



CSR Report 2020

SUBARU CORPORATION
Corporate Social Responsibility Report



Contents

- 001 Contents, Editorial Policy, and Contact Us
 003 Corporate Philosophy, Management Philosophy, and Subaru Global Sustainability Policy

004 **Message from the President**



007 **The Subaru Group's CSR**

Environment

- 032 Environmental Management
 044 Environmentally Friendly Automobiles
 047 Climate Change
 055 Resource Recycling
 060 Water Resources
 062 Biodiversity
 067 Prevention of Pollution
 069 FYE2020 Environmental Performance Data for Plants and Offices



Social

- 078 Respect for Human Rights
 081 Quality: Automotive Business
 084 Quality: Aerospace Business
 086 Making Safe Vehicles
 093 Human Resources
 093 •Human Resource Development
 093 •Training and Education
 095 •Diversity
 097 •Occupational Health and Safety
 100 •Work-Life Balance
 102 •Labor-Management Communication
 103 •Employee Data
 104 Customers
 108 CSR Procurement
 111 Social Contribution



Governance

- 119 Corporate Governance
 133 Compliance
 137 Risk Management



Appendix

- 143 Corporate Overview
 152 Third-party Evaluations
 153 Third-party Opinion on the Subaru CSR Report

GRI Content Index

- 156 GRI Content Index

Editorial Policy

This Report, in line with the Subaru Global Sustainability Policy established in April 2020, outlines our approach to corporate social responsibility (CSR) as well as targets and initiatives for CSR at Subaru Corporation and all its subsidiaries (the Subaru Group). It aims to promote communication with our stakeholders, including customers, shareholders, business partners, local communities, and employees, and to further enhance our CSR-related initiatives.

The descriptions contained in this Report regarding Subaru's product specifications and equipment refer to Japanese specifications, unless otherwise stated.

Target Organizations

In uprinciple, the report covers the Subaru Group (Subaru Corporation and all its subsidiaries). In this report, the "Subaru Group" refers to the Subaru Group; "Subaru" refers to the Subaru Corporation; "affiliated companies (affiliates)" refers to Subaru's subsidiaries in Japan and overseas, including dealers in the Automotive Business; and "group companies" refers to Subaru's subsidiaries in Japan, excluding dealers in the Automotive Business.

Period Covered

- This report primarily concerns the period from April 2019 to March 2020. Some information is provided concerning events outside this reporting period, including the period just prior to publication.
- The departments, titles, etc. of the people introduced in this report are as of the time of writing.

Guidelines Referenced

- GRI Sustainability Reporting Standards
- Environmental Reporting Guidelines (2018 edition) by the Ministry of the Environment, Japan

Period Issued

- Previous issue: August 2019
- Current issue: August 2020
- Next scheduled issue: August 2021

Special Notice on Prospects

This report includes a variety of statements regarding the prospects, plans, forecasts, etc. for the future of the Subaru Corporation and the Subaru Group member companies. Since the statements contained here are based on past events and currently available information, please note that outcomes may differ markedly depending on future economic trends, the company's business environment, and other factors.

Contact Us

Subaru Corporation
Sustainability Promotion Department
Ebisu Subaru Bldg. 1-20-8, Ebisu, Shibuya-ku, Tokyo 150-8554,
Japan

Corporate Philosophy

1. We strive to create advanced technology on an ongoing basis and provide consumers with distinctive products with the highest level of quality and customer satisfaction.
2. We aim to continuously promote harmony between people, society, and the environment while contributing to the prosperity of society.
3. We look to the future with a global perspective and aim to foster a vibrant, progressive company.

Management Philosophy

Aiming to be a compelling company with a strong market presence built upon its customer-first principle.

Subaru Global Sustainability Policy

Until recently, the Subaru Group promoted various initiatives in line with its CSR Policy, revised in June 2009. However, to cope with changes in the social environment and in relationships with our stakeholders, we established the “Subaru Global Sustainability Policy” in April 2020 as a guideline to be shared by all Group employees on a global basis.

This Policy is applied to Subaru Corporation and all its subsidiaries.

Subaru Global Sustainability Policy

We, Subaru Group, are committed to sustainable business practices designed to promote harmony between people, society and the environment in the following ways:

1. Through our business activities, we will contribute to the resolution of various social issues, including the protection of the global environment, and to the creation of a sustainable society.
2. Respecting the quality and originality of our products, we will continue to provide Subaru’s unique value using advanced technologies, and enrich the lives of all those involved with the Subaru Group.
3. As a good corporate citizen in the international community, we respect human rights, diverse values and individuality, and treat all stakeholders with sincerity in every interaction.
4. We strive to maintain and advance the workplace environment so that employees can work safely in peace, and with a sense of satisfaction.
5. We respect international rules and the laws and regulations of each country and region, as well as local culture and customs, and pursue fair and transparent corporate governance.
6. We make use of dialogue with stakeholders to make management decisions, and disclose corporate information in a timely and proper manner.