



Us

TOYOTA
Diversity + Inclusion

2023 Annual Report



**Celebrating the diversity that fuels
possibility and makes us "Us"**





Toyota is driving towards a future with *limitless possibilities for all*—and diversity and inclusion are critical to reaching that destination.

D+I strengthens our company, positioning us to achieve mobility for all and fulfill Toyota’s commitment to an ever-better workplace and society.

Fueling the company’s progress are contributions as varied as Toyota’s talented team members and our high-energy Business Partnering Groups (BPGs) that display multi-faceted skills and identities. Whether at work or in the community, the “Us” that makes up Toyota embodies the fundamental principles of the Toyota Way, which underscore everything we do.

Toyota is also multi-faceted, weaving together commitments to quality, innovation, community, a culture of inclusion, a diverse talent pipeline and more. When two or more are combined, the results are exponential. The 2023 D+I Annual Report celebrates the extraordinary stories of these intersections, adding new depth and richness to + = Us.

We invite you to journey through four key areas of D+I at Toyota: **Identity, Belonging, Community** and **Possibility**. By bringing our individual identities together within an inclusive culture that promotes belonging and community, Toyota can achieve *limitless possibilities for all*.

With + = Us as our roadmap for success, the possibilities are limitless.



Ted Ogawa
President and Chief Executive Officer, Toyota Motor North America



Mark Templin
President and Chief Executive Officer, Toyota Financial Services



Tellis Bethel
Group Vice President, Chief Social Innovation Officer and Chief Diversity Officer, Toyota Motor North America

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In April 2023, Toyota announced the appointment of Tellis Bethel as chief diversity officer of Toyota Motor North America (TMNA). *“I am thrilled to build on Toyota’s longstanding efforts to advance D+I in our workplace, marketplace and society through a holistic strategy that’s rooted in our core value of respect for people.”*

Use the QR code to hear more from Tellis on the significance of + = Us.

Collaborative Team Member + Outdoorsman + Music Lover =



Identity

The singular mix of characteristics, experiences, relationships and values that make us who we are—as individuals and as one Toyota family



John Filicky

John Filicky is a production team member, assembly 2, at Toyota Motor Manufacturing, Kentucky (TMMK). As John begins a typical day on the second shift, teammates greet him with a chorus of "How are you?" and "Hey man, what's up?" It's easy to see why the group leader, Allen Burdine, calls him the most-liked member of the team.

Born hearing-impaired, John is one of 466 million people around the world who have some form of disabling hearing loss. But that hasn't prevented him from excelling at his job at TMMK for the past 26 years.

John stresses that being deaf is a part of who he is, but it doesn't define his life. He loves listening to and singing Christian music. Hiking, biking and canoeing are also favorite hobbies of his. "If I am outside, I am happy."

When it comes to speaking to a deaf person, he understands the nervousness and curiosity that come along with it.

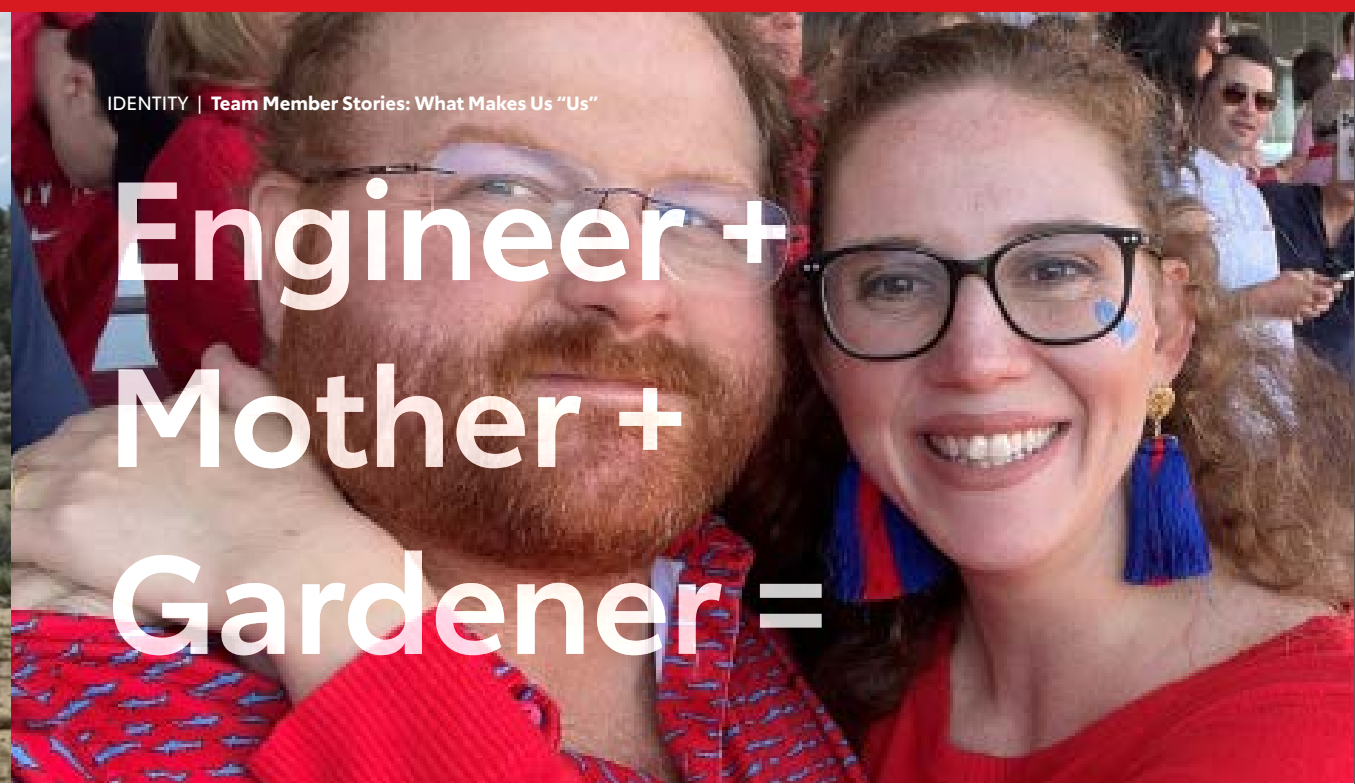
"Don't be afraid to ask questions. Ask the person what they prefer. It's not disrespectful to find out how someone wants to communicate."

John adds, "Whether it's getting out a notepad and putting words on paper or using a phone to share notes or texts, there are many ways to communicate that don't involve talking."

Advocate +
Volunteer +
Grandmother =



Engineer +
Mother +
Gardener =



Petra Reyes

Petra Reyes, resolution specialist for Toyota Financial Services' (TFS) Western Experience Center, has been with Toyota for nearly two decades and loves to celebrate her Indigenous pride with her TFS family.

"It is a great honor to represent my Diné/ Navajo and Xicana/Mexican ancestry," Petra says. "The resilience we continue to demonstrate is so important for me to share and is absolutely vital to the well-being, happiness and health of our future generations."

Outside of work, Petra practices hot and kundalini yoga and enjoys swimming in natural bodies of water. She also volunteers at the Phoenix Indian Center in her hometown of Phoenix, Arizona.

"I uplift and support my family and community, sing and drum, teach Navajo/ Diné singing, meditate, hike, travel and explore nature," Petra says of her ever-growing list of interests. "Most importantly, I nurture my children and grandsons with ancestral teachings, unlimited encouragement, delicious and nutritious food, and shower them with an abundance of love, hugs, and smiles!"

"Three words to describe myself: fierce, radiant and loving."



+



+



+



+



Elizabeth Taylor

Elizabeth Taylor is quality assurance manager at Toyota Motor Manufacturing, Mississippi (TMMM). Prior to joining Toyota, Elizabeth was the lone female engineer in a shop filled with hundreds of men. When she left to work for a tire manufacturer, there were a few more women, but not many. "I had a lot of experiences where my colleagues assumed that, because of my youth or gender, I didn't have any knowledge to bring to the table. That was really frustrating," she recalls.

Elizabeth and a colleague are working with local universities on an effort to increase the number of women in their field. "We're trying to understand why female engineers are changing their majors after freshman year. We're also working to place them in co-op or intern positions within Toyota so they can see there's a place in manufacturing where their voices are valued and respected," Elizabeth says.

"Even though sometimes I'm still the only woman in a room of 20 male engineers, I've never felt like what I was saying at Toyota didn't matter."

This aim is in line with Toyota's overall mission to encourage and support women in STEM fields and STEM education for girls. *Driving Possibilities*, Toyota's multi-site holistic partnership with school districts in the company's operating areas, puts STEM at the center of student learning outcomes.

When she's not working, Elizabeth can be found spending time with her young children, Sofia and Liam, or tending to her large vegetable garden.

Advocate & Ally +
First-Gen Latina +
Devoted Family
Member =



Belonging

The sense of comfort, safety and happiness nurtured by working together towards ever-greater inclusion and celebration of the individual

Jacqueline Thomas



Jacqueline Thomas is a mother, wife, daughter, sister and aunt. She's also group vice president and chief compliance officer for Toyota Motor North America (TMNA). Jacqueline's passion for developing others has led her to serve as an active co-executive sponsor for the North American Advisory Council (NAAC) that serves the Toyota Organization for the Development of Latinos Business Partnering Group (TODOS BPG).

"Not many people know that TODOS was the first BPG to be formed at Toyota," says Jacqueline. Indeed, TODOS was created over 20 years ago by a committed group of team members who recognized the value of coming together to honor and celebrate their Latino cultures and heritages. Today it has grown to seven chapters with over 1,300 members.

Reflecting on TODOS' 2022 inaugural symposium, Jacqueline notes, "The event

showcased the power of Toyota's Latino team members and the importance of allies who are eager to learn, listen and advocate for the growth and development of Latinos. It bonded us closer as a familia (family)."

Over her time at Toyota, Jacqueline has seen BPGs grow in representation and allyship, embodying Toyota's people-first values and fostering a welcoming environment where everyone can make a difference. "I believe the next evolution for our BPGs is to embrace intersectionality to increase our awareness and harness the power of our differences and varied experiences."

"I have an immense desire to teach the next generation of leaders and to pay it forward to contribute to their success."

People + Passion + Connection = BPGs

Toyota's Business Partnering Groups (BPGs) are employee-driven networks based on common identities, affinities, experiences and allyship.

Joining a BPG allows team members to connect with teammates, grow professionally, support Toyota's business goals and help build the inclusive and innovative culture that represents the future of our company.



Across North America there are currently **120 BPG** chapters spanning **14** diverse affinities.



NAAC Executive Sponsors

BPG affinities with five or more chapters are eligible to form a North American Advisory Council (NAAC). Each NAAC serves as a strategic organization for their BPG. Executive sponsors for each NAAC not only provide guidance and insight, but also create opportunities for team member visibility and talent development.

Introducing SAGE

A new BPG connecting our multigenerational workforce.

Toyota launched its 14th BPG affinity group, **Supporting Adaptive Generational Experience (SAGE)**, to celebrate and leverage the power of age diversity at Toyota. Open to all, SAGE creates a forum for team members to learn together from Toyota subject matter experts, share knowledge across generations and engage in informal mentorships.

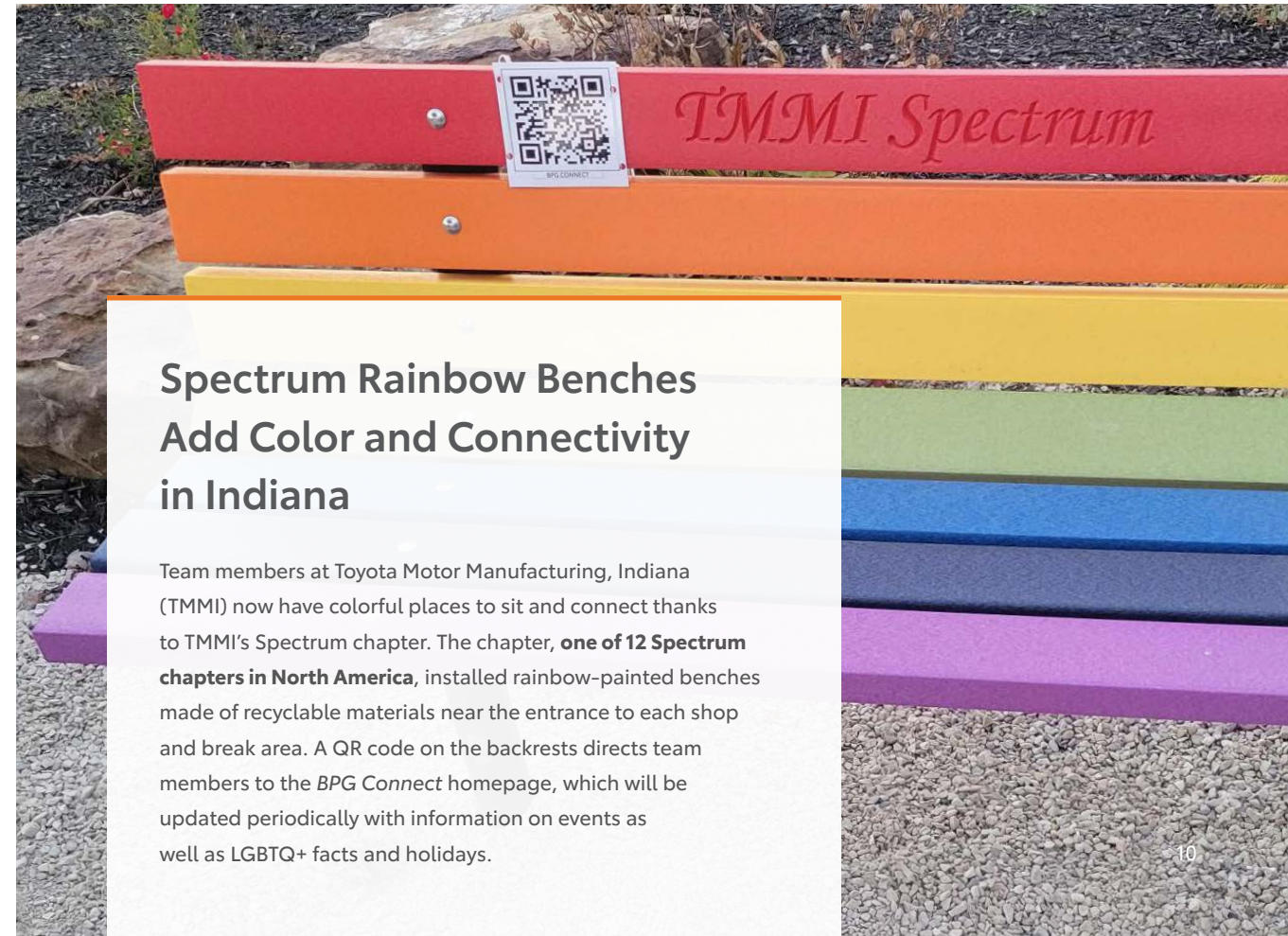
Recent highlights include partnering with Toyota Veterans Association (TVA) and Lexus Engagement Team (LET) on a winter food drive. In addition, regular events involve sharing processes and key innovations from throughout the enterprise, such as education on future technologies and other learning opportunities.



"At SAGE, every Toyota team member has a place, either as a teacher or a student."



Cooper Ericksen
Senior Vice President,
Product, BEV and
Mobility Planning
and Strategy, Toyota
Motor North America



Spectrum Rainbow Benches Add Color and Connectivity in Indiana

Team members at Toyota Motor Manufacturing, Indiana (TMMI) now have colorful places to sit and connect thanks to TMMI's Spectrum chapter. The chapter, **one of 12 Spectrum chapters in North America**, installed rainbow-painted benches made of recyclable materials near the entrance to each shop and break area. A QR code on the backrests directs team members to the *BPG Connect* homepage, which will be updated periodically with information on events as well as LGBTQ+ facts and holidays.

Uniting and Inspiring BPGs Across Toyota

Symposiums are a way for BPGs to bring their chapters and members together for networking, professional development and meaningful shared experiences.

Building Unity through Leadership

February 17, 2022 | Virtual



At the 6th Annual African American Collaborative (AAC) Symposium, **members from 15 different chapters met** to engage in professional development and build readiness for new career challenges.

Symposium attendees gave back through three community impact events:

- Buckle Up for Life** | 100 car seats donated
- Clean the World** FOUNDATION | 1,200 hygiene kits assembled, 12 charities served, 193 hours of service
- TOYOTA | 4GOOD** Book Drive | \$1,210 raised during symposium, \$3,000 total company donation



Highlights

- + Virtual format for the first time
- + First-ever cross-enterprise BPG Unity Panel
- + Inaugural Executive Unifier Award presented to Sandra Phillips Rogers, senior vice president, corporate resources, and Tracey Doi, retired chief financial officer



"This was the best virtual conference I've ever experienced! Job WELL done! Thank you AAC for setting a new standard!"



Adrina Walker
Supplier Diversity Analyst, Toyota Motor North America

Championing the Power of Latinos

November 9, 2022 | In-Person and Virtual



Over 150 attendees took part in the first ever Toyota Organization for the Development of Latinos (TODOS) symposium. Members from seven TODOS chapters connected with their peers and left feeling empowered to define the next steps in their career journey.

Executive Sponsor Panel

Three Toyota executives came together to discuss how sponsors can be champions for BPGs.



Jacqueline Thomas
Group Vice President, Chief Compliance Officer, Toyota Motor North America



Karen Ideno
Group Vice President, Indirect Procurement and Environmental, Social & Governance Investing, Toyota Financial Services



Kevin Voelkel
Group Vice President, North American Truck Manufacturing, Toyota Motor North America and President, Toyota Motor Manufacturing, Texas



Highlights

- + High-energy opening with mariachis and a warm welcome from Sandra Phillips Rogers, senior vice president, corporate resources
- + Keynote speaker Richard Montañez, retired vice president for PepsiCo North America
- + Instructor-led workshops focusing on D+I leadership, self-promotion, self-advocacy and authentic leadership

Elevating AAPI Talent Together

November 14-15, 2022 | In-Person and Virtual



The Toyota Asian American Society in Alliance (TAASIA) inaugural symposium **drew 150 participants to Plano headquarters and 100+ online**. Sessions focused on celebrating Asian Pacific Islander (API) culture and developing the next generation of leaders.



Attendee Survey Feedback
100% satisfaction with:

- The symposium
- Networking opportunities
- Speakers and sessions

"All the speakers and their stories deeply resonated with me, and also what my family has gone through. It made me feel more included and not alone."

"I knew no one there, but coming out of the event I made a lot of new friends and have taken a lot of insightful information to help me grow as a person and also in my career."



Highlights

- + Traditional lion dance
- + Keynote speaker Anne Chow, retired CEO of AT&T Business and the first woman of color ever to hold that role
- + Breakout sessions on topics such as *Understanding Conflict, Leading From Your Culture and Values, Communication with Power and Purpose, and Let's Go Places: Career Success at Toyota*

TERRA Breaks Ground at Toyota Canada

In January 2022, Toyota Motor Manufacturing, Canada (TMMC) launched a new chapter of the business partnering group TERRA (Toyota Environmental Resources for Responsible Actions).



Through TERRA, environmentally-minded team members from TMMC's two operating sites—located in Woodstock and Cambridge, Ontario, just a 30-minute drive apart—can come together to make their worksites and communities cleaner, safer and more sustainable.

To ramp up its activities, TERRA partnered with TMMC's environmental team to create **TERRA Talks**, a weekly series during Earth Month (April) on topics such as recycling, bird-watching and pollination. TERRA Talks proved so popular that it became a regular program, helping the new BPG chapter **grow to more than 320 members in its first year alone.**



TERRA also adopted two "Giving Gardens" tended by each TMMC site for over a decade. Both gardens are 100% run by TERRA volunteers and all food grown is donated to local shelters.



Spectrum Goes to Washington—and Speaks Up for Marriage Equality

At the invitation of Toyota's Government Affairs team, selected Spectrum members flew to Washington, D.C., last September to learn more about the work of government affairs and help advocate for the Respect for Marriage Act bill. A month later, NAAC and Government Affairs hosted a virtual "watch party" as the votes were cast, educating members across every Spectrum chapter live as the bill was passed by the Senate, and later signed into law by President Biden.

Spectrum members met with members of Congress and attended an educational session (as shown in the photo to the right) with the LGBT Congressional Staff Association (CSA).



Diverse Businesses + Toyota Partnership = Supplier Diversity

Building on more than 20 years of excellence in supplier diversity, Toyota's luxury vehicle brand Lexus is intentionally scaling up partnerships with diversity-owned media outlets.

Doing more business with diverse media partners allows Lexus to support the growth of minority-owned media groups while also bringing the brand to more diverse audiences.

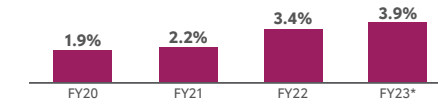
Lexus' Progress

FY23 Diversity-Owned Partners:

48

+4 Partners YOY

FY20-FY23 Diversity-Owned Media Spend:



5% Diversity-Owned Spend Goal for FY24

"We want the Lexus brand to speak to new groups of people in a way that tells them, 'We see you, we respect you, and we would love for you to consider us.' Even more important, we want to make sure we're working toward economic inclusion for our diversity-owned media partners."



Vinay Shahani
Vice President, Lexus Marketing, Toyota Motor North America



Toyota Opportunity Exchange: Where Diverse Businesses Connect and Learn

On October 20, Toyota's Opportunity Exchange returned as an in-person event at Suburban Showplace in Novi, Michigan. Featuring a tradeshow, educational seminars and networking, this annual conference brings diverse businesses together to gain knowledge and build relationships with Toyota Tier I suppliers.

Opportunity Exchange demonstrates Toyota's continued commitment to supporting the growth of diverse suppliers and businesses.



Toyota Mentoring Program Fuels Supplier Diversity

Launched in 2015, the Toyota Mentoring Program is a year-long initiative designed to support and promote diverse supplier engagement.

Every year, 10 small- and diverse-business owners are selected as mentees through various diversity councils that partner with Toyota. Participants are then matched with Toyota leaders who provide hands-on guidance, advice and support, empowering mentees to drive their own business success stories.

Talented Lawyers + Professional Development + Immersion in the Toyota Way = Counsel in Motion

For decades, the legal profession has grappled with how to not only grow, but how to sustain diversity and inclusion in this field.

To address the gap, Toyota launched Counsel in Motion, a trailblazing professional development program for diverse attorneys from our company's partnering law firms.

Toyota's legal division launched **Counsel in Motion** in August 2022 in response to partner firms' concerns about the challenges of retaining diverse law associates after the first few years of employment.

To help more talented young lawyers see a continued future for themselves in the profession, **the six-month program offers four distinctive components:**



One-on-one mentoring with a Toyota attorney to enhance professional growth



Business skills development and pitch practice with nationally acclaimed thought leaders



Design thinking and a legal "hackathon" to identify creative solutions to challenging D&I problems



In-depth learning with Toyota executives about Toyota's history, philosophy, business and strategy

15 diverse law associates from Toyota's partnering law firms were selected for the inaugural Counsel in Motion cohort through a rigorous and competitive application process.

On top of professional development, the cohort has also bonded as a group, forming supportive peer relationships that are especially critical for underrepresented individuals.



Immersion in the **Toyota Way** creates a rare opportunity for participants to deepen their client knowledge and relationships. This increases the value they bring to their law firms while also growing their job satisfaction and passion.



Participant

"The Toyota Counsel in Motion program is truly one of a kind. Not only did we learn more about Toyota as a business, we learned key presentation skills and career strategies specifically targeted at diverse attorneys. It was definitely worth the time committed."



Jessica Dent
Law Associate, Counsel in Motion Participant

Mentor

"Counsel in Motion was fantastic! I am so proud to be part of a company and legal team that is willing to put in the time and hard work necessary to provide diverse senior associates with the tools needed for their career development and advancement."



Kwame Satchell
Managing Counsel, Labor & Employment, Toyota Motor North America

Executive Sponsor

"Counsel in Motion is a unique way to help inspire the next generation of passionate, engaged professionals who will make our business and world better."



Jane Howard-Martin
TL1 Diversity Committee Chair and Vice President, Labor & Employment/Plant Support, Toyota Motor North America

TFS walks the walk by issuing sixth D&I Bond



Toyota Financial Services (TFS) issued a sixth Diversity & Inclusion Bond in the amount of **\$750 million**.

This inclusive business practice is a way of highlighting exceptionally capable Minority- and Women-Owned Business (M/WBE) Enterprise certified firms and providing them an opportunity to take the lead underwriting role on a bond.

"Toyota Financial Services seeks to integrate diversity and inclusion into all facets of our business, both because it's the right thing to do, and because it makes good business sense," says Mark Templin, TFS president and CEO. *"With this sixth bond, we've issued a cumulative \$3.75 billion in D&I notes, elevating worthy partners while reaching a broader investor base."*

Inclusive Policies + Practices = A Stronger Workplace

The COVID-19 pandemic and shifting ways of working have impacted society in profound ways. Toyota meets these human challenges with ever-evolving forms of support.

When it comes to helping team members navigate mental health concerns, Toyota leans into its people-first mindset. Kim Cockrell, group vice president and chief human resources officer for Toyota Motor North America (TMNA), says, “We care immensely about the health and well-being of our employees and their families. It’s critical that we provide resources, tools and benefits so that we can create an environment where everyone can give their best.”

Keeping employees from being consumed by the stresses of work or home is a top priority for Toyota. All full-time team members have built-in benefits that allow them to seek help from professionals whenever they need it. This benefit is also extended to their family members.

To support employee wellness, Toyota offers:

- + **LifeMatters** | Free counseling sessions on stress, anxiety and more
- + **MDLIVE** | 24/7 access to virtual doctor visits
- + **Learn to Live** | Confidential, online programs to support mental health
- + **Wellness and mindfulness programs** | Tools and strategies for improving health and reducing stress
- + **Survivor support** | Assistance navigating the benefits transition process when a family member passes away

“At the end of the day, our goal is to make sure we have the right levers in place. The right tools, the right support systems—so that whatever comes, we are putting our team members at the center.”



Kim Cockrell
Group Vice President and Chief Human Resources Officer, Toyota Motor North America

Multicultural Outlook Shaping An Inclusive Canada (MOSAIC), a BPG promoting multicultural diversity at TMMC, helped high schoolers expand their knowledge about opportunities available to them at a conference hosted by the Kitchener-Waterloo Multicultural Centre.



WIIT Impact Awards

Awards celebrate Women Influencing and Impacting Toyota (WIIT) chapters across North America for their innovative activities uplifting women in the workplace and marketplace.

An initiative of WIIT’s North American Advisory Council.



2022 Award Highlights

Toyota Motor Manufacturing de Baja California

for *El Genio en la Botella* (The Genie in the Bottle), a multi-phase book discussion to help the site’s next generation of women leaders grow their self-confidence and strengthen connections with mentors and peers.

Toyota Research and Development

for the *Toyota Motorsports Panel*, a virtual event allowing 200+ team members across the country to hear the stories of four women whose grit, training and mentoring relationships fueled their success in motorsports.

Toyota Motor Manufacturing, Kentucky

for their *Society of Women Engineers SWENext Fall Spectacular STEM-themed Escape Room*, a fun and unique activity designed to help high school girls practice their STEM skills and get excited about careers in STEM.

D+I at Toyota de Puerto Rico and Toyota Credit de Puerto Rico

Toyota de Puerto Rico (TDPR) and Toyota Credit de Puerto Rico (TCPR) offer a diverse lineup of celebratory and educational D+I programs—both internally and in partnership with others—all year round.

A few examples include:

- + Veterans appreciation event
- + American Sign Language (ASL) and Braille workshops
- + “Blacks in Puerto Rico” lecture
- + Visit to a local school for children with special needs
- + “Women in the Automotive Industry” lecture
- + Sponsorship of local LGBTQ+ rights marathon

Standing Up Against Antisemitism

Toyota D+I partnered with the Dallas Holocaust and Human Rights Museum and Toyota Christian Fellowship (TCF) to host **The History and Impact of Antisemitism**, a virtual educational event.

The session featured opening remarks from Toyota's senior vice president of corporate resources, Sandra Phillips Rogers. The museum's Director of Education, Dr. Charlotte Decoster, gave a presentation on the complex history of antisemitism, its current impact and strategies for standing up against it.

To support continuous learning, Toyota also collaborated with the museum to make a toolkit of educational materials about antisemitism available to team members via our online learning platform.



Self-Identification

Launched last year in the U.S. and Canada, voluntary Self-Identification is a way for team members to confidentially share with Toyota various aspects of their identities, such as race, gender, sexual orientation, disability and military service.

This information helps Toyota celebrate the diversity of our team, better understand our progress towards inclusion and identify opportunities for continuous improvement.

Toyota continues to prioritize and promote voluntary Self-Identification. Within the next two years, we aim to double participation across Toyota to ensure we're building a workplace where everyone can thrive.

Toyota affirms the rights of transgender and nonbinary team members to fully and publicly express their gender identity. We recently released new guidelines on the supports available to team members who are transitioning their gender identity or expression, as well as team members with dependents who are transitioning.

"When we start from the core Toyota pillar of 'respect for people,' the correct path is always easier to find."



Ted Ogawa
President and Chief Executive Officer, Toyota Motor North America

Toyota adds members to Diversity Advisory Board

In 2022, Toyota Motor North America (TMNA) appointed three new members to its North American Diversity Advisory Board (DAB). Created in 2002, Toyota's DAB plays an integral role in fostering a more diverse and inclusive company culture. Working closely with the organization's senior leadership, the Advisory Board, led by former U.S. Secretary of Labor Alexis Herman, helps drive adoption of best practices and ensures executive accountability. Robert C. Davidson Jr., founder, former chair and CEO of Surface Protection Industries, Domenika Lynch, executive director of the Aspen Institute Latinos and Society (AILAS) Program, and retired Army Major General Tammy S. Smith joined the company's DAB, effective August 1, 2022. The new members represent a wide range of experience in the field of diversity and inclusion.



Robert C. Davidson, Jr.
Founder, Former Chair and CEO, Surface Protection Industries



Domenika Lynch
Executive Director, Aspen Institute Latinos and Society Program



Tammy S. Smith
Retired Army Major General

Other DAB members are Jyoti Chopra, senior vice president and chief people, inclusion and sustainability officer for MGM Resorts International; Howard W. Buffett, author, philanthropist and professor at Columbia University's School of International and Public Affairs, and Gilbert Casellas, former vice president of corporate responsibility and chief diversity officer for Dell, Inc. and former chair of the Equal Employment Opportunity Commission under President Bill Clinton.

How Do You Bring Your Full Self to Work?



Jack Hollis
President, Toyota Motor Sales and Executive Vice President, Toyota Motor North America

Jack Hollis shares his perspective.

"The full self I bring to work is centered on servanthood. I'd like to believe that this makes me a better leader and team member by focusing my attention on helping those around me. D+I moves us forward as a company by reminding us that each person is important, and we must consider others first and foremost. To me, inclusion and respect are the essence of what Toyota is pursuing with D+I."

Women + Mentoring = Accelerated Career Growth

Shravanthi Denthumdas, vice president of engineering, mobility data & emerging technologies at Toyota Connected, shares her experience as a woman in an engineering leadership role to support and elevate women in STEM.



Toyota Connected is the team of scientists, engineers and designers leading Toyota's transformation to a mobility company.

Shravanthi wants to make sure more women in STEM careers learn from her experiences and, more importantly, grow from them. That's why she and others created Toyota Connected's Women in Technology (WiT) group.

She partnered with Lisa Frey, Agile Services manager at Toyota Connected, to found WiT in June 2022 with a mission to provide support to like-minded women in their fields. Beyond meetings, WiT is using its collective power to promote leadership training and professional development opportunities for its members.



"It helps to see that there are women before you who have navigated the same challenges and are successful in technology careers. I want all the women in WiT to have a platform to shine."



Shravanthi Denthumdas
Vice President, Engineering, Mobility Data & Emerging Technologies, Toyota Connected

Less than a quarter of the nation's computer science and engineering degrees go to women, despite the fact that nearly two out of three U.S. college graduates are women.



At TFS, a new way of mentoring

Ubuntu is a mentoring circle that takes its name from the African concept meaning "humanity towards others."

Less than a year after joining TFS as vice president and chief accounting officer, Grace Mullings created the program as a way to boost retention and support for TFS' African-American accountants and tax professionals.

Twice a quarter, more than a dozen Ubuntu participants come together virtually to connect with leaders and team members, discuss relevant happenings at TFS and learn from guest speakers and Toyota experts. Presentations are selected based on participant interests. Past topics have included Black History Month, Juneteenth and remote interviewing skills.

Now into its third year, Ubuntu has seen participants earn promotions and continue developing in their careers. One team member even moved from TFS to Toyota Motor North America for a new professional challenge within the Toyota family.

"Ubuntu is about giving people a safe space where they can express their authentic selves, connect with others, and grow as people and professionals."



Grace Mullings
Vice President and Chief Accounting Officer, Toyota Financial Services

Launching a BPG Podcast

To help the Women Influencing and Impacting Toyota chapter at Toyota Motor Manufacturing de Guanajuato (WIIT TMMGT) reach team members in a new and innovative way, the BPG created **"Pildoras de Inspiración"** – a podcast that has already earned over 280 listens on four episodes covering topics such as health, career plans, culture and work-life balance.



TLMODA + Diverse Dealers = Community Impact

Since 2001, the Toyota Lexus Minority Owners Dealership Association (TLMODA) has provided minority dealers with strategic support to optimize their competitive advantage and drive personal and team success.



Community

The bonds formed by tightly woven connections and supportive collaboration in the areas where we live, work and play, contributing to happiness for all

Recent Highlights



TLMODA created a **\$260,000 endowed scholarship fund** honoring Bob Carter, retired executive vice president of sales for Toyota Motor North America

- + The Bob Carter Scholarship will support students majoring in auto technology, business and STEM-related fields at St. Philip's College in San Antonio, Texas, the only U.S. college that is federally designated as both a Historically Black College or University (HBCU) and a Hispanic-Serving Institution.



TLMODA member Lori Bean, owner of Bean Automotive Group in Miami, Florida, ranked third at The Commonwealth Institute's 17th Annual Top Women Awards.

TLMODA's spring service event partnered dealers with The Salvation Army to provide nourishing meals to low-income children and families.



Dealer Spotlight: Toyota of Cedar Park

Toyota of Cedar Park, owned by TLMODA member Julie Herrera, is doubling down on engagement with its local community near Austin, Texas.

- + Hosted second annual International Women's Day Gala, attended by nearly **600 guests** and featured speaker Sandra Phillips Rogers, senior vice president, corporate resources.
- + Led the Stuff-the-Truck Athletic Shoe Drive, providing **1,000+ children** with new pairs of athletic shoes to start the school year off on the right foot.
- + Sponsored several local events and initiatives, including the 2022 Cedar Park Chamber of Commerce Leadership Class benefiting emerging and established business leaders.

Toyota Mentoring Prepares Students for Careers of the Future

Toyota experts are stepping into the classroom to help high school seniors supercharge their futures.

Each school year, 100 students at the Plano, Texas Independent School District (ISD) engage in a 12-week learning project with Toyota mentors using the company's foundational decision-making tool, **Toyota Business Practices (TBP)**. The experience guides students through the eight steps of TBP to increase essential life skills such as critical thinking, goal setting and collaboration. Guided discussions focus on both short- and long-term issues for students, ranging from solutions to everyday challenges and problem-solving, to mentoring on career planning and personal growth. Once these steps are learned, understood and practiced, they can be applied to just about any challenge in business—or in life.

“Our school mentoring program is a win-win in that it gives students a chance to learn about useful skills and exciting career choices while providing leadership opportunities for Toyota team members. We are thrilled to have this collaboration and to help prepare the next generation of innovators to take on the challenges of the future.”



Alok Vaish
Group Vice President, Service Parts and Accessories, Toyota Motor North America



Mes de la Mujer

Toyota Motor Manufacturing de Baja California (TMMBC) hosted its **third annual Women's Month** featuring motivational speakers, workshops, videos and a recognition ceremony for participants. Group managers demonstrated their commitment by serving as conference leaders, addressing issues such as leadership and perspective.

On Nonproduction Days, Toyota Builds Wheelchair Ramps for Community Members in San Antonio

Members of Toyota Motor Manufacturing, Texas's (TMMTX) ToyotAbility BPG seized the opportunity to partner with the Texas Ramp Project.



“The organization builds wheelchair ramps for older adults, veterans and others with mobility issues who can't afford to construct their own,” says Mike Castro, ToyotAbility co-chair and TMMTX assembly manager.

Local businesses donated supplies and the Texas Ramp Project team rolled in with blueprints. Before long, a volunteer crew clad in red **“Toyota4Good”** shirts spread out across town as ToyotAbility hosted build events geared at giving the freedom of mobility back to the community.



The collaboration went so well that ToyotAbility plans to work on one ramp build a month going forward. And in true Toyota form, the build team already has *Kaizen* in mind. From the labeling of drills and screws to centralizing a scrap lumber pile, the list of improvement opportunities is limitless for this team.

“We're happy we could be a part of making a difference,” says Leticia Garza, ToyotAbility chair and TMMTX conveyance senior manager. *“To be wearing Toyota on our shirts, representing our plant and ToyotAbility, and knowing we were making a positive impact, there's no better feeling than that.”*



Celebration + Education = D+I Month

Throughout the month of August, Toyota sites across North America participated in the 4th Annual D+I Month.

Each week of the celebration featured activities that engaged team members and explored a key D+I principle: **Belonging, Accessibility, Allyship, and Equity.**

A virtual scavenger hunt, speed networking, BPG celebrations, special guest speakers, and more, helped team members build community across the continent and increase dialogue about diversity and inclusion.



Cultural Art Exhibit

Inspired by Toyota Motor Manufacturing de Guanajuato's (TMMGT) 2021 D+I art contest, the month began with the first-ever company-wide cultural art exhibit activity. Team members were encouraged to produce a work of art that celebrated the month's theme, **"Uniquely Toyota, Uniquely You"**.



Toyota Motor Manufacturing, Mississippi (TMMM) team members pose proudly with their unique creations.



Acrylic painting by Jasmine Moreno.

"I love that Toyota gives me the tools and capabilities to be able to express myself in ways I'd never done before."

Jasmine Moreno
TMMTX quality assurance team member

D+I Learning



During August, team members received special weekly issues of the D+I-focused publication *Driving IDEAs*, which is usually published once a month. In addition to insights on D+I principles and links to online D+I learning resources, team members learned about joining conversations with inspiring, prominent guest speakers who are active in D+I efforts.

"More than anything, D+I Month brought us all closer together and empowered team members to share their unique, authentic selves."



Steven Baily
Manager, Service Parts Engineering, Toyota Motor North America, and D+I Champion

¡Bienvenidos a D+I Month!

Team members from Toyota de Puerto Rico (TDPR) and Toyota Credit de Puerto Rico (TCPR) enthusiastically celebrated D+I Month for the first time.

"The best part about D+I Month was experiencing Toyota Credit de Puerto Rico team members joining in all activities in an organic and spontaneous way, showing their appreciation for D+I in the workplace."



Giancarlo Colberg Ferrer
Legal and Compliance Supervisor,
Toyota Credit de Puerto Rico



Toyota Grants + STEAM Learning = Laying the Groundwork for Future Jobs

When Toyota Battery Manufacturing, North Carolina comes online in **2025**, it will have six production lines supporting battery production for hybrid electric and battery electric vehicles.

To build a diverse, local workforce pipeline capable of powering this new facility, **Toyota has invested \$1 million** to expand education and career readiness opportunities for students in the North Carolina Triad region.

Toyota made **grants of \$500,000 each** to Communities in Schools (CIS) of Randolph County and North Carolina Agricultural and Technical State University (NC A&T) to help strengthen science, technology, engineering, the arts and mathematics (STEAM) education programs that support workforce readiness.

Communities in Schools of Randolph County

To help students stay in school, grant funds will support key services such as weekend meals, academic tutoring, financial literacy and mentoring.

North Carolina Agricultural and Technical State University

Toyota's start-up grant will establish the Toyota STEAM Lab at NC A&T's College of Education. Inside this innovative space, elementary and secondary education majors will gain hands-on practice teaching with devices and technologies designed for K-12 student learning.

"We have 2,100 jobs to fill in North Carolina, so better preparing our next-generation workforce is critical. Toyota is committed to providing resources, time and knowledge to help build stronger communities in which we operate. We're grateful for our education partners that share the same passion."



Sean Suggs
President, Toyota Battery Manufacturing,
North Carolina



Possibility

By putting D+I at the center of everything we do, we seek to remove barriers and create pathways to help unlock limitless possibilities for all

Toyota + Our Communities = Driving Possibilities

This signature initiative is helping the community of West Dallas, Texas break down barriers to education and mobility while connecting students to the promise of STEM.

Driving Possibilities

Creating limitless possibilities for all is the inspiration behind *Driving Possibilities*, **Toyota's \$110-million education and community-focused initiative** announced in 2022. The program launched in the North Texas community of West Dallas, where Toyota has spent nearly a decade building relationships with local schools, nonprofits and community members.

Toyota's vision is to expand *Driving Possibilities* to other operating communities as a way to address barriers and connect more community members to opportunities to thrive.

"We found great partners to begin a transformational effort together with the community," says Colleen Casey, group manager for Toyota Social Innovation. "By bringing industry and academia together and coordinating nonprofit services that address barriers and societal disparities, we can leverage our resources, knowledge and experience to prepare youth for careers of the future."



Scan QR code to learn more and watch a video about Driving Possibilities.



Principal for a Day

Senior Vice President of Corporate Resources Sandra Phillips Rogers was delighted to show her West Dallas STEM School spirit by serving as "Principal for a Day." She began her morning with a hearty greeting to the student body over the PA system, sharing that both her mother and sister are retired teachers. **"Thank you for being brave kids and studying hard and being kind to one another and listening to your parents and teachers!"** she said before signing off to tour the classrooms.



Highlights from West Dallas



Mobility

Toyota partnered with Dallas Area Rapid Transit (DART) to begin operating a free ride-share program for West Dallas residents. The shuttles—known as the **West Dallas Circuit Circulators**—provide a transportation option that connects community members to DART and supports access to daily needs, such as going to the grocery store or a medical appointment.



Literacy

STEM skills are in the education spotlight, but literacy is key to student success in STEM subjects. That's why Toyota is collaborating with several nonprofits, including **826 Dallas Project** and the **National Center for Families Learning (NCFL)**, to expand writing and literacy programs in West Dallas, such as the *Young Authors Book Project*, which helps students develop their voices and become published authors.



STEM Learning

In 2018, Toyota partnered with the Dallas Independent School District (ISD), Southern Methodist University (SMU), and nonprofits and the local community to create the **West Dallas STEM School**. The plans for this state-of-the-art, STEM-centric elementary school include a number of before- and after-school programs to support student success.

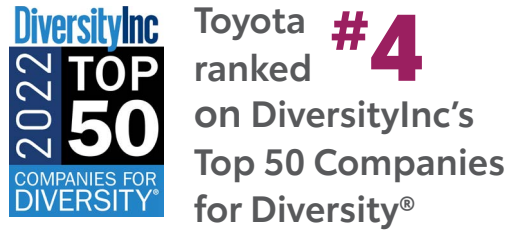


Food Security

Toyota, Dallas ISD and SMU are collaborating with local nonprofit **Brother Bill's Helping Hand** to improve food access for students, their families and neighbors in one very convenient setting—the halls of the new West Dallas STEM School. An onsite food pantry will provide a full-scale shopping experience, and fresh produce is already being grown in a learning garden.

Teamwork + Persistence = Possibilities Realized

DiversityInc List: Toyota jumps to the Top Five



Climbing up three spots, from #7 last year, this achievement speaks to our entire team's contributions toward making D+I a fundamental part of how Toyota does business.

Other DiversityInc Recognitions

- No. 2** | Top Companies for Mentoring
- No. 6** | Top Companies for LGBTQ Employees
- No. 10** | Top Companies for Asian American Executives
- No. 11** | Top Companies for Black Executives
- No. 11** | Top Companies for Talent Acquisition for Women of Color
- No. 15** | Top Companies for Supplier Diversity
- No. 16** | Top Companies for Sponsorship
- No. 24** | Top Companies for Environmental, Social & Governance (ESG)



Toyota is proud to be the only automotive manufacturer ranked in DiversityInc's Top 10 for the **third year in a row.**

Team Members



Leah Curry, president of Toyota Motor Manufacturing, Indiana (TMMI), was one of 13 outstanding women leaders inducted into the **2022 class of Women in Manufacturing Hall of Fame.**

The Hall of Fame was created in 2019 by the Women in Manufacturing Association to recognize women who have made extraordinary contributions to the manufacturing industry with their efforts to support, promote and inspire women in manufacturing.



Phil Sadler, general manager, Quality Control for Toyota Motor Manufacturing, Canada (TMMC), was named a **2022 Automotive News Notable Champion of Diversity.**

Now in its second year, this list features 18 executives in the auto industry who have demonstrated their commitment to improving diversity, equity and inclusion.



Two Toyota team members were named **2022 Notable Military Veterans** by *Automotive News*: **Sam de la Garza**, senior manager, truck product planning and strategy for Toyota Motor North America (TMNA), and **Mara McNeil**, CEO, Toyota Financial Savings (TFS).

Sam and Mara join a list of 15 notable U.S. military veterans who are making a positive impact in the auto industry.

Additional Awards & Recognition

- + Human Rights Campaign Best Places to Work for LGBTQ+ Equality 2022
- + Hispanic Association on Corporate Responsibility Inclusion Index, Five-Star Rating
- + National Minority Supplier Development Council 2022 Corporation of the Year Award
- + National LGBT Chamber of Commerce 2022 Best-of-the-Best Corporation for Inclusion

"Our goal is for every Toyota team member to have a meaningful and rewarding career experience with us. If we can do that, there's no limit to what we can do as a company."



Stephen Lewis
General Manager,
Diversity + Inclusion,
Social Innovation,
Toyota Motor North
America

Launched in 2023!



Developed in 2022 and launched in early 2023, the **Way Forward Fund** is a new program dedicated to providing improved access, technology and support for children recovering from traumatic brain injuries and their families in communities with the greatest need.

In pursuit of creating mobility for all and inspired by the principles of the Toyota Way, the fund aims to help forge a path for patients and their families, demonstrating the core values of respect for people and continuous improvement.

This new resource is a multi-year initiative focused on strengthening access to care and injury recovery support. In its first year, grants totaling \$8.5 million will be available to select institutions with an emphasis on raising quality of care for all.



Impact: A Vision for Electric Vehicle Charging Equity

Unveiled in April 2023, **Impact** is a vision for how Toyota will support the transition of underserved communities to a future of electrified mobility. The program is part of Toyota's broader "mobility for all" efforts, which aim to leave no one behind as society shifts toward greater adoption of electric vehicles.

Impact's Focus Areas:

- + Expanding access to charging stations
- + Providing affordable mobility solutions
- + Reducing carbon emissions

The first Impact projects will be announced later in 2023.

Diversity + Inclusion = A Limitless Future

Toyota celebrates our D+I progress while constantly striving for a better today and tomorrow.

Strong D+I can be a constant, thanks to sustained support and best practices:



Commit to allyship for the common good of all.



Connect groups and individuals to keep the conversation vital and relevant.



Continue to improve, learning from the past and each other.



Collaborate on how to meet new challenges to co-create a better future.

“For Toyota to become a mobility company, we need more diversity. We must accept each person’s individuality and strengths, where you can say, ‘You’re one of a kind in the world!’ If we connect with others while respecting their individuality, I think our end result will be very different.”



Akio Toyoda
Chairman,
Toyota Motor Corporation



Celebrating the diversity that fuels possibility and makes us “Us”



For more information on Toyota's evolving D+I story,
please visit: toyotaeffect.com

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This report was created in partnership with [Blue Daring](#), a Latina-owned branding and strategy firm.