



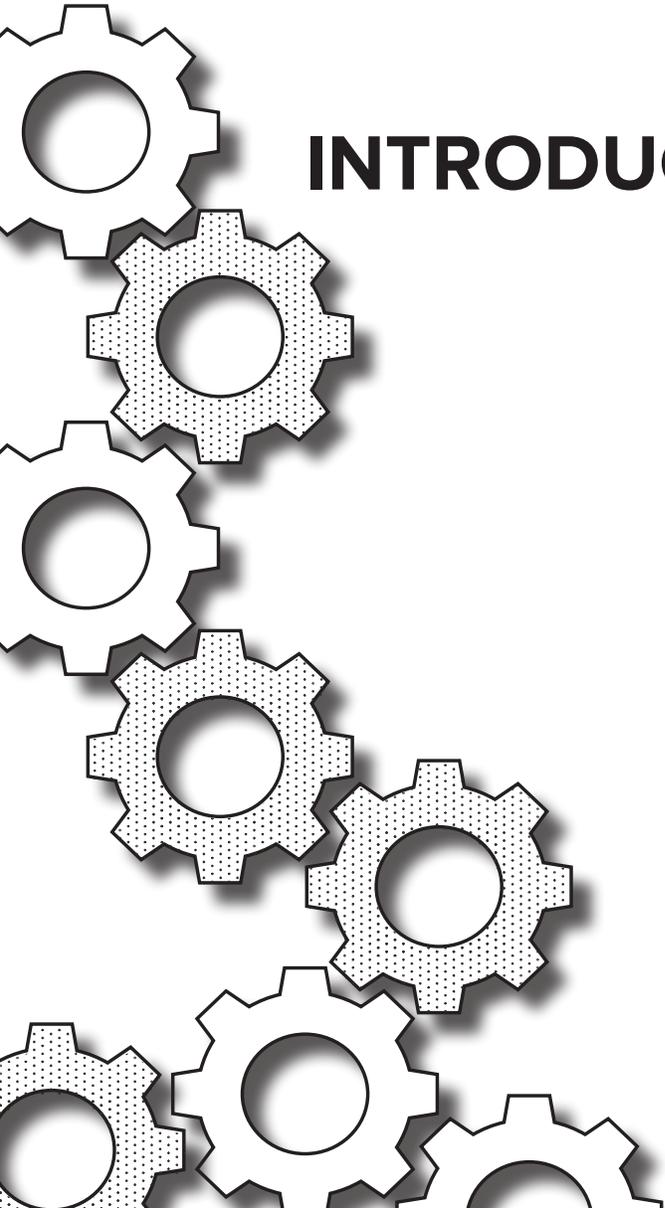
POWERED BY THE METRO ATLANTA CHAMBER

# INCLUSIVE ECONOMIC DEVELOPMENT PLAYBOOK

Updated September 27, 2021



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# INTRODUCTION





## NORTH STAR

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.**



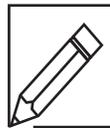
### **Corporate Policies**

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**

Black entrepreneurs face systemic obstacles for success that limit access to networks, capital, knowledge and customers.



### **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.

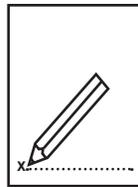


### **Workforce Development**

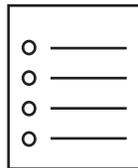
A disparity gap impacts Atlanta's Black population disproportionately and must be closed. The Black population's median household income in metro Atlanta is currently 67% of the white population's income.

# 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.



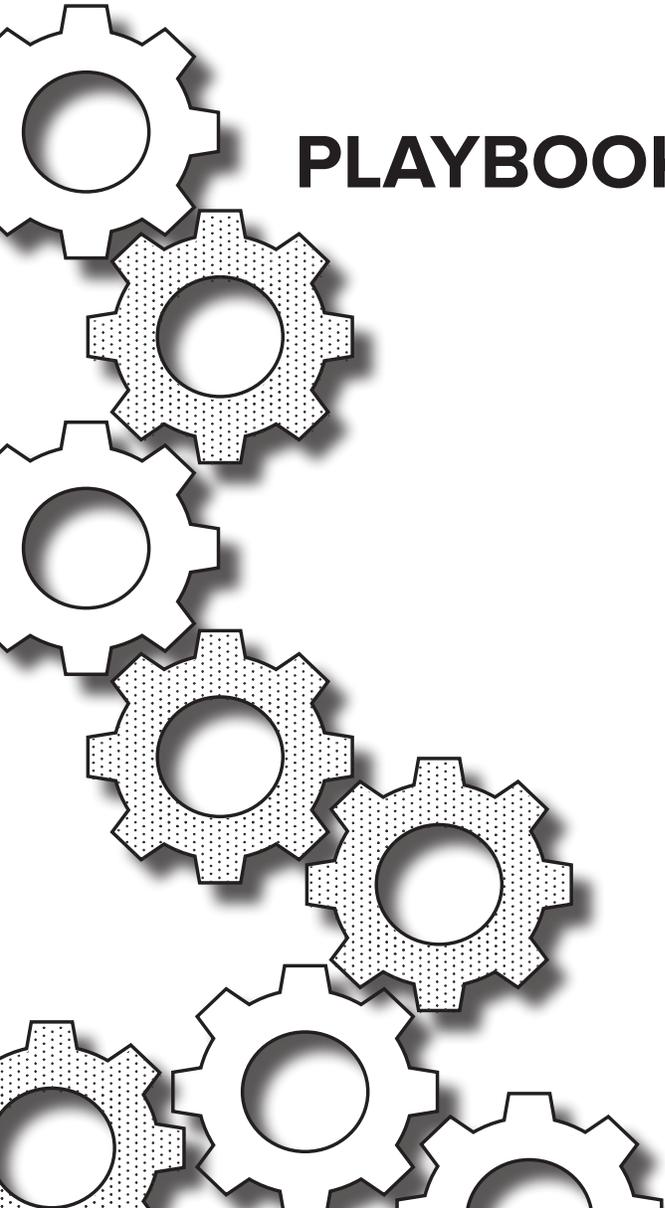
**Commit** to the racial equity initiative



**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



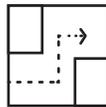
### **The playbook is not:**

- 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**

Companies have implemented early initiatives to support Black-owned businesses as a customer or by providing capital



## **Progressing**

Companies have implemented programs that go beyond foundational elements, and are more connected to the entrepreneurial ecosystem. The programs include more deliberate initiatives to become a customer of local Black-owned businesses



## **Leading<sup>1</sup>**

Companies have proven track records in becoming customers to local Black-owned businesses and are leaders in the support of organizations that provide access to capital, network and knowledge to Black entrepreneurs

<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.



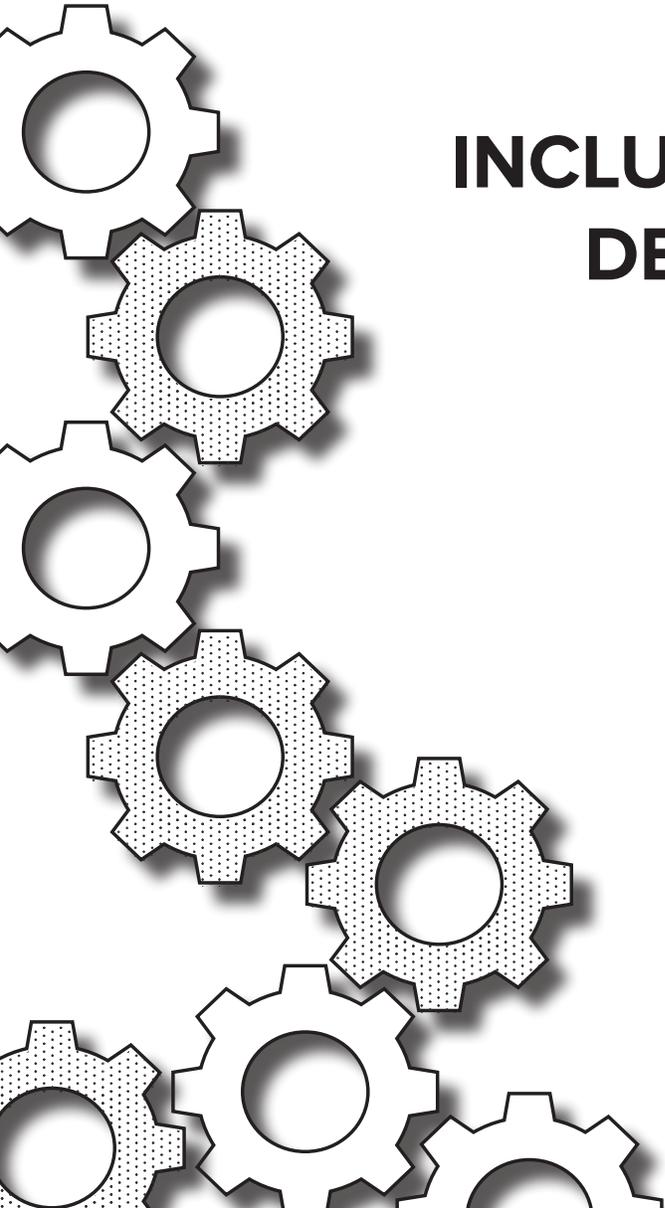
## THREE-STEP GUIDE

**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 actions 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 actions your organization can implement, using the “menu” as a starting point (note: customize the actions based on your organization)
- 3** Review the resources provided to help you advance on your racial equity journey



# **INCLUSIVE ECONOMIC DEVELOPMENT PLAYBOOK**



# INCLUSIVE ECONOMIC DEVELOPMENT PROBLEM STATEMENT

Black entrepreneurs face systemic obstacles for success that limit access to networks, capital, knowledge and customers.

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.

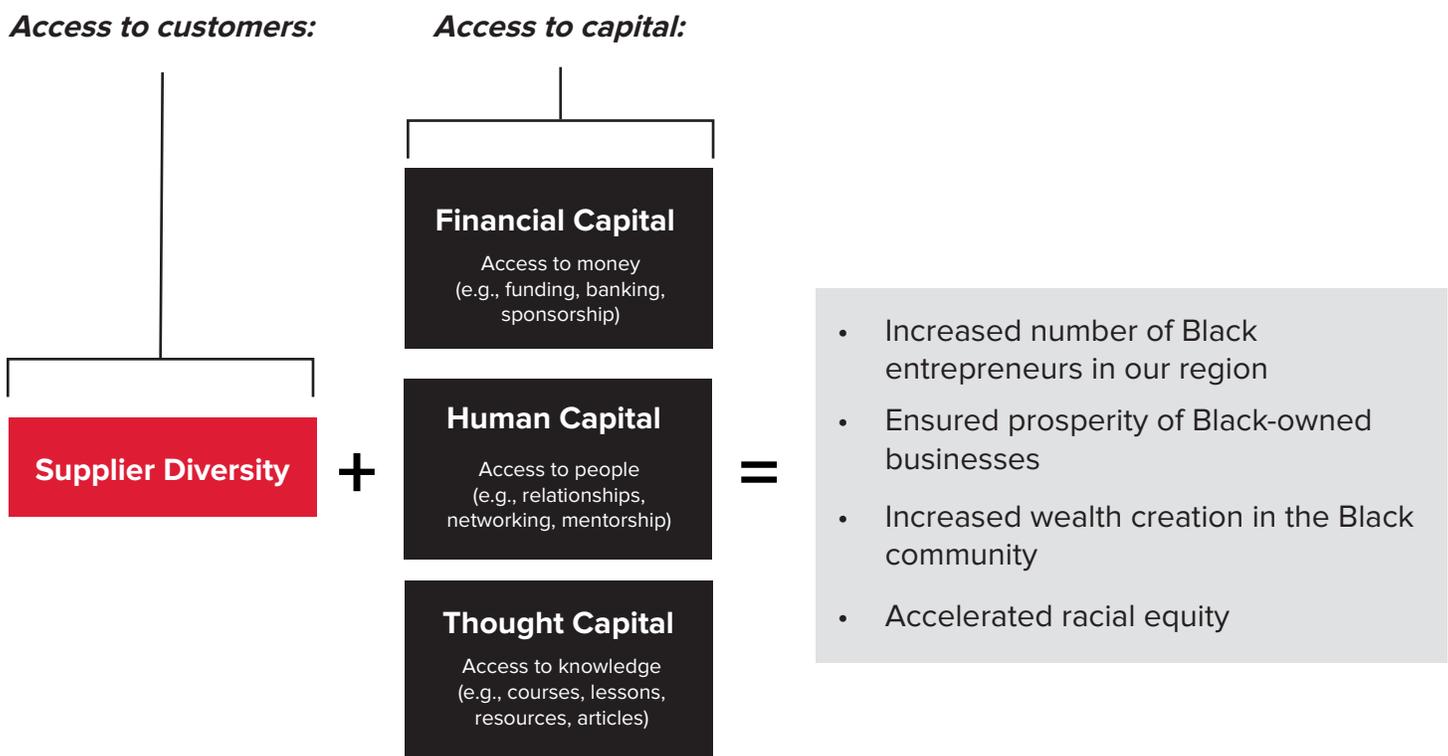
This playbook is specific to **Inclusive Economic Development.**

## Key Performance Indicators (KPIs)

- ☑ Achieve full adoption of formal supplier diversity programs among our Fortune 1000 companies
- ☑ Increase the share of Black-owned employer businesses in metro Atlanta
- ☑ Increase access to capital for Black founders
- ☑ Increase the share of venture-backed metro Atlanta based companies with Black founders

## ADVANCING BLACK OWNED BUSINESSES

Metro Atlanta's business community can elevate and grow Black-owned businesses, create a community that accelerates the success of Black-owned businesses and ultimately, help make inequity and immobility in Atlanta a thing of the past by being intentional customers of Black-owned businesses and by providing financial, human and thought capital to this critical component of our region's entrepreneurial ecosystem.



## TAKE ACTION: METRO ATL TOP 6 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”).

	Supplier Diversity	Financial Capital	Human & Thought Capital
Identify dedicated resource(s) to develop and manage supplier diversity program	☑		
Establish clear definitions for what is considered diverse spend	☑		
Set supplier diversity policies and procedures that define the expectations for how procurement engages diverse suppliers, including standards for inclusion and participation	☑		
Attend and engage in networking and showcase events with Black owners and founders		☑	☑
Establish partnerships with local organizations to support Black owners and founders		☑	☑
Promote Atlanta as a city of choice for Black-owned employer businesses			☑

## SUPPLIER DIVERSITY KEY ACTIONS “MENU”

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

Tier	Key Actions “Menu”
<b>Emerging</b>	<ul style="list-style-type: none"> <li>• Identify a dedicated resource to develop and manage supplier diversity program</li> <li>• Establish clear definitions for what is considered diverse spend</li> <li>• Set supplier diversity policies and procedures that define the expectations for how procurement engages diverse suppliers, including standards for inclusion and participation</li> <li>• Gain benchmarking insight on industry standards, to be informed of progress against peers</li> </ul>
<b>Progressing</b>	<ul style="list-style-type: none"> <li>• Publish commitment to supplier diversity on company website</li> <li>• Incorporate supplier diversity program standards into sourcing requirements and source selection criteria</li> <li>• Identify, vet and link diverse suppliers with category managers and sourcing opportunities</li> <li>• Implement supplier diversity metrics to drive long-term performance</li> <li>• Train procurement and business stakeholders on supplier diversity (e.g., why it’s important, how it contributes to achieving the company’s strategic goals, policies)</li> <li>• Build a pipeline of diverse suppliers for future sourcing opportunities</li> <li>• Measure progress against basic performance metrics (e.g., spend with diverse suppliers)</li> </ul>
<b>Leading</b>	<ul style="list-style-type: none"> <li>• Build dedicated team and budget to adequately resource supplier diversity program</li> <li>• Integrate supplier diversity goals with broader environmental, social and governance (ESG) strategy and incorporate into sourcing strategies; identify opportunities to grow diverse spend by product or service type</li> <li>• Establish a culture of collaboration (e.g., cross-functional meetings) across teams (e.g., HR, business units, procurement) to align on and monitor supplier diversity goals</li> <li>• Mentor and develop diverse suppliers; invest to support growth and sustainability, or partner with local organizations to do so</li> <li>• Identify and implement opportunities to collaborate and co-innovate with diverse suppliers</li> <li>• Establish executive supplier diversity council to monitor progress and drive accountability</li> <li>• Enable supplier diversity program with technology that captures diversity status upon registration, enables visibility to spend with multiple supplier tiers and ability to search for and identify new diverse suppliers</li> <li>• Expand presence and participation with diversity organizations and forums</li> <li>• Measure progress against advanced performance metrics (e.g., economic impact)</li> </ul>

# SUPPLIER DIVERSITY RESOURCES

The resources below will help you carry out the actions from above.

Category	Resources
Supplier diversity program actions and case studies	<ul style="list-style-type: none"> <li>• <a href="#">CEO ACTION FOR DIVERSITY &amp; INCLUSION</a></li> </ul>
Understand, implement, and benchmark supplier diversity standards	<ul style="list-style-type: none"> <li>• <a href="#">Aflac - Supplier Diversity</a></li> <li>• <a href="#">Billion Dollar Roundtable</a></li> <li>• <a href="#">Cox Enterprises: Supplier Diversity Program</a></li> <li>• <a href="#">Greenlining - 2019 Supplier Diversity Report</a></li> <li>• <a href="#">2019 - State of Supplier Diversity</a></li> </ul>
The case for supplier diversity programs	<ul style="list-style-type: none"> <li>• <a href="#">The Importance of Diverse Suppliers in Supply Chain Management</a></li> <li>• <a href="#">Why You Need a Supplier Diversity Program</a></li> </ul>
Global supplier diversity considerations	<ul style="list-style-type: none"> <li>• <a href="#">CAMSC Supplier Diversity Playbook</a></li> <li>• <a href="#">Global Supplier Diversity Conference</a></li> <li>• <a href="#">Supplier Diversity: Economic Inclusion</a></li> </ul>
Identify, expand and invest in the growth of diverse suppliers	<ul style="list-style-type: none"> <li>• <a href="#">City of Atlanta - Office of Contract Compliance</a></li> <li>• <a href="#">Georgia Minority Supplier Development Council (GMSDC)</a></li> <li>• <a href="#">GMSDC 2019 Economic Impact Report</a></li> <li>• <a href="#">Minority Business Enterprise (MBE) Certification</a></li> <li>• <a href="#">National Minority Supplier Development Council (NMSDC)</a></li> <li>• <a href="#">Southern Company's Supplier Diversity Program &amp; Business Development Program</a></li> </ul>

## ACCESS TO CAPITAL KEY ACTIONS “MENU”

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

Tier	Financial Capital	Human & Thought Capital
<b>Emerging</b>	<ul style="list-style-type: none"> <li>Attend and support a showcase event with Black owners and founders</li> </ul>	<ul style="list-style-type: none"> <li>Attend and engage in networking events with Black owners and founders, offering advice</li> <li>Promote Atlanta as a region of choice for Black entrepreneurs and founders</li> <li>Promote growth-oriented podcasts, webinar series and educational sessions focused on scale and sustainability for Black-owned businesses</li> </ul>
<b>Progressing</b>	<ul style="list-style-type: none"> <li>Provide sponsorship and/or funding to an organization that is an incubator, accelerator or entrepreneurial support organization for Black founders</li> <li>Establish banking relationships (e.g., deposit, lending) with Black-owned Banks</li> <li>Sponsor pitch competition and accelerator opportunities for Black-owned businesses</li> </ul>	<ul style="list-style-type: none"> <li>Launch executive communications on how your organization is supporting Black-owned businesses in Atlanta</li> <li>Participate in panels, seminars and other forums to provide insight and guidance to Black entrepreneurs and founders</li> <li>Engage entrepreneurial support organizations in the design and development of internal initiatives</li> </ul>
<b>Leading</b>	<ul style="list-style-type: none"> <li>Become a lead sponsor and/or donor to an organization that is an incubator, accelerator or entrepreneurial support organization for Black founders</li> <li>Become an investor or limited partner in a fund that backs Black founders and entrepreneurs</li> <li>Contribute to a fund that supports seed grants for Black founders</li> <li>Develop lending/financing products that support Black-owned businesses</li> </ul>	<ul style="list-style-type: none"> <li>Provide mentors to local organizations that will connect you to Black entrepreneurs</li> <li>Partner with a startup on a project via local organizations</li> <li>Offer pro bono talent and resources to a local support organization</li> <li>Facilitate conferences and workshops focusing on providing equal partnership to Black-owned businesses</li> <li>Sponsor an entrepreneur-in-residence program</li> <li>Elevate brand awareness of Black-owned businesses (e.g., promotions, advertisements)</li> </ul>

# ACCESS TO CAPITAL LOCAL RESOURCES

The local resources below will help you carry out the actions in the capital space.

Category	Local Resources
<b>Incubators, accelerators, entrepreneurial support and mentoring organizations</b>	<ul style="list-style-type: none"> <li>• <a href="#">ACCESS</a></li> <li>• <a href="#">Access to Capital for Entrepreneurs (ACE)</a></li> <li>• <a href="#">Ascend Atlanta</a></li> <li>• <a href="#">ATDC Georgia Tech</a></li> <li>• <a href="#">Atlanta Tech Village's It Takes A Village Pre-Accelerator Program</a></li> <li>• <a href="#">ATL(BLK)TCH (ABT)</a></li> <li>• <a href="#">Atlanta Business League</a></li> <li>• <a href="#">Atlanta Wealth Building Initiative</a></li> <li>• <a href="#">Backed by ATL</a></li> <li>• <a href="#">BIRTH</a></li> <li>• <a href="#">Black Innovation Alliance</a></li> <li>• <a href="#">Center for Civic Innovation</a></li> <li>• <a href="#">Collab Studio</a></li> <li>• <a href="#">Cox Enterprises Social Impact Accelerator Powered by Techstars</a></li> <li>• <a href="#">Endeavor Atlanta</a></li> <li>• <a href="#">Engage</a></li> <li>• <a href="#">Entrepreneurs Access Networ</a></li> <li>• <a href="#">Goodie Nation</a></li> <li>• <a href="#">LaunchGSU</a></li> <li>• <a href="#">Operation HOPE 1 Million New Black Business Initiative (1MBB)</a></li> <li>• <a href="#">Preneurology Global</a></li> <li>• <a href="#">Russell Center for Innovation &amp; Entrepreneurship</a></li> <li>• <a href="#">Start:ME</a></li> <li>• <a href="#">Startup Atlanta</a></li> <li>• <a href="#">Technologists of Color</a></li> <li>• <a href="#">TechPLUG</a></li> <li>• <a href="#">Techstars Atlanta</a></li> <li>• <a href="#">The Gathering Spot</a></li> <li>• <a href="#">University of Georgia's Small Business Development Center (SBDC)</a></li> <li>• <a href="#">Urban League of Greater Atlanta</a></li> <li>• <a href="#">Village Micro Fund</a></li> <li>• <a href="#">Zane Access Capital Readiness Cohort</a></li> </ul>
<b>Networking, conferences, pitch competitions and showcase events</b>	<ul style="list-style-type: none"> <li>• <a href="#">Atlanta Startup Battle</a></li> <li>• <a href="#">Startup Runway</a></li> <li>• <a href="#">Venture Atlanta</a></li> </ul>
<b>Promotion platforms</b>	<ul style="list-style-type: none"> <li>• <a href="#">Atlanta Startup Podcast</a></li> <li>• <a href="#">ChooseATL</a></li> <li>• <a href="#">Maggie Anderson's Pledge to "Buy Black" for an Entire Year</a></li> <li>• <a href="#">She Conquers Capital Podcast</a></li> </ul>
<b>Black-owned banks</b>	<ul style="list-style-type: none"> <li>• <a href="#">Black Bank Fund</a></li> <li>• <a href="#">Citizens Trust Bank</a></li> <li>• <a href="#">Credit Union of Atlanta</a></li> <li>• <a href="#">Omega Psi Phi Fraternity Federal Credit Union</a></li> <li>• <a href="#">Unity National Bank</a></li> <li>• <a href="#">1st Choice Credit Union</a></li> </ul>
<b>Investment / venture funds</b>	<ul style="list-style-type: none"> <li>• <a href="#">Collab Capital</a></li> <li>• <a href="#">Community Development Financial Institutions (CDFI)</a></li> <li>• <a href="#">Community Foundation of Greater Atlanta (GoATL Fund)</a></li> <li>• <a href="#">EnrichHer</a></li> <li>• <a href="#">Google For Startups Black Founders Fund</a></li> <li>• <a href="#">Main Street Entrepreneurs Seed Fund (MSESF)</a></li> <li>• <a href="#">Panoramic Ventures</a></li> <li>• <a href="#">RESTORE ATL Grant</a></li> <li>• <a href="#">The Intentionally Good 500)</a></li> <li>• <a href="#">Valor Ventures</a></li> <li>• <a href="#">Vertical404</a></li> <li>• <a href="#">Zane Venture Fund</a></li> </ul>

## COMPANY EXAMPLES

Supplier Diversity	Financial Capital	Human & Thought Capital
<ul style="list-style-type: none"> <li>• <a href="#">Adecco Supplier Management Program</a></li> <li>• <a href="#">Aflac - Supplier Diversity</a></li> <li>• <a href="#">Atlanta Public Schools' Office of Supplier and Business Diversity</a></li> <li>• <a href="#">Coca-Cola's Supplier Diversity</a></li> <li>• <a href="#">Cox Supplier Diversity Program</a></li> <li>• <a href="#">Delta's Supplier Diversity</a></li> <li>• <a href="#">Federal Reserve Bank of Atlanta's Commitment to Supplier Diversity</a></li> <li>• <a href="#">HD Supply's Diversity Program</a></li> <li>• <a href="#">Home Depot's Supplier Diversity</a></li> <li>• <a href="#">Pinnacle Group's Global Supplier Diversity</a></li> <li>• <a href="#">Randstad USA - External Diversity</a></li> <li>• <a href="#">Robert Half - Supplier Inclusion</a></li> <li>• <a href="#">Southern Company's Supplier Diversity Program &amp; Business Development Program</a></li> <li>• <a href="#">Supplier Diversity at Equifax</a></li> <li>• <a href="#">Supplier Diversity at WestRock</a></li> <li>• <a href="#">UPS' Supplier Diversity</a></li> <li>• <a href="#">Zoo Atlanta's Supplier Diversity</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Apple Invests \$10 Million in Harlem Capital</a></li> <li>• <a href="#">Bank of America Announces \$1billion/4 -year Commitment to Support Economic Opportunity Initiatives</a></li> <li>• <a href="#">Bank of America Outlines \$300M plan for Racial Equity</a></li> <li>• <a href="#">Fiserv's Back2Business</a></li> <li>• <a href="#">Goldman Sachs' One Million Black Women Initiative</a></li> <li>• <a href="#">Hawks Announce Historic Agreement with Black-Owned Banks</a></li> <li>• <a href="#">IBM taps Morehouse and Clark Atlanta as part of \$100M plan to diversity tech workforce</a></li> <li>• <a href="#">Magic Johnson Offering \$100 Million in Loans to Minority-Owned Businesses</a></li> <li>• <a href="#">MasterCard Pledges \$500 Million to Black Communities</a></li> <li>• <a href="#">Netflix Shifts 2% of Cash to Financial Institutions Serving Black Communities</a></li> <li>• <a href="#">PayPal Announces \$530 Million Commitment to Support Black Businesses</a></li> <li>• <a href="#">Southern Company &amp; Apple invest \$25M for AUC's Propel Center</a></li> <li>• <a href="#">Starbucks Community Resilience Fund Investing in Atlanta</a></li> <li>• <a href="#">Wells Fargo brings \$3.5M in Relief to Small Business in Metro Atlanta &amp; Throughout Georgia</a></li> <li>• <a href="#">Wells Fargo Invests in Five Additional Black-Owned Banks</a></li> <li>• <a href="#">Wells Fargo Launches \$400 Million Small Business Recovery Effort</a></li> <li>• <a href="#">Wells Fargo's Open for Business Fund Boosts Access to Minority Lending</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Bank of America to Partner with Atlanta HBCUs on Entrepreneurship Center</a></li> <li>• <a href="#">Ben &amp; Jerry's 7 Ways We Know Systemic Racism is Real</a></li> <li>• <a href="#">Cox Enterprises Social Impact Accelerator Powered by Techstars</a></li> <li>• <a href="#">JP Morgan's Advancing Black Entrepreneurs</a></li> <li>• <a href="#">Marketing Tips from Mailchimp</a></li> <li>• <a href="#">Morgan Stanley Multicultural Inclusion Lab</a></li> <li>• <a href="#">P&amp;G's Acquisition of Bevel and move to Atlanta</a></li> <li>• <a href="#">PwC's Skills for Society</a></li> <li>• <a href="#">Target Takeoff</a></li> <li>• <a href="#">The Atlanta BeltLine: Equity and Inclusion</a></li> <li>• <a href="#">When Economies Turn Down The Wilson Family Turns Up</a></li> </ul>



## 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. To the extent possible, our approach will include questions that speak to efforts in Atlanta and are binary in their phrasing.**

**For example:**

- Has your organization established a formal supplier diversity program? Y/N
- Does your organization track spend with Black-owned businesses? Y/N
- Has your organization established partnerships with local organizations to support Black owners and founders? 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.