



TOYOTA

2021

SUPPLIER DIVERSITY

NEWSLETTER

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LETTER FROM THE EDITOR

**“ I HAVE MY EYES
SET SQUARELY
ON PLANNING
AND EXECUTING
STRATEGIES
TO ENGAGE
STAKEHOLDERS,
HIGHLIGHT
OPPORTUNITIES &
PROVIDE ACCESS
TO THEM, FOSTER
SUCCESSFUL
SUPPLY CHAIN
RELATIONSHIPS, AND
POSITIVELY IMPACT
UNDERSERVED
COMMUNITIES. ”**



Matt Greene

SUPPLIER DIVERSITY
SR. MANAGER, PURCHASING
SUPPLIER DEVELOPMENT,
TOYOTA

I am thrilled to address you for the first time as the new Senior Manager of Toyota Supplier Diversity. I'm proud of this opportunity to bring my energy to Toyota's vital inclusivity work. Helping diverse businesses regear for mobility and success strengthens Toyota, our supply network, and the communities in which we live and operate.

During my 18 years with Toyota, I've been encouraged to move and grow, both personally and professionally. Toyota facilitates that by surrounding me with amazing people. In my new role, I'm looking forward to adding to this rich tapestry by bringing more voices with unique perspectives to the table.

As a leader in this division, I have my eyes set squarely on planning and executing strategies to engage stakeholders, highlight opportunities & provide access to them, foster successful supply chain relationships, and positively impact underserved communities.

Internally, through education and awareness, we can raise Toyota's engagement with diverse suppliers to new levels. As we advance into all-electric and battery-electric vehicles, new spaces for suppliers are opening at Toyota. Together, we will ensure further inclusion of diverse businesses in our evolving supply chain.

Externally, regular engagement with supplier diversity development councils and organizations, in collaboration with other corporations, will ensure our continued positive impact on underserved communities. We will bring new diverse businesses to our network, while also strengthening current relationships with diverse suppliers.

In addition to expanding our diverse supplier network, I'm excited about helping you expand your professional network. Each quarter, this newsletter will feature a rich array of leadership within our corporation and our supply chain. Each issue will extend opportunities to increase your knowledge base and spur professional growth.

This issue reflects the bright, hardworking people Toyota surrounds us with. You'll meet a powerful ally that serves Toyota's diverse network, look at a successful diversity supplier partner, review 2021 newsletter highlights, and get a recap of Toyota's recent Opportunity Exchange. I trust you'll find it as valuable as I do.



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PARTNER SPOTLIGHT



David Stone

PRESIDENT

GENERAL RUBBER AND PLASTICS COMPANY, INC.



LOCATION: Lexington, KY, Florence, KY, London, KY, Huntsville, AL, Tupelo, MS, San Antonio, TX, Nitro, WV

YEAR COMPANY FOUNDED: 1978

COMPANY WEB ADDRESS/SOCIAL MEDIA: grp-usa.com

TOYOTA SUPPLIER CATEGORY (TIER I OR TIER II): Tier I Supplier (TMMK) & Tier II Supplier (All Plants)

TOYOTA SUPPLIER SINCE: Began TMMK support in 1990

PRODUCTS/SERVICES PROVIDING TO TOYOTA: 3M Preferred Business Partner, raw materials (mechanical plastics & rubber), safety products, matting and 3M, aluminum framing and conveyance-related products, and a fabrication shop that encompasses and utilizes each of these products

1. Tell us a bit about your organization and what it means to be a Veteran Owned Business.

I am thankful for the opportunity to be recognized as a United States veteran and also appreciate the military for instilling a skill set worthy of recognition. The level of respect, discipline, humility and inclusion that fuels my work and home life is a direct result of my military service (and my faith). You could say that much of GRP's success mirrors military principles.

On a personal level, I am honored to have served this country. We fought to secure the continued freedoms that Americans enjoy.

2. How did you/your organization originally connect with Toyota?

I met a Toyota representative at a Lexington Rotary Club meeting in 1988, when the Toyota Motor Manufacturing, Kentucky plant in Georgetown was still under construction. By 1990, Barry Estes was GRP's primary representative at the plant and we've been a Toyota supplier ever since.

I realized immediately that GRP's values were a great match with Toyota's. Respect for one another, hard work, and constant improvement, core GRP value systems, meshed with Toyota from the start and continue to foster a successful partnership.



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David Stone

PRESIDENT

GENERAL RUBBER AND PLASTICS COMPANY, INC.



3. In what ways has your company achieved new or different levels of performance since becoming a Toyota Supplier?

From the beginning, I treated Toyota like “family”, a commitment we make with all our customers. And Toyota has reciprocated in ways that form a unique business relationship. Like “family”, Toyota constantly challenges GRP to deliver our best and shows great appreciation when we deliver.

Toyota’s appreciation is made clear through the numerous awards and recognitions GRP has received over the years. Even more illustrative, however, is how Toyota has encouraged GRP to support all the Toyota plants that followed TMMK. There is no doubt that GRP is a great match for Toyota, and we work hard to earn that every day.

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

We are a relatively new VOB supplier, having completed the certification process only a few years ago. Attending the conferences in Ohio, Michigan, and Kentucky is a fantastic opportunity to meet lots of people seeking to do business with Toyota and Toyota suppliers. We always come away with leads and, just as important, ideas, insights, and inspiration.

Competition, or “productive friction” as I like to call it, makes us stronger. Diverse perspectives and approaches to business can be powerful sources of motivation – teaching and reminding us to continue learning, adjusting, and staying persistent.



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Christine Garramone, CPSM, C.P.M.

GENERAL MANAGER

TOYOTA PURCHASING SUPPLIER DEVELOPMENT

Welcome to Diversity Champions, the segment of our newsletter featuring perspectives on diversity and inclusion from Toyota team members. In this edition, we are thrilled to introduce Christine Garramone, General Manager within Toyota Purchasing Supplier Development. She is responsible for strategy, sourcing, production readiness, launch, risk management, and the global cost competitiveness of her products.

Get to Know Chris

Chris Garramone has embodied diversity and inclusion leadership throughout 30+ years in the automotive industry. With Toyota since 2006, Chris currently drives robust supplier relationships as General Manager within Toyota Purchasing Supplier Development. This allows her to champion women and minority-owned businesses.

Chris demonstrates tremendous commitment to diversity and inclusion. She has been the Vice-Chair and Chair of Toyota's Women's Business Partnering Group and is the current R&D representative to Toyota's Regional Diversity Council. Chris makes frequent contributions to partnering groups and ardently advocates for women and minorities.

We asked Chris to share her insights into how D&I continues to shape her professional journey and impacts her team. Her responses reflect her personal and professional dedication to "One Toyota" and "Mobility for All."

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

The automotive industry is dynamically evolving more rapidly than most would have imagined. And Toyota's transformation as a mobility company illustrates the importance of partnerships with diverse suppliers who share our values and bring their unique perspectives to our products. Because study after study confirms that diversity drives innovation.

Diversity and inclusion directly leads to good business because diverse suppliers make powerful contributions to Toyota's competitiveness.



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2. How much of an impact have your roles in the Women's Business Partnering Group at Toyota had on your career? And how do you feel groups like this contribute to D+I within an organization?

Both WIIT and WLF were invaluable for my growth and networking. They offered formal and informal leadership-development opportunities, especially with non-direct reports. Exposure to executive leadership made my work more visible and facilitated mentoring opportunities.

My practice of highlighting the scope of my achievements, discussing my evolving perspective, and accentuating my improved core job performance with my supervisor, made BPG participation integral to my daily work – not external to it.

BPGs provide a sense of belonging, ensure authenticity is valued, and increase awareness of conscious and unconscious bias. When focused on business-wide goals, BPGs can unite a diverse, organizational cross-section of Toyota – spanning levels, departments, and even pillars. BPGs also amplify member voices and manage leadership's understanding of their affinity, helping hold us all accountable for improved awareness.

3. 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?

As a lifelong learner, I appreciate the wide range of resources available for my development now.

I have subscribed to Harvard Business Review (HBR) for six years. The content is personally meaningful and a great resource to share with mentees. HBR also offers interesting podcasts – two of my favorites are Women at Work and IdeaCast.

McKinsey consistently shares data-driven diversity analysis, including best practices to address gaps. I also listen to Around the Table, Hidden Brain, and Code Switch.

Lastly, I would recommend using any one of a variety of resources available to analyze your personal contacts – awareness of the diversity of your own network can be very revealing and provide opportunities for growth.



Q4 HIGHLIGHTS

2021 WAS A SPECTACULAR YEAR FOR TOYOTA SUPPLIER DIVERSITY.

**TO HELP US CELEBRATE GREAT WORK, WE ARE PROUD TO FEATURE THE FOLLOWING
2021 DIVERSITY SUPPLIER HIGHLIGHTS.**

*These highlights are a fantastic reminder of how much stronger we are when we exemplify our
“One Toyota” mindset. And they also serve as motivators to help make 2022 an even stronger year
for our diverse supplier network.*

CONGRATULATIONS TO TOYOTA’S ABM WINNERS

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

**THE SUPERIOR SUPPLIER
DIVERSITY WINNER WAS
ADIENT**

**THE EXCELLENT SUPPLIER
DIVERSITY WINNERS WERE
GENTEX CORPORATION AND
TENNECO**

DIVERSITY INC RECOGNIZES TOYOTA AS A TOP 50 COMPANY 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 DIVERSITY INC

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 currently ranked in the DiversityInc Top 10.



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Q4 HIGHLIGHTS CONTINUED

TOYOTA 2021 CORPORATE RECOGNITION AWARDS

Toyota was awarded “Best in Class” Excellence in Supplier Diversity by the Great Lakes Women’s Business Council (Great Lakes WBC), Corporation of the Year by both the Southwest Minority Supplier Development Council (SMSDC) and the TriState Minority Supplier Development Council (TSMSSDC), as well as one of America’s Top Corporations for Women’s Business Enterprises at the Platinum Level Distinction by the Women’s Business Enterprise National Council (WBENC). Appreciation goes out to the leadership and team members at SMSDC, TSMSSDC, WBENC, Great Lakes WBC for their long-standing partnerships with Toyota and the outstanding work they do as advocates for MBEs and supplier diversity in their communities.



TOYOTA HONORED AS 2021 BEST OF THE BEST CORPORATIONS BY NGLCC AND NBIC



The National LGBT Chamber of Commerce (NGLCC), the business voice of the LGBT community, in collaboration with its partners in the National Business Inclusion Consortium (NBIC), has included Toyota in the sixth annual cohort of Best-of-the-best list of corporations in America committed to diversity and inclusion across all communities. Toyota was recognized at the Best-of-the-Best Awards Gala held in Hollywood, Florida on November 18, as part of NGLCC’s Back to Business (B2B) Summit.

TOYOTA'S CHUCK HENDRIX AWARDED

The Southern Region Minority Supplier Development Council (SRMSDC) named Chuck Hendrix, Supplier Diversity Senior Manager (now retired), 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.



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TOYOTA'S 2021 OPPORTUNITY EXCHANGE INCLUSIVE PERSPECTIVES; UNLIMITED POSSIBILITIES

On October 7th, 2021, Toyota's Opportunity Exchange returned after an almost two-year hiatus. This year's event, the 31st in Toyota's storied history of supplier diversity, served notice that diversity remains a business priority for Toyota. And left no doubt that Toyota will continue to honor its commitment to achieving our supplier diversity targets and help our suppliers reach theirs.

This year's theme, "Inclusive Perspectives; Unlimited Opportunities", was brought to life by a valuable array of presentations, networking and educational opportunities, and a virtual trade show. Being virtual, we discovered, made some aspects of the event even more convenient and helpful for our attendees. More about that later.

AN ENTHUSIASTIC WELCOME FROM CARLA NEFF

Opportunity Exchange 2021 opened with a warm welcome from Carla Neff, General Manager of Toyota's Purchasing Supplier Relations Department. She noted the theme, "Inclusive Perspectives; Unlimited Possibilities", defined the value of having different voices in the room. Toyota is better, Carla reminded the suppliers and diverse businesses in attendance, when we listen to, and understand, diverse perspectives.

Before concluding, Carla called attention to Toyota's commitment to, and focus on, creating happiness and mobility for all. A commitment being brought to life by enabling, supporting, and facilitating diversity in all areas. Her stirring words left little doubt about Toyota's commitment to diversity as a means for both company and societal growth.



VALUABLE INSIGHTS FROM ROBERT YOUNG

Robert Young, Group Vice-President of Toyota Purchasing Supplier Development, next shared valuable remarks with the OE attendees. He walked them through the importance of diversity in Toyota's supply chain before concluding by encouraging them to take full advantage of the day's activities.

As Bob noted, Toyota uses best practices shared by NMSDC and WBENC to build the processes which allow us to reach our diversity supplier targets and help our suppliers reach theirs. Additionally, our diverse supply network is fueled by active partnerships with NMSDC, WBENC, NGLCC, NVBDC, and Disability:IN, among others. Toyota wouldn't be regularly recognized for our corporate leadership in supplier diversity work without such indispensable collaborative partners.

Toyota's Tier I suppliers understand that diversity drives innovation, leads to more effective decision making, and broadens our overall consumer base. They also know that diverse supply partners are flexible and nimble, with the ability to pivot quickly when needed. Thus, Toyota's culture of inclusion continues to permeate our supply network.

In fact, later in the program, John Graves, Chairman of Rainbow Push's Automotive Projects and Citizenship Education Fund, called Toyota a "benchmark organization; a model that always sets the tone for diversity and inclusion."

Bob shared three timely examples of the value of diverse supplier flexibility during the pandemic.

- 1. Reyes Automotive, in San Antonio, TX, pivoted from making carpets and noise cancellation products for the Tundra and Tacoma pickups to produce approximately 2 million face shields**
- 2. The Chemico Group, headquartered in Southfield, MI, pivoted from providing chemicals and chemical management to Toyota plants to source over 3,500 gallons of hand sanitizer during shortages**
- 3. Polyfab Plastics & Supply Company, in Springfield, MO, pivoted to source plexiglass for Toyota's return-to-work needs when demand was at its highest**

Bob concluded his remarks with advice for Toyota's Tier I suppliers and the diverse businesses in attendance. After thanking our Tier I suppliers for their ongoing commitment to Toyota's diversity objectives and targets, he gave them three important suggestions for the day

- 1. Network**
- 2. Consider the value diverse companies bring to your business**
- 3. Use OE to identify partners who fit with your strategic mid-year plan to identify risks and opportunities to your supply chain**

Next, after affirming the diverse businesses' choice to attend, he outlined three valuable suggestions for their day

- 1. Showcase your best products and services**
- 2. Develop relationships with Toyota Tier I suppliers**
- 3. Demonstrate your preparedness to help Toyota's Tier I suppliers meet the needs of the changing automotive industry**



GREAT ADVICE FROM BONNIE CLINTON

Bonnie Clinton, Vice President and Chief Procurement Officer of Toyota's Indirect Procurement Shared Services, inspired attendees with her remarks. She expounded upon the changing automotive industry and Toyota's motto of "Mobility for All." "Mobility for All," she said, holds the promise of transforming the way our society lives and interacts with one another – regardless of age, class, and financial means. And she concluded with powerful advice for the diverse suppliers present – imploring them to also network with each other, in addition to Toyota's Tier I suppliers.

AN EXCITING COLLABORATIVE OPPORTUNITY FROM SEAN SUGGS

Perhaps the highlight of the Opportunity Exchange remarks, however, were given by Sean Suggs, Vice President of Toyota's Social Innovation Division. Under Sean's leadership, Toyota's Social Innovation Division has bold goals to create a culture of inclusion, implement solutions that affect real change, create limitless possibilities for all, and expand access to opportunities.

Specifically, Toyota is looking for partners across the US to help meet the high demand for a skilled, STEM-trained workforce. It's a great match: our communities need good-paying jobs and we need STEM-trained employees. Sean is leading a holistic problem-solving approach to this issue by creating new STEM education opportunities for those living in our operational and customer service center communities. And to that end, Toyota is inviting organizations to partner with us and make this happen.

An example of just such a partnership can be found in West Dallas, TX, where Toyota is holistically engaged with Southern Methodist University, the Dallas Independent School District, and the West Dallas community to create STEM-focused schools (pre-K – 8th grade) with industry-informed curriculum. Additionally, Toyota is bringing together our non-profit partners and team members in West Dallas to address both in-school and out-of-school issues that impede student learning.

Toyota wants to hear about other initiatives to create more collaboration like West Dallas. Who else will join Toyota's Social Innovation Division to collectively address workforce and community challenges? One can only imagine the impactful new projects Sean will share with us at next year's Opportunity Exchange.

ADDITIONAL INSPIRATION FROM PRESENTERS

Opportunity Exchange attendees were also inspired by presentations from varied members of Toyota's supplier network. Stories of success within the network were shared by Sherry Diccon, Senior Manager for Adient Global Supplier Diversity, a Tier 1 partner. Likewise, Lauren Rakolta, Owner and President of DFM Solutions, a diverse Tier 1 partner, recounted their success working with Toyota.

Then James Wallace, President and Co-Owner of MTK Logistics at Monnex Precision and Gwendolyn Standberry Evans, President and CEO of Standberry Enterprises, Inc shared about their successful experiences at previous Supplier Diversity events, like Opportunity Exchange. Both companies are excellent examples of diverse suppliers who've been connected with our Tier 1 partners because of Toyota engagement activities.

The 2021 Opportunity Exchange presentations closed out with a tribute to Chuck Hendrix, who retired as Toyota's Supplier Diversity Senior Manager in September. Fittingly, Chuck ended his career by being named the Southern Region Minority Supplier Development Council Advocate of the Year. There is no doubt Chuck played a key role in moving diversity forward at Toyota and he will be missed.



EDUCATION AND NETWORKING OPPORTUNITIES

Once again, at the heart of Opportunity Exchange 2021 were the invaluable educational and networking opportunities. Visitors to Opportunity Exchange this year were encouraged to explore the entire virtual event. Of particular value to attendees was a virtual Partner Space, where anyone could visit and connect with a broad array of diversity councils and participate in live video chats.

Much of the feedback we heard from attendees this year referenced the value provided by our virtual platform. For example:

“

“It was so easy to communicate with others using a single platform - great job, Toyota!”

“We were able to connect with people whom we haven’t had the opportunity to meet in the past”

“Being virtual this year allowed many of our purchasing members to join in our exhibitor’s booth. In a normal year only 1 or 2 can attend.”

“Easy to navigate and the presentations were fantastic. As always, an event worth attending each year! Thank you!”

On the virtual trade show floor, we were excited to welcome almost 250 exhibitors. And pleased to see that there were over 10,000 exhibitor booth views and just under 5,000 leads collected.

SEE YOU AT OE 2022

Thank you to our attendees, partners, volunteers, and staff for “virtually” joining this year’s Opportunity Exchange. From your feedback, we are proud that your OE experience was productive and enjoyable.

Toyota’s 2021 Opportunity Exchange was a tremendous success. Our suppliers can count on Toyota’s continued support until we meet again at the 2022 Opportunity Exchange. Together we will ensure that the Opportunity Exchange continues to move us even closer to our goals of “One Toyota” and “Mobility for All”!



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MEET THE TEAM



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 Liao **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

Matt Greene **SENIOR MANAGER**



At the end of 2021, Matt Greene took over as Senior Manager of Toyota Supplier Diversity. Matt has been with Toyota for more than 18 years and brings a wealth of experience in Purchasing and Supplier Diversity.

Prior to his current role, he worked as Manager of TMNA Purchasing Seats & Soft Trim, where he led a direct procurement team for our North American manufactured vehicles. Some of you may also remember his previous assignment as Manager within our Supplier Diversity team from 2013-2016. Matt is also an active volunteer with the Cherry Street Mission in Toledo OH and an energetic and engaged youth sports coach. Although Chuck is truly missed, we are thrilled to welcome Matt into this role and he is also excited for what's to come at Toyota!



The Supplier Diversity Team would like to congratulate our Manager, Stephanie Burton, on her retirement. Stephanie has been with Toyota for more than 25 years and has been a key driver of internal strategy

development, the Driving Impact Business Module, diverse supplier inclusion & advocacy, and so much more. We will greatly miss Stephanie's leadership, creativity, and ability to manage various tasks with cool calm confidence.

Thank you for everything, Stephanie!



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