

Subaru of America, Inc.
**More Than a
Car Company.®**



2020 Corporate Impact Report

“We believe in being a positive force in the communities where we live and work – not just with donations, but with actions that set an example for others to follow.”

Welcome

This report details the expanse of our impact in 2020. Explore it by clicking the titles listed below, or using the menu at the top left. We hope you enjoy reading about the ways we aim to create positive impact, and live our goal of being *More Than a Car Company*.



Our Drive for Impact



Living Our Values



Love Promise
Customer Commitment



Love Promise
Community Commitment



Measuring Our Impact

Our Drive for Impact



A Message from Our CEO

This past year – perhaps more than any other in recent history – inspired and motivated us to take stock of what really matters. That reflection showed us even more starkly just how important it is to be *More Than a Car Company*. And despite the challenges of 2020, our Subaru Love Promise – the pillars on which being *More Than a Car Company* is built – served as our guiding light for the decisions made and the actions taken.

At Subaru, we believe that we are *More Than a Car Company*, and at every turn, our Subaru family has stepped up to meet this moment. From our parent company, Subaru Corporation (SBR), to our teammates and retailers, to our customers and the communities in which they live, our Subaru family has demonstrated a remarkable drive during these trying times.

Thank you for joining us in this journey through 2020 to learn about some of the many ways we tried to do our part to have a positive social impact during this most challenging year:

1. Our in-depth response to COVID-19:

To protect our teammates – physically, emotionally, and financially.

To assist our retailers with financial and other support to help keep their businesses alive.

To provide our customers with safe and reliable transportation and financial support.

To give to our communities the things they needed most.

2. In past reports, we highlighted our belief that expanding diversity and inclusivity to help realize equality is an essential and ongoing pursuit, and as the past year has demonstrated, there is still much work to be done. With that in mind, we dialed up our efforts even further during 2020 to advance diversity, equity, and inclusion, and to support social justice initiatives.

3. Although COVID-19 and social justice were front and center during 2020, you will see in this report that we could not ignore the other areas of our Subaru Love Promise that still needed support, like the **\$200 million donated to national and local charities** through our annual Subaru Share the Love Event® and our Forester Re-forestation and Don't Feed the Landfills initiatives – just to name a few.

However, it is not only the social aspects of how we live out our Subaru Love Promise that matter. We are also mindful of our owners' reliance upon us to provide them with the exceptional products and services they have come to know and count on from Subaru. During 2020, we worked hard to keep offering the products our owners have remained loyal to us for over the years, and have done much to help ensure that our retailers are more than your average "car dealers" – in fact, they're "retailers" you can love.

We are now starting to see the light at the end of the tunnel we know as COVID-19. We have been fortunate that so many individuals have done the hard work of keeping this country moving – and we are very grateful for that. We are also grateful to *you* for joining us as we look back over the past year, reflecting on the work that we have done and the work we are planning to do in the future.

We are proud of the way in which we have operated our company and how Subaru has stood for something strong in 2020. Our Subaru stars continue to shine, and here's to an even brighter future!

Thomas J. Doll

President & CEO, Subaru of America, Inc.

More Than a Car Company.®



1,300

Dedicated Teammates



37,000

Retailer Team Members



6,200

Dedicated Individuals

Together with SBR, our manufacturing facilities, and our retailers, we aim to live out our values each and every day. We are committed to not only providing our customers with a great product and excellent service, but also to enhancing the lives and livelihoods of all those within our Subaru family, and beyond.

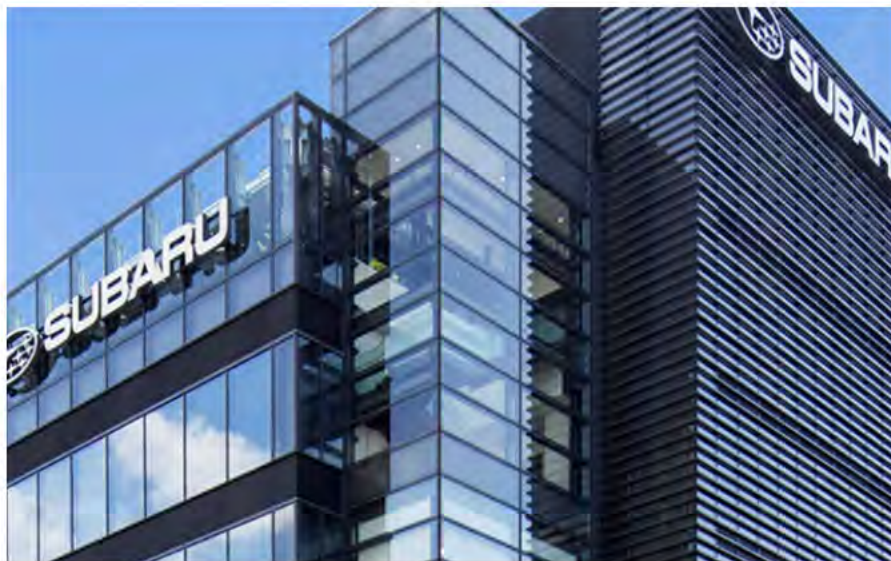
This commitment is central to who we are, and we believe it begins at home. Across our headquarters, field offices, training facilities, regional distribution centers, and ports, Subaru of America, Inc. (SOA) employs more than 1,300 dedicated team members who are ready to take on each day with a positive attitude and a drive for impact. In addition, our distributors and retailers employ more than 37,000 additional people, and our sister facility company, Subaru of Indiana Automotive, Inc. (SIA), employs another 6,200. Together, we work to elevate and expand the impact of the Subaru brand. Throughout this report, we have highlighted some of the various accolades that Subaru received this past year. We are very proud of this recognition, but even prouder of how we accomplished it on our journey to become *More Than a Car Company*.

While this past year certainly looked different than others, we have remained focused on our pursuit to provide a workplace where all our employees can feel valued, achieve success, and be impactful. We have done so while continuing our commitment to the Subaru Love Promise by showing love and respect to all people during every interaction with Subaru – even if that means from six feet away. You can read about our COVID-19 work in detail in the Living Our Values section. We look forward to showing you how we upheld our commitment to be *More Than a Car Company* throughout 2020.

Our Parent: Subaru Corporation

As we've mentioned in years past, strong corporate responsibility, principles, and convictions run in the family. Subaru Corporation (SBR) – our parent company – has led us to do the right thing, in the right way, and at every available opportunity, and has often been a key voice in these defining moments.

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Our Sister: Subaru of Indiana Automotive, Inc.

Subaru of Indiana Automotive, Inc. (SIA) – the only U.S.-based Subaru Corporation manufacturing facility – has been a leader in environmental management since 1998, when it was the first U.S. auto plant to earn ISO 14001 Certification, and the first auto plant to be designated as a zero-landfill facility in the United States in 2004.

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CDP™ Climate Change 2020 Score Report

SBR has been named on the Supplier Engagement Leaderboard by CDP as one of the top-rated companies in the organization's 2020 Supplier Engagement Rating. The CDP is an international non-profit organization that helps companies and cities disclose their environmental impact. Only the top 7% of companies around the world assessed for this report were selected to the 2020 Leaderboard, highlighting SBR's continued investment in procuring parts, materials, and equipment that will help us achieve a sustainable society.

This recognition stems from SBR's score of an "A-" on CDP's [Climate Change 2020 Survey](#)."



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In 2020, we broke ground on a new services and parts facility and a transmission assembly shop that will generate 350 new jobs. SIA was also awarded a Governor’s Workplace Safety Award for Education and Outreach, which recognizes companies who have demonstrated excellence based on best practices for eliminating workplace injuries and illnesses.

Beyond the operations of SIA’s business, the SIA Foundation is committed to meeting the needs of, and improving the quality of life for, residents of Indiana by awarding grants to support organizations that are funding specific capital projects in the areas of arts and culture, education, and health and welfare. In 2020, the SIA Foundation awarded grants to 28 nonprofit organizations in Indiana, totaling almost a quarter of a million dollars. Additionally, SIA participated in numerous other charitable activities reflecting the Subaru Love Promise that included:



Sponsoring a meal program for local students, and bundling food service packets for people experiencing homelessness during the COVID-19 pandemic



Sponsoring Earth Day efforts that resulted in the planting of trees with Tree Lafayette



Sponsoring Wolf Park – an education, conservation, and research facility in the greater Lafayette, IN area



Raising record funds for United Way of Greater Lafayette



Sponsoring the remodeling of Subaru themed visitation rooms at Almost Home Humane Society

Learn more about the SIA Foundation efforts at: siafoundation.org.

Living Our Values



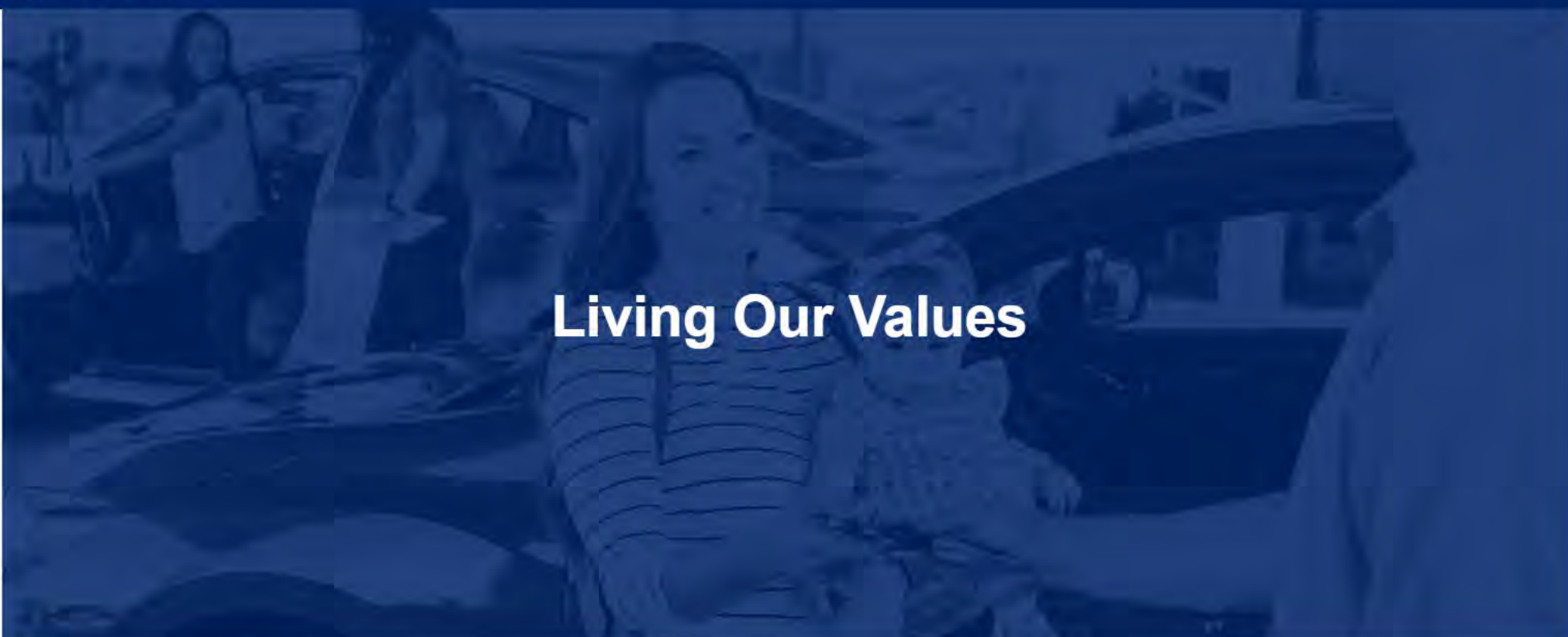
At Subaru, we believe that we have an obligation to live out our Subaru Love Promise values in the workplace, and in our day-to-day lives. Each year, we reflect on our positive impact and aspirational goals for the following year, which we compile and share with you through our annual Corporate Impact Report.

The Subaru Love Promise is built on showing love and respect to all people during every interaction with Subaru, and this past year has allowed us to stand firmly behind that promise. We have chosen to push harder to evaluate ourselves, looking for intentional enhancements we can make to best help positively impact everyone with whom we personally interact, and even those with whom we do not. Whether it be through personal growth, enhancements to the way in which we operate our business, or responding to the needs of our neighbors, SOA is committed to bettering ourselves and the broader communities now, and for years to come.

Six Stars to Guide Us

We approach all interactions through the principles and behaviors laid out by our *Six Stars to Guide Us* – a set of values which we strive to practice daily. They are how we live out our Subaru Love Promise and how we inspire and motivate our fellow Subaru team members to join the corporate impact journey.

<p>1</p> <p>MAKE "YES" YOUR NORTH STAR Look for ways to serve and engage our customers and our communities.</p>	<p>2</p> <p>BE A SHINING EXAMPLE FOR OTHERS Demonstrate the highest integrity and trust.</p>	<p>3</p> <p>PROVIDE LIGHT IN DARKNESS TO LEAD THE WAY Provide solutions to problems, finding ways to make all stakeholders smile.</p>
<p>4</p> <p>BE THE "STAR" OF SOMEONE'S DAY Be compassionate, empathetic, and an advocate for our customers, retailers, employees, and all stakeholders.</p>	<p>5</p> <p>CELEBRATE THE ENTIRE CONSTELLATION Embrace diversity in people, ideas, and cultures.</p>	<p>6</p> <p>SHINE BRIGHTER, EVERY DAY Strive for speed, continuous improvement.</p>



Living Our Values

Subaru and COVID-19



Our Subaru Family

From the very start of the COVID-19 pandemic, every member of the Subaru team has been driven to help keep our extended family protected and prepared for all aspects of life. Our parent company, SBR, worked tirelessly with SOA to find ways to protect our employees' health and jobs while safely continuing operations. We worked day and night to find ways to support our retailers across the country so their businesses could survive the trauma of the shutdowns, and to help ensure that our customers maintained a sense of safety and reliability about their vehicles. But we wanted to do more. So, we worked to limit the burdens of financial hardship on our customers during the pandemic through the deferment of payments for current and new Subaru Motors Finance customers. Discounts on annual auto premiums to personal auto insurance customers of Liberty Mutual® were also made available.

We also knew we had to be ready to quickly – and safely – resume operations as our nation began to reopen. Since many of our accessories vendors were forced to close for two to three months, to help with the transition to reopening, we requested they implement their version of a "safe launch" process with increased quality scrutiny to address any startup issues to ensure that all our products remain at the highest standards.

But even closer to home, actually *in* our "Subaru homes," we knew we had to do whatever we could to support and protect those who are such an integral part of the Subaru family. So, we implemented processes to maintain the health, safety, and well-being of our teammates across the company. To help protect against COVID-19, we engaged an Infectious Disease Expert to review our precautions, ensure we were not just meeting but exceeding best practices, and to answer employees' questions. Furthermore, we ensured no reductions in wages, and no furloughs or decreases in our workforce. If team members had any potential exposure to COVID-19, we asked them to stay home, and continued to pay them even when they were not able to work from home.

We helped protect our zone, region, port, and distribution sites, as well as our field travelers, by providing them with a robust testing program. Since the start of the pandemic, we have administered over 7,500 tests at no cost to our teammates. Additionally, we implemented social-distancing guidelines at all our facilities, which included rearranging furniture, creating detailed floor plans with six-foot distancing parameters, screening all who entered our facilities with temperature checks, and establishing a rotational work schedule for those who needed to be on-site in order to reduce the number of people in close proximity. We also elevated cleaning and sanitizing measures for individual work spaces and common areas at all locations, and introduced Electrostatic Disinfecting – a new technology involving an advanced spraying system to help ensure uniform coverage on surfaces in any environment.

SOA teammates who were able to perform their work remotely were encouraged to do so. To support working from home, we created a COVID-19 resource page on our intranet to help everyone navigate the transition, while regularly sharing health and self-care resources. These included webinars supporting mental health and wellness, tips for working from home, and resources for talking to children about COVID-19, among many others. We also instituted virtual-learning opportunities and professional training courses, such as LinkedIn Learning and Rapid Learning, to help ensure that our colleagues continued to have the opportunity to develop their skills while working remotely.

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In Loving Memory

The COVID-19 pandemic has caused exponential pain and suffering for so many families across the country, and world. Our Subaru family was no exception. This dreadful virus has affected many of our teammates (past and present) and their families, friends, and neighbors.



Abana Jacobs – an incredible friend, coworker, and fierce advocate for science education and environmental stewardship.

Pandemic Relief Assistance

Following our hearts and the Subaru Love Promise, we set out to help the communities in which we live, work, and serve as best we could. We made a donation of 50 million meals to Feeding America® – increasing that to 150 million at the start of 2021 – to assist 199 local food banks across the country in serving the most vulnerable members of their communities, while also donating \$150,000 toward hunger relief in collaboration with *Parks & Recreation* on NBC. Our Subaru Loves to Care team created and printed coloring pages for our teammates, Subaru Ambassadors, and their families to color and share with healthcare heroes. We also helped deliver over 2.3 million meals to America's seniors through our Share the Love Event® partnership with Meals on Wheels,® joined the Leukemia & Lymphoma Society® in their critical initiative to provide \$250 to each eligible patient struggling with economic hardship due to the pandemic, and continued our commitment to the American Red Cross® through their Ready 365 Giving Program.

Click [here](#) to learn how our own Employee Resource Groups (ERGs) supported their communities throughout the pandemic, and [here](#) for the Subaru of America Foundation's impact during COVID-19.

Personal Protective Equipment (PPE) Recycling

In response to waste increases caused by the pandemic, we launched a new initiative in 2020 aimed at recycling personal protective equipment (PPE) with our existing partners at TerraCycle® – the world's leader in collecting and repurposing complex waste items. The new initiative is designed to safely collect disposable masks and gloves using TerraCycle's Zero Waste Boxes™ to divert discarded PPE from landfills and incinerators.



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Living Our Values

Diversity, Equity, and Inclusion

Subaru has long been an advocate of Diversity, Equity, and Inclusion (DE&I) efforts, and remains more committed than ever. Over the years, we have taken immense pride in our partnerships, especially our long-standing ones – from our 23-year partnership with the National Association of Minority Automobile Dealers (NAMAD) to our 19-year partnership with the Rainbow PUSH Coalition. It is our belief that the diversity of backgrounds, cultures, ideas, gender, sexual orientation, age, religion, and more makes us stronger – both individually and as a company. We are excited to continue along this path – a path of work that is constantly evolving in search of continuous improvement – and expect to be held accountable to the high standards we’ve set for ourselves.

Subaru Diversity, Equity, and Inclusion Plan

In support of our long-term commitment, SOA continued to expand our DE&I efforts during 2020. Recognizing that real work must start at home, SOA is focused on making investments in five key areas within our company: Personnel, Retailer Network, Philanthropy, Marketing & Advertising, and Procurement.

Personnel: SOA will increase our focus on a “Diverse Talent Pipeline” with actions that enable attraction, development, and retention of qualified candidates and employees; increase awareness and education opportunities for teammates through a multi-year learning curriculum focused on confronting bias, communicating topics of difference, and building skills for inclusive conversations; and invest further in all of our ERGs.

Retailer Network: SOA will continue our support of the National Association of Minority Automobile Dealers (NAMAD), and will provide qualified candidates who have underrepresented access to low loan rates on acquired stores, while assisting with the cost of professional group dues and financial consulting fees, as needed.

Philanthropy: SOA will continue to support organizations that serve diverse populations through our philanthropic giving and partnerships.

Marketing & Advertising: SOA will seek out additional opportunities to purchase from and increase spending for diverse media companies.

Procurement: SOA will enhance our current vendor review process, and will work with our community partners to create opportunities, educate, and encourage a more inclusive environment.

Social Justice

In addition to our planned DE&I activities, in 2020, we responded to the moment with a clear position. Subaru is *More Than a Car Company*,® which means we have a responsibility to address racism. The pain we felt had to give way to action. That is why, during the summer of 2020, we enhanced several actions that Subaru was already taking in service of relevant, sustainable change:

Made a \$500,000 donation to the Equal Justice Initiative in addition to implementing a five-to-one teammate gift-matching program and a one-to-one retailer gift-matching program for donations to organizations that promote social justice – up to \$500,000 – which resulted in over \$31,000 from our teammates, \$153,000 from our retailers, and more than \$309,000 in gift-matching contributions from Subaru of America Foundation.

Expanded our DE&I training with classes focused on having robust conversations about race, identity, culture, and heritage with our coworkers. More classes are scheduled in 2021.

Launched a new, comprehensive multi-year learning curriculum to confront bias, communicate topics of difference, and build skills for inclusive conversations and understanding. We have developed and implemented many sessions for our field teams, home office employees, and our retailers.

Enhanced hiring and promotion practices to help ensure more inclusivity of historically underrepresented talent through our development of a targeted employment branding message for diverse candidate attraction. We are continuing to build our relationships with recruiters, pipelines, and schools that are focused on diverse talent.

Created new scholarships – in partnership with the [Rainbow PUSH Coalition](#) – to enable six people of color from our hometown of Camden, NJ, to pursue Associates Degrees in the automotive field.

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HRC CEI Award

The Human Rights Campaign (HRC) awarded SOA a score of 100% on its 2020 Corporate Equality Index (CEI), making it the fifth consecutive year (and eighth year overall) that SOA has earned top marks on the nation’s premier benchmarking survey and report measuring corporate policies and practices related to LGBTQ+ workplace equality.

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Living Our Values

Employee Resource Groups

Company-sponsored Employee Resource Groups (ERGs) are a critical component of how Subaru engages the unique backgrounds, perspectives, and experiences of our team members to help us bring our DE&I strategy to life. As you will see below, these teammate-led groups ensure diverse ideas critical to every aspect of our business, and invite teammates to proudly be their authentic selves while at work. In 2020, our five ERGs continued to celebrate our teammates' unique backgrounds and perspectives, while building the foundation for meeting our business goals. While each has its own projects, our ERGs often find common causes to come together to support, especially in times of high need. Below are some individual initiatives that our ERGs activated in 2020, followed by a more collaborative section further on.

BLENDS

Black & Latino Employee Network for Diversity at Subaru (BLENDS) embraces the Subaru Love Promise by making our company a place where all voices can be heard. This group specifically celebrates Black and Latino cultural milestones to recognize their importance, while sharing with Subaru teammates how these cultures have impacted our world today. BLENDS is dedicated to encouraging cultural diversity at Subaru. In 2020, BLENDS:

- Celebrated** the achievements of Black Americans during Black History Month with events including: a kickoff in the HQ cafeteria; a field trip to the National Museum of African American History and Culture in Washington, D.C.; hosting a potluck and poetry event where members' favorite soul food recipes were shared while enjoying poetry; displaying African-American art; and offering a specialized cafeteria menu throughout the month
- Hosted** the award-winning jazz band and choir from the Creative Arts Morgan Village Academy in Camden, NJ, to perform for our teammates
- Donated** funds to the Rainey Day Foundation to help college freshmen purchase college essentials, and assist the Black Doctors COVID-19 Consortium with PPE and COVID-19 testing



Evolve

The mission of Evolve is to establish, promote, and maintain an environment and culture at Subaru that supports our employees' desire to make healthy lifestyle choices. We are invested in our Subaru Family – not just their current health, but also the future of their minds, bodies, and souls. Evolve is dedicated to informing, encouraging, and supporting all employees in personal wellness journeys through mental, physical, nutritional, and financial well-being. In 2020, Evolve:

- Hosted** the Evolve Step Challenge around the SOA HQ building
- Donated** 55 boxed blankets, handcrafted by Subaru team members for a local Camden, NJ, nonprofit – The Cooper Foundation (part of the Cooper Hospital network)
- Provided** monthly tips, instructional healthy-cooking videos, a monthly newsletter, and organized healthy lunches at our HQ's cafeteria
- Sponsored** multiple webinars, including "Adopting a Healthy Lifestyle" and "Maximizing 401(k) Benefits"
- Supported** the HQ/HR flu shot event with goodie bags of water, snacks, and hand sanitizer
- Donated** to the YMCA's COVID-19 Emergency Child Care Program to support early pandemic relief

Out+Ally

Out+Ally is a network of LGBTQ+ members and allies that strives to establish community support and resources for LGBTQ+ individuals within Subaru. The goal is to help ensure SOA's LGBTQ+ community members feel comfortable at the workplace and to provide a forum of inclusivity and education for all. During 2020, Out+Ally:

- Participated** with PFLAG in seminars, training the core members of Out+Ally on being active in tough situations, and demonstrating to almost 100 teammates how to cultivate respect to create safer spaces for all
- Attended** an event at Temple University to casually connect with students to help rebuild their network, while sharing some skills to navigate the workplace as an LGBTQ+ person
- Participated** in an outdoor cleanup event in the fall to organize and help spruce up the LUCY (Lifting Up Camden's Youth) Outreach center
- Worked** with our Human Resources team to brainstorm how to capture more inclusive options for gender and/or sexual orientation in both the HR system and other internal systems like the VIP Purchasing Program
- Donated** to the William Way LGBT Community Center in Philadelphia, and participated in the virtual Philly Pride Run – benefitting the William Way LGBT Community Center and social justice organizations
- Hosted** trans-activist and Subaru Ambassador, Aiden Aizumi, and his mom, Marsha Aizumi, to share their compelling journey as they transitioned from fear to acceptance, while also providing Marsha's and Aiden's book for those interested
- Participated** in and fundraised for Garden State Equality's virtual Equality Walk during LGBTQ+ History Month
- Made** holiday donations and contributed to the coat drive at the COLOURS Organization in Philadelphia
- Donated** to the Valley Youth House gift card drive around the winter holidays

SARGE

Subaru Armed Forces Resource Group for Employees (SARGE) supports the well-being of military veterans – both during and after service – while raising awareness nationally and in our local communities through partners that assist veterans every day. Our 2020 involvement included:

- Giving** "thank you" Valentines to veterans at local VA facilities
- Showing** our support by wearing red on Fridays in November, leading up to Veterans Day
- Providing** donations to local VA facilities across the U.S. toward cold-weather caps, gloves, and blankets to be donated to VA patients in need
- Donating** \$12,000 to help further the efforts of Wreaths Across America, and participating in laying wreaths during a ceremony at Mount Moriah Cemetery in Philadelphia, PA



Subaru Women's Network

The Subaru Women's Network exists to provide education, networking, mentoring, and support for all teammates within SOA and our community. This ERG is made up of a diverse group of people with the common goal of affecting positive change at Subaru, and works to advance workplace policies and practices that benefit women and all team members. As a result of the work with the Subaru Women's Network, in 2020:

- Subaru was proudly named** "Company of the Year" by the National Association of Women Business Owners, South Jersey, Chapter for our commitment to diversity, equity, and inclusion, especially regarding support of women in the workplace, and in addition to supporting many local organizations committed to empowering women, including Girls Inc. and Techbridge Girls
- Hosted** community meetings to support women and allies across the organization share stories and resources in light of the unique difficulties the pandemic imposed on women and caretakers
- Subaru leaders represented** the Subaru Women's Network at the Equity Across Our Communities Forum, hosted by the Chamber of Commerce of Southern New Jersey, to share their stories and best practices in being an ally, an accomplice, and an advocate



Teammate Engagement

Beyond the individual work that our Employee Resource Groups did this year, they proactively sought ways to build impact by joint initiatives. Diversity, equity, and inclusion do not happen in a vacuum, and true inclusion is threaded throughout an organization's structure. We identified a series of ERG events and activities that demonstrate the value of teamwork and collaboration:

- BLENDS** joined forces with **Out+Ally** during Pride Month to collaborate on helpful resources, charitable opportunities, and volunteer events to support justice for the Black community
- Several of our ERGs** worked together to donate \$13,500 in June 2020 to LUCY Outreach – an organization that addresses the challenges and setbacks faced by urban youth in Camden, NJ
- Evolve, BLENDS, and the Subaru Women's Network** celebrated Hispanic Heritage Month by hosting virtual Zumba classes, publishing our first virtual cookbook, creating a virtual art museum that featured local artwork, and featuring a virtual Hispanic-American Civil Rights presentation and discussion
- SARGE** jointly organized over \$10,000 of donations to VA facilities and first responders in the form of PPE, food and coffee during April and May 2020 at HQ and in most regions and zones across the U.S.

Best Adoption-Friendly Workplace Award

The Dave Thomas Foundation for Adoption added Subaru to its 14th annual Best Adoption-Friendly Workplaces list, which recognizes the top 100 organizations with the most robust adoption benefit programs available for employees.



Living Our Values

Governance & Compliance

Data Privacy and Security

In reaffirmation of our commitment to continuously improve data privacy and security, SOA has assembled a cross-functional team to identify and implement protocols that will allow us to manage our customers' data more effectively, while being good stewards of that data. We remain committed to transparency regarding our privacy practices and have taken steps to further inform customers of these practices, such as placing our privacy policies on our websites and other customer touchpoints, including our owner information kits and vehicle Monroney labels.

Additionally, we expanded digitization of the finance and insurance processes with our retailers, rolling out e-rating and e-contracting services to increase security, while at the same time being kinder to our environment.

Accessibility

In 2020, SOA modified internal processes to improve accessibility for all users within our digital platforms, allowing our customers to interact more easily with Subaru.com, and be able to read and understand our pages with proper color contrast, a lack of flashing content, and more.

Cross-Functional Collaboration

SOA adopted a cross-functional approach toward collaboration when building out our compliance program. We are taking a holistic view that works closely with all the business units to determine how to monitor compliance and to mitigate and report risk. Some of the cross-functional teams and approaches that have been created and utilized are:

Subaru Opportunity Annual Review (SOAR): Our enterprise risk management effort is designed to foster a collaborative and systematic means of recognizing, analyzing, and managing enterprise risk and opportunities. This process encourages employees to identify opportunities for improvement in our business processes and operations.

Data Governance Committee: Helps ensure appropriate cross-functional management of data and maintenance of appropriate data governance practices and procedures regarding the handling of data throughout the business.

Corporate Responsibility Working-Group: Provides an opportunity to share both activities and opportunities related to all of the subject areas that are a part of Corporate Responsibility, including compliance and governance.

Vendor Due Diligence Program: Developed to help ensure that vendors with which we contract not only deliver the high-quality product or service we expect, but deliver it in a legally appropriate, financially sound, and ethical manner.

Contract Management System: A cross-functional digital tool to help automate and standardize compliance with contract rules and proper authorizations.

CTPAT

During the import process, SOA must ensure that Subaru vehicles and parts are properly declared and cleared through Customs upon entry into the U.S. As part of that effort, SOA became a member of the U.S. Customs and Border Protection's Customs Trade Partnership Against Terrorism (CTPAT) program that establishes processes to help ensure that the safe and secure flow of our country's supply chain remains intact.

Through our participation at the highest-rated, tier-three level, SOA has been designated as a "Trusted Trader," a status given to those partners with active, regular, and detailed reporting and whose monthly and annual import volume calculation accuracy rates remain at 95% or better. We take this role very seriously, as this process helps to ensure that our supply chain flows into the U.S. without interruption, allowing us to provide ample inventory of vehicles and parts to our retailers and to help keep our supply chain secure.

Love Promise Customer Commitment



The Love Promise Customer Commitment is how we reinforce our dedication to providing not only incredible, award-winning products, but also an exceptional customer experience. These exceptional experiences help differentiate Subaru and are the foundation for maintaining our positive reputation, quality, safety, and satisfaction.

Safety & Quality

The safety and satisfaction of our Subaru owners is our highest priority. We help ensure that all our vehicles meet or exceed all federal motor vehicle safety standards, while innovating product enhancements to ensure that our customers' loved ones get to where they're going safely.

SUBARU STARLINK™

Our STARLINK telecommunication and information system is an array of connected features that enhance the Subaru ownership experience through STARLINK Safety and Security services, like Automatic Collision Notification, SOS Emergency Services, Enhanced Roadside Assistance, Stolen Vehicle Recovery, and Remote Services through the MySubaru app. STARLINK Multimedia allows for safe and easy access to entertainment, navigation, web content, smartphone mirroring (Apple CarPlay® and Android Auto™), and hands-free smartphone operation through voice-recognition and/or large touchscreen interfaces. STARLINK is how we as a company, and you as a vehicle owner, connect with each other and those around us in times of need or the more routine.

STARLINK has been developed for the U.S. market through close collaboration between SBR and SOA. The integration of connected services into nearly all aspects of SOA's operations and Subaru vehicles allows us to be more efficient and provide the best possible customer ownership experience. As an example, if an owner's Subaru is due for maintenance, a reminder will appear on the information display when their vehicle is safely at a stop. The driver will be able to see available appointment times at their preferred retailer and can schedule service right from their in-vehicle touchscreen. STARLINK also provides telecommunication connectivity services and access to electronic communications networks



for downloading and streaming content; satellite communication delivery services to provide access to audio and visual data; and high-speed wireless internet access, namely in-vehicle Wi-Fi hotspots, for example.

In line with our Subaru Love Promise commitment to customer safety, Subaru provides a complimentary trial of safety services via STARLINK for up to three years – unlike many other competitors who charge for similar safety services. In 2020, 88.3% of Subaru vehicles sold were equipped with STARLINK Safety and Security, resulting in 114,454 response calls for roadside assistance made directly from the vehicle, as well as 115,693 Automatic Crash Notification and SOS calls answered to help customers in need.

In 2020, STARLINK reached the tremendous milestone of 1 million subscribers across all our STARLINK compatible Subaru vehicles – over 2.5 million Subaru vehicles have been sold equipped with STARLINK Safety and Security services since they were introduced.

DriverFocus™

Subaru continues to make vehicles based on the “all-around safety” philosophy of addressing primary safety, active safety, preventative safety, and passive safety. With this in mind, Subaru developed DriverFocus – our Distraction Mitigation System (DMS) that helps reduce distracted driving for both new and experienced drivers and includes “eyes-off-road alert” and “eyes-closed/drowsiness alert” features.*

[LEARN MORE](#)

*Explore the technology and features of DriverFocus, [here](#).

Pre-Collision Braking

According to the Insurance Institute for Highway Safety (IIHS), Subaru is one of only 10 automakers that installed Automatic Emergency Braking (AEB) (i.e., EyeSight®) on more than 95%** of its vehicles produced between September 1, 2019 and August 31, 2020. In doing so, Subaru is ahead of schedule in meeting the terms of a 2015 voluntary agreement between 20 automakers, the National Highway Traffic Safety Administration (NHTSA), and the Insurance Institute for Highway Safety (IIHS), which established a 95%** or higher fitment rate by the production year beginning September 1, 2022.

[LEARN MORE](#)

**Does not include manual transmission models. Under the terms of the voluntary commitment, automakers may defer equipping vehicles with manual transmissions with AEB until the 2024-2025 production year.

Rear Seat Reminder

We started equipping our new standard feature – Rear Seat Reminder – into these MY2020 vehicles: Ascent® (standard on all model trims), Crosstrek® (standard on CVT-equipped model trims), Forester® (standard on all model trims), Impreza® (available option on base trims; standard on all other trims), and MY2021 Legacy® and Outback® vehicles (standard on all model trims). The Rear Seat Reminder system is designed to assist the driver in preventing children and/or pets being left behind in the vehicle by reminding the driver to check the rear seat area before exiting the vehicle. We began implementing this feature in 2020 – well ahead of the industry's projected timeline of 2025 – since we know that the safety of our customers, their families, and loved ones cannot be overlooked.

Accessory Quality

All Genuine Subaru Accessories are designed and manufactured to the same strict quality and safety standards as our vehicles. This is our product quality philosophy. Our success is largely based on the integration of information from the voices of our customers, and warranty reports into the design and manufacturing of each accessory we install on our vehicles. To ensure ultimate success in this process, as well as the quality of the products, we conduct process document reviews, quality audits, risk analyses, and warranty reviews, and we engage with an ISO 9000-certified network of suppliers.



Love Promise Customer Commitment

Recognition for What We Do

Accolades

Here are a few accolades we've received that we're proud to have earned:

IIHS (Superior Front Crash Prevention) – All 2021 Subaru models with Subaru EyeSight® Driver Assist Technology received the highest possible 2020 rating for front crash prevention

IIHS – Subaru EyeSight reduces the rate of rear-end crashes with injuries by up to 85%

Experian™ – 97% of Subaru vehicles sold in the last 10 years are still on the road today



Brand Loyalty

Subaru owners are drawn to the capability and reliability that's inherent in Subaru vehicles, as well as the trustworthiness of our brand.

According to [J.D. Power and Associates](#), Subaru has the highest brand loyalty in the automotive industry for two years in a row. Furthermore, Subaru was [Kelley Blue Book's](#) Most Trusted Brand and Best Overall Brand in 2020. We are truly proud of this distinction; no brand has ever been the Most Trusted Brand for seven consecutive years. In an end-of-year analysis by [Experian Automotive](#), Subaru was ranked second in the industry in both "Brand Loyalty for Same Owner" (67.8%), which measures a single individual's vehicle-after-vehicle purchasing history of the same brand, and "Loyalty for Same Household" (72.2%), which measures a household's concurrent purchases of a specific vehicle brand. We are grateful for the dedication of our owners, and we are proud to provide long-lasting value for them – as both an automaker and a brand that is *More Than a Car Company*.®



Love Promise Customer Commitment

Customer Service

Year over year, Subaru and our retailers continue to provide our customers with incredible service – from the first moment they meet, to each service appointment visit, and every interaction thereafter. However, this above-and-beyond approach doesn't end at the retailers' doors. Subaru provides Customer Advocates to enhance our relationships with our customers even after the sale and service of our products. We understand our customers have lives to lead, and waiting for vehicle maintenance to be finished does not fit well into that schedule. That is why we have taken proactive steps to ensure customer satisfaction – from planning, procuring, and distributing all of our service parts through our extensive warehouse network, to providing call center support, and service with extraordinary speed. We are proud of this behind-the-scenes work and the innovative ways that we do it.

Supporting Retailer Parts Teams

The 2020 Carlisle Parts Manager Survey – a survey completed by parts managers at Subaru retailers across the country that focuses on supporting vehicle manufacturers in their quest to improve dealer fill rates, increasing retailer efficacy, and improving customer loyalty – revealed that SOA finished #1 in the rankings of the 13 accomplished, participating manufacturers. SOA also finished #1 in 17 of 20 categories addressed in the survey, with the other three categories resulting in one second-place finish and two third-place finishes.

[LEARN MORE](#)

Love Promise University

The Love Promise University – the Subaru customer experience improvement training for retailers – teaches our customer-facing teams to embrace the Subaru H.E.A.R.T. (Honesty, Empathy, Appreciation, Respect, and Trust) philosophy. These are the values we want our customers to experience while interacting with our Subaru retail personnel. Our goal is to distinguish the Subaru brand by providing a superior customer experience at the retail level – because treating our customers like family isn't just good for business, it is the right thing to do.

Customer Advocacy

In 2020, we rebranded our "Customer Retailer Services (CRS) Department" as the "Customer Advocacy Department" to further demonstrate our commitment to our owners. Our customer service representatives are now known as "Customer Advocates." Led by our [Six Stars to Guide Us](#), our Customer Advocates strive to deliver on the Subaru Love Promise in each retailer and customer interaction – allowing us to act on behalf of, and as the voice of, our customers. We are excited to continue our partnership with our network of retailers in advocating for our customers.

Love Promise Community Commitment



Our Love Promise Community Commitment is the beating heart of our Subaru Love Promise. This commitment is comprised of Subaru Loves the Earth, Subaru Loves to Care, Subaru Loves to Help, Subaru Loves Learning, and Subaru Loves Pets, and culminates with the Subaru Share the Love Event® at the end of the year. These pillars embody our core values and reflect our efforts in helping uplift the communities where we live, work, and serve. And we are so proud that over the past 13 years of the Share the Love Event, Subaru and our retailers have donated over **\$200 million** to national and local charities.

As mentioned in Tom Doll's [message](#), "Subaru Loves to Help" – the pillar that has focused on eliminating hunger and making hope commonplace – became our top priority in 2020. With the COVID-19 pandemic affecting communities across the U.S., we reached out to and relied on nonprofit partners and local communities to tell us what assistance they truly needed, and we did our best to respond to their requests. We understood that, in this matter, we were not the experts in the room. But during 2020, we also felt a responsibility to continue our work in the other Subaru Love Promise focus areas, because being faced with a new challenge does not eliminate the need to help address the others confronting us. So, allow us to share a bit about those other important efforts, including our annual Subaru Share the Love Event.



Explore our Love Promise Community Commitment by clicking the pillars below.





During the past 13 years, we have continued to demonstrate how we are *More Than a Car Company*® through our annual [Subaru Share the Love Event](#). During the event, a donation of \$250 is made by SOA for each new Subaru vehicle purchased or leased at participating retailers. Each \$250 donation goes to the new Subaru owner's choice of one of our participating national charities or one of the 790 local charities in our retailers' hometowns.

Our national and retailer charity partners in 2020 helped make it possible for us to carry out our commitment to the causes and passions of our Subaru Love Promise pillars, including the Subaru Shares the Love Event. **We donated \$26,252,898 through the 2020 event.** Over the past 13 years, our impacts include:



More than 64,000 animals rescued



wishes granted



meals delivered

— AND —

Retailer Hometown Charities

Over \$100 million donated

In tandem with the Subaru Share the Love Event, we were able to serve approximately 20,000 people across the country during our 2020 Share the Love Volunteer Week, during which:



SOA sponsored two South Jersey food banks' distribution of food boxes in Camden, NJ, feeding **1,800** people



Subaru teammates packed **200** personal care kits to be donated along with **100** blankets to homeless neighbors in Camden through Joseph's House



Packed **1,860** boxes of Thanksgiving meals and handed out holiday ornaments at a hospice house in Los Angeles



Packed **377** food boxes to be distributed to those in need of nourishment in Denver

13 Years of Sharing the Love

As our 13th consecutive year of the Subaru Share the Love Event came to an end, we looked back in awe at the substantial impact we and our partners have made, which involved:

- SOA and its participating retailers donating over **\$200 million** to help those in need
- The ASPCA helping secure the rescue, transport, well-being, and adoption of more than 64,000 animals across the country
- Make-A-Wish granting the life-changing wishes of more than 2,500 kids with critical illnesses
- Meals on Wheels helping deliver more than 2.3 million meals to America's seniors
- The National Park Foundation increasing public awareness and engagement across our National Park System, while providing critical funding to programs and projects in more than 400 national parks
- Supporting over 1,440 of our retailers' hometown charities – 790 of them in the 2020 event alone





At Subaru, we love the great outdoors, which is why we work so hard to help conserve it. We recognize that, without a healthy planet, our Subaru family does not have a place to live, work, and play with their Subaru vehicles. As an automotive company, we recognize the importance of accounting for our environmental footprint – from improving vehicle emissions to lowering the window shades, it all adds up. Beyond feeling a responsibility for our own footprint, we feel responsible to share our best practices with the general business community as well.

Our Facilities
Portland LED Project

Our Regional Distribution Centers (RDCs) are dedicated facilities where we proactively plan, procure, and distribute all the vehicle parts needed for service across our extensive network of warehouses and retailers. In 2020, our Portland RDC replaced its entire fluorescent lighting system with LEDs, which will considerably reduce energy consumption going forward. Annually, this project is expected to decrease associated air pollution and environmental damage by removing 311 tons of carbon dioxide (CO₂) – the amount of carbon sequestered by 381 acres of U.S. forests in one year.



Fontana to Rialto, California RDC Move

SOA made plans to move to a new facility in Southern California in 2020, relocating RDC operations eight miles northeast from Fontana to Rialto. The facility has an array of solar panels in place, generating clean energy for California’s electric grid. This move will build upon multifaceted efforts in addressing and meeting SBR’s goal of reducing direct CO₂ emission levels from our factories, offices, and other buildings to 30% below FYE2017 levels by FYE2031.

Clean Fuels Program

In 2020, SOA’s Regional Distribution Center (RDC) in Portland, OR, became the second facility to participate in the Oregon Department of Environmental Quality’s Clean Fuels Program. The goal of this initiative is to encourage Oregon warehouses to use electric-powered lift trucks in place of diesel- or propane-powered lift trucks to help reduce greenhouse gases in the transportation sector. In 2020, electric forklifts will reduce our greenhouse gas emissions at the Portland and Gresham, OR, facilities by an estimated 2.5 million lbs. over ten years – an equivalent to planting and growing 18,750 trees. We are also exploring similar programs to expand the use of electric forklifts at other warehouses.

“Summer Shades”

While looking at the summer heat forecast for 2020 and anticipating what would become the hottest July on record, we took proactive measures to reduce the strain on the cooling infrastructure and conserve energy at our headquarter’s office by fully lowering the building’s window shades. These efforts helped reduce our energy consumption, costs, and associated greenhouse gas emissions.

New Fryer Oil Recycling Technology

Our cafeteria operation at SOA headquarters installed a “Total Oil Management” fryer system in early 2020 to significantly reduce the amount of waste typically associated with the disposal of fryer oil, while at the same time increasing worker safety by reducing the potential for spills. The new technology is expected to result in the annual elimination of approximately 124 trips to the oil deposit container, the recycling of approximately 6,224 lbs. of used cooking oil into biodiesel fuel, and the elimination of 312 empty plastic jugs and 479 lbs. of cardboard boxes that will no longer be needed/used. The estimated annual greenhouse gas CO₂ emission reduction with this new technology is expected to be over 16,000 lbs. – about the weight of an empty school bus!



Vehicle Performance

Fuel Economy and Greenhouse Gas GHG Emissions

Subaru is committed to ensuring that our customers are driving vehicles that are not only safe for themselves and their families, but are also safe for the environment. Since 2014, Subaru has improved fuel economy by 1.1 mpg and decreased CO₂ emissions by 13 grams per mile – becoming one of the most environmentally friendly car brands in real-world scenarios, as measured by the EPA. Additionally, Subaru is one of the only large automotive manufacturers to comply with national GHG standards strictly based on vehicle performance.

Electric Vehicles (EVs)

In January 2020, SBR made known [our commitment toward the creation of a carbon-free society](#). With this in mind, we are working toward medium- and long-term targets – set for 2030 and 2050 – with a focus on contributing to the achievement of the 1.5°C global warming limit target set in the 2015 Paris Agreement. We are pursuing our goal of increasing the ratio of EVs and hybrid vehicles up to at least 40% of the gross number of vehicles sold globally by 2030. In the years following, all commercially sold Subaru vehicles will be equipped with electric powertrain technology. By 2050, our goal is to reduce the average CO₂ emissions from new passenger vehicles by at least 90%, compared to 2010.

Plug-In Hybrid Electric Vehicles (PHEVs)

As of 2020, Subaru has sold almost 6,000 PHEVs in the U.S. market. Our SUBARU STARLINK® In-Vehicle Technology data reported that these vehicles drove nearly 25 million miles and charged their batteries for a combined total of approximately 6 million hours. This total charging time from our Subaru owners resulted in 4,432 tons of CO₂ saved, which is the equivalent of:

- Taking 869 gas-powered-only vehicles off the roads
- Saving 452,418 gallons of gas

Accessories

Merging with our green initiatives and sustainability efforts, the Accessories Group at SOA set their sights on producing environmentally friendly accessory items. In the past year, this group has helped develop and launch post-consumer, recycled-material carpeted floor mats for the 2021 Crosstrek Sport.® Both the carpet's face and backing material are made from 100% post-consumer recycled materials, including marine litter. They also acquired paper from the Forest Stewardship Council (FSC) to produce our accessory brochures. FSC uses certified "Chains of Custody" to ensure the sustainable management of forests by helping stabilize (or improve) carbon stocks in them over time.

In addition, the Accessories Group has been leading teamwork activities with suppliers to adhere to and sustain the ISO 14000 standard to take care of the environment, as well as the quality of our accessories. Progress is being reflected on a rating system where all accessory suppliers are measured and motivated to reach the next level of excellence. Suppliers have followed Subaru leadership and have increased their ISO 14000 certification from 20 to more than 30 certified suppliers in the last two years.





TerraCycle®

Throughout our multi-year partnership with TerraCycle, we have worked to help Subaru retailers keep hard-to-recycle items out of landfills. The program was rolled out internally to all SOA facilities in 2018 and 2019, collecting snack wrappers, coffee cups, lids, cigarette butts, and more. We then sent these items to TerraCycle to be cleaned and melted into hard plastics that can be remolded to make new recycled products, such as plastic pallets, plastic decking, and plastic benches. In 2020, our partnership with TerraCycle resulted in nearly 22,986 lbs. of waste being diverted from landfills, totaling over 1,808,000 pieces of waste. Since its inception, **this program has diverted over 5 million pieces of waste from landfills.**



REI™ & TerraCycle

As part of the relationship with TerraCycle and our ongoing #OptOutside partnership with REI, Subaru placed TerraCycle Zero Waste Boxes™ in all of REI's 165 stores in October 2019. In 2020, customers brought snack wrappers and unwanted recreational equipment they wished to recycle, including tents, yoga mats, yoga blocks, bike tubes, bike tires, grips, and reusable beverage bottles, resulting in a total collection of 458,303 pieces of hard-to-recycle waste.

Don't Feed the Landfills: National Park Partnership

Subaru continued its long-standing support of the National Park Service, the National Parks Conservation Association, and the National Park Foundation to improve infrastructure and increase teammate and visitor education related to recycling and reducing waste to landfills in three national parks – Yosemite, Denali, and Grand Teton. During the pilot project, "Don't Feed the Landfills" (also known as the Zero Landfill Initiative) **diverted over 16.5 million lbs. of waste from ending up in park landfills** in four years. Each park has doubled their recycling rate as of December 2019. Throughout 2020, however – due to COVID-19 restrictions – many waste and recycling projects were suspended across the nation's national parks for safety reasons. We look forward to continuing our progress when it is safe to do so.



[LEARN MORE](#)

Yosemite Facelift: Act Local (National Cleanup and Recycling Initiative)

In 2020, Subaru announced that it would cohost and serve as the official vehicle sponsor for the country's first national litter cleanup and recycling initiative, which encouraged people to help reduce landfill waste in their local communities. Yosemite Facelift: Act Local was a six-day-long event produced by the Yosemite Climbing Association (YCA) and copresented by The North Face.® It inspired individuals to get outdoors and safely pick up trash in their local green spaces, neighborhood parks, and backyards, because the pandemic prevented the gathering for the annual Yosemite Facelift cleanup event. In connection with our "Don't Feed the Landfills" initiative, this environmentally driven event was aimed at keeping outdoor areas across the country free from landfill trash.



Forester Re-Foresting: National Forest Foundation

As we reported last year, California wildfires threaten millions of acres of land annually. During 2020, 9,600 fires burned nearly 4.2 million acres and emitted an estimated 112 million metric tons of carbon dioxide – the equivalent greenhouse gas emissions of 24.2 million passenger cars driving in a single year.* We also saw increasingly high rates of damage as the wildfires spread farther north, burning land in Oregon and Washington. Through our ongoing partnership with the [National Forest Foundation](#) (NFF), Subaru helped plant 125,000 trees in 2020 – as part of our commitment to plant 500,000 trees through 2022 – to absorb over 5,000 metric tons of CO₂ per year.

[LEARN MORE](#)

*According to a California Air Resources Board December 31, 2020 report.



Sustainable Subaru Gear

In 2019, the Subaru Gear distribution facility converted to a zero-waste-to-landfill distribution facility. This past year, that shift resulted in recycling:


368 Tons
of corrugate


28 Tons
of plastic


20 Tons
of white paper

In 2020, over 100 new products were also added to the Subaru Gear site – all of which are environmentally sustainable or give back to charitable causes, including:

Allmade: Subaru T-shirts are now made by the Allmade brand, which uses six plastic bottles in the production of each shirt. Based on 2020 Allmade T-shirt sales, this project saved **3,556,209 gallons of water**, prevented **13,746 kg of CO₂ emissions**, and recycled **2,424 lbs. of plastic**.

EcoVessel: This company produces insulated, stainless steel water bottles, coffee mugs, and more, and has partnered with 1% for the Planet® to donate 1% of their product sales to Leave No Trace.™ They are also partnering with Elkay® to bring water bottle fill stations into schools to reduce single-use plastics.

TerraCycle: Subaru Gear broadened our partnership with TerraCycle in 2020 with the addition of the TerraCycle Flyer. These 100% recycled flying discs are comprised of 125 snack wrappers that otherwise would have been incinerated or deposited into landfills.

[LEARN MORE](#)



Print One. Plant One.

Through our partnership with our service marketing print vendor, Pictorem, and their "Print One. Plant One." initiative, we continued our investment of planting a seedling for every printed service mailing we sent out. This year, we made a commitment for 1,591,900 seedlings to be planted in areas that need restoration due to natural disasters or places in need of reestablishing native species.

In addition to our efforts of reducing paper and printing waste, we defaulted all printers to black and white and double-sided printing in 2020 – **eliminating 56 tons of greenhouse gases (GHG)**, saving 63,800 gallons of water, preventing the consumption of 137 million BTUs of energy, and protecting 246 trees.

Environmental Preservation Education at the Philadelphia Flower Show

During 2020, in conjunction with the Pennsylvania Horticultural Society, Subaru sponsored the Philadelphia Flower Show, which included educational opportunities for attendees about environmental preservation and how to become more planet-friendly. Our preservation education included the main exhibit, the "Subaru Zero-Landfill Garden," to educate attendees on sustainable gardening and landfill-free design. At the same time, the concourse exhibit, the "Subaru Reclamation Station," showcased how to reclaim household trash normally headed to local landfills by transforming it into useful, artistic items like iron-pipe pergolas and wall art/vertical planters made of PVC piping.

[LEARN MORE](#)



Great American Outdoors Act

Our Subaru family is full of avid environmentalists, with many taking part in outdoor recreational activities and conservation efforts. In August 2020 – to further demonstrate our commitment to Subaru Loves the Earth – we joined over 100 outdoor-affiliated brands, businesses, and organizations in advocating for Congress to pass the Great American Outdoors Act (GAOA), which funds restoration projects across the nation's network of parks and public lands. The Act, signed into law in August 2020, dedicates up to **\$9.5 billion** over the next five years for maintenance projects with a focus on our national parks, as well as permanently funding the Land and Water Conservation Fund.



Returnable Shipping Containers & Crates

Subaru’s Returnable Shipping Container Initiative uses returnable crates and totes at our Regional Distribution Centers (RDCs), dramatically reducing the amount of shipping materials such as cardboard and wood used in the parts distribution process. In 2020, we reached 100% utilization of these returnable crates and totes at every distribution center that can support them, including Florence, NJ; Douglasville, GA; Lebanon, IN; Coppell, TX; and Aurora, CO. In the coming year, we also expect to see a rollout to our final two centers in Ontario, CA and Portland, OR.

The addition of Coppell and Florence distribution centers this past year brings our weekly savings to 1,235 crates and 7,475 totes. This equals an **annual savings of more than 1,000 tons of wood and more than 650 tons of linerboard** – the equivalent of more than 16,500 trees.

Share the Love Garden

Subaru continued to partner with the [Camden Center for Environmental Transformation](#) to supply plants, seeds, advice, and manpower to build and maintain our Camden HQ’s Share the Love Garden. Over 30 SOA volunteers planted, tended, harvested, and winterized the garden. In 2020 alone, **407.6 lbs. of vegetables and herbs were harvested and donated to Cathedral Kitchen**, Camden’s largest emergency food provider. Although our yield was lower than the previous year due to COVID-19 protocols, those who were able to tend the garden remained committed to the cause, and our success couldn’t have been achieved without them.



ISO 14001 Environmental Management System

Once again in 2020, the buildings at SOA’s headquarters have been ISO 14001 certified. First received in 2004, this demonstrates our 16-year track record of solid environmental performance.



Halo Award

Each year, the Engage for Good conference awards North America’s highest honor for corporate social initiatives. In 2020, Subaru earned the Silver **Halo Award** in the “Best Sustainability Initiative” category. SOA won this award in partnership with the National Parks Conservation Association (NPCA) for the “Don’t Feed the Landfills” initiative.

Public Lands Alliance: Corporate Stewardship Award

The [Public Lands Alliance](#) – an organization dedicated to the appreciation, preservation, and conservation of America’s public lands – awarded its 2020 “Corporate Stewardship Award” to SOA, recognizing that we have “demonstrated exceptional achievement to enhance the quality of the visitor experience in America’s public lands” for our [National Park Zero Landfill Initiative](#).

EcoVadis

Subaru was once again awarded a “Silver EcoVadis Medal” based on the [EcoVadis](#) scorecard for corporate responsibility and sustainable procurement efforts. This award places Subaru in the top 25% of companies evaluated for 2020.



We believe we should all have a chance to lead a healthy life – a human right that has been made clearer than ever this past year. We are helping give that opportunity to as many people as we can by prioritizing the safety of our customers, and by investing in the communities around us through partnerships with local organizations to support health-related initiatives.

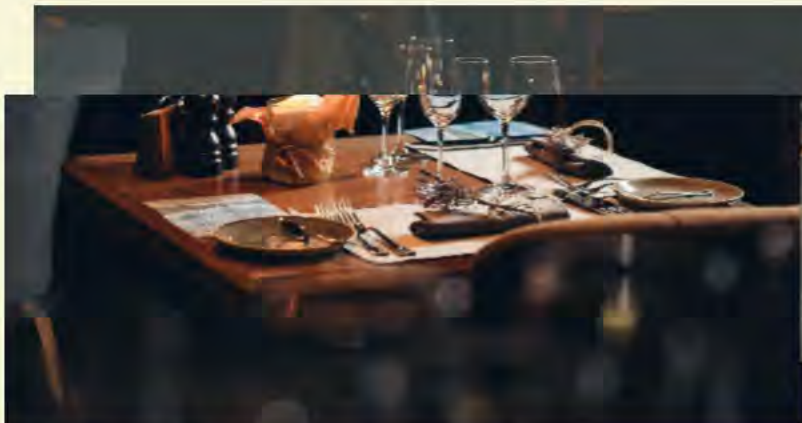


LEUKEMIA & LYMPHOMA SOCIETY®

Leukemia & Lymphoma Society® (LLS)

In 2020, SOA donated \$750,000 to the LLS's COVID-19 Patient Financial Aid Program (PFAP) along with 19,000 blankets – valued at \$950,000 in total – that were mailed to patients who received support through the PFAP.

[LEARN MORE](#)



Dining Out For Life®

Due to the COVID-19 pandemic, Dining Out For Life became, “Dine Out (or Dine In) to Give Back.” This annual fundraising event has become key to funding community-based health service organizations dedicated to people living with, or affected by, HIV/AIDS and other chronic conditions. Thanks to this partnership, more than **\$562,000 was raised** in 2020 through the generous support of donors, alternative event participants, and SOA for Dining Out For Life organizations nationwide. We live-streamed a virtual event hosted by Ted Allen from *Chopped* and special guests, Chef Ric Orlando, designer and HIV activist Mondo Guerra, and actor/author Pam Grier, that **raised an additional \$85,000** for Dining Out For Life International.



Make-A-Wish®

SOA donated a 2020 Outback to Make-A-Wish, which was used for a fundraising campaign in support of their 40th Anniversary and **raised nearly \$230,000 to help grant life-changing wishes for kids with critical illnesses**. In addition, we granted wishes for two Make-A-Wish kids: Matthew from Orlando, FL, and Antonio from Camden, NJ. For Matthew, Subaru sponsored his wish to see snow with a surprise trip for him and his family to Alaska. For Antonio, Subaru supported granting his wish for an online shopping spree. A parade that included Subaru vehicles from our retailer partners and the Camden County Police Department delivered toys on Antonio's wish list to his home.

[LEARN MORE](#)

SUBARU Loves to Help



We believe that hunger can become history and that hope can become commonplace. To this end, SOA and our generous retailers will uphold our commitment to using our business to support our communities through grants, volunteerism, sharing of our knowledge, and donations for our resources.



Feeding America®

In April of last year, Subaru donated \$5,000,000 to Feeding America to address the sudden increase in food insecurity brought by the COVID-19 pandemic. This was one of our ways of responding to unprecedented need in our hometowns and across the country. In October, Subaru hosted the Subiefest World Record Attempt and Charity Drive, which involved a drive-thru experience with an optional Feeding America registration donation. From Subiefest registration donations, SubieEvents LLC donated \$24,180 to Feeding America, which Subaru matched, bringing the total donation to \$50,000 – or 500,000 meals. In total, throughout the numerous events and fundraising opportunities for Feeding America during 2020, **Subaru donated \$5,210,000 – the equivalent of 52,100,000 meals** – with plans to double that in 2021.

[LEARN MORE](#)



National Homeless Youth Awareness Month

In November 2020, in recognition of National Homeless Youth Awareness Month, SOA and our retailers **donated 50,000 blankets** to nearly 600 homeless shelters across the country to help those without a home.



Subaru Garden for Good

In partnership with the Philadelphia Union soccer team, SOA committed to **donating 25,400 servings of organic produce** to Chester, PA-area food banks over the year, all of which was grown in the Subaru Loves the Earth Garden for Good at Subaru Park – the first organic garden at a Philadelphia professional sports stadium. During the 2020 growing season, the Subaru Garden for Good – which is maintained by the Pennsylvania Horticultural Society (PHS) and Subaru teammate volunteers, and is part of PHS's Harvest 2020 initiative – **produced 1,072 lbs. of fresh produce** that was delivered to four Chester-area organizations.

[LEARN MORE](#)



Pennsylvania Horticultural Society's Harvest 2020 Initiative

Subaru served as the exclusive automotive sponsor of the Pennsylvania Horticultural Society's Harvest 2020 initiative – a comprehensive program aimed at increasing food production and combatting food insecurity throughout the Philadelphia region. Overall, **22.6 tons of produce were donated to local food banks** as a part of Harvest 2020, in addition to the distribution of 35 free gardening kits, and the installation of 50 home garden beds.



Here at Subaru, we value education, and we strive to make the pursuit of knowledge available to as many minds as possible. To this end, we have chosen to invest in community partners focused on education and job training. While many worked through the challenges of learning in a new at-home environment in 2020, Subaru joined with our partners to make that transition as fulfilling as possible.



Rainbow PUSH Scholarship

In December, SOA continued our 19-year partnership with the [Rainbow PUSH Coalition](#), launching a new scholarship program for participants in “Subaru University” (Subaru-U) – a curriculum that teaches technical skills for future careers in the automotive industry. In partnership with Camden County College, the Subaru-U Scholarship for Automotive Excellence will provide financial support to six recipients from the City of Camden with academic scholarships for automotive training, allowing them to pursue a future in a growing and essential field of work.



Camden City School District

In November, the SOA Foundation partnered with the Camden City School District (CCSD) to launch a new, multi-year partnership with Discovery Education. This [new collaboration](#) provides K-12 students and their teachers with equitable access to award-winning digital education materials so that educators and students alike will receive access to dynamic resources that keep students connected to learning at home, in school, or wherever learning is taking place.



Celebrating Science Writing and Illustration for Children

In partnership with the American Association for the Advancement of Science (AAAS), SOA presented 2020’s “Science Books & Films Prize for Excellence in Science Books” awards to four powerful and visually spectacular stories. This award program – now in its 15th year – helps spur the creation of new, high-quality books about science for children of all ages. SOA and AAAS donate the winning books to K-12 schools across the country through participating retailers. **SOA has donated more than 277,000 books** since 2015.



Nurturing a Love for Science

During the COVID-19 pandemic, SOA partnered with the AAAS STEM Education Program to develop a digital library of educational, science-focused activities and resources aimed at providing quality, interactive online activities for young people, grades K-8, who were largely staying home. These activities cover a variety of topics, such as biology, astronomy, physics, and others, and are designed for families to complete together. These resources can also be incorporated into lesson plans for teachers to increase the impact.

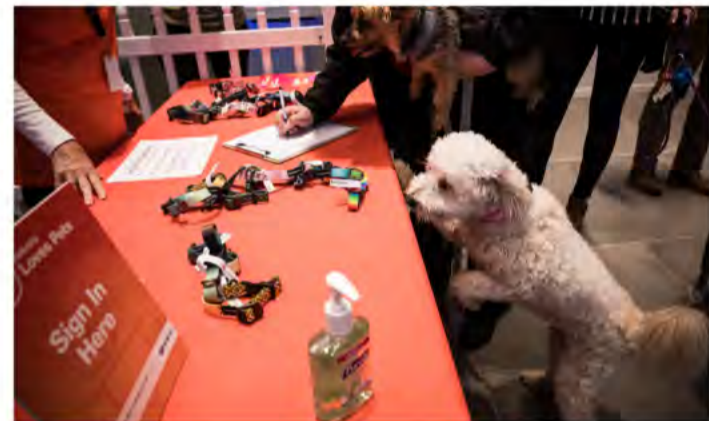
SUBARU Loves Pets



We know that your pets are an important part of your life, especially during the long stretches of time spent at home. This is why Subaru is committed to keeping all animals safe and healthy. We do this through national and local partnerships, and by seeking out ways to give our furry friends the lives they deserve. They have been there for us, so we want to be there for them!

Animal Shelter Donations

In August, SOA began partnering on a joint Love Promise Animal Shelter project in support of Subaru Loves the Earth and Subaru Loves Pets. These efforts included: **681 items donated** to shelters in the initial "trash to treasure" phase of the project (including old blankets, sheets, towels, basketballs, soccer balls, etc.) **2,388 shelter toys** created from deconstructing donated shirts **Over 100 Subaru teammates** participated both in-person and remotely



Pet-focused Accessories

SOA helped develop 20 new pet products – with more on the way – for our pet-loving owners. These pet-related items include: **Collapsible kennels** for vehicle cargo areas **Lid protectors** to prevent damage to the center console **Carriers** for safe travels with cats or small dogs **Harnesses** in exclusive Subaru Blue **Access ramps** to the cargo area for pets up to 220 lbs., or dogs that would rather not jump into vehicles **Padded cargo liners** so pets can lie down and relax comfortably **Padded rear-seat protectors** that are easily removable and washable **Travel bowls** that conveniently nest together with water and food for easy feedings



Philadelphia Union

The Philadelphia Union soccer team and SOA teamed up to promote "Dogs of Ben" (a name inspired by the club's Sons of Ben fan group) that could be adopted from nearby Providence Animal Center. The dogs were featured on the Philadelphia Union's website and social media accounts, SOA's social media accounts, and at Subaru Park as cardboard-cutout fans to help them find families. Through this partnership, 88 dogs found their forever homes.

[LEARN MORE](#)



National Make A Dog's Day

2020 marked our second annual National Make A Dog's Day on October 22 – a national effort to champion dogs everywhere, and, in particular, those in shelters. We shined a light on the last-to-be-adopted shelter dogs in need of loving homes, including dogs with special needs like senior dogs, amputees, visually and hearing-impaired dogs, and dogs with congenital disabilities and physical challenges. Throughout Subaru Loves Pets month in October, more than 500 retailers and shelters across the country participated in in-person or virtual adoption events, resulting in over 20,000 pet adoptions reported, as well as an additional **\$1,343,200 donated** to the partner shelters.

[LEARN MORE](#)



ASPCA®

SOA partnered with the American Society for the Prevention of Cruelty to Animals (ASPCA) to create the 2020 Grant Program – a grant open to shelters that partnered with Subaru retailers for Subaru Loves Pets to support a virtual or in-person adoption event during the month of October. **The ASPCA granted a total of \$690,795 to 146 animal welfare organizations, with an average grant size of almost \$5,000.** These adoption events took place across 42 states and Washington, D.C., resulting in a direct impact on nearly 9,200 animals.

[LEARN MORE](#)



Chow Stops

In partnership with the Animal Welfare Association (AWA) in New Jersey, Subaru sponsored "Chow Stops," which distributed free pet food and pet supplies to residents of Camden, NJ. In 2020, Subaru helped sponsor 965 pet owner visits to Chow Stops, which included the donations of:

- 10,500 lbs. of dry dog and cat food (equaling 26,250 pet meals)
- 7,000 cans of wet dog and cat food
- 1,325 lbs. of kitty litter
- 400 bags of dog and cat treats
- 300 waste bags
- 300 litter pan liners
- 60 pet ID tags
- 70 boxes of flea and tick treatment/preventative care



Love Promise Community Commitment

Subaru of America Foundation

The Subaru of America Foundation was established in 1984 with the goal of supporting those in our local communities. Since its founding, we have worked to create a culture of trust with our partners – collaborating to maximize our impact. Throughout 2020, the Foundation donated approximately **\$1.8 million in grants, matching gifts, memorial gifts, and scholarships to communities across the country.**



COVID-19 Support

Throughout the pandemic, the Foundation helped support communities in need across the country, which included:

A \$25,000 donation to the New Jersey Pandemic Relief Fund, which provides help to address the medical, social, and economic impact of COVID-19 on New Jersey's most vulnerable through supporting organizations that provide essential services, and aiding those on the front lines of the pandemic

A \$25,000 donation to the Camden Educational Fund, which provided 100 laptops to students at Mastery Cramer Hill Elementary for at-home learning

A \$75,000 commitment over two years to the National Afterschool Association and Discovery Education

A two-to-one donation-matching program for Subaru team member donations to the American Red Cross, Feeding America, Meals on Wheels America, and the National Foundation for the Centers for Disease Control and Prevention, totaling nearly \$23,000



Social Justice Support

In hopes of supporting a more equally just society, the Foundation provided funding in support of organizations and efforts that act to address these needs, which included:

A \$500,000 donation to the Equal Justice initiative

A five-to-one donation-matching program for Subaru team member donations, accompanied by a one-to-one corporate-matching program for Subaru retailers, totaling more than \$500,000



Camden Remarkable Graduates

Since 2016, the Subaru of America Foundation has provided \$25,000 per year through \$1,000 scholarships to up to 25 graduates from Camden City high schools – renewable for up to four years of post-secondary education. In 2020, we continued our support of those who renewed from previous years, and awarded scholarships and an accompanying laptop to 23 additional seniors – totaling \$43,000 for the year. Overall, as of 2021, our support for the program has produced **\$155,000 in total donations.**



Discovery Education and Camden City School District

The Subaru of America Foundation partnered with the Camden City School District to provide K-12 students with education materials to use at home, in partnership with Discovery Education. To learn more about this partnership, click [here](#).



IDEA Center Ribbon-Cutting Ceremony

Through funding from the Subaru of America Foundation, the Institute for the Development of Education in the Arts (the IDEA Center) opened a new state-of-the-art creative space in downtown Camden, NJ, including the Subaru Media Lab, where students can learn the media arts by creating works of art that tell stories in their own voices. This new space will accommodate the educational and artistic program for the city's youth, including a Jazz Café, open mic sets, movie screenings, and other performing arts projects.

Love Promise Community Commitment

Volunteerism

Each year, Subaru team members donate thousands of volunteer hours and paid time off toward helping their local communities. In 2020, a total of **5,467 volunteer hours were donated** – both in Camden and across the country – to a broad variety of organizations that reflect the Subaru Love Promise pillars (Subaru Loves the Earth, Subaru Loves to Help, Subaru Loves to Care, Subaru Loves Learning, and Subaru Loves Pets), which guide the ways we interact with the communities around us. We saw a significant portion of our volunteer work fall within the Subaru Loves to Care pillar due to our efforts responding to the harmful impact that COVID-19 was having on communities across the U.S.



Subaru Ambassadors

Our Subaru Ambassadors are an exclusive group of enthusiastic Subaru owners who volunteer their passion and excitement to spread the word about Subaru. These thousands of individuals nationwide pledge to live out our Subaru Love Promise by giving to their communities and ultimately shaping the SOA brand. Throughout 2020, our Ambassadors worked hard in their local communities, where they:

Hosted more than 2,500 volunteer events, including running errands for those in need, participating in park cleanups, volunteering at food banks and animal shelters, and collecting items for clothing drop-offs

Participated in over 2,600 meetups, where Subaru owners engaged with and supported each other through “Subie” car meets, socially distanced cruises, rally events, and enthusiast gatherings

Served locally through the Subaru Ambassador Day of Caring – a day of service in support of Subaru Loves to Care – which resulted in 866 participants nationwide volunteering their time across various events and volunteer opportunities

Supported our second National Make A Dog’s Day, where they donated supplies, gear, funds, and as well as walked dogs, adopted furry friends, and more at their local retailers

It’s astounding to have so many owners across the U.S. willingly advocate their love for the Subaru brand. We dearly appreciate them all. With their collective voice and efforts – along with support from SOA and our retailers – we’re able to make positive impacts a reality while being *More Than a Car Company*® each and every day.

Love Promise Community Commitment

Commitment to Camden, NJ

Both SOA and the Subaru of America Foundation are headquartered in Camden, NJ. However, Camden is more than just our HQ location – it's home! The Subaru family – including those in our offices, local retailers, and the Foundation – is passionate about empowering this community. It is important to us that we continue building our relationships and local partnerships to best help our new hometown continue to thrive.

[WATCH VIDEO](#)

Our Investment in Camden, NJ

In 2020, Subaru proudly donated \$522,126 in philanthropic support to help revitalize and strengthen the city of Camden and its citizens.



Camden Volunteerism

Our teammates and partners worked together in Camden, donating a combined **390 hours of volunteer work** to the community. This work was donated across a variety of causes and organizations, including Cooper's Ferry, Hopeworks, and Cathedral Kitchen. Reflecting a similar sentiment as our national volunteer work, our Camden efforts focused primarily on the Subaru Love Promise pillars, as we worked to ensure that we continued helping our Subaru family members in Camden throughout the duration of the COVID-19 pandemic.



Camden-based Partner Organizations

Animal Welfare Association®

Subaru teamed up with the [Animal Welfare Association \(AWA\)](#) for monthly "Chow Stops" to distribute free pet food and pet supplies to Camden residents. The Chow Stops took place in conjunction with the Food Bank of South Jersey's Camden Hope Mobile food distribution. From March 2020 to February 2021, SOA's Chow Stops helped feed 1,645 pets, and served 1,095 pet owners through the distribution of 15,769 lbs. of wet and dry dog and cat food, 1,525 lbs. of cat litter, 900 litter pan liners, and 70 boxes of flea/tick preventative care.

Barnes Foundation

During the 2019-2020 school year, Subaru partnered with the [Barnes Foundation](#) to serve 345 pre-K students and 25 teachers from Camden's Early Childhood Development Center. The virtual education program "Barnes Art Adventures" was launched in late May 2020, and was built to recognize the needs of school districts in the region while students were learning from home during the COVID-19 pandemic. The program modeled its goals from the Barnes multi-visit education programs offering art observation and analysis to encourage visual literacy and critical thinking, and to support cross-curriculum skill-building aligned with the school districts' standards.

Camden City School District

In November, the SOA Foundation partnered with the Camden City School District (CCSD) to launch a new, multi-year partnership with Discovery Education. This new collaboration is providing K-12 students with equitable access to award-winning education materials, so that educators and students alike will receive access to dynamic digital resources that keep students connected to learning at home, in school, or wherever learning is taking place.

Cathedral Kitchen

In 2020, Subaru continued support for Cathedral Kitchen's Culinary and Baking Arts Training program, which prepares individuals for sustained employment in the culinary field. [Cathedral Kitchen](#) was holding their 23rd Culinary and Baking Arts class when the pandemic forced them to suspend classes. During that time, Cathedral Kitchen's staff consulted with culinary training programs across the nation, gathering best practices to make improvements to the program. During the summer, the students were invited back in small groups to participate in refresher classes and to take the National Restaurant Association's ServSafe® Certification exam.

Cooper's Ferry Partnership

Cooper's Ferry Partnership has long been an ally to the city of Camden. In 2020, Subaru partnered with Cooper's Ferry Partnership to create impactful volunteering events that addressed resident-identified needs. This included organizing a Camden-based project as a part of the first national event for Yosemite Facelift: Act Local, where Subaru volunteers cleaned-out illegal dumping zones in the city – collecting over 250 lbs. of trash during one event alone. Subaru is excited about continuing its environmental restoration efforts with Cooper's Ferry Partnership in the future.

Girls Inc.

In 2020, Subaru continued our partnership with Girls Inc. of Greater Philadelphia & Southern New Jersey. As the world quickly adapted to a virtual learning environment, [Girls Inc.](#) did the same. They improved on existing methods and created new ones to support, develop, and motivate participants in their program. Seventy-four students took part in virtual programs in Camden, including from three new partner organizations: Mastery Molina Lower Elementary, Camden Charter School Network, and Center for Family Services. At the annual Strong, Smart, & Bold Celebration, honoring pioneer women in the community, Subaru was recognized for inspiring the girls of Camden to be Strong, Smart, & Bold through the launch of computer programming in the Camden School District.

Hopeworks 'N Camden

In 2020 – during a time of unprecedented need in the community – Subaru partnered with [Hopeworks](#) on a variety of initiatives, including their annual Code Day, and annual Hackathon, Chat and Chew Sessions, and mock interviews, teaching technology to help youths build valuable job skills and support their youth employment social enterprises. Even in the middle of the pandemic, Hopeworks was able to place youths in permanent jobs at various companies with a starting wage of over \$37,000 per year – over 89% of whom are still employed 12 months later.

Joseph's House

In 2020 – in partnership with Subaru – [Joseph's House](#) served almost 1,500 individuals in their day program/connection hub, and another 416 individuals in their overnight program. Additionally, they guided 261 people toward obtaining personal identification, helped 51 with employment needs, assisted 86 in securing housing, and provided 3,314 connections for services like medical care, mental health, addiction, and veterans services. Along with this partnership, we funded nearly \$100,000 in various sponsorships, scholarships, and projects in Camden, NJ.

Philadelphia Business Journal "Faces of Philanthropy"

The [Philadelphia Business Journal](#) has honored SOA and Girls Inc. of Greater Philadelphia & Southern New Jersey with the "Faces of Philanthropy" award for our ongoing partnership, and in recognition of our outstanding achievements in philanthropy in the greater Philadelphia area.



Measuring Our Impact



SUSTAINABLE DEVELOPMENT GOALS

In 2018, SOA began assessing our efforts in the context of the United Nations' 17 Sustainable Development Goals (SDGs). As part of the UN's 2030 Agenda for Sustainable Development, these global goals and corresponding targets are intended to stimulate action in areas of critical importance for humanity and the planet at large. In 2020, we continued to examine and evolve our focus to advance our contribution to the UN's goals – and to ultimately expand our positive impact on the world.

UN Sustainable Development Goals Support

Below are six of the United Nations' SDG goals and their related targets that we have identified to inform our decision-making throughout the coming years, while supporting our parent company – SBR – in its global impact plans.



UN SDG Goal #2: Zero Hunger

End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.

2.1: By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious, and sufficient food all year-round

SOA 2021 Action Areas:

- Share the Love Event
- Subaru Loves to Help initiatives
- COVID-19 relief efforts
- Empower Camden programs



UN SDG Goal #3: Good Health and Well-Being

Ensure healthy lives and promote well-being for all, at all ages.

3.4: By 2030, reduce premature mortality from non-communicable diseases by one-third through prevention and treatment, and promote mental health and well-being

3.6: By 2030, reduce half the number of global deaths and injuries from road traffic accidents

SOA 2021 Action Areas:

- Subaru Loves to Care initiatives
- Subaru teammate well-being improvement
- Vehicle safety excellence
- Growth of Employee Resource Groups' impact
- Racial equality and racial justice



UN SDG Goal #4: Quality Education

Ensure inclusive and equitable quality education, and promote lifelong learning opportunities for all.

4.3: By 2030, ensure equal access for all women and men to affordable and quality technical, vocational, and tertiary education – including university

4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship

4.7: By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship, and appreciation of cultural diversity and of culture's contribution to sustainable development

SOA 2021 Action Areas:

- Subaru Loves Learning initiatives
- Empower Camden programs
- Subaru University programs
- Professional development for Subaru teammates
- Growth of Employee Resource Groups' impact
- Expansion of internal and external racial equality initiatives
- Subaru teammate inclusive leadership training



UN SDG Goal #5: Gender Equality

Achieve gender equality and empower all women and girls.

5.1: End all forms of discrimination against all women and girls everywhere

5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life

SOA 2021 Action Areas:

- Recruitment, development, retention, and promotion of underrepresented talent
- Growth of Employee Resource Groups' impact
- Expansion of internal and external gender equality initiatives



UN SDG Goal #8: Decent Work & Economic Growth

Promote sustained, inclusive, and sustainable economic growth; full and productive employment; and decent work for all.

8.5: By 2030, achieve full and productive employment and decent work for all women and men, including young people and persons with disabilities and equal pay for work of equal value

8.6: By 2030, substantially reduce the proportion of youth not in employment, education, or training

SOA 2021 Action Areas:

- Empower Camden programs
- Career exploration and employment skills training for underserved and underrepresented communities
- Job fairness and equity evaluation
- Recruitment, development, retention, and promotion of underrepresented talent
- Subaru University program
- Scholarship advancement opportunities within Camden



UN SDG Goal #12: Responsible Consumption and Production

Ensure sustainable consumption and production patterns.

12.2: By 2030, achieve the sustainable management and efficient use of natural resources

12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse

12.8: By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

SOA 2021 Action Areas:

- Subaru Loves the Earth initiatives
- Promotion and education around waste reduction, reuse, and recycling
- Environmentally responsible product enhancements
- Facility-waste-diversion and energy-reduction initiatives