While our journey is a road with many paths, our direction is clear. We are focused on driving toward Mobility for All. Our belief in equality, respect and inclusive treatment of all people guides and empowers us to start our impossible.

By acknowledging the inherent value, importance and business impact of our diversity strategies, we drive inclusiveness. Through diverse and collective thought, we drive innovation in an ever-changing marketplace. We drive positive impact for our team members, suppliers, dealers, communities and stakeholders through our commitment to Diversity and Inclusion (D+I), and we drive influence in education through investments and partnerships that help open access to opportunity. We recognize that only a broad array of backgrounds, perspectives and talents can generate the momentum we need to drive us forward.

Rooted in Continuous Improvement and Respect for People, we are committed to cultivating an ever-better world by creating innovative and sustainable mobility solutions for all — we’re going places, together — powered by our people.

We are transforming impossible to I’m Possible.

“Diversity and Inclusion lie at the heart of Toyota’s evolution as a mobility company. Now, more than ever, engaged team members with diverse perspectives and experiences help us develop innovative products, solutions and services that delight our customers and enrich our communities.”

SANDRA PHILLIPS ROGERS  
Group Vice President, Chief Diversity Officer and Chief Legal Officer, Toyota Motor North America
“Bringing everyone to the table so they feel empowered and included — free to contribute their individual perspectives — is what make us so strong.”

STEPHEN LEWIS  General Manager, Diversity and Inclusion, Toyota North America

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Together we LEAD the future of mobility
HOW WE DRIVE D+I

Moving toward Mobility for All is a collaborative effort. It requires diverse perspectives and guidance from our internal and external stakeholders who uphold the pillars of The Toyota Way: Continuous Improvement and Respect for People.

Diversity Advisory Board (DAB)
The DAB are global diversity leaders who advise, advocate and help hold Toyota accountable to its D+I strategic direction.

ALEXIS HERMAN, CHAIR
Former United States Secretary of Labor and Current Chief Executive Officer of New Ventures, LLC

HOWARD W. BUFFETT
Executive Director of the Howard G. Buffett Foundation

PHYLLIS CAMPBELL
Former President and Chief Executive Officer of The Seattle Foundation

GILBERT CASELLAS
Former Chief Diversity Officer for Dell Inc. and Former President of the Hispanic National Bar Association

JYOTI CHOPRA
Senior Vice President and Global Lead for Diversity and Inclusion for Pearson

JAMES LOWRY
Senior Advisor and Global Diversity Director for the Boston Consulting Group

Executive Diversity + Inclusion Council (EDIC)
Comprised of Toyota’s most senior leaders, the EDIC reinforces D+I strategies as imperative business drivers — working with the DAB and our D+I team, EDIC advocates and supports D+I within their functions.

Toyota Financial Services (TFS) Management Committee
The TFS Management Committee serves as the executive D+I council at TFS and helps drive Toyota’s consumer and dealer finance and insurance business in the United States while supporting D+I strategic efforts across the company.

LEADERSHIP DIVERSITY
Toyota is committed to fostering an inclusive culture that reflects, empowers and respects diversity in leadership.

To meet the needs of our customers, team members, dealers, suppliers and society, D+I plays a critical role in everything we do.

JIM LENTZ  CEO, Toyota Motor North America

Source: DiversityInc 2018 Benchmarking Report reflecting Toyota’s total management demographics
Toyota understands the importance of emphasizing and promoting inclusive opportunities within the STEM workforce — careers in science, technology, engineering and math fields. It is especially important to promote when it comes to young females.

In 2018, the National Science Board reported that women remain underrepresented in STEM fields. Toyota is helping to broaden awareness and continues to close the representation gap. By cultivating a talent pipeline rich with diversity, supporting organizations that work to help educate and empower more women in STEM and recognizing the incredible contributions made by women in STEM, Toyota is working to make a difference.

Toyota-supported organizations, like the Society of Women Engineers (SWE), contribute to driving inclusiveness in STEM.

**DID YOU KNOW?**

Toyota is part of the Society of Women Engineers (SWE) Corporate Partnership Council — industry leaders who share best practice expertise in retention, advancement and diversity initiatives.

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"The world is changing, and so is the future of mobility. I want to be part of that change, but more importantly, I want to help develop the people who will make the future possible."

SUSAN ELKINGTON  |  President, Toyota Motor Manufacturing Kentucky
are helping to close the gap.

Sumega Mandadi, a wheel engineer in chassis design at one of Toyota’s research and development facilities in Michigan, says becoming a part of SWE helped her discover the right path through the right connections.

“I was always good at math and physics but also knew it was a male-dominated field — so, I looked for D+I organizations and looked for people like me to make connections and build support to pursue my career in STEM.”

Through her experience with SWE in college, Sumega was able to establish relationships with leaders in the industry and network with other females on a similar path. This inspired Sumega to open the door for others.

Sumega now pays it forward by actively seeking community outreach programs through Toyota to help get more women and people of color involved. She promotes STEM through her participation with business partnering groups (BPGs) at Toyota and focuses on encouraging local youth to get involved with STEM, especially young females of color.

“Volunteering through Young Professionals and Women Influencing and Impacting Toyota (WIIT) BPGs for events like National Lab Day helps kids in our community understand that engineering is a career possibility.”

At the 2018 Rosie Revere Engineer STEM event in Michigan, Toyota’s Research & Development (R&D) engineers joined some of the original “Rosies” who built planes during WWII — celebrating pioneering women in STEM and inspiring young minds.
For LGBTQ youth, feeling safe, accepted and loved isn’t always a given, and Toyota is working to change that through several community initiatives.

In 2018, one of them was “OUT for Safe Schools,” a partnership between the Los Angeles LGBT Center and more than a dozen major school districts to provide training for faculty and staff on how to help LGBTQ youth when facing issues like bullying, depression and alienation.

As part of OUT for Safe Schools, Toyota partnered with Snapchat, a popular social media platform. Together, they created a geo-targeted ad campaign designed to raise greater awareness of OUT for Safe Schools outside of the classroom. They focused on high school students in San Diego, San Francisco, New York and Dallas.

A first-of-its-kind campaign for Toyota, the animated ads were viewed 11.2 million times, and 80,000 viewers “swiped up” to be directed to a landing page where they could learn more about the program — engagement levels indicative of the importance of supporting Out for Safe Schools.

“Our strength is our team members and their ability to be their whole selves here.”

DEB SCHROEDER  
Vice President, Purchasing, Research and Development, Toyota Motor North America

“We want to build a great relationship with our community and be able to invest in the things that are important to our community and our customers.”

JULIA WADA  
Group Vice President, Corporate Strategy, Strategic Innovation, Operational Excellence and Enterprise Program Management, Toyota Financial Services
Resiliency and a dynamic spirit describe Katie Eddington, young daughter of 21-year Toyota Motor Manufacturing Kentucky (TMMK) veteran Assembly Pilot Team Leader Russell Eddington and wife Samantha.

In 2013, Katie was involved in a lawnmower accident, resulting later in the amputation of her right leg above the knee.

“The hardships she’s endured and overcome — a lot of people don’t understand real challenges and real issues,” says Russell.

Yet, he says Katie has an incredible attitude. She’s in life’s race to win it — in more ways than one.

Katie is currently the junior national record holder in the Adaptive Track and Field 60, 100, 200 and 400-meter sprints within her T42 classification.

So, when TMMK’s ToyotAbility business partnering group invited U.S. multi-medal winning Paralympian Oksana Masters to talk about her athleticism and perseverance as a double amputee, it made sense to invite a local future Paralympian, Katie.

“Toyota is one of the best things in my life,” says Russell.

18+ million people in the U.S. struggle with or have limited mobility. It affects 1 in 7 adults and an estimated 6 million veterans in the U.S. With age, disability becomes more common, affecting 2 in 5 adults age 65 and older.
M-TEN is a smart investment and one of many ways that Toyota acknowledges the value of transitioning service members and veterans.”

JOHNNIE GARLINGTON  )  Senior Manager, Technical Training and M-TEN, Toyota Motor North America and retired U.S. Marine

Launched in early 2019 as a pilot program at Toyota’s North America headquarters in Plano, Texas, M-TEN (Military Technician Education Network) Automotive Technician Apprenticeship Program trains transitioning service members, veterans and reservists to become automotive technicians. M-TEN participants take 12 weeks of instructor-led training prior to being deployed to a Toyota or Lexus dealership of their choice to serve as an apprentice. Eligible service members and veterans qualify for GI Benefits and receive a monthly housing allowance in addition to apprenticeship wages.

Five transitioning service members are currently participating in the pilot program, with expansion planned for later in 2019. Toyota’s long-term goal is to generate more than 480 auto technician jobs for transitioning service members and veterans annually.

“This event gave us a chance to thank the people of Toyota for being there for us.”

Together Oksana and Katie shared their journeys and perspectives on pushing through life’s challenges. They shared their appreciation for the support they have both received, and they emphasized the importance of starting your own impossible — leaving the audience inspired and motivated.

Russell and his wife, Samantha, could not be prouder of Katie and her accomplishments. She continues driving forward and tackling new challenges in her sport.
What could Lexus and Wakanda — Marvel’s high-tech utopian kingdom from their 2018 Oscar-nominated cultural zeitgeist, Black Panther — possibly have in common?

As it turns out — a lot.

Innovative technology, high-performing luxury vehicles fit for a king and amazing experiences are a few similarities that sealed the deal when the powerhouses were presented the opportunity to integrate and establish a co-promotional partnership.

Together, they started their impossible.

Black Panther, Hollywood’s first major superhero movie featuring a largely black cast and black

**BREAKING RECORDS**

- **37%** INCREASE IN SITE TRAFFIC on Lexus.com from the Black Panther Super Bowl Ad
- **17.8 MILLION** VIDEO VIEWS AND 26 MILLION ENGAGEMENTS for Black Panther content on Lexus’ YouTube channel — the most ever for any piece of Lexus content
- **56 MILLION** SOCIAL MEDIA SHARES and five billion earned media impressions were generated from the overall campaign
actor in its lead role, featured Lexus LC 500 and GS F models. Marvel’s King T’Challa and Wakanda’s fierce female warriors navigate the vehicles through epic chase scenes, drawing the connection between stature, power and aspirational technology. Along with a custom Super Bowl spot featuring the Lexus LS 500 flagship sedan and Black Panther star Chadwick Boseman, it drove Lexus social community growth dramatically — 1.2 million fans in February 2018 alone.

Multicultural marketing researcher Sonja Martin Poole says marketing to culturally diverse audiences requires authenticity. Lexus has long recognized the value, power and prominence of multicultural consumers, making this partnership a natural and welcomed progression of its established relationship.

“I could see this being an investment in the younger market,” said Sonja. “Even though the 15- and 18-year-olds aren’t going to be able to buy a Lexus, by doing this you are implanting this aspiration.”

“We wanted to raise awareness and love of the Lexus brand for future buyers and also build a story around innovation and technological advancement for our consumers who are thought-leaders, early adopters of new technology and automotive enthusiasts,” confirms Lexus marketing media manager MaryJane Kroll.

A ComScore Brand Study estimated the prominent brand integration earned over $28 million in media value, garnering positive reactions and building future generations of consumers with affection for the Lexus brand.

**DID YOU KNOW?**

In 2017, black buying power hit about $1.2 trillion, according to the Selig Center for Economic Growth at the University of Georgia’s Terry College of Business.

**RIDING LIKE ROYALTY**

For the Black Panther set, Lexus provided:

- **SIX LC 500** vehicles for King T’Challa
- **SIX GS F** models for Wakanda’s female warriors
- Toyota provided:
  - **A FLEET OF 4RUNNER** vehicles for the villain and his entourage
Advanced technology isn’t the only form of innovation at Toyota. Billie Jo Johnson, group manager of Toyota Financial Services (TFS) Enterprise Project Management Office, is a testament to that through her grassroots development program focused on growing, recognizing and advocating for women of color, with an emphasis on African-American women — Reach.

“With color comes different experiences and dynamics — a cultural upbringing that shapes who we are and creates a unique talent pool of diversity. I wanted to tap into this and help women break through their individual journeys,” says Billie Jo. “I wanted to reach women and provide an avenue for them to reach me through a program that runs in the vein of D+I.”

Since its inception in mid-2018, 60% of Reach participants have experienced career movement, exposure, recognition or connection to support growth and development. They’re going places, together.

The number of participants continues to grow, adding new branches of Reach, such as “New to Toyota” women.

Billie Jo has high aspirations for the program, “This year, we’ll see even more positive impact of Reach and how the advancement of women of color has been set into a forward motion.”

“Empowering women of color and giving them the confidence to be bold, as well as providing an advocate through Reach, helps us establish ourselves and understand what it takes to advance.”

ROSALYN BARKER Manager, Quality Engineering, Toyota Motor North America
One of the first orders of business once Mazda Toyota Manufacturing U.S.A. (MTMUS) broke ground on their $1.6 billion plant was to establish an expectation of a diverse and inclusive culture. Mark Brazeal, MTMUS administration vice president, and Janette Hostettler, MTMUS production vice president, are ensuring they’re off to the right start.

“One of the decision points in choosing Huntsville, Alabama, was the diversity of the community and the multicultural makeup of the workforce,” says Janette. “We were intentional. It was important we reflected our commitment to diversity.”

Establishing this joint venture, in itself, is a demonstration of Toyota’s commitment to embracing innovative ideas from all perspectives. It also reinforces building inclusive environments that value and celebrate differences while building connections.

While Mazda and Toyota each have their own rich history and culture, they share a bond — their pride in manufacturing. This mutual dedication to quality serves as one of many foundational similarities. Resources like business partnering groups (BPGs), community outreach activities and mentoring opportunities will all contribute to building on that foundation, cultivating a place where people can learn, grow and give back to the community.

“BPGs are an incredible way to network, leverage the passion of various backgrounds and also use the group as a means of career development,” explains Janette. “Plus, Mazda Toyota Manufacturing U.S.A. is big on being part of the community. We like to move people — both physically and in their heart.”

MTMUS team members are going places, together. This is just the beginning of many opportunities to explore new ways to collaborate, connect and make a difference in the community and with one another.

MENTORING@TOYOTA

Mentoring@Toyota is the company-wide mentorship program available to all TFS team members and all salaried TMNA team members, directly supporting the overall team member experience. Mentoring allows team members to grow their capabilities, an inherent part of The Toyota Way and essential to achieving our vision of Mobility for All.

Since its launch in late October 2018:

OVER 2,000 team members and leaders have undergone Mentoring@Toyota training

11% of Toyota’s mentoring population have SELF-IDENTIFIED IN A BPG

Over 1,000 team members identified themselves in the system as “AVAILABLE TO MENTOR”

Reach has given me a voice to speak up for myself and the tools and encouragement to grow.”

DIONNE SMITH  
Enterprise Compliance Senior Analyst, Toyota Financial Services

DIONNE SMITH  
Enterprise Compliance Senior Analyst, Toyota Financial Services
Moving toward mobility goes far beyond manufacturing vehicles. For many in Tupelo, Mississippi, it’s about freedom.

A significant number in Tupelo live under the federal poverty level. Lack of public transportation isn’t simply an inconvenience. From medical visits to education and employment opportunities, without reliable and affordable transportation, at-risk citizens are left with uncertainty.

For over a decade, community advocates have lobbied for a transit system. When a Toyota-funded mobility study identified Tupelo as an area that could benefit from a mobility solution, a cross-functional team from Toyota partnered with Tupelo leaders and local government and went into action. Through collaborative efforts, research and shared resources, they started the impossible and helped enable the freedom of mobility through Tupelo’s first-ever public transportation service — Tupelo Transit.

The one-year pilot runs three fixed-route bus lines and a demand-response paratransit service for those requiring mobility assistance. This service fosters community connections and helps those facing mobility barriers. It also provides better access to healthcare, shopping, education and employment — improving everyone’s quality of life.

Toyota continues to conduct assessments across North America — identifying ways to offer local resources and expertise, helping communities move toward Mobility for All.

“Everyone wants to be a productive member of society, and the ability to move is critical for that to happen. As Tupelo Transit grows, we’re looking at how we can assist with continuous improvement — how we can create opportunities for everybody.”

COLLEEN CASEY  Senior Manager, Mobility, Toyota Motor North America and member of the Tupelo Transit cross-functional team

The Freedom of Mobility

Tupelo Transit driver, Issac Edwards

MOVING TUPELO

6,848 RIDES
for Tupelo shopping

3,688 RIDES
for healthcare

2,532 RIDES
for employment

9,857 CITIZENS with disabilities have been assisted through Tupelo Transit
Dr. Rana Mohtadi, principle scientist at Toyota R&D, has always had an interest in science, discovery and a passion for respecting the environment.

“Science is the never-ending expansion of knowledge and collaboration,” she says. “And, I want to contribute to making people’s quality of life much better through the use of renewable energy.”

Focused on alternative energy sources, specifically materials research for batteries, hydrogen storage and fuel cells, Rana works on materials that have potential to store more energy than lithium ion batteries, helping create cleaner mobility solutions.

Sustainability for Our Future

Toyota’s Long Beach and Los Angeles Port facility in California will use a future hydrogen fuel generation station using biogas to generate 100% RENEWABLE ELECTRICITY AND HYDROGEN. This will help improve air quality in the port’s surrounding neighborhoods.

TOYOTA FACILITIES HOLD THE #1 AND #2 spot for largest privately-owned non-utility systems in Texas

8.79 MW solar power system at Toyota North America headquarters in Plano, Texas

3.1 MW solar power system at Toyota Motor Manufacturing Texas in San Antonio, Texas

When installed, the 400,000-gallon rainwater capture system at Toyota North America headquarters in Plano, Texas was the LARGEST SYSTEM IN NORTH AMERICA.
Trailblazing Toward Success

Ellenae Fairhurst is an expert in overcoming adversity. From attending segregated schools in the 1940s and 1950s in Dayton, Ohio, to being refused entry to another automotive titan’s retail dealer development program on the basis of her gender — even after 17 years of experience — she persevered and decided to trailblaze her own path of success.

After the experience at her former company, Ellenae sought more inclusive avenues to pursue her dreams. In 1992, she opened a Lexus dealership in Huntsville, Alabama — the first in a market many industry experts at the time believed could not support a luxury automobile line.

With this move, she became the first and only African-American female owner of a Lexus or Toyota dealership at the time. Now 75, Ellenae credits Lexus for providing her access to top corporate executives who share information, value her input and help find workable solutions.

LEXUS ELITE DEALERS

The Elite of Lexus award is reserved for those dealers who have achieved the highest levels of customer satisfaction. From sales and service to the overall ownership experience, these dealerships are truly in a class all of their own. Ellenae Fairhurst has been awarded Elite of Lexus for 13 years.
Throughout a relationship that formed nearly two decades ago, Toyota has been an advocate, mentor and client to Tierra Kavanaugh Wayne, co-founder and CEO of TKTKONNECT, a Louisville, Kentucky-based human services firm.

Early on, Toyota recognized Tierra’s potential and helped prepare her for a future opportunity as a Toyota supplier. Toyota invited her to participate in professional development workshops and attend its Diversity + Inclusion outreach programs, including Opportunity Exchange, an event that brings together Toyota’s Tier I suppliers with prospective diverse companies to create business opportunities.

“A Lasting Partnership”

Toyota helped me understand the company culture, and The Toyota Way provided me exposure and helped me see how I could grow professionally and personally.”

TIERRA KAVANAUGH WAYNE  Co-founder and CEO of TKTKONNECT, a Tier I Toyota supplier
Tierra’s staffing firm ultimately gained a contract as a Toyota Tier II supplier, and in 2016, TKTKONNECT became a Tier I supplier, managing Toyota’s contingent and variable workforce population in North America.

“I’ve only had one client — Toyota — that acts as an intentional advocate and makes an effort to ensure that I am successful,” she says.

MENTORING DIVERSE SUPPLIERS

Toyota recognizes the hurdles small and diverse businesses face when bidding with large corporations. They created a mentoring program to help these businesses focus on strengthening their ability to compete and provide new and agile solutions. The program demonstrates how team members represent the Toyota brand in ways that yield measurable business results for the larger community.

OVER 25 SMALL AND DIVERSE BUSINESSES have been mentored through the program

of the businesses in the program
RETURN FOR A REPEAT MENTORSHIP experience

In just three years, Toyota has INCREASED ITS DIVERSE SPENDING BY 30% with more competitive incumbent supplier pricing

“My commitment to D+I is continuing to be an advocate for small and diverse businesses through outreach, innovation and networking.”

TIM YAMADA Supplier Diversity Manager, Toyota Financial Services
The Five Compadres

When Toyota chose San Antonio as the site of a new plant to build its Tundra and Tacoma pickup trucks, it was putting down roots in a predominantly Hispanic city with no automotive industry presence. Seeking successful Hispanic leaders as potential Tier I suppliers, Toyota decided on a lawyer, two entrepreneurs, a scientific researcher and a staffing professional — respectfully and affectionately known as The Five Compadres.

To learn the automotive business, four of the Compadres were paired with Tier I Toyota suppliers to form joint ventures, and they traveled all over the U.S. and to Japan to learn the suppliers’ processes. They were also trained in The Toyota Way: Continuous Improvement and Respect for People — and in turn, they trained their employees.

Today, their organizations assemble components, wheels and tires; provide on-site logistics and cross-dock operations; and supply truck interiors, plastic truck parts and carpeting, plus fully assembled truck beds.

From left: Frank Herrera, Berto Guerra, Rosa Santana, Fernando Reyes and Max Navarro

Toyota has been the #1 Original Equipment Manufacturer (OEM) brand for Hispanic, African-American and Asian buyers for over a decade.*

DID YOU KNOW?

1,489 — number of Toyota and Lexus DEALERSHIPS
97 — number of MULTICULTURAL Toyota and Lexus dealers
76 — number of WOMEN Toyota and Lexus dealers

*Source: Toyota Brand and Multicultural Marketing as of November 2018
Business Partnering Groups — Going Places, Together

**Toyota’s** business partnering groups (BPGs) are company-wide employee resource groups that include networks for team members to share or learn more about different engagement and diversity groups. BPGs have a critical role in helping execute our D+I strategy, offering a voice and perspective for all team members.

- **88 BPG CHAPTERS** in North America
- **12** DIFFERENT AFFINITIES represented
- **OVER 3,000 TEAM MEMBERS** participate in BPGs across North America
- **57%** male  
  **43%** female

Toyota Motor Manufacturing Baja California established the 14th Women Influencing and Impacting Toyota (WIIT) chapter and the 85th BPG in North America in 2018.

**BPGs represent...**
- ✅ Cultivating an Inclusive Workforce
- ✅ Creating an Engaging Workplace
- ✅ Connecting with Communities

To help LGBTQ allies publicly show their support for their LGBTQ colleagues and communities, Spectrum provides badge-buddies and small rainbow flags for display.
ToyotAbility and Young Professionals BPGs in Plano, Texas, hosted “Understanding Deaf Culture and Creating Inclusion in the Workplace,” a campus talk promoting awareness of the deaf community.

The African American Collaborative at TMMWV recruits and sponsors underrepresented female high school students to attend a one-week STEM camp each year, helping provide supplies and transportation.

Toyota Asian Americans in Alliance (TAASiA) at Plano HQ partnered with LEAP, the Leadership Education for Asian Pacifics, to host a workshop to inspire team members to start their impossible and become next-gen leaders at Toyota.
Through its partnership with Girl Scouts of the USA, Boys & Girls Clubs of America and Junior Achievement, Toyota Financial Services (TFS) supports youth financial empowerment, workforce readiness and skills and leadership development.

TFS’ support for youth organizations is team member-driven. “Our influence in the community is only possible through the deep involvement of our team members; their strong spirit of volunteerism and community service is a reflection of the Toyota Way,” says Karen Ideno, TFS group vice president, National Trustee of Boys & Girls Clubs of America and Executive Sponsor of the Toyota North America Advisory Council for WIIT.

Parisa Urban is an example of that community service spirit. As part of a daylong financial education program for Girl Scouts, Parisa and a group of Toyota women organized a “dress for your day” fashion show at Toyota headquarters to teach girls appropriate attire for different work occasions. A Persian who was born and raised in Iran, then lived in Canada before joining Toyota in the U.S. in 2007, Parisa hopes to inspire a mindset in young, diverse girls to not allow gender, ethnic culture or place of origin to keep them from achieving their impossible.

Since 2007, Toyota has awarded more than 1,000 MAKING LIFE EASIER SCHOLARSHIPS, and/or nearly 200 of those students have become Toyota interns or even Toyota team members.

Toyota’s sponsorship of Junior Achievement’s Financial Literacy program for underserved youth reaches 15,000 STUDENTS in California, Texas, Iowa, Maryland and Arizona.
Empowering Communities Through Education — Collaborating for Change

As technology advances, opportunities abound. Today, science, technology, engineering and math (STEM) careers continue to significantly outpace non-STEM jobs in growth and earnings. However, African-Americans, Hispanics and women are significantly underrepresented in STEM fields. Together, with our partners, Toyota is working to change that.

Toyota’s involvement in West Dallas is a great example. Beyond donating dollars, Toyota is applying a holistic approach to improve access to opportunity, engaging internal resources like Toyota business partnering groups (BPGs) and coordinating local and national non-profits to collectively address community needs. The three areas of focus include:

**Workforce Readiness:** Toyota is helping to create a business-aligned, project-based STEM curriculum with Southern Methodist University at a new Dallas ISD PK-8 school to help prepare students for the jobs of tomorrow. Toyota is also engaging local BPGs to provide mentorship, and engaging long-term partners like the Hispanic Scholarship Fund, to provide scholarships.

**Inclusive Mobility Solutions:** Beyond providing passenger safety programs like Buckle Up For Life, Toyota is working to improve access to education and job opportunities through new mobility solutions.

**Community Sustainability and Resilience:** Access to healthcare and healthy food is critical to quality of life. That’s why the company is working with hospitals to improve quality of care, as well as working on a mobile food market with University of North Texas to address food deserts.

"From education to mobility to helping address basic needs, we’re collaborating with our schools, non-profits and local leaders to find solutions that create a more inclusive society — and that benefits us all."

MIKE GOSS  General Manager, Toyota Social Innovation and President, Toyota USA Foundation
**Let’s go together** — words that define the long-standing relationship between the Hispanic Scholarship Fund (HSF) and Toyota. Together, they have helped to empower, support and educate Latino families, making college education a priority for every Hispanic-American student.

In 1988, Toyota became a partner with HSF and began supporting their merit-based scholarships and student support services, as well as the HSF endowment. Over the years, Toyota has been a predominant sponsor of HSF events, like the Alumni Hall of Fame Gala and the Leaders in Education Awards Luncheon. And currently, TMNA vice president and controller Anthony Salcido serves on HSF’s Board of Directors.

As the nation’s largest non-profit supporting Hispanic-American higher education, HSF has awarded over $500 million in scholarships, more than $5 million from Toyota, and offers broad spectrum of programs for students, HSF Scholars, Alumni and parents.

**HSF AWARDS RANGE FROM $500 TO $5,000 AND ARE BASED ON RELATIVE NEED** once criteria for the scholarship is met.

The HSF Scholarship is a merit award designed to assist eligible students of Hispanic heritage obtain a university degree based on a specific set of academically focused criteria, with an emphasis on STEM majors.
Sebastian Ontiveros, consumer engagement senior manager for TMNA’s Hispanic Business Strategy department, says, “One of the things that truly makes this partnership special is that there are at least 17 recipients of the HSF scholarship that have gone on to become Toyota team members.”

**HISPANIC POPULATION IN THE U.S.**

Hispanics are predicted to reach 28% of the total U.S. population by 2060 with buying power at approximately $1.7 trillion by 2020 alone. Toyota is proud to maintain a strong presence in this key market as the #1 brand among Hispanics for over a decade now.

**Toyota is investing** in the future by helping high school students prepare for college and career readiness. As the largest sponsor of NaviGo, a scholarship program in partnership with the Northern Kentucky Education Council, Toyota is supporting students in making informed decisions about their career choice.

Through the one-year program, students get the opportunity to work alongside the business community to identify true interests and passions, mapping a career path for future success. NaviGo also helps strengthen Toyota’s workforce pipeline by recruiting and training students, teaching them about specific opportunities available and exposing them to different aspects of the mobility industry.

Scholars involved in the program report an increased interest in engineering by end of year and increased confidence about their future goals.

“**Programs like NaviGo allow students to see if they really want to be in our industry.**”

**ANGELA LYLE**, Supply Chain Analyst, Product Support Division, Service Parts and Accessories Operations, Toyota Motor North America
D+I Education at Toyota

**Toyota is committed** to ensuring a culture grounded in diversity and inclusion takes root in every part of the organization. Across each function, Toyota offers robust D+I educational programs at all levels that are updated to meet changing needs. In 2018, programs included:

**Unconscious Bias Education:**
This program combines instructor-led in-person and virtual trainings on how to be aware of and manage biases to better drive team member engagement and a more productive work environment.

**Diversity Awareness Education:**
Designed for team members to ensure an understanding of Toyota’s commitment to D+I, it reinforces how diversity and inclusion are rooted in The Toyota Way. It also identifies actions team members can take to honor Respect for People and embrace a diverse and inclusive workplace.

**Executive D+I Education:**
A new program that began rolling out to executives in 2018, this training features an outside thought leader who helps executives develop a mindset and skillset essential to building and managing a diverse workplace and connecting it to a culture of innovation.

**D+I Champions:**
D+I Champions help drive cultural change across the organization by working to promote diversity and inclusion at the department level and ensure they are embedded in all work practices. The 100 to 125 team members who become D+I Champions must meet annual requirements.

**SEEING UNDERNEATH THE TIP OF THE ICEBERG**

One memorable visual exercise during Mick Morman’s D+I Champions training in 2018 likened people’s perceptions of others to an iceberg. “With an iceberg, you only see what’s above the surface,” says Mick, an assistant manager at Toyota Auto Body Corp. (TABC) who grew up in a small Indiana town lacking diversity. “The same is true of people. You see a person’s skin color and how they dress, but you don’t see what’s under the surface. You can discover commonality with another person if you take the time to get to know them.”

Upon becoming a D+I Champion, Mick set out to foster greater inclusivity among TABC’s 400 team members. He found that while TABC does not lack for diversity — 40 nationalities and 29 languages are represented — team members tended to socialize only with others like them.

Mick began interviewing two randomly selected team members each month to learn about their interests, beliefs, inspirations and values, and he published their profiles on one of Toyota’s internal communication channels for all team members to read. “I have built better relationships with the people I have interviewed, and I hope that others will see commonality and start a relationship with them as well.”

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Mick Morman
Change is a constant. But, evolution is a choice.

Toyota’s commitment to D+I isn’t just about acknowledging and responding to marketplace changes. It’s even far beyond vehicles.

We choose to evolve in an ever-changing world because we’re on a mission to create innovative and universal mobility solutions — for everyone. Our commitment to this mission is rooted in D+I and our belief in equality, respect and inclusive treatment of all people. We demonstrate our commitment through the actions of our people who are a direct reflection of the communities where we live and work.

We are called to serve — to open access to opportunity and meet the needs of our team members, customers, dealers, suppliers, partners and society as a whole through the power of mobility. Limitless mobility unlocks experiences and resources that allow everyone to grow, discover and explore a better world. Through D+I we are able to fulfill our purpose — by cultivating and investing in strong connections across industries and communities. For this reason, D+I is a critical component to all aspects of our business.

Guided by the pillars of The Toyota Way: Continuous Improvement and Respect for People, we have started our impossible. Our epic transformation into a mobility company progresses — powered by people and driven by D+I — our evolutionary journey continues to navigate the road ahead.

“...We have to dream beyond conventional vehicles and create new forms of mobility that overcome the limits of today and solve the problems of tomorrow.”

AKIO TOYODA  
President and Member of the Board of Directors, Toyota Motor Corporation
How do you drive D+I?
Visit toyotadiversityreport.com and click on “My D+I Commitment”