



**TOYOTA**



# 2019 SUPPLIER DIVERSITY NEWSLETTER

► *The Journey*

Published by: TOYOTA

[ONETOYOTASUPPLIERDIVERSITY.COM](http://ONETOYOTASUPPLIERDIVERSITY.COM)

© Copyright 2019 by TOYOTA Motor North America. All pieces reproduced in this issue are under prior copyright of the creators and publisher by the contractual arrangements. Nothing shown may be reproduced in any form without obtaining the written permission of TOYOTA and any other person or company who may have copyright ownership.

**2**

LETTER FROM  
THE EDITOR

**3**

EXECUTIVE  
MESSAGE  
TERRI VON LEHMEN

**4**

PARTNER  
SPOTLIGHT  
GENE TABOR

**6**

FEATURE STORY  
THE JOURNEY

**12**

D&I MONTH

**14**

HIGHLIGHTS  
Q2

**15**

OPPORTUNITY  
EXCHANGE

**16**

OE HISTORY  
TIMELINE

**17**

CALENDAR  
OF EVENTS

**18**

MEET THE TEAM



## Like many of you, my family often takes a vacation together during the summer.

Of course, things don't always go as planned — especially while we're traveling. When we're faced with delays, transportation issues, or bad weather, I try to remember that the journey can be just as important as the destination.

When you think of the word 'journey' what comes to mind? An adventure or trip? Some sort of change or evolution? A rock band from the 1980's? All of the above could be true!

In this edition of our newsletter, we take a look into the range of experiences and value gained through personal and professional journeys as well the ways a company's progression over time can contribute to growth, strength, and sustainability.

An impressive business journey is that of Toyota, which began in the late 1800's as a loom company owned by entrepreneur Sakichi Toyoda, father of Toyota Motor Corporation founder Kiichiro Toyoda. Through innovation, the two modernized the textile industry by developing the power loom in 1898. Kiichiro Toyoda then advanced the company's focus towards automobile manufacturing, resulting in the launch of the Toyota Motor Corporation in 1934.

EACH STEP OF  
OUR JOURNEY IS  
IMPORTANT, BECAUSE  
OVERCOMING  
CHALLENGES AND  
FINDING A BETTER  
WAY ENCOURAGES  
LASTING KNOWLEDGE  
AND MEANINGFUL  
CHANGES.



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

From that point through the 1980's, Toyota continually furthered their position as a global automotive leader through diversification of products, processes, and technology. Today, we're champions for "Mobility for All" — revolutionizing the way we apply our expertise in technology, safety, and the environment to resolve urban transportation challenges, expand options and access for personal mobility, and design human-centered mobility solutions for the future. Quite a journey, indeed!

In this edition's Executive Spotlight on page 3, TMMA VP of Human Resources, Terri Von Lehmden, shares how the people of Toyota continue to drive our journey towards mobility for all. Former Toyota executive Gene Tabor shares his perspective about the company's journey in our Partner Spotlight on page 4.

Celebrating milestones is another important aspect of the journey. This fall, Toyota is hosting our 30th annual Opportunity Exchange. Be sure to get the latest updates and registration information on page 15.

Each step of our journey is important, because overcoming challenges and finding a better way encourages lasting knowledge and meaningful changes. Best wishes to you, no matter where you're headed!



**TOYOTA**

## The world today is not as it was a decade ago, a year ago, or even a week ago.

And it will not be the same tomorrow. In fact, 50 percent of Fortune 500 companies that were around in 2006 no longer exist today!\* In order to compete in the future, we must act now and ensure that our organizations – and in particular, our workforce – are readied for change.

Today, Toyota is on an exciting journey of transformation to position our company for the next 50 years of success by making the world a better place through the power of mobility. But any transformation – no matter your industry – begins with people: they are a company's greatest asset.

As a leader passionate about our people and culture, I'm committed to building a future-ready workforce that will enable Toyota to achieve its vision for "mobility for all." To do so, we're shedding legacy business practices and attitudes that no longer serve us and hold us back. Becoming a mobility company requires us to look at new business opportunities for Toyota and ensure that our people have the skills that are needed – whether that's hiring new talent or upskilling our team members.

---

IN ORDER TO  
COMPETE IN THE  
FUTURE, WE MUST  
ACT NOW TO  
ENSURE THAT OUR  
ORGANIZATIONS –  
AND IN PARTICULAR,  
OUR WORKFORCE –  
ARE READIED  
FOR CHANGE.

---



**Terri Von Lehmden**  
VP OF HUMAN RESOURCES,  
TOYOTA MOTOR  
NORTH AMERICA

The workforce of the future – our workforce – must be flexible, agile and resilient with a range of experiences and skills that remain relevant and can be applied across a wide array of functions. Attitude is just as important if not more important than aptitude, which is why we're challenging our team members to unleash their full potential and adopt a growth mindset. That means acquiring new skills, learning about areas of our business that they haven't worked on before, and being able to change and adapt the way they work based on our customers' changing needs.

At the same time, we're focused on improving diversity and inclusion, particularly gender parity, throughout our leadership ranks and across every part of our business including our supplier base. Today, women in the U.S. make or influence 85 percent of all consumer purchasing decisions. That means if you don't have women involved in all aspects of your business you're missing out on a huge opportunity. At Toyota, we know that diversity and inclusion is critical to driving our innovation. Organizations simply cannot compete if they do not cultivate a culture that encourages everyone to bring their unique perspectives to the table.

Ultimately, these initiatives are key to creating an environment where all of us at Toyota are inspired to dream, do and grow. This is the culture that will propel our company forward and accelerate Toyota's transformation into the world's leading mobility company.



**TOYOTA**

\*Ernst & Young

**WE'RE PLEASED TO WELCOME GENE TABOR, FORMER GENERAL MANAGER OF PURCHASING AT TOYOTA, TO THIS EDITION'S PARTNER SPOTLIGHT.**

Gene retired from Toyota several years ago after working nearly 30 years with the company. He's currently sharing his expertise and insight as a consultant with several diverse-owned suppliers.

**TELL US A BIT ABOUT YOUR HISTORY WITH TOYOTA.**

My career with Toyota began in 1987 at the Georgetown (Kentucky) manufacturing plant, known as Toyota Motor Manufacturing Kentucky (TMMK). Everything was new at TMMK because it was Toyota's first wholly owned manufacturing plant in the United States. So, we not only had a new facility, we were also working from the ground up to develop a new management team, hire and train team members, and become established in the community.

It was a time of great learning and amazing opportunities as we prepared to launch production of the Camry. Fortunately, we had the full support of many highly capable team members from Japan to help us operationally as well as guide us in cultivating our corporate culture here in the US. The Toyota Way served as our philosophical foundation and we built everything around Respect for People and Continuous Improvement to ensure we aligned with our Toyota colleagues in Japan.

Once our Supplier Diversity processes were in place, we hosted the first Opportunity Exchange (OE) event in 1990. OE provided us with a platform to demonstrate our commitment to diverse suppliers, the community, and to ensure Supplier Diversity became part of Toyota's DNA in North America.

Throughout my Toyota career, I was always passionate about creating a level playing field for diverse-owned companies to compete for supplier opportunities. I firmly believe that a diverse supplier base provides Toyota (or any company!) with better ideas and allows us to reflect our customers in an authentic and meaningful way.

As a result of our Supplier Diversity efforts, I was fortunate to build relationships with leaders and members of top advocacy partners such as NMSDC, Billion Dollar Roundtable, The US Hispanic Chamber of Commerce and many others. Their insight and expertise helped us gain a broader perspective of diversity and inclusion and, in turn, be more successful.

**WHAT OBSERVATIONS DO YOU HAVE ABOUT TOYOTA'S JOURNEY?**

The most essential elements of Toyota's corporate culture --- Respect for People and Continuous Improvement --- have always remained a strategic priority from the very top of the organization. This stability instills confidence that all decision-making will be made in context of the company's core philosophy.

Over time, policies, processes and Toyota's products have required shifts and adjustments in order to remain relevant and competitive. With The Toyota Way as a foundation, team members have a touchpoint to balance against the flexibility needed to be sure the work needing to be done, gets done, and is done well.

*(continued on page 5)*



**Gene Tabor**

RETIRED GENERAL  
MANAGER,  
PURCHASING,  
TOYOTA



**TOYOTA**



### HAS YOUR JOURNEY PARALLELED TOYOTA'S IN ANY WAY?

Most definitely, yes! Toyota is famous for their ability to solve problems. They've created an environment that encourages innovation and challenging the status quo. No fingers are pointed if mistakes are made and there's freedom to offer ideas and question processes without being looked down upon.

This approach was new to me when I came to Toyota --- I'm way more of a "by the book" type and risk-taking at work wasn't in my nature. But as I grew into the company's philosophical direction, I found myself becoming less rigid in my thinking and being more flexible in how I approached problem solving. So, my journey with Toyota helped me become a broader-thinking person overall.

Over my nearly 30 years at Toyota, I observed how the company's commitment to Diversity & Inclusion continued to evolve and expand. As a result, my outlook changed, too, especially as I had opportunities to meet and get to know and build relationships with so many of our diverse suppliers and partners. I appreciate the opportunities I had to hear about their challenges and successes. And it was very rewarding to see first-hand the positive impacts Toyota's Supplier Diversity processes and support were making in communities across the country.



Gene Tabor was all smiles at one of the earliest Opportunity Exchange events.

### WHAT ADVICE DO YOU HAVE FOR THOSE WHO SENSE THEIR JOURNEY MAY BE VEERING OFF COURSE?

Four things come to mind:

- **RAISE YOUR HAND AND ASK FOR HELP SOONER RATHER THAN LATER!**
- **SEEK GUIDANCE FROM PEOPLE WHO WILL PROVIDE HONEST FEEDBACK ABOUT YOUR SITUATION.**
- **MAKE SURE YOU'RE NOT AFRAID TO HEAR BAD NEWS AND ARE OPEN TO THE POSSIBILITY OF NEEDING TO MAKE CHANGES.**
- **REMEMBER THAT SUCCESS IS A RELENTLESS PURSUIT AND REQUIRES TOTAL COMMITMENT AND DEDICATION.**

### WHAT'S NEW WITH YOU?

Right now, I'm serving as a consultant with three diverse-owned companies. It fuels my passion to be helping these businesses navigate through their challenges and enhance their capabilities. I look forward to learning more about their respective industries and finding ways to make their road a bit smoother and easier.

Plus, working with them is keeping me connected to Toyota Supplier Diversity!



**TOYOTA**

# THE JOURNEY

RENOWNED AMERICAN JOURNALIST AND WRITER, ERNEST HEMINGWAY, WROTE:

**"IT IS GOOD TO HAVE AN END TO A JOURNEY TOWARD,  
BUT IT IS THE JOURNEY THAT MATTERS, IN THE END."**

CONSIDER HEMINGWAY'S MESSAGE FROM  
A BUSINESS PERSPECTIVE. A COMPANY CAN  
MEASURE SUCCESS NOT ONLY BY ACHIEVING  
CORPORATE GOALS BUT FIND MEANING AND  
VALUE IN EACH STEP TAKEN ALONG THE WAY.  
KNOWLEDGE GAINED YIELDS INNOVATION.  
ECONOMIC CONDITIONS GENERATE NEW  
MARKET OPPORTUNITIES. PARTNERSHIPS  
OFFER FRESH PERSPECTIVES. EACH OF THESE  
ELEMENTS CAN INSPIRE BUSINESS LEADERS  
TO IMPLEMENT CHANGES AND LAUNCH BOLD  
NEW STRATEGIES.

In a similar way, it's the culmination of ordinary and not-so-ordinary days --- as well as the choices, experiences and lessons they contain --- which create a personal legacy. After years of following passions, exploring talents and developing new skills, it's gratifying to realize how individual moments combine in sometimes unexpected ways to become a life story.

Whether in the planning stages, already have a few miles behind you, or pondering a new course, it's worthwhile to remember how each part of a journey can be just as important as reaching the destination.



# TRACKING A JOURNEY

When working with Toyota or many other types of corporations, you may encounter the PDCA process, which stands for **Plan – Do – Check – Act**. This repetitive four-stage model for continuous improvement is widely used in business process management. The PDCA model (also known as the Deming circle/cycle) is implemented to improve quality and effectiveness of processes within a wide range of business operations.

A SIMILAR TYPE OF PROCESS IS OFTEN SEEN IN DESCRIBING THE TYPICAL LIFE CYCLE OF A BUSINESS. IN THIS MODEL, THERE ARE FOUR PHASES: LAUNCH, GROWTH, MATURITY, AND DECLINE/RENEWAL. EACH STAGE OFFERS POSSIBILITIES — AND CHALLENGES — WHICH CAN DRIVE A COMPANY FORWARD OR INTERRUPT THE TRAJECTORY OF THEIR BUSINESS JOURNEY.



Every business falls somewhere on the spectrum of the business life cycle. Unfortunately, many owners don't take the time to analyze their true condition and realize things need to change until it's too late. While there are no hard lines differentiating the four business lifecycle phases, these general descriptions may offer insight into situations and milestones to keep in mind.

## LAUNCH

*The earliest days of business generally involve a lot of time spent networking to build a client base and seek supportive partnerships. Processes are limited while adjusting the business model, refining product or service offerings, and tracking towards profitability. Employees wear many hats as corporate structure is being created.*

- **Challenges:** Cash demands often mean employees (including yourself as an owner) are underpaid, which can lead to high turnover. Long hours are customary, but the constant pressure can be highly stressful and lead to burn-out. This is the time to address cash flow sustainability, consistent growth, and strategic hiring.
- **Positives:** The excitement of starting and growing a business is undeniable. With every new client and closed deal, there's reason for celebration. Many business leaders reflect fondly on "the early days" and the lessons learned as the team figured out how to get it right.

## GROWTH

*Time to exhale, at least just a little, as this is the time a business solidifies its stance in the marketplace. Existing client relationships are building toward the three- to four-year mark and employee turnover is decreasing.*

- **Challenges:** Important to focus inward on team development as it becomes more critical to recruit/retain higher-level team members to run operations. Now is the time to monitor market activities to identify barriers which could inhibit growth. Financial structures shift to give back profitability to fund growth or seek outside investment capital either through investors or debt.
- **Positives:** Cash flow stabilizes, reducing worries about making payroll and covering expenses. The ability to invest in employees becomes easier, allowing owners to provide opportunities and resources for team members to increase ownership of processes and client relationships. Perhaps time to review office/workspace for current and projected future needs.



**TOYOTA**

## MATURITY

*Mature businesses may not set the world on fire, but they are dependable and consistent. A 5% annual growth rate is expected at this point, and employees hired during launch phase still with the company should be reaching eight- to ten-year tenure. Brand recognition and strong market position allow for expansion into new territories.*

- **Challenges:** Be on the lookout for signs that changes are needed to stay competitive in the market and able to attract and maintain top talent. Are updates needed in technology, environment or staff structure? Begin to think about the future, if you plan to cash out or reinvest in the business to further growth and sustainability.
- **Positives:** A feeling of security from smooth day-to-day operations and predictable revenue should be more prevalent at this phase. Owners should now be able to take regular dividends and consider growth through acquisition or spin-offs.

## RENEWAL/DECLINE

*According to the Young Entrepreneur Council (YEC), many business owners whose business is in decline have no idea — they feel their customer base is growing and view the market as relatively stable.*

- **Action Alert!** When revenue has declined for three consecutive quarters, a business is likely weakening. Consequently, if owners focus on what they can take out of the business before they retire and aren't willing to invest in technology, people or marketing, it's a sign they're in decline. This is the time to take immediate action and decide to either reinvest or to cash out.
- **Option A - Reinvest:** Strong business leaders have the self-awareness to recognize that their business and/or their market are changing and decide to launch renewal efforts before a decline begins. Talking with sales and marketing can help determine how to best pivot --- either by modifying current offerings or innovating into a completely new business. Either way, making changes will cost time and money.
- **Option B - Cash Out :** Time to move on? Assemble a trusted of investment bankers, accountants, and others knowledgeable about mergers and acquisition. Lean on mentors and other trusted advisors who have been through the process for advice on timing, communicating change to staff and clients, and avoiding costly mistakes along the way.

Experts recommend regularly taking an honest appraisal of which phase your business is in and then asking yourself and your leadership team the tough questions. What steps are you taking to protect your client base and remain competitive? Have you placed the right people and processes in place? Are you truly positioned for continued growth and sustainability? Do you have an "end point" in mind?

Just like any journey, it's a good idea to pause every once and a while and take stock of how far you've come. With fresh eyes, you'll have the clarity to assess the landscape, consider opportunities for change, and make sure the route you're following is the best choice.





# CHECKLIST

## CHANGING BUSINESS DIRECTION

The decision to change course can happen at any time, for any reason — even if it's just a gut feeling that it's the best choice for your company. Once you've decided to shift your approach, the following list can help formulate a solid plan for taking the next steps forward:

- IDENTIFY THE UNDERLYING REASONS YOU'RE EXPERIENCING SLOW OR WEAK GROWTH.
- SUBSTANTIATE YOUR BELIEF IN A NEW DIRECTION WITH FACTS AND DATA.
- BE SURE YOU HAVE (OR CAN SECURE) THE SKILLS TO RUN YOUR BUSINESS IN THIS NEW DIRECTION.
- ASSESS IF THE MARKET YOU WANT TO ENTER IS GROWING, DECLINING OR STABLE.
- RESEARCH YOUR KEY COMPETITORS AND TO WHAT EXTENT THEY ARE DRIVING THE CATEGORY TRENDS.
- CATEGORIZE THE TOP NEEDS AND WANTS OF YOUR NEW CORE CUSTOMERS.
- ESTABLISH PROTOCOLS FOR LISTENING AND REACTING TO THE MARKET AND OWNING YOUR CUSTOMERS' JOURNEY.
- ENSURE YOUR BUSINESS STRATEGY CONSIDERS SHORT- AND LONG-TERM SHIFTS IN THE MARKET, INCLUDING TRENDS, NEW ENTRIES AND PARTNERSHIPS THAT WILL MAKE THE CUSTOMER EXPERIENCE MORE SATISFYING.
- CAN YOU MAKE THIS CHANGE WITH YOUR CURRENT RESOURCES?

So, you've determined that it's possible to make a change. Now what? Martin Okner, co-founder and managing director of business advisory firm SHM Corporate Navigators and chairman of ACG New York, suggests asking yourself what your "ideal" company, market share, industry reputation and customer base would look like if you were starting over from scratch.

According to Orkner, this question is the most confronting and the most important because it identifies the gaps that need to be addressed in order for a management team to achieve their vision "These gaps," Orkner says, "Are also the foundation for the necessary course corrections that need to be made."

## NOTABLE JOURNEYS

### LEGO LEGO.COM



Legos have been a hallmark toy in many children's lives since the company entered the market in 1932. But the Danish-based business wasn't always a star performer. In fact, Lego was reportedly on the brink of bankruptcy more than 10 years ago. The company's decline was attributed an image of being considered "old-fashioned" as compared to new, innovative toys and video games.

By cutting costs, improving processes, and managing cashflow, the company began to bounce back. In 2011, they launched a line called Lego Friends, which improved brand appeal to young girls and combatted the stereotype that only boys played with building blocks. Then in 2014, they released "The Lego Movie" and innovative new product lines. These changes catapulted revenue over Mattel's and shifted Lego from being a toy company to becoming a cool franchise.



**TOYOTA**

## WESTERN UNION

WESTERNUNION.COM



When Samuel Morse sent the first telegraph message from Washington, D.C. to Baltimore, Md., in 1844, he introduced the world to long-distance communication. Entrepreneurs rushed in to capitalize on this revolutionary technology, laying miles of telegraph lines to connect America's young cities. Several competing telegraph networks merged in the early 1860's and became Western Union.

At the peak of popularity in 1929, Western Union sent out more than 200 million telegrams in 1929. But business declined with the advent of cheaper long-distance phone service and, ultimately, the Internet, sending their final telegram in 2006.

Fortunately, the company has always had diverse interests such as its wire money transfer business back in 1871, introducing a fax service in 1935, launching the first commercial communications satellite in 1974. They also started one of the first commercial e-mail services, EasyLink, in 1982. Today, Western Union is the world's largest money transfer service with more than 515,000 agent locations in 200 countries.

## NATIONAL GEOGRAPHIC

NATIONALGEOGRAPHIC.COM



The National Geographic Society published its first magazine in 1888, with stunning color photographs of far-flung locations, wild animals, and exotic cultures becoming their signature visual aesthetic in 1914. A coffee-table staple for generations of American families, subscriptions declined in the 1990s as younger readers dismissed the yellow-bound magazine as being something their grandparents read.

CEO John Fahey spearheaded efforts to reinvent the brand across all media platforms, especially in launching the National Geographic Channel in 2001. Programming shifted away from solemn nature documentaries toward a mix of eclectic reality shows like "Ultimate Survival Alaska," "Border Wars" and "Polygamy USA."

Some credit part of National Geographic's transformation to majority shareholder Rupert Murdoch, who is no stranger to sensationalistic success. Additionally, social networking and photo-sharing sites have given National Geographic a whole new platform for showcasing its gorgeous, award-winning photography.



TOYOTA





## VERA WANG

VERAWANG.COM

New York native Vera Wang was a talented ice skater, competing professionally throughout her teens. Upon graduating from college in 1971, Wang shelved her skating career and began working for Vogue magazine. Within a year, she was promoted to senior fashion editor, holding that title until 1987 when she took a job as design director for accessories at Ralph Lauren.

As she was planning her wedding to Arthur Becker in 1989, Wang became frustrated with the selection of existing bridal wear. So, she sketched her own design and commissioned a dressmaker to tailor the elaborate gown. The following year, Wang opened her own upscale bridal boutique in New York City, catering primarily to celebrities and socialites.

Her shop initially featured gowns by famed designers. But Wang quickly honed her skills and eventually launched a signature collection of her own streamlined and sophisticated bridal wear. She's expanded her portfolio to include elegant evening wear as well as a collection of exclusive couture designs. Today, her apparel is sold at over 55 upscale retailers.



## JULIA CHILD

Julia Child is renowned for making French cuisine accessible to American audiences. But becoming a chef, author, and television personality didn't happen until later in her life.

The 1934 Smith College graduate worked in the secretarial field until the beginning of World War II. After being rejected for military service (she was deemed too tall), Child moved to Washington, DC, in 1942, undertaking a variety of domestic and international positions with the Secret Intelligence Branch of the Office of Strategic Services (OSS), a forerunner to today's CIA.

While her husband, Paul, was posted to Paris in the late 1940's, Child discovered her passion for cooking and enrolled in the famous Le Cordon Bleu. Child's public profile really took off in 1961 when she partnered with two friends to publish Mastering the Art of French Cooking. She became the first woman to host a cooking show on television as well as authoring numerous cookbooks.

Her legacy continues through organizations she established to inspire others to share her love of food and to expand people's awareness of cooking.

## CONCLUSION

What's the pace of your journey? Are you first out of the gate and across the finish line in record time? Or is yours a more leisurely excursion? How quickly (or not) you set the pace, you'll likely discover most journeys follow similar routes from beginning to end.

The key is to continue moving forward. And, just as you may find on any journey - personal or professional - it's important to check a road map and watch the signs along the way. When you're prepared to encounter detours and ready to anticipate changes in direction and speed, you'll be far more likely to optimize every opportunity along the way.



**TOYOTA**

*If you are interested in sources for this edition's feature story, please contact us at [SupplierDiversity@TOYOTA.com](mailto:SupplierDiversity@TOYOTA.com).*

# D&I MONTH

## TOYOTA D+I MONTH | JULY 2019

WE ALL DRIVE DIVERSITY AND INCLUSION (D+I) AT TOYOTA. DIVERSITY BRINGS TOGETHER OUR ARRAY OF EXPERIENCES, IDENTITIES AND THINKING WHILE INCLUSION HELPS US TO UNDERSTAND AND VALUE THESE PERSPECTIVES. THAT'S WHY DIVERSITY AND INCLUSION IS A PART OF EVERYTHING WE DO HERE AT TOYOTA.

Throughout the month of July, Toyota celebrated the first company-wide D+I Month. The four-week celebration of diversity and inclusion (D+I) was led by Toyota's D+I Academy and presented in partnership with divisions across all of the company.

The purpose of D+I Month was to activate and build awareness of D+I at the company through a variety of engaging activities and events that:



**INSPIRE** SO MORE TEAM MEMBERS ARE AWARE OF D+I AND ITS IMPACT ON OUR CULTURE, BUSINESS AND FUTURE.



**EDUCATE** WITH CONVERSATIONS AND RESOURCES THAT HELP TEAM MEMBERS THINK MORE INCLUSIVELY.



**CELEBRATE** THE LEADERS AND PEOPLE WHO EMBODY INCLUSIVE THINKING AND BEHAVIORS.

At every Toyota facility, D+I news and information could be seen on video screens as well as on posters and flyers during July. A D+I card deck was available to team leaders and members of our Business Partnering Groups to encourage meaningful conversations. Additional resources such as talking points and worksheets made it easy for team members at every facility to increase understanding about why diversity and inclusion remains a top strategic priority for Toyota.



**TOYOTA**



My commitment to D+I is...  
continuing to be an advocate for  
small and diverse business through  
outreach, innovation and networking.



**Tim Yamada**  
Supplier Diversity Manager,  
Toyota Financial Services

My commitment to D+I is...  
doing my part to educate and  
communicate the value of doing  
business with diverse companies.



**Chuck Hendrix**  
Supplier Diversity Senior Manager

My commitment to D+I is...  
to build a culture of inclusion,  
ensuring equity across all the different  
spectrums of diversity here at Toyota.



**Al Smith**  
Chief Social Innovation Officer

## SPOTLIGHT: COMMITMENTS

DURING D+I MONTH, TOYOTA TEAM MEMBERS WERE ENCOURAGED TO SHARE THEIR COMMITMENT TO D+I THROUGH A PERSONAL STATEMENT. STATEMENTS REFLECT THE PERSONAL STYLE AND SPECIFIC DEDICATION OF EACH INDIVIDUAL, MUCH LIKE OUR SAFETY STATEMENTS.

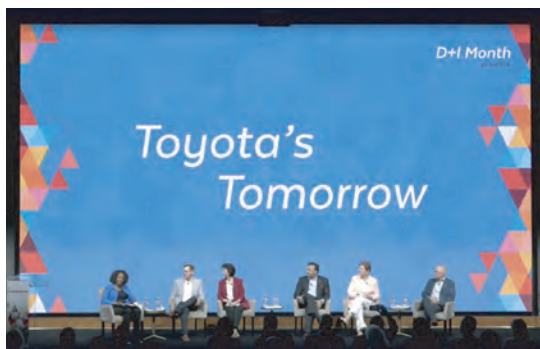
## TOYOTA'S TOMORROW

A dynamic highlight of Toyota's first D+I Month was a panel discussion featuring senior leaders hosted at Toyota's Plano campus. On Monday, July 29, the 'Toyota's Tomorrow' event focused on how D+I is shaping the company's future.

Nearly 400 team members attended the event live, but the event was also broadcasted online so that all Toyota facilities in North America could participate.

Following a welcome from D+I Communications Leader, Jennifer Parr, the session opened with remarks from Al Smith, Toyota's Chief Social Innovation Officer, who shared a brief history of D+I at Toyota. Susan Elkington, President of TMM-Kentucky, took the stage next with stories of how she's seen D+I in action throughout her Toyota journey. She noted, "If we can truly be 100% ourselves at work...we will definitely be starting our impossible."

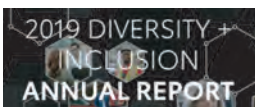
Panelists answered questions with candor and personal insight, each bringing their unique perspectives on D+I and their journey with Toyota. Al Smith concluded the session with a challenge to attendees and viewers: "We all have a different story. Leverage that story to the most, highest level possible and you'll help move the company forward."



Moderator for the panel discussion was **Sandra Phillips Rogers**, Group Vice President, General Counsel, Chief Legal Officer and Chief Diversity Officer.

### Panelists for 'Toyota's Tomorrow' were:

- **Tracy Doi** | TMNA | Chief Financial Officer & Group Vice President
- **Vipin Gupta** | TFS | Group Vice President & Chief Information Officer
- **Zack Hicks** | TMNA | Executive Vice President & Chief Digital Officer, and Chief Executive Officer & President of Toyota Connected North America
- **Millie Marshall** | TMM-Indiana | President
- **Kent Rice** | TMNA | Group Vice President Quality



### NOW ONLINE | [TOYOTADIVERSITYREPORT.COM](http://TOYOTADIVERSITYREPORT.COM)

Check out the many ways Toyota has, is and will be advancing D+I throughout the company and in communities across North America in the 2019 Diversity + Inclusion Annual Report.



**TOYOTA**

# Q2 HIGH LIGHTS



Toyota Supplier Diversity team members paused during the WBENC Conference to catch a photo opportunity with Pamela Prince-Eason (second from right), WBENC President & CEO.



TOYOTA CONGRATULATES SUPPLIER ROSA SANTANA ON BEING A RECIPIENT OF THE ERNST & YOUNG ENTREPRENEUR OF THE YEAR® 2019 AWARD IN THE DIVERSIFIED SERVICES CATEGORY IN CENTRAL TEXAS. AS A CENTRAL TEXAS AWARD WINNER, ROSA IS NOW ELIGIBLE FOR CONSIDERATION FOR THE ENTREPRENEUR OF THE YEAR 2019 NATIONAL AWARDS. WE WISH ROSA THE BEST OF LUCK AND MUCH CONTINUED SUCCESS.

Toyota team members were all smiles with Adrienne Trimble (fourth from left), NMSDC President - and former Toyota team member - during the WBENC Conference.



Ready for the tradeshow at WBENC's Conference!



Tim Yamada, Supplier Diversity Manager for Toyota Financial Services, was a panelist at the Disability: IN Conference.



Toyota team members were excited to represent Toyota and how Love Drives Toyota at the National LGBT Chamber of Commerce Conference this year in Tampa, FL.



**TOYOTA**



# OPPORTUNITY EXCHANGE

Redefining What's Possible Since 1990

WEDNESDAY, NOVEMBER 6 | NOVI, MICHIGAN

*For 30 years, Toyota's Opportunity Exchange (OE) has connected diverse suppliers with new possibilities. Celebrate this milestone occasion with us as we continue the journey towards mobility for all.*



KEYNOTE SPEAKER

**EARVIN "MAGIC" JOHNSON**

Chairman and CEO of Magic Johnson Enterprises and SodexoMAGIC

- ▶ PROFESSIONAL DEVELOPMENT SEMINAR
- ▶ TRADE SHOW FEATURING TOYOTA TIER I SUPPLIERS
- ▶ STRATEGIC NETWORKING
- ▶ MATCHMAKING OPPORTUNITIES

Diverse businesses are invited to attend Opportunity Exchange free of charge, but advance registration is required. To register, please visit [OneToyotaSupplierDiversity.com](http://OneToyotaSupplierDiversity.com)

## "OE TALKS" ONLINE SERIES LAUNCHES

We're pleased to announce the launch of "OE Talks," an audio education series to enhance the value of your Opportunity Exchange experience. Sessions are generally 10-15 minutes long with topics segmented to meet your specific needs — whether you are a diverse company interested in connecting with supplier opportunities or an existing supplier needing a refresher course on requirements.

Online sessions will be available throughout the year on the Opportunity Exchange section of our [onetoyotasupplierdiversity.com](http://onetoyotasupplierdiversity.com) website.

## PITCH COMPETITION FINALS AT OE

Finalists of the "Redefine What's Possible" pitch competition will be taking the stage during the 2019 Opportunity Exchange. A panel of judges will be listening to their inspirational stories of how they made meaningful changes for their business as they make their pitches live in front of the OE audience.



**TOYOTA**

15

TOYOTA SUPPLIER DIVERSITY  
SEPTEMBER 2019



# A LOOK BACK

## 30<sup>TH</sup> ANNUAL OPPORTUNITY EXCHANGE

THE THIRD DECADE OF OE: 2008-2018



**TOYOTA**

## 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

## October

- 10-4** Michigan MSDC | Ace Awards | Novi, MI
- 10-7-8** Tri-State MSDC | Business Marketplace | Nashville, TN
- 10-13-16** NMSDC | National Conference | Atlanta, GA
- 10-30** Great Lakes - WBC | ExecWE - Indiana | Indianapolis, IN

## November

- 11-6** **TOYOTA | OPPORTUNITY EXCHANGE | NOVI, MI**
- 11-8** Mid-States MSDC | Annual Awards Dinner | Indianapolis, IN
- 11-14** SCMSDC | Leadership Excellence Awards | Los Angeles, CA
- 11-14** WBEA | Cutting Edge Awards & Scholarship Dinner | Houston, TX
- 11-14-15** WBE Canada | Annual Conference | Toronto, ON
- 11-15** DFWMSDC | E Awards | Dallas, TX

## December

- 12-2** Southern Region MSDC | Annual Meeting | Birmingham, AL
- 12-3** Southern Region MSDC | Annual Meeting | Jackson, MS
- 12-4** DFWMSDC | Quarterly Buyers Luncheon Q4 | Dallas, TX
- 12-4** Southern Region MSDC | Annual Meeting | New Orleans, LA
- 12-5** WBEC-South | Annual Meeting & Holiday Luncheon | New Orleans, LA
- 12-6** MHCC | Fiesta Hispana Gala | Detroit, MI
- 12-10** WBEA | WBEA San Antonio Executive Networking Luncheon | San Antonio, TX
- 12-12** Michigan MSDC | Chairman's Gala | Detroit, MI

### SEPTEMBER

1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

### OCTOBER

		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

### NOVEMBER

					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

### DECEMBER

1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				



**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



## Stephanie Burton MANAGER

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



## Tim Yamada MANAGER

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



## 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, 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: Dallas-Fort Worth MSDC, NACC, NGLCC, Southern California MSDC, Southwest MSDC, WBEA, NVBDC



## Alyssa Kirkopolous ADMINISTRATOR

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



We bid a fond farewell to Supplier Diversity Manager, **Sahar Haque**, as she transitions to a new role with Toyota. During her two years on our team, she helped strengthen relationships with key partners as well as led many of our marketing projects. Our team appreciates her leadership and wishes her all the best in her new position.



It's also time to wave goodbye to **Maggie Broring** as her Summer Co-Op concludes. We appreciate Maggie's contributions to our team and know she will be successful as she returns to college this fall.



**TOYOTA**





# Leading the journey towards mobility for all.

**SAVE THE DATE**

Please make plans to join us for Opportunity Exchange 2019

WEDNESDAY, NOVEMBER 6 | NOVI, MICHIGAN



**TOYOTA**



[OneToyotaSupplierDiversity.com](http://OneToyotaSupplierDiversity.com)