Achieving a Sustainable Society

The SUBARU Group engages in CSR activities aimed at contributing to the creation of a better society and environment through our core business to achieve a sustainable society.

Our Approach to CSR

Challenges for society abound in Japan and overseas, such as global warming, human rights issues, and an aging and declining population, and there are rising expectations that corporations will help resolve them. The SUBARU Group’s business domain also requires initiatives on diverse themes such as reducing environmental impact, preventing traffic accidents, and alleviating traffic congestion.

Therefore, naturally we develop, manufacture, and sell products with outstanding safety and environmental performance and quality, but as a corporate citizen we also work on CSR activities to meet the needs of society and address social challenges in good faith. We reviewed how we can contribute to society through our business and how to meet the expectations and needs of our stakeholders amid a constantly changing social environment. As a result, we have reaffirmed that the Eight Action Items we have established as the categories for our CSR activities to date form the basis for all of our business activities.

Going forward, we will deliver “Enjoyment and Peace of Mind” to all of our stakeholders, including our customers, as a compelling company with strong market presence in addition to enhancing the corporate value of the SUBARU Group and contributing to the creation of a more affluent and sustainable society by ensuring that our business activities are based on the Eight CSR Action Items.

Corporate Code of Conduct

SUBARU CORPORATION sets down a corporate code of conduct to comply with laws and regulations and to fulfill its social responsibilities based on its corporate philosophy (See page 35). We will continue to strive to become a company loved by all and contribute to making society more affluent by respecting individuals and the corporate code of conduct and acting on the same sense of values.

CSR Policy

The CSR Policy was revised with the approval of committees related to CSR to clearly indicate 1) the fundamental aspect of CSR focused on observance of the Corporate Code of Conduct and other vital rules, and 2) the strategic aspect of CSR focused on contribution to solving social issues as a corporate citizen through business activities, which requires the involvement of the whole corporate organization for a company which makes goods favored by customers.

Our CSR activities are the mission of the SUBARU Group to contribute to the sustainable development of society through global business activities with the focus on the relationships with our various stakeholders.

Corporate Code of Conduct

1. We develop and provide creative products and services while paying sufficient attention to the environment and safety.
2. We respect the rights and characteristics of individuals.
3. We promote harmony with society and contribute to the prosperity of society.
4. We meet social norms and act honestly and fairly.
5. We maintain global perspective and aim to be in harmony with international society.

CSR Policy (Revised in June 2009)

1. We respect the laws and regulations, human rights, international standards of behavior and the rights and morals of stakeholders under the "Corporate Code of Conduct" of SUBARU CORPORATION.
2. We become involved as a corporate citizen in addressing social issues facing society today.
The Eight CSR Action Items

SUBARU has set eight CSR action items to encourage individual employees to conduct CSR activities in an organizational manner as part of their business operations. For each of the eight categories, we have defined the specific CSR activities to be conducted by employees to meet requests from society.

### CSR Promotion System

Previously, we had promoted CSR activities under the supervision of a CSR and Environmental Committee. In FY2010, the CSR Committee was newly established and headed by top management to more clearly identify and promote more systematically CSR-related activities in eight categories. Furthermore, in FY2017 we established the CSR & Environment Department because of increasing societal expectations and demands with respect to CSR and its increasing importance in management.

Since FY2016, the CSR Committee has consisted of specialized committees and existing organizational units, each of which is closely linked to any one of the eight CSR-related categories. Furthermore, all organizational units engage in these activities acting on their own initiative under company-wide control. The CSR Committee also has the North American CSR Committee, which helps to carry out global promotion of CSR activities.

### Organization Chart

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CSR Committee

The Eight CSR Action Items

Domestic
- Customers and Products
- Compliance
- Corporate Governance
- Environment
- Social Contribution
- Information Disclosure
- Procurement
- Employees

Overseas
- North American CSR Committee

Domestic
- Quality Improvement Committee
  - All Departments
- Compliance Committee
  - Export Control Committee
- Corporate Governance Planning Committee
  - Corporate Planning Department
  - General Administration Department
  - Secretarial Office
- Environmental Committee
- Social Contribution Committee
- Corporate Communications Department
  - General Administration Department
- Procurement Committee
- Central Health and Safety Committee
  - Human Resources Department
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Promotion of CSR Activities

Promoting Diversity

For our company to continue offering customers value not found in competing products, each SUBARU employee needs to be able express his or her abilities as an individual with unique values. For this reason, SUBARU values differences in gender, nationality, culture, and lifestyles of employees and strives to create workplace environments in which everyone finds it easy to work. We also promote initiatives related to diversity at affiliated companies in Japan and overseas in accordance with regional characteristics and the business content of each company.

Establishment of Diversity Promotion Office

We established the Diversity Promotion Office in January 2015 in order to promote diversity at SUBARU even more proactively. Under the Diversity Promotion Office, we have designated “promoting active roles for female employees,” “employing people with disabilities,” “planning and promoting employment of non-Japanese,” and “promoting employment of the elderly” as priority themes. Among these themes, we have placed particular emphasis on efforts to promote active roles for female employees. For our efforts in FY 2016, we introduced our mentor system for female managers and manager candidates to create training plans that support career development for female employees, and began career advancement training for female team leaders to systematically cultivate the next generation of female manager candidates.

SUBARU has formulated an employer action plan aimed at promoting active roles for women in accordance with the Act on Promotion of Women’s Participation and Advancement in the Workplace. In our action plan, which is based on the SUBARU policy of promotion through merit, based on demonstrated ability, we set a goal of increasing the number of female managers in 2020 by at least five times the number in 2014 (from 4 to 20). In FY 2017, we will continue to implement initiatives to achieve this target and undertake further qualitative improvement.

Promoting Work-Life Balance

SUBARU aims to create a group of highly engaged, autonomous employees, and we believe that it is important to establish an environment that allows individuals to fully express their unique abilities. We work on promoting diversity in work styles as well as enhancing our programs in order to respect the diversity of our employees and help them to achieve work-life balance. We promote initiatives to support work-life balance at affiliated companies in Japan and overseas in accordance with their regional characteristics and the business content of each company.

Supporting Each Employee’s Work and Household

To support employees both at work and at home, SUBARU has established programs that exceed legal requirements to assist employees in balancing childcare or nursing care and work, including a childcare leave system that can be extended to the first April after a child becomes two years old, a short work-time system available until a child commences 4th grade, and a leave or short-work time system to allow for elderly care. We promote employee awareness and utilization of these programs by conducting lectures on program details in grade-specific training and posting a Maternity Leave and Child-Rearing Handbook on the company intranet.

In addition, in accordance with the Next Generation Education and Support Promotion Act, we have formulated and implemented our own action plan. As a result of achieving the targets in previous action plans, we acquired Certification by the Minister of Health, Labor and Welfare (the Kurumin Mark) three times. We will implement the fifth phase of the action plan (April 2017 through March 2019) with the aim of receiving Platinum Kurumin certification. We will step up our support to enable employees to pursue career advancement while balancing childcare and work.
SUBARU Environmental Policies (Established: April 1998, Revised: April 2017)

"The earth, the sky and nature" are SUBARU’s fields of business.

With the automotive and aerospace businesses as the pillars of SUBARU’s operations, our fields of business are the earth, the sky and nature. Preservation of the ecosystem of our planet, the earth, the sky and nature, is of utmost importance to ensure the future sustainability of both society and our organization. We align our business strategy to enhance these global goals in all of our operations.

1. We develop and deliver products to meet societal needs and contribute to the environment through advanced technologies.
   By striving to create advanced technologies that put the environment and safety first, we will develop and deliver products that can contribute to protecting the earth’s environment.

2. We focus on efforts aimed at coexistence with nature.
   Together with efforts to reduce carbon-dioxide emissions in all of our operations, we will promote active engagement with nature by stressing forest conservation.

3. We take on challenges as one through an all-SUBARU approach.
   Utilizing our unique organizational character that allows us to oversee the entire supply chain, all of us together will take on the challenges of environmental protection of our planet through an all-SUBARU approach.

*For full text of SUBARU Environmental Policies, please visit the CSR/Environment page of the SUBARU website.