



TOYOTA

2021

SUPPLIER DIVERSITY

NEWSLETTER

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**“
BY SETTING METRICS
FOR DEFINING
PROGRESS, KPIS
ESTABLISH A STEP-
BY-STEP PATHWAY
FOR DETERMINING
STRATEGIC PRIORITIES
AND PINPOINTING
AREAS NEEDING
ATTENTION WHILE
REMAINING ALIGNED
WITH THE COMPANY'S
TOPLINE GOALS.”**



Chuck Hendrix

SUPPLIER DIVERSITY
SR. MANAGER, PURCHASING
SUPPLIER DEVELOPMENT,
TOYOTA

Type ‘how to be more accountable’ into an online search bar and pages of articles, lists, and tips for improving personal and professional accountability will appear. Among the more prevalent—and likely most practical—accountability strategies center around stating specific goals, tracking them, and reporting results. In fact, those familiar with Toyota’s methodologies will recognize that very idea in action through the often-used phrase, “What gets measured gets done.”

A common business accountability method is to set Key Performance Indicators (KPIs) to plan, monitor, and measure activity against defined success criteria. Think of it this way: overall company goals establish the “why” and “what” a business seeks to achieve. KPIs support those goals by offering leadership teams a dynamic platform for aligning the company’s big picture objectives with specific “how” and “when” actions and strategies at the department or team level. By setting metrics for defining progress, KPIs establish a step-by-step pathway for determining strategic priorities and pinpointing areas needing attention while remaining aligned with the company’s topline goals.

Continually building relationships with more diverse-owned businesses will always be a leading KPI for Toyota Supplier Diversity. We are proud that our activities have yielded growth and earned recognition over the years. However, continuous improvement drives us towards a refreshed commitment to achieve even greater results. That is why we remain watchful of both qualitative and quantitative measures with our Tier I and Tier II suppliers and reinforce our resources, services, and support to retain forward momentum.

This edition of the Toyota Supplier Diversity Newsletter offers insight into what it means to be “Geared Up for Optimal Performance.” Our feature article takes a deeper dive into setting and maintaining KPIs, especially in context of Toyota’s “What Gets Measured Gets Done” mindset. We welcome CEO & President of Toyota Connected North America, Zack Hicks, to share his view of how our company’s digital future impacts performance factors. You will meet this month’s Diversity Champion Alok Vaish, Global Vice President, Parts Distribution and Accessory Development and our Supplier Spotlight, Jennifer Brown, Founder & CEO of Jennifer Brown Consulting as they share their perspectives.

We are also excited to announce details of “Automotive Industry Group Driving Diversity into the Tiers” - a virtual educational and networking event being presented on August 19th by members of NMSDC’s Automotive Industry Group (AIG). In addition, Toyota’s 2021 Opportunity Exchange will be taking place on Thursday, October 7th. For more details on both virtual events, see page 13. Plus, on that same page we’re celebrating winners of our recent ABM Awards as well as our recognition as one of DiversityInc’s Top 50 Companies for Diversity.

Thanks for your continued great work and support of Toyota Supplier Diversity!



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EXECUTIVE MESSAGE



Zack Hicks

EXECUTIVE VICE PRESIDENT AND CHIEF DIGITAL OFFICER,
TOYOTA MOTOR NORTH AMERICA
CEO AND PRESIDENT,
TOYOTA CONNECTED NORTH AMERICA

Zack Hicks is Chief Executive Officer and President of Toyota Connected and Executive Vice President & Chief Digital Officer of Toyota Motor North America. He develops solutions that excite Toyota's customers and anticipate their needs using advanced technology and predictive intelligence. At Toyota, Hicks is a member of the North American Executive Committee and serves as a board member for Toyota Connected North America and Toyota Connected Europe. He also serves as a member of the Board of Directors for Signet Jewelers Limited.

In 2019 Hicks was named an inductee to the CIO Hall of Fame by CIO Magazine. In addition, he was named of Dallas Business Journal's "Most Admired CEOs of 2018" and received the "2018 Leadership Excellence Award" from the Association for Information Systems. Most recently, Hicks received the 2021 DallasCIO Leadership CIO of the Year ORBIE Award.

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

As Chief Digital Officer, I lead Toyota's Digital Transformation & Mobility activities in North America overseeing various initiatives related to vehicle connectivity services and shared mobility. I lead a tremendous, multidisciplinary team that works across Toyota's ecosystem to help define and accelerate Toyota's mobility efforts and future business opportunities in coordination with other company business divisions.

As CEO of Toyota Connected North America, I lead a team committed to advancing mobility and mobility commerce technology through the power of data. The Toyota Connected North America team is made up of about 300 engineers and data scientists dedicated to helping businesses unlock their potential to move people, deliver goods, and meet their customers' evolving needs in new and innovative ways—from ride sharing, to delivery, to the next big idea.

2. How is your team providing optimal connectivity for all people?

We want to use technology to make peoples' lives better. Data is a powerful resource, and it can be used for so much more than targeted advertisements. It can help make the world a better place. It can be used to better understand human behavior and personalize the driving experience, from telematics services that learn from drivers' habits and preferences to user-based insurance pricing models that respond to actual driving patterns. These same predictive technologies can offer important benefits to society as well, with powerful insights that can be used to better safeguard people inside and outside of our vehicles.



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Zack Hicks

EXECUTIVE VICE PRESIDENT AND CHIEF DIGITAL OFFICER,
TOYOTA MOTOR NORTH AMERICA
CEO AND PRESIDENT,
TOYOTA CONNECTED NORTH AMERICA

3. Please share insight about your process for setting goals---especially in unfamiliar territory---and how those goals transform into mobility solutions.

Toyota is in the midst of a major transformation to become a mobility company. In order to provide mobility for all, our entire organization must venture into new and unfamiliar territory. A central part of this transformation is the ability for our team members to understand and anticipate evolving customer expectations, anticipate how our products can evolve to meet these expectations, and leverage new technologies to enable new products and services.

Having the ability to anticipate and get in front of the change is critical. Making the strategy clear for everyone involved is an important component to supporting this future goal, and setting the vision and focusing in on the intent of these long term goals is ultimately the responsibility of our leadership team. I see my role as collaboratively setting game changing goals with my teams and those across the company to make sure the technology and mobility efforts are aligned with the rest of the company. I also see it as a key responsibility for me and all leaders to remove the obstacles blocking our team. Through these efforts, we unleash the talent and innovation of our teams aligned with the goals of TMNA.

4. What's new on the horizon for systems, processes, and technologies?

A lot of our work will continue to be driven by the possibilities unlocked by Toyota's Mobility Services Platform (MSPF). MSPF is a global, cloud-based software platform that enables the use of vehicle data for a range of mobility services. MSPF is the digital backbone of Toyota's connected strategy and harnesses our deep analytic capabilities to provide an environment where businesses—from start-ups to multinational companies—can build commercial mobility applications that deliver more intelligent and effective services. Going forward, MSPF will be utilized for mobility services at the global level.

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?

Outside of work, I enjoy hiking and traveling with my family. In addition to living an active lifestyle, I enjoy experimenting with new technology.

“

WE WANT TO USE TECHNOLOGY TO MAKE PEOPLES' LIVES BETTER.

DATA IS A POWERFUL RESOURCE, AND IT CAN BE USED FOR SO MUCH

MORE THAN TARGETED ADVERTISEMENTS.

”



TOYOTA



Jennifer Brown *She/Her/Hers*

FOUNDER & CEO
JENNIFER BROWN CONSULTING



LOCATION: Home office in NYC / Consultants based across the country and globally

YEAR COMPANY FOUNDED: 2006

COMPANY WEB ADDRESS/SOCIAL MEDIA:

- www.jenniferbrownconsulting.com
- <https://jenniferbrownspeaks.com>
- www.linkedin.com/company/jennifer-brown-consulting

CORE COMPETENCIES: Diversity, Equity & Inclusion (DEI) Consulting

TOYOTA SUPPLIER SINCE: 2011

PRODUCTS/SERVICES PROVIDING TO TOYOTA:

Diversity, Equity & Inclusion consulting including workshops, leadership, coaching, and strategy

1. How did you/your organization connect with Toyota?

In 2010, I was fortunate to meet Jae Requiro—then National Director for Diversity and Inclusion at Toyota Financial Services (TFS)—while preparing for a panel I was moderating at a generational diversity conference. When TFS needed D&I training for their managers, Jae contacted us. And as a woman- and LGBT-owned supplier, I also knew Toyota’s Supplier Diversity team through memberships in both WBENC and the NGLCC.

2. How has your organization been able to achieve new or different levels of performance because of your experience working with Toyota as a diverse supplier?

Working with Toyota allows us to understand new processes and methods rooted in The Toyota Way including Kaizen and has assisted us in building out pilot programs dedicated to driving Toyota’s success.



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Jennifer Brown *She/Her/Hers*

FOUNDER & CEO

JENNIFER BROWN CONSULTING



3. What advice can you offer to companies, individuals, and organizations wanting to enhance their D+I commitment and/or Supplier Diversity processes?

We see two primary challenges, the first being a lack of ongoing communication. Companies often start DEI work, but either stop sharing news about their efforts or the work simply fizzles out when other priorities take precedence. Our recommendation is to establish a dashboard of ongoing DEI communications, both internally and externally.

The other barrier to success is when DEI is considered a compliance task rather than an action strategy. This became a hot topic in 2020 around the civil unrest due to the murder of George Floyd. Many companies were called out when their actions and behaviors did not align with public DEI statements. We believe the only way to drive meaningful and sustainable change is to have tactical strategies in place to support DEI messages.

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

Existing inequalities experienced by women and underrepresented groups in the workplace deepened during the pandemic. Specifically, the mass departure of women from the workforce negatively impacted critical gains in gender parity which had been achieved before Covid-19. Additionally, communities of color experienced disproportionately higher levels of unemployment and economic hardship.

Our country is in the throes of a racial reckoning with the appalling history of discrimination and oppression brought to the foreground. The Black Lives Matter movement, response to increased violence against Asian Americans, and fallout from the 2020 elections continue to motivate millions of Americans to rally for social justice and change.

Driving accountability will be crucial. For example, while numerous companies made strong public statements committing to DEI in the past year, many still lack inclusion of women and other diverse groups at the senior level. And companies need help ensuring equity in determining who returns to work post-Covid, who is hired into new jobs that have emerged out of the pandemic, and who is left behind.

Partnership-based community investments focused on accelerated pathways to increase education, training, and jobs are more critical than ever. All these elements will drive stronger alignment between DEI and CSR programs, and should further elevate DEI in strategic importance within organizations.

5. What's next for your company?

One of our key priorities is continuing to listen closely to our own team and responding to their needs during these unprecedented times. This past year's events catapulted DEI to the forefront and demand for our services accelerated exponentially. Now we are endeavoring to equally pay attention to providing space for dialogue, support, and mental health resources to our growing internal team here at JBC, acknowledging that we are a microcosm of the larger world.



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WHAT GETS MEASURED GETS DONE

The Academy Award-nominated theme song from the 1975 film *Mahogany* asked, “Do you know where you’re going to? Do you like the things that life is showing you?” Good questions in a memorable tune sung by the movie’s star, Diana Ross.

Now consider those lyrics in context of the workplace. Perhaps the song’s opening lines can also serve as a reminder that if business performance is falling below expectations, the time is right to reevaluate—or establish—stronger, more strategic company goals such as Key Performance Indicators (KPIs). KPIs increase the probability of achieving success by setting up a performance evaluation framework which includes accountability, measurable metrics, and target timeframes. Working within a structured goal development system also fosters collaboration by eliminating ambiguity about expectations and purpose.

If you have worked with or around Toyota at all, you are familiar with the phrase, ‘What Gets Measured Gets Done.’ In other words, when work progress can be tracked, qualified, and quantified, taking corrective actions or knowing which direction to move next propels everyone ahead on the journey of continuous improvement and optimized performance.

Now as you have Ms. Ross singing in your head, or if you Googled or brought the song up on your playlist, let’s look at goal-setting techniques that will better position you to say, “Yes!” when asked if you not only know where you and your business are headed, but that you are pleased with the direction and outcomes.



THE PSYCHOLOGY OF GOAL-SETTING

What if you went about every day aimlessly, talking to others without a reason, and not having any aspirations for yourself or those around you? How would you feel? After a while, most people would likely find themselves feeling frustrated, probably more than a little bored, and possibly in need of finding a purpose.

Psychological studies indicate goal-setting—personally and professionally—as an essential tool for self-motivation and internal drive, giving meaning to actions and fulfilling a purpose of achieving something meaningful. Goals play a prominent role in framing the way we see ourselves and others. A person who is focused and goal-oriented is likely to have a more positive approach towards life and perceive failures as temporary setbacks, rather than personal shortcomings. The same basic principle can likewise apply to business. Companies with goals in place are better positioned to effectively address difficulties and more resilient to changes happening around them.

Psychologists and mental health researchers associate goals with higher predictabilities of success for three key reasons:

GOALS INVOLVE VALUES

Studies indicate the more we align our core values and principles, the more likely we benefit from our goal plans.

GOALS BIND US TO REALITY

Time for a reality check! Setting goals increases awareness of strengths and weaknesses, driving actionable choices aligned with potential.

GOALS CALL FOR SELF-EVALUATION

Successful accomplishment of goals is a clear indicator of success. We do not need validation from others once we have achieved the goals we set.

The act of setting goals provides a roadmap of where we are going as well as the right way to get there. The plan holds us in perspective, in fact, studies have shown that when we train our mind to think about what we want in life and work towards reaching it, the brain automatically rewires itself to acquire the ideal self-image and makes it an essential part of our identity. Fulfillment results when goals are achieved. But if objectives are not realized, our brain keeps nudging us until the target is hit.

SETTING & TRACKING KPIs

Among the more popular goal-setting methods in business are Key Performance Indicators (KPIs)—performance metrics that measure specific goals for businesses across all sectors. Sometimes referred to as KSIs (Key Success Indicators), when designed and implemented properly they can define the direction of a business, provide essential feedback, and help organize individuals, teams, projects, or entire businesses to optimize performance.



THREE OF THE MOST COMMON TYPES OF KPIs ARE:



Company-based | Although company KPIs might sound rather broad in its ambitions, they can be, and in fact typically should be, focused on specific areas of company performance such as efficiency, revenue, customer service, marketing effectiveness, and employee metrics.



Project-based | Measuring the value of a project is key to understanding how successful it is in a broad sense, which aspects are working well, which aspects are underperforming, and how to cultivate fruitful and realistic goals. Tracking new projects such as product launches, process implementations, and customer loyalty campaigns can follow benchmarks of similar successful activities or best practices to monitor qualitative results.



Team-based | KPIs for teams are one of the most varied as each group requires vastly different insights. While a financial team will likely be tracking revenue, expenses, profit, and cash flows, a sales team may cover customer capture, average deal size or revenue targets. And while a customer support team might focus on customer satisfaction and measure survey results or caller wait times. Marketing groups often require some of the most complex KPIs, from brand awareness, campaign reach, and generated sales as their focus while HR teams may measure how long it takes to fill a position and the number of responses to a given job posting.

A KPI is as strong as it is versatile, whether measuring finances and evaluating employee productivity to the status of a job in progress. KPIs offer a guide to help company owners and leadership guide and achieve business success by tracking activity through data—providing honest feedback on both general and specific performance factors.

TOP THREE KPI MEASUREMENT TIPS

1. Keep in mind that employing too many KPIs for any aspect of a business can dilute its focus and confuse matters greatly.
2. Knowing how to measure a KPI is a matter of defining specific goals from the outset. For example, a startup is likely to be more interested in tracking how many new customers are being brought to the business than an established public company, who might be more focused on tracking share price and profit.
3. Additionally, remember to set goals that are carefully planned, clearly defined, and achievable. KPIs are about focused data, not setting ambitious targets that can skew performance away from cohesive strategies.



A SMARTER APPROACH

One of the most effective ways of evaluating the effectiveness and appropriateness of a KPI is the SMART criteria. George T. Doran coined this rule in 1981 in his management research paper on the Washington Power Company. Since then, SMART goal-setting has become one of the most popular psychology-based tools for increasing productivity. Researchers recently added two more constituents to the standard, calling it the SMARTER rule.

Specific

Each goal defines expectations by targeting a particular area of functionality and focuses on building it.

Measureable

The results can be gauged quantitatively or at least indicated by some qualitative attributes. This helps in monitoring the progress after executing the plans.

Achievable

The goals are challenging within reason and targeted to suitable people. They are flexible by considering that no single rule suits all.

Realistic

They are practical and planned in a way that would be easy to implement in real life. Goal is aligned to a higher level business unit goal.

Time-bound

Connecting to an element of time makes the goal more focused and provides a time frame for task achievement.

Ethical

The objectives and methods of execution follow professional and personal ethics.

Rewarding

End results of the goal-setting comes with a positive reward and brings a feeling of accomplishment to the user.

CONCLUSION

Incorporating the accountability of establishing and tracking goals falls in line with the idea of 'What Gets Measured Gets Done'. Research has substantiated the strong connection between goal-setting and success, making the process a worthwhile investment of your time and energy.

In our personal lives, the commitment to setting goals and strategies to achieve them can contribute to an overall sense of well-being and accomplishment. Experts often recommend starting with smaller or short-term goals to establish the habit. The insight and confidence gained from meeting those objectives can encourage pursuit of even larger and longer-term goals which can generate meaningful changes in lifestyle, relationships, and more.

On the business side, KPIs offer opportunities to review company performance through an objective lens. Much like KPIs, diversity has also been proven to maximize growth, collaboration, and comradery within the workplace. Working from a fact-based assessment fosters the development of a more realistic path towards future possibilities. Starting a business—not to mention ensuring growth and sustainability—takes a lot of dedication and effort. Establishing KPIs can elevate success factors by identifying shortfalls earlier in the process and integrating new efficiencies that reposition you to remain competitive, innovative, and viable.

“ PLAN YOUR WORK FOR TODAY AND EVERY DAY, THEN WORK YOUR PLAN. ”

Margaret Thatcher | Former Prime Minister of The United Kingdom; 1979-1990



DIVERSITY CHAMPIONS



*Welcome to Diversity Champions, a segment of our newsletter featuring perspectives on diversity and inclusion from Toyota team members. In this edition, we are pleased to introduce you to **Alok Vaish, Group Vice President, Parts Distribution and Accessories Development (PDAD).***

Get to Know Alok

Since joining the company in 1992 as a kaizen engineer in Toyota Logistic Services (TLS), Alok has held several management positions at Toyota including supplier development, procurement planning, supply chain improvement, strategic planning, field operations, and systems planning. Prior to assuming his role with PDAD, he completed a two-year assignment in Parts Operations Division of Toyota's World HQ in Nagoya, Japan, helping increase sales and customer service by supporting distributors in Europe, Africa, and America.

Alok's experience in the automotive industry began after graduating with a bachelor's degree in mechanical engineering from Birla Institute of Technology and Science in Pilani, India, when he got a job with Tata Motors. Tata had always been a big admirer of the Japanese automotive industry, so Alok was introduced early in his career to concepts such as kaizen and the Toyota Production System.

After two years at Tata, Alok immigrated to the U.S. and earned an MBA with a concentration in finance at the University of Utah in Salt Lake City. He worked as an operations manager at Quality Fabrication, Inc. (a sheet metal manufacturer) for six years before returning to the automotive industry at TLS in Portland.

We asked Alok to share his insight into how D+I shapes his professional journey and impacts performance for his team. His responses reflect his personal and professional dedication to "One Toyota" and "Mobility for All."

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

I oversee activities of PDAD, the group responsible for providing exceptional customer experience with a wide choice of high-value parts and accessories, delivered as needed to our customers. Our team's primary functions are to:

- Develop Genuine Accessories and Market Value Parts (MVP), offering customers choices from a large portfolio at competitive prices.
- Provide efficient fulfillment with high quality and lowest cost by managing manufacturing parts supply chain from supplier to North American Manufacturing Companies as well as to North American (NA) dealers and worldwide distributors where NA vehicles are exported.

2. What inspires you to champion diversity and inclusion at work and in your community?

I identify closely with "Respect for People"—a strong core value of Toyota and key aspect of our company's commitment to D+I. Focusing on D+I creates a strong sense of 'belonging' in individuals as we can be comfortable knowing that we can bring our whole selves to work.

Plus, D+I promotes greater engagement among team members, invites new ideas and innovation to our business, and promotes productive relationships within our communities.



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3. In what ways have you seen D+I inspire meaningful goal setting and/or improve Toyota's performance?

Achieving top performance is dependent on recruiting, developing, and retaining top talent. I feel that Toyota's approach to inclusive hiring supports that objective by encouraging people from a wide range of backgrounds and experiences to apply for various roles. This demonstrates that we welcome and value diverse thinking.

Another important way D+I drives high performance is through purposefully partnering with Indirect Procurement to increase our diverse/women-owned business spend. My teams are continually encouraged to consider diverse-owned companies as supplier candidates when making contract decisions regardless of spend—from the big expense areas such as manufacturing and service parts logistics down to local catering spend across our field operations. These relationships enable us to help create supplier sustainability and support their long-term success.

Another important internal D+I initiative has been the expansion of Business Partnering Groups (BPGs) across our Parts Supply Chain Operations (PSCO) Field Network which includes Parts Centers and Parts Distribution Centers. The BPGs are providing our production team members with the ability to experience new leadership opportunities and community outreach at their local sites.

PDAD is committed to help build a stronger Toyota, and I am especially proud that we are continuing to move up in our DiversityInc rankings. Using the D+I tools among my division continues to drive action among our team. A specific example is PDAD's Organizational Excellence department's efforts to provide tools through web meetings, training, videos, etc. to develop team members and enhance their genuine sense of belonging here at Toyota.

4. What are some of your favorite D+I resources — books, podcasts, people, or groups to follow on social media, publications, etc. — you can recommend to readers?

When we broaden our exposure, we better understand the value of other points of view. Variety is key—rather than a single source, the approach I personally take is to leverage the many resources that are available to us. I encourage team members to check out TedTalks, social media articles, and many of the excellent books written about D+I, to name a few.

Within PDAD, our Organizational Excellence department holds a monthly training session on Diversity, Equity & Inclusion topics such as Medomi (a Japanese term for taking care of our team members as if they were family), empathy, multi-generational workforce, etc. These can help shape perspectives as well.

And while we often look to external sources such as academic papers or articles written by big name consultancies, we mustn't overlook our own company as a tremendous source of learning. Toyota team members have so many stories to share about their own experiences and personal growth in D+I. In fact, this is where I gain most of my learning. Listening to understand enables us to expand our minds and learn more deeply about others.



Q2 HIGHLIGHTS

CONGRATULATIONS TO ABM WINNERS!

A highlight of Toyota's Annual Business Meeting is the announcement of the year's Supplier Diversity winners. Selected from Toyota's Direct Tier 1's, the 2021 honorees were recognized for top performance in their supplier diversity programs. A special congratulations to Adient for their outstanding achievements and Superior award.

- **Superior Supplier Diversity:** *Adient*
- **Excellent Supplier Diversity:** *Gentex Corporation, Tenneco*



Jessica Berry, VP Toyota, at Adient

AIG MEMBERS PRESENT SUPPLIER DIVERSITY EVENT AUGUST 19

Toyota and nine fellow members of NMSDC's Automotive Industry Group have collaborated to present a new informational programming and networking event. This virtual trade show will provide certified diverse companies an opportunity to showcase their products and services and meet with Tier I Suppliers through the safety of a computer screen. Each of the Tier I Suppliers has been hand-picked by the OEM's and all have supplier diversity programs in place.

"AUTOMOTIVE INDUSTRY GROUP DRIVING DIVERSITY INTO THE TIERS"

THURSDAY, AUGUST 19 | 11AM – 4PM EST

Attendance is free and advance registration required. To reserve your place: aig.virtualfusions.com



TOYOTA RANKS 7TH ON DIVERSITYINC'S TOP 50 COMPANIES FOR DIVERSITY

In May, DiversityInc named Toyota Motor North America one of its 2021 Top 50 Companies for Diversity®, ranking 7th—up from 10th last year.

TOYOTA ALSO WAS RECOGNIZED AS A TOP COMPANY IN SIX DIVERSITYINC SPECIALTY LISTS INCLUDING:

- **Top Company for Environmental, Social, and Governance**
- **No. 1 Top Company for Board of Directors**
- **No. 2 Top Company for Executive Diversity Councils**
- **No. 5 Top Company for Talent Acquisition: Women of Color**
- **No. 9 Top Company for LGBTQ Employees**
- **No. 12 Top Company for Black Executives**

The DiversityInc Top 50 list, issued yearly since 2001, recognizes the nation's top companies for diversity and inclusion management. Toyota is proud to be the only automotive manufacturer currently ranked in the DiversityInc Top 10.

SAVE THE DATE: OPPORTUNITY EXCHANGE 2021 IS HAPPENING VIRTUALLY ON OCTOBER 7TH, 2021

We are excited to announce the return of Opportunity Exchange for 2021. Presented in a virtual format this year, the event will offer diverse businesses a platform for connecting directly with Toyota's Tier I Suppliers seeking specific products and services.

Watch for additional details and registration information coming soon at onetoyotasupplierdiversity.com!



Noon – 1pm EST | Welcome Program
1 – 4pm EST | Virtual OE Tradeshow



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JULY 2021

JULY

- 12 DISABILITY:IN | Annual Conference
- 19 NMSDC | National Program Managers' Seminar
- 21 WBCS | Austin Insights
- 22 SRMSDC | Diverse Automotive & Mobility Summit
- 26 MMSDC | Golf Outing | Rochester, MI
- 27 Southwest MSDC | Stakeholders Meeting

AUGUST

- 05 NVBDC | Doing Business with the Federal Reserve Matchmaker Event
- 09 NGLCC | International Business and Leadership Conference
- 19 NMSDC AIG | Joint AIG Supplier Event
- 23 MHCC | Golf Outing | Lake Orion, MI
- 23 DFWMSDC | Golf & Tennis Classic | Farmers Branch, TX
- 25 SRMSDC | Gateway Business Expo & Impact Awards
- 25 WBEA | Business Conference & Matchmaking
- 26 TSMSDC | 2021 Impact Awards

SEPTEMBER

- 09 WBCS | Harvesting Partnerships
- 13 WBEC ORV | Catch the Wave
- 13 TSMSDC | Business Marketplace
- 23 SMSDC | Diversity at the Border
- 28 WBCS | Connections to Contracts: Austin
- 28 GLWBC | Women's Business Conference
- 30 CAMSC | Business Achievement Awards



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
- Opportunity Exchange
- Driving Impact – a Toyota/Adient Business Module
- Organizations: AIG Treasurer, BDR



Tim Yamada MANAGER

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



Adrina Walker ANALYST

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



Alyssa Kirkopoulos ADMINISTRATOR

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

SUPPLIER DIVERSITY TEAM TRANSITIONS



The Supplier Diversity Team is pleased to welcome Mia Rinaldi to our group as Supplier Diversity Co-op. Mia attends Indiana University where she's studying Supply Chain Management and Sustainable Business. She will be with us until mid-August, assisting with various projects. We look forward to Mia's fresh perspective and contributions to our team.



We are pleased to introduce Beatrice Liau as a new Analyst on the Supplier Diversity Team. Beatrice joined Toyota in 2017 and has held several roles in Purchasing. Her experience as a buyer and knowledge of Toyota's purchasing methods will add tremendous value to our Supplier Diversity processes and support of diverse suppliers.

Beatrice's responsibilities will include Tier I Program Management, Opportunity Exchange, and supporting relationships with key partners.



We bid a fond farewell to Erin Caudill as she recently moved into a new role in Supplier Relations. Erin had been an Analyst with Supplier Diversity for six years. During her time, she had responsibility for Tier I reporting, Tier 2 reporting, Opportunity Exchange and Power of Exchange program details, and sustaining relationships with multiple partner organizations, among other responsibilities. We appreciate all Erin helped our team accomplish these past years. While we will miss her smile and 'Can Do!' attitude, we know Erin will be successful and valued on her new team.



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