



TOYOTA

2021

SUPPLIER DIVERSITY

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“ THE CONCEPT OF WORTHY IDEAS RETAINING RELEVANCE GOT ME THINKING ABOUT SUPPLIER DIVERSITY, ESPECIALLY AT TOYOTA. SPECIFICALLY, I PONDERED HOW OUR PRINCIPLES HAVE HELD STEADY EVEN AS GOALS AND TACTICS SHIFTED OVER TIME. ”



Chuck Hendrix

SUPPLIER DIVERSITY
SR. MANAGER, PURCHASING
SUPPLIER DEVELOPMENT,
TOYOTA

I recently caught a news story about the trend of people re-watching old TV sitcoms and movies multiple times. The author had several theories about why, such as having more streaming services to watch today. They also surmised it could be the comfort of nostalgia during trying times. Another observation considered quality — good writing and performances with stories and music that resonate now as much as they did back in the day.

Interesting, isn't it? What's your take? The concept of worthy ideas retaining relevance got me thinking about Supplier Diversity, especially at Toyota. Specifically, I pondered how our principles have held steady even as goals and tactics shifted over time. You may recall this is my second cycle of leading Supplier Diversity at Toyota, first in 1997, then returning to the role in 2015.

The purpose of Supplier Diversity hasn't changed much in all these years. And the truth is, it doesn't need to because Toyota's processes are founded in our company's philosophies of Respect for People and Continuous Improvement. We've always sought to cultivate a supplier base reflective of the diversity of our customers, our team members, and the communities where we live and work. Our annual Opportunity Exchange event is still a top forum for building strategic relationships and bringing more inclusion into the supply stream.

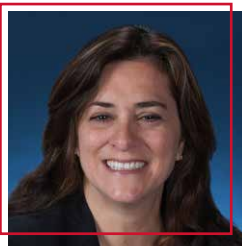
Of course, we've made adjustments in response to production needs, new technologies, and general economic market conditions. But those changes were more about how we achieved our work in Supplier Diversity rather than about altering the “why” of our commitment.

As we considered themes for this first newsletter of 2021, we decided the time was right to revisit and reaffirm the undeniable business values and competitive advantages of Supplier Diversity at Toyota. You'll hear from Carla Neff, our new General Manager of Supplier Relations in Purchasing Supplier Development, sharing her perspective on her new role and team goals. Our Partner Spotlight features Christie Wong Barrett, CEO of Toyota Tier I Supplier, MacArthur Corporation. And we're introducing a new feature this year— Diversity Champions— offering insights from internal team members. Our thanks to Sean Suggs for kicking off the column with us this edition.

On behalf of the Supplier Diversity group and all of us at Toyota, we hope 2021 brings you a renewed sense of purpose and optimism about the future. We look forward to continuing our journey towards Mobility for All with you and appreciate all you do with and for Toyota.



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Carla Neff

GENERAL MANAGER, SUPPLIER RELATIONS
IN PURCHASING SUPPLIER DEVELOPMENT, TOYOTA

We are pleased to welcome Carla Neff to her new role as General Manager of Supplier Relations in Purchasing Supplier Development. While she has been with Toyota for nearly three decades, this is Carla's first position working directly with the Supplier Diversity team. To introduce her to our readers, we asked Carla to share a bit about herself both inside and outside the office.

1. Briefly describe your role and your team's responsibilities.

Akio Toyoda recently oversaw a refresh of Toyota's Vision and Mission. Supplier partnerships are inherent to our success in supporting our global vision—"Creating Mobility for All"—and our mission of "Producing Happiness for All" through this statement: Expanding our abilities by uniting the strengths of partners, communities, customers and employees to produce mobility and happiness for all.

Our team plays a key role in this effort as we work to ensure diversity is reflected in our partnerships, and through the development of an inclusive environment where we hear and learn from different voices. From a practical standpoint, our team is responsible for growing Toyota's diverse supplier base. But our work is about more than just adding suppliers—we focus on actively engaging and enhancing our diverse suppliers, creating strong connections, and listening to our partners for the collective benefit of the greater community.

2. What is your vision for Supplier Diversity at Toyota?

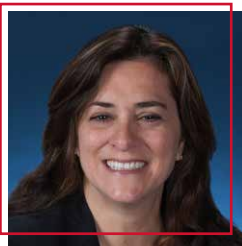
I believe that a strong, diverse supplier base contributes to a better world. We must create a working environment where everyone's viewpoints are respected and where we understand and support the progress of all. It may sound cliché, but the vision is for a true partnership. I look for opportunities that are mutually beneficial, especially because having a strong diverse supplier base strengthens our company's competitive advantage. By recognizing and addressing the needs of our diverse suppliers, Toyota helps them improve while we, ourselves become a better customer as we all advance toward fulfilling our vision.

3. In what ways do you believe an inclusive supplier base brings a competitive advantage to Toyota?

As a company, Toyota is in the midst of transforming ourselves into a Mobility company. This requires us to capitalize on the diversity of our supply base as we continue to innovate and move forward.

Strong partnerships are the key to our transformation. Incorporating a variety of perspectives adds great value to any business problem. Encouraging inclusion of different experiences and points of view—such as those our diverse suppliers bring to the conversation—makes Toyota more efficient, with happier team members, satisfied customers, and better products.





Carla Neff

GENERAL MANAGER, SUPPLIER RELATIONS
IN PURCHASING SUPPLIER DEVELOPMENT, TOYOTA

4. What are the top priorities you have set for yourself and your team in 2021?

Admittedly, I am new to the Supplier Diversity world. So, my plan is to spend much of this year educating myself by learning from my team and our suppliers as we explore priorities and continue building the partnerships so essential to our mutual success. We have a unique opportunity through Supplier Diversity to make positive changes and drive social progress. I look forward to working with everyone to do that.

I urge you to contact me, help me know your challenges, and educate me about your concerns. For the team, I want them to keep participating in business enhancement activities and optimizing the opportunities to grow our relationships, our partnerships, and our business. I look forward to getting to know all of you and I ask for your help in creating strong relationship with you and your teams.

5. We know our readers would appreciate getting to know more about you on a personal level. Would you please share a bit about your activities and interests outside Toyota?

I grew up in Central Pennsylvania in a very large Italian American family, so I am definitely a 'family first' person and cherish every opportunity I have to spend time with my husband and our two adult daughters. I love the outdoors, and we especially love the beach, hiking and skiing. Sports are a big deal with our family, with a special place in my heart for Pittsburgh Steeler's football and Villanova basketball (Go Wildcats!). Additionally, I'm also an avid reader—in fact my stretch goal is to read 52 books in 2021.

“

**WE MUST CREATE A WORKING ENVIRONMENT WHERE EVERYONE'S
VIEWPOINTS ARE RESPECTED AND WHERE WE UNDERSTAND AND
SUPPORT THE PROGRESS OF ALL.**

”



TOYOTA



Christie Wong Barrett

CEO

MACARTHUR CORPORATION



LOCATION: Grand Blanc, Michigan, USA

YEAR COMPANY FOUNDED: 1970

COMPANY WEB ADDRESS/SOCIAL MEDIA:

- www.macarthurcorp.com
- <https://www.linkedin.com/company/mac-arthur-corporation/>
- info@macarthurcorp.com

CORE COMPETENCIES:

- Toyota Tier I Supplier
- Toyota Supplier Since: 2015 approval as Toyota direct supplier. 2017 first production launch.
- Products/Services Providing to Toyota: Direct labels for interior, under hood, and exterior applications. VAVE and localization solutions for labels and die-cut films.

1. Tell us a bit about your organization and your capabilities.

MacArthur Corporation is a world class manufacturer of innovative labels, tags, decals and functional film components for the mobility, electronics, health technology, industrial and consumer goods sectors. For over 50 years, MacArthur has engineered flexible solutions for many of the largest global brands. Our customers include global 500 corporations and their leading Tier I supply chain partners.

2. How did your organization connect with Toyota?

We first met during the WBENC National Conference in 2013 where Toyota was exhibiting, advocating supplier diversity and networking with certified WBEs. Our discussions continued at Toyota's Opportunity Exchange and then during the NMSDC National Conference. Toyota introduced us to the buyer responsible for labels who met with us face to face (in Kentucky at that time) to learn about our capabilities and consider areas of possible fit within the Toyota supply base.



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Christie Wong Barrett

CEO
MACARTHUR CORPORATION



3. What advice can you offer to companies, individuals, and organizations wanting to increase their competitive advantage through Supplier Diversity?

Companies should move forward with urgency and enhance sourcing goals with diverse suppliers. The results drive improved products, a more competitive and innovative supply base, enhanced brand awareness among minority and women decision makers, and expanded access to talented human capital.

4. What inspires or motivates you to advocate for diversity and inclusion in today's business environment?

MacArthur Corporation is a certified minority business enterprise, certified women's business enterprise, and certified women owned small business. We believe that diversity and inclusion strengthen our organization by enabling us to better understand our customers' needs and by bringing together different perspectives that stretch our thinking and yield better solutions. A diverse and inclusive supply base is a component of our operations and our growth strategy. Economic inclusion and creating access to opportunities for all strengthens our economy, our communities and can build a brighter future for everyone. I am most inspired about a new initiative launched by the MMSDC, AmplifyD, a first of its kind innovation platform to source and develop diverse-led technology startups and build toward a future ecosystem of innovative and diverse suppliers.

5. What's next for your organization?

Our competitive differentiators include: Technology & Innovation, Quality & Reliability, and Global Supply & Service. We are expanding upon our strong capabilities and track record in Mobility, Electronics and Health Technology to develop solutions and supplier partnerships with new customers in these advanced manufacturing sectors. Our innovation pipeline has exciting new products including cost-effective and lightweight body hole covers, custom direct RFID labels/tags, anti-theft regulatory labels, and antimicrobial protective films that we are introducing to customers. Operationally, we have investments planned for new manufacturing capabilities and a portfolio of projects underway every year for continuous improvement and increased efficiency.



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THE COMPETITIVE ADVANTAGES OF SUPPLIER DIVERSITY

We live and work in an increasingly diverse society, with an economy which continues to become more globalized each trip we take around the Sun. Earlier demographic forecasts are holding steady, making it accurate to project that minorities will constitute more than 50% of the U.S. population by the year 2045.

Unfortunately, these shifts have not spontaneously generated the evolution of an equitable and inclusive culture. Within many corporations, however, the introduction of comprehensive Supplier Diversity processes has been consistently yielding positive cultural and economic changes for more than 50 years.

The history of Supplier Diversity in the United States can be traced back to the civil rights movement of the 1950s and 1960s. Originally introduced in 1953 with the establishment of the U.S. Small Business Administration (SBA), Supplier Diversity programs were designed to give minorities, women, and what has since been classified as underutilized small business owners, an opportunity to secure contracts with government agencies, major companies, and corporations as qualified-small business suppliers.

Following 1968's race riots in Detroit, what is regarded as one of the first corporate Supplier Diversity programs was initiated by our industry peer, General Motors. Much of the automotive industry and other business sectors in America adopted similar processes over the years.

But developing and implementing inclusive procurement processes does much more than support moral and ethical standards of equity. The business case for Supplier Diversity reflects a myriad of competitive advantages that can result from the strategic cultivation and engagement of a widened and more inclusive pool of diverse suppliers.



Supplier Diversity at Toyota

Toyota's Supplier Diversity program launched in 1987 as part of a broader corporate commitment to diversity and inclusion. Since the beginning, our Supplier Diversity processes have been among Toyota's top strategic business priorities. They are essential to supporting our objective of developing world-class standards for diversity throughout every aspect of our operations, including our community and business partnerships.

We are proud to go "beyond the contract" in providing diverse-owned businesses with the growth opportunities, expert guidance, and capacity development resources they need for economic viability and long-term sustainability in the marketplace. After all, we have a vested interest in their success since we depend upon our suppliers for operational support in so many areas of our business.

Examples of resources we provide for our diverse suppliers include:

- Technical and Managerial Assistance
- Site Visits
- Scholarships
- Mentoring Programs
- Supplier Development Events
- Education and Professional Development
- Advocates for Supplier Diversity



SIGNATURE EVENTS: OPPORTUNITY EXCHANGE & POWER OF EXCHANGE

For 30 years, Toyota has hosted supplier development events to provide a forum for diverse companies to make meaningful connections and explore potential procurement opportunities with Toyota Tier I Suppliers. Our two conference-style events—Opportunity Exchange and Power of Exchange—focus on networking and business-to-business matchmaking, but also offer insight from leading diversity experts, practical workshops, inspirational keynote speakers, and a targeted business expo.



CERTIFICATION PARTNERS

Toyota belongs to several national certifying agencies (as well as their regional partners aligning with our headquarter and manufacturing locations) and accepts their certifications as a part of our Supplier Diversity program.



Canadian Aboriginal and Minority Supplier Council
CAMSC.ca



Disability:IN
DisabilityIN.org



National LGBT Chamber of Commerce
NGLCC.org



National Minority Supplier Development Council
NMSDC.org



National Veterans Business Development Council
NVBDC.org



Women's Business Enterprise Canada Council
WBECanada.org



Women's Business Enterprise National Council
WBENC.org

Each of these organizations offer access to outstanding information and resources to support supplier and economic diversity locally, regionally, nationally, and internationally. If you've not yet connected with these organizations, we wholeheartedly encourage you to do so in 2021!



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COMPETITIVE BENEFITS DRIVEN BY HIGH STANDARDS

Successful suppliers from businesses of all types are characterized by adhering to an expected set of standards. All Toyota suppliers are required to abide by the same set of standards to ensure continuity and fairness across all operations. Like most corporations with Supplier Diversity processes in place, suppliers can expect to be reviewed regularly and evaluated against goals and targets to retain their favorable supplier standing.

At Toyota, we set supplier expectations in five key areas, each reflecting a specific element related to performance and contributing to the company's reputation for excellence. These criteria ensure our suppliers consistently support the efficiency of our operations, promote our commitment to continuous improvement, and add to Toyota's ability to retain leadership in the mobility marketplace.

The five standard categories and how diverse suppliers benefit Toyota's competitive advantage are:



Safety | Through our Supplier Diversity processes, we meet and engage with suppliers with the capacity to provide us with or help us develop next-generation equipment, ideas, and innovation that enhance our reputation for safe mobility products.



Quality | Our reputation for delivering excellence is an essential way we earn and retain customer trust. The innovative approaches and inclusive perspectives presented by our supplier partners allow Toyota to continue exceeding customer expectations with the comfort, dependability, and features they want.



Delivery | Just-in-time delivery of products and services ensures Toyota works lean and mitigates serious backlogs or inventory overages. Our diverse suppliers are expected to be nimble and responsive to fluctuations in economic conditions and our needs to support smooth supply chain operations.



Cost | Diverse entrepreneurs often run smaller companies with less overhead. This enables them to contain expenses and provide goods and services at lower fees. As a result, Toyota is able to better manage production and distribution costs.



Supplier Diversity | Our suppliers are expected and encouraged to implement Supplier Diversity processes within their own companies through our Tier II Supplier Diversity program. This allows our commitment to supporting diverse entrepreneurs to extend relationships even further into the communities where we are present.



DIVERSIFYING AND GROWING YOUR SUPPLIER BASE

Launching a strategic and proactive supplier diversity program can impact your organization on many different levels. In addition to amplifying your overall Diversity, Equity, and Inclusion initiatives, Supplier Diversity offers benefits ranging from bottom-line savings to customer satisfaction and talent recruitment. If your company has yet to formalize a Supplier Diversity program—or perhaps you could benefit from some reminders—consider these five key recommendations:

1. **Establish a Business Case and Get Executive Support** | success starts from within
2. **Identify Diverse Suppliers** | connect and collaborate with inclusive sourcing partners
3. **Invest in Your Supplier Diversity Program** | support the program with people, resources, and technology
4. **Establish Goals & Best Practices** | set KPIs and look to diversity-minded organizations for tried-and-true guidelines for success
5. **Monitor Performance** | continually evaluate progress to goals across multiple internal and external metrics

CONCLUSION

Cultivating a diverse and economically competitive supplier base is far too important of a business strategy to be left to chance. The more successful Supplier Diversity initiatives are formalized within an organization and integrated into procurement processes, rather than established as a stand-alone initiative.

By looking through the lens of consumer confidence and brand loyalty, it makes good business sense to optimize the advantages of incorporating diverse perspectives in developing products and services for today's marketplace. A supplier base should reflect the diversity and viewpoints of customers, team members, and the communities where you live and work. Establishing a Supplier Diversity program—and committing the budget, resources and talent necessary to ensure it succeeds—is among the smartest and highest value investments a company can make in its future.

Supplier Diversity offers corporations of all types and sizes an additional platform for advancing their overall commitment to Diversity, Equity & Inclusion. Especially as demographics continue to shift and a spotlight illuminates the social inequity and economic disparity often befalling diverse-owned companies and their communities, Supplier Diversity is the right choice.

“

INCLUSION AND FAIRNESS IN THE WORKPLACE . . . IS NOT SIMPLY THE RIGHT THING TO DO; IT'S THE SMART THING TO DO. ”

Alexis Herman | Former U.S. Secretary of Labor | Chair, Toyota Diversity Advisory Board



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DIVERSITY CHAMPIONS



*Welcome to Diversity Champions! This new segment of our newsletter features perspectives on diversity and inclusion from Toyota team members. In this edition, we are pleased to introduce you to our first Diversity Champion—**Sean Suggs**, Group Vice President, Social Innovation. Among Sean's many responsibilities at Toyota are the organization's community engagement, workforce development, inclusive mobility, and diversity and inclusion strategy.*

GET TO KNOW SEAN

Following eight years of proud service in the United States Army, Sean Suggs began his automotive career in 1988 at Toyota's assembly plant in Princeton, Indiana. During his tenure there, he held several roles including being named general manager of the facility's quality planning in 2008. He left Toyota to work briefly with Nissan, where he directed production quality at the company's Mississippi plant before serving as director of strategy, administration, and human resources at their North American headquarters.

Fortunately, Sean returned to Toyota in 2014 as vice president of manufacturing, vice president, and ultimately president, of TMMMS. While at Blue Springs, he was also on the board of the Mississippi Manufacturers Association and began serving on the state's Board of Education. He remains on the nine-member board and appreciates the opportunity to set inclusive education policies and standards while also supporting other nonprofit and economic development boards across Mississippi.

Now in his present role with Social Innovation, Sean's spirit of service, leadership, and versatile background drive his efforts to help Toyota build mutually beneficial relationships with diverse suppliers and collectively uplift our communities.

To help tell Sean's insight into diversity and inclusion and how he sees Supplier Diversity contributing to Toyota's competitive advantage in the marketplace, we asked him to respond to four questions. His enlightening answers (below) demonstrate his personal and professional commitment to "One Toyota."

1. What (or who) inspires you to champion diversity and inclusion at work and in your community?

I think of the people who came before me, my family, and those who will come after. My drive is to do everything I can to honor their legacy and bring forward programs that create lasting change inside and outside the company. That is why I got involved with the Mississippi State Board of Education, and most recently the work on the new Mississippi state flag.



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2. Where have you seen Toyota gain a competitive advantage through Supplier Diversity?

Prior to Social Innovation, I was President of TMMMS and on the board of the Mississippi Manufacturers Association. Supplier Diversity is a strategic advantage and strategic imperative, helping to address new challenges, changing consumer preferences, and bringing forward new innovations.

In my new role, I see our relationship with suppliers as a joint effort to collectively uplift our communities. Social Innovation has bold goals to address challenges holistically in our operational and customer service center communities across the country. But, we cannot do it alone. We need to engage our suppliers in this common purpose – creating pathways to high-demand jobs, addressing disparities in communities and so much more.

3. What are some diversity and inclusion resources --- books, podcasts, people or groups to follow on social media, publications, etc. --- you can recommend to readers?

I look for North Stars – companies that set benchmarks for diversity and inclusion. One of those companies is Walgreens and their work to employ people with disabilities.

This year, we are working on a “One Toyota” strategy around workforce development for people with disabilities, building on efforts at some of our plants including TMMI. A great book in this area is “No Greatness without Goodness: How a Father’s Love Changed a Company and Sparked a Movement,” by Randy Lewis. It speaks about his struggles to launch an employment program for people with disabilities and then its resounding success.

4. How can suppliers get involved in Toyota’s efforts?

We share common challenges, which require common responses. Whether affecting change in the community, creating access to opportunities, investing in our youth, improving the environment or fostering diversity and inclusion, we are looking to collaborate at all levels. It starts by reaching out and asking: What can we do together?



CELEBRATING WOMEN'S HISTORY MONTH | MARCH 2021

In honor of Women's History Month, we are pleased to share news and updates from our strategic partners, WBENC and WBE Canada.



WBENC | FOCUS ON THE FUTURE VIRTUAL SERIES

During March, WBENC featured a virtual event series focused on supporting their network of women business owners and those who support them. The series offered an engaging blend of education, inspiration, and conversations with dynamic speakers and exclusive networking opportunities.

As part of the WBENC series, Toyota was honored to host a phenomenal panel of women from our company along with several supplier partners. The session—"Toyota's Commitment to Women & Women-owned Businesses"—was moderated by Carla Neff (meet

her in this edition's Executive Message) and featured Toyota Executives Deb Schroeder, Bonnie Clinton, Christine Garramore and Earnée Gilling.

Also joining the panel were two WBE Toyota suppliers; Christie Wong Barrett, CEO of MacArthur Corporation (featured in this edition's Partner Spotlight); and Pam Isom, CEO & President of ICE Safety Solutions.

Our thanks to the panelists and to WBENC for the opportunity to participate in their outstanding March series.

WBE CANADA | WOMEN'S DAY EVENT & MAGAZINE LAUNCH

Our strategic partners at WBE Canada recognized Women's History Month with an online event and new publication—both offering ways for their WBEs to stay connected and continue moving forward in 2021.

WOMEN'S DAY WITH WBE CANADA | Certified and non-certified WBEs were invited to attend a half-day virtual event designed to celebrate the resiliency and innovation of Canadian women-owned businesses. The event also provided the tools and knowledge they need to access and win procurement opportunities in various business sectors.

The Women's Day with WBE, hosted online March 3rd, featured the organization's amazing women-owned businesses, celebrated female leaders, and built awareness around supplier diversity in Canada.

You can enjoy the first issue of this incredible new publication by clicking the link below:

[WBE Canada Magazine Issue 1-2 | FlipBooker](#)



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TEAM & EVENTS*



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, WBEC-ORV Board Member, 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, Dallas/Fort Worth 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, 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

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

MARCH

- 03 WBE Canada | Women's Day with WBE Canada
- 23 WBENC | Women's History Month – Educational Session Hosted by Toyota
- 24 Great Lakes WBC | ExecWE Program
- 25 SMSDC / WBEA | Collaborate & Innovate Meet-up

APRIL

- 08 SCMSDC | B3 Conference + Expo, Business Matchmaking
- 19 WBCS | Connections to Contracts
- 20 CAMSC | Diversity Procurement Fair
- 22 SRMSDC | Swing into Spring Golf
- 22 Mid-States MSDC | Procurement Fair

MAY

- 04 MMSDC | Minority Procurement Conference
- 06 TSMSDC | 28th Annual Impact Awards Gala
- 10 NMSDC | Leadership Week
- 25 Great Lakes WBC | WE Succeed

JUNE

- 02 WBEA | Business Expo & Matchmaking
- 09 SMSDC | Premier Face Time Expo
- 10 SRMSDC | Automotive Summit

***ALL EVENTS ARE VIRTUAL UNLESS OTHERWISE STATED**



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