

POWERED BY THE METRO ATLANTA CHAMBER

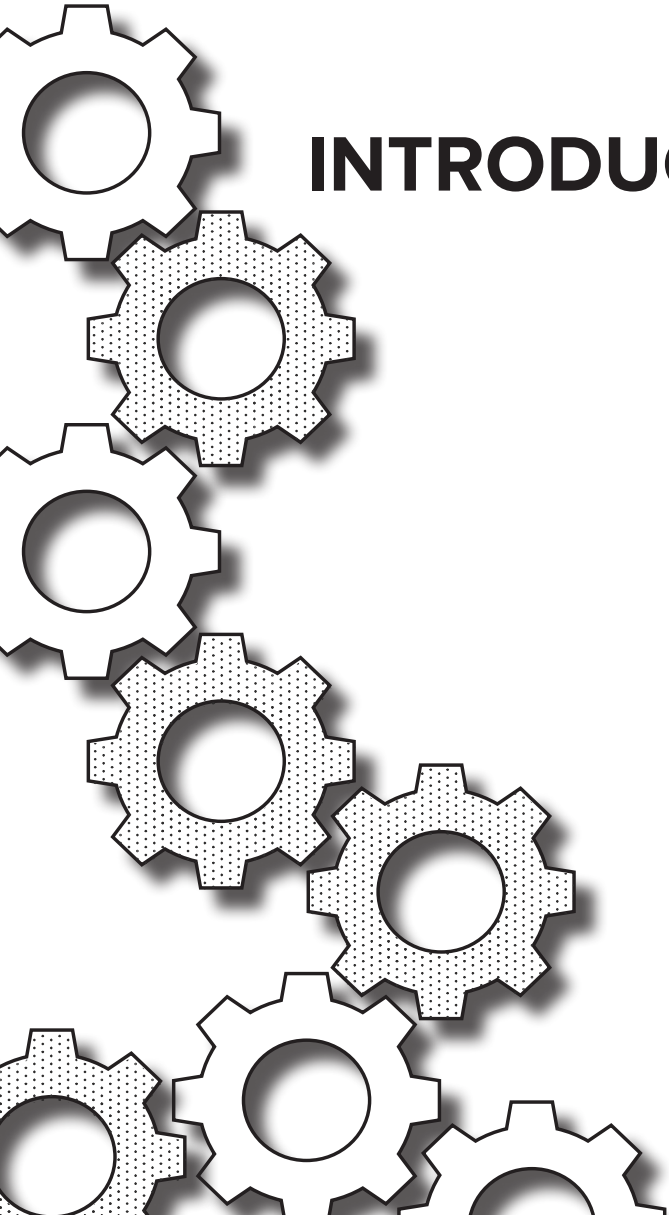
## **CORPORATE POLICIES PLAYBOOK**

Updated September 27, 2021



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# INTRODUCTION





# NORTHSTAR

In metro Atlanta, our differences are our strength. We come together, we engage in tough conversations, we find solutions and we work together to make our community and the world better.

We are dreamers who galvanized the Civil Rights Movement. We nurture and educate Black college students in the oldest and largest consortium of HBCUs. We are proud to be a magnet for Black families and Black leaders. Our business community boasts a talent pool with built-in diversity, and we strive to be a community that welcomes everyone, regardless of race, origin, gender, sexual orientation, religion or creed. We are not perfect, but we are committed to holding up and preserving Atlanta's legacy – especially now.

We launched the ATL Action for Racial Equity to address systemic racism, inequity and immobility head on. We will leverage the size, scale and know-how of Atlanta-based companies to accelerate racial equity and mobility across our region. We will elevate diversity, equity and inclusion as business imperatives and community imperatives, each a necessary tenant in maintaining metro Atlanta's competitiveness in our global economy today and into the future.

## THE COMMITMENT

**ATL Action for Racial Equity** leverages the power of our region's business community to advance racial equity through collective impact. My company is proud to join this critical, multi-year effort to address the pervasive effects of systemic racism in the community and workplace. We commit to carrying out targeted actions, tracking our progress and sharing lessons learned as we strive to leverage our size and scale to make metro Atlanta a more vibrant, equitable and inclusive region.

In addition to standing with others who are committed to racial equity, we embrace diversity, equity and inclusion as core values in the success of our business, the growth of our economy and the future of our community.



## PROBLEM STATEMENTS BY FOCUS AREA

**We are launching new efforts that leverage the size, scale and know-how of Atlanta-based businesses to accelerate racial equity and mobility across our region. The racial equity initiative is divided into four key focus areas.**



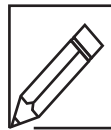
### **Corporate Policies**

Atlanta-based businesses have not fully leveraged our region's strength as a location of choice for Black college students and Black talent across industries.



### **Inclusive Economic Development**

Due to limited access to networks, capital, knowledge and customers, Black entrepreneurs face higher obstacles for success in metro Atlanta and across our nation.



### **Education**

Due to limited access to affordable, high-quality early learning opportunities, an opportunity gap exists for Black students in Atlanta compared to peer groups.

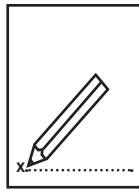


### **Workforce Development**

A disparity gap impacts Atlanta's Black population disproportionately and must be closed. The Black population's median household income in metro Atlanta is currently 67% of the white population's income.

# BUSINESS COMMUNITY JOURNEY

As part of ATL Action for Racial Equity, the metro Atlanta business community has curated a set of actions to drive impact through four focus areas. The playbooks will aim to help your organization do its part to accelerate racial equity.



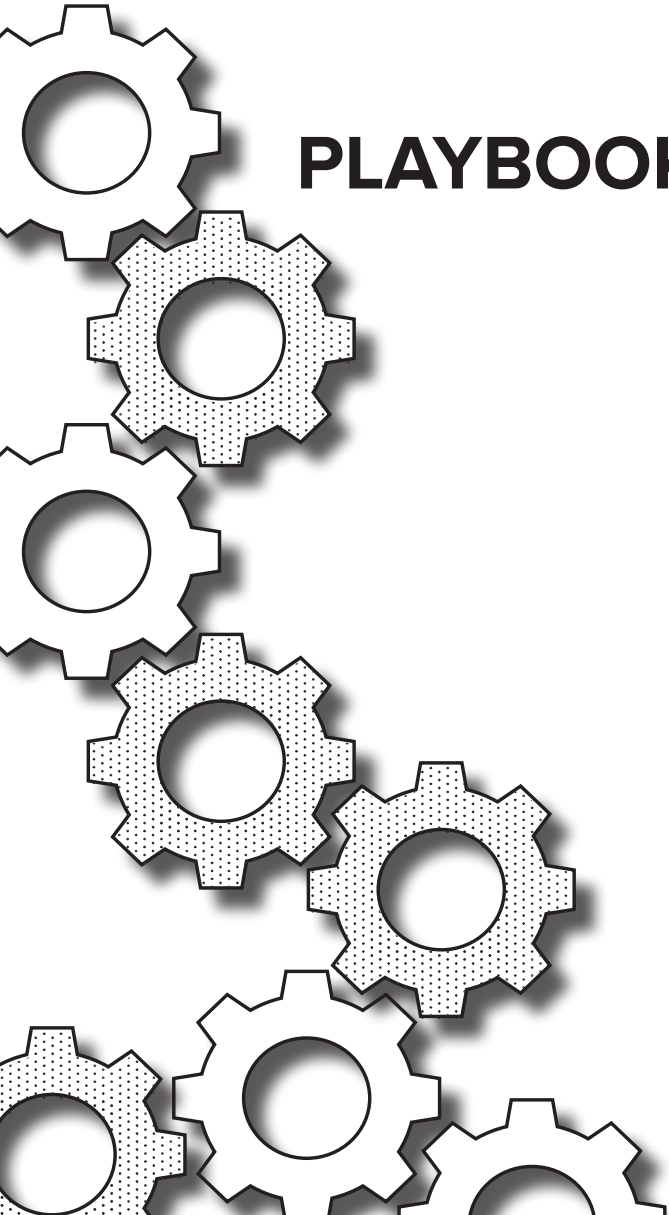
**Commit** to the racial equity initiative



**Consider** the playbook as you implement actions



**Track** progress and measure impact



# PLAYBOOK OVERVIEW





## PLAYBOOK PURPOSE

**The playbook provides metro Atlanta's business community with a set of key actions that can be implemented as your organization brings its commitment to advancing racial equity to life.**

**Aligning on actions and executing against them consistently across our business community is key in our efforts to drive collective impact.**



### **The playbook is:**

- A tool to help you determine where your organization is on your racial equity journey
- A curated set of best practices and resources
- Thought-starters you should consider as you work to advance racial equity
- A tool to help you positively impact our local community and our economy



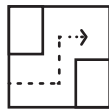
### **The playbook is not:**

- Hard and fast rules on how to advance racial equity
- A mandatory set of actions
- Inclusive of all the actions your organization can or should take
- A comprehensive set of all the resources available
- One size fits all

# TIERING SYSTEM

Recognizing that different organizations are at different places on their racial equity journey, our playbook follows a tiered approach to enable organizations to evolve and build commitment over time.

Organizations should self-select a tier and remember that the playbook provides freedom within a framework.



## Emerging

Baseline programs and elements in place to promote racial equity standards



## Progressing

Programs go beyond foundational elements, demonstrating a more aggressive approach linked to business needs, community needs, corporate social responsibility and/or ESG commitments



## Leading<sup>1</sup>

Fully deployed programs and elements supported by continuous improvement; embodies an aggressive approach linked to business needs, community needs and/or CSR commitments; testing new ideas to accelerate impact

<sup>1</sup>Leading does not necessarily mean the organization has the most resources or financial capital to support its racial equity initiative, but rather has impactful programming and is leading innovation in this space.



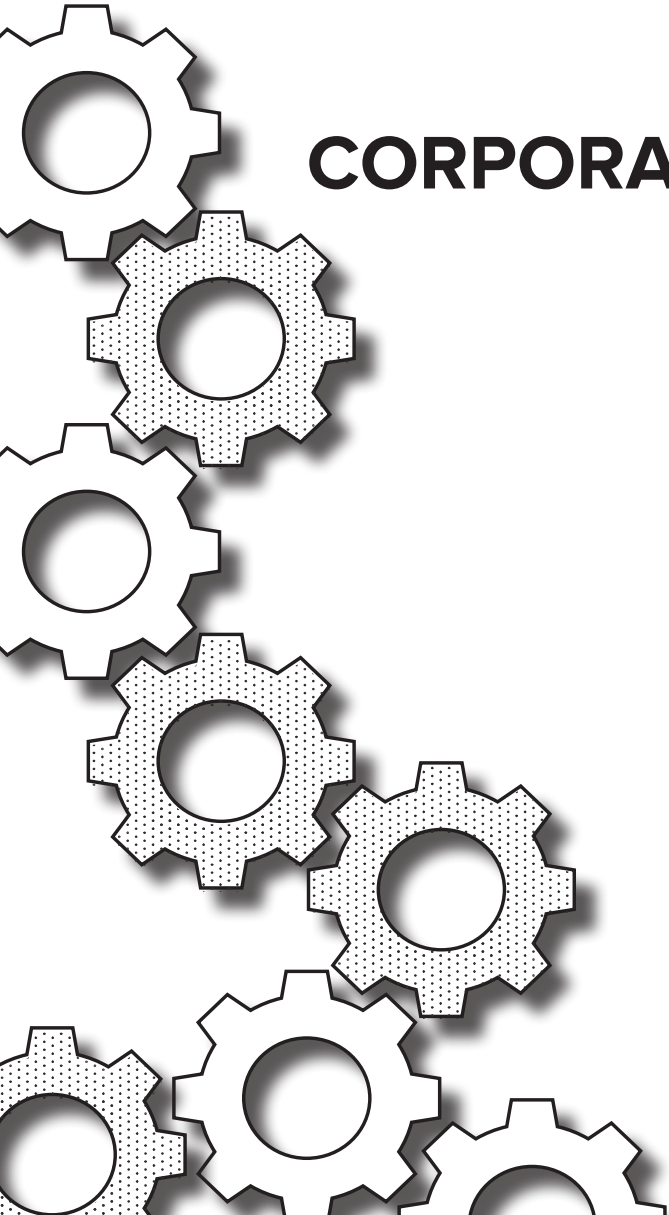
## THREE-STEP GUIDE

**Your organization should consider the playbook as you work to advance racial equity.**

**The actions outlined in the pages ahead are not hard and fast.**

**Your organization should implement those that fit your stage in the racial equity journey. Your organization might also discover a best practice that we have yet to uncover.**

- 1** Review the “menu” of key activities for each tier, and determine which tier(s) your organization falls into (note: you may be emerging in one category, and leading in another)
- 2** Identify the activities your organization can implement, using the “menu” as a starting point (note: customize the activities based on your organization)
- 3** Review the resources provided to help you advance on your racial equity journey



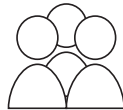
# **CORPORATE POLICIES PLAYBOOK**



# CORPORATE POLICIES PROBLEM STATEMENT

Metro Atlanta–based businesses have not fully leveraged our region’s strength as a location of choice for Black college students and Black talent across industries.

## Key Performance Indicators (KPIs)



### People

- Expand Black salaried workforce
- Increase the number of Black employees in senior management roles
- Elect Black leaders to all boards<sup>1</sup>

The KPIs outlined will be monitored by the Metro Atlanta Chamber to track the region’s progress and collective impact.

Sequenced over time, a new playbook will be released for each focus area.

This playbook is specific to **Corporate Policies**.



### Talent Pipeline

- Accelerate recruiting and partnership efforts with the Atlanta University Center Consortium
- Establish formal recruiting relationships with Georgia State University and technical colleges with a focus on recruiting Black graduates
- Continue recruiting Black students across our higher education community
- Require diversity on executive candidate slates and interview panels
- Assess diversity on executive candidate slates and interview panels



### HR Policies

- Adopt DEI best practices at scale
- Implement unconscious bias/conscious inclusion training
- Implement DEI performance objectives
- Commit to pay equity
- Remove unnecessary requirements for college degrees for appropriate role

<sup>1</sup>Start by targeting Fortune 1000 boards

## TAKE ACTION: METRO ATL TOP 8 PLAN

Our aspiration is for all metro Atlanta businesses to implement the core actions outlined. Additional actions should be implemented as you progress along your organization’s racial equity journey (See “Menu”).

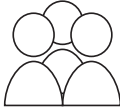
	People	Talent Pipeline	HR Policies
Designate a leader who is responsible for diversity, equity and inclusion (e.g. chief diversity officer) and ensure they have the ear of senior leaders	<input checked="" type="checkbox"/>		
Ensure diversity in C-Suite, including Black leader(s)	<input checked="" type="checkbox"/>		
Elect Black leaders to corporate board (if applicable)	<input checked="" type="checkbox"/>		
Establish recruitment efforts with HBCUs (Atlanta University Center Consortium), Georgia State University and technical colleges for internships and entry-level		<input checked="" type="checkbox"/>	
Work to ensure diversity on candidate slates, interview panels and recruiting team		<input checked="" type="checkbox"/>	
Establish DEI performance objectives (e.g., via DEI scorecard)			<input checked="" type="checkbox"/>
Create DEI strategy and gain buy-in from leadership			<input checked="" type="checkbox"/>
Conduct a pay equity review across race in all roles			<input checked="" type="checkbox"/>

## KEY ACTIONS “MENU”

The below list is a “menu” of key actions the corporate policies space to consider based on your tier. You may already be implementing some of these activities or even a variation of them.

		CATEGORY		
		People (e.g., Talent Development)	Talent Pipeline (e.g., Talent Acquisition)	HR Policies
TIER	Emerging	<ul style="list-style-type: none"> <li>Hire and/or promote Black employees into salaried workforce</li> <li>Develop a retention strategy that clears progression pathways for high-performing Black talent (e.g., clearly established expectations via organization wide competency model)</li> </ul>	<ul style="list-style-type: none"> <li>Contact campus career centers at HBCUs (Atlanta University Center Consortium), Georgia State University and local technical colleges</li> <li>Attend campus career fairs and/or present at information sessions</li> <li>Revisit relationships with higher education institutions broadly to reach and engage Black students</li> </ul>	<ul style="list-style-type: none"> <li>Create a diversity, equity &amp; inclusion (DEI) strategy</li> <li>Implement DEI training (i.e. unconscious bias/conscious inclusion, micro-inequities, courageous conversations)</li> <li>Work to ensure diversity on executive candidate slates, interview panels and recruiting team</li> <li>Establish DEI performance objectives (could be tied to increasing representation, training, etc.)</li> <li>Conduct a pay equity review across race in all roles</li> </ul>
	Progressing	<ul style="list-style-type: none"> <li>Hire and/or promote Black employees into senior management roles (e.g., C-Suite, officer-level, director)</li> <li>Ensure career progression path is transparent among employees (e.g., data to be collected via employee listening sessions)</li> </ul>	<ul style="list-style-type: none"> <li>Accelerate partnership and recruitment efforts with HBCUs (Atlanta University Center Consortium), Georgia State University and local technical colleges for internships and entry-level roles for Black talent</li> <li>Conduct annual reviews on talent processes for potential bias (e.g., job descriptions, interview questions)</li> </ul>	<ul style="list-style-type: none"> <li>Gain buy-in on DEI strategy from executive leadership</li> <li>Implement DEI performance objectives tied to all manager annual reviews</li> <li>Conduct a pay equity review across race in all roles</li> </ul>
	Leading	<ul style="list-style-type: none"> <li>Elect Black leader(s) to board of directors (if applicable)</li> <li>C-Suite is proportionally representative of Black community in metro Atlanta</li> <li>Attend conferences, join programs, and establish partnerships promoting diversity at work (e.g., Management Leadership for Tomorrow, OneTen)</li> </ul>	<ul style="list-style-type: none"> <li>Partner with minority student groups via organization sponsored events</li> <li>Engage under classmen in career previews</li> <li>Audit automated resume review process for bias (if applicable)</li> <li>Embed unconscious bias check-points in the interview process</li> <li>Attend conferences, join programs and establish partnerships promoting diverse hiring (e.g., INROADS, National Black MBA, HBCU Alumni chapters)</li> </ul>	<ul style="list-style-type: none"> <li>Gain buy-in on DEI strategy from highest level leadership (i.e., board of directors)</li> <li>Remove barriers for roles that do not require college degrees, allowing equal consideration for experience or certifications</li> <li>Establish promotion and rating parity (e.g., year end calibration and moderation)</li> <li>Adopt DEI best practices at scale to help drive change</li> <li>Commit to pay equity across race and all roles</li> </ul>

# KEY RESOURCES



## People

- [Do you know your company needs a Chief Diversity Officer?](#)
- [Want more diverse senior leadership? Sponsor Junior Talent](#)
- [The Big Idea Series - Advancing Black Leaders](#)
- [Why are there still so few black CEOs?](#)
- [It's Frontline Leaders Who Make or Break Progress on Diversity](#)
- [Management Leadership for Tomorrow](#)
- [OneTen](#)
- [Executive Leadership Council](#)



## Talent Pipeline

- [Improve D&I in hiring](#)
- [Campus Career Centers](#)
  - › [Atlanta University Center Consortium](#)
    - [Clark Atlanta University](#)
    - [Morehouse College](#)
    - [Morehouse School of Medicine](#)
    - [Spelman College](#)
  - › [Georgia State University](#)
- [Google in Residence Program](#)
- [INROADS](#)
- [Thurgood Marshall College Fund](#)
- [UNCF](#)
- [National Black MBA Association](#)



## HR Policies

- [What an Anti-Racist Business Strategy Looks Like](#)
- [How the Best Bosses Interrupt Bias on Their Teams](#)
- [BlackRock's Racial Equity Actions](#)
- [Coca Cola's Racial Equity Action Plan](#)
- [PwC's Understanding Blindspots](#)
- [The Bias Field Guide](#)
- [National Training Institute on Race and Equity](#)
- [Factuality - Course on Structural Inequality](#)
- [National Center for Civil and Human Rights' DEI Experience](#)
- [Salesforce Diversity Scorecard](#)
- [Diversity, Inc. Book](#)
- [How to Identify - and Fix - Pay Inequality at Your Company](#)
- [PayPal's commitment to Pay Equity](#)
- [Top Companies are Hiring More Candidates Without a 4-Year Degree](#)
- [Leading a Thriving Workplace with Race in Mind](#)
- [How to respond to microaggressions](#)
- [Microaggressions and micro-affirmations](#)





## KEY METRICS

**We are in the process of building out a series of questions that will be provided to every company signing on to ATL Action for Racial Equity. At a high level, our approach will aim to capture top line data regarding our business community's efforts to advance racial equity. Our approach will include questions that speak to efforts in Atlanta and are binary in their phrasing.**

**For example:**

- Have you established a partnership with Atlanta-based HBCUs to recruit entry-level talent? Y/N
- Have you assessed pay equity across race within your Atlanta-based operation? Y/N
- Are Black leaders represented on your board? Y/N

Company data will not be shared publicly; however, the information you provide may be shared in an aggregated form representing all companies participating in the initiative. Data will be collected on an annual basis. If you would like to participate in our metrics planning process, email [atlactionforracialequity@macoc.com](mailto:atlactionforracialequity@macoc.com).

# ATL ACTION FOR RACIAL EQUITY FAQS

## 1. What about other under-represented groups? How does this effort intersect with our broader commitment to diversity, equity and inclusion?

- The groundwork and deep dive on data that we have done to date shows that a clear and surgical strategy targeting the Black population is necessary if we are to truly move towards undoing the ills of systemic racism in our community. This effort is a reflection of that assessment and also acknowledges the diversity and intersectionality that exists within our Black population.
- In addition to powering the ATL Action for Racial Equity, the metro Atlanta Chamber continues to execute efforts that target the broad scope of diversity — across gender, race, ethnicity, sexual orientation, and other identities — and expects that our business community will do the same. In addition, many of the actions included in our playbooks can be used to close disparity gaps that impact other under-represented groups.
- Worth noting, we recognize that a surgical approach is necessary to solve for the major challenges many under-represented groups face and may sequence efforts targeting additional demographics into this work over time. It's a journey.

## 2. When signing on to ATL Action for Racial Equity, am I committing my company to following EVERY action in the playbook?

- No, we understand that each organization must take an approach that is realistic and fits with their own priorities and capabilities for the year. However, we encourage each company to act on as many items in the playbook as possible for maximum collective impact.

## 3. When can I review the playbooks?

- All the playbooks are available for review [here](#).
  - Playbook 1 - Corporate Policies
  - Playbook 2 - Inclusive Economic Development
  - Playbook 3 - Education/Workforce Development
- Participating organizations will self-select the actions that are most appropriate for them based on their stage in the DEI journey.

## 4. If my company operates nationally or even globally, is there a requirement that these actions be implemented across our full operations (ie. in other states, other countries, etc.)?

- No, ATL Action for Racial Equity is committed to moving the needle beginning in our own region and the 29 counties that the Metro Atlanta Chamber serves. See a map of metro Atlanta [here](#).

# ATL ACTION FOR RACIAL EQUITY FAQS

## **5. What if my company is already implementing some or all of the actions?**

- This is great! The playbook is designed to inspire collective impact. Our vision is that a majority of our business community can align on key actions and move the needle together in a meaningful way.

## **6. Does my CEO have to sign on to the initiative?**

- We believe that commitment from the top is important. It is our preference that your company's commitment to ATL Action for Racial Equity comes with a personal commitment from your CEO; however, some companies have had local leadership or chief diversity officers sign on.

## **7. What is the confidentiality process regarding the measurement of company data shared in the annual survey?**

- We will include a confidentiality statement stating who will have access to the data and how it will be reported. So that we can gather feedback-both positive and constructive- and analyze the results in detail, we decided to partner with Kanarys, an independent third party, to conduct this survey. To ensure confidentiality, Kanarys will never identify individual participant responses to anyone at a particular company.

## **8. How will the annual survey data be shared?**

- All individual responses will be collected by Kanarys and will be kept strictly confidential. Your organization will receive a summary of responses in aggregate form. In addition, the survey is encrypted using SSL technology to ensure that only Kanarys can capture the survey results.

## **9. What is the purpose and impact of the annual survey?**

- The purpose and impact of the annual survey is to provide a data reference point to highlight the action steps our committed companies have taken towards closing the racial equity. The survey will give us insight into what's working and what needs to be adjusted for this effort to consistently keep racial equity a top priority with Metro Atlanta business community.
- Worth noting, we recognize that a surgical approach is necessary to solve for the major challenges many under-represented groups face and may sequence efforts targeting additional demographics into this work over time. It's a journey.