





= Us

TOYOTA
Diversity + Inclusion
2022 Annual Report



WHAT D+I MEANS TO US

 Welcoming  embrace together

estimé  seeing all people  改善 (kaizen)

better together  respect for people

being heard  conexión  everyone

equity as a norm (not an exception)  respeto

面倒見 (mendami)  belonging  authentic support

strength in differences  equal opportunities

qui appartiennent  valuing everyone 

community matters  pertenencia

At Toyota, Diversity + Inclusion
is a way of being, a way of working,
and a way of moving forward.

THE DESTINATION

Limitless Possibilities for All

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Some photos used in this report were taken prior to the COVID-19 pandemic and therefore do not depict Toyota's Safe@Work practices.



At Toyota, D+I is a fundamental part of everything we do.

Guided by the Toyota Way, core values remind us we're all connected, joined by the "+." We Act for Others, proactively seeing from diverse perspectives to drive an equitable workplace. We embrace Respect for People to ensure an environment where all feel welcome, safe, and heard. We are only stronger when we come together.



"Diversity and inclusion speaks to the heart of the Toyota Way and respect for people. D+I is good for business, and essential for our true mission of creating happiness for all. We believe an equitable society is a healthy society."

TED OGAWA
*President and Chief Executive Officer,
Toyota Motor North America*



"Our team members are driven by excellence as well as compassion to act for others. We give back to our communities because we want to improve all of society and ensure limitless possibilities for every community."

MARK TEMPLIN
*President and Chief Executive Officer,
Toyota Financial Services*



Sandra Phillips Rogers

Group Vice President, General Counsel,
Chief Legal Officer and Chief Diversity Officer,
Toyota Motor North America

We use the “+” in D+I because plus means more.

Plus joins, plus adds, plus expands. Plus signals the qualities, experiences, and backgrounds we bring to Toyota each day just by being ourselves, and the strength created when we come together as One Toyota. Plus is limitless.

The challenges of the COVID-19 pandemic, the economic recession, and social reckoning didn't magically dissipate in 2021. Yet we leaned into resilience and came together with creative thinking to continue to push boundaries and embrace limitless possibilities.

That is what D+I means at Toyota. It's **all of us** bringing our whole selves to work every day in an environment where we feel seen, respected, supported, and able to do our best work—so that together we can achieve big things.

Powered by the plus, we celebrate today's stories and plan a limitless tomorrow.

Plus means anything is possible, because + = Us.

A Way of Being

**BUILDING A BETTER TOYOTA,
JUST BY BEING US**

**D+I unlocks
innovation,
grows mobility
for all, and
builds a Toyota
where we all
can feel we
belong.**

Connected by Plus

Last year we updated our D+I branding with a new visual identity anchored on “+.” The plus sign is a connector. As such, it’s the perfect symbol for D+I, which keeps our company connected to what matters most—people.

Consistently applying the new D+I brand will help reinforce the critical role D+I plays in supporting our overall business and advancing our goal of mobility for all.



The Art of Inclusion

D+I took on an artistic expression when team members at Toyota’s Production Engineering Manufacturing Center (PEMC) came together to create a vibrant mural at their site in Georgetown, Kentucky. The group collaborated with a local artist on the mural’s design, which features “**Respect for People**” and other elements of Toyota’s philosophy along with images that hold personal meaning for team members.

“The mural really was a team effort from start to finish. Every time I walk past it I think: We created that—that’s us!” says Lili Mateo, an engineer at PEMC.



Investing in Student Scholarships

For 17 years, the Toyota Rainbow PUSH scholarship has helped deserving students fund their college education and jump-start their careers through a hands-on Toyota internship.



Rainbow PUSH scholar **Tina Watson** was a nontraditional student who decided to go back to school after facing a health challenge. Her Toyota supervisors were so impressed by her drive and determination that they made her a job offer before she even graduated. Today, as a Senior Analyst in Toyota’s college programs department, Tina proudly works with Rainbow PUSH scholars, helping shape and give back to the program that launched her on her current path.

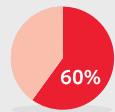
“Students need a lot of support along the way. In my role at Toyota, I have the privilege of connecting our student interns to the people they need to meet, learning about their interests, and guiding them on their path.”



Toyota has contributed **\$3.3+ million** in scholarships through Rainbow PUSH over the last 17 years.



In 2021, **60%** of Toyota Rainbow PUSH scholars were hired into full-time positions with Toyota.



Making a Mark Through Board Leadership

Toyota leader Peggy Turner is passionate about giving back through board service, including with Hispanic Scholarship Fund—an organization that empowers students with the resources and knowledge to complete a higher education.



PEGGY TURNER
Vice President, Social Innovation, Toyota Motor North America

“I got involved with Hispanic Scholarship Fund because of my passion for moving the Latino community forward. I enjoy sharing my experiences in board oversight functions.”



SPOTLIGHT

 = Authenticity | Kaleb Hall

FOR KALEB HALL, AUTHENTICITY IS CRUCIAL TO HIS SENSE OF SELF, AND FULL TRANSPARENCY CAME WITH WHAT FELT LIKE REAL RISKS.

Kaleb, Quality Group Leader for Bodyweld at Toyota Motor Manufacturing Mississippi, is a transgender male. It took three months for him to build up the courage to tell his manager that he was transitioning. But when he finally did, the support came right away. “Cool,” said his manager, who immediately put Kaleb in touch with Human Resources to help guide him through the transition process.

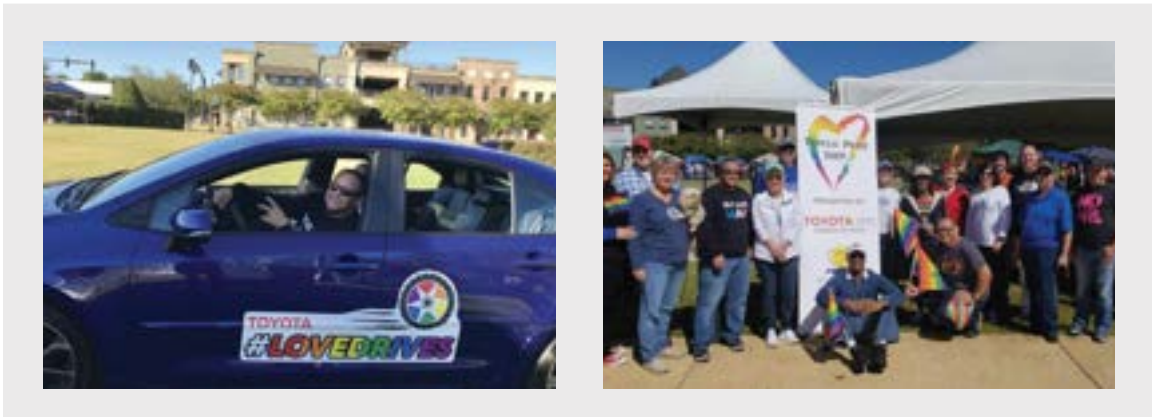


Two weeks after he transitioned, Kaleb came to work and found his hard hat with his chosen name on it and two new uniforms freshly embroidered with “Kaleb.”

“That kind of thing normally takes six weeks or so. I was in tears. It’s one of those moments that reminds you there are good people in the world,” he says.

Kaleb’s experience inspired him to become vocal about transgender and other LGBTQ+ topics.

“I want to help educate and advocate for those who come out and create a learning process for those who don’t understand,” he says. ***“We don’t understand what we don’t know, and that’s often what scares us.”***



BPGs: Celebrating Our Identities, Driving Innovation

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.

BPG affinities with five or more chapters are eligible for a **North American Advisory Council (NAAC)**. NAACs serve as a strategic organization for the groups they serve. Executive sponsors for each NAAC not only provide guidance and insight, but also create opportunities for team member visibility and talent development. **Toyota Organization for the Development of Latinos (TODOS), ToyotAbility, and Toyota Christian Fellowship (TCF) all formed NAACs in 2021.**

117 BPG CHAPTERS... AND GROWING!

In 2020 TMNA reached a meaningful milestone with the launch of our 100th BPG chapter. Today there are 117 chapters with 17,000+ members across North America. With 13 affinities to choose from, our BPGs are as multi-faceted as our talented, diverse team.



“By bringing your full self to work every day, you are more likely to thrive in your role. It will help you feel included, challenge assumptions, consider opportunities with more empathy, and develop innovative ideas. It always takes courage to be yourself, but you might be the spark that inspires someone else to do the same.”

CRAIG GRUCZA
Chief Human Resources Officer,
Toyota Motor North America

African American Collaborative (AAC)



Team members of **Toyota Financial Services in Baltimore, Maryland, worked together to launch a new AAC chapter that is the 14th in North America.** The group officially debuted on November 9 at a virtual event featuring an all-star lineup of Toyota leaders, including Sandra Phillips Rogers, Chief Diversity Officer; Alva Adams-Mason, Group Manager of Multicultural Business Alliance and Strategy and Multicultural Dealer Relations; and Lisa Harris, Senior Manager, Diversity and Inclusion.

Parents of Toyota



Three Parents of Toyota members **launched Toyota for Families, a first-of-its-kind Toyota safety app that educates families on proper car seat installation.**

Jennifer Pelky and Lindsay Babian, R&D Principal Engineers, and Janelle Pharris, Senior Analyst Vehicle Marketing, drew from their experiences as parents and professionals to create the app.



Spectrum



Spectrum **advised on the development of the Self-Identification initiative**, ensuring inclusive language and terminology for LGBTQ+ team members.

"Pride Out of a Crate" helped unify chapter activities and provided virtual ways to celebrate Pride, and support of the **Toyota Human Rights Campaign Workplace Equality Summit** created a safe space for discussion on best practices in the workplace.

Toyota Asian American Society in Alliance (TAASiA)



In response to team member conversations following the Atlanta spa shootings in March, **TAASiA created two new initiatives:**

- + **TAASiA Talks**, a speaker series that welcomes any Toyota team member to speak on a topic they're passionate about
- + **TAASiA Listens**, a safe space for team members to discuss issues in a small-group format

Toyota Christian Fellowship (TCF)



TCF expanded to 10 chapters in 2021.

Various initiatives focused on mental wellness and suicide prevention, including the **"Servant Leadership"** series across many chapters. Random Acts of Kindness, National Day of Prayer, the Kingdom Parenting series, and Serving Our Partners celebrated **cross-BPG collaboration** and exemplified servant leadership and care for others.

Toyota Organization for the Development of Latinos (TODOS)



TODOS doubled down on **career development support for members** by curating a toolkit with resources on career mapping, mentorship, personal branding, sponsorship, and more.

The BPG also hosted a **series of virtual events**, including a fireside chat with Luis Lozano, President of Toyota de México, and Sandra Phillips Rogers, Chief Diversity Officer.


ToyotAbility

ToyotAbility achieved record growth in 2021, with **North American membership rising from 572 to nearly 750 members and two new chapters created at Toyota Motor Manufacturing, Mississippi and R&D.**

The BPG also supported the **launch of a pilot program** to focus on hiring people with disabilities and neurodiversity that is in development with the National Organization on Disability (NOD).

Toyota Veterans Association (TVA)

In the midst of pandemic restrictions, TVA leveraged remote technology to continue its work of connecting veterans to Toyota career opportunities.

 **50 veterans** were hired through two virtual job fairs conducted by TVA and Human Resources at Toyota Motor Manufacturing, Alabama.

Women Influencing & Impacting Toyota (WIIT)

On May 12, 2021, **Toyota Motor Manufacturing in Guanajuato, Mexico, launched its first-ever WIIT chapter** to advance the plant’s goals of promoting and inspiring the development of women and encouraging equity.

In the new WIIT chapter’s first six months, membership has skyrocketed from **44 to 205 members.**

Young Professionals (YP)

On October 27, **YP held its second annual Young Professionals Conference, themed “What’s Next? Reflect. Reset. Activate.”**

Highlights included a keynote address from Team Toyota Paralympic Athlete Jarryd Wallace and a panel discussing how strong multigenerational relationships lead to greater knowledge-sharing, support, and skill-building at work.

Collaborating for Local Change

In late 2020, our BPGs made their collective voice heard by coming together to award grants aimed at addressing disparities and advancing social justice in local communities.

95 BPGs came together | **\$475,000** given in grants | **48** nonprofits + **17** communities helped across the United States

ISSUES ADDRESSED INCLUDE

- + Education
- + Employment
- + Economic Empowerment and Wealth Gap
- + Healthcare
- + Societal Reentry
- + Food Insecurity
- + Domestic Violence
- + Digital Divide
- + Immigrant Rights
- + Social Justice
- + Homelessness
- + Legal Services

= Equity

Championing D+I in Baja California and Guanajuato

Toyota has nearly 100 dealerships and two manufacturing plants in Mexico.

Toyota Motor Manufacturing de Baja California (**TMMBC**), founded in 2002, *employs over 2,000 people* at its Tijuana facility. Toyota Motor Manufacturing de Guanajuato (**TMMGT**), which opened its doors in central Mexico in 2019, has *about 1,500 team members*. Both sites produce the Toyota Tacoma and have the combined capacity to make over 250,000 vehicles per year.

Toyota knows there's no one-size-fits-all approach to D+I. Every D+I initiative at TMMBC and TMMGT reflects each worksite's specific goals and the unique cultural attributes of their workforce and surrounding communities. At the end of the day, both plants are part of the global Toyota family working to advance our vision of **Limitless Possibilities for All**.

Talent Development Program

Helping More Women See Themselves as Leaders

Not long ago, fewer than one out of 10 team leader positions at TMMBC were held by women, despite a successful campaign to recruit more female talent to the company. *To learn why more women weren't applying to be team leaders, TMMBC executives invited a group of female team members to a luncheon discussion.* What they heard amazed them. "So many of our women team members said, 'I don't see myself as a leader. The culture in our country and industry is about men. Women don't have the support we need to develop our leadership,'" Ericka Alejandra Mendez, General Manager, Administration, recalls.

Spurred to action by the women's words, TMMBC created the **Talent Development Program**—a hands-on training program that places women and men in the team leader role before they're promoted in order to build up

their skills, confidence, and readiness. **"The result was amazing because team members were able to see that they could perform the job, and it changed their mindset. If you can see yourself as a leader, you can believe in yourself,"** says Ericka.



90 TMMBC team members completed the Talent Development Program



16 female participants were promoted to team leader



The representation of women in team leader roles nearly doubled, from **7% to 13%**



Mexican Women’s Forum

TMMBC hosted the second Mexican Women's Forum on November 10 and 11. With panels, networking, training, and more, the event drew team members—physically and virtually—from all of Toyota’s Mexican entities as well as other North American affiliates.



DRIVING PROGRESS AT TMMGT

GOAL	ACTUAL RESULT
25% representation of women in TMMGT’s workforce	26.7%
90% participation in D+I training at team leader level and above	93%

D+I Month in Guanajuato

In August, TMMGT participated for the first time in D+I Month—Toyota’s company-wide celebration of diversity and inclusion.

The plant came up with many creative ways to make the month its own, including a D+I mural and art contest.



“Mexico has distinct kinds of minority groups and regional identities. All of our D+I work recognizes that. No matter who people are, when they come to Toyota de Guanajuato, we want them to feel at home, feel understanding, and feel included. Our mission is to create not only programs, but a culture that values diversity and inclusion.”

CINTHIA PAOLA SILVA
 Mobility/Diversity + Inclusion Specialist, TMMGT

All in for Allyship

By becoming allies, we live out Toyota's core values of Respect for People and Act for Others.

Recognizing and celebrating allies across the company is one of the many ways Toyota is striving to build a more inclusive workplace. We caught up with a few team members to learn how they have been shaped and impacted by their experiences as allies.



Toyota Cyclists for a Cause member **Cassie Pham** learned important lessons about allyship while riding in AIDS/LifeCycle: a 7-day, 545-mile bike ride from San Francisco to Los Angeles.

“The seven days on the road were very eye-opening for me. I heard firsthand stories of coming out that I wouldn't have heard otherwise, and I had conversations I'd never had before. When you're willing to listen, you learn that everyone has a different story to tell you. You have to listen with your heart and see how you can help.”

CASSIE PHAM
Senior Planning Analyst for Toyota Logistics Services

“Two years ago I had a moment where I realized that I wasn't fulfilling my duty—either as a people leader at Toyota or as a parent of my son, who is Black—to stand up and create the space for others without privilege to have their voice heard. That led me to volunteer to take on the role of D+I Champion at TMMC. While what I do is far from perfect, this is the happiest I have ever been at Toyota. I finally feel like my outward actions are matching my inward intentions.”



PHIL SADLER
Group Manager – Quality Control Engineering/
Supplier Preparation & Development, Toyota Motor
Manufacturing Canada, and D+I Champion

“I'm an ally. I didn't actually serve. My grandpa was in the Navy during World War II, and I've just always loved to support the military community because they do what I cannot. I recognize the sacrifices that the people make, and their families make, and I just try to find a way to help fill the gaps on the backside.”



RUTH JESSEN
Senior Legal Analyst and Toyota Veterans
Association member, Toyota Motor North America



Toyota Motor Manufacturing Canada (TMMC) became the first Toyota facility to raise the **Progress Pride Flag**.

The flag highlights the growing inclusion within the LGBTQ+ community by adding new stripes to represent communities of color, transgender people, and those lost to or living with HIV or AIDS.



Stephen Lewis

*General Manager, Diversity + Inclusion,
Toyota Motor North America*

Toyota's D+I strategy is a roadmap for achieving key short- and long-term goals such as:

- + building an equitable company culture
- + addressing diversity gaps in our workforce pipeline
- + measuring progress and holding ourselves accountable

Charting a course helps us maintain momentum, stay on task, and continuously strive for improvement.

Our D+I strategy is how we activate the “+” and bring D+I to life every day.

A Way of Working

MAKING D+I PART OF
EVERYTHING WE DO

**Infusing D+I
into every
aspect of our
work takes
thoughtful
planning,
intention, and
collaboration.**

Becoming a D+I Champion offers a differential investment opportunity that helps team members grow professionally and personally while working to promote diversity and inclusion at Toyota. Our D+I Champions are an extension of the D+I team, working to foster an inclusive environment where all team members feel welcomed and valued.

TOYOTA
D+I Champions

D+I CHAMPIONS BRING TOYOTA'S VALUES TO LIFE



OBSERVE THOROUGHLY

"I enjoy listening to other people. I find that if I can stop talking and if I can listen without trying to give an answer or trying to solve a problem, I'll be able to connect with anyone."



LAVERN HENRY
Credit Manager, Toyota Financial Services Sales – Consumer Lending



RESPECT FOR PEOPLE

"I'm unique because I value the differences in other people...To help someone see something from my perspective, I would tell them, 'We were raised differently but we're all the sum of our life experiences.'"



RAY CLAYBROOKS, JR.
Senior Engineer Casting, Toyota Motor Manufacturing of Missouri

Driving Women to Automotive



"Gender diversity brings different perspectives and leadership styles, contributing to a more engaging and innovative workforce."

TRACEY DOI
Chief Financial Officer, Toyota Motor North America

Women represent **only 27%** of the auto manufacturing workforce in the United States,



even though they make up **almost half** of the overall labor force and influence over **70%** of vehicle decisions.



76% of women say they would choose to stay in the auto industry if they saw a clear path to their career goals.

Here are just some of the ways Toyota's leaders are working to attract more women to careers in automotive:



School visits



Active involvement in training programs



Participation in BPGs



Serving as sponsors and mentors

Source: Deloitte Insights, Shifting diversity into high gear, May 2019

Self-Identification

Toyota launched the voluntary Self-Identification in the U.S. and Canada to recognize and celebrate the diversity of our team members.

By sharing various aspects of their identities—disability, sexual orientation, gender identity, military, or multi-racial identities—our team members are helping Toyota understand our progress in creating a diverse and inclusive workplace, ensure accountability, and identify opportunities for continuous improvement.



TAYLOR DEE

Senior Analyst, Marketing, Toyota Motor North America

"[Serving in the Navy] was truly the best experience of my life. Veterans bring a unique point of view and experience to the workforce. Connecting with other veterans has been instrumental to my time at Toyota."



RICHMOND BRYANT

Senior Manager, Demand and Supply Management, Toyota Motor North America

"As a person with a disability, I want people to know they can come to me, ask questions and start a dialogue. I'm just like you, and together, we can knock down some of the preconceived notions about disability."

For the Benefit of All

In 2021, we added new team member benefits to meet the needs of our diverse workforce:



Backup family caregiving



Telemental health counseling



"Our people are the biggest asset we have. Ideas come from the floor, come from the middle to the top of the company all the time. Everyone at Toyota has the ability to change what we do, each and every day."

BRIAN KRINOCK

Senior Vice President, Vehicle Plants, Toyota Motor North America

SPOTLIGHT

 = Innovation | Craig Payne

AT TOYOTA, CULTIVATING A D+I MINDSET ISN'T JUST THE RIGHT THING TO DO— it also deepens our ability to empathize with our customers, so that we can ultimately deliver the innovative mobility solutions they need.

Craig Payne knows just how important it is to step into the customer's shoes. As the chief engineer in charge of development for the Toyota Sienna, much of his work involves understanding what customers need and designing vehicles to meet those requirements.

"Today, an automobile has to be seamlessly connected to both our customers and the various technologies they rely on every day," Craig says. **"This creates new expectations and challenges, which also creates new opportunities to improve our customers' overall experience."**

When designing the Sienna, Craig's team considered the mobility needs of not just adults, but also children and multigenerational families. "We include small touches like the assist grip, because we know that two- or three-year-old children want to feel a sense of independence as they start to move around. For some of our older population, it can be harder for them to get in and out of the vehicle, so by providing a lower step-in height, we can help with that. It's those little touches that customers may not notice but are deliberately placed there to make it easier for them."



According to vehicle registration data, Toyota is the top auto brand among multicultural consumers.



SPOTLIGHT

 = Partnership

| Rosa Santana



ROSA SANTANA'S PASSION IS PEOPLE.

"For me, it's all about helping people find work and helping companies find the right people," she says. As Founder and Chief Executive of Santana Group—a family of companies she launched in 2002 to meet clients' hiring and talent needs—Rosa has used her passion to create thousands of jobs for people across the U.S. and Mexico.

Just two years after starting her firm, the staffing solutions expert began servicing some of Toyota Motor Manufacturing Texas's Tier 1 suppliers. A decade of relationship-building then led to Rosa and her newly formed Forma Automotive being named Toyota's first Hispanic-, woman-owned Tier I supplier, hired to assemble Tacoma truck beds.

"Toyota taught our company how to do business under their production system and made us a better supplier— a supplier that they've continued to help grow," Rosa says.

The supportive and mutually-beneficial partnership between Rosa and Toyota has continued to blossom, with Santana Group also now operating a call center for Toyota Financial Services.

SUPPLIER DIVERSITY RECOGNITION

The National LGBT Chamber of Commerce and the National Business Inclusion Consortium named Toyota a **2021 Best-of-the-Best Corporation for Inclusion.**





Breaking Down Barriers to College Success

The Toyota Canada Foundation focuses on supporting STEM (science, technology, engineering, and math) education outreach programs across Canada—particularly those aimed at girls, Black and Indigenous students, youth who live in rural and remote communities, and others who are underrepresented in STEM professions.



Since 2017, the Foundation has funded **Actua** and **Let's Talk Science**, programs encouraging Canadian children and youth to pursue post-secondary education and careers in STEM fields.

While it has successfully supported the engagement of hundreds of thousands of Canadian children over the years, the Toyota Canada Foundation also recognizes that many would-be students in these underrepresented communities also face financial barriers in their pursuit of higher education.

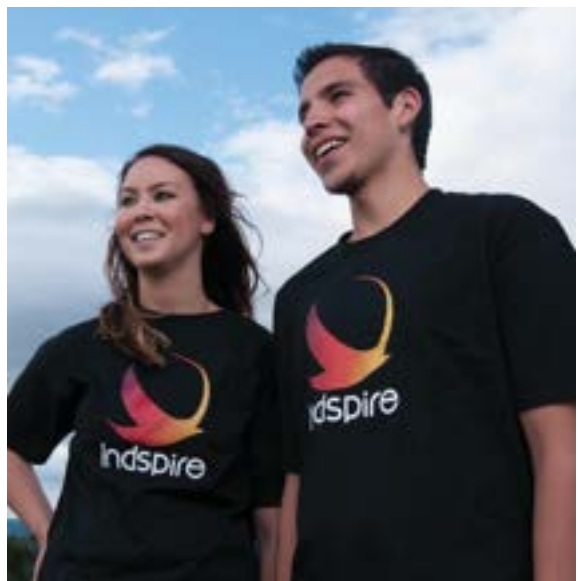
*The Toyota Canada Foundation is proud to provide **twelve \$10,000 scholarships** over the next two years to Black and Indigenous students pursuing post-secondary degrees in automotive technology.*

The scholarship recipients will be selected and awarded by two nonprofit partners: Indspire and the Black Business and Professional Association.



“These [scholarship] recipients represent a brighter future for our community and generations to come. They are the catalysts that will shift the narrative.”

NADINE SPENCER
CEO, Black Business and Professional Association



Indspire is a Canadian nonprofit that invests in the education of First Nations, Inuit, and Métis people.

A Friendship Renewed



For National Indigenous History Month, Toyota Motor Manufacturing Canada (TMMC) hosted a Charging of the Eagle Feather Ceremony to recognize and celebrate the relationship between Conestoga College, Toyota Canada Inc. (TCI), and TMMC.

Members of DRIVE (a TCI business partnering group) along with executives from TCI and Toyota Credit Canada Inc. attended the ceremony, which included taking hold of the eagle feather during a traditional prayer and lighting of sage and smoke in a bowl to recharge the feather.



Rated Gold for Accessibility

In June, Toyota Canada’s new Eastern Canada Parts Distribution Centre in Clarington, Ontario, **earned a Gold rating** for accessibility from Rick Hansen Foundation Accessibility Certification™—the top rating awarded by the program.

“This achievement is testament to Toyota Canada’s ongoing leadership in creating a more inclusive society. We’re proud to work with an organization that continues to put accessibility at the heart of its overall business commitments.”

BRAD MCCANNELL
Vice President of Access and Inclusion,
Rick Hansen Foundation



Toyota Cars for Good™

In 2021 Toyota Canada Inc. launched a new national program—**Toyota Cars for Good™**—to celebrate nonprofits that are breaking down barriers to movement.

3 organizations were selected to receive a brand-new Toyota vehicle with optional mobility modifications



3 were awarded grants of **\$5,000** in recognition of their efforts to foster inclusion through physical accessibility





Preparing the Next Generation to Become Drivers of Innovation

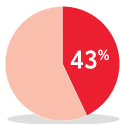
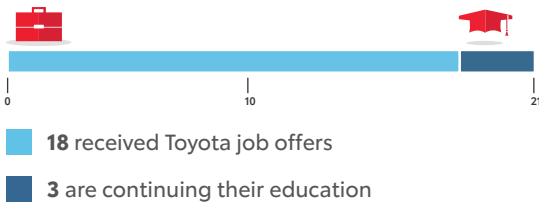
Toyota’s future depends on our ability to constantly develop the next generation of leaders and place them on ever-more inclusive paths to business and STEM careers.

We partner and innovate to reach young people where they are, and we continuously support opportunities for their lifelong success.

4T Academy

Providing high schoolers with a **dynamic education experience** that couples hands-on learning with on-the-job training at Toyota Motor Manufacturing Indiana

21 students graduated in 4T’s inaugural class of 2021



43% of current students are people of color

SPARKING PASSION FOR STEAM

With the Ann Arbor Hands-On Museum, Toyota Research & Development co-created a new STEAM (science, technology, engineering, arts, and math) learning experience, funded by \$1.5 million in grants from the Toyota USA Foundation and Toyota Motor North America. The interactive exhibit provides exposure to students from surrounding communities and access to creative learning tools designed to stimulate innovation and growth.

Student Scholarships

Providing scholarships through APJA Scholars, Hispanic Scholarship Fund, Point Foundation, Rainbow PUSH, TELACU, and many others



\$10.4 million

awarded since 2007 to more than 2,400 students through Toyota’s Making Life Easier scholars program

T-TEN

Partnering with **32 technical and community colleges** across the U.S. to offer students hands-on vehicle repair training at a Toyota or Lexus dealership

- + **Students earn their ASE certification**—the “Gold Standard” for independent certification of service technician knowledge and skills
- + Additional opportunities to earn **Toyota Certified Technician credentials**

College Internships and Co-ops

Every year Toyota welcomes hundreds of college students to our sites across the U.S. for experiential learning. **Meet some of our 2021 summer co-ops:**



"My favorite part of my internship was going out into the plant and learning about the Toyota Way and Toyota's processes!"

AYANA TAYLOR
Mississippi Valley State University,
Production Group Leader, Stamping at Toyota
Motor Manufacturing Mississippi



"I had the opportunity to learn all about the industry by sitting in meetings with upper management and attending workshops and speaker series. Every day provides me with new insights on how to improve not only work-related stuff, but also improving yourself!"

CHRISTOPHER JAMES MANALILI
San Jose State University



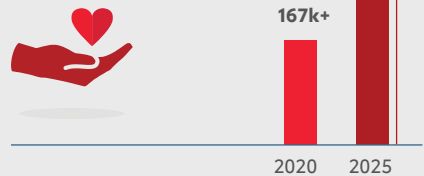
"My favorite part about the co-op was the people... It felt like they really cared about me and some I felt like we had a bigger relationship than just a working relationship. It felt a lot like a family."

DARRELL TOTTEN
Mississippi Valley State University

INVESTING IN INCLUSIVE JOB PATHWAYS

In 2020 alone, our investments created **over 167K pathways** to job opportunities for people of color.

By 2025, Toyota is on track to create **over 840K job pathways** and reach over **5.8M people of color.**



Launched in 2022! Driving Possibilities

Building upon Toyota's more than 60 years of active support in the U.S., we're launching a new way to collaborate with academia, local and national nonprofits, and the community.

And we're going big! *Driving Possibilities* kicked off with a **\$110 million commitment to education and community-focused programs** to reduce barriers and provide even more access to opportunities.





Celebrating 20 Years of Driving Excellence for Minority Dealers

Since 2001, the minority dealers of Lexus and Toyota have had a powerful champion in TLMODA (the Toyota Lexus Minority Owners Dealership Association). TLMODA helps bring the D+I commitments of both brands to life by providing dealer members with strategic support and resources to optimize competitive advantages and drive personal and team success.

To celebrate the association’s 20th anniversary, TLMODA created a series of heritage campaigns honoring the many contributions minorities have made to the industry. It also set an ambitious goal of adding 20 new members. *“Growth is top of mind for us, and we’ve had tremendous success this year,”* says Robert D. Hatchett, Jr., Executive Director.

TLMODA gives members:

- + An amplified voice in the company
- + Opportunities to connect with leadership
- + Business development programming
- + Community engagement
- + Knowledge, insight, and networking
- + Public policy partnership

TLMODA QUICK FACTS

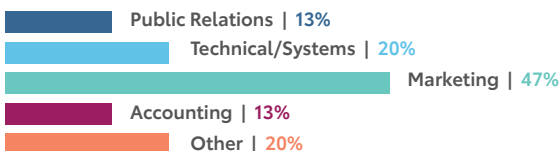
44% of Toyota and Lexus minority dealers are TLMODA members

100% of TLMODA members sponsor local events in their communities

\$97,000 in scholarships have been awarded to minority students through TLMODA’s Don Esmond Endowment and the Ed Fitzpatrick Scholarship and Assistance Program

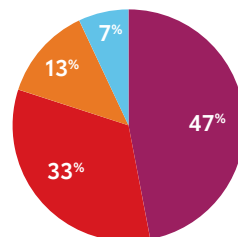
Inspired by TLMODA’s vision, Toyota made a pledge to **add 4-6 minority dealerships** each year—a promise we’ve fulfilled for nearly two decades. On TLMODA’s advice, Toyota raised the stakes in 2020 by increasing our goal to **5-7 new minority dealerships** per year.

Many TLMODA dealers support other minority-owned businesses and suppliers



TLMODA’s Diverse and Inclusive Membership

- African American
- Hispanic
- Asian/Pacific Islander
- Native American





"TLMODA has welcomed me with open arms, turned my vision towards future possibilities, and given me valuable contacts through the meetings I've attended...I know that being a member of TLMODA will help bring out the best of me as an owner."



JULIE HERRERA

Dealer Principal, Toyota of Cedar Park

SPOTLIGHT

 = **Dreams Realized** | Team Toyota

Toyota is proud to celebrate the stories and accomplishments of our Team Toyota Olympic and Paralympic athletes. These inspiring individuals remind us what's possible when we think broadly and inclusively, cultivate our strengths, work as a team, and reach for our dreams.



JESSICA LONG

Sport: Para Swimming

Competition Highlights: Second-most decorated U.S. Paralympian in history with 29 medals (16 gold, 8 silver, 5 bronze)

"The Paralympics are this place where you feel like you're at home. It's a place that welcomes disability. And I still can't believe how much the event has grown—I'm so excited for what's next."



NATHAN CHEN

Sport: Figure Skating

Competition Highlights: Six consecutive national titles; Olympic Winter Games Beijing 2022, gold medal (individual)

"I curate a vision of the best possible me that I can be. Then, I try to formulate a definitive plan to approach that goal which allows me to take the initial step. No matter what ends up happening, I will be content that I tried everything that I could to reach that goal."



MICHAEL NORMAN

Sport: Track and Field

Competition Highlights: World record holder of the indoor 400m at 44.52 seconds; Olympic Summer Games Tokyo 2020, gold medal (men's 4x400m relay)

"Running is my job. The training schedule is pretty rigorous, but I love what I do. I enjoy every moment of it. Some of the stuff becomes tedious, but it's what you need to do to become the greatest person you can be."



OKSANA MASTERS

Sport: Para Rowing, Para Cross-Country Skiing, Para Biathlon, and Para Cycling

Competition Highlights: 10 Paralympic medals in total across all four of her sports

"A lot of kids grow up watching Michael Jordan or Serena Williams and they know they can aspire to that level. But I wanted to prove that athletes don't have to look like them, someone tall and fit. All bodies can be athletic bodies."



Sean Suggs

Group Vice President, Chief Social Innovation
Officer, Toyota Motor North America

D+I is expanding possibilities and lighting our path to a limitless future.

We celebrate the successes we've had along the way, while recognizing that there is always more we can do to improve and to create **Limitless Possibilities for All**.

By listening to one another, challenging what's possible, and living our values of Respect for All People, Continuous Improvement, and Act for Others, we will continue to make our workplace, communities, and world better for all.

With the power of plus—the power of us—we can achieve anything.

A Way of Moving Forward

WE'RE AT OUR BEST WHEN
WE PUT D+I AT THE CENTER

**Toyota's
commitment
to D+I is a
constant—
and it's moving
forward at full
speed.**

Toyota is proud to be recognized for our active commitment to push the status quo and **embrace D+I in everything we do.**



Climbed three spots to the **#7** ranking in 2021



Earned **100% score** for the 15th consecutive year



Toyota Financial Services listed for the **7th year in a row**



Team Member Recognition



Sandra Phillips Rogers—Chief Diversity Officer—was presented with the Larry Schoenbrun Jurisprudence Award by the Anti-Defamation League’s Texoma regional office.

The award recognizes an attorney who has a longstanding record of contributions to the legal profession and epitomizes the organization’s mission to secure justice and fair treatment for all.



Ellen Farrell—Group Vice President, Chief Legal & Compliance Officer, Toyota Financial Services—was named an *Automotive News Notable Champion of Diversity* in recognition of her significant efforts to promote diversity, equity, and inclusion in the auto industry.



Alva Adams-Mason—Group Manager of Multicultural Business Alliance and Strategy and Multicultural Dealer Relations—received the National Association of Minority Automobile Dealers (NAMAD) Lifetime Achievement Award.

Take Action for a Limitless Tomorrow.

Great progress has been made, and the work continues.

Every day we commit ourselves to continuous improvement. We are proud of Toyota's progress, and we know D+I is a journey, not a destination.

Looking ahead on this journey, we ask our team members to:



PRACTICE ALLYSHIP

everywhere and at all levels.



SEE FROM OTHERS' PERSPECTIVE

actively speak up for what's right.



STAY CURIOUS

learn from, engage, and celebrate diversity through BPG activities.



"I am proud of what Toyota has become and what it has contributed to the world so far, but I believe Toyota can do more. It's only through partnership and collaboration that we will realize our dream of not just mobility for all, but a better quality of life for all."

AKIO TOYODA

*President and Member of the Board of Directors,
Toyota Motor Corporation*



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

TOYOTA

TOYOTA
Diversity + Inclusion

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