



TOYOTA

2021

SUPPLIER DIVERSITY

NEWSLETTER

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**“ BUT HOW CAN
YOU MITIGATE THE
NEGATIVE ASPECTS
OF RISK-TAKING AND
AVOID WASTING
TOO MUCH ENERGY,
BUDGET AND TIME
ON SOMETHING
THAT DOESN'T
PERFORM WELL IN
THE REALITY OF THE
MARKETPLACE? ”**



Chuck Hendrix

SUPPLIER DIVERSITY
SR. MANAGER, PURCHASING
SUPPLIER DEVELOPMENT,
TOYOTA

Surely, I'm not the only one who sees advertising for a seemingly odd new product or notices an unusual item on a restaurant menu and wonders, "Who came up with that wild idea...and why?" Maybe they know something we don't. After all, taking risks is a completely acceptable way to generate business growth and increase engagement with target audiences, especially in reaching new customers. But how can you mitigate the negative aspects of risk-taking and avoid wasting too much energy, budget and time on something that doesn't perform well in the reality of the marketplace?

Perhaps the answer is as straightforward as starting with a deeper understanding of what your customers really want or need, then applying that insight to product or service development. Sounds like an obvious strategy, but I'm always surprised to hear about a company promoting an expanded capability or "breakthrough" technology without any real thought of who their customers might be, much less if they're offering something people want or need.

But doesn't this idea discourage challenging the status quo or reduce innovation? Quite the opposite if you ask me! I believe these concepts work best together when they're taken in context of alignment—checking to be sure what you're offering lines up with the needs and expectations of others. Toyota is doing this successfully, for example, as we consider the diverse needs of our customers as we advance Mobility for All. Your business might do the same not only for your clients, but also in how you organize workflow, compensate employees or provide volunteer resources within your community.

In this edition of the Toyota Supplier Diversity Newsletter, we explore various ways to "Check Your Alignment" as a strategy for maintaining forward momentum in business. We asked Jack Hollis, Senior Vice President of our Automotive Operations Group, for his big picture perspective in our Executive Message [see page 3], and introduce (or reintroduce) you to David Fernandes, recently appointed President of Toyota Motor Manufacturing Mississippi, Inc., as our Diversity Champion [see page 11]. Longtime Toyota Supplier, EnovaPremier, shares an update in our Partner Spotlight on [page 5] and our Feature article on [page 7] offers practical techniques and tools for improving alignment across your business operations.

I'll close with a quick reminder that the Toyota Opportunity Exchange returns for 2021 in a virtual format on Thursday, October 7. You'll find event and registration details on [page 13]—our team looks forward to "seeing" you there for a great day of connections and networking!

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



TOYOTA

EXECUTIVE MESSAGE



Jack Hollis

SENIOR VICE PRESIDENT
AUTOMOTIVE OPERATIONS GROUP
TOYOTA MOTOR NORTH AMERICA, INC.

Since joining Toyota in 1992, Jack Hollis has held multiple national and regional management positions for both Toyota and Lexus. He currently serves as Senior Vice President, Automotive Operations Group, with previous roles including Group Vice President and General Manager of the Toyota Division, Group Vice President of Toyota Marketing and Vice President of the Scion division, among others.

Hollis has twice been named an Automotive News All-Star and, in 2017, was named by Business Insider as one of the world's 50 most innovative CMOs. He was also named to the AdWeek 50 in 2018.

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

As Toyota's Automotive Operations Group Senior Vice President, my team and I are responsible for the overall revenue generation and operations for Toyota and Lexus in the United States, Mexico and Puerto Rico as well as assisting in Canada. Specifically, we lead all sales, market representation, marketing, Toyota Racing Development (TRD), customer relations and parts and service activities.

I like to think of what we do in our group, is ensure every relationship we build across our Toyota and Lexus families—from our 1,500 dealers to every showroom guest and customer—exceeds all expectations.

2. What strategies can you recommend and/or do you utilize for ensuring team performance remains aligned with the company's business goals and objectives?

My top strategy is to serve and ensure each teammate is equipped and prepared to meet the company's business goals. To get there, I believe in a "People First" approach to leadership. By placing people before performance, I believe we become far better positioned to empower our teammates with the tools, relationships, and resources they need to successfully carry out not only immediate goals, but also meet long-range strategic objectives.



A "SPORTY" TOYOTA CONNECTION

As we researched content for this edition of the Toyota Supplier Diversity Newsletter, we discovered a unique connection linking our Executive Message from Jack Hollis to the Partner Spotlight featuring Ed Rigaud of EnovaPremier.

Jack, Senior Vice President of Toyota's Automotive Operations Group, played two seasons for the Cincinnati Reds following his college career with Stanford University's NCAA National Baseball Championship team.

In responses to his Partner Spotlight questions, Ed, founder and Chairman of longtime Toyota Supplier EnovaPremier, shared that he is currently co-owner of the Cincinnati Reds.

No wonder these two gentlemen are always ready to hit it out of the park for Toyota!



TOYOTA



Jack Hollis

SENIOR VICE PRESIDENT
AUTOMOTIVE OPERATIONS GROUP
TOYOTA MOTOR NORTH AMERICA, INC.

3. How have you seen Diversity + Inclusion at Toyota generate a stronger culture of innovation in support of 'Mobility for All'?

In addition to my current SVP role, I also have the honor of serving as the Global Marketing Officer for Toyota's Global Olympics and Paralympics Sponsorship. This is where I've seen the true transformational magic of Toyota's evolution from being a global automotive company to a global mobility company come to life. After all, what better venue and forum for putting our stake in the ground than on the stage of the world's largest athletic competitions?

I'm especially passionate about the relationships Toyota is building with our Team USA Paralympians, incredible people with what I refer to as Super Abilities. They are, and represent, a segment of society almost universally excluded and underserved on every level. We asked each member of Toyota's USA Paralympic Team, "What do you need to be more mobile?" and their responses are driving some of the most innovative devices and technologies ever developed at Toyota. Through working together with them, we have new opportunities to deliver on our promise of mobility—and happiness, joy, freedom, and dreams! — for all.

There's no greater satisfaction than being positioned to elevate these stories and expand the reach of our advocacy for meaningful D+I, while changing lives and perspectives by creating opportunities to innovate. I get choked up thinking about one of our athletes telling me, "My life has changed forever because Toyota keeps pushing for me."

4. As Executive Advisor to a Toyota Business Partnering Group (BPG)---Toyota Christian Fellowship---in what ways have you experienced the value of having an inclusive corporate culture?

When we launched Toyota Christian Fellowship (TCF) in 2019, we decided to choose one key word as our mission. After exploring and discussing countless options, we selected "servanthood." As a result, TCF has built our activities on inclusively serving our fellow BPGs as well as other groups across the company who serve us, such as team members providing food and janitorial services.

We've discovered that this spirit of collaboration and filling in the gaps allows us to nurture relationships beyond simply being a partner. Our faith and values are being shown in very real ways through our actions, contributing to a culture which is vibrant and welcoming.

5. Our readers would enjoy learning more about you on a personal level. Would you share a bit about your activities and interests outside of your work at Toyota?

Of course! First is my love for my "Team Hollis" family. I have the greatest wife in the world and together we have four incredible kids. So, whatever we can do as a family is my #1 interest, especially if it's outdoors. Secondly, I'm competitive about everything and enjoy running, basketball, golf and recently took up pickle ball.

My family and I are dedicated to our ministries, both locally and globally. We appreciate being able to serve people who are too often overlooked, forgotten or otherwise in need. I especially enjoy opportunities to coach or mentor young men and being a positive role model in their lives.



TOYOTA



Ed Rigaud

CHAIRMAN
ENOVAPREMIER, LLC.



LOCATION: EnovaPremier of Kentucky, LLC. (TMMK), and EnovaPremier of Indiana, LLC. (TMMI)

YEAR COMPANY FOUNDED: 2007

COMPANY WEB ADDRESS/SOCIAL MEDIA: www.enovapremier.com

CORE COMPETENCIES:

EnovaPremier's core competencies are logistics, assembly, sequencing, and traceability. Specific products and services include the assembly and just-in-time sequencing of tire/wheel assemblies.

TOYOTA SUPPLIER CATEGORY (TIER I OR TIER II): Tier I

TOYOTA SUPPLIER SINCE: 2007

PRODUCTS/SERVICES PROVIDING TO TOYOTA: Tire & wheel assemblies

1. Tell us a bit about yourself and EnovaPremier.

After 36 years, I retired as a Vice President of Procter & Gamble Company in 2001 and became an entrepreneur. EnovaPremier was founded in 2007 and we're proud to have become one of North America's most experienced tire and wheel assemblers with over 60 million assemblies produced. Our capabilities include the assembly and sequencing of tires and wheels for just in time (JIT) delivery to OEMs as well as logistics, sequencing, and traceability services.

In addition to our headquarters at the Louisville (Kentucky) Support Center, EnovaPremier has grown to five plant locations in Kentucky, Alabama, Indiana, and Michigan with nearly 400 employees company-wide. We are a certified MBE of the NMSDC and hold our IATF 16949/ISO 14001 certifications, as well.

Today, I serve as EnovaPremier's Chairman. I am also a co-owner of the Cincinnati Reds. I've been fortunate to assist my community and our country in many ways including being the first President/CEO/Executive Director of the National Underground Railroad Freedom Center, a member of the Ohio Board of Regents, serving on the National Institute of Museum and Library Services Board in Washington, DC., and a board member of the Federal Reserve Bank of Cleveland.

2. How has EnovaPremier achieved new or different levels of performance since becoming a Toyota Supplier?

Becoming a Toyota Supplier significantly influenced our culture. Our "EPIQ Way" (EnovaPremier Innovative Quality) — with values of Reliability, Integrity, Diversity and Excellence ("RIDE")— aligns with the principles of the Toyota Way. We focus on problem-solving based on Toyota Business Practice's eight steps and also adopted their "bad news first" stance as part of our integrity value.

We are more collaborative now with all stakeholders, including vendors, Tier II Suppliers and with industry organizations such as the Bluegrass Automotive Manufacturers Association (BAMA). In fact, many of our team members gain professional development experience by serving in BAMA leadership positions.



TOYOTA



Ed Rigaud

CHAIRMAN
ENOVAPREMIER, LLC.



3. What new strategies has EnovaPremier implemented because of the COVID-19 pandemic?

The pandemic expanded our approach to collaboration as we recognized when it comes to health and safety, working together is far better than competing. For example, we improved the ways we exchange information with other suppliers and customers by leaning into technology. Many of our processes pivoted to a virtual format not as a replacement, but as an enhancement. And, like so many others, we became much more deliberate about business travel.

Protecting the overall well-being of our team members has taken on a higher level of importance because of the pandemic. We instituted new health protocols including temperature checks and making sure we connect with team members to understand their personal needs outside the workplace, such as childcare.

We recognized that offering more flexibility within our workforce allows us to find talent outside of our traditional geographic areas. Most of all, the COVID-19 experience reinforced our belief that people are resilient, and together we can overcome almost anything. This a key strength we had undervalued.

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

Innovation comes from diverse teams and I believe everyone wants to and can contribute to society in a creative and meaningful way. Unfortunately, access to opportunities and resources such as capital is far from being equal to all people and all businesses in the United States. It is important for us to continue to work on more inclusive capitalism for all.

The civil unrest in 2020 was a certain sign of there being much more work to be done. We have a responsibility to open more doors of opportunity for those who are underserved and under-represented.

"Inclusion" is a key underlying principle supporting supplier diversity. And since inclusion is a more natural, human condition, it offers many inherent advantages for all businesses. Inclusion...

1. Promotes collaboration and brings in new thoughts and different ways of thinking to enhance innovation.
2. Greatly expands the marketplace for talent acquisition and retention.
3. Encourages healthy competition and job fulfillment.
4. Allows purpose-driven work, which goes hand-in-hand with inclusion to achieve success and happiness for everyone on the team.

Diverse-owned businesses tend to have an intrinsic understanding of the importance of diversity, equity and inclusion (DEI) and consequently are more likely to hire and promote people of all races, genders and backgrounds. Hopefully this emphasis on diversity will ultimately be the conventional and preferred way for all businesses. Toyota and its diverse suppliers understand and live these principles every day.



TOYOTA



CHECK YOUR ALIGNMENT

Unlike vehicles, people and teams don't have a 'check engine' light to alert that a problem is looming. If you hear a strange sound from under the hood or feel a wobble when holding the steering wheel, you make an appointment at the service center. Then, a trusted pro can address the obvious issues and run diagnostic tests to help identify any underlying troubles before further damage occurs.

But what happens when your team isn't hitting on all cylinders? Maybe things just feel off somehow. Perhaps performance levels are dragging, or quality standards aren't being met. What's really behind the missed deadlines and feelings of discontent?

The road can get pretty rocky in business, so chances are good that a checkup is in order. A lot can go wrong when an organization and its people aren't aligned. And when a team falls out of step with the company's strategic goals, they often experience frustration when projects stall and tensions increase between working groups.

Just like the analytical tools service center pros use to troubleshoot problems with your vehicle, sharpening your awareness of alignment issues—and understanding how to get back on track—can ensure a smoother ride and more pleasant journey for everyone involved.



ADDRESSING INTERNAL MISALIGNMENT

When your wheels are out of alignment, not only does driving safely become increasingly difficult, but also possibly dangerous because of the uneven balance and wear of the tires. What you may not immediately notice, however, is the misalignment causing the vehicle's fuel efficiency to diminish or that other mechanical damage is transpiring every time the engine starts.

The same can happen in your business, with mediocre performance, continual errors and personnel issues emerging over time as symptoms of potentially damaging disconnects within the organization. From company culture and talent retention to financial performance, all aspects of your operations could be at risk.

Some signs of trouble become obvious in context of organizational misalignment. Any of these seem familiar?

Work Overload | Perhaps one of the most obvious signs of organizational misalignment is your people being severely overworked. Perpetually working late/ long hours can lead to burn out, with people developing anxiety or depression if pushed too hard. Not prioritizing the emotional well-being of your people can generate serious damage, to the individuals as well as to your business. Instead, foster a workplace which prioritizes company alignment, balanced workloads and ample team support.

Failed Communication | Missed connections and poor communications go hand-in-hand, with employee disengagement being the unfortunate outcome. In some cases, the communication failure is actually a matter of over-communicating rather than not sharing enough information. This usually springs from the insecurities of people in lower levels depending on management to give them precise direction. Which leads us to...

Disconnection | People working in isolation rather than as a team? Too much "us" versus "them" mentality between departments? Making sure everybody feels connected to the company's big picture and knows they are contributing in meaningful ways helps establish healthier working relationships. Higher engagement results when people know they matter to others and the work they do is essential to the "whole."

Lack of Empowerment | Does it seem like your people have to constantly ask questions and seek permission to make day-to-day decisions? That's a high indicator of problems in organizational alignment and management's breakdown in setting clear expectations and well-defined responsibilities. Empowered, aligned teams understand that everyone is working toward shared business goals and have a clear vision of the organization's top priorities and challenges.

Missed Milestones | Are deadlines merely a suggestion at your organization? Are you finding it necessary to delay shipments or reschedule client meetings because of the chaos? Motivated people keep timelines on track because they feel invested in the company's good reputation and success. Letting deadlines drop can be a sign of people feeling underserved or unappreciated. Good reason for an alignment check!

No Accountability | Finger-pointing and shifting blame is another indication of misalignment. When someone isn't willing to take responsibility for their mistakes, they may not feel safe or feel "allowed" to be imperfect. Maybe they're scared of losing their job because of an unforgiving or inflexible office environment. Either way, time to evaluate what's missing in your business culture.

If you recognize some of these indicators, you're not alone. Companies of all types, ages and sizes find themselves in need of self-reflection and recalibration from time to time. Pat yourself on the back for looking within and making a conscious decision to move your company and your people forward in a more aligned fashion.



NOT SURE WHAT'S WRONG? ASK!

Too often leadership tries to tackle misalignments and misfires on their own. Sounds like a good idea, but without insight from team members, the efforts may seem inauthentic and fall flat in execution. When people feel safe to provide honest feedback (without fear of negative consequences or retribution), leadership can work together with their people to make smarter, well-informed changes about communication, processes, and other business operations.

Through interviews or surveys (the more anonymous, the better) you can get feedback from your people by inviting them to voice their opinions. For example, you could learn about their:

- **Feelings about how their role within the company contributes to overall company goals.**
- **Experience of how roles of other team members complement or hinder their own part in reaching company goals.**
- **Recommendations for how roles and processes can be changed or improved to better reach company goals.**

Consulting an outside company specializing in employee surveys may enhance the comfort of your employees and offer expert analysis and recommendations. Check your local diverse-business directories or ask your colleagues for referrals.

GETTING IN STEP WITH CUSTOMERS

Adopting a customer-first mindset often guides business leadership towards a more comprehensive level of harmony and alignment. This entails developing a strategic business plan centered around meeting customer needs and creating pleasant brand experiences. Methods include incorporating special services or features that enhance value in the hearts and minds of customers as well as shoring up your communications and marketing. The resulting beneficial relationships between the customer, employees and the company increase the likelihood of making all stakeholders happy in the process.



REFLECTING ON THESE SEVEN QUESTIONS CAN SET A PRACTICAL ROADMAP FOR IN DETERMINING IF YOUR BUSINESS IS ALIGNING WITH CUSTOMERS IN MEANINGFUL WAYS:

1. WHO IS YOUR TARGET AUDIENCE? Develop a deep understanding who you are reaching (or who you want to reach) and the ways your business improves their buying experience. Paying close attention to customer and sales data can generate ideas for creating better products, services and marketing strategies.

2. WHAT CUSTOMER NEEDS ARE YOU FULFILLING? Once you identify your target audience, start thinking about their needs and goals. This helps you determine which goal(s) or need(s) your organization is best prepared to address. A strong brand presence and the ability to address a certain problem for your customer base will set you apart from competitors and prove your customer first mentality.

3. DOES A CUSTOMER-CENTRIC MINDSET FLOW THROUGH EVERY TEAM? Unfortunately, the customer service team holds sole responsibility for monitoring customer satisfaction in most organizations. But every function in your business can benefit from adopting a customer-first mentality. What your users think should matter to everyone in your company.

4. WHAT'S YOUR CRISIS COMMUNICATIONS PLAN? While you can't predict when a crisis will arise, you can plan how respond when one does. Having a crisis communication plan helps mitigate the negative effects a crisis may have on your brand reputation by clearly demonstrating the safety, opinions and support of your customers and employees is your main concern.

5. HOW CAN INNOVATION IMPROVE CUSTOMER EXPERIENCE?

Modernization and innovation are top keys to establishing a customer-first strategy. Attention to these aspects demonstrate your understanding of customer needs and your ability to anticipate how things may evolve throughout the customer journey—especially in context of your competitors. Being open to new ideas also shows your dedication to product and service quality, which goes a long way in building customer loyalty.

6. WHEN DO YOU COMMUNICATE WITH CUSTOMERS?

No matter how amazing your product, it won't matter if nobody knows who you are and what you do. A diverse marketing and communications strategy to support sales through a mix of direct messaging, newsletters, social media, print and digital advertisements increases the probability of meeting customers where they are. Trying to connect with your customers (instead of hoping they find you) reinforces that you work with them in mind.

7. WHEN'S THE LAST TIME YOU SURVEYED CUSTOMERS?

Surveying customers on a regular basis (quarterly, bi-annually, etc.) offers the best way to know if your customer-first strategy is effective. When you dig have access to customer feedback, you'll discover valuable insights into your target audience and can fuel your future decision-making.

CONCLUSION

Making it a priority to perform periodic alignment checks—internally and externally—provides your business with the opportunity to assess and catch misalignments before they spiral out of control. The process offers a structured way to support your commitment to continuous improvement and the habit of self-evaluation sharpens your awareness of detecting signs of potential trouble.

And, just like the peace of mind you have when getting back into your vehicle after a visit to the service center, we believe you and your team will discover a renewed sense of ease when working together in a more aligned working environment.





David Fernandes

PRESIDENT
TOYOTA MOTOR MANUFACTURING,
MISSISSIPPI, INC., (TMMMS)

Welcome to Diversity Champions, the segment of our newsletter featuring perspectives on diversity and inclusion from Toyota team members. In this edition, we are pleased to introduce you to David Fernandes, President of Toyota Motor Manufacturing, Mississippi, Inc., (TMMMS) in Blue Springs, Mississippi. He is responsible for all production and administrative functions at the manufacturing facility, which produces the Toyota Corolla and represents a \$1.3 billion investment.

Get to Know David

David's career with Toyota began in 1998 as a group leader at the company's West Virginia plant, where he worked his way up to assistant general manager with responsibility for the North American transmission business. In 2008, he was assigned to the Toyota Motor North American Production Engineering group and became general manager at Toyota Motor Manufacturing, Kentucky, Inc., in 2012.

Prior to his current role as President at TMMMS, David served as senior vice president of Toyota South Africa Motors, and as president of Toyota Motor Manufacturing, Alabama, Inc., where he also served as vice president.

Born in Kampala, Uganda, David's parents relocated their family to Indianapolis, Indiana, when he was four years old. He considers Indianapolis his hometown and attended Indiana University-Purdue University Indianapolis (IUPUI), graduating with a BSB in Business Administration and a BSB in Human Resource Management.

Prior to his career with Toyota, Fernandes was general manager at Rolls-Royce Aircraft Engine Corporation. His community engagement includes previous service on the Huntsville/Madison County (Alabama) Chamber of Commerce Executive Board of Directors, Business Council of Alabama (BCA) Board of Directors, BCA Manufacturing Advocacy Council, Committee of 100 and the University of Alabama Huntsville College of Business Advisory Board.

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



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1. You've had the opportunity to work with Toyota in North America as well as in South Africa. How did your international experience impact your perspective of Diversity + Inclusion?

With nearly 25 years working at Toyota, the concept of diversity and inclusion being the right thing to do has become fully ingrained in my approach to business. I fully believe in the advantages of ensuring diverse representation in all aspects of our business.

Working within a post-Apartheid cultural shift while in South Africa, I experienced the country purposefully transitioning towards a more inclusive society. Government-led initiatives such as the Broad-Based Black Economic Enterprise (BBBEE) included a scorecard to hold businesses accountable for meaningful change. BBBEE encouraged companies to integrate more black people in the workspace, support black-owned businesses, and give back to poor black communities affected by land repossession.

I found the people of South Africa were very open to the sometimes difficult conversations about race and historical discrimination, in fact more so than we are here in the United States. But most of all, my experience with Toyota's business model and commitment to D+I helped me ensure Toyota was not just moving the needle but doing so in the right way and for the right reasons.

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

As a person of a diverse nature myself---my mother is of African and Indian descent and my father is Indian---D+I are naturally a part of who I am. I know personally how it feels to be given an opportunity to participate and perform on a level playing field.

Having worked in several different communities with Toyota, I've seen time and again how diverse talent and diverse-owned businesses step up to the plate and deliver (sometimes out-deliver) their competition when presented with an opportunity. As a person of color, I've seen how being a plant President and active in the community resonates with diverse individuals and groups. I'm proud to be part of that representation.

3. In what ways do you believe Supplier Diversity strengthens Toyota's competitive advantage?

Basically, in all ways. Since we depend on our supplier base for nearly 80% of our component parts in manufacturing, ensuring the strength and sustainability of our diverse suppliers is essential. We need their ideas, their perspectives and their expertise to help Toyota meet customer demand and maintain our market leadership. And when all of us are actively participating in supporting Supplier Diversity, we become stronger and more viable as a company.

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?

I've been inspired by biographies of Nelson Mandela, from the time of his capture and incarceration through to his Presidency. He was a big enough leader to bring his enemies to the table for real conversations, which I respect.

Anything about Martin Luther King interests me. His example of peaceful influence is like none other.

I'm a big fan of Jay Shetty's book, "Think Like a Monk." He really was a monk, and I find his messages of peace and purpose to be very centering. His "On Purpose" podcast is one of my absolute favorites which I highly recommend to everyone!





We look forward to welcoming you to the Toyota 2021 Opportunity Exchange—presented in a virtual format this year. As always, the event will offer diverse businesses a platform for connecting directly with Toyota's Tier I Suppliers seeking specific products and services.

Certified diverse-owned companies are invited to attend the 2021 Opportunity Exchange at no charge. However, advance registration is required: virtual.easleyblessedmedia.com/e/toyotaoc2021

CONGRATULATIONS TO CHUCK HENDRIX

The Southern Region Minority Supplier Development Council (SRMSDC) recently named Chuck Hendrix, Supplier Diversity Senior Manager, as their Advocate of the Year. This recognition reflects Chuck's long-standing commitment to the development and growth of diverse suppliers as well as his advocacy for the inclusion of diverse-owned companies as direct and indirect suppliers with Toyota.

NEW DATE | AUTOMOTIVE INDUSTRY GROUP'S SUPPLIER DIVERSITY EVENT: DECEMBER 2

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, DECEMBER 2 | 11AM – 4PM EST

Attendance is free and advance registration required: aig.virtualfusions.com | Registration info TBD.

TOYOTA HONORED TWICE AS CORPORATION OF THE YEAR

We are humbled to be recognized as Corporation of The Year by both the Southwest Minority Supplier Development Council (SMSDC) and the TriState Minority Supplier Development Council (TSMSC). Our appreciation to the leadership and team members at SMSDC and TSMSC for their long-standing partnerships with Toyota and the outstanding work they do as advocates for MBEs and supplier diversity in their communities.



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THE ADIENT/TOYOTA DRIVING IMPACT BUSINESS MODULE

More than 10 years ago, Adient (Adient.com) and Toyota collaborated to create a specialized mentoring program that would not only directly benefit diverse entrepreneurs, but also advance corporate supplier diversity initiatives. The result was the launch of the Driving Impact Business Module—an 18-month-long program for a select group of diverse-owned businesses and corporate supplier diversity professionals.

One primary criterion for participation (required of both corporate and diverse businesses) is active membership with or certification from at least one major certification agency. Adient and Toyota agree this requirement is essential to support program best practices and to optimize supplier diversity impact.



36 CORPORATE MEMBERS AND 62 DIVERSE-OWNED COMPANIES HAVE GRADUATED FROM THE DRIVING IMPACT BUSINESS MODULE.

Program Process | *Corporation*

- **Assess current supplier diversity efforts to identify gaps.**
- **Customize program curriculum to advance their supplier diversity initiative. Presentations by subject matter experts/guest speakers (both within the automotive industry and throughout other industries).**
- **Emphasize corporation's sourcing needs and process improvement for identifying opportunities for diverse suppliers.**

Program Process | *Diverse Suppliers*

- **Assess business needs to determine curriculum.**
- **Align subject-matter experts to assist with their business growth and development through topics such as succession planning, marketing & sales tools, continuous improvement, building employee relationships.**

Mentoring is a key activity throughout the program, with Corporate participants mentoring diverse-owned businesses, Corporate peers mentoring each other, and in some instances, diverse suppliers mentoring their supplier peers. Most important, all participants work together through comprehensive training, knowledge sharing and networking activities.

Driving Impact participants need not worry about any competition in the program's space. All companies involved share the end goal of advancing supplier diversity throughout the entire network, making sure everyone is in a stronger position.



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Toyota



CONGRATULATIONS & THANKS TO TEAM USA & TEAM CANADA!

After a one year delay, we were finally able to cheer on the exceptional athletic talent and resilience of Toyota's Team USA and Team Canada members at the 2020 Tokyo Olympics and Paralympics during August and September. We appreciate the opportunity to have played a supporting role in their journeys to Tokyo and applaud all team members for so proudly representing their countries and Toyota on the world stage.

Catch up with stories and results from Toyota's 2020 Olympic and Paralympic athletes:

- **Team USA:** <https://pressroom.toyota.com/tokyo2020>
- **Team Canada:** <https://www.toyota.ca/toyota/en/about/olympics-paralympics>

Earlier this year, Toyota launched a first-of-its-kind program offering up to \$5 million in support and sponsorship opportunities to all U.S. Paralympic athletes. The effort furthers our company's support of Team USA Paralympic athletes, with funds available to those competing in Tokyo this summer as well as in those aiming to compete at the Paralympic Winter Games Beijing 2022.



TOYOTA

OCTOBER

- 05** CAMSC | Business Achievement Awards
- 07** Toyota | Opportunity Exchange
- 11** WBEA | Golf Classic & Silent Auction | *Tour 18 Golf Course*
- 25** NMSDC | Conference & BOF

NOVEMBER

- 02** TSMSDC | Business Marketplace
- 03** NVBDC | National Veteran Business Matchmaking Conference
- 09** WBE-Canada | Annual Conference
- 12** Mid-StatesMSDC | Annual Dinner Awards/Meet Us At the Movies
- 17** NGLCC | Back to Business Summit & Awards
- 18** WBEA | Connections Awards / Cutting Edge Awards

DECEMBER

- 02** AIG | Joint AIG Supplier Event
- 03** MHCC | Fiesta Hispana Gala
- 09** MMSDC | ACE Awards



MEET THE TEAM



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



Beatrice Liau **ANALYST**

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



Alyssa Kirkopoulos **ADMINISTRATOR**

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

SUPPLIER DIVERSITY TEAM CHANGES



The Supplier Diversity Team congratulates Chuck Hendrix, our Senior Manager, on his retirement. Chuck has been a steadfast leader to our group not once, but twice, during his 25 years with Toyota. His collaborative spirit, endless

advocacy for our Diverse Suppliers, and his expert coaching and encouragement will be missed by the SD team and many team members throughout Toyota North America.

Thanks for everything, Chuck! See a farewell message from Chuck on [page 18].



We're pleased to welcome Kim Hart to the Supplier Diversity Team. Kim will be with us through early 2022 to support our SD Team.



TOYOTA



DEAR FRIENDS,

After 25 years of service I am retiring from Toyota as the Sr. Manager of Supplier Diversity. I have enjoyed leading this program twice during my career and I thank Toyota for trusting me with this important initiative.

The relationships that have been established at both the council, diverse and Tier 1 supplier levels will be certainly be missed and I will cherish those memories as it was my pleasure to work with all of you!

While this will be my final newsletter that I will serve as editor, I would like to wish everyone continued success in your future endeavors.

This is not a goodbye, it's simply so long.

Stay safe and stay healthy!

Sincerely,

CHUCK HENDRIX

