

# OUR Drive for Impact

2023 Subaru of America  
Corporate Impact Report







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# Welcome from Jeff Walters, President & COO, and Tadashi ‘Tady’ Yoshida, Chairman & CEO of Subaru of America, Inc.

At Subaru, our commitment to being More Than a Car Company® is at the core of everything we do. This guiding principle expands beyond just selling cars and drives us to create quality products, put safety first, invest in our communities, create a rewarding place to work, and treat all with respect. We are grateful to work with people who genuinely believe life is about giving more than you get. That’s being Uniquely Subaru.

In our 2023 Corporate Impact Report, we will share the stories and examples of how we are striving to make the world a better place through our Subaru Love Promise as we aim to create positive change in the areas our team members and vehicle owners care about most.

We are proud of the progress we made in 2023 to strengthen our brand, electrify our product lineup, and grow our positive impact in the communities where Subaru and over 630 retailers live and work. These advancements would not have been possible without our stakeholders and philanthropic partners, whose

hard work and dedication to take our company to the next level is what makes Subaru, Subaru. We look forward to continuing to impact the lives of our colleagues, Subaru owners, and community members in the future.

Thank you for joining us on this journey.

# 2023 Highlights

## Subaru Love Promise

We are continuing to focus on five pillars of impact through our Love Promise Community Commitment: Subaru Loves to Help, Subaru Loves the Earth, Subaru Loves to Care, Subaru Loves Learning, and Subaru Loves Pets. In 2023, we made \$1,417,200 in donations to Camden, NJ nonprofits, awarded 25 grants to nonprofits in our hometown, and volunteered 15,064 hours across the U.S.

## Safety and Quality

Safety is our top priority. Subaru has earned more Insurance Institute for Highway Safety (IIHS) TOP SAFETY PICK+ awards than any other brand since 2013.<sup>1</sup>

## Action on Environment

We are committed to furthering the electrification of our vehicles, which includes hybrid and plug-in cars, by the mid-2030s. We also helped Discovery

Education empower the next generation of sustainability leaders through the launch of the [Sustainability Education Coalition](#).

## Diversity, Equity, Inclusion, and Belonging

At Subaru, we believe that diversity makes us stronger. Diversity, equity, inclusion, and belonging (DEIB) are core to our culture, and how we treat each other as humans first. From our employees and our retailers to our local communities where we live and work, we value each unique story and strive to create a space for belonging and an environment where all people feel a sense of connection.

## The Subaru Love Promise®

The Subaru Love Promise is our vision to show love and respect to all people. Together with our employees, retailers, and customers, we are supporting our communities through our five pillars: Subaru Loves to Help, Subaru Loves the Earth, Subaru Loves to Care, Subaru Loves Learning, and

Subaru Loves Pets. In the past two decades, Subaru and the Subaru of America Foundation, Inc., have contributed more than \$300 million to causes that the Subaru family cares deeply about. Our employees logged our highest volunteer hours ever in 2023, providing 15,064 hours to our community.

[Subaru Loves to Help®](#)

Check out how Subaru Loves to Help

[Subaru Loves the Earth®](#)

Check out how Subaru Loves the Earth

[Subaru Loves to Care®](#)

Check out how Subaru Loves to Care

[Subaru Loves to Learning®](#)

Check out how Subaru Loves Learning

[Subaru Loves Pets®](#)

Check out how Subaru Loves Pets

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1. Claim applies to U.S.-spec vehicles. Based on research conducted by Subaru of America and Subaru Canada.

# Recognition for Who We Are

## Forbes Best Brand for Social Impact

Subaru was recognized by Forbes as the #1 automotive brand for social impact.

## Civic 50

Subaru was recognized on this list of the 50 most community-minded U.S. companies for the third consecutive year.

## Human Rights Campaign Corporate Equality Index

Subaru was recognized for its continuous support of LGBTQ+ employees through fair workplace policies, practices, and benefits.

## Axios Corporate Reputation Rankings

Subaru ranked 16th on the 2023 Axios Harris Poll of the top 100 reputable corporate brands in the U.S.

## FutureCast TrailBlazer Award

Subaru received the inaugural FutureCast TrailBlazer Award for the heartwarming commercial [“A Beautiful Silence,”](#) highlighting the strong connection between

our customers and their vehicles and emphasizing the emotional significance of expanding access to the outdoors for all.

## National Parks Conservation Award

Subaru was honored by the National Parks Conservation Association (NPCA) with the Centennial Leadership Award for our ongoing commitment and support for the national parks.

# Recognition for What We Do

## 2023 Subaru Brand and Product Awards<sup>1</sup>

### IIHS TOP SAFETY PICK+

Subaru has earned more IIHS TOP SAFETY PICK+ awards than any other brand since 2013.<sup>2</sup>

### American Customer Satisfaction Index

Subaru has been rated #1 in safety for four years, product quality for three years, and service quality for two years. In 2023, Subaru was also named #1 in overall product and service quality, quality for the price, and lowest complaint rate.<sup>3</sup>

### Experian

Experian Automotive Data ranks Subaru as the industry leader in longevity, with 96% of vehicles sold in the last 10 years still on the road today.<sup>4</sup>

### IntelliChoice

Subaru earned recognition by IntelliChoice for Lowest Ownership Cost in the popular brand category for the second year in a row.

## J.D. Power #1 in Customer Satisfaction

Subaru ranked #1 in customer satisfaction in the mass market car segment, according to the J.D. Power CSI Study.

## Consumer Reports

Subaru is the 2023 Best Mainstream Automotive Brand according to Consumer Reports.<sup>5</sup>

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1. Claim applies to U.S.-spec vehicles. Based on research conducted by Subaru of America and Subaru Canada.

2. Subaru of America, Inc. (Subaru) earned these claims in calendar year 2023; awards may have expired.

3. Compared to all other measured mass market automotive companies in the 2023 American Customer Satisfaction Index (ACSI®) surveys of customers rating their own automotive company's performance. ACSI® is a registered trademark of ACSI, LLC.

4. Based on Experian Automotive vehicles in operation vs. total new registrations.

5. Consumer Reports does not endorse products or services.



MORE THAN A  
Car  
Company®



# Subaru and Our Family

**1,400**  
**SOA Teammates**

## More Than a Car Company®

At Subaru of America, Inc. (SOA), we are committed to being More Than a Car Company. This guiding principle is at the core of everything we do and helps us provide customers with excellent products and services, while improving the lives of those within our communities.

The team is made up of 1,400 colleagues at our U.S. headquarters, field offices, training facilities, regional distribution centers, and ports. We work with 6,500 people at our sister facility, Subaru of Indiana Automotive (SIA) and 40,000 people at our retail centers. These individuals are the driving force of the Subaru Love Promise and make it possible to be More Than a Car Company.

**6,500**  
**SIA Associates**

Read more about our commitment to belonging, safety, and growth for our teammates in the [Our People](#) section.

## Our Parent Company: Subaru Corporation

Our parent company Subaru Corporation (SBR), headquartered in Tokyo, Japan, has guided our commitment to be a company dedicated to strong corporate responsibility, principles, and convictions.

As part of this commitment, SBR created our mid-term management vision called Speed, Trust, Engagement, and Peace of Mind and Enjoyment (STEP), to help build trust that resonates with

**40,000**  
**Retail Team Members**

customers. This programming was launched in 2018, and we have since established a range of initiatives primarily centered on “Corporate culture reform,” “Quality enhancement,” and the “Evolution of the Subaru difference.” We are proud of the progress we have made in these areas and look forward to furthering our engagement in business activities that prioritize our customers.

Key SBR achievements from 2023 include signing a “[National Park Official Partnership](#)” agreement with Japan’s Ministry of Environment, establishing a [sustainable finance framework](#), and [declaring support](#) for the recommendations of the Task Force on Climate-related Financial Disclosures.



In 2023, SBR welcomed Atsushi Osaki as the new CEO of the company. [Read more about our parent company.](#)

## **Our Sister Company: Subaru of Indiana Automotive**

SIA is SBR's U.S.-based manufacturing facility and is a key leader in environmental management across the company. Industry-leading sustainability initiatives enabled SIA to become the first U.S. auto plant to earn International Organization for Standardization (ISO) 14001 Certification in 1998 and zero-landfill status in 2004.

The SIA Foundation was founded in 1997 and has since given \$3 million to fund nonprofit projects across Indiana. Read more about the impact of the [SIA Foundation](#) on their website.

## **Our Retailers**

Subaru of America, Inc. (Subaru) relies on a network of over 630 retailers across the U.S. to work directly with our customers. Our retailers are not just focused on selling cars but on building lifelong relationships with their customers, earning their trust, and exceeding their expectations by providing customer service with integrity and compassion. This relationship with our customers is what makes Subaru More Than a Car Company and enables our retailers to be More Than a Car Dealer.

## **Our Hometown: Camden, New Jersey**

We have called Camden, New Jersey, our home since 2018. We believe in giving back to our hometown and over the years have worked closely with residents and community leaders to address the most important needs in our city. The Subaru of America Foundation, Inc., has made notable philanthropic contributions across two major categories in Camden: environment and employment. Read more about our hometown initiatives in our [Camden Commitment](#) section.

## **Our Facilities**

Our campus in Camden, New Jersey, reflects our commitment to the environment. Our headquarters and National Service Training Center buildings have been thoughtfully designed with elements that limit our environmental footprint and focus on sustainability. We are also continuously seeking out other strategies and opportunities that can help us save energy.

## Headquarters

### LEED Silver Headquarters

Our Camden campus is certified LEED Silver, demonstrating our commitment to help reduce our environmental impact. The following are some of our building's many green features:

- 100% renewable wind power
- 63 on-site EV charging stations
- Building automation systems to optimize energy performance and reduce carbon dioxide (CO<sub>2</sub>) emissions
- HVAC infrastructure and light-emitting diode (LED) lighting throughout
- Reclaimed wood wall décor in our lobby and café
- Employee workstations and carpeting composed of partially recycled materials
- A Pennsylvania Horticultural Society-designed drought-tolerant landscape that includes native perennials, hardwoods, and grass species

- Stormwater management practices, including raising site grades during construction, planting wetland species in poor drainage areas, and installing a rain garden
- ISO 14001 certified in each of the buildings we have operated in for 19 years
- Daylight-harvesting lighting technology that offsets the amount of electric lighting needed and reduces associated CO<sub>2</sub> emissions
- Energy-efficient LED technology to reduce associated greenhouse gas emissions

### Share the Love® Garden

The Subaru Share the Love® Garden entered its 16th year in 2023. Located on the grounds of our headquarters, the organic garden was designed by the Center for Environmental Transformation, a local urban farming nonprofit, and is tended to by Subaru volunteers. Each harvest is donated to our partner in Camden, Cathedral Kitchen, that uses the bounty to support those in need. In 2023, Subaru donated 663 pounds of food, for a cumulative total of over 8,200 pounds.

For more details on the Share the Love Garden, see [Subaru Loves to Help](#).

## Waste Management

### Recycling

Subaru has been participating in recycling initiatives since well before they were a state mandate. We have continued to prioritize recycling in our waste management practices and are regularly searching for new ways to improve our paper usage and recycling process. In 2023, Subaru eliminated 1,559 pounds of waste across the company. We are also exploring new ways to manage food waste through our partnership with Eurest, our food service vendor, that is engaging in conservation efforts to reduce, reuse, and recycle via their [Waste Not program](#). Through this partnership, we strategically place food scrap containers throughout our offices to collect employee food waste. This waste is then transported to be repurposed as animal feed or compost.

### Printing Offsets

Subaru has continued our participation in the PrintReleaf™ paper consumption offset program through our partnership with Allied Printing. This program helps us measure our paper consumption and offsets our environmental footprint by reforestation at planting sites of our choice. In 2023, Subaru saved 320,829 sheets of paper.

## E-Waste

Subaru works with our employees to help ensure the proper recycling of e-waste generated both in and out of the office. Our collection during our 2023 Earth Day event led to 1,118 pounds of e-waste being collected and diverted from landfills.

### Food Waste Reduction:

**4,089 pounds**

**Food waste  
diverted from landfills:**

**15,727 pounds**

of carbon dioxide equivalent (CO<sub>2</sub>e)  
prevented from entering atmosphere\*

\*according to the United Nations methodology

## Water Management

Subaru believes in the value of stormwater management infrastructure to help mitigate the impacts of extreme weather and invests in proactive site engineering measures. This includes raising existing site grades up to five feet and planting wetland vegetation in areas with poor drainage. In 2023, these water management techniques were an important piece of our responsible storm management strategy and helped us conserve 128,734 liters of water. The Subaru rain garden also helps reduce runoff by retaining a portion of stormwater that would otherwise contribute to flooding in the nearby Cooper River.

## Other Facilities

In 2023, Subaru installed LED lighting in two of our regional distribution centers (RDCs) located in Coppell, Texas and Lebanon, Indiana. The installation of energy efficient lighting will help reduce energy consumption and associated CO<sub>2</sub> emissions.

Subaru is also committed to reducing waste in all our RDC locations. In 2023, Subaru recycled a total of

2,131 pounds of waste across all sites, which included wooden pallets and e-waste, and had a combined recycle rate of 85.3%.



# OUR People

Subaru of America, Inc. (Subaru) knows that we are only as strong as our people, so we focus on lifting up and supporting our teammates as a part of the Subaru Love Promise. This commitment to be a force for good is driven by our dedication to help ensure that every colleague is valued, impactful, and successful.

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Diversity, Equity, Inclusion, and Belonging

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Employee Resource Groups

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Employee Well-being and Development

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Governance and Compliance

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# Six Stars to Guide Us

Our company's vision is shaped by our six stars. New employees start their journey by focusing on these principles and learning how to integrate them into their roles. These stars not only define our commitment to the Subaru Love Promise, but they also inspire and motivate every member of the Subaru team to embrace the meaning of being More Than a Car Company®.

## Living Our Values

### Our Mission

People should feel love and respect at every interaction with Subaru.

### Love Promise Volunteering Impact

15,604 volunteer hours to organizations aligned with our Love Promise pillars in 2023.

### Diversity, Equity, Inclusion, and Belonging

At Subaru, we embrace diversity, cherish shared qualities, and actively cultivate a welcoming community that uplifts and encourages all employees, customers, and community members.

### Employee Resource Groups

Our Employee Resource Groups provide our employees with the opportunity to connect, learn, and grow. This is key to our diversity, equity, inclusion, and belonging mission.

### Employee Well-being and Development

We support the growth of our employees through professional development, mentorship opportunities, and wellness benefits.

### Governance and Compliance

Exemplifying a commitment to the highest standards of ethics and integrity makes Subaru More Than a Car Company®.

# Diversity, Equity, Inclusion, and Belonging





At Subaru of America, Inc. (Subaru), we believe that diversity makes us stronger. Diversity, equity, inclusion, and belonging (DEIB) are core to our culture and how we treat each other as humans first. From our employees and our retailers to our local communities where we live and work, we value each unique story and strive to create a space for belonging and an environment where all people feel a sense of belonging.

Our goal is to inform and inspire as we look to help our colleagues deepen their understanding of DEIB as a business imperative. We continue our DEIB strategy through our focus on Workplace, Workforce, Marketplace, and Community. At Subaru, we define DEIB as:

- **Diversity:** The collection of identities and experiences (both seen and unseen) that represent the individual differences that make us all unique.
- **Equity:** The guarantee of fair treatment, access, opportunity, and advancement for all people, and the identification and elimination of barriers.
- **Inclusion:** The intentional effort to cultivate an environment where everyone is engaged and all contributions are considered and valued.

- **Belonging:** The outcome of an organization that values and prioritizes Diversity, Equity and Inclusion. A sense of belonging is when individuals feel their identity is seen, welcomed, and appreciated, allowing them to fully participate in a community.

## Workplace

At Subaru, we are cultivating a culture of inclusivity so our employees feel welcomed, included, and a sense of belonging, with equal access to opportunities that allow them to thrive in their careers. We do this through our 5 Employee Resource Groups (ERGs), partnering with our Talent Management team to create unique and relevant learning moments that allow people to deepen their understanding of DEIB in the workplace, and tailored DEIB resources to support individual DEIB learning and development. Our employee-led ERGs create a space for community and allyship throughout our workplace and in our communities.

## DEIB Council & Committee

In 2023, we relaunched our Diversity Council, a leadership group comprised of our executive team, ERG Executive Sponsors, and the Associate Director for DEIB. The DEIB team organizes regular meetings with the council to present updates, discuss new opportunities, field questions, or discuss relevant challenges. The goals of the Diversity Council are to collaborate and identify new opportunities that will help operationalize and advance the DEIB strategy

throughout Subaru. Each council member plays a role in ensuring that our DEIB work aligns with our corporate values and delivers on the strategic priorities and focus areas of Workplace, Workforce, Marketplace, and Community. Members provide input at council meetings and are an active champion of the work on their respective teams.

## Coffee & TED Talks

Our teams continue to utilize coffee talks to have brave conversations across important topics. In 2023, we also partnered with TED Talk to equip employees with the right resources and platforms to continue having these conversations. In its pilot stage, our TED Talk resource reached about 150 employees. We continue to engage learning partners that help enable our team members to expand their knowledge as we work together to continue to foster an inclusive workplace.

## Subaru Retailers

For more than 16 years, we have worked closely with NAMAD to provide opportunities to foster a more diverse community of retailers. This includes

## Automotive News Notable Champions of Diversity

In October 2023, Kevin Kight, General Manager of Subaru of Olathe in Kansas, was named a 2023 Automotive News Notable Champion of Diversity. The Notable Champions of Diversity in Automotive program has recognized individuals who advocate for diversity, equity, and inclusion in the automotive industry. Kight plays an instrumental role in driving our DEIB strategies and initiatives at the local level, fostering a culture of inclusivity and encouraging listening, learning, and acknowledging the diverse experiences within the workforce. These steps importantly result in lasting employee engagement, customer satisfaction, and overall business performance. For his collaborative work to advance DEIB, Subaru also recognized Kight as a Subaru Retailer DEIB Champion.

*“Strengthening the diversity of our employees enables us to build stronger connections with our customers and community to better understand*

*their needs, and to foster their loyalty with our brand. I look forward to continuing this work and seeing where it takes us.”*

- Kevin Kight

Embracing inclusion and belonging not only enriches our work environment but is an extension of the Subaru Love Promise and our H.E.A.R.T. (Honesty, Empathy, Appreciation, Respect, and Trust) philosophy that we strive for across the Subaru family. Through consistent recruiting and an open and welcoming work environment, Kight has successfully grown the Subaru of Olathe’s employee base from 26 to 97 people in the last two years. Efforts at the retailer included providing best-in-class healthcare and inclusive benefits like paid parental leave, closing the location in recognition of major holidays, including Juneteenth, conducting quarterly surveys to gauge employee experiences, and creating an environment where every individual feels invited to belong. He has also recognized the importance of promoting inclusivity and belonging for customers.

providing qualified candidates access to low loan rates on acquired stores and assisting with the cost of professional group dues and financial consulting fees.

## Under the Hood

We expanded our DEIB interview and roundtable series Under the Hood, a platform to unpack dimensions of diversity and celebrate our unique stories at Subaru. In 2023, the series added a new focus on celebrating diversity and tapping into the voices of our employees. Under the Hood topics included sit downs with our incoming President Jeff Walters and outgoing President Thomas J. Doll, a panel interview on women in the automotive industry, and diving into dimensions of diversity through employee conversations.

## Pay Transparency and Equity

At Subaru, we approach the subject of pay with a commitment to honesty, transparency, and equity. Our confidence in our market-leading total compensation (including base pay and bonus) is supported by a methodology that prioritizes equity

and fairness. We are committed to empowering our employees with the knowledge needed to hold us accountable for our promises.

To bring this philosophy to life, we categorize each position at Subaru into grade levels, and we openly share the corresponding salary ranges. The transparent methodology guiding these ranges draws from market data from diverse salary surveys, spanning the general and automotive sectors. We use defined guidelines to determine pay and pay increases based on objective criteria to eliminate the influence of any potential unconscious bias when it comes to determining an individual's pay within the salary range. Through collaborating with leaders across the organization in a formal calibration process, our HR team helps ensure consistency and fairness in compensation decisions companywide.

Additionally, we recognize the need for diligence in maintaining internal fairness and equity. Engaging with a third-party compensation expert, we conduct an annual comprehensive equal pay analysis for all positions and employees. In 2023, the report found no disparities in pay based on race, ethnicity,

or sex. This process helps us ensure transparency and fairness for everyone and is a key part of our assessment of pay practices.

## Employee Resource Groups

Our five ERGs are led by passionate employees who work to create ways to connect, learn, and grow. Our ERGs are integral to our DEIB mission by fostering inclusion and belonging within Subaru through employee engagement and supporting community partnerships. Our ERGs make a big impact each year supporting our goals for the workplace, with more than half of our employees voluntarily joining at least one ERG in 2023. Check out the “Subaru of America Foundation, Inc.” to read about the ERG involvement in our second annual DEIB grant cycle.

Meet our ERGs:

### BLENDS

The mission of the Black & Latino Employee Network for Diversity at Subaru (BLENDS) is to empower Black and Latino employees by creating professional development programs, offering educational resources, and engaging with the community in diversity initiatives.



## **Evolve**

Evolve promotes physical and social wellness for our colleagues by educating, motivating, supporting, and empowering employees with resources to help them become the best versions of themselves.

## **Out+Ally**

Out+Ally aims to create a network of LGBTQ+ employees and straight allies who strive to establish community, support, and resources for LGBTQ+ employees to create a stronger and more inclusive workplace.

## **SARGE**

Subaru Armed Forces Resource Group for Employees (SARGE) focuses on outreach and support for the veteran community within Subaru and in the local places we work and live. SARGE teaches respect for those who have served.

## **Subaru Women's Network**

The Subaru Women's Network is a diverse group with the common goal of unifying and empowering women. The network provides an opportunity for growth through education, networking, mentoring, and shaping policies to support all employees in our organization.

# Employee Resource Groups



## BLENDS

The Black & Latino Employee Network for Diversity at Subaru (BLENDS) embraced the Subaru Love Promise by supporting recruitment and training programs, maintaining an open forum for the exchange of ideas, and serving as a source of mentoring and educational and professional development. In 2023, BLENDS:

### Workplace

- Educated, raised awareness, and created engagement during Black History Month, Cinco de Mayo, Juneteenth, and Hispanic Heritage Month.
- Hosted lunch and learns discussing Gettysburg African American history, the Underground Railroad Museum, Hispanic veterans' history, and on the impact of Historically Black Colleges and Universities (HBCUs) and the history of Black sororities and fraternities.

### Community

- Volunteered in key initiatives at the IDEA Center for the Arts in Camden.

- Assisted with the Shoes for your Soul fashion show, a nonprofit that uplifts the economic and financial burdens of households by providing shoes and socks necessary for ever-growing children.
- Prepared and distributed school supplies to hundreds of children at Camden native and basketball star DJ Wagner's school supply event.
- Assisted with distributing holiday event gifts at Camden native and NFL player Haason Reddick's annual Lucky Christmas event for families in Camden.

## Evolve

Evolve promoted physical and social wellness for our colleagues by educating, motivating, supporting, and empowering employees with resources to help them become the best versions of themselves. In 2023, Evolve:

### Workplace

- Partnered with Active Minds, the nation's premier nonprofit organization supporting mental health

awareness and education for young adults, to host a webinar on mental health and well-being for employees.

- Participated in Evolve Walks, an ongoing initiative with nearly 1,000 miles walked since launch, with a corresponding donation to the Ronald McDonald House of Southern NJ based on these miles.
- Held a Step Up to Support Stair Challenge event in partnership with Build Jake's Place, an all-inclusive playground that allows children and adults of all abilities to play and interact together and made a corresponding donation.
- Held volunteer and fundraising events, including the Leukemia & Lymphoma Society's Big Climb Stair Challenge, which was the largest ERG event to date, raising \$6,000.

### Workforce

- Facilitated the CPR certification of 41 employees in collaboration with Risk Management.
- Collaborated with the Subaru Women's Network to build robots for Girls Inc. for their event during



Women's History Month, and donated robots used to teach coding and STEM kits on how to build circuit boards.

## Community

- Partnered with the Philadelphia Children's Hospital of Pennsylvania Foundation and donated 200 handcrafted items through Evolve Makes to LUCY Outreach and the Cooper Foundation.

## Out+Ally

Out+Ally is a network of LGBTQ+ employees and straight allies who strive to establish community, support, and resources for LGBTQ+ colleagues at Subaru to create a strong and inclusive workplace. In 2023, Out+Ally:

## Workplace

- Created a welcoming work environment by celebrating National Coming Out Day, raised the Pride flag, and hosted a Community Partner Fair at our headquarters during Pride month.
- Hosted ERG General sessions and sunrise sessions to build our community and create safe spaces for discussions.

- Held a fundraising event and walk for Transgender Day of Visibility.

## Workforce

- Made progress in corporate policy to incorporate including pronouns and preferred names in Human Resources systems, onboarding processes, and internal conferences.
- Launched an Out+Ally LGBTQ+ Inclusive Benefits Page on our intranet to better serve our LGBTQ+ employees.

## Marketplace

- Sponsored and participated in a variety of events, including the Human Rights Campaign Gala in Philadelphia, the PFLAG National's 50th Anniversary Gala in New York City, and the LGBTQ+ Summit hosted by the Pennsylvania Diversity Council.

## Community

- Supported LUCY Outreach through volunteering, a Crafting for Pride event, making friendship bracelets and pins, and holiday decorating, plus wrapping and gifting presents.

- Celebrated Pride Month by participating in Camden Pride and Haddon Township Pride.

## SARGE

The Subaru Armed Forces Resource Group for Employees (SARGE) focuses on outreach and support for the veteran community within Subaru and in the local places we work and live. SARGE teaches respect for those who have served. In 2023, SARGE:

## Workplace

- Conducted lunch and learns with a licensed battlefield guide for events with the Gettysburg National Park Service, the United States Marine Corps, and the Gettysburg National Cemetery.
- Hosted a fleet-week discussion to honor the contributions of those who have served with a Navy guest speaker and the Subaru executive leadership team.

## Workforce

- Facilitated Hire Heroes interview prep events, participated in the skill-bridge program for Veterans separating from Federal Service, and attended Hire Heroes job fairs.

## Community

- Volunteered with Battleship New Jersey, America's most decorated battleship, to help with ongoing restoration and museum operations.
- Held a cleanup at Historic Mount Moriah Cemetery to restore veteran graves and supported maintenance efforts at the Gettysburg National Military Park.
- Partnered with organizations dedicated to combating problems facing veterans, including Stand Down, which provides services and clothing to veterans experiencing homelessness.
- Supported Hope for the Warriors through letter writing, donated to Toys for Tots, and volunteered with Wreaths Across America to lay wreaths on the graves of veterans.

## Subaru Women's Network

The Subaru Women's Network provides education, networking, mentoring, and support for all employees within Subaru and our community. In 2023, the Subaru Women's Network:

## Workplace

- Hosted educational events including general sessions discussing allyship, wellness, and a Women Talk Money monthly webinar series on retirement planning.

## Workforce

- Participated in the Subaru Under the Hood series on women in the automotive industry and hosted a speed networking event for women to uplift each other.
- Attended and participated in the Chamber of Commerce Southern New Jersey's Women's Conference.
- Conducted a survey on employee benefits which led to an increase in women's health benefits.

## Community

- Partnered with the American Cancer Society in recognition of National Breast Cancer Awareness Month, attended the Making Strides Against Breast Cancer walk, exceeding our goal donation amount.

# Workforce

Subaru is committed to attracting top talent and ensuring an inclusive candidate experience. To cast a wide net in our recruitment efforts, we engage industry organizations and university partners across our identities and dimensions of diversity. We also proactively foster a consistent candidate experience through hiring manager trainings that focus on behavioral-based interview questions.

## Leadership

Diversity in our leadership management team increased in 2023, with 16% of our corporate leaders coming from diverse backgrounds, a 3.5% increase over 2022. We understand that diversity of thought and experience across all areas at Subaru makes us better and supports our inclusion goals of intentionally cultivating contributions across identities. We look forward to continuing to expand our efforts.

## Recruitment Strategy

We further expanded the talent pipeline by establishing new relationships with meaningful partnerships that attract, develop, and retain qualified candidates and employees. This included events with HBCUs, historically black fraternities and sororities, military organizations, LGBTQ+ groups, and diverse membership groups such as the Minority Corporate Counsel Association (MCCA), National Association of Black Accountants (NABA), and Women of Color Automotive Network (WOCAN) in our search for top talent.

Beyond the candidate experience, we continue to evaluate and improve our hiring, promotion, performance management, development, and compensation practices to help ensure equal opportunity for all employees.

## Hire Heroes

Subaru offers career readiness support to veterans applying to roles in corporate settings through volunteer efforts with Hire Heroes. In 2023, through our SARGE ERG, we held 43 virtual mock interviews.

*“Thank you! I’m super grateful for your help in the process. I don’t think I would’ve gotten the job without the practice. So, thank you for making an impact on another veteran’s career.”*

**- Participating Veteran**

## Interview Guide

Our Interview Guides are resources that support hiring managers through behavioral-based interview questions connected to functional skills and our Subaru Leadership Competencies, ensuring a consistent candidate experience. These guides are complemented with a learning module so hiring managers can gain familiarity with preparing for an

interview, the value of using guides to remove bias, the consistency of questions, and sharing best practices for candidate review sessions.

## Accessibility for All

Our Subaru.com website strives for ADA digital accessibility by setting high standards for web accessibility and a focus on ensuring compliance with Web Content Accessibility Guidelines 2.2 Level A and Level AA. Our ADA Digital Compliance team examines strategies to make Subaru digital platforms more accessible to all.

For more on accessibility in our vehicles, visit the [Safety and Quality](#) section learn about Subaru Mobility Assist.

# Marketplace

Our DEIB strategy engages the marketplace through our Subaru Love Promise and our commitment to our customers and retail partners. We also focus on ways to drive inclusivity forward through our marketing efforts and supply chain.

## Inclusive Marketing

### A Beautiful Silence

When we engage our customers, current and future, we showcase and celebrate stories and lived experiences that represent our diverse customer base. [“A Beautiful Silence”](#) is our award-winning ad highlighting the strong connection between our customers and their vehicles. Subaru partnered with the National Park Foundation to share the emotional significance of expanding representation and access to the outdoors for all through “A Beautiful Silence.” We were proud to be honored with the inaugural FutureCast TrailBlazer Award for this heartwarming commercial.

## Brand Partnerships

Our partnerships support communities and organizations that embrace our Subaru Love Promise and champion diverse voices. Our collaborations across these spaces include hosting a screening of [“The Approach 2”](#), a ski and snowboard film series showcasing people of color, women, and adaptive athletes. We also regularly partner with content creators and influencers to engage millions from all walks of life who all share a connection of driving and owning our vehicles.

## DEIB Retailers Summit

Supporting our retailers is an important part of establishing relationships where people feel love and respect at every interaction. The goal of our 2023 Retailers Summit was to inform and inspire, resulting in a space for belonging and walking away with new DEIB strategies from dynamic speakers. We curated a full schedule of interactive learning that helped deepen our understanding of DEIB as a business imperative and explored new opportunities to help our retailers expand their DEIB efforts. Participants received a workbook to brainstorm their Impact



Statements, further action planning, and the road forward in their DEIB journey. These efforts allow us to create a space for belonging for all people and is what makes Subaru, Subaru.

## Vendors

We work with community partners to create opportunities for inclusion across our supply chain. This includes regularly engaging with our legal partners to foster diversity in their firms and working with our vendor headquarters' food service contracts. Overall, our local vendor spend totaled nearly \$1,287,786 in 2023.

# Community

## Diversity in the Outdoors

Subaru believes in making the outdoors accessible for everyone. In 2023, we hosted an adventure weekend for Black People Who Hike's (BPWH) leaders in Moab, Utah. Attendees had the opportunity to hike in Arches and Canyonlands National Parks while also trying mountain biking, outdoor rock climbing, and yoga. Employees from BLENDS and Evolve were on-site to support attendees and serve as volunteer drivers, shuttling attendees in Subaru vehicles to each adventure.

## Rainbow PUSH

For over 3 decades, Subaru has partnered with the Rainbow Push Coalition. To further this collaboration, we created the Subaru U Scholarship for Automotive Excellence. In its third year, this annual scholarship supported six Camden, New Jersey, residents to be trained as automotive technicians at Camden County College. As part of our ongoing commitment to our hometown, we also support scholarship recipients

by pairing them with Subaru retailers to provide mentorship, enhance their training, and help them gain full-time employment opportunities.

## PFLAG National

For the past nine years, we have supported the important work of PFLAG National and its network of chapters across the U.S. Through our DEIB grant, Out+Ally selected PFLAG National as their 2023 grantee, with funds supporting operating and program costs. Our work with PFLAG National aims to ensure that all LGBTQ+ people and those who love them — regardless of their family background or personal identity — are welcomed and accepted.

# Employee Well-being and Development



# Professional Resources and Development

Fostering employee growth is a top priority for Subaru of America, Inc. (Subaru). Utilizing our in-house platform, Subaru Training and Resources United (STAR-U), we facilitate learning experiences including educational programs, compliance training, informative sessions, DEIB initiatives, and executive leadership training. In 2023, we invested 10,769 hours to foster professional growth through STAR-U. Below is a variety of specific opportunities.

## Mentoring Program

The Ignite mentoring program, which launched last year in response to feedback from the annual employee engagement survey, addressed employees' expressed need for additional mentoring opportunities. In 2023, we saw a 57% increase in the number of employees who actively participated in the program compared to the 2021 pilot program. This increase helped employees who participated foster connections, set ambitious goals, and engage in meaningful personal and professional growth alongside their peers.

*"This program was life changing for my career. I came in with uncertain ambitions and left with a clear career path. My relationship with my mentor will extend far beyond this program."*

**- Melissa Rothenberg, 2023 Participant**

## Leadership Competency Awards

We take pride in recognizing exceptional team members through our Leadership Competency Awards. Every quarter, our employees nominate individuals who embody our Subaru Leadership Competencies. These awards are a tribute to leaders who exemplify these competencies regardless of their position within the organization. The award consists of recognition from senior leadership, a celebratory trophy, and a donation to a nonprofit of their choice.

## LinkedIn Learning Challenges

We leverage LinkedIn as a platform for the professional growth of our employees. Fostering

ongoing professional development and enhancing employee engagement, we introduce monthly challenges. Currently, 75% of our colleagues use this resource. In 2023, team members collectively completed 3,135 hours of courses led by industry experts. These courses covered a wide array of topics, including communications foundations, skills for inclusive conversations, Microsoft Excel, and digital body language.

# Benefits and Well-being

## There's No Place Like Home: Where the Love Promise® Begins

We welcome new Subaru colleagues with a Love Promise. We listen with care first, then support the unique needs of both them and their family members throughout their Subaru journey. Our confidential all-employee engagement survey, The Voice of Our Stars, helps keep open lines of communication with our team members to help ensure they experience love and respect in every interaction.

Our commitment to foster a family-like environment goes beyond traditional work structures. In 2023, 107 employees and 152 children participated in our Take Your Child to Work Day celebration. From decorating flowerpots to planting seeds, the day was filled with creativity and joy, embodying the Love Promise in every moment. We also celebrated Take Your Dog to Work Day, where 60 employees brought their pets to work for pet-friendly activities. These initiatives closely resonate with our employees and create a workplace that feels like home.

## The Voice of Our Stars

Using The Voice of Our Stars, our confidential all-employee engagement survey, we establish open communication channels with our team members, helping to ensure that each interaction is characterized by love and respect.

Our people are what make Subaru, Subaru. The Subaru family is deeply committed to our mission of being More Than a Car Company® and embodying the Love Promise in every interaction. On a bi-annual basis, we encourage our colleagues to express their thoughts on various topics important to our culture and the employee experience. We take great pride in the outcomes of our Starfull results! In 2023, our colleagues rated us:

- 8.7 out of 10 on how likely they are to recommend Subaru as a place to work. 1.0 higher than the industry benchmark of 7.7 and places us in the top 5% of the industry.

- 8.8 out of 10 on how satisfied they are with our health and well-being benefits. 1.3 higher than the industry benchmark of 7.5 and places us in the top 5% of the industry in this category as well.
- 8.8 out of 10 on how satisfied they are with the support provided to them by managers. 0.5 higher than the industry benchmark.

These scores, exceeding benchmark expectations, validate our progress in honoring the Love Promise.

## A Forever Home: Our Total Rewards Package

By tailoring programs and plans to cater to the holistic well-being of each employee, we are extending support not only to employees but also to their families. We are proud of our total package, which includes a competitive base salary, an industry-leading annual bonus, and a suite of notable benefit programs.



## Employee Assistance Program

Beginning in 2023, our enhanced Employee Assistance Program (EAP) allows employees to contact a licensed clinician at any time. We also increased the number of free counseling sessions our employees and their household members can access from 6 sessions to 10 sessions per insured member each year. The EAP also offers several work-life balance resources, including coaching, financial, legal, and concierge-type services, that can assist employees in locating child and elder care facilities, licensed contractors, and more.

## Medical Benefits

While medical coverage is a standard offering across many employers, Subaru stands out for its comprehensive coverage and the cost-effectiveness it provides employees. Under our Core PPO Plan, Subaru covers 86% of the premium cost for employees with family coverage, a remarkable 21% higher than the benchmark set by the wholesale/retail industry.

Our commitment extends to customizing plans to meet the specific needs of our diverse employee population. For instance, through analyzing aggregate

plan usage, we identified a prevalent challenge related to sleep and nutrition among our plan members, mirroring national trends. In response, we introduced access to the Calm app to assist with sleep and collaborated with a nutritionist who offers virtual or in-person sessions once a month to address nutritional concerns. This underscores our dedication to providing our employees and their families with the optimal resources for their health and wellness.

## Love What's Next Program

Our commitment to the Subaru family extends beyond their time as our employees. To support life's endeavors, we provide our employees with a highly competitive 401(k) matching program, an employer-optional contribution program, and a guaranteed defined contribution pension program. For 2023, employees who contributed the maximum allowable to their 401(k) received a total employer contribution from Subaru equal to 13% of their annual salary, which is an industry leading sum. These initiatives are crafted to provide our employees and their families with the necessary financial resources to embark on their future journeys.

Moreover, our Love What's Next program underscores our dedication to supporting our

colleagues transitioning into retirement, ensuring they experience the same level of care, dignity, and respect they enjoyed during their active years with us. This unique program fosters a positive outlook on retirement, facilitating guided discussions between retirees and their loved ones to explore expectations about post-retirement life. The program also includes one-on-one conversations about financial planning and decision-making with financial experts. To further enhance preparedness, the program includes a comprehensive analysis conducted by a specialized retirement transition firm.

# Governance and Compliance



Subaru of America, Inc. (Subaru), prioritizes high ethical standards and integrity in its governance and corporate culture. This fundamental tenet demonstrates Subaru's commitment to being a good corporate citizen to our team members, retailers, and customers.

## Data Security and Privacy

Subaru takes data security and privacy seriously. Subaru is continuously enhancing its data security practices through rigorous testing of systems, new training programs, and active measures to eliminate vulnerabilities. We inform customers through resources such as owner information kits and vehicle window stickers.

Subaru's privacy practices exceed what is required by law. In 2023, California, Colorado, Connecticut, and Virginia had state privacy laws that provided customers with certain privacy rights. We voluntarily extended those same rights to all customers in the United States, regardless of their location. We inform customers of our data collection practices and their privacy rights through owner information kits, vehicle window stickers, and easy-to-access online resources. In addition, Subaru pledged to meet or exceed the automotive industry's Customer Privacy

Protection Principles for Vehicle Technologies and Services. Subaru regularly reviews its vehicle data collection practices to exceed these principles.

## Data Trust and Enablement Committee

Last year, Subaru initiated the Data Trust and Enablement initiative to safeguard customer, company, retailer, and employee data. Our primary goal is to build trust with all of our stakeholders, assuring them that their data is secure, accurate, and responsibly managed. Led by a cross-functional team, this initiative establishes and enforces data-handling practices across the company. The team guided Subaru's approach to employee use of Artificial Intelligence (AI) and provided training to employees on the responsible use of AI.

## Accessibility

We are committed to ensuring that digital users have access to all content. To achieve this, all employees are required to undergo a mandatory employee training program focused on digital accessibility upon employment start. Additionally, Customer Advocacy employees are required to complete refresher training when any new ADA compliance regulations are published and a customer support process has been implemented to address any accessibility concerns.

Subaru holds itself and its third-party partners responsible to strive for the WCAG 2.2 level A and AA to ensure policy effectiveness.

## ADA Digital Accessibility Team

In 2023, Subaru created an ADA Digital Accessibility Team that partners with Subaru's ADA Working Group to help ensure equal opportunities on digital platforms, integrate accessibility practices, and adhere to the ADA regulations. The team leader communicates compliance metrics to senior leadership and legal teams, fostering an accessibility culture across Subaru.

## Enterprise Risk Management

Subaru is serious about managing risks that may have an impact on our colleagues and customers. Our commitment to mitigating these risks involves preparing for emergency situations and taking steps to minimize damage when risks emerge.

## Subaru Opportunity Annual Review

The Subaru Opportunity Annual Review (SOAR) initiative is our enterprise risk management process. SOAR identifies, prioritizes, and manages strategic opportunities and risks at Subaru. SOAR collaborates to address emergencies, minimize damage, and

enhance our strategic, financial, and operational performance. SOAR seeks to promote cross-functional communication and reports on the risks and opportunities to avoid managing in silos.

## **Customs Trade Partnership Against Terrorism**

Subaru helps ensure proper declarations for all our globally manufactured parts and vehicles entering the U.S. We contribute to establishing a secure international supply chain by actively engaging in the U.S. Customs and Border Protection's Customs Trade Partnership Against Terrorism.

Earning the status of Trusted Trader from U.S. Customs, Subaru maintains an impressive monthly and annual import volume accuracy rate of 95% or higher. This recognition enhances our supply chain security, benefiting both retailers and customers.

## **Compliance Oversight**

Our commitment to compliance oversight is reflected in our comprehensive compliance program, designed to instill accountability across our company. We encourage colleagues to report concerns through various channels, including through managers, HR,

or the Legal Department. We also offer a third-party compliance reporting system, allowing anonymous submissions through email, phone, or a website portal, fostering a collaborative effort towards a more promising future.

Subaru has also created a new investigations policy that advises employees of their obligations to report, in good faith, any potential ethical violations from employees, vendors, contractors, and/or third parties. This policy further identifies our employee's roles and responsibilities to cooperate in an investigation.

## **Compliance Committee**

Subaru maintains a rigorous system of compliance, governed and enforced by the Compliance Committee. The Committee chairperson is the President and COO, the Vice Chairperson is the General Counsel, and the remaining committee members are comprised of the President's direct reports, each of whom is responsible for compliance over their respective departments. This approach reflects Subaru's unwavering commitment to compliance.



# OUR Customers

Subaru takes great pride in delivering safe, award-winning vehicles and exceptional customer service. The Love Promise Customer Commitment plays a crucial role in ensuring safety in our vehicles and shaping a superior overall customer experience.

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Safety & Quality

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Recognition for What We Do

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Customer Commitment

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# Safety & Quality



We believe in providing our customers with safe and reliable products and are committed to delivering exceptional customer service. Below we outline our ongoing efforts to improve our products and customer experience. See the “Recognition for What We Do” section to view the accolades we’ve received for our efforts.

## Subaru STARLINK®<sup>1</sup>

Subaru STARLINK® Safety and Security services further customer satisfaction with SOS Emergency Services, Roadside Assistance Enhancements, and Diagnostic Alerts in our vehicles. This available option is a complimentary subscription for three years from initial activation. In 2023, we helped 300,155 customers receive emergency services and support through STARLINK®. Subscribers also receive maintenance reminders on vehicle touchscreens when drivers are safely stopped, adding further convenience for our customers.

STARLINK brings multimedia content, smartphone connectivity, seamless navigation, extra safety, and everyday convenience to Subaru vehicles. This suite of on-board technology helps make every drive more entertaining, confident, and enjoyable. Our multimedia services include

voice recognition and large touchscreen interfaces to help our customers access their digital content safely while behind the wheel.

## DriverFocus®

The Subaru DriverFocus® Distraction Mitigation System is like having an attentive co-pilot along for the ride, ready to give a helpful alert if a driver becomes distracted or drowsy. DriverFocus® can be engaged by the driver and automatically activated by the car. These features help minimize distracted driving with “eyes-off-road alert” and “eyes-closed/drowsiness alert” features in select Subaru vehicles.

## Pre-Collision Braking

Subaru was one of the early adopters of an automatic emergency braking system. All our vehicles produced between March 1, 2022, and December 31, 2023<sup>2</sup>, were equipped with automatic emergency braking, keeping us ahead of the curve on imposing a 95% or higher installation rate by production year beginning September 1, 2022. This initiative was agreed upon by the National Highway Traffic Safety Administration, the Insurance Institute for Highway Safety, and 20 automakers.

## Rear Seat Reminder

Our Rear Seat Reminder feature helps prevent children or pets from being left behind in our vehicles. Approximately 98% of our vehicles produced between March 1, 2022, and December 31, 2023<sup>3</sup>, are equipped with this feature, far ahead of the auto industry’s 2019 voluntary agreement that specifies a 95% or higher installation rate of these reminders by production year beginning September 1, 2024.

## Parts and Accessories Quality

Genuine Subaru Parts and Accessories are designed and manufactured to deliver the same safety, quality, and reliability that customers expect when they purchase one of our vehicles.

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1. Not currently available to residents of Massachusetts.
  2. According to the IIHS. Does not include manual transmission models. Under the terms of the voluntary commitment, automakers may defer equipping vehicles with manual transmissions with automatic emergency braking until the production year that begins September 1, 2024.
  3. These vehicles: MY2022–23 Ascent and Forester (standard on all model trims), MY2022-23 WRX (standard on all model trims), MY 2022–23 Legacy and Outback vehicles (standard on all model trims), MY 2022–23 Crosstrek (standard on continuously variable transmission equipped model trims), and MY2022–23 Impreza vehicles (available option on base trims; standard on all other trims), MY2023 Solterra (standard on all trims).



Using genuine parts provides peace of mind for customers during repairs and protects them from the significant safety risk of counterfeit products. Furthermore, Subaru proactively combats counterfeit threats through collaboration with law enforcement and participation in the Automotive Anti-Counterfeiting Council. Our anti-counterfeiting focus is on products that can cause the most harm to consumer safety, and in 2023, we identified and took down more than 23,921 e-commerce listings of non-Genuine Subaru parts. We also take the extra step of informing our engineering decisions for each vehicle accessory through customer feedback.

We are proud of our best-in-class accessories program. By partnering with our suppliers towards these high standards, we utilize the IATF 16949 quality management system and ISO 14001 environmental standards by performing quality audits, process reviews, risk analyses, and detailed monthly warranty reviews. New accessories suppliers are also required to be ISO-9001-certified to do any business with Subaru.

## 2023 Product Upgrades

### The New Standard

2023 saw some exciting upgrades in our vehicles that are now the new standard. Moving forward, all 2024 model year Subaru vehicles sold in the U.S. are equipped with our advanced driver assistant systems, EyeSight® Driver Assist Technology, which uses multiple advanced active safety systems to act as an extra set of eyes on the road and, if need be, an extra foot on the brake.

Below are some notable upgrades and highlights from our 2024 models.

#### Subaru Crosstrek

- Standard EyeSight Driver Assist Technology
- All-around awareness technology such as Rear-Vision Cameras
- Active safety features including Blind-Spot Detection, Rear Cross-Traffic Alert, Reverse Automatic Braking, and Subaru STARLINK® Safety and Security-connected services
- Automatic Emergency Steering, Automatic Pre-Collision Braking, and Pre-Collision Throttle Management

- Advanced Adaptive Cruise Control with Lane Centering

#### Subaru Impreza

- Standard EyeSight Driver Assist Technology
- Active safety features including Blind-Spot Detection, Rear Cross-Traffic Alert, and Lane Change Assist
- Subaru STARLINK® Safety and Security-connected services
- Automatic Emergency Steering
- Advanced Adaptive Cruise Control with Lane Centering

#### Subaru BRZ

- Standard EyeSight Driver Assist Technology
- Upgraded suspension and braking systems
- Reversed interior to deliver an even more focused driving experience
- Named [\*Car and Driver 10 Best Cars for 2023\*](#)



## Vehicles

### Carbon-Free Society

In support of the 2015 Paris Agreement toward achieving the 1.5°C global warming limit target, Subaru Corporation (SBR) has set clear and attainable long-term decarbonization goals to help turn this into reality. SBR has also committed to a long-term goal of reducing carbon dioxide (CO<sub>2</sub>) emissions from new passenger vehicles, with a goal of at least 40% of Subaru global sales coming from battery electric vehicles (BEVs) and hybrid electric vehicles (HEVs) by 2030. We plan to apply electric powertrain technology to all Subaru vehicles sold worldwide by the early 2030s, while also reducing well-to-wheel<sup>1</sup> CO<sub>2</sub> emissions by 90% or more compared to 2010 levels.

We're proud of the progress we made in 2023, including the steps we took to further the electrification of our vehicles by the mid-2030s.

### Emissions and MPG

We strive to reduce emissions and build more efficient vehicles. According to the Environmental Protection Agency (EPA), our fuel economy has improved by 5.4 miles per gallon and decreased by 75 grams

of greenhouse gas (GHG) emissions per mile since 2009. **This makes Subaru one of the most fuel-efficient car brands in the U.S.** The EPA has also shown that Subaru is one of the only automotive manufacturers to comply with national GHG emissions standards strictly on vehicle performance. This progress is helping us further the electrification of our vehicles, which includes hybrid and plug-in cars, by the mid-2030s. For more information on these decarbonization goals, please visit SBR's [Path to Future Growth](#) and [Environmentally Friendly Automobiles](#) pages.

### Electric Vehicles: The Subaru Solterra

The launch of the Subaru Solterra boasted many firsts - the first fully electric, zero emission vehicle from Subaru, and the first ever all-electric SUV with standard Symmetrical All-Wheel Drive, creating uniform stability and delivering an optimal distribution of power for maximum traction. Named from the Latin words "Sun" and "Earth," the Solterra maintains the high standard of safety and go-anywhere capability that Subaru is known for. We are committed to furthering the electrification of our vehicles, which includes hybrid and plug-in cars, by the mid-2030s.

The 2023 Solterra is built on our electric vehicle architecture called the e-Subaru Global Platform,

specifically designed for all-electric vehicles and with the most rigid vehicle platform we've ever built. The e-Subaru Global Platform features strategic crumple zones and a reinforced structure for secure crash protection. Like our other models, the Solterra comes standard with EyeSight Driver Assist Technology, plus extra peace of mind with Solterra Connect linking drivers to cloud navigation, Intelligent Assistant, and additional assistance features. Safety and security are further bolstered through the Solterra's Panoramic View Monitor for 360-degree camera views when parking and reversing and All-Around Awareness Technologies for blind spots and rear cross-traffic. The Solterra is also equipped with Parking Support Brake and Safe Exit Assist, which alerts a driver of an approaching object when opening a door.

Find out more about the Solterra [here](#).

### Plug-In Hybrid Electric Vehicles

To fulfill our promise to increase the production of our EV fleet and help lower global emissions, the plug-in hybrid EVs we sold in the U.S. market in 2023 have

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1. Well-to-Wheel: Approach to calculating CO<sub>2</sub> emissions, including emissions produced by the generation of electricity to be used by EVs and other vehicles.

driven 311,974,678 miles in their lifetimes. Hybrid vehicles helped Subaru owners save 3,689 tons of CO<sub>2</sub> in 2023.

According to the EPA, this is equivalent to:

- 415,106 gallons of gas saved
- 728 homes worth of electricity usage saved

### Life Cycle Assessment

Measuring the durability and environmental impact through a Life Cycle Assessment (LCA) helps us analyze our products and how they are manufactured, transported, used, and discarded. This is done through Subaru Corporation's LCA process that examines which life cycle stages account for the largest amount of CO<sub>2</sub> emissions and the necessary steps to reducing the product's carbon footprint in the future. Read more about this in our [Environmentally Friendly Automobiles](#) webpage.

Subaru is focused on properly recycling Subaru batteries at end-of-life. Our partner's proprietary process helps ensure correct recycling so that no hazardous waste is generated during the end-of-life processing for all Subaru high-voltage batteries and helps recover and reuse more than 92% of materials in new battery manufacturing.

### Low-Emissions Transport

Subaru is committed to reducing our emissions when possible during the transport of our vehicles to distribution centers. In 2023, we reduced our transport-related emissions by approximately 50-80% depending on the product. We have also made strides to reduce emissions produced by our transportation carrier for vehicles being shipped by sea to Alaskan retailers.

We are now working with a carrier partner who powers their ships with liquified natural gas (LNG) rather than ultra-low sulfur diesel or heavy fuel oil. Our carrier partner's vessels on LNG have a GHG emissions reduction of up to 21% and are positioned to surpass the International Maritime Organization 2030 emission standards, helping advance sustainability goals in our supply chain.

### Drivetrain Remanufacturing

Subaru is proud to remanufacture some vehicle parts, which benefits the environment through an extended life cycle of materials throughout the supply chain and helps reduce costs for our customers. Our remanufacturing process for new and recycled parts

includes replacing every seal and gasket, which fit and perform the same as new Genuine Subaru Parts that are installed at the factory.

### Subaru Mobility Assist

We are committed to enhancing accessibility in our vehicles for customers with physical disabilities and will support owners by reimbursing qualifying vehicle modifications to help those in need. Some examples of these modifications include left-hand gear selectors, hand and foot controls, steering devices, and turn-signal modifications. In 2023, we processed 249 requests and spent almost \$220,000 under the Subaru Mobility Assist program.

#### 2023 Impacts from Remanufacturing:

**2 Million Pounds**  
of Extended Life Cycle

We saved **50,000 tons**  
of Carbon Dioxide (CO<sub>2</sub>)

For more information, visit the [Subaru Mobility Assist](#) webpage.

## **TechShare™**

TechShare is our vision for supporting technicians through the maintenance and repair of Subaru vehicles. TechShare also enhances the standard of Quality Monitoring Reports (QMRs), allowing technicians to create and submit QMRs via a mobile app to monitor product quality and respond to customer concerns more efficiently. The app offers features that include automatic vehicle identification number (VIN) identification, photo and video editing, speech-to-text notetaking, and more.

## **Advanced Quality Assurance**

Our attention to quality across the Subaru brand is enhanced with our Advanced Quality Assurance review process at our vehicle processing centers. This means delivering high-quality vehicles to our end customers and retailers through our rigorous Pre-Delivery Inspection (PDI) and accessory quality assurance programs. Through a detailed checklist, our teams help ensure that the highest product quality

standards are maintained throughout the vehicle processing and accessory installation of the units until the product is delivered to the end customers.

# Recognition for What We Do





We uphold our Love Promise by crafting vehicles that prioritize reliability and safety.

## 2023 Subaru Brand and Product Awards

### IIHS TOP SAFETY PICK+

Subaru of America, Inc. (Subaru) has earned more IIHS TOP SAFETY PICK+ awards than any other brand since 2013.<sup>1</sup>

### American Customer Satisfaction Index

Subaru has been rated #1 in safety for four years, product quality for three years, and service quality for two years. In 2023, Subaru was also named #1 in overall product and service quality, quality for the price, and lowest complaint rate.<sup>2</sup>

### Experian

Experian Automotive Data ranks Subaru as the industry leader in longevity, with 96% of vehicles sold in the last 10 years still on the road today.<sup>3</sup>

### IntelliChoice

Subaru earned recognition by IntelliChoice for Lowest Ownership Cost in the popular brand category for the second year in a row.

### J.D. Power #1 in Customer Satisfaction

Subaru ranked #1 in customer satisfaction in the mass market car segment, according to a J.D. Power CSI Study.

### Consumer Reports

Subaru is the 2023 Best Mainstream Automotive Brand according to Consumer Reports.<sup>4</sup>

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1. Claim applies to U.S.-spec vehicles. Based on research conducted by Subaru of America and Subaru Canada.
  2. Compared to all other measured mass market automotive companies in the 2023 American Customer Satisfaction Index (ACSI) surveys of customers rating their own automotive company's performance. ACSI® is a registered trademark of ACSI, LLC.
  3. Based on Experian Automotive vehicles in operation vs. total new registrations.
  4. Consumer Reports does not endorse products or services.

# Customer Commitment



The Six Stars to Guide Us principle leads each employee to have a great impact on our interactions and customer relationships. From strategic planning to service visits, our teams are committed to ensuring satisfaction at every stage as we collaborate closely with our retail partners. By helping ensure that our customers are satisfied with their vehicles, we hope that they will be better able to do the things they love with the people they love.

## **Love Promise University®**

Love Promise University® (LPU) is our mission to instill our H.E.A.R.T. (Honesty, Empathy, Appreciation, Respect, and Trust) philosophy into everyday practices at our retailers. Guided by 18 Customer Experience Managers across the country, Subaru of America, Inc. (Subaru) LPU has partnered with more than 350 retailers since 2020. In 2023 alone, our team delivered essential training to 8,800 customer-facing team members. Our ongoing HEART BEAT Live broadcasts offer a continuous training, guiding retailers in shaping remarkable customer experiences. Monthly newsletters and semimonthly Love Promise Champion calls further reinforce our commitment to integrate LPU principles into our daily operations.

In 2023, we introduced the Love Promise Champion Portal, a specialized training platform where our 425 Retailer Love Promise Champions can connect, share insights, and engage in continuous learning. This dynamic portal, accessible to all retail employees, is a valuable resource hub featuring five-minute MicroLearning courses and rebroadcasts of HEART BEAT Live sessions and LPU calls.

## **Digital Service Technology**

This past year, Subaru has diligently worked to enhance the customer experience at our retailers by placing an emphasis on the importance of time and convenience during the servicing process. In 2023, an impressive 92.7% of Subaru retailers utilized a digital service technology partner vetted by Subaru, leading to a 12% decrease in the time needed to schedule vehicle service appointments in comparison to the peak in 2022.

The Subaru Lane check-in tool and electronic Multi-Point Inspection tool emerged as pivotal elements in simplifying the scheduling process, streamlining the identification of service needs, and capturing exterior vehicle photos to document its condition. These user-friendly tools enhanced the service lane experience and fostered clear and uncomplicated

interactions that strengthened customer confidence in the servicing process. Our commitment to these advancements reflects our dedication to providing exceptional service to our customers.



# OUR Community

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Subaru Loves to Help®

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Subaru Loves the Earth®

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Subaru Loves to Care®

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Subaru Loves Learning®

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Subaru Loves Pets®

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The Subaru Share the Love® Event

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Camden: Our Hometown Commitment

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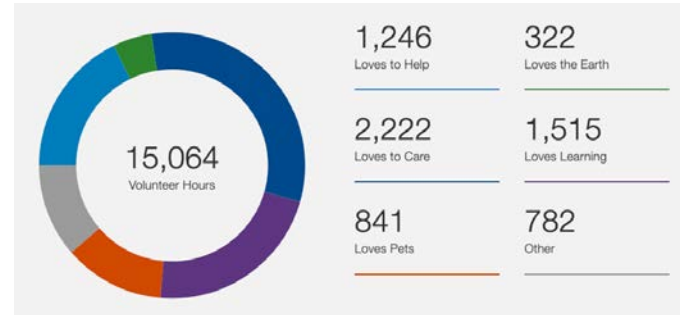


The Subaru Love Promise® reflects how we show love and respect to all people in the communities where we live, work, and play. Our retailers and customers have worked together to identify these five pillars as focus areas: Subaru Loves to Help®, Subaru Loves the Earth®, Subaru Loves to Care®, Subaru Loves Learning®, and Subaru Loves Pets®. Follow each page below to learn about how these pillars guide our journey to be More Than a Car Company®.

## Love Promise Volunteering Impact

Volunteering in our community is a key part of how we live out our Love Promise. In 2023, Subaru of America, Inc. (Subaru) employees volunteered 15,064 hours of their time to support those in need with over 69% of our employees participating in volunteer events. This level of commitment and community engagement is what makes Subaru More Than a Car Company®.

Below is the total number of hours Subaru employees spent volunteering with organizations aligned to our Love Promise pillars in 2023.



## The Subaru Share the Love® Event

Our commitment to the Subaru Love Promise is highlighted through the annual Share the Love® Event. We have pledged to donate \$250 for every new Subaru vehicle purchased or leased at participating retailers during the event. Visit the Subaru Share the Love® Event, the national charities supported, and the 832 hometown charities that benefited in 2023.

## Camden: Our Hometown

We are proud to call Camden, New Jersey, our hometown. Subaru has partnered with the city of Camden for more than three decades and

has impacted the community through employee engagement, skills-based volunteering, and Subaru of America Foundation, Inc. grants.

## Recognition for Who We Are Forbes Best Brand for Social Impact

Subaru was recognized by Forbes as the #1 automotive brand for social impact.

### Civic 50

Subaru was recognized on this list of the 50 most community-minded U.S. companies for the third consecutive year.

## Human Rights Campaign Corporate Equality Index

Subaru was recognized for its continuous support of LGBTQ+ employees through fair workplace policies, practices, and benefits.

## Axios Corporate Reputation Rankings

Subaru ranked 16th on the 2023 Axios Harris Poll of the top 100 reputable corporate brands in the U.S.

### **FutureCast TrailBlazer Award**

Subaru received the inaugural FutureCast TrailBlazer Award for the heartwarming commercial [“A Beautiful Silence”](#) highlighting the strong connection between our customers and their vehicles and emphasizing the emotional significance of expanding access to the outdoors for all.

### **National Parks Conservation Award**

Subaru was honored by the National Parks Conservation Association (NPCA) with the Centennial Leadership Award for our ongoing commitment and support for the national parks.

# Subaru Loves to Help<sup>®</sup>



Subaru of America, Inc. (Subaru) has committed to support organizations that align with our vision of spreading love and hope to communities in need.

## **Fire Department Vehicle Donations**

Subaru believes in helping our first responders and those who keep our communities and colleagues safe. This year, we provided 74 pre-production vehicles to fire departments across the U.S. for lifesaving extraction training.

In 2023, Subaru donated dozens of vehicles to the North American Vehicle Rescue Association (NAVRA) for their three-day rescue workshop session and competition. NAVRA provides education and training for firefighters, first responders, paramedics, nurses, physicians, manufacturers, and other emergency groups. The vehicles Subaru donated went a long way in supporting NAVRA's workshop and offered a second life to pre-production cars that would have otherwise been crushed.

The workshop took place from May 24 to 26 at Subaru Park, providing a unique opportunity for local first responders to get involved and learn skills critical to patient rescue in vehicle accidents. Forty trainees

from six fire departments in Chester, PA, Scranton, PA, Philadelphia, PA, and Delaware attended the event. Additionally, members of the public and local community stopped by Subaru Park to view the trainings and learn about how emergency workers practice the lifesaving skills they use in their incredibly important jobs.

See more in the [Camden Commitment](#) section.

## **Blanket and Sock Donation**

Subaru supports those who are experiencing homelessness and is committed to expanding our impact to help even more communities in need of support. In 2023, Subaru retailers donated 407,500 pairs of socks to 615 organizations across the country as part of our commitment to be More Than a Car Company®.

## **Feeding America**

Subaru is a partner of Feeding America and has made meals available at 199 food banks nationally. Through this partnership, Subaru and its retailers have helped donate 150 million meals.

## **Subaru Share the Love® Garden**

A passionate group of Subaru employees worked with the Neighborhood Collaborative Community Gardens, a local nonprofit in Camden, to plant and harvest the Subaru Share the Love® Garden. In 2023, the Garden produced 663 pounds of produce to donate to Cathedral Kitchen. Over the garden's 16-year lifespan, Subaru has donated more than 8,200 pounds of produce to local families in need.

## **Subaru Ambassadors**

Subaru Ambassadors are owners who dedicate their time and energy to support their communities through activities and community volunteering to further our Love Promise® commitment.

In 2023, Subaru Ambassadors volunteered hundreds of thousands of hours of their time to make an impact while spreading their love of Subaru. Each month, Ambassadors gathered to support one of our Love Promise pillars, but they also got creative with the development of their own events.

For example, a group of Subaru Ambassadors started an event called the Great New England Toy Run in collaboration with the Derry New Hampshire Police Department and collected 1,388 toys to donate to



Toys for Tots. And in February, a Subaru Ambassador started her own sock drive to collect and drop off more than 300 pairs of socks at the SNE Booth at Subaru WinterFest in Killington, Vermont.

### 2023 Impacts:

- 33.85 tons of trash collected by Ambassadors during cleanups. This is about the equivalent of 5 elephants!
- 6,269 Ambassadors planned events in their local communities.
- 1,828 Ambassadors donated supplies to their local communities.
- 360 Ambassadors and their family members purchased a new Subaru.

## Gear for Good

The Gear for Good initiative provides sports supplies and soccer equipment to those who need it most in the Philadelphia region. In 2023, Subaru retailers donated more than 1,000 items to Gear for Good, equaling \$8,185 worth of equipment. Philadelphia Union fans also donated equipment such as soccer balls, cleats, goalie gloves, goals, shin guards, socks, and shorts.

Check out the Philadelphia Union [website](#) to learn more about Gear for Good and participating retailers.

# Subaru Loves the Earth®



Subaru of America, Inc. (Subaru) has made a commitment to protect and preserve the planet so everyone can live in safe and healthy communities. Our partnerships and initiatives have helped reduce waste, protect natural resources, and preserve our natural spaces.

We're also proud of the progress we made in 2023 to further the electrification of our vehicles, which includes hybrid and plug-in cars, by the mid-2030s. Check out our [Safety and Quality](#) section to learn more about our journey.

## National Park Foundation

We believe our sustainable actions today help protect our national parks for future generations. In fact, Subaru is the largest corporate donor to the National Park Foundation (NPF's), helping conserve America's over 400 national parks. Through the [Don't Feed the Landfills initiative](#), Subaru shared its waste reduction expertise with Denali National Park & Preserve, Grand Teton National Park, and Yosemite National Park. The successful pilot program helped develop innovative solutions and sustainability best management practices that can be applied at parks nationwide.

Subaru is also committed to supporting NPF's [Outdoor Exploration](#), [Parks of the Future](#), and

[Resilience and Sustainability](#) initiatives. For more information, visit NPF's corporate partnerships [website](#).

### **26 million pounds of waste diverted**

from landfills through recycling,  
composting, and educational initiatives  
at national parks since 2015.

That's equivalent to  
**867 dump trucks  
with an average  
weight of 30,000 pounds.**

Subaru is also committed to supporting the NPF's Outdoor Exploration, Parks of the Future, and Resilience and Sustainability initiatives. See the [National Parks Zero Landfill Initiative](#) website for more information on our partnerships.

## The National Parks Conservation Association Award

In October 2023, the National Parks Conservation Association (NPCA) honored Subaru with the

Centennial Leadership Award at its New York Gala for our ongoing commitment and support for the national parks. The award highlights the work we've done to keep millions of pounds of waste out of our national parks and preserve natural spaces for future generations.

Subaru first partnered with NPCA in 2015 to help three national parks reduce their waste as part of the Don't Feed the Landfills Initiative. Through this partnership, Subaru has helped recycle or compost 22 million pounds of waste that otherwise would have gone to landfills, including more than 2.5 million pounds of food waste.

## Subaru Park Zero Landfill

Subaru Park, home of the Philadelphia Union, became Major League Soccer's first zero landfill stadium in 2021 through expertise and support from Subaru. In 2023, Subaru Park diverted 592,920 pounds of waste from landfills and unveiled a soccer ball sculpture made from 12,000 upcycled pieces of waste from the stadium. These initiatives avoided 131.93 tons of carbon dioxide (CO<sub>2</sub>).

As an extension of our love of the earth, we created the Subaru Park Garden for Good. In 2023, a total of 73 Subaru colleagues volunteered to plant, till, and

grow produce for local food banks. This donation, harvested by our committed team members, helped provide 7,116 servings of fruits and vegetables for families in need in Chester, PA, which equated to 1,779 pounds of food.

## Eco-Friendly Retailers

We launched the Subaru Eco-Friendly program 13 years ago and have certified one-third of our retailers in that time. The Eco-Friendly Certification recognizes Subaru retailers for achieving requirements across energy efficiency, water conservation, recycling, waste management, and efforts in environmental community involvement. This involves the use of light-emitting diode (LED) bulbs and solar panels, rainwater harvest, and water recycling.

In 2023, our retailers continued collecting used cabin air filters and plastic film from service areas for recycling to help Subaru further align with its strategic low-carbon goals. Eco-Friendly Subaru retailers are also giving back to their communities through tree planting, river cleanups, trail building, trail cleanups, and sponsorship of green education programs.

## TerraCycle®

Subaru retailers diverted hard-to-recycle waste from landfills with the TerraCycle® Zero Waste Box™ program. Subaru and its retailers have collected and recycled 12.5 million pieces of trash that have been repurposed into useful goods for the community. In 2023, Subaru filled 4,569 zero waste boxes, collected 3,671,245 pieces of waste, and recycled 46,060 pounds of waste.

## Sustainable Subaru Gear

In partnership with Staples Corporate, Staples Promotional Products offers Subaru-branded, eco-friendly clothing and products for people and pets. This line of merchandise has been hand-selected to include brands that embrace the Subaru Love Promise and practice zero-waste-to-landfill operations.

In 2023, Staples Promotional products continued its partnership with EcoVadis, a sustainability rating agency, and maintained Silver Status, putting their operations in the top 25% of companies and industries assessed. Staples Promotional also launched a green light responsible sourcing program, which makes them the only brand merchandiser to collect the independently verified data necessary

to drive and transparently report continuous improvement in their supply chain. In 2023, additional eco-friendly products were added, accounting for over 40% of the entire offering.

Subaru Gear is continuing to live out the promise it made in 2021 to reduce carbon emissions from production by 2030. Actions on this commitment include:

- 500 barrels of oil saved annually by manufacturing apparel polybags that use 100% recycled post-industrial waste.
- 100% recyclable shipping boxes made from recycled post-consumer waste. 84% of all U.S. shipments are carbon neutral.
- 32,936 kg of CO<sub>2</sub> reduced along with more than 8.5 million gallons of water and 5,809 pounds of plastic recycled with our sustainable tri-blend T-shirts from AllMade®.
- 98.8% of all waste materials recycled from our decoration and distribution operations, with the remainder incinerated for energy. The decoration and fulfillment facility runs on 100% renewable energy.



## Forest Stewardship Council

Subaru has made a commitment to use Forest Stewardship Council-certified paper when possible. This certification helps ensure we are doing our part to protect our forests, such as ensuring that carbon stocks in forests remain stable or improve over time. Our goal is to certify all forms of printing we do for our projects. We are also aiming to use EAGLECELL™, an eco-friendly, reliable all-paper honeycomb board with 100% fully recyclable paper core and surface papers, on all of our larger-style printing jobs in the future.

## Post-Consumer Recycled Materials

The Subaru accessory team is continuing to explore new opportunities to use post-consumer recycled materials. This includes expanding carpeted floor mats with post-consumer materials on 2024 Crosstrek and Impreza models. In 2023, we added 164,000 post-consumer recycled material floor mats in our vehicles. We have also added post-consumer recycled materials to cargo trays and rear seatback protectors for all 2024 Crosstrek models, incorporating 90,000 pounds of materials that would have otherwise been sent to a landfill.

## Windshield Recycling

Subaru is coordinating the recycling of hard-to-recycle glass that has been warehoused for more than five years. This glass is not recycled at traditional centers due to laminated film layers that require a specialized approach. To help limit these items from making their way into landfills, Subaru has partnered with a company that recycles windshield glass by removing the film layer. They use this glass in their own products, including in paint and industrial carpet. Subaru is proud to be a part of this breakthrough process that will make our windshields more sustainable, while also reducing disposal fees.

In 2023, Subaru supplied the recycling company with 94.69 tons of glass materials. For each ton of glass recycled, we helped save 42 kWh of energy, equal to 3,621 charged cellphones. Our partnership equated to two cubic yards of waste per ton of recycled glass from entering landfills. We look forward to continuing this impact in 2024.

# Subaru Loves to Care®



We should all have a chance to live a healthy life. Subaru of America, Inc. (Subaru) and our retailers believe in showing compassion to those facing critical illness.

## **The Leukemia & Lymphoma Society®**

Subaru is proud to be the largest automotive donor to The Leukemia & Lymphoma Society (LLS), a global leader in the fight against blood cancers. LLS has invested more than \$1.75 billion in scientific research for almost 75 years.

In 2023, over 630 Subaru retailers delivered more than 51,000 blankets, 10,000 patient care kits, and thousands of messages of hope to patients fighting cancer in hospitals and treatment centers across the U.S. Additionally, 182 retailers opted to support LLS's Patient Aid Program by providing financial relief to blood cancer patients to offset non-medical costs associated with treatment, such as transportation, food, housing, utilities, and more. Our support of the blanket program and the LLS Patient Aid Program has impacted nearly 300,000 cancer patients cumulatively since we partnered with LLS in 2016.

## **Fearless 43 at Subaru Park**

Every day, 43 children are diagnosed with a form of cancer, according to St. Jude Children's Research Hospital®. Subaru believes in helping those who need it most, which is why we have partnered with the Philadelphia Union, a proud member of Major League Soccer's Kick Childhood Cancer initiative. This program continues the Union's Fearless 43 campaign, which aims to create special moments for children and their families impacted by cancer. In 2023, Subaru supported 57 families with children battling cancer by helping them have an unforgettable experience at Subaru Park. This included field seats for matches and a movie night where each child received a stuffed golden retriever plush and a blanket.



# Subaru Loves Learning®





Subaru of America, Inc. (Subaru) believes that all students deserve an equal and fair opportunity at a quality education. Through our partnerships, donations, and volunteer efforts, Subaru retailers have supported more than 470,000 students in need.

## **AdoptAClassroom.org**

Millions of students across the country lack the supplies and learning materials to be successful in the classroom. To make a difference in the lives of students, we are partnering with AdoptAClassroom.org, and for the last three years have been their largest corporate sponsor.

During the month of August, Subaru retailers adopted classrooms and provided teachers with flexible funding to purchase school supplies and resources needed to help their students thrive in the classroom. Through our partnership with AdoptAClassroom.org, we supported 504,994 students in 6,214 classrooms in 2023. Our retailers also donated 4,272 supply kits in 2023, totaling 8,557 kits gifted to classrooms in the U.S. over the past two years. A total of 459 retailers adopted the same schools in 2023 as they did the prior year, strengthening relationships and making

an even deeper impact in their communities. See our [Camden Commitment](#) section for more information on our work with AdoptAClassroom.org.

## **Subaru University**

Subaru University (Subaru-U) seeks to prepare our next generation of leaders for future careers at Subaru and the automobile industry. This involves supporting secondary and post-secondary automotive technology education programs across the U.S. The program is free and invites schools from all communities to apply.

Subaru-U serves more secondary schools than any other automaker. In 2023, we partnered with 486 secondary and post-secondary schools and trained 3,942 students in our program. Additionally, Subaru retailers sponsored 115 interns. This year, Subaru expects that 156 students will become full-time technicians at Subaru retailers. Our secondary school programs have successfully placed 83% of participating students with local businesses.

## **American Association for the Advancement of Science and Nurturing a Love for Science**

Subaru recognizes that investing in science, technology, engineering, and mathematics (STEM) is critical for the future of humanity. As part of our love of learning, we are supporting the American Association for the Advancement of Science (AAAS) through a library offering online services to kindergarten through eighth grade students on science-based topics in English and Spanish.

Our partnership with AAAS helps us celebrate science, writing, and illustration that can inspire children and young adults' interest in STEM. We also recognize the most outstanding pieces of literature through the AAAS/Subaru Prize for Excellence in Science Books. Awardees included books on topics covering nature's lifecycles, a guide to the science of your digestion, a celebration of fungi, and a look at the effect of an asteroid.

The AAAS/Subaru Prize for Excellence in Science Books has now honored 72 books and more than 100 authors and illustrators since 2005. Through this partnership, Subaru has donated 369,393 science books to schools across the U.S.

# Subaru Loves Pets®



Pets make the world a better place, and Subaru is committed to helping all our furry friends find loving homes. Subaru has donated more than \$51 million to national and local organizations since 2008, which has supported the adoption, rescue, transport, and health of over 420,000 animals.

## **Retailer Adoption Initiative**

During the month of October, Subaru and more than 600 participating retailers joined forces with local shelters, rescues, and pet organizations to help find loving homes for animals by hosting a combination of in-person and virtual pet adoption events. Together, we helped over 52,000 shelter pets find a loving home. Participating retailers also donated more than \$1.8 million to hundreds of local shelters, rescues, and pet organizations, helping support the care of animals across the country.

## **American Society for the Prevention of Cruelty to Animals® Partnership**

We continued our partnership with the American Society for the Prevention of Cruelty to Animals® (ASPCA) in 2023 and allocated \$766,000 to animal

shelters throughout the U.S. This partnership had a positive effect on over 13,000 animals in 2023 by backing adoption efforts and offering crucial pet wellness services. Subaru donated \$20 to the ASPCA for each Genuine Subaru Pet-Friendly Accessory sold in October, donating a total of \$10,000. Additionally, a contribution of \$1 was made for every “Animals” Badge of Ownership purchased, which resulted in a total of \$5,663 to support the ASPCA.

## **National Make A Dog’s Day**

The fifth annual celebration of National Make A Dog’s Day took place in 2023. This initiative encouraged dog owners to engage in special activities for their pets and emphasized the importance of considering the adoption of shelter dogs with special needs, endearingly known as Underdogs.

## **Auto Show Pet Adoptions**

We invite all attendees at major auto shows around the country to take a moment and consider the possibility of adding a new, loving pet to their families. Subaru has contributed to connecting families with their future pets at auto shows nationwide through the organization of dog adoption events. In 2023, Subaru took part in 33 shows across the country, resulting in:

- 52 pet organizations supported
- 174 successful pet adoptions and the completion of 362 adoption applications
- \$179,500 in contributions

## **Animal Shelter Donations**

We collaborated with more than 100 team members nationwide for a Love Promise® Animal Shelter volunteer initiative as part of our commitment to help all animals find caring homes. We donated almost 200 volunteer hours to make over 2,000 dog toys from upcycled T-shirts. We also included 61 towels, 42 linens, 14 blankets, 2 dog beds, 6 dog outfits, 3 cat beds, and 10 dog toys in our donations.

## **Operation Frodo**

Subaru continued its sponsorship of Operation Frodo, a program to rescue Beagles and other dogs from pet shelters in the Midwest and shuttle them to the Pacific Northwest to new homes. Operation Frodo is an initiative created by pet-loving journalists to help dogs find new homes. In 2023, Operation Frodo saved several dogs and transported them nearly 2,000 miles to welcoming and loving new homes.

## **Autotrader's Best Car for Dog Lovers**

The 2023 Subaru Forester has made Autotrader's list for Best Cars for Dog Lovers. It is the ultimate choice for those seeking dog-friendly features and a comfortable ride for both owners and their furry friends.



# The Subaru Share the Love<sup>®</sup> Event



## 16 Years of Impact

For 16 years, the annual Subaru Share the Love® Event has highlighted our commitment to be More Than a Car Company®. Subaru of America, Inc. (Subaru) has made a commitment to donate \$250 for every new Subaru vehicle purchased or leased at participating retailers during the event. These customers can choose between one of four national charities or their retailer hometown charities to receive the donation.

## Our 2023 Highlights

- \$31.6 million raised overall for charities nationwide
- \$24 million donated to local organizations by Subaru and its retailers
- \$288 million donated to charities across the country the last 16 years
- \$3 million raised by 527 retailers donating \$5 per qualifying service visit to local charities

We brought together more than 450 Subaru volunteers at our headquarters to support a range of nonprofits through the 2023 Share the Love kick-off volunteer event. This event supported the Food

Bank of South Jersey, Hopeworks, Girls Inc. of Greater Philadelphia, and Camden County Habitat for Humanity. See Our Community section of this report for further information on Subaru volunteering.

Below is more information on our National Share the Love nonprofit partners:

### ASPCA®

Subaru is the largest corporate donor to the American Society for the Prevention of Cruelty to Animals® (ASPCA).

Subaru is a close partner and ally of the ASPCA, which over the last 150 years has provided lifesaving protection and care to animals in need. ASPCA has helped rescue animals from abuse and neglect, introduced and reinforced more humane legislation, and has supported animal shelters nationwide. The Subaru Share the Love® Event has supported 118,000 animals cumulatively across the U.S. through our partnership with the ASPCA.

### Make-A-Wish®

Subaru is the largest automotive donor to Make-A-Wish® and helped grant 3,600 children life-changing wishes in 2023.

Research shows that children who have wishes granted can build the physical and emotional strength they need to fight a critical illness. At Subaru, we believe in the power of transforming the lives of everyone, especially children, and have partnered with Make-A-Wish® to help kids and their families strive for better days in the future. The impact of just one wish has the power to transform the lives of so many people, and with support from the Subaru Share the Love® Event, Make-A-Wish has granted 3,600 life-changing wishes to children facing critical illness.

### Meals on Wheels America®

Subaru is the largest automotive donor to Meals on Wheels and is proud to have donated and delivered more than 4.3 million meals to seniors across America.

Meals on Wheels provides leadership to local, community-based programs dedicated to fighting hunger and isolation among our nation's homebound seniors. With support from the Subaru Share the Love® Event, we conducted a meal packaging event at the Los Angeles Auto Show that benefited local Meals on Wheels programs in the Los Angeles area. In 2023, a total of 1,200 meals were packed by

attendees at the auto show, to be distributed by the Meals on Wheels programs to seniors across Los Angeles.

Subaru was recognized as the winner of the 2023 Driving Force Award for being an exceptional Meals on Wheels partner committed to impacting the lives of homebound seniors through millions of delivered meals. We have partnered with Meals on Wheels for over 16 years.

## National Park Foundation

Subaru is the largest corporate donor to the National Park Foundation (NPF) and has provided critical funding to programs and projects that help protect America's more than 400 national parks sites. We have also helped national parks recycle or compost 26 million pounds of waste through the Don't Feed the Landfills initiative, which we're supporting to better educate visitors about the amount of waste in our national parks and how they can help.

Subaru is helping more people create lifelong relationships with the outdoors through the NPF Outdoor Exploration and ParkVentures grants, including communities that have been historically excluded from the parks. In 2023, Subaru and the NPF ParkVentures program supported several

organizations who are aiming to connect more people to meaningful experiences in national parks across the U.S. Additionally, Subaru hosted dozens of attendees from the Black People Who Hike's leadership team in Moab, Utah, to create a memorable experience in nearby national parks, including Arches and Canyonlands.

See [Subaru Loves the Earth](#) to learn more about our sustainability work in our national parks.



# Camden: Our Hometown Commitment





Subaru of America, Inc. (Subaru) is proud to call Camden, NJ our hometown. Our work in the community has allowed us to support continued growth in the city through employee engagement, skills-based volunteering, and Subaru of America Foundation, Inc., (the Foundation) grants.

**Subaru of America, Inc.,  
and Subaru of America Foundation, Inc.,  
2023 Camden Impact**

**\$1,417,200 Donated**

to Camden charitable organizations

**49+** Camden organizations supported

**\$4,905 Donated**

in matching gifts by Subaru colleagues

**4,428 Hours** volunteered  
by Subaru employees in Camden

## **A message about our Camden partnership from Sheila Gallucci-Davis, Subaru Senior Vice President – General Counsel, Legal, Corporate Responsibility, and Philanthropy**

At Subaru, we speak a lot about our Subaru family. That is genuine and heartfelt. And delivering on the Subaru Love Promise in the community we call home is one of the most rewarding impacts our Subaru family has been privileged to experience. We are deeply grateful for the relationships we have developed with our Camden neighbors, seeing the bonds of those relationships mature into friendships, and working side by side with those friends to give back to, and be there for, our hometown community — like family does.

## **Share the Love® Event**

This year saw many remarkable achievements for our Love Promise, exemplified through the Subaru Share the Love Event. We supported local Camden organizations through these actions.

- **Girls Inc.:** Provided 590 water testing kits to help ensure safe drinking water in our community
- **Hopeworks:** Prepared 490 career readiness backpacks for Camden students
- **Food Bank of South Jersey:** Donated 850 meal kits to those in need
- **Camden County Habitat for Humanity:** Built 32 pieces of furniture for low-income families

# Camden Love Promise Activities

## Subaru Loves to Help®

Subaru is committed to helping those in need in our community. In 2023, Subaru collaborated with Joseph's House as part of our 55th Anniversary Volunteering Challenge to help clean and organize furniture. During the challenge, we brought approximately 500 pairs of socks to donate to Joseph's House.

## Subaru Loves the Earth®

Subaru takes its commitment to environmental protection seriously. In 2023, Subaru helped Discovery Education launch the [Sustainability Education Coalition](#), a first-of-its-kind initiative focused on empowering more than 10 million students by 2030 to serve as ambassadors for sustainability. The launch of the coalition builds on our multi-year partnership with Discovery Education, as 7,000 students to date in Camden have received access to high-quality digital content through this partnership. This coalition highlights the increased need to connect more students to sustainability education,

especially in communities like Camden, where some of the urban issues they face limit opportunities for sustainability education.

Additionally, Subaru hosted an Earth Day event at our headquarters to promote environmentally friendly practices in our hometown. Activities included e-waste recycling, document shredding, a sustainable Subaru gear swap, and a honeybee display.

## Subaru Loves to Care®

Subaru supports many organizations committed to helping the Camden community remain healthy. Through our donations and volunteerism, we help ensure that everyone has a chance to lead a healthy life. In 2023, Subaru donated 1,500 thank you kits to hospital workers at Cooper Hospital. These kits were distributed to non-medical staff in custodial, food service, and other departments and included a Starbucks gift card, chocolate, and a handwritten note from Subaru employees. Additionally, Subaru donated more than \$30,000 in durable medical equipment and travel assistance funds to Cooper University Health Care.

## Subaru Loves Learning®

We are dedicated to supporting educational opportunities for students throughout our communities. We collaborate with the Camden City School District and other local education-focused entities to prepare students for a wide range of careers. In 2023, Subaru adopted all classrooms at Camden High School, providing more than 60 teachers with \$500 each to purchase school supplies and an adoption kit including some of the most used supplies. At Eastside High School, we provided state-of-the-art equipment for a graphic arts lab, allowing students to learn graphic arts skills and even sell the items they make. In late August 2023, we had our largest offsite volunteer event to celebrate Subaru Loves Learning, sending 175 volunteers to 15 schools in the Camden City School District to help more than 80 teachers prepare their classrooms for the start of the school year.

## Subaru Loves Pets®

Subaru loves animals at home and in the wild. Here in Camden, we know that pets are loved and

cherished members of many families. To support our furry friends, Subaru partnered with Animal Welfare Association to bring their Vets and Wheels program to Pyne Poynt Park, helping provide free inoculations and veterinary care to 1,067 pets. Additionally, we held our third annual Camden Make a Dog's Day, where we helped more than 100 pets and gave away over 1,200 pounds of free food in conjunction with our nonprofit partner Sharing Excess.

## Camden Events

We actively engage in collaborative initiatives, making contributions to Camden through our impactful community partnerships. Some of the 2023 events included:

### 55th Anniversary Volunteer Challenge

Subaru celebrated its 55th anniversary in 2023 with a volunteering challenge. Subaru employees were challenged to collectively volunteer 550 hours from February 1 through February 14. Five employees who participated were randomly selected to send a \$1,000 donation from Subaru to the charity of their choice. In total, 348 employees participated, logging 700+ hours, and volunteering in 34 different events in Camden and across the country.

### Approach Screening

Subaru partnered with the Camden City School District to host a screening of [“The Approach 2”](#) at Catto Family School. “The Approach 2” is an action-driven ski and snowboard film series elevating people of color, women, and adaptive athletes. The film

aims to support and encourage diversity in snow sports and highlights the importance of providing opportunities to individuals who are traditionally underrepresented in this space. After the screening, students had the opportunity to engage in a Q&A session with the athletes and filmmakers.

### Adopt a Family

Subaru adopted families from the Volunteers of America Delaware Valley's Adopt a Family program. This initiative focuses on making the holiday season a little brighter for Camden families by providing them with gifts. We take great pride in being the largest group to adopt families in 2023.

### Camden Strong Clean Ups

Subaru engaged in Mayor Carstarphen's “Camden Strong” initiative through the Camden Strong Clean Ups. This initiative brings together corporate volunteers and community members and aimed to address issues such as blight and illegal dumping.

With almost 70 Subaru volunteers, these clean-up efforts were carried out at various locations across Camden.

## **DJ Wagner Backpack Giveaway**

Subaru collaborated with Nike and former Camden High School basketball star and current University of Kentucky student-athlete DJ Wagner for the second annual backpack giveaway event. Nike provided backpacks that Subaru stuffed with essential school supplies for more than 250 students. Additionally, 30 Black & Latino Employee Network for Diversity at Subaru volunteers participated in the event.

# **Subaru of America Foundation, Inc.**

The Foundation impacts the Camden community through employment and environmental opportunities. In 2023, through our partnerships with organizations in the area, the Foundation's efforts led to \$850,000 in total grants gifted to Camden and 248 jobs created for Camden residents. Below is a list of some of our 2023 Foundation grants.

## **2023 Foundation Grants**

### **12PLUS**

12PLUS is supporting students as they transition to postsecondary education. In 2023, the Camden City School District was able to hire a dedicated staff member to connect students to meaningful workforce development opportunities.

### **Discovery Education and National Environmental Education Foundation**

The Foundation provided the seed funding to launch Discovery Education's Sustainability Education Coalition in partnership with the National Environmental Education Foundation. The coalition highlights the increasing need to educate more

students on sustainability issues, especially in cities like Camden, where illegal dumping is having a consequential impact on life for residents.

### **Street Law**

Street Law's Legal Life Skills program is helping teach Camden residents about how to navigate laws and excel in their careers. In partnership with Rutgers University, this program provides skills on how to interact positively with law enforcement, negotiate a lease, how to vote, how to open a bank account, and much more. In 2023, this program prepared 35 Camden residents and trained 40 educators in the area to continue teaching community members.

### **Cathedral Soup Kitchen**

Subaru is committed to helping students prepare for employment in a wide array of industries, including the food service industry. Through the Cathedral Kitchen's Culinary and Baking Arts Job Training program, students receive a combination of classroom and hands-on training. This program has helped almost 500 students since it was founded in 2018.



## Center for Family Services

The Foundation funded the Pathways to Success Workforce Development initiatives to provide Camden residents with career readiness trainings and job-hunting support. In 2023, over 100 Camden residents participated in the initiative. Through this program, participants were able to access job readiness training, social services, employment connections with local employers, and career development opportunities to prepare for a successful future.

## Girls Inc.

We continued our partnership with Girls Inc., a nonprofit organization focused on empowering more girls in early grade literacy, STEM, leadership and advocacy, and economic literacy. Subaru helped launch the program in Camden in 2021, and in 2023, 1,147 Camden girls participated in the Stronger, Smarter, Bolder program.

## Hopeworks

The Foundation worked closely with our longtime partner, Hopeworks, to provide tech skills education to youths in Camden. In 2023, we funded programming that helped connect young professionals to 108 paid roles throughout the Camden area.

## Impact Charity Services

The Foundation supported 20 scholarships for Cooper University workers through our partnership with Project LIFT. This opportunity helps prepare Camden residents to move into higher paying entry level medical roles at Cooper University Hospital. These positions include phlebotomists, electrocardiogram technicians, and critical care technicians.

## UrbanPromise

The Foundation is providing trainings, mentorship, and academic grants to Camden teens through our partnership with the UrbanPromise Street Leader Program. In 2023, 15 graduates received paid employment opportunities with UrbanPromise to support younger children throughout Camden.

## Rainbow PUSH Camden County College Scholarships

The Foundation continued funding the Subaru-U Scholarship for Automotive Excellence for the third year. This program supports six Camden residents annually with training as automotive technicians at Camden County College, made possible through our partnership with Rainbow PUSH. Subaru retailers provide scholarship recipients with mentorship,

training, and guidance for gaining full-time employment opportunities in this space. The goal of this program is to support our hometown and help Camden residents accomplish their lifelong dreams and goals.

## Trust for Public Land

Trust for Public Land (TPL) seeks to provide cities with the joys and benefits of the outdoors and public spaces. The Foundation is working with TPL to help catalyze the renovation of parks in Camden. This has involved supporting the development of annual work plans for Camden Parks and Open Space Steering Committee member organizations, ensuring park stakeholders and programming partners support park stewardship and maintenance.

## LUCY Outreach

LUCY Outreach offers multilingual, culturally responsive services to Camden County youth and families of low income. The Foundation funded an alumni program to help ensure continued success after participants graduate high school. The program connects participants to post-secondary or job opportunities, along with resume and interview assistance.

## Habitat for Humanity

The Foundation supports Camden County Habitat for Humanity (CCHF), who provide affordable home ownership opportunities for low-income families. CCHF are addressing the lack of affordable housing in the community through its Homeownership Program.

## Camden Repertory Theater

The Foundation funds the Camden Repertory Theater's PACE education program, which works with at-risk middle and high school students to help place them on a path to graduation. The program further provides arts training, academic support, coaching, and assistance with college applications, and past program participants have the opportunity to serve as counselors. PACE has a 98% graduation rate among students who have earned \$2.5 million in college scholarships.

## Camden Fireworks

The Foundation is supporting the Camden Fireworks Art in the Commons program, which aims to be the catalyst in making Camden a national example of how to create an equitable, sustainable, and eco-friendly public art program in an environmentally overburdened city. This involves collaborating with

premier regional arts institutions and established artists to create a sustainable ecosystem of learning for emerging public artists.

## Joseph's House

The Foundation is supporting Joseph's House's Service Navigator Position, which provides wrap around services to help guests out of homelessness and put them on a path to employment. Services include action plans, securing personal identification, publicly available benefits, employment opportunities, and more. In 2023, Joseph's Houses served more than 4,000 guests and administered over 10,500 case management sessions.

## 2023 DEIB Foundation Grants

In 2023, the Foundation provided its second round of diversity, equity, inclusion, and belonging grants. Our Employee Resource Groups distributed \$100,000 to causes close to their missions.

**Mazzoni Center:** Supported the Health Equity Fund for people who are underinsured, uninsured, and those who cannot safely utilize coverage. In 2023, the Mazzoni Center supported thousands of people.

**PFLAG National:** Out+Ally provided funds to PFLAG National. These funds helped establish 36 new PFLAG National chapters across the country and supported 17,000 individuals in workplace learning sessions.

**Camden YMCA:** Evolve supported the Camden YMCA Soccer for Success® program, which works with school officials, parents, and communities to create a safe environment where kids can be active. The end of the program culminated in a celebration at the Camden mini pitch along with the Philadelphia Union.

**LAEDA:** Supported the Latin American Economic Development Association: Women's Business Center through a grant that provided resources to support women entrepreneurs and their impact on local and wider economies.

**Shoes for Your Soul:** Shoes for Your Soul is an organization focused on alleviating economic hardships by providing shoes and socks in Camden. In 2023, their support resulted in the distribution of more than 1,000 pairs of shoes and socks.

**Hispanic Family Center:** The Hispanic Family Center (HFC) provides the Camden community with

a broad range of culturally relevant social service and advocacy programs. Through our support, HFC was able to support 5,780 clients in 2023.

**Hire Heroes:** Hire Heroes helps veterans and military spouses find employment, while also working with companies to hire and retain them. These funds supported the direct employment of 10 veterans and spouses.

**HOPE for the Warriors:** HOPE provides comprehensive support programs for active service members, veterans, and military families focused on transition. These funds went to the Drive for Hope program, which assisted 29 veterans to outfit their vehicles based on their disabilities in 2023.

# MEASURING Our Impact





Evaluating our work against global goals for sustainability helps us and our stakeholders see our impact from a global standpoint. In partnership with our parent company, Subaru Corporation, we have assessed our efforts in the context of the United Nations Sustainable Development Goals (UNSDGs) since 2018. These 17 goals are part of the UN's 2030 Agenda for Sustainable Development and aim to inspire action for humanity and the planet.

We outline below the goals where we can have the most impact at Subaru and what environmental, social, and governance (ESG) actions we have taken in the last year to help achieve these global goals. This is one way that we demonstrate our Love Promise and the difference we can make to the world.

## Environmental



### UNSDG Description

Ensure sustainable consumption and production patterns.

### UN Target

**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 2023 Action Areas

- Subaru Loves the Earth® initiatives
- Promotion and education around waste reduction, reuse, and recycling

- Environmentally responsible product enhancements and design
- Facility-waste diversion and energy reduction initiatives
- Subaru of America Foundation, Inc., focus on environmental causes
- Eco-friendly retailers
- Commitment to electrification
- Post-consumer recycled materials

# Social



## UNSDG Description

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

### UN Target

**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 2023 Action Areas

- Share the Love® Event
- Subaru Loves to Help® initiatives
- Camden programs
- Share the Love® Garden



## UNSDG Description

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

### UN Target

**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 2023 Action Areas

- Subaru Loves to Care® initiatives
- Excellence in vehicle safety
- Diversity, equity, inclusion, and belonging (DEIB) impacts
- Employee Resource Group (ERG) impacts
- Subaru Loves Pets® initiatives
- Mobility Assist program



## UNSDG Description

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

### UN Target

**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 2023 Action Areas

- Subaru Loves Learning® initiatives
- Camden programs
- Subaru University programs
- Expansion of internal and external DEIB initiatives
- ERG impacts
- Subaru-U Scholarship for Automotive Excellence



## UNSDG Description

Achieve gender equality and empower all women and girls.

### UN Target

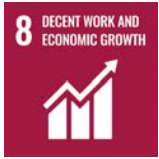
**5.1:** End all forms of discrimination against all women and girls everywhere

**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 2023 Action Areas

- Recruitment, development, retention, and promotion of underrepresented talent
- Expansion of internal and external DEIB initiatives
- ERG impacts

# Governance



## UNSDG Description

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

## UN Target

**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 2023 Action Areas

- Camden programs
- Subaru of America Foundation, Inc., focus on employment
- Job fairness and equity evaluation
- Recruitment, development, retention, and promotion of underrepresented talent
- Subaru University program
- Subaru-U Scholarship for Automotive Excellence
- Skills-based volunteering
- Employee mentoring programs
- Financial and retirement educational programming
- Industry recognition awards
- Digital accessibility