

2012 Corporate
Responsibility Report



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About Symantec

As more and more of our personal and professional information is stored on computers, mobile devices, and online networks, the protection of our digital identities, memories, and livelihoods has never been more important.

At Symantec, that's what we do: we protect the world's people and information.

Symantec is a global leader in providing security, storage, and systems management solutions to help our customers—from consumers and small businesses to the largest global enterprises—secure and manage their information and identities, regardless of device. Symantec brings together leading software and cloud solutions that work seamlessly across multiple platforms, giving customers the freedom to use the devices of their choice, and to access, store, and transmit information anytime, anywhere. We continuously evolve the company through research, innovation, and acquisitions. In FY12, we acquired three companies in order to enhance the capabilities we offer our customers and announced numerous new products.

Symantec Product Launches – new product launches in FY12 include:

- **Norton One™**, the industry's first membership-based offering that allows consumers to buy and manage their security software via a cloud-based management console and delivers protection across multiple devices—including PCs, Macs, Android-based phones, and tablets
- **Norton Safety Minder: Mobile Edition**, a free app that allows parents to keep an eye on their kids' smartphone activities
- **Enterprise Vault 10** archiving software that helps organizations improve management and eDiscovery of information on-premise and in the cloud
- **Mobile Security Assessment Suite**, a set of services that help enterprises evaluate their mobile security postures and develop defenses against mobile threats and vulnerabilities

We operate primarily in three diversified markets within the software sector—security, backup, and storage management—and serve both consumers and businesses:

- **We provide consumers** integrated solutions that take the hassle out of safely using the Internet by educating, alerting, and advising them about how to interact, shop, collaborate, and play safely online. We help them manage the proliferation of mobile devices, the need for identity protection, and the rapid increase of digital consumer data, such as photos, music, and video. For individual users and home offices, we offer premium, full-featured security suites as well as related services such as online backup, family safety, and PC tune-up.
- **We provide businesses** the insight, tools, and direction to protect information in all its forms. We offer security, storage, and systems management solutions to help organizations of all sizes simplify the management of complex environments to increase service levels and reduce costs. Our company's unique focus enables businesses to thrive by reducing risks to information, technology, and processes, independent of the device, platform, interaction, or location.

For a description of our full software and services portfolio, please see our [Corporate Fact Sheet](#).

Committed to Corporate Responsibility

Symantec is committed to fulfilling its core purpose of protecting customers' information and identities with full attention to and respect for ethical operation, the environment, and positive societal impact. We also support and engage our employees by providing meaningful opportunities to develop professionally, grow within the company, and contribute to their communities.

This approach is observed across the entire company, and begins with clear expectations for ethical and responsible operation set by the highest levels of management, who receive regular progress briefings on the company's programs, including quarterly updates on diversity, ethics, and community investment.

Our corporate responsibility efforts are aligned with and supported by our company's core values, which direct our relationships with our stakeholders and one another:

- *Innovation*
- *Action*
- *Customer-Driven*
- *Trust*

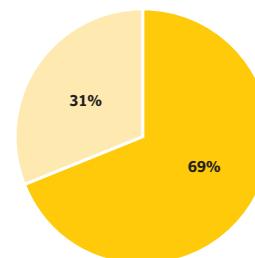
Financial Highlights

Fiscal Year 2012 (Ended March 31, 2012)

Total Revenue	\$6.73 billion
Consumer Revenue	\$2.10 billion
Enterprise Revenue	\$4.63 billion

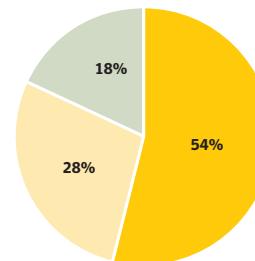
FY12 Revenue by Category

- Enterprise Revenue
- Consumer Revenue



FY12 Revenue by Region

- Americas
- Europe, Middle East, Africa
- Asia-Pacific, Japan



Symantec's direct economic value generated is primarily comprised of revenue from its products and services. In FY12, we generated \$6.73 billion in GAAP revenue. Of this amount, the economic value distributed was \$5.56 billion, which primarily includes cost of goods sold, operating expenses, interest expenses, and taxes. As a result, Symantec's economic value retained was \$1.17 billion in FY12.

For complete financial information, please see Symantec's [FY12 10-K Report](#).

Symantec at a Glance

- Founded in 1982, IPO in 1989
- Headquartered in Mountain View, California
- World's fourth largest independent "software and programming" company by revenue according to Forbes
- Operations in more than 48 countries
- More than 20,500 employees, globally
- Ranked #391 on the Fortune 500 list
- More than 1,500 patents, globally
- Invested 14 percent of FY12 revenue into research and development, with R&D facilities located worldwide
- More than \$23 million in cash and software donated to over 20,000 nonprofit organizations, globally, in FY12

Performance Highlights and Goals

	Highlights in FY12	Goals for FY13 and beyond
Our People		
Employee Satisfaction	<ul style="list-style-type: none"> Areas of strongest improvement according to FY12 SYMPulse results were: innovation leadership, ease of doing business, and climate of trust 	<ul style="list-style-type: none"> Focus on strengthening the connection between Symantec's strategic business goals and employees' individual contributions
Talent Management	<ul style="list-style-type: none"> From FY11 to FY12, internal training course completion rates increased by 27 percent, with a nine percent increase in Learning Excellence Credits earned per employee Symantec's Career Circuit program won a Brandon Hall Award of Excellence for "Best Results of a Learning Program" 	<ul style="list-style-type: none"> Design, develop, and launch a development offering for vice presidents in FY13 to complement our robust curriculum, which supports every stage of an employee's career Offer change management training in support of major corporate initiatives by the end of 2012 to improve project success and achieve a rating of eight out of 10 on post-evaluation forms
Gender and Diversity	<ul style="list-style-type: none"> Achieved a 100 percent score on the Human Rights Campaign Corporate Equality Index for the fourth year in a row Launched a Women's Empowerment Principles Key Stakeholder committee Due to recent company growth, primarily by acquisition, we did not reach our goal of matching the percentage of women in leadership positions with the overall percentage of female employees at Symantec 	<ul style="list-style-type: none"> Evaluate Symantec's current level of performance with respect to the Women's Empowerment Principles Transition to annual tracking of key training metrics by gender as outlined within our Women's Empowerment Principles Key Stakeholder Committee goals Continue efforts to match the percentage of women in leadership roles with the overall population of female employees at Symantec
The World		
Climate Change	<ul style="list-style-type: none"> GHG emissions decreased four percent from our 2008 baseline due to increased data accuracy, real estate consolidation, reductions in air travel, and data center/lab efficiencies Achieved the first LEED Certification for a Symantec building in India, bringing the total number of LEED certified facilities to 18 (88 percent of all Symantec owned or long-leased facilities) Achieved annual ENERGY STAR renewal for 12 facilities, (62 percent of all Symantec owned or long-leased facilities) 	<ul style="list-style-type: none"> Develop a GHG emissions reduction approach through the implementation of a global environmental management system (EMS) Obtain LEED and ENERGY STAR certifications at all owned or long-leased facilities Achieve an industry standard Power Usage Effectiveness (PUE) of 1.7 or better for all owned or long leased facilities
Responsible Sourcing and Human Rights	<ul style="list-style-type: none"> Rolled out the Global Supply Chain Code of Conduct to all Tier 1 supplier contracts, with auditing scheduled for the latter half of calendar year 2012 Launched a working group to align Symantec human rights policies with the principles set forth in the Universal Declaration of Human Rights 	<ul style="list-style-type: none"> Complete audits of all current Tier 1 suppliers against the Global Supply Chain Code of Conduct in FY13 Integrate human rights language from International Labour Organization core conventions into standard training for all employees in FY13 Issue a revised human rights policy statement addressing the principles set forth in the Universal Declaration of Human Rights
Community Investment	<ul style="list-style-type: none"> Total philanthropic giving reached nearly \$24 million, including more than \$19 million in software donations 	<ul style="list-style-type: none"> Identify metrics and measurement criteria to track success and outcomes of strategic partnerships

Performance Highlights and Goals *continued*

	Highlights in FY12	Goals for FY13 and beyond
Your Information		
Cybersecurity	<ul style="list-style-type: none"> Continue to share knowledge and coordinate closely with the US Federal Bureau of Investigations (FBI), Interpol, and other national and international law enforcement agencies to fight cybercrime Launched the Norton CyberSecurity Institute and partnered with four leading cybersecurity nonprofit organizations 	<ul style="list-style-type: none"> Launch the Victim Assistance portal together with partner National White Collar Crime Center (NW3C) Convene global cybersecurity conferences and webinars
Online Safety	<ul style="list-style-type: none"> Launched new Symantec O3 cloud information protection platform Expanded online safety to Android devices giving parents visibility into what web sites their children are visiting on the Android device 	<ul style="list-style-type: none"> Launch Norton Online Family Premier globally Continue to make Norton Online Family software globally available free of charge, in 25 languages
Privacy	<ul style="list-style-type: none"> Rolled out new, streamlined Global Privacy Policy Introduced new, user-friendly Employee Privacy Policy and FAQ Appointed Privacy Champions to raise employee awareness and accountability around privacy Initiated process for Safe Harbor certification for employee data 	<ul style="list-style-type: none"> Implement Privacy and Information Security Training for all employees Embed the principles of Privacy by Design in the product development cycle



Steve Bennett

President, CEO, and Chairman
Symantec Corporation

To our stakeholders:

Today, as professionals, consumers, and citizens across the world, we find ourselves facing rapidly changing social and technological circumstances. Some – such as the increasing integration of new technologies across all aspects of our lives – are yielding greater opportunities and freedoms than ever before in the ways we live, connect, and work. Others, unfortunately, are increasing the security and economic risks we confront.

For example, the number of malware attacks blocked by Symantec grew a staggering 81 percent in 2011. Our **groundbreaking study** on the price of cybercrime found that, each year, such activity costs society \$388 billion in financial losses and lost time. Every second, 14 adults become a victim of cybercrime. In addition, electronic information is growing at a staggering rate. That's your information – your financial data, your family photos, your small business's proprietary information.

As the world's largest company dedicated to protecting the world's people and information, Symantec is positioned at the intersection of many of these trends. We are also uniquely qualified to address the growing need for information protection that supports rather than hinders collaboration and access to cloud-based tools and resources. We view the protection of information as a fundamental element of corporate responsibility in the digital age.

Similarly, equitable treatment of our workforce and ethical engagement with the world in which we operate are essential aspects of being a successful and sought-after employer, partner, and solutions provider. This focus on enhancing our competitiveness informed our corporate responsibility priorities in FY12. In addition to relentlessly protecting our customers across multiple platforms while upholding privacy considerations, we achieved many other notable accomplishments in three categories critical to our corporate responsibility strategy – Our People, The World, and Your Information.

Our People

In FY12, we continued to promote developing a diverse work force including the participation of women. We solidified our adherence to the United Nations Global Compact (UNG) Women's Empowerment Principles (WEP), with the establishment of a WEP key stakeholder committee to guide future initiatives. While the percentage of women in our workforce remained constant at 27.6 percent in FY11 and FY12, our commitment to grow the participation of women in our workforce and company leadership remains strong.

Our workforce needs to be as broad and diverse as the markets we serve. In FY12, Symantec hosted its first Diversity Week where employees from around the globe participated in workshops and webinars on cultural differences and were encouraged to open their minds and think about perspectives that are different from their own.



The World

We continued our commitment to human rights and responsible sourcing with the roll-out of our Global Supply Chain Code of Conduct to our tier one suppliers in FY12, and developed a similarly robust code for our broader universe of supply chain partners. We also aligned internal training and auditing practices with the company's human rights policies and the principles set forth in the Universal Declaration of Human Rights. In addition, we remain one of the 45 companies participating in the UNGC LEAD Program – signaling our commitment to the principles of human rights, environmental protection, and business ethics embedded in the Global Compact framework.

Our greenhouse gas emissions decreased in FY12 by five percent compared to FY11, even as the size of our operations grew. We also celebrated our first LEED certification in India and achieved ENERGY STAR certification renewal at 12 facilities.

Additionally, Symantec invested nearly \$24 million in charitable initiatives – more than \$19 million of which was in the form of software donations and benefitted more than 20,000 nonprofits during FY12. We invested heavily in science, technology, engineering, and math (STEM) education efforts, as well as literacy and gender equality programs in schools around the world. These education efforts are expected to benefit more than 20,000 children by 2013. Our employees play a critical role in our charitable outreach; their efforts resulted in

charitable contributions totaling more than \$1.6 million and over 18,000 volunteer hours through our Matching Gift and Dollars for Doers programs.

Your Information

With the FY12 launch of our Norton Cybersecurity Institute, Symantec began a global effort to support victims of cybercrime and ensure the successful prosecution of its perpetrators. Through the Norton Cybersecurity Institute, we collaborate with law enforcement and consumer safety groups by providing training, technical expertise, and improved global cooperation in the fight against cybercrime. In return, Symantec benefits from the knowledge-sharing gained through our interactions with law enforcement – knowledge that allows us to develop new products and services that protect our customers against the newest cybercrime techniques.

Symantec is also leading the way in securing our customers' business-critical applications as they move to the cloud. The launch of Symantec O3 provided our customers with three layers of protection in the cloud, allowing organizations to apply consistent identity and information security across all cloud services and devices, and supporting broader adoption of cloud computing.

The Road Ahead

We have many challenges to tackle in the coming year. As we look at our business through the lens of Our People, The World, and Your Information, we will continue developing Symantec's portfolio

while remaining true to our values, conducting our business ethically and with consideration to our diverse stakeholders' needs.

I came to Symantec because what we do is mission critical. I came here because what we do matters. We see evidence of that through the feedback we receive from all of you – our customers, partners, employees, investors, and the communities in which we operate. We rely on the perspectives of our diverse stakeholder audiences to help drive the performance and direction of our sustainability efforts, and invite you to share your thoughts on our strategy and priorities by contacting us at CR@Symantec.com.

Sincerely,

Steve Bennett
President, CEO, and Chairman
Symantec Corporation

Our Approach to Corporate Responsibility

Our corporate responsibility governance structure is anchored at several levels within our organization. The highest level of responsibility lies with the **Board of Directors**, whose Nominating and Governance Committee receives corporate responsibility performance updates, including information related to Symantec's membership in the United Nations Global Compact.

Our Senior Director, Corporate Responsibility and Compliance, serves as the central coordinator for all corporate responsibility efforts. The Senior Director works to establish strategic direction and develop specific programs and initiatives across the company in partnership with the senior management team. Symantec employees are kept informed of corporate responsibility programs and initiatives through a variety of channels, including the corporate responsibility website, intranet postings, blogs, executive speeches, the Philanthropy Steering Committee, Community Relations Committees, Green Teams, multiple surveys, external outreach, and a quarterly newsletter, the **Corporate Responsibility Snapshot**.

Employees and other stakeholders are also encouraged to provide feedback and engage in dialogue through many channels including the Symantec corporate responsibility website, the **CR In Action** blog, multiple surveys and committees, the corporate responsibility reporting process, and external outreach. We can be contacted directly through email at CR@Symantec.com.

"Corporate responsibility plays a very important role in Symantec's success as a business. The Board of Directors is committed to continuously improving the ways in which Symantec integrates beneficial environmental, social, and governance practices into its business."

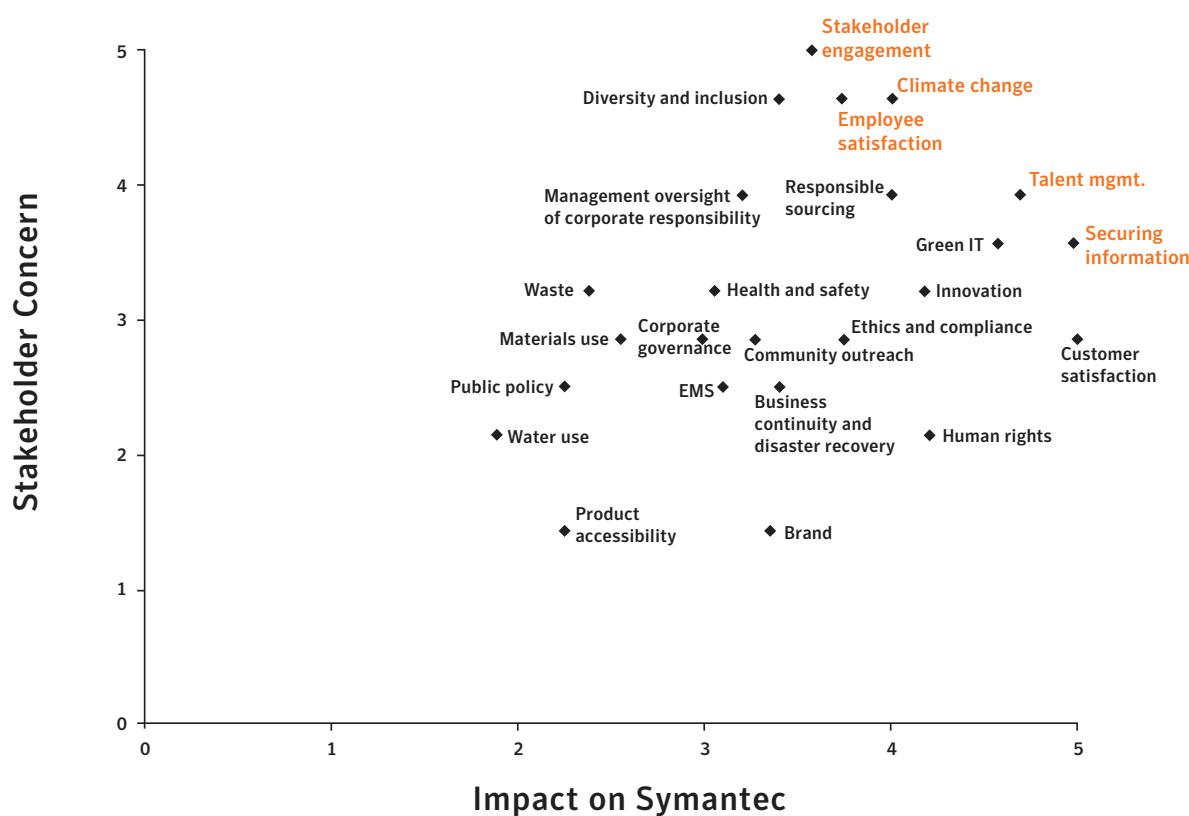
*- David L. Mahoney,
Nominating and
Governance Committee
Chair, Symantec Board of
Directors*



Managing Our Material Issues

Symantec regularly identifies and prioritizes its most material issues—those of high importance to both stakeholders and the company. These issues are deeply relevant to our ability to succeed and are addressed in our internal strategic priorities, corporate responsibility approach, and stakeholder communications.

In conducting our latest analysis of these issues in FY12, we shifted our strategy in order to focus more deeply on a smaller set of material issues than we have in previous years. This report explains how we are defining and approaching each of these core issues, and how our focus on them supports the success of our broader business strategy.



Engaging our Stakeholders

We develop relationships with our many groups of stakeholders in order to identify issues that are of importance to them—and therefore to the future of our business – and assess how we are performing. These engagements assist us in prioritizing our efforts, guiding the development of our programs and communications, and providing us with opportunities to support our stakeholders in the pursuit of their own missions and objectives.

The development of this report has itself taken into account the input of the many stakeholders who provided us with their candid feedback on our prior corporate responsibility report, and whose insights and cooperation we appreciate.



Listening to Our Stakeholders

Diane Solinger, Manager, Employee Social Responsibility at Google, Inc.

FY11 Symantec CR Report Feedback:

The company could better communicate its performance by including more voices, notably those of employees.

How we've addressed it in this report: We have included brief excerpts of some of the external and internal stakeholder recommendations we received, along with explanations on how these have been addressed across this report. Among them are sustainability practitioners and key partners whose comments on our FY11 report were published in our December 2011 CR Snapshot newsletter.

Support of the United Nations Global Compact

Since becoming a signatory to the **United Nations Global Compact** (UNGC) in 2006, Symantec has taken a leadership role in supporting the UNGC. Symantec served as a Steering Committee Member for the organization's United States Network in FY12 and in past years. Through active participation in the UNGC US Network, biannual network meetings, UNGC working groups, and through external promotion of the initiative, Symantec encourages the adoption of the UNGC's ten principles to safeguard human rights, ethical labor conditions, the environment, and corruption-free business practices.

Given our history of UNGC involvement, in FY11 Symantec was invited to join the **UNGC LEAD** initiative, a new platform for corporate sustainability leadership launched in January 2011. As part of this commitment, the company pledged to implement the Blueprint for Corporate Sustainability Leadership and to share its experience with other companies through UNGC Local Networks and other initiatives. Symantec provides total LEAD sponsorship of \$65,000, with funds supporting the implementation and evolution of the Women's Empowerment Principles (WEP), the Anti-Corruption Working Group, and general UNGC activities and programming.

Symantec holds a seat on the **Women's Empowerment Principles** Advisory Council, and attended the WEP UN Women annual meeting in March 2012 to participate in the WEP Leadership Group meeting. Through this interaction, we provided input on the draft WEP Reporting Guidance document and other WEP initiatives.

Symantec also participates in the ICT Industry Group for Sustainable Energy for All and in the UNGC's working group on the 10th Principle Against Corruption, through which UNGC members agree to observe the United Nations Convention Against Corruption.

Awards and Recognition

Symantec's commitment to conducting business responsibly was acknowledged in the past year by a number of organizations. Among other honors, we were:



- Listed on the [Dow Jones Sustainability Index](#) (DJSI) (World since 2008 and North America since 2007; named a Sustainability Leader in December 2010)
- Listed on the [FTSE4Good Index](#) since 2007



FTSE4Good



- Counted among Fortune Magazine's [World's Most Admired Companies](#)
- Recognized as one of the [World's Most Ethical Companies](#) by the Ethisphere Institute, marking Symantec's fifth year on the list



- Earned the [Brandon Hall Award of Excellence](#) in 2011 for "Best Results of a Learning Program" for our Career Circuit professional development program



- Selected for the 2011 highest-level award for large-company environmental sustainability from the non-profit environmental education and action organization [Acterra: Action for a Healthy Planet](#)



- Named to the [CRO 100 Best Corporate Citizens](#) for the fourth year in a row
- Awarded a perfect 100 percent score on the [Human Rights Campaign's Corporate Equality Index](#) for the fourth year in a row
- Ranked #34 among US companies in Newsweek Magazine's [2011 Green Rankings](#)
- Recognized by the Great Place to Work Institute as one of the "Best Companies to Work For" and by ComputerWorld magazine as one of the "Top IT and Telecom Companies" in Brazil
- Recognized by the Great Place to Work Institute as one of the 100 "Best Companies to Work For" in Mexico in the category of organizations with 501-5,000 employees and Multinationals

Our People

Symantec Corporation
2012 **Corporate Responsibility Report**



Leveraging Talent and Diversity

At Symantec, our people represent the competitive and creative force behind everything we do. With a growing, international workforce, we strive to cultivate an achievement-oriented culture that creates a shared sense of company identity and purpose across our operations. It is our mission to attract and develop a diverse employee base with the skills and vision to deliver on the company's guiding values: Innovation, Action, Customer-driven, and Trust.

In this effort, we prioritize continuous learning and development, workplace equality, and employee fulfillment as our core focus areas, which are represented by three material issues:

- ***Employee satisfaction***
- ***Talent management***
- ***Gender and diversity***

To ensure an appropriate level of oversight and direction, Symantec's Chief Strategy Officer serves as the corporate sponsor for our Top Talent employee development program, and is a member of our Diversity & Inclusion Executive Steering Committee.

Ethics and integrity are the building blocks of Symantec's business success. All employees are required to read and abide by [Symantec's Code of Conduct](#). In FY12, 92 percent of all employees completed the annual Code of Conduct training. Additionally, Symantec rolled out its anti-corruption and bribery policy and training to all employees in FY12.

Symantec Total Workforce FY11 – FY12

Symantec Total Workforce FY12

Total Workforce: 23,544
Symantec Employees: 20,397
Contingent Workers: 3,147

Symantec Total Workforce FY11

Total Workforce: 19,730
Symantec Employees: 18,691
Temporary Workers: 1,039

Workforce Level/Region comparison FY11 – FY12

Symantec Workforce FY12 (Level/Region)

The Americas
Executive: 131
Manager: 2,183
Individual Contributor: 7,554

Asia Pacific, Japan, India
Executive: 15
Manager: 931
Individual Contributor: 5,824

Europe, Middle East, Africa
Executive: 21
Manager: 693
Individual Contributor: 3,045

Symantec Workforce FY11 (Level/Region)

The Americas
Executive: 115
Manager: 1,605
Individual Contributor: 7,540

Asia Pacific, Japan, India
Executive: 14
Manager: 834
Individual Contributor: 4,984

Europe, Middle East, Africa
Executive: 20
Manager: 578
Individual Contributor: 3,001



Listening to Our Stakeholders

Aditi Mohapatra, Manager, Strategic Initiatives at Calvert Investments

FY11 Symantec CR Report Feedback:

Symantec could communicate more clearly and with more detail the results of its talent management efforts.

How we've addressed it in this report:

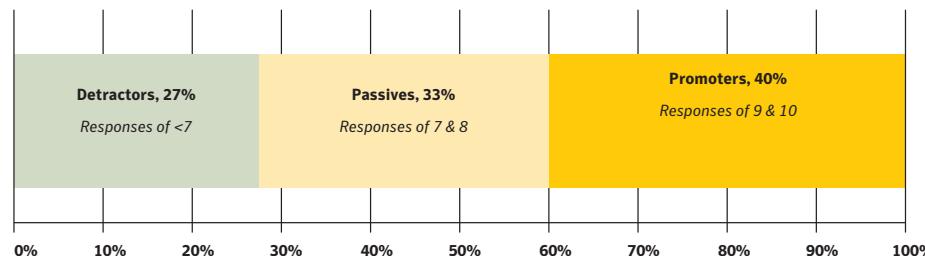
Our Talent Management and Employee Satisfaction sections explain both the successes we've achieved and the challenges we face in our approach to developing and retaining employee talent. We also discuss how Talent Management, a key material issue, is essential to the achievement of our business objectives.

Employee Satisfaction

At Symantec we strive not only to ensure that our employees are satisfied with their work, development, and career opportunities, but also to build a culture rooted in tenacity and personal fulfillment. Achieving this vision requires a holistic understanding of our employees' needs and aspirations. Aside from comprehensive performance reviews, career planning and training offerings, we encourage a broader spectrum of engagement through employee resource groups and volunteer opportunities. We also invite employees to participate in our annual SymPulse survey, which is essential in guiding Symantec's long-term employee resource development and planning activities.

The SymPulse survey results represent our company and overall performance from an internal point of view. In FY12, 83 percent of Symantec employees responded to the query, and indicated that the company has made progress toward the suggested focus areas set forth in the previous year's SymPulse survey. The most significant advances were made in the areas of innovation leadership, ease of doing business, and climate of trust.

Overall, how likely are you to recommend Symantec to a friend or colleague as a place to work? (0-10 scale)



Based on the FY12 SymPulse results, our employee engagement efforts in FY13 will focus on clarifying the alignment between Symantec's strategic business goals and employees' individual contributions. We will also continue our efforts to provide robust career development opportunities to all of our employees.

Employee Volunteerism

An important part of the Symantec employee experience is the opportunity to volunteer time and resources to charitable causes. We believe that volunteerism fosters greater connectedness between employees, Symantec, and communities where we operate—generating good will, as well as social and economic benefits for those in need.

In FY12 Symantec employees volunteered more than 18,300 hours to charitable and community efforts and donated more than \$790,000. Symantec added nearly \$694,000 in company matching funds, and paid out another \$170,000 to match employees' time contributions through the Dollars for Doers program. Our goal for the coming year is to increase global employee volunteer hours by 20 percent over FY12 levels.

Rebecca Ranninger, EVP and Chief Human Resources Officer, discusses volunteerism at Symantec ([link to video](#)).

Developing and engaging employees' coaching skills

Symantec's Coaching Center of Excellence builds personal development coaching expertise among employees in human resources, the Leadership & Employee Development (LED) team, and some of Symantec's business units. After several years of implementation, more than 50 professionally trained coaches have emerged—many having already contributed to the career advancement of their colleagues and fellow training program participants.

Further utilizing this internal resource will help Symantec fulfill the need for more effective career planning and recognition for excellent work—as suggested in our FY11 SymPulse employee survey. Symantec's LED team is seeking new outlets for coaches to use their skills, and is planning a VP-level coaching program to expand Symantec's strengths-based leadership development capacities.

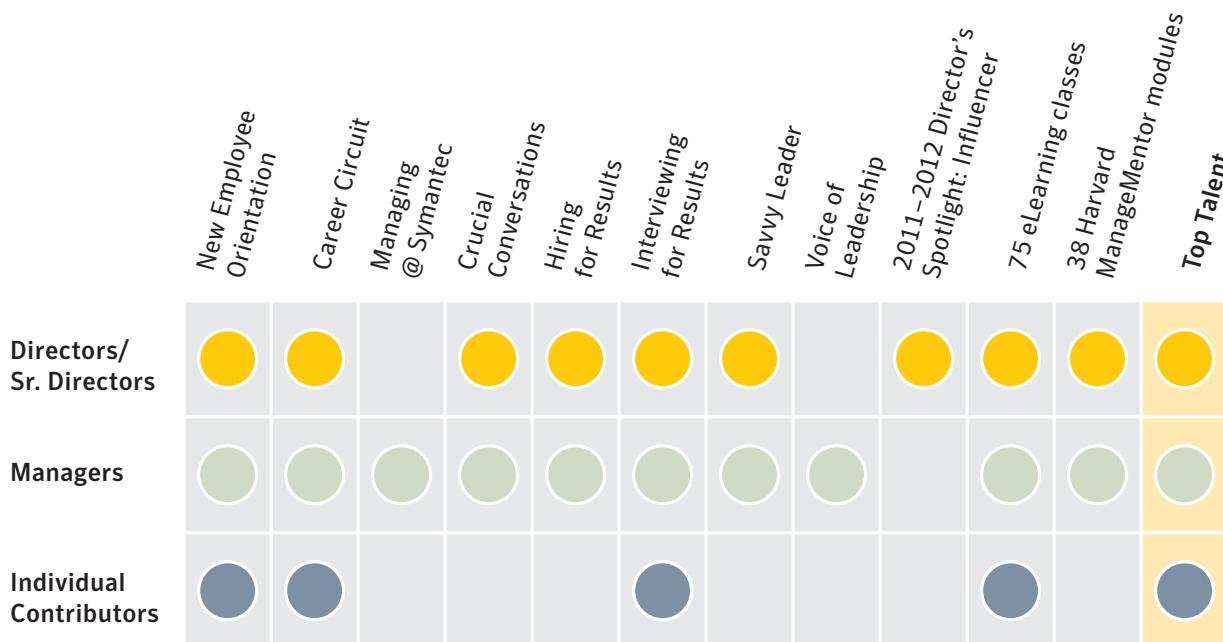
Talent Management

Our definition of talent management encompasses the attraction, retention, engagement, and professional development of our workforce. By cultivating and deploying our employees' skills, we can drive superior performance amidst accelerating growth and competitiveness in the IT marketplace.

Retaining high-performing employees is the core focus of Symantec's career development and education platform. We offer continuous learning opportunities at every career stage for our individual contributors, managers, and directors, with courses designed to leverage employees' existing strengths while targeting developmental needs.

Employee Training and Development in FY12

- 86 percent of employees received a performance review
- Employees earned an average of 31 LECs
- 1,464 employees completed between 60-79 LECs
- 2,123 employees completed more than 80 LECs



Employee Development Programs

To encourage the use of educational resources and programming, Symantec grants Learning Excellence Credits (LECs) to employees for the completion of training courses or development activities. LEC Achievement Awards are offered to those employees with exceptional course participation. From FY11 to FY12 Symantec saw a 27 percent increase in overall course completion, and a nine percent increase in LEC credits earned, per employee.

Much of this improvement is attributable to increased outreach efforts on the part of Symantec's Leadership & Employee Development (LED) team. **Drive Your Development**, launched in November of 2011, provides employees with comprehensive insight into Symantec's education and career planning offerings, and is designed to help employees take charge of their personal learning plans. Since the program's inception, more than 936 employees have participated.

The expansion of Symantec's **Career Circuit program** has played an essential role in promoting "career fitness" through the exploration of unique business skills and concepts, with topics rotating on a monthly basis. Using a blended learning approach—combining eBooks, interactive webinars, and online training modules—Career Circuit has powerfully influenced Symantec employees to build learning into

their daily routines. Since its launch in 2009, the program has helped Symantec's LED team extend its reach to unique individuals—across all company regions—by 49 percent. Career Circuit has also helped maximize the use of Symantec's eLearning software resources—with license usage exceeding expectations and reaching 114 percent in FY12. More licenses were obtained to meet the increasing demand.

Top Talent, Symantec's flagship leadership development program, offers dynamic training opportunities to high-potential employees (representing between nine and 15 percent of Symantec's total employee population). Top Talent helps build and align the expertise of potential leaders with Symantec's strategic, intellectual, and technical business needs. The program components include comprehensive self-assessment surveys, access to leadership events, online education resources, and unique networking opportunities.

Since Top Talent's launch in FY10, the number of high-potential employees enrolled in accelerated development programs has more than tripled. Symantec has also found that high-potential employees enrolled in Top Talent are more than twice as likely to stay with the company, year over year, than those who are not. To date, the Top Talent Net Promoter Score (percentage of participants who would recommend the program to others) has grown to 45 percent—a very positive result.

Symantec's innovative Career Circuit program earned the [Brandon Hall Award of Excellence](#) in 2011 for "Best Results of a Learning Program." Now entering its 18th year, the Brandon Hall Group Excellence Awards Program is the most prestigious awards program in the learning industry.

Career Circuit's unique approach to virtual training incorporates rich, interactive features such as real-time white boarding, polling, and participant location mapping to increase learners' engagement—particularly in Symantec's international locations, where training participation has historically posed a challenge.

Building the principles of "change management" into key projects

Symantec seeks to continuously improve the quality and targeting of its training efforts. In FY12, the company embarked on an effort to evaluate the effects of organizational change management training administered prior to, and in tandem with, some of Symantec's key impact projects. Results of the study were promising, showing that projects "infused" with change management training performed more strongly than those without. Looking ahead, Symantec's LED team will continue the exploration of this technique, and seek broader applications throughout the company.



Gender & Diversity

With operations in more than 48 countries, Symantec's customers, workforce, and business interests are truly global in scope. Leveraging our exposure to diverse talent has become a powerful driver of innovation and competitiveness—yet one that requires thoughtful and proactive management and ongoing leadership support.

Global Diversity Week

In February 2012, Symantec launched its first annual Global Diversity Week, where employees were encouraged to consider ideas in the context of a global view. Through a series of 29 in-person workshops hosted in Singapore, Beijing, India, Ireland, the UK, and the USA, as well as webinars hosted in multiple global time zones, more than 1,400 employees from around the world connected during this week to “open their minds” to different cultures, and to explore how cultural differences and their own cultural lens can impact innovation and business success.

Focus on Gender

Symantec devotes particular attention to the promotion of gender equality and the advancement of women in technology. With the widespread underrepresentation of young, female students in math, science, and other technical disciplines, the IT industry is largely male-dominated—a limiting trend that Symantec is working to address.



Spotlight on Angela Tucci, Senior Vice President, Chief Strategy Officer, Symantec Corporation

“By partnering with organizations such as the Anita Borg Institute and the National Center for Women & Information Technology, Symantec is able to maximize its efforts to drive broad systemic change to attract women to the exciting and rewarding field of technology.”

“As a technology company, innovation is key to Symantec’s business success. Diversity in our workforce, especially talented and creative women, provides a unique and invaluable perspective that fosters innovation and strengthens our business. Symantec has a longstanding commitment to advancing and empowering women in the workplace and we fully endorse the Women’s Empowerment Principles. The Principles provide us with a framework to ensure that Symantec remains a place where innovative ideas can flourish, and where both women and men can have productive and satisfying careers.”



- Steve Bennett, President, CEO and Chairman of the Board, Symantec Corporation

The Women's Empowerment Principles

As a founding signatory of the Women's Empowerment Principles (WEP)—a partnership initiative of UN Women and the United Nations Global Compact—Symantec commits to the pursuit of ongoing women's advocacy efforts, aligned with the seven WEP mandates. In FY12, Symantec made significant progress on its WEP priorities:

1. Establish high-level corporate leadership for gender equality

- Symantec's CEO originally endorsed the Women's Empowerment Principles in FY10 and our new CEO, Steve Bennett, will continue to promote them as well.
- Symantec's Senior Vice President, Strategy, Angela Tucci, was invited to join the Board of Trustees for the Anita Borg Institute, a non-profit organization committed to increasing the impact of women on all aspects of technology, and increasing the positive impact of technology on the world's women.
- Symantec launched a WEP Key Stakeholder committee, comprised of employees from a number of departments and business units to provide stronger, cross-functional support for the Women's Empowerment Principles.

2. Treat all women and men fairly at work—respect and support human rights and nondiscrimination

- We have improved our employee benefits package with provisions that offset the difference in tax liabilities paid by same-sex couples compared with opposite-sex couples and introduced coverage for gender reassignment surgery.
- Symantec achieved a score of 100 percent on the Human Rights Campaign Corporate Equality Index for the fourth year in a row.

3. Ensure the health, safety, and well-being of all female and male workers

- Over the course of 2011, Symantec's Corporate Security and Safety (CSS) team worked to implement first aid and fire safety training across its seven operations in India, as part of an ongoing Emergency Response and Evacuation (ERE) effort in the country.
- Symantec now offers safe after-hours shuttle services to female employees returning home from our offices in Pune, Chennai, and Bangalore, India.

4. Promote education, training, and professional development for women

- The Symantec Women's Action Network (SWAN) continues to host routine webinars and guest speakers to encourage networking and to support Symantec women in the achievement of career aspirations.

- In response to President Obama's call for expanded cultural and educational exchanges, Symantec participated in the 2011 *TechWomen Program*, where seven Symantec women served as technical and cultural mentors to four aspiring female technology professionals from the Middle East and North Africa.

- Twenty five Symantec technical women were invited to attend the Grace Hopper Celebration of Women in Computing in the USA (GHC) where they participated on three panels. Thirteen technical women from Symantec offices in India attended the GHC Celebration in India and participated on two panels.

5. Implement enterprise development, supply chain, and marketing practices that empower women

- Symantec's Supplier Diversity team maintains a database of diverse suppliers, measures progress towards spending targets, and provides this information to the Procurement team for their sourcing efforts. Symantec also has membership in several organizations that facilitate diverse supplier networking and provide information related to supplier diversity best practices. In FY12, six percent of Symantec's active US suppliers identified themselves as woman-owned enterprises, and two percent of Symantec's total US spend was with women's business enterprises (WBEs).

6. Promote equality through community initiatives and advocacy

- 15 percent of Symantec's philanthropic giving is directed toward diversity efforts, with the majority of funding supporting women's initiatives such as the Global Fund for Women, Vital Voices, and Leadership California.
- In FY12, Symantec launched a partnership with the National Center for Women in Technology (NCWIT), a non-profit community of more than 300 prominent corporations, academic institutions, government agencies, and non-profits working to increase women's participation in technology and computing. Symantec attended the 2012 NCWIT Summit and is a member of the NCWIT Workforce Alliance International Project Team, working in partnership with NCWIT to research the impact of culture on global teams.
- SWAN's 17 international chapters continue to support women's and girls' technical education around the globe including Dare 2B Digital, Geek Girls Fest, Expanding Your Horizons, and Digigirlz.
- 7. Measure and publicly report on progress to achieve gender equality
 - We were successful in maintaining an equal promotion rate of 15 percent for both female and male employees in FY12.
 - Symantec's female hires in India reached 15 percent.

Despite diligent efforts to create an equal ratio of women in leadership and women in the overall employee population, we have been unable to meet this objective. In FY12, the overall representation of women in Symantec's leadership roles was 25.6 percent, with the drop in representation from FY11's 26.4 percent mainly due to recent company growth by acquisition. The overall percentage of female employees at Symantec was 27.6 percent in FY12, signaling the need for further effort toward our goal of parity in the percent of female and male representation at the management level.

Looking forward to FY13, Symantec's WEP Key Stakeholder committee is pursuing a number of goals to ensure ongoing progress toward our gender and diversity objectives, such as:

- By April 20, 2013, transition education and training gender reporting from ad hoc to standard by reporting annually on audience gender representation, course completions by gender, average hours of training per year per employee by gender, and total representation
- Add a gender-specific training offering to the corporate Leadership & Employee Development curriculum by the end of FY13.

Symantec's Top Talent Women share their experience and expertise. Among Symantec's brightest stars are technical women who are innovating new solutions, products, and services:

Grace Chen
Technical Director
Storage and Availability Management Group
Mountain View, CA
Patents Granted: 2
Patents Allowed: 6
Patents Pending: 16

What do you think would encourage more women to file for patents?

"Awareness" is the key - many female engineers may not be aware of the benefits of filing patents to Symantec, the product group, and especially to one's own career. We sometimes get too busy with day-to-day work and don't step back to think about these benefits.

Nithya Raman
Sr. Security Value Analyst
Office of the CTO
Chennai, India
Patents Pending: 1

What was your patent for?

Search engine optimization poisoning has been one of the most talked about threats in the past couple of years. Cyber criminals target search engine results to spread malware. My patent was for "Search engine optimization poisoning detection." This is a co-patent with two other people.

The World

Symantec Corporation
2012 **Corporate Responsibility Report**



Our Global Presence

Symantec operates in a global, interconnected business environment. As such, we are charged with managing a growing spectrum of company impacts, while upholding diverse stakeholder relationships and expectations. In structuring our approach to corporate responsibility, we are cognizant of both our impacts and our opportunities to effect positive change:

- *in our approach to environmental stewardship,*
- *in our interactions within our supply chain, and*
- *in partnerships with global non-profit organizations and the local communities where we work, live, and play.*

Climate, Energy, and the Environment

As set forth in our [Environmental Policy Statement](#), we regard environmental stewardship as both an imperative of responsible operation, and an opportunity to improve our business performance. We track key indicators to monitor our environmental impacts throughout our value chain and to determine strategies for reducing both our own environmental footprint and that of our customers.

We strongly believe that the engagement of our employees is critical to helping us achieve our environmental objectives. We have accordingly established 24 employee-led Green Teams to raise awareness and undertake projects at our sites around the world. We remain in full compliance with all applicable environmental laws and regulations, and did not incur any environmental fines or penalties in FY12.

Environmental Focus Area			
Green IT	Resource Conservation	Responsible Packaging and Software Delivery	Transportation
We strive to minimize energy use and optimize performance in clients' and our data centers, labs and related IT infrastructure.	We work to conserve energy, water and materials and minimize waste at each of our locations.	We consider life cycle impacts in packaging design and manufacture, and deliver the majority of our software products electronically to conserve materials and energy.	We provide opportunities for employees to reduce commuting and business travel to minimize greenhouse gas emissions and energy use.
Examples of Ongoing Initiatives			
<ul style="list-style-type: none"> • Increasing virtualization of servers in our data centers • Data center optimization: air flow, cabling, temperature, rack layout, etc. 	<ul style="list-style-type: none"> • LEED and ENERGY STAR certification • EMS based on ISO 14001 standard • FSC-certified paper for copiers, letterhead, and stationery 	<ul style="list-style-type: none"> • Approximately 44 percent of packaging and product materials, globally, consist of recycled content • 70 percent of software products downloaded electronically 	<ul style="list-style-type: none"> • 14 Halo video-conferencing studios are used to reduce travel • "Ways2Work" employee flexible work program reduces commuting

The Climate Challenge

Symantec's most significant energy use and climate change impacts are associated with the power consumption of the company's R&D labs and data centers. Globally, Symantec operates approximately 500 labs—home to our product engineering and design teams—as well as two major data centers and scores of smaller, collocated facilities housing our customers' secured information.

With the growth and diversification of our business—particularly our expansion into data-heavy cloud storage services—we must work continuously to manage the physical space requirements and energy demands of our facilities. To accomplish this, we have focused on four action areas:

1. **Data Accuracy** – *In an effort to meet increasingly stringent energy assurance standards, we have improved our data collection processes by implementing internal audits, verifying data by a third party vendor, and collecting Scope 2 energy and emissions data from an expanded number of facilities (227 buildings, globally, compared with 65 in FY11).*

2. **Real Estate Consolidation** – *Symantec has reduced the total physical footprint of its facilities by more than two million square feet over the past five years through a multifaceted real estate consolidation strategy. Contributing factors include the implementation of Symantec's "Ways2Work" flexible work program, and efforts to reduce the company's server footprint through*

virtualization, data deduplication, and the use of Symantec's own IT solutions.

3. **Methodology Change** – *We have normalized energy and GHG emissions data for all three Scopes to reflect Symantec's recent mergers and acquisitions, and will continue working to account for this moving baseline.*
4. **Data Center & Lab efficiency** – *The Facilities and IT teams have partnered to implement a number of energy reduction and efficiency projects in our data centers and labs. This collaboration has resulted in solutions that combine our hardware and software expertise, while leveraging many of Symantec's own products.*

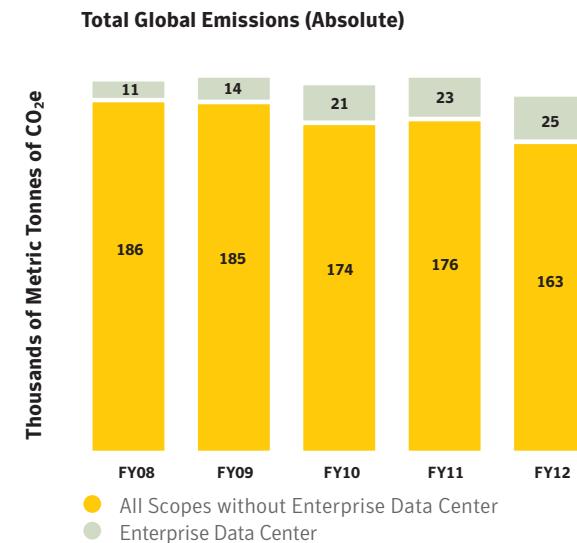
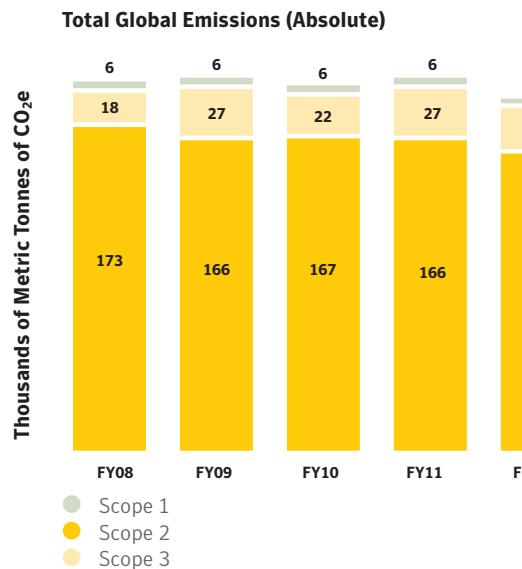
Together these efforts have yielded a four percent overall reduction in GHG emissions from our 2008 baseline and a more complete picture of Symantec's overall energy needs and emissions. Total emissions, not including Symantec's Enterprise Data Center, have decreased seven percent since FY11 while the emissions from our owned Enterprise Data Center have increased nine percent since FY11.

Greening our Global Corporate Events

Sustainability is a corporate priority that is built not only into Symantec's software and services, but also into our operations and strategies for executing large corporate events like Symantec's Vision EMEA conference. We are working to lessen the impacts of corporate events by incorporating environmental and social considerations in a more methodical way. In FY12 we expanded our efforts to provide:

- well-marked recycling bins
- water bottle refill stations
- information on local transportation options
- foods sourced within 500 miles of the venue
- paperless conference materials
- carbon footprint estimates from select events

Collecting and documenting the data from these efforts will help us continually refine and standardize our processes for reducing the environmental and social impacts of our large events.



Establishing energy management targets

Symantec's recent series of company acquisitions has posed the challenge of reconciling the unique energy measurement systems of each acquired company with the data and performance tracking mechanisms of Symantec as a whole. Such dissimilarities have resulted in ongoing fluctuations in Symantec's overall energy baseline, and have constrained the company's ability to establish and pursue consistent (absolute) energy goals.

To better account for the changing landscape of our energy portfolio, we are organizing our efforts around a set of new, rolling energy targets, and will report on progress annually.

Symantec's Long-Term Energy Goals

- Achieve power usage effectiveness (PUE) of no more than 1.7 at Symantec's largest energy-consuming facilities
- Secure LEED and ENERGY STAR certification at all owned or long-leased facilities
- Install energy sub-metering devices and software at all owned or long-leased facilities

Based on our long-term energy goals, we are taking the following measures to drive ongoing energy performance and emissions reductions at our facilities:

Power usage effectiveness. Symantec is formalizing the use of a metric known as **power usage effectiveness (PUE)** at its 10, fully-owned facilities with the largest energy footprints. PUE is determined by dividing the total power consumption of a facility by the portion of electricity needed for onsite IT equipment—such as servers and network devices—to demonstrate the overall energy efficiency of the operation. An ideal PUE ratio of “1” would indicate zero power demand from lighting, cooling, and other components of facility infrastructure. Symantec's goal is to achieve a PUE of no more than 1.7 at its largest energy-consuming facilities, beginning in FY13, and continuing on a rolling basis.

Green building certification. Symantec is also committed to the pursuit of LEED and ENERGY STAR certification (or equivalent performance) at all of its owned or long-leased buildings. Currently, 88 percent of Symantec's facilities are LEED-certified, and 65 percent are ENERGY STAR certified. In FY12, Symantec's Pune, India site became the eighteenth LEED-certified building in Symantec's real estate portfolio—achieving Gold status—and 12 facilities received annual ENERGY STAR renewal scores of 75 points or higher.

Benefits of Green Building

In comparison to the average commercial building, green buildings

- consume 26% less energy
- have 13% lower maintenance costs
- have 27% higher occupant satisfaction
- produce 33% fewer greenhouse gas emissions

Additionally, ENERGY STAR certified buildings use 35% less energy, on average, and cost \$0.50 less per square foot to operate compared with non-ENERGY STAR buildings. To capture these savings and benefits, Symantec continues to expand its portfolio of LEED- and ENERGY STAR-certified buildings.

Energy sub metering. In recognition of our evolving energy baseline, it is our goal to install energy sub-metering devices and software at all owned or long leased sites to track PUE, determine appropriate best-practices for adoption by underperforming facilities, and better understand our overall energy footprint.

Influencing Public Policy around Climate Change

Symantec contributes to climate change policy discussion as a member of Business for Innovative Climate and Energy Policy (BICEP)—a coalition of companies committed to reducing the climate impacts of their industries. In FY12, Symantec and its BICEP affiliates mobilized business support for bi-partisan efforts in Washington including the Shaheen-Portman Bill, PACE legislation, SAVE legislation and an extension of the Production Tax Credit for wind energy. BICEP also held more than 25 meetings with members of the US Congress and the Obama Administration to call for continued progress on climate and clean energy policies.

We view our support and engagement with BICEP as the primary channel for our involvement in the energy policy debate. At the same time, we also seek broader opportunities to support the fight against climate change. For example, in FY12 Symantec

awarded the Carbon Disclosure Project (CDP) a grant to support the expansion of its work in China. This grant enabled the CDP to make significant progress toward its three year plan set out in 2010. Some accomplishments included increasing CDP staff presence in the Beijing and Shanghai offices, increasing CDP China response rate from 11% in 2011 to 22% in 2012, and securing membership of Chinese corporations in the CDP Supply Chain Program.



Listening to Our Stakeholders

Pierre Delforge, Senior Engineer - Energy Efficiency in High Tech Sector at the Natural Resources Defense Council

FY11 Symantec CR Report Feedback: While Symantec's involvement in BICEP gives strength to the company's stated position on climate and energy and lends credibility to its overall effort, Symantec should discuss other ways in which it is contributing to the public debate, the issues it is engaged in, and the positions it is advocating.

How we've addressed it in this report: While we feel that our BICEP membership is an appropriate mechanism for Symantec's public policy involvement, this year's Climate, Energy, and the Environment section also discusses our efforts to support the expanding international presence of the Carbon Disclosure Project.

Green IT

Symantec's focus on Green IT helps reduce the environmental impacts of our own operations and those of our customers through the creative application of energy efficient hardware and software solutions. From automated power management, to virtualization and storage solutions, Green IT initiatives leverage our company's greatest intellectual assets in service of energy efficiency, GHG reduction, and cost effective computing.

One of the challenges that Green IT addresses is the fundamentally opposing viewpoint of IT and facilities departments. Both departments strive for 100 percent uptime in order to meet the demands of their stakeholders. Yet, IT goals are directed towards accelerated innovation and R&D, leading to increased energy consumption as labs are built and equipment added. Facilities managers, in contrast, seek operational efficiencies to reduce energy consumption. Balancing the efficiency targets of Symantec's—and customers'—operations with growing IT demands requires cross-functional collaboration and innovative problem-solving.

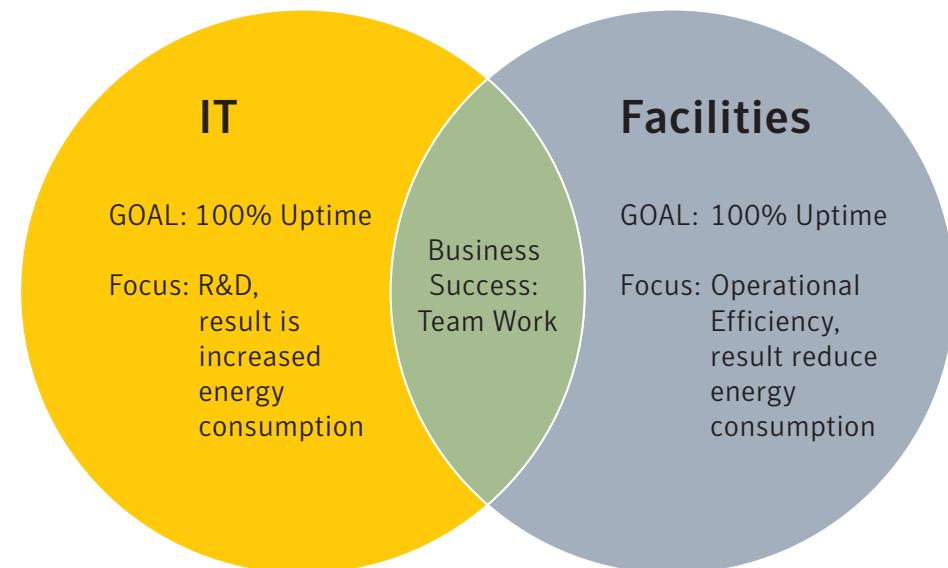
Among the key drivers of Green IT innovation has been the growing implementation of the power usage effectiveness (PUE) metric in the IT industry. PUE was originally developed by The Green Grid in 2007 with the goal of creating an industry standard

for comparing the power demands of IT computing equipment versus IT infrastructure equipment in data centers. Understanding this relationship helps foster collaboration between IT and facilities departments using the PUE metric, and allows for standardized efficiency goals among companies in the IT industry. Symantec supported the Green Grid's efforts to build national recognition and acceptance of PUE, and a company representative served as a member of The Green Grid's Board of Directors through the end of 2011.

Symantec's Netbackup Solution Facilitates Data Center Consolidation

Symantec's Green IT solutions are designed to drive long-term energy savings and emissions reductions in a variety of computing environments. For example, many appliances in a typical data center are on 24 hours a day, 365 days a year, requiring a continuous flow of energy. As demand for data-intensive services continues to rise, the cost and environmental impacts of data storage will grow accordingly.

Symantec's Netbackup solution is designed to reduce the space needed for storage by eliminating duplicate data in memory—thus allowing for the consolidation of data center appliances.



Human Rights and Responsible Sourcing

We recognize that our responsibility to people and the environment extends far beyond the immediate context of our company's direct operations. By building robust relationships with our suppliers, we are able to work collaboratively toward the realization of positive societal change and reduced environmental impact throughout the life cycles of our products and services. These efforts, in turn, strengthen the security and long term integrity of our supply chain, while satisfying the needs of our diverse stakeholder groups.

Supply Chain Code of Conduct

In 2011, Symantec established a Global Supply Chain Manufacturing and Fulfillment **Code of Conduct** to progressively improve its suppliers' familiarity and compliance with the company's key social, environmental, and ethical criteria. Building upon tenets of the Electronic Industry Citizenship Coalition (EICC) Code of Conduct and the ISO 26000 guidance on social responsibility, the Code outlines Symantec's expectations regarding labor rights, safe working conditions, business integrity, and stewardship of natural resources and environmental resources. The code also requires that Symantec's tier one suppliers maintain ISO14001 and ISO 9001 certification, and establish management systems to fully account for the code's provisions.

The Global Supply Chain Manufacturing and Fulfillment Code of Conduct has been applied to all of Symantec's tier one manufacturing and distribution supplier contracts, with auditing scheduled for the latter half of calendar year 2012. Over the course of FY13, a **Global Supplier Code of Conduct**, similar to the manufacturing code, will be rolled out to a broader universe of Symantec suppliers.

Average Annual Employee Training on Human Rights Policies and Procedures

Non-manager employees: 1.25 hours

Managers: 2.25 hours

Symantec's Global Supply Chain Code of Conduct Focus Areas



Human rights auditing and training

In FY12, Symantec raised its employees' awareness and observance of company policies pertaining to human rights. Language from the International Labor Organization core conventions was integrated into standard training—such as annual instruction on our corporate Code of Conduct—to clearly convey our position regarding the human rights of Symantec's internal and external stakeholders.

Symantec also launched a working group in FY12 to help improve the alignment between the company's human rights policies, and the principles set forth in the Universal Declaration of Human Rights. A major component of this process will involve a series of rotating country audits, beginning in FY13, to evaluate the human rights risks and opportunities that exist among Symantec's regional operations.



Listening to Our Stakeholders

Ursula Wynhoven, General Counsel at the UN Global Compact

FY11 Symantec CR Report Feedback:

Symantec could provide greater specificity around its management systems and future goals regarding human rights.

How we've addressed it in this report: Our Human Rights and Responsible Sourcing section details how we've aligned mandatory employee training and country auditing procedures with the Universal Declaration of Human Rights. We also discuss the upcoming rollout of our Global Supplier Code of Conduct to a broader set of suppliers.

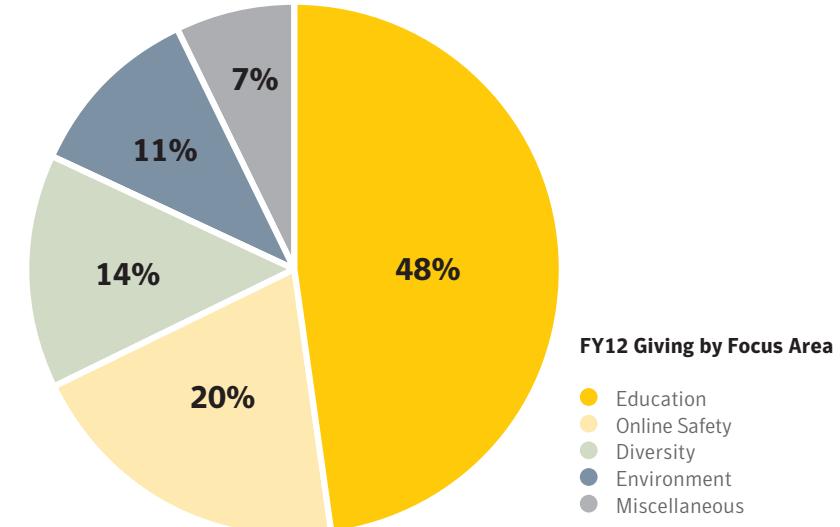
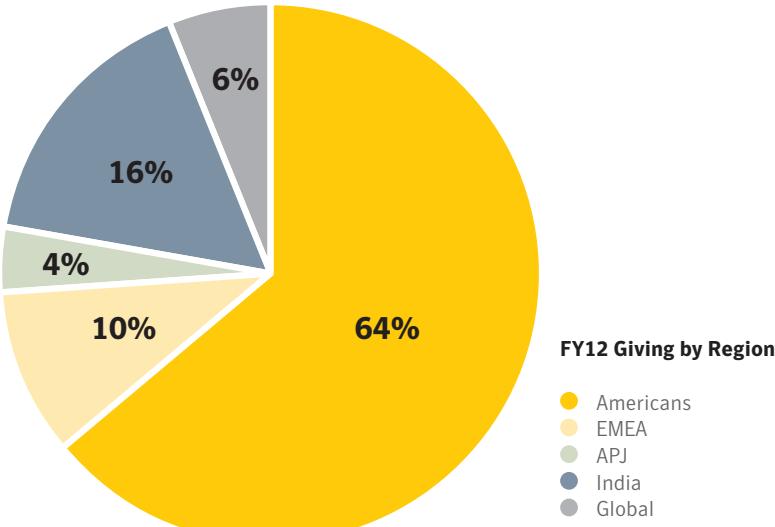
Community Investment

Symantec is committed to building strong community and stakeholder relationships wherever we operate around the world. Our philanthropic efforts are divided into four focus areas. These focus areas delineate the intersection of Symantec's strategic interests and the needs of our key nonprofit stakeholders:

- *Science, technology, engineering, and math education, as well as equal access to educational opportunities;*
- *Online safety;*
- *Diversity;*
- *Environmental responsibility*

While Symantec's community engagement efforts take on many forms, our primary vehicles for philanthropic giving include our software donation program, corporate grants, and employee gift matching (up to \$1,000, per employee annually). Additionally, Symantec donates \$15 for every hour of volunteer service (up to \$1,000 per employee annually) that an employee contributes to a nonprofit through the Dollars for Doers program.

Over the past year, we continued to refocus corporate philanthropy and engagement on fewer, more strategic partnerships that better represent our core focus areas and reflect a global presence in our regions of operation. This work has been challenging in terms of obtaining sufficient local and regional knowledge to identify appropriate partners, especially in areas of the world where we are just beginning to undertake philanthropic activities. We have therefore called upon employees who are especially passionate about local engagement to assist us in identifying nonprofit partners and volunteer opportunities. In FY13, we will work to define specific metrics and measurement criteria to gauge the effectiveness of these partnerships and further refine our philanthropic approach.



Improving digital access through software donation

Symantec offers many of its consumer and enterprise products at 10 percent of the Manufacturer Suggested Retail Price (MSRP) to small nonprofits around the world—allowing these organizations to improve their security and productivity, while keeping their budgets focused on core project areas and priorities.

In FY12, Symantec brought high tech savings to more libraries and NGOs than ever before, with software donations equivalent to \$18 million in retail value, and outreach expanded to six new countries. Collaborating with [TechSoup Global](#) (TSG)—our nonprofit software donation partner—we were able to reach and support the technology needs of nearly 20,000 unique organizations from 23 countries. Symantec also made its fourth grant contribution of \$50,000 directly to TSG for capacity-building, product research, and training activities.



Listening to Our Stakeholders

Kathrin Winkler, VP and Chief Sustainability Officer at EMC Corporation

FY11 Symantec CR Report Feedback: The report notes that grant-making is limited to initiatives that advance company priorities but fails to show that connection. In future reporting, the company should clarify how initiatives support strategic priorities.

How we've addressed it in this report: This year's discussion of corporate philanthropy discusses more specifically how we support progress on issues of relevance to the business and organizations whose focus on education and gender equality aligns with our strategic emphasis on creating opportunities for women in technology and management.

Supporting education and women in technology

Helping young women safely navigate the ‘Net’

In January 2012, Symantec partnered with the World Association of Girl Guides and Girl Scouts (WAGGS) in the development and delivery of *Surf Smart*—an online safety education resource. *Surf Smart* will provide skills and tools for young people to:

- Identify online risks and safeguards
- Understand online ethics
- Recognize the wider impact of their own actions and other people’s actions online

Surf Smart will be piloted in India, Germany, France, and the UK with a special focus on online safety issues pertaining to girls and young women. Symantec employees will volunteer their time and expertise to support the delivery of *Surf Smart*’s non-formal education curriculum, which includes peer education, practical application, and community outreach.

Improving Global Literacy

Since 2009, Symantec has collaborated with [Room to Read](#) to support youth literacy and gender equality initiatives in communities throughout the developing world. In FY12, Symantec assisted Room to Read with the launch of new programming in the Indian state of Maharashtra, a quickly developing high-tech hub that is home to Symantec’s largest research and development center.



Erin Ganju, CEO and Co-Founder of Room to Read, discusses these efforts:

The Challenge

“Of the 759 million people in the world who cannot read or write, 35 percent live in India. Despite recent economic growth, India still faces an incredible lack of basic resources for many of its people... Without a dramatic shift in addressing this situation, it is estimated that by the year 2020, more than 50 percent of the illiterate population globally will live in India.”

How has Symantec’s support enabled you to progress in achieving your mission?

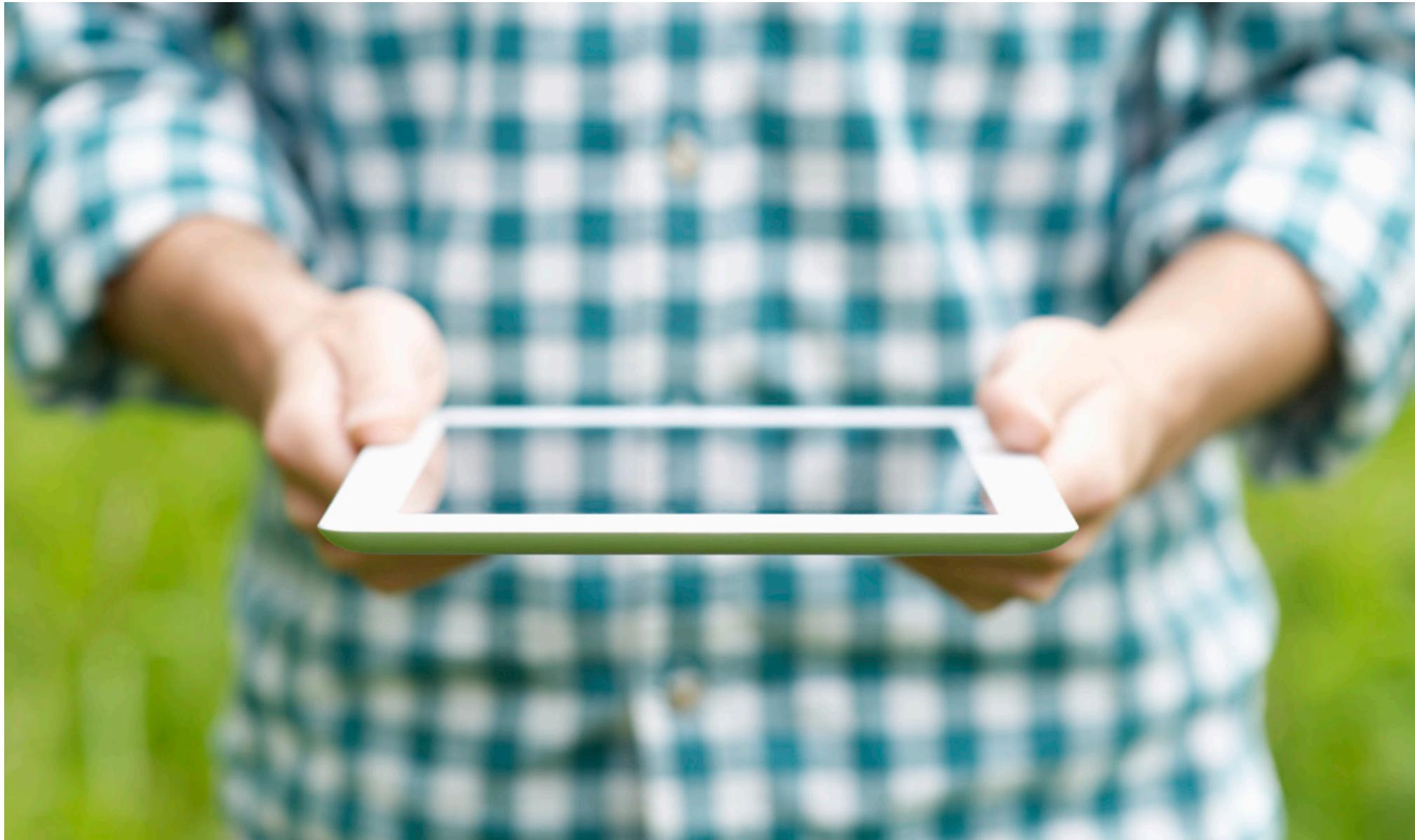
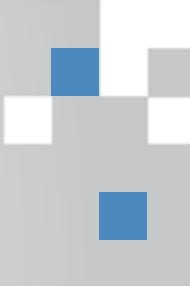
Symantec provided the support needed to expand Room to Read operations into Maharashtra, thereby creating opportunities for educational programming and advancement throughout the state. Symantec’s support alone will allow Room to Read to reach over 20,000 children by the end of 2013, with programs focused on literacy and gender equality in education. Through this partnership, Room to Read established 40 libraries and supported education for 135 girls across India in 2011. Symantec plans to establish another 34 libraries helping to educate 175 girls in 2012, with additional libraries and girls to be supported in 2013.

How else could Symantec support your efforts in the future?

We are hopeful that Symantec’s employees will be made aware of this partnership and will have the opportunity to contribute in their own way—be it through joining a Room to Read chapter, supporting a project, or sharing our work with their friends. The needs in this space are immense and every little bit that we can do to mobilize Symantec’s network will reap huge rewards and ensure that this movement for children’s right to education continues to grow.

Your Information

Symantec Corporation
2012 **Corporate Responsibility Report**



Protection for a Changing World

As a company whose purpose is to protect the world's people and information, Symantec considers information security a central aspect of corporate responsibility in the digital age. Our commitment to this principle manifests itself across every aspect of our business operations—in the management of both our own data and that of our customers—and as an avenue of corporate responsibility through which we are uniquely qualified to help make the world a safer place. Our topics of focus in this area include:

- *Protection*
- *Cybercrime*
- *Online Safety*
- *Privacy*

A Comprehensive Approach

Information security is increasingly critical in our changing times. On one hand, the threat landscape is accelerating and producing increasingly sophisticated malware and viruses. At the same time, the first global “digital native” generation has arrived—individuals who have never known a world without the Internet and whose intertwined personal and professional lives depend on continuous connectivity via a wide range of devices and technologies.

In response to these realities, we take a comprehensive approach to developing online safety tools for individuals, families, and organizations. Our robust policies regarding the safeguarding of personal information belonging to our employees, customers, suppliers, and business associates are founded on significant international privacy laws—and detail how we manage data protection risks and unintended disclosures. In addition to continually augmenting our capabilities and offerings through innovation, talent development, and acquisitions, our efforts to protect the public include outreach and education, research, online tools, collaboration with law enforcement agencies, and public policy advocacy.

Digital Native habits:



- 250,000 emails, IMs, and texts
- 10,000 hours on cell phone
- 14,500 hours online

Information Protection

At Symantec, we make a high priority of protecting our own network and operations. In fact, our internal protection team works closely with the Symantec Managed Security Services team to apply the same technologies and services internally that we offer to our enterprise customers, including firewall monitoring and endpoint protection. This strategy has improved our own network security, and also provides our services team with feedback that will lead to the development of improved services for our customers.

Among the steps we've taken to advance these objectives has been the hiring of a new director of Managed Security Services and providing regular company-wide information security training. Over the past year, our internal protection team has also built stronger relationships with law enforcement agencies, customers, and other threat response organizations at the national level.

Unfortunately, security breaches do occasionally take place despite our advanced measures and extremely high rate of success in detection and prevention. One such incident took place in FY12, when segments of the source code for pcAnywhere and 2006 versions of Norton Antivirus were released publicly by the group "Anonymous." From the very beginning of the situation, we promptly provided full, candid disclosure and ensured that our public statements included all of the information our stakeholders needed to know. We also took all other appropriate measures, including cooperating with law enforcement.

Symantec antivirus and endpoint security consumer and business customers, including those using Norton products, faced no risk from the release due to the age of the exposed code and the fact that it represented only a small subset of the complete code. In the case of pcAnywhere, whose users faced an increased risk of cyber-attacks, we quickly contacted users and advised them to temporarily discontinue use of the product until patches and an updated version could be made available, the first of which we began to offer within days of the code release. A Symantec internal investigation found a theft of source code that had occurred in 2006 to be responsible for the incident. Our security policies and procedures have been significantly improved since that year to prevent a similar breach from occurring. We have no indications that any customer information was impacted or exposed as a result of this incident.



Listening to Our Stakeholders

Rosanna Webb, Senior Health and Safety Manager at Symantec

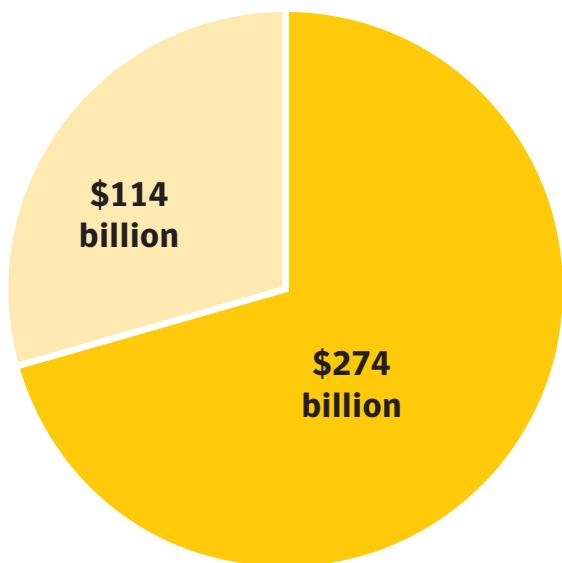
FY11 Symantec CR Report Feedback: It would make sense to include more information about our approach to information security, including case studies highlighting the benefits of our products from a corporate responsibility perspective.

How we've addressed it in this report: We have included discussion of how we are engaging information security and cybercrime issues as complementary philanthropic and business activities in the Your Information section.

Cybercrime

In FY12, Norton conducted a global study on the price of cybercrime, which found that such activity costs society \$388 billion globally in financial losses and lost time. In the past year, 431 million adults, globally, have been victims of cybercrime.

The total bill for cybercrime footed by online adults in 24 countries topped USD \$388bn over the past year



- Victims valued the time they lost to cybercrime at over \$274bn
- The direct cash costs of cybercrime - money stolen by cyberthugs/spent on resolving cyberattacks - totalled \$114bn

The **Norton Cybercrime Report 2011** also found that more than two thirds of online adults (69 percent) have been victims of cybercrime in their lifetime, and that mobile phones are becoming a rising focus of cybercriminals. Yet despite the fact that three times as many adults surveyed had been the victims of online crime as had experienced offline crime in the 12 months preceding our study, the perception of online risk among respondents was far lower than the reality revealed by the data. It also remains confusing and often difficult to report cybercrime, as local police are often ill-prepared to address such incidents.

Cybercrime's most common victims

- 69%** of adults surveyed have experienced cybercrime in their lifetime, of whom 65% have suffered in the past 12 months
- 80%** of adults in emerging markets have been victims, compared to 64% in developed markets
- 79%** of high level internet users (49hrs/wk) have been victims, compared to 64% of adults online 1-24 hrs/wk
- 75%** of millennials aged 18-31 have been victims, compared to 61% of baby boomers
- 72%** of males online have been victims, compared to 65% of female adults

Other significant developments in cybercrime have included the emergence of:

- *Long-term, covert Advanced Persistent Threats (APTs), such as the Stuxnet and Flamer viruses, which Symantec has played a key role in exposing and analyzing;*
- *Organized "hacktivism," or politically motivated disruption of companies' online presences; and,*
- *Financial motivations —such as seeking data that can be used in extortion—for hacking into corporate networks.*

Not only do these threats add complexity to the existing landscape, but they signal a change in the mindset and methods of cybercriminals, who historically conducted their exploits more conspicuously in order to gain notoriety.

Supporting the fight against cybercrime

Symantec has become increasingly involved in the effort to create new approaches to support the fight against cybercrime and to support victims of cybercrime. For that reason, in FY12, we launched the Norton Cybersecurity Institute. This global initiative allows us to collaborate with law enforcement and non-profit safety groups in the fight against cybercrime by providing law enforcement with training, technical expertise, and improved global cooperation. Among the free resources the Norton Cybersecurity Institute offers are:

- *Prosecutor Training: A two day, bi-annual*

course for US state Attorneys General pursuing cybercrime cases, hosted by the National Center for Justice and the Rule of Law (NCRLJ) and the US National Association of Attorneys General.

- **Investigator Training:** Cybercrime investigation conferences for law enforcement in the US, Asia, EU, and South America. The Norton Cybersecurity Institute also sponsors internships for global law enforcement personnel to attend training sessions for three months with the FBI where they actively work cases and learn new techniques for investigation. Symantec also maximizes its knowledge-sharing by embedding Adam Palmer, Norton Lead Cyber Security Advisor, to work onsite at the National Cyber Forensic Training alliance (NCFTA) a unique non-profit public-private collaboration between law enforcement and private industry.
- **Judicial Training:** Web-based cybercrime case training hosted by the National Center for Justice and the Rule of Law (NCRLJ) for US judges.
- **Victim Assistance Program:** Partnership with the National White Collar Crime Center (NWC3) to develop an online assistance program that helps cybercrime victims better understand the investigation process and prevent future attacks.
- **Student Training:** Sponsorship of the UCLA School of Law to produce a unique annual cybercrime mock trial for law students to train the “next generation” of cybercrime prosecutors.

Symantec benefits from the knowledge-sharing gained through our interactions with law enforcement. This exposure allows us to stay current on events at the front lines of the fight against cybercrime, and assists us in developing new products and services that protect against the newest forms of cybercrime.

Looking Ahead

- In FY13, we will make the Norton Victim Assistance program available to English-speaking countries. In time, we hope to share this resource in other languages as well.
- As mobile security becomes increasingly important, we will leverage the Symantec mobile threat team and our established relationships with European law enforcement, the FBI, and mobile carriers to increase vigilance on this platform.
- We will continue to program and attend conferences and training events, including the next moot court exercise at UCLA in March 2013, which will include international judges for the first time.

Online Safety

With connectivity needs and digital behaviors changing both at home and at work—and the line between the two becoming ever more blurred—providing online security is an increasingly complex proposition. With more consumer adoption of mobile devices such as smart phones and tablets, it is increasingly important to educate the public about strategies for securing data, regardless of device. Symantec is well positioned via the Norton brand to educate the public through our consumer products’ messaging capabilities, websites such as the Family Resources site, and free resources such as the Family Online Safety Guide, which is available in English and Spanish.

As consumer and enterprise customers alike begin to take advantage of cloud computing services, more attention will be paid to how to securely and confidently use these more widely accessible technologies.

Adding to this new complexity is the concept of allowing employees to use their personal devices and applications at work—known as “Bring Your Own Device,” or BYOD. While this approach creates new security challenges, Symantec recognizes its value for innovation, productivity, and employee recruitment and retention. For this reason, we have invested in developing solutions and strategies that enable companies to offer this flexibility, and we have also become advocates in our industry for a shift toward IT and security approaches that embrace it. For example, our **Mobile Device Management**

tool and **recent portfolio expansions** are helping IT organizations protect data and applications across both corporate managed and personally owned, unmanaged devices.

A recent Symantec survey found 44 percent of CEOs were cautious about moving business-critical applications to the cloud, with 76 percent citing security as a main concern. **Symantec O₃**, a cloud information protection platform developed to address this issue, provides three layers of protection for the cloud, enabling organizations to apply consistent identity and information security across all cloud services and devices, and support broader adoption of cloud computing. Looking ahead, Symantec is also focused on safeguarding intellectual property by providing assurances of online products' authenticity, and helping companies that are engaged in crowdsourcing input and innovation thwart individuals who attempt to illegally or unethically profit.

As individual users, we're increasingly reliant on mobile connectivity, social platforms, and online

transactions for a wide range of purposes. The security of our information and families, especially our children, is a prime concern. For this reason, we continue to make **Norton Online Family** available free of charge, in addition to offering a wide range of additional products for the protection of individual users and households. We also pay attention to the social media needs of our consumers and provide free tools such as Norton Safe Web for Facebook to ensure this popular environment can be used without undue concern about malicious content.

We are proud sponsors of the Family Online Safety Institute (FOSI). This organization brings together corporate partners, non-profits, and government agencies from around the world to discuss the best strategies for providing safe online environments for children. Symantec annually sponsors the FOSI national convention, held in the fall in Washington DC. This year, FOSI introduced an initiative called Platform for Good, to encourage the education of parents and youth about online safety. Symantec is a founding member of FOSI and holds a seat on the board.

"Companies want their employees to be able to take advantage of cloud services, but they also want to be confident that their critical information is protected as it flows in and out of the cloud."

- Francis deSouza, Group President, Enterprise Products and Services, Symantec Corporation



Listening to Our Stakeholders

Stephane N'Diaye, Chief Executive Officer at Agilea

FY11 Symantec CR Report Feedback:

Symantec needs to better show where and how its corporate responsibility efforts fit into and support its overall business strategy. Along those lines, Symantec has a great opportunity to show how its products and services unlock and enable safer, cleaner, and more sustainable forms of technology such as cloud computing.

How we've addressed this issue: This year's report makes efforts in several ways to show the strategic linkages between Symantec's responsibility priorities and business objectives, including within the presentation of our materiality analysis and in the discussions that lead off each of our core report categories. The report also includes an overview of our role in advancing the adoption of cloud technologies by providing greater security and confidence in the use of cloud computing and mobile devices.

Privacy

Our role in ensuring the privacy and rights of our customers is becoming ever more important as their expectations increase and as Symantec becomes more involved in cloud services, which demand new levels of vigilance and proactiveness. We also take the privacy of employee data very seriously and have developed stringent practices to ensure proper handling, storage, and protection of employee confidential and personal data. Finally, we view data privacy as a human rights matter, as safeguarding information and its owners can be an aspect of protecting freedom of expression.

Within our business, we encounter the growing attention paid to this issue in the form of increased media coverage, regulatory activity, and both enterprise and individual customers asking more often about privacy. Most of our requests for proposals include questions about privacy and security. Beyond compliance, privacy and security are becoming a matter of customer education. For example, cloud customers want to understand how data flows across borders and how we would respond to government requests or actions regarding their data. We are also working to improve and increase transparency in applications and to simplify privacy disclosures for mobile platforms.

"Protecting the personal data of our customers is core to Symantec's business. For this reason privacy presents risks, but also business opportunities for Symantec. Individuals have a right that their data be treated fairly and for a legitimate purpose."

- Scott Taylor, Executive Vice President, General Counsel
and Secretary, Symantec Corporation



Our Privacy Program Office, established in FY11 within the department of Legal and Public Affairs, addresses these issues by supporting management in setting a comprehensive and cohesive vision for privacy; providing legal support on privacy matters; growing and maintaining the capabilities of the business units to support privacy compliance. To further advance this last priority, our executives have appointed managers of key organizations across the company as Privacy Champions responsible for ensuring business unit commitment to and engagement with the Privacy Program.

Internally, we disseminate knowledge of our policies through mandatory privacy training for employees and through additional specialized training for our human resources teams, given their access to sensitive employee records. We also regularly communicate our standards to employees through a variety of internal channels, including company-wide communications and department newsletters.

Looking ahead, the challenges we will be engaging in include:

- Continuing to foster implementation of, and compliance with complex privacy laws and standards
- Establishing guidelines for finding balance between analytics that support business growth and maintaining the privacy of individuals
- Embedding the principles of Privacy by Design as an essential element of the product development cycle and as an integral part of our IT projects
- Adapting to changing privacy standards, such as "do not track" regulations

Customer Satisfaction

Driving Consumer Satisfaction Through Improved Support

Symantec is very focused on creating, and continually improving on an outstanding experience for our customers. In 2011, the global Customer Experience team, comprised of marketing, brand, customer experience, technical support, quality assurance, and product management representatives, made great progress in transforming the support cycle for consumer customers into an opportunity to foster positive brand promotion, customer relationships, and business growth. As a result, the team significantly improved, among other metrics, Symantec's Net Promoter Score (NPS), a loyalty measurement and leading indicator of profitability and growth that gauges how likely a customer or partner is to recommend Symantec to a friend or colleague. Among the initiatives the team undertook were:

- *Developing a fresh, simple user interface for the Norton support website, our front line in customer contact, which resulted in a 30 percent decrease in overall contact volume.*
- *Streamlining live agent chat and phone support by making it seamless to navigate from a support page to a virtual agent to a live agent. The live agent can even use remote assistance technology to tap into a customer's PC and solve a problem on the spot.*

- *Providing customers with guidance on peak call times to help them avoid waits, improving our Interactive Voice Response system so that it collects key information from callers faster, and simplifying the CRM interface used by agents. As a result, the average phone support resolution time has been reduced from five to ten minutes to one to three minutes.*
- *Improving the process of training agents, who now become certified by KnowledgeSpace, an award-winning provider of professional customer interaction training. Agents also receive special Values, Beliefs, and Actions training, which cultivates compassionate, articulate, and inquisitive agents capable of understanding nuanced customer needs.*

The combined impact of these efforts has exceeded the team's goals in every instance, and in the process generated quarterly cost savings of about \$1 million. Equally strikingly, NPS for consumer customers who have had a support experience now exceed those of the ones who haven't by two to three points each quarter.

Performance Data

Operations	FY12 (ended March 31, 2012)	FY11 (ended March 31, 2011)	FY10 (ended March 31, 2010)
Revenue (in millions of \$)			
Total Revenue	6,730	6,190	5,985
Enterprise Revenue	4,626	4,240	4,114
Consumer Revenue	2,104	1,953	1,871
Revenue by Region			
Americas	54%	55%	54%
Europe, Middle East, Africa	28%	29%	31%
Asia-Pacific and Japan	18%	16%	15%
Cost of revenue (in millions of \$)			
Total cost of revenue	1,082	1,045	1,105
Operating expense (in millions of \$)			
Total operating expenses	4,569	4,265	3,947
Income tax			
Income tax expense (in millions of \$)	298	105	112
Effective income tax rate	20%	15%	14%
Net income (in millions of \$)			
Net income attributable to stockholders	1,172	597	714

For complete information, please refer to Symantec's FY12 10-K.

Our People	FY12 (ended March 31, 2012)	FY11 (ended March 31, 2011)	FY10 (ended March 31, 2010)
Employees			
Total employees	20,500	18,600	17,400
Sales and Marketing	7,100	6,700	6,200
Research and Development	6,800	6,200	5,600
Support and Services	5,100	4,200	4,200
Management, Manufacturing, and Administration	1,500	1,500	1,400
Employees residing in the United States	45%	46%	47%
Training and Development			
Total Learning Excellence Credits (LECs) earned	647,243	540,660	341,715
Average number of LECs per employee	31.57	28.95	20.03
Health & Safety (U.S. sites)*			
Total injuries and illnesses	49	66	50
Lost work days	197**	16	30
Fatalities	0	1	0
Diversity			
Women (% of total workforce companywide)	27.6%	27.6%	26.9%
Americas	29.1	28.7	27.6
Asia Pacific and Japan	31.7	31.1	30.9
Europe, Middle East, and Africa	29.9	29.6	28.7
India	18.2	19	18.1
Women in Leadership positions (companywide)	25.6%	26.4%	25.6%
Human Rights Campaign Corporate Equality Index	100%	100%	100%

* Accident and injury statistics are provided for the United States only, as global statistics are not currently tracked.

** The increase in lost work days in FY12 was primarily due to one employee's extended leave of absence.

The World	FY12 (ended March 31, 2012)	FY11 (ended March 31, 2011)	FY10 (ended March 31, 2010)
Number of countries of operation	>50	> 48	> 40
LEED certified buildings	18	16	10
ENERGY STAR certified buildings (United States)	11	10	9
Audited internal buildings that meet ENERGY STAR standard	1*	2	2
Total buildings that meet ENERGY STAR standard	12	12	11**
Greenhouse Gas Emissions (Thousands of Metric Tonnes of CO2e)			
Total	189	199	195
Scope 1 (Natural Gas, Diesel, Propane, Refrigerants, Gasoline)	5	6	6
Scope 2 (Electricity)	159	166	167
Scope 3 (Air Travel and Rental Cars)	24	28	22
Energy Consumption (Gigajoules)			
Total	1,512,859	1,707,088	1,629,769
Scope 1 (Natural Gas, Diesel, Propane, Refrigerants, Gasoline)	72,652	102,797	108,559
Scope 2 (Electricity)	1,055,318	873,984	861,779
Scope 3 (Air Travel and Rental Cars)***	384,889	730,307	659,430
Waste Management (Dublin, Ireland facility only)			
Waste recycled	94% (119 MT)	93% (156 MT)	78% (127 MT)
Waste sent to landfill	6% (8 MT)	7% (12 MT)	22% (36 MT)
Packaging			
Percent of products downloaded (vs. boxed)	70%	65%	65%
Percent of recycled content in packaging materials	44%	NA	NA

Philanthropic Giving (in thousands of \$)				
Total Giving	23,978	24,445	22,232	
Grants and Sponsorships	3,297	3,412	3,137	
Matching Gifts, Dollars for Doers	865	733	717	
Software Donations	19,816	20,300	18,378	
Employee Contributions				
Employee Giving	\$791,714	\$664,665	\$650,000	
Symantec Matching Gifts	\$694,483	\$611,543	\$582,000	
Volunteer Hours	18,379	15,299	19,000	
Dollars for Doers Grants	\$170,785	\$121,571	\$135,000	

* ENERGY STAR changed its methodology to require every building with a lab or data center to be sub-metered which resulted in Symantec's Green Park facility not meeting the new standard in FY12.

** In FY10 CR Report we stated 10 ENERGY STAR buildings due to lag time in receiving bills and certification. We actually had one additional building certified than was published in the FY10 CR Report.

*** We have restated data to only include actual rental car data for EMEA as opposed to estimated rental car figures for all regions in order to enhance data accuracy. We will be working with our vendors to obtain actual data for the FY13 CR report.

Your Information	FY12 (ended March 31, 2012)	FY11 (ended March 31, 2011)	FY10 (ended March 31, 2010)
Number of patents held (approximately)	1,500	1,200	NA
Employees trained on Global Privacy Policy	77%	NA	NA
# malware attacks blocked by Symantec *	5.5 billion		3.0 billion
# of mobile vulnerabilities discovered *	315		163
Grants to fight cybercrime & support online safety	23	25	17

* Calendar year statistics based on Symantec's Internet Security Threat Report

About This Report

This report follows the **Global Reporting Initiative (GRI) G3 Sustainability Reporting Guidelines** at a **GRI-Checked B+ Application Level**. In addition to the information contained in this PDF document, supplementary FY12 report content is available in our [FY12 GRI/UNGC Index](#). Additional information about our programs and commitments can be found on our [corporate responsibility site](#).

The information in this report is intended to address the primary concerns of Symantec's employees, customers, investors, and NGOs whose missions relate to our business and areas of operation.

Symantec publishes a full corporate responsibility report every two years and a UNGC Communication on Progress each year. This report meets our Communication on Progress requirement for FY12.

Report Scope

Data in this report correspond to Symantec's fiscal year 2012, which took place from April 1, 2011 through March 31, 2012, unless otherwise noted. The data provided in this report reflect Symantec's global operations, again unless otherwise noted. As in previous reports, we did not collect or report on information from Symantec's joint venture with Huawei, in which we held a 49 percent interest. Symantec divested of Huawei Symantec Joint Venture to Huawei in March 2012, just before the end of FY12.

Greenhouse gas emissions data for **all three scopes** in this report have been verified by Bureau Veritas North America, Inc.

Contact Us!

We welcome your comments and questions about this report and our corporate responsibility efforts. These can be submitted by email to cr@symantec.com. We also invite you to read and comment on our [Corporate Responsibility in Action](#) blog.