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MEET THE TEAM

2019 SUPPLIER DIVERSITY NEWSLETTER

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LETTER FROM THE EDITOR

Perhaps you've heard or read about TOYOTA's vision to lead the way to the future of mobility. It's an exciting position for our company to embrace and a journey I'm thrilled to be taking with TOYOTA.

To spotlight our company's advancement in this direction, we are dedicating **the first Supplier Diversity Newsletter of 2019 to the topic of mobility**. We're committed to developing and inspiring new methodologies and creating new tools — from adaptive modifications on TOYOTA vehicles to developing never-before-seen technological innovations — which allow individuals and communities to move about and live their lives more freely.

Mobility also aligns with TOYOTA's foundational principle of **respect for people** as well as our passion for **inclusion**. How? Because we believe mobility empowers people to fulfill their potential by reducing limitations and broadening horizons. Mobility can offer everyone more equitable opportunities to experiences and resources that help them grow, discover, and explore. Said another way, a more mobile society empowers people to live their best lives.

MOBILITY CAN
OFFER EVERYONE
MORE EQUITABLE
OPPORTUNITIES
TO EXPERIENCES
AND RESOURCES
THAT HELP THEM
GROW, DISCOVER,
AND EXPLORE.



Chuck Hendrix

SENIOR MANAGER,
PURCHASING SUPPLIER
DIVERSITY, TOYOTA
MOTOR NORTH AMERICA

Through strategic business initiatives as well as the work of The TOYOTA Mobility Foundation, our company is on the leading edge of research and collaborative partnerships bringing innovative ideas for mobility solutions to realization. By combining knowledge and resources with the expertise of others who share our vision, we're confident that TOYOTA will be a leading force of expanding mobility across the globe. Want to learn more? Visit ToyotaMobilityFoundation.org.

To help with our discussion in this newsletter, we asked Ryan Klem, Director Global TOYOTA Mobility Foundation, to share a high-level perspective of how mobility initiatives are propelling our company's short- and long-term goals. And in this month's Partner Spotlight, you'll get to know Amanda Flores and her inspirational story of reclaiming her personal mobility. Our feature story, "A Mobility Mindset," explores the wide range of ways mobility can and will change the world around us, with several examples of companies and individuals who are already contributing to mobile lifestyles.

Having a mobility mindset keeps us energized at TOYOTA Supplier Diversity. We look forward to our continued work together in the spirit of innovation and continuous improvement.



TOYOTA

EXECUTIVE MESSAGE

Like many of my TOYOTA colleagues, I have operated across a wide range of affiliates, functions, and global locations with the company. I've worked with teams focused on functionality and systems-based thinking as well as those concentrating more on the human element and understanding what motivates people and the decisions they make.

Over the years, I've observed a natural tendency to want to create or engineer something new which can sometimes overshadow the fact that the problem or intended audience hasn't been well defined. But TOYOTA's customer-first mentality challenges us all to value cultivating both EQ [Emotional Intelligence] as well as IQ in our work.

TOYOTA has recently rallied behind the ambitious idea of "Mobility for All." To me, this concept resonates strongly because it speaks to our competencies along with TOYOTA's core values of inclusion and respect for people. The phrase has always served as a compass for me, not necessarily a map.

In many ways, mobility is the mechanism, not the goal. It's the enabler that allows all people access to opportunity in whatever shape that may take. And while the "what" of mobility will evolve as societal needs change, the "why" will remain constant.

The TOYOTA Mobility Foundation's (TMF) mission articulates our why: To enable more people to go more places by sharing our knowledge, partnering with others and using our innovative spirit to build a more joyful mobile society.

TOYOTA is uniquely positioned to take a leading role in the mobility movement. Not only through our strong lineup of products, services and technology, but equally because of our collective know-how.

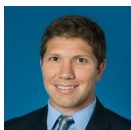
For example, TMF often partners with cities with mobility challenges such as congestion or lack of shared mobility options. We consider the interplay between elements such as city design, existing transit options, the flow of people, and decision-making processes. Much like TOYOTA considers the relationships between our ecosystem of suppliers, partners, plants, dealers, services and customers, this macro view positions us to better optimize equitable, human-centered multi-modal solutions.

However, we recognize mobility solutions are only as good as the access someone has to them. As a result, TMF also engages on micro level initiatives such as our Mobility Unlimited Challenge which is cultivating technology and services for people with lower-limb paralysis. After all, an autonomous vehicle is of little use if someone struggles to leave their house.

TOYOTA's opportunities to lead advancements in mobility will continue to require us to determine where we add the most value with our products, services, and know-how. We may need to broaden our perspective of who our new customers are as we strategically balance our core business with new mobility offerings and services.

If we continue to use "Mobility for All" as our compass, however, I am confident TOYOTA will be instrumental in leading the world towards a more inclusive and mobile society.

IN MANY WAYS,
MOBILITY IS THE
MECHANISM, NOT
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THAT ALLOWS ALL
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THAT MAY TAKE.



Ryan Klem
DIRECTOR GLOBAL
TOYOTA MOBILITY
FOUNDATION



TOYOTA

In late 2014, Amanda Flores began feeling run down

with what seemed to be a cold. But, as she says, “Mommies aren’t allowed to get sick around the holidays.” So, the young mother of two little boys stocked up on medications so she could stay focused on her busy advertising career and prepare for Christmas celebrations.

Still under the weather a few weeks later, Amanda returned to the doctor where she was misdiagnosed as having the flu. However, her body was losing a battle with sepsis — a life-threatening infection in her bloodstream. The severity of Amanda’s situation became obvious during her next medical visit when she heard someone yelling, “Call 9-1-1- NOW!”

Amanda’s next memory is waking up in the hospital after being in a medically-induced coma for several months. Unable to communicate at first, she recalls being surrounded by family and a team of doctors. “I was told I had been very sick with less than a 10% chance of survival” she says. “Then I learned that in order to save my life, they had to amputate my hands and legs.”



Amanda Flores

FOR MORE INFORMATION ABOUT AMANDA FLORES, INCLUDING HOW HER LOCAL TOYOTA DEALER SURPRISED HER WITH A FULLY ADAPTIVE MINI-VAN, PLEASE [CLICK HERE](#).



PHOTOS: A. FLORES PERSONAL COLLECTION



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IN WHAT WAYS DID YOU ADDRESS LOSING YOUR INDEPENDENCE?

I'm stubborn and, in my adult life, had become accustomed to handling things myself. Or at least being able to figure out how to get things done. But there's a lot of uncertainty when you suddenly become a member of a disabled society. Not only was I dealing with an exceptionally complex situation, I didn't have a frame of reference for where to turn for answers or who to ask for advice.

A positive attitude along with an incredible support system fortified me as I discovered these new layers of my life. Everything was new. Surprisingly, I almost instinctively integrated everything I'd learned from motherhood about sacrifice, staying calm, and venturing into the unknown into this new journey. After all, my boys needed me to fight to be the best version of myself, which was motivation enough to figure out "OK, what's next?" every minute of every day.

Leaving the hospital and going home wasn't only about my health and overcoming physical barriers. I also had to work on being mentally strong and emotionally ready to re-enter daily life from an entirely new reality. And, of course, I needed a plan for making sure I could care for my sons and "be there" for them, especially after having spent a year away from them while hospitalized.

Regaining my mobility as much as possible was key because I didn't relish the thought of having to rely on others in my day-to-day life. I wanted to be autonomous and ambulatory, not in a wheelchair. Unfortunately, at the time I couldn't find another female in the United States who shared my situation that I could connect with and relate to. As a result, there have been a lot of firsts and being one-of-a-kind along the way. I'm honored to have forged new paths that will help others become more mobile and rediscover their freedom and independence.

WHAT MOTIVATES YOU TO SHARE YOUR STORY WITH OTHERS?

I wish I could venture back in time and talk to that scared woman in the hospital and assure her that everything was going to be OK. Different, yes, but OK. I'd let her know that the guilt and frustration would eventually fade and not to let setbacks discourage her or cause her to give up hope for even a minute. I'd share with her that, like a Phoenix defeating death and rising from the ashes, she will come to accept and love the new version of herself.

EVERY EXPERIENCE AND TRAGEDY OFFERS OPPORTUNITIES TO LEARN. WE GROW BY BEING STRETCHED AND CHALLENGED, IN SMALL WAYS AS WELL AS THROUGH MAJOR LIFE EVENTS. IT'S NATURAL TO FEEL OVERWHELMED BY A DISRUPTIVE SITUATION AND FEAR CAN BE PARALYZING. IF I CAN HELP SHINE LIGHT AND SHIFT THOSE NEGATIVES OUT OF THE SHADOWS AND HELP OR INSPIRE SOMEONE, OF COURSE I'M GOING TO DO IT!

I have an entirely new appreciation and understanding about what mobility does and can mean. And I also have a more inclusive perspective about society's traditional definition of "beauty" for women. Having pondered how anyone could ever see me as beautiful again challenged me to evaluate the differences between vanity and self-worth.

Maybe all of this has placed me in a position to advance awareness and facilitate changes that will truly matter and make positive impacts to individuals and to our society. Now there's some serious motivation!



TOYOTA

A MOBILITY MINDSET



MOBILITY IS MORE THAN WHEELCHAIR
RAMPS AND BUSES WITH BICYCLE
RACKS. THE CONCEPT ALSO
ENCOMPASSES EQUITY IN ACCESSING
EDUCATION, JOBS, AND SOCIAL
INTERACTION. THE GOAL OF A MORE
MOBILE SOCIETY IS NOT TO DETERMINE
THE IDEAL ROUTE AND EXPECT
EVERYONE TO TAKE IT. INSTEAD,
HAVING A MOBILITY MINDSET OFFERS
MANY PATHS TO SUCCESS, ALLOWING
INDIVIDUALS TO SELECT THE OPTIONS
THAT BEST FIT THEIR NEEDS AND
PERSONAL SITUATION.

What's the value of mobility? By embracing mobility as a point of inclusion, communities can get more people involved in civic life and local economies. When employers improve mobility within a company, they encourage professional growth and maximize individual and team performance. Stores, entertainment venues, and arts and cultural attractions that inclusively accommodate the needs of their customers and patrons can experience higher levels of engagement and support.

While mobility itself is not the end goal — specific needs will always be changing — it is an important enabler that allows all people to accomplish their own objectives, whatever they may be. A mobility mindset captures both the will to succeed and the capacity to do it.

DEVELOPING A MOBILITY MINDSET

There are many ways to expand your thinking about mobility. You may want to apply this new point of view at work for a specific product or service. Or, the challenge may be in shifting corporate policies around mobility to connect with more diverse and inclusive work opportunities.

THE FIRST STEP IN SHIFTING YOUR POINT OF VIEW IS TO ASK THE RIGHT QUESTIONS.

If you are thinking about a new product or service, consider testing your new idea with these questions from ***“A Framework for Equity in the New Mobility”*** by Stuart Cohen and Clarrissa Cabansagan.

- DOES IT OVERCOME BARRIERS (FINANCIAL, CULTURAL, TECHNOLOGICAL, GEOGRAPHIC) TO ACCESSING NEW MOBILITY?
- DOES IT INCREASE ACCESS TO JOBS, EDUCATION, HEALTH CARE, AND OTHER DESTINATIONS?
- DOES IT SERVE PEOPLE WITH DISABILITIES, OR PEOPLE WHO WALK OR BIKE?
- ARE THERE POLICIES IN PLACE TO PREVENT DISCRIMINATION OR RACIALLY-BIASED POLICING?
- DOES IT INCREASE EMPLOYMENT WITH STABLE, WELL-PAYING JOBS?
- DOES IT CREATE PATHWAYS FOR LOW-INCOME INDIVIDUALS TO ENTER THE WORK FORCE?

If your mobility challenges are more about expanding job opportunities to a wider group of diverse candidates, KPMG recommends several strategies in their study, “Inclusion and diversity: How global mobility can help move the needle.” Marc Burrows and Alison Shipitofsky both work in Global Mobility Services at KPMG. The goal of their research is to support more inclusive and diverse international assignment programs. They suggest taking these steps to first understand the issue and then take action:

- 1/ REVIEW THE DEMOGRAPHICS OF THE RELEVANT EMPLOYEES BASED ON DIVERSITY
- 2/ COMPARE THAT INFORMATION TO THE ENTIRE EMPLOYEE BASE THAT IS ELIGIBLE FOR A PROMOTION OR NEW ROLE
- 3/ FIND OUT WHY PEOPLE DO NOT CHOOSE TO PUT THEMSELVES UP FOR A NEW OPPORTUNITY IN THE FIRST PLACE
- 4/ DIVERSIFY THE ASSIGNMENT TERMS TO BE MORE FLEXIBLE WHILE STILL ACCOMPLISHING THE SAME GOAL
- 5/ ADJUST POLICIES FOR SELECTING CANDIDATES TO BOOST PARTICIPATION

Connecting mobility at work to diversity and inclusion goals demonstrates to all employees that you’re willing to invest in their growth – at every level of the company. Over time, the resulting diverse group of employees will help you attract new diverse talent to your company.



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MOBILITY

FROM INCLUSION AND EQUITY TO “BELONGING”

While the concept of mobility is a more recent component to the conversation about creating a more inclusive society, the idea of diversity and inclusion is not new. Researchers and corporate leaders have long championed the ideology and value of more mindfully including all races, genders, and nationalities.

The work of making this idea a reality has gone slowly, however. According to McKinsey & Company, average gender representation on executive teams has gone up only 2 percentage points since 2015 to 14%, and ethnic and cultural diversity is up by only 1 percentage point to 13%.

ARE THESE GOALS
STILL WORTH
PURSUING IF THEY
ARE SO HARD TO
ACHIEVE? THE LATEST
RESEARCH SAYS YES.

In 2018, McKinsey updated its 2015 report, *“Why Diversity Matters,”* to expand the data set and to test their original findings. In the new version, *“Delivering Through Diversity,”* the firm also included an additional financial performance measure to the analysis. The company’s previous findings held up:

THE RELATIONSHIP BETWEEN DIVERSITY AND BUSINESS PERFORMANCE PERSISTS

The statistically significant correlation between a more diverse leadership team and financial outperformance demonstrated three years ago holds true on an updated, enlarged, and global data set.

LEADERSHIP ROLES MATTER

Companies in the top-quartile for gender diversity on executive teams were 21% more likely to outperform on profitability and 27% more likely to have superior value creation.

IT’S NOT JUST GENDER

Companies in the top-quartile for ethnic/cultural diversity on executive teams were 33% more likely to have industry-leading profitability. The inclusion of highly diverse individuals – LGBTQ+, age/generation, international experience – can be a key differentiator.

THERE IS A PENALTY FOR OPTING OUT

Overall, companies in the bottom quartile for both gender and ethnic/ cultural diversity were 29% less likely to achieve above-average profitability than were all other companies in our data set.



TOYOTA

WHAT'S HAPPENING

NOW

MORE TO THE DIVERSITY & INCLUSION EQUATION

WHAT IS THE MISSING INGREDIENT IN THIS INCLUSION AND DIVERSITY WORK? TOP TALENT LEADERS BELIEVE IT MAY BE A SENSE OF "BELONGING."

The concept of "belonging" may seem a little far out, but the real-world business impact is real. Researchers at the University of Iowa found that in workplaces, a sense of belonging and attachment to a group of colleagues can be a better motivator than money. Pat Wadors, the chief talent officer at Service Now, has studied the effect of belonging and believes that companies creating an environment where employees have confidence that they belong can become a competitive advantage.

The net outcome of this research is that employees won't stay with an organization if there is no sense of belonging that helps underrepresented groups to grow and feel more confident in simply being themselves without fear of punishment or repercussion. According to the 2018 State of Diversity & Inclusion survey from executive search firm GQR, people who "belong" feel comfortable expressing ideas, sharing experiences and contributing to a group when they know that their input is valued. It would be reasonable to consider, then, how incorporating a mobility mindset would further support a sense of belonging and engagement for people not only in the workplace, but in communities as well as society.

NOW THAT YOUR MOBILITY MINDSET IS IN PLACE, YOU'RE READY TO TAKE ACTION. COMPANIES, ORGANIZATIONS, AND COMMUNITIES AROUND THE WORLD ARE SETTING AMAZING EXAMPLES OF HOW INTEGRATING MOBILITY IS CREATING NEW WAYS TO CONNECT PEOPLE TO THE WORLD.

EMPOWERBUS / EMPOWERBUS.COM

Two entrepreneurs in Columbus, OH, asked regional economic development experts to identify the biggest problems for manufacturers and distribution centers in the region. The answers were surprisingly consistent: Finding a dependable workforce, transportation, and childcare.

Aslyne Rodriguez and Jerry Tsai solved two of those problems by launching the EmpowerBus. This service improves mobility options for people who need both a job and a ride to get there. It also helps employers reduce turnover and increase employee loyalty by ensuring workers can make it to work.

The EmpowerBus team works with community partners to find workers who live near each other and who are ready for semi-skilled and low-skilled employment. The team then establishes bus stops where employees can board a bus to get to and from work. The employer pays the cost of the transportation.

Rodriguez says the service reduces the stress of a new job because workers know once they are on the bus, they will make it to work safely and on time. EmpowerBus routes are generally faster than those taken by city bus. Since 2017, EmpowerBus also has expanded their mobility impact by working with businesses and community groups to provide reliable transportation to grocery stores and medical appointments.



TOYOTA

CAR-SHARING PROGRAMS FOR BUSINESS AND LEISURE

Many community designs assume everyone will drive everywhere for every trip, even though not everyone owns a vehicle. Plus, according to Professor Donald Shoup of the Department of Urban Planning at UCLA, vehicles are parked about 95% of the time.

This dynamic bolstered the peer-to-peer carsharing movement, where individuals rent out their vehicles hourly or daily. Through apps such as Turo and Getaround (Toyota has a car sharing pilot app called Hui in Hawaii – visit drivehui.com to take a look) a car owner can post pictures of their vehicle and set terms for availability and pricing so renters can search for vehicles in the area where they need to travel.

Businesses such as Zipcar (in seven countries and 43 states) and EnterpriseCarShare (in three countries) have joined the car-sharing trend, with members paying a monthly fee to reserve a car for an hour, a day, or overnight.

The Shared-Use Mobility Center reports that 400 cities across the country have launched car-sharing programs. For example, Los Angeles recently announced a new partnership with Getaround which makes vehicles available at 110 carshare parking spaces at 27 Metro transit station lots.

TOYOTA MOBILITY FOUNDATION

TOYOTAMOBILITYFOUNDATION.ORG

Several years ago, the TOYOTA Mobility Foundation began researching why innovation was stalled in efforts to improve mobility for people with paralysis. They also explored what “mobility” and “independence” means to people experiencing accessibility issues.

In November 2018, the group launched the Mobility Unlimited Challenge, a three-year competition to develop mobility technologies and devices that will integrate seamlessly into users’ lives and allow greater independence and increased participation in daily life.

The first round included a \$50,000 discovery award to 10 teams to help them develop their idea and support their entry into the Challenge. In January 2019, 5 finalists received a \$500,000 development grant.

The inventions in the final round use technology ranging from artificial intelligence to perception technology from self-driving vehicles to motion-sensing algorithms. These groups are working toward a September 2020 deadline to present a physical prototype to a panel of judges, with the winning team receiving a \$1 million prize.

CONCLUSION

Expanding our understanding of what it means to create a more mobile society in every sense can make significant positive impacts on individuals, businesses, and communities. Nurturing a mobility mindset offers another lens through which to view diversity and inclusion, challenging us all to think bigger and differently about how others experience the world around them.

When we consider how to better support and grow a culture of accessibility --- whether it’s to experiences, knowledge, or resources --- new solutions and strategies for eliminating barriers will emerge. The result? Inspiration and progress which truly moves us all forward individually as well as collectively.

END



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If you are interested in sources for this edition's feature story, please contact us at SupplierDiversity@TOYOTA.com.

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TOYOTA SUPPLIER DIVERSITY
APRIL 2019

CONGRATULATIONS TO SUPPLIER DIVERSITY MANAGER, **TIM YAMADA!**

TOYOTA's Supplier Diversity processes are continually evolving to meet the needs of our company as well as provide innovative and meaningful ways to support diverse entrepreneurs. For Tim Yamada, Supplier Diversity lead of TOYOTA's Enterprise Vendor Management (VMO), that commitment to diversity and inclusion yielded the development of Toyota Financial Services' (TFS) Small and Diverse Business Mentorship program.

As VMO attended supplier diversity conferences, they met dozens of small and diverse business owners who were willing to work above and beyond contractual obligations, even providing cost saving over incumbent suppliers. Unfortunately, these potential suppliers often lacked visibility and found themselves losing out when competing with larger, better-known suppliers.

Seeing an opportunity, VMO introduced TFS' Small and Diverse Business Mentorship program in 2016. Under the leadership of Vicki Lynch and through Tim's management, VMO first piloted the program in partnership with WBEC-

West. WBEs were invited to apply for a year-long mentorship with two TFS senior leaders. Participating WBEs received guidance in navigating corporate culture and operations while committing to drive their company's growth through the program and give back to the community. That first year, the program graduated five mentees.

In 2017, the program expanded to include small businesses and LGBT business enterprises, with TFS continuing to identify and develop potential suppliers for TOYOTA and within the community. Ten mentees graduated from

the program in 2017. And by December of 2018, the third class of ten mentees graduated from the program, having improved strategic and operational facets of their organization and gained knowledge of TOYOTA's culture and the TOYOTA Production System (TPS) along the way.

"It's our goal to help strengthen small business by guiding owners through TPS," Yamada said. "Couple that framework with a unique mentorship opportunity, and it's a win-win for the supplier and for TOYOTA."

The program continues to produce wins for small and diverse businesses and is now an award-winning program. Tim Yamada was among a small group awarded the TOYOTA Global President's Award by Akio Toyoda at his New Year address on January 11.



JAMIE WATSON AND AKIO TOYODA JOIN TIM YAMADA AT THE PRESENTATION OF THE TOYOTA GLOBAL PRESIDENT'S AWARD.



TOYOTA

CHUCK HENDRIX FEATURED ON THE NEW SUPPLIERDIVERSITY.TV

Q1
HIGHLIGHTS

A new digital resource is bringing personal perspectives to the supplier diversity community. SupplierDiversity.TV --- launched in March 2019 by Frontier Technologies, Inc. --- presents one-on-one interviews with supplier diversity experts. As a continuous improvement resource, SupplierDiversity.TV seeks to provide value to the entire community, especially to new diverse suppliers and leaders new to their corporate supplier diversity roles.

Chuck Hendrix, Senior Manager of Supplier Diversity Purchasing at TOYOTA, was among the first leaders appearing on SupplierDiversity.TV. In his segment, "How to Build, (Not Find), Your Niche as a Diverse Supplier," Chuck shares valuable insight and wisdom --- especially to those diverse entrepreneurs new to Supplier Diversity.

About Supplier Diversity, Chuck advised viewers to understand that Supplier Diversity is a process and provided a thorough explanation of the difference between being a Tier I or Tier II Supplier. He also shared the diverse supplier success story of Rosa Santana --- from her beginning relationship as a Tier II staffing supplier to her position today as the first woman-owned and Hispanic-owned Tier I supplier for TOYOTA.

To see Chuck's interview and ongoing conversations with other leaders in the Supplier Diversity community, log on or subscribe at SupplierDiversity.tv.



TOYOTA

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TOYOTA SUPPLIER DIVERSITY
APRIL 2019

A LOOK BACK

OPPORTUNITY EXCHANGE 30TH ANNIVERSARY

THE FIRST 10 YEARS: 1989 - 1999

WE APPRECIATE OUR FRIENDS AT MBN MAGAZINE FOR SENDING PHOTOS FROM THE EARLIEST DAYS OF OPPORTUNITY EXCHANGE (OE). WERE YOU THERE? RECOGNIZE ANY FAMILIAR FACES?



LATE 1990'S | LEFT TO RIGHT:

Gene Tabor - Toyota Purchasing General Manager
Linda Alvarado - President and CEO of Alvarado Construction, Inc., Co-Owner of the Colorado Rockies, & OE Keynote Speaker
Teruyuki Minoura - Toyota Motor Manufacturing North America President
Rebecca Vest - Toyota Manager
Chuck Hendrix - Toyota Purchasing Supplier Diversity Assistant Manager



LATE 1990'S

Judge Nathaniel R. Jones - former and original Toyota Diversity Advisory Board member.



LATE 1990'S

Federico Peña - former and original Toyota Diversity Advisory Board member.



1998 | LEFT TO RIGHT:

Tavis Smiley - media personality & 1998 OE Keynote Speaker
Demetria Osborne - Toyota Purchasing Supplier Diversity Specialist
Teruyuki Minoura - Toyota Motor Manufacturing North America President
Gene Tabor - Toyota Purchasing General Manager

SAVE THE DATE

Please make plans to join us for Opportunity Exchange 2019

WEDNESDAY, NOVEMBER 6 | NOVI, MICHIGAN



TOYOTA

March

- 3-27** DFWMSDC | Quarterly Buyers Luncheon Q1 | Dallas, TX
- 3-28** WBEC-South | Women in Business Leadership Luncheon | Jackson, MS
- 3-29** MHCC | Economic Forum Breakfast | Detroit, MI

April

- 4-10** WBC-Southwest | Connections to Contracts | Irving, TX
- 4-10** Mid-States MSDC | Procurement Conference | Carmel, IN
- 4-16-17** CAMSC | Diversity Procurement Fair | Toronto, ON
- 4-16-17** ORV-WBC | Catch the Wave | Cincinnati, OH
- 4-17** SouthernRegMSDC | Swing into Spring Golf | New Orleans, LA
- 4-17-18** Great Lakes – WBC | Awards Celebration | Novi, MI
- 4-18** WBE Canada | Automotive Industry Event | Toronto, ON
- 4-19** DFWMSDC | Buy Those That Buy Us | Dallas, TX

May

- 5-2** Tri-State MSDC Awards | Nashville, TN
- 5-6-7** DFWMSDC | Access Expo | Dallas, TX
- 5-7-9** MichiganMSDC | Michigan Minority Procurement Conference | Detroit, MI
- 5-14** ORV-WBC | WBE Luncheon | Toledo, OH
- 5-15** NMSDC | Industry Leaders Workshop | New York, NY
- 5-16** NMSDC | Leadership Awards Dinner | New York, NY
- 5-30** WBEC-South | Women in Business Leadership Luncheon | Nashville, TN

June

- 6-4** CAMSC | Cross Border B2B Forum | Windsor, ON
- 6-5-6** WBEA | Annual Business Expo | Houston, TX
- 6-6** MHCC | Diversity Matchmaker | Detroit, MI
- 6-12** SouthernRegMSDC | Automotive Summit | Birmingham, AL
- 6-12-13** SMSDC | Premier Face Time Expo | San Antonio, TX
- 6-14** SMSDC | Premier Face Time Golf Event | San Antonio, TX
- 6-25-27** WBENC | National Conference & Business Fair | Baltimore, MD
- 6-26** DFWMSDC | Quarterly Buyers Luncheon Q2 | Dallas, TX
- 6-27** Mid-States MSDC | St. Louis Golf Networking Social | St. Louis, MO

MARCH

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TOYOTA

MEET THE SUPPLIER DIVERSITY TEAM

Chuck Hendrix SENIOR MANAGER

- Oversees the Manufacturing and Sales Divisions
- Building of TOYOTA's Supplier Diversity Processes
- Development of Diverse Companies
- Organizations: AIG, BDR, NBL, NVBDC



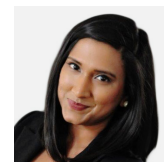
Stephanie Burton MANAGER

- Internal Strategy Development
- Development of Diverse Companies
- Power of Exchange & Opportunity Exchange
- Organizations: AIG, NBL, NVBDC



Sahar Haque MANAGER

- Internal Strategy Development
- Development of Diverse Companies
- Power of Exchange & Opportunity Exchange
- Marketing/Branding & Website
- Organization: BDR



Tim Yamada MANAGER

- Internal Diversity Strategy Development – Financial Services
- Sponsorship of Diverse Companies
- Organizations: NGLCC, WBC-Southwest, WBEC West



Erin Caudill ANALYST

- Tier I Reporting & Activities
- Power of Exchange & Opportunity Exchange
- Organizations: NMSDC, Great Lakes WBC, Michigan MSDC, Southern Region MSDC, WBEC South, APACC and MHCC



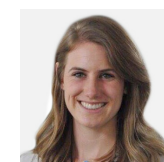
Adrina Walker ANALYST

- Tier II Program Management
- Power of Exchange & Opportunity Exchange
- Organizations: WBENC, Mid-States MSDC, Ohio MSDC, ORV-WBC, TriState MSDC, WBE Canada, CAMSC



Taylor Young ANALYST

- Newsletter & Content Development
- Power of Exchange & Opportunity Exchange
- Organizations: ABA, Dallas-Fort Worth MSDC, Disability-IN, NACC, NGLCC, Southern California MSDC, Southwest MSDC, WBEA



Alyssa Kirkopolous ADMINISTRATOR

- Executive Management Coordination
- Power of Exchange & Opportunity Exchange
- Execution of the Team's Sponsored Events



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