



TOYOTA

2

**LETTER FROM
THE EDITOR**

3

**EXECUTIVE
MESSAGE
TOMO IIKUBO**

4

**PARTNER
SPOTLIGHT
EARVIN "MAGIC"
JOHNSON**

5

**FEATURE STORY
DOING WORK
THAT MATTERS**

9

OE RECAP

11

**HIGHLIGHTS
Q4**

12

**CALENDAR
OF EVENTS
/READERSHIP
SURVEY**

13

MEET THE TEAM

2019/20 SUPPLIER DIVERSITY NEWSLETTER

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LETTER FROM THE EDITOR

Been around a toddler lately? That's the age when everything seems to be met with an incessant series of "why?" questions. I look forward to my granddaughter starting that process when she gets a little bit older. It will be fascinating to help her learn about the world as her curiosity grows and she works through the concept that there is a reason for almost everything.

From a business perspective, identifying the "why" is a popular and meaningful way companies can build consensus around the purpose of their work. The why isn't about increasing sales or making money (or at least it shouldn't be). Instead, a good why for business connects the work being done with a cause or belief – generally something big picture, altruistic, or addressing a specific need in society.

In his book, *Start with Why*, author Simon Sinek said, "Average companies give their people something to work on. In contrast, the most innovative companies give their people something to work toward."

Our why at Toyota is a commitment to continue advancing in the direction of "Mobility for All," the concept that our work goes beyond vehicles and is helping create a world where all people can move about freely and experience life more easily. I find that idea brings tremendous depth and meaning to my daily tasks and responsibilities. Doing work that matters gives me a feeling of ownership and bolsters my belief that what we produce at Toyota is worth something greater than an MSRP.

We cover the concept of "Doing Work that Matters" throughout this final Supplier Diversity Newsletter of 2019.

Our Partner Spotlight this month features a Q&A with Earvin "Magic" Johnson, business leader, NBA legend, and Keynote Speaker at our recent 30th annual Toyota Opportunity Exchange. Speaking of Opportunity Exchange, be sure to check out the exciting photo spread on page 9.

And a quick favor: If you'll please click through to our 2019 Readership Survey (address and link on page 12), we'd appreciate your feedback on the contents and format of this newsletter. Each year, the survey results help us ensure we continue to provide information and news you find interesting and valuable.

Most of all, thank you for your continued support and dedication to Supplier Diversity excellence. Great things are ahead for us all in 2020 and beyond!

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Chuck Hendrix

SUPPLIER DIVERSITY SR.
MANAGER, PURCHASING
SUPPLIER DEVELOPMENT, TOYOTA
MOTOR NORTH AMERICA



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Greetings from Tomo Iikubo!

At the beginning of the 2020 New Year, I humbly assumed my new role as General Manager of Supplier Relations within the Purchasing Supplier Development division. It's my pleasure and honor to serve the Supplier Diversity community in my new role.

First things first: contrary to popular belief based on my name, I am NOT an expatriate from Japan. Rather, I was hired into Toyota North America in 2004, and developed my understanding of the Toyota Way here in America.

In my prior role as lead for Interior Purchasing, my team and I maintained and/or grew business with 10+ well-qualified diverse suppliers. We were instrumental in the establishment of three brand new MBE suppliers at our plants in Alabama and Mexico, including the establishment of a new joint venture relationship for one of the MBE suppliers. This was no easy feat, but with great support from all stakeholders, it's been a successful start to a long term, mutually beneficial relationship.

Shifting gears, my personal experience with diversity and inclusion began early in life, moving from rural Japan to West Lafayette, Indiana, at age five in the 1980's. Let me tell you about two experiences.

Shortly after our arrival to the US, the local newspaper in Indiana ran an article about my family, noting several of the differences between Japanese and US cultures. Soon thereafter, we received anonymous, derogatory mail due to our Japanese heritage. I was scared that people who didn't know anything about us would exhibit such feelings.

My experience during the first few years of school in West Lafayette were a stark contrast to the above. I still remember the fear and uncertainty I felt in those early days. More than anything, I wanted to belong, and "fit in." Although those years were a challenge due to language and cultural differences, I will never forget the outpouring of support, friendship, and inclusion shown to me by my classmates and teachers.

These experiences during my childhood helped shape my view on diversity and inclusion. We have the option to either shy away from differences which could be divisive if left unchecked, or to reach out and seek to understand and honor those differences, person by person. In my new role, which includes Supplier Diversity, I will look to leverage the unique differences of our supply-base to improve the way we work and collaborate.

I look forward to meeting and working with our current and potential diverse Suppliers as well as our certifying agencies and advocacy partners.

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COLLABORATE.



Tomo Iikubo

SUPPLIER RELATIONS
GENERAL MANAGER,
PURCHASING SUPPLIER
DEVELOPMENT, TOYOTA
MOTOR NORTH AMERICA



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To some attending the keynote luncheon during last November's 30th Opportunity Exchange, seeing Earvin "Magic" Johnson take the stage may have seemed like déjà vu. But it wasn't their imagination – 2019 marked the second time the successful entrepreneur and NBA Hall of Famer was an OE guest and speaker.

Johnson joined Chuck Hendrix, Toyota's Senior Manager of Supplier Diversity, on stage for an informal "fireside chat" to discuss the importance of having an inclusive perspective and share stories of his business success. We're dedicating this issue's Partner Spotlight to our two-time keynoter, featuring some "Magic" insights from his latest OE appearance as well as more about his work with SodexoMAGIC.

ABOUT SODEXOMAGIC

In 2006, Magic Johnson Enterprises joined forces with Sodexo to form SodexoMAGIC. The company provides food and facilities management services across multiple industries including defense, energy, healthcare, government, schools, and sports. The company employs nearly 5,000 staff members to serve their 49 client accounts across the United States.

SodexoMAGIC has been a Toyota Supplier for more than a decade. They currently manage cafeteria services at Toyota's headquarters campus in Plano, Texas, Toyota Motor Manufacturing Mississippi (TMMMS) in Blue Springs, Mississippi, and Toyota Motor Manufacturing Kentucky (TMMK) in Georgetown, Kentucky.



Earvin "Magic" Johnson

CEO AND CHAIRMAN,
SODEXOMAGIC



TOYOTA SUPPLIER FOR
MORE THAN 10 YEARS

US.SODEXO.COM

THE POWER OF PARTNERSHIPS

At the 2019 OE luncheon, Johnson noted, "I believe in overdelivering to my partners – to the clients, to the community, and to our employees that work for us. If you overdeliver, you can get the retention you're looking for."

His reason for delivering beyond expectations is to build belief and loyalty to the SodexoMAGIC brand. "Then," said Johnson, "they become your brand ambassadors, too."

KNOW YOUR CUSTOMERS

Being aware of the preferences and needs of your customers is critical to success, according to Johnson. He noted an example of how he recommended menu changes for some of his company's Starbucks stores located in more urban neighborhoods. Rather than serving scones, for example, he suggested offering peach cobbler and pound cake – food items more likely to resonate with local customers.

And he was right. "The one thing I know," said Johnson, "is I know my customers!"

ADVICE TO ENTREPRENEURS

When asked what advice he'd like to share with the diverse entrepreneurs in the audience, Johnson replied, "Have passion and love for what you do. In fact, become an expert at it."

Of course, a primary objective of any business is to make money. However, Johnson encouraged business leaders to remember to keep an eye on the bigger picture no matter what line of work they find themselves doing. "I feel you can do well and do good at the same time."



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DOING WORK THAT MATTERS



WHAT'S YOUR FAVORITE TV SHOW OR
MOVIE ABOUT WORKING? OF COURSE,
MOST OF OUR DAILY WORKPLACE LIVES
WOULDN'T DELIVER THE SAME LEVEL
OF DRAMATIC MOMENTS AS "EMPIRE"
OR AS MANY LAUGHS AS "THE OFFICE."
NOT TO MENTION CHANGING NORMS
SUCH AS WORKING FROM HOME AND
FLEXIBLE SCHEDULES CHALLENGING
THE TRADITIONAL OFFICE SETTINGS
FEATURED ON FILM.

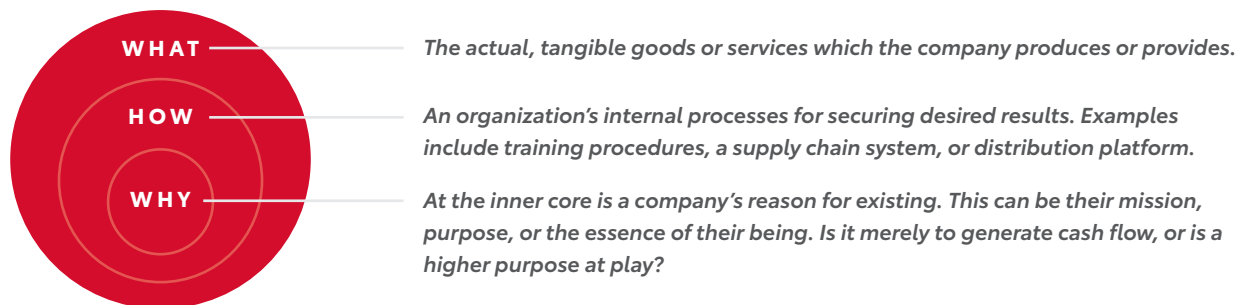
While reality generally doesn't rival the entertainment value of the big or small screen, many workplace dynamics transcend company size, geography, and industry sectors. A trend gaining momentum in the working world is for individuals to feel a personal and professional connection to the work being done. In other words, to understand and buy into the company's purpose and meaning beyond financial performance and shareholder value.

How do you discover – or create – a livelihood centered around work that matters? Much of that depends upon what you consider important and perhaps shifting your expectations to reimagine what "work" means to you.

WHAT MATTERS...

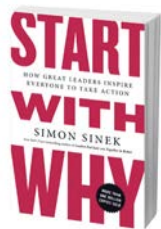
The techniques for creating or discovering a business environment built on work that matters are as varied and intriguing as the results of the work being done. Some people may identify simply “being happy” as meeting their needs. Others may strive to bring about changes for themselves, their community, or our planet in order to say their work matters. For most of us, the answer is likely a combination of the company’s values and added personal factors.

From the arts and academia to corporate industry – ideas and inspiration for finding a career path which aligns the heart and the head (and probably considers the bank account, too) are plentiful. For employees and consumers, understanding a company’s purpose – or their ‘why’ – can be a significant factor in guiding career and purchasing decisions.



OF COURSE, THE WHAT AND THE HOW ARE CRUCIAL TO BUSINESS SUCCESS. BUT THE WHY IS A PRIMARY REASON CUSTOMERS – AND TO A GREAT EXTENT, EMPLOYEES – STAY LOYAL TO AN ORGANIZATION. The resonance with a company’s soul (or ethos) engenders an emotional connection and sense of community and belonging. The result of identifying with the Why is higher levels of loyalty.

In his book, *Start With Why: How Great Leaders Inspire Everyone to Take Action*, author Simon Sinek cites numerous examples of companies with a clear Why. They’ve identified what they stand for and brought meaning to their work beyond making a profit. According to Sinek, “People don’t buy What you do, they buy Why you do it.”



RESOURCE RECOMMENDATION If you’ve not already discovered Simon Sinek’s 2009 book “*Start With Why: How Great Leaders Inspire Everyone to Take Action*,” we suggest putting it on your 2020 reading list. Sinek offers a dynamic perspective on refining the story of your business to help uncover a true purpose and meaning for the work being done. It’s an enlightening exercise and one companies of all types and sizes have found to be valuable.

From a business standpoint, starting from a Why position changes the competitive landscape by elevating the value proposition to a higher purpose. Instead of competing based on price or features, authenticity, leadership, and vision sets a purpose-driven company’s message apart in the marketplace.

The motivation of Why also extends to building a team. Hiring people who believe in the company’s vision are more likely to find meaning and inspiration from the Why. When employees are driven by doing work that matters, their loyalty leads them to give their best because they share value in the company’s purpose.



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IMPACT OF EMPLOYEE EXPERIENCE

A company's culture can influence an individual's satisfaction with their work as much as the process of work being done. Of interest to many HR professionals is how physical workspaces contribute to or detract from employee satisfaction. For example, although a majority of American workers go to offices with open floor plans (70% of us, according to the International Facilities Management Association), companies are recognizing this isn't always the best environment for getting work done. In fact, research from Steelcase indicates workers who have control over where and how they work – and are free to choose a work space to fit their task at hand – are 88% more engaged at work. The takeaway: workspace is not just a building, but part of the HR agenda to extend the company's culture and engage employees.

Positive inter-office relationships are another significant contributor to personal satisfaction in the workplace. In fact, Gallup research shows that employees who have a 'best friend' at work are seven times more likely to be highly engaged in their work than those who don't. To foster these kinds of connections, leaders are encouraged to model healthy business relationships. They can encourage team members to get to know one another and reinforce positive interactions by acknowledging acts of kindness, and provide training to improve listening and feedback skills, among other resources.

The Why of work can also be emphasized when conflict is viewed as a valuable platform for bringing problems to light and inviting different viewpoints to find solutions. If not handled with fairness, respect, and good will, conflict in the workplace can be destructive. Most people will listen, however, when they don't feel threatened for taking a risk or attacked for voicing an unpopular opinion. A best practice for conflict resolution is take a calm, curious, and compassionate approach – one which aligns responses with the tone and intent of the company's purpose.

FOUR THINGS MILLENNIALS TEACH US ABOUT WORK THAT MATTERS

Millennials are known for their tendency to do things differently and see the endless possibilities the world has to offer. This individualized approach to life goes hand-in-hand with their emphasis on career satisfaction. The millennial perspective is quite eye-opening and inspiring:

1. BE A SELF-STARTER

For older generations, work is about stability. For millennials, it's about fulfillment. They don't wait for the right job to fall into their lap. In fact, Forbes reported 72% of millennials want to be their own boss. The millennial generation teaches us to put ourselves out there and take the risk to make your own success.

2. EXPLORE JOB OPPORTUNITIES

Millennials are searching for their calling, and they won't stop job-hopping until they find what they truly enjoy. The millennial generation stresses the importance of trying new things, gaining experience, and making contacts – all benefits of working a variety of jobs. For individuals without well-defined career aspirations, this tactic can help refine the search.

3. CONNECTIVITY IS KEY

Despite the fact that so many millennials work remotely, they value constant feedback, performance reviews, and progress meetings more than their Gen X and baby boomer counterparts. Millennials understand the importance of feedback in improving job performance and strengthening work relationships.

4. FOLLOW YOUR PASSION

A job is not just a job to millennials – it's a way of life. Millennials are preaching the "do what you love" philosophy, recognizing that satisfaction in a job is more important than perks, and contributes to employment longevity. They chase contentment instead of paychecks. This attitude contributes to a healthier attitude toward money and eradicates stigma surrounding career choices.



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SIR RICHARD BRANSON, VIRGIN GROUP

VIRGIN.COM

According to Virgin Group founder Sir Richard Branson, there are no shortcuts to success in business. He contends, however, "If you genuinely love and believe in what you do, others will take notice and share your enthusiasm." A recent blog post outlined Branson's '5 rough guidelines' to a successful business.



- 1. CREATE SOMETHING OF USE THAT IS GOING TO BENEFIT SOCIETY AS A WHOLE.** "If you do something you truly care about, you will be in a much better position to find customers, connect with them, and keep them coming back."
- 2. SIMPLIFY YOUR MESSAGE WITH AN AUTHENTIC VALUE AND VOICE.** Customers don't just shop for a brand and its products, but also identify with its core values. "Knowing who we are and what we stand for ensures that we don't waste time or money on messaging that doesn't represent us or resonate with our customers."
- 3. MARKET YOURSELF.** It doesn't have to be expensive. I've been thinking up fun ways to stand out from the crowd and draw the media's attention to our company...find your tone, know your brand, do things your own way, and create waves."
- 4. USE SOCIAL MEDIA TO YOUR ADVANTAGE.** "Social media is not only more cost-efficient than advertising, but it also offers great opportunities for innovative engagement with your customers."
- 5. KEEP ON ENJOYING WHAT YOU DO.** "If you find your interest flagging, it's time to make a change...you need to be fully committed or your work will show it."

HOLLY THAGGARD, SUPERGOOP! SUNSCREEN SUPERGOOP.COM



When Holly Thaggard was young, a friend was diagnosed with melanoma. She learned then from her dermatologist that sun damage starts at a very young age. Several years later when Thaggard's kids started school, she was shocked that sunblock wasn't

allowed during outdoor activities because the school system didn't allocate funds for SPF.

These factors inspired Thaggard to develop a business concept around her passion for stopping the skin cancer epidemic in the United States and bringing awareness to a primarily preventable disease. She developed an ingredient conscious, clean, feel-good SPF product named

Supergoop! intended for use year-round.

Getting Supergoop! into school classrooms was her original plan in 2008. While conditions are more favorable today, legislative and consumer education barriers at the time hindered her progress. So, Thaggard changed directions and built the brand for retail.

According to Thaggard, "When you set out with the goal of changing the way the world thinks about something, it requires a very loud voice which is very difficult when you are small."

Today, consumers today better understand the importance of daily SPF, and Thaggard's proud to have played a part in that progress. But she's not finished yet, noting "We won't rest until people think about daily SPF just as they do buckling their seat belt or brushing their teeth."

CONCLUSION

Turning the calendar to a new year always seems to inspire fresh beginnings and opportunities to recalibrate goals and objectives. Perhaps focusing on your company's Why – and taking time to reflect upon your personal motivation – will help bring focus and facilitate change that advances your passion in 2020 and beyond.

END



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

OE RECAP



COULDN'T MAKE IT TO OE 2019?

No problem! Check out our recap video here:
<https://youtu.be/xPRKa4RNUuw>



Toyota Supplier Diversity Manager, Stephanie Burton, closed out our first Pitch Competition!

Finalists for the first Toyota Opportunity Exchange Pitch Competition impressed everyone with their passion and innovation.

Congratulations to 2019 Pitch Competition winner Pam Isom, representing ICE Safety Solutions, Inc. Pam is pictured with her coach and Toyota's Purchasing Vice President, Greg Laskey.



Successfully hosting this conference for three decades is possible only through the assistance and support of Toyota's many partners and friends. So...THANK YOU to:

Toyota Leadership & Team Members

Tier I and Tier II Suppliers

Diversity Advisory Board

Strategic Diversity & Inclusion Partners

Keynote Speakers

Panelists & Presenters

Planning Committee Members

Diverse Business Owners/Attendees Special Guests & Elected Officials

Event Volunteers

Marketing & Creative Service Suppliers Location Staff & Exhibit Team

We appreciate your expertise, insight, and leadership – past, present, and future!



The House of Purpose, Inc.'s Javier Santos pitched on behalf of his organization.

PITCH COMPETITION

Toyota invited diverse entrepreneurs to share their stories of how they've "Redefined What's Possible" for their companies. The top eight finalists presented their pitches live in front of judges and the OE audience.

FINALISTS

1. B12 CONSULTING – NEENA BISWAS
2. BFIVE40 – DONNA BRIN
3. DBS INTERACTIVE – CYNDI MASTERS
4. ICE SAFETY SOLUTIONS, INC. – PAM ISOM
5. INFOMART – TAMMY COHEN
6. TAJ DEVELOPMENT COMPANY INC. – ROXANNA DANIEL
7. THE HOUSE OF PURPOSE, INC. – JAVIER SANTOS
8. TRUSTY.CARE – JO SCHNEIER



Roxanna Daniel of Taj Development Company, Inc. shared her story on the pitch competition stage.

SEMINARS

Marc Bland, Chief Diversity Officer for IHS Markit, discussed how new vehicle trends are continuing to be driven by the expectations and preferences of diverse consumers.



During his OE session, Marc Bland, Chief Diversity Officer for IHS Markit, shared important insights about diversity in the automotive industry.

NOW PLAYING
AUDIO EDUCATION
 TO LISTEN, HEAD TO OUR WEBSITE!

HAVE YOU HEARD?

Catch up on Supplier Diversity news and insight with "OE Talks" – the online audio education series now available for Tier I Suppliers and Diverse Businesses. Visit OneToyotaSupplierDiversity.com and click the link on our home page.



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OE RECAP

Chuck Hendrix, Senior Manager of "Supplier Diversity, moderated a "Fireside Chat" with Keynote Speaker (and Toyota Supplier) Earvin "Magic" Johnson, Chairman and CEO of Magic Johnson Enterprises and SodexoMAGIC.



One lucky fan received an autograph to remember!



Robert Young, Group Vice President, Purchasing and Supplier Engineering Development for Toyota, provided insight about the company's Supplier Diversity and Procurement commitments.

LUNCHEON

As event attendees enjoyed lunch, Toyota Executive, Robert Young, delivered an insightful Procurement Message. Later in the program, Chuck Hendrix, Senior Manager of Supplier Diversity, moderated a "Fireside Chat" with Keynote Speaker Earvin "Magic" Johnson, an astute businessman and proud Toyota Supplier!



Former Toyota Supplier Diversity Senior Managers John Munson (left) and Adrienne Trimble (right) shared a lighthearted moment.



Toyota's General Manager of Supplier Relations, Randy Anderson, welcomed attendees to the 30th OE Luncheon.



Toyota Executives joined Magic Johnson for a commemorative moment during the tradeshow.

TRADESHOW

Diverse entrepreneurs attending OE could meet with Toyota Tier I Suppliers as well as members of Toyota's Supplier Diversity and Purchasing teams during the afternoon tradeshow.



Congratulations to Taryn Sulkes of Eagle Specialties - by completing her OE survey via the mobile app, she was the lucky winner of a basketball autographed by Earvin "Magic" Johnson.



Adient team



The OE Tradeshow floor was buzzing with activity and quality networking.



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Q4 HIGHLIGHTS

2019 USHCC ERG SUMMIT AND CHALLENGE

The United States Hispanic Chamber of Commerce's 2019 ERG Challenge recognized Toyota for excellence in supporting their Hispanic and Latino team members. Beatris Diaz and Andrew Sanchez from Toyota proudly accepted the award.



WBE CANADA

Chuck Hendrix (center) is joined by WBE Canada President, Silvia Pencak (left) and Ann Gomez of Clear Concept (right) for a photo op during a recent WBE Canada event. Chuck and Ann collaborated to present one of the event's seminar sessions titled, "Making an Impact". The seminar was focused on how to champion Supplier Diversity across corporations.



2019 GREAT LAKES BEST IN CLASS

The WBEC Great Lakes chapter presented Toyota with their Best in Class award. On stage during the awards ceremony were (left to right): Michelle Richards, Great Lakes – WBC President, Chuck Hendrix, and James Line, Blue Cross Blue Shield of MI.



2019 WBEC SOUTH COY AWARD

Toyota was honored to be named Corporation of the Year by WBEC South during their awards ceremony. Pictured during the presentation (left to right): Teresa Lawrence, Delta Personnel; Chuck Hendrix, Toyota; Alta Baker, Safe Haven Enterprises.



2019 NMSDC CONFERENCE

The Toyota team was thrilled to welcome entrepreneur, NBA legend, and 2019 OE Keynote speaker Earvin "Magic" Johnson for a visit to our booth during the NMSDC National Conference last fall.



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February

- 4** WBC-Southwest | Parade of Stars | Dallas, TX
- 20** Southwest MSDC | Stakeholders Meeting | San Antonio, TX

March

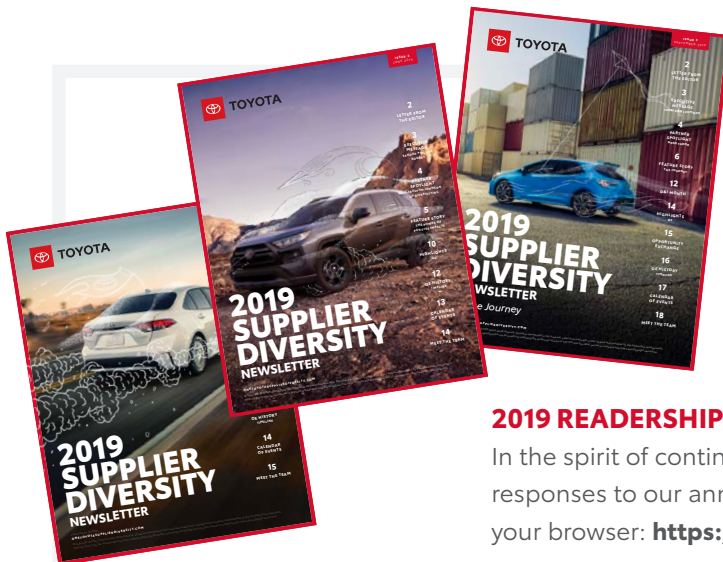
- 16-18** WBENC | Summit & Salute | Nashville, TN
- 25** Dallas Fort Worth MSDCC | Quarterly Buyer Luncheon | Dallas, TX
- 26** WBE Canada | Breakfast with Brands: Automotive | Windsor, ON

FEBRUARY

						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

MARCH

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				



YOUR FEEDBACK REQUESTED BY FEBRUARY 11!

2019 READERSHIP SURVEY

In the spirit of continuous improvement, we would appreciate your responses to our annual readership survey. Please follow/paste this link in your browser: <https://www.surveymonkey.com/r/KCH8XS3>

THANKS FOR YOUR FEEDBACK!

SAVE
THE
DATE

INCLUSIVE PERSPECTIVES. UNLIMITED POSSIBILITIES.

POWER OF EXCHANGE

APRIL 1 | DALLAS, TX



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12

TOYOTA SUPPLIER DIVERSITY
DEC 2019 / JAN 2020

MEET THE SUPPLIER DIVERSITY TEAM

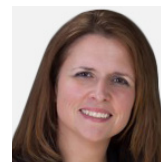
Chuck Hendrix SENIOR MANAGER

- 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
- Driving Impact – a Toyota/Adient Business Module



Tim Yamada MANAGER

- Internal Diversity Strategy Development – Financial Services
- Development of Diverse Companies
- Organizations: Disability: IN, NGLCC, WBC-Southwest, WBEC West, DallasFortWorth MSDC
- Toyota Mentorship Program for Small and Diverse Businesses



Erin Caudill ANALYST

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



Adrina Walker ANALYST

- Tier II Program Management
- Power of Exchange & Opportunity Exchange
- Newsletter and Social Media Management
- Organizations: WBENC, Mid-States MSDC, TriState MSDC, WBEC-ORV, CAMSC, WBE Canada



Alyssa Kirkopoulos ADMINISTRATOR

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



Good Luck, Taylor!

We wish Taylor Young much success as she departs the Toyota Supplier Diversity team to pursue her next career venture. Taylor has been managing many of our marketing projects and the quarterly newsletter as well as serving as point of contact with several key partner councils. Thank you, Taylor, for your many contributions to our team's success.



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LEADING THE JOURNEY TOWARDS MOBILITY FOR ALL.



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f t y i n

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