



BILLION DOLLAR
ROUNDTABLE

Beyond

SUPPLIER DIVERSITY TO
ECONOMIC EMPOWERMENT

2023 BILLION DOLLAR ROUNDTABLE
GLOBAL ECONOMIC IMPACT REPORT

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our members **make the difference**



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new 2023 members



foreword

In 2023, the work of the Billion Dollar Roundtable (BDR) is as important as it was at the organization's founding in 2001.

We share best practices from major corporations enlightened about supply-chain diversity excellence that others can emulate and provide thought leadership to the practice of supplier diversity that others seeking new ideas and approaches can consider.

To see this work in action, you need to go no further than our second BDR Global Economic Impact Report. The report is full of statistics, success stories, best practices and analysis. We think you will value and appreciate our conclusions and view the report as an important road map for what we as a global supplier diversity community can achieve going forward.

As an organization, the BDR, through its corporate members who commit annually to documented Tier 1 diversity spend of \$1 billion or more, advocates for the development, growth and success of diverse business enterprises worldwide.

Such a commitment is worthy of celebration. Corporations readily are understanding that by empowering diverse suppliers through intentional

supply-chain procurement they are moving closer to meeting critical internal goals on their commitments to diversity, equity and inclusion.

As our report illustrates, support of diverse suppliers, in turn, translates to a positive economic impact to often disadvantaged constituencies and historically underserved communities in the United States and globally where they operate and also where corporations market goods and services and source materials.

We believe the BDR is making a difference, as highlighted by 11 new corporations joining us since 2022 in this vital work, including seven new members this year. We now are represented and supported by 39 member companies, the most in our history.

Such increasing numbers in our membership afford this year's report greater importance.

Simply, our corporate members are leveraging their supply chains to impact our world through focused engagement and investment to produce innumerable societal benefits.

In reviewing the report, our ask is that you consider embracing our vision and joining us on this important mission and collaborative journey.

ACKNOWLEDGMENT

Many hands helped us draft this report, notably our member companies. Further, we are grateful for the leadership and vision of the BDR Global Committee in leading the project. We especially offer thanks to two of our member companies, Cummins and JPMorgan Chase for their generous financial sponsorship of this report through their representatives to the BDR, Helena Hutton and Bill Kapfer, respectively, with additional vital support from the Impact Report team. ■



Sharon Patterson
CEO, President, Co-Founder



Shelley Stewart Jr.
Chairman of the Board

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economic analysis

Billion Dollar Roundtable members spent a combined \$122,728,416,593 with suppliers and contractors that fall within the BDR's diversity categories. This spend led to an estimated economic impact of \$320.545 billion. The spend also supported an estimated 1,763,546 jobs, resulted in an estimated \$93.05 billion in wages paid, and an estimated \$171.17 billion of value added (business profits and taxes).

Economic Impact of BDR Supplier Diversity Spend

The Consulting and Business Development Center (CBDC) at the University of Washington's Foster School of Business has been the research partner for the Billion Dollar Roundtable since 2014 and has been conducting economic impact studies for member corporations since 2016.

The CBDC used the US Bureau of Economic Analysis' (BEA) Regional Input-Output Modeling System (RIMS II) to conduct this analysis. The BEA explains RIMS II as "a tool used by investors, planners, and

elected officials to objectively assess the potential economic impacts of various projects. This model produces multipliers that are used in economic impact studies to estimate the total impact of a project on a region. The idea behind the results of RIMS II is that an initial change in economic activity results in other

rounds of spending—for example, building a new road will lead to increased production of asphalt and concrete. The increased production of asphalt and concrete will lead to more mining. Workers hired due to the increase in economic activity will spend more in the region."¹

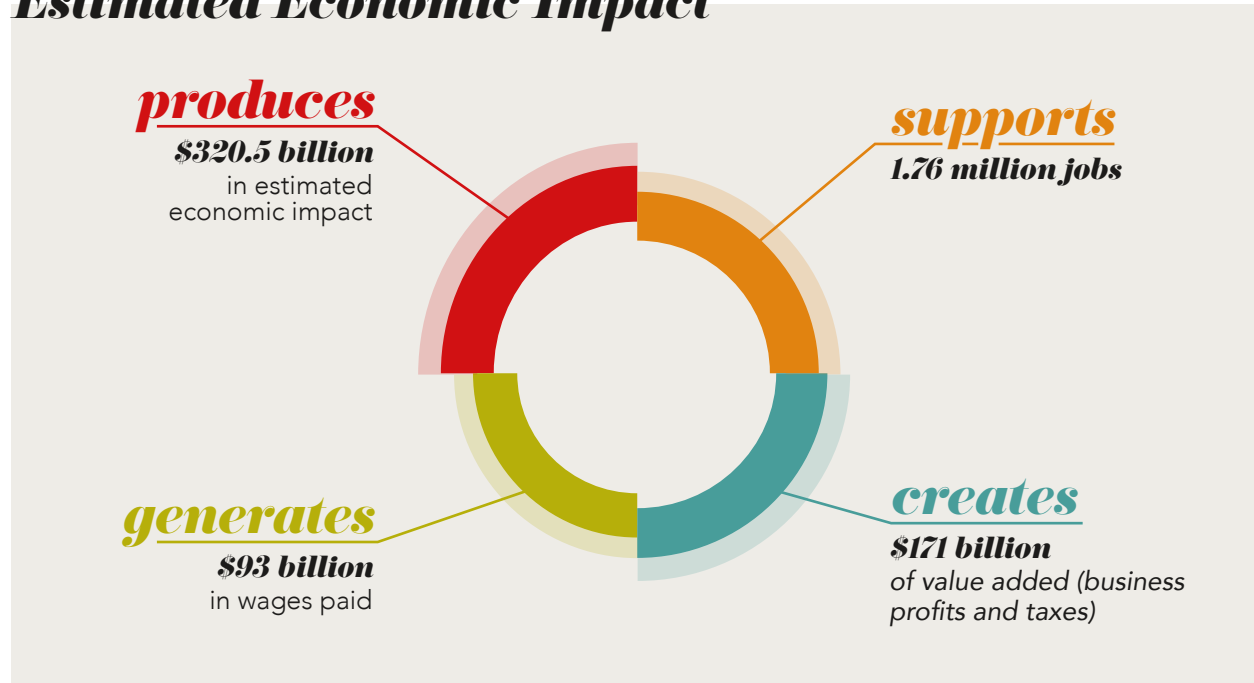
\$122+ billion

Billion Dollar Roundtable members spent a combined \$122,728,416,593 with suppliers and contractors in the U.S., that fall within the BDR's diversity categories.

¹<https://apps.bea.gov/regional/rims/rimsii/>

²https://apps.bea.gov/regional/pdf/rims/rimsii_user_guide.pdf

Estimated Economic Impact



To estimate the economic impact, jobs supported, wages paid, and value added (taxes and business profits) of the 2022 spend, the CBDC received combined diverse spend for BDR members from the BDR's auditing firm, SB Services. Using the total diverse spend, the CBDC measured the economic impact as if all spending were within each of the seven industries that BDR member corporations operate:

- Motor Vehicles, Bodies and Trailers, and Parts Manufacturing
- Miscellaneous Manufacturing
- Computer and Electronic Product Manufacturing
- General Merchandise Stores
- Utilities
- Financial Services
- Other Services

The CBDC then selected the median value for economic impact, jobs supported, wages paid, and value added. In making these estimates, it's important to note that the midpoint is an estimate with likely variation within the following ranges. The variation is a result of both the assumptions embedded in input-output models, differences in the products and services procured by each industry, and the geographic location of each supplier firm.

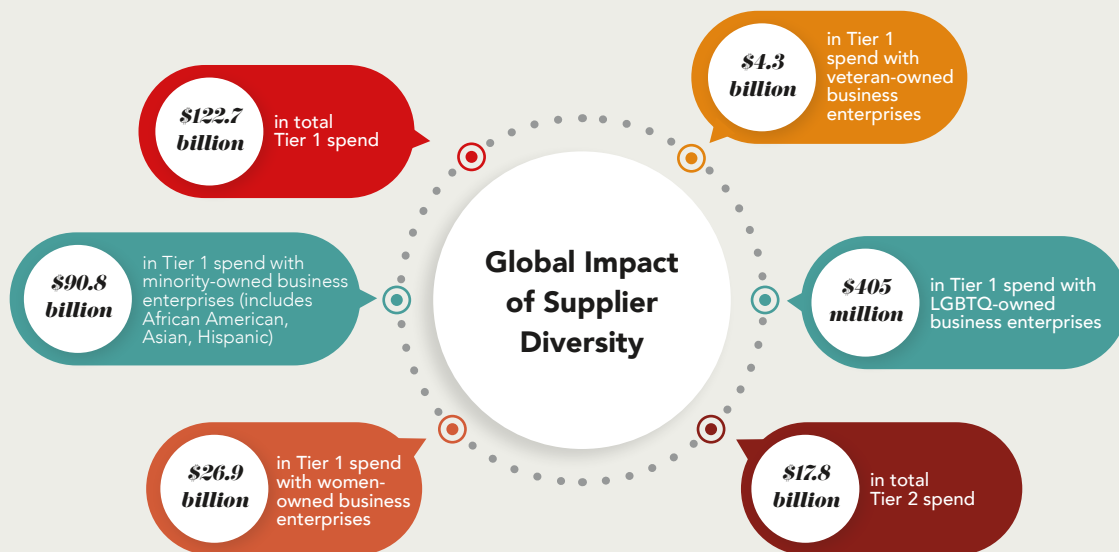
- Every dollar in spending with diverse suppliers results in \$2.21 to \$2.99 of economic impact
- Every dollar in spending with diverse suppliers results in \$1.26 to \$1.55 value added
- Every million dollars in spending with diverse suppliers results in 8 to 20 jobs being supported
- Every million dollars in spending with diverse suppliers results in \$516,500 to \$924,000 in wages paid

executive summary

The global impact of supplier diversity by corporations with membership in the Billion Dollar Roundtable (BDR) is truly unmistakable. Add to that dynamic, groundbreaking and pervasive.

The Story of Impact:

Some of the raw numbers for collective U.S. and global diverse supply chain spend of BDR member companies start to tell the story of impact:



(These numbers, while preliminary, derive from audited BDR member companies' supply chain spend statistics for 2023 as of this writing. They include all current 39 BDR member companies, including the seven new companies that joined this year. Final consolidated audited numbers are being prepared for release before year-end.)

\$10 billion

Member company Avis Budget Group is targeting spend with diverse suppliers of \$10 billion by 2030 amid new initiatives that includes modernizing operations at U.S. airports.

Spend = Impact

The magnificence of such numbers relates to the subsequent analysis of their impact, which is the energy that fuels this 2023 BDR Global Economic Impact Report. The Economic Analysis section of the report starting on page 04 quantifies the impact of supply chain diversity spend of BDR member companies, and those results are impressive.

The bottom line of the economic impact of the total BDR spend is that it more than doubles. Thus, for every dollar BDR member companies procure with diverse suppliers within their supply chains, well more than \$2 is generated in impact. That big number is estimated to be \$320.5 billion globally, as the analysis shows – through jobs, wealth creation and community investment.

As a general definition, supplier diversity is a voluntary practice adopted by corporations and organizations to foster equity and business inclusion. As this report underscores, the imperative of supplier diversity is a mutually beneficial two-way street: diverse suppliers give back to the communities where they operate and corporations benefit from the eagerness and innovation that these suppliers bring to their supply chains. Reading some of the diverse supplier success stories throughout this report shows this in action.

Ambitious Engagement

Corporations with membership in the BDR agree to Tier 1 supply chain diversity spend of \$1 billion or more annually, but that turns out to be the floor and not the ceiling. BDR member companies are much more ambitious in engaging diverse suppliers and creating opportunities to collaborate with them to grow spend and thus create greater economic impact. Read more about the BDR's mission and approach in the Introduction starting on page 10.

Member company Avis Budget Group is targeting spend with diverse suppliers of \$10 billion by 2030 amid new initiatives that include modernizing operations at U.S. airports. New 2023 member ExxonMobil has a global goal to achieve \$6 billion in spend with small and diverse businesses by 2025. And there is the example of Meta Platforms, whose supplier diversity program was launched in 2016 but quickly attained BDR membership six short years later.

Best Practices Enhance Impact

As a group of corporations that shares best practices and provides thought leadership in supplier diversity, BDR member companies do not rest on spend alone to create impact. From designing novel initiatives to supporting worthy

causes in communities, individual BDR member companies understand that impact may come in the form of a multitude of best practices that drive the value add of economic impact through direct action:

Johnson & Johnson is focusing on supporting social enterprises through its supply base and Global Social Enterprise Strategy to boost economic inclusion and job creation for under served populations, such as people with diverse abilities, mental health conditions or long-term disease challenges, describing these social enterprises as “businesses that put the interests of people and the planet ahead of shareholder gain.”

General Motors (GM), to accelerate the reach of its supplier diversity efforts, created a Supplier Inclusion Board that evolved from its Supplier Council. The Supplier Inclusion Board consists of 22 large GM suppliers that benchmark and share diversity, equity and inclusion best practices. One of the four pillars of the board is to advance GM's diverse supply base. As a result, the 22 suppliers have targeted 8% of their North American spend with diverse suppliers in 2022 and also logged approximately \$755 million in Tier 2 diverse spend in 2022.

41,000 jobs

CVS Health further attributes its \$2.5 billion spend with Tier 2 as generating the equivalent of \$2.8 billion in wages and supporting 41,000 jobs annually.

Google, in support of its diverse supply base, ensures faster than normal payment terms, as access to cash and capital is often critical for many of diverse suppliers. Through its Accelerated Payments Program, Google ensures that eligible suppliers are paid within 15 days.

CVS Health underpins an ESG framework as a center point for its Healthy 2030 initiative, the company's 10-year road map to advance its vision for a more equitable and sustainable future. The initiative supports four components of its ESG strategy: Healthy People, Healthy Business, Healthy Community, Healthy Planet, which is rooted in improving the lives and health of people and communities it serves. Healthy Business supports diverse business enterprises through supply chain engagement, with 2022 spend of \$4.2 billion with Tier 1 diverse and small business suppliers. CVS Health further attributes its \$2.5 billion spend with

Tier 2 as generating the equivalent of \$2.8 billion in wages and supporting 41,000 jobs annually. "Through 2030 and beyond, we're placing continued emphasis on improving health outcomes and measuring the effectiveness of our programs by the impact they have on people's lives and population health.

"We continue to connect our ESG programs, investments and strategies to the highest level of measurable impact," said Sheryl Burke, CVS Health Chief Sustainability Officer and Senior Vice President of Corporate Social Responsibility.

Dell, to drive accountability in its supply chain, monitors the amount its key suppliers spend with diverse suppliers themselves. In addition, Dell continually seeks to identify strategic opportunities within its supply chain to promote diversity and inclusion beyond spend.



Sheryl Burke, CVS Health Chief Sustainability Officer and Senior Vice President of Corporate Social Responsibility

BDR mission statement

**TO DRIVE SUPPLIER DIVERSITY EXCELLENCE THROUGH
BEST PRACTICE SHARING AND THOUGHT LEADERSHIP.**

Contributors



BDR vision statement

**TO LEAD,
INFLUENCE
AND SHAPE
SUPPLIER
DIVERSITY
EXCELLENCE
GLOBALLY.**

One initiative supports the skills development for small and diverse suppliers, providing these suppliers with the most effective technology tools and partnering with third parties that specialize in relevant skills development. Dell also supports its diverse suppliers through one-on-one mentoring to build their capabilities.

Ford, one of the BDR charter members at the organization's founding in 2001, estimates it has spent more than \$181 billion with diverse businesses since 1978. In 2019

alone, Ford's engagement with small minority-, women- and veteran-owned businesses led to more than \$20.6 billion in contributions to the U.S. economy and sustained more than 140,224 jobs through direct purchases by Ford and indirect activities within diverse supplier supply chains. In its partnership with minority-owned, women-owned, veteran-owned, service-disabled veteran-owned small businesses, small disadvantaged businesses, and businesses located in Historically Underutilized Business regions (HUB Zones), the Ford team also has as a strategy to help facilitate strategic alliances among diverse and non-diverse businesses. (See the success story of LAN Manufacturing on page 24.)

Working Together to Drive Impact

These are just several examples of best practices by individual BDR member companies to drive impact. BDR member companies also work together within the BDR's committee structure to advance impact, such as through the BDR Triad initiative to join corporations, investors and diverse suppliers to spur growth through capital formation,

through collaboration to advance entrepreneurship at Historically Black Colleges and Universities (HBCUs), and through close working relationships with like-minded U.S. and global advocacy organizations. ■

Remember the impact:

***\$320.5
billion
and counting.***

Contributors



DELLTechnologies



evolution of BDR

Now in its third decade, the Billion Dollar Roundtable (BDR) is thriving, with 2023 emerging as another banner year.

Seven new members – Abbott, Amazon, Bristol Myers Squibb, Caterpillar, Citi, Duke Energy and ExxonMobil – were inducted into the organization in August at the annual BDR Summit in Chicago, raising the number of member companies to 39.

The BDR was founded in 2001 by Sharon Patterson, retired supplier diversity executive, Kraft Foods; Don McKneely, publisher, MBN USA; and Shirley Harrison, retired, Altria Group, with an initial group of 10 charter corporations. Patterson as president and CEO and McKneely as chairman emeritus, remain active in the operations of the BDR today.

BDR member companies spanned 10 industries in 2022. Members are among the very largest corporations based in the United States, with 2022 revenues ranging from \$12 billion to \$611 billion. Consolidated 2022 U.S. Tier 1 diverse spend increased 28% over the prior year, which includes a 17% increase for the 32 incumbent BDR member companies.

Most inductions in single year since 2001

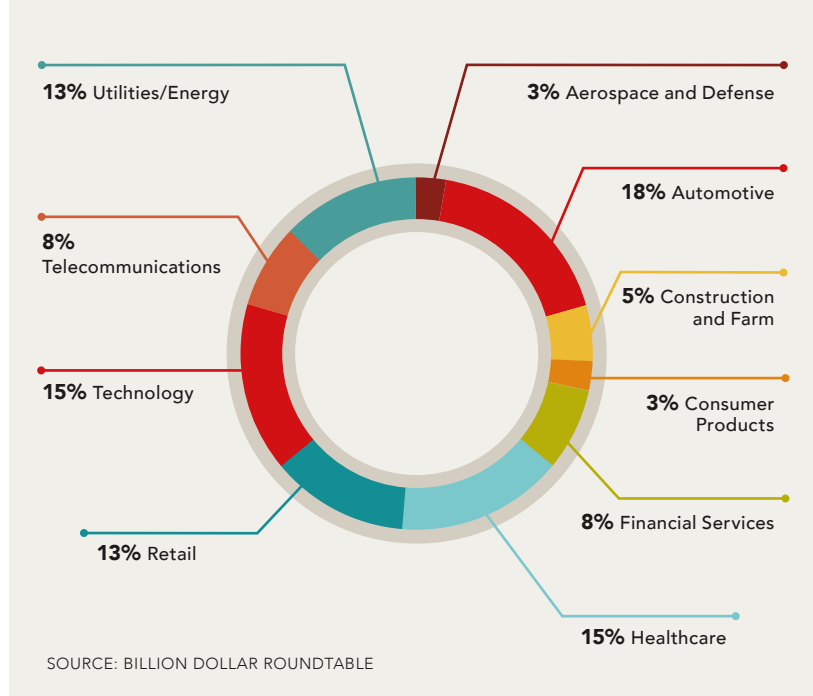
The seven inductions in 2023 are the most in a single year since the founding, and 11 U.S. corporations have achieved membership since 2022.

Amid worldwide social justice protests in 2020, many corporations, including BDR member companies, announced financial and program commitments to address societal inequities, such as placing greater emphasis on supplier diversity initiatives within their organizations as a means to spur diverse business development and inclusion and associated economic impact.

The work of the BDR supports the United Nations Sustainable Development Goals, as adopted in 2015 as a universal call to action to address global challenges, including poverty, inequality, climate change, environmental degradation, peace and justice.

BDR member companies each commits annually to audited supply-chain spend of \$1 billion or more with diverse suppliers, identified as business enterprises whose majority owners are minorities, women, veterans, disabled and LGBTQ. Members' supplier diversity spend well exceeds the annual \$1 billion threshold.

Billion Dollar Roundtable Industries



Rooted in collaboration

The uniqueness of the BDR is rooted in the willingness of member companies – often fierce competitors in the marketplace – to collaborate in supplier diversity to accelerate thought leadership within the function and to promote best practices.

Individually, BDR member companies further supplier diversity objectives through internal engagement with key stakeholders company wide, including their boards of directors, C-suite executives, and business and procurement unit leaders. In addition, many BDR member companies collaborate extensively with other partner advocacy organizations, including the National Minority Supplier Development Council (NMSDC) and Women’s Business Enterprise National Council (WBENC).

As an organization, the BDR advocates that the full empowerment of diverse businesses can help mitigate difficult issues permeating society to advance positive change.

As this 2023 report illustrates, BDR-conducted research highlights how the economic impact of corporate supply-chain spend creates a multiplier effect of dollars flowing into communities where major corporations market products and where diverse businesses operate. The demonstrated result is job creation, tax generation, wealth building and overall community development.

Diverse suppliers deemed capable

As noted throughout this report, the BDR emphasizes that diverse suppliers are well positioned as capable and willing corporate supply chain partners as they are eager, agile, innovative and hard charging.



“We have seen firsthand the impact of business 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 chain. This, in turn, generates jobs, increases wages and boosts spending in local communities.”

Kristin Malek
CDW, Senior Director of Business Diversity

The BDR advocates for a spirit of engagement between corporations and diverse businesses to drive economic empowerment of communities and citizens through business growth. The BDR further holds that corporate supply chains are an effective and appropriate medium through which corporations can play a key role in helping to develop, grow and sustain the capacity of diverse suppliers. ■

Billion Dollar Roundtable (BDR) Inductions

- 2023**
Citi, ExxonMobil, Bristol Myers Squibb, Duke Energy, Amazon, Caterpillar, Abbott
- 2022**
Meta Platforms, Google, The Home Depot, Entergy
- 2020**
CDW
- 2019**
JPMorgan Chase
- 2018**
Pacific Gas and Electric
- 2017**
Apple, CVS Health, Merck, Exelon, Adient
- 2016**
Cummins
- 2015**
Comcast NBCUniversal
- 2014**
Kaiser Permanente, Bank of America
- 2011**
Johnson & Johnson
- 2009**
Avis Budget Group, Microsoft
- 2008**
Honda North America, Dell
- 2007**
Boeing, Kroger
- 2005**
Procter & Gamble, Toyota Motor North America
- 2001 Charter Companies**
AT&T, IBM, Walmart, Verizon, General Motors, Ford, DaimlerChrysler (now Stellantis)

establishing world-class supplier diversity programs

What does it mean to be a great supplier diversity program? It starts with a determined strategy and an understanding of how strategy can drive results and create impact. To be a great program and not just a good one, supplier diversity practitioners will define, test and tweak their strategies and then be razor-focused on implementing them.

Helena Hutton and **Leamon Sowell** opine on practical inorganic growth strategies for supplier diversity, and how they can be applied to initiatives to develop, scale and empower diverse suppliers.



Helena Hutton
Senior Director, Procurement
Center of Excellence –
Environmental Sustainability and
Supplier Diversity at Cummins,
and serves as BDR Vice Chair

FUTURE GROWTH

We have all seen or heard of success stories in the past 50 years as government efforts ramped up to encourage private businesses to improve the participation rates of diverse peoples in the business community.

Today, many of those business owners have built sustainable companies which are now led by a subsequent generation that itself is aging. As a result, many business owners of color will now take on the mantle of succession and continue to build upon the foundation established by their predecessors.

While we can all be proud of the improved education, skills training and investments in small businesses

made to date and that have resulted in marked contributions to diversity in such areas as suppliers to the automotive industry, as we illustrate in this report, it remains clear that there are many untapped opportunities for growth. Now that previous generations have reminded the world that successful diverse communities contain resourceful and energetic people eager to contribute to the enhancement of vigorous and competitive societies, let us move beyond the classical organic growth model to embrace the necessity of leveraging current successes to build future growth by including inorganic growth models in our business planning strategies.

\$122.7 billion

As we further our cross-cultural collaboration, that yielded \$122.7 billion in collective spend with diverse-owned companies among BDR member companies in 2022, we can now look further into that future and plan for more examples of likely successful and profitable inorganic growth. Some that come to mind are as follows.

Responsible Government Procurement

We are seeing a surge across many commercial sectors toward more sustainable products and services. This is a global endeavor as governments are seeking to incentivize corporations to decarbonize their supply chains, reduce water usage and waste, and improve land use planning. Governments are encouraging corporations to accelerate manufacturing innovations to improve sustainable manufacturing and recycling processes, and to include metrics for the creation of opportunities in under served communities and groups through the funding sources.

For example, governments are offering funding to establish broad-based nonprofit- and university-led consortiums of industry, academia, and national labs to address a range of recovery, recycling, refurbishment and reuse challenges for certain new technologies.

These efforts will be measured by high-level, total cost of ownership assessments and life cycle assessments to identify low-cost, energy and emission pathways to optimize market wide recovery and recycling strategies. Thus, it begs the question of how are your corporations leveraging these

government funds to build future strategies to include diverse-owned companies. Are you using them and incorporating them from traditional industries that can grow with adjacent offerings, such as trucking/logistics companies, for example, getting certified to offer charging stations?

Cross Border Partnerships

As a result of shifting geopolitical circumstances in China and Russia and in the well-established global supply chains, we are seeing a trend of diverse-owned companies seeking partnerships outside of their home jurisdictions. For example, in the manufacturing sector, for years, we have seen companies seek to gain a foothold in thriving markets in a foreign country. We are seeing women-owned Chinese businesses seek partnerships with U.S. businesses owned by people of color. Their model is to retain the operations in their home country where they can maintain a strong customer base, but also collaborate with corporations to identify business partners in the United States to expand their operations and invest their profits.

The U.S. partner has the opportunity for investment and expansion of service offerings leveraging the joint expertise of their Chinese counterparts, improve on quality and

delivery to local plants by localizing the foreign manufacturing to plants in both the United States and China. BDR member corporations have the knowledge and expertise to strengthen supply chains across borders and the experience to consider which “matches” make most sense to enhance the diverse-owned companies’ supply chains.

Corporate Joint Ventures

Joint ventures have long been a tool used by corporations for inorganic growth through merger and acquisition activities. Over the years, many diverse-owned businesses have benefited from corporations taking a minority stake in new ventures and having the diverse business owner and management team take the majority stake. When planned and supported, with the goal of divesting the minority stakeholder over time, this model accelerates inorganic growth for corporate supply chains and results in a bench of well-run, well-funded companies that can weather the business cycle alongside the major corporations. We hope to see a continued focus on joint ventures in support of corporate commitments to have diverse businesses in their core strategic product and services offerings. ■



Leamon R. Sowell
President and Managing Partner
Sowell Law Partners, PLLC,
and advises the BDR on legal
and governance matters

DEVELOPING AGILITY

Most business owners' initial goal is to grow their businesses into self-sustaining entities. This is accomplished through consistently finding opportunities to grow revenues with average to high margins in a particular industry.

Such a strategy is referred to as "organic growth." However, the challenge of organic growth as the sole strategy for growing a business is that it is a slow process, constrained by a company's existing resources and personnel. Organic growth strategies are also vulnerable to competitors that are adopting inorganic strategies to grow. Conventional organic growth strategies for numerous U.S. corporations have been supplemented by acquiring companies at low cost through favorable bank financing relationships, thus establishing inorganic growth.

Inorganic growth typically is transactional. Entrepreneurs may acquire another company or merge their business with a new company. Entrepreneurs may also enter into a joint venture with another company to create a new business. Recently, due to erosion and the volatility of

affordable financing, value creation is changing the strategy for growing businesses mostly organically to one that adopts a hybrid approach to deploying both organic growth and inorganic growth strategies. Strategies that include bolt-on acquisitions and strategic joint ventures now make up "inorganic growth" value creation strategies for most successful corporations.

Can't Ignore Acquisitions, Joint Ventures

The directional trend to do bolt-on acquisitions and strategic joint ventures is such that these strategies have become relevant phenomenon that must not be ignored by certified minority business enterprises (MBEs). Moreover, there have been very limited research and few existing studies that focus on the return on investment (ROI) potential of bolt-on acquisitions and joint ventures for minority business enterprises. A studied approach on how best to bring agility to MBEs working to scale their businesses is warranted.

\$100 million

Multiple MBEs have become \$100 million-plus production conglomerates in the automotive industry, attaining contracts with the leading auto manufacturers in the industry.

Large automotive original equipment manufacturers (OEMs), such as those that have membership in the Billion Dollar Roundtable, and their Tier 1 suppliers are an example of industry firms that have made pledges to do unprecedented amounts of business with MBEs every year. Ford, General Motors, Stellantis, Honda and Toyota all are longtime BDR member companies.

Multiple MBEs have become \$100 million-plus production conglomerates in the automotive industry, attaining contracts with the leading auto manufacturers in the industry. In order to take advantage of the billions of dollar opportunities these automotive pledges represent, MBEs must prepare themselves to embrace inorganic growth through strategic acquisitions and joint ventures. Accomplishing acquisitions and joint ventures to participate as scaled suppliers in emerging markets such as electric vehicles, autonomous vehicles and other mobility technologies is very timely.

Must Be Strategic

Minority entrepreneurs must be encouraged to become strategic and analytical about the attractiveness of inorganic growth strategies. This will foster their ability to scale their businesses to the billion-dollar level and beyond in a broad range of industries adjacent to the industries where MBEs have gained experience. Embracing inorganic growth can increase market share, expand a customer base, access new technologies and intellectual property, and develop general personnel and special talent bench strength. Inorganic growth is also much faster than organic growth and can produce stronger credit due to the increase in size of a company.

There are also challenges with inorganic growth strategies. One of the primary challenges presented by inorganic growth is integrating new cultures, systems and processes of new partners, while avoiding conflicts and eliminating redundancies and other inefficiencies. Inorganic growth also inherently involves financial

risks. For example, without the right understanding of how much capital will be needed to cover both debt incurred in accomplishing an acquisition or joint venture and covering ongoing costs that affect the company as a whole, revenues can stagnate and fall short of critical financial needs.

MBEs will find that the probability of success with effective inorganic growth strategies is particularly high if they engage in industries with at least a moderate degree of fragmentation. The higher the degree of fragmentation the more room there is to do bolt-on acquisitions and joint ventures that create opportunities for “leveraged build-ups.” Bolt-on acquisitions’ probability for ROI is high when a firm can make multiple acquisitions as a roll up strategy in the same industry. Another strategic approach for MBEs is to present themselves as acquirers of a 51% interest or shares in an acquisition or as a joint venture partner. ■

innovating *to engage diverse suppliers*

In their zeal to promote supplier diversity engagement within their supply chains, BDR member companies employ innovative approaches to attract, nurture and grow diverse suppliers. Supplier diversity is an all-encompassing practice, and approaches include initiatives inside and outside of BDR member companies' organizations. Supplier diversity professionals understand that solely exhibiting at trade shows or handing out brochures often is not enough to attract and develop quality suppliers. Engaging diverse suppliers through inventive methods that represent creative best practices are a hallmark of BDR member companies.



JPMorgan Chase Gold Supplier

JPMorgan Chase & Co. believes that building a successful and sustainable supplier diversity program requires an all-hands-on-deck approach, as illustrated by its Gold Supplier Program. Its Gold Supplier solution, which draws on engagement among large suppliers in the JPMorgan Chase supply chain, allows the bank to leverage the considerable scale of its procurement function to systematically promote best practices and commitments beyond usual spend metrics.

The program mobilizes key suppliers to spend more with diverse companies, specifically Black, Hispanic and Latino firms, as a means to enhance the discoverability of smaller, diverse suppliers. Through Gold Supplier, JPMorgan Chase shares listings of diverse suppliers with partner teams to ensure that minority and underserved businesses share the same level of visibility as more established competitors.

"Innovative supplier engagement is the hallmark of the Gold Supplier Program. Through it, we hope to create shared, incremental value with our suppliers above and beyond the traditional supply chain goals of best price and best service."

Jim Connell, Chief Procurement Officer and Head of Global Supplier Services, JPMorgan Chase

Contributors



\$6.2 billion

Collectively, JPMorgan Chase Gold Suppliers are projected to increase diverse spend by \$6.2 billion over the next three years.

JPMorgan Chase believes that procurement spend can be leveraged for social good, whether for racial equity, environmental sustainability or good governance, says Jim Connell, Chief Procurement Officer and Head of Global Supplier Services. Connell calls Gold Supplier hardly a “box-checking exercise,” but a “vital pillar” for the future of JPMorgan Chase and its stakeholders. “We view supplier diversity not only as a moral imperative, but as smart business,” he says.

Serving as a Gold Supplier is viewed by the bank as a milestone accomplishment in the JPMorgan Chase-supplier relationship. Gold Suppliers are nominated by their category sourcing and line of business partners and agree to program requirements and ongoing compliance. “Innovative supplier engagement is the hallmark of the Gold Supplier Program,” Connell notes. “Through it, we hope to create shared, incremental value with our suppliers above and beyond the traditional supply chain goals of best price and best service.”

To date, nearly half of Gold Supplier growth plans have been determined to be ambitious enough to create and sustain impact. Collectively, Gold Suppliers are projected to increase diverse spend by \$6.2 billion over the next three years. What’s even more gratifying for Connell is that about a dozen Gold Suppliers were initiating their own supplier diversity programs for the first time.

Making a Great First Impression with Meta

In support of suppliers, with the objective of expanding its supplier diversity efforts globally, Meta Platforms launched the “Making a Great First Impression with Meta” e-guide, an electronic resource created to help diverse suppliers successfully compete for business. The e-guide offers guidance and tips from Meta strategic sourcing managers and the supplier diversity team, along with free templates, to help diverse suppliers who may have struggled in their efforts to break into corporate supply chains. The resource provides prospective and new diverse-owned suppliers with valuable insight on how they can build credibility faster and establish successful relationships with buyers at Meta and other corporations.


Through its Facebook platform, onboarded diverse suppliers can also join and receive information via the Meta Diverse Supplier Community Group, which is central to Meta’s goal to

build an online community for diverse suppliers. More than 500 members globally have joined the group.

CDW and Digital Inclusion

As a provider of information technology solutions to business, government, education and health care customers, BDR member company CDW is addressing digital inclusion as a means to meet unique technology needs of diverse suppliers. For CDW, digital inclusion means addressing an ecosystem that encompasses all aspects of the digital divide, including affordable broadband, technology devices, and skills with the goal of working with diverse and small businesses as strategic partners, rather than simply as suppliers.

In 2022, CDW’s Business Diversity Program supported a projected \$100 million in what it described as well-being derived from tech access. This value is from diverse suppliers making new hires who are projected to receive an increase in earnings that allows them to access in-home internet and computers. The combination of accessing these two technologies is estimated to improve well-being by more than \$10,000 per person based on the average individual’s perceived importance of the technologies, according to CDW. In 2022, the program helped an estimated 9,500 employees of financially constrained diverse suppliers access in-home internet and computers, supporting some \$28 million in additional earnings to employees of their diverse suppliers.



META
Supplier Testimonials
 Firsthand accounts of how suppliers engage and grow while working with Meta.

\$3 billion

CITIZEN VERIZON INITIATIVE

The initiative reinforces Verizon’s commitment to addressing pressing societal issues through action and accountability, such as through supplying youths with digital skills training and small businesses with resources to help them thrive in the digital economy.

Growing Suppliers’ Capability at PG&E

Pacific Gas and Electric (PG&E) believes that small and diverse suppliers that understand its current business practices can gain a competitive advantage when it comes time to deliver on procurement contracts. It is passionate about supporting these businesses as a vital link in its supply chain. Enter the PG&E TAP Learning Management System (LMS), a mechanism that provides suppliers with access to online courses from industry experts offering business enterprises insights, best practices, and real-world examples to grow their business’ capabilities.

The courses are interactive and provide thought-provoking questions and time to reflect, along with workbooks and templates suppliers can use to react, plan, and develop ideas in their own businesses.

One course, for instance, centers on the request for proposal (RFP) process, which is often challenging for small and diverse businesses. Included are opportunities for suppliers to analyze their readiness to respond to RFPs and identify ways to improve their RFP responses to remain competitive. The course instructor, Marianne Ellis, is CEO and Co-Founder of CEO Success Community, a WBENC-certified company based in Saratoga, California. CEO Success Community serves as a source for women- and diversity-owned businesses seeking corporate contracts with Fortune 500 companies.

Another PG&E supplier diversity initiative to promote its small and diverse suppliers is a “Champions” program. PG&E Champions share tips with suppliers on how to do business with PG&E by participating in supplier development and outreach activities. What is most important about the program is that PG&E encourages its prime suppliers to participate as a means to build up second tier supplier engagement. PG&E encourages its prime suppliers to create an annual supplier diversity subcontracting plan and track performance against established goals and objectives. PG&E also conducts monthly webinars to help its prime suppliers to properly report and track diverse supplier subcontracting.

Toyota and Adient Deliver on Supplier Training

Two BDR member companies in the automotive industry, Toyota Motor North America and Adient, jointly operate the Driving Impact program for diverse suppliers. The program engages suppliers with the two corporations through comprehensive training, knowledge sharing and networking to spur business development and growth.

A dedicated curriculum is unique to the participants’ needs and focuses on two value propositions: corporate supplier diversity expansion and diverse-owned business advancement. Delivered to diverse suppliers participating in Driving Impact are tools that assess the supplier, strategic plans for business advancement

and business education training. One feature of the program is the opportunity for suppliers to have one-on-one commodity manager meetings to obtain feedback on capability gaps and priorities for development.



“Business Consortium Fund (BCF) is a not-for-profit lender that supports business owners of color operating within supply chains. As a community development financial institution (CDFI), we are so grateful for the support of Cummins Corporation, which contributed nearly 25% of funding for a new microloan initiative we launched in 2022. With this funding, Cummins amplifies its supplier diversity efforts by promoting the growth of the MBEs that serve as their vendors, suppliers, and contractors. Access to capital is critical to the advancement of small and growing MBEs and allows them to deliver on increasingly larger and more sophisticated contracts, earning them their place as businesses to be counted on in corporate supply chains.”

Sahra Halpern, President,
Business Consortium Fund (BCF)

Verizon Gets Suppliers 'Digital Ready'

Verizon's Small Business Digital Ready program is part of its Citizen Verizon commitment to help small businesses succeed in the digital economy. Small Business Digital Ready provides free, online resources to such businesses and participants who complete courses or mentoring events are also eligible to apply for grant funding. More than 40 customized online courses are available for diverse suppliers supported by more than 200 live and virtual events with mentors and peers. Verizon also distributes more than \$1 million annually in grants.

The broader \$3 billion Citizen Verizon initiative reinforces Verizon's commitment to addressing pressing societal issues through action and accountability, such as through supplying youths with digital skills training and small businesses with resources to help them thrive in the digital economy.

'RISING' with Comcast NBCUniversal

Comcast NBCUniversal's Comcast RISE initiative is an all-encompassing small business development program whose roster of participants covers a wide spectrum of enterprises from restaurants and barber shops, to professional services, childcare centers and retail shops. Since 2020, 13,000 recipients in 1,321 cities across 38 states have been selected as Comcast RISE recipients.

Comcast RISE stands for Representation, Investment, Strength and Empowerment. The program was created in 2020 to help those small firms that were hardest hit by the

COVID-19 pandemic, with a focus on assisting diverse business enterprises during 2020-2022.

Selected businesses receive a number of benefits, including:

Consultation

Assessment of business and tactical planning; business to business coaching and mentorship.

Education Resources

Educational content and resources tailored to individual companies.

Monetary Grant


\$5,000 to invest in growth and sustainability.

Creative Production & Media

Production of a 30-second TV commercial and media strategy consultation.

Technology

Computer equipment and Internet, Voice and Cybersecurity services for 12 months. ■



COMCAST
The Road to RISE
 Small businesses are the backbone of our communities. And the better the health of small businesses, the better the health of our nation. These are the stories of RISE. The highs, the lows and the lessons drawn from becoming a Comcast RISE recipient.

13,000

Since 2020, 13,000 recipients in 1,321 cities across 38 states have been selected as Comcast RISE recipients.



In 2022, Comcast RISE achieved its two-year program goal to support diverse entrepreneurs hit hard by COVID-19, providing 13,000 small businesses owned by women and people of color with the monetary, technology and marketing grants.

internal training in supplier diversity

BDR member companies actively promote supplier diversity initiatives within the confines of their corporate campuses as much as they do externally. Internal engagement is designed to educate business units to the workings and promise of supplier diversity and how supply chain participation of diverse suppliers can be beneficial throughout the organization.

Here are examples from Procter & Gamble, Dell and Toyota:

■ To deliver the corporate diverse spend ambition of annual diverse spend of \$5 billion by 2030, the Procter & Gamble Supplier Diversity Corporate team and each of the Purchases Organizational Units work in partnership. While the central team equips, educate, enable and inspire, the Buying Organizations develop their strategies, plans and drive the sourcing decisions to deliver the spend targets. To collaborate, track and review progress, learn and reapply best practices, the P&G corporate team conducts biannual supplier diversity reviews with the business unit leaders, the business unit supplier diversity leaders and the chief procurement officer.



PROCTER & GAMBLE Black Business Month

Watch how Melvin Gravely, CEO of TriVersity Construction -- the largest minority contractor in the history of Cincinnati -- believes it is his duty to reinvest in the community to ensure diversity and equal opportunity. Gravely is a member of the P&G Supply Citizen Impact Network.

■ Dell believes it achieves greater success in its supplier diversity program when the responsibility for engagement is shared among internal stakeholders. Dell's sourcing teams continually identify and include diverse suppliers and service providers as part of its procurement process. Dell's supplier diversity structure includes the development of Diversity Teams, Ambassadors and Champions. These advocates engage and promote supplier diversity within their lines of business, and each business function has an associated Dell team member who acts as a champion on behalf of Dell. The Champion is the liaison between the diversity team and the business function to drive spending and identify suppliers within their space. This allows Dell to extend its reach to all business functions within its company, and these champions play a critical role in the success of its supplier diversity program.

■ Toyota Motor North America conducts focused supplier diversity training for stakeholders throughout the organization and over the years has trained several thousand team members. All new members to Purchasing receive training, and training also is available for other divisions at their request.

Contributors



equity investing

Driving equity investments to minority- and women-led financial funds and institutions is emerging as a strategy for accelerating economic impact through addressing the lack of access to capital that diverse enterprises face in starting up or scaling their businesses.

While it remains a central metric, supplier diversity spend isn't always the bottom line for BDR member companies. These major corporations recognize the imperative to enhance spend dollars with diverse suppliers through many innovative approaches to maximize economic impact and accelerate equity. Thus, many initiatives that foster diverse supplier development go well beyond spend dynamics generated through their supply chains. The overarching objective is to create positive economic impact in the communities served by both corporations and diverse suppliers, including to spur job creation, generational wealth and tax receipts.

BDR member companies Bank of America and JPMorgan Chase, for instance, have committed to making equity investments to minority- and women-led financial funds and institutions – designed in part to accelerate investment to diverse suppliers as a mean to address the lack of access to capital that these enterprises face in starting up or scaling their businesses.

“Each time we support a minority- or women-led fund, they in turn support diverse entrepreneurs, which ultimately helps us toward achieving our goal to advance racial equality and economic opportunity. We want to empower the talented fund managers who keenly understand how to identify and support those business

owners,” says Tram Nguyen, Global Head of Strategic and Sustainable Investments at Bank of America.

Bank of America announced in June 2023 a commitment of more than \$500 million in equity investments to more than 150 minority- and women-led funds, which have invested in more than 1,000 companies across the country that are led by 1,500 diverse entrepreneurs who employ more than 21,000 people. One such fund, Zeal Capital Partners based in Washington, D.C., is headed by a graduate of a Historically Black College and University (HBCU), who seeks out “dynamic entrepreneurs building high-growth, early-stage solutions directly tied to narrowing wealth and skills gaps.”

Contributors

Bank of America.




JPMORGAN CHASE & CO.

\$30 billion

JPMorgan Chase’s commitment to address equity includes a commitment of \$30 billion by the end of 2025 to advance economic growth and opportunity for Black, Hispanic and Latino communities, targeting affordable housing, workforce diversity and financial health in addition to supplier diversity.

Bank of America also launched in 2022 a Small Business Down Payment Grant Program to drive business growth and help create generational wealth opportunities for minority and women business owners. The program offers down payment grants for SBA 504 and 7(a) commercial real estate loans for owners in select markets of Atlanta, Chicago, Charlotte, Dallas and Los Angeles. The program asserts that extending credit to historically disadvantaged small business borrowers will make purchasing commercial real estate more affordable.

Jill Calabrese Bain, Small Business Integration and Transformation executive at Bank of America, says the aim of the program is to address “inequalities in business ownership by providing entrepreneurs with the access to expertise, resources and capital necessary to achieve their financial goals.”



BANK OF AMERICA
The Asian Business Association of San Diego
 offers educational workshops, technical assistance, business mentorships, and access to capital to Asian Pacific Islander (API)-owned businesses in the region.

JPMorgan Chase’s commitment to address equity includes a commitment of \$30 billion by the end of 2025 to advance economic growth and opportunity for Black, Hispanic and Latino communities, targeting affordable housing, workforce diversity and financial health in addition to supplier diversity.

Launched in 2021, J.P. Morgan Asset Management’s Empowering Change program is providing the opportunity for Minority Depository Institutions (MDIs) and Community Development Financial Institutions (CDFIs) to offer J.P. Morgan’s suite of money market funds to institutional investors, via the Empower share class. The program is designed to connect corporations with MDIs and CDFIs through investments into the share class, allowing these minority banks to earn attractive new reoccurring revenue, empowering them to deliver ongoing positive change in their communities.

As of June 30th, 2023, assets under management within the new Empower Share Class have grown to over \$12 billion, demonstrating the commitment of companies across the United States to invest into the program in support of the MDIs/CDFIs and the communities they support.

Richard Pagnoni, Managing Director and Head of US Financial Institutions Sales at J.P. Morgan Asset Management, addressed the BDR in June 2023 to discuss Empowering Change and outline the significant

opportunities for corporations to improve their cash management approach by including MDIs/CDFIs to their lists of diverse suppliers. Investing a portion of their cash balances into the Empower Share Class can allow corporations to participate supporting the future growth of minority community banks, with the goal of providing economic opportunities within low to moderate income communities. Additionally, J.P. Morgan Asset Management is donating 12.5% of the management fees on the Empower share class annually to philanthropic organizations aligned with community development. To-date, the Empowering Change Program has donated \$1.6 million. “We want to make change, and we also want to make sure we are participating in that change,” Pagnoni told the BDR.

Empowering Change partner institutions span the country, from Carver Bank in New York and The Harbor Bank of Maryland in Baltimore, to Unity National Bank in Houston and First Independence Bank in Detroit. In further support of these organizations, JPMorgan Chase serves as a mentor in the U.S. Treasury Department Mentor- Protégé Program within the Minority Bank Deposit Program, developing key relationships. ■

impact

diverse supplier stories

The impact of the work of BDR member companies can be quantified in a number of ways. There is the spend metric, of course, highlighting the actual supply chain dollars that go to suppliers. And there also is measurement of economic activity stemming from spend via jobs, tax revenue and other benefits produced that boosts communities where corporations and diverse suppliers do business.

Yet just as revealing is the impact that supplier diversity efforts have on diverse companies and owners and entrepreneurs themselves – which often are described in more human terms that tells stories of pride, community engagement and better lives. Here are some of those human stories of supplier impact through engagement with BDR member companies.

Growing with Meta Platforms

Christine Turman, CEO and Founder of Crystal Equation Corp., a woman-owned, Chicago-based IT staffing firm, says her business benefits in ways from its relationship with Meta Platforms that go well beyond winning contracts. Meta, Turman says, gives Crystal Equation a sort of stamp of approval as it grows and seeks business from other large corporates.

Crystal Equation won its first request for proposal (RFP) from Meta in 2016 and that relationship has only blossomed over the years from supporting one Meta data engineering team to supporting global teams for Meta's data warehouse environment. "I'm grateful every day," Turman says of her company's supplier partnership with Meta. "I think Meta has actually helped us be a better company because of how their practices are."

ThinkNow is another Meta supplier based in Burbank, Calif., a Hispanic-owned market researcher that studies cultural drivers influencing consumers' buying decisions. ThinkNow's work assists Meta and other corporations in devising ways to effectively reach and market to diverse consumers. ThinkNow began with Meta by researching how diverse entrepreneurs use Meta's Facebook platform to drive business.

Principal and Co-Founder Mario Carrasco says the association with Meta has greatly impacted the posture of his business.



"Working with Meta has made us realize we're able to work with any company, and it gives us that confidence knowing that Meta is one of the biggest companies in the world."

Mario Carrasco, Principal and Co-Founder of ThinkNow

Contributors



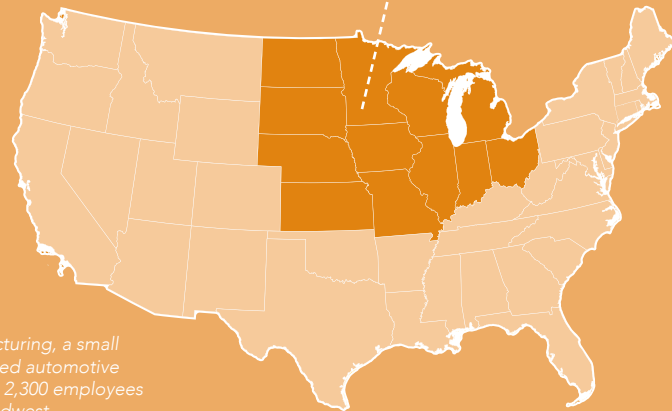
Driving Mutual Benefits with Toyota

With more than \$4 billion in spend annually with certified diverse-owned businesses, these companies represent a substantial number of Toyota Motor North America’s business partnerships. For Joe Lewis, business development manager at Blue Springs Metal in Blue Springs, Miss., and Georgetown Metal Processing in Georgetown, Ky., partnering with Toyota has been mutually beneficial. Blue Springs Metals and Georgetown Metal Processing has worked with Toyota as a Tier 1 supplier since 2013, supplying steel for various Toyota automotive brands.

“Over the years, we’ve developed a strong relationship with the Toyota stamping departments,” Lewis says. “During our first major model change at [Toyota Motor Manufacturing, Mississippi], Toyota – as well as our teams – needed to develop fully transparent ways of exchanging information across companies. We worked closely together and with seamless support. Many of these practices we still hold today, and they continue to provide greater creative input, increased trust, and enhanced stakeholder relationships.”

Toyota, a member of the BDR since 2005, says collaborating with diverse suppliers within its supply chain who are effective in proposing engineering changes and ideas for Toyota vehicles fuel innovation. “We want to have different types of suppliers who are innovative and can challenge the status quo. Everybody brings something unique to the table, and it’s vital that we have that diversity if we are to continue on the journey of mobility for all,” a Toyota supplier diversity team member says.

2,300 employees



LAN Manufacturing, a small minority-owned automotive supplier, with 2,300 employees across the Midwest.

Joint Success at Ford

The joint venture/strategic alliance between majority and minority companies are a tool BDR member companies deploy to accelerate economic impact. Ford Motor Co., a charter member of the BDR at its founding in 2001, is not coy about pursuing majority-minority partnerships in the furtherance of supplier diversity objectives.

A Ford Supplier Diversity & Inclusion team member describes the process like this: “When we identify synergies among our diverse and non-diverse supply base, we’ve helped form strategic alliances that enable our diverse business owners to grow and develop. Diverse suppliers not only increase capacity in areas of expertise, but also acquire new technical and manufacturing capabilities.”

An example is the creation of LM Manufacturing LLC, a Detroit-based joint venture between Magna International and LAN Manufacturing. Magna, founded in 1957, is an Aurora, Ontario-headquartered, global mobility technology company of 158,000 employees with 341 manufacturing operations and

88 product development, engineering and sales centers in 29 countries. LAN Manufacturing is a small minority-owned automotive supplier based in Detroit with 2,300 employees across the Midwest.

The joint venture, whose majority stake is owned by LAN Manufacturing, is assembling seats for various Ford trucks and SUVs. Sylvester Hester, LAN Manufacturing’s long-time president and CEO, is heading up executive management of the venture. LM Manufacturing has a strong commitment to the Detroit community and has been intentional about hiring workers living in Detroit and introducing local high school students to the automotive industry through various initiatives. Hester himself along with other LM Manufacturing executives and staff actively engage in these initiatives through a people-centered culture that attracts and retains talent as a way to give back to the community.

The venture is expected to bring in more than 390 jobs to Detroit, and Hester has said an objective of the opportunity is to further advance employment revitalization and revenue growth in underserved communities.

Digital Excellence with Google, Tuck

The emergence of digital technologies has created unprecedented access to data and consumer information while offering new growth opportunities for businesses of all sizes. To help entrepreneurs and business owners better understand and execute on the full potential of these technologies, Google has partnered with the Tuck School of Business at Dartmouth College to provide entrepreneurs from minority and underrepresented communities with the skills and knowledge they need to leverage digital technologies to expand their business. Participants need not be experts in use of technology, the internet, or social media. The program is open to all principals of diverse businesses.

Digital Excellence is designed to help make participants' businesses more attractive suppliers to corporations, prepare them for growth in the market, and ensure they are working with clients for increased business. To date, more than 425 suppliers have graduated from the program with more than \$750,000 in scholarships awarded.

Bringing Value to Kroger

Another BDR member company, The Kroger Co., has collaborated for many years with and supported through its supply chain F. Gaviña and Sons Inc., a Los Angeles family-owned company to bring its coffee products to the shelves of its Ralphs and Food4Less grocery divisions. Kroger credits Gaviña, whose roots are in Cuba, as an example of a supplier that not only helps to advance Kroger's diversity, equity and inclusion efforts but also provides it with a top-quality coffee. Gaviña's

240,000-square-foot plant in Vernon, Calif., rates as one of the top coffee roasting facilities in the country with capacity to produce up to 60 million pounds of coffee.

As a minority-owned company Gaviña provides more than 300 jobs within the Los Angeles area while also contributing to the local economy by supporting other small area suppliers through its importing, packaging, printing and other business activities. "Our employees are as much a part of our family as we are. We have grown old together, and we have had families together," says Leonor Gaviña-Valls, vice president of marketing.

Kroger supports another diverse supplier in its supply chain that epitomizes what impact and giving back truly mean. The supplier is Manny Addo, CEO of Cincinnati-based Natural Shea Care (NSC), a Black-owned, natural beauty care company. Addo, from Ghana, says his company's



"We always donate a portion of our sales revenue back to help with community development in Ghana."

Manny Addo, CEO of Cincinnati-based Natural Shea Care (NSC)

stated mission is to support and empower women of Ghana where the product is sourced. "We always donate a portion of our sales revenue back to help with community development in Ghana," he says. Addo says his company's relationship with Kroger is burgeoning, with the product starting in five stores and has now expanded to more than 1,300. He credits the Kroger supplier diversity team for taking the time to walk him through the process to become a supplier.

Expanding with The Home Depot

A story from The Home Depot's supply chain also illustrates the impact a major brand can mean for a supplier – in this instance a woman-owned company, Edge Plastics, supporting more than 200 employees in the small industrial town of Mansfield, Ohio, where its factory operates around the clock producing a popular product.

The Home Depot, inducted into BDR membership in 2022, sells its large HDX storage totes in its stores in the United States and Canada, manufactured at the Edge Plastics plant. Edge, a WBENC-certified supplier, has worked with The Home Depot supplier for more than 10 years under owner Shelley Fisher, seeing its way clear to more than doubling its workforce and expanding the factory to keep up with demand. To the appreciation of merchants at The Home Depot, Fisher also has invested in technology such as new injection molding equipment and robots to boost production.

Fisher's business philosophy for manufacturing the highest quality products at the best value possible, is direct: "We take on a client. We support the client. That's it." ■

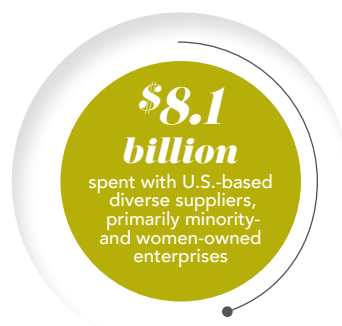
global *engagement and impact*

Billion Dollar Roundtable member companies are headquartered in the United States, but source worldwide and operate divisions and sell products globally. With that reach and breadth in a world that increasingly is more interconnected through technology, companies are adept at transferring the same successful principles and best practices of domestic supply-chain diversity excellence to create impact globally, while adjusting to local rules, policies and norms.

In the United States, diverse suppliers generally are defined as those business enterprises whose majority owners are ethnic minorities, women, individuals with disabilities, veterans and those who identify as LGBTQ. In other areas of the world, business owners representing indigenous groups and other population groups may be considered diverse.

An overarching focus of the BDR and member companies organizationally is to advocate for diverse businesses wherever they operate. Companies do this in many ways and work cooperatively with global organizations that advocate for supplier diversity in their regions of the world to drive impact.

Preliminary BDR statistics show that the organization's 39 member companies spent more than \$18 billion outside the US with Diverse suppliers in 2022, with 45% of the spend with U.S.-based diverse suppliers.



Supporting European Ethnic Minority-Owned Businesses

Johnson & Johnson is a founding member of the European Supplier Diversity Project (ESDP), an initiative led by MSDUK (Minority Supplier Development United Kingdom) to support ethnic minority- and migrant-owned businesses.

MSDUK's mission is to support ethnic minority businesses to break through inequalities and barriers in public and private sector supply chains, and it serves more than 3,000 of these businesses annually. In addition to Johnson & Johnson, Meta Platforms, Google, Bristol Myers Squibb and IBM are among other BDR member companies that provide direct support for MSDUK programming.

Contributors



ESDP aims to enable ethnic minority- and migrant-owned businesses to certify and access opportunities in corporate supply chains. The initiative was supported by research sponsored by Johnson & Johnson that documents why an increasingly diverse Europe needs equality in procurement for ethnic minority entrepreneurs, who frequently suffer discrimination because of their race or ethnicity.

In addition, Johnson & Johnson in 2022 also sponsored the Buy Social Europe initiative to support its strategy to procure from Social Enterprises and developed a new relationship with the OutBritain organization that supports LGBT+ business owners and professionals ourselves through networking opportunities, mentorship and training.

Meta Engages Latin America

Meta's supplier diversity launched only in 2016, but its mission is to create more opportunities for diverse-owned

companies to do business with Meta and the people and communities that it connects with throughout the world. One key engagement opportunity for Meta is Latin America, where it has grown spend with diverse suppliers to \$17 million in 2022 from its regional office in São Paulo, Brazil. In seeking to drive economic impact, Meta tailors its efforts to fit a particular region, understanding that diversity means something different depending on the respective part of the world you're in. In Latin America, Meta recognizes companies that are majority-owned by Blacks, Women, LGBTQ+, Refugees, Indigenous People and the Disabled.

"As a market leader and innovator in numerous initiatives, Meta has grown stronger every year in its role as a point of reference for our supplier diversity program in Latin America, whether it be through directly supporting certifying agencies, encouraging ideas and opportunities with our media campaign, or highlighting the services of these providers in internal communications. We are aware of how much our commitment has affected the lives of these people considering the challenges that these underrepresented groups face in our region," says Thais Silva, Supplier Diversity Regional Manager, LATAM, Meta.

Kroger U.S.-based But Buying Abroad

BDR member company The Kroger Co. operates its stores only in the United States, yet the domestic grocer purchases from companies globally, accepting certifications from the Canadian Aboriginal and Minority Supplier Council (CAMSC),

Canadian Gay & Lesbian Chamber of Commerce (CGLCC), WEConnect International, and Women Business Enterprises Canada Council (WBE Canada). CAMSC, for instance, currently supports 500 diverse suppliers and has registered 160 corporations for purchases between the two entities of more than \$200 million annually that support more than 99,520 employees and nearly \$335 million in wages.



Thais Silva
Supplier Diversity Regional
Manager, LATAM, Meta

"As a nation, Canada has taken significant strides toward promoting Supplier Diversity, but there is still much work to be done. Given the current geopolitical and immigration landscape, it is crucial that we remain committed to advancing this agenda with greater diligence and intentionality than ever before," says Cassandra Dorrington, CAMSC President & CEO.

A video thumbnail showing a man in a blue jacket and brown scarf standing in front of a modern building with large glass windows. A play button icon is overlaid on the image.

ADVOCATE MSDUK
Introduction to MSDUK

MSDUK is building the supply chains of the future that are diverse, innovative and inclusive. When everyone is included, everyone wins!

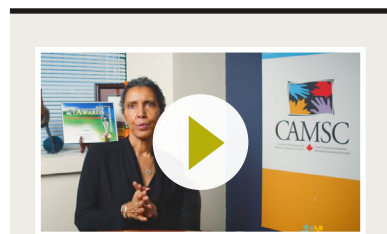
\$10 million

IBM has procured more than \$10 million in business with the supplier that has supported more than 140 jobs.

MSDChina Supports 2,100 Diverse Firms

Several BDR member companies have active engagement in supplier diversity in China through the MSDChina (Minority Supplier Development in China) organization, including Apple, Cummins, IBM and Dell.

MSDChina, which supports more than 2,100 companies certified as diversity firms, is the first nonprofit organization in China that advocates for diversified purchasing given the country's sharp differences in history, culture and economic development. The organization was jointly established in 2008 with the sponsorship from



ADVOCATE CAMSC Promoting Supplier Diversity

Cassandra Dorrington, President of the Canadian Aboriginal and Minority Supplier Council (CAMSC), facilitates the growth of Aboriginal and minority-owned businesses by connecting them to procurement opportunities with companies and governments committed to a diverse and inclusive supply chain.

several companies, including those with membership in the BDR (Dell, Cummins, IBM, Boeing, Merck, Apple). Alex Alvarez of Apple chairs the MSDChina board.

MSDChina is committed to building the sustainable development of supplier diversity and pursuing business equity and equality in greater China by providing a business platform of fair opportunities and mutual benefits for purchasing organizations and diverse suppliers.

One diverse Chinese company in the IT services category, for instance, won its first bid with IBM in 2018. IBM has procured more than \$10 million in business with the supplier that has supported more than 140 jobs. In addition, IBM also provided education to the employees to develop current market skills in areas such as cybersecurity and data privacy and integrity.

"IBM together with other corporate companies helped numerous diverse suppliers grow and win in the marketplace since MSDChina's establishment and we will continuously provide economic opportunities to those historically disempowered diversity groups to make a difference," says Jennifer Turner, IBM Global Supplier Diversity Program Director.

Yang Liu, MSDChina Founder and President, says the organization advocates equality in procurement foremost, noting that the Chinese market has a huge volume, a complete supply chain, a



"When collaborating with purchasing organizations, diverse suppliers often value cooperation more and actively provide innovative solutions. In working with diverse suppliers, purchasing organizations found suppliers with higher cost-effectiveness, and diverse suppliers gained opportunities for long-term growth."

Yang Liu
MSDChina, Founder & President

comprehensive range of industries, and fierce market competition.

"The introduction of supplier diversity creates fair development opportunities for diverse suppliers who are not in the mainstream position in the market," Liu says. "When collaborating with purchasing organizations, diverse suppliers often value cooperation more and actively provide innovative solutions. In working with diverse suppliers, purchasing organizations found suppliers with higher cost-effectiveness, and diverse suppliers gained opportunities for long-term growth."



ADVOCATE SASDC
Meaningful Transformation

The South African Supplier Diversity Council (SASDC) aims to contribute to meaningful and sustainable economic transformation and inclusiveness, and to the leader and authority on strategies for supplier diversity. The primary goal of the SASDC is to promote supplier diversity by encouraging, supporting and assisting its member corporations to open up business opportunities and progressively increase the transaction with certified black-owned businesses. Participation by black-owned companies in South Africa's corporate of supply chains remains alarmingly low. Its members sign a code of conduct committing to identify and provide access to procurement opportunities for black-owned suppliers.

Procter & Gamble
Global Academies

For women business owners outside the US, Procter & Gamble (P&G) has teamed with the WEConnect International organization to provide free business development training via P&G Academies. The program has operated in more than 20 countries and engaged more than 700 women-owned businesses globally.

The program offers capability building sessions to businesses to help them develop, grow and expand. Course content includes topics such as Building Leadership Skills, Aligning and Executing Business Strategy, Leveraging Technology, and Procurement Processes. Businesses must be registered or certified with WEConnect International, a global network that connects women-owned businesses to qualified buyers around the world.

Supply Nation:
Creating Impact for
Indigenous Businesses

Supply Nation is a recognized BDR certification partner covering Indigenous businesses in Australia that create impact in Indigenous communities of the country.

Supply Nation's nearly 750 corporate members created spend of \$3.8 billion in 2021-2022 with 4,315 Supply Nation verified and certified Indigenous and Aboriginal businesses – defined in Australia as businesses challenged by deep-seated societal constraints and institutionalized

inequities, limited access to markets and complex social stratification.

The impact of the work of Supply Nation is clear: For every \$1 invested in Indigenous and Aboriginal businesses, \$4.41 of social and economic value is generated, according to its "Sleeping Giant" report. Thus, these businesses reinvest and support local and community activities. Further, Indigenous and Aboriginal businesses through Supply Nation's work employ more than 15,200 Indigenous Australians, according to the report.

Supply Nation patterns itself after the National Minority Supplier Diversity Council (NMSDC) in the United States and works in partnership with the Global Supplier Diversity Alliance (GSDA), a collaborative supplier diversity platform representing international supplier diversity advocacy organizations in five countries.

The Supply Nation mission is to drive understanding that the purchasing power of businesses can be used to deliver positive social outcomes by facilitating connections between Indigenous businesses and our members' procurement departments. It works with Indigenous businesses through a 5-step verification that includes registration, certification and auditing. ■

partner *organizations and collaboration*

As the function has developed over the years, supplier diversity often is practiced as a holistic all-hands-on-deck endeavor:

- Companies share best practices about their programs and successes.
- Enlightened C-Suite executives drive buy-in from the top.
- Advocates collaborate to support initiatives.
- Thought leaders advance new ideas and innovative approaches.
- Diverse suppliers exchange information about opportunities to win business.

As an organization that fosters collaboration and thought leadership, the work of the BDR and its member companies is rendered much more effective through strong associations with supplier diversity certifying and advocacy organizations in the United States and globally.

While the BDR on its own does not certify diverse companies, member companies work closely with these organizations to recognize their certifications and support their initiatives. The BDR adheres to the approach that working in concert with partner organizations strengthens the

broader supplier diversity and business inclusion landscape, and assists in nurturing diverse supplier relationships.

The BDR's standing Governance Committee, which is composed of corporate supplier diversity professionals from often contrasting companies working together, regularly evaluates the propriety of third-party certifying groups, for instance, to maintain consistency among members, recommending for approval to the full membership those that the BDR as an organization will recognize.

In addition, BDR member companies separately may recognize certifications from other organizations, such as regional and national chambers of commerce, in furtherance of their own supplier diversity objectives and spend goals. For instance, member company Johnson & Johnson, whose supplier diversity and inclusion program was established in 1998, supports and partners with more than 30 advocacy organizations globally to identify diverse suppliers and social enterprises and to support their development.

Contributors

 Dell Technologies

 Google

 HONDA
The Power of Dreams

 Johnson & Johnson

 JPMORGAN CHASE & CO.

Impressive Examples of Support

Support of partner organizations among BDR member companies to accelerate the reach of supplier diversity and drive economic impact is impressive.

Johnson & Johnson provided financial support for the National Minority Supplier Development Council (NMSDC) Certificate of Excellence program in 2022, which is designed to broaden the capabilities of minority-owned businesses to compete globally. More than 80 select NMSDC-certified women and minority business enterprises benefited from coaching relationships with corporate leaders and mentors as well as instructional seminars delivered by the Rutgers University Business School, subject matter experts from Johnson & Johnson, and multiple industry partners.

Johnson & Johnson is a founding sponsor of the Diverse Manufacturing Supply Chain Alliance (DMSCA) Foundation's training program to incorporate digitalization modules and assessments to build the capabilities of suppliers. DMSCA is an organization dedicated to improving supplier and manufacturer business relationships. David Burton, DMSCA Founder and CEO, called the sponsorship "foundational" in DMSCA's development growth and global recognition as a thought leader in small- to mid-sized manufacturing development support.



"WeTHRIVE Digital is an incredible immersion into the digital marketing arena. For a new founder, I have learned so much. This program is really fast-paced and it's a great way to get up to speed quickly. Even if I may not become an expert in all the areas of digital, this program gave me the foundation I need to get started and to be able to lead others."

Mara Smith, Participant
Founder/CEO, Inspiro Tequila

Dell, which espouses that effective supply-chain resiliency depends on its direct engagement with diverse suppliers, partnered with the Women's Business Enterprise National Council (WBENC) to hold the Women in Tech (WiT) program. The program brought together women-owned suppliers in the tech sector to help them navigate engagement with large global companies, representing various key aspects of technology, including cybersecurity, software, Internet of Things and IT manufacturing. Some WiT program participants have gone on to win proposals from Dell and other large companies.

Google has partnered with WBENC to launch the WeTHRIVE Digital Program. WeTHRIVE is an interactive, virtual executive education program via the Google Classroom platform that seeks to elevate the understanding of women business enterprises (WBEs) to the importance of innovation in business, with a specific focus on digital transformations and building a strong digital presence for their businesses through effective online marketing strategies. The program structure is designed to facilitate learning, promote understanding through application, and provide networking opportunities for all participants. WBEs will not be required to pay any fees unless they cancel after acceptance or do not successfully complete the program.

JPMorgan Chase & Co. is an active partner with the National LGBT Chamber of Commerce (NGLCC), the only national advocacy organization dedicated to expanding economic opportunities for the LGBTQ business community, in an effort to increase the number of LGBTQ certifications through a scholarship program that covers the cost of certification for eligible businesses. The NGLCC partnership with JPMorgan Chase also creates opportunities for LGBTQ entrepreneurs to grow and scale their businesses through free Chase for Business educational courses, which include topics such as navigating cash flow and digital marketing.

Justin Nelson, Co-Founder & President, NGLCC, says his organization received support from partners for its Communities of Color and Transgender and Gender Expansive Initiatives that are aimed at empowering these communities to grow and scale. "These unique partnerships demonstrate the shared belief that diversity strengthens the business landscape and contributes to the success of the national economy, making the American Dream accessible to all," Nelson says.

Nelson says NGLCC certifications are recognized by about a third of all Fortune 500 companies, covering more than 2,000 LGBTQ-owned enterprises.

Honda North America is one of a number of BDR member companies committed to supporting Historically Black Colleges and Universities. For more than 30 years, Honda has sponsored the Honda Campus All-Star Challenge, an academic competition for HBCU students, providing nearly \$400,000 in institutional grants to participating HBCUs in 2022. Honda also provides institutional grants to HBCU music and education programs to schools that participate in the Honda Battle of the Bands (HBOB), the premiere marching band invitational. In 2022, Honda released its four-part docuseries, "Driving the Legacy of HBCUs," which explored various aspects of the HBCU experience using performances, interviews, and notable alumni to tell the HBCU story.

The National Veteran Business Development Council (NVBDC) was recognized by the BDR beginning Jan. 1, 2018, for auditing purposes of BDR member companies that are engaging veteran-owned companies in their supply chains. This recognition has been invaluable to both NVBDC and BDR member companies. NVBDC reports that in 2022 BDR member companies spent more than \$3.3 billion with NVBDC-certified veteran-owned suppliers.

Keith King, NVBDC Founder and CEO, says the partnership with the BDR on certification has given the NVBDC a boost to initiate a global expansion for his organization.

NVBDC announced in 2023 that it has signed a reciprocal agreement with the Inclusive Workplace and Supply Council of Canada (IWSCC) to accept its certification of Canadian Veterans and vice versa. "We are working with the IWSCC to find U.S. veteran business owners operating companies in Canada and to get them certified by NVBDC. We've talked to senior-level government officials in several European countries already, and they want us to work with them to create a similar program for their vets, as we seek expats running businesses in their countries," King says.

Disability:IN, also recognized by the BDR in 2018 for certifying Disability-Owned Business Enterprises (DOBEs), announced in 2023 that its network of those businesses has grown to more than 500. Disability:IN says this number comprises individuals with disabilities whose

unique perspectives, stories and backgrounds are making waves across business, including Dana Arnett of Wicked Bionic, a woman-owned and LGBTQ-owned multicultural media agency in Los Angeles. Arnett credits the Disability:IN network for its "inclusive efforts that are vital for all of us diverse business owners."

BDR-Recognized Certifying Organizations

The BDR supports diverse suppliers certified by one of these third-party certification agencies:

UNITED STATES

- National Minority Supplier Development Council (NMSDC)
- Women's Business Enterprise National Council (WBENC)
- National LGBT Chamber of Commerce (NGLCC)
- National Veteran Business Development Council (NVBDC)
- Disability:IN

GLOBAL

- Centro de Integração de Negócios (INTEGRARE) (Brazil)
- Canadian Aboriginal and Minority Supplier Council (CAMSC)
- South African Minority Supplier Diversity Council (SASDC)
- Minority Supplier Development UK (MSDUK)
- Minority Supplier Development in China (MSDChina)
- Supply Nation (Australia)

why ESG

Sharon Castillo is Principal of SB Services Inc., a consulting firm focused on business process improvement with a core expertise in Supplier Diversity and Corporate Sustainability. Castillo serves as auditor for determining membership in the Billion Dollar Roundtable (BDR) and offers this essay on ESG reporting.



Global Focus on Sustainability

The world faces many challenges where decisions made now can forever alter the way we live. From global warming driving extreme weather patterns . . . to widening income gaps, shifting population demographics, and civil unrest. What will it take for our world and the corporations and people that live on it to be able to sustain themselves over the long term?

A global focus on Sustainability and ESG couldn't come at a more applicable point in time. ESG reporting provides a framework for corporations to begin measuring a wide variety of metrics to address these challenges. More than 90% of S&P 500 companies now publish some form of ESG reports, as do approximately 70% of Russell 1000 companies¹.

The ESG reporting community realized some time ago the supply chain's impact on the world is far greater than any impact the company can make on its own. To maximize impact, ESG reporting now extends to at least some, if not all, of a company's incumbent

suppliers, and it is even considered when onboarding new suppliers.

Required reporting metrics vary depending on the reporting framework used and who the information is being provided to. While U.S. reporting requirements are evolving, many companies doing business in the European Union (EU) will need to report their actual 2023 performance starting in 2024 on a variety of environmental and social impact metrics. This applies to large and small EU corporations as well as multinationals doing business there.

Bringing Suppliers Along

It is critical for corporations to bring along their suppliers – including those that are diverse – to participate in this global movement by educating them on what ESG reporting is and why it is important. Today, 76% of BDR corporate members solicit ESG information from their suppliers and 66% include diverse suppliers as part of that process. From a supplier's perspective, the ability to provide ESG reporting lays a road map for improving their own operations and provides

a competitive edge. In fact, 68% of BDR members indicated their Diverse suppliers provide sustainable products and/or services.



Solicit ESG information from their Tier 1 Suppliers



Solicit information from their Tier 1 Diverse Suppliers

1. "Does ESG Really Matter – and Why?", McKinsey Quarterly, August, 2022

impact through ESG

In 2023, ESG remains top of mind for BDR member companies. No matter the industry, everything corporations do these days links in some way to ESG – Environmental, Social, and Governance. The ESG framework, under which corporations illustrate to stakeholders how they succeed in managing risks and opportunities surrounding sustainability, relates corporate results based on business activity.

As the BDR is foremost an advocacy organization for empowering diverse businesses via deliberate procurement spend within corporate supply chains, the practice of supplier diversity and the programs and initiatives it produces has emerged as a priority within the Social element of ESG. In fact, the responsibilities of many supplier diversity leaders have been expanded to include supply chain sustainability because of the tie-in to ESG.

One aspect of ESG Social: direct engagement with communities where corporations operate to create positive impact – such as when a company donates a percentage of corporate profits to community causes or encourages employees to volunteer on community projects –

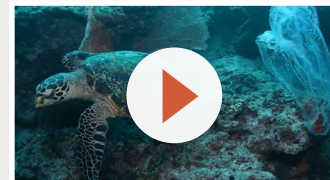
falls within the construct of diverse supply chain engagement. Supplier diversity, as this report outlines, increasingly is measured by the economic and community activity corporate spend dollars generate, such as with jobs and wealth creation. This is the bottom-line cause and effect of the practice of supplier diversity.

Here are how some BDR member companies create impact through addressing ESG:

Cummins

Cummins, which designs, manufactures and distributes engines, filtration and power generation products, identifies activities within its supply chain that contribute to environmental

pollution and engages with its supply base, including diverse suppliers to assist in getting the job done.



CUMMINS **Planet 2050**

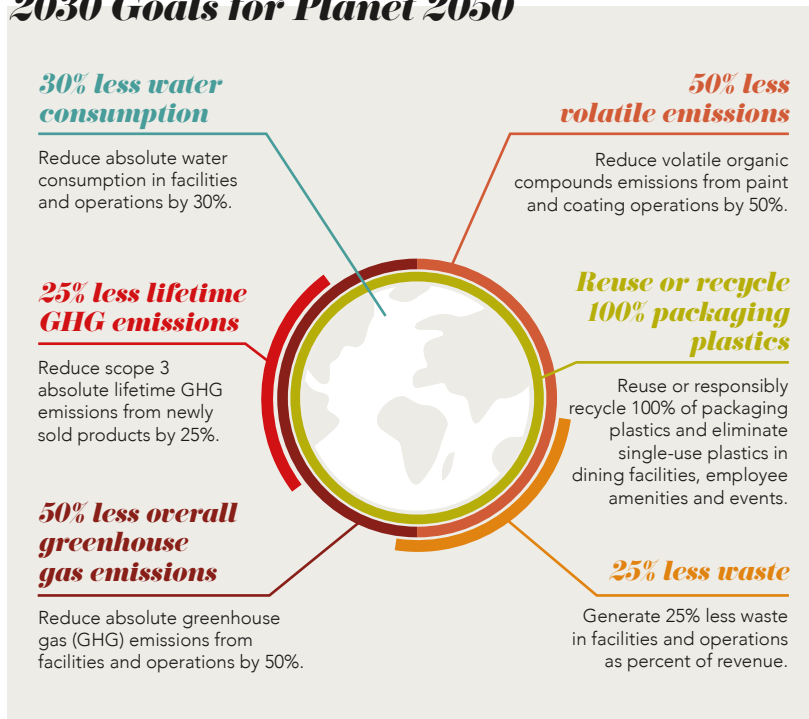
Cummins' next generation environmental sustainability strategy looks out to 2050, setting quantifiable goals for 2030 along with visionary longer-term aspirations to 2050. The audacious and exciting strategy affects Cummins and its stakeholders positively.

Contributors

avis budget group



2030 Goals for Planet 2050



One of the top contributing areas of environmental pollution is the transportation of goods. According to the U.S. Environmental Protection Agency (EPA), air pollution emitted from transportation contributes to smog, and to poor air quality, which have negative impacts on the health and welfare of U.S. citizens. Pollutants that contribute to poor air quality include particulate matter (PM), nitrogen oxides (NOx), and volatile organic compounds (VOCs), according to the EPA, and the transportation sector is responsible for a great share of these emissions. Cummins partners with its suppliers to find ways to reduce the carbon footprint from its operations relative to its Cummins PLANET 2050 project, which has set ambitious targets over the next several years to reduce greenhouse gases, and other corporate goals. "It is critical that we find companies that have similar values to collaborate with us," said Helena Hutton, Cummins



Lee Moore
BSM Logistics LLC President

Senior Director, Procurement Center of Excellence – Environmental Sustainability and Supplier Diversity.

One Cummins diverse supplier, BSM Logistics LLC, a trucking and logistics firm based in Indianapolis, Ind., that specializes in both inner city delivery to long haul over the road services, is contributing to the company's environmental efforts. BSM Logistics President Lee Moore, who has been in trucking throughout North America for more than 40 years, said he positions his company to help his corporate clients like Cummins to reduce emissions.

"In anticipation of the new emission requirements and our customers' demand for a holistic strategy, we continue to upgrade our infrastructure to offer a dynamic approach for our customers from boxed trucks and electric trucks for smaller loads to semi-trailers for larger loads," Moore said. "We are

also working to track the savings we are producing for our customers to help them with their metrics and reporting against corporate goals."

Procter & Gamble

In September 2021, consumer goods multinational Procter & Gamble (P&G) set a new ambition to achieve net zero greenhouse gas (GHG) emissions across its operations and supply chain, from raw material to retailer, by 2040. P&G also shared a Climate Transition Action Plan that outlines a comprehensive approach to accelerating climate action and the key challenges ahead. In addition to the details of P&G's net zero ambition, the Climate Transition Action Plan covers the entire lifecycle emissions of P&G products and packaging, across supply chain, operations, consumer use of the products, and product end of life.



“Our Ambition 2030 & 2040 goals support our company and brands’ ability to positively impact our homes, our communities and our planet, by improving the livelihoods of people across our operations, supply chain and the communities we serve. We are continuing to create products that encourage responsible consumption, reduce our manufacturing footprint, and strive for more circular approaches in our supply chain. We cannot achieve these goals alone. This will require partnership across the private, nonprofit and public sectors and involve every aspect of our business.”

Jo Haight
Procter & Gamble Senior Director,
Supplier Citizenship

Avis Budget Group

Avis Budget Group is committed to advancing its ESG strategies by advancing a leading role in the transition to a sustainable economy and fostering a more just, fair and equal workplace and society. In 2020, Avis Budget Group established a comprehensive ESG strategy with a 10-year plan to achieve a 30% reduction in greenhouse

gas emissions by 2030. To realize this goal, Avis Budget Group focused on providing sustainable transportation options globally, collaborating with innovative partners, and implementing electric vehicles on a large scale, such as investing in electric infrastructure at airports to support the expansion of electric vehicles. Avis Budget Group has diverse suppliers involved throughout the project’s progression, relying on these suppliers’ collaboration and expertise to achieve its vision, including the 2023 high-profile launch of EV charging stations at Houston’s George Bush International Airport. Avis Budget Group says it anticipates the need for continued collaboration at local and national levels and has pledged to actively involve diverse suppliers in the process going forward.

Bank of America

With a \$2 billion annual supply chain spend with diverse suppliers, Bank of America ties supplier diversity and responsible sourcing, setting a target to have 70% of its global suppliers, by spend, set greenhouse gas emissions reduction or renewable energy targets by 2030.

In describing its goals as sustainable finance, Bank of America already is carbon neutral in its operations, including procuring all of its electricity from renewable sources. In 2022, Bank of America announced 2030 targets for reducing emissions

associated with financing activities related to auto manufacturing, energy and power generation.

As part of its commitment, Bank of America CEO Brian Moynihan serves as chair of the Sustainable Markets Initiative (SMI), which was launched by His Majesty King Charles III in his former role as His Royal Highness The Prince of Wales. Moynihan convened the 200 active CEO members of the initiative throughout 2022, including at the 27th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP27), to help drive collective creativity, innovation and capital mobilization toward sustainability.

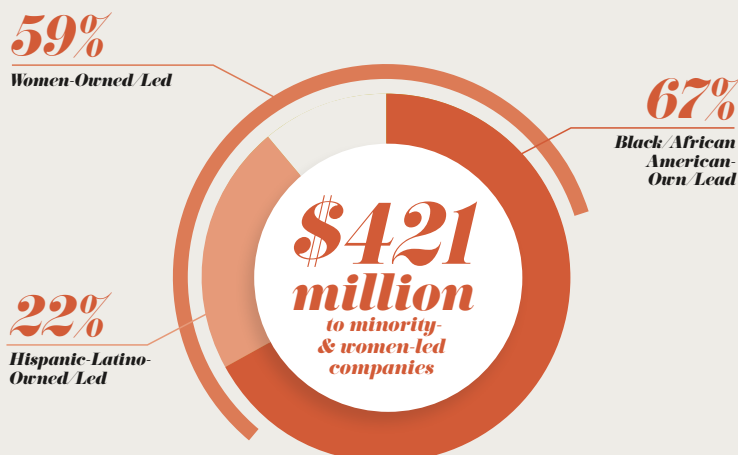
Bank of America works on sustainable finance initiatives with clients, suppliers and partners that have their own plans to address the need for energy affordability, sustainability and security, noting that as a global financial institution it offers support with comprehensive financial solutions, including lending, capital raising, advisory and investment services.

70%

Bank of America has set a target to have 70% of its global suppliers, by spend, set greenhouse gas emissions reduction or renewable energy targets by 2030.

Generating Economic Opportunities

In 2022, Bank of America committed \$421 million to more than 130 funds. The funds are approximately 67% Black/African American-owned/led, 22% Hispanic-Latino-owned/led and 59% women-owned/led and has as a goal to invest in an estimated 2,000-plus minority- and women-led companies over five years.



In supplier diversity, Bank of America provides capital through funds led by diverse managers for underresourced business owners and entrepreneurs and is helping women entrepreneurs and entrepreneurs of color establish and grow their businesses locally to generating economic opportunities that create jobs and build wealth. The bank, for instance, noted in its 2022 annual report that it has committed \$421 million to more than 130 funds that are approximately 67% Black/African American-owned/led, 22% Hispanic-Latino-owned/led and 59% women-owned/led and has as a goal to invest in an estimated 2,000-plus minority- and women-led companies over five years.

CDW

CDW, the technology products and services company, points to significant progress it has made in 2022 with its ESG program, including strengthening the leadership and governance of the program by appointing a global head

of ESG and designated risk and ESG business leaders across its enterprise. Another initiative is the creation of a Climate Task Force that is designed to drive climate awareness within CDW and lead the development of its global climate strategy. In early 2023, CDW made the strategic decision to align its ESG efforts with the United Nations Sustainable Development Goals, specifically targeting goals it believes its people, portfolio, partnerships and practices enable the company to make meaningful contributions.

General Motors

General Motors, which adheres to the moniker “we pioneer the innovations that move and connect people to what matters,” involves diverse suppliers in its electrification initiatives, sponsoring an Electric Vehicle (EV) Immersion Symposium in collaboration with its supplier diversity team that focused on training its diverse supply base on GM’s EV strategy and its Ultium electric vehicle battery platform.

Electrification is the centerpiece of GM’s vision for a world with zero crashes, zero emissions and zero congestion.

During the symposium, GM’s EVs, EV supply chain, and supply chain resiliency were discussed, all areas of high importance for its Global Purchasing and Supply Chain business units. GM said it will continue events like the immersion symposium to help develop skills with diverse suppliers that align with GM’s long-term goals to ensure diverse suppliers can grow with it. During this half a day symposium, the supplier diversity team was able to educate more than 100 diverse supplier partners.

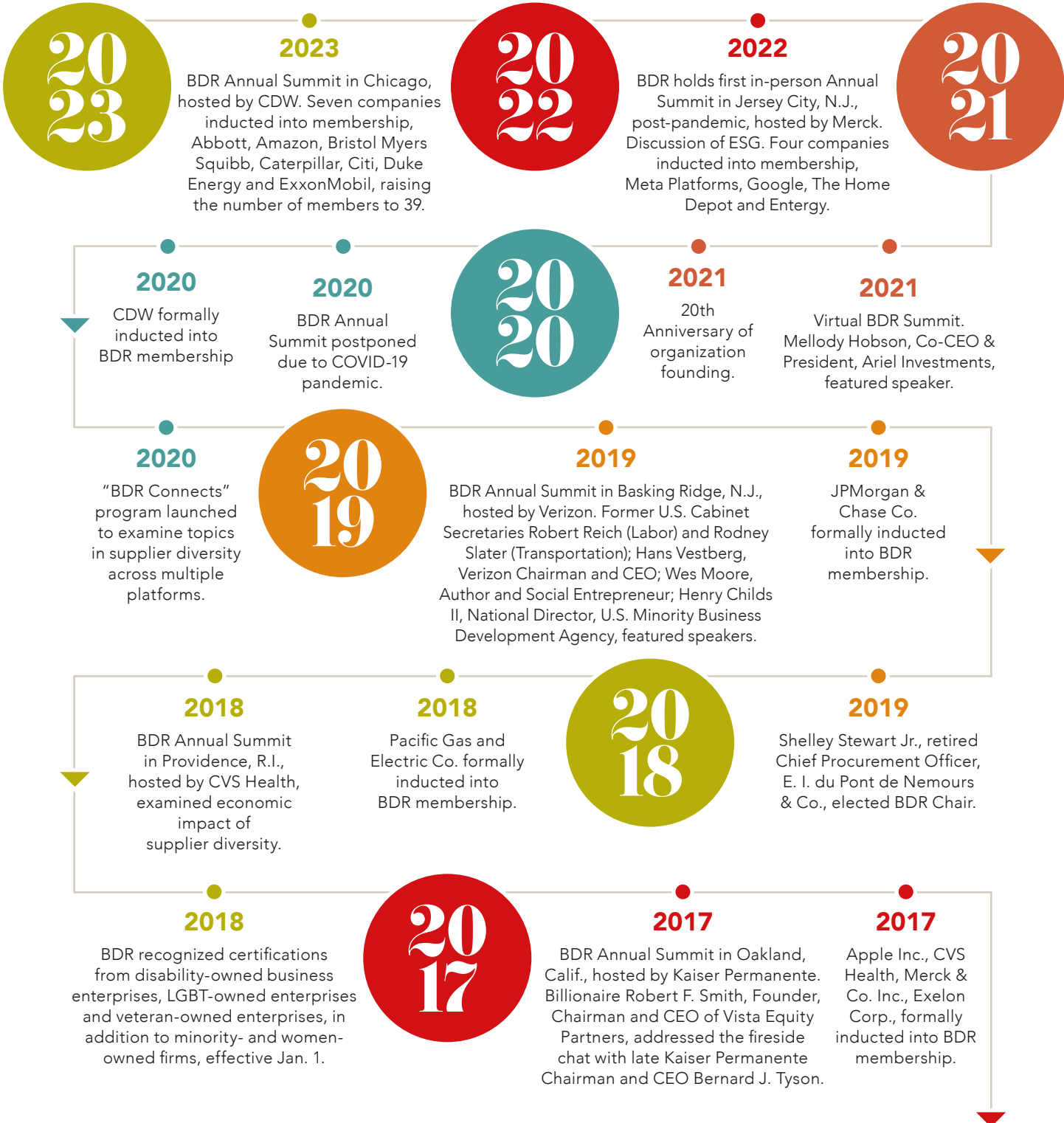
Comcast NBCUniversal

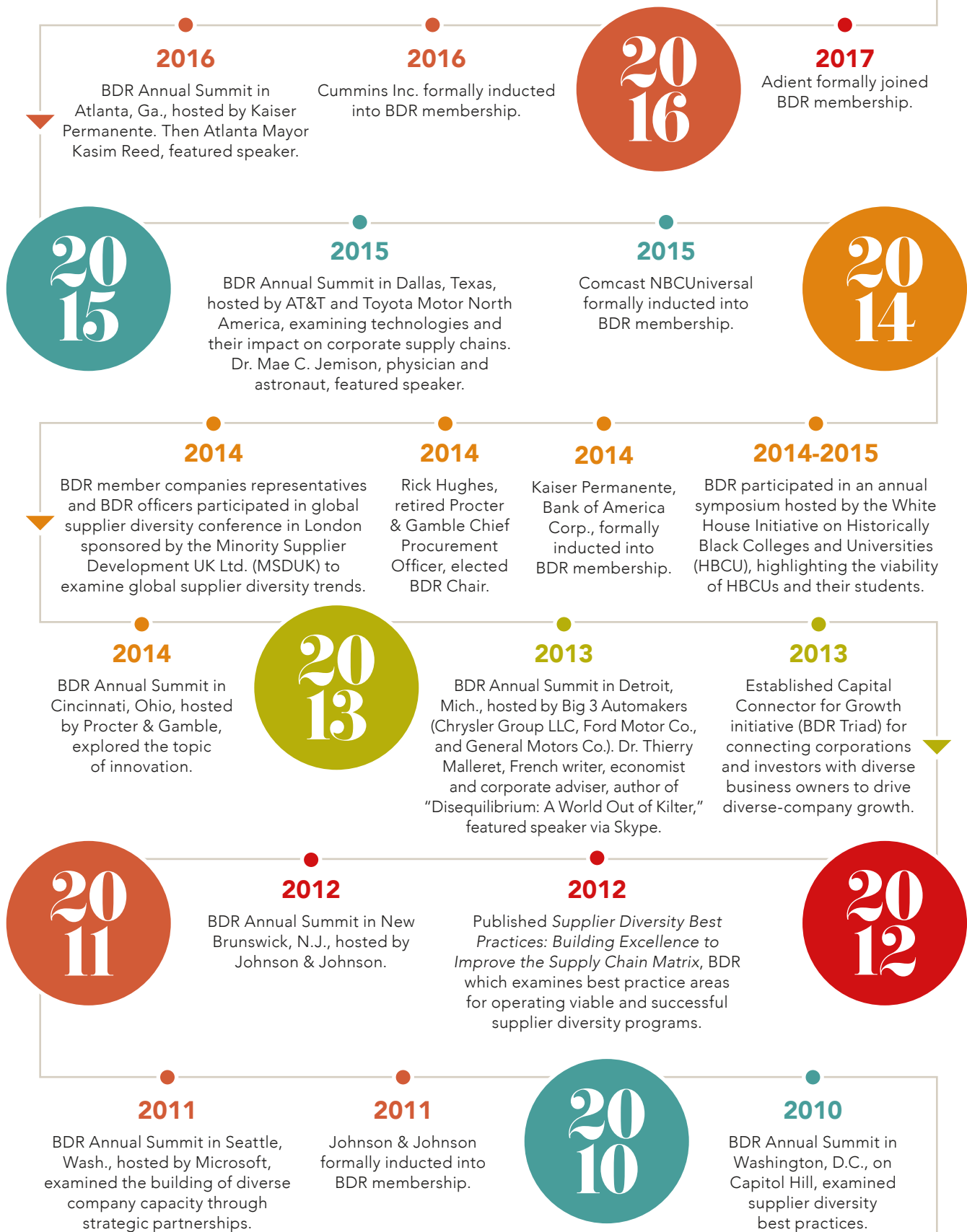
Comcast NBCUniversal issued a \$1 billion green bond in early 2023 that allowed investors to support environmental efforts that are either underway or under consideration as part of the company’s goal to be carbon neutral by 2035. Proceeds from the green bond will be allocated to specific categories outlined in Comcast NBCUniversal Green Financing Framework, such as renewable energy and green buildings.

The inaugural green bond offering was led by Bank of America and co-led and underwritten by four nationally recognized minority-, women-, and service-disabled veteran-owned investment banking firms with which Comcast NBCUniversal has strong historical ties. ■

Billion Dollar Roundtable (BDR)

timeline







2008

BDR Annual Summit in New York City, as follow-up to 2006 summit on supplier diversity best practices in Advertising/Marketing.

2009

BDR Annual Summit in Arlington, Va., hosted by Verizon and Tuck School of Business, Dartmouth College. Karen Mills, head of the U.S. Small Business Administration, among featured speakers.

2009

Avis Budget Group, Microsoft Corp., formally inducted into BDR membership.



2008

Honda North America, Dell Inc. (now Dell Technologies Inc.) formally inducted into BDR membership.

2008

William "Bill" J. Moon, retired vice president of procurement services for UPS Inc., elected BDR Chair, succeeding interim Chairman Jethro Joseph, retired, Chrysler LLC.

2008

Don McKneely elected BDR Chairman Emeritus after seven years of service as Chair.

2007

BDR Annual Summit in New York City, examined business case for international supplier diversity.

2007

The Boeing Co., The Kroger Co. formally inducted into BDR membership.



2008

BDR conducted "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, Wis., headquarters.



2006

BDR Annual Summit in New York City hosted by Altria Group, examined supplier diversity best practices in Advertising/Marketing.



2005

Procter & Gamble Co., Toyota Motor North America formally inducted into BDR membership.

2001

BDR Charter Companies at founding: AT&T Inc., IBM Corp., Wal-Mart Stores Inc., Verizon Communications Inc., General Motors, Ford, DaimlerChrysler (now Stellantis)



2004

Sharon Patterson assumed BDR leadership.



2001: BILLION DOLLAR ROUNDTABLE FOUNDED

Co-Founders Sharon Patterson, retired, Kraft Foods; Don McKneely, publisher MBN USA; and Shirley Harrison, retired, Altria Group, establish Billion Dollar Roundtable organization to promote and share best practices in corporate supply chain diversity excellence.

thank you

to all who contributed to this report

In preparing this second BDR Global Economic Impact Report, we want to thank the Billion Dollar Roundtable member companies for never becoming complacent and for pushing their leadership and stakeholders to embrace this industry of Supplier Diversity during a time when ESG is further lifting community growth. Our 2023 report is a testament to your thought leadership and best-practices collaboration. We need to keep diverse-owned businesses at the forefront of our strategies to help make our respective organizations stronger along with the communities that diverse-owned businesses serve. This leads to generations of families with improved economic

prosperity, which enhances the economic profile of BDR member corporations and their diverse-owned business partners.

As we note earlier in this report, the collective diversity spend of BDR member companies in 2022 resulted in \$320.5 billion in estimated economic impact. That is quite a number that we predict surely will continue to grow.

Thank you also to BDR co-founders Sharon Patterson, Don McKneely and Shirley Harrison for the vision to create this voluntary membership organization more than two decades ago that allows corporations to work together to make a difference

around the globe. Also, a hearty thanks to current BDR Chair Shelley Stewart Jr. for your leadership, welcoming new members and inspiring all of us to continue to challenge the status quo.

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Camille Geiger, Boeing

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