

MIBN USA


MINORITY & MULTICULTURAL BUSINESS NEWS



BILLION DOLLAR
ROUNDTABLE

BDR marks 20 years of supplier diversity excellence

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 Sharon Patterson,
president and CEO, BDR



TAKING ROOT

The journey continues for BDR as it marks 20th anniversary



BY M.V. GREENE

For the Billion Dollar Roundtable Inc., or BDR, — at age 20 — the journey continues.

The corporate-based advocacy organization is marking the 20th anniversary of its founding this year, still advancing a vision to lead, influence and shape supplier-diversity excellence globally.

Since 2001, BDR has recognized and celebrated U.S. companies with a demonstrated commitment of an annual supply-chain diversity spend of \$1 billion or more, while collaborating and targeting best practices that move the function forward.

Sharon Patterson, who co-founded the organization with Shirley Harrison and Don McKneely, said BDR remains as relevant now as it was at the founding. “The vision for the future of supplier diversity is full of hope,” Patterson said. “It involves the awarding of continued growth opportunities, training and development to all

“Supplier diversity is receiving outstanding attention worldwide. It’s an exciting time. Investment entities interested in investing in diverse businesses are making funds available in record numbers. This is the time to invest in diverse suppliers to help them build capacity and elevate capability.”

– Sharon Patterson, president and CEO, Billion Dollar Roundtable Inc.



types of diverse suppliers in corporate supply chains at every level.”

HOW DID THE BDR TAKE ROOT?

Patterson and Harrison were working with a corporate group when the company’s composite procurement spend with

minority- and women-owned businesses reached \$1 billion in 2001. They and the C-suite were thrilled at the achievement and wanted to celebrate the milestone and keep that spend momentum going, Patterson recalled.

“They also wondered what other corporations had achieved the same milestone and what could be learned by a confluence of ideas from this accomplishment,” she said.

Enter MBN USA publisher Don McKneely, president and CEO of TexCorp Communications Inc., and conversations began among the co-founders. He had created a model in his publications for a “Million Dollar Roundtable,” a group of supply-chain procurement individuals who spent more than \$1 million annually with minority suppliers that served as an inspiration for what was to come, Patterson said.

The co-founders brainstormed ideas, surveyed other corporations and then put forth an ambitious plan to launch an organization where the diversity spend thresh-

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– Shelley Stewart Jr., chairman, BDR





“Twenty years ago, we were making good progress and seeing positive success in supplier diversity. The whole idea was to build on that success and take supplier diversity to the next level. The creation of the Billion Dollar Roundtable gave companies a new focus and new targets they could shoot for. We found that very positive and very progressive companies wanted to be a part of this movement,”

– Don McKneely, publisher, MBN USA
BDR founding chairman

old would be \$1 billion, thus the creation of Billion Dollar Roundtable Inc.

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Ten charter member companies joined the not-for-profit effort in 2001, including current members AT&T, IBM, Walmart, Verizon Communications, General Motors, Ford and Daimler Chrysler— now Stellantis.

Fast forward 20 years, and BDR is sticking to its founding principles — promoting thought leadership on key topics in supplier diversity, conducting annual best practices summits, launching new initiatives and programs, and collaborating with like-minded organizations. BDR recently marked its anniversary at its annual summit, titled “Celebrating Two Decades of Resiliency & Transformation,” which was conducted for the first time as a virtual event because of the pandemic.

Today, 28 corporations — including the seven charter members — make up BDR’s roster of member companies. In addition to the charter members, other BDR member companies are Adient Apple, Avis Budget Group, Bank of America, Boeing, CDW, Comcast/NBCUniversal, Cummins, CVS Health, Dell, Exelon, Honda North America, Johnson & Johnson, JPMorgan Chase, Kaiser Permanente, Kroger, Merck, Microsoft, Pacific Gas and Electric, Procter & Gamble and Toyota Motor North America.

A 2020 BDR report showed that documented composite supply-chain diversity spend of its member companies had reached \$115 billion.

BDR Chairman Shelley Stewart Jr., retired vice president and chief procurement officer at E. I. du Pont de Nemours & Co., noted that BDR is an organization that relies on collaboration among its corporate members — even among market competitors — to advance solutions that will benefit the whole universe of the practice of supplier diversity.

In 2020, for instance, BDR launched its BDR Connects webinar series, a recurring program that brings in subject matter experts to tackle specific topics in supplier diversity, such as trends affecting supplier diversity in the automotive and food industries, impact of the COVID-19 pandemic on business strategies and impact of global business environments.

In another initiative, BDR is updating its book, “Supplier Diversity Best Practices: Building Excellence to Improve the Supply-Chain Matrix,” to refresh and examine additional best-practice areas for operating viable and successful supplier-diversity programs to achieve billion-dollar spend.

Regarding policy positions, in 2018 BDR added certifications from disability- and veteran-owned enterprises — along with lesbian, gay, bisexual and transgender- or LGBT-owned enterprises — to minority- and women-owned businesses, as a means for expanding the reach of opportunities for diverse companies.

Stewart said that often corporations will need to undergo organizational culture changes to reach the billion-dollar spend breakthrough, requiring the involvement of leadership at all levels of the organization. As a condition of membership, BDR member companies are audited annually to ensure they continue to meet the spend threshold.

“Yes, it is difficult to get to \$1 billion and to sustain it. Corporations must think hard and long about their commitments to diverse suppliers to drive the change needed to deliver a \$1 billion-plus [spend],” he said.

Stewart added that BDR works with corporations seeking to achieve BDR membership through its Ambassador program, in which a current member company is assigned to a prospective member to review requirements.

Patterson said BDR looks forward to pushing ahead with innovative achievements that will continue to propel the organization.

“Supplier diversity is receiving outstanding attention worldwide. It’s an exciting time. Investment entities interested in investing in diverse businesses are making funds available in record numbers. This is the time to invest in diverse suppliers to help them build capacity and elevate capability,” she said. ■

**BDR PAST CHAIRMEN 2001-2021
IN ORDER OF SUCCESSION**

- Don McKneely
- Jethro Joseph
- Bill Moon
- Rick Hughes
- Shelley Stewart

➔ TO LEARN MORE ABOUT BDR,
VISIT BILLIONDOLLARROUNDTABLE.ORG.

RESILIENCY & TRANSFORMATION

BDR summit examines strategies to grow minority businesses

BY M.V. GREENE

The Billion Dollar Roundtable Inc. took root in 2001 as a collaborative, corporate-based organization to recognize and celebrate U.S. companies with a demonstrated commitment to engaging minority-owned companies for procurement opportunities within their supply chains.

As the BDR name implies, 20 years ago at the organization's founding, corporations would freely obligate themselves to supply-chain diversity spend of \$1 billion or more annually with diverse suppliers on a first-tier basis.

At its recent annual summit, the BDR recognized its charter member companies: AT&T, Ford, General Motors, IBM, Stellantis (then Daimler Chrysler Corp.), Verizon and Walmart. The inaugural BDR class also

agreed to share best practices — even among competitors — and cooperate on initiatives to benefit the overall supplier diversity universe, moving the practice forward.

RESILIENT AND TRANSFORMATIVE

The 2021 BDR summit, titled “Celebrating Two Decades of Resiliency & Transformation,” was designed to do what BDR summits have done since their founding — engage thought leaders, corporate executives, chief procurement officers, supply diversity practitioners, advocates, policy-makers, diverse business owners and other stakeholders in frank discussions about how to grow and sustain diverse businesses. Through supply-chain engagement, the prevailing thinking is that major corporations can lead in driving economic empowerment by creating jobs and wealth in minority communities.

“We get to bring innovative suppliers into [Bristol Myers Squibb Co.] and help diverse suppliers bring economic empowerment to their communities because we know that diverse suppliers overwhelmingly hire from their communities,” said summit panelist Farryn Melton, senior vice president and chief procurement officer at the global pharmaceutical company Bristol Myers Squibb.

Held virtually due to the COVID-19 pandemic, summit panels included discussions on the growth and development of diverse businesses, the introduction of a BDR-launched health care collaborative chartered to identify and expand the utilization of Black-owned businesses in the sector, and an examination of how diverse firms can expand into global markets.

The summit also heard from Ying McGuire, the new CEO and president of the National Minority Supplier Development



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— Farryn Melton, senior vice president, chief procurement officer, Bristol Myers Squibb Co.



“Diverse suppliers have a lot to add as it relates to efficiencies. They are nimble, and they bring value to the supply chains.”

– Shelley Stewart Jr., chairman,
Billion Dollar Roundtable Inc.

Council Inc., who praised BDR member companies for being “the best of the best” in helping to drive opportunities for diverse suppliers.

In his welcome to summit attendees, BDR Chairman Shelley Stewart Jr. noted that access to capital — along with expanded capacity and capability — among diverse firms has the attention of CPOs and executives at major corporations.

“Diverse suppliers have a lot to add as it relates to efficiencies. They are nimble, and they bring value to the supply chains,” he said.

Through the unrest that erupted in the United States and globally in 2020, the role of corporate supplier diversity takes on even greater urgency, BDR co-founder, president and CEO Sharon Patterson told attendees. She noted that many more corporations have joined in what long has been the work of the BDR by committing to address racial and societal inequities in a meaningful way.

“This is a fantastic moment in history,” she said. “The focus on supplier diversity is

unprecedented. Today, we offer opportunity, hope and passion around the supplier-diversity arena.”

In addition to celebrating the 20th year of BDR’s founding, Patterson added that the objective of the 2021 summit was to continue the momentum surrounding the support of diverse businesses “to ensure that the value of supplier diversity remains resilient, as it transforms the supply chains of major corporations.”

PROJECT BLACK

One of the summit’s key events was the fireside chat featuring Melody Hobson, co-CEO and president at Ariel Investments LLC, in a discussion with former Silicon Valley technology executive and investor Stacy Brown-Philpot about Ariel’s Project Black initiative. Project Black’s mission seeks to “minoritize” about 8-10 businesses and scale them for high-margin vertical sectors.

“This scale challenge is real,” she said. “Ninety-five percent of minority businesses today have less than \$5 million in revenue.

That is our challenge.”

Hobson launched Project Black in February through the creation of Ariel Alternatives — her firm’s first private equity initiative to invest in middle-market companies — that currently may or may not be minority-owned — with the intention of transforming these companies into certified minority-owned business enterprises of scale. The objective, she told the summit, is to forge a new class of Black and Latinx entrepreneurs who can provide differentiated, high-quality products and services to Fortune 500 customers in some of the largest areas of corporate spend.

Project Black is approaching business diversity by directly addressing not only the issue of capital formation, but also how to drive customers to minority-owned companies, Hobson said.

“We need Black and Brown businesses in this country that can handle those \$100 million purchase orders,” Hobson said. “No one wants to write 50 \$2 million purchase orders when you can write one \$100 mil-

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– Mellody Hobson, co-CEO and president, Ariel Investments LLC



lion purchase order.”

She explained that Ariel launched the initiative when, during the height of the Black Lives Matter protests in 2020, she received a call from Jamie Dimon, chairman and CEO of JPMorgan Chase & Co., a BDR member company and where she serves as a director on the company’s board. He shared with Hobson how corporations wanted to step up and provide greater support to Black-owned businesses.

Hobson said she immediately went to work, sketching out a memo for Dimon that served as the genesis of Project Black. She also began recruiting key business leaders like Brown-Philpot — former CEO of Task-Rabbit Inc. and a board member of Noom, HP and Nordstrom. — to join the initiative.

It was John W. Rogers Jr., Ariel’s founder, chairman, co-CEO and chief investment offi-

cer, who honed in on the notion that as important as the capital piece was for diverse businesses, there also should be an emphasis on obtaining customers for Project Black companies, Hobson said.

“John said, ‘I’m not saying access to capital is not important; it is. But I think access to customers may be more important,’” she said.

In researching corporate spend, Hobson said Project Black determined that Fortune 500 companies spend about 2% of procurement with diverse businesses — despite a stated goal to spend 10% to 15%.

“There is a trillion-dollar opportunity, but we don’t have a lot of businesses that can meet the scale challenge,” she said.

Hobson identified the eight vertical sectors targeted by Project Black:

- Financial and professional
- Health care

- Industrial
- Media and marketing
- Non-core business process outsourcing
- Primary manufacturing and packaging
- Technology
- Transportation and logistics

“Our dream is that in a decade, [Project Black] we will have created over 100,000 Black and Latinx jobs — and not just jobs, but careers. We want people to have the opportunity to advance and grow,” Hobson said. “We believe that in a decade we would have created a number of billion-dollar Black and Latinx businesses. At the end of the day, the big goal is to narrow the wealth gap in this country to create opportunities for capitalism to work for everyone and not just a select few.” ■

➔ TO LEARN MORE ABOUT THE BDR, VISIT BILLIONDOLLARROUNDTABLE.ORG.

BDR CELEBRATES 20-YEAR COMMITMENT OF CHARTER MEMBERS

Charter members AT&T, Ford, General Motors, IBM, Stellantis (then Daimler Chrysler) Verizon and Walmart helped launch the Billion Dollar Roundtable Inc. 20 years ago with co-founders Sharon Patterson, Don McKneely and Shirley Harris, putting an imprint on the concept that corporate procurement through supply chains could be an effective mechanism to grow diverse businesses.

During its annual summit, attendees received glimpses via video presentation of the achievements in supplier diversity of charter members, some of whose efforts predate them joining BDR. Examples include:

- AT&T Inc.’s spending nearly \$200 billion with diverse suppliers going back to 1968.
- IBM Corp. currently operating supplier diversity programs in 170 countries where it does business.
- General Motors Co. working with more than 300

diverse suppliers and small businesses currently within its supply chain.

Since BDR’s founding, 21 other major U.S.-based corporations have gained membership in BDR. Membership is not a given, as spend is audited annually to ensure the \$1 billion threshold with Tier I diverse suppliers is achieved.

In addition to charter members, BDR member companies include Adient, Apple, Avis Budget Group, Bank of America, Boeing, CDW, Comcast/NBCUniversal Media, Cummins, CVS Health, Dell, Exelon, Honda North America, Johnson & Johnson, JPMorgan Chase, Kaiser-Permanente, Kroger, Merck, Microsoft, Pacific Gas and Electric, Procter & Gamble and Toyota Motor North America.

Based on preliminary 2020 data, the average spend with diverse suppliers of BDR member companies was \$2.8 billion.

M I L E S T

2001

- ⇒ Co-founders Sharon Patterson, who retired from Kraft Foods; Don McKneely, publisher of MBN USA; and Shirley Harrison, who retired from Altria Group, establish the Billion Dollar Roundtable Inc. to promote and share best practices incorporate supply chain diversity excellence.
- ⇒ These charter companies join BDR at its founding: AT&T, Daimler Chrysler (now Stellantis), Ford, General Motors, IBM, Verizon and Walmart.

2004

- ⇒ Don McKneely becomes founding chairman.
- ⇒ Sharon Patterson becomes president and CEO.

2005

- ⇒ The Procter & Gamble Co. and Toyota Motor North America Inc. join BDR.

2006

- ⇒ Holds Annual Summit in New York City, hosted by Altria Group, examining supplier diversity best practices in advertising/marketing.

2007

- ⇒ Holds Annual Summit in New York City, examining business case for international supplier diversity.
- ⇒ The Boeing Co. and The Kroger Co. join BDR.

2008

- ⇒ Holds “Supplier Diversity Showcase Executive Leadership (C-Suite) Summit,” a corporate and procurement exchange of supplier diversity best practices, hosted by Johnson Controls Inc. at its Milwaukee, Wisconsin, headquarters.
- ⇒ Elects Don McKneely BDR chairman emeritus after seven years of service.
- ⇒ Elects William “Bill” J. Moon, retired vice president of global sourcing for UPS Inc., as BDR chair, succeeding interim Chairman Jethro Joseph, who retired from Chrysler.

- ⇒ Honda North America Inc. and Dell Inc. join BDR.
- ⇒ Holds Annual Summit in New York City, as a follow-up to 2006 summit on supplier diversity best practices in advertising/marketing.

2009

- ⇒ Avis Budget Group Inc. and Microsoft Corp. join BDR.
- ⇒ Holds Annual Summit in Arlington, Virginia, hosted by Verizon and Tuck School of Business, Dartmouth College. Karen Mills, head of U.S. Small Business Administration, is among featured speakers.

2010

- ⇒ Holds Annual Summit in Washington, D.C., on Capitol Hill, examining supplier diversity best practices.

2011

- ⇒ Johnson & Johnson joins BDR.
- ⇒ Holds Annual Summit in Seattle, Washington, hosted by Microsoft, examining the building of diverse companies’ capacity through strategic partnerships.

2012

- ⇒ Publishes “Supplier Diversity Best Practices: Building Excellence to Improve the Supply-Chain Matrix,” book examining best-practice areas for operating viable and successful supplier diversity programs.
- ⇒ Holds Annual Summit in New Brunswick, New Jersey, hosted by Johnson & Johnson.

2013

- ⇒ Establishes Capital Connector for Growth initiative, or BDR Triad, for connecting corporations and investors with diverse business owners to drive diverse company growth.
- ⇒ Holds Annual Summit in Detroit, Michigan, hosted by Big 3 automakers — Chrysler, Ford, General Motors. Dr. Thierry Malleret, French writer, economist, corporate adviser and author of “Disequilibrium: A World Out of Kilter,” is featured speaker via Skype.

ONES → in the BDR's history

2014

- ⇒ BDR member-companies' representatives and BDR officers participate in global supplier diversity conference in London, sponsored by Minority Supplier Development UK Ltd., to examine global supplier-diversity trends.
- ⇒ Holds Annual Summit in Cincinnati, Ohio, hosted by Procter & Gamble, exploring the topic of innovation.
- ⇒ Kaiser Permanente and Bank of America Corp. join BDR.
- ⇒ Elects Rick Hughes, retired Procter & Gamble Co. chief procurement officer, as BDR chair.

2014-2015

- ⇒ Participates in an annual symposium hosted by the White House Initiative on Historically Black Colleges and Universities, highlighting the viability of HBCUs and their students.

2015

- ⇒ Comcast/NBCUniversal joins BDR.
- ⇒ Holds Annual Summit in Dallas, Texas, hosted by AT&T and Toyota Motor North America, examining technologies and their impacts on corporate supply chains. Dr. Mae C. Jemison, physician and astronaut, is featured speaker.

2016

- ⇒ Cummins Inc. joins BDR.
- ⇒ Holds Annual Summit in Atlanta, Georgia, hosted by Kaiser Permanente. Then-Atlanta Mayor Kasim Reed is featured speaker.

2017

- ⇒ Adient PLC joins BDR.
- ⇒ Apple, CVS Health, Merck and Exelon join BDR.
- ⇒ Holds Annual Summit in Oakland, California, hosted by Kaiser Permanente. Billionaire Robert F. Smith, founder, chairman and CEO of Vista Equity Partners, addresses the fireside chat with Kaiser Permanente Chairman and CEO Bernard J. Tyson, who died in 2019.

2018

- ⇒ Recognizes certifications from disability-, LGBT- and veteran-owned enterprises, in addition to minority- and women-owned firms, effective Jan. 1.
- ⇒ Pacific Gas and Electric Co. joins BDR.
- ⇒ Holds Annual Summit in Providence, Rhode Island, hosted by CVS Health, examining economic impact of supplier diversity.

2019

- ⇒ Elects Shelley Stewart Jr., retired chief procurement officer, E. I. du Pont de Nemours & Co., as BDR chair.
- ⇒ JPMorgan Chase & Co. and CDW Corp. join BDR.
- ⇒ Holds annual summit in Basking Ridge, New Jersey, hosted by Verizon Communications. Former U.S. Cabinet Secretaries Robert Reich (Labor) and Rodney Slater (Transportation); Hans Vestberg, Verizon chairman and CEO; Wes Moore, author and social entrepreneur; Henry Childs II, National Director, U.S. Minority Business Development Agency, are featured speakers.

2020

- ⇒ Launches "BDR Connects" program to examine topics in supplier diversity across multiple platforms.
- ⇒ Postpones Annual Summit due to COVID-19 pandemic.

2021

- ⇒ Holds Virtual Summit with Mellody Hobson, president and co-CEO, Ariel Investments LLC, as featured speaker.
- ⇒ Celebrates 20th anniversary of organization founding.

BILLION DOLLAR ROUNDTABLE LEADERSHIP TEAM



Shelley Stewart Jr.
Chairman
Former Chief Procurement Officer
E. I. du Pont de Nemours & Co.



Sharon Patterson
President and CEO



Helena Hutton
Vice Chair
Director, Global Diversity
Procurement, Cummins Inc.



Ajama Johnson
Treasurer
Executive Director
Comcast/NBCUniversal



Camille Geiger
Secretary
The Boeing Co.



William Kapfer, Ph.D.
JPMorgan Chase & Co.



Raul Suarez- Rodriguez
Merck & Co. Inc.



Don Mckneely
Founder and President
MBN USA
BDR Chairman Emeritus

BILLION DOLLAR ROUNDTABLE MEMBERSHIP REPRESENTATIVES



Sherry Diccion
Adient PLC



Alex Alvarez
Apple Inc.



Angela S. Williams
AT&T Inc.



Avis Budget Group Inc.



Vonshe Jenkins
Bank of America Corp.



Camille Geiger
The Boeing Co.



Kristin Malek
CDW Corp.



Ajama Johnson
Comcast/NBCUniversal



Helena Hutton
Cummins Inc.



Monette Knapik
CVS Health Corp.

BILLION DOLLAR ROUNDTABLE MEMBERSHIP REPRESENTATIVES (CONT.)



Darlene Owens
Dell Inc.



Vernice Lewis
Exelon Corp.



Bashar Cholagh
Stellantis NV



Travis Spencer
Ford Motor Co.



Tamika Walker
General Motors Co.



Elly Bradford
Honda of America Mfg. Inc.



Tameka Little
IBM Corp.



Charlene Vickers
Johnson & Johnson



William Kapfer, Ph.D.
JPMorgan Chase & Co.



Ije Nwosu
Kaiser Permanente



Angel Colon
The Kroger Co.



Raul Suarez-Rodriguez
Merck & Co. Inc.



Microsoft Corp.



Pacific Gas and Electric Co.



Nallini Bates
The Procter & Gamble Co.



Matt Greene
Toyota Motor North America Inc.



Sandy Nielsen
Verizon Communications Inc.



Michael A. Byron
Walmart Inc.



**BILLION DOLLAR
ROUNDTABLE**



ADIENT PLC

“We are committed to buying from diverse suppliers, building the capacity of diverse suppliers and setting the expectation that our suppliers implement their own supplier diversity best practices. We know that by positively contributing to our communities, we are building a stronger organization.”

– Sherry Diccion, Senior Manager,
Global Supplier Diversity

Q: *When did your company begin its supplier diversity program?*

A: 1993.

Q: *Can you tell us a bit about your supplier diversity program history?*

A: While Adient is a young company, having spun off from Johnson Controls [International PLC] in 2016, we have a long legacy of championing diversity and inclusion — including supporting innovative supplier diversity initiatives. The program at Johnson Controls began in 1993, and when the company’s automotive division was separated to create Adient, we continued the strong commitment and long-standing best practices to ensure we had a robust diverse supplier base.

We are laser-focused on increasing our spending within this space year-over-year. We are committed to buying from diverse suppliers, building the capacity of diverse suppliers and setting the expectation that our suppliers implement their own supplier diversity best practices. We know that by positively contributing to our communities, we are building a stronger organization.

Our ongoing relationships with diverse suppliers are imperative to our success. They enable innovation across our supply chain, which strengthens our go-to-market capabilities. And when we partner with diverse-owned businesses, we promote economic growth — both in the automotive seating industry and throughout our communities.

At Adient, we recognize the importance of diversity in driving strong business performance. We strive to create an open environment where all people are supported and able to fully contribute and benefit from the success of our business. We value and respect the diversity of our employees, directors, suppliers, customers and communities. We build a culture of diversity and inclusion through our purchasing and human resource practices and policies and work to eliminate discrimination and harassment in all its forms, including that related to color, race, gender, sexual orientation and gender identity, age, pregnancy, caste, disability, union membership, ethnicity, national origin or religious beliefs.

Q: *Why did your company decide to become a BDR member?*

A: Adient recognizes the value of having a seat at the table with other BDR members, who are highly regarded leaders in supplier diversity initiatives. These companies are at the forefront of change, identifying and executing innovative strategies to advance diverse-owned business growth and development.

Q: *Besides having a \$1 billion annual spend with diverse suppliers, what does it take to be a BDR company?*

A: Corporations must be highly engaged, committed and results-driven with their internal and external supplier diversity ini-

tiatives. To be a BDR company, we recommend that supplier diversity initiatives and processes be embedded in the corporate culture and supported by all.

Q: *How has your company benefited from BDR membership?*

A: There are many benefits, but the most important is the opportunity to collaborate with BDR members on identifying and executing leading best practices within Adient and developing and growing diverse suppliers. Together, we can do so much more.

Q: *What advice would you give to corporations that would like to become BDR members?*

A: Develop a strategy with the corporation leaders to achieve and sustain more than \$1 billion in purchases with diverse suppliers.

Q: *What advice do you have for MBEs interested in doing business with your company?*

A: Please connect with us! Start by completing a registration at www.adient.com/suppliers, review our supplier expectations and then plan to meet our team at annual events, such as industry events with the original equipment manufacturers and national/regional council events. ■

➔ TO LEARN MORE ABOUT ADIENT'S SUPPLIER DIVERSITY PROGRAM, VISIT ADIENT.COM/SUPPLIERS/SUPPLIER-DIVERSITY.



APPLE INC.

“Diverse business owners deserve a fair shot and a fair share. We will continue to ensure that we search for and include businesses that historically were denied opportunities.”

– Scott Vowels, Manager,
Supplier Diversity

Q: *When did your company begin its supplier diversity program?*

A: 1993.

Q: *Can you tell us a bit about your supplier diversity program history?*

A: At Apple, we take pride in being focused on details and stretching for results. Our steady increases in spend with diverse suppliers are evidence reflecting that work.

We take our mission seriously. As a national and regional member of [National Minority Supplier Development Council Inc.], [Women’s Business Enterprise National Council], National Veteran Business Development Council], [National LGBT Chamber of Commerce] and Disability:IN — along with being an active member of the Billion Dollar Roundtable — we help steer and influence supplier diversity efforts and governance.

Q: *Why did your company decide to become a BDR member?*

A: The companies that are a part of BDR represent some of the best-in-class suppli-

er diversity programs, and we needed to be a part of that cohort.

Q: *Besides having a \$1 billion annual spend with diverse suppliers, what does it take to be a BDR company?*

A: \$1 billion in direct annual spend with certified diverse suppliers is just the tip of the iceberg. In addition, we have:

- An established supplier diversity program since 1993.
- A robust Tier II program.
- Membership within [nongovernmental organizations] recognized by BDR.
- Active participation in various committees within BDR that help shape the landscape in the supplier diversity industry.

Q: *How has your company benefited from BDR membership?*

A: There is a saying “You are the average of the five people you spend the most time with.” Being “in the room” with our fellow BDR-member companies allows us to learn from, compete with and share with other like-minded companies dedicated to advanc-

ing the supplier diversity industry.

Q: *What advice would you give to corporations that would like to become BDR members?*

A: Be intentional about what you are trying to achieve. For example, Apple’s Racial Equity and Justice Initiative, or REJI, is an effort to address systemic racism and expand opportunities for communities of color across the country. REJI programs make an impact in three key areas: education, criminal justice and economic empowerment. To learn more about REJI, visit apple.com/racial-equity-justice-initiative.

Q: *What’s your vision for the future of minority business development and supply chain diversity?*

A: Diverse business owners deserve a fair shot and a fair share. We will continue to ensure that we search for and include businesses that historically were denied opportunities. ■

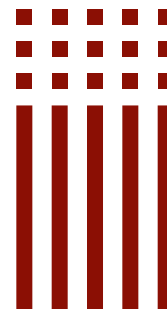
➔ TO LEARN MORE ABOUT APPLE’S SUPPLIER DIVERSITY PROGRAM, VISIT APPLE.COM/PROCUREMENT.



AT&T INC.

“We have always strived to make meaningful contributions to the economic growth of diverse companies and communities, which means leveling the playing field, removing barriers and working in alliance with other corporations to build up a strong network and ecosystem for diverse business success.”

– Jalayna Bolden, Director,
Supplier Diversity



Q: When did your company begin its supplier diversity program?

A: 1968.

Q: Can you tell us a bit about your supplier diversity program history?

A: AT&T’s program was born out of the 1960s as the country was faced with systemic racial and economic challenges. During that time, several business leaders in the Chicago community realized that business ownership was one of the keys to economic empowerment.

AT&T — then Western Electric [Co.] — joined by a few other dedicated leaders in the business and civil rights community, began the first Small Business Opportunity Day held at our Hawthorne Works facility in 1968. That year, AT&T recorded \$175,000 in purchases from nine minority businesses. Over the last 53 years, through multiple business transformations, our program remains strong, and we remain committed to supporting diverse businesses.

Since 1968, we have spent approximately \$200 billion with minority, women’s, disabled, veteran and [lesbian, gay, bisexual and transgender] businesses, which helped to spur a legion of new businesses in communications and technology. We have been in the forefront to help launch diversity business organizations and provide resources for the ecosystem that supports diverse-business success. We continue to support diverse businesses at AT&T because, for over 53 years, we know it makes us a stronger company.

Today, our program is focused on supplier advocacy and business fostering and

development. We understand that spend is important, yet we believe that providing a pathway for diverse businesses to build capacity is critical for their viability and continued growth. We are intentional in encouraging business fostering and mentoring, particularly between large prime contractors and smaller diverse businesses. We are taking business development to the next phase.

Q: Why did your company decide to become a BDR member?

A: AT&T is an inaugural member of Billion Dollar Roundtable. Our association with BDR began with our participation in the initial meetings working with Don McKneely [founder and president of MBN USA and chairman emeritus of Billion Dollar Roundtable Inc.], representatives at Ford [Motor Co.] and the U.S. Department of Commerce Minority Business Development Agency to develop strategy and determine the charter for BDR. AT&T was one of the 10 corporations in 2001 that documented spend of more than \$1 billion with minority-owned businesses.

We have always strived to make meaningful contributions to the economic growth of diverse companies and communities, which means leveling the playing field, removing barriers and working in alliance with other corporations to build up a strong network and ecosystem for diverse business success. BDR is at the core of helping corporations build supplier diversity success. AT&T is proud to be a founding member, and we continue to build on our relationship and legacy with BDR.

Q: Besides having a \$1 billion annual spend with diverse suppliers, what does it take to be a BDR company?

A: As an inaugural member of BDR, we embody and embrace the goals and mission of the organization. For others who aspire to become a BDR member, it — first and foremost — takes commitment. Not just a statement of commitment, but a true commitment to setting and attaining goals for spend and strategies for MBE growth and development. Corporations also should understand that supplier diversity is a business imperative and is integral to how we support our communities and our economy.

It also takes collaboration between supplier diversity, supply chain and the business units within your corporation to move the needle. Supplier diversity managers should be aligned to support the sourcing team that manages commodity categories throughout the procurement process. This approach will provide collaboration with key business partners, enabling the team to advocate for diverse suppliers with successful outcomes.

Q: How has your company benefited from BDR membership?

A: From its inception and our participation, BDR has served as the grounding that was needed for corporations to discuss common challenges and discover solutions that could help all of us in our respective corporations.

BDR created the forum where we can share, learn from one another and achieve
(continued on page 72)



BANK OF AMERICA CORP.

“We’re proud to hire diverse companies because, when they succeed, the diverse communities we serve also experience tangible and sustained economic benefits that fuel dreams.”

– Vonshe M. Jenkins, Senior Vice President,
Global Supplier Diversity & Responsible
Sourcing Executive

Q: *When did your company begin its supplier diversity program?*

A: 1990.

Q: *Can you tell us a bit about your supplier diversity program history?*

A: More than 30 years ago, we officially began our journey to very intentionally include minority businesses in our overall corporate purchasing strategy. We joined the National Minority Supplier Development Council [Inc.] in 1989.

In 1990, under our then-chairman and CEO Hugh McColl’s leadership, we formally established the Minority Business Development initiative with defined supplier diversity spending goals. In 1999, Bank of America made a commitment to increase our overall spend with diverse vendors. We drafted contract language for majority-owned prime suppliers to include a percent spending goal to ensure the expansion of opportunities to Tier II diverse suppliers. We were honored to be the first financial institution to be inducted into the Billion Dollar Roundtable.

Each year, Bank of America spends nearly \$2 billion with minority-, women-, disabled person-, disabled veteran or [lesbian, gay, bisexual and transgender- or] LGBT+-owned [businesses, along with] historically underutilized business zone or HUBZone enterprises. We supplement that spend by providing mentoring and development opportunities for diverse businesses.

Recognizing the need to positively impact environmental and social change, in

2018, Bank of America created a Responsible Sourcing program to leverage the power of our global supply chain. And every year, we look for ways to enhance the program because diverse suppliers are a big part of the economic engine that drives the communities where we live, work and serve. We’re proud to hire diverse companies because, when they succeed, the diverse communities we serve also experience tangible and sustained economic benefits that fuel dreams.

Q: *Why did your company decide to become a BDR member?*

A: BDR is the premier organization and an outstanding benchmark for corporations who spend \$1 billion or more with diverse vendors every year. We knew that we shared the same commitment to diverse business inclusion with BDR members and have been thrilled to join them in being a catalyst to effect positive change. Together, we share best practices, learn, grow and influence others to expand their efforts.

Q: *Besides having a \$1 billion annual spend with diverse suppliers, what does it take to be a BDR company?*

A: Spend is just one outcome of a corporation’s commitment to supplier diversity. To be a BDR company, how you drive this work must be a part of the DNA of your supply chain and your company. You must be vested in your approach to inclusion and continue to set stretch goals — being stagnant is not part of the equation. You must also commit to the education and capacity-building of diverse businesses; their

success is your success.

Q: *How has your company benefited from BDR membership?*

A: It’s a pleasure to be part of a cohort of companies that are striving to push the boundaries in the supplier diversity space. We work together to develop strategies and many activities that we believe will continue to move the mark forward for what is considered “success.” We go out of our way to collaborate, share best practices and challenge the current state.

Q: *What are some best practices or lessons learned you can share with companies striving to reach the \$1 billion diverse spend mark?*

A: • Have clear supply-chain inclusion policies and an infrastructure to monitor and manage those policies to drive stakeholder accountability.
• Use data to inform your strategy.
• Have consistent and robust metrics that track the health of your program, provide insight into blind spots and help manage risks.
• Revisit your strategy often to make necessary adjustments.
• Measure and communicate the performance and results of your program to key stakeholders at every level.

Q: *What advice would you give to corporations that would like to become BDR members?*

A: This isn’t just a “supply-chain” journey.
(continued on page 72)



THE BOEING CO.

“We rely on the contributions of businesses that are owned by individuals of diverse backgrounds to deliver the best products with the greatest value to an increasingly diverse marketplace.”

– Camille Geiger, Global Supplier Diversity Leader

Q: *When did your company begin its supplier diversity program?*

A: 1951.

Q: *Can you tell us a bit about your supplier diversity program history?*

A: Boeing has had an established, formal small business and supplier diversity program in place since 1951. We are committed to diversity and inclusion, and we value our diverse suppliers and international business partners for the innovation and agility they bring to our supply base.

We continue to seek out and provide maximum opportunities to diverse businesses, as they are a vital part of maintaining our competitiveness in the global marketplace. Diversity is a key aspect of how Boeing does business, and diverse suppliers are a critical component. Boeing is committed to a supply base reflective of our diverse global customers. We rely on the contributions of businesses that are owned by individuals of diverse backgrounds to deliver the best products with the greatest value to an increasingly diverse marketplace. Diverse suppliers that deliver creative products and service solutions have a positive impact on our customer relationships, the business community and the population at large.

Q: *Why did your company decide to become a BDR member?*

A: BDR's mission “To drive supplier diversity excellence through best practice sharing and thought leadership” aligns with our Boeing supplier diversity objectives. Our company is reviewing every aspect of our business

to identify opportunities to improve performance, position for new market realities and ensure our long-term success. We continually work to strengthen our partnerships to deliver greater value to our customers. The exchange of information with BDR supplier diversity industry leaders facilitates discussions leading to new ideas, approaches and potential suppliers to grow our diverse supply chain. Working with our suppliers, we want to create the strongest, most capable and efficient global supply chain in the industry.

Q: *Besides having a \$1 billion annual spend with diverse suppliers, what does it take to be a BDR company?*

A: Develop and implement a strategic plan and enterprise approach to supplier diversity and supplier development. The strategy should include a corporate commitment and focused company culture of including diverse suppliers in all subcontracting opportunities. While Boeing has a dedicated team of supplier diversity professionals, we promote supplier diversity advocacy throughout our internal supply chain and cross functionally with engineering, program management, corporate offices, etc.

Q: *What are some best practices or lessons learned you can share with companies striving to reach the \$1 billion diverse spend mark?*

A: Boeing's overall focus is supporting the development of a diverse marketplace through the development of a diverse supply chain. The company achieves this development by doing business with diverse subcontractors and suppliers. We also require these

companies to do business with diverse companies as well, and we ask all Boeing subcontractors and suppliers to maintain accurate records on their supplier diversity programs. Early engagement with all business divisions and programs across Boeing enables us to identify strategic contracting opportunities for our diverse suppliers.

Boeing also seeks relationships with and promotes the use of diverse suppliers globally. So, Boeing's subcontractors and suppliers — regardless of where they are located — are encouraged to implement a supplier diversity program by doing business with companies that are recognized as MBEs within the regions and/or countries where they conduct business.

Q: *What advice do you have for MBEs interested in doing business with your company?*

A: It is important for MBEs to understand Boeing's products and services and where their capabilities align. Do the products and services meet the current needs of Boeing? Our suppliers must share our commitment to performance excellence. We look for suppliers that:

- Share Boeing's enduring values of safety, quality and integrity, inclusion, trust and respect.
- Partner with Boeing to bring innovative and market-leading technologies and service deliveries to keep our products at the leading edge of technology and cost competitiveness.
- Have demonstrated a successful business model with a skilled management team experienced in delivering to the aerospace industry.

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CDW CORP.

“We have seen firsthand the impact of supplier diversity and how it creates a multiplier effect by letting small, minority-owned firms invest in their own growth and spend more with other businesses in their supply chains. This [investment], in turn, generates jobs, increases wages and boosts spending in local communities.”

– Kristin Malek, Director, Business Diversity

Q: *When did your company begin its supplier diversity program?*

A: 2007.

Q: *Can you tell us a bit about your supplier diversity program history?*

A: We formalized our supplier diversity program in 2007 before diversity was a trend. At CDW, diversity has always been a long-term business solution. That’s because, for us, supplier diversity is not about expenditure targets or handouts, but rather partnering with an extensive network of the most creative, innovative and competitive suppliers to deliver the best solutions and experiences for our customers. Since 2007, we have facilitated more than \$14 billion of direct and indirect spending with small, minority-owned firms, including \$2.1 billion in 2020. We currently have partnerships with 400 diverse suppliers and are building a digital library of 1,000 diverse suppliers.

We have seen firsthand the impact of supplier diversity and how it creates a multiplier effect by letting small, minority-owned firms invest in their own growth and spend more with other businesses in their supply chains. This [investment], in turn, generates jobs, increases wages and boosts spending in local communities.

As businesses and communities seek to recover from the disruption of COVID-19 and address pressing issues around inequality, we are committed to driving inclusive growth and creating economic opportunities for all.

Q: *Why did your company decide to become a BDR member?*

A: We believe that supplier diversity has a proven impact on our bottom line through the value it creates for our clients. For example, people are increasingly looking to buy from and work for organizations that share their values around diversity, inclusion and social justice. By partnering with our network of small and minority-owned firms, our customers can meet the expectations of both their clients and their own employees, ultimately, enhancing their ability to attract and retain them.

Q: *Besides having a \$1 billion annual spend with diverse suppliers, what does it take to be a BDR company?*

A: We objectively measure our diversity spend. We set clear targets for our supplier diversity program and measure our progress along the way. Tracking our supplier spend allows us to see the overall value of our vendor spending.

Alongside our Billion Dollar Roundtable membership, we actively support a variety of organizations and events that focus on identifying opportunities for small and diverse businesses to thrive and grow including: [U.S. Department of Commerce] Minority Business Development Agency, National Minority Supplier Development Council, Women’s Business Enterprise National Council, National Veteran-Owned Business Association, Disability:IN and National LGBT Chamber of Commerce.

We’re also proud to have been recog-

nized for diversity excellence in 2020 and 2021 by several leading organizations and publications dedicated to providing greater representation, employment and economic advancement for minority, women’s, veteran and LGBTQ+ communities.

We invest more than just dollars with our suppliers. We also provide ongoing customized training from our sales and technical experts, access to capital and advocacy and reputational support.

Q: *How has your company benefited from BDR membership?*

A: Our relationship with BDR creates a significant competitive advantage for CDW and our customers. We drive the high level of direct spend with minority-, disabled-, veteran- and women-owned companies that BDR demands because of the direct impact it has on our market share and brand equity and because we believe that generating jobs, increasing wages and boosting spending in local communities is good for business and for the economy.

Q: *What advice would you give to corporations that would like to become BDR members?*

A: • Fully define, measure and track your supplier diversity program and create a corporate policy statement defining this program, so that internal stakeholders and buyers understand what to look for and how to evaluate new suppliers.
• Commitment to supplier diversity needs to start at the very top of the organization. Secure that commitment.

(continued on page 72)



CUMMINS INC.

“Cummins Inc. recognizes Billion Dollar Roundtable as the only organization that is an independent group of companies that achieve a major milestone with diverse-owned companies, year after year.”

– Helena E. Hutton, Director,
Global Diversity Procurement

Q: *When did your company begin its supplier diversity program?*

A: Cummins Inc.’s program started more than 40 years ago. It began in the U.S., and then expanded to seven countries where we currently operate.

Q: *Can you tell us a bit about your supplier diversity program history?*

A: Our program grew from the indirect purchasing focus to include all categories of purchases. In addition, we include risk management, investment and acquisitions, consulting and many other areas of consulting to ensure that the diverse-owned companies are partners that can sustain and grow.

Q: *Why did your company decide to become a BDR member?*

A: Cummins Inc. recognizes Billion Dol-

lar Roundtable as the only organization that is an independent group of companies that achieve a major milestone with diverse-owned companies, year after year. In addition, it is the only organization that has an independent audit of the results of the companies with respect to their investment in diverse-owned companies. It sets a standard of excellence for the supplier diversity industry.

Q: *Besides having a \$1 billion annual spend with diverse suppliers, what does it take to be a BDR company?*

A: To maintain membership with the Billion Dollar Roundtable, Cummins has a holistic approach working with its Tier I companies — managing a supplier development program that includes trade partners, consultants and technical experts, along with a team of professionals that range from engineers to paralegals to attorneys. Finally, strong collaboration with

Cummins business leaders outside of the supply chain organization and its customers is critical to our success.

Q: *What’s your vision for the future of minority business development and supply chain diversity?*

A: The vision is to further invest in U.S. diverse-owned companies to have sufficient capital to grow in adjacent industries, so that they can consistently outperform nondiverse companies and grow with the needs of their customers.

Eventually that growth should include operations in other countries to match their respective customers’ supply chains. This approach will also aid non-U.S. companies that are still in the beginning stages of inclusion of diverse-owned companies. ■

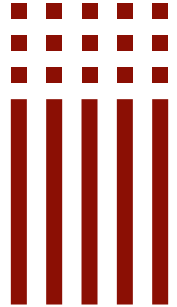
➔ TO LEARN MORE ABOUT CUMMINS’ SUPPLIER DIVERSITY PROGRAM, VISIT [DIVERSITYPROCUREMENT.CUMMINS.COM](https://www.cummins.com/diversityprocurement).



CVS HEALTH CORP.

“Including diverse suppliers in any supply chain generates competition among incumbents and paves the way for diverse suppliers that otherwise might not have been invited to the party.”

– Monette Knapik, Senior Director,
Enterprise Procurement



Q: *When did your company begin its supplier diversity program?*

A: 2000.

Q: *Can you tell us a bit about your supplier diversity program history?*

A: Supplier diversity is critical to our business. At CVS Health, we're committed to building on the program's success in creating jobs and increasing economic opportunities for the people and local businesses in the communities CVS Health serves. We're focused on sourcing products from diverse businesses by connecting, engaging and networking with diverse suppliers, advocacy organizations and corporate partners.

CVS Health's Supplier Diversity program includes Tier I and Tier II reporting, one-on-one matchmaking meetings and our educational Supplier Diversity Series, as well as our growth and development programs that include our Executive Learning Series, Supplier Diversity in Merchandising and Business Building Events. Various departments within our enterprise contain Supplier Diversity Champions who are committed to supporting our program.

CVS Health works with national organizations to identify and develop diverse businesses. By working with business units across the company to integrate supplier diversity into procurement activities, CVS Health can continue to expand business opportunities for these diverse businesses. One of our primary means of recruiting and identifying diverse suppliers is through active participation and membership with national, regional and local rec-

ognized advocacy groups such as NMSDC [National Minority Supplier Development Council Inc.], WBENC [Women's Business Enterprise National Council], Disability:IN, NGLCC [National LGBT Chamber of Commerce] and many others.

Q: *Why did your company decide to become a BDR member?*

A: CVS Health's membership with the Billion Dollar Roundtable allows for collaboration, innovation and best-practice sharing with a prestigious group of fellow corporate members. Continued development in and communication of supplier diversity trends, process development and benchmarking in excellence, ultimately, benefits everyone — companies and consumers.

BDR membership holds us accountable for our Tier I spend with minority- and women-owned businesses through annual audits and verifications. It also provides the opportunity to participate in BDR exclusive subcommittees e.g., BDR Triad, and share the exceptional diverse suppliers who serve our cohorts.

Q: *Besides having a \$1 billion annual spend with diverse suppliers, what does it take to be a BDR company?*

A: CVS Health views supplier diversity as a holistic, internal and external partnership and is consistently looking for ways to expand and educate through a variety of programs and initiatives.

Collaboration is a key tenet. We encourage and embrace diverse perspectives from internal and external voices, different lines of business, strategic partners, existing and

potential diverse suppliers and representatives from national minority councils.

Q: *What are some best practices or lessons learned you can share with companies striving to reach the \$1 billion diverse spend mark?*

A: CVS Health's commitment to supplier diversity is publicly outlined in its annual Supplier Diversity Impact and corporate social responsibility reports. These public statements help hold us accountable for our programs and maintain a holistic approach to supplier diversity within the company.

Some advice we would offer to other supplier diversity professionals wanting to achieve optimum success in the supplier diversity arena is to:

- Maintain a robust supplier diversity website that provides your overall mission, plus easy access to company supplier diversity contacts and your diverse-supplier registration portal.
- Build relationships with diverse suppliers and departments [within] your organization, as well as external organizations, such as national advocacy councils.
- Collaborate internally with your procurement organization and, more specifically, your sourcing department.
- Track and report supplier diversity performance and create metrics that bring value to your program and others.
- Provide educational and developmental programs for diverse suppliers and develop programs that connect diverse suppliers with decision-makers.
- Ensure supplier diversity is valued by everyone within your organization.

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FORD MOTOR CO.

“Ford is proud of the achievements of our supplier diversity and inclusion program. We recognize that this [dedication] is a never-ending journey, and we remain committed to working together with our supplier partners to deliver great products, strong businesses and a better world.”

– Travis Spencer, Head, Supplier Diversity and Inclusion

Q: *When did your company begin its supplier diversity program?*

A: 1968.

Q: *Can you tell us a bit about your supplier diversity program history?*

A: Ford Motor Co. is very proud of the strength, longevity and growth of our supplier diversity and inclusion program.

In 1968, Ford started its Inner-City Supplier Development Program to respond to civil unrest in major cities. Since then, and over the past 53 years, the company has served minority-, women-, veteran-, disabled- and service-disabled veteran-owned businesses and small businesses, along with businesses in historically underutilized business regions, or HUB Zone, and lesbian, gay, bisexual and transgender- or LGBT-owned businesses.

Ford’s dedication and commitment to develop and maintain a diverse supply base was established decades ago and will continue for decades to come. Ford is proud of the achievements of our supplier diversity and inclusion program. We recognize that this [dedication] is a never-ending journey, and we remain committed to working together with our supplier partners to deliver great products, strong businesses and a better world.

Ford’s supplier diversity and inclusion timeline:

- 1968 – Begins an Inner-City Supplier Development Program.
- 1976 – Creates Minority Supplier Development Department.
- 1978 – Begins Supplier Diversity and

Inclusion or SDI Program, one of the first supplier diversity programs in the United States.

- 1988 – Wins National Minority Supplier Development Council Corporation of the Year for the first time.
- 1997 – Becomes founding member of Women’s Business Enterprise National Council.
- 1999 – Begins Tier II Program.
- 2005 – SDI Program expands to include women-owned businesses.
- 2013 – SDI Program expands to include veteran-owned businesses.
- 2017 – SDI Program expands to include Canadian Aboriginal-owned businesses.
- 2018 – SDI Program expands to include LGBT- and disability-owned businesses.

Q: *Why did your company decide to become a BDR member?*

A: Ford’s annual goal is to source more than 15% of its U.S. production and indirect business with certified minority business enterprises, or MBEs; women’s business enterprises, or WBEs; and veteran-owned business enterprises, or VBEs, along with LGBTQ- and disabled-owned businesses and small businesses.

This [goal] equates to billions of dollars spent annually with diverse-owned businesses. Ford felt it was important to join other organizations who also take supplier diversity and inclusion initiatives seriously. The company believes there is strength in numbers in this space to advance the overall vision and mission. It also believes that being an active member in various organizations is truly a way to drive and ensure synergies across our strategic priorities and objectives.

Q: *Besides having a \$1 billion annual spend with diverse suppliers, what does it take to be a BDR company?*

A: Ford believes a well-rounded supplier diversity and inclusion program goes beyond spend. An organization interested in becoming a member of BDR should take this point into consideration.

The four pillars that are continually evaluated by Ford are as follows:

- Spend: The company’s current goal is to spend at minimum 15% of our total spend with diverse businesses, with a long-term goal and plan to achieve 20% in diverse spend by 2030.
- Advocacy group engagement: Ford is actively involved with advocacy groups to find and develop diverse-owned businesses.
- Workforce diversity: A diverse workforce is important — within the supplier diversity and inclusion team, throughout the entire company and throughout our supplier partners. Diverse perspectives lead to innovative ideas.
- Community outreach – At Ford, giving back to the communities in which we operate is part of our DNA.

All of these are important for an organization to be a successful BDR company.

Q: *How has your company benefited from BDR membership?*

- A:**
- Introductions and benchmarking activities with other BDR members throughout various industries.
 - Introductions to diverse suppliers.

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GENERAL MOTORS CO.

“At GM, supplier diversity is the economic engine that drives empowerment, equity and inclusion into our supply chain and business community. We are committed to developing diverse suppliers that support GM’s vision to be the most inclusive company in the world, while transforming the industry with electric and autonomous vehicles and related mobility services.”

– Tamika Walker,
Supplier Diversity Program Manager

Q: When did your company begin its supplier diversity program?

A: 1968.

Q: Can you tell us a bit about your supplier diversity program history?

A: GM’s corporate [diversity, equity and inclusion] strategy is focused on three pillars: Talent, Culture and Market.

Supplier diversity contributes to the “Market” by driving supply chain inclusion with the expectation that it will make an economic impact in our diverse business community in multiple ways, such as wealth creation, employment, tax contributions, etc.

As the first automotive [original equipment manufacturer] to launch a formal program in 1968, GM understands the generational impact of this business imperative. At GM, supplier diversity is the economic engine that drives empowerment, equity and inclusion into our supply chain and business community. We are committed to developing diverse suppliers that support GM’s vision to be the most inclusive company in the world, while transforming the industry with electric and autonomous vehicles and related mobility services.

- Our Vision: Achieve equitable and sustainable supply-chain inclusion goals that ensure long-term viability for our diverse supply base.
- Our Mission: Serve as bridge-builders, connecting an ecosystem of diverse suppliers, communities, advocacy organizations and customers.
- Our Aim: Ensure that our connections drive lasting business relationships,

customer loyalty and world-class parts and services that support our long-term viability.

We are on target to meet Tier I and Tier II certified spend goals for 2021 with our 300-plus diverse suppliers. One of our key program attributes is supplier development, which is anchored by our five-point development curriculum focused on: financial acumen, operational excellence, talent acquisition, Tier II inclusion and GM process knowledge.

In 2021, we invested over \$250,000 in technical assistance programs reaching more than 100 diverse business through key partnerships such as:

- Tuck Executive Education at Dartmouth College: Diversity Business Programs.
- Black Technical Assistance Initiative: Initiative for a Competitive Inner City or ICIC Inner City Capital Connections Detroit Cohort Sponsor.
- Women’s Entrepreneur Leadership Lab: Detroit Chapter Sponsor.

Q: Why did your company decide to become a BDR member?

A: General Motors became a member of BDR so that we could collaborate and innovate with like-minded corporate game-changers. BDR is a unique collection of thought leaders that share best practices and supplier capabilities across multiple industries and regions of the world.

Q: Besides having a \$1 billion annual spend with diverse suppliers, what does it take to be a BDR company?

A: In addition to spending \$1 billion

worth of annual Tier I spend with certified diverse suppliers, there are a few additional program elements that need to be in place: The team must be adequately staffed, have a robust Tier II program and be active members of key national and regional advocacy organizations.

Q: What advice would you give to corporations that would like to become BDR members?

A: A few pieces of advice that General Motors can offer are:

- Be patient. This is a marathon, not a sprint. It takes time to develop and grow long-term supplier partners. Make sure that your Tier I spend exceeds the minimal threshold and that the supplier makeup is spread across multiple purchasing categories.
- Be strategic. Do not discount any opportunity to connect with suppliers and corporate peers; remember, it is best to have a relationship developed before you need it. Leverage your internal network to grow your diverse suppliers at both a Tier I and Tier II level. Sharing suppliers across industries reduces risk, improves supplier capabilities and delivers a better value proposition.

Q: What advice do you have for MBEs interested in doing business with your company?

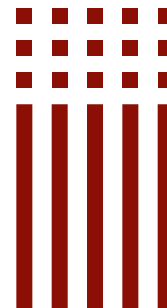
A: Utilize the data, relationships and lessons you learned from recent contract awards and losses to establish a targeted customer profile and an enhanced [re
(continued on page 73)



HONDA DEVELOPMENT & MANUFACTURING OF AMERICA LLC

“Diversity and inclusion have always been part of Honda’s DNA but with the Honda Partnership Network event, it also has become part of our process and an important part of our efforts to increase inclusion in our purchasing activities.”

– Elly Bradford, Senior Manager



Q: *When did your company begin its supplier diversity program?*

A: We started our supplier diversity program in 1997, and we are very proud of the work we have done in this area for nearly 25 years.

Q: *Can you tell us a bit about your supplier diversity program history?*

A: We recognized that to increase diversity and inclusion in our purchasing efforts required not only our own direct supplier relationships, but [also] working with our Tier I suppliers to encourage them to give opportunities to more diverse suppliers.

Based on this direction, one of our greatest successes from our supplier diversity program is what we call the Honda Partnership Network.

We initiated this event six years ago to foster collaboration between our Tier I suppliers and members of the diverse supplier community. Diversity and inclusion have always been part of Honda’s DNA but with the Honda Partnership Network event, it also has become part of our process and an important part of our efforts to increase inclusion in our purchasing activities.

We know this event works because of the success we’ve experienced in each year of this conference. Our achievements include growing the number of diverse suppliers in our supply chain to more than 3,000 and our overall annual diverse spend from \$2.25 billion to approximately \$3 billion in six years. Since our beginning, Honda has purchased more than \$28 billion in goods with minority suppliers.

Additionally, in 2020, Honda was named to the Women’s Business Enterprise National Council annual list of America’s Top Corporations for Women’s Business Enterprises or WBEs, the only national award honoring corporations for world-class supplier diversity programs that reduce barriers and drive growth for women-owned businesses.

Honda has many initiatives to increase its business with WBEs, and we are proud to say that within the last two years, spend with women-owned businesses has increased more than 10%.

Q: *Why did your company decide to become a BDR member?*

A: We are committed to increasing the diversity of our supplier network, and we knew that joining this exclusive group of companies would offer an opportunity to learn from and benchmark like-minded organizations that have built successful diverse supplier programs. Supporting small businesses and diverse companies is vital to the success of Honda across North America and engaging with the Billion Dollar Roundtable provides us with new and different perspectives that can, ultimately, prepare us to explore new directions in our business.

Q: *Besides having a \$1 billion annual spend with diverse suppliers, what does it take to be a BDR company?*

A: At the core of Honda’s approach to increasing diversity in our purchasing efforts is our desire to establish long-term relationships with suppliers, based on trust and mutual benefit. This [approach] includes a commitment to providing opportunities, especially

to diverse companies. The cornerstone of our relationships with suppliers is open and honest communication, which enables us to work collaboratively to fulfill our company principle of supplying our customers with high-quality, reasonably priced products.

We truly believe our suppliers are an extension of the Honda team.

Q: *What are some best practices or lessons learned you can share with companies striving to reach the \$1 billion diverse spend mark?*

A: One recommendation is to establish a second-tier spend program as part of a proactive strategy to develop and grow business relationships with diverse suppliers. This strategy should be based on the goals of each individual company. One of our primary goals is to ensure that Honda’s supply base reflects the ethnic diversity found in our customer base. Auto sales to multicultural buyers are expected to increase over the next decade from 26% five years ago to a forecast of 33% of the total market during the next few years. That [percentage] means one-third of our total sales as an industry will be to multicultural buyers.

Our second-tier spend program allows Honda to make progress in growing diversity and inclusion in the supply chain. This [commitment] is the reason we ask our Tier I suppliers to set a target and plan to purchase 10% of their goods and services from certified diverse-owned companies. Our goal is to not just achieve a dollar figure, but [also] to build sustainable relationships that will benefit the companies and communities around us.

(continued on page 74)



IBM CORP.

“IBM’s commitment to supplier diversity is an initiative pursued with vigilance and zeal; it is an integral part of IBM’s heritage, business plan and, more importantly, its future.”

– Tameka Little, Americas Program Manager,
Supplier Diversity

Q: *When did your company begin its supplier diversity program?*

A: 1968.

Q: *Can you tell us a bit about your supplier diversity program history?*

A: IBM’s ongoing commitment to diversity is underscored by three basic principles — its workforce, customer base and supply chain. IBM’s supplier diversity program is over 50 years old. Building and maintaining a community of diverse suppliers increases IBM’s opportunity to explore innovative ideas, apply different approaches and gain access to additional solutions that respond to customer needs.

IBM’s supplier diversity program timeline at a glance:

- 1968 – Created U.S. supplier diversity program.
- 2000 – First information technology, or IT, company to join BDR.
- 2003 – Program expanded globally and now operates in every country in which IBM conducts business.
- 2006 – Conducted more than \$2 billion annually in business with first-tier diverse suppliers globally.
- 2016 – Incorporated second-tier strategic initiatives.
- 2018 – 50-year supplier diversity program celebration.

The supplier diversity program expands purchasing opportunities for businesses owned and operated by minorities, women, gays and lesbians, veterans, service-disabled veterans and disabled persons. Such collaboration helps IBM deliver innova-

tion, quality products and world-class service to a growing global marketplace.

While IBM is proud of its accomplishments, methods to assist with the development, growth and longstanding utilization of qualified diverse-owned businesses are continually assessed. Net: We know that change is a constant, and we’re always seeking innovative processes and practices to improve our program.

Q: *Why did your company decide to become a BDR member?*

A: For decades, diversity and inclusion has been a vital topic in global society. IBM’s commitment to diversity is as old as the company itself, therefore, it’s ingrained in our DNA. This commitment is demonstrated in business policies and practices surrounding IBM’s workforce, its customers and suppliers — as well as the marketplace.

IBM has placed billions of dollars of business with its diverse suppliers over the last four decades. By 2000, IBM was purchasing more than \$1 billion in first-tier diverse business in the U.S. and became the first IT company to join the ranks of the Billion Dollar Roundtable. IBM continues to spend more than \$1 billion annually in the U.S. since that period, and \$2 billion, first-tier, worldwide since 2006.

We did not seek to become a member of BDR; IBM is one of the original corporate members. When BDR was created, the central idea was to pass along the knowledge that the members had from a supplier diversity perspective to non-BDR members and help them grow their diversity spend. The more corporations that become members of BDR means that we are having a

more direct impact on diverse communities globally. It also means that more corporations are recognizing the value-add that diverse suppliers bring to a corporation’s supply chain.

IBM’s commitment to supplier diversity is an initiative pursued with vigilance and zeal; it is an integral part of IBM’s heritage, business plan and, more importantly, its future. That is the reason that IBM provides opportunities for diverse suppliers to participate within our supply chain in every geographical area in which we operate.

For the reasons above, it seems only natural that IBM is a member of BDR.

Q: *Besides having a \$1 billion annual spend with diverse suppliers, what does it take to be a BDR company?*

A: \$1 billion annual spend achievement is not an easy task and remaining at the top proves to be more difficult — especially for corporations that are just checking off a box or looking for a feel-good movement. To be a BDR company requires:

- A true commitment to having a diverse supply chain.
- Not aspiring to be a BDR member but aspiring to provide access in every commodity to diverse suppliers. There are no exceptions!
- Providing access to your procurement team, leaders and strategic directors.
- Understanding the value — innovation, technology, responsiveness, etc. — which diverse suppliers bring to your supply chain.

If a company understands these areas, it is a natural progression to be a member of

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JPMORGAN CHASE & CO.

“We believe in bringing our best to everything we do. The Billion Dollar Roundtable represents supplier diversity excellence and being a part of this organization not only shows that we have high standards for supplier diversity, but that we are consistent in reaching the goals we set for ourselves.”

– William Kapfer, Ph.D., Global Head, Supplier Diversity

Q: *When did your company begin its supplier diversity program?*

A: 1994.

Q: *Can you tell us a bit about your supplier diversity program history?*

A: JPMorgan Chase’s Global Supplier Diversity program is 27 years old. Just over the last six years, the firm has spent about \$11 billion with diverse suppliers, including \$2.7 billion in 2020 alone.

JPMorgan Chase is the 28th member inducted into Billion Dollar Roundtable and only the second financial institution since the organization’s inception in 2001.

Supplier diversity is a key component of the firm’s overall diversity and inclusion strategy, which helps ensure diversity in our workforce, workplace and marketplace. Our goal is to develop a supplier base that mirrors the communities we serve, and for over a quarter-century, we have been committed to cultivating business relationships with firms owned and operated by historically underrepresented groups.

As part of the firm’s recent \$30 billion commitment to advance racial equity, we have made the commitment to spend an additional \$750 million with Black, Hispanic and Latino-owned businesses over five years. And we are mobilizing our top suppliers to mirror our values by increasing their spend as well.

Q: *Why did your company decide to become a BDR member?*

A: We believe in bringing our best to everything we do. The Billion Dollar Roundtable represents supplier diversity excellence and being a part of this organization not only shows that we have high standards for supplier diversity, but that we are consistent in reaching the goals we set for ourselves.

Q: *Besides having a \$1 billion annual spend with diverse suppliers, what does it take to be a BDR company?*

A: It’s important to have a clear and ongoing supplier diversity strategy. Your company must invest in the necessary tools, personnel and programming to ensure that there is a platform and support for reaching a large spend target. You will need to incorporate other people — both inside and outside your company — including senior executives, supplier diversity professionals at other companies and diverse business advocacy organizations.

Q: *How has your company benefited from BDR membership?*

A: Membership in BDR has provided our team with a great community of like-minded executives with whom we can learn and share best practices in supplier diversity, as well as think about how we’d like to shape the future of the discipline.

Q: *What advice would you give to corporations that would like to become BDR members?*

A: Don’t try to do it alone. Enroll your sourcing and finance teams to ensure that you have the support and infrastructure that you’ll need to examine your baseline; set and monitor the necessary multiyear spend goals that will get you to BDR and help you to successfully maintain your membership. Additionally, enlist current BDR members for mentorship and advice as you embark on your journey.

Q: *What advice do you have for MBEs interested in doing business with your company?*

A: First, make your company known to us by registering your company in our Supplier Diversity Network at jpmorganchase.com/supplierdiversity. This is the first and most important step a supplier can take toward working with JPMorgan Chase because we rely on this database of information as a means of identifying suppliers for business opportunities.

Our team evaluates each company that registers and partners with our business development and sourcing teams to identify the best project opportunity.

The types of product and service categories JPMorgan Chase purchases include marketing, construction, facilities, technology, loan services, legal, professional services, security and travel. ■

➔ TO LEARN MORE ABOUT JPMORGAN CHASE’S SUPPLIER DIVERSITY PROGRAM, VISIT JPMORGANCHASE.COM/SUPPLIERDIVERSITY.



KAISER PERMANENTE

“Our Impact Spending program looks holistically at supplier diversity, economic impact, sustainability and affordability, ensuring that Kaiser Permanente’s spending decisions are environmentally sound, economically viable and socially equitable.”

– Ije Nwosu, Executive Director,
Impact Spending

Q: *When did your company begin its supplier diversity program?*

A: 1982.

Q: *Can you tell us a bit about your supplier diversity program history?*

A: Kaiser Permanente has a long history of commitment to improving community health through diversity, beginning in 1982 when we launched our first supplier diversity initiative and continuing through 2014 when we became the first health system inducted into Billion Dollar Roundtable. While we have continued to increase our spend with diverse suppliers — reaching \$2.56 billion in 2020 — we recognize that our efforts alone can’t resolve existing health and equity disparities. To drive lasting transformative impact beyond our own walls requires partnership with other like-minded organizations and a shift from our internal focus on counting diverse spend in our supply chain to a global focus on driving impact beyond our walls.

Our Impact Spending program looks holistically at supplier diversity, economic impact, sustainability and affordability, ensuring that Kaiser Permanente’s spending decisions are environmentally sound, economically viable and socially equitable. The program focuses on partnerships and collaborations that drive meaningful and measurable commitments that advance concrete business strategies to create and strengthen equitable local economies. Transforming the way we do business to intentionally and effectively support inclusive local economic opportunity helps

to address economic and environmental disparities, ultimately creating positive health outcomes. These efforts are instrumental to supporting Kaiser Permanente’s overall economic opportunity strategy and our vision of creating communities that are among the healthiest in the nation.

Q: *Why did your company decide to become a BDR member?*

A: As one of the nation’s largest integrated not-for-profit health care organizations, Kaiser Permanente has long recognized that ZIP codes are a better determinant of health than genetic code. We believe that targeting spend toward local communities can address economic, social and environmental disparities, ultimately creating positive health outcomes. Our Impact Spending program initiatives make a difference in the neighborhoods, towns and cities where we work, learn and live by fostering small-business creation, spurring economic growth and supporting sustainable development. To drive impact beyond the walls of Kaiser Permanente, we recognize the importance of partnering with anchor institutions across the country.

Q: *Besides having a \$1 billion annual spend with diverse suppliers, what does it take to be a BDR company?*

A: The clear mission to drive supplier diversity through best-practice sharing, executive support and thought leadership, with the vision and goals to lead, influence and shape globally.

Q: *How has your company benefited from BDR membership?*

A: Becoming a member of the Billion Dollar Roundtable raised the visibility of our internal program. It also gave us a platform to connect with other like-minded institutions, and it allowed us to drive economic impact for our diverse suppliers and the communities we serve.

Q: *What advice would you give to corporations that would like to become BDR members?*

A: The relationships and opportunities created within the Billion Dollar Roundtable provide more benefits than the sum of their parts. BDR promotes and shares best practices in supply-chain diversity excellence through the production of white papers. They also have discussions in which the members review common issues, opportunities and strategies. BDR encourages corporate entities to continue growing their supplier diversity programs by increasing commitment and spending levels each year. Become a member of BDR to access the unique view of leading industries across the country who are making positive changes toward supplier diversity excellence.

Q: *What advice do you have for MBEs interested in doing business with your company?*

A: All current and prospective suppliers are strongly encouraged to register in our portal — kaiserpermanente.starssmp.com — which includes providing your company’s basic business information and uploading certification documents to validate
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THE KROGER CO.

“The consistent development of suppliers is essential for sustainable growth. Companies need to be committed to help their diverse suppliers with access, development, growth and, ultimately, the goal should be to see them thrive.”

– Angel Colón, Senior Director, Diversity & Inclusion, Multicultural Development and Supplier Inclusion

Q: *When did your company begin its supplier diversity program?*

A: 30-plus years ago.

Q: *Can you tell us a bit about your supplier diversity program history?*

A: The Kroger supplier diversity program consists of more than 1,300 diverse vendors, and it is represented by African American, Asian, Hispanic, Native American, veteran, veteran-disabled and disabled — along with lesbian, gay, bisexual and transgender, or LGBTQ. Kroger has a Tier I and Tier II program, and the main source of its Tier I spend comes from food and health and beauty care suppliers. The company also focuses its spend with nondirect suppliers in areas such as marketing, legal, construction and transportation, among others.

Kroger became part of BDR in 2007 under the leadership of Denise Thomas [director, corporate supplier diversity]. Under her leadership, Kroger experienced consistent growth in spend and vendors. The program has experienced double-digit growth each of the last four years and surpassed \$4 billion for the first time in 2020. In 2020, the company made a commitment to reach \$10 billion in diverse supplier spend by 2030. Today, our diverse suppliers employ over 26,000 people and exceed over \$1 billion in wages.

Q: *Why did your company decide to become a BDR member?*

A: BDR provides Kroger with the opportunity to learn best practices from great thought

leaders in supplier diversity. Furthermore, BDR gives access to strategic sessions to further develop supplier diversity programs. Lastly, it recognizes annually the great work of our company’s associates to consistently reach \$1 billion over the last 13 years.

Q: *Besides having a \$1 billion annual spend with diverse suppliers, what does it take to be a BDR company?*

A: To become a BDR company, it takes:

1. Support and commitment from senior leaders and all the company’s leaders. Their support is essential for the sustainability and direction of the program.
2. The decision-makers and key company stakeholders need to see the value of supplier diversity.
 - a. They must see diverse suppliers as innovators and contributors to the growth of their business.
 - b. Diverse suppliers are an engine of growth and help diversify the supply chain to represent the communities they serve.
 - c. Supplier diversity brings economic empowerment to the communities of the diverse suppliers by generating jobs and wages.
3. Supplier diversity needs to be integrated as part of the overall business strategy. It must be embedded in every fiber of the business and not treated as a separate function.
4. The consistent development of suppliers is essential for sustainable growth. Companies need to be committed to help their diverse suppliers with access, development, growth and, ultimately, the goal should be to see them thrive.

5. Accountability and the reporting of business results must be a foundational step in the progress of the program.
6. Networking and learning from other supplier diversity practitioners or companies is essential to enhancing your business knowledge and practices.

Q: *What are some best practices or lessons learned you can share with companies striving to reach the \$1 billion diverse spend mark?*

A: Lessons learned:

1. Your supplier inclusion program will accelerate when it is embedded as a total company business strategy.
2. Your company employees must understand why supplier diversity is important. Ensure the economic impact/empowerment message is understood by key stakeholders and decision-makers.
3. Results, results, results. Share your results to the entire corporation, key stakeholders and departments. Consistently exchange ideas with your departments to generate growth and address opportunities.
4. Align program’s message with your marketing and corporate affairs teams to ensure customers understand the importance of supplier diversity to your corporation and to create awareness of your diverse suppliers.
5. Development of the diverse suppliers is critical to the sustainability of the program.
6. Learn from your setbacks, continuously engage with your stakeholders and be a relentless advocate for your diverse suppliers. Perseverance and resilience will pay off in the long term.

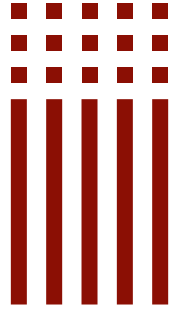
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MERCK & CO. INC.

“Becoming a member of BDR not only was about getting a spot on the BDR list, but also it was about illustrating to suppliers and the diverse communities that our patients live in that we are committed to providing opportunities and creating economic impact through our business practices.”

– Raul Suarez-Rodriguez, Director,
Global Economic Inclusion & Supplier Diversity



Q: *When did your company begin its supplier diversity program?*

A: 1985.

Q: *Can you tell us a bit about your supplier diversity program history?*

A: Merck’s Economic Inclusion and Supplier Diversity Program celebrated its 36th anniversary this year. It held its first Minority Business Opportunity Fair in Rahway, New Jersey, in 1985, where 25 minority- and women-owned businesses were invited to meet with Merck and discuss business opportunities. Five of these original 25 diverse suppliers continue to do business with Merck today.

Supplier diversity became a strategic business initiative in 2005, and in 2007, supplier diversity was added to the corporate scorecard. By 2015, Merck’s program became global, extending beyond EMEA [Europe, Middle East and Africa] and NORAM [North America and Mexico] to JCAP [Japan China Asia Pacific] and LATAM [Latin America] as well. The name of the program officially changed to Economic Inclusion & Supplier Diversity.

In 2016, the program became a part of the Executive Committee’s Scorecard, and in 2017, Merck joined Billion Dollar Roundtable [Inc.], spending over \$1 billion annually with diverse businesses. Last year was one of celebration with the 35th anniversary of the Economic Inclusion & Supplier Diversity Program.

To celebrate this milestone, we decided to revamp our Tier II program and launched the first Virtual Engagement Center. The re-

vamp included two events in June and November 2020 that invited diverse suppliers globally and domestically to connect with procurement, attend panel discussions featuring leadership and meet prime suppliers in the virtual exhibit hall.

Q: *Why did your company decide to become a member of BDR?*

A: Merck set out to be a member of BDR, as membership represents a prestigious concept — spending over \$1 billion annually with diverse suppliers. As a company that holds economic inclusion and supplier diversity as its key pillars and strategic business imperatives, it was important to Merck leadership and employees to put into action and demonstrate a commitment to spending with diverse businesses. Becoming a member of BDR not only was about getting a spot on the BDR list, but also it was about illustrating to suppliers and the diverse communities that our patients live in that we are committed to providing opportunities and creating economic impact through our business practices.

Q: *Besides having a \$1 billion annual spend with diverse suppliers, what does it take to be a BDR company?*

A: Beyond having a \$1 billion annual spend with diverse suppliers, it takes commitment to the diverse supplier community and internal engagement to ensure the utilization of diverse suppliers results in economic impact.

It’s not about counting the spend but making the spend count. It’s not enough

to check a box and utilize a diverse supplier; it’s about providing opportunity for development and growth to diverse businesses.

Through the utilization of diverse businesses, we can measure the economic impact our spend has within the communities our diverse suppliers live and work in. It can be measured by jobs created/sustained by that spend, as well as the wages paid by that spend to the diverse businesses. To be a BDR company, you must look beyond the number and become capable of measuring the economic impact of diverse spend and instill a culture of economic inclusion and supplier diversity across your organization.

Q: *What are some best practices or lessons learned you can share with companies striving to reach the \$1 billion diverse spend mark?*

A: A best practice to share with companies striving to reach the \$1 billion diverse spend mark is ensuring there is executive buy-in and support for diverse suppliers. To create a sustainable and holistic commitment to economic inclusion and supplier diversity, top-down support is needed. Merck considers economic inclusion and supplier diversity as business imperatives and key pillars to the organization; leadership has continually instilled the importance of utilizing diverse suppliers across the entire enterprise.

Q: *What advice would you give to corporations that would like to become BDR members?*

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Nalini Bates, Senior Director, Supplier Citizenship

THE PROCTER & GAMBLE CO.

“The BDR organization is an exclusive group of companies that believe supplier diversity is the right thing to do for the business, and through this work, we make a positive impact on the communities we serve.”



Carla F. Cobb, Corporate Supplier Diversity Manager

Q: *When did your company begin its supplier diversity program?*

A: 1976.

Q: *Can you tell us a bit about your supplier diversity program history?*

A: Supplier diversity is our strategy since 1976 to grow and develop our supply base to include [women-owned business enterprises, minority-owned business enterprises], veteran- and disability-owned companies — along with lesbian, gay, bisexual and transgender- or LGBT-owned companies — in the United States. P&G is generally regarded as having a world-class program; we spend over \$2 billion annually with diverse-owned companies in the United States and have done so for 13 straight years. Our global supplier diversity program launched in 2015 and is focused on growing spend with women-owned businesses outside the U.S.

Q: *Why did your company decide to become a BDR member?*

A: Being a part of this organization was an acknowledgment of P&G’s world-class, supplier diversity program and sustainable results. The BDR organization is an exclusive group of companies that believe supplier diversity is the right thing to do for

the business, and through this work, we make a positive impact on the communities we serve.

Q: *Besides having a \$1 billion annual spend with diverse suppliers, what does it take to be a BDR company?*

A: You must be an active member, innovative, forward-thinking, a leader within the industry and an organization willing to enable the growth of minority-owned firms.

Q: *What are some best practices or lessons learned you can share with companies striving to reach the \$1 billion diverse spend mark?*

A: Supplier diversity is multifaceted. While we spend a lot of time searching for diverse-owned companies ready to do business with P&G, we also must invest in current incumbents. We know it is hard work to sustain a supplier’s position and their diverse status, so P&G will be building a sponsorship program to ensure we are supporting current suppliers as well.

Best practices we have implemented include integrating supplier diversity in every aspect of sourcing and enhancing our data analytics and insights. Supplier diversity is “built into” the buyers’ work, and they have data available to ensure their long-term strategies will support their supplier diversity targets.

Q: *What advice do you have for MBEs interested in doing business with your company?*

A: Patience is a virtue. P&G receives many requests from suppliers across the world. It does take time to be considered for new business opportunities, so be patient in trying to achieve the ultimate goal. Our advice when meeting with a P&G buyer: describe your core expertise, customer base, global footprint (if applicable) and any unique capability that may offer P&G a competitive edge.

Q: *What’s your vision for the future of minority business development and supply chain diversity?*

A: The evolution of our work should consider all aspects of diversity when evaluating potential suppliers. We want some suppliers to be diverse-owned, but we also value suppliers that have diverse leadership — regardless of ownership — and those that have a diverse workforce. All these scenarios contribute to economically empowering all potential consumers, which is important to grow P&G’s business. ■

➔ TO LEARN MORE ABOUT P&G’S SUPPLIER DIVERSITY PROGRAM, VISIT [PGSUPPLIER.COM/SUPPLIER-CITIZENSHIP](https://pgsupplier.com/supplier-citizenship).



STELLANTIS N.V. — FORMERLY FIAT CHRYSLER AUTOMOBILES

“Our company has learned a lot from our fellow BDR members across industries and has taken some of the best practices and implemented them in our program. This continued learning and partnership with our BDR peers is priceless in developing a world-class supplier diversity program.”

— Bashar Cholah, Head, Supplier Diversity and Purchasing Communications

Q: *When did your company begin its supplier diversity program?*

A: 1983.

Q: *Can you tell us a bit about your supplier diversity program history?*

A: 2021 marks 38 years for Stellantis’ strong commitment to the intentional inclusion of minority-, women-, veteran-, disadvantaged- and disability-certified owned businesses — along with lesbian, gay, bisexual and transgender- or LGBT-certified owned businesses — in sourcing opportunities.

Since 1983, Stellantis N.A. — formerly Fiat Chrysler Automobiles, or FCA — has purchased nearly \$90 billion in products and services from these diverse businesses. We firmly believe diverse suppliers are a great source for innovation and cultural input into the design and manufacturing of our products, which allows us to better address customer needs and stay ahead of the competition.

We are very proud of the strong foundation our supplier diversity program is built on and look forward to reaching new heights in our efforts to provide development and sourcing opportunities to diverse suppliers.

Q: *Why did your company decide to become a BDR member?*

A: Stellantis was [one of] the inaugural corporations to BDR back in 2001. We strive to be a leader in the supplier diversity

space and help to grow the knowledge, focus and commitment of other corporations. We use BDR to support its members and share best practices, so that we all can work together to develop innovative programming to drive more equity for all.

Q: *Besides having a \$1 billion annual spend with diverse suppliers, what does it take to be a BDR company?*

A: Relentless commitment and focus to support the growth of diverse small businesses. This is only possible when the leadership of your corporation is also aligned with this goal. Once you have executive buy-in, you need the partnership of your purchasing directors to support the mission and goals. Once you have this alignment, the rest is diverse, small-business development, mentorship and advocacy to form a robust pipeline for your supply chain. Finally, the last ingredient is accountability by setting goals and measuring performance for your internal leadership team and your Tier I suppliers.

Q: *How has your company benefited from BDR membership?*

A: Our company has learned a lot from our fellow BDR members across industries and has taken some of the best practices and implemented them in our program. This continued learning and partnership with our BDR peers is priceless in developing a world-class supplier diversity program.

Q: *What are some best practices or lessons learned you can share with companies striving to reach the \$1 billion diverse spend mark?*

A: Establish a Tier I supplier accountability program by giving your Tier I suppliers a spend percent target to achieve among diverse Tier II suppliers. You should always ensure that the dollars you are spending with your Tier I [suppliers] are being shared with diverse Tier II small businesses to drive more equity.

Q: *What advice do you have for MBEs interested in doing business with your company?*

A: First things first — register your company on our portal at supplierdiversitystellantis.com.

Then, be prepared when we reach out to you for an informational meeting. You should have a robust, clear and concise capabilities presentation. It should include the core competencies of your business as well as your revenue size, facility locations and summary of customers and projects you have completed.

Always remain patient and keep good relations with all the representatives you meet. The opportunities may not happen immediately so remain “patiently persistent and prepared.” ■

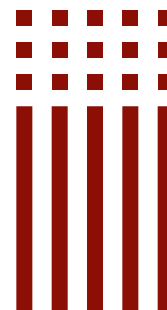
➔ TO LEARN MORE ABOUT STELLANTIS’ SUPPLIER DIVERSITY PROGRAM, VISIT SUPPLIERDIVERSITYSTELLANTIS.COM.



TOYOTA MOTOR NORTH AMERICA INC.

“At Toyota, we understand the importance of recognizing and sharing best practices that position diverse entrepreneurs for economic sustainability. BDR gives us a forum to become engaged, active and intentional in expanding our diverse supplier base and reaching our goals.”

– Robert Young, Group Vice President, Purchasing Supplier Development



Q: *When did your company begin its supplier diversity program?*

A: 1987.

Q: *Can you tell us a bit about your supplier diversity program history?*

A: Our supplier diversity program was created the same year we began producing vehicles in Georgetown, Kentucky, way back in 1987. Toyota joined the Kentuckiana Minority Business Council as a regional member in 1988 — now known as TriState Minority Supplier Development Council — and then expanded to a national membership with [National Minority Supplier Development Council Inc.] in 1989. This [membership] allowed us to focus on creating and increasing relationships with diverse businesses. Over the years, we have expanded our partnerships to include [Women’s Business Enterprise National Council] in 2021, Disability: IN in 2018, [National LGBT Chamber of Commerce] in 2018 and [National Veteran Business Development Council] in 2018.

At Toyota, our commitment to diversity is an integral part of our success, and we know that this commitment must continue to grow. Having a diverse supply base enables us to contribute to the economic well-being of all segments of the U.S. population. We recognize that partnering with suppliers who provide a diversity of ideas — in addition to delivering manufacturing support, goods and services — creates a significant competitive advantage for Toyota.

Diversity is a longstanding priority for Toyota, grounded in our core value of respect for people. If our company wants to

continue building cars and trucks for the way our customers live, we need to reflect the diversity of our team members, dealer partners, customers and the communities we serve in our supply base.

This policy is approved by our president and CEO — Tetsuo “Ted” Ogawa — and every executive with procurement responsibility is held accountable for enforcement throughout the organization.

Q: *Why did your company decide to become a BDR member?*

A: In short, becoming a member of BDR aligned organically with our core values and mission. At Toyota, we understand the importance of recognizing and sharing best practices that position diverse entrepreneurs for economic sustainability. BDR gives us a forum to become engaged, active and intentional in expanding our diverse supplier base and reaching our goals.

Q: *Besides having a \$1 billion annual spend with diverse suppliers, what does it take to be a BDR company?*

A: To be a BDR company, it takes a commitment to developing supplier-diversity processes that recognize the power of face-to-face networking and relationship-building. A key aspect of Toyota’s commitment to supplier diversity is ensuring that purchasing focuses on building strong, sustainable relationships with diverse businesses.

This [focus] shifts our perspective away from a traditional buyer/vendor relationship to what we term “going beyond the contract with our suppliers.” Providing business-boosting resources and events such as our Oppor-

tunity Exchange is a significant way we support that concept and energize our dedication to diverse supplier engagement.

Q: *How has your company benefited from BDR membership?*

A: In the past, when large companies sought vendor support, their options were limited to nearby businesses, referrals or flipping through a Rolodex and defaulting to a known supplier. Becoming a member of BDR has provided a way for us to grow our pool of diverse suppliers, while developing and understanding best practices/trends to sustain supplier diversity initiatives year after year.

Q: *What are some best practices or lessons learned you can share with companies striving to reach the \$1 billion diverse spend mark?*

A: Establish an external supplier diversity steering committee/task force. Toyota has a distinguished panel of outside advisers called the Diversity Advisory Board, or DAB, who provide North American management with guidance and fresh ideas. DAB helps to both bring real-world insights on diversity and provide the kind of independent thinking important to the success of Toyota’s diversity strategy and BDR goal.

Mentorship! Toyota is involved in multiple mentorship programs — both those created by our partnering councils and ones that we have created ourselves. In Texas, Toyota leads Toyota Mentorship Program for Small and Diverse Businesses, which provides diverse companies with practical business management

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VERIZON COMMUNICATIONS INC.

“Verizon benefits from the thought leadership of like-minded companies to shape and impact supplier diversity. Member companies put aside competitive differences to advocate for diverse businesses to thrive in our global economy for the good of society.”

– Sandy Nielsen, Senior Manager, Supplier Diversity

Q: *When did your company begin its supplier diversity program?*

A: 1982, when you include our legacy companies.

Q: *Can you tell us a bit about your supplier diversity program history?*

A: Verizon is a charter member of Billion Dollar Roundtable. We have developed, over the years, a robust set of initiatives that provide opportunities for diverse businesses.

We believe doing business with diverse suppliers creates a positive multiplier effect. Diverse suppliers deliver value by providing innovative goods, services and solutions that support the product offerings our customers enjoy. Also, they have an economic impact in the communities where they operate through job creation, which directly impacts health and wealth accumulation in the communities we serve.

Q: *Why did your company decide to become a BDR member?*

A: BDR members have the unique opportunity to explore the power of collaboration, leverage learnings, examine current topics and issues and drive the strategic direction of supplier diversity, equity and inclusion in the supply chain. And BDR members deliver measurable contributions to the growth and success of diverse businesses.

Q: *Besides having a \$1 billion annual spend with diverse suppliers, what does it take to be a BDR company?*

A: You must have commitment across the enterprise that fully leverages the opportunities for diverse businesses.

Q: *How has your company benefited from BDR membership?*

A: Verizon benefits from the thought leadership of like-minded companies to shape and impact supplier diversity. Member companies put aside competitive differences to advocate for diverse businesses to thrive in our global economy for the good of society.

Q: *What are some best practices or lessons learned you can share with companies striving to reach the \$1 billion diverse spend mark?*

A: To advance supplier diversity, it must be a corporate strategy and a business imperative, and you must establish a continuous improvement plan that is re-evaluated every year. Look at what other insights can be provided — both qualitative and quantitative. It’s smart business to provide insightful data, as well as impacts of that data.

Q: *What advice would you give to corporations that would like to become BDR members?*

A: Our insider’s view is that you first must establish a corporate policy for supplier diversity equity and inclusion that includes top executive management support. ■

➔ TO LEARN MORE ABOUT VERIZON’S SUPPLIER DIVERSITY PROGRAM, VISIT VERIZON.COM/ABOUT/OUR-COMPANY/SUPPLIER-DIVERSITY.

AT&T Inc.

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success in our respective programs and, ultimately, contribute to growing world-class suppliers. AT&T consults with BDR corporate members often to survey and benchmark when seeking suppliers in nontraditional areas of spend or for program strategies.

AT&T has been afforded the opportunity to help create policies and provide solutions to advance diverse businesses. We are currently doing business with several companies that have increased capacity over the years through the support of BDR corporate members. Diverse companies who are scaling their businesses are introduced to BDR members which can lead to increased opportunities.

We benefit from BDR membership because we recognize the economic impact and value of providing opportunities and driving equity and inclusion for the supplier diversity community by collaborating with other corporations.

Q: *What advice do you have for MBEs interested in doing business*

with your company?

A: My tips are as true today as they were yesterday, but I believe they are foundational to assisting MBEs open the door to getting seats at the table.

Do your research. Know our current business areas of focus and planned projects. Read the information provided in industry publications and on our corporate and AT&T suppliers website for our supplier requirements. We are very dynamic, and we are transforming various aspects of our business. Be able to articulate your business proposition. What I mean by this is not just give us your marketing pitch; make sure that your company can bring complementary or new, innovative solutions to the table. Be a problem solver!

Be open to a Tier II opportunity with an AT&T prime supplier. It is a path to begin a relationship with AT&T indirectly. You want an opportunity to participate, and for many MBEs that are smaller, this [Tier II opportunity] is a great entry.

Q: *What's your vision for the future of*

minority business development and supply chain diversity?

A: We believe it is critical to invest in diverse supplier success and growth. AT&T recognized that a refreshed approach to our program was needed, and we pivoted our program to develop our three-pillar approach of business fostering, Tier II improvement and advocacy. These initiatives within our program promote scale and capacity for many of our diverse suppliers, which can lead to business growth.

The economic impact of supplier diversity is vitally important and should not be ignored. We began collecting workforce data from our suppliers to determine our contribution to the number of jobs retained and jobs created in the communities we serve. BDR is one of the places where these conversations are taking place. We are proud of being a BDR member. ■

→ TO LEARN MORE ABOUT AT&T'S SUPPLIER DIVERSITY PROGRAM, VISIT ATTSUPPLIERDIVERSITY.COM.

Bank Of America Corp.

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This is a corporate journey and commitment. Engage the broader company to help you reach the goal of becoming a member of BDR.

Q: *What's your vision for the future of minority business development and supply chain diversity?*

A: Minority business development is extremely important, but it is not a one-size-fits-all activity. Development must have a purpose and clear outcomes for the intended audience. Corporations must lean into understanding the most beneficial resources and information they can offer to minority businesses and offer it with intention. ■

→ TO LEARN MORE ABOUT BANK OF AMERICA'S SUPPLIER DIVERSITY PROGRAM, VISIT ABOUT.BANKOFAMERICA.COM/EN/OUR-COMPANY/VENDOR-MANAGEMENT.

The Boeing Co.

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- Deliver comprehensive products and/or services and have a presence in our key markets.
- Are true team players open to continuous improvement.

We suggest MBEs interested in doing business with Boeing visit boeingsuppliers.com to better understand Boeing's products, procurement practices, terms and conditions — as well as diversity and development.

Q: *What's your vision for the future of minority business development and supply chain diversity?*

A: Supplier diversity is critical to Boeing's strategic sourcing efforts in both government and commercial contracting environments. It is aligned and integrated into our supply chain and directly supports our domestic and international business development pursuits. We're proud of our diverse supply base and committed to additional expansion. We recognize that our continued success depends on it. ■

→ TO LEARN MORE ABOUT BOEING'S SUPPLIER DIVERSITY PROGRAM, VISIT BOEINGSUPPLIERS.COM.

CDW Corp.

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- Supplier diversity only becomes a reality when it's ingrained in the organization's day-to-day systems. Integrate supplier diversity into the procurement function company wide.
- Helping diverse suppliers meet your selection criteria is a tide that lifts all boats. Offer training on how to qualify for your roster.

Q: *What advice do you have for minority business enterprises interested in doing business with your company?*

A: Getting more work into the hands of qualified M/WBE [minority/women's business enterprise] firms creates more prosperous and equitable communities. Our are vibrant and talented businesses that make tremendous contributions to the economy. We are committed to personally engaging with our diverse suppliers and customers through many different opportunities including:

- Utilizing our relationships with specialist organizations like Women's Business Enterprise National Council, National

Minority Supplier Development Council, etc. to find certified suppliers.

- Providing a robust supplier training program to help our suppliers grow and scale.
- Maintaining a presence at several national conferences and actively connecting with suppliers on-site.
- Launching a mentor protégé program with City University of New York. ■

→ TO LEARN MORE ABOUT CDW'S SUPPLIER DIVERSITY PROGRAM, VISIT CDW.SUPPLIERONE.COM.

CVS Health Corp.

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Q: *What advice do you have for MBEs interested in doing business with your company?*

A: I would recommend researching the company and its services and products ahead of time. Know what makes you and your company unique and the benefits you provide and aim to highlight those unique value propositions. Do not try to be all things to all people; develop and highlight your brand and come prepared to answer questions.

Know that we actively monitor our supplier diversity mailbox at supplierdiversity@CVSHealth.com and are mindful of what opportunities are currently open within the company.

Whether or not an opportunity is currently open within your space, we recommend signing up at our supplier diversity portal. Note that this tool is actively used to search for diverse suppliers to bring to our sourcing and merchandising leads.

Be sure that your profile is fully complete with the required information.

While we may not be able to set up a time to meet with every supplier interested in working with CVS Health, know we actively utilize our diverse supplier database for new prospects.

Q: *What's your vision for the future of minority business development and supply chain diversity?*

A: The benefits of working with diverse suppliers goes well beyond CVS Health. Supplier diversity is driving growth and consumer decision-making in such a way that it is becoming imperative for companies to embrace supplier diversity to remain relevant. The inclusion of diverse suppliers benefits the overall economy and varying communities across the board.

Diverse suppliers provide outstanding service and effective solutions in helping CVS Health achieve our company mission to “improve the lives of those we serve by making innovative and high-quality health and pharmacy services safe, af-

fordable and easy to access.” We recognize that this program is essential to the continued growth, development and success of our company.

Adding diverse suppliers to our supplier pool not only increases our overall supplier options but allows room for suppliers with innovative products/services or innovative ways of delivering those products/services. These solutions are fueled by unique backgrounds, perspectives and expertise which, in turn, develop into solutions that we can utilize in our business. In this sense, CVS Health can quickly transition business to and from suppliers when faced with challenges, such as performance or service issues.

Including diverse suppliers in any supply chain generates competition among incumbents and paves the way for diverse suppliers that otherwise might not have been invited to the party. ■

 **TO LEARN MORE ABOUT CVS HEALTH'S SUPPLIER DIVERSITY PROGRAM, VISIT CVSHEALTH.COM/ABOUT-CVS-HEALTH/DIVERSITY/SUPPLIER-DIVERSITY.**

Ford Motor Co.

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- Participation in innovative supplier-diversity and inclusion conferences and events — Circles of Success.
- Networking and relationship-building among very influential figures in the supplier diversity arena.
- Serving as BDR member and governance committee member (represented by Travis Spencer), we have direct influence on what's considered “best in class.”

Q: *What are some best practices or lessons learned you can share with companies striving to reach the \$1 billion diverse spend mark?*

A: • Include a diverse supplier in every [request for quote or]. If one is not included, rationale should be provided on the organization's sourcing recommendation form.
• Incorporate supplier diversity and inclusivity language in purchasing terms and conditions.

- Establish supplier diversity and inclusion advocates throughout the purchasing organization and cross-functional teams.
- Establish a global supplier diversity and inclusion program.
- Establish a strategic opportunity commodity list. Target these commodities when searching for diverse suppliers at matchmaker events and trade fairs.
- Actively lead and fully participate in development programs for diverse suppliers.

Q: *What advice do you have for MBEs interested in doing business with your company?*

A: • Register in Ford's supplier and diversity inclusion portal: fordsupplierdiversity.com.
• Do your homework on:
- The industry.
- The specific company.
- What are its values?
- What is its core competence?

- What is its manufacturing footprint and strategy?
- What does it take to be a competitive player?
- How does your organization fit? What makes your product/service unique? Define how your organization will add value!
- What are the company's needs that could potentially be fulfilled by your business? How will your company add value?
- Be very intentional about who you speak to and why.
- Be patient and understand that doing business with a large corporation can take time; it is OK to start with a small contract!
- Be open for coaching and mentoring; be prepared to adapt to the feedback provided.
- Don't give up! ■

 **TO LEARN MORE ABOUT FORD'S SUPPLIER DIVERSITY PROGRAM, VISIT FORDSUPPLIERDIVERSITY.COM.**

General Motors Co.


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quest-for-quote] response process. Lastly, track the time and resources invested, so that you can measure the return on investment or ROI of your business development strategies and make the proper adjustments with each sourcing engagement.

Q: *What's your vision for the future of minority business development and supply-chain diversity?*

A: An old African proverb says, “Each one, teach one.” My vision is that each minority business reaches back to mentor and

purchase from other minority businesses, while providing lessons learned, industry insights and future technology road maps that will help MBEs grow. ■

 **TO LEARN MORE ABOUT GENERAL MOTOR'S SUPPLIER DIVERSITY PROGRAM, VISIT GMSUPPLIERDIVERSITY.COM.**

Honda Development & Manufacturing Of America LLC

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Q: *What advice would you give to corporations that would like to become BDR members?*

A: The starting point should be to determine your own goals and make sure your entire organization is aligned around them, starting with your executive leadership. Then, BDR provides an excellent opportunity to benchmark other like-minded companies that have built successful diverse supplier programs.

This research will support your efforts to create a realistic plan, with clear goals and a timeline to measure your success and to make sure you are working toward your objectives.

IBM Corp.

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BDR and stay a member. Being a BDR company is about being intentional.

Q: *How has your company benefited from BDR membership?*

A: IBM is committed to maintaining an effective partnership with organizations that promote the utilization and development of diverse suppliers globally. BDR is comprised of corporations whose goals for advocating increased corporate supply chain opportunities to diverse businesses aligns with the goals of IBM. Also, BDR is focused on developing best practices and sharing these with other corporations to increase their spend with diverse suppliers.

Iron sharpens iron. Sitting at the table with other top corporations can only strengthen IBM's arsenal in the fight for diverse businesses growth and success. Sharing supplier diversity best practices and eliminating obstacles in the utilization of diverse suppliers strengthens corporations' supply chains.

The collaborations between BDR members and qualified minority business enterprises or MBEs enhance IBM's network connections, support our commitment to supplier diversity and promote continued growth to our already successful supplier diversity program.

Q: *What are some best practices or lessons learned you can share with companies striving to reach the \$1 billion diverse spend mark?*

Q: *What advice do you have for minority business enterprises interested in doing business with your company?*

A: Honda is regularly approached by suppliers seeking to establish a business relationship. We encourage those pursuing opportunities with Honda to understand our business.

We are a multifaceted company with automotive, powersports, power equipment and airplane manufacturing in North America. We encourage suppliers to have a baseline understanding of our technical requirements and ensure they line up with the capabilities of their companies.

It also is important that you are clear about the product/service you want to supply, the value you will bring to our business and your unique selling proposition, as

well as the area of the business you want to support.

Finally, Honda is a company with unique history and corporate culture, so it will be important to learn our values and whether they align with your own company values.

If a supplier has not already done so, we recommend that they become certified by a supplier development council and attend one of the many networking events we host or support throughout the year. To become a diverse supplier candidate to Honda, be sure to register on the Honda portal at www.purchasing.honda.com. ■

➔ TO LEARN MORE ABOUT HONDA'S SUPPLIER DIVERSITY PROGRAM, VISIT PURCHASING.HONDA.COM/DIVERSITY.HTML.

A: IBM's award-winning global supplier diversity program expands purchasing opportunities for diverse-owned businesses. At the core of IBM, we understand that the marketplace is the driving force behind everything we do and that our primary measures of success are customer satisfaction and shareholder value. IBM recognizes that supplier diversity adds to our competitive advantage and stimulates growth in a global marketplace.

As such, some best practices are:

1. Corporate leadership: Commitment from your CEO, board and senior executives is critical.
2. Corporate commitment: Supplier diversity is "everyone's" responsibility and not just the supplier diversity organization.
3. Goals and tracking: Supplier diversity should be a KPI [key performance indicator] where specific goals are developed and tracked.
4. Supplier development: You should have a program that is inclusive and develops diverse suppliers.
5. Expansion: If using diverse suppliers in the U.S. provides value, then your program should be in every country in which the company operates.

Q: *What advice do you have for MBEs interested in doing business with your company?*

A: There are multiple ways to engage with IBM, depending on the size and ownership of your company.

Suppliers can register their companies as diverse suppliers in IBM's Supplier Connection portal at [\[topic/0TO500000002XcVGAU/supplier-portal?language=en_US\]\(http://topic/0TO500000002XcVGAU/supplier-portal?language=en_US\). They complete the appropriate registration documents. Potential diverse suppliers are reviewed and identified. Completion of registration does not guarantee future business.](http://ibm.com/mysupport/s/</p></div><div data-bbox=)

It is IBM's policy to maintain a certain number of core-predominant technical services suppliers, directing its technical services requirements to those suppliers. Technical services suppliers are encouraged to partner with IBM's current core suppliers to pursue second-tier opportunities by sending a note requesting "How to become a tier-two supplier to IBM" to supinfo1@us.ibm.com.

The U.S. federal market provides opportunities for small businesses to engage with IBM in a multifaceted approach as subcontractors, as small business primes with IBM as their major subcontractor or as IBM Business Partners reselling IBM solutions to federal agency customers. To learn more, contact ibm.com/partnerworld/public/join.

Diverse suppliers can also reach out to IBM's supplier diversity program managers supporting their geography and line of business. Suppliers may visit the IBM Global Procurement page at ibm.com/procurement/becomeSupp for more information on becoming an IBM supplier.

IBM supplier diversity program managers participate in various nongovernmental organization conferences and matchmaker events where we can meet MBEs and discuss IBM opportunities and suppliers' capabilities. ■

➔ TO LEARN MORE ABOUT IBM'S SUPPLIER DIVERSITY PROGRAM, VISIT IBM.COM/PROCUREMENT/SUPPLIERDIVERSITY

Kaiser Permanente

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your diverse ownership. It is important to complete all requested information and include your marketing materials.

Once your information has been submitted and certifications uploaded in our database, our procurement personnel will have greater visibility to upcoming purchasing and/or contracting opportunities and may contact you for further information, request for proposals or bids as they become available. We recommend that all registered suppliers periodically review and revise their

registration to ensure we have your current information and certifications.

Please Note: Registration in the supplier portal does not guarantee a business opportunity, place your company on an approved vendor list or obligate Kaiser Permanente to solicit requests for bids, quotations or proposals. Registration does, however, give Kaiser Permanente decision-makers access to your company's information when conducting supplier searches, so that they may contact you regarding upcoming opportunities.

Kaiser Permanente is committed to sup-

porting diversity in all areas of our organization including our membership, employment, community support and business relationships. One aspect of this effort is to provide small, minority-, women-, disabled- and veteran-owned businesses — along with lesbian, gay, bisexual and transgender- or LGBT+-owned businesses — equal opportunity to participate in our contracting and subcontracting activities. ■

➔ TO LEARN MORE ABOUT KAISER PERMANENTE'S SUPPLIER DIVERSITY PROGRAM, VISIT [SUPPLIER.KP.ORG/IMPACTSPENDING](https://supplier.kp.org/IMPACTSPENDING).

The Kroger Co.

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Q: *What advice would you give to corporations that would like to become BDR members?*

A: I would advise that everything in supplier diversity starts with the commitment and support of the company's senior leaders. Assess your company and identify immediate short-term opportunities and

establish long-term goals. Develop trust and genuine relationships with your company's decision-makers. Keep key stakeholders informed of your progress and opportunities and ensure decisions are made with a balance of data, insights and industry knowledge.

Q: *What advice do you have for MBEs interested in doing business with your company?*

A: We have created a small business resource guide for potential retail suppliers [at: thekrogerco.com/wp-content/uploads/2021/03/AAPILyship-Guide_v3.2-External-merged.pdf]. The guide provides key information to diverse suppliers that want to succeed in the retail industry. ■

➔ TO LEARN MORE ABOUT KROGER, VISIT [THEKROGERCO.COM/VENDORS-SUPPLIERS/SUPPLIER-INCLUSION](https://thekrogerco.com/vendors-suppliers/supplier-inclusion).

Merck & Co. Inc.

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A: This is a tip rather than advice. If you are seeking to become a BDR member, please get a copy of the BDR "Supplier Diversity Best Practices" book. It outlines all the best practices in supplier diversity — tools, techniques, technologies and tips — simplifying the information, making it easily accessible and providing ideas and solutions for supplier

diversity programs.

Q: *What advice do you have for MBEs interested in doing business with your company?*

A: MBEs interested in doing business with Merck should view supplier diversity individuals as their advocates within the corporation to ensure they have access to business opportunities and can connect with the appropriate procurement individuals.

Doing business with diverse suppliers is one of our key pillars. However, being a certified diverse supplier does not guarantee business with Merck. An MBE will still need to meet project qualifications and show how you can set yourself apart and bring value to the organization. ■

➔ TO LEARN MORE ABOUT MERCK'S SUPPLIER DIVERSITY PROGRAM, VISIT [MERCK.COM/COMPANY-OVERVIEW/SUPPLIERS](https://merck.com/company-overview/suppliers).

Toyota Motor North America Inc.

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mentorship, ultimately, leading to growth. Applicants are matched with two Toyota executives who provide guidance and insight on navigating corporate culture and operations.

In southeast Michigan, Toyota — along with Adient PLC — created the Driving Impact Business Module. The Business Module is a two-year program designed for corporations to strengthen their diversity programs, while mentoring diverse companies for business growth and devel-

opment. The fourth cycle of the program was kicked off at the end of 2020 and includes 10 corporations and nine diverse companies. Each curriculum is unique to the participant's needs and focuses on two value propositions — corporate supplier diversity expansion and diverse-owned business advancement.

Q: *What advice would you give to corporations that would like to become BDR members?*

A: Focus on partnerships and identifying

opportunities to grow your diverse spend. By achieving the billion-dollar mark and joining BDR, your company will be viewed as an organization that truly sees and understands the importance of a commitment to supplier diversity that is both tangible and transformational for diverse companies. You will make a real difference by enabling this growth, both within your company and with your diverse suppliers. ■

➔ TO LEARN MORE ABOUT TOYOTA'S SUPPLIER DIVERSITY PROGRAM, VISIT [ONETOYOTASUPPLIERDIVERSITY.COM](https://onetoyotasupplierdiversity.com).