

ELEVATING

DIVERSITY, EQUITY AND INCLUSION



2021 DIVERSITY REPORT



DIVERSITY, EQUITY
& INCLUSION

MISSION STATEMENT

JM Family is committed to fostering diverse talent across all levels and roles, and to advancing a more inclusive workplace where every associate's voice is heard and matters.

TABLE OF CONTENTS

Welcome Message from the Executive Vice President of Human Resources and Legal	>	5
2021 Highlights	>	6
Strategic Priorities for Progress	>	8
Commitment and Support		9
Workforce Development		10
Community Alignment		11
Business Unit Spotlight	>	12
Our People Data	>	13
Glossary of Terms	>	17
Elevating Our Future	>	18



WELCOME LETTER

from the Executive Vice President
of Human Resources and Legal



To Our Associates, Business Partners and Friends,

JM Family operates with the understanding that everyone is valued, and that our family of associates can only reach its highest potential when every voice is heard. We hold ourselves accountable for ensuring all associates – regardless of their role within the company, gender, race, ethnicity, age, sexual orientation, gender identity or religious affiliation – know they belong.

The foundation of this philosophy is rooted in our five core values, which is strengthened by the unique viewpoints, backgrounds and experiences of each associate. And two years ago, we found ourselves on a renewed mission to elevate our diversity, equity and inclusion even higher.

In 2020, we made it a priority to expand our awareness and foster a deeper learning and respect for the many diverse cultures and religions that make up both our workplace and the world. Our commitment also extended beyond our walls, and we continued to lend our voice and support our associates and customers, as well as our community partners.

In this report you will find the efforts we accomplished in 2021 to continuously grow our diversity, equity and inclusion (DE&I) and pave our trail forward. We are proud of the steps we have made since the start of our DE&I journey, but we recognize that the work does not end here. We look forward to sharing many more accomplishments in the coming years.

Carmen S. Johnson

Carmen S. Johnson
Executive Vice President,
Human Resources and Legal

> 2021 HIGHLIGHTS

Below are four key accomplishments we achieved in 2021 toward creating a more inclusive and equitable workplace and community.



More than **\$1 million** in DE&I-focused contributions to community partners.



48% of associates hired in 2021 represented diverse minority populations. *A 14% increase from 2020.*



More than **100** DE&I learning opportunities and assets were made available to associates.



Additional **\$450,000** committed to JM Family DE&I initiatives.



ASSOCIATE VOICES

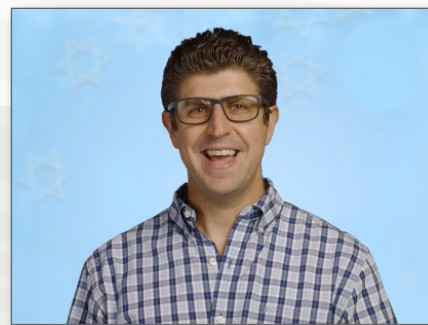
We believe the best way for our associates to catch a glimpse into cultures different from their own is through their fellow associates. Click the thumbnails below to watch a small sampling of the more than 30 Associate Voices videos we have shared.



Black History Month



Asian American and Pacific Islander Heritage Month



Jewish American Heritage Month



Hispanic Heritage Month



LGBTQ+ Pride Month



National Disability Employment Awareness Month

> OUR STRATEGIC PRIORITIES

We are growing diversity, equity and inclusion at work and across our communities.

At JM Family, we know that diversity makes us stronger — more innovative, agile and resilient. Our path forward for DE&I is to shift from commitment to action. As an organization we have identified three strategic priorities — **Commitment & Support**, **Workforce Development**, and **Community Alignment** — to guide us on our journey. These priorities were identified based on consultation with leaders from each business unit, and feedback from our associates and external community partners. Being specific in our research-based approach was critical, especially when there is always more progress to be made.

1 COMMITMENT & SUPPORT

Build an inclusive workplace where everyone knows they belong.

2 WORKFORCE DEVELOPMENT

Sustain and improve diversity within JM Family.

3 COMMUNITY ALIGNMENT

Support and partner with organizations in our community that promote equality and economic opportunity.

3 Strategic Priorities for Progress

COMMITMENT & SUPPORT

Champion a Culture of Inclusion

We are broadening and deepening our leadership commitment and accountability as we create an inclusive culture where everyone feels a sense of belonging. Across the enterprise, we:

- Created new positions within our Human Resources team that focus on advancing DE&I concepts into our culture.
- Recognized the diversity that exists among us by launching 15 cultural educational campaigns to elevate our associates' voices. Campaigns included: Black History Month, Women's History Month, Asian American and Pacific Islander Heritage Month, Juneteenth, LGBTQ+ Pride Month, Hispanic Heritage Month, and National Disability Employment Awareness Month. These cultural celebrations along with our DE&I Book Club, provided everyone a chance to participate and learn about the diverse backgrounds of their colleagues.
- Shared our associates' voices and their life experiences in more than 30 videos to gain a greater appreciation and understanding of each other's perspectives. Associate storytelling played an integral role in helping us foster connections, build empathy, and strengthen inclusion and camaraderie across the organization.
- Activated 15 associate Champions across the enterprise to advocate and promote awareness that aligns with our organizational commitment to DE&I concepts and provided them the opportunity to become certified DE&I Champions through ExecOnline's Yale Diversity program.

- Expanded our support for affinity groups and worked to establish three new groups including Parents Connect, Pride Network, and a Veterans and Military Families Group. We rebranded Young Professionals as Rising Leaders to increase inclusivity and welcome associates of all ages. We also assisted Women in Leadership in building up their membership enough to establish multiple chapters.
- Listened to the "voice" of our associates by analyzing more than 5,800 comments submitted through engagement surveys, leading focus groups, reviewing comments on our intranet, and implemented strategies and programs based on their feedback.

“The company is doing a very good job building the foundation. I think the DE&I initiatives will grow organically over time, based on the suggestions and requests of associates.”

- JM Family Associate



WORKFORCE
DEVELOPMENT

Sustain and Improve Diversity within
JM Family

At JM Family, we strive to have a diverse workplace that reflects the communities where we live and work. This year, we prioritized initiatives to improve diversity hiring, educate our leaders on diversity concepts and make more learning opportunities available to our associates. To enhance hiring and learning, we:

- Invested time and resources for our Talent Acquisition (TA) department to improve diversity hiring. TA advisors are using specific sourcing strategies to target diverse candidate pools from Professional Associations (like Women in Trucking), Historically Black Colleges and Universities (HBCUs), and online networks.
- Introduced Defining Moments, an innovative learning program designed to advance authentic dialogue, grow DE&I awareness among our leaders, enhance capability and promote allyship. Our goal is to have our more than 1,000 supervisors and above attend this session by early 2023. We have worked with more than 200 leaders to customize our content and intentionally craft it to align with our culture.
- Partnered with external consultants and speakers to create and deliver a quarterly DE&I-focused JM Family Way Leader Speaker Series.



“ Please continue increasing visibility to our DE&I metrics and providing training to our associates on DE&I-related topics.”

- JM Family Associate

- Updated the content on our DE&I intranet space monthly to offer associates an opportunity to deepen their understanding of the fundamentals of diversity, equity and inclusion. This led to more than 100 educational assets being made available to all levels – DE&I is now the top material retrieved within our Learning Management System.

COMMUNITY
ALIGNMENT

Growing Our Impact

Supporting the regions where our company operates is a decades-long legacy within JM Family. We will continue to contribute financially and with the commitment of our personal time and energy to partners like the Youth Automotive Training Center, Habitat for Humanity, Boys & Girls Clubs, Big Brothers Big Sisters, United Negro College Fund (UNCF), 100 Black Men, YMCA, Youth In Need and many more organizations that focus on aiding minority communities. It is more important than ever to support these organizations, and in 2021, to realize our goal of making a difference in our communities as a leading company for DE&I, we:

- Made more than \$1 million in DE&I-focused contributions to community partners whose efforts align with JM Family’s strategic priorities.
- Made significant investments in two national organizations dedicated to the fight for racial equality by expanding our existing partnership with the National Urban League and the UNCF.
- Piloted the Legal Diversity Pipeline Program course as part of an inaugural partnership between JM Family Enterprises, Street Law, Inc. and Deerfield Beach High School.
- Expanded our relationship with United Way of Northeast Florida in preparation for sponsoring the 2022 Jacksonville Civil Rights Conference.

“ Let’s continue to increase our voice and commitment to those who have not historically had a voice and that remain underserved in our society.”

- JM Family Associate



> BUSINESS UNIT SPOTLIGHT

Our associates are taking the lead driving DE&I across all businesses, functions and regions.

To build greater leadership commitment and accountability, we collaborated with business unit leaders to create a DE&I commitment plan that will weave diversity, equity and inclusion into their people strategies.



In addition to supporting, consulting, and working within the business units, leaders across our JMFE departments have increased listening opportunities with associates and engaged in DE&I learning sessions to further promote inclusive practices. Departments such as ITS embedded DE&I within its annual Hackathon competition, and teams were judged on how many diverse members, including minorities and the equal number of men and women, they had.



Identified four vice presidents to lead business unit-wide DE&I initiatives that include associate development, career progression and listening campaigns. They are committed to cultivating inclusion at all levels of the organization and launched DE&I listening sessions with all levels of associates to learn about their experience at JM&A Group. Additionally, leaders have increased transparency of representation data and are reviewing it on a regular basis. Our leaders are using inclusive techniques to broaden discussions on tackling business challenges.



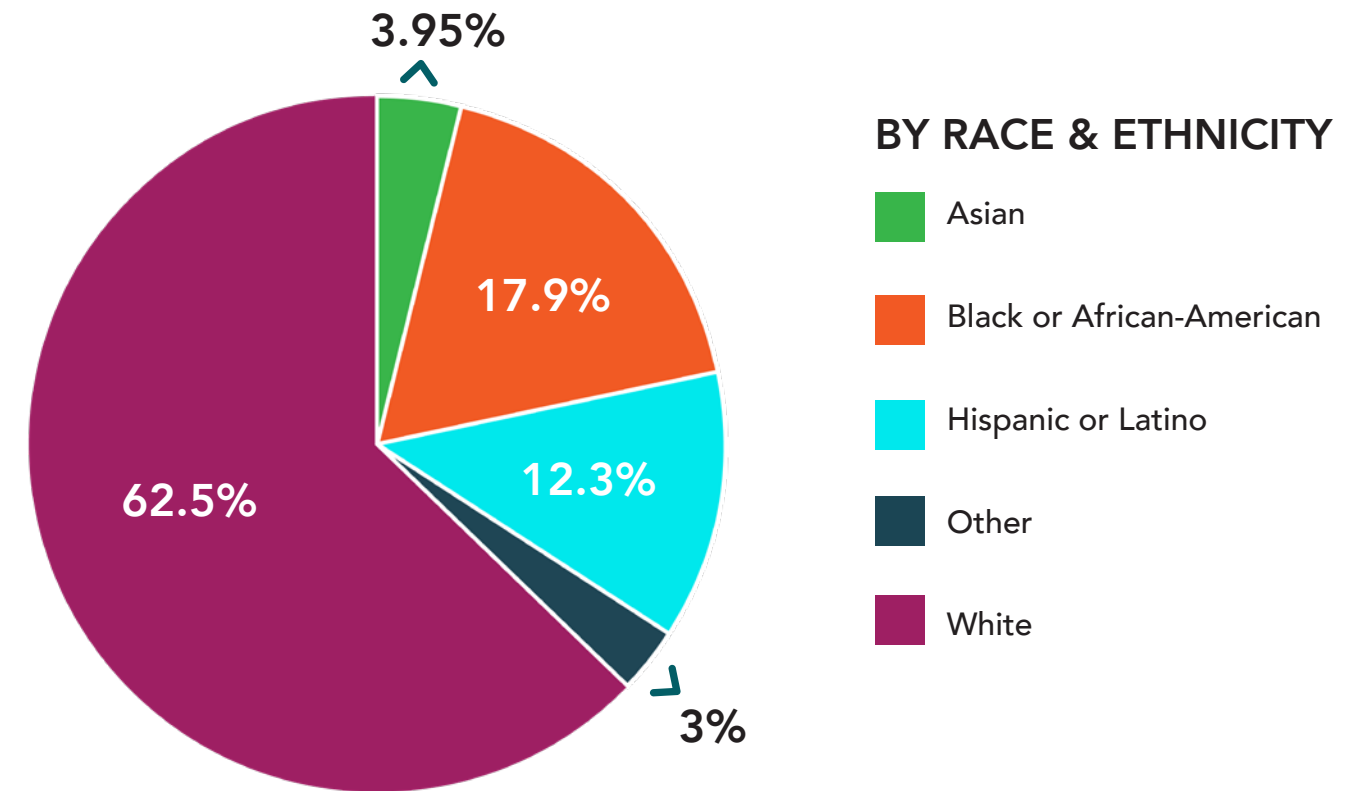
Assessed the needs of its associates and customers, and identified three key areas – associate development, succession planning and recruitment – in which DE&I can be prioritized. Leveraging metrics, the business unit created a quarterly dashboard to monitor representation across all levels of associates, which increased awareness among senior leaders. SET was also the first to pilot several diversity leader education programs that were eventually adopted by all business units. Additionally, SET partnered with Toyota Motor North America to increase equity through two National Automobile Dealers Association programs, one of which develops and trains high-potential minority and female dealership associates, and the other that consults with diversity dealers that are underperforming to help them improve profitability and identify process improvement opportunities.



Established its first Diversity Council focused on embracing and integrating DE&I across several business priorities. The council is comprised of associates from multiple backgrounds, locations and skillsets. By creating a diversity council, both leaders and associates within the group are working in partnership to encourage a more inclusive environment, promote workforce diversity and increase innovation by encouraging associates to express their unique and diverse perspectives at work. To further promote accessibility for our Spanish speaking customers, SET Finance created a Spanish version of its website.

> OUR PEOPLE DATA

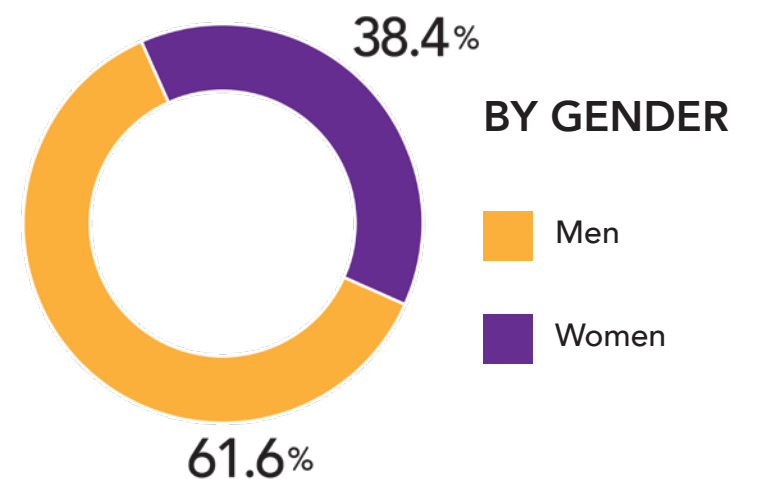
WORKFORCE DEMOGRAPHICS



MINORITIES IN OUR WORKFORCE AT JM FAMILY

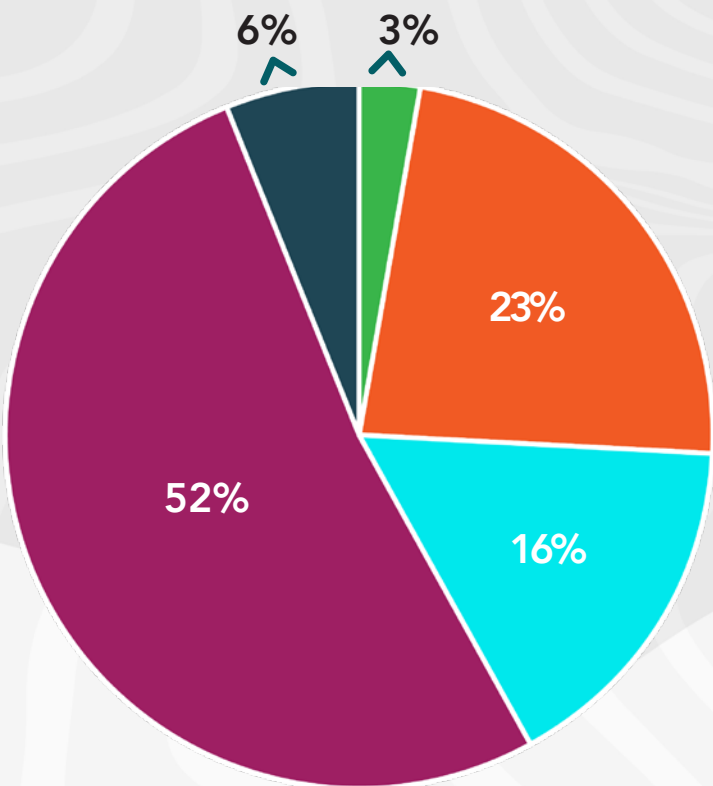
37%
MINORITIES

Up from **34%** in 2016



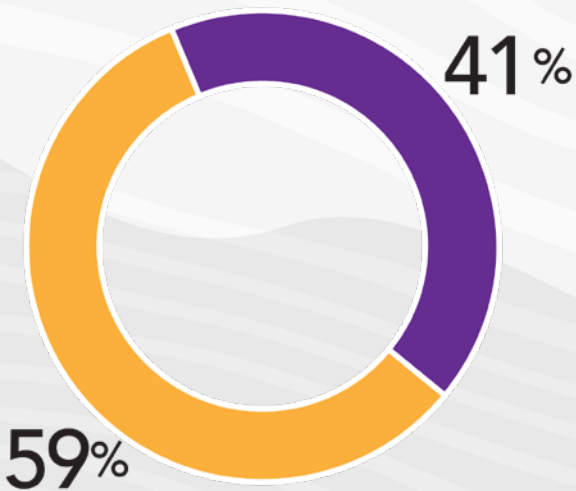
**Data is reflective as of December 31, 2021*

NEW HIRE REPRESENTATION



BY RACE & ETHNICITY

- Asian
- Black or African-American
- Hispanic or Latino
- Other
- White



BY GENDER

- Men
- Women



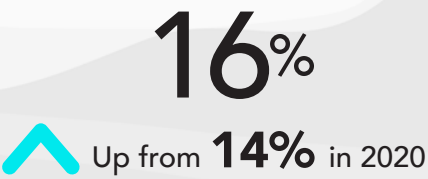
48% of all 365 new hires in 2021 were diverse.

Up from 42% in 2020.

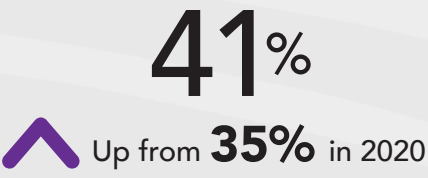
BLACK OR AFRICAN-AMERICAN



HISPANIC OR LATINO



WOMEN



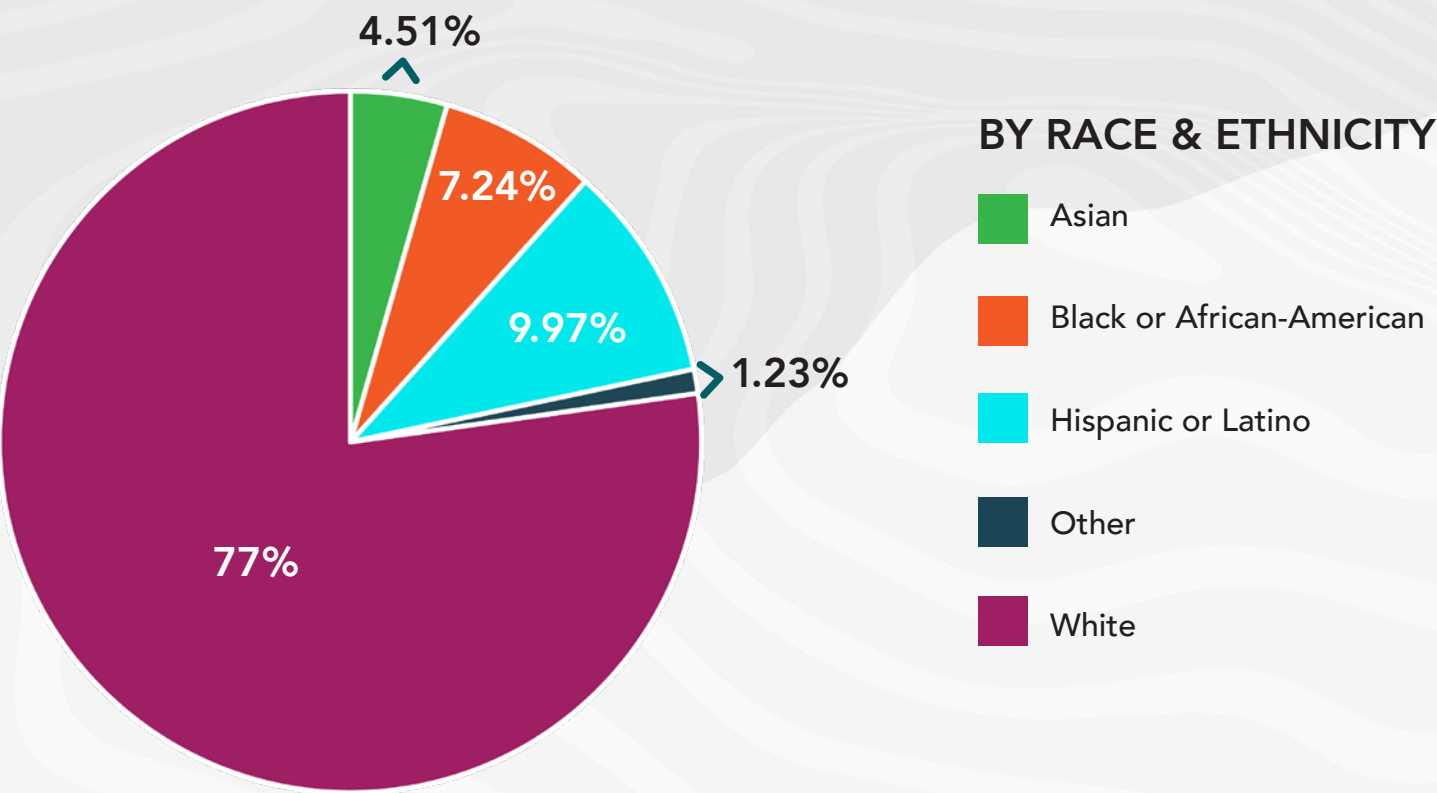
NEW HIRE INITIATIVES

In 2021 we made sizable strides in our efforts to continually improve our recruiting processes and remove bias, resulting in a diverse group of new associates.



We are committed to building a purpose-driven, inclusive culture where everyone is energized to make a difference.

LEADERSHIP REPRESENTATION*



MINORITIES IN LEADERSHIP ROLES AT JM FAMILY

23%
MINORITIES

Up from 19% in 2016

WOMEN IN LEADERSHIP ROLES AT JM FAMILY

37%
WOMEN

Up from 32% in 2016

*Leadership is defined as managers and above.

GLOSSARY OF TERMS

Diversity

The demographic mix of a specific collection of people often focused on representation.

Equity

Structures, systems, processes and initiatives are designed to promote fair treatment, access and opportunity for all people.

Inclusion

The degree to which all individuals are invited and encouraged to participate fully within groups at JM Family.

Belonging

The degree to which everyone can be themselves and has a sense of belonging and community.

Bias

Disproportionate weight in favor of or against an idea or thing.

Allyship

Supporters who help advance the interests of marginalized groups or people.

Race

The categorization of people based on their shared physical traits. An individual's sense of being defined in part, by the membership of a particular racial group is referred to as racial identity.

Ethnicity

A characterization of people based on having a shared culture (e.g. language, food, music, values, beliefs) related to common ancestry and shared history.

Minority

A smaller percentage of a population that is referring to racial, ethnic, social, religious and other groups within the majority. The relevance of the term changes as the demographics of populations change.



ELEVATING OUR FUTURE

Through consistent, meaningful steps, JM Family is on a mission to further progress within our company and our communities.

Our 2021 Diversity Report shows a movement from commitment to action that is being built person by person with small, daily acts of inclusion. Inclusion grows within our teams with every consideration we give to perspectives other than our own.

It perseveres because we never lose sight of its importance or weaken our resolve.



“At JM Family, we are committed to creating a work environment that draws upon the diverse experiences and perspectives of our more than 4,500 associates, supports honest dialogue and leads by example within the community. Each of us has a role to play in championing these important ideals because the journey toward a diverse, equitable and inclusive world never ends.”

- Brent Burns, President and CEO





**JM Family
Enterprises**

Our Family of Companies:



**Southeast Toyota
Distributors, LLC**



**Southeast Toyota
Finance**



**JM&A
GROUP**



JM LEXUS



DATASCAN



**HOME
FRANCHISE
CONCEPTS**



#WeAreJMFamly