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# 2020 SUPPLIER DIVERSITY NEWSLETTER

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### ACTUALLY, I AM SURPRISED IT TOOK THIS LONG.

This long for the inequity and social injustice embedded in parts of our country's culture to become so widely recognized. For voices to rise loud and long enough that they can no longer be ignored and for more to believe that Black lives matter.

It's a season of dichotomy and uncertainty. I'm both angry and hopeful. Terrified and relieved. Wanting to shout and ready to stand silently for eight minutes and 46 seconds. Seeing change happen but wondering if it will last and be enough.

My newsletter column isn't customarily so personal. But the weeks of civil unrest – combined with the continued Covid-19 pandemic – impact us all at home, at work, and within our communities. It would be disingenuous if I didn't acknowledge that world events in the first half of 2020 are altering our behaviors and realigning perspectives.

As a Supplier Diversity professional, I've long been cognizant of the economic challenges our diverse suppliers face. What we seldom talk much about, however, are the reasons many of those obstacles exist.

Diversity and Inclusion are in Toyota's DNA, giving us advantages in understanding and addressing issues of bias, discrimination, and inequity. We lean on our guiding principles of Continuous Improvement and Respect for People in making decisions about how we can continue to improve and make positive impacts in every aspect of our lives, our business, and the communities where we live and work.

So, we'll continue asking questions, having the tough conversations, and listening. Additionally, we'll keep working with our internal teams as well as our strategic partners to drive meaningful change for our suppliers and the diverse business community.

This issue of Toyota's Supplier Diversity Newsletter is dedicated to 'Coping with Crisis' and offers insight about how we might best navigate through today's economic and social turbulence. You'll learn about the ways Toyota has been working to keep our team members safe and our suppliers engaged through an interview with Chief Administrative Officer, Chris Reynolds in our Executive Message. Our Partner Spotlight again features insight from several of our Employee Resource Groups and our Feature Story addresses how businesses – especially diverse-owned companies – are making it through the economic downturn. Plus, you'll note a shorter Calendar of Events in this issue as our partners pivot to present virtual events and programming.

Stay safe and stay strong!

IT WOULD BE DISINGENUOUS  
IF I DIDN'T ACKNOWLEDGE  
THAT WORLD EVENTS IN  
THE FIRST HALF OF 2020 ARE  
ALTERING OUR BEHAVIORS AND  
REALIGNING PERSPECTIVES.

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**Chuck Hendrix**

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



**TOYOTA**



**Christopher P. Reynolds**

CHIEF ADMINISTRATIVE OFFICER, MANUFACTURING & CORPORATE RESOURCES  
TOYOTA MOTOR NORTH AMERICA

**WHAT HAVE BEEN THE GREATEST IMPACT(S) TO TOYOTA DURING THE COVID-19 PANDEMIC AND HOW DO YOU FEEL THE COMPANY HAS RESPONDED?**

The most significant impact has been the total disruption of every single routine we have at Toyota – not only research, manufacturing, resources, and products, but also within our administrative facilities, throughout our supply chain, and all the way through to sales. Our tried and true processes have been put to the test. And although our teams are strong and understand what needs to happen and how to get the work done, we needed to stretch our ability to adapt to completely new requirements and highly unusual situations such as complete production shutdowns.

Everything is different today than it was at the beginning of 2020. This includes how we make and sell vehicles as well as how we manage suppliers and how we stay connected with our teammates. I think having strong processes at Toyota positioned us to anticipate and make the necessary changes quickly and effectively. By basing decisions on our core values of Respect for People and Continuous Improvement, we remain true to The Toyota Way and maintain our brand integrity.

**DESCRIBE ACTIONS TOYOTA HAS BEEN TAKING TO ENGAGE AND SUPPORT SUPPLIERS DURING THE 2020 ECONOMIC SHUTDOWNS.**

Unfortunately, several of our annual relationship-building activities – including Power of Exchange and Opportunity Exchange – had to be delayed this year. We did this not only to align with health and safety requirements, but to also allow our suppliers the time they needed to get back on sure footing.

Another way we supported our suppliers was, of course, to be sure they were paid what they were owed in a timely manner. In some cases, however, we also pulled ahead payments to assist suppliers who were on the bubble and needed more immediate financial support.

Maintaining open and transparent communications has provided both our suppliers and the Toyota team with important real-time feedback and status updates. While this has always been our practice, we have amplified the frequency and level of staying connected these past months. As a result, we're all much better prepared to anticipate and handle disruptions quickly. Additionally, sharing best practices for reopening – such as social distancing and health protection protocols – has helped many of our suppliers address process changes in advance and mitigate further interruptions when they opened their doors again for business.

It's all about Toyota working to be a good partner and placing our suppliers in the best possible position to be successful.



**TOYOTA HAS DEVELOPED A “SAFE @ WORK” PLAYBOOK. PLEASE DESCRIBE THE PLAYBOOKS’ KEY ELEMENTS AND HOW IT WAS DEVELOPED.**

I am confident that Mendomi – the Japanese word meaning taking care of our workers like they are family – has been our secret sauce in developing the playbook. The moment we shut down factories and shifted to remote working protocols, we began outlining expectations for when we returned to work. By asking our team members what would make the feel comfortable about coming back plus integrating CDC and OSHA guidelines as well as Toyota best practices, the playbook makes it easier to enforce and abide by new processes.

With the playbook, we sought to create a workplace environment which was safe and comfortable for our workers as well as our suppliers. Even now that we’re several weeks in with the playbook, the level of enthusiasm for following guidelines continues.

**IN GENERAL, HOW HAVE TOYOTA SUPPLIERS RESPONDED TO THE CHANGES AND DISRUPTIONS?**

So far, we couldn’t be more pleased with the adaptability, perseverance, and compassion demonstrated by our suppliers. Moving forward, we’re paying close attention to three core factors:

1. **WATCHING THE LABOR FORCE:** making sure there are enough healthy workers to work; monitoring impact of constraints in moving/working; how kids returning to school will impact working parents.
2. **MEETING CUSTOMER DEMAND WHILE OUR INVENTORIES ARE CURRENTLY TIGHT:** now that the economy is moving again, we have a lot to do to catch up; how does accelerating work volume and intensity impact our people and our equipment without sacrificing quality?
3. **CAN TOYOTA CONTINUE TO BE FLEXIBLE AND TRANSPARENT WHEN SUPPLIERS HIT OBSTACLES?** So far, yes, but it only works when all parties are open and honest; glad to see suppliers ask for help when needed.

**LOOKING AHEAD, WHAT CHALLENGES, AS WELL AS OPPORTUNITIES FOR IMPROVEMENT, DO YOU FORESEE TOYOTA EXPERIENCING IN THIS “NEW NORMAL?”**

The pandemic has taught us that we don’t necessarily have to be physically present to work together, and I see that trend becoming a bigger part of our work at Toyota. Technology allows us to communicate with each other and provides us with platforms to virtually see and monitor the state of our systems, inventory, and processes. As a result, we’re able to make faster decisions, reduce travel, increase flexibility, and better manage costs. Of course, Toyota team members who work hard to make our great cars and trucks cannot do their jobs remotely as they are literally “hands on.” We are grateful for their commitment to Toyota and remain committed to providing them with the safest workplace environment possible.

We’ve also learned that we can improve our agility and become more flexible in responding to changes. Some processes which make sense under normal conditions don’t always work as well during disruptions. So, we should be able to take a fresh look at some of our protocols such as managing incoming parts for multiple model vehicles, working through supply chain disruptions, natural disasters, and other non-traditional circumstances.

**ON A PERSONAL NOTE, WHAT ARE SOME THINGS YOU’RE LOOKING FORWARD TO DOING AGAIN ONCE LIFE GETS ‘BACK TO NORMAL’ IN THE FUTURE?**

I’m seriously missing going out to restaurants with my wife. One of our favorite things to do together has always been taking time to relax and catch up with each other over a great meal. And although virtual ‘happy hours’ with friends has been fun, it’s just not the same as getting together in person. It will be great to return to regular church services, and I really miss visiting with my Mom in Michigan!



*Toyota's employee-driven Business Partnering Groups (BPGs) help build inclusion and foster professional development throughout our company. These internal volunteer networks are based on shared characteristics and/or life experiences. Each of Toyota's 13 BPGs work to support the company's business objectives and partners with management to strengthen access to innovative ideas and diverse voices representing the future of Toyota.*

*We continue featuring our BPGs in the Partner Spotlight section of this edition of the Toyota Supplier Diversity Newsletter. For additional information about Toyota's BPGs, please visit the Diversity & Inclusion section of the [Toyota.com/usa](https://toyota.com/usa) website.*

## Toyota Business Partnering Groups

SPECTRUM



### SHARE A BIT ABOUT YOUR BPG'S HISTORY, PURPOSE, MEMBERSHIP.

**SPECTRUM** / Spectrum was founded in 2015 with the mission of supporting and uplifting our LGBTQ+ members and allies, and to create a more inclusive workplace for all. We seek to educate R&D members on LGBTQ+ issues and show Toyota's support for the LGBTQ+ community in the Ann Arbor area.

Toyota Asian American Society  
in Alliance (TAASiA)



**TAASIA** / TAASiA Michigan was founded in November 2018 and has been the fastest growing BPG at R&D. With over 200 members, our mission is to celebrate and advance the Asian and Pacific Islander community by empowering, developing, and mobilizing TAASiA team members.

Toyota Veterans  
Association (TVA)



**TVA** / We support Diversity and Inclusion through our mission to advocate for and support Veterans, active military, and their families with educational opportunities, recognition, and community collaboration. TVA's vision is to serve those who have served us all. We work to identify recruitment and retention opportunities for Veterans in the workplace and develop volunteer outreach opportunities for Team Members in the community.



**HOW ARE YOUR BPG MEMBERS STAYING CONNECTED WHILE WORKING REMOTELY?**

**SPECTRUM /** We are holding bi-weekly happy hours and connecting through Yammer. Yammer is an enterprise social networking service from Microsoft used for private communication within organizations.

**TAASIA /** Throughout Asian/Pacific Islander American Heritage Month in May, we worked hard to ensure all our events were available online. This allowed our members to participate and feel a sense of community. We offered activities including virtual cooking sessions and learning from key speakers about relevant issues such as Asian American sentiment during the time of COVID-19.

**TVA /** We have stayed connected by utilizing Microsoft Teams, monthly meetings, and informal Team chats. Recently we had a “happy hour” with a live comedian for all BPG members.

**TVA: HOW DID YOUR BPG RECOGNIZE MEMORIAL DAY 2020?**

TVA R&D Celebrates Military Appreciation Month in May by sharing opportunities to support through activities, education, and publications. We presented a military-themed Trivia Challenge all month with questions submitted by our Board Members. Week 1 the questions were focused on women in the military; Week 2 questions were about Special Ops; Week 3 featured military working dogs; and Week 4 questions were about military medals. At the end of the month, we awarded a backpack to each of the four Trivia Challenge winners.

Additionally, some TVA members celebrated by supporting “Carry the Load” – an initiative to encourage all Americans to honor our nation’s heroes every day, not just on Memorial Day.

**WHAT’S NEXT FOR YOUR GROUP IN 2020?**

**SPECTRUM /** We will be sponsoring virtual Ann Arbor Pride in August and continuing to hold monthly meetings with our membership. Spectrum is also planning an educational workshop about LGBTQ+ issues with Ozone House, a local shelter for homeless youth.

**TAASIA /** Our group is working hard to recruit new members so we can continue better identifying and engaging with our community and membership base. Professional development events on the horizon for TAASIA include a Virtual Workplace Expo and a Multi-BPG Mentoring Collaboration Event.

**TVA /** 2020 has been challenging and our activities are currently in a holding pattern for health and safety. We are working to make some activities virtual and accessible remotely. In the meantime, TVA is working with local non-profit groups to establish volunteering opportunities, educational sessions, and demonstrations. Activities under consideration include motorcycle safety training, VA Hospital volunteering, a service dog lunch and learn session, and a Veteran Appreciation Luncheon in November.

**SPECTRUM: HOW DID YOUR BPG RECOGNIZE PRIDE MONTH (JUNE) THIS YEAR?**

Spectrum held many virtual events to celebrate Pride Month 2020! We kicked off Pride Month with an R&D connection featuring our Executive Sponsor, Mike Bernas. Our group hosted a panel featuring parents of LGBTQ+ kids who shared their experiences of being allies. We also collaborated with Headquarters to put on a Fireside Chat event with Toyota Connected CEO, Zack Hicks. Zack talked about his experience being ‘out’ in the workplace. We closed out Pride Month by releasing a book of coming out stories from Team Members across Toyota including R&D, HQ, and all our plants.



# COPING WITH **CRISIS** .....

**NATURAL DISASTERS. A WORLDWIDE PANDEMIC. ECONOMIC DISTRESS. SOCIAL UNREST. THE HEADLINES OF 2020 ALMOST READ LIKE THE SCRIPT FOR A BLOCKBUSTER MOVIE. UNFORTUNATELY, THE CHALLENGES AND DEVASTATING SITUATIONS FACING MANY INDIVIDUALS, BUSINESSES, AND COMMUNITIES TODAY ARE ALL TOO REAL, WITH MANY ONLY IN THE BEGINNING PHASES OF SHIFTING TOWARDS RECOVERY MODE.**

*Diverse-owned small businesses have taken an especially hard hit this year, with record levels of income losses, layoffs, and closures. However, even amid crisis, these are the businesses most likely to be experimenting with new processes to ensure their employees stay safe, introducing new services to their business models, and offering relief services and support to their communities.*

*A recent McKinsey & Company poll indicates most diverse entrepreneurs are optimistic about economic recovery. Perhaps their flexibility and ingenuity while in crisis mode can offer a glimpse into how U.S. businesses in general will adapt for growth and survival moving forward.*





## FIRST, THE BAD NEWS

The aftermath of tornadoes and flooding earlier this year plus restrictions on person-to-person interactions due to COVID-19 radically altered how many businesses operated and served their customers while keeping their team members safe. From shifts in supply chains and alternate production schedules to working from home protocols, hiring freezes, and virtual meetings, business owners suddenly found themselves making major multiple changes simultaneously.

For some companies, furloughs and layoffs were necessary, as evident from skyrocketing unemployment claims. As revenues declined, cashflow and access to capital became a leading concern. Other businesses attempted to continue operations by addressing health and safety concerns, but the lack of Personal Protection Equipment (PPE) hindered their efforts.

## LOOKING BEYOND DATA

Historically, diverse-owned small businesses have faced structural challenges that reflect many of the economic and social inequities seen in their communities at large. According to McKinney & Company, the most recent economic crisis could disproportionately affect diverse-owned small businesses for two critical reasons: they tend to face underlying issues that make it harder to run and scale successfully, and they are more likely to be concentrated in industries most immediately affected by the pandemic such as hospitality, food service, personal services, and retail.

Access to capital continues to be a challenge for diverse entrepreneurs. Despite leading a substantial number of businesses in the country, diverse-owned firms still have a more difficult time accessing small business loans than their white counterparts, with diverse companies less likely to be approved for small business loans. Based on data from the 2018 Small Business Credit Survey, the Brookings Institution found that large banks approve around 60 percent of loans sought by white small-business owners, 50 percent of those sought by Hispanic or Latinx small-business owners, and just

The ramifications of these and other problems presented strongly in the diverse-owned business community. A new study released in June from the National Bureau of Economic Research (NBER) confirms that Black business owners were twice as likely to have shut down in the first or second quarter of 2020 as compared to the national average.

Specifically, NBER's research notes that the number of Black business owners plummeted from 1.1 million in February 2020 to 640,000 in April. Hispanic owners, female owners, and other diverse-owned businesses have also fared poorly.

29 percent of those sought by black small-business owners.

Further, even if they do get approved, diverse-owned firms are less likely to receive higher loan amounts and lower interest rates. According to findings from the U.S. Department of Commerce Minority Business Development Agency, these discrepancies can result in distrust of the banking system, with diverse business owners not applying for small business loans, usually out of fear of rejection.

The perception of being located in an at-risk or undesirable site can also place diverse businesses at a disadvantage. A great deal of diverse-owned businesses are located in poorer, urbanized communities and research from the Small Business Administration suggests that the location of a business plays a bigger role in the approval of a loan than the ethnicity of the business owner. Underserved communities need small businesses to bolster their economies, but funding programs are not usually designed with long-term goals in mind.



**TOYOTA**

*Editor's Note: read about how Toyota Tier I Supplier, Reyes Hayashi Automotive, pivoted to produce PPE products later in this article.*



## CORPORATIONS & PARTNERS SUPPORT ECONOMIC RECOVERY & SOCIAL CHANGE

As our country continues moving forward through Covid-19 disruptions and responds to calls for social justice, numerous corporations – including many members of the Billion Dollar Roundtable (BDR) – announced funding for programs to support social change and business recovery efforts.

BDR companies announcing new initiatives include (as of publication time): Apple, Bank of America, Comcast|NBCUniversal, General Motors, Honda, Johnson & Johnson, Microsoft, Verizon, and Walmart. Additionally, our diversity partners have stepped up to provide innovative and much-needed resources to their stakeholders.

## THE BIG PICTURE OF DIVERSITY ENTREPRENEURSHIP IN THE U.S.

*Understanding and supporting the needs of diverse entrepreneurs is not just a moral imperative, but an economic one as well.*

*According to the U.S. Census Bureau, the diverse population is expected to rise to 56 percent of the total population in 2060, compared with 38 percent in 2015.*

*This growth, coupled with the fact that diverse-owned businesses have increased more than 50 percent over the last decade, means that the future economic growth of America will include this burgeoning group. Business policies and investments will need to be much more diverse than they are now to support America as an economic leader and driver in a global economy.*  
[source: Kauffman.org]

**CAMSC** / CAMSC.CA • • • • •  
CAMSC posted a “Covid-19 Essential Products and Services” list on their website to connect Corporate Canada with Suppliers in their network that have continued business, as well as those who have retooled to provide the best products and services possible to those in need.

**DISABILITYIN** / DIABILITYIN.ORG • • • • •  
To ensure continuation of disability inclusion during Covid-19, the organization provides online resources to help HR and Diversity & Inclusion leaders understand how the disabled community is impacted by the pandemic. Topics covered include best practices for working from home and mental health as well as industry-specific resources.

**NATIONAL LGBT CHAMBER OF COMMERCE** / NGLCC.ORG • • • • •  
NGLCC’s website and social media pages are keeping stakeholders informed of updates on business development webinars and trainings, online matchmaker opportunities (both B2B and corporate), support with drafting capability statements and RFPs and more.

**NATIONAL MINORITY SUPPLIER DEVELOPMENT COUNCIL** / NMSDC.ORG  
In addition to pivoting to virtual programming, NMSDC established a partnership between its Business Consortium Fund and Midwest BankCentre to provide MBEs with direct access and support for accessing PPP funds. The organization’s ‘In This Together’ campaign is securing financial resources to support restoration and rebuilding efforts and offer programming to fortify MBE business sustainability.

**U.S. HISPANIC CHAMBER OF COMMERCE** / USHCC.COM • • • • •  
In addition to providing an online resource guide, the U.S. Hispanic Chamber of Commerce was invited to testify at the U.S. House Committee on Financial Services Subcommittee on Diversity and Inclusion Virtual Hearing highlighting challenges for minority-owned small businesses during the pandemic.

**WBE CANADA** / WBECANADA.CA • • • • •  
An online listing of resources for certified Canadian WBEs includes procurement opportunities, online learning, resources for reopening, financial support, and tax information.

**WBENC COVID-19 RESOURCE CENTER** / WBENC.ORG/COVID19 • • • • •  
By working together with national and regional partners, Corporate and Government Members, and other industry leaders, WBENC provides an online guide featuring localized resources, financial aid, WBE-to-WBE support, WBE Covid-19 suppliers, and more.



## HOW THEY'RE MAKING IT WORK



AUTHENTIC KENTUCKY SPIRITS, SPARTA, KENTUCKY

As workplace health and safety requirements to combat the spread of Covid-19 ramped up earlier this year, locating adequate hand sanitizer and disinfectant solutions became an alarming challenge for industrial manufacturers. Most major brands were committed to providing their products to the healthcare industry. After hearing about distilleries shifting to produce hand sanitizer instead of spirits, Toyota Purchasing contacted Neeley Distillery – located in the heart of Kentucky's 'Bourbon Country' and 30 miles from TMMK.

Though willing to assist, Neeley was new to making hand sanitizer. So, Toyota connected Neeley with Tier I Supplier Chemico, who was able to leverage their experience, share Toyota's requirements, and help the Kentucky distiller navigate the production process.

As a result, Toyota purchased 34,000 gallons of Neeley's hand sanitizer and is using it across all Toyota TMNA and TMS locations. Chemico supported the distribution of hand sanitizer from Neeley as well as disinfectant products to 43 Toyota sites.

**island pops**  
GOURMET FROZEN DESSERTS



As the COVID-19 pandemic tightened its grip on New York City, Shelly Marshall knew she needed to pivot quickly to keep her business afloat. Marshall and her husband, Khalid Hamid, sell Caribbean-inspired ice cream from their Brooklyn-based storefront. By leaning into delivery service during the pandemic, they successfully boosted their business.

Marshall's goal was to make last year's numbers for the seasonal business, but instead, Island Pops surpassed its goal with a 20% bump in May just from delivery over last year, at a time when restaurants in particular were experiencing historic losses. As they began to slowly reopen their store in recent weeks, social justice demonstrations swept not only New York City but in communities across the nation and around the world.

Surprisingly, the movement had a surprisingly positive effect on Island Pops. The small business saw a boost in exposure as consumers moved to learn more about and support Black-owned businesses around the country.





Education/Technology startup Juni Learning recently announced they would be actively hiring hundreds of university students to be trained as instructors for the company's new online learning platform for kids. According to the San Francisco-based company, they experienced a 400 percent increase in new student signups for online math and coding classes this spring. The classes are taught live online by university students from colleges around the country including Stanford, Berkeley and The University of Texas.



Juni Learning also donated \$150,000 in tuition waivers to families of hospital workers on the frontlines of COVID-19 who can't be home to help continue their children's education. Through the waivers, the company will allow these children to access Juni's newly launched small group classes, known as Juni Team Sessions, which are available for students ages 11-18.

## REYES HAYASHI AUTOMOTIVE

Customarily, Reyes Hayashi Automotive – a Tier I Toyota Supplier located in San Antonio (TX) – manufactures carpet and noise cancellation products for Tundra and Tacoma pickup trucks. However, as production slowed and then was suspended, company president Jason Reyes began exploring how they might shift focus to producing something in high demand as the Covid-19 pandemic continued.

Before too long, the shortage of Personal Protective Equipment (PPE) for first responders and health care workers became readily apparent. Reyes recognized his company could utilize their capabilities and apply their skills to help others by producing PPE, so they got to work right away.

They had a design for a plastic face shield completed on March 23, with a prototype finished the next day and the first 5,000 rolling off the assembly line a day later. The facility was ready to ramp up production to 10,000 a day within a week – which helped them meet urgent orders for 150,000 face shields.

Reyes estimated the demand for PPE face shields could exceed a million units just in Texas. The facility continued to help fill that need while ensuring their employees complied with safety precautions and proper social distancing.

## WHAT'S NEXT?

Uncertainty in the marketplace will require continued vigilance in being adaptable to changing needs and economic conditions. As has been said often in recent times, it's time to redefine what's normal and realize 'business as usual' no longer applies.

The 2020 economic crisis and calls for social justice clearly illustrate a need address the inequities and shortfalls within our society. Awareness is a great start but inviting more diverse voices to the table and expanding understanding is essential to bring higher levels of equity and inclusion to businesses and our communities.



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



## Q2 HIGHLIGHTS

Continued accommodations for meeting health and safety requirements are causing our partners to take innovative approaches for staying connected. As you'll note on our upcoming calendar of events, many are opting to go virtual and leveraging technology to present learning and networking sessions. A few highlights include:



### NMSDC

The NMSDC team made a quick pivot this spring by transitioning their annual "Leadership Week" conference to be a series of online sessions held across several weeks. Attendees could log in to sessions, panel discussions, Q&As, and keynote addresses and receive the same level of high-quality content as presented in customary in-person events. The organization even invited attendees to dress up and pour a celebratory beverage while watching their Leadership Awards Ceremony – with winners "accepting" awards via video.

### MIDSTATES MSDC

Plans are underway to host November's Awards Gala at a drive-in theatre. Guests will be able to maintain proper distancing and meals will be served to attendees in their vehicles. After the awards are presented on the big screen, a first-run movie will be shown.



### NVBDC

Because they are Vets helping Vets, the National Veterans Business Development Council (NVBDC) provided access to information about Covid-19 relief resources to not only assist their Certified Service – Disabled/Veteran Owned Businesses, but to support the Veteran Community at large. Specifically, NVBDC shared an infographic library from the Federal Reserve Bank of Cleveland outlining how resources such as the Main Street Lending Program and the Paycheck Protection Program Liquidity Facility are assisting the nation's small business community.



OUR DEEPEST SYMPATHIES TO THE FAMILY AND FRIENDS OF TIERRA KAVANAUGH WAYNE, CEO OF TKT & ASSOCIATES, INC. TIERRA WAS A TRUSTED SUPPLIER AND LONGTIME FRIEND OF TOYOTA AND WILL BE MISSED BY ALL.



### TMNA EXECUTIVE ALBERT A. SMITH, JR. RETIRES

After 30 successful years with TMNA, Al Smith, group vice president, chief social innovation officer, is announcing his retirement. Al joined Toyota in 1990. His contributions to the organizations' shared impact strategy, corporate planning, sales and service operations are unparalleled. Since 2017 he has overseen the company's Social Innovation team. Under his leadership, Toyota has been recognized by several organizations for its commitment to community outreach and diversity and inclusion initiatives. Most notably, on Al's watch, Toyota rose in the rankings to 10th place on DiversityInc's 2020 Top 50 Companies for Diversity.



## MEET THE TEAM



**Chuck Hendrix** **SENIOR MANAGER**

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



**Stephanie Burton** **MANAGER**

- Internal Strategy Development
- Development of Diverse Companies
- Power of Exchange & Opportunity Exchange
- Organizations: AIG Treasurer, 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 & Engagement
- 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 Kirkopolous** **ADMINISTRATOR**

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



### THANK YOU & BEST WISHES!

We bid a fond farewell to Katie Diehl, our 2020 Co-Op. Katie worked on three large project for us this summer: completing a Tier I commodity analysis; exploring opportunities to expand diverse suppliers in new commodities; and developing a set of guidelines for a succession planning project.

Katie recently graduated from Bowling Green State University where she earned a degree in Supply Chain Management & International Business. She's returning to BGSU in August to pursue her MBA.

Our thanks and best wishes as you continue your educational journey, Katie!

**JULY 13-16**

**VIRTUAL**

**Disability:IN | Annual Conference**

**JULY 14-29**

**VIRTUAL**

**NMSDC National Program Managers' Seminar**

**JULY 21-23**

**VIRTUAL**

**CAMSC Procurement Fair**

**JULY 28-29**

**LAS VEGAS, NV**

**Great Lakes – WBC Symposium**

**JULY 30**

**VIRTUAL**

**WBCS Austin Insights**

**AUG 3-5**

**VIRTUAL**

**DallasFWMSDC Access 2020**

**AUG 26-28**

**VIRTUAL**

**Southern Region MSDC Gateway Business Expo & Impact Awards**

**AUG 24**

**PLYMOUTH, MI**

**Michigan Hispanic Chamber of Commerce Golf**



**TOYOTA**

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TOYOTA SUPPLIER DIVERSITY  
AUGUST 2020



# THE FREEDOM OF MOBILITY CHANGES EVERYTHING.



TOYOTA

f t y in

OneToyotaSupplierDiversity.com