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2019 SUPPLIER DIVERSITY NEWSLETTER

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ONETOYOTASUPPLIERDIVERSITY.COM

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LETTER FROM THE EDITOR

Did you attend any graduation ceremonies this spring?

If so, maybe you noticed that caps and gowns are no longer exclusively for high school and college ceremonies. Transitions from elementary school to middle school/junior high and even pre-school-to-kindergarten are being celebrated with "Pomp and Circumstances."

No matter the age or institution, most graduation speeches include a dynamic call to action --- challenging students to continue making positive impacts as they head into their futures. What a powerful idea!

From the work we do to the way work gets done, Toyota believes in "Doing what's right so we can change the world." That attitude is reflected in the integrity and innovation behind the development of our vehicles, as well as our aspirational growth towards creating mobility for all. We strive to positively impact the communities where we work and live by engaging local and diverse businesses, supporting educational and environmental initiatives, and offering our team members opportunities to contribute as volunteers.

OF COURSE,
SUCCESS IS
MEASURED
THROUGH THE JOBS
WE DO EACH DAY
AT TOYOTA. BUT
OUR PASSION FOR
POSITIVE IMPACTS
ALSO GUIDES THE
CHOICES WE MAKE.



Chuck Hendrix
SENIOR MANAGER,
PURCHASING SUPPLIER
DIVERSITY, TOYOTA
MOTOR NORTH AMERICA

Our new headquarters facility in Plano, Texas, exemplifies Toyota's commitment to making positive impacts. The campus was designed to inspire greater collaboration and faster decision-making between teams and groups. Spaces were intentionally created to foster a transparent environment and empower team members to succeed. And the goal of achieving LEED Platinum certification drove decisions to minimize our environmental footprint through eco-friendly design features including renewable energy sources.

Of course, success is measured through the jobs we do each day at Toyota. But our passion for positive impacts also guides the choices we make. As Sandra Phillips Rogers shares in this issue's Executive Message on page 3, Toyota is actively promoting our corporate values outside company operations to extend positive impacts in our communities. And check out insight and ideas for how you can influence change for yourself and your company in our Feature Article beginning on page 5. And we're thrilled to welcome DiversityInc CEO,Carolynn Johnson, into our Partner Spotlight on page 4.

Maybe we should start approaching each new week on the calendar with the same wide-eyed optimism of a graduate --- believing in the power we hold individually and collectively to truly impact our world in positive ways.



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Let me begin with a simple, but foundational question: what does Toyota do?

It could stand to reason that Toyota provides people with ways to navigate their worlds, and many would understandably think this means producing great cars and trucks. But at this particularly exciting time for us, and as we continue to bring to market new and innovative mobility solutions, it also means connected cars, autonomous vehicles, advanced robots, hydrogen powertrains – and much more!

However, supporting people's physical mobility is just one aspect of our broader role as a global mobility company, which, in my view, is really about helping create a more inclusive society. One aspect of this means moving the needle on diversity and inclusion not just among our own team members, but also with our partners and suppliers and in the communities where we live and work. As Chief Diversity Officer, I have a special role to play in helping Toyota realize this aspect of its mission.

Dedication to diversity and inclusion is rooted in our company's DNA, the Toyota Way, specifically the pillars of Respect for People and Continuous Improvement. But in order to have a truly positive impact in society, we need to think about how we can promote these values beyond our own operations. One way we do this is by seeking business partners who share our values and are poised to help us achieve our goals. We also leverage these values to inform the way we engage our external partners and set expectations for them.

BUT IN ORDER
TO HAVE A TRULY
POSITIVE IMPACT IN
SOCIETY, WE NEED TO
THINK ABOUT HOW
WE CAN PROMOTE
THESE VALUES
BEYOND OUR OWN
OPERATIONS.



**Sandra Phillips
Rogers**

GROUP VICE PRESIDENT,
GENERAL COUNSEL
AND CHIEF LEGAL
OFFICER, CHIEF
DIVERSITY OFFICER AND
CORPORATE SECRETARY

One example of this is our Partnering Program at Toyota Legal One, which launched in 2014 to help expand our commitment to diversity and inclusion to our partner law firms. The program includes tracking the diversity of lawyers who work on Toyota accounts and tracking our partners' progress in growing the diversity of their own ranks and the teams that support Toyota. We also share ideas and best practices to support them in their efforts. I'm proud to share that, together, these actions have produced dramatic results in terms of the number of diverse lawyers who work with us.

Our commitment to cultivating a diverse workforce and inclusive supplier base is also mission critical to Toyota's ability to compete. Why? At this moment in the automotive industry, having diverse talent with a broad range of perspectives, mindsets and points of view is a crucial driver of the innovation we need to succeed in the marketplace of today as well as tomorrow.

We're continuing to learn, grow and seek out even more diverse voices, and we look forward to continuing this important conversation with all of you. I want to share with our valued supplier audience a challenge that I put to myself and this company. Ask yourself: what can I or my company do to make the path easier and more sustainable for those who will come after us? It might not be spelled out in your job description, but at Toyota, we see this as everyone's responsibility.



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PARTNER SPOTLIGHT



Carolynn Johnson

CEO | DIVERSITYINC

DiversityInc

DIVERSITYINC.COM

OFFICE LOCATIONS:
NEW BRUNSWICK, NJ &
WEST PALM BEACH, FL

TELL US A BIT ABOUT YOUR ORGANIZATION.

DiversityInc was founded in 1998 with the mission of bringing education and clarity to the business benefits of diversity and inclusion. In addition to our newsletter, we publish two websites – DiversityInc.com and a subscription-only website, DiversityInc Best Practices.

Additionally, our organization produces three diversity events every year — the DiversityInc Top 50 announcement in the spring, the Women of Color and Their Allies event, and a best practices conference in the fall. We also offer a Benchmarking product to help companies understand how to achieve superior human capital outcomes.

MANY OF OUR READERS ARE FAMILIAR WITH THE DIVERSITYINC TOP 50 COMPANIES FOR DIVERSITY. HOW DOES THAT INITIATIVE HELP YOUR ORGANIZATION CONNECT WITH TOP CORPORATIONS?

We began The DiversityInc Top 50 in 2001, when many corporations were beginning to understand the business value of diversity-management initiatives. Like diversity management itself, the list has evolved significantly and continues to be refined and improved to reflect how rapidly companies are adapting these strategies. Participation in the list has increased every year, with more than 1,800 companies competing for honors in 2018.

Our Top 50 list is based on an extensive annual survey process, offering us valuable opportunities to connect with top corporations and their c-suite leaders. The survey yields an empirically driven ranking based on talent results in the workforce and management, senior leadership accountability, talent programs, workplace practices, philanthropy, and supplier diversity.

This year's competition was improved by adding questions about how companies are connecting talent programs and workplace practices to achieve desired talent results. The Top 50 analysis also addressed the intersectionality of race by analyzing women and men representation of each race/ethnicity separately, rather than combined.

The sold-out Top 50 announcement event in 2018 was well attended by C-suite executives — including 22 CEOs and 24 CHROs — from 28 industries representing more than 6.8 million U.S. employees.

HOW HAVE YOU SEEN TODAY'S BUSINESS CLIMATE CHANGE AS A RESULT OF PEOPLE PAYING MORE ATTENTION TO CORPORATE SOCIAL RESPONSIBILITY AND METRICS SUCH AS THE DIVERSITYINC TOP 50 RANKINGS?

A noticeable change I see is companies are more readily recognizing organizational diversity and inclusion as a business imperative as well as the value of being socially accountable — to itself, its stakeholders, and the public.

The U.S. Census Bureau predicts that by 2045 people of color will become the majority population. Organizations must begin to reflect the general population and create effective talent pipelines to foster diversity in executive leadership positions, not only in regard to race and ethnicity, but gender and sexual orientation as well. For example, in the DiversityInc Top 50 companies, women comprise at least 34.5 percent of senior management versus 26.5 percent for the S&P 500.

Supplier diversity is also essential as it secures the inclusion of diverse groups in procurement plans, which contributes to a company's bottom line. By including alternative perspectives, companies gain additional insight into innovation, problem-solving and meeting market needs, which will ultimately result in improving workplace culture and a company's public image.



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THE POWER OF POSITIVE IMPACTS

A dark-colored SUV is parked on a rocky, mountainous terrain. The background features jagged rock formations and a sky with a strong red tint. The overall image has a dramatic, high-contrast aesthetic.

MONEY IS IMPORTANT AND STATUS IS EXCITING, BUT PURPOSE IS WHAT MAKES LIFE WORTH LIVING. HAVING A REASON TO GET UP IN THE MORNING IS A POWERFUL MOTIVATOR – MORE INFLUENTIAL THAN WE THINK. WORK IS AN OBVIOUS INSPIRATION, OF COURSE, AS IT PROVIDES A NATURAL PURPOSE AND SET OF RESPONSIBILITIES FOR LEADERS AND TEAM MEMBERS. HOWEVER, CEOs AND MANAGERS ARE FINDING THAT SIMPLY MAKING MONEY IS NOT ENOUGH.

To compete in 2019 and beyond, corporations must expand their priority list to include social impact. When big companies work for the greater good, they support positive change at a large scale. Their commitments also provide opportunities for individuals to contribute to social change as well as improve their mental and physical wellbeing.

CONNECTING PURPOSE & RESPONSIBILITY

TO ATTRACT AND KEEP CUSTOMERS AND EMPLOYEES, MANY COMPANIES ARE RECOGNIZING THE VALUE OF BECOMING A "SOCIAL ENTERPRISE" – AN ORGANIZATION THAT IMPROVES THE LIVES OF WORKERS, CUSTOMERS, AND THE COMMUNITIES IN WHICH THEY OPERATE.

In the 2019 report "Global Human Capital Trends," Deloitte researchers found that purpose beyond profit is becoming a top priority for businesses around the world. To attract and keep customers and employees, many companies are recognizing the value of becoming a "social enterprise" – an organization that improves the lives of workers, customers, and the communities in which they operate.

This year's survey polled almost 10,000 people in 119 countries. Deloitte asked CEOs to rank the most important measures of success in 2019. Corporate leaders cited "social impact" – defined as "impact on society, including income inequality, diversity, and the environment" – as the most important measure. Customer and employee satisfaction came next, with financial performance in fourth place, just above regulatory adherence.

Social impact is as important to consumers as it is to employees. Global research company The Nielsen Company polled more than 30,000 consumers in 60 countries to understand the impact of social

responsibility or sustainability efforts. Their 2014 "Doing Well by Doing Good" report found that 55 percent of consumers will pay extra for products and services from companies committed to positive social and environmental impact. Among this group, 63 percent said that environmental sustainability was a top concern.

Nielsen also found that 67 percent of consumers prefer to work for socially responsible companies. Adopting a corporate policy for social responsibility or sustainability will give companies a recruiting edge over those that don't.

Research also suggests that making positive impact a corporate priority will help companies retain employees as well. Results of the annual 50 Best Employers In Canada survey found that in companies that prioritize social responsibility, employees are more likely to stay with the organization and will strive to achieve above and beyond what is expected in their daily roles.



According to the Deloitte 2019 Global Human Capital Trends, a social enterprise is an organization whose mission combines revenue growth and profit-making with the need to respect and support its environment and stakeholder network. This includes listening to, investing in, and actively managing the trends that are shaping today's world. It is an organization that shoulders its responsibility to be a good citizen – both inside and outside the organization – serving as a role model for its peers and promoting a high degree of collaboration at every level of the organization.



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COMMITMENT TO GOOD WORKS

Refocusing your personal or professional life to prioritize positive impact requires commitment for the a long-term. Making decisions today that won't pay off until well into the future requires a change in plans, priorities, and incentives.

Deloitte recommends five design principles that can help companies reframe their work to be a social enterprise:

PURPOSE AND MEANING

GIVING ORGANIZATIONS AND INDIVIDUALS A SENSE OR PURPOSE AT WORK; MOVING BEYOND PROFIT TO A FOCUS ON DOING GOOD THINGS FOR INDIVIDUALS, CUSTOMERS, AND SOCIETY

ETHICS AND FAIRNESS

USING DATA, TECHNOLOGY, AND SYSTEMS IN AN ETHICAL, FAIR, AND TRUSTED WAY; CREATING JOBS AND ROLES TO TRAIN SYSTEMS AND MONITOR DECISIONS TO MAKE SURE THEY ARE FAIR

GROWTH AND PASSION

DESIGNING JOBS, WORK, ORGANIZATIONAL MISSIONS TO NURTURE PASSION AND A SENSE OF GROWTH; AFFORDING PEOPLE THE OPPORTUNITY TO CREATE AND ADD THEIR OWN PERSONAL TOUCH

COLLABORATION AND PERSONAL RELATIONSHIPS

BUILDING AND DEVELOPING TEAMS, FOCUSING ON PERSONAL RELATIONSHIPS, AND MOVING BEYOND DIGITAL TO BUILD HUMAN CONNECTIONS AT WORK

TRANSPARENCY AND OPENNESS

SHARING INFORMATION OPENING, DISCUSSING CHALLENGES AND MISTAKES, AND LEADING THE MANAGING WITH A GROWTH MINDSET

These elements integrate a “human focus” into the social enterprise and serve as benchmarks for measuring business decisions that could potentially affect people and conditions inside and outside of the company.

Author Jacob Morgan recommends employers and employees work together to develop a sense of purpose. Companies can help employees connect the work they are doing to the impact they are having by sharing stories, meeting with customers or community organizations, and creating opportunities for growth. Morgan notes success increases in a corporate culture where employees show up to work with an open mind and can actively seek ways to contribute, learn, and grow.

Individuals seeking to create a positive impact can reinvent their daily lives and attitudes. In his book, Life On Purpose, professor Victor Strecher suggests identifying values and goals for four domains – family, work, community and personal. The next step, he says, is to find activities that support those values and goals, then making them part of daily life. He maintains that by focusing on other people, life gains more meaning by providing for others or contributing to society.



TOYOTA

WHAT'S HAPPENING

NOW



MEMBERS AND EMPLOYEES SUPPORT JOB SEEKERS

LINKEDIN.COM

When you're looking for a new job or seeing insight on industry news, business strategy, and management tips, LinkedIn is the place to go.

The networking site had 630 million members at the start of 2019 and recently began supporting in-person mentoring programs for job seekers facing barriers, including veterans, immigrants and formerly incarcerated people. LinkedIn employees and members meet one-on-one with job seekers to review their LinkedIn profiles and to share advice.

In early 2018, LinkedIn partnered with Starbucks to launch Mentor Mondays, where those willing to be a mentor connect with local people looking for career help. During the launch week, 21 Starbucks in 15 cities hosted events with young people from non-profit organizations including Big Brothers Big Sisters and the Urban League. As of early 2019, the mentoring effort reported 80+ partner nonprofits and companies around the world, 155 workshops for job seekers and coaching events in more than 30 cities.

HELPING COMMUNITIES BE AIR-AWARE

SEVENTHGENERATION.COM

Seventh Generation, maker of cleaning and personal care products, is a Certified B Corp. This means the company meets the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose.

The company recently partnered with computer scientists at Carnegie Mellon University and air quality advocates around the country to launch "Smell My City." The app provides real-time information on local air quality by allowing individuals to report smells on a scale from "Just Fine" to "As Bad as It Gets," and even list associated symptoms such as headaches, congestion, or cough.

Seventh Generation sponsored the latest version of the app and worked with environmental advocates in several cities to introduce it to the public. Now, when residents report air issues, the crowdsourced data goes straight to local agencies in charge of monitoring the air, informing people of possible needs to change plans and limit exposure to pollution.



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HEALTH INSURER ENCOURAGES COMMUNITY SERVICE

HUMANAFUNDATION.ORG

Humana, a health insurance company based in Louisville, KY, has built a multi-dimensional volunteer program over the last 12 years. The company maintains an active list of opportunities and team members are allowed eight hours of paid time to volunteer.

The company also provides financial support to organizations where associates donate time and expertise. Employees who log at least four volunteer hours a month are eligible for the quarterly “Dollars 4 Doers” donations of \$4,000. Additionally, recipients of Humana’s annual volunteer of the year recognition can award a \$10,000 grant from the Humana Foundation to the nonprofit where they volunteer.

Humana

THINKING BEYOND PROFIT

PATAGONIA.COM



Patagonia’s mission statement is, “Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis.” The outdoor clothing maker builds these values into every component of operations – from the materials it uses to helping employees and customers create positive impact in the world. They follow fair trade principles to make sure suppliers receive a living wage and use sustainable farming methods that protect the environment.

To encourage civic engagement among employees, Patagonia joined nearly 400 other national companies in the “Time to Vote” campaign by making Election Day a company holiday. The company also created Patagonia Action Works – an online platform that allows people to promote local efforts and find the volunteer work that supports their own individual interests.

CONCLUSION

Change is the only sure thing in this world. One way to influence the constant changes that individuals and companies face is to prioritize positive impact. Mission statements that balance purpose and profits can make a company more appealing to both employees and customers. Having an individual sense of purpose can improve a person’s mental and physical health. Refocusing personal and professional goals to prioritize positive impacts can truly change every aspect of life – at home, at work, in our communities, and out in the world.



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

Q2 HIGH LIGHTS



Toyota Team Members at the Dallas/Fort Worth Minority Supplier Development Council's ACCESS Tradeshow in May.



Toyota jumped in the rankings and is proud to be #18 on DiversityInc's Top 50 Companies for Diversity in 2019!



Toyota's Supplier Diversity team and guests enjoyed the NMSDC Leadership Awards in New York along with NMSDC CEO/President Adrienne Trimble and Rev. Jesse Jackson.



The Dallas/Ft. Worth MSDC recognizes corporate members and select MBEs at the annual Buy Those That Buy Us Breakfast. Toyota hosted the 2019 Buy Those That Buy Us event at our Plano Headquarters.



During the Southwest MSDC Premier Facetime Expo, Toyota's Randy Anderson took the podium and Toyota Supplier CDI Tech was presented with the 2019 Supplier of the Year Award.



Toyota's Supplier Diversity team and Procurement members attended the Michigan Minority Supplier Development Council's annual Procurement Conference in May.



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2019 ANNUAL BUSINESS AWARDS

Toyota's Tier I Supplier's Top Executives are invited to a yearly meeting with Toyota Executives to receive messages and expectations for the upcoming year in: Safety, Quality, Cost, And Tier II Diversity Spend. Awards are given for top performing suppliers who have exceeded the expectations for the previous year. Supplier Diversity awards are available for companies who demonstrate outstanding performance.

We are excited to recognize the hard working and high performing Tier I Suppliers who received recognition and awards this year for Supplier Diversity:

Q2 HIGHLIGHT

DIVERSITY IMPROVEMENT AWARD - INDIRECT

MILAGRO PACKAGING



EXCELLENT SUPPLIER DIVERSITY

TENNECO



GENTEX



PPG KANSAI AUTOMOTIVE FINISHES U.S., LLC



SUPERIOR SUPPLIER DIVERSITY

ADIENT



SPECIAL RECOGNITION SUPPLIER DIVERSITY

REYES-AMTEX AUTOMOTIVE



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A LOOK BACK

OPPORTUNITY EXCHANGE 30TH ANNIVERSARY

THE SECOND DECADE OF OE: 1999 - 2008

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



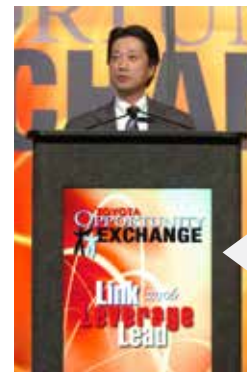
Toyota Supplier Diversity Managers Monetta Stephens and Adrienne Trimble show off a new Toyota Venza during the OE Tradeshow.



Special guests join Toyota leaders in cutting the ribbon to open the 2004 OE Tradeshow.



Adrienne Trimble addresses attendees from the OE podium.



Simon Nagata, Toyota Executive Vice President, provided insight during remarks at the 2006 OE.



The 2004 OE Tradeshow floor buzzed with activity and excitement.



Bernard Shaw, CNN reporter, delivered the 2004 OE Keynote Address.

Toyota team members were all smiles at the 2003 OE Tradeshow.



SAVE THE DATE

Please make plans to join us for the 30th Opportunity Exchange!

WEDNESDAY, NOVEMBER 6 | NOVI, MICHIGAN

COMING SOON!

Find out how you can participate in our exciting "Pitch Contest" at OE this fall!



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TOYOTA SUPPLIER DIVERSITY
JUNE 2019

June

- 6-4** CAMSC | Cross Border B2B Forum | Windsor, ON
- 6-5-6** WBEA | Annual Business Expo | Houston, TX
- 6-11** Great Lakes - WBC | 2nd Annual Symposium | Carmel, IN
- 6-13** SMSDC | Premier Face Time Expo | San Antonio, TX
- 6-14** SMSDC | Premier Face Time Golf Event | San Antonio, TX
- 6-19** DFWMSDC | Quarterly Buyers Luncheon | Dallas, TX
- 6-20** Tri-State MSDC | 2019 19th Annual Golf Classic | Franklin, TN
- 6-25-26** WBENC | National Conference & Business Fair | Baltimore, MD
- 6-27** Mid-States MSDC | St. Louis Golf Networking Social | St. Louis, MO

July

- 7-8** NMSDC | National Program Managers' Seminar | Las Vegas, NV
- 7-17** MichiganMSDC | 35th Annual MMSDC Invitational Golf Outing | Rochester Hills, MI
- 7-31** WBENC-South | Women in Business Leadership Luncheon | Birmingham, AL

August

- 8-1** SouthernRegMSDC | Automotive Summit | Birmingham, AL
- 8-1** SMSDC | New Frontier Buyers Roundtable | Oklahoma City, OK
- 8-7** Great Lakes - WBC | ExecWE - West Michigan | Battle Creek, MI
- 8-22** Mid-States MSDC | Golf Networking Social | Indianapolis, IN

September

- 9-4-6** SouthernRegMSDC | Gateway Business Expo & Impact Awards | New Orleans, LA
- 9-16** Tri-State MSDC | First Annual Golf Invitational | Louisville, KY
- 9-23-24** Great Lakes - WBC | Women's Business Conference | Novi, MI
- 9-25** DFWMSDC | Quarterly Buyers Luncheon | Dallas, TX
- 9-25-26** WBEC-South | WE Summit & Awards Gala | New Orleans, LA
- 9-26** CAMSC | Business Achievement Awards | Toronto, ON

JUNE

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AUGUST

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SEPTEMBER

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MEET THE SUPPLIER DIVERSITY TEAM



We're thrilled to welcome **Maggie Broring** of Pittsburgh as our Supplier Diversity co-op intern this summer. Maggie's attending Bowling Green State University where she's

majoring in Business Administration with specialization in Supply Chain Management and International Business with a minor in Spanish. Her goals during her time with us is to follow The Toyota Way, learn the "why" to all processes while asking questions, and build her personal and professional networks.

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, WBEC-ORV, 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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Leading the journey
towards mobility
for all.



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OneToyotaSupplierDiversity.com