



Human Resources

The Subaru Group believes that enabling each one of our employees to fully demonstrate his/her ability enhances the attractiveness of the Subaru brand, which in turn leads to sustainable growth of the Group's corporate value.

To this end, it is important to achieve "From a company making things, to a company making people smile" as stated in the view of the Mid-term Management Vision "STEP," and to become a company that is trusted by customers and other stakeholders.

And the key to realizing this is our human resources.

The Subaru Group will work to provide an environment that enables all employees to feel pride in their work and to grow, and at the same time, will reform the corporate culture to create a company that is open to new ideas so that each and every employee can readily and cheerfully speak their mind.



▶ Human Resource Development

Aiming at helping each of our individual employees grow, Subaru not only provides a variety of training programs but also makes efforts into developing global human resources.



▶ Work-Life Balance Initiatives

Subaru works to enhance all kinds of schemes, primarily to support the balance between work and family life to enable each of our individual employees to fully express their unique abilities.



▶ Diversity

Subaru values diversity not only in terms of the uniqueness and values of our employees but also differences in gender, nationality, culture, and lifestyles, and Subaru strives to create workplace environments in which everyone finds it easy to work.

▶ Respect for Human Rights

Subaru clearly states "Subaru respects the rights and characteristics of individuals," and "Subaru does not unfairly discriminate on grounds of gender, LGBT, age, home town, nationality, race, ethnicity, beliefs, religion, social status, physical disability, disease or any other pretext."



▶ Occupational Health and Safety

Subaru's basic philosophy is "Subaru makes health and safety the first priority in all of our work." Based on this, Subaru strives to create systems and structures with the aim of zero disasters and accidents.

▶ Communication with Labor Union

Labor and management establish a relationship of mutual understanding and trust while maintaining communication through such forums as the Labor and Management Council.

▶ Personnel Data



Our Approach to Human Resource Development (HRD)

Subaru has positioned human resource development as an extremely important element in our efforts to achieve our aspiration of “From a company making things, to a company making people smile”, as outlined in “STEP”, our mid-term management vision. Subaru utilizes the personnel system, which consists of occupational skill certification programs, a performance appraisal system, a goal management system, personnel rotations, and the education and training systems, as a tool for the development of human resources, to help employees remain motivated to achieve personal growth.

In addition, SUBARU’s affiliated companies in Japan and overseas promote initiatives in accordance with the business content of each company and regional characteristics.

Fair Evaluations and Support for Development of Skills

In addition to objectively evaluating job outcomes and performance levels for skills through the operation of the personnel system, supervisors and their subordinates share the challenges necessary for growth.

Under the goal management system, all Subaru employees have an interview with their supervisors four times a year (goal setting, interim confirmation, outcome confirmation and evaluation sharing). Note that both men and women are treated properly and there is no gender gap in basic salary.

Establishing the Training System

Subaru has put in place a wide-ranging training system to enable all employees to fulfill the roles required of them at each qualification level.

Rank-specific education takes the form of Newly-Appointed Personnel Training, which is provided to all employees at the time of promotion and tailored to their qualifications. Subaru has established programs that facilitate growth through practice and reflection, to enable employees to certainly demonstrate the abilities specified under the occupational skill certification programs. For regular employees, these mainly focus on problem-solving, while for mid-level and manager class employees, they include human resource development and leadership. In FYE2019, about 2,000 employees took and completed these programs.

In the area of education by job skill, Subaru has established an in-house training program called the Professional Program, for which employees are encouraged to apply, with the aim of acquiring and improving business skills. Subaru also offer support mainly for mid-level employees to attend business schools. In the area of developing globally focused talent, Subaru has developed programs focused primarily on improving foreign language skills and encourages wide-ranging skills development tailored to the challenges and operational needs of individual employees.

Additionally, Subaru offers training for selected staff at the mid-level and manager class levels, with the aim of continually creating next-generation managerial talent.

Education and Training System Chart

Ability-based Grade	Rank-specific Education		Education by Job Skill	Globally Focused Talent Development	Managerial Talent Development	Self-development Support
Manager Class	Newly-appointed personnel training	Career plan training for manager class	Professional programs <Examples> • Logical thinking • Leadership • Presentation • Financial accounting, etc. • Support for attending business schools	Various education programs There is a variety of programs to choose from depending on the level and goal of each employee.	Training for selected staff	Training at each business site /official certification support, etc.
Mid-level /Regular Employee						
New employee training						

Initiatives to Transmit Skills

The transmission of skills at Subaru involves cultivating talent capable of safely and efficiently making high-quality products by improving their ability to adapt to change, ability to standardize and sustain that standardization, and the ability to achieve further enhancements through continuous improvement.

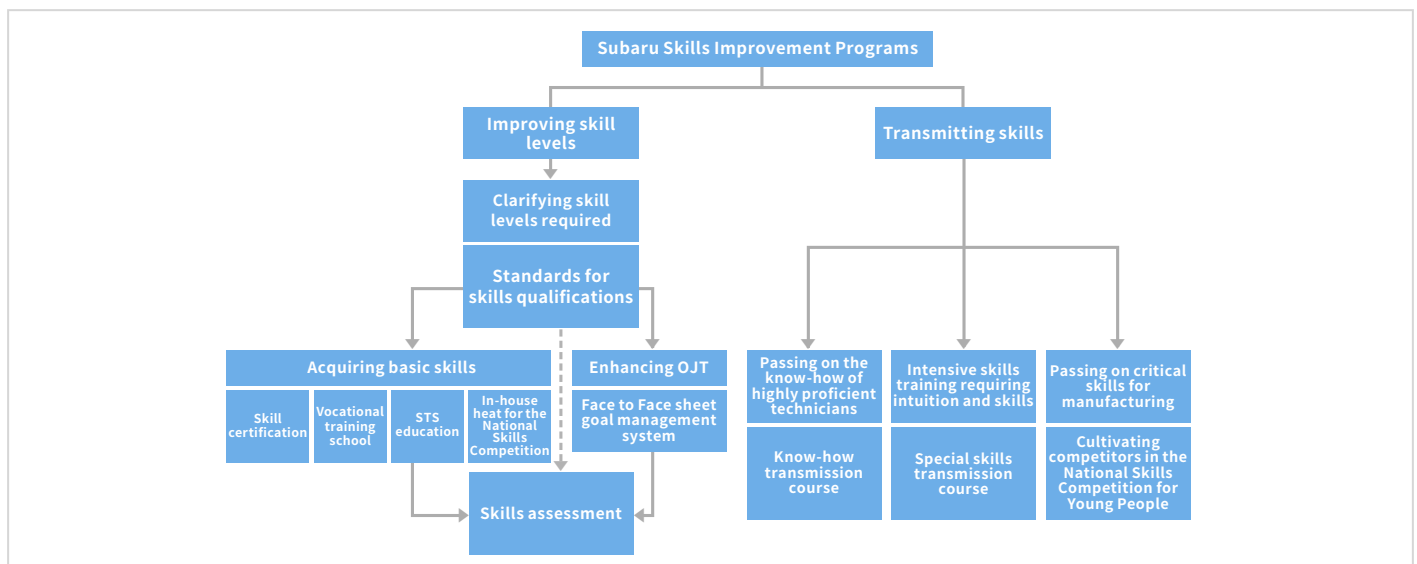
At Subaru's Gunma Plant, we are systematically cultivating technicians based on a program of skills education. A leading example of this is the Subaru Technical School (STS), which opened in 2006 with the goal of training young technicians to become future leaders. By teaching STS trainees technical expertise and skills tailored to each level, Subaru is striving to ensure that we offer high-quality products going forward.

In FYE2019, 560 employees took and completed the courses, bringing the cumulative total of successful trainees to 4,856.



Basic Skills Training at STS

Overview of Skills Training Programs



Comment from a Trainee at STS

Our instructors guided us with great enthusiasm. Everything we learned can be applied or put into practice on the shop floor immediately.

I intend to make full use of the technical expertise and skills I learned at Subaru Technical School in my front-line working environment, and aim to live up to the trust and expectations of customers by putting quality first in automotive manufacturing, taking pride in my work as a Subaru employee.



Tetsufumi Kojima
First Body Section, First
Production Department,
Manufacturing Division



Our Approach to Work-life Balance

The Subaru Group believes that it is vital to increase our employees' job satisfaction and put in place an environment in which each and every one of them can work with vitality and peace of mind, fully expressing their unique abilities, in order to make our customers smile. Subaru is working on promoting diversity in work styles as well as enhancing our schemes in order to respect the diversity of our employees and achieve Work-life Balance. In addition, SUBARU's affiliated companies in Japan and overseas promote initiatives to support work-life balance in accordance with the business content of each company and regional characteristics.

Efforts Aimed at Workstyle Reforms

Subaru's Response to the Work Style Reform Act *

Item	Details
Gaining an accurate understanding of working hours	In July 2018, Subaru introduced a company-wide attendance management system that centralized all electromagnetic records (computer logs and records of clocking in and out), to enable us to gain an accurate understanding of working hours
Encouraging employees to take five days of annual paid leave each year	In FYE2020, Subaru began efforts focused on the whole workforce As well as aiming to ensure that workers who have accrued at least 10 days for the first time take at least five days during the seven months after accruing the leave, Subaru has formulated rules for administering leave, to ensure that all employees can take at least five days, without fail
Regulations on the maximum permitted overtime hours	Subaru sets and operates stricter standards concerning the maximum hours than are required by law (No more than 590 hours per year, no more than 79 hours per month)
Raising the increase in wage rate payable for more than 60 hours' overtime in a month	Already addressed in FYE2011

* The Work Style Reform Act is a law enacted in June 2018 to revise labor laws aimed at promoting workstyle reforms.

Proper Time Management

When Subaru introduced an attendance management system in FYE2019 that enabled attendance to be monitored in one-minute increments, we rechecked our management of the time spent by employees at work based on electromagnetic records such as computer logs and discovered some instances of inappropriate time management. To check that no similar problems have occurred within the company, we conducted a survey of all employees in FYE2019 and paid backpay to those who were confirmed to have worked unpaid hours.

Initiatives Aimed at Reducing Long Working Hours

Establishment and Management of “Ultra Set Hours Days”

In addition to the Set Hours Days (no-overtime days) that we had already implemented, Subaru established a new system in FYE2016 called “Ultra Set Hours Days,” on which all employees, including managers, of all Subaru sites leave work on time. In addition, in FYE2018, Subaru launched an initiative centered primarily on the Gunma Plant and the Development Department at the Tokyo Office, in which the office doors are locked at 22:00, to ensure that people leave work. This initiative was extended to include all back-office divisions at the Gunma Plant in FYE2019. Employee awareness of working hours has improved by clearly specifying the upper limit on hours of overtime.

Flexi-time Work

Subaru introduced flexi-time work system in FYE1999. Starting in FYE2017, Subaru is reducing the core time of flexi-time work from four to two hours to facilitate work styles that are more tailored to various fluctuations in work. Employees can control their work hours; for example, at the times of low work load, they can go home early. This contributes to the fulfilment of employees’ private life and reducing working hours.

Paid Vacation Acquisition Rate (Subaru non-consolidated)

Subaru grants employees annual paid leave commensurate with their number of years of continuous service. At each business establishment, workers and managers work together on activities to encourage employees to take paid leave.

Implementation	Overview	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019
Paid vacation acquisition rate (%)	Promotion of once per month	88.7	84.2	84.4	86.2	85.7

Supporting Balance between Work and Elderly Care

Subaru believes that putting in place an environment that helps to alleviate employees' and their family members' anxiety and burden of caring for elderly family members is crucial to ensure that our employees can work with peace of mind.

Providing information in advance is vital in order to ensure that employees do not become so anxious that they give up work. Accordingly, Subaru has distributed "The Elderly Care Support Handbook"—a booklet detailing the necessary preparations—to all Subaru employees and group companies, so that they are fully aware of the relevant systems and helplines both within the company and outside it.

In addition, as an elderly care support, Subaru has prepared an elderly care service menu in the Cafeteria Plan, which is an employee benefit plan, in order to reduce employees' burden.

The Number of Employees Who Obtained Elderly Care Leave (Subaru non-consolidated)

Implementation	Overview	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019
Elderly care leave (persons)	System that enables employees to obtain leave to care for the elderly who are certified as in need of care.	5	9	4	5	9

Supporting Balance between Work and Childcare

Subaru has put in place systems that go beyond the company's statutory obligations to enable employees to balance work with their childcare responsibilities, as we believe that it is important to create an environment in which employees can continue their careers with peace of mind, without being alienated from work on the grounds of bringing up children.

These systems have had such a positive effect that employees in back-office divisions hardly ever leave their jobs on the grounds of bringing up children. Currently, Subaru is striving to enhance these initiatives further, so that employees can achieve career advancement while also combining work with childcare.

We believe that, in the front-line production departments at the Gunma Plant, we need to put in place a workplace environment in which rotating shift workers returning from childcare leave can work with peace of mind. In FYE2019, Subaru began a trial in which we offered an early-morning childcare service staffed by qualified nursery teachers and made company conference rooms available until nursery schools opened. We introduced this service as a full-fledged initiative in FYE2020.

We are striving to ensure that all employees are fully aware of these systems and to encourage them to use them, by such means as organizing lectures providing details of these systems during rank-specific training courses, as well as making "the Maternity Leave and Child Care Support Handbook" available on the intranet.

Childcare Leave System

Subaru stipulates that childcare leave can be extended to the end of the first April after the child becomes two years old.

Short Work-time System for Childcare

This is available until children commence 4th grade in elementary school, and is possible to be used with flexi-time work (core time: 2 hours).

The Number of Employees Who Took Childcare Leave (Subaru non-consolidated)

Implementation	Overview		FYE2015	FYE2016	FYE2017	FYE2018	FYE2019
System that enables employees to obtain leave for childcare	Childcare leave (persons)	Male	2	6	8	10	21
		Female	91	101	88	88	80
		Total	93	107	96	98	101
	Rate of returning to work after childcare leave (%)	Male		100			100
		Female	100	98	100	100	97.5
	Retention Rate one year after returning to work (%)	Male	100	100	87.5	83.3	100
		Female	98.9	95	100	97.2	90

Take-up of Child Care Leave by Male Employees

In FYE2019, 21 male employees took child care leave, with 15 taking at least a month.

- Average number of days taken by male employees who take child care leave: 80 days
- Longest period of child care leave taken by a male employee: 287 days

Under the Special Childbirth Leave system, those who have become parents can take up to five days of leave; 76% of male employees who became fathers in FYE2019 took this leave. Going forward, we aim to build a workplace environment that makes it easier for our employees to take both this leave and child care leave.

In accordance with the Next Generation Education and Support Promotion Act, Subaru formulated and implemented the corporate voluntary action plan. As a result of achieving the targets in the action plan, Subaru acquired certification, the Kurumin Mark, from the Minister of Health, Labor and Welfare three times.



The Kurumin Mark



Our Approach to Diversity

For Subaru Group to continue offering customers Subaru's unique value, each Subaru employee needs to be able to express his or her unique abilities as an individual with various values and characteristics. This is why Subaru values differences in gender, nationality, culture, and lifestyle of each employee and strives to create workplace environments where everyone finds it easy to work. In addition, SUBARU's affiliated companies in Japan and overseas promote initiatives in accordance with the business content of each company and regional characteristics.

Diversity Promotion System

Establishment of Diversity Promotion Office

Subaru established the Diversity Promotion Office in January 2015 in order to promote diversity at Subaru even more proactively. The Diversity Promotion Office has designated "promoting active roles of female employees," "promoting employment of people with disabilities," "promoting reemployment of the elderly," and "promoting employment of non-Japanese" as priority themes. Among them, Subaru has placed particular emphasis on efforts to promote active roles of female employees.

Diversity Promotion Initiatives

Promoting Active Roles of Female Employees

Subaru has set a target for the number of female managers in 2020 to be five times that of the number in 2014, and currently expects to achieve it by April 2020. Recently, Subaru has set a new target for the number of female managers to be 12 times or more that of the number in 2014 by 2025, and is further strengthening its efforts to increase female managers.

Number of Female Managers (Subaru non-consolidated)

Subaru is striving to increase the number of female managers in 2020 by five times or more that of the number in 2014.

2014: 4 managers

2019: 18 managers (as of April)

Supporting Female Career Development

For our specific efforts to support female career development, Subaru has conducted “career development training for female team leaders” since FYE2017 for the purpose of systematically developing the next-generation female candidates for managers, in addition to the mentor system for female managers and candidates for manager.

In FYE2019, 46 female employees participated in the training. In the future, Subaru will further strengthen job rotation, which helps female employees to expand their work horizon and grow furthermore.

Career development Training for Female Team Leaders

	FYE2017	FYE2018	FYE2019
Number of participants (persons)	49	37	46

《Comments from Participants》

- I had thought the challenge to become a manager was "after I got a little more confidence," but now I could think positively about taking a step further.
- I had given up being a manager due to the absence of the ability to lead others. I learned, however, through the story of a senior female employee that there were the kind of leaders who don't lead from the front but watch over the progress, and I was relieved that there could be various kinds of leaders.
- I had wanted to face my job with more responsibility, but I had had a hard time working while mothering. After listening to the lecture and the story from senior female employees, I realized that it is important to improve the working environment by communicating with supervisors, colleagues and related departments and by gaining their understanding.

In addition, starting in FYE2018, we have been conducted interviews with “employees returning to work after childcare leave” after their return for the purpose of supporting their early full-time return to work. It aims to ease their anxiety about building their career while balancing work and child-raising and to foster their career awareness.

Re-employment Applicant Registration System

Subaru also established a re-employment support system for employees who resigned due to unavoidable reasons, such as the relocation of their spouse. The registration began in FYE2010, and 10 employees have returned to work using this system.

Supporting Employees with Disabilities

Subaru strives to create workplace environments in which people with disabilities can truly shine through their work. To achieve this goal, Subaru leverages the ideas and opinions of our employees with disabilities and their family members.

As of April 2019, Subaru has 280 employees with disabilities, mainly in manufacturing work, and the percentage of employees with disabilities is 2.3%.

Going forward, Subaru will promote initiatives aimed at achieving the legal requirement concerning employment of those with disabilities at all domestic affiliated companies.



The height of automatic door switches and work stations is set at a level that is convenient for those using wheelchairs.

	April 2015	April 2016	April 2017	April 2018	April 2019
Number of employees with disabilities (person)	229	247	261	269	280
Employment rate of people with disabilities (%)	1.98	2.13	2.17	2.28	2.3

Universal Design Initiatives

With the goal of achieving the guidelines for a comfortable working environment*, Subaru systematically plans continuous workplace improvements in the areas of work environment, work methods, and environmentally responsible facilities, among others. Subaru practices universal design in our facilities, aiming to make break areas, toilets, smoking areas, and cafeterias as barrier-free as possible.

Subaru has made universal design a reality for entry and exit gates, toilets, and other facilities at the West Main Building at the Gunma Plant in Ota City, Gunma Prefecture, as Subaru did at our Head Office in Shibuya-ku, Tokyo.

* “Guidelines for measures to be taken by employers for the creation of a comfortable working environment” in the Industrial Safety and Health Act.



Entry and exit gates through which people in wheelchairs can also pass at the West Main Building at the Gunma Plant



Toilet that can be easily used by people in wheelchairs at the West Main Building at the Gunma Plant

Efforts at the Specified Subsidiary Company SUBARU Bloom Co., Ltd.

SUBARU Bloom Co., Ltd. (SBC), which gained accreditation as a specified subsidiary company under the Act on Employment Promotion, etc., of Persons with Disabilities in FYE2015, made active efforts to employ people with disabilities again in FYE2019. As of April 2019, 67 employees and 17 instructors engaged in cleaning operations for Subaru dormitories and plants.

In FYE2019, SBC has gone beyond simply employing people with disabilities to actively hosting people from the local areas for observation and tours. In addition, in response to a request from the Gunma Prefectural Board of Education, SBC introduced its efforts to people who are engaged in special needs education in the area. Also as a company actively and cooperatively promoting employment of people with disabilities since FYE2017, SBC has registered as a “Supporter Company for Employment of People with Disabilities” sponsored by the Department of Employment Support for People with Disabilities of Gunma Prefecture.

SBC will continue striving to improve management stability and operational quality as a specified subsidiary company while expanding the network of internal and external companies related to employing persons with disabilities in the future.

SBC will strive for employment, retention, and community contribution with the aim of being a company that helps the individuality of every single employee to bloom.



Certificate of Supporter Company for Employment of People with Disabilities issued by Gunma Prefecture

Senior Partner Program: Re-employment for Employees Over 60 Years Old

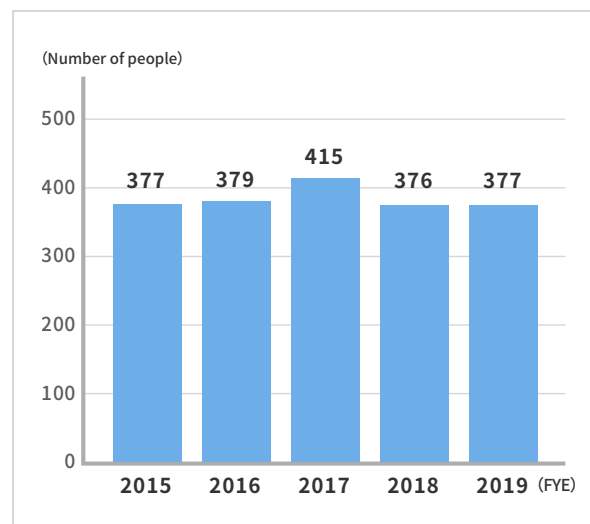
Subaru introduced the “Senior Partner Program, Senior Staff Program” in FYE2004 to re-hire employees after their 60-year-old retirement age. This program aims to resolve the problem of employment after retirement at 60 years old and seek utilization of human resources.

In addition to complying with the Revised Law Concerning Stabilization of Employment of Older Persons (implemented in April 2013), Subaru has revised the existing system so that retired workers can put their expertise and skills to further use and those who wish to work beyond their retirement age can keep working at our company or Subaru Group companies.

Subaru will promote re-hiring of those after their retirement at the age of 60 to tap into their experience and abilities for fostering a new generation of workers and passing down their skills.

In FYE2019, the number of employees over 60 years old is 377. After the implementation of the Revised Law Concerning Stabilization of Employment of Older Persons (April 2013), Subaru has hired all those wishing to be re-hired.

Number of Workers over the Age of 60



Re-employment Rate (Subaru non-consolidated)

FYE	Retirees (person)	Re-employment Applicants (person)	Re-employees (person)	Re-employment Rate
2016	183	155	155 (among them, 34 employed at group companies)	100%
2017	114	98	98 (among them, 29 employed at group companies)	100%
2018	108	83	83 (among them, 21 employed at group companies)	100%
2019	107	86	86 (among them, 27 employed at group companies)	100%

Initiatives for Non-Japanese Employees

Subaru recruits both new graduates and mid-career employees regardless of their nationality, and employs non-Japanese nationals as permanent and temporary employees. Multilingualization of manuals on safety, quality policy and work procedure, etc. is conducted to promote understanding of non-Japanese employees.

At the Gunma Plant with many non-Japanese employees, interpreters in English, Portuguese, Tagalog, Spanish, Chinese, etc. are stationed at each plant for communication with non-Japanese employees.

Subaru also provides employees with opportunities to receive language training and engage in extended training programs overseas, helping them enhance their communication with people from other countries and understand cultures different from their own. The interaction of international human resources also paves the way to the internal revitalization of our company and stable supply of human resources.

Subaru properly manages foreign trainee workers based on the Technical Intern Training Program. While Subaru provides basic education on safety and quality, our aim is for our training programs to lead the trainees to succeed in their home country after returning to their country.

Our overseas sites and affiliates each recruit human resources independently and make efforts to secure human resources that match the policies and business of each site.



Manual translated into five languages



Our Approach to Respect for Human Rights

As Subaru states “We respect the rights and characteristics of individuals.” in the Corporate Code of Conduct, we respect the rights of all stakeholders involved in our business activities.

Subaru is promoting the diversity of employees, including gender, LGBT, age, nationality, culture, and lifestyle, in order to allow each employee to fully express their unique abilities.

In addition, our basic concept is to make efforts to establish safe and comfortable work environments, including rejecting forced labor and child labor, in the Subaru Group and in the supply chain as well.

> [Subaru Supplier CSR Guidelines](#)  PDF/469KB

Respect for Human Rights Initiatives

Activities to Raise Awareness of Human Rights

Subaru’s Conduct Guidelines clearly state “We do not unfairly discriminate on grounds of gender, LGBT, age, home town, nationality, race, ethnicity, beliefs, religion, social status, physical disability, disease or any other pretext.”

In order to raise awareness of the respect for human rights, we have been working to deepen our understanding of the importance of diversity and Subaru’s initiatives by providing training courses for new recruits and managers since FYE2016. In FYE2019, we held training 10 times with 435 employees attending.

Preventing Harassment

Aiming at preventing all kinds of harassment, Subaru is prohibiting harassment in our work regulations and has established guidelines for that as well. To prevent power harassment, we prepared a power harassment Explanatory Booklet, which we have made available for all Subaru employees. In addition, we are addressing the issue of harassment by distributing the power harassment Prevention Handbook, which contains points to note in order to create a workplace free from power harassment, to all managers and supervisors.

As permanent contacts for harassment complaints, Subaru established the Compliance Hotline for Harassment and the Harassment Contacts in and out of the company, and created an environment in which all employees of Subaru and its group companies can consult on their concerns. By creating contacts that employees can easily get in touch, Subaru tries to resolve problems without delay.

Related information

› [Compliance Hotline for Harassment](#)

Building Positive Labor-Management Relations

Related information

› [Conduct Guidelines](#)

› [Communication with Labor Union](#)



Our Approach to Occupational Health and Safety

Subaru considers occupational health and safety as a critical management issue. Our Health and Safety Philosophy is “Subaru makes health and safety the first priority in all of our work.”



Yajima Plant, Gunma Plant



Health and Safety Philosophy

Subaru makes health and safety the first priority in all of our work.

In line with the Corporate Philosophy, we consider occupational health and safety to be a critical management issue. Our Health and Safety Philosophy is “Subaru makes health and safety the first priority in all of our work.”

Based on this philosophy, all managers and employees work to ensure health and safety in their workplaces while continuously striving to make working environments more pleasant and comfortable for all.

Published April 2002 Central Safety and Health Committee

Basic Health and Safety Policy

With the aim of reducing industrial accidents, traffic accidents, diseases, and fires and other disasters to zero, every individual will strive to create a safe, comfortable workplace through efforts to improve facilities, environments, and work methods, and to enhance management and awareness, based on a shared recognition of the importance of health and safety.

Established April 2002 Central Safety and Health Committee

Group companies in Japan and overseas each establish occupational health and safety policies in accordance with their business content, regional characteristics, and the laws and regulations of each area, and promote initiatives based on these policies.

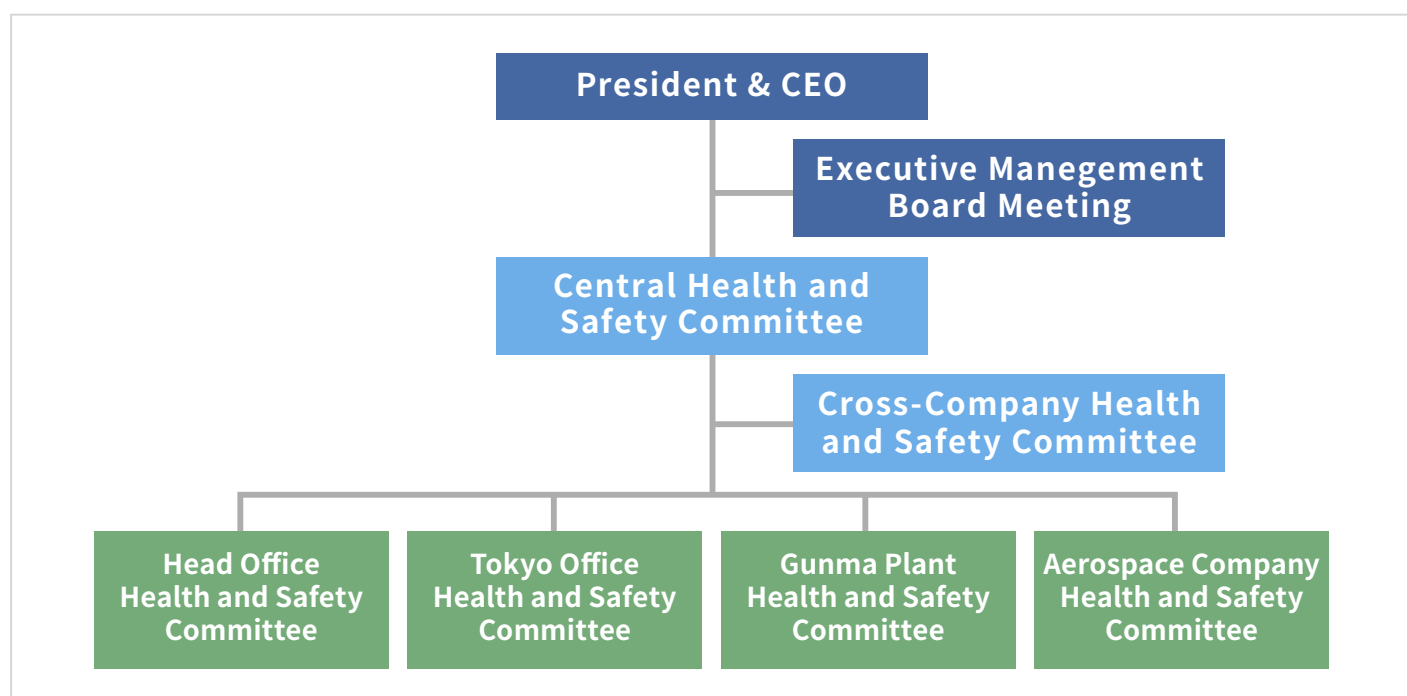
Occupational Health and Safety Management System

Subaru established the Central Health and Safety Committee composed of an equal number of members (8 people from each) from the company and the labor union for the purpose of preventing employees' industrial accidents and diseases and improving the working environment. The committee has one chairperson elected from the company and one vice-chairperson elected from the labor union.

The Central Health and Safety Committee engages in extensive discussion on themes that include the basic policy concerning occupational health and safety, the identification and elimination of risks that may cause industrial accidents, the risk assessment and minimization, the investigation into industrial accidents, the investigation into the causes of industrial diseases and countermeasures to them, improvement of the working environment, health and safety education, road safety, fire prevention and other topics.

In addition, based on the policies issued by the Central Health and Safety Committee, Site Health and Safety Committee has been set up at each business site to deliberate on the specific initiatives on health and safety of each site. Furthermore, under the Site Health and Safety Committee, Health and Safety Committees for plants, departments and sections are set up whenever necessary.

Health and Safety Organization Chart



Health and Safety Activities

At the start of each fiscal year, each of our business sites conducts Health and Safety Kickoff Meeting, where the general manager of each site talks to workplace leaders about the health and safety policies for the fiscal year to raise awareness about preventing industrial accidents, road safety, and health management. All employees confirm activity targets and plans, and participate in activities toward zero disaster and accidents as one united team.



FYE2020 Safety and Health Kick-off Meeting at Gunma Plant

Work Related Accident Prevention Activity

1. Wearing of the safety declaration badge

In order to raise their safety awareness, all employees of Subaru wear the safety declaration badge with the written phrase, “I always check for safety before performing any action.”



2. Pointing and calling promotion activity

To prevent mistakes and human errors, each business site thoroughly ensures employees' pointing and calling practice at crosswalks in the premises and at work. All employees confirm their action by pointing to the left, right, and forward with their fingers, which is expected to improve their levels of awareness of safety behavior and safety confirmation.

3. Road safety activities

In order to prevent all traffic accidents whether during work, commuting or private time, Subaru conducts awareness raising activities (sharing past cases, watching traffic safety DVD, etc.) before long holidays for all employees of the Automotive Business and the Aerospace Company, where commuting by car is popular. Also, at the company-wide Health and Safety Kickoff Ceremony, Subaru provides lectures aimed at improving driving manners by the competent police station chief, and conducts hands-on education for new employees, using training institutions.

In addition, Subaru has been conducting driving aptitude tests that incorporate psychology and a program using driving recorders to identify employees' driving habits

4. Our approach to health promotion

Subaru strives to promote the health of our employees, believing that creating a safe, comfortable workplace is essential, because the mental and physical health of our employees is the cornerstone of our business.

Specific activities include not only offering regular medical check-ups to facilitate the early detection and treatment of disease, but also preventive efforts, such as undertaking initiatives to encourage improved lifestyle habits, instituting a no smoking day, providing well-balanced meals with plenty of vegetables in staff cafeterias, and organizing seminars to promote better eating habits.

Established in FYE2019 with membership consisting mainly of public health nurses and registered nurses, Subaru's Health Promotion Subcommittee undertakes such activities as organizing lifestyle improvement programs and measures to combat smoking, with the aim of maintaining and improving the health of employees.

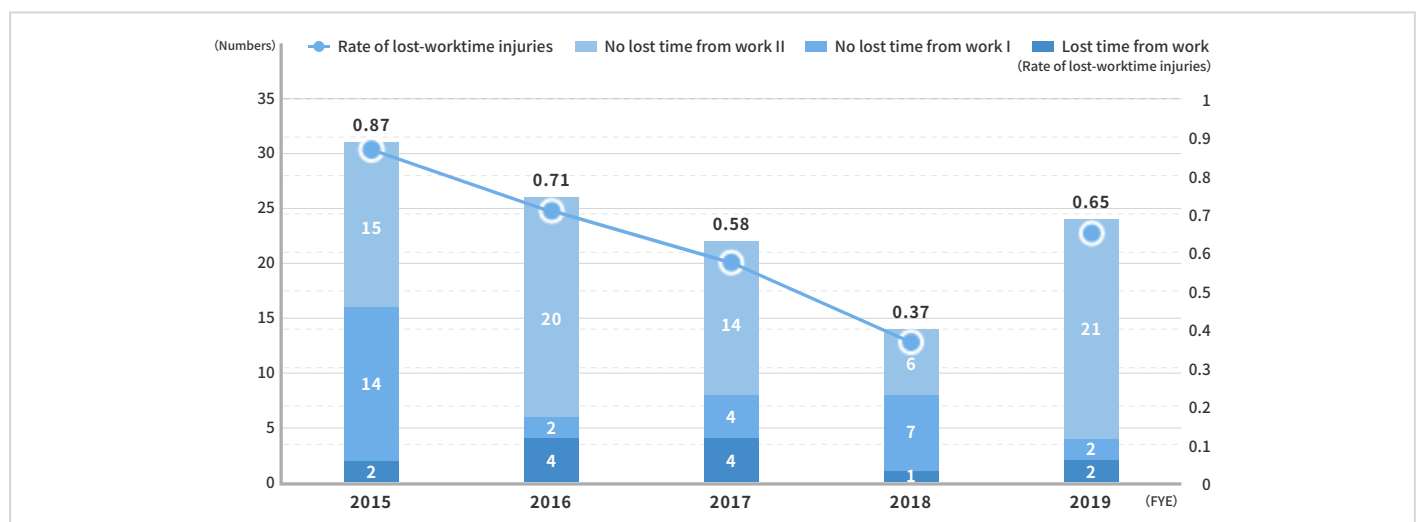
Subaru also strives to develop a workplace environment that offers peace of mind for employees through such mental health initiatives as organizing mental health courses for general employees and for managers at each business establishment, publishing the Mental Health Response Manual for Managers and Supervisors, and introducing a Return to Work Program (consisting of return to work on a trial basis and a gradual easing back into full duties), which aims to facilitate a smooth transition back to work for those who have taken time off for mental health reasons.

Since FYE2017, Subaru has conducted stress checks, and the results of which are reported to each individual, while the results of group analysis are fed back to the workplace. In addition, Subaru has begun conducting workplace improvement activities at high-risk workplaces, during which public health nurses exchange views with representatives of the workplace in question. Occupational health physicians hold individual consultations with those experiencing high stress levels, so that mental health care can be provided promptly.

Work Related Accidents

There were 25 work related accidents (of those, 2 resulting in lost time from work) in FYE2019. The overall accident frequency rate for Subaru was 0.65.

Occurrence of Work Related Accidents and Accident Frequency Rate (non-consolidated)



Employee Attitudes Survey

Subaru conducts the Employee Attitudes Survey with the aim of developing a workplace environment in which employees can feel motivated and work with vitality. Subaru uses the results of analysis to create mechanisms that enable employees to work with greater peace of mind and motivation. In the FYE2019 survey, 62% of respondents stated that they “feel proud of being a Subaru employee.”

We aim to develop workplaces where people can work safely and with peace of mind

Employees are the company’s most important management resource and are the source of the dynamism that creates a competitive company. The underlying premise for this is that employees can work safely and with peace of mind, and, above all else, that they are healthy.

As the secretariat of the Central Safety and Health Committee, I work in partnership with the safety coordinators, occupational health physicians, public health nurses, and registered nurses at each business establishment, proposing and implementing routine health and safety activities tailored to the actual circumstances at each site and striving to create workplaces where people can work safely and with peace of mind, so that employees feel happy when they leave home for work and go back home again.



Takayuki Hino
Safety Planning Coordinator,
Human Resources Department
Secretariat of the Central
Safety and Health Committee



Building Positive Labor-Management Relations

Subaru's employees belong to the Subaru Labor Union. Out of a total of 15,855 employees, 14,319 employees, excluding managers, etc., belong to the labor union (as of October 1, 2018). There are also labor unions at affiliated companies in Japan, and the Confederation of Subaru Affiliated Labor Unions (Subaru Rouren), which includes all these unions, has 26,785 members (as of October 1, 2018).

Labor-management relations have remained positive with the establishment of a relationship based on mutual understanding and trust. The company acknowledges that the union has the right to unite and engage in collective bargaining and other collective actions, while the union recognizes that the company has the right to manage the business, and both groups respect the legitimate use of these rights.

Subaru and its labor union hold a Labor and Management Council regularly for smooth corporate management and mutual communication, exchanging opinions regarding management policy and overviews of business results, production and sales as well as discussing issues such as labor conditions, issues concerning work styles and health and safety policies. In the spring negotiations, "wage revision (salary/bonuses)" is discussed. In the autumn negotiations, "other labor conditions" are discussed, and revisions or new establishments are made based on a labor-management agreement. Changes to operations that will have a significant impact on employees are, after due deliberations, communicated in advance to employees by both labor and management.



Employee Data

(Consolidated)

		FYE2015	FYE2016	FYE2017	FYE2018	FYE2019
Number of employees (persons)	Total	29,774	31,151	32,599	33,544	34,200

(Non-consolidated)

		FYE2015	FYE2016	FYE2017	FYE2018	FYE2019
Number of employees (persons) <small>*Numbers do not include officers and advisors, but include those loaned from other companies.</small>	Male	13,511	13,858	14,229	14,477	14,774
	Female	901	929	988	1,053	1,111
	Total	14,412	14,787	15,217	15,530	15,885
Male to female ratio (%)	Male	94	94	94	93	93
	Female	6	6	6	7	7
Average age		38.4	38.5	38.5	38.6	38.5
Average length of continuous employment (years)		16.0	16.0	15.8	15.9	15.8
Number of managers (persons)	Male	1,028	1,032	1,028	1,020	1,030
	Female	4	7	11	13	14
Number of new graduate recruits (persons)	Male	426	483	479	494	473
	Female	41	36	69	80	74
Number of mid-career recruits (persons)	Male	594	267	397	221	317
	Female	10	23	23	15	15
Total number of employee turnover (persons/%)		159/1.1	189/1.3	258/1.7	249/1.6	339/2.1