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About Symantec

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 organizations—secure and manage their information and identities independent of device. Symantec does this by bringing 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 operate primarily in three diversified markets within the software sector: security, backup, and storage management.

- **We help consumers** deal with increasingly complex threats, 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 help businesses** secure and manage their information and identities. We provide security, storage, and systems management solutions to help organizations—from small businesses to the largest global organizations—lower costs and simplify IT administration. Our company's unique focus is to enable businesses to thrive by reducing risks to information, technology, and processes independent of the device, platform, interaction, or location.

Read our [Corporate Fact sheet](#) for a full description of our software and services portfolio.

Symantec at a Glance

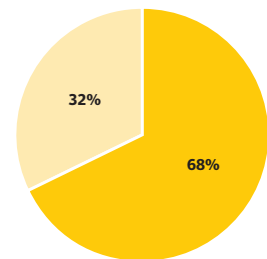
- Global Headquarters in Mountain View, California
- Operations in 48 countries
- Ranked #382 on Fortune 500 list
- Approximately 18,500 employees worldwide
- More than 1,200 global patents
- More than \$24 million in cash and software donated to nonprofit organizations globally

FISCAL YEAR 2011 (ENDED APRIL 1, 2011)

Total Revenue	\$6.19 billion
Consumer Revenue	\$1.95 billion
Enterprise Revenue	\$4.24 billion

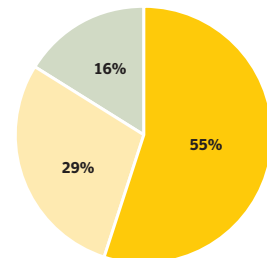
FY11 Revenue by Category

- Enterprise Revenue
- Consumer Revenue



FY11 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 FY11, we generated \$6.19 billion in GAAP revenue. Of this amount, the economic value distributed was \$5.075 billion, which primarily include cost of goods sold, operating expenses, interest expenses, and taxes. As a result, Symantec's economic value retained was \$1.12 billion in FY11.

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

Performance Highlights

Focus Area	FY11 and Beyond Goals	FY11 Performance Update
Climate & Energy	Set a new overall GHG-reduction goal in consideration of Symantec's growing hosted and storage services.	We are continuing to gather and evaluate emissions and energy data in order to develop a short- and long-term energy reduction strategy. We are currently in the process of modeling various energy reduction scenarios so that we can establish a feasible GHG-reduction goal that takes into account technical and financial constraints.
	Apply for five new LEED Certifications and recertify eight ENERGY STAR building ratings globally.	We achieved six new LEED certified buildings and recertified nine ENERGY STAR buildings globally. We increased the number of LEED-certified buildings to 16, including an enterprise data center. We currently have a portfolio of 10 ENERGY STAR sites globally, including an enterprise data center, which scored 99 of 100 points.
	Evaluate potential for tracking energy consumption at a sub-meter level in our labs and data centers.	We have installed energy sub-metering in our labs and data centers and have been tracking data over the past year.
Customer Satisfaction	Increase our customer and partner loyalty scores by seven percent.	In FY11, our overall goal of increasing our partner and loyalty scores was achieved, with a final combined increase of nine percent. We also achieved record-high loyalty and satisfaction scores for our Norton Internet Security 2011 and Norton AntiVirus 2011 products.
Securing Information	Make Norton Online Family software available worldwide in 25 languages.	In June 2010, Norton by Symantec announced that its award-winning online family safety service, Norton Online Family, would be offered for free worldwide in 25 languages.
	Advocate for cyber security and data breach legislation across Europe, Middle East, Africa (EMEA) and Asia-Pacific, Japan (APJ) regions.	Our advocacy for these policy and legislative issues is ongoing. We had the opportunity to educate policymakers about the current threat landscape and provide recommendations on how to strengthen security through Congressional testimony, briefings, and policymakers' visits to our campus in FY11.
	Internally deploy Symantec's Data Loss Prevention (DLP) product across all workstations and servers to prevent the potential loss of customer, employee, or partner data.	We deployed Symantec's DLP product across all workstations and servers. Included in the DLP rollout was Symantec Web Gateway, Symantec Secure IM Manager, and Symantec Endpoint Protection. Integrating these products improved Symantec's threat monitoring and response capabilities, and gave us greater visibility into security across the servers, laptops, and desktops which connect to our network.
Diversity & Inclusion	Craft career development goals for 100 percent of top performing technical women.	Development goals are in place for 68 percent of Top Talent Technical women.
	Increase the favorable response rate indicating that Symantec's training helps employees understand the diversity of our workforce and customers by five percent.	We increased the favorable rating in the Diversity & Inclusion Survey for training to enhance cultural awareness and understanding from 65 percent to 68 percent.
	Increase representation of women in leadership from 25 percent to 27 percent globally in FY11 to reflect their overall representation at the company.	We increased the percentage of women in leadership from 24.9 percent to 26.4 percent.

Performance Highlights *continued*

Focus Area	FY11 and Beyond Goals	FY11 Performance Update
Human Rights	Adopt and begin implementing a supplier code of conduct.	Symantec adopted a Global Supply Chain Manufacturing and Fulfillment Code of Conduct for our manufacturing supply chain.
	Define and publish Symantec's corporate-wide position on privacy.	Privacy champions have been appointed in key areas of the company to participate in the development and support of company-wide policies and initiatives and drive privacy goals within their respective organizations. Symantec's privacy policy is under review and a new company-wide privacy policy is expected to be approved in FY12.
Talent Retention	Roll out Top Talent program to reach 2,300 employees.	The Top Talent program was rolled out to 2,300 employees.
	Develop and launch online talent strategies course for managers and individual contributors involved in hiring to increase their knowledge of Symantec's hiring philosophy and processes.	The online talent strategies course was developed and launched in FY11.

CEO Letter

To our stakeholders:

We live in a world that is more connected than ever—last year alone electronic information grew by more than 60 percent. At Symantec, we believe it is critical that people have simple and secure access to their information—anytime, anywhere, and from any device.

Yet today's threat landscape is increasingly toxic and targeted. Increased vigilance is needed to protect confidential personal and business information from cyber criminals and to ensure it is backed up and available when necessary.

We envision a world where people are able to work and play freely online. To accomplish this goal, we need to help individuals, families, and organizations protect their information and their identities. We also have a tremendous opportunity to increase our outreach efforts and educate more people on how they can navigate the connected world safely.

As we work to help our customers and grow our business, we recognize our actions are having an impact on our global footprint. We are building new data centers, adding more servers, and running these servers 24/7 to support our customers' needs. As a result, we are increasing our use of land, energy, and other resources. In order to lead in the long-term, we must address key risks and challenges to our business while continuing to improve all aspects of our operations.

In the coming year, we see three key areas of corporate responsibility risk—which are also opportunities—for Symantec:

- *better serving our customers in both our consumer and enterprise businesses;*
- *attracting, developing, and inspiring talented employees, in part by increasing opportunities for women in the workplace; and*
- *minimizing our greenhouse gas emissions by using energy as efficiently as possible.*

As we manage these issues, we continue to focus on maintaining and enhancing the foundations of our business: good governance, ethical operations, and a connection to our communities. Our priorities, which we determined based on our own internal analysis and through engagement with our stakeholders, are reflected in the material issues we discuss in this year's Corporate Responsibility Report. We believe addressing these issues is critical to our continued success.

FY11 Accomplishments

We've accomplished a great deal in the past year on several important fronts.

Governance and ethics. Symantec adopted a [Global Supply Chain Manufacturing and Fulfillment Code of Conduct](#) for our manufacturing supply chain. We also made enhancements to our [Symantec Ethicsline](#), where stakeholders can voice concerns and ask questions.

United Nations Global Compact (UNGC). Symantec is a signatory to the UNGC and an active participant in the UNGC U.S. Network. In 2010, we joined the UNGC Anti-Corruption Working Group and the UNGC LEAD Program. We also support the UNGC Women's Empowerment Principles. We continue to support, and encourage all companies to adopt the UNGC's principles to protect human rights, uphold ethical labor conditions, preserve the environment, and combat corruption.

Talent management. To support the professional development of all employees and increase workforce diversity, we launched a new training initiative and focused resources on developing opportunities for women. Our ongoing challenge is to bring more women to Symantec's workforce in general and, in particular, to develop them into leadership positions. Our goal for FY12 is to continue to increase the percentage of women in leadership positions to reflect the percentage of women in the company.

Environmental performance. We increased the number of U.S. Green Building Council LEED-certified buildings to 16, including one data center, from nine in FY10. Our site in Green Park, United Kingdom, is Symantec's second LEED-certified facility in the EMEA region. We will pursue LEED certification for additional new and existing buildings in our global portfolio throughout FY12 and beyond. A significant challenge for us is to find new ways to increase portfolio consistency and the energy efficiency of data centers as we expand our data-storage services.

Community engagement. In FY11, we continued to invest in the communities in which our employees live and work, and did so in ways that align with and support our business interests. For example, over the next three years we are investing USD \$900,000 in **Room to Read**, an international nonprofit organization dedicated to promoting literacy and gender equality in the developing world. Our support will help Room to Read extend its operations into new parts of India and reach over 20,000 children. We also strengthened our relationships with many existing partners, such as One Economy and Common Sense Media. And in keeping with our mission to make the Internet safe for families as well as businesses, we made our award-winning online family safety service, Norton Online Family, available for free in 25 languages.

We look to all of our stakeholders to help us understand what is important to them so that we can fulfill our responsibilities to each group. We invite you to **share your thoughts** on our progress and plans. With your help, we are confident of our success.



Enrique Salem
President and CEO
Symantec Corporation

Awards and Recognition



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



FTSE4Good

Listed on the [FTSE4Good Index](#) since 2007



Ethisphere Institute: 2011 [World's Most Ethical Companies](#) (listed for the past four consecutive years)



2011 Acterra Business Environmental Awards: [Award for Sustainability](#)
Click here for [Symantec's video](#)



100% (perfect score) on the [Human Rights Campaign's Corporate Equality Index](#)

Fortune Magazine's World's Most Admired Companies

Newsweek Magazine's 2010 [Green Rankings](#)

CR Magazine's 2011 [100 Best Corporate Citizens](#)

Our Approach to Corporate Responsibility

Symantec is committed to fulfilling its core purpose of securing and managing information with full attention to and respect for ethical operation, the environment, and positive societal impact.

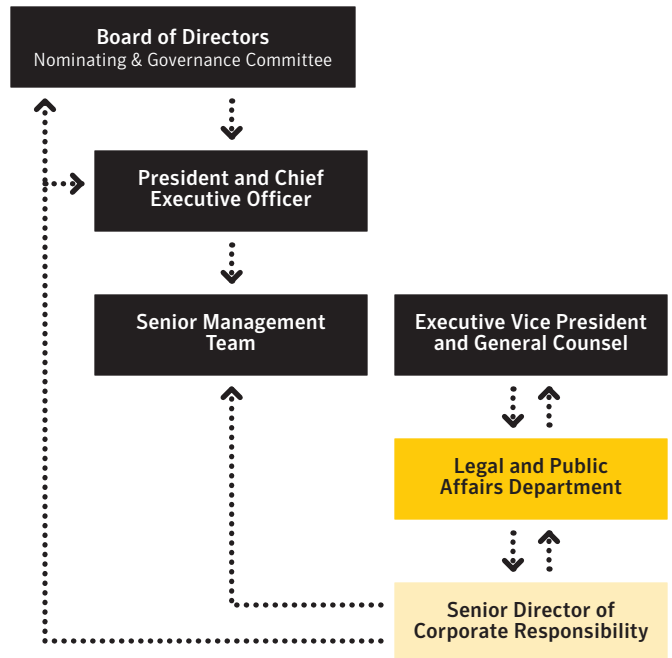
Our **corporate responsibility governance structure** is spread across several committees throughout Symantec. The highest level of responsibility lies with the Board of Directors. The Nominating and Governance Committee receives corporate responsibility performance updates, including information related to Symantec's membership in the UNGC.

Symantec's senior director of corporate responsibility works with the senior management team to establish overall policy and direction, and also coordinates specific corporate responsibility programs and initiatives across the company.

Symantec employees are kept abreast of those programs and initiatives through a variety of channels, including web-site content, intranet postings, **blogs**, executive speeches, and a quarterly newsletter—the **Corporate Responsibility Snapshot**.

Targeting Material Issues

Through a **rigorous analysis** of risks and opportunities and consultation with stakeholders in FY10, we identified issues that we consider “material”, or of high importance, to both stakeholders and the company. These issues are highly relevant to our ability to succeed and are reflected in our internal strategic priorities, corporate responsibility approach, and stakeholder communications.



Material Issues

- Climate & Energy
- Customer Satisfaction
- Securing Information
- Diversity & Inclusion
- Human Rights
- Talent Retention

Support of the United Nations Global Compact

Committed to Sustainability Leadership

As a signatory to the [United Nations Global Compact](#) (UNGC) since 2006, Symantec encourages all companies to adopt the UNGC's ten principles to protect human rights, uphold ethical labor conditions, preserve the environment, and combat corruption.

Over the past five years, we have taken a leadership role in promoting the UNGC, becoming a key coordinator for the [United States Network of the UNGC](#). The U.S. Network hosts a symposium for network participants and other representatives of the public and private sectors and civil society twice a year. During the meetings, attendees share best practices and develop ideas for advancing the ten principles of the UNGC.

In FY11, we extended our engagement with the UNGC by becoming one of 56 companies participating in its LEAD initiative. LEAD is a new platform for corporate sustainability leadership launched in January 2011. Invited because of our history of engagement with the UNGC, we have committed to implementing the [Blueprint for Corporate Sustainability Leadership](#) and to share outcomes and learnings with a broader universe of companies through the UNGC Local Networks, among other initiatives.

Symantec is also an active participant in the Women's Empowerment Principles working group and member of the UNGC's working group on the 10th Principle against Corruption, through which UNGC members agree to adhere to the United Nations Convention Against Corruption.

Participation in Network Meetings

Symantec representatives attended semi-annual UNGC and working-group meetings in New York City on December 9-10, 2010 and Copenhagen, Denmark on May 17 and 19, 2011. In Copenhagen, we participated in the UNGC 10th Principle Anti-Corruption Working Group, a LEAD company private meeting, and LEAD-Local Network meetings. During the Local gathering, representatives from UNGC Local Networks from around the world discussed what local leadership means for us and how we can engage subsidiaries in our LEAD efforts. At the UNGC Anti-Corruption Working Group meeting, a Symantec representative gave a presentation entitled "Preventing Corruption—Due Diligence, Risk Assessment, and Employee Training."

At the February 2011 United Nations Economic and Social Council (ECOSOC) special event on "Partnering with the Philanthropic Community to Achieve Education for All," Symantec announced a USD\$900,000 commitment to build libraries in Maharashtra, India over the next three years with nonprofit partner [Room to Read](#). Held since 2008, the annual ECOSOC event brings together leaders from the private sector and the philanthropic community to discuss ways to strengthen their partnerships in support of the United Nations' Development Agenda. Learn more at the [ECOSOC](#) webpages.

Also in FY11, Symantec participated in the U.S. Council for International Business's conference "Engaging Business: Implementing Respect for Human Rights." The basis for discussions was the UN's "[Protect, Respect, and Remedy](#)" Framework. In particular, Symantec participated in sessions focused on how the "Protect, Respect, and Remedy" Framework defines businesses' responsibilities with respect to human rights. For more information on how we are implementing the "Protect, Respect, and Remedy" Framework, please see the Human Rights section of this report.

Special Focus: Women's Rights and Empowerment

Symantec is committed to the rights and empowerment of women worldwide in accordance with the United Nations Millennium Development Goals. We support these rights as a founding signatory of the United Nations Women's Empowerment Principles (WEP), a collaboration between the UNGC and the United Nations Development Fund for Women (UNIFEM, part of UN Women).

The WEP are designed to provide companies around the world with practical standards, tools, and resources to improve gender equality from the factory floor to the boardroom. The Principles address seven fundamental concepts related to gender equality, including:

- *Establish high-level corporate leadership for gender equality*
- *Treat all women and men fairly at work—respect and support human rights and nondiscrimination*
- *Ensure the health, safety, and well-being of all women and men workers*
- *Promote education, training, and professional development for women*
- *Implement enterprise development, supply chain, and marketing practices that empower women*
- *Promote equality through community initiatives and advocacy*
- *Measure and publicly report on progress to achieve gender equality*

We also support the Gender Equality Principles (GEP) Initiative, the City of San Francisco's initiative focused on gender equality. Since 2007, the San Francisco Commission and Department on the Status of Women has worked with [Calvert Asset Management](#) and [Verité](#) to develop these principles.

Symantec sponsored the development of the [GEP Initiative web-site](#) launched in October 2010. It features an interactive self-assessment tool for companies to use—privately and confidentially—to assess their compliance with the Principles and learn how to make improvements within their workplaces. The GEP Initiative's Advisory and Working Council, which includes a Symantec representative, is refining the assessment tool to make it easier and more efficient to use.

For More Information

Please visit:

- [UNGC web-site](#)
- [UNGC LEAD](#)
- [UN's "Protect, Respect, and Remedy" Framework](#)
- [Women's Empowerment Principles](#)
- [Gender Empowerment Principles](#)

Stakeholder Engagement

We engage with a full range of stakeholders with the goal of being responsive to their needs, perspectives, and expectations of Symantec's mission and corporate responsibility performance. Our key stakeholders include:

- *shareholders and socially responsible investors*
- *customers*
- *enterprise clients*
- *channel partners*
- *employees*
- *community members*
- *NGOs and nonprofit organizations*
- *regulators*
- *academics and thought leaders*

We use customer surveys, focus groups, and formal performance reviews to better understand how customers use our products and how we can improve on their quality, performance, and reliability.

We regularly ask employees to rate Symantec as an employer and to share their ideas for making our workplaces best-in-class.

We provide news and updates on our corporate responsibility activities through a quarterly newsletter. Stakeholders can access the [Corporate Responsibility Snapshot](#) through our web-site and use the links to provide direct feedback.

We engage with other companies in our industry to discuss corporate responsibility challenges, develop solutions to those challenges, and identify new opportunities to create sustainable products and services. We also participate in activities and coalitions to promote public policies that are consonant with our corporate responsibility objectives.

And, Symantec employees are active in their communities, working with local schools and charitable organizations to address community concerns.

Meeting Global Needs for Data Management and Protection

Working with our nonprofit software donation partner [Tech Soup Global](#) and its in-country affiliates, we identified a growing need and demand for our products among nonprofits in Mexico, South Africa, and Egypt. Accordingly, we expanded our software donation program into these countries in FY11. The program, which distributes both enterprise and consumer products, now serves 17 countries in all.

Additionally, for the first time we made a line of small business products available through the software donation program, recognizing that for some nonprofit organizations, these products will be more useful than our standard enterprise products.

Communicating How We Deliver Exceptional Service through Internal Services

One of Symantec's strategic imperatives is to increase customer and partner loyalty. We know that our customers and partners want to understand how we help to maximize the value of their investments. They have also expressed interest in how we provide excellent customer experiences through IT-related internal services as well as external enterprise support services, business critical services, and services product management.

In response, we developed a report that highlights our accomplishments over the past year, including how we dealt with real IT-related challenges. Within the report, customers and partners can also read about Symantec's plans and strategies for internal services functions in FY12.

Download the [Symantec IT Services FY11 Year in Review Report](#).

Visit our [Stakeholder Perspectives webpage](#) to read our stakeholders' opinions on human rights, online safety, and the advancement of women in the IT sector.

Climate, Energy, and the Environment

Stewardship and Opportunity

We view environmental stewardship as an intrinsic part of our responsibility to our customers, investors, communities, and the planet. We know that global environmental challenges such as climate change or water scarcity carry the potential to materially impact our company's ability to succeed. By providing solutions to environmental issues, we can create a more sustainable future and better serve our customers while saving money and resources.

Managing Environmental Issues

Environmental stewardship is an integral part of Symantec's business strategy, both in terms of managing impacts related to the company's operations and the development of new products and services for clients.

Symantec's [Environmental Policy Statement](#) guides the company's actions and sets forth the four components of Symantec's environmental strategy:



- **Green IT:** We have established practices to minimize energy use and optimize performance in our clients' and our own data centers and beyond.
- **Resource conservation:** Symantec implements LEED and ENERGY STAR; conserves energy, water, and materials; and minimizes waste at each of our locations.
- **Responsible packaging and software delivery:** Symantec integrates the concept of reduce/reuse/recycle into packaging design and manufacture, requires ISO14001 manufacturing practices, and delivers the majority of software products electronically in order to conserve materials and energy.
- **Transportation:** Symantec works to reduce employee commuting and business travel to reduce our greenhouse gas emissions.

The **Environmental Stewardship Council**, first established in 2005 as a cross-functional team of global managers and employees, has developed high-level goals in accordance with the policy. Various internal stakeholders now take ownership for developing systems and programs to meet those goals.

Green Teams, based in 24 Symantec locations around the world, contribute to our environmental efforts. Green Teams identify and help implement:

- initiatives to support improved environmental performance at Symantec,
- volunteer opportunities within the local community, and
- programs that employees can implement in their own homes and with their families.

We maintain compliance with all applicable regulatory and legislative requirements. Symantec facilities did not experience any environmental incidents in FY11.

Symantec's [Global Supply Chain Manufacturing and Fulfillment Code of Conduct](#) contains an environmental section that requires suppliers to be ISO14001-certified and in compliance with all applicable environmental regulatory requirements. In FY12, the Global Supply Chain Manufacturing and Fulfillment Code of Conduct will be added to all Symantec Tier 1 supply chain supplier contracts, and Symantec will begin to conduct supplier audits that will include environmental considerations.

Key Initiatives and Outcomes in FY11

Managing our Carbon Footprint

For Symantec, one of our biggest opportunities lies in addressing energy use and related greenhouse gas (GHG) emissions—for ourselves and our customers. Specifically, we:

- Minimize GHG emissions by applying green building standards to our buildings and ensuring that our data centers are energy-efficient.
- Develop software and services to optimize the efficiency of data center operations for both ourselves and our customers.
- Participate in energy and climate-related public policy efforts around the world to help protect the environment, encourage renewable energy production, and create green jobs in the technology sector.

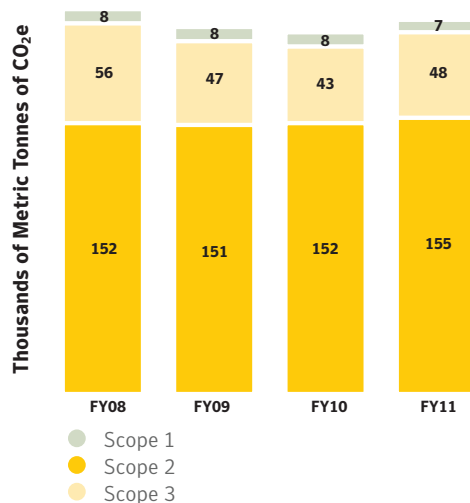
We face challenges in minimizing GHG emissions, specifically as related to the significant changes in our business model over the past several years. As our products and services transition to more data center-intensive offerings (including increased storage of customer data and the provision of cloud computing), our electricity consumption and GHG emissions have and will likely continue to rise. In FY11, our total absolute emissions rose three percent over FY10.

We are working hard to evaluate new approaches to reducing energy use and emissions, as well as to setting realistic and achievable reduction goals. We are undertaking scenario planning to evaluate the feasibility (both technical and financial) of various initiatives and goals. We are also considering splitting out future goals into sub-goals reflecting energy use and GHG emissions related to office buildings vs. data centers and labs. We will then develop reduction strategies and initiatives tailored towards each sub-goal.

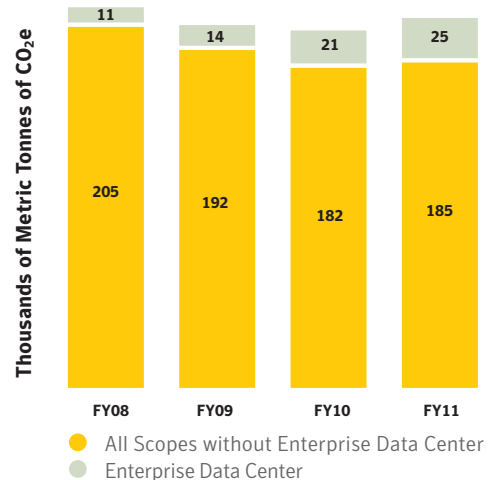
Percentage of Absolute Global Emissions	FY11	FY10	FY09	FY08
Scope 1 (Direct fuel use: natural gas, propane, diesel, gasoline)	3%	4%	4%	4%
Scope 2 (Electricity)	74%	75%	73%	71%
Scope 3 (Air travel and employee commuting)	23%	21%	23%	26%

We have been steadily improving our ability to track and measure energy use and GHG emissions. In FY08, we tracked energy use and emissions for owned and long-leased facilities only—a total of 63 locations in 14 countries. In contrast, in FY11, we tracked 338 facilities in 49 countries. For the additional 275 facilities in our portfolio, we do not receive direct utility information. Instead, we estimate performance at these sites, accounting for 15 percent of Scope 2 and two percent of Scope 1 GHG emissions. Additionally, we now have the ability to track rental car emissions under Scope 3. We will continue to evaluate and strengthen our data tracking tools in future years.

Total Global Emissions (Absolute)



Total Global Emissions (Absolute)



Total Energy Consumption* (Gigajoules)	FY11	FY10	FY09	FY08
Scope 1 (Natural Gas, Diesel, Propane, Refrigerants, and Gasoline)	102,797	108,559	128,090	115,761
Scope 2 (Electricity)	873,984	861,779	849,023	863,941
Scope 3 (Air Travel and Rental Cars)	730,307	659,430	725,241	844,862
Total	1,707,088	1,629,769	1,702,354	1,824,565

* We have significantly improved our data collection capabilities. Data for Scope 2 and Scope 3 have been recalculated for FY08-FY10 to reflect increased portfolio coverage (as noted above).

Pursuing Sustainable Practices across Our Real Estate Portfolio

One way that we are working to reduce our carbon footprint is by applying green building practices to our real estate portfolio. In FY11, we almost doubled the number of U.S. Green Building Council LEED-certified buildings from nine in FY10 to a total of sixteen, including an enterprise data center. We will pursue LEED certification for additional new and existing buildings in our global portfolio throughout FY12 and beyond. A significant challenge for us is to find new ways to increase global portfolio consistency and the energy efficiency of data centers as we expand our data-storage services and consolidate our M&A transactions.

We also pursue ENERGY STAR for our facilities and now have ten ENERGY STAR buildings. ENERGY STAR is a joint program of the U.S. Environmental Protection Agency (EPA) and the U.S. Department of Energy that helps companies protect the environment through energy efficient products and practices. Buildings that earn EPA's ENERGY STAR use 35 percent less energy and generate 35 percent fewer greenhouse gas emissions than similar buildings across the nation.

In FY11, one of Symantec's enterprise data centers achieved ENERGY STAR under the new data center ENERGY STAR rating system and now has the highest score of all Symantec's ENERGY STAR facilities—achieving 99 of 100 points.

Ways to Work

Symantec's Ways2Work program supports U.S. and Canadian employees in setting up a flexible work arrangement. The program provides tools that employees and managers can use to ensure continued productivity under telecommuting arrangements.

Aside from the flexibility offered to employees, Symantec benefits from this program by:

- reducing its carbon footprint,
- realizing cost savings based on efficiently managing and planning space requirements, and
- attracting and retaining top talent where location would have otherwise been a factor.

In FY12, we will launch the program in our EMEA and APJ countries. We will also roll out new technology solutions to support and enhance the Ways2Work experience.

Green IT

Another important way that we are minimizing emissions and the total impact of our—and our customers’—operations on the environment is through “Green IT,” or energy efficiency in IT operations and the improved utilization of the company’s IT assets. Symantec’s Green IT initiatives allow the company to be more efficient in the use of energy, materials, and personnel to run the company’s computer systems, saving money while contributing to a cleaner and healthier environment.

For example, we look for opportunities to consolidate IT resources across our organization. Throughout FY11, Symantec completed the consolidation of four IT and business-unit managed data centers. The scope of work ranged from entire site closures to partial consolidations (partial consolidation allows individual sites to retain IT support systems). We initiated the consolidation of six additional locations in FY11, to be completed in FY12 and FY13.

For a comprehensive discussion of Green IT initiatives at Symantec, please visit our [Green IT web-site](#) and Symantec’s [IT Services Year in Review](#).

Helping Establish Global Metrics for Improved Environmental Performance

Energy efficiency metrics are used to guide decisions and actions for addressing business demands and reducing the energy costs associated with data centers. These metrics, however, are not always applied clearly and consistently by different organizations.

In February 2011, representatives from the United States, the European Union, and Japan reached agreement and finalized measurement protocols for an important data center infrastructure energy efficiency metric: Power Usage Effectiveness (PUE). Symantec contributed to this effort as taskforce lead and as part of its involvement with [The Green Grid](#), one of Symantec’s key environmental partners. Symantec’s Director of Data Center Architecture, Strategy, and Innovation serves on the Board of Directors of The Green Grid.

Symantec also contributed (through The Green Grid) to helping U.S. industry leaders reach agreement on guiding principles for energy efficiency measurements, metrics, and reporting conventions. Participating organizations included [ASHRAE](#), [7X24 Exchange](#), the [Silicon Valley Leadership Group](#), the U.S. Department of Energy [Save Energy Now Program](#), and the U.S. Environmental Protection Agency’s [ENERGY STAR Program](#).

To date, The Green Grid’s activities have resulted in the wide adoption of The Green Grid-creating metrics such as Power Usage Effectiveness (PUE), Carbon Usage Effectiveness (CUE), Water Usage Effectiveness (WUE), and others under development including Data Center Productivity (DCP).

Halo Studios Drive Face-to-Face Collaboration

In FY11, more employees were able to take advantage of collaborating with their colleagues face-to-face as Symantec added more high-definition video collaboration studios globally. In addition to the benefits of seeing co-workers “live” during a meeting, the studios also reduced overall travel-related costs and carbon emissions.

Usage statistics for the studios reflect their increasing effectiveness across the organization, averaging more than 865 hours of use per month during FY11. In addition, their consistent uptime reliability has built confidence among users that the studio they have reserved will be available, when they need it.

Influencing Climate Policy

Symantec engages with policy makers globally to encourage further action on mitigation of and adaptation to climate change. We report on our performance by filing an annual **Carbon Disclosure Project** submission, participate in trade organization meetings, attend conferences, engage with nonprofits, and discuss climate change issues and potential solutions with subject matter experts.

In 2009, we joined **Business for Innovative Climate and Energy Policy** (BICEP), a coalition of leading companies advocating for strong U.S. climate and energy policies to spur clean energy development and reduce global warming pollution. Since its inception, BICEP has grown from five original members to 20 members as of June 2011. Over the course of FY11, BICEP organized businesses to defend the Clean Air Act by opposing a Congressional resolution to block the United States Environmental Protection Agency from regulating GHG emissions; held events and thought-leadership conferences; and submitted formal comments to support a strong Clean Energy Standard.

Conserving Resources

Packaging

Symantec has made strong progress in reducing product packaging in FY11. We continue to explore additional ways to reduce packaging and to incorporate the use of environmentally preferable materials; these efforts are part of our ongoing packaging improvement project.

In our EMEA (Europe, Middle East, and Africa) region, we have, among other initiatives:

- Increased the density of units shipped per pallet, leading to fewer pallets used overall.
- Consolidated orders and assigned specific collection days to maximize shipping efficiencies.
- Changed box sizes for several products in 24 countries, resulting in savings of 102,270 kg of paper and 44,737 kg of wood along with overall reductions in the carbon footprint of our packaging.
- Transitioned to manuals made from recycled paper for all new product releases.

And globally, we:

- Adopted a DVD case in the Americas region that uses 20 percent less plastic compared to a standard DVD case.
- Replaced most plastic DVD packaging in the APJ (Asia-Pacific and Japan) region with an all-paper DVD sleeve, and are working towards printing with soy inks.
- For most products in the EMEA region and some products within APJ, we have replaced plastic license-key cards with paper cards.

Electronic Versus Physical Product Delivery	FY11	FY10	FY09	FY08
Electronic Download	65%	65%	63%	62%
Boxed Product	35%	35%	37%	38%

We encourage customers to download purchased software directly onto their computers rather than buying boxed products.

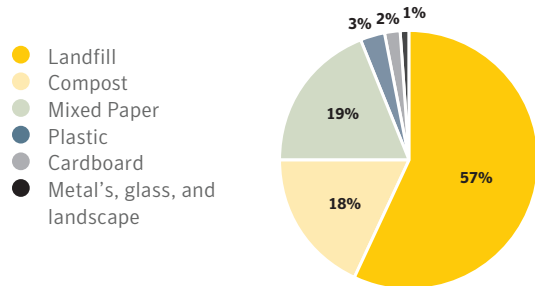
Waste

Symantec is committed to fully understanding its waste stream and developing a global program of waste reduction. FY11 was a year of gathering information, reviewing existing facilities contracts, conducting waste audits, developing programs, and developing both local and global strategies.

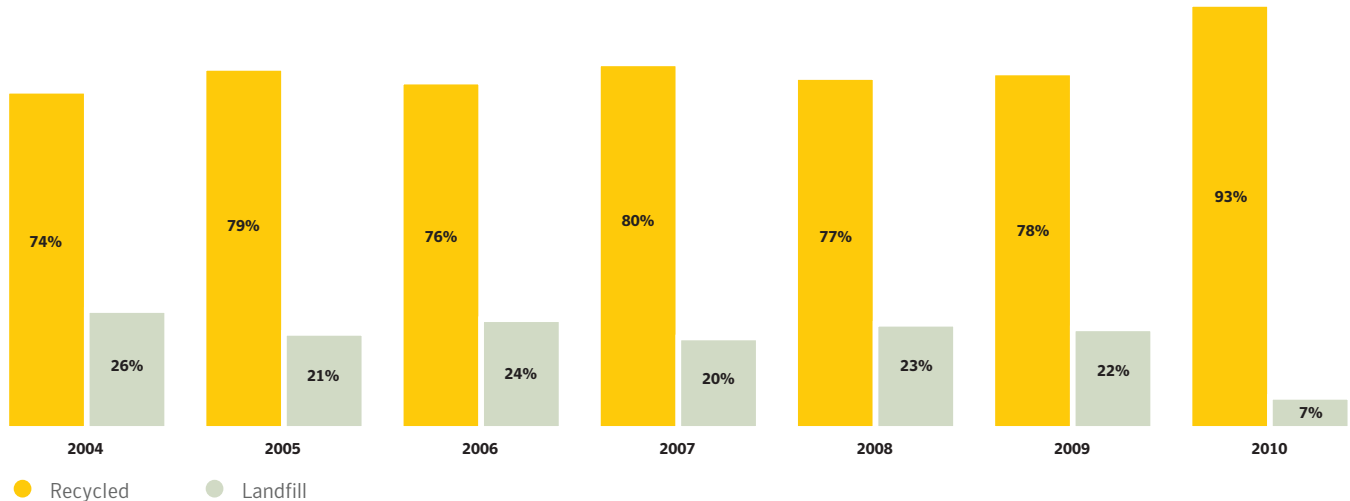
For example, we conducted a waste-audit in May of 2010 at our headquarters facility in Mountain View, California. Our objective was to better understand our waste stream in an effort to reduce and divert landfill waste. To accomplish these objectives, we are looking at several different technologies including vermiculture, onsite composting, dehydration practices, biodegradable products, restroom electric hand dryers to reduce usage of restroom paper towels, and onsite waste to energy generation systems, among others.

In FY12, we will be rolling out a test pilot at Mountain View including signage, education, new waste diversion tactics and new policies and procedures that affect the janitorial, landscaping, product purchasing, café, and facilities contracts.

Waste Profile for Mountain View, California



Dublin, Ireland Site Recycling vs. Landfill Profile



Our facility in Dublin, Ireland has been very successful in its waste reduction efforts. Currently, less than seven percent of total waste is sent to landfill.

Challenges

Symantec continues to face a number of challenges in addressing energy, GHG emissions, and overall use of natural resources. Changes in our business model have made setting specific GHG reduction goals very complex and technical. In addition, we have found that putting in place global programs in countries, states, and cities that have different regulations, standards, and requirements can impede program consistency. We will continue to address these issues of consistency by identifying where programs and efficiencies can be aligned across our global locations.

Despite these challenges, we are committed to reducing our environmental footprint and continuing the implementation of existing and new initiatives. With regard to our building portfolio, we plan to LEED-certify three additional buildings, with one certified to LEED Platinum by the end of 2013. We will also continue to work to set realistic and measurable reduction goals for global energy, GHG emissions, waste, and water.

For More Information

Please visit:

- [*Environmental Policy*](#)
- [*Global Supply Chain Manufacturing and Fulfillment Code of Conduct*](#)
- [*Environmental Performance*](#)
- [*Climate and Energy*](#)
- [*Green IT*](#)
- [*BICEP*](#)

Customer Satisfaction

Serving our Customers and Partners

We seek to deliver experiences that increase satisfaction and drive loyalty—not only based on the performance of our products but also with regard to every interaction we have with our customers and partners.

Symantec's Customer Experience Insights and Advocacy team measures and tracks customer satisfaction and loyalty in order to quickly identify issues and drive improvements. The team consults with technical support, sales, marketing, and the lines of business to determine specific customer expectations. That information is then used to instill the “voice of the customer” into improvement plans. The executive team also reviews overall progress against customer-centric targets across the entire business.

Symantec uses the following on-going global efforts to measure satisfaction:

- **Customer Experience Relationship Program** — *This program targets our enterprise customer base and measures their loyalty as well as satisfaction with our products, sales, technical support, reputation, relationship, consulting, and education.*
- **Relationship Value Program** — *Understanding how well we perform against our largest customers' expectations is key to driving long lasting and mutually beneficial relationships. This program enables our account teams to get account level feedback to integrate into action planning.*
- **Partner Relationship Program** — *Partners play a key role in much of Symantec's business and their satisfaction with our products and their relationship with us are critical to our overall success. Across all channels, Symantec measures partner satisfaction to drive partner program improvements.*
- **Consumer Relationship Program** — *We receive feedback from tens of thousands of Norton customers letting us know how we are performing. In-depth results are presented to the executive team and details are provided to appropriate functions.*
- **Weekly Technical Support Feedback Program** — *This program is targeted to every business and consumer customer worldwide that has recently closed a service case with our support teams. We request feedback on their experience to continuously measure our performance and identify areas for improving satisfaction.*

Key Initiatives and Outcomes in FY11

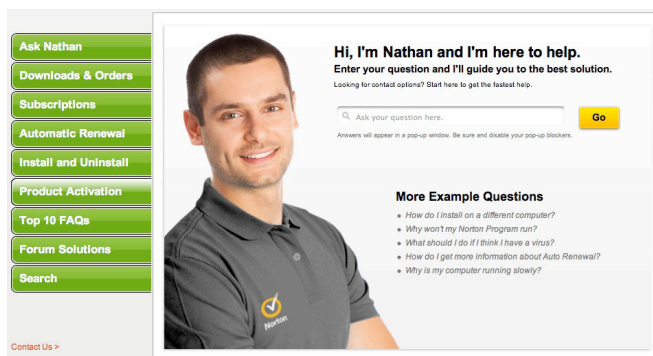
Listening to our Consumer Customers

Listening to customers who purchase our products for home use is critical to our improvement efforts. This past year, we identified 16 “Customer Experience Levers” where we can enhance home users' experience, including, among others:

- *maintaining a consistent customer experience across all touch points*
- *enhancing support*
- *providing cybercrime education*
- *improving the renewal and upgrade processes*

Guided by these findings, we create tools for customer service and also maintain **online communities** where Symantec customers, partners, and employees answer product questions, share technical knowledge, and submit product ideas.

We took several important steps in FY11 to make it easier for Norton customers to get the help they need, when they need it. For example, we launched a “virtual agent”: a more personable, intuitive online help tool that allows customers to get answers to their questions without having to call, wait on hold, or search through endless FAQs. Another initiative was the creation of a “do it yourself” virus removal tool. By giving customers the power to remove viruses through a simple online process, we've seen almost 50,000 fewer virus-related calls to our call centers.



Listening to our Partners

Symantec partners help distribute, resell, and/or provide consulting services for Symantec solutions. The needs of our partners are unique and FY11 brought many changes in response to their needs. For example, we:

- *Helped partners develop new revenue opportunities, secure new business, and grow profit around Symantec's enterprise product portfolio. We did this by:*
 - *Enhancing Symantec's Partner Program, which included the articulation of a comprehensive partnering vision and strategy to help partners differentiate their business, maximize their opportunities, and accelerate profitability—a development with implications that span all Symantec partner programs.*
 - *Introducing solution and segment specializations which provide a certification of partner knowledge and expertise in solution areas or market segments: for example, security or storage solutions, or small and midsize business markets.*
 - *Introducing master specializations in most solution areas for partners with active consulting practices. This outreach enhanced the technical and market expertise of our partners.*
- *Created opportunities for partners to refer, resell, and manage .cloud services and embed these services into their own offerings. We introduced the Symantec.cloud Partner Program to help partners grow their cloud business.*
- *Established joint initiatives to help partners bring Symantec products to market quickly and profitably. Through the Symantec Campaign Creator, we helped partners improve their marketing campaigns and more effectively leverage Symantec's marketing resources to drive additional demand for their businesses. This enhancement helped facilitate over 230,000 partner-to-customer contacts in the last 10 months.*

As a result of these efforts and many others, partner satisfaction increased steadily in FY11.

Listening to our Enterprise Customers

We pay attention to the needs of all of our business customers, whether they run a small home office, or are among the largest of the Fortune 100 companies. In FY11, Symantec intensified its focus on creating solutions for unique customer needs while addressing the foundational elements of supportability and product quality:

- **Reliable and Consistent Product Quality.** We ramped up our “Eating Our Own Cooking” program to increase our understanding of how our products run in customer environments. Through this program, we run products internally before they are delivered to customers, allowing us to identify and address any deployment issues before products “go live”. For example, the Symantec Security Protection (SEP) 12.1 product was installed on over 30,000 internal and external desktops before it was ever shipped.

“The best thing about Symantec Endpoint Protection Small Business Edition is that we don't even know it is there—the product didn't slow anything down, the installation was flawless and we know we're protected. It is not common practice for us to participate in beta programs, but our confidence in Symantec is so high that in this case, participating in the beta felt risk-free. We have had a great experience with this product throughout the years, and we are impressed with how Symantec Endpoint Protection 12 Small Business Edition continues to completely protect our business information.” - Symantec Small Business Customer
- **High-Quality Product Delivery Readiness.** We formed an independent Supportability and Release Readiness (SRR) Team to ensure that we deliver the product the customer wants, that the product works as expected, and it works consistently and reliably. The team assesses the ‘readiness’ of products and approves them for shipping before they can be released. The SRR is also responsible for ensuring our world-wide Support Delivery teams are ready for the product on ‘day one’ so that if help is required, it is immediate and informed.

- **Faster, Intuitive, Comprehensive Self-Help** is now available when customers, partners and employees need it. SymWISE (Symantec Web-based Information Sharing Exchange), our new Knowledge Management System, was launched in the fall. This system is one major component of our large-scale efforts to provide solid online resources, self-service options, and a collaboration and community platform. The robust content in this extensive product knowledgebase is created by Symantec product experts and includes downloads, documentation, best practices, 'how to' instructions, release details, technical product information, and troubleshooting tips.

Using the Net Promoter Score™ to Drive Improvement

One of the most important customer satisfaction metrics Symantec collects is the Net Promoter Score™ (NPS), obtained through quarterly customer and partner relationship surveys. NPS is a loyalty measurement that gauges how likely a customer or partner is to recommend Symantec to a friend or colleague.

Research has shown that the NPS is a leading indicator of profitability and growth. By monitoring this metric and understanding what influences customers' and partners' willingness to recommend our company and its products, Symantec can use the NPS to drive those improvements that will have the biggest impact.

We are challenging ourselves to increase our combined consumer, business, and partner Net Promoter scores by eight percent in FY12.

For More Information

Please visit:

- [Customer Satisfaction](#)

Securing Information

Dedicated to a Safe, Secure Online World

Symantec's brand promise—enabling confidence in a connected world—grows more relevant as the world becomes more and more interconnected. Much of the data flowing daily around the globe contains personal and confidential information. The threat of cybercrime such as online fraud and identity theft has become a constant for virtually anyone who uses the Internet. Naïve or risky behavior online can even compromise the physical safety of both children and adults.

Symantec's technologies and products are a response to these threats. Through our products and services, we build trust and security in a connected world by enabling individuals and organizations to protect their valuable data from intrusion, theft, misuse, and tampering.

The protection of individual privacy afforded by our products is critical to the protection of human rights. Indeed, many of our products, including encryption, endpoint protection, online backup, and antivirus software support the first three UNGC principles by enabling individuals to protect the secrecy of their communications and work products, to store their information with a trusted vendor, and to monitor and track attempts of intrusion into their information from other individuals and/or governments.

Beyond our products, Symantec is deeply committed to raising public awareness about cybercrime and educating every person, family, organization, and business about what they can and must do to stay safe online—through research, outreach, and partnerships with government agencies, consumers, and nonprofit organizations.

Promoting Cybercrime Awareness

Norton by Symantec maintains a comprehensive and easy-to-use cybercrime awareness microsite. This unique multimedia resource for consumers and small businesses includes:

- definitions of common cybercrime fraud schemes;
- a cybercrime quiz;
- true-life victim stories;
- prevention tips and information on what to do if you're a victim; and
- quick links to other online resources for building awareness, monitoring cybercrime trends, and maintaining personal and financial safety and security online.

Please visit the site at <http://us.norton.com/cybercrime/index.jsp>.

Key Initiatives and Outcomes in FY11

Promoting Online Safety

Just as we educate our children about other risks and threats to their well-being, we believe it is imperative that we educate them about the importance of staying safe online. We have developed free cyber safety educational tools for parents to address new and emerging risks to children's online safety.

In June 2010, Norton by Symantec announced that its award-winning online family safety service, Norton Online Family, would be offered for free worldwide in 25 languages. Previously available in English only, Norton Online Family is the first globally available free solution, giving parents the comprehensive tools they need not only to block inappropriate web-sites, but also to connect with their children's online lives. According to the 2010 Norton Online Family Report, 62 percent of kids worldwide have had a negative online experience, underscoring the need for a service like Norton Online Family.

In November 2010, we launched Norton Online Family Premier, providing new features such as online video monitoring, 90-day histories, and automatic usage reports. Developed by Norton with the guidance of prominent Internet safety, parenting, and child behavior experts from around the world, the Premier version makes it even easier for parents to foster communication with their kids about safe online behavior.

Fighting Cybercrime

In May 2011, we launched the **Norton Cybersecurity Institute**, a global initiative to support and win the fight against cybercrime by providing law enforcement with training, technical expertise, and improved global cooperation. This collaborative initiative has begun to roll out a number of programs and resources to assist law enforcement in the fight against cybercrime and support consumers who have been victims of cybercriminals. Programs include, among others:

- *A cybercrime course and prosecutor forum for U.S. State Attorneys General pursuing cybercrime cases;*
- *Joint conferences and initiatives with the National Cyber Forensics & Training Alliance targeted towards law enforcement personnel;*
- *The development of an online Norton Victim Assistance Program to help cybercrime victims better understand the investigation process and prevent future attacks.*

Participating in Public Policy Development

Symantec takes an active role in public policy development around information security and online safety. In FY11, the company participated in the following activities:

- *In September 2010, Symantec testified before the U.S. Senate Committee on Commerce, Science, and Transportation, Subcommittee on Consumer Protection, Product Safety, and Insurance in support of data breach and notification legislation that was aimed at protecting consumers and business. Our testimony addressed the rising incidents of data breaches as well as the many different types of attack—ranging from the well-meaning insider threat to the targeted attack. We also discussed a multi-layered security strategy that all business should implement to ensure better data protection.*
- *In July 2010, Symantec provided testimony on online privacy, social networking, and crime victimization before the U.S. House Committee on the Judiciary, Subcommittee on Crime, Terrorism, and Homeland Security. We spoke about the rising number of attacks against social networking sites and their users and provided insights on keeping social networking users safe from online threats.*
- *As the global security leader, Symantec was called to testify before U.S. Senate Committee on Homeland Security and Governmental Affairs on the Stuxnet virus. In our testimony we educated the Committee about the sophistication of Stuxnet and what it meant to the security of critical infrastructure. We also shared information on how we discovered the complexity of Stuxnet and how we reverse engineered this game-changing virus.*

Protecting Ourselves and Business Customers Against Threats and Data Loss

At the heart of all of our products is the **Symantec Global Intelligence Network**. More than 240,000 sensors in more than 200 countries and territories monitor attack activity through a combination of Symantec products and services and additional third-party data sources. Symantec gathers malicious code intelligence from more than 133 million client, server, and gateway systems that have deployed its antivirus products. Additionally, Symantec's distributed honeypot network collects data from around the globe, capturing previously unseen threats and attacks that provide valuable insight into attacker methods.

- *Symantec recorded over three billion malware attacks in 2010*
- *We have a 95% detection rate—that's the highest of any security vendor—and the lowest number of false positives (0.0001%)*
- *The Network analyzes over 1.5 billion security alerts daily, validates approximately 5,000 as genuine security threats, and notifies customers within 10 minutes of discovery*
- *We scan 30 percent of the world's email traffic, processing more than 8 billion email messages daily*

In FY11, Symantec also improved our own internal threat and monitoring response capabilities by deploying more of our own products internally. These products provide us with greater functionality and a stronger, more uniform security standard.

One example is the global rollout of the Symantec Web Gateway appliance, integrated with our Data Loss Prevention (DLP) suite, across all Symantec workstations and servers. This combination protects our network from external threats such as malicious software or botnets and prevents loss of confidential data by scanning internet email and other outbound web traffic. DLP products allow us to discover and monitor the locations of confidential data, such as customer data, and protect it from exposure by preventing it from leaving an individual's device or the network.

Sharing the threat intelligence we gather and using our own products allows us create a better customer experience and stronger protection. We are able to improve product quality by gathering immediate, real world feedback. Read more in the Symantec [IT Services Year in Review report](#).

As the threat landscape becomes ever more complex, we will continue to help our customers stay safe in the cloud and on their mobile devices, as well as protect their data in virtual IT environments. We will help companies protect their networks through better ways to manage their systems, access, and data security controls. And we will continue to provide tools to educate individuals and families about what they can do to stay safe online.

For More Information

Please visit:

- [Norton Online Family](#)
- [Norton Cybercrime Web-site](#)
- [Symantec Privacy Policy](#)
- [Symantec Internet Security Threat Report](#)
- [National Cyber Forensics & Training Alliance](#)
- [Symantec IT Services Year in Review](#)

Diversity & Inclusion

Embracing Diversity for Continued Success

The diversity of people and talent at Symantec allows us to tap into a deep and varied pool of ideas, approaches, and experiences. The benefits of diversity are significant, and include a greater potential for innovation, a closer relationship with our diverse customers, and the opportunity for all to feel welcome and engaged at our company. That's why Symantec is committed to building and maintaining a culture of diversity and inclusion, in all of our locations around the world.

We maintain a number of company-based networks and resource groups to support our diversity and inclusion efforts. We also offer a variety of programs to teach our employees how to conduct business successfully in a multicultural and multiethnic world. For example, new employees receive diversity training as part of their orientation. In addition, Symantec's internal diversity and inclusion web-site provides easy access to information on diversity issues, outreach activities, and other resources.

As a company operating in a sector that faces widespread underrepresentation of women in technical positions, we believe our commitment to diversity requires a special emphasis on providing opportunities for women to join the company and advance their careers. In October 2007, Symantec's Diversity and Inclusion Steering Committee adopted the **Calvert Women's Principles™**, a global code of corporate conduct focused exclusively on empowering, advancing, and investing in women worldwide. Symantec also supports the **Women's Empowerment Principles** (WEP) of the UNGC, and has been active in the development and promulgation of the **Gender Equality Principles** (GEP) Initiative (for more information, please see the UNGC section of this report).

Key Initiatives and Outcomes in FY11

Representation of Women in the Workforce

At the end of FY11, we had increased the percentage of women in leadership at Symantec to 26.4 percent from 25.6 percent the previous year. We will continue our efforts to recruit and retain women in management and have set a target of 27.6 percent female leaders, a percentage that reflects the overall percentage of women in the company for FY12.

Women in the Symantec Workforce	
As of December 30, 2010	Percent women
Companywide	27%
Americas	28%
Asia Pacific-Japan	31%
Europe, Middle East, and Africa	29%
India	19%
Women in Leadership positions	26.4%

Development Plans for Top Talent Technical Women

The attraction and retention of technical women is a challenge for Symantec and the technology industry as a whole. We recognize the value that gender diversity brings to teams and the benefit of increasing the pool of talented technical women. To help facilitate greater career advancement, we have identified “Top Talent Technical Women” as those Symantec female technical employees who receive high potential and performance ratings. These women are invited to participate in an advanced learning and development program.

In FY11, we established a goal of 100 percent completion of development goals for our Top Talent Technical Women. We established this goal because studies indicate that women view development goals, as well as good communication with their managers, as an important component in job satisfaction and in preparing them to be role models for the next generation of technical women.

At the close of the FY11 performance review cycle, 68 percent of the Top Talent Technical Women had development goals recorded in the performance management system, up from 38 percent at the beginning of the cycle. While considerably short of our goal of 100 percent completion, we are pleased with this progress and will continue efforts to increase coaching and development of Top Talent Technical Women.

Annual Global Diversity and Inclusion Survey

Every year since 2008, we have conducted an annual diversity and inclusion (D&I) survey. Employee responses to the survey help us assess the climate of inclusion at Symantec, measure progress, and identify areas for improvement.

In April 2011, more than 7,100 Symantec employees from around the globe participated in the fourth such D&I survey. For all ten questions in the survey, we received a higher percentage of “favorable” ratings than last year, continuing a trend we have seen year over year since the surveys began.

Overall, the results of the survey show that a large majority of employees continue to believe Symantec provides a respectful and inclusive workplace. For example:

- 89.5 percent of participants responded favorably to questions regarding Symantec’s inclusiveness of all people regardless of their race/ethnicity, religion, gender, sexual orientation, or disability.
- 87.2 percent of participants feel positively about the degree to which people from other parts of the world are welcome at Symantec.
- 67.7 percent of participants responded favorably to a question about having received adequate training on the diversity of our workforce and customers. Historically, this has been the lowest-scoring question on the D&I Survey, but favorable responses have increased by 22.6 percent since the first D&I survey in 2008.
- 87.3 percent of men and 71.9 percent of women responded favorably regarding equal opportunity for women to advance at Symantec, indicating that the gap continues to close between the genders’ respective perceptions.

Symantec scored 100 percent on the Human Rights Campaign’s [2011 Corporate Equality Index](#) which measures top businesses that support equality for lesbian, gay, bisexual and transgender employees.

Symantec Women's Action Network (SWAN)

Now seventeen chapters strong, SWAN was established in 2007 to attract talented female employees and support and encourage them to further their careers at Symantec. SWAN provides a forum for personal and professional networking throughout all levels of the company, enabling women professionals to build relationships and share information.

In the past year, SWAN expanded its global reach by launching chapters in Pune and Chennai, India; Sydney, Australia; and Dublin, Ireland. Meanwhile, SWAN members were active across the globe:

- *In India, they attended the first Grace Hopper Celebration of Women in Computing, where they were honored at a dinner hosted by Symantec's Chief Technology Officer.*
- *Twenty SWAN members from around the globe attended the Anita Borg Institute's Women of Vision Awards Gala in San Jose, California, where technical women were celebrated for their innovation, leadership, and social contributions.*
- *On International Women's Day, Symantec recognized five SWAN Champions for their long-term commitment to the women of Symantec.*
- *SWAN chapters celebrated International Women's Day in a variety of ways; for example, the SWAN chapter at Symantec's corporate headquarters hosted an open forum where a panel of female executives talked about their career journeys and the challenges and learnings they experienced along the way. Symantec's Director of Diversity and Inclusion also gave a presentation at the United Nations on International Women's Day.*
- *SWAN continues to reach out to young girls in their communities by hosting the annual Geek Girl Fest in Minnesota, volunteering at Dare2BDigital in California, serving as mentors at Crooms Academy Tech Fest in Florida, and partnering with Expanding Your Horizons in Texas, California, and Utah.*

Mentoring Circles

Symantec has established mentoring circles as a mechanism to share information and best practices around career advancement and work life balance, and to help women build an internal network of personal and professional relationships.

Symantec hosted six mentoring circles for three different learning tracks, including two circles for new hires and new college grads, two circles for managers, and two circles for individual contributors. Women who participated in the circles earned Symantec learning credits, applicable towards their individual annual training requirements.

Looking to the Future

In FY12, Symantec will continue to focus on increasing women in leadership with the goal of moving from 26.4 percent to 27.6 percent, reflecting women's overall representation in the workforce. A pilot mentoring program for Top Talent Technical Women will be established to complement the growth of women leaders and to encourage completion of development goals for 75 percent of women in the Top Talent program.

Symantec will also work to address concerns identified in the Diversity and Inclusion survey, including an improvement in helping employees understand the diverse cultures of customers and colleagues from 67 percent to 70 percent. Additionally, Symantec hopes to increase the percentage of female college graduates in India to 15 percent of new hires.

For More Information

Please visit:

- [Diversity and Inclusion](#)
- [Calvert Women's Principles™](#)
- [Women's Empowerment Principles](#)
- [Gender Equality Principles](#)

Human Rights

Acting on Our Principles

We respect and protect human rights, including those internationally recognized rights and labor standards proclaimed in the [Universal Declaration of Human Rights](#) and the [International Labor Organization's](#) core conventions.

We engage continually with our stakeholders to refine our human rights policies and practices, and we invest resources in helping to ensure that we are not complicit in any human rights violations. Each year, all Symantec employees receive training on our corporate [Code of Conduct](#), which covers our commitment to upholding the human rights of Symantec employees and those who work for or on behalf of the company.

Key Initiatives and Outcomes in FY11

In FY11, Symantec undertook a major strengthening of its human rights practices by establishing a formal [Global Supply Chain Manufacturing and Fulfillment Code of Conduct](#) that is broadly based on the Electronic Industry Citizenship Coalition (EICC) Code of Conduct and ISO 26000 principles. The Global Supply Chain Manufacturing and Fulfillment Code of Conduct delineates Symantec's expectations regarding labor conditions and the protection of labor rights, and prohibits child labor and forced or compulsory labor. It has been rolled out to all our tier one suppliers, who will be subject to Code-based audits beginning later in calendar 2011. These audits will supplement internal reviews we already conduct to identify financial risks, quality problems, and other concerns related to our suppliers.

Symantec also participated in the U.S. Council for International Business conference "Engaging Business: Implementing Respect for Human Rights." The anchor for the discussions was the [Advanced Edited Copy of the Protect, Respect, and Remedy Framework](#) (also known as the "Ruggie Framework"), which is founded on three core principles:

- *the state duty to protect against human rights abuses by third parties, including businesses;*
- *the corporate responsibility to respect human rights; and*
- *the need for more effective access to remedies.*

Average Hours of Training on Human Rights Policies and Procedures in FY11

Non-manager employees: 1.25 hours

Managers: 2.25 hours

In FY12, we will update the Symantec Code of Conduct and roll out a supplier Code of Conduct and privacy policy, to a broader set of Symantec suppliers.

Also, all employees will be required to complete at least one hour of training regarding respect in the workplace, with managers receiving at least one additional hour of education focused on management and leadership issues. In addition, we have added a module on corporate responsibility, including human rights, to the mandatory annual Code of Conduct training.

For More Information

Please visit:

- [Symantec's Human Rights Policy statement](#)
- [The Protect, Respect, and Remedy Framework](#)
- [The Symantec Code of Conduct](#)
- [Symantec's Global Supply Chain Manufacturing and Fulfillment Code of Conduct](#)
- [EICC Code of Conduct](#)
- [Symantec's supplier diversity policies and practices](#)

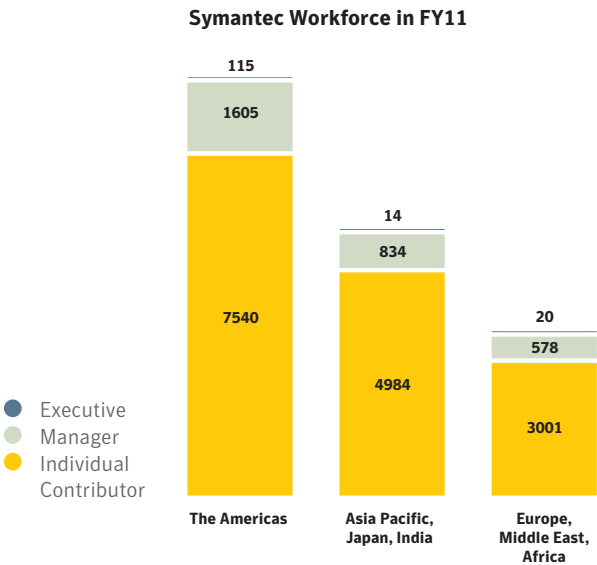
Talent Retention

Investing in Our People

At Symantec, we invest continually in attracting, developing, and retaining the best employees—both in terms of their technical skills and professional abilities and providing them with the resources and support they need to succeed.

The Symantec Global Workforce

Symantec has 18,691 employees at approximately 304 sites in more than 63 countries.



We support employees’ rights to freedom of association; three percent of employees are covered by collective bargaining agreements and/or belong to works councils. Any labor issues, allegations, or complaints that arise are investigated by the Human Resources investigation team and raised, as appropriate, to the attention of executive management and the board of directors. Symantec’s approach to labor issues is outlined in the company’s [Human Rights Policy Statement](#).

We measure employee satisfaction through an annual SymPulse survey. We also seek employee feedback on the Symantec workplace via a Diversity and Inclusion survey and during employees’ annual performance reviews.

All Symantec employees are expected to read, understand, and abide by the provisions of Symantec’s Code of Conduct.

Total Workforce	Temporary Workers	Symantec Employees	Total
FY11	1,039	18,691	19,730
FY10	2,630	17,663	20,293
FY09	4,056	17,305	21,361
FY08	3,703	17,603	21,306

Key Initiatives and Outcomes in FY11

Talent Retention

We achieved both of the Talent Retention goals we set for FY11:

- Roll out a Top Talent program to reach 2,300 employees.
- Develop and launch an online course for those involved in hiring to increase their knowledge of Symantec's hiring philosophy and processes.

The Top Talent program is a corporate-wide employee program that increases our ability to identify, differentiate, develop, and retain key talent at all levels of the organization. Top Talent is targeted at employees with an exceptional record of achievement and contribution who have the potential to take on greater responsibility within the organization based on the needs of our business. Approximately 15 percent of employees, identified by their performance review results, participate in the program. Our first year data shows Top Talent employees who participated in the program are up to five times more likely to stay with Symantec than those who did not participate.

Top Talent consists of three tracks, one each for individual contributors, managers and senior managers, and directors and senior directors. Each level has a specific focus on skills, knowledge, and experiences that will broaden participants' strategic perspective, increase their knowledge of the company, and expand their professional network. Each Top Talent track kicks off with an assessment. Participants use the results to design development plans which guide their activities throughout the program.

In FY11, we also developed and launched the online Hiring for Results course to educate hiring managers on Symantec's hiring philosophy and practices. Course content touches on the entire hiring process. Starting with job creation, managers learn to craft and post an engaging job description. Next, learners practice planning all aspects of the interview, from selecting interviewers and questions to choosing the appropriate candidate. Finally, hiring managers explore how to conduct interviews and evaluate candidates across similar criteria. This training helps ensure that a consistent approach to interviewing and evaluating candidates is applied across the company.

Employee Development and Training

Symantec provides a variety of training opportunities to its employees and has established the Learning Excellence Credit (LEC) program to encourage employees to practice personal and professional development. We believe that a "continuous learner" mindset is a top performance driver among successful employees. Employees receive LECs upon completion of training or development activities.

In FY11, employees completed 540,660 LECs, for an average of 28.95 LECs per employee. Also, 1,315 employees received an Achievement Certificate for completing 60 LECs and 1,525 employees received both an Achievement Certificate and an award for completing 80 LECs.

The number of full- and part-time employees who registered and/or completed one or more training activities:

FY11	FY10	FY09	FY08	FY07
18,676	16,975	16,682	11,596	13,679

Employee Satisfaction

Symantec conducts semi-annual employee satisfaction surveys of all employees worldwide. The results guide our goal-setting and planning for the future. The FY10 survey suggested that we could do more to support:

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

In FY11, career development and training was a strong focus throughout the company. Symantec employees received more than 540,000 hours of technical and non-technical training in topics that enable them to meet customer needs, develop their skills, and grow in their careers (an average of 29 hours of training per employee). These opportunities are highly influential in retaining outstanding talent. We also launched the Top Talent program which is a corporate-wide program that increases our ability to identify, differentiate, and develop one of our vital resources, our key talent.

As a result of these efforts, we saw slightly higher scores in FY11 for overall satisfaction with career development and growth on the engagement survey.

The key areas for focus as a result of the FY11 surveys are:

- *Business Strategy and Clear Sense of Direction*
- *Recognizing Employee Achievements*
- *Cultivate the Work Environment*

We will report back on our progress in addressing these focus areas in our next corporate responsibility report.

Promoting Work-Life Balance

Like many businesses, Symantec understands that a key factor in employee satisfaction is the ability to balance work and personal responsibilities—to achieve work-life balance. That's why we offer various programs to help our employees balance their personal and professional lives, both reducing their stress and helping them become more focused and productive.

For its continued focus on work-life balance, Symantec's Diversity and Inclusion Council in the company's offices in Tokyo, Japan, has earned approval from the Japanese Ministry of Health, Labour, and Welfare to use the "Kurumin" mark. The Kurumin mark certifies a business operator as supporting the upbringing of children who will become the leaders of the next generation.

Health and Safety

To ensure a safe and healthful work environment for all employees, Symantec has implemented a suite of programs over the past three years that are designed to ensure employees avoid unsafe situations and to ensure that Symantec can respond to accidents, disasters, and medical emergencies across our Global Operations appropriately.

We have successfully launched our Ergonomics training and assessment program across the United States, parts of EMEA and APJ, and we will continue to roll this program out over the course of FY12 and beyond. In addition we have a robust Emergency Response and Evacuation (ERE) program operating at critical locations in the United States and across EMEA and APJ. Notably, we launched an ERE program across all of our India locations over the past 12 months which has been hugely successful both in terms of the program implementation and positive employee participation.

We continue to track our health and safety performance via a Regional facility self-assessment program. This self-assessment provides the information required to assess risk and design our health and safety programs accordingly.

Health and Safety Performance at U.S. Sites	FY11	FY10	FY09	FY08
Total injuries and illnesses	66	50	57	74
Lost work days	16	30	420	206
Fatalities	1*	0	0	0

*Fatality was due to a traffic/motor vehicle accident.

In FY11, total injuries and illnesses rose after two years of declining rates. At the same time, reported lost work days declined by more than 90 percent.

We believe the rise in reported injuries and illness was due to refinements and efficiencies within our reporting systems that more accurately captured total accidents and incidents. We anticipate that these numbers will rise further as the improved accident and incident reporting program is rolled out across our facilities worldwide.

In the coming year, we will continue our efforts to train and develop our employees and ensure a safe and healthy working environment. In addition to rolling out the Top Talent 2.0 program, we will work to address employee issues and concerns identified in the FY11 employee satisfaction survey. We will also implement ongoing enhancements to critical health and safety programs and tracking measures globally in pursuit of continuous reduction in accidents and injuries.

For More Information

Please visit:

- [Symantec Code of Conduct](#)
- [Human Rights Policy](#)
- [Talent Retention](#)
- [Employee Benefits](#)

Community

Building Our Foundation for the Future

Symantec has four philanthropic priorities. These priorities are based on the issues of greatest significance to the company's stakeholders and its own strategic objectives:

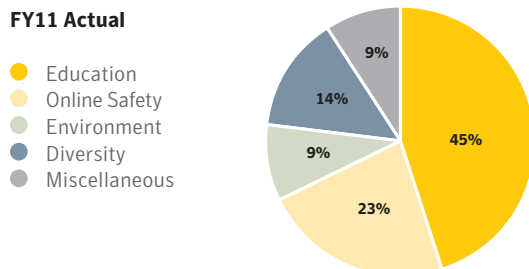
- science, technology, engineering, and math education, as well as equal access to educational opportunities;
- online safety;
- diversity; and
- environmental responsibility.

We give about 50 percent of our philanthropic dollars to education. This giving emphasis enables us to simultaneously address several of the issues that are most important to us: promoting equal access to a quality education; encouraging more students to pursue careers in math and science; and supporting women and minorities who are interested in science, technology, engineering, and mathematics.

Because security is at the core of our business, that is our second highest priority in giving. We focus significant resources on educating parents, schools, and students about safe and ethical practices on the Internet. We also support the Norton Cybersecurity Institute, a global initiative to support and win the fight against cybercrime.

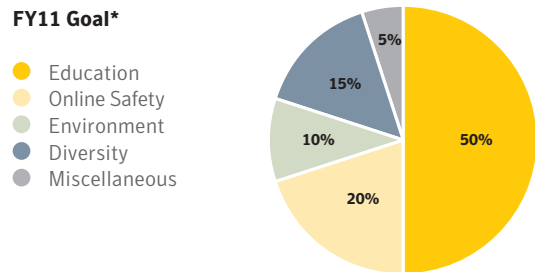
In order to effectively pursue our philanthropic strategy, we identify and reach out to those organizations that best align with our giving priorities and objectives. As such, Symantec is not currently accepting unsolicited grant proposals.

FY11 Actual



Our philanthropic giving in FY11 was in line with the goals we set for the year.

FY11 Goal*



*Miscellaneous funds were mostly used for disaster relief and conference sponsorships.

In addition to providing financial assistance to organizations, we also donate software, organize volunteer opportunities for employees, support employees in their personal volunteer work, and match employees' contributions to qualified nonprofit organizations.

Supporting One Economy's Mission to Connect Communities Worldwide

One of Symantec's longstanding nonprofit partners is **One Economy**. One Economy leverages the power of technology and connects underserved communities around the world to vital information that will improve their lives. In the past year, One Economy has provided computers, IT support, and broadband Internet access to over 100,000 homes in the United States alone.

One Economy uses three strategies to achieve its mission: access, training, and content. Symantec has provided content for an Internet portal called the Beehive, which provides region-specific information on such topics as money, health, and education. In addition to the English and Spanish versions of our Internet safety content found on the Beehive, Symantec translated this content into seven additional languages, making it fully available in 16 countries.

Through One Economy's partnership with Pratham India, a Beehive was launched in Maharashtra with Symantec's assistance. A local team of experts in Pune and Mumbai are working to fill the portal with locally relevant information. Furthering this support, a Community Connector program will launch in late 2011 to train young people on how to use technology—both to be community change agents and to improve their own job readiness.

Key Initiatives and Outcomes in FY11

Overall Philanthropic Giving

Symantec's philanthropic giving is made up of several sources. Corporate grants and sponsorships are comprised of a combination of corporate and foundation funds. Philanthropic giving also includes software donations, matching gifts, and Dollars for Doers grants.

Currently, the Symantec Foundation's funds are being managed to maximize growth. Foundation grants have been limited to enable Foundation funds to increase through annual contributions from the company's corporate giving budget and allow previously-made investments to continue growing. The goal is to create a financial cushion that will allow for sustained Foundation giving during economic downturns, when direct corporate giving may decrease.

Giving Category	FY11	FY10	FY09	FY08	FY07
Grants and Sponsorship	\$3,412,000	\$3,137,000	\$3,538,600	\$4,200,000	\$3,600,000
Matching Gifts, Dollars for Doers	\$733,000	\$717,000	\$793,814	\$580,000	\$1,090,000
Software Donations	\$20,300,000	\$18,378,000	\$15,700,000	\$12,000,000	\$8,700,000
Total	\$24,445,000	\$22,232,000	\$20,032,414	\$16,780,000	\$13,390,000

Building Community through Employee Involvement

We believe that our employees are best positioned to understand the needs of their local communities. Therefore, we support their volunteer work in various ways. In addition to [Dollars for Doers](#) and a [Matching Gift Program](#), Symantec has volunteer-led community relations committees at each of its major sites worldwide. These committees focus on employee volunteerism-planning, and executing volunteer events supporting Symantec's four philanthropic focus areas.

For example, many employees volunteer in their neighborhoods and work with their local schools and other organizations to strengthen science, technology, engineering, and math education and promote technology as a career path. Volunteer-run education programs based on our [Norton Online Family](#) initiative help teachers and parents ensure that children know how to maintain their safety and privacy when online.

In FY12, we plan to target giving within our four focus areas on a regional basis, so that our grant portfolio better reflects Symantec's presence around the world; therefore, the percentage of giving in a region will reflect the percentage of employees in that region. This approach will encourage us to look closely at organizations operating outside the United States.

We also plan to further develop and strengthen our relationships with new and existing nonprofit partners. These activities could include collaborating on new projects with returning partners, placing Symantec executives in Board positions, or developing an employee engagement strategy with certain organizations.

For More Information

Please visit:

- [Philanthropy](#)
- [Employee Engagement](#)

Employee Contributions* (in USD)	FY11	FY10	FY09
Employee Giving	\$664,665	\$650,000	\$720,420
Symantec Matching Gifts	\$611,543	\$582,000	\$659,836
Volunteer Hours	15,299	19,000	17,382
Dollars for Doers Grants	\$121,571	\$135,000	\$133,978

*Though FY11 was another economically challenging year for many people, Symantec employees continued to donate both money and time to their communities.

Corporate Governance and Ethics

Promoting a Culture of Shared Responsibility

Symantec is vigilant in maintaining strong governance and ethics policies and procedures. Our board of directors has a duty to oversee all significant business issues, including strategy and long-term business plans, product issues, corporate responsibility, legal and ethical compliance, executive selection and compensation, and board conduct.

- *Currently, our 11 member board is composed of nine independent directors, Symantec's Chairman, and the CEO.*
- *Only independent directors serve on the Audit, Compensation, and Nominating Committees.*
- *The roles of Symantec's Chairman and CEO are separate.*
- *We have a majority voting requirement for the election of our directors.*
- *Our bylaws provide our stockholders with a right to call special meetings.*
- *We have a declassified board, meaning that the full board is elected annually.*

For complete information regarding Symantec's corporate governance, please visit our [investor relations web-site](#).

Ethics and Integrity—the Cornerstone of Our Success

The [Symantec Code of Conduct \(PDF\)](#) aligns our business practices and policies with our values and provides a foundation for good governance.

Employees are expected to report all Code of Conduct or human rights violations and to seek clarification regarding any questions they have regarding ethics issues. Symantec provides numerous avenues for doing so. Employees may report concerns to their manager, anyone in their management reporting chain, a human resources representative, or the Office of Ethics. They may also report their concerns—anonously, if they prefer—by calling or going online to [Symantec's EthicsLine](#), which is operated by an independent third party.

During the first half of calendar year 2011 approximately 30 percent of the incidents reported were made by employees seeking specific guidance on Symantec's ethics policies (as opposed to making a claim or allegation). Questions related to human resources policies and other matters covered by the Code, such as data protection, procurement, and anti-corruption provisions.

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

Communicating Clearly to Promote Ethical Behavior

To further promote a culture of responsibility among employees, in FY11 we rolled out a series of communication and engagement campaigns. A survey was conducted which revealed that 75 percent of employees having an ethics question will turn to their direct supervisor first for guidance. As a result of these findings, we focused specifically on equipping managers with practical tools and information. By training and preparing managers we can help them recognize and effectively respond to employee concerns.

Among other activities, we:

- *Produced a quarterly Ethics & Compliance communication to provide managers with high-level key messages, resources, and training reminders.*
- *Posted Ethical Moments videos and written scenario dilemmas to the company intranet*
- *Created an Ethics & Compliance Internal Communications Committee*
- *Enhanced internal self-help resources*
- *Launched the "Need to Raise a Red Flag?" mini-campaign using the corporate intranet and posters*

In the coming year Symantec will roll out and begin to monitor a new set of ethics and compliance-related policies. Additionally, we plan to assist in strengthening Symantec's third-party screening program, with a key focus on anti-corruption; continue to offer training and ethics-related communications; and create additional programs and tools in response to trends. Finally, we will review and revise the current Symantec Code of Conduct.

For More Information

Please visit:

- [Corporate governance](#)
- [Ethics](#)
- [Symantec Code of Conduct](#)

UNGC Index

As a UNGC signatory, Symantec is required to annually communicate its progress in promoting the UNGC's ten principles. The index below provides links to UNGC disclosures according to each of the ten principles.

The Ten Principles of the United Nations Global Compact	
Principle	Location
1. Businesses should support and respect the protection of internationally proclaimed human rights.	Pages 5-6, 10-11, 23, 27, 29-30, 36
2. Businesses should make sure that they are not complicit in human rights abuses.	Pages 5-6, 10-11, 23, 27, 29-30, 36
3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Page 23, 30
4. Businesses should uphold the elimination of all forms of forced and compulsory labor.	Pages 6, 29-30
5. Businesses should uphold the effective abolition of child labor.	Page 29
6. Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Pages 6, 26-28, 30
7. Businesses should support a precautionary approach to environmental challenges.	Pages 6-7, 13-19
8. Businesses should undertake initiatives to promote greater environmental responsibility.	Pages 4, 7, 13-19
9. Businesses should encourage the development and diffusion of environmentally friendly technologies.	Pages 13, 16
10. Businesses should work against corruption in all its forms, including extortion and bribery.	Pages 6, 10, 36