



Ethics and governance highlights

- Enrique Salem discusses ethics and governance in the context of corporate responsibility
- What would you do? Participate in our interactive survey!
- Symantec recognized as one of the world's most ethical companies

Welcome What impact does an economic recession have on our ability to maintain strong ethics and good governance?

It is hard to measure the direct relationship, but most of us would agree that a deep and prolonged slowdown puts additional stress on corporations, governments, and consumers alike. More and more companies are turning to outsourcing in response to their staffing shortages, which puts a tremendous strain, not only on managers and their staff, but on companies' abilities to provide adequate oversight. According to Symantec's [State of the Data Center Report 2008](#), released in January 2008, data center managers are also feeling the pinch. The survey results suggest that data center managers are being pressured to accomplish more while spending less. In fact, some 37 percent "reported being understaffed while only 7 percent reported being overstaffed." This edition of the Corporate Responsibility Snapshot seeks to illustrate how Symantec is focusing on these important issues.

Next quarter: Symantec's Corporate Responsibility Snapshot will focus on green IT.

Topics in ethics and governance See below for a list of hot topics in ethics and governance. Advice on where to find more information is provided in parentheses.

- Board structure and involvement (see Our goals)
- Executive compensation (see Symantec spotlight)
- Innovation for the public good (see Recognition for ethics)
- Outsourcing (see Welcome)
- Responsible lobbying (see Symantec spotlight)

Our goals Symantec stated a number of ethics and governance goals in its corporate responsibility report, published in August 2008. These include:

- Increase dialogue with the Board of Directors around corporate responsibility issues
- Develop a more robust enterprise risk-management program, which is a risk-based approach to managing Symantec's operations
- Develop and launch a training program for employees and management on ethics and compliance topics

Responsible lobbying practices Some companies lobby in their own self interest, even when their positions would prove harmful to society. At Symantec, we promote responsible lobbying practices designed to improve the lives of all our stakeholders. Currently we lobby in support of

- laws that provide strong criminal penalties for entities that distribute crimeware to consumers' computers;
- laws that require public and private entities to secure the integrity of consumers' sensitive personal information; and
- the adoption of technology-based systems to integrate, manage, and protect health records.

What would you do? After several years of working at Symantec, you notice that a coveted position, your "dream job," in fact, has opened up within the company. Your supervisor requests your input on who might be the best candidate for the position. There are others in your group that are more qualified, but you want the job so badly. What would you do?

- Recommend yourself
- Recommend the most qualified person
- Decline to weigh in, explain your interest in the position

Click [here](#) to cast your vote!

Symantec spotlight Enrique Salem has served as Symantec's chief operating officer, with responsibility for global product development, sales, marketing and IT, since January 2008. In April, he will succeed John W. Thompson as president and chief executive officer of the company.

Director of corporate responsibility Cecily Joseph sat down with Mr. Salem recently to discuss ethics and governance in the context of corporate responsibility. Here is what he had to say:

CJ: Why are ethics and governance important to Symantec's business?

ES: Strong ethics and good governance are critical to our business relationships. Ethics and governance help to build and maintain trust—one of Symantec's core values—with our customers, our partners, and each other. Trust not only defines our approach to doing business; it binds us together, and is an important part of our corporate identity.

CJ: How do you think ethics and governance are affected in this economic environment?

ES: We have seen evidence that, in hard times, both employee and regulator skepticism increase. So it is particularly important for Symantec's management to be aware of the increased pressures affecting our organization and our stakeholders. We need to set the proper tone and manage everyone's expectations accordingly.

CJ: Where do ethics, governance, and corporate responsibility meet?

ES: There is no doubt that ethics and governance are part of our broader focus on corporate responsibility. I think that lobbying and executive compensation are just a couple of the areas in which we see ethics, governance, and corporate responsibility converging at the moment. As far as executive compensation is concerned, we are working hard to balance our competitive and ethical interests. On one hand, we want to attract and retain top talent and reward our employees for their performance. On the other hand, we need to ensure that compensation is fair across the entire company.



Recognition for ethics Ethisphere magazine [ranked](#) Symantec among the world's most ethical companies for 2008. Ethisphere's ranking methodology accounts for such factors as corporate governance; corporate responsibility; internal ethics and compliance programs; legal, regulatory, and reputation track record; and innovation that contributes to public well being, an area in which Symantec and its products are especially strong.

Ethisphere reports that, from 2002 through 2007, a stock portfolio of their list of "World's Most Ethical Companies" has generated more than twice the average return of the S&P 500, over the same time period. The release of Ethisphere's 2009 rankings is expected by the end of March.

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