

# Symantec Corporate Responsibility Report 2010

## Custom Report

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### About this Report

This website represents Symantec's second full corporate responsibility report, covering a reporting period corresponding to the company's fiscal year 2010 (April 2009 to March 2010). Symantec publishes a full report every two years, with updates in alternate years. Archived reports are available on the [Corporate Responsibility News and Reports page](#).

The data provided in this report reflects Symantec's global operations, unless otherwise noted. One significant change in our reporting regards the calculation of greenhouse gas (GHG) emissions. As we became members of the United States Environmental Protection Agency (EPA) Climate Leaders program in FY10, we are now calculating corporate-wide GHG emissions using the Climate Leaders GHG Inventory Guidance. This Guidance is based on the existing GHG Protocol Corporate Accounting and Reporting Standard developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development. Because we are now tracking more sources of emissions under the Climate Leaders goal setting and tracking protocols, Symantec will re-state its GHG reduction goal with a Climate Leaders-endorsed goal in FY11.

We did not seek external assurance for the report. As in years past, however, we have benefited from the advice and counsel of an external stakeholder advisory panel that comprises experts in fields relating to Symantec's material issues. Panel members have provided an unedited commentary on this report and Symantec's reporting process.

- [Read what the Advisory Council has to say.](#)
- [Explore our Material Issues section.](#)
- [Learn more about the Climate Leaders Program.](#)

### About Symantec

Symantec is a global leader in providing security, storage, and systems management solutions. Symantec helps customers—from consumers and small businesses to the largest global organizations—secure and manage their information, technology infrastructures, and related processes against more risks at more points.

- [Learn more in our Business Overview.](#)

### UN Global Compact

On March 3, 2006, Symantec announced our commitment to support the ten principles of the [United Nations Global Compact](#)(UNGC). Symantec encourages all companies to adopt the UNGC's ten

principles to protect human rights, uphold ethical labor conditions, preserve the environment, and combat corruption. Read our press release: [Symantec Joins United Nations Global Compact](#).

In the years since we became a member, we have worked diligently to strengthen our own performance and share best practices and thought leadership with others. This Corporate Responsibility report fulfills the requirement to annually communicate our progress in promoting the [UNGC's ten principles](#).

#### United States Global Compact Network

Cecily Joseph of Symantec, Paul Boykas of PepsiCo Inc., and Anna Walker of Levi Straus & Co. comprise the steering committee for the [Global Compact Network in the United States](#), which represents 391 organizations.

The U.S. Network educates members about topics related to the UNGC principles. Through its events and communications, the U.S. Network also encourages its members to partner for greater effect.

- In June 2009, Symantec joined delegates of UNGC Local Networks from nearly 80 countries at the 7th Global Compact Annual Local Network Forum in Istanbul, Turkey. Forum participants reiterated the need to further engage business in supporting the principles of the UNGC. Read the UNGC article: [Global Compact Local Networks Conclude Istanbul Forum](#).
- On December 9, 2009, the U.S. Network hosted an educational webinar on "Leveraging UNGC Membership," aimed at Northeast Ohio businesses. The UNGC Deputy Director, a Symantec representative and two other business representatives spoke at the event.
- Symantec representatives also contributed to the working group's development of the Women's Empowerment Principles, an initiative of UNIFEM and the UNGC.

#### U.S. Network Symposia

Twice each year, the U.S. Network hosts a symposium for network participants and other representatives of the public and private sectors and civil society. Symposium attendees share best practices and develop ideas around a topic that can help advance the ten principles of the UNGC. In 2009, the spring and fall symposia were each attended by approximately 60 U.S. Network representatives.

- The 2009 spring symposium was held May 13, 2009 at the United Nations Foundation in Washington, D.C., on "Integrating Corporate Social Responsibility Into Public Policy Initiatives". View the [symposium agenda](#) or download the full symposium report: [Integrating CSR into Public Policy Initiatives \(PDF\)](#).
- On October 19, 2009, the U.S. Network hosted "The Boardroom Imperative: Redefining Corporate Governance in the 21st Century" in San Francisco, California. View the [symposium agenda](#) or download the full symposium report: [The Boardroom Imperative: Redefining Corporate Governance in the 21st Century](#).
- The first meeting of 2010 took place on May 10, 2010 in Chicago, Illinois and focused on "Business and Sustainable Cities". [Download the symposium agenda \(PDF\)](#) or read the UNGC article: [U.S. Network Convenes on Business and Sustainable Cities](#).

#### UNGC Principles

- **Principle 1:** Business should support and respect the protection of internationally proclaimed human rights.

- **Principle 2:** Business should ensure that they are not complicit in human rights abuses.
- **Principle 3:** Business should uphold freedom of association and the effective recognition of the right to collective bargaining.
- **Principle 4:** Business should support the elimination of all forms of forced and compulsory labor.
- **Principle 5:** Business should support the effective abolition of child labor.
- **Principle 6:** Business should support the elimination of discrimination in respect of employment and occupation.
- **Principle 7:** Business should support a precautionary approach to environmental challenges.
- **Principle 8:** Business should undertake initiatives to promote greater environmental responsibility.
- **Principle 9:** Business should encourage the development and diffusion of environmentally friendly technologies.
- **Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.

### GRI & UNGC Index



Symantec uses the [Global Reporting Initiative's Sustainability Reporting Guidelines \(GRI G3\)](#) in developing its corporate responsibility reports. We are self-declaring a B application level for the FY10 report. The content index table below provides links to GRI disclosures and indicators.

Also, as a signatory to the United Nations Global Compact (UNGC), Symantec is required to annually communicate its progress in promoting the UNGC's ten principles. The content index below cross-references each of the ten principles to the location where they are discussed on this website and serves as Symantec's Communication on Progress (COP).

#### + 1. STRATEGY AND ANALYSIS

Profile Disclosure	Location	Full/Partial	UNGC Cross-Reference
1.1 Statement from the most senior decision-maker of the organization	<a href="#">CEO message</a>	Full	Statement of continuing support for the UNGC
1.2 Description of key impacts, risks, and opportunities	<a href="#">Performance Summary and Goals</a> ; <a href="#">Our Approach</a> ; <a href="#">Materiality Analysis</a>	Full	

#### + 2. ORGANIZATIONAL PROFILE

Profile Disclosure	Location	Full/Partial	UNGC Cross-Reference
2. 1 Name of the organization	<a href="#">About this Report</a> ; <a href="#">About Symantec</a>	Full	
2.2 Primary brands, products, and/or services	<a href="#">About Symantec</a> ; <a href="#">Corporate Fact Sheet</a>	Full	

2.3 Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures	<a href="#">2010 Form 10-K, pages 4-8 and pages 84-85</a>	Full	
2.4 Location of organization's headquarters	<a href="#">About Symantec</a>	Full	
2.5 Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	<a href="#">2010 Form 10-K, page 4; Exhibit 21.01 to 2010 Form 10-K</a>	Full	
2.6 Nature of ownership and legal form	<a href="#">Investor Relations</a>	Full	
2.7 Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	<a href="#">Corporate Fact Sheet</a>	Full	
2.8 Scale of the reporting organization	<a href="#">Corporate Fact Sheet</a>	Full	
2.9 Significant changes during the reporting period regarding size, structure, or ownership	<a href="#">Acquisitions</a>	Full	
2.10 Awards received in the reporting period	<a href="#">Performance Summary and Goals; Diversity &amp; Inclusion; Talent Retention</a>	Full	

+ 3. REPORT PARAMETERS

<b>Profile Disclosure</b>	<b>Location</b>	<b>Full/Partial</b>	<b>UNGC Cross-Reference</b>
3.1 Reporting period (e.g., fiscal/calendar year) for information provided.	<a href="#">About this Report</a>	Full	
3.2 Date of most recent previous report (if any).	<a href="#">Corporate Responsibility News and Report Archive</a>	Full	
3.3 Reporting cycle (annual, biennial, etc.)	<a href="#">About this Report</a>	Full	
3.4 Contact point for questions regarding the report or its contents.	<a href="#">Contact Us</a>	Full	
3.5 Process for defining report content.	<a href="#">Materiality and Stakeholder</a>	Full	

	<a href="#">Engagement</a>		
3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	<a href="#">About this Report</a>	Full	
3.7 State any specific limitations on the scope or boundary of the report	None	Full	
3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Not applicable	Full	
3.9 Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	<a href="#">About this Report</a>	Full	
3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	<a href="#">About this Report</a> ; <a href="#">Climate &amp; Energy</a>	Full	
3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	None	Full	
3.12 Table identifying the location of the Standard Disclosures in the report.	<a href="#">GRI and UNGC Content Index</a>	Full	
3.13 Policy and current practice with regard to seeking external assurance for the report.	<a href="#">About this Report</a>	Full	

+ 4. GOVERNANCE, COMMITMENTS, AND ENGAGEMENT

Profile Disclosure	Location	Full/Partial	UNGC Cross-Reference
4.1 Governance structure of the organization, including committees under the highest	<a href="#">Corporate Governance</a> ; <a href="#">Company Charters</a>	Full	

governance body responsible for specific tasks, such as setting strategy or organizational oversight.			
4.2 Indicate whether the Chair of the highest governance body is also an executive officer.	<a href="#">Corporate Governance</a>	Full	
4.3 For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	<a href="#">Corporate Governance</a>	Full	
4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	<a href="#">Investor Relations</a> <a href="#">Contacts</a>	Full	
4.5 Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	<a href="#">Corporate Governance</a>	Full	
4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided.	<a href="#">Corporate Governance</a> <a href="#">Standards</a>	Full	
4.7 Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	<a href="#">Corporate Governance</a>	Full	
4.8 Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	<a href="#">Company Charters</a> ; <a href="#">Environmental Policy Statement</a> ; <a href="#">Human Rights Policy Statement</a> ; <a href="#">Privacy Policy</a>	Full	
4.9 Procedures of the highest governance body for overseeing	<a href="#">Managing Corporate Responsibility</a> ; <a href="#">Nominating</a>	Full	

the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	<a href="#">and Governance Committee Charter</a>		
4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	<a href="#">Nominating and Governance Committee Charter</a>	Full	
4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organization.	<a href="#">Customer Satisfaction</a>	Full	Principle 7
4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	<a href="#">UN Global Compact; Climate &amp; Energy; Diversity &amp; Inclusion</a>	Full	
4.13 Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; *Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	<a href="#">Climate &amp; Energy; Securing Information; Diversity &amp; Inclusion; Green IT; Public Policy</a>	Full	Symantec's involvement in UNGC Network activities
4.14 List of stakeholder groups engaged by the organization.	<a href="#">Materiality &amp; Stakeholder Engagement</a>	Full	
4.15 Basis for identification and selection of stakeholders with whom to engage.	<a href="#">Materiality &amp; Stakeholder Engagement</a>	Full	
4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	<a href="#">Materiality &amp; Stakeholder Engagement; Stakeholder Perspectives</a>	Full	
4.17 Key topics and concerns that have been raised through	<a href="#">Materiality &amp; Stakeholder Engagement; Stakeholder</a>	Full	

stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	<a href="#">Perspectives; Advisory Council Statement</a>		
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Description	Location	Full/Partial	UNGC Cross-Reference
EC. Disclosure on Management Approach (Economic)	<a href="#">2010 Annual Report, page 1</a>	Full	Principles 1, 4, 6, 7
EN. Disclosure on Management Approach (Environmental)	<a href="#">Environmental Management Approach</a>	Full	Principles 7, 8, 9
LA. Disclosure on Management Approach (Labor)	<a href="#">Talent Retention; Diversity &amp; Inclusion</a>	Full	Principles 1, 3, 6
HR. Disclosure on Management Approach (Human rights)	<a href="#">Human Rights</a>	Full	Principles 1 through 6
SO. Disclosure on Management Approach (Society)	<a href="#">Ethics; Public Policy</a>	Full	Principle 10
PR. Disclosure on Management Approach (Product responsibility)	<a href="#">Securing Information; Customer Satisfaction; Green IT</a>	Full	Principles 1 and 8

+ ECONOMIC

Performance Indicator	Location	Full/Partial	UNGC Cross-Reference
EC1. Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments. (CORE)	2010 Form 10-K, <a href="#">pages 28-50</a> and <a href="#">page 60</a> ; <a href="#">Philanthropy</a>	Full	
EC2. Financial implications and other risks and opportunities for the organization's activities due to climate change. (CORE)	<a href="#">Climate &amp; Energy; Symantec's 2009 Carbon Disclosure Project Response</a>	Full	Principle 7
EC3. Coverage of the organization's defined benefit plan obligations. (CORE)	Not applicable		
EC4. Significant financial assistance received from government. (CORE)	Not applicable		

EC5. Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation. (ADDITIONAL)	Not reported		Principle 1
EC6. Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation. (CORE)	Not reported		
EC7. Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation. (CORE)	<a href="#">Talent Retention</a>	Partial (proportion of local senior management hires is not reported)	Principle 6
EC8. Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement. (CORE)	Not applicable		
EC9. Understanding and describing significant indirect economic impacts, including the extent of impacts. (ADDITIONAL)	<a href="#">Securing Information</a> ; <a href="#">Philanthropy</a>	Full	

+ ENVIRONMENTAL

Performance Indicator	Location	Full/Partial	UNGC Cross-Reference
EN1. Materials used by weight or volume. (CORE)	Not reported		Principle 8
EN2. Percentage of materials used that are recycled input materials. (CORE)	<a href="#">Environmental Management Approach</a> ; <a href="#">Software Packaging and Delivery</a>	Partial	Principle 8
EN3. Direct energy consumption by primary energy source. (CORE)	<a href="#">Climate &amp; Energy</a>	Full	Principle 8
EN4. Indirect energy consumption by primary source. (CORE)	<a href="#">Climate &amp; Energy</a>	Full	Principle 8
EN5. Energy saved due to conservation and efficiency improvements. (ADDITIONAL)	<a href="#">Green IT</a> ; <a href="#">Climate &amp; Energy</a>	Full	Principle 8

EN6. Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives. (ADDITIONAL)	<a href="#">Green IT</a>	Full	Principle 8
EN7. Initiatives to reduce indirect energy consumption and reductions achieved. (ADDITIONAL)	<a href="#">Green IT; Resource Conservation</a>	Full	Principle 8
EN8. Total water withdrawal by source. (CORE)	Not reported		Principle 8
EN9. Water sources significantly affected by withdrawal of water. (ADDITIONAL)	Not reported		Principle 8
EN10. Percentage and total volume of water recycled and reused. (ADDITIONAL)	Not reported		Principle 8
EN11. Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. (CORE)	Not reported		Principle 8
EN12. Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas. (CORE)	Not applicable		Principle 8
EN13. Habitats protected or restored. (ADDITIONAL)	Not applicable		Principle 8
EN14. Strategies, current actions, and future plans for managing impacts on biodiversity. (ADDITIONAL)	Not applicable		Principle 8
EN15. Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk. (ADDITIONAL)	Not applicable		Principle 8
EN16. Total direct and indirect greenhouse gas emissions by weight. (CORE)	<a href="#">Climate &amp; Energy</a>	Full	Principle 8
EN17. Other relevant indirect	<a href="#">Climate &amp; Energy</a>	Full	Principle 8

greenhouse gas emissions by weight. (CORE)			
EN18. Initiatives to reduce greenhouse gas emissions and reductions achieved. (ADDITIONAL)	<a href="#">Climate &amp; Energy</a> ; <a href="#">Green IT</a> ; <a href="#">Transportation</a>	Full	Principles 7 and 8
EN19. Emissions of ozone-depleting substances by weight. (CORE)	Not applicable		Principle 8
EN20. NOx, SOx, and other significant air emissions by type and weight. (CORE)	Not applicable		Principle 8
EN21. Total water discharge by quality and destination. (CORE)	Not applicable		Principle 8
EN22. Total weight of waste by type and disposal method. (CORE)	<a href="#">Resource Conservation</a>	Partial (waste data for Dublin facility only)	Principle 8
EN23. Total number and volume of significant spills. (CORE)	Not applicable		Principle 8
EN24. Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally. (ADDITIONAL)	Not reported		Principle 8
EN25. Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff. (ADDITIONAL)	Not applicable		Principle 8
EN26. Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation. (CORE)	<a href="#">Green IT</a> ; <a href="#">Software Packaging &amp; Delivery</a>		Principles 7 and 8
EN27. Percentage of products sold and their packaging materials that are reclaimed by category. (CORE)	Not reported		Principle 8

EN28. Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations. (CORE)	<a href="#">Environmental Management Approach</a>	Full	Principle 8
EN29. Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce. (ADDITIONAL)	<a href="#">Climate &amp; Energy</a> ; <a href="#">Transportation</a>	Full	Principle 8
EN30. Total environmental protection expenditures and investments by type. (ADDITIONAL)	Not reported		Principles 7 and 8

+ SOCIAL: LABOR PRACTICES AND DECENT WORK

Performance Indicator	Location	Full/Partial	UNGC Cross-Reference
LA1. Total workforce by employment type, employment contract, and region. (CORE)	<a href="#">Talent Retention</a>	Full	
LA2. Total number and rate of employee turnover by age group, gender, and region. (CORE)	Not reported		Principle 6
LA3. Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations. (ADDITIONAL)	<a href="#">Talent Retention</a>	Full	
LA4. Percentage of employees covered by collective bargaining agreements. (CORE)	<a href="#">Talent Retention</a>	Full	Principle 3
LA5. Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements. (CORE)	Not reported		Principle 3
LA6. Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety	Not reported		Principle 1

programs. (ADDITIONAL)			
LA7. Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region. (CORE)	<a href="#">Talent Retention</a>	Full	Principle 1
LA8. Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases. (CORE)	<a href="#">Talent Retention</a>	Full	Principle 1
LA9. Health and safety topics covered in formal agreements with trade unions. (ADDITIONAL)	Not applicable		
LA10. Average hours of training per year per employee by employee category. (CORE)	<a href="#">Talent Retention</a>	Partial (training hours not broken out by employee category)	
LA11. Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings. (ADDITIONAL)	<a href="#">Talent Retention</a>	Full	
LA12. Percentage of employees receiving regular performance and career development reviews. (ADDITIONAL)	<a href="#">Talent Retention</a>	Full	
LA13. Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity. (CORE)	<a href="#">Corporate Governance</a> ; <a href="#">Diversity &amp; Inclusion</a>	Partial (minority status and age not reported)	Principles 1 and 6
LA14. Ratio of basic salary of men to women by employee category. (CORE)	Not reported		Principle 6

+ SOCIAL: HUMAN RIGHTS

Performance Indicator	Location	Full/Partial	UNGC Cross-Reference
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HR1. Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening. (CORE)	Not applicable		Principles 1 through 6
HR2. Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken. (CORE)	<a href="#">Human Rights</a>	Partial (Supply chain code of conduct is under development)	Principles 1 through 6
HR3. Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained. (ADDITIONAL)	Not reported		Principles 1 through 6
HR4. Total number of incidents of discrimination and actions taken. (CORE)	Not reported		Principle 6
HR5. Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights. (CORE)	Not reported		Principles 1, 2, 3
HR6. Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor. (CORE)	Not reported		Principles 1, 2, 5
HR7. Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor. (CORE)	Not reported		Principles 1, 2, 4
HR8. Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations. (ADDITIONAL)	Not reported		Principles 1 and 2

HR9. Total number of incidents of violations involving rights of indigenous people and actions taken. (ADDITIONAL)	None	Full	Principles 1 and 2
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+ SOCIAL: SOCIETY

Performance Indicator	Location	Full/Partial	UNGC Cross-Reference
SO1. Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting. (CORE)	Not reported		
SO2. Percentage and total number of business units analyzed for risks related to corruption. (CORE)	Not reported		Principle 10
SO3. Percentage of employees trained in organization's anti-corruption policies and procedures. (CORE)	<a href="#">Ethics</a>	Full	Principle 10
SO4. Actions taken in response to incidents of corruption. (ADDITIONAL)	Not reported		Principle 10
SO5. Public policy positions and participation in public policy development and lobbying. (CORE)	<a href="#">Public Policy; Climate &amp; Energy; Securing Information</a>	Full	Principles 1 through 10
SO6. Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country. (ADDITIONAL)	<a href="#">Public Policy</a>	Partial (U.S. information only)	Principle 10
SO7. Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes. (ADDITIONAL)	None		
SO8. Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations. (CORE)	None		

+ SOCIAL: PRODUCT RESPONSIBILITY

Performance Indicator	Location	Full/Partial	UNGC Cross-
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			Reference
PR1. Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures. (CORE)	Not applicable		Principle 1
PR2. Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.(ADDITIONAL)	Not applicable		Principle 1
PR3. Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements. (CORE)	Not applicable		Principle 8
PR4. Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes. (ADDITIONAL)	Not applicable		Principle 8
PR5. Practices related to customer satisfaction, including results of surveys measuring customer satisfaction. (ADDITIONAL)	<u>Customer Satisfaction</u>	Full	
PR6. Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship. (CORE)	Not applicable		
PR7. Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.(ADDITIONAL)	Not applicable		
PR8. Total number of substantiated complaints regarding	<u>Securing Information</u>	Full	Principle 1

breaches of customer privacy and losses of customer data. (ADDITIONAL)			
PR9. Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services. (CORE)	None		

REPORT APPLICATION LEVEL		C	C+	B	B+	A	A+
Standard Disclosures	G3 Profile Disclosures OUTPUT	Report on: 1.1 2.1-2.10 3.1-3.8, 3.10-3.12 4.1-4.4, 4.14-4.15	Report Externally Assured	Report on all criteria listed for Level C plus: 1.2 3.9-3.13 4.5-4.13, 4.16-4.17	Report Externally Assured	Same as requirement Level B	Report Externally Assured
	G3 Management Approach Disclosures OUTPUT	Not Required		Management Approach Disclosures for each Indicator Category		Management Approach Disclosures for each Indicator Category	
	Gs Performance Indicators & Sector Supplement Performance Indicators OUTPUT	Report a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.		Report a minimum of 20 Performance Indicators, at least one from each of: Economic, Environmental, Human Rights, Labor, Society and Product Responsibility.		Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	

\*Sector supplement in final version

The Ten Principles of the United Nations Global Compact				
1. Businesses should support and respect the protection of internationally proclaimed human rights.	2. Businesses should make sure that they are not complicit in human rights abuses.	3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	4. Businesses should uphold the elimination of all forms of forced and compulsory labor.	5. Businesses should uphold the effective abolition of child labor.
6. Businesses	7. Businesses	8. Bsuinesses	9. Businesses	10. Businesses

should uphold the elimination of discrimination in respect of employment and occupation.	should support a precautionary approach to environmental challenges.	should undertake initiatives to promote greater environmental responsibility.	should encourage the development and diffusion of environmentally friendly technologies.	should work against corruption in all its forms, including extortion and bribery.
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## Material Issues

### MATERIALITY & STAKEHOLDER ENGAGEMENT

#### Assessing Materiality

In preparation for our inaugural [2008 Corporate Responsibility Report](#) and again for the development of this, our second full report, we undertook a materiality analysis to identify and prioritize issues. "Material" means the issues are of high concern to our stakeholders and also of high strategic relevance to Symantec—and are therefore at the core of our corporate responsibility approach and communications.

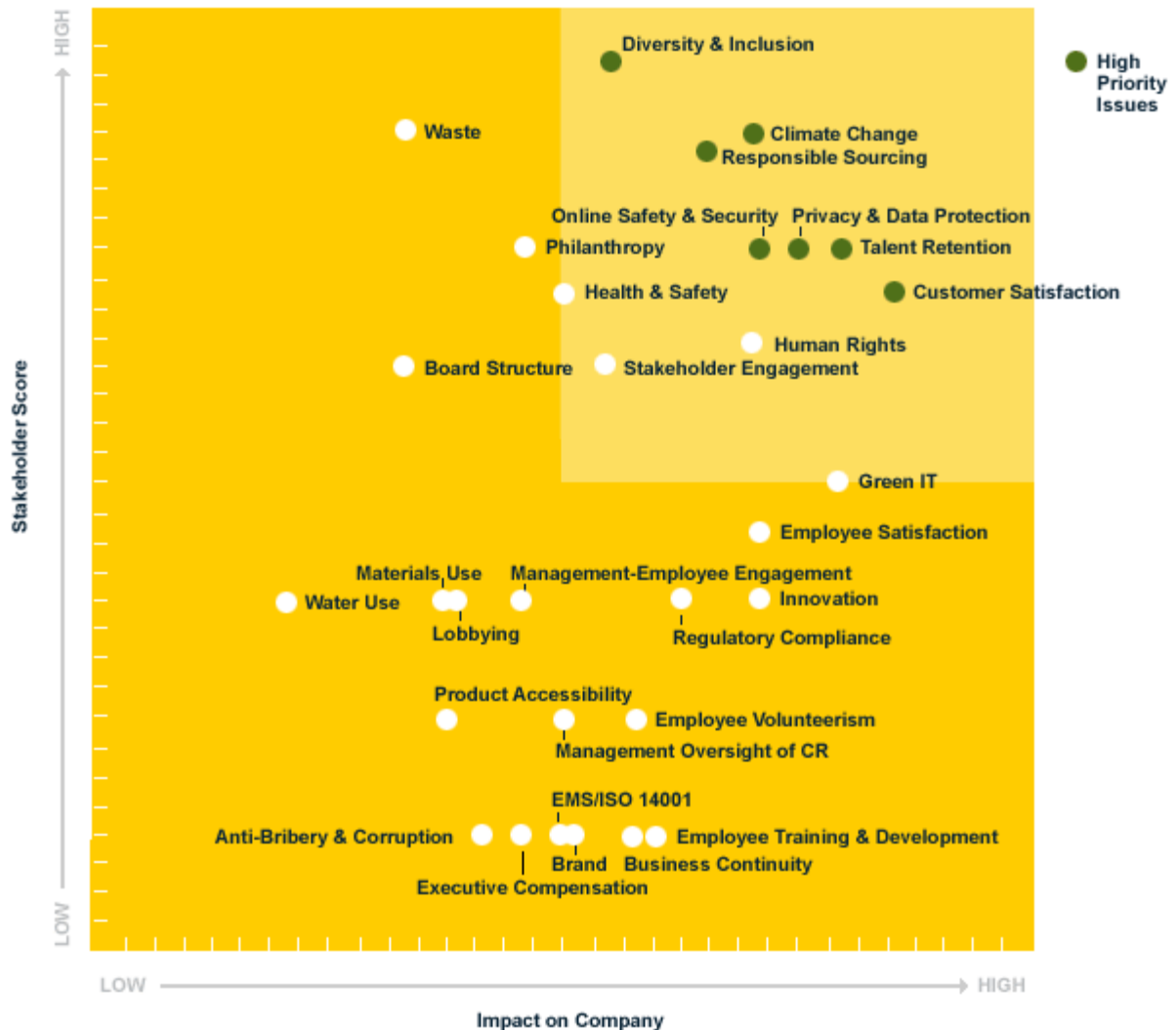
#### Methodology

To conduct the analysis, we first compiled a comprehensive list of economic, environmental, social, and governance issues that might be material. We began with the issues identified as material in 2008. We then incorporated comments we had collected via a feedback survey on the 2008 report, which showed that stakeholders want Symantec to more directly address its carbon footprint, international activities, supply chain accountability, and diversity performance.

Next we reviewed a range of documents and sources reflecting aggregate stakeholder interests and concerns to assign a stakeholder "score" to each issue. For example, we considered questions posed in sustainability ratings and rankings questionnaires, responses to customer and employee satisfaction surveys, media coverage, peer reports, and industry and trade association documents, among other materials. At the same time, we evaluated each issue from the perspective of its potential impact on Symantec, taking into account possible effects on sales, brand and reputation, employees, risk management, cost savings, and ability to deliver products and services.

Upon compiling an initial matrix, we sought external stakeholder input by engaging our stakeholder advisory council to review the draft results and provide their feedback. We finalized the ranking of the issues based on their input and recommendations from Symantec's cross-functional reporting team.

## Materiality Matrix



### High-Priority Issues

Issues falling into the upper right-hand corner of the materiality matrix are the most significant topics for both stakeholders and Symantec. For the purposes of this report, we have grouped them as follows:

- [Climate & Energy](#)
- [Customer Satisfaction](#)
- [Securing Information](#) (comprising online safety, data protection and privacy, and cybercrime prevention)
- [Diversity & Inclusion](#)
- [Human Rights](#) (inclusive of responsible sourcing as well as privacy and freedom of expression)
- [Talent Retention](#)

There was some shifting of issues in this year's analysis relative to the 2008 analysis. Online safety and data protection, customer satisfaction, and human resources (in the form of talent retention and diversity

& inclusion) remained at the top. Green IT broadened into wider climate and energy concerns as stakeholders continue to ask for information about companies' greenhouse gas reduction strategies and the impacts of energy use in all aspects of operation. Governance issues such as board structure and executive compensation, though certainly still on stakeholders' lists of critical corporate responsibility attributes, figured less prominently than in 2008. And human rights concerns, both generally with regard to supply chain accountability and, specifically for the IT sector, freedom of expression and privacy, rose much higher in this year's analysis.

We expect to see similar shifts in future years, reflecting the changing landscape of corporate responsibility and cycles in public awareness and concern over specific issues. Our intention is to refresh our materiality analysis for each full reporting cycle to ensure that Symantec's corporate responsibility communications remain relevant and meaningful to our many stakeholders.

### Engaging with Our Stakeholders

The results of the materiality analysis present an aggregate perspective of Symantec's stakeholders, including shareholders, socially responsible investors, customers, enterprise clients, employees, community members, nonprofit organizations, regulators, channel partners, academics and thought leaders. We understand that although the materiality analysis paints the overall landscape, each stakeholder constituency has unique interests and particular areas of concern. We therefore engage with each stakeholder group to develop a deeper understanding of how we can address their needs while furthering our mission of enabling confidence in a connected world:

- We survey our customers to better understand how they use our products, what challenges they face from security threats or inefficient data management and storage, and how we can deliver better service before, during, and after a sale. Symantec uses focus groups, formal performance reviews, and customer feedback to gauge customer satisfaction and identify areas for performance, quality, and reliability improvements.
- We ask employees to rate our performance as an employer and to share their ideas for how we can make our workplace truly best-in-class.
- We reach out to our communities and talk to teachers and parents about how we can help address their online safety concerns. In April 2009, we launched [Norton Online Family](#), a revolutionary online safety service that encourages forthright and open communication between parents and children about responsible Internet usage.
- We engage in activities and coalitions to promote changes in public policy that support our corporate responsibility objectives:
  - In 2009 we joined [Business for Innovative Climate and Energy Policy](#) (BICEP), a coalition of leading companies advocating for strong U.S. climate and energy policies to spur clean energy development and reduce global warming pollution.
  - We hosted approximately 1,000 attendees at the 2009 Symantec Government Symposium in Washington, D.C.
  - We are exploring whether Symantec should participate in organizations that are addressing challenges to the protection and advancement of the human rights of freedom of expression and privacy.
- We participate in industry focus groups to discuss specific corporate responsibility challenges, develop solutions, and identify new opportunities to create sustainable products and services.

We welcome your continued feedback and comments. Please email us at [cr@symantec.com](mailto:cr@symantec.com) and visit our [Corporate Responsibility in Action](#) blog.

## Materiality Glossary

Issue	Definition
Anti-bribery and corruption	Programs to combat bribery and corruption within the business and its supply chain. Topics include conflicts of interest, employee training in corruption risks, units analyzed for risk, and actions taken to rectify issues.
Board structure	A variety of board governance issues including board composition, independence of committees and leadership, and anti-takeover measures.
Brand	Criteria relating to intellectual property rights and brand reputation. It is applied primarily by stakeholders seeking a snapshot of how a company's corporate responsibility approach fits into the company's overall economic prospects.
Climate change and energy use	Various issues that touch upon climate change minimization and mitigation efforts, such as direct and indirect energy consumption, greenhouse gas emissions, green building practices, reducing the impacts of Symantec's own IT operations, and efforts to minimize the environmental impacts of transporting employees and products.
Customer satisfaction	Programs relating to customer satisfaction, including product stewardship, issues relating to pricing and billing, and general customer relationship management.
Diversity & inclusion	Issues related to employee, supplier, and board diversity and inclusion.
Employee satisfaction	Indicators of employee satisfaction, including wages, quality of work environment, culture, and work-life balance.
Employee volunteerism	Programs and initiatives to facilitate employee interactions with local communities.
Environmental management system	References policies, systems, and oversight (e.g. ISO14001) that ensure sound management of environmental impacts.
Executive compensation	Issues related to executive compensation, with a focus on linkages between corporate responsibility and economic performance.
Green IT	Products and services with reduced environmental impacts. The focus of this category is green product design, marketing, and sales initiatives.
Health and safety	A range of topics relating to standard occupational health and safety performance and policies, employee health and wellness programs, security, and emergency management.
Human rights	Focuses on the specific human rights implications of

	freedom of expression and privacy as related to the information technology sector, but also includes a broad range of issues relating to human rights, such as child labor, forced labor, indigenous rights, freedom of association and collective bargaining.
Innovation	Topics relating to innovation, including mechanisms for ensuring that employees can take informed risks and submit new ideas.
Lobbying	Participation in and positions with regard to public policy development, including lobbying efforts and political contributions.
Management-employee relations	Factors relating to employee engagement, including the handling of grievances and complaints, notifications of operational changes, and opportunities for employees to directly communicate with management.
Management oversight of CR	How the Board of Directors and executives engage with corporate responsibility issues and provide direction and oversight.
Materials use	Performance and initiatives relating to materials consumption and recycling, including efforts to minimize packaging and promote recycling of used packaging materials, as well as reuse, refurbishing, and recycling of electronics equipment.
Online safety and security	The protection of online users through various programs and activities, including incorporation of product safeguards and marketing and educational initiatives.
Philanthropy	Corporate philanthropy including monetary and in-kind donations and foundation grants.
Privacy and data protection	Efforts to safeguard individuals' personal information online as well as initiatives to provide secure online experiences for customers.
Product accessibility	The application of products for social benefit, including interoperability, digital inclusion, and accessibility to people in developing markets and underserved communities.
Regulatory compliance	Product compliance violations as well as fines and penalties for non-compliance.
Responsible sourcing	Social and environmental considerations incorporated into the procurement process, such as suppliers' human rights policies and enforcement.
Risk: Business continuity and disaster recovery	Business continuity plans and preparedness, especially as related to corporate responsibility issues.
Stakeholder engagement	How the company engages with stakeholders, ranging from processes for identifying stakeholders, NGOs, and

	association partnerships, to stakeholder involvement in environmental and human rights policies.
Talent retention	Performance metrics, programs, and initiatives relating to the retention of employees, including employee compensation, benefits, and performance review practices.
Training and development	Opportunities offered to employees for training and development.
Waste	Efforts and initiatives to eliminate or minimize solid waste (both hazardous and non-hazardous) and increase recycling.
Water use	Efforts and initiatives to minimize water use and promote water recycling.

**Material Issues**  
CLIMATE & ENERGY

**CLIMATE AND ENERGY HIGHLIGHTS**

**In FY10, we:**

Experienced a global four percent increase in CO<sub>2</sub> pounds per square foot in FY10 over FY09 due to the expansion of our hosted and storage services, which increased energy consumption.

Received LEED Certification for nine buildings globally and ENERGY STAR ratings for ten buildings globally.

Joined the U.S. Environmental Protection Agency (EPA) Climate Leaders program and started measuring and reporting on all three scopes of global greenhouse gas (GHG) emissions. Due to key differences in the Climate Leaders tracking protocols and a change in business strategy, Symantec will restate its reduction goal in FY11.

Published our first [environmental policy](#).

**In FY11 and beyond, our goals are to:**

Set a new global GHG-reduction goal in accord with Climate Leaders protocols.

Apply for five new LEED Certifications and recertify eight ENERGY STAR building ratings globally.

Evaluate the potential for tracking energy consumption at a sub-meter level in our labs and data centers.

**Addressing Climate Change**

Symantec – and our global society as a whole – faces increasingly complex and urgent environmental challenges. Primary among these is climate change and the associated economic, physical, and societal risks.

As a responsible corporation operating in an increasingly interconnected world, we are working hard to do our part to mitigate climate change by:

- Minimizing our company's GHG emissions by applying green building standards to our buildings and making energy-efficient changes in systems at our data centers (often through the use of our own software and technology).
- Helping our customers minimize their energy use and related GHG emissions through the development of software and services aimed at optimizing the efficiency of data center operations.
- Participating in energy and climate-related public policy efforts that protect the environment, encourage renewable energy production, and create green jobs in the technology sector.

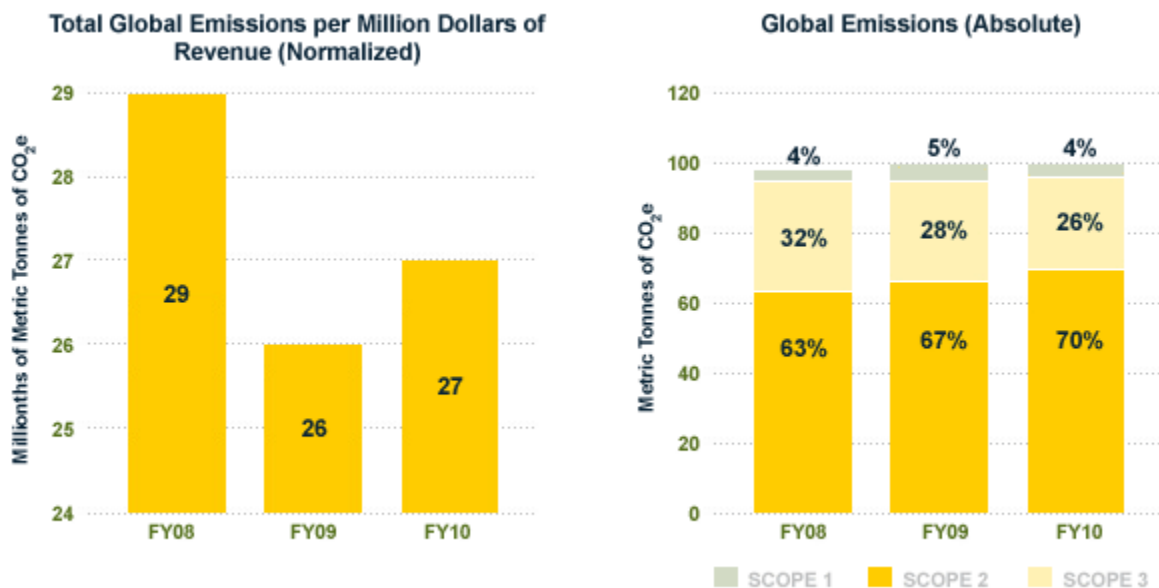
These efforts reflect our conviction that a strong, international coalition of governments, businesses, and civil society organizations is required to effectively address climate challenges. They also respond to our stakeholders' concerns and queries (as reflected in our materiality analysis) into what actions Symantec is taking as a company to contribute to a climate solution. [Read more about our Materiality & Stakeholder Engagement.](#)

## WHAT'S GOOD FOR THE CLIMATE...

...is also good for Symantec. We are capturing new business opportunities by supporting our customers with Green IT and Green Data Center solutions that cut costs by reducing customers' energy needs and GHG emissions. [Read more about our commitment to Green IT.](#)

### Measuring Our Carbon Footprint

Symantec began measuring, tracking, and reporting GHG emissions in FY08, our baseline year. Since that time, we have made great improvements in both the quantity and quality of our data, and have developed a thorough understanding of our Scope 1 and Scope 2 emissions. We continue to refine our understanding of Scope 3 emissions.



## WHAT DO SCOPE 1, SCOPE 2, AND SCOPE 3 MEAN?

As defined by the Greenhouse Gas Protocol Initiative:

**Scope 1:** All direct greenhouse gas (GHG) emissions, including emissions that result from the combustion of fuels, process emissions, and refrigerant leakage.

**Scope 2:** Indirect GHG emissions from the consumption of purchased electricity, heat, or steam.

**Scope 3:** Indirect emissions not included in Scope 2, such as the extraction and production of purchased materials and fuels, transportation in vehicles not owned or controlled by the reporting entity (e.g., air and train travel), outsourced activities (e.g., subcontractor production), and waste disposal.

The vast majority of Symantec's GHG emissions are composed of CO<sub>2</sub> from two key sources: 1) electricity used in buildings, data centers, and research labs (Scope 2), and; 2) air travel (Scope 3).

Total Energy Consumption (Gigajoules)			
	FY08	FY09	FY10
Natural Gas, Diesel, Propane, Gasoline (Scope 1)	120,980	126,736	111,426
Electricity (Scope 2)	670,829	682,305	693,649
Air Travel (Scope 3)	825,296	705,674	639,864
<b>Total</b>	<b>1,617,105</b>	<b>1,514,715</b>	<b>1,444,939</b>

Total energy consumption decreased from FY08 to FY10 due to a decrease in air travel; however, electricity use increased due to changes in Symantec's business model.

We anticipate that electricity use will continue to be the largest contributor to our GHG emissions portfolio and that our electricity use will further increase in the foreseeable future. The reason for this increase is primarily due to the fact that since we began tracking our GHG emissions, our business has evolved to include application-hosting and data-storage services. Since these are both energy-intensive services, it is extremely difficult for us to reduce electricity use while the business is growing. Furthermore, hardware technology has improved to allow for more intensive computing in the same footprint, so our electricity consumption has also grown on a per square foot basis. [Learn more about our Security Management solution.](#)

Nonetheless, despite these challenges, we remain committed to energy efficiency and minimizing our company's GHG emissions. We are building and operating our facilities to maximize their energy efficiency, with a special focus on reducing energy use in data centers. We are also implementing energy-saving business practices such as turning off computers overnight and minimizing air travel.

We are investigating options for using renewable energy such as solar, solar thermal, wind, and fuel cells. Due to building type, size of our real estate and weather, most of our buildings are not good candidates for installed renewable energy. In addition, the supply of utility-provided renewable energy is not yet sufficient for all of our needs so we will continue to purchase traditionally sourced power for the foreseeable future. The growing need for a well-developed clean energy market is one reason Symantec supports innovative climate and energy policies.

## GHG Reduction Goals

Symantec's first public commitment to GHG reduction was made in May 2006 as part of the [Sustainable Silicon Valley's \(SSV\) Carbon Dioxide Emissions Reduction Initiative](#). We pledged to reduce CO<sub>2</sub> emissions from several facilities in the Silicon Valley (California) ten percent by 2010 from a FY07 baseline in order to help SSV achieve its goal to decrease CO<sub>2</sub> emissions in the region by 20 percent. We surpassed this goal in mid-FY08, achieving upwards of an 18 percent reduction by consolidating our Sunnyvale, California data center into a larger, more environmentally friendly and efficient data center in Arizona.

After this early success, in May 2008 (FY09) we set a goal to reduce CO<sub>2</sub> emissions company-wide by 15 percent by the end of FY12 from a FY08 baseline measured in pounds per square foot of real estate using average emissions factors. We also began implementing enterprise-wide measurement tools to both track progress toward our goal and increase transparency.

In FY10 we joined the U.S. EPA Climate Leaders Program and began tracking emissions from 13 sources, rather than only from electricity use and air travel. Because of these new developments and the changes in our business model, Symantec will establish a new, Climate Leaders endorsed reduction goal in FY11.

To help achieve our greenhouse gas reduction goal, Symantec began using the US Green Building Council's LEED rating system at larger sites, certifying ten buildings in FY09 and FY10.

### Symantec GHG Emissions Reduction Goals

#### Adjustments over the past three years

Year	Goal
FY07	Reduce CO <sub>2</sub> emissions from facilities in Silicon Valley, California 10 percent by 2010 from a FY07 baseline. Exclusively reported on electricity (Scope 2) emissions.
FY09	Reduce electricity-related CO <sub>2</sub> emissions company-wide by 15 percent by the end of FY12 from a FY08 baseline. Reported on electricity (Scope 2) and air travel (Scope 3) emissions.
FY10	Developing a new goal as a member of Climate Leaders. Have begun tracking emissions from 13 different sources, and are reporting on Scope 1 emissions for the first time.

### WHAT IS THE CLIMATE LEADERS PROGRAM?

Climate Leaders is a U.S. EPA industry-government voluntary partnership that helps companies develop comprehensive climate change strategies. Through program participation, companies create a credible record of their accomplishments and receive EPA recognition as corporate environmental leaders. As a Climate Leader, Symantec has committed to:

Develop a company-wide greenhouse gas (GHG) inventory of the

major GHGs and report annual emissions based on detailed EPA protocols and guidance.

Use a detailed EPA checklist to develop a corporate GHG Inventory Management Plan that will institutionalize the GHG inventory process.

Set an aggressive corporate-wide GHG emissions reduction goal to be achieved over the next 5 to 10 years.

Publish our first environmental policy, available on Symantec's website.

Symantec receives technical assistance from the EPA to help it determine organizational and operational boundaries for its GHG emissions calculations, identify the most appropriate emission factors, and document these decisions in an Inventory Management Plan (IMP) that will ensure the Inventory's consistency and transparency. In the future, the Climate Leaders Program will review Symantec's emissions inventory data and conduct an on-site IMP review to ensure that the Management Plan is being implemented at the facility level. It will also check our progress in reaching our GHG emissions goal.

[Visit the Climate Leaders website.](#)

#### Performance on Our 15 Percent Reduction Goal

Symantec made progress towards our 15 percent reduction goal in FY09. In FY10, however, we experienced a four percent increase from the previous year in emissions of CO<sub>2</sub> (measured in pounds per square foot) due to changes in our business model; namely, the expansion of hosted and storage services. The expansion of these services increased Symantec's electricity consumption.

Since joining the Climate Leaders Program, we have also revised our past and current emissions data based on the Climate Leaders protocol. We are:

- no longer using a lower emission factor for green power purchased through utilities.
- using a smaller real estate portfolio (sites at which Symantec controls electrical utility consumption) for pounds per square foot measurements.
- using specific country and state emission factors rather than one global emission factor.

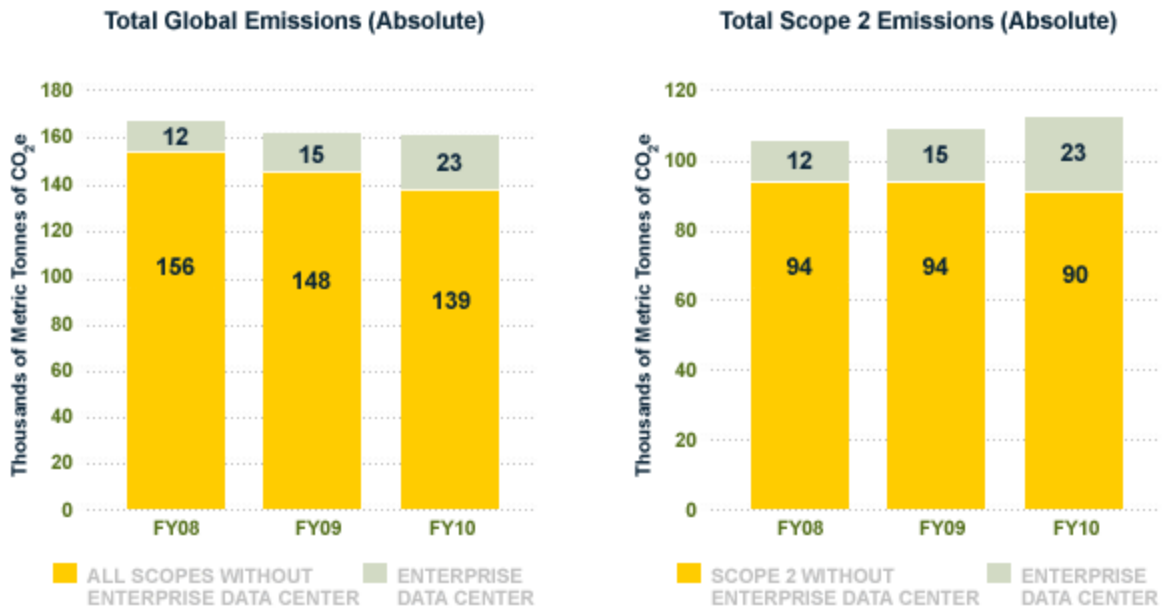
The key factor in the FY10 emissions increase is the expansion of our main enterprise data center, which houses the equipment for our storage and cloud-computing services. This data center came online in FY09, resulting in an apparent 92 percent increase in electricity consumption on an absolute basis in FY10 as compared to the FY08 base year. Additionally, we experienced organic growth within the data center during this time.

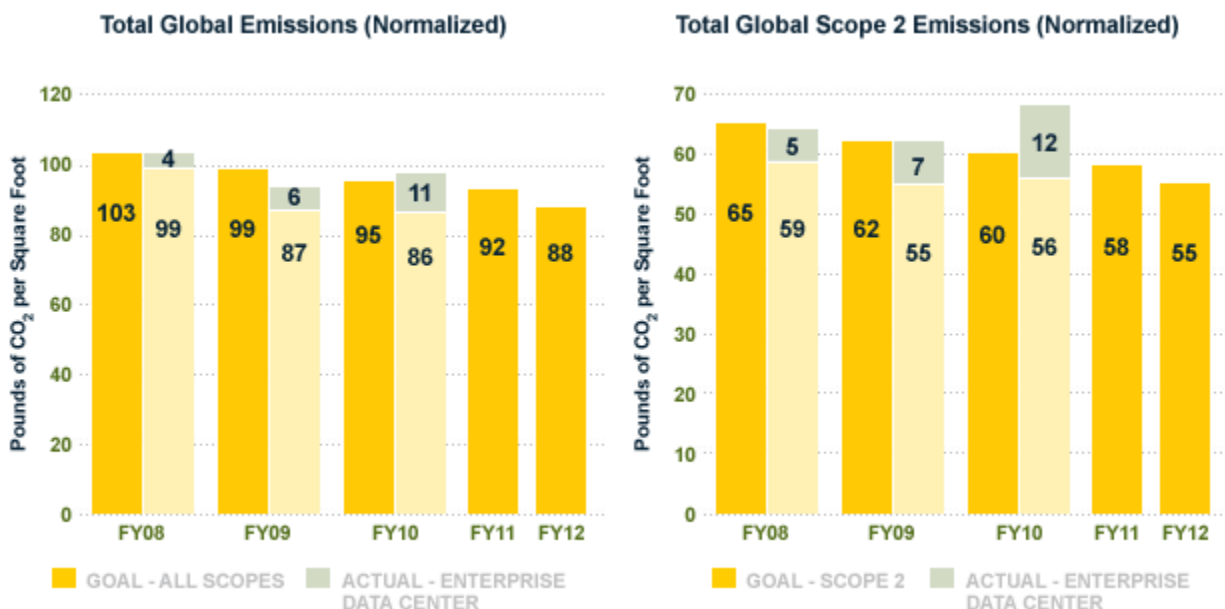
Since the enterprise data center was only partially occupied at the end of FY10, we expect to see an increase in electricity consumption at this site into FY11 and beyond. Future energy increases have been estimated based on the amount of space remaining in the data center and the proposed equipment to be

purchased. Symantec will continue to strive to reduce its GHG emissions through the deployment of virtualization and other green data center best practices, building energy management programs, green construction/remodeling practices, ENERGY STAR for buildings and LEED certifications.

If our enterprise data center is excluded, the success of Symantec’s broader CO<sub>2</sub> reduction efforts become much more apparent. For example, global emissions (outside of the data center) decreased 11 percent in FY10 over our FY08 base year. We believe that despite the large impact of the enterprise data center on Symantec’s total carbon footprint, it is important to continue to implement existing energy efficiency measures across Symantec’s global operations and find new ways to further increase our efficiency.

The following charts depict Symantec’s GHG emissions and highlight enterprise data center emissions within the context of the company’s overall carbon footprint.





### Greening Buildings, Saving Energy

We have implemented various programs to save energy and reduce our GHG emissions, including ongoing efforts to reduce the energy required by our data centers and office buildings. [Read a full description of our Green Data Centers](#) and the cost and carbon savings they have achieved.

To lower the amount of energy our buildings use, we are following both the United States Green Building Council LEED and the United States EPA ENERGY STAR guidelines. Thus far, ten (FY08 to FY10) buildings around the world have received LEED certification and ten buildings have earned ENERGY STAR (FY08 to FY10). The LEED system addresses a range of issues in addition to energy use, such as water conservation, materials used in construction, and cleaning practices, and is fully discussed in the [Environment section](#).

ENERGY STAR is a voluntary U.S.-only program. However, we are applying its standards globally to all of the sites that we own because, on average, Energy Star-rated commercial buildings use 35 percent less energy and generate one-third less CO<sub>2</sub> than similarly-sized conventional buildings. In addition to the nine ENERGY STAR buildings in the United States, Symantec's Dublin facility has achieved enough points to be ENERGY STAR certified if the standard was recognized internationally.

The steps we have taken to achieve energy savings at our sites include:

- installing compact fluorescent lamps and motion sensor economizers for lighting systems and using natural daylight when possible.
- using air monitors and programmable thermostats to reduce the energy used by the HVAC systems in office spaces, labs, and data centers.
- analyzing and managing our electrical and gas bills to identify spikes and inefficient equipment.
- sealing off unused areas and adding insulation in other areas to reduce heating and cooling needs.

**GREEN TEAMS LEAD THE WAY**

Symantec's local Green Teams lead programs that help employees change their individual behaviors to create significant cumulative reductions in energy, water, and materials use at Symantec's sites around the world. Energy-focused initiatives include periodic surveys and quizzes to remind everyone to turn off laptops, monitors, and lights. Green Teams also partner with Facilities to promote Earth Hour (a global event in which all unnecessary electrical devices are shut off for an hour). While Earth Hour occurs just once a year in March, it raises awareness that can change conduct throughout the year. Some locations have set goals to reduce electricity costs and share the monthly electric bills with employees to demonstrate progress and encourage everyone to participate in the effort. [Read more about Symantec's efforts with Green IT.](#)

#### Working Towards Comprehensive Climate and Energy Policy

Symantec supports and encourages government efforts globally to pursue comprehensive climate change legislation. Clean energy will promote job creation, encourage greater sustainability, and stimulate new economic opportunities. Initiatives include participation in:

- **BICEP** (Business for Innovative Climate and Energy Policy) is a coalition of companies advocating for strong U.S. climate and energy policies to spur clean energy development and reduce global warming pollution. As a member of BICEP, Symantec was represented in 40 House of Representative meetings and 62 Senate meetings between April 2009 and April 2010. [Visit the BICEP website.](#)

Symantec also directly joined the on-going dialogues. On June 25, 2009, the day before the American Clean Energy and Security Act of 2009 (ACES) was passed in the House of Representatives, Symantec CEO Enrique Salem and several other BICEP CEOs met with White House special advisor Valerie Jarrett to discuss the need for climate and energy legislation in the United States. If approved by the Senate, ACES would establish a variant of a cap-and-trade plan for greenhouse gases to address climate change.

Internationally, BICEP took a company delegation to the COP15 in Copenhagen, Denmark and organized 30 companies to send President Obama an open letter calling for the United States to sign onto a global agreement regarding climate change. BICEP companies also partnered with the Business Council for Sustainable Energy to host a side event, titled "Leading U.S. Businesses: Innovating the Path for U.S. and Global Climate Action."

- **Copenhagen Communiqué on Climate Change** issued by the business leaders of over 500 global companies, including Symantec, before the UN Climate Change Conference in Copenhagen, the Communiqué calls for an ambitious, robust, and equitable global deal on climate change that responds credibly to the scale and urgency of the crisis facing the world today. [Read the Copenhagen Communiqué on Climate Change \(PDF\).](#)
- **We Can Lead** is an organization that represents business leaders who support comprehensive, forward-looking energy and climate policies. It believes that putting a price on carbon will spur American innovation, stimulate U.S. investment, create millions of new jobs, and provide economic and national security. Through BICEP, Symantec signed on to some of We Can Lead's initiatives. For example, Symantec participated in We Can Lead's Business Advocacy Day for Jobs and Competitiveness in February 2010. [Visit the We Can Lead website.](#)

- **The Carbon Disclosure Project** is a voluntary initiative that tracks and reports corporate greenhouse gas emissions. Approximately 2,500 organizations in 60 countries measure and disclose their emissions, climate change strategies, reduction targets, and performance improvements through CDP. Symantec has made annual disclosures since 2007. [Visit the Carbon Disclosure Project website.](#)

## SYMANTEC'S PERSPECTIVE ON GREEN POWER PROCUREMENT

Symantec does not currently purchase renewable energy certificates (RECs) or carbon credits; rather, we focus internally on minimizing energy consumption and GHG emissions. If Symantec is unable to meet its carbon reduction commitments, the company will consider purchasing RECs to support its environmental commitment. Symantec may also purchase RECs or offsets if necessary for regulatory compliance, certification compliance, or cost reduction commitments if necessary.

We currently purchase renewable energy through local utility companies at a few sites in Ireland, Switzerland, and Australia and will continue to find opportunities to support clean power.

### Material Issues

#### CUSTOMER SATISFACTION

## CUSTOMER SATISFACTION HIGHLIGHTS

### **In FY10, Norton Internet Security 2009 & 2010 and Norton AntiVirus 2009 & 2010:**

Achieved a one-minute install, the industry's fastest protection updates, and less than half the memory usage of the next leading competitor.

Use less than half the memory of the next leading competitor.

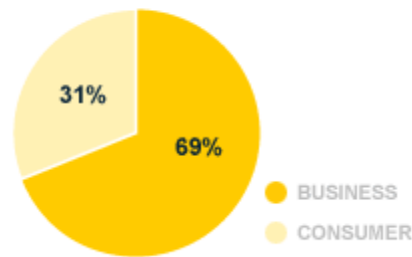
### **In FY11, our overall goal is to increase customer and partner loyalty scores by seven percent.**

Symantec is dedicated to giving customers confidence in their connected experiences and to making it easier to do business with us.

In order to achieve high levels of customer satisfaction and loyalty, we strive to deliver a consistent experience to each of our customer segments. We are working hard to infuse our brand vision, mission, and values into every customer and partner interaction—in other words, to deliver on our brand promise of ensuring confidence in a connected world. Through these actions, we build trust and loyalty among our customers, create a competitive edge, and develop a unique status in the marketplace.

Customer-driven is a Symantec core value and a priority at every level of the company, from executives to individual contributors.

**Business vs. Consumer Revenues  
(FY10, GAAP)**



### Measuring Performance

Symantec is committed to improving the experience it delivers to its customers and partners. Every quarter we conduct an online survey to learn which of our products and services are meeting expectations and which areas need to be further developed. We obtain feedback, both positive and negative, from all of our customers—from individual consumers and small businesses to our largest enterprise customers and partners across the globe. Insights from the more than 40,000 responses we receive each year have helped us deliver significant improvements in our products, services, and support.

In addition to seeking online feedback through quarterly surveys, we use focus groups, formal performance reviews, and more holistic customer feedback to gauge customer satisfaction and identify areas for performance, quality, and reliability improvements. By directly engaging with our customers, we can better understand how they use our products, what challenges they face from security threats or inefficient data management and storage, and how we can deliver better service before, during, and after a sale.

### Serving Our Enterprise Customers

In June 2007, we launched a company-wide initiative to address enterprise customer and partner difficulties related to products, technical support, licensing, and ease of doing business with Symantec. We have resolved over 500 issues with the customer and partner experience to date—and as a result have measured noticeable increases in customer loyalty.

The following are sample customer comments from the March 2010 quarterly survey:

- "Our account management team and the level of customer care we now receive is exceptional."
- "It's hard to renew the annual license for Endpoint Protection. You're not told what upgrades are covered by maintenance, nor when product upgrades are available."
- "We have a professional relationship with our local Symantec team. They are always open-minded and solution-oriented in our communications, which eases cooperation."
- "There's nothing wrong with the products, but licensing is a real drag which makes me want to change vendors."
- "Symantec is a real strategic partner."
- "Symantec's remote support tool allows the analyst to see what's on the user's screen. This tool is very effective in allowing the customer and analyst to resolve problems."

We view every support engagement and customer comment as an opportunity to demonstrate our commitment to customer satisfaction.

In FY10, Symantec undertook significant customer improvements through this initiative:

- We improved the navigation in FileConnect, the portal where customers download purchased products, to make it easier for customers to quickly find and download the correct product. Previously, many of these transactions resulted in a customer support call to Symantec.
- We invested over USD3 million to build a new testing lab that allows us to test our enterprise products in a setting that more closely replicates our customers' operating environments.
- We simplified licensing for our Storage and Management products by reducing the number of unique product identifiers (SKUs) by 75 percent.
- We implemented new configuration parameters for our Enterprise Vault (EV 8.0) product so that customers can install and configure the software in just a couple of minutes by accepting the default values. The installation and configuration process prior to this improvement often took between 30 minutes and two hours.

## SPEAKING OUR CUSTOMERS' LANGUAGE

Symantec is helping customers get the support they need—in the language they need. In FY10, Symantec implemented a "hub system" that routes customer calls requiring a native speaker to a representative fluent in that language. If they cannot resolve the problem, they serve as a translator for conversations with the advanced engineering team. As anticipated, more incidents are now resolved during customers' first call.

We recently added support in Turkish, Russian, Hebrew, and Mandarin.

With regard to improving our enterprise customers' experience with Symantec, we took additional steps in FY10 to ensure that:

- Account managers have the information they need about customer interactions with Symantec to plan and manage customer engagements.
- Customers receive more support and education throughout the product lifecycle and the relationship is regularly reviewed and, where appropriate, improved.

We believe these ongoing efforts to enhance the customer experience will ensure that customers can meet all of their enterprise objectives by working with Symantec.

### Serving Consumers

Individuals and families also expect Symantec to help them quickly and easily identify, install, and use the right solution for their online protection needs. Specifically, our customers have told us that they want us to:

- Make it easier to download and install Norton products.
- Minimize memory usage.
- Improve overall product performance.

- Provide accessible and knowledgeable quality support.
- Simplify the process of buying or renewing a subscription or buying an upgrade.
- Help them find the product and/or service that meets their needs.

In response to this feedback, we have improved our performance in key areas:

- Norton AntiVirus and Norton Internet Security 2010 products now take less than one minute to install, and we've reduced the likelihood of an installation problem from 10 percent in 2006 to less than one percent today.
- "One Click Support" allow users to get help, including phone and live chat with our agents, from within the product itself.
- We have reduced the average time a person waits to talk to an agent by nearly a third since the 2007 calendar year.

You can learn more about our customer satisfaction efforts on our [Customer-Driven Philosophy page](#) and also see [how our 2010 Norton products compare to the industry average](#).

#### Business Continuity and Disaster Recovery

Symantec's Business Continuity/Disaster Recovery Program is a key component of our business model. This comprehensive set of plans and systems protects our people, processes, and infrastructure in the event of a disruption to normal operations and ensures that we can continue delivering critical support services to our customers, including manufacturing and vendor fulfillment, technical support services, security responses, and managed security services. The redundancies and backup systems allow us to operate even if facilities, technology support, or staff at regional locations are not available. We've also developed notification and escalation mechanisms and alternate communication channels, and have checked the resiliency of third parties.

#### Material Issues

##### SECURING INFORMATION

#### SECURING INFORMATION HIGHLIGHTS

##### **In FY10:**

Employee privacy awareness training launched worldwide in six languages with an overall 95+ percent completion rate.

[Privacy policies](#) updated.

Continued public policy engagement around privacy and data protection legislation in the United States, Europe, and Asia.

Increased outreach to 15 NGOs focused on online safety activities globally and established one new strategic partnership with online safety nonprofit organization Common Sense Media.

##### **In FY11 and beyond, our goals are to:**

Make Norton Online Family software available worldwide in 25 languages.

Advocate for cyber security and data breach legislation across Europe, the Middle East, Africa (EMEA) and Asia-Pacific, Japan (APJ) regions.  
Internally deploy Symantec's Data Loss Prevention product across all workstations and servers to prevent the potential loss of customer, employee, or partner data. [Learn more about Symantec's approach to data loss prevention.](#)

Symantec is the world's information security leader with over 25 years of experience in developing Internet security technology to protect customers' computers, information, networks, and interactions around the world.

Our brand promise—to enable confidence in a connected world—is becoming more urgent every day. The world is increasingly interconnected, and much of the vast amount of data flowing around the globe is personal and confidential information. The lure of this data has prompted an unprecedented surge in cybercrime activity such as identity theft and online fraud, enticing criminals with profitable and anonymous ways to exploit public Internet use. The Internet can also risk an individual's personal safety if they don't know how to protect themselves while benefitting from the many online resources.

Every three seconds, an identity is stolen online—that's nearly 10,512,000 identities each year.

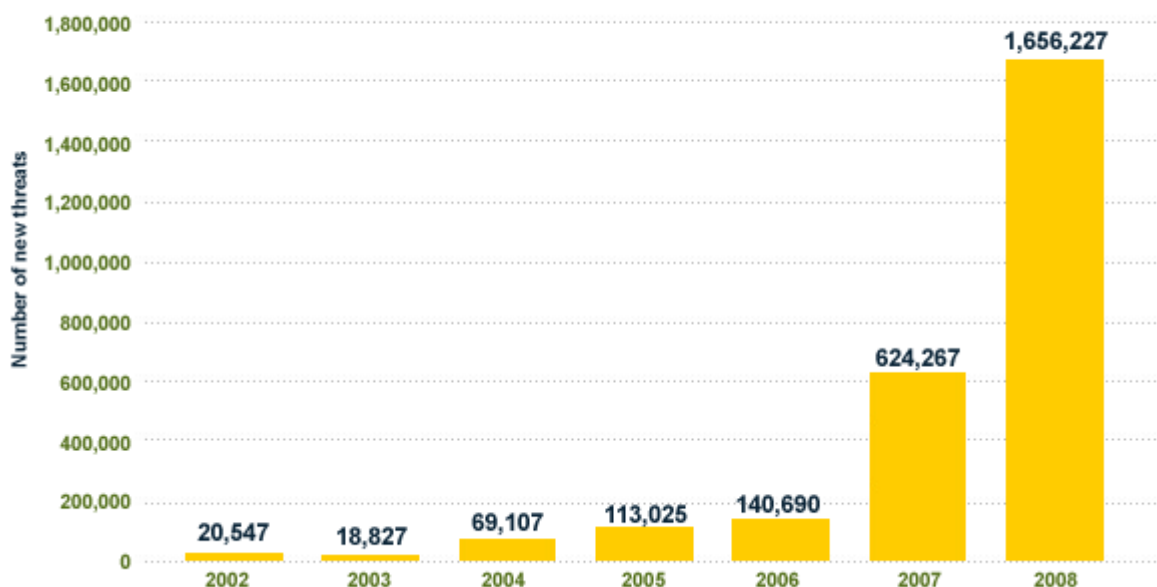
Symantec is deeply committed to stopping cybercrime and raising greater public awareness of the steps every person, family, organization, and business can take to stay safe online. Through outreach, education, research, and online tools, we are joining forces with our customers, employees, government agencies, communities, and families to protect individuals and their information and ensure confidence in the online experience.

#### SYMANTEC PARTICIPATES IN U.S. WHITE HOUSE CYBERSECURITY EVENT

On May 29, 2009, U.S. President Barack Obama announced the creation of a new Cyber Security office and revealed a five-pronged approach to address what the White House termed, "this critical national need."

As part of the announcement, the White House released a video featuring Symantec's Chairman, along with other experts from the public and private sectors, offering insight into the plan to secure the United States' digital future. [Watch the White House video: President Obama on Cybersecurity.](#)

**The Dramatic Increase in Cybercrime Threats**



### Fighting Back Against Cybercrime

Cybercrime is one of the largest illegal industries in the world. At Symantec, we believe a key to combating it is to educate people and provide them the assistance they need to protect themselves. Therefore, we have developed a variety of tools and resources that explain how cybercriminals work and what individuals can do to secure their information. [Find our Introduction to Cybercrime & Crimeware podcast, and other useful information on our Cybercrime page.](#)

Symantec activities, programs, and policy efforts to combat cybercrime include:

- **The Internet Black Market (BLK MKT) campaign** These exhibits and videos invite the public to take a tour and learn how the online criminal marketplace operates, what is for sale, and the latest schemes of cyber thieves
- **Every Click Matters Website** An entertaining and educational look at the world of cybercrime. [Visit the website.](#)
- **The Norton Online Risk Calculator** This program offers visitors a quick and free tool to evaluate their risk level and provide an estimated value of their personal data to thieves in the criminal underground. [Use the calculator.](#)
- **Cyber Crime Exposed Booklet** Educates the public on the threat of cybercrime, the risk it poses, and how to safeguard against it through simple everyday steps. [View the booklet \(PDF\).](#)
- **Symantec Global Intelligence Network** Captures worldwide security intelligence that gives Symantec analysts unparalleled sources of data. This enables Symantec to deliver protection and provide informed commentary on emerging trends in attacks, malicious code activity, phishing, and spam. Information about current threats is available in this year's [Internet Security Threat Report.](#)

[Watch the video: Enhanced Security Protection – Symantec Global Intelligence Network.](#)

Promoting Online Safety

We maintain up-to-date resources and tools on the [Norton Family Resources](#) website, partner with nonprofit organizations to reach at-risk populations, and encourage our employees to share their online safety expertise both internally and externally.

### Protecting Our Children

We believe that in the same way that we educate our children about the risks of drugs, smoking, and violence, it is imperative that we educate them about the importance of safe computing. We have developed free cybersafety educational tools for parents to address new and emerging risks to children's online safety.

In April 2009, we launched [Norton Online Family](#), the first Web-based service that gives parents the interactive tools they need to easily connect to their children's online lives and start a dialogue about what their children see, learn, and do online. Symantec also formed the Norton Online Family Advisory Council to provide continuous feedback on the development and evolution of Norton Online Family and to offer insight into issues concerning online safety and parent-child communications. Symantec's Internet Safety Advocate leads the Advisory Council, which comprises experts and thought leaders in education, media and child health, and online child safety.

### Online Safety Partnerships

- We partner with and serve on the board of the [National Cyber Security Alliance](#) (NCSA), a public-private partnership between the United States Department of Homeland Security, corporations, and nonprofit organizations to promote cyber security awareness. NCSA and Symantec jointly conduct the annual Home User Study and Small Business Study to learn about participants' online behavior, their attitude towards cyber security, and what measures they take to secure their systems. This information helps NCSA and Symantec understand how people use the security available and develop more effective educational campaigns.
- We support the [Internet Keep Safe Coalition](#), which provides parents, educators, and policymakers worldwide the information and tools they need to teach children how to 1) use connected technology and the Internet safely and 2) create a culture of safety, security, and ethics online. Symantec helps to maximize the impact of iKeepSafe's efforts in a variety of ways; for example:
  - Symantec included iKeepSafe in the bus tour that helped launch Norton 360.
  - Members of Symantec's policy team support iKeepSafe's policy initiatives.
  - Symantec is working with Comcast and iKeepSafe to provide online safety materials to Comcast customers through their cable and ISP services.
- In our efforts to empower youth to make wise choices online, Symantec helps support the [Web Wise Kids \(WWK\) Community Trainers](#) initiative. This national initiative is a train-the-trainer program for teachers, media specialists, and school administrators, focused on preparing participants to deliver WWK Internet safety sessions to students and parents.
- [One Economy's](#) mission is to ensure that all people worldwide have access to information that can improve their lives by providing them with broadband internet service and trustworthy sources of information. Symantec worked with One Economy to add internet security content to One Economy's online information portal, The Beehive, in English and Spanish. We also invited local participants in its community trainers program, [Digital Connectors](#), to Symantec's world headquarters in Silicon Valley; the Connectors learned the most up-to-date information about cyber safety and were given Norton products to share with their community.

- We have also partnered with several European-based groups focused on children's online safety, including [Action Innocence](#) in France, Netz für Kinder in Germany, and Surfa Lugnt in Sweden.

### Protecting Personal Information

Protecting our customer's privacy is a top priority. Our Chief Information Officer is also our Chief Privacy Officer and chair of the Privacy Council, a team of top level executives that provides executive oversight and direction on all matters related to protecting private information.

To ensure that every employee at Symantec and its subsidiaries worldwide understands how we use and protect personally identifiable information (PII), we developed a comprehensive set of privacy policies. These policies are based on various international privacy laws incorporated into the Generally Accepted Privacy Principles. They outline the principles Symantec follows when collecting, using, disclosing, and retaining the PII of Symantec's employees, customers, suppliers, and business associates, and explain how we manage data protection risks and unintended disclosures. [Read more about our Privacy Policy.](#)

## SYMANTEC PRIVACY POLICY

We strive to provide clear information about how we handle our customers' information and allow customers to indicate what information to share and how that information can be used. Read our [Complete Privacy Policy](#) to learn more about how we protect our customers' information.

Over the past few years, we have improved our operations to better protect our customers' privacy:

- Projects, supplier reviews, mergers and acquisitions, and product development cycles are subject to privacy risk assessments.
- We made it easier to navigate privacy notices on the Symantec.com website and provide layered notices.
- We have completed recertification to retain the TRUSTe Privacy Seal.
- We continue to explore initiatives and opportunities to uphold human rights related to privacy and freedom of expression. [Read more on our Human Rights page.](#)

In FY11, Symantec intends to expand its internal deployment of Data Loss Prevention (DLP), one of Symantec's premiere products. DLP will add another layer of protection to prevent the potential loss of PII or confidential intellectual property through, for example, e-mail or copying data to external media. [Learn more about Symantec's approach to data loss prevention.](#)

### Addressing Privacy Weaknesses

Our focus on protecting privacy extends to our supply chain. In FY10, two incidents revealed weaknesses in some vendors' privacy protection capabilities:

- When one of our customer support vendors, E4E, was alleged to have had a privacy breach, Symantec immediately offered free credit monitoring to the four individuals alleged to have been affected even though a breach was not confirmed. In addition, Symantec increased the contractual and technical requirements for all customer support vendors.

- Another vendor experienced an incident which did not lead to any data loss on the part of individuals, but exposed vulnerabilities in its customer support web site. The vendor immediately remedied the vulnerability and provided evidence to Symantec that the problem had been fixed.

#### Software Assurance

We work to assure that all Symantec software functions in its intended manner and is secure. Our extensive software assurance mechanisms are designed to prevent exploitable vulnerabilities, inspire confidence that our software functions as intended, and ensure that it conforms to requirements, standards, and procedures. Some of the security processes we employ include:

- **The Chief Information Security Officer and Information Security Department** assure the security of our networks and the computer systems used to develop products. This oversight ensures that only authorized personnel have access to Symantec's resources, which helps prevent product tampering.
- **The Physical Security Department** assures that all facilities are protected from encroachment. Source code repositories and development labs are under a Restricted Access Area Management plan that prescribes even higher levels of security for these sensitive areas.
- **The Crypto Review Board** oversees the use of cryptographic algorithms and keys for all Symantec products to assure that customer data is safe and secure when in transmission, memory, or storage.
- **The Open Source Review Board** assures that the use of open source components in Symantec's products is both secure and compliant with all appropriate laws and licenses.
- **The Product Security Department** performs static code analysis and dynamic penetration testing to assure that vulnerabilities in Symantec products are identified and corrected as quickly as possible. This department also provides training to all of Symantec's product development personnel in techniques for designing and programming secure, defect-free products.

In FY10, 2,083 engineers (out of a total population of approximately 5,600 engineers) participated in security classes that provided in-depth technical training, including on Quality Assurance and Symantec's Security Development Lifecycle.

#### Stopping Software Piracy

Every year, billions of dollars are lost to software piracy, which is the illegal distribution or copying of software for personal or business use. The harmful effects of software piracy reach far beyond the software publisher. While companies suffer a direct loss of sales, consumers also suffer because companies are often forced to raise prices or cut research and development funding to make up for revenue shortfalls due to piracy.

According to industry estimates, in 2009 the global market value of software piracy climbed to an astonishing USD 51.4 billion.

Symantec works closely with governments around the world to strengthen copyright protection for software, both in digital and physical form. For example, Symantec is a worldwide member of the Business Software Alliance (BSA), an organization formed in 1988 that spans 65 countries across North America, Europe, Asia, and Latin America. The mission of BSA is to advance free and open world trade for legitimate business software by advocating strong protection of intellectual property. [Learn more about the Business Software Alliance.](#)

Symantec provides training and education to our many stakeholders to raise awareness of the impact of software piracy and methods to help stop the spread of this illegal activity. Over the past year, Symantec's anti-piracy team:

- Created and distributed piracy-related training materials for channel partners throughout our Europe, Middle East, and Africa (EMEA) region and in India
- Conducted piracy-related training sessions for customs officials throughout EMEA
- Held piracy-related training sessions for law enforcement officials in EMEA, Latin American, and our Asia Pacific and Japan region

We are currently working with [Common Sense Media](#) to develop an anti-piracy tip sheet and video to help educate students about piracy issues.

[Learn more about Symantec's anti-piracy efforts.](#)

## YOU CAN HELP IN THE FIGHT AGAINST PIRACY

Our best information about software pirates comes from our consumers. If you know of or suspect an organization or an individual of committing software piracy, either through conventional distribution or over the Internet (Web or ftp site), please let us know. [You can fill out a report at our anti-piracy Web site: Contact Anti-Piracy Team.](#)

### Developing Policy to Promote Cybersecurity

Cybersecurity requires not only individual consumer and business action, but also international coordinated legislation and policies. For this reason, Symantec advocates for effective laws and regulations and coordinates with governments and law enforcement agencies worldwide to ensure that they have the training and resources needed to aggressively pursue cybercriminals.

**Governments are the third most targeted sector for cyber attacks and are wholly responsible for 20 percent of all data breaches.**

Our priorities for influencing policy in FY11 and beyond include the following:

**Focus on behavior, not technology.** Symantec believes that laws to deter cybercrime should focus on punishing bad behavior rather than regulating the technology itself. Laws should criminalize acts such as intentionally obtaining or transmitting personal information with the intent to defraud a person or damage a computer, not simply outlaw programs capable of collecting or transmitting data that also have many legitimate uses.

**According to the Privacy Rights Clearinghouse, more than 330 million records containing sensitive personal information have been involved in data security breaches since 2005.**

**Increase penalties.** Stronger cybercrime penalties and enforcement measures are needed to punish and deter bad actors who seek to capture information from a user's computer without authorization. These penalties must coexist with provisions that account for innocent, unsuspecting users whose computers are unknowingly taken over by cyber criminals.

**Develop a model approach for use globally.** Unless crimes are defined in a similar manner across jurisdictions, coordinated efforts by law enforcement officials to combat cybercrime will be complicated—and sometimes impossible. Therefore, a globally harmonized framework of legislation against e-crime is needed, preferably developed through a coordinated, public-private partnership to produce a model approach that eliminates the risk of inadvertently creating cybercrime havens.

**Avoid duplication of effort through enforcement partnerships.** Law enforcement efforts should be coordinated across national and local levels in order to share expertise and equipment and avoid costly duplication of effort.

[Learn more about our efforts on our Public Policy page.](#)

#### **Material Issues**

#### **DIVERSITY & INCLUSION**

### **DIVERSITY & INCLUSION HIGHLIGHTS**

#### **In FY10:**

We completed a six-month pilot of mentoring circles with female employees. Symantec nominated a supplier for the National Minority Supplier Development Council Supplier of the Year Award—and they won.

The annual Diversity and Inclusion survey showed that 88 percent of employees consider Symantec an inclusive workplace where race, gender, disability, religion, and sexual orientation do not influence access to opportunities.

We supported the [Calvert Women's Principles™](#), [Gender Equality Principles](#), and we signed the [Women's Empowerment Principles](#).

#### **In FY11 and beyond, our goals are to:**

Craft career development goals for 100 percent of top performing technical women.

Increase the favorable response rate indicating that Symantec's training helps employees understand the diversity of our workforce by five percent.

Increase the representation of women in leadership (managers – SVP level) from 25 percent to 27 percent globally in FY11 to reflect their overall representation at the company.

Symantec defines diversity as all of the differences that make each of us unique individuals. Our ability to attract, retain, and fully engage diverse talent leads to enhanced innovation and creativity in our products and services. As such, we believe that our continuing commitment to inclusive hiring and promotion is a business imperative.

### **DIRECTION FROM THE HIGHEST LEVELS**

Symantec's diversity and inclusion efforts start at the top with an Executive Steering Committee that champions Symantec's global diversity and inclusion initiatives.

We offer a variety of programs to teach our employees how to conduct business successfully in a multicultural and multiethnic world. New employees receive diversity training as part of their orientation and all employees have access to "Globe Smart," an online tool designed to raise awareness of cultural differences among people around the world. In addition, Symantec's internal diversity and inclusion website provides easy access to information on diversity issues, outreach activities, and other resources.

We have established several company-based networks and resource groups to support our diversity and inclusion efforts:

- **Local Diversity and Inclusion Councils** are composed of employees who reflect the diversity of their site and volunteer their time and talents to build diversity awareness and to promote an inclusive work environment.
- In FY10 the company created two **new Employee Resource Groups**: Symantec's Black Employee Network (SBEN) and Hispanic Outreach and Leadership Affinity (HOLA). Each is led by a Vice President who serves as the Executive Sponsor of the group. In response to feedback from Employee Resource Groups, Symantec opened a prayer room for employees, designated rooms for nursing mothers at all locations, and established Toastmasters chapters at several locations. In FY11, we will launch an Asian Employee Resource Group.
- The Lesbian, Gay, Bisexual, Transgender, and Allies affinity group (**SYMPride**) was instrumental in helping Symantec develop Gender Transition Guidelines that are used by HR, managers, and the transitioning employee. In FY10, Symantec also signed a letter of support for the U.S. Employee Non-Discrimination Act, proposed legislation that would prohibit discrimination based on sexual orientation or gender identity.
- **Symantec Women's Action Network** (SWAN)—which has eleven chapters and 1,350 members—is designed to attract talented women and support and encourage them to further their careers at Symantec. SWAN provides women employees a forum for personal and professional networking throughout all levels of the company, enabling them to build relationships and share information. One result is increased employee engagement in both professional and local communities. To develop a long-term pipeline of women interested in technology, SWAN members connect with and serve as role models for girls interested in technology through events such as Dare2BDigital in California, DigiGirlz in Poland, Geek Girls Fest in Minnesota, and Tech Fest in Florida. Significantly more Symantec women are also attending conferences on leadership and technology, presenting at the conferences, and participating in webinars and panels. Last year:
  - 5 Symantec women participated in or led panel discussions at the Grace Hopper Celebration of Women in Computing Conference and 15 additional Symantec women from around the globe attended the conference.  
[Visit the Grace Hopper Celebration of Women in Computing website.](#)
  - 20 Symantec women from around the globe attended the [Women of Vision Awards Banquet](#).
  - 4 Symantec women were interviewed by publications focused on diversity and inclusion.
  - 2 women from Africa were sponsored by Symantec to attend the [Women's International Networking Conference](#) in Europe.
- In 2009, Symantec piloted mentoring circles for women managers and individual contributors at four locations across the United States; thirty-six individual contributors and eleven managers participated in them. In FY11, mentoring circles will be re-launched at three of the four initial locations as well as two new locations.

## "GEEK GIRLS FEST" PROMOTES CAREER PATHS IN TECHNOLOGY



In May 2010, Symantec hosted 30 ninth- and tenth-grade girls at its Roseville, Minnesota facility for the second annual "Geek Girls Fest." The day was filled with activities and discussions led by Symantec SWAN members. The event aimed to encourage the girls to consider careers in technology. Summing up the experience, participants said that they appreciated the variety of activities and that "you made it hands on vs. lecturing us on why technology is great."

## DIVERSITY AWARDS AND RECOGNITION

Symantec scored 100 percent on the Human Rights Campaign's 2009 Corporate Equality Index. [Read the 2009 Index report \(PDF\)](#).

Symantec received the Best Diversity Company Award from "Diversity Careers in Engineering & IT" magazine.

Three Symantec women received the YWCA Tribute to Women (Twin) Award. The February/March issue of "Diversity Careers in Engineering & IT" magazine featured Symantec's Senior Director of Engineering in the "Changing Technologies" segment.

### Symantec's Support for Gender Equality

In October 2007 Symantec's Diversity and Inclusion Steering Committee adopted the Calvert Women's Principles™. These Principles are a global code of corporate conduct focused exclusively on empowering, advancing, and investing in women worldwide. Visit the [Calvert Women's Principles™ website](#) where the following seven principles are defined:

1. Employment and Compensation
2. Work-Life Balance and Career Development
3. Health, Safety and Freedom from Violence
4. Management and Governance
5. Business, Supply Chain and Marketing Practices
6. Civic and Community Engagement
7. Transparency and Accountability

To help implement the Principles at Symantec and promote them more broadly in the San Francisco Bay Area, Symantec partnered with the City of San Francisco, Calvert, Verité, and sixteen prominent Bay Area companies to formulate broader [Gender Equality Principles](#) (GEP). The San Francisco GEP adapt

the Calvert Women's Principles™ to address local challenges and opportunities and offer clear, practical standards and measures against which private sector entities can assess their progress.

In May 2010, Symantec's CEO, Enrique Salem, signed a statement in support of the [Women's Empowerment Principles: Equality Means Business \(PDF\)](#). These Principles, produced and disseminated by the United Nations Development Fund for Women (UNIFEM) and the United Nations Global Compact, outline seven steps that business and other sectors can take to advance and empower women.

## SPEAKING OUT AGAINST WORKPLACE VIOLENCE

In July 2009, a male Symantec employee in India was accused of murdering a female colleague. The investigation into this inexcusable tragedy continues, and Symantec is cooperating fully with the local law enforcement agency.

Although the incident did not occur in Symantec's offices, Symantec strongly reiterates its zero-tolerance of any sort of aggression, violence, or harassment in the workplace. This policy is in accord with the Calvert Women's Principles™, including Principle #3: "Health, Safety, and Freedom from Violence," and Symantec's Code of Conduct. [Read more about the Calvert Women's Principles™.](#)

### Diversity Performance FY10 Diversity and Inclusion Survey

Symantec conducts an annual diversity and inclusion survey as part of its on-going internal assessment and improvement efforts. This survey is in addition to our annual employee satisfaction and engagement survey.

[Read more on our Talent Retention page.](#)

More than 7,128 employees participated in the 2010 Diversity and Inclusion Survey. The results show that employees continue to believe Symantec is a respectful and inclusive workplace.

### Overall Results

- 88 percent of employees responded favorably to questions regarding the inclusiveness of all people regardless of their race/ethnicity, religion, gender, sexual orientation, or disability.
- 89 percent of respondents do not believe that race, gender, disability, religion or sexual orientation had an impact on their opportunities at Symantec.

While Symantec is proud of the high ratings for its inclusive work environment, our goal is to have all employees feel comfortable with both working at Symantec and the culture of inclusion at the company.

The results of the survey will be presented to the Diversity and Inclusion Executive Steering Committee and shared with executives and Diversity and Inclusion champions around the globe.

### Improving our Performance

We are proud to report that Symantec received higher scores in three areas where we invested resources based on the results of the 2009 survey.

- In 2009, a majority of employees indicated that Symantec managers could do more to challenge behaviors or incidents that might be considered insensitive or disrespectful. This year's survey showed significant improvement in employees' perception of managers' willingness to challenge such conduct; the 2010 score increased 17 percent to 78.3 percent.
- In FY09, we found a gap between the perception of men and women relating to opportunities for women to advance at Symantec, with women responding less favorably than men. This gap still exists, but the 2010 survey measured a 2.5 percent increase in women's perception regarding their opportunities to advance at Symantec and 3.5 percent more positive responses to questions relating to gender diversity being welcome at Symantec. Overall, the favorable response from Symantec women around openness to gender diversity at the company has moved from 68.2 percent in 2008 to 77.5 percent in 2010—nearly a 10 percent improvement. Men continue to express an openness to gender diversity, with over 85 percent of male respondents saying it is welcome at Symantec.
- In FY10, we also continued to focus on helping employees understand the diversity of Symantec's workforce and its customers, and favorable scores for this question increased by 10 percent.

#### Building Cultural Understanding

Symantec has seen an improvement of approximately 10 percent year over year in employees' response to the query, "Symantec provides training opportunities that help me understand the diversity of our workforce and our customers."

Response	2010	2009	2008
Favorable	64.6%	54.4%	45.2%
Neutral	25%	32.2%	15.2%
Unfavorable	10.4%	13.4%	39.6%

This improvement reflects targeted efforts to increase cultural competence, including cultural awareness events hosted by Diversity and Inclusion Councils, a new Leadership Training Workshop that focuses on cultural competence, and eLearning modules that are available to all employees.

The eLearning modules help employees understand the cultural foundations that shape behaviors in other parts of the globe. They also provide guidance on working together and communicating productively, including tips for virtual teamwork, conflict resolution, feedback, and engagement.

Offices received Facilitator Guides, posters, and communication materials to launch the eLearning modules. Diversity and Inclusion Councils in the United States used "Lunch and Learns" to introduce the *Working with India* module. After the presentation of the module, a panel of employees from India served as subject-matter experts and responded to questions from the audience. India and China used similar workshops to introduce *Working with the USA*, while Dublin, Ireland was the site for the *Working with China* debut.



Diversity and Inclusion Councils also hosted informal events to help build cultural competence. From Dublin, Ireland to Orlando, Florida and Mountain View, California, employees celebrated the Indian holiday of Diwali . Celebrations included henna body art; Indian food, music, and dance; and fun quizzes on the culture and business practices of India, with raffle prizes for winners. Similarly, Chinese New Year celebrations in several locations created an opportunity to introduce employees to *Working With China* and Globe Smart.

Our goal for FY11 is to continue developing cross-cultural understanding by focusing on education at the business unit–middle management level. Historically, Symantec's diversity initiatives have targeted 1) the executive level, to build awareness of the business need for inclusiveness and 2) the local site level to drive employee engagement. Symantec will now augment these efforts by building awareness and engagement at the business unit and middle-management level.

#### Enhancing Opportunities for Women in Technology

Women are under-represented in technical and leadership positions in the technology industry. They currently comprise 27 percent of Symantec's global workforce, and this is consistent with women's representation in the industry as a whole. To increase the number of women in leadership, technical, and sales positions at the company, Symantec has committed to a proactive, deliberative approach to create systemic change.

As of December 30, 2009	Percent Women
Companywide	27%
Americas	28%
Asia Pacific-Japan	31%
Europe, Middle East, and Africa	29%
India	17%

Symantec's internal efforts, such as SWAN and the Diversity and Inclusion Councils, are complemented by participation in national and international organizations that advocate for the advancement of women in the workplace:

- Symantec has been a part of the Anita Borg Institute for Women in Technology for several years. In FY09, Symantec's Chief Technology Officer, a strong supporter of women's professional development, joined the Board of Trustees. In May 2010, Symantec sent thirty women working in technical positions at company sites around the globe to the Institute's Women of Vision conference. Participants networked with peers from other leading companies and had an opportunity to be motivated and inspired by the

women who were recognized for their achievements in the areas of innovation, leadership, and community contribution.

- Symantec has expanded its relationship with Catalyst to include Catalyst India. In early 2010, Symantec participated in the first Catalyst Benchmark Survey of Women in India to help us understand the retention, development, and advancement of women in corporate India. These survey results will allow us to benchmark our gender inclusivity efforts against those of our peers and provide a foundation for measuring improvement year over year. In addition, in FY10 CEO Enrique Salem met with Catalyst President and CEO Ilene Lang and attended Catalyst's annual CEO roundtable to discuss topics such as "How Men and Women View Organization/Career Risk and How to Create Trust."



Symantec sponsors the Grace Hopper Celebration of Women in Computing in both the United States and India, funding scholarships to the events, and participating in panels.

#### Partnering with Diversity Organizations

Symantec supports and partners with a variety of organizations that promote diversity and inclusion. Our partnerships and memberships include:

- [National Society of Black Engineers \(NSBE\)](#)
- [Catalyst Women](#)
- [Richard Tapia Celebration of Diversity in Computing \(TAPIA\)](#)
- [The National Society of Hispanic MBAs \(NSHMBA\)](#)
- [National Black MBA Association \(NBMBA\)](#)
- [Society of Women in Engineering \(SWE\)](#)
- [Anita Borg Institute for Women & Technology \(ABI\)](#)
- [Society for Hispanic Professional Engineers \(SHPE\)](#)
- [Women International Networking \(W.I.N.\) \(EMEA\)](#)
- [National Action Council for Minorities in Engineering \(NACME\)](#)

#### Material Issues HUMAN RIGHTS

### HUMAN RIGHTS HIGHLIGHTS

**In FY10, we:**

Completed a review of existing supply chain management practices.  
Published our first [human rights policy](#).

**In FY11 and beyond, our goals are to:**

Adopt and begin implementing a supplier code of conduct.  
Define and publish Symantec's corporate-wide position on privacy.

Symantec is committed to respecting human rights wherever we do business around the globe. We believe in the importance of upholding human rights, including the rights to privacy and freedom of expression as well as human rights in the supply chain. We are engaging with our stakeholders to continually refine our approach and related policies and practices.

In 2009, we established our Human Rights Policy statement, building on our commitment to uphold the ten principles of the United Nations Global Compact.

## SYMANTEC HUMAN RIGHTS POLICY STATEMENT

Symantec supports and respects the protection of internationally recognized human rights and labor standards proclaimed under the Universal Declaration of Human Rights and the International Labor Organization's core conventions. Our commitment to the realization of human rights is embedded in the company's Code of Conduct. Symantec respects the dignity of others and expects our employees and vendors to comply with the policies outlined in the company's Code of Conduct, and local and international laws.

We are a signatory to the United Nations Global Compact (UNGC) and encourage our suppliers to adhere to the UNGC's ten principles. Symantec's Board of Directors, Nominating and Governance Committee, has responsibility for oversight of the company's corporate responsibility efforts which includes the Human Rights Policy. Any human rights concerns should be reported to [symantec@alertline.com](mailto:symantec@alertline.com).

[Download the Symantec Human Rights Policy Statement \(PDF\).](#)

Updated August 2009

### Privacy and Freedom of Expression

As a company operating in the information communications and technology (ICT) space, we must consider all the ways our software and services are used. To the degree that there is a potential for misuse of our technologies, our responsibility is to be aware of and advocate against these abuses, and to the degree possible, implement safeguards to prevent them.

As the world's information security leader, Symantec follows a rigorous privacy policy to protect our customer's information. [Read more about our privacy policy in the Securing Information page.](#)

Symantec has embarked on a process of due diligence to better understand our risk in this area. For example, in FY10, Symantec:

- Formed an internal committee to evaluate stakeholder expectations, industry norms, existing organizations and initiatives, and Symantec's current status regarding our products and services with the protection of privacy and freedom of expression. The committee is headed by our General Counsel and includes representatives from Symantec's government affairs, ethics and compliance, privacy, and corporate responsibility departments.
- Participated in a U.S. State Department meeting on Internet Freedom led by Undersecretaries of State Maria Otero and Robert Hormats on March 4, 2010.
- Initiated discussions with the [Center for Democracy and Technology](#), one of the leaders of the [Global Network Initiative](#)(GNI) effort.

Currently, Symantec is deciding whether it will join GNI. GNI is a coalition of leading information and communications companies, human rights organizations, academics, investors, and technology leaders that was established in 2009 to protect and advance the human rights of freedom of expression and privacy. The Initiative exists to provide guidance to the ICT industry and its stakeholders when they face pressures from governments to take actions that infringe upon these rights.

Our goal in FY11 is to define and publish Symantec's corporate-wide position on privacy and human rights and determine which external initiatives the company will support.

#### Responsible Sourcing

Symantec promotes responsible operation not only in our own operations, but also throughout our supply chain. In FY10, Symantec completed an in-depth review of our existing supply chain management practices and initiated a series of internal and external discussions to determine the best way forward in developing or adopting a supply chain code of conduct.

Initial internal discussions have now been completed and management is reviewing a recommendations report. The report's key recommendation is that Symantec should adopt a supplier code of conduct and amend all standard contracts to include more robust language about social, environmental, and ethical practices. As part of that suggestion, Symantec is evaluating the potential adoption and implementation of the Electronics Industry Code of Conduct. Resource constraints and the fact that the [Electronics Industry Code of Conduct](#) focuses on issues faced by companies that manufacture hardware, not software, are two challenges we need to resolve before adoption. In addition, we must develop a system to coordinate among several departments that would be involved in implementing the code and determine how to provide effective compliance leadership and oversight. We hope to overcome these challenges and adopt a supplier code of conduct in FY11.

To raise awareness of the company's position on responsible sourcing in the interim, we amended the language in Symantec's standard contract to refer suppliers to our human rights policy and applicable environmental and ethical laws and regulations. We also posted the policy on our external website and included it in an issue of the [Corporate Responsibility Snapshot](#) (a quarterly newsletter) that is sent to both internal and external stakeholders.

Symantec's Global Procurement Group will work with colleagues and suppliers to ensure that the goods and services purchased by the company are manufactured, delivered, used, and disposed of in a safe and socially and environmentally responsible manner. Symantec is committed to protecting supplier privacy in the handling of any supplier data provided to us.

#### Supplier Diversity

Symantec recognizes the value and importance of diversity as a distinct business advantage. As such, we have established a diverse network of suppliers to provide the support, services, and products our company needs to operate successfully. We are committed to continually enhancing our methods of outreach to existing and potential new diverse suppliers and to identifying opportunities for their continued growth.

**Symantec outsources 100 percent of the U.S. manufacturing of our consumer, availability, and enterprise software products to a certified Minority Business Enterprise/Small Business Enterprise, a subcontract that is valued at over four percent of Symantec's annual U.S. qualified spend on suppliers.**

We engage with organizations such as the Procurement Strategy Council that promote supplier diversity and with diverse suppliers themselves to shape the overall direction of our program. We are also members of or sponsor the following organizations:

- NMSDC—National Minority Supplier Development Council
- NCMSDC—Northern California Minority Supplier Development Council
- SCMBDC—Southern California Minority Business Development Council
- FMSDC—Florida Minority Supplier Development Council
- NMBC—Northwest Minority Business Council
- CSTMBC—Central & South Texas Minority Business Council
- DFWMBC—Dallas/Fort Worth Minority Business Council
- HMBC—Houston Minority Business Council

We have historically co-sponsored and continue to support the [Business Matchmaking Program](#) (a partnership between the U.S. Small Business Administration, SCORE, and HP) and have participated in regional Business Matchmaking events. We attend and participate in key supplier diversity conferences and business expos throughout the year, including the Annual NMSDC Conference & Business Fair and the 5th Annual National Veteran Small Business Conference and Expo, making beneficial connections and increasing the pool of potential diverse suppliers for sourcing opportunities. We also reach out to corporate peers regarding diversity issues and trends and help mentor smaller companies looking to establish supplier diversity programs of their own.

**More than 30 percent of Symantec's active suppliers in the company's U.S. Operating Units are small or diverse suppliers.**

We are currently exploring the expansion of our supplier diversity program to encompass international initiatives.

#### Integrating Supplier Diversity into Our Supply Chain

We believe that supplier diversity is important not only to Symantec itself, but to each enterprise in our supply chain. When a Symantec supplier is selecting its suppliers, we encourage them to take into consideration our diversity policies and the [ten principles of the UN Global Compact](#) and use similar due diligence with their supplier spend planning. Symantec also reports the company's supplier diversity performance to several key customers.

#### Diverse Supplier Registry

To be added to our internal Diverse Supplier Registry, please email the [Symantec Supplier Diversity Program](#) with the following information.

- Contact: Name, phone and fax numbers, email address
- Company website address
- Your supplier diversity status (including any certification information) (see: [Diverse Supplier Categories](#))
- Your company's nature of business (preferred format: [NAICS code\(s\)](#))
- [Read more about our Diverse Supplier Categories](#)
- [Supplier Diversity Frequently Asked Questions](#)
- For other questions please contact us via e-mail at: [Supplier\\_Diversity@symantec.com](mailto:Supplier_Diversity@symantec.com).

#### Material Issues

##### TALENT RETENTION

#### TALENT RETENTION HIGHLIGHTS

##### **In FY10:**

We used employee surveys to measure engagement on a quarterly basis and worked with select business units to implement actions to address survey results.

Due to the implementation of a new, quarterly online training opportunity for all employees, webinar training attendance increased 40 percent from FY09 to FY10. 32 percent of new hires resulted from employees referring people they know to Symantec.

##### **In FY11 and beyond, our goals are to:**

Enroll 2,300 employees in Top Talent program.

Develop and launch online "talent strategies" course for managers and individual contributors involved in hiring to increase their knowledge of Symantec's hiring philosophy and processes.

Symantec continually invests in the attraction, development, and retention of talented and skilled employees. Only by having the right people on board—both in terms of technical ability and cultural fit—and providing them with the tools, resources, and support they need, can we achieve our vision of enabling confidence in a connected world. Our excellent global workforce allows us to address the needs of businesses, governments, organizations, and consumers in all the markets in which we operate.

Symantec has more than 17,600 employees at approximately 308 sites in more than 59 countries.

### Symantec's Global Employees

Region	Type	Number of Employees
The Americas	EXECUTIVE	109
The Americas	INDIVIDUAL CONTRIBUTOR	7,196
The Americas	MANAGER	1,590
Asia Pacific and Japan (including India)	EXECUTIVE	17
Asia Pacific and Japan (including India)	INDIVIDUAL CONTRIBUTOR	4,471
Asia Pacific and Japan (including India)	MANAGER	750
Europe, Middle East, and Africa	EXECUTIVE	21
Europe, Middle East, and Africa	INDIVIDUAL CONTRIBUTOR	2,890
Europe, Middle East, and Africa	MANAGER	619
	<b>Total</b>	<b>17,663</b>

In FY10, unfavorable economic conditions necessitated workforce reductions. We arranged for affected employees to receive outplacement assistance from third party vendors.

All of our sites have executives who were hired locally as well as executives transferred from other locations. We focus on finding the right person for the position and see value in having a mix of local and international executives. While local hires understand the regional culture from day one, having employees work in offices around the world allows them to learn about different cultural norms and business practices. This multi-cultural understanding is vital for a global company like Symantec.

### Total Workforce

	Temporary Workers	Symantec Employees	Total
FY10	2,630	17,663	20,293
FY09	4,056	17,305	21,361
FY08	3,703	17,603	21,306

Slightly more than three percent of Symantec employees are covered by work councils and collective bargaining agreements.

We rely on employees to think creatively and to constantly seek out new ways to meet our customers' needs, as innovation is a critical driver of the company's success. To ensure that employees are satisfied with their work experiences, we offer a variety of professional development trainings, feedback surveys, and employee support programs.

For example, we have department-specific programs that help our professionals develop the skills they need to succeed. These programs include the *Accelerated Leadership Program* for corporate associates, *Aspire* in the marketing and consumer divisions, and *Next Gen Leaders* for the sales force. These investments in our employees are investments in Symantec's long-term success. For example, during the 18 months of the inaugural *Accelerated Leadership Program*, 11 participants were promoted.

## SYMANTEC NAMED A "GREAT PLACE TO WORK" IN MEXICO, BRAZIL, AND CALIFORNIA

Symantec's Brazil, Mexico, and San Francisco, California operations won recognition as a "Great Place to Work" in FY10. Symantec's Brazil office was ranked one of the best 60 places to work in Computer World Magazine, which is a Great Place to Work Institute partner; in the IT and Telecomm category, it ranked 38th, ahead of Brazilian companies such as VIVO, Tierra Networks, and MercadoLibre.com. In Mexico, Symantec ranked 12th among IT and Telecomm companies, higher than SAP, Nextel, and National Instruments. It was also named one of the top large multinational companies to work for in Mexico and included in The San Francisco Business Times "Best Places to Work" list.

### Measuring Employee Satisfaction

Symantec conducts regular employee satisfaction surveys of all employees globally.

In FY10, we found most employees believe that Symantec:

- Acts ethically and is a socially responsible company.
- Fosters a diverse work environment.

The survey further indicates that most employees:

- Understand how their day-to-day work impacts the customer experience.
- Experience a high degree of cooperation within their work groups.
- Enjoy the work they do.

We also found areas that need improvement, including overall satisfaction and levels of trust. Employees suggested that Symantec could better support:

- The process of attracting and retaining outstanding people.
- Effective career development planning and recognition for excellent work.
- Employees' abilities to meet customer needs effectively, including through internal company training.

In addition to the annual employee survey, Symantec measures employee engagement quarterly through the use of Employee Net Promoter Scores (ENPS). This one-question survey asks "Overall, how likely are you to recommend Symantec to a friend or colleague as a place to work?" That score decreased in the last year, we believe in part because of challenges related to the economic environment, including necessary job cuts.

In response to the concerns expressed in the employee satisfaction survey and the decrease in ENPS, Symantec will continue working to improve its processes and procedures to allow employees to meet customer needs. In FY11, the company will also focus on ensuring that employees receive needed support for career planning and development. Additional career planning programs are being designed to connect employees with the business strategy and to continue building a climate of trust and transparency.

#### Offering Opportunities for Training and Development

Symantec has continued to enhance its employee development programs. In addition to Learning Excellence Credits, we provide programs on ethics and compliance, human resources training & communications, and security awareness; functional groups, such as sales, finance, and technical support, offer courses tailored to their employees' needs; and vendors offer product-specific trainings. We also offer tuition reimbursements to qualifying employees who complete university courses. All of these programs help employees develop their business, technical, and interpersonal skills so that they can excel in their chosen career paths.

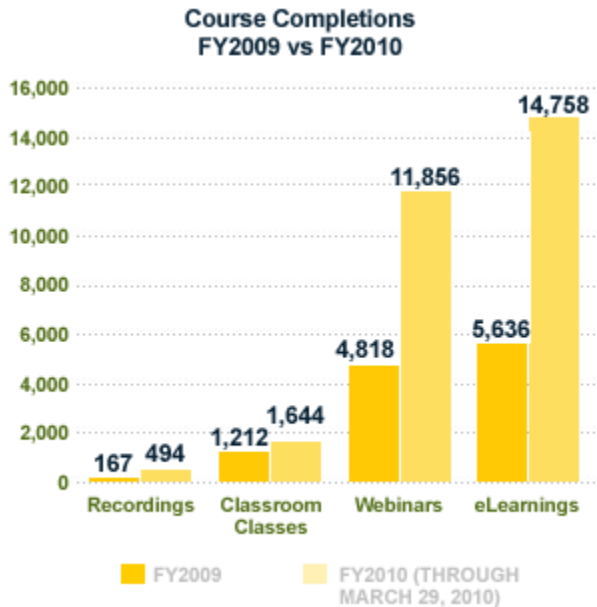
#### Training Statistics

In FY10, employees completed 342,241 Learning Excellence Credits (LECs), for an average of 19.65 LECs per employee.

Number of full- and part-time employees who registered and/or completed one or more training activities				
FY10	FY09	FY08	FY07	FY06
16,975	16,682	11,596	13,679	12,139
Leadership & Employee Development Offerings for 2010				
	Webinars	Instructor-Led Training	eLearnings	
Individual Contributors	12	0	40	
Managers	23*	9*	78*	
Directors	24*	11*	78*	

\* Includes courses offered to above group.

#### Course Completions FY2009 vs FY2010



Symantec invested considerable resources in FY10 to develop courses, ensure that the classes address topics of interest to employees, and encourage employees to attend them.

To further assist employees in reaching their career aspirations, we strive to provide each employee an annual performance review between late March and late June of every year. Last year, 93 percent of employees received a performance review.

#### Work-Life Balance

We offer employees a variety of programs and benefits to help them balance their personal and professional lives. These resources help employees be more satisfied, less stressed, and therefore more focused and productive.

We offer paid leave to parents of newborns, adopted, and newly-placed foster children, and encourage fathers as well as mothers to take advantage of this benefit. Symantec has also established support services through our Employee Assistance Program, such as childcare referrals; free care kits for children, parents, and elders; an online interactive tool called Live and Work Well Here; and our Informed Health Line, which employees can call 24/7 to receive health information.

We believe that alternate schedules and telecommuting can be very helpful for managing the demands of work and home while enhancing employee productivity. In FY10 we launched a formal "Ways 2 Work" program in North America; in FY11 we will roll it out in EMEA and APJ. [Read more about our "Ways 2 Work" program in our Transportation page.](#)

More information about working at Symantec is available on our [Careers Website](#).

#### Global Injury and Illness Prevention Programs

Symantec strives to provide a safe and healthful work environment for all employees. It has implemented a suite of programs designed to help employees avoid unsafe situations and respond to accidents, disasters, and medical emergencies.

Our Global Injury and Illness Prevention Program provides employees with information and training on office ergonomics, emergency preparedness, emergency communication, and security. Symantec has also implemented a global emergency medical advisory, treatment, and security program for employees traveling abroad.

<b>Health and Safety Performance at U.S. Sites</b>			
	<b>FY10</b>	<b>FY09</b>	<b>FY08</b>
<b>Total injuries and illnesses</b>	50	57	74
<b>Lost work days*</b>	30	420	206
<b>Fatalities</b>	0	0	0

\*Lost days reflects work days payable per workers compensation. The significant decline in reported Lost Work days from FY09 to FY10 is most likely attributable to a reduction in reporting claims due to the economic recession and employees' concerns about making such claims.

Employees at all levels of our organization are responsible for working safely, correcting unsafe conditions in accordance with our Code of Safe Work Practices, and complying with the laws and regulations of the geographic areas in which we operate. This duty includes making health and safety claims when warranted in order to ensure a safe and healthy workplace. Symantec also requires that vendors and consultants maintain programs that integrate the principles of health, safety, and environmental protection into the conduct of their activities.

#### **Emergency Response Teams**

Emergency Response Teams (ERTs) are composed of employee volunteers who have received emergency first aid and disaster response training to enable them to respond to onsite medical incidents or accidents. Teams also learn how to use automatic external defibrillators (AEDs) to provide life-saving assistance to employees and visitors experiencing cardiac failure. In addition, ERTs can assist local professional emergency services. All larger U.S. sites have teams and in FY11 teams will be created at select sites in EMEA and APJ.

#### **Emergency Evacuation Teams**

The Emergency Evacuation Team (EET) program comprises employee volunteers who are trained to provide assistance during emergency building evacuations. In FY10 Symantec expanded the program to sites that already have ERTs, and in FY11, efforts will continue to establish EETs across select locations in the Americas, EMEA, and APJ.

#### **Ergonomics**

Syantec has implemented an ergonomic assessment program for all employees, based on an online self-assessment tool. In situations where additional adjustments are warranted, ergonomic specialists consult with employees by phone or in-person. This program has resulted in reduced incidents of pain, discomfort, and ergonomics-related injuries.

During FY10, the self-assessment process was expanded to all sites in the Americas and three sites in EMEA. In FY11, the online self-assessment tool will be expanded to sites across EMEA and will include employees who telecommute and participate in Symantec's Ways 2 Work program. In support of this expansion, Symantec has conducted internal ergonomic (VDU) assessor training programs using Symantec employee volunteers at four of its largest sites in EMEA. These volunteer ergonomic assessors

provide quick response times to employees who request assistance with ergonomic related issues in their workspace. Throughout FY11, we will implement this training program at other Symantec sites in EMEA.

#### Supporting Health and Wellness Programs

Symantec offers a variety of services and subsidies to promote health and wellness. Benefits offered vary by region and site; the below list applies primarily to U.S.-based facilities.

- Symantec pays 100 percent of the costs for employees' and dependents' annual physicals. To facilitate the visitation and payment process, we have drafted an overview letter for physicians that details which services and tests are covered.
- We pay the full cost of eight employee assistance program (EAP) counseling visits per family member, per incident.
- Flu shots are available at more than 100 sites in the United States from October through December of every year; the average participation for FY09 was 25 percent of Symantec's U.S. workforce. We also offer flu shots at many global locations at no cost to employees.
- Simple Steps to a Healthier Life is an interactive online wellness program that provides a wealth of consumer health information, as well as interactive questionnaires that empower participants to become more involved in their health management.
- The online Personal Health Record securely stores all health information in one place to make it easier for individuals and their families to maintain a complete health history and share this information with their doctors.
- The Aetna Health Connections Program offers more than 30 condition management programs to participants; certain high-risk members have access to a registered nurse "Health Coach".
- Employees can also talk to a registered nurse 24 hours a day, 7 days a week to get answers about medical tests, procedures, and treatment options through the Informed Health Line.

For more information about our wellness programs, please visit our [Employee Benefits page](#).

#### **Environmental Performance MANAGEMENT APPROACH**

##### Management Approach

Environmental stewardship is an integral part of Symantec's business strategy, both in terms of managing impacts related to the company's operations and the development of new products and services for clients. Because of the importance of environmental issues to the company's long-term success, the Nominating and Governance Committee of the Board of Directors oversees the implementation of our [environmental policy](#). The Environmental Stewardship Council, a cross-functional team of global managers and employees, develops high-level goals in accord with the policy. Various internal stakeholders then take ownership for developing systems and programs to meet those goals, and the Council meets periodically to review progress. Finally, our employees contribute to our environmental efforts by participating in 27 Green Teams based at Symantec locations around the world.

[Read the Symantec Environmental Policy Statement \(PDF\)](#).

Compliance with all applicable environmental laws and regulations is the starting point for our efforts; in FY10 we did not incur any environmental fines or penalties. Beyond these legal requirements, we continually look for innovative ways to decrease energy, water, and materials use. Our environmental

strategy features four key components which are Green IT (including the Green Data Center), resource conservation, responsible software packaging and transportation.

IT DATA CENTER	CONSERVATION	SOFTWARE DELIVERY	TRANSPORTATION
 <ul style="list-style-type: none"> <li>• Server Efficiency</li> <li>• Storage Efficiency</li> <li>• Data Deduplication</li> <li>• Desktop Power Management</li> </ul>	 <ul style="list-style-type: none"> <li>• LEED Certified Facilities</li> <li>• Energy</li> <li>• Recycling</li> <li>• Paper</li> </ul>	 <ul style="list-style-type: none"> <li>• Responsible Packaging</li> <li>• ISO 14001</li> <li>• Online Delivery</li> </ul>	 <ul style="list-style-type: none"> <li>• Employee Commute</li> <li>• HALO Conferencing</li> <li>• Business Travel</li> </ul>

### Engaging Employees in Protecting the Environment

In August 2008, we launched a formal program to establish Green Teams—groups of employee volunteers passionate about the environment—throughout the company. The program has been a great success. To date, we have established 27 Green Teams. Members educate fellow employees about personal behavior changes they can make and identify opportunities for the Facilities and IT teams to implement changes in Symantec's buildings, data centers, and business practices in order to save energy and water and reduce waste. Each team develops its own initiatives based on the particular environmental needs of its site, region, and country, but with support from other teams. Green Teams share information about their current environmental programs, discuss best practices, and are now designing a SharePoint site to store white papers detailing best practices.

In partnership with the Facilities and Corporate Responsibility departments, Green Teams also contributed to the launch of the company-wide Global Green News newsletter in FY10. This internal quarterly publication reports on Symantec's various environmental programs, events, and achievements.

#### *Promoting On-Site Recycling*

All of Symantec's Green Teams promote recycling at their sites through awareness-raising campaigns and systemic changes that make it easier for everyone to properly sort waste. In Beaverton, Oregon, the local Green Team redesigned its recycling program to include under-desk comingled collection; this resulted in increased recycling rates which reduced monthly waste pick-up costs by one third. In Dublin, Ireland, we have implemented educational programs and placed specially shaped and color-coded receptacles and lists of recyclable materials throughout our offices. As a result, more than 20 kinds of waste are recycled and 80 percent of all waste from the Dublin offices is diverted from landfills.

#### *Reducing Paper Use*

Another focal point for Green Team activity is paper conservation. Teams encourage colleagues to digitally present materials at meetings, print double-sided when possible, and print only when necessary. In FY10, Facilities and Green Teams worked with Symantec's IT department to implement double-sided printing as the default for all computers and copiers. The Global Facilities and Green Teams also worked jointly to implement new paper purchasing practices. Printers and copiers now use 30 percent recycled paper globally, except for a few countries in the Asia-Pacific-Japan region.

**GREEN TEAMS TAILOR THEIR EFFORTS TO LOCAL NEEDS**

A Green Team initiative in Pune, India, is helping Symantec's offices save money and significantly reduce waste. Instead of providing employees with bottled water, Symantec now gives them a reusable bottle that they can fill with filtered water available in all break rooms. This initiative will avoid the use of approximately 10,000 plastic water bottles per year and ultimately save Symantec more than USD 24,000 annually.

The Australia and New Zealand Green Teams write entertaining quarterly newsletters to educate employees on Symantec's internal environmental initiatives as well as community events and opportunities such as alternative transportation and Bike-to-Work days, beach clean-up days, and environmentally preferable consumer products and foods.

**Environmental Performance**  
GREEN IT

**POWERING INFORMATION TECHNOLOGY**

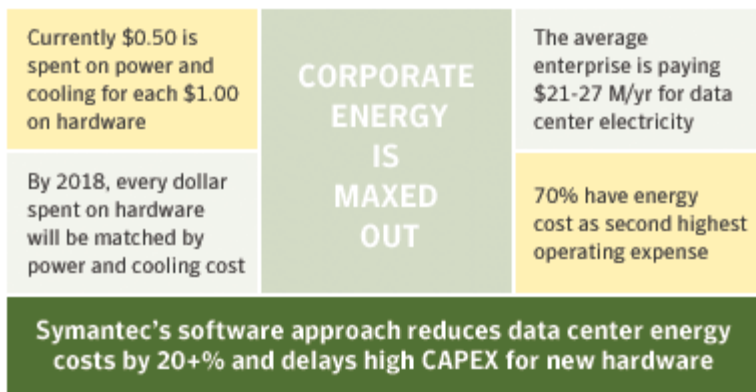
Two percent of the world's power is used to run information technology equipment, while an additional two percent is used to manufacture hardware.

Information technology (IT) plays an increasingly central role in business: it manages information critical to customer products and services, internal and external communications, and compliance with laws and regulations around the world.

At the same time, increasing energy costs and concerns over climate change and carbon regulation have made decreasing the energy needed to operate and cool data centers a business priority. As the amount of data collected, manipulated, and stored increases, so do the monetary and environmental costs. Reducing data center electricity helps companies save significant amounts of money, decrease greenhouse gas (GHG) emissions, and lower risk.

Efficient management of information technology allows companies significant influence over operational costs, risks, and environmental impacts. Learn more about current trends and drivers regarding Green Data Centers in Symantec's 2009 [Green IT Report \(PDF\)](#).

**Start Saving Money on Energy**



What is Green IT?

"Green IT" is a broad term for efforts to embed environmentally sound functionality into computer hardware, software, facilities, purchasing, and planning. Green IT enables companies to be more efficient in their use of energy, materials, and personnel to run their computer systems, thus saving money while reducing environmental impacts.

More specifically, Green IT reduces the electricity consumed by hardware such as servers and PCs, the cooling power needed to maintain data centers at appropriate temperatures, and the amount of space needed for data centers.

## PATENTS FOR IMPROVEMENT

In FY10, Symantec filed for 10 patents for systems and processes that enable more efficient computing and reduced power usage in data centers.

What is a Green Data Center?

Data centers form the critical hub of modern-day computing. These large facilities, housing hundreds or thousands of servers that store critical information, require significant amounts of energy to power equipment and maintain strict temperature, security, and backup controls. A Green Data Center utilizes less energy, produces fewer emissions, and reduces the amount of toxic or hazardous chemicals in use.

## EXECUTIVE PODCAST

Jose Iglesias, Vice President for Education and Enablement Services in the Symantec Services Group, recorded a podcast where he discusses practices and policies that IT organizations are adopting in order to operate in a more environmentally responsible manner.

[Listen to the podcast.](#)

Using Green IT to Reduce Expenses and Operate More Efficiently

At Symantec, our focus on efficiency is creating new opportunities for our customers and our company. We have developed practices and software tools that apply techniques such as clustering (consolidating machines to use the smallest number possible), storage tiering (only using high-energy, high-performance equipment when necessary), and data deduplication (eliminating multiple copies of the same data) to reduce overall data storage needs. These technologies have enabled Symantec customers (and Symantec itself) to realize tremendous efficiencies and consolidate data centers, reducing energy, GHG emissions, and IT and real-estate expenses in the process.

Symantec's solutions allow clients to implement cost-effective changes that lead to significant energy and cost savings without needing to invest in data center redesigns or premature hardware upgrades.

### **What is your company doing?**

Is your company using Green IT? Which departments pay data center energy costs? [Take our survey and let us know.](#)

Below are some other Symantec products and services that enable customers to reduce the environmental impacts of their IT operations.

## Software

- Thin Provisioning enables customers to better utilize storage resources by allocating only the amount of storage required by an application at a particular time rather than over-allocating storage based on forecast use that may never materialize.
- New releases of NetBackup and Backup Exec deliver deduplication "everywhere," saving storage space and energy.
- Enhanced endpoint management capabilities in products to reduce energy consumption by unused devices.
- File Store, which is available in locations including the U.K. and Middle East, saves energy on file-serving by using an energy-efficient platform and tiered storage (disk and tape).

## Services

Symantec's Return On Investment (ROI) tool allows customers to determine the potential emissions and cost savings from implementing recommended Green IT strategies. The tool enables customers to model scenarios and prioritize actions based on impact. We also offer customers free analyses of their data center operations and provide solutions based on a complete suite of energy-reducing and efficiency-improving software products. Organizations that have adopted Green IT solutions in accordance with Symantec's recommendations typically realize annual savings of 20 percent or more—often equaling USD 4 million or more—on their data-center energy bills while maintaining or enhancing IT capacity, capability, and performance.

Through a partnership with e-recycler Tech Turn, we also help customers recycle used IT equipment that has no remaining book value but still has useful life. The financial value to customers varies depending on the type of equipment, but typically ranges from USD 40 to over USD 200.

## RAISING AWARENESS

To help educate users about the available Green IT options, in FY10 Symantec regularly briefed financial analysts about Green IT and presented at industry trade shows and related events around the world, including The United Nations Green Tech Forum, Greening the Enterprise in Utrecht Netherlands, and The Green Grid Annual Technical Forum.

Learn more about Symantec's Green Data Center solutions:

- [Green IT Solution Fact Sheet \(PDF\)](#)
- [Green IT Initiative Website](#)

### Green IT in Our Own Operations: The Symantec Green Data Center Initiative

Symantec began an internal Green Data Center initiative in 2006 to control rising energy costs and reduce overall CO<sub>2</sub> emissions as part of the company's corporate commitment to environmental responsibility. By using hardware-based solutions and our own infrastructure management software, we are minimizing our energy use and utility costs while optimizing data center performance. Because of growth in our business, especially energy-intensive services such as electronic storage and cloud computing, our energy use actually increased in the last fiscal year. However, energy use grew

significantly less than it would have without our implementation of Green IT technologies and solutions. Additional changes, such as our use of green building techniques in the construction and operation of our data centers, are also helping Symantec minimize its energy use. [Read more on our Climate & Energy page.](#)

By 2006, Symantec's older data centers were running out of power and cooling capabilities because they were not designed for the volume of newer, miniaturized equipment we had installed. At the same time, unused and underutilized data center resources were consuming—and wasting—considerable energy. Like our customers, we needed to make our data centers more efficient in order to accommodate growing business operations under mounting cost pressures. To achieve this goal, we implemented a program that uses our own technologies:

- The IT infrastructure team harnessed virtualization technologies to manage server growth and related energy consumption.
- We used NetBackup and NetBackup PureDisk for data deduplication, Enterprise Vault for single-instance email archiving, and Storage Foundation and CommandCentral for optimal storage utilization in order to reduce our data storage footprint.
- We deployed a custom power management profile on company PCs to eliminate energy waste from unused devices.
- We began consolidating data centers worldwide to achieve significant energy, IT, and real estate cost savings.

Symantec's IT department continued to drive efficiencies across all of Symantec's global data centers in FY10. Specifically:

- IT consolidated a Brisbane, Australia, data center and co-location data centers in Tokyo, Japan, and San Francisco, California, United States.
- Symantec business units closed two co-location data centers in the United Kingdom and San Diego, California, United States, as well as a data center in Virginia, United States.
- Partnering with Facilities, we closed the data center in Cupertino, California, United States, and are currently working to close data centers in Minnesota, United States, and Green Park, United Kingdom.

The results to date demonstrate the value of these investments. Based on a Total Operational and Economic Impact (T.O.E.I.)™ analysis completed by an outside consultant, the quantified realized and projected business value between July 2007 and December 2011 is as follows:

- **Remote Site Backup Productivity Gains:** USD 1,136,071 from July 2007 through December 2011.
- **Hardware Maintenance Cost Savings:** USD 12,358,000 from August 2007 through December 2010.
- **Labor Productivity Gains:** USD 1,341,130 from January 2008 through December 2010.
- **Energy Cost Avoidance:** USD 2,164,438 from August 2007 through December 2010.
- **End Point Power Management:** USD 800,000 in annual savings are expected.

[Read The Symantec Corporation: The Green Data Center \(PDF\).](#)

SAVINGS AT SYMANTEC'S DATA CENTERS

The decommissioning of hardware from Symantec's Sunnyvale, California data center closure reduced overall device power utilization from approximately 500 kilowatt hours (kWh) to 168 kWh, a 67 percent reduction in energy consumption. Using conservative estimates, this prevented the production of 15.5 million kilograms of CO<sub>2</sub> from 2007 through 2010. We accomplished these savings through the use of several systems that we also offer to customers. The clustering n+1 feature in our Cluster Server product combined with server virtualization reduced the device count from 1,635 to 352, while storage consolidation reduced drive spindles from 1,168 to 360. In addition, End Point Power Management saved USD 800,000 worth of electricity per year, and NetBackup Pure Disk Implementation reduced library maintenance costs from USD 66,000 to USD 8,000 per year.

#### Green Partnerships

Through membership and voluntary service on boards and committees, Symantec supports several organizations around the world that promote Green IT standards and practices.

- [The Storage Networking Industry Association](#) (SNIA) is a computer industry consortium that develops and promotes standards for storage and storage networking, as well as technologies and educational services to empower the IT community. SNIA created two groups aimed at addressing "green" standards for storage in 2007 and has established a roadmap that will create standards for measuring and managing the power consumption of storage devices.
- [TechAmerica: AeA Europe](#) is a nonprofit trade association that represents all segments of the technology industry. Its International Environment Committee develops position papers, comment letters, and education events and works closely with government agencies on international environmental matters.
- [The Climate Savers Computing Initiative](#) is a nonprofit group under which member companies commit to manufacture and/or purchase energy-efficient PCs and servers and to deploy power management technology. By publicly declaring their support for this important effort, member companies demonstrate their commitment to the "greening" of IT.
- [Computers Off \(Australia\)](#) is a nonprofit organization that encourages businesses and governments all over Australia to act now to reduce the country's carbon footprint. It educates individuals on their power management choices and how these choices can make a real difference.

#### HARMONIZING GLOBAL METRICS FOR DATA CENTER EFFICIENCY

One organization in which Symantec has taken a leadership role is [The Green Grid](#), a global consortium of companies and professionals working to improve energy efficiency in data centers and business computing ecosystems around the world. The Green Grid's efforts to unite industry initiatives in developing standard energy efficiency measurement methods, processes, and technologies have led to the wide adoption of Green Grid-created metrics such as Power Usage Effectiveness and Data Center Infrastructure Efficiency. Energy efficiency metrics are important because they are used to guide companies' decisions regarding data center use and growth and investments in new efficiency measures.

Symantec led The Green Grid's internal task force on Global Harmonization of Data Center Efficiency Metrics. Then in January 2010, Symantec represented The Green Grid at a meeting of U.S. industry leaders and representatives from the United States Department of Energy and the United States Environmental Protection Agency. This group developed guiding principles for energy efficiency measurements, metrics, and reporting conventions in the United States.

Building on these efforts, in February 2010, representatives from the United States, the European Union, and Japan agreed on guiding principles for data center energy efficiency metrics. These principles are expected to assist the industry in developing a common understanding of energy efficiency metrics, improving data center efficiencies, and reducing energy consumption. On behalf of The Green Grid, Symantec facilitated the negotiations that ultimately led to the agreement. Symantec professionals are now leading the taskforce formed to further refine these metrics and create a roadmap for the future.

In recognition of the company's many contributions, The Green Grid awarded Symantec's Director of Data Center Architecture, Strategy, and Innovation "The Green Grid Key Contributor Award" and asked Symantec to join The Green Grid Board of Directors in early FY11.

#### **Environmental Performance** RESOURCE CONSERVATION

At Symantec, we are dedicated to minimizing the environmental impact of every aspect of our business. We are building and operating our facilities according to recognized environmental standards, finding ways to use less material and recycle more, and selecting vendors based in part on their efforts to conserve resources.

We are also committed to minimizing our energy use. [Read more on our Climate & Energy page.](#)

#### Adopting Sustainable Building Practices

Symantec's most significant direct environmental impacts result from the materials and energy used in company buildings and facilities, which total approximately six million square feet globally. We are therefore dedicating resources to minimize these impacts. Symantec uses the United States Green Building Council's (USGBC) [LEED](#) Program, an internationally recognized green building system, to guide the design, construction, and operation of its buildings. Since FY08, ten of our buildings have achieved LEED Certification. [Visit the LEED Rating Systems website.](#)

In addition, we apply the United States Environmental Protection Agency's (EPA) [ENERGY STAR](#) system globally to help us manage energy use. The program helps Symantec measure current energy performance, set goals, and track savings. Only top performing buildings receive ENERGY STAR ratings. Ten of our buildings have achieved ENERGY STAR since 2007. [Visit the EPA's Energy Star Buildings Partnership website.](#)

#### OVERCOMING DATA CENTER CHALLENGES

As of the end of FY 2010, Symantec's Arizona data center was one of only ten publicly documented LEED Certified data centers in the world. It is particularly difficult to obtain LEED Certification for a data center due to the large amounts of energy that they consume. In order to cool the Arizona data center using less energy, Symantec uses Cold Aisle Containment. These systems have a raised floor that allows cold air to be introduced from below into an aisle where electronic devices are situated.



The cold air flows through the cabinets and transports the dissipated heat from the servers. Hot air is expelled at the rear of the cabinet and removed by the general HVAC system.

*Left // Cold Aisle Containment improves the efficiency of data center cooling systems.  
Right // Warm and cold air is strictly separated into aisles of cabinets.*

Energy use is the primary source of Symantec's greenhouse gas emissions. Part of the Facilities Management Energy Reduction Program implemented in FY09 was the "Turn the Lights Off Campaign" inspired by our CEO, Enrique Salem. Several other energy efficiency projects implemented over the past several years include:



- Installing energy efficient lighting and appliances.
- Adding motion sensors to lighting and vending machines.
- Adding tinting to windows.
- Installing energy efficient building systems.
- Increasing the HVAC temperature set points of our data centers so that we are not over cooling our labs.
- Installing sub meters to help manage energy usage in labs and data centers.

[Read more on our Climate & Energy page.](#)

#### Reducing Waste through Recycling

By reusing and recycling materials and equipment, we extend their useful life and reduce the amount of waste we send to landfill. Symantec is focused on reducing waste not only through source-reduction initiatives, but also by pursuing on-site recycling initiatives and environment-friendly equipment disposal.

For example, to increase the amount of paper being recycled, we use paper shredding vendors at facilities around the world to shred and then recycle confidential documents.

We also devote considerable effort to ensure that we do not simply throw away surplus equipment. Refurbishment and reuse is especially important for electronics and other e-waste because they often contain metals such as lead, mercury, cadmium, gold, and silver, which have multiple significant environmental impacts—from their initial mining to potential environmental contamination if they are not recycled or disposed of properly.

The first stop for older equipment is our IT department, which assesses it to determine if it meets minimum operational and hardware requirements and can be productively reused. For example, when we consolidate data centers, we save servers and other devices, preventing the generation of e-waste and saving the costs of purchasing new equipment. We donate still-functional equipment that is not sufficiently powerful for our use to nonprofit organizations such as schools or [Silicon Valley StRUT \(Students Recycling Used Technology\)](#); these donations avoid end-of-life recycling or disposal costs and help recipients maximize budgets and meet program objectives.

Equipment that has reached the end of its useful life is sent to third party vendors for proper recycling. When possible, we utilize local contractors or large companies that recycle locally in order to support community economies while reducing transportation costs and CO<sub>2</sub> emissions. These vendors offer services such as hardware retrieval, asset tag and identifier removal, sorting, and environmentally responsible data wiping, cleaning, and destruction procedures.

#### Conserving Water

Symantec strives to reduce water consumption at all its global sites and facilities. Programs we have begun implementing at various sites include:

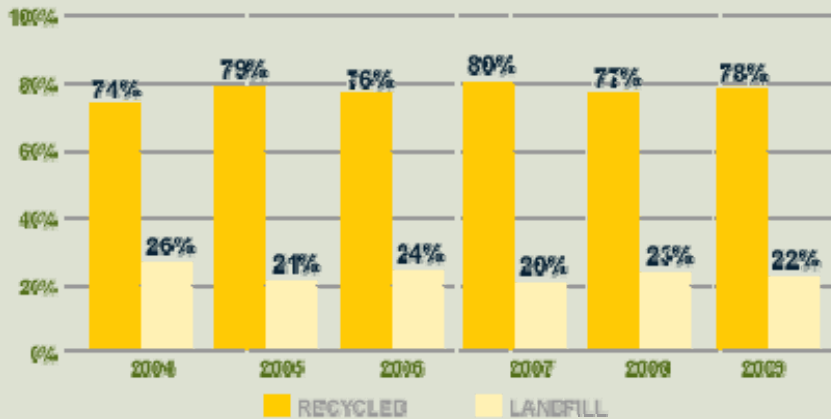
- Water saving plumbing fixtures, including low flow toilets, low flow or waterless urinals, and motion sensor faucets and aerators
- Water-efficient landscaping
- Irrigation management
- Storm water management

We are working to raise participation rates and increase water conservation efforts worldwide. One area of focus is landscape design and irrigation under the LEED program. When possible, we plant native vegetation and design the landscape to capture rainwater and parking-lot runoff to prevent it from entering storm drains. We are also installing irrigation systems that reduce or stop unnecessary irrigation.

#### SYMANTEC DUBLIN: A FOCUS ON THE ENVIRONMENT

Symantec's Dublin location has established an environmental management system (EMS) that contains 17 annual environmental program objectives and targets in each of five categories: conservation, transportation, packaging, employee awareness, and legislation. Of these goals, we achieved seventy-four percent in FY10 and are no longer pursuing three percent of them. The remaining twenty-three percent are still in progress; we will continue to work toward achieving them during FY11.

Total Waste Generated from 2004 to 2009



Symantec Dublin continues to exceed the local average office recycling rate of 45–60 percent.

To raise environmental awareness and thus improve environmental performance, the Dublin facility trains all employees, contractors, and visitors on its environmental programs. In FY10, the Green Team organized several awareness-raising events, including Earth Day activities; recycling, car-free and cycle-to-work days; and a climate change awareness week.

#### Environmental Performance SOFTWARE PACKAGING & DELIVERY

Symantec is simultaneously pursuing two strategies to minimize the resources used for software delivery. First, the company is finding more ways to "reduce, reuse, and recycle" throughout product packaging manufacture and transportation. Second, it continuously improves product downloading processes and promotes customer options to purchase and receive products electronically to wholly avoid the production and transportation of CDs, DVDs, and packaging.

#### Product Packaging

A significant majority of Symantec software products are now downloaded electronically by customers and thus require no packaging at all. For the remaining products, Symantec continues to minimize the materials used and to incorporate recycled and recyclable materials to the greatest degree possible. Consumer products are packaged in smaller boxes than in previous years, and in North America, Symantec is using ten percent recycled/seven percent post-consumer waste-paper stock and soy-based inks for cards. In FY09, we removed the product manuals from the Norton AntiVirus U.S. products, which resulted in a savings of 11.97 tons of paper. Now we are preparing to do the same in our Europe, Middle East, and Africa (EMEA) region. In addition, we have implemented a program to reuse cardboard packaging, shipping cartons, totes, and other materials.

In FY10, Symantec completed an environmental impact study of three main types of packaging to ensure that it complies with the European Union Packaging Directive and to identify new ways to reduce packaging. As a result of the study, we will change product packaging in EMEA in the following ways:

- Replace user guides with "getting started" cards.

- Decrease the depth/size of the box.
- Use recycled or cardboard or [PEFC](#) mixed-source paper and cardboard for product boxes.
- Replace current CD envelopes, which have a plastic window, with paper-only envelopes.

Because small incremental steps lead to significant cumulative gains, Symantec also instituted the following changes in FY10:

- Replaced DVD cases in the Americas with Eco-lite cases, which contain 20 percent less plastic than standard DVD cases.
- Removed the die-cut window, internal tray, and slimline DVD case for the Norton 360v.4 launch globally
- Began using corrugated recycled paper rather than plastic DVD cases in the Asia Pacific–Japan (APJ) region.
- Removed a flap from Norton Internet Security boxes in the APJ region.
- Used thumb-size plastic stickers rather than shrink wrap to seal boxes where allowed by retailers in the Americas.
- Replaced manuals with "getting started" cards in Norton Anti-Virus and Norton Internet Security products in the Americas.

To promote further innovation, Symantec has established a "GoGreen Wiki" in the Consumer Business Unit. The wiki is designed to keep employees informed about the company's efforts around sustainable packaging, as well as to provide a forum for capturing ideas for further improvements. Employees are invited to explore the wiki, ask questions, and make suggestions on how to deliver products to customers in a way that has the least impact on the environment while enhancing the customer experience.

#### Electronic Product Delivery

For more than ten years, Symantec has offered customers the ability to download software rather than buying it on CDs. In FY10, approximately 65 percent of consumer products were delivered electronically. This greatly reduces post-consumer waste as well as Symantec's carbon emissions from product transport.

Electronic Versus Physical Product Delivery			
	FY08	FY09	FY10
Electronic Download	62%	63%	65%
Retail Purchase	38%	37%	35%

The percentage of products the Consumer Business Unit delivers electronically continues to increase.

#### Product Transportation

Symantec's supply chain group is also working to reduce its transportation carbon foot print. For product transportation, we use environmentally preferable options when possible, including the "green" programs of DHL, UPS, and FedEx.

In FY10, Symantec began using rail transport rather than trucks for approximately 25 percent of ground shipments to reduce shipping-related CO<sub>2</sub> emissions. Similarly, in APJ, Symantec used sea freight rather than air freight when feasible to save fuel and expenses and CO<sub>2</sub> emissions.

**Environmental Performance**  
**TRANSPORTATION**

Symantec is reducing global travel and using environmentally responsible providers when possible. Between our base year of FY08 and FY10, Symantec reduced its global air travel emissions by 30 percent.

Symantec uses state-of-the-art video and audio technology in the form of HP Halo Collaboration Studios to encourage and enable face-to-face collaboration without travel. The Studios deliver high-definition video images of conference participants and shared laptop images and objects. We installed our first Halo Studios in several global locations in 2007 and added six more in the past year, bringing the total to 13 company-wide.

Halo Studios	
Current Studio Locations	New Projects
Cupertino, CA Mountain View, CA Culver City, CA San Francisco, CA * Springfield, OR Roseville, MN * Lindon, UT * Heathrow, FL Green Park, UK Dublin, Ireland * Pune, India Beijing, China * Sydney, Australia *	Mountain View, CA (2nd room) Akasaka, Japan

\* Halo Studios added in FY10

On average, Halo Studios were used more than 600 hours per month in FY10. The Facilities team is now working to develop reliable ways to measure how often Studios are used to avoid travel.

When travel is necessary, we use environmentally responsible service providers whenever feasible.

- We prefer airlines with strong corporate responsibility strategies and airplanes that can use biofuel.
- Our preferred car rental vendors report on their CO2 emissions and include hybrid or bio-fueled vehicles in their fleet. For example, Avis reports on CO2 emissions, offers carbon-neutral driving to customers, and has an “eco collection” group of vehicles that have emissions of less than 120 g CO2 /km.

To further educate employees about environmentally preferable travel options, Symantec posts articles and company travel facts on the new internal Symantec Travel Blog. In addition, the company's online booking tool provider, GetThere, will soon provide individual travelers with carbon data links and messages highlighting Symantec's preferred green suppliers and will enable travelers to personally offset the emissions. Other GetThere upgrades will facilitate measurement of the entire trip's carbon footprint, rather than just the emissions from air travel.

## SYMANTEC RECOGNIZED FOR ENVIRONMENTALLY RESPONSIBLE TRAVEL INITIATIVES

The [National Business Travel Association \(NBTA\)](#) awarded its first Corporate Social Responsibility (CSR) Award to Symantec for innovative programs and initiatives that support the mission and objectives of the NBTA CSR Committee. Symantec won in the direct (travel buyer) category for its initiatives to minimize carbon emissions by using video conferencing and a regional commute-reduction program.

In conjunction with the award, Symantec's Senior Manager of Global Travel was invited to join the NBTA CSR Committee. The Committee developed a CSR Toolkit to help NBTA members select responsible transportation, hotel, and meeting services providers. Symantec Travel uses the Toolkit's guidance when developing new travel and meeting initiatives.

### Commute Reduction Program

Symantec's Commute Reduction Program is a suite of initiatives designed to reduce the environmental impacts of employees' daily commutes at several sites in the United States. Efforts to encourage and facilitate the use of alternative transportation include:

- Adding bike racks, locker rooms, and showers to facilities.
- Hosting rideshare bulletin boards and/or commuter information kiosks.
- Reserving priority parking spaces for drivers of carpools or alternative fuel vehicles.
- Providing shuttle services at the company's larger locations.
- Commuter Spending Accounts (CSA) that allow eligible employees to set aside pre-tax funds to pay for certain commuting expenses.

In FY10, we added a formal alternative work program in North America entitled Ways 2 Work. It is a comprehensive set of policies, guidelines, and tools that employees and managers use to assess and, when appropriate, implement alternative work arrangements.

We are now implementing as much of the Commute Reduction Program as we can at our largest owned sites around the world, depending on local needs, regulations, and laws, and the available transportation alternatives. We will also launch Ways 2 Work in EMEA and APJ in FY11.

### Community Outreach PHILANTHROPY

Symantec strives to have a positive impact on local communities where it has operations around the globe by:

- Donating money and software.
- Organizing volunteer opportunities for employees.
- Supporting employees in their personal volunteer work.
- Matching employees' contributions to qualified nonprofit organizations.

## FY10 Symantec Donations

**More than USD22 million in cash and software was donated to schools, nonprofit organizations, and local communities.**

Giving (in USD)	FY10	FY09	FY08	FY07
Matching Grants Donations	582,000	659,836	500,000	1,000,000
Symantec Foundation Grants	100,000	525,583	1,400,000	1,500,000
Corporate Cash Contributions	3,012,000	3,013,582	2,800,000	2,100,000
Retail Value of Software Donations	18,378,000	15,700,000	12,000,000	8,700,000
Dollars for Doers	135,000	133,978	80,000	90,000
<b>Total</b>	<b>22,207,000</b>	<b>20,032,979</b>	<b>16,780,000</b>	<b>13,390,000</b>

While cash giving declined as we continue to build the funds in the Symantec Foundation, overall giving increased due to the growth of our software donation program. We have established this program in 14 countries and plan to continue expanding it to our other countries of operation.

During FY10 we narrowed the types of programs we support to focus on the issues of greatest significance to our stakeholders and our company's strategic objectives. [Read more in our Materiality & Stakeholder Engagement page.](#)

Symantec has four main philanthropic focus areas. Symantec's funding categories serve the objective of creating a sustainable and diverse future for the technology industry. Select the area titles to read how we partner with some of the organizations listed below.

**Philanthropic Focus Areas**

[Science, Technology, Engineering, and Math Education; Equal Access to Education](#)

[A Gift for Teaching](#)  
[Beijing Horizon Educational Center](#)  
[Culver City Education Foundation](#)  
[Cummins College of Engineering for Women](#)  
[IT Funds for Kids in Australia](#)  
[Junior Achievement China](#)  
[Lila Poonawalla Foundation](#)

[MIND Research Institute](#)  
[National Engineer's Week Foundation](#)  
[Room to Read](#)  
[Science Buddies](#)  
[Silicon Valley Education Foundation](#)  
[Teach for America](#)  
[The Works](#)

[Diversity](#)

[Anita Borg Institute](#)  
[CARE International](#)  
[Expanding Your Horizons](#)  
[Foundation for the Global Compact](#)  
[Global Fund for Women](#)

[National Action Council for Minority Engineers](#)  
[National Society of Black Engineers](#)  
[One Economy Corporation](#)  
[Out and Equal Workplace Advocates](#)  
[Society of Women Engineers](#)

[Online Safety](#)

[Action Innocence](#)  
[Anti-Defamation League: A World of Difference Institute](#)

[National Cyber Security Alliance \(NCSA\)](#)  
[Surfa Lugnt](#)

<a href="#"><u>Common Sense Media</u></a> <a href="#"><u>Internet Keep Safe Coalition</u></a>	<a href="#"><u>Web Wise Kids</u></a>
<a href="#"><u>Environmental Responsibility</u></a>	
<a href="#"><u>Acterra</u></a> <a href="#"><u>Amazon Conservation</u></a> <a href="#"><u>Computers Off Australia</u></a> <a href="#"><u>Landcare Australia</u></a> <a href="#"><u>Next Step Recycling</u></a> <a href="#"><u>Sea Turtle Association of Japan</u></a>	<a href="#"><u>Sustainable Silicon Valley</u></a> <a href="#"><u>The Irish Environmental Conservation Organization</u></a> <a href="#"><u>The Nature Conservancy</u></a> <a href="#"><u>The Storage Networking Industry Association (SNIA)</u></a> <a href="#"><u>Tuolumne River Trust</u></a>
<a href="#"><u>Miscellaneous</u></a>	
<a href="#"><u>America's Second Harvest</u></a> <a href="#"><u>Business for Social Responsibility</u></a> <a href="#"><u>Entrepreneur's Foundation</u></a> <a href="#"><u>Habitat for Humanity International</u></a>	<a href="#"><u>International Business Leader's Forum</u></a> <a href="#"><u>Japanese Red Cross Society</u></a> <a href="#"><u>World Vision</u></a>

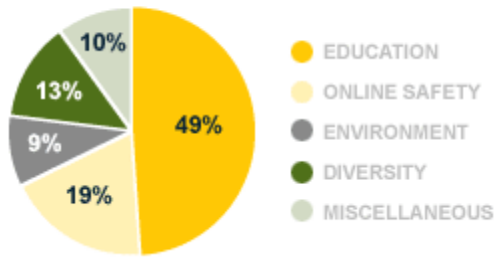
Education receives approximately 50 percent of our philanthropic dollars as it enables us to address several important issues simultaneously. Symantec believes all students should have equal access to a quality education. We also want to encourage more students to pursue careers in math and science, and in particular support women and minorities who are interested in science, technology, engineering, and mathematics. [Read more about Symantec's efforts to support women in technology on our Diversity & Inclusion page.](#)

With security at the core of our business, we focus significant resources on educating parents, schools, and students about safe and ethical practices on the Internet. Several programs raise awareness of Internet threats—such as online predators and cyber-bullying—among school administrators, teachers, librarians, and counselors so that they in turn can teach students how to handle such situations responsibly. [Read more about our efforts to promote online safety on our Securing Information page.](#)

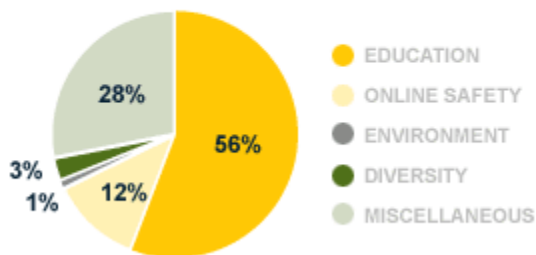
Responsible environmental practices are necessary for a sustainable future for technology. Thus, Symantec contributes to organizations that work in resource conservation and promote Green IT practices. [Read more on our Green IT page.](#)

The relative amounts donated to online safety, environment, diversity, and “miscellaneous” programs changed significantly between FY09 and FY10 because Symantec narrowed its giving priorities and eliminated funding for most “quality of life” and non-educational youth programs. Most of the contributions in the miscellaneous category were given for disaster relief efforts and conference sponsorships.

### Philanthropic Contributions (FY10)

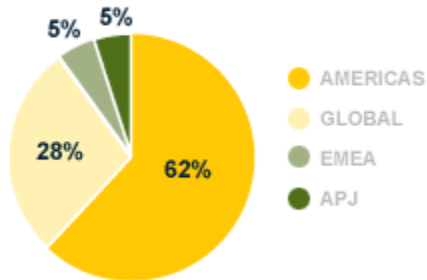


### Philanthropic Contributions (FY09)



Symantec's philanthropic contributions for FY10 and FY09, exclusive of matching grants and Dollars for Doers.

### Philanthropy by Region (FY10)



Symantec's philanthropic contributions benefit schools, nonprofit organizations, and communities around the world. In response to feedback from our stakeholders, we are investing in communities on a more global basis and will continue to reach out to new communities in FY11.

The source of Symantec's philanthropic funding has recently shifted; currently, the majority of philanthropic funds are provided directly by the company. The Symantec Foundation is only distributing the minimum amounts required by law (plus grants for disaster relief). Symantec is allowing the Foundation's funds to grow through continued investments plus annual contributions from the company's corporate giving budget. By growing Foundation funds, Symantec is creating a mechanism that will allow for sustained giving even during economic downturns, when direct corporate giving may decrease.

The Symantec Foundation Board of Directors has expanded its role from overseeing and approving Foundation grants to acting as a Philanthropy Steering Committee. The Committee, composed of

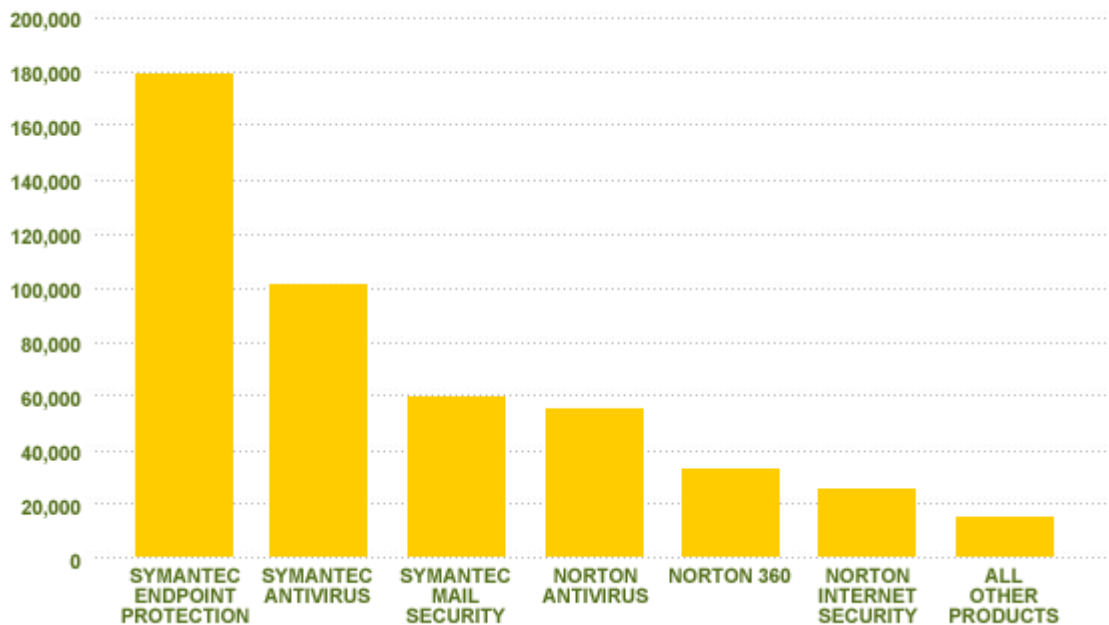
members of the executive staff, makes suggestions on the strategy and direction of Symantec's philanthropy program.

#### Product Donation

Symantec is committed to ensuring that the organizations that strengthen our communities can apply their financial and intellectual resources to mission-based activities, rather than to the procurement of the software products necessary for their day-to-day functioning. In FY10, Symantec donated more than USD18 million in software product to nonprofit organizations.

Symantec partners with [TechSoup Global](#), a product philanthropy program of TechSoup. Through this partnership, nonprofit organizations can access Symantec software products to protect their computer systems from online threats. [Read more about our Software Donations](#)

**Symantec's FY10 Software Donations Through TechSoup**



In FY10 TechSoup distributed a total of 467,160 software licenses on behalf of Symantec. Endpoint Protection was once again the most requested Symantec title and one of the most popular titles overall on TechSoup.

In the United States, [Women Unlimited](#) trains, places, monitors, and advocates for women, minorities, and displaced workers in the construction industry. Symantec's donations are vital to its continued operation. As webmistress Crow Meris Arnette explains, "Our budget cannot support buying this software on the open market; we exist very close to the margins. Symantec, simply, keeps us safe."

[Action Against Child Exploitation](#) (ACE) is a Japan-based NGO that addresses child labor around the world. Until ACE received Symantec's donations, its computer security was minimal; many computers only had the limited protection provided by free software. ACE has now implemented a full security program using Symantec's Endpoint Protection.

[Cambridge Cyrenian](#), a United Kingdom non-profit, provides homeless individuals a range of assistance, including accommodation, support, and specialist services. Like many NGOs, it uses donated computers. Unfortunately, when they were running a mix of different software programs their utility was limited; for example, the computers could not be readily networked. Software donations, including the Norton Antivirus suite from Symantec, resolved the connection problems so that employees can now do their work better and clients can get online to apply for housing and work.

**Community Outreach**  
EMPLOYEE ENGAGEMENT

We have volunteer committees at Symantec locations around the globe that organize volunteer events around our four giving priorities.

**Employee Contributions**

	FY10	FY09
Employee giving	USD 650,000	USD 720,420
Symantec matching gifts	USD 582,000	USD 659,836
Volunteer hours	19,000	17,382
Dollars for Doers grants	USD 135,000	USD 133,978

Though FY10 was economically challenging, Symantec employees continued to donate money to their communities and increased volunteer service by nine percent.

**Volunteerism**

We believe that the communities where Symantec maintains offices should be stronger and more vibrant because of our presence and that our employees are best positioned to understand the needs of their communities. Volunteer-led community relations committees at each of our major sites worldwide make grant recommendations, organize volunteer events for employees, and provide input on the issues most affecting community members' quality of life.

In the past year, these committees have emphasized volunteerism focused on our four philanthropic priorities:

- Science, technology, engineering, and math education; equal access to education
- Diversity
- Online safety
- Environmental responsibility
- Disaster relief efforts



#### Science, Technology, Engineering, and Math Education; Equal Access to Education

In Chengdu, China, approximately 40 employees volunteered to organize and conduct two half-day "Career Go!" work-readiness workshops at Sichuan University and the University of Electronics Science and Technology of China. Over 300 students from the two universities benefited from the trainings, which focused on career choices, building personal networks, résumé writing, and interview skills. The stories and advice Symantec professionals shared both inspired the students and helped them acquire skills critical for career development before they enter the challenging job market. Ninety-four percent of participants said the training helped to widen their career options and 96 percent believe it improved their employability and competitiveness in seeking employment.

#### Diversity

In Alexandria and Herndon, Virginia, United States, Symantec employees, together with [Team Business](#), [Girls in Technology](#), and the [Women in Technology Education Foundation](#), organized and facilitated a business simulation for young women to highlight the impact of technology on business and help them build leadership and communication skills. Participants ran their own simulated businesses, which included deciding when and how to leverage technology, analyzing their business practices, and watching the effect on the balance sheets.

#### Online Safety

Employees in Beaverton, Oregon, United States initiated a successful partnership with middle school counselors from the Beaverton School District to help them create an Internet Safety Teaching Tips

presentation. In addition to offering their professional insights and expertise, Symantec employees provided content from Symantec's Online Safety website.

Similarly, the Springfield, Oregon, United States site organized teams of employees to help update cyber safety presentation materials for the local branch of the nonprofit organization, Internet and Your Child. Employee volunteers also assist with internet-security classes offered each quarter to parents, teachers, community groups, and students.

The Heathrow, Florida, United States Inside Sales team hosted a Security 101 session with the local Senior Center in Lake Mary, Florida. Two of our system engineers led an interactive session on Internet Security 101 and then hosted a game of "Wheel of Security," with players winning Norton 360 software and other prizes.

#### Environmental Responsibility

In Lindon, Utah, United States 50 employee volunteers planted trees that Symantec donated to TreeUtah using its local Community Outreach funds. The large, growing shade trees were planted around parking lots owned by the Utah Valley Regional Medical Center in order to cool the parking lots, which are mini "heat islands." The trees reduce the surface temperature of the asphalt by up to 36 degrees Fahrenheit and temperatures inside cars by up to 47 degrees Fahrenheit, thereby improving air quality and reducing ground-level ozone. Symantec volunteers were so effective that they were able to plant all of the trees that were planned as well as a second group of trees on parking strips in residential areas in Provo City, Utah.

In Paris, employees participated in a 2-day collection of electronic technical waste organized by the business district of La Defense, where Symantec is located. Forty truckloads of materials were collected by the various businesses in the district.

Thirty employees in Korea removed litter from Mount Cheong-Gye in Seoul as part of the launch of the Save the Mountain volunteer nature conservation project. This on-going project is designed to raise eco-awareness among employees while enabling them to help protect the beautiful mountains.

#### Disaster Relief Efforts

More than 160 attendees arrived a day early for the Americas Systems Engineers Tech Summit, Symantec's annual technical training event for systems engineers, which returned to New Orleans after five years in Las Vegas. The engineers came not to take in the city's many attractions, but to volunteer their time to help revitalize an elementary school in a neighborhood still recovering from the effects of Hurricane Katrina and Hurricane Gustav.

### DOLLARS FOR DOERS AND THE MATCHING GIFT PROGRAM

Symantec's Dollars for Doers Program rewards sustained volunteerism by making a monetary contribution to organizations

where employees volunteer their time. Symantec donates USD 15 for every hour of volunteer service that an employee contributes up to USD 1,000 per calendar year, beginning with the first hour of service. In 2009, we eliminated the need for nonprofit organizations to sign verification forms regarding employees' volunteer hours. The goal was to make the Dollars for Doers program more efficient and effective by eliminating the possibility of lost forms and streamlining the process for our employees.

Our Employee Matching Gift Program matches employee donations to eligible charities dollar-for-dollar up to USD 1,000 per employee per calendar year. The minimum eligible cash donation is one dollar for matching gifts.

The idea for the volunteer event arose out of the conference theme "Expect Great Things." C.D. Larson, Principal Systems Engineer, immediately jumped on board, "Even now, we all feel the great suffering of New Orleans," he said. "Simply by moving our meeting there, we were able to aid in the recovery of the city, state, and region. But we wanted to do more, so we chose to volunteer to help out in a concrete way."

The service project at Laurel Elementary School involved beautifying the school's outdoor courtyard and revitalizing the Annex building, which hosts first grade, middle school, and elective classes. In the school courtyard, Symantec and community volunteers replanted garden boxes; painted educational murals; built benches, picnic tables, puppet theatres, and trash can holders; and installed a volleyball court, creating an educational playground space that will enrich the lives of thousands of students in the years to come. Volunteers also worked on the indoor renovation of the school's Annex building, painting the hallways and a dozen classrooms.

More than 20 students joined in the efforts, which caused people in the neighborhood to also help out. Bryce Schroeder, Sr. Director, Systems Engineering, summed up the sense of teamwork and collective

accomplishment he and his fellow volunteers experienced at the event. "This is real team building," he said, "the kind that creates lasting relationships, builds a company, and leaves a lasting accomplishment with the community." Sam McKenzie from Hands On New Orleans said that "seeing the Symantec volunteers and the kids of Laurel working side by side was awesome."

## **Governance & Ethics**

### **MANAGING CORPORATE RESPONSIBILITY**

At Symantec, we define corporate responsibility as the way in which we operate with full attention to and respect for ethics, the environment, and a commitment to positive social impact.

#### **Living Our Values**

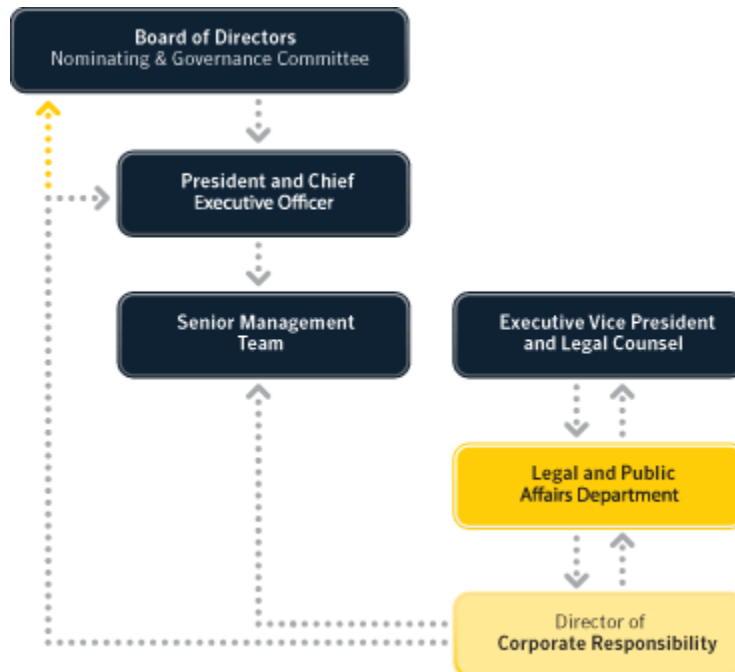
- Innovation
- Action
- Customer-Driven
- Trust

Symantec's four core values provide the basic grounding for our relationships with each other and our stakeholders. They represent a common touchstone for our organization and define our approach to all we do, including how we manage our corporate responsibility.

We set clear expectations for ethical and responsible operation at the very top. Our senior managers receive regular corporate responsibility briefings, including quarterly updates on diversity, ethics, and community investment. The Nominating and Governance Committee of our Board of Directors has oversight of corporate responsibility issues.

Symantec employees are kept abreast of corporate responsibility programs and initiatives and invited to provide their feedback through a variety of channels, including intranet postings, announcements, executive speeches, external Web site materials, blogs, and a quarterly newsletter, titled the "Corporate Responsibility Snapshot." All of these actions promote a culture of responsibility, where every employee is empowered to contribute to our long-term success. [Read the latest Corporate Responsibility Snapshot newsletter.](#)

The Director of Corporate Responsibility serves as the central coordinator for all corporate responsibility efforts across the company. The director is responsible for working with the senior management team to establish overall direction and develop specific programs and initiatives.



**Governance & Ethics**  
CORPORATE GOVERNANCE

Board Structure and Composition

Symantec’s Board of Directors has a duty to oversee all significant business issues, including strategy and long-term business plans, product issues, corporate responsibility, legal and ethical compliance, executive selection and compensation, and Board conduct. To enable the Board to successfully perform these duties, Symantec adheres to corporate governance best practices, particularly as they relate to Board independence:

- Our eleven-member Board is composed of nine independent directors, Symantec’s Chairman, and the CEO.
- Only independent directors serve on the Audit, Compensation, and Nominating Committees.  
[See the Committee Composition.](#)
- The roles of Symantec’s Chairman and CEO are separate.

We strive to maintain a diverse Board composition so as to accurately reflect the concerns of stockholders. Currently we have one female Board member and two Board members representing minority populations (African American and Hispanic American).

To align the directors’ interests with the long-term interests of the company, independent directors receive a mix of cash and equity-based compensation for their service. This is the only remuneration they receive; during their tenure, they cannot be paid any consulting, advisory, or other compensatory fees from the company. Symantec does not pay employee directors any additional compensation for Board service. Further details on director compensation are available in Symantec’s [Annual Reports](#).

**SPOTLIGHT ON**

## GOVERNANCE

Symantec enjoys a reputation for good governance policies and procedures, as demonstrated through recent Wall Street analysis. RiskMetrics Group reported that Symantec outperformed 98.2 percent of the companies in the S&P 500 and 99.8 percent of the companies in the Software & Services group as of May 1, 2010. Symantec has also been listed on the [FTSE4Good Global Index](#) and the [Dow Jones Sustainability Indexes for North America](#) since 2007, and the [Dow Jones Sustainability Indexes for the World](#) since 2008.

In evaluating director candidates, the Nominating and Governance Committee considers the extent to which each candidate contributes to the range of talent, skill, and expertise appropriate for the Board, as well as the candidate's integrity, business acumen, diversity, (including race, ethnicity, and gender specifically), availability, independence of thought, and overall ability to represent the interests of Symantec's stockholders. Symantec stockholders, current directors, and company management can nominate candidates to serve on the Board.

The Nominating and Governance Committee bears primary responsibility for corporate responsibility issues. It receives regular briefings on Symantec's corporate responsibility objectives and performance and oversees the company's compliance with legal requirements and ethical standards.

Learn more about the composition of our corporate committees and their company charters on our [Committee Composition page](#).

To further empower stockholders' voices, the Board amended Symantec's Bylaws on June 30, 2009 to require the Board, subject to certain limitations, to call a special stockholders' meeting upon written request by one or more stockholders representing at least twenty-five percent of the outstanding shares entitled to vote on the matter(s) to be brought before the proposed special meeting.

### Executive Compensation

In determining compensation, we work hard to appropriately balance the interests of all our constituencies—our executive officers, our employees, our stockholders, our business partners, and our

community. The Board's Compensation Committee undertakes a rigorous review of proposed executive compensation packages to ensure that 1) they are fair and sufficient to secure experienced, talented leaders, 2) they tie compensation to both current and long-term company performance; and 3) they do not create risks that are reasonably likely to have a material adverse effect on the company. The review process includes a comprehensive performance evaluation, comparison with other companies' practices, and consultation with compensation experts.

## **Governance & Ethics**

### **ETHICS**

The very nature of our business—assuring the security, availability, and integrity of our customers' information—requires a global culture of responsibility. Ethics and integrity are the building blocks of Symantec's business success.

#### **The Symantec Code of Conduct**

The [Symantec Code of Conduct \(PDF\)](#) aligns our business practices and policies with our values and provides a foundation for good governance. It is divided into six sections that together address all major areas of business conduct:

- 1. Respect in the Work Environment and in the Community**
  - Fair employment practices
  - Diversity and inclusion
  - Health and safety
  - Human rights
  - Environmental protection
- 2. Conducting Business in Compliance with Applicable Laws and Regulatory Requirements**
  - Antitrust and competition
  - Anticorruption
  - International trade
- 3. Protecting and Safeguarding Symantec's Assets**
  - Finance and accounting practices
  - Political activities and contributions
  - Use of company resources
  - Data protection and privacy
  - Insider trading
- 4. Avoiding Conflicts of Interest**
- 5. Working with Customers, Partners, Suppliers, and Government Business**
- 6. Competitive Practices**

## **LOCALIZATION**

We are translating the Code of Conduct and related training programs into more languages, most recently creating Russian and

## Brazilian Portuguese versions of the Code of Conduct.

When necessary to provide more guidance, we supplement the Code of Conduct with detailed policies, for example: anticorruption, non-discrimination, and non-retaliation policies.

The Code applies to all Symantec directors, officers, employees, subsidiaries, and entities world-wide and requires compliance with the provisions of the U.S. Foreign Corrupt Practices Act and other global anti-bribery and anticorruption laws even if no equivalent local laws exist.

The Code of Conduct is not a static document; it evolves as our understanding of issues develops. Accordingly, training is on-going. New employees are required to read the Code of Conduct, complete five hours of training (topics include Code of Conduct overview, Records Management, Promoting Appropriate Behavior, Anti-Bribery, and Privacy), and sign a statement acknowledging that they have received, read, and agree to abide by it. Continuing employees receive annual training on the Code of Conduct and recertify their agreement to comply with its provisions. During FY10, 100 percent of executives and 96 percent of 17,073 employees completed the annual Code of Conduct training.

## EMPLOYEE TRAINING

In addition to Code of Conduct training, employees are assigned more specific modules as needed for their career development. For example, in FY10:

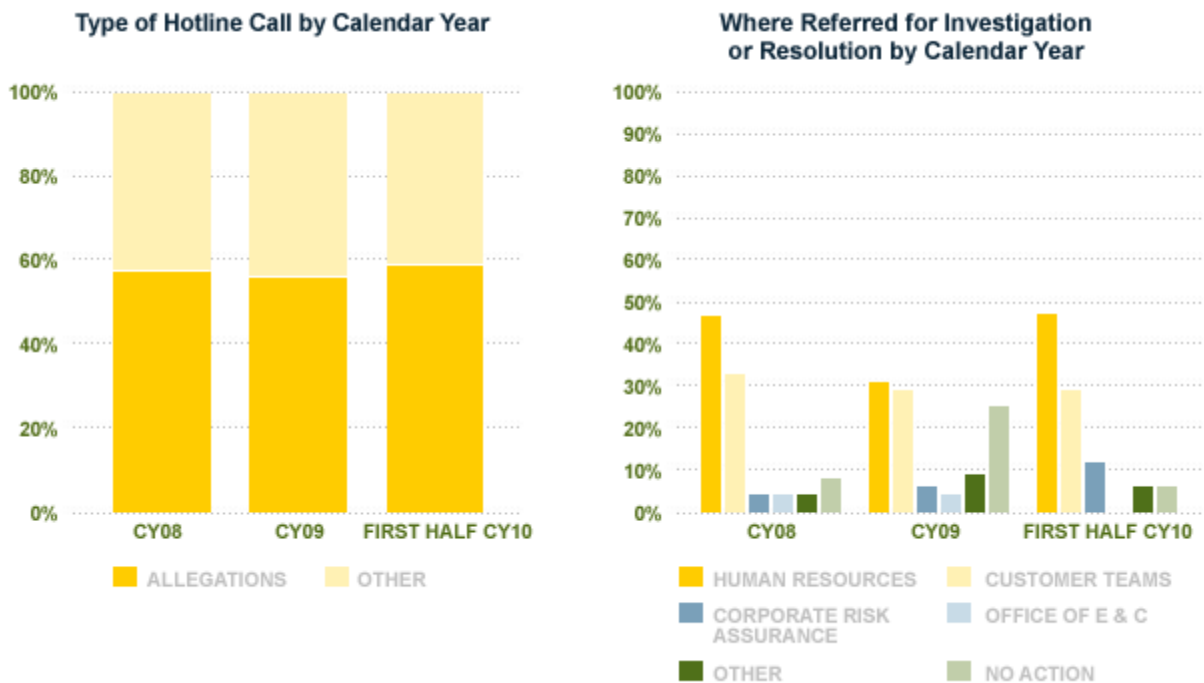
Anti-bribery training: assigned to 16,246 employees with a 96 percent completion rate.

Privacy: assigned to 17,040 employees with a 97 percent completion rate.

Employees are expected to report any Code of Conduct or human rights violations and Symantec provides numerous avenues to do so. Employees may report concerns to their manager, anyone in their management reporting chain, a Human Resources representative, or the Office of Ethics and Compliance ([atethics@symantec.com](mailto:atethics@symantec.com)). Employees may also report—anononymously if they prefer—any concerns to an external, independent third party by calling AlertLine (within the United States/Canada 1-877-231-0837; International +704-556-7046) or sending an email to [Symantec@alertline.com](mailto:Symantec@alertline.com). These calls are toll-free within the United States and Canada. Customers, suppliers, partners, shareholders—any stakeholder—may also use the AlertLine to inform Symantec of suspected ethics violations.

Reports from AlertLine are forwarded to members of the Ethics and Compliance Committee and the newly established Office of Ethics and Compliance. In consultation with the Compliance Committee, the Office of Compliance ensures that the complaint is addressed by the most appropriate Symantec office or department (for example, Human Resources, Corporate Risk Assurance, or Customer Teams). Matters may also be discussed with line managers or senior managers. On average, during 2008, 2009, and the first half of 2010, 22 percent of calls were anonymous.

In addition to investigating reported concerns, the Office of Ethics and Compliance monitors and audits employees' compliance with the Code of Conduct. The Chief Ethics & Compliance Officer has direct access to Symantec's CEO and the Board's Audit Committee so that matters of concern can be escalated quickly.



Many AlertLine calls are actually clients seeking customer service.

This data is provided by calendar year rather than fiscal year because prior data is fragmented. In addition, it only includes issues raised through calls to the AlertLine. To enable more integrated incident gathering, reporting, and analysis, Symantec is working to implement a unified, computer-based intake and management system.

**Governance & Ethics**  
**PUBLIC POLICY**

Symantec participates in the development of public policy that addresses issues affecting its industry, business, products, and customers. In partnership with business and trade organizations, we work with local, regional, national, and international lawmakers and government agencies to influence policy and legislation. This involvement allows Symantec to better accomplish its mission to protect its customers and the integrity and unimpeded flow of the world's information.

The public policy issues we face are broad and cover many aspects of consumer privacy, online safety, securing information, and intellectual property protection. In order to ensure appropriate and consistent engagement, Policy Advisory Teams, comprising subject matter experts and other internal company stakeholders, were created for a variety of issues. Their input is used to shape and align our public policy approaches and activities. One current focus is addressing market access and trade barrier risks. For example, Symantec is working to ensure that data protection legislation in Europe will not prevent the technology industry from providing optimal solutions and services to its customers.

## SYMANTEC POLITICAL ACTION COMMITTEE

In the United States, Symantec has formed a political action committee (PAC) that makes contributions to political candidates on both the federal and state levels. The PAC is funded by voluntary donations made by senior-level Symantec employees and company shareholders. Symantec evaluates potential recipients of PAC funds based on their support and understanding of our key public policy issues. We made USD 43,500 in federal PAC donations through April 2010. A complete list of candidates that have received Symantec PAC contributions can be found online at [OpenSecrets.org](http://OpenSecrets.org).

To read more about Symantec's policies regarding political contributions and personal political activities, please see section 3.2 of the [Symantec Code of Conduct \(PDF\)](#).

We have developed external position statements on several issues important to Symantec's global operations, including:

- **Patent reform and intellectual property (IP) protection**—IP theft and copyright infringement have a significant impact on the software industry that can be mitigated through a combination of appropriate legislation and technical measures. Symantec works closely with governments around the world to strengthen copyright protection for software, both in digital and physical form. In the United States, Symantec is a member of a patent reform coalition that is asking Congress to pass comprehensive patent reform legislation. Globally, Symantec is a member of the Business Software Alliance (BSA), an organization formed in 1988 that is active in 65 countries across North America, Europe, Asia, and Latin America. The mission of BSA is to advance free and open world trade for legitimate business software by advocating for strong protection of intellectual property.
- **The environment, climate change, and Green IT**—Symantec is engaged in policy and legislative dialogues through our membership in BICEP and support of the Waxman-Markey Climate Change legislation. Symantec's President and CEO, Enrique Salem, attended a meeting on June 25, 2009 at the White House on this topic and will continue to work with the U.S. Administration, Congress, other global public policy officials, and industry on climate change and energy issues. [Read more about our work with BICEP on our Climate & Energy page.](#)
- **Healthcare reform and healthcare IT**—In the past year, Symantec increased its efforts regarding healthcare reform. Through participation in several trade groups and government initiatives, we promoted a reasonable approach to healthcare reform and the creation of a Health IT infrastructure that provides privacy, security, and interoperability of medical records and data.
- **Securing information**—Symantec works with governments, government agencies, and organizations around the globe to support and influence legislation, policy, and public education as it relates to online crime, Internet safety, and privacy. Symantec strongly supports U.S. legislation to create a federally pre-

emotive national data security and breach law that would apply equally to government entities and the private sector. Effective regulation would protect consumers from inappropriate collection and misuse of their personal information while enabling legitimate businesses to use information for economic and social value. In Europe, the Middle East, and Africa, Symantec intends to participate in the review of Directive 95/46/EC on the protection of privacy. We will also work with the European Union, European Member States, and selected Asian governments on public policy activities related to Critical Information Infrastructure Protection.

## Memberships

Symantec partners with and supports the efforts of various organizations that engage in shaping public policy around online safety, privacy, intellectual property, and other challenging issues.

Below are some of the organizations in which Symantec takes an active role:

- [Business Software Alliance \(BSA\)\\*](#)
- [Software & Information Industry Association \(SIIA\)\\*](#)
- [European Information Communication Telecom Association \(EICTA\)](#)
- [Information Technology Industry Council \(ITI\)](#)
- [TechAmerica \(Formerly the separate organizations of ITAA, AeA and CSIA\)\\*](#)
- [TechNet](#)

\* Denotes organizations in which Symantec employees participate directly (board or task force representation)

## Stakeholder Perspectives

KAVITA N. RAMDAS

- President/CEO of Global Fund for Women
- July 15, 2010

### **What is the greatest challenge you face in accomplishing your organization's mission?**

The greatest challenge faced by publicly supported foundations like the Global Fund for Women is the need to meet the fundraising goals that make it possible for us to respond to the growing demands of grassroots social entrepreneurs who are leading women's groups around the globe. There is a great need for immediate start-up and seed funding as well as long term support for groups working to bring about social change. Each year the Global Fund must expand our own visibility and funding streams while maintaining our credibility as an intermediary bridge between two very different worlds – the worlds of privilege and of extreme deprivation.

The Global Fund invests in a wide range of innovative and courageous initiatives – most of these are both women-led and women-focused civil society organizations based primarily in low and middle-income countries. These grants, over 600 each year, seed, sustain and strengthen women's efforts to develop and implement locally conceived solutions to secure their human rights. We promote women's leadership on a wide range of urgent issues from poverty to the environment to peace-building to health and education.

Another significant challenge is the complex and pervasive nature of the problems facing the communities in which our grantee partners work. These include traditional attitudes and entrenched discrimination against women and girls in societies as well as modern economic and social challenges caused by globalization and climate change.

Fortunately, there are thousands of great ideas about how to solve those problems. Just this past year, our office received 2,410 proposals from women around the world who are working on these critical issues in their communities. The courageous actions being taken by women around the world give us great hope – we only wish that we had sufficient resources to fund more than just one quarter of them.

**What support has Symantec provided to your organization in the past 1-2 years?**

Symantec has invested in our efforts to strengthen women's leadership, particularly on environmental issues. The Global Fund has been honored to receive three grants from Symantec for this purpose, totaling \$140,000 in support.

**How has this support enabled you to progress in achieving your mission?**

With Symantec's support, the Global Fund has provided direct funding to ten community-based women's initiatives in China, India, Brazil and South Africa. In countries like these, women's leadership is both increasing and needed to meet pressing economic, social and environmental challenges. Women-led social enterprises are developing and implementing innovative solutions to the challenges facing their communities.

One such initiative is the Shaanxi Volunteer Mothers' Association for Environmental Protection, to which the Global Fund has twice awarded grants, with Symantec's support. In the wake of a devastating earthquake in Sichuan province in 2008, the Shaanxi Volunteer Mothers used a grant of \$30,000 to provide direct relief and ultimately, to provide comprehensive training and enable 400 rural women in 11 villages whose lives had been devastated by the quake to enter new livelihoods including environmentally-sustainable citrus growing, small-scale pig farming and small business management. The Volunteer Mothers have also conducted training courses on every day environmental conservation and protection practices, from recycling to water conservation and pollution reduction, a number of which were filmed and broadcast by a local television station. Overall, the Volunteer Mothers have trained over 18,700 community leaders, educators, rural women, and government officials on environmental issues. This year, the group will be using a grant of \$20,000 to work with local government officials and community leaders from thirty villages in Shaanxi to advance efforts to implement sustainable agriculture practices and build "low-carbon communities." The group has also recruited college students to work with the village officials to evaluate the project and create educational materials.

Other examples include efforts in India where women's political leadership is steadily increasing. There, several of our grantee partners supported through this partnership with Symantec are working to ensure that women elected for the first-time to local governance positions have access to training in everything from leadership to media to community relations. These trainings, which have benefitted hundreds of newly elected women leaders primarily from rural communities in Kerala and Uttarakhand, are essential to promoting good governance and ensuring community voice on key issues from clean water access to education.

**How else could Symantec support your efforts in the future?**

We've been honored by Symantec's investment in our work and look forward to continued partnership. I believe that as a leader in its own field Symantec can create more visibility for its support of women's leadership and social entrepreneurship, both with the company and externally, as it does through its giving to the Global Fund. Far too few corporations feel comfortable and knowledgeable about how best to invest in women and girls, although many are interested. Increased visibility for the partnership between the Global Fund for Women and Symantec can help to shift that reality.

Finally, as an organization that depends on individuals for over 45 percent of our revenues each year, we value the contributions of individual employees just as much as those of their employers. Many of our individual donors play critical roles in their own social and professional networks as active advocates and informed citizens about the need to invest in women and girls, especially in making change in the developing world. Some corporations offer matching gifts and/or time for employees to make meaningful contributions to the independent sector. We welcome the opportunity to see more Symantec employees engage more deeply with this work.

**Stakeholder Perspectives**  
DR. TELLE WHITNEY

- President and CEO, Anita Borg Institute
- July 19, 2010

**What Symantec-specific challenges you are aware of regarding the attraction, retention, and promotion of technical women?**

Symantec has grown significantly through acquisitions. As a result, when implementing programs at Symantec to recruit, retain, and advance technical women, it is vital to understand the unique sub-cultures that exist within the broader company. As the company looks to retain and promote women in a systemic way, it is important to both develop corporate wide guidance, and adapt programs to be inclusive of the local cultures.

**Describe a specific program you've conducted at Symantec and the outcomes of the program in terms of helping Symantec to attract, retain, or promote women in technical positions.**

Symantec's visibility and participation at the Grace Hopper Celebration of Women in Computing, an important tool in its recruitment and retention of technical women, has grown significantly since partnering with the Anita Borg Institute for Women and Technology (ABI).

- Symantec grew from 4 attendees at the 2007 Grace Hopper Celebration to 30 nominations in 2009, with 20 technical women selected to attend.
- Symantec has been part of the conference leadership since 2008.
- After the 2009 Grace Hopper Celebration, the SWAN group organized a company-wide global webinar for technical women to discuss the panels they presented on and attended, and share their takeaways with the other women in the company.
- In 2010, Symantec has over 40 nominations for the Grace Hopper Celebration, and nine of Symantec's technical women will speak on panels or workshops.
- Symantec will send 15 technical women to the first-ever 2010 Grace Hopper Celebration of Women in Computing India based in Bangalore.

Another successful program is the ABI Executive Briefing Series, which evolved as a result of Symantec's participation and underwriting of a joint ABI/Stanford University study of mid-level technical women, **Climbing the Technical Ladder**. The study results created momentum at the Symantec executive level to focus on technical women, and as a result, Symantec has made significant strides since then in recruiting, retaining, and advancing technical women within the company. Mark Bregman, Symantec's Chief Technology Officer and a member of the Anita Borg Institute Board of Trustees, brings consistent attention to the strategic importance of recruiting, retaining, and advancing technical women.

### **Where would you like to see Symantec devote more resources?**

Symantec is working to increase resources in two critical areas:

- Deploy resources on the recruitment, retention and advancement of Symantec's technical women globally, in order to understand and address the challenges specific to each Symantec location—for example, Symantec is investing in ABI's efforts in India;
- Increase investments in the development and advancement of high-potential technical women at Symantec.

### **Stakeholder Perspectives**

MICHAEL KAISER

- Executive Director of the National Cyber Security Alliance
- August 3, 2010

### **What do you think of Symantec's efforts to raise awareness globally around online safety?**

Symantec is and has been one of the industry leaders in informing computer users about the cybercrime threats they face and providing solid education and awareness materials to help them stay safe and secure online.

### **What do you believe is the current biggest challenge related to cybercrime and online safety globally?**

Getting computer users of all kinds from home users to small and medium size businesses to prioritize protecting their systems from infection and attack. We have moved well beyond a single computer connecting to the Internet from a home or business. Now networks are everywhere and the variety of devices that connect to the Internet is growing. No matter if it's at home or work, systems need to be secured, computer users need to exercise safe and secure online behavior, and technology needs to be kept up to date against the latest threat.

### **Which Symantec cybercrime prevention programs do you believe are particularly effective in helping to prevent the spread of cybercrime, and why?**

For a criminal it doesn't matter if it's an unlocked door or unsecure computer that provides a gateway to stealing something of value. Symantec's Black Market cybercrime exhibit is an excellent way to educate a broad array of computer users on how information is stolen, sold and used for monetary gain. Computer users need to understand that cybercrime is a highly organized activity and that cybercriminals, like all criminals, try to exploit vulnerabilities. It is important for people to understand the cybercrime ecosystem; it makes them better prepared to value their personal information and protect it.

**What cybercrime issue or issues would you like to see receive more attention from the corporate sector?**

One of the most significant areas that needs to be addressed going forward is the cyber security of small and medium sized business. We know that cybercriminals target these businesses because they are not as well defended as larger enterprises. Research that NCSA has done with Symantec indicates that only 27 percent of small businesses even have Internet security policies for their employees. Given that these businesses have large amounts of customer data, intellectual property, and other critical information to protect, we need to make reaching them and helping them to secure their systems a top priority going forward.

**What can Symantec do to help address these issues?**

Symantec is well positioned to help fight cybercrime and to get people to do all they can to stay safe and secure online. NCSA's research indicates that security software vendors, like Symantec, are one of the most trusted sources of information for computer users. By taking an active role in education and awareness activities, Symantec can have a broad impact on the measures people take to stay safe online. Symantec should continue its leadership in the field and support the many activities already underway so we can do a better job of reaching all computer users with safety and security messaging.

