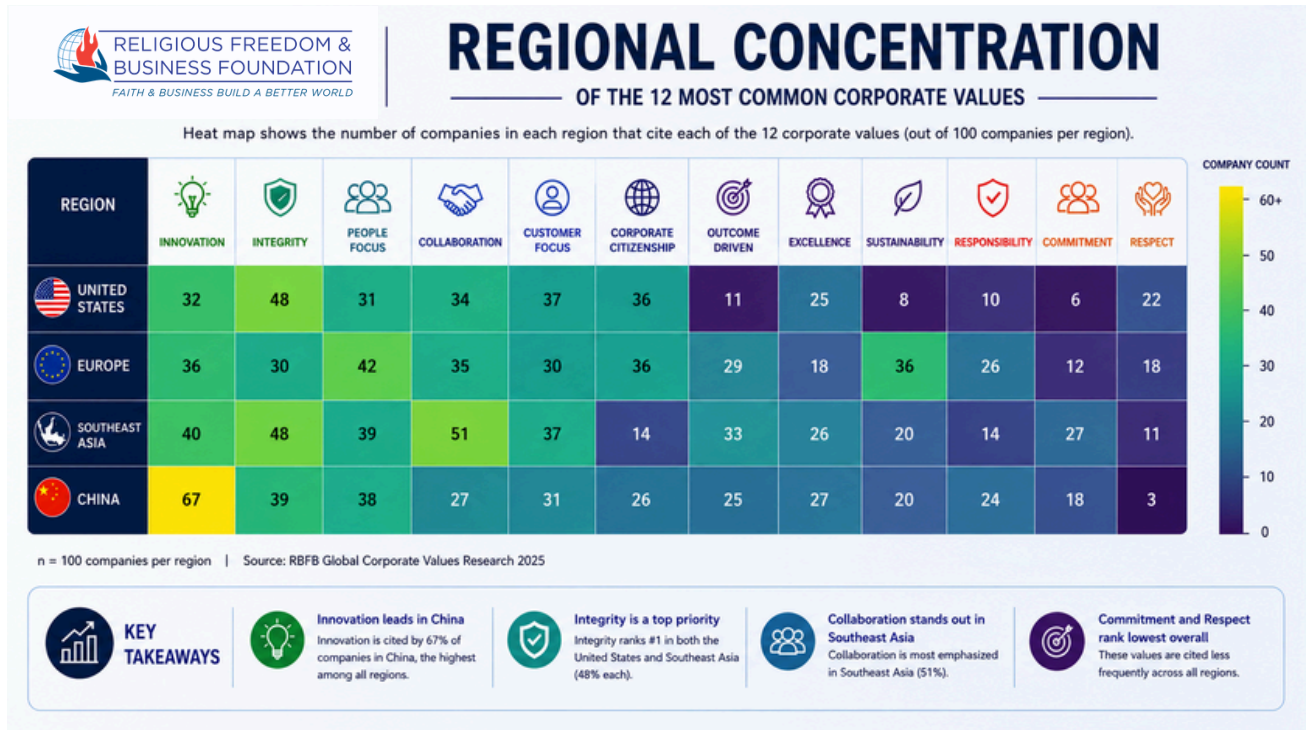
China



Chinese firms strongly emphasize innovation and integrity while also prioritizing organizational discipline, long-term stability, and collective responsibility.

The findings suggest an effort to balance rapid modernization and competitive innovation with social cohesion, reliability, and organizational trust. The prominence of integrity alongside innovation reflects growing recognition that sustainable growth depends not only upon technological advancement, but also upon credibility, responsibility, and disciplined execution.

Regional Convergence and Distinctive Priorities



One of the most significant findings in this study is not simply the differences between regions, but the remarkable degree of convergence across them. Despite operating within very different political systems, cultural traditions, economic environments, and historical experiences, the world’s leading companies consistently prioritize a core set of deeply human values.

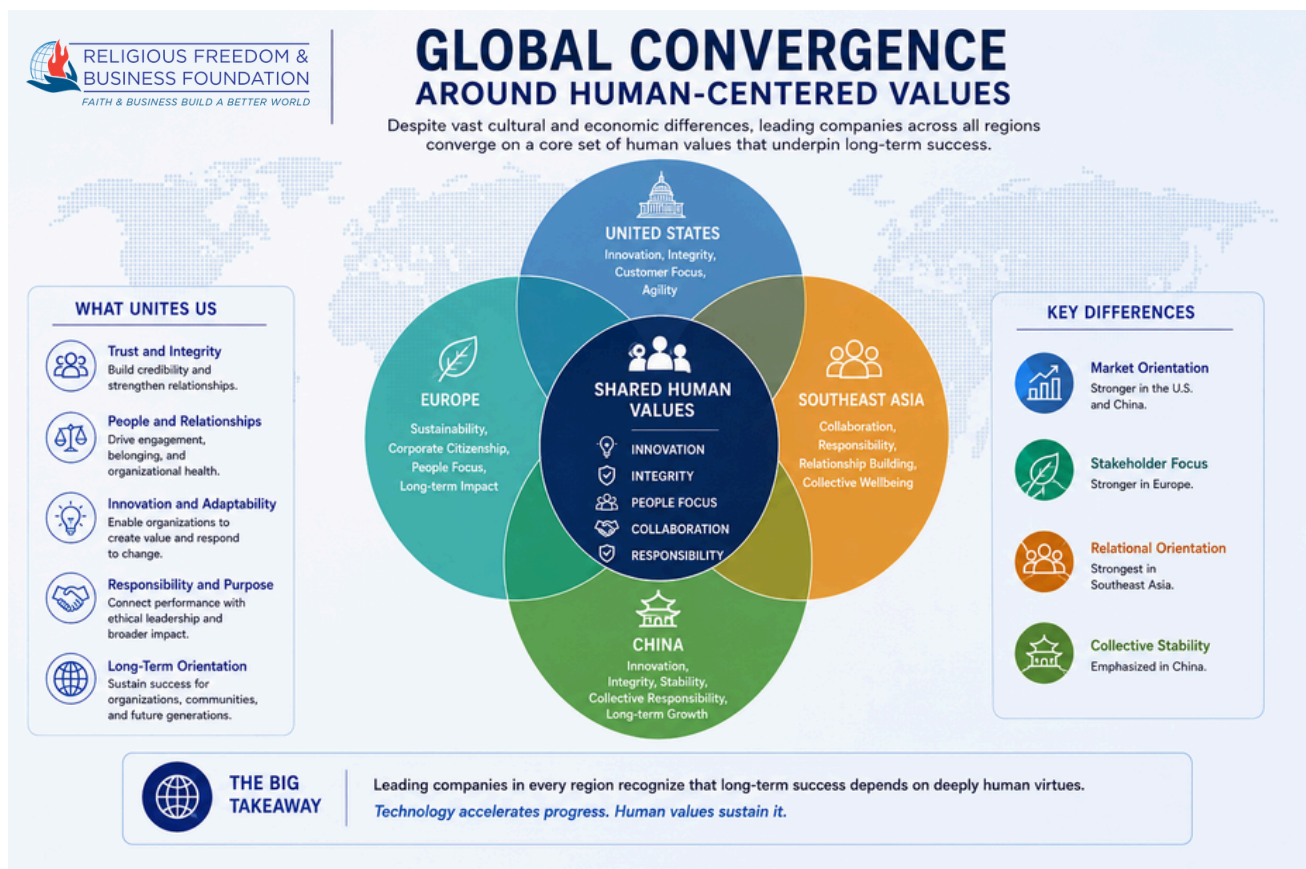
Innovation, integrity, people focus, collaboration, and responsibility appeared prominently across every region studied. This suggests that organizations worldwide increasingly recognize that long-term success depends not only upon technological capability or market performance, but also upon trust, ethical leadership, relational strength, and human-centered organizational culture.

At the same time, important regional differences reveal how distinct societies and business cultures interpret organizational success through different historical and cultural lenses.

as organizations become more technologically sophisticated, the importance of deeply human virtues may actually increase.

This convergence may help explain why questions surrounding meaning, belonging, ethics, and faith-friendly workplace culture are gaining greater strategic relevance globally. Organizations increasingly operate in environments shaped by rapid technological change, workforce fragmentation, declining institutional trust, and rising employee demand for purpose and dignity at work.

In this context, faith and belief traditions may offer important cultural resources that help strengthen the human foundations organizations increasingly depend upon to thrive.



This convergence may help explain why questions surrounding meaning, belonging, ethics, and faith-friendly workplace culture are gaining greater strategic relevance globally. Organizations increasingly operate in environments shaped by rapid technological change, workforce fragmentation, declining institutional trust, and rising employee demand for purpose and dignity at work.

Where Human Virtues Are Cultivated

The findings in this report reveal striking consistency across regions and industries. Despite differences in geography, culture, and economic systems, the world’s leading companies repeatedly prioritize a relatively small group of deeply human virtues.

Innovation, integrity, and people focus emerged as the three most common corporate values globally.

These qualities are essential to organizational success, yet they cannot be generated by technology alone. They are developed through relationships, communities, moral traditions, systems of meaning, and forms of human formation that shape how individuals understand responsibility, purpose, trust, and service.

Faith and belief traditions have long served as important sources for cultivating these virtues. While organizations are not religious institutions, many of the values corporations seek to strengthen have been nurtured for centuries through spiritual, ethical, and philosophical traditions across civilizations.

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Faith & Common Corporate Values

- 1 INNOVATION**
Strongest Value: **BUDDHIST RIGHT EFFORT (VIRIYA)**
The disciplined energy to cultivate new ideas, learn continuously, and create positive change.
"Energy and persistence conquer all things."
– Buddha
- 2 INTEGRITY**
Strongest Value: **CHRISTIAN INTEGRITY (TRUTHFULNESS)**
Living with honesty and consistency, anchored in truth and accountability.
"Let your 'Yes' be 'Yes,' and your 'No,' 'No.'"
– Matthew 5:37
- 3 PEOPLE FOCUS**
Strongest Value: **HINDU SEVA (SELFLESS SERVICE)**
Seeing the divine in every person and serving others with compassion, respect, and humility.
"The best way to find yourself is to lose yourself in the service of others."
– Bhagavad Gita 3.19
- 4 COLLABORATION**
Strongest Value: **JEWISH AREVUT (MUTUAL RESPONSIBILITY)**
We are all responsible for one another; together we achieve more and uplift our communities.
"You shall not stand idly by the blood of your neighbor."
– Leviticus 19:16
- 5 CUSTOMER FOCUS**
Strongest Value: **MUSLIM IHSAN (EXCELLENCE & COMPASSION)**
Striving to excel and show mercy in all interactions with others.
"Indeed, Allah loves those who excel."
– Quran 2:195
- 6 SEWA & COMMUNITY**
Strongest Value: **SIKH SEWA (SELFLESS SERVICE)**
Selfless service to all, recognizing the oneness of humanity and working for the common good.
"Recognize the whole human race as one."
– Guru Granth Sahib

This matrix illustrates how major faith and belief traditions cultivate many of the same human-centered virtues, such as innovation, integrity, compassion, responsibility, and service, that leading organizations increasingly recognize as essential to long-term success.

MULTI-FAITH VALUES MATRIX



TRADITION	INNOVATION	INTEGRITY	PEOPLE FOCUS
 Buddhism	Mindfulness, curiosity, non-attachment	Right conduct, honest speech, self-discipline	Compassion, empathy, non-harm
 Christianity	Stewardship, creativity, service to others	Truthfulness, faithfulness, moral accountability	Love of neighbor, dignity of every person
 Hinduism	Pursuit of knowledge, wisdom, learning	Dharma, righteous conduct, duty	Interconnectedness, hospitality, respect
 Humanism	Reason, inquiry, progress, human potential	Ethical responsibility, rational integrity	Human dignity, wellbeing, mutual respect
 Islam	Knowledge, discovery, excellence (<i>ihsan</i>)	Honesty, justice, trustworthiness	Mercy, generosity, community care
 Judaism	Study, questioning, lifelong learning	Justice, honesty, covenantal responsibility	Human dignity, communal responsibility
 Sikhism	Learning, courage, disciplined effort	Truthful living, humility, ethical consistency	Equality, <i>seva</i> (service), collective wellbeing



Across traditions, enduring teachings cultivate the virtues organizations depend on to thrive.



Faith Foundations for Values

1. Innovation

Innovation depends upon more than technological capability. Sustained innovation requires curiosity, resilience, openness to learning, adaptability, creativity, and the willingness to imagine possibilities beyond existing limitations.

Buddhist traditions often emphasize mindfulness, awareness, and freedom from rigid attachment. These practices can support adaptability, thoughtful reflection, and openness to new possibilities in rapidly changing environments.

Christian traditions have historically connected creativity, stewardship, and vocation. Human creativity is often understood as part of contributing constructively to society and serving the common good.

Hindu traditions place strong emphasis on learning, wisdom, self-development, and disciplined intellectual growth. The pursuit of knowledge is viewed as an important dimension of human responsibility and flourishing.

Humanism emphasizes reason, scientific inquiry, curiosity, and the human capacity for progress through learning and collaboration. Innovation is often connected to improving human wellbeing and advancing shared human potential.

Islamic traditions have long valued knowledge, scholarship, discovery, and intellectual advancement. Historically, Islamic civilizations contributed significantly to science, mathematics, medicine, and philosophy through strong commitments to learning and inquiry.

Judaism places deep importance on study, questioning, interpretation, and lifelong learning. Traditions of intellectual engagement and debate can foster analytical thinking, creativity, and adaptive problem solving.

Sikh traditions emphasize disciplined effort, resilience, learning, courage, and service. These qualities can support innovative leadership grounded in ethical purpose and responsibility toward others.

2. Integrity

Integrity emerged as one of the most consistent corporate values across all regions studied. Organizations increasingly recognize that trust, accountability, honesty, and ethical leadership are foundational to long-term success.

Buddhist teachings emphasize ethical conduct, self-discipline, compassion, and responsibility toward others. Principles such as right speech and right action encourage honesty and ethical consistency.

Christian traditions place strong emphasis on truthfulness, moral accountability, humility, and faithfulness in leadership and relationships. Integrity is often understood as consistency between belief, character, and action.

Hindu traditions emphasize dharma, or righteous conduct, encouraging individuals to act responsibly and ethically while remaining mindful of broader consequences.

Humanism promotes ethical responsibility grounded in human dignity, empathy, rational reflection, and accountability to others. Integrity is viewed as essential to trust and healthy social relationships.

Islam strongly emphasizes honesty, justice, trustworthiness, and moral responsibility in both personal and professional life. Ethical business conduct and responsible leadership are deeply embedded within Islamic teachings.

Jewish traditions place significant importance on justice, honesty, covenantal responsibility, and ethical conduct in everyday life. Integrity is closely connected to trust, accountability, and communal responsibility.

Sikhism teaches truthful living, fairness, humility, and ethical consistency across all dimensions of life. Integrity is understood as both personal honesty and moral responsibility toward others.



3. People Focus

People-focused cultures recognize that organizational performance ultimately depends upon human wellbeing, trust, dignity, belonging, and meaningful relationships.

Buddhist traditions emphasize compassion, empathy, presence, and care for others. Practices that cultivate awareness and non-harm can strengthen respectful and relational workplace cultures.

Christian teachings emphasize the inherent dignity and value of every person. Themes of compassion, service, forgiveness, and care for others have long shaped approaches to leadership and community.

Hindu traditions often emphasize interconnectedness, hospitality, mutual responsibility, and respect across relationships and communities. These values can reinforce collaborative and people-centered cultures.

Humanism places human dignity, wellbeing, mutual respect, and human flourishing at the center of ethical life. It encourages environments where individuals are valued, supported, and empowered to contribute meaningfully.

Islam emphasizes mercy, generosity, compassion, and responsibility toward others. Human dignity and community care are central themes that can strengthen cultures of inclusion and respect.

Jewish traditions strongly emphasize human dignity, compassion, communal responsibility, and care for others. Ethical obligations within relationships and communities remain central themes.

Sikhism emphasizes equality, generosity, humility, service, and collective wellbeing. Practices such as selfless service reinforce cultures of inclusion, dignity, and mutual care.

Why Faith-Friendly Workplaces Matter

Faith-friendly workplaces are organizational environments that recognize the importance of meaning, dignity, ethical conviction, and human identity within professional life.

Such workplaces create space for employees to bring deeper sources of motivation, purpose, integrity, and service into their work while fostering cultures of mutual respect and belonging across differences.

This approach is not primarily about promoting religion within organizations. It is about recognizing that employees do not leave their deepest values, identities, and moral commitments outside the workplace.

Organizations increasingly understand that employees seek more than compensation and efficiency. Many also seek meaning, trust, purpose, belonging, and opportunities to contribute to something larger than themselves.

Faith-friendly workplace cultures may therefore strengthen several organizational capabilities simultaneously. These include employee engagement, trust, psychological safety, ethical leadership, collaboration, retention, resilience, and long-term cultural cohesion.

In an era shaped by rapid technological disruption and social fragmentation, organizations that cultivate healthy human cultures may hold an increasingly important competitive advantage.

WHY FAITH-FRIENDLY WORKPLACES MATTER

When people are respected for their values and inspired by purpose, everyone thrives.

“High-performing cultures are built not only on technology, but on trust, purpose, and human dignity.”

FAITH-FRIENDLY WORKPLACES STRENGTHEN WHAT MATTERS MOST

- EMPLOYEE ENGAGEMENT
- TRUST & PSYCHOLOGICAL SAFETY
- ETHICAL LEADERSHIP
- COLLABORATION & RESPECT
- RETENTION & LOYALTY
- RESILIENCE & WELLBEING
- LONG-TERM CULTURAL COHESION

In a world of rapid change, organizations that cultivate healthy human cultures gain a lasting competitive advantage.

Conclusion

The future of work will not be shaped by technology alone.

Organizations that succeed in the coming decades will likely be those capable of combining innovation with integrity, performance with purpose, and technological advancement with deeply human forms of trust, belonging, ethical responsibility, and meaning.

The findings in this report suggest that faith and belief traditions may offer important resources for strengthening these human foundations.

This does not mean corporations should become religious institutions. It suggests that organizations increasingly depend upon forms of human character, ethical commitment, and relational trust that technological systems alone cannot generate.

Faith-friendly workplaces are therefore not simply about inclusion. They are about helping organizations cultivate cultures where people and institutions can thrive together.

In a rapidly changing world, the organizations that remain most resilient may ultimately be those that understand a timeless truth: human flourishing remains central to sustainable organizational success.

Methodology

This research was conducted to better understand the relationship between the values emphasized by leading global companies and the enduring human virtues cultivated across faith and belief traditions.

The Religious Freedom & Business Foundation analyzed the publicly stated corporate values of 400 leading companies across four major global regions: the United States, Europe, Southeast Asia, and China. One hundred companies were selected from each region based on market leadership, economic influence, global reach, and brand prominence across major industries.

For the vast majority of companies, English websites were available. In the few cases where they were not, we used Google translate. A potential bias in the data is that an organizations content and messaging differs between different language versions of their own websites. Nevertheless, we were satisfied that there were sufficient true differences between regions that resonated with cultural knowledge the researchers themselves possess.

Researchers collected the publicly stated core values for each company, gathering up to ten stated values per organization from corporate websites, mission statements, annual reports, sustainability reports, leadership communications, and culture documents. These values were then standardized and coded into a common analytical framework. Similar or closely related terms were grouped together to create a consistent dataset for comparative analysis. For example, terms such as “truthful,” “truthfulness,” and “honesty” were coded under broader integrity-related categories where appropriate. This normalization process allowed the research team to identify recurring themes and patterns across regions and industries.

From this analysis, the twelve most frequently recurring corporate values were identified and categorized for comparative study.

Each company was coded according to whether a value was explicitly cited or strongly emphasized within its public corporate identity and organizational messaging. The resulting data was then aggregated by region to identify patterns of convergence and regional distinction.

The study does not attempt to measure private religious belief within organizations, nor does it suggest that companies intentionally derive their values from particular faith traditions. Rather, the research explores whether the human-centered virtues increasingly prioritized by high-performing organizations parallel moral and ethical principles long cultivated across diverse religious and philosophical traditions.

The comparative faith matrix included in this report was developed through a review of widely recognized teachings, ethical frameworks, and scholarly interpretations within major global faith and belief traditions. The purpose of this section is illustrative rather than doctrinal, highlighting broad areas of ethical overlap rather than exhaustive theological analysis.

While cultural, political, and economic contexts differ significantly across regions, the findings suggest that many of the world's most successful organizations converge around a shared set of deeply human values including integrity, collaboration, responsibility, trust, service, innovation, and human dignity.

These findings may help explain why questions surrounding organizational culture, belonging, ethical leadership, and faith-friendly workplaces are becoming increasingly relevant within modern business environments.

The full underlying dataset is not included in this initial report because the Religious Freedom & Business Foundation intends to continue analyzing the data for future articles, regional studies, presentations, and expanded research initiatives. Additional findings, datasets, and company-level analysis may be released in future publications as the research project continues to develop.

