



## 2013 Corporate Responsibility Report

## Table of Contents

03	CEO Letter	17	The World
05	About Symantec	18	Our Approach to Environmental Performance
06	Awards and Recognitions	19	Ensuring Energy Efficient Operations
07	Our People	20	Improving our Power Usage Effectiveness (PUE)
08	Organizing for the Future	20	Setting Expectations for our Supply Chain
08	Employee Value Proposition	20	Enhancing our Human Rights Practices
09	Valuing Volunteerism	21	Investing in the Community
09	Increasing Gender Diversity		
11	Your Information	23	About This Report
12	Leading the Way in Global Intelligence	24	United Nations Global Compact Participation
13	Protecting Against Cybercrime	24	Stakeholder Engagement
13	Investing in Online Safety	25	Data Tables
14	Norton Family		
14	Promoting Privacy		
15	Improving the Customer Experience		

## CEO Letter

Symantec's mission is to make the world a safer place by protecting and managing information so everyone is free to focus on achieving their goals. It's a statement that ties our business goals to a social purpose as we help people, businesses, and governments secure and manage their information-driven world against more risks at more points, more completely and efficiently than any other company. And it means we must evolve in order to meet our customers' needs not just for today, but over the long term.

In January of this year, we shared our new strategic direction, which we call Symantec 4.0. It was the start of some challenging work for our team in which we asked the tough questions on behalf of our customers and partners and made even tougher decisions to ensure our employees could deliver on our promise to customers while returning value to our shareholders.

Our efforts are starting to yield results; our FY13 earnings showed organic growth of three percent, the best we've done in the past five years. We anticipate sharing many more successes as we refine our product roadmaps and go-to-market strategy. We also know that integrating corporate responsibility into everything we do will help us achieve our business strategy and deliver value for our employees, customers, and shareholders, driving us to operate with integrity, respect for the environment and a commitment to positive social impact across the globe.

Our renewed commitment to leading in corporate responsibility focuses on three key areas: Our People, Your Information, and The World.

### Our People

Our commitment to corporate responsibility starts "at home." Our success is fueled by the vision and innovation of a diverse and engaged workforce focused on delivering value for our customers. Learning is the bedrock of our growth as individuals and as a company. More than 2,000 leaders have been trained on Leadership 4.0, the management approach that is guiding our ongoing evolution.

Over the past year, we've reduced the layers of complexity within our organization to increase our ability to get work done and improve line of sight at every level of the company. But perhaps the most important thing we've done is put our commitment to employees into writing through our Employee Value Proposition. It's the promise we make to employees, outlining what they can expect in return for building their careers with Symantec. It's a promise we intend to deliver on and are committed to making progress against every day.

### Your Information

Securing and managing our customers' information-driven world remains a key goal for our business. We continually advance our performance on this front through innovation in our products and services, as well as by partnering with and supporting organizations involved in keeping the world's people and information safe online.

In FY13, Symantec executed several product releases that advanced our leadership in mobility and cloud computing. For example, we delivered

technology that adds security features to the mobile applications a user downloads and products that can simultaneously manage both personal and corporate information. We also undertook perhaps our most ambitious research to date on the daily needs of our customers, and as a result, identified ten areas where there is a strong need for innovation and future products. In response, we have already begun the rollout of a new offering strategy.

Our cyber awareness efforts continue to lead the industry. Symantec shares substantive research with the public on a regular basis that benefits individuals, government agencies, and law enforcement. Three examples of research are our first Digital Information Index, Volume 18 of our Internet Security Threat Report, and our annual Norton Cybercrime Report. We also delivered a number of groundbreaking programs designed to help educate new generations of responsible, ethical, safe, and respectful online citizens. Among those we've been proud to support with both our expertise and funding are a curriculum related to online safety by the World Association of Girl Guides and Girl Scouts and the "Growing Up Digital" initiative being piloted by the Victoria Department of Education in Australia.

## The World

We extend to our partners and suppliers the expectations we place on ourselves. All of Symantec's manufacturing suppliers have committed to comply with Symantec's new Global Supply Chain Manufacturing and Fulfillment Code of Conduct. We also have revised our Human Rights Policy to more clearly state our position and add support for the Universal Declaration of Human Rights.

We have expanded our Global Environmental Management System (EMS), a system we expect to powerfully improve our oversight of key environmental issues and address both the immediate and long-term impacts of our products and services. The EMS clearly defines the governance structure supporting our environmental management priorities, leverages the findings of our most recent priority issues analysis and matrix, and creates goal-setting mechanisms that account for stakeholder views and business optimization.

Other ways in which we continue to address the issue of climate change include achieving additional Leadership in Energy and Environmental Design (LEED) facility certifications this year, bringing our total to 20, and signing the [Climate Declaration](#), an initiative driven by our partner Business for Innovative Climate Change Policy (BICEP), which focuses on the great economic opportunity inherent in tackling climate change.

Our commitment to nonprofit partners aligned with our philanthropic focus areas also remains strong. In FY13, we donated more than USD \$24 million in cash and software to organizations worldwide. We have made significant commitments to supporting science, technology, engineering, and math (STEM), cyber awareness and literacy education around the world, particularly in ways that can benefit girls and women and contribute to equal opportunity for them. We are also pleased to have achieved a 41 percent increase in year over year employee volunteer hours as we give back to our local communities.

## More to Come

Symantec will continue to redefine our business to ensure we're the best choice for securing and managing our customers' data. And we will continue to look at new and better ways we can give back around the world.

Our efforts have been recognized by the Dow Jones Sustainability Index for the seventh consecutive year, as well as a number of other influential lists including the World's Most Ethical Companies. We saw progress on many of our goals and maintained our support for the United Nations Global Compact and its LEAD program, of which we are proud to be a founding member.

We are pleased with the progress made, but many challenges remain before us. We must and will do better when it comes to strengthening gender equity and diversity, reducing our environmental impacts as our operations expand, and continue to lead our competitors in staying ahead of new security threats in our complex world.

As you may know, I ended my four-year retirement to lead Symantec because I saw untapped potential here to achieve great things—with our business and with our clear and public commitment to social responsibility. I look forward to keeping you apprised of our progress, and welcome your feedback on our efforts to date via [CR@Symantec.com](mailto:CR@Symantec.com).

The transformation we started earlier this year will be a revolution not just in the way we serve our customers, but in how we serve the world around us.



Steve Bennett,

President and CEO, Symantec

## About Symantec

Symantec is a global provider of security, storage, and systems management solutions that helps organizations and consumers secure and manage their information-driven world. Our software and services protect against advanced threats enabling confidence wherever information is used or stored.

Symantec is committed to protecting people and information, independent of device, platform or location. We deliver solutions that allow customers to access their information via a variety of devices when they need it and prevent unauthorized access. Symantec's core businesses operate in three primary markets: security, backup and recovery, and storage management.

We consider the security of information central to corporate responsibility in this digital age of increased exposure. We leverage our employees' specialized skills to make the digital world a safer place to work and play, raising awareness of cyber issues and contributing resources to

our communities. As a company engaged in providing services with significant societal benefit, Symantec is committed to conducting our business with attention to and respect for ethical operation, the environment, and positive societal impact. Our corporate responsibility platform is organized into three key pillars:

- *Our People, which includes employee satisfaction, talent management, and diversity and inclusion*
- *Your Information, which includes cybersecurity, online safety, privacy and customer experience*
- *The World, which includes climate change, responsible sourcing and human rights, and community investment*

This report serves as an update on our progress against the goals stated in Symantec's 2012 Corporate Responsibility Report.

## Financial Highlights

Fiscal Year 2013 (Ended March 31, 2013)

Total Revenue	\$6.9 billion
Consumer Revenue	\$2.1 billion
Enterprise Revenue	\$4.8 billion

## Symantec at a Glance

- Founded in 1982, IPO in 1989
- Headquartered in Mountain View, California
- World's fourth largest independent software and programming company by revenue, as ranked by Forbes
- Operations in more than 50 countries
- More than 21,500 employees globally
- Ranked #379 on the Fortune 500 list
- More than 2,400 patents globally
- Invested 15 percent of FY13 revenue into research and development throughout worldwide facilities
- Donated approximately USD \$24 million in cash and software to more than 20,000 nonprofit organizations, globally, in FY13

## Awards and Recognitions



- Named one of World's Most Ethical Companies for the sixth consecutive year by the Ethisphere Institute



- Earned Global Business Travel Association Project ICARUS Sustainability Gold Medal



- Received Human Rights Campaign's "Best Places to Work for LGBT Equality" rating for the fifth consecutive year by again scoring 100 percent on their Corporate Equality Index



- Recognized on the Great Place to Work India list (second year)



- Included in Dow Jones Sustainability Indexes; North America (since 2007) and World (since 2008)



- Named one of the 100 Best Places to Work in Mexico (second year, No.65)



FTSE4Good

- Listed on the FTSE4Good Index since 2007



- Acknowledged as No.19 on the Silicon Valley/San Jose Business Journal Corporate Philanthropists List



- Included in the Maplecroft Climate Innovation Index



- Named Company of the Year by Entrepreneur's Foundation of the Silicon Valley Community Foundation

# OUR PEOPLE



## Our People

At Symantec, we see our value and position in the marketplace as a direct reflection of the talent and creativity of our people. Our employees keep you safe. They look after you, so we look after them and invest in them. Our people support our innovation, relationships, and ultimate success as a global company.

We also understand that maintaining a cohesive, satisfied, and engaged workforce is critical to achieving our objectives. Thus we have made employee satisfaction, diversity and inclusion, and talent management key priorities to track and continually improve upon.

### Organizing for the Future

Shortly after becoming Symantec President and CEO, Steve Bennett introduced his vision for “Symantec 4.0.” This vision is a refocused and revitalized incarnation of the company, geared toward efficiency and long-term value creation. Some of the changes set in motion under the plan included the [separation of Symantec’s Chairman and CEO positions](#), and the reworking of employee roles and reporting structures to allow for more empowered decision making at every level of the organization.

Our efforts to reduce management layers and redundancies in Symantec’s organizational structure contributed to a higher than normal employee turnover rate of 15.7 percent in FY13. While we make every attempt to avoid unnecessary workforce reductions, we believe that consolidating management duties among our most capable and motivated employees is an important step in assuring that we remain agile and competitive in our operations. Where reductions have been made, Symantec is providing severance and outplacement assistance.

For more details on Our People performance over the past three years, please see the Performance Data table on page 26.

### Employee Value Proposition

The Symantec 4.0 vision is organized around three key stakeholder groups—employees, customers, and shareholders—and outlines our unique value proposition for each. We believe that a sound Employee Value Proposition (EVP) is based on five essential employee needs:

- *Let me know where I stand and how I’m doing*
- *Pay me fairly and recognize my contributions*
- *Help me be the best I can be*
- *Invest in me*
- *Make me an integral part of the team, and value diversity*

By supporting our employees in these ways, we can best enable them to deliver great value to our customers and shareholders. Furthermore, our EVP framework is specifically designed to allow more fluid communication between employees working at different levels in the company. It encourages employees’ pursuit of career paths that move vertically (increasing seniority) as well as horizontally (increasing scope of responsibility). Ultimately, we believe that leaner, flatter management and greater authority and latitude among our employees will maximize our company performance.

## Valuing Volunteerism

A valued part of the Symantec employee experience is the opportunity to volunteer time and resources to charitable causes. We believe that volunteerism fosters greater connectedness between employees, Symantec, and communities where we operate. At Symantec, we show our core beliefs through our actions. We provide opportunities for employees to volunteer, give back and engage with causes that are meaningful to them and the company. Last year the Symantec team collectively logged over 25,800 volunteer hours, a 41 percent increase over the previous year's 18,000 volunteer hours. Even with this increase, our per-employee volunteer hours are below industry average and remain an area for improvement in the coming year.

### Supporting the SISTER2sister program to brighten the futures of at-risk teenage girls

SISTER2sister, a program offered by the [Life Changing Experiences Foundation](#) in Surry Hills, Australia, provides essential support, guidance, and inspiration to vulnerable teenage girls who are the victims of abuse, neglect, trauma, lack of role modeling, and other deeply entrenched inter-generational social issues. SISTER2sister connects Big Sister mentors with Little Sister mentees through a 12 month intensive risk management program, which includes a variety of educational workshops and fun experiences for the girls to participate in—often yielding life-long bonds.

*“Symantec has provided us with much needed funding, including mathematics scholarships for girls who need that extra bit of help at school. What really stands out is the dedication and passion of the wonderful Symantec employees we have worked with who have played an integral part in the success of our foundation by giving up their time to provide us with their expertise and through supporting our internal fundraising initiatives. I can't thank Symantec enough for their generous and ongoing support.”*

Jessica Brown, Founder & CEO, Life Changing Experience Foundation

## Increasing Gender Diversity

Symantec furthered its commitment to the [Women's Empowerment Principles](#) (WEP) in FY13 and made progress toward its gender equality goals. We increased the number of women in leadership from 25 percent to 27 percent, matching the overall percentage of employees who are women.

Our WEP Key Stakeholder Committee—a cross-functional team working to integrate the WEP into our business functions—took important steps in FY13 to formally recognize professional development and training exercises offered through the 14 Symantec Women's Action Network (SWAN) chapters across the globe. Employees participating in SWAN events and trainings are now able to receive Learning Excellence Credits (LECs) for their time—a change that will further support SWAN's mission to advance women's careers at Symantec.

Symantec also purchased a three-part “Women in Leadership” e-learning series comprising three courses:

- *Gaining Leadership Excellence through Effective Communication;*
- *Leading People in an Organization; and*
- *Overcoming Common Leadership Challenges.*

These e-learning courses are available to all employees.

Collaboration with gender-focused institutions continues to be a cornerstone of our mission to address the underrepresentation of women in technology fields. In FY13 Symantec continued its support of key nonprofit partners including the [National Center for Women & Information Technology](#) (NCWIT) and the [Anita Borg Institute](#), and joined new initiatives such as the [San Francisco Gender Equality Challenge](#) to help develop and share gender best practices.

## Progress on Goals

Goal Area	FY12 Goal	FY13 Progress
Employee Satisfaction	Focus on strengthening the connection between Symantec's strategic business goals and employees' individual contributions.	CEO Steve Bennett is driving a direct, transparent communication culture with employees regarding company strategy and direction. Steve's approach has generated unprecedented levels of engagement through his blogs, "Fireside Chats" where he connects with employees via live video, and surveys.
Talent Management	Design, develop, and launch a development offering for vice presidents in FY13 to complement our robust curriculum, which supports every stage of an employee's career.	Our Leadership & Employee Development team launched the Leadership 4.0 course to vice presidents and directors. The class was offered in 11 global locations. By the end of FY13, 90 percent (147 of 164) of the company's vice presidents had completed the course.
	Offer change management training in support of major corporate initiatives by the end of 2012 to improve project success and achieve a rating of eight out of 10 on post-evaluation forms.	Change management training, which included certification, was rolled out to employees. The 3 point scale used in the post class evaluation yielded a rating of 2.94.
Gender and Diversity	Evaluate Symantec's current level of performance with respect to the WEP.	Ongoing. The WEP Key Stakeholder Committee continues to evaluate Symantec's level of performance against the WEP. Progress includes offering new training specific to women, increasing women in leadership, and practices to ensure gender equality in marketing materials.
	Transition to annual tracking of key training metrics by gender as outlined within our WEP Key Stakeholder Committee goals.	Though the transition to annual tracking and key training metrics by gender was not achieved in FY13, it will be automated by the end of FY14.
	Continue efforts to match the percentage of women in leadership roles with the overall population of female employees at Symantec.	At the end of FY13 women in leadership was up from 25 percent to 27 percent, matching the overall percentage of employees who are women.

# YOUR INFORMATION



## Your Information

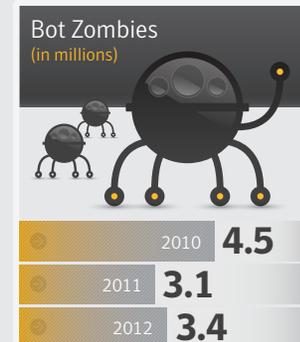
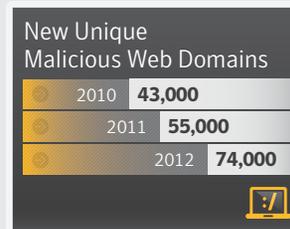
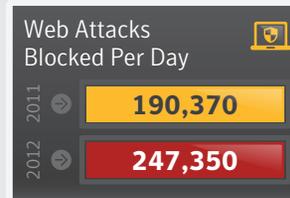
Symantec is uniquely qualified to help make the world a safer place. We consider the security and privacy of your information central to our business and corporate responsibility. Our commitment to the secure management of both our customers' data and our own manifests itself across every aspect of our operations. For these reasons, we are focusing on cybersecurity and cybercrime, online safety, privacy and customer experience as priority areas for our information-related corporate responsibility efforts.

We contribute our expertise and resources to efforts that ensure the security of information and the people to whom it belongs. Symantec is an industry leader in conducting research on trends and sharing best practices with the public.

### Leading the Way in Global Intelligence

In order to accomplish our mission, we must continually monitor and evaluate the global risks our customers face daily. To do so, Symantec has created one of the most comprehensive collections of Internet threat data in the world, all amassed in the Symantec™ Global Intelligence Network, which comprises approximately 69 million attack sensors and records thousands of events per second.

We share these insights with businesses, consumers, and law enforcement through our [Internet Security Threat Report](#), an overview and analysis of the year in global threat activity. Our most recent report highlights issues such as an increased focus on social media and mobile device malware and small business targeted attacks. For example, targeted attacks increased by 42 percent in 2012 and are growing the most among businesses with fewer than 250 employees. Small businesses are now the target of 31 percent of all attacks, a threefold increase from 2011. Attackers hone in on small businesses that may often lack adequate security practices and infrastructure. However our research teaches these organizations how to protect themselves against these emerging threats.



Source: Symantec Internet Security Threat Report, Volume 18

For more details on Your Information performance over the past three years, please see the Performance Data table on page 26.

### Keeping the Public Informed

Symantec regularly releases studies and findings that aid the public and law enforcement in understanding the state of cybersecurity. Among our FY13 releases:

- Our first Digital Information Index, which highlights the significant impact that cloud computing and mobility are having on businesses today. [The 2012 State of Information Report](#) reveals the benefits but also the growing challenges of “information sprawl” as organizations increase the level of information stored and accessed outside of their firewalls.
- [Internet Security Threat Report, Volume 18](#), reveals that in 2012, mobile malware increased by 58 percent, and 32 percent of all mobile threats attempted to steal information, such as e-mail addresses and phone numbers. Additionally, web-based attacks increased by 30 percent.
- The annual [Norton Cybercrime Report](#), with findings based on self-reported experiences of more than 13,000 adults across 24 countries; the 2012 edition of the Norton Cybercrime Report calculates the direct costs associated with global consumer cybercrime at USD \$110 billion over the preceding 12 months.

In FY13, Symantec also continued to support law enforcement organizations around the world through training, technical expertise, and coordination resources. In partnership with the National Center for the Rule of Law & Justice, professional development events for state prosecutors and webinars training judges to hear cybercrime cases were both funded. Symantec sponsored the UCLA Moot Court Cyber Crimes Competition, the first of its kind, national moot court competition devoted to training the next generation of cybercrime prosecutors.

Recognizing that many mobile users have a false sense of online security despite the fact that these devices have become more vulnerable than ever, Norton has developed Operation Shield—an offline and online experiential tour about the need for protection against threats to mobile devices—that began as a truck tour in FY12.

In FY13, Operation Shield integrated a partnership with Marvel’s The Avengers into the educational experience. Approximately 42,000 people visited the Norton’s Operation Shield truck at more than 100 major events, retail stores, college campuses, outdoor malls, and Symantec offices in the U.S. and Canada. Themes and materials from the program were also leveraged in more than 20 countries to inform and educate our global community about fighting cybercrime.

### Investing in Online Safety

As digital systems become increasingly central in society, it is essential to actively educate the younger generations to be safe and ethical online citizens. Symantec supports numerous efforts with this focus. One such partnership, now in its fourth year, is with Common Sense Media.

As a non-partisan, nonprofit organization, Common Sense Media provides trustworthy information and tools, as well as an independent forum, so that families can have a choice and a voice about the media they consume. Symantec expanded our support of Common Sense Media’s digital literacy curriculum, which focuses on engaging middle school students through an

### Protecting Against Cybercrime

With online criminals threatening industry, government and the public daily, cybersecurity is one of the most serious challenges we face today.

Because staying ahead of ever-shifting threats requires extraordinary talent and effort, Symantec employs a variety of tactics to maintain its capabilities to defeat the latest cybercrime techniques. Among these are internal cybersecurity exercises such as our computer network attack and defense competition, which we conducted in FY13 for the second time. Nearly one hundred Symantec teams competed in cyber exercises in realistic virtualized IT environments similar to those utilized by our customers. This gamified professional development presented employees with an alternate view of the threat landscape, inspired them to develop better technology, and drove collaboration with our customers.

interactive, online storybook called iDecide. Additionally, we supported the alignment and rollout of K-12 curricula in Australia and New Zealand through **Common Sense Media's partnership** with Cyber Safe Kids and the Victoria Department of Education. This pilot program, "Growing Up Digital," has helped bring important digital literacy and citizenship resources to teachers, kids and their families.

Symantec has also helped create digital literacy through a partnership with the World Association of Girl Guides and Girl Scouts (WAGGGS). With our support, WAGGGS developed an online safety curriculum called Surf Smart in 2012 and successfully piloted it in France, Germany and the UK, awarding more than 1,950 merit badges for completion of the program during its five-month introduction. More than 80 percent of participating group leaders rated the curriculum "very useful" or "useful," and more than 75 percent indicated it was "very fun" or "fun."

Symantec's support has not been limited to financial contributions. Our employees have played important roles as volunteers in advising WAGGGS on the development of program content and in staffing training sessions. Based on the strong response to the pilot, Symantec and WAGGGS will next work together to roll the program out in 10 countries across Africa, including Nigeria, South Africa, Namibia, and Madagascar.

### **Symantec engages in global fight against cyber bullying**

In FY13, Symantec continued its longstanding partnership with **Friends**, a Swedish nonprofit organization dedicated to the prevention of mobbing and bullying through the education and support of schools and sports clubs. As a result of our support, Friends has been able to hire a full-time online safety spokesperson who has been influential in the local media about cyberbullying. Symantec also contributes cybercrime research and content to Friends to help make more resources about cybercrime available to the public.

### **Norton Family**

The number of children who own or use smart phones is on the rise. A **recent study from the Pew Research Center** reported as many as 25 percent of U.S. teens primarily use a smart phone for online activities. This shift in how kids access the Internet means parents need tools to help their kids explore their mobile world safely.

Norton Family introduced its Android mobile app to help parents keep an eye on their kids Android activities anytime from anywhere. It lets parents limit access to age-appropriate websites and sends an alert when kids attempt to visit a blocked site. Norton Family Premier, a paid subscription, gives parents the ability to see what apps kids download, block specific apps and offers a 90-day history view of online activity.

### **Promoting Privacy**

Protecting the privacy of our customers and employees is a priority and a long-term investment in trust. It also plays a critical role in realizing our mission. Symantec continues to enhance its dedicated Privacy Program Office that is tasked with ensuring data is managed as a corporate asset in compliance with legal requirement.

Throughout the year, the Privacy Program Office supplemented trainings with virtual presentations, classroom trainings, and other awareness materials. In FY13 we focused on educating our employees on privacy. All employees worldwide were required to attend mandatory privacy training that is now part of the curriculum for new hires. In addition, a special training was developed and delivered to the global human resources population.

To promote privacy as a business practice, the Privacy Program Office works with a network of Privacy Champions and Privacy Leaders throughout the company, who actively promote privacy within their business units and partner with the Privacy Program Office to support company-wide privacy initiatives.

Privacy is increasingly an area of focus for both regulators and consumers, with concern regarding this issue at an all-time high. Symantec has embraced the challenge of adopting Privacy by Design guidelines to foster accountability across the company for privacy compliance and proactively address our customers concerns and expectations about privacy. We see this implementation as our greatest opportunity to provide the privacy assurances our customers deserve. Our most immediate focus, however, has been ensuring we retain high accountability for privacy across the company's range of internal functions as we navigate through the transformation of the company.

### **Improving the Customer Experience**

Delighting customers is a cornerstone of Symantec 4.0, and we regularly employ listening posts and create new ones to understand what is important to our customers and how we are doing. These listening posts (including direct outreach and surveys) help us to determine priority issues as we strive to design and deliver a delightful end-to-end customer experience for all our partners and customers.

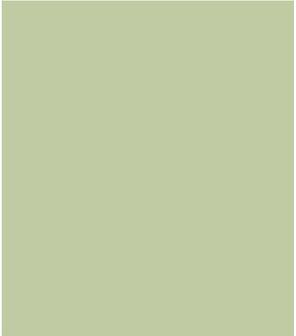
One of our key tools is the Customer Experience Program survey, through which customers brought our attention to the installation process for Backup Exec in FY13. Examining data on this issue more closely, the Backup Exec group noticed that the success rate for first-time installations of the product stood at only 70 percent. In response, the group decided to embed a telemetry tool in the application—a feature that customers voluntarily activate, which automatically and anonymously sends Symantec data on how they use the product. The feedback received was then used to make enhancements that have increased customers' first-time installation success rate to 92 percent.

Initiatives with similar intentions have been employed by other groups within the company. One such example is the NetBackup (NBU) engineering team's annual Customer Forum, which allows customers to spend several days learning about the products they use from the actual Symantec engineers responsible for their development. The interaction leads to valuable insights for both groups—more effective usage by customers, and feedback that can be used for product enhancement by engineers. The events were so successful that in FY13, an Executive Day was appended to the Forum to share plans with and gather feedback from executives at customer companies who make purchasing decisions and develop data protection strategies.

Moving forward, one key challenge for Symantec will be to transition from a siloed approach to the customer experience to one that understands and manages the customer's engagement with our company and products more systemically. This change begins with evolving our ability to step into our customers' shoes and see the experience from their point of view—what we think of as their ecosystem—and identify and prioritize the touch points to be improved.

## Progress on Goals

Goal Area	FY12 Goal	FY13 Progress
Cybersecurity	Launch the Victim Assistance portal together with partner National White Collar Crime Center (NW3C).	Nearing completion. The site was developed in FY13 and is scheduled to launch in the fall of 2013.
	Convene global cybersecurity conferences and webinars.	Ongoing. In May 2013, Symantec partnered with The Society for the Policing of Cyberspace (POLCYB) to convene an international training conference in Kiev, Ukraine. Additional global conferences are planned.
Online Safety	Launch Norton Family Premier globally.	Ongoing. Norton Family Premier is now available in 50 countries.
	Continue to make Norton Family software globally available free of charge in 25 languages.	Complete. Norton Family continues to be a free Web-based service available globally.
Privacy	Implement Privacy and Information Security Training for all employees.	Completed. Training is now mandatory and employees must repeat it every 18-24 months.
	Embed the principles of Privacy by Design in the product development cycle.	We have not yet accomplished this due to differences in product development lifecycles across teams. Those schedules are in the process of being harmonized to help achieve this goal.



THE WORLD

## The World

As a company with a significant global presence, we recognize that our sphere of influence and impact grows with our business, and presents us with a great responsibility to the people and places with whom we interact.

In order to meet this responsibility, we are committed to a number of activities including strong environmental stewardship, maintaining transparency and integrity. We have put in place human rights safeguards throughout our supply chain and we engage with global nonprofit partners and the communities where we operate.

### Our Approach to Environmental Performance

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 our customers. Our four focus areas are illustrated below and further defined in our [Environmental Policy Statement](#):



In FY13, Symantec continued the Environmental Management System (EMS) expansion to further formalize environmental practices and strengthen performance across our organization. Our EMS is structured in accordance with the International Organization for Standardization (ISO) 14001:2004 standard, with full legal compliance as our minimum expectation and the continual creation of business value through environmental excellence as our ultimate goal.

Key elements of our EMS include:

- *Alignment with Symantec’s four environmental focus areas and linkage to priority corporate responsibility issues*
- *A clearly defined governance structure supporting our environmental management priorities*
- *Mechanisms to define metrics, track progress and develop goals and action plans to address significant impacts and associated stakeholder concerns and business drivers*
- *Incorporation of environmental requirements to supplier engagements, where the supplier activities present significant impacts and/or represent a significant portion of our overall spending.*

For more details on The World performance over the past three years, please see the Performance Data table on page 27.

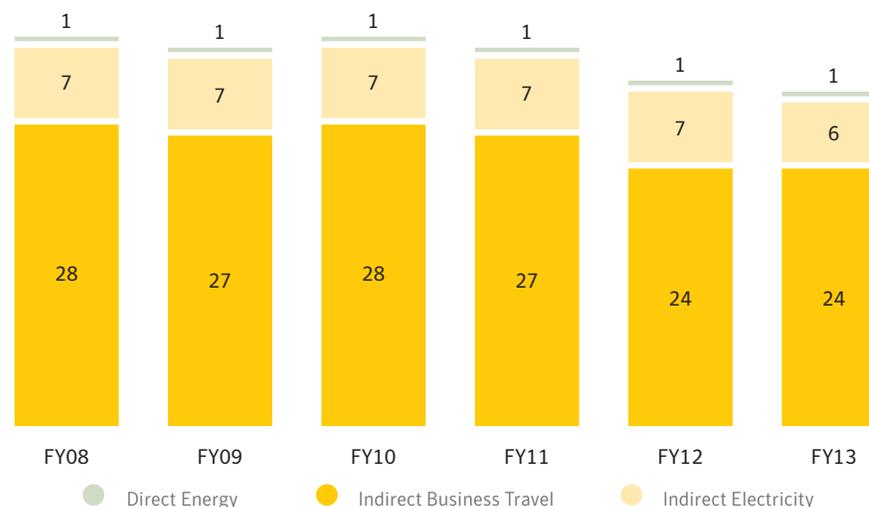
## Ensuring Energy Efficient Operations

The electricity we use to power our data center and labs, along with associated greenhouse gas (GHG) emissions continues to represent our largest environmental impact. We are addressing this issue by evaluating methodologies for our facilities to be run in the most efficient way possible, and have devoted ourselves to achieving LEED and ENERGY STAR certification as part of our emissions and energy reduction initiatives.

We have been successful in maintaining steady levels of absolute GHG emissions, while achieving greater efficiency over time when compared to the overall growth of our company. We decreased our absolute GHG emissions by 88 metric tons, or 0.04 percent from FY12 to FY13, and on a normalized revenue basis we decreased our GHG emissions by 3 percent over the same time period.

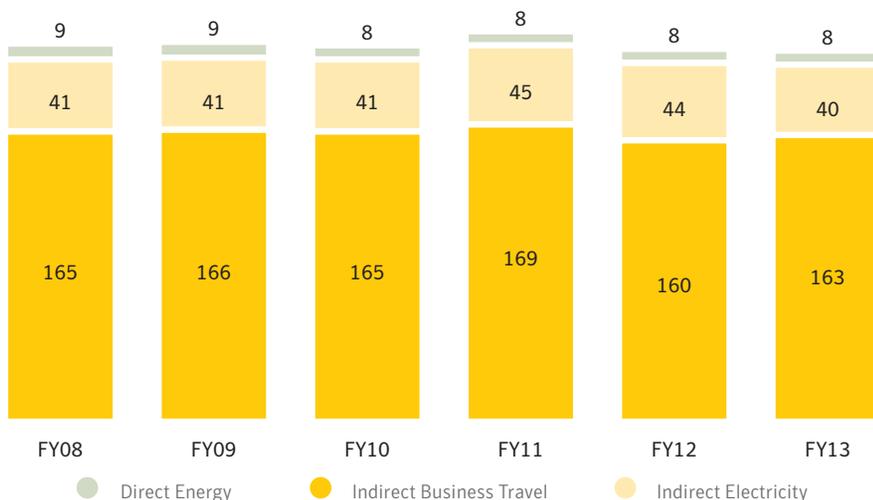
Since FY08, we have reduced our total GHG emissions by 1.37 percent, from 214,316 metric tons of carbon dioxide equivalent (CO2e) to 211,376 metric tons CO2e. Normalized to revenue, we have lowered our GHG emissions by 16 percent over FY08 levels.

**Normalized Greenhouse Gas Emissions**  
Metric tons of CO2e per million dollars of revenue



Symantec's emissions figures are calculated, in accordance with the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD) GHG Protocol, to account for changes in the data, inventory boundary, methods, or any other relevant factors. In FY13 Symantec recalculated its baseline emissions due to changes in calculation methodology and improvements in the accuracy of data which resulted in a significant impact on the base year emissions data. Of the total FY13 GHG generated, 8 percent was emitted in EMEA (Europe, Middle East and Africa), 41 percent was emitted in APJ (Asia, Pacific and Japan), and 51 percent was emitted in the Americas (United States, Canada and South America).

**Absolute Greenhouse Gas Emissions**  
Thousands of metric tons of CO2e per year

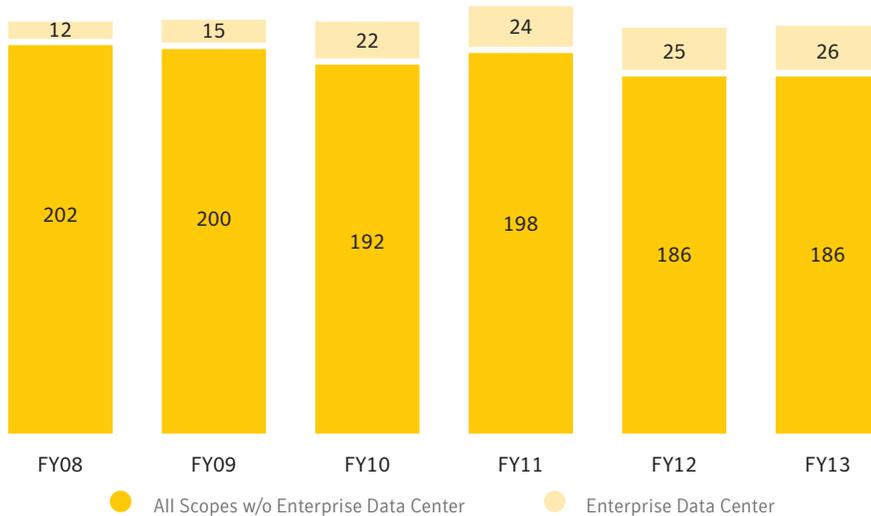


In FY13, we achieved LEED certification of two more buildings. In addition, Symantec celebrated the recertification of an existing LEED building in Culver City, California, to be the first LEED Platinum building in our real estate portfolio.

### Improving our Power Usage Effectiveness (PUE)

To maximize efficiency in our most energy intensive facilities, we are focused on continuously improving PUE—a metric used to determine the energy efficiency of a lab or data center. In FY13, we expanded energy sub-metering coverage to 73 percent of our lab and data center facilities by square footage, including our enterprise data center in Arizona, and have calculated an average PUE ratio of 1.44 across these facilities—a result significantly lower than our ongoing PUE goal of 1.7 and the industry average PUE of 2. We are especially pleased with the efficiencies we’ve achieved in our sub-metered labs, which pose greater efficiency challenges than data centers and are not typically externally reported.

**Enterprise Data Center GHG Emissions**  
Thousands of metric tons of CO<sub>2</sub>e per year



Energy use and emissions from our Enterprise Data Center continues to grow organically as our business expands; however, we have been able to offset these increases by improving our facilities’ efficiency across the board.

### Setting Expectations for our Supply Chain

Since the launch of Symantec’s [Global Supply Chain Manufacturing and Fulfillment Code of Conduct](#) in 2011, we have received acknowledgement from all Tier 1 suppliers that they will comply with the code, which is broadly based on the Electronic Industry Citizenship Coalition (EICC) Code of Conduct and the requirements of ISO 26000:2010 guidance on social responsibility.

Significant aspects of the Global Supply Chain Manufacturing and Fulfillment Code of Conduct include management systems to ensure compliance with the code, labor practices and workers rights, health and safety, environmental responsibility and ethics requirements. Suppliers’ adherence to our code helps ensure the consistent application of environmental and social safeguards throughout our supply chain.

### Enhancing our Human Rights Practices

Following a consultation with an internal human rights working group, we issued a revision to our [Human Rights Policy](#), which now includes support and respect for the [Universal Declaration of Human Rights](#). The working group conducted a human rights risks and opportunities assessment identifying privacy, free expression, rights of employees and gender equality as priority human rights areas for Symantec.

We also expanded our all-employee, mandatory Code of Conduct training to include human rights topics drawn from the International Labour Organization core conventions and aligned with Symantec’s policies on fair employment, workplace harassment, and non-discrimination. Additionally, we introduced and conducted six internal country audits against awareness of the Human Rights Policy.

For global water and waste information, see our [Corporate Responsibility website](#).

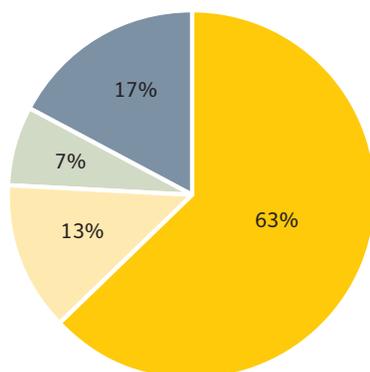
## Investing in the Community

In FY13, we made across-the-board increases in our philanthropic giving (through both corporate and employee donations) and have maintained our focus on four primary giving areas, aligned with the overall priorities, influences, and impacts of our business:

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

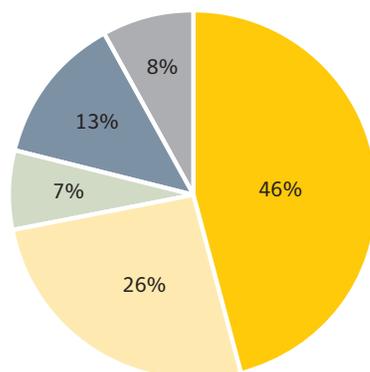
Although education was our largest giving area, we are working to distribute the balance of our annual funds based on the pertinence of each giving area to our business.

Symantec's FY13 Philanthropic Giving



FY13 Giving by Region

- Americas
- EMEA
- APJ
- India



FY13 Giving by Focus Area

- Education
- Online Safety
- Environment
- Diversity
- Miscellaneous

## Integrating Volunteerism and Sustainability into Symantec's User Conference

Through Vision 2012, Symantec developed a partnership with [Plant-for-the-Planet](#), a foundation focused on raising awareness of, and responding to, the issue of climate change. At the conference, children from local schools attended a training session where they were empowered to take action against the climate crisis. Conference attendees and school children planted trees and raised awareness among their peers in Barcelona, Spain.

*"Education is a powerful, sustainable way to change our perspective on the climate crisis and companies like Symantec foster Plant-for-the-Planet's approach."*

Charlotte Steenbergen, Plant-for-the-Planet

Vision 2012 also became Symantec's first-ever large scale event to be designed using the Global Reporting Initiative (GRI) Event Organizers Sector Supplement. Symantec reduced the event's impacts on multiple fronts:

- 55 percent of the event's waste was diverted from landfill
- 60 percent of all food served was sourced locally in Catalonia, within a radius of 250km
- \$40,000 of costs were avoided as a result of sustainability initiatives
- \$15,000 in donations were generated to fund community projects

## Progress on Goals

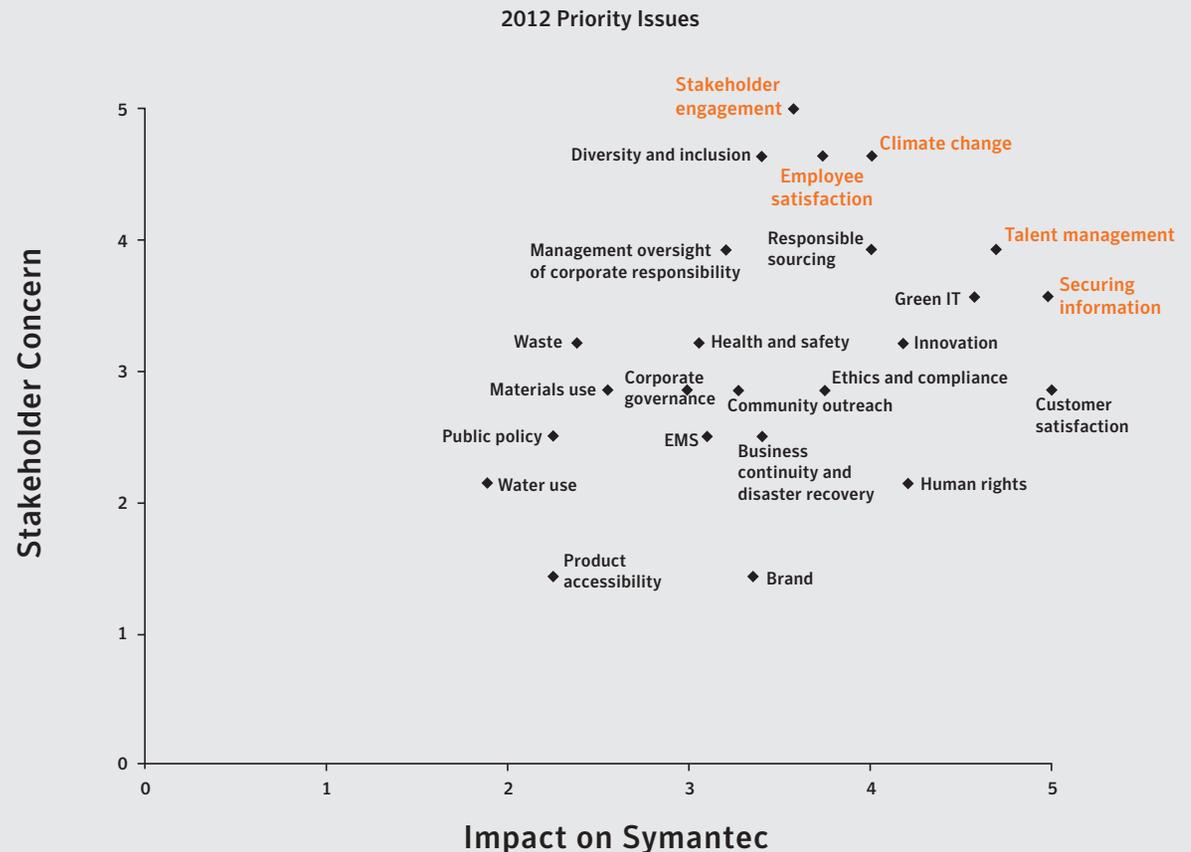
Goal Area	FY12 Goal	FY13 Progress
Climate Change	Develop a GHG emissions reduction approach through the implementation of a global EMS.	We are continuing to implement GHG emission/energy reduction strategies including consolidation of data centers and labs, hardware virtualization, remediation, efficient space utilization, data de-duplication, and the use of renewable energy sources through utility green power purchases. We are refining our current processes and metrics through the EMS.
	Obtain LEED and ENERGY STAR certifications at all owned or long-leased facilities.	We achieved 3 new LEED certifications, including our first Platinum certification in Culver City, CA. We now have 20 LEED certified facilities representing 80 percent of our eligible real estate square footage. We received one new ENERGY STAR certification for a total of 12 certifications, representing 59 percent of our eligible real estate square footage.
	Achieve a Power Usage Effectiveness (PUE) of 1.7 or better for all owned or long-leased facilities.	The average PUE for our currently sub-metered facilities in FY13 was 1.44, which is significantly better than our ongoing goal of 1.7. Our goal will remain at 1.7 until all eligible buildings have been sub-metered.
	Install energy sub-metering devices and software at all owned or long-leased facilities.	We expanded sub-metering to 73 percent of the square footage of our owned and long-leased lab and data center facilities.
Responsible Sourcing and Human Rights	Complete audits of all current Tier 1 suppliers against the Global Supply Chain Code of Conduct in FY13.	Audits were not completed during FY13. Symantec is evaluating the benefits of joining the EICC. If we decide to join during FY14, we will follow the EICC Validated Audit Program moving forward.
	Integrate human rights language from International Labour Organization core conventions into standard training for all employees in FY13.	Completed. We added content to our all employee annual Code of Conduct training that addresses human rights and our related policies.
	Issue a revised human rights policy statement addressing the principles set forth in the Universal Declaration of Human Rights.	Completed. A revised human rights policy was communicated in January 2013.
Community Investment	Identify metrics and measurement criteria to track success and outcomes of strategic partnerships.	We are in the process of developing metrics and measurement criteria, and will be finalizing the internal process document in FY14.

## About This Report

This report provides updates on Symantec's progress on previously published corporate responsibility goals, as well as selected additional information relevant to our priority corporate responsibility issues. For more information about our programs and commitments, please see our FY12 report, which is a fully indexed GRI report, and the other materials available at the [Symantec Corporate Responsibility website](#).

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

Data in this report reflects Symantec's global operations and corresponds to Symantec's FY13, which spans April 1, 2012 through March 31, 2013, unless otherwise noted.



Symantec's corporate responsibility strategies and performance are guided by a focus on our priority issues—those identified by a robust analysis as being most important to both stakeholders and the company. Our most recent analysis of issues was conducted in 2012.

## United Nations Global Compact Participation

This report, in conjunction with information provided in last year's Corporate Responsibility Report, meets our Communication on Progress requirement for FY13.

As a signatory of the UNGC and participant in the LEAD initiative, Symantec encourages the adoption of the UNGC's 10 principles to safeguard human rights, ethical labor conditions, the environment, and corruption-free business practices.

Symantec chaired the Steering Committee for the organization's U.S. Network in FY13 and in past years. The company also participates actively in network meetings and symposiums, and UNGC working groups. Among the ways we maintained our commitment to the UNGC:

- *Symantec continues to be a member of the UNGC LEAD Program*
- *A Symantec employee served on WEP Advisory Committee and Symantec co-sponsored International Women's Day which is a WEP initiative*
- *A Symantec representative served on the Anti-Corruption Working Group*
- *Symantec's senior director of Corporate Responsibility continues to serve as Business Representative for the U.S. Network to the UNGC.*

## Stakeholder Engagement

Symantec places great significance on engaging the company's stakeholders, considering their input, and acting upon their feedback where possible. One area in which we have gathered such insights in the past year is related to our corporate responsibility reporting.

In our FY12 Corporate Responsibility Report stakeholder feedback survey, to which most respondents were employees, a majority of stakeholders rated our corporate responsibility performance as "Excellent" or "Good, but needs improvement" in all 12 areas of focus.

In addition, respondents called for additional volunteering and employee involvement opportunities, better compensation or benefits for employees, and measures to promote greater trust between employees and senior management. Our new Employee Value Proposition and other related initiatives include means to address these concerns.

We also received report feedback from external stakeholders, which included several points we have considered in this document and plan to implement more completely in coming years.

## Contact Us!

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

## Performance Data

<b>Operations</b>	<b>FY13</b> (ended March 31, 2013)	<b>FY12</b> (ended March 31, 2012)	<b>FY11</b> (ended March 31, 2011)
<b>Revenue (in millions of \$)</b>			
Total Revenue	6,906	6,730	6,190
Enterprise Revenue	4,797	4,626	4,240
Consumer Revenue	2,109	2,104	1,950
<b>Revenue by Region</b>			
Americas	54%	54%	55%
Europe, Middle East, Africa	27%	28%	29%
Asia-Pacific and Japan	19%	18%	16%
<b>Cost of Revenue (in millions of \$)</b>			
Total cost of revenue (in millions of \$)	1,175	1,082	1,045
<b>Operating Expense (in millions of \$) #</b>			
Total operating expenses (in millions of \$)	4,625	4,544	4,218
<b>Income tax #</b>			
Income tax expense (in millions of \$)	251	308	123
Effective income tax rate	25%	21%	17%
<b>Net Income (in millions of \$) #</b>			
Net income attributable to stockholders (in millions of \$)	755	1,187	626

**Footnotes:**

# Effective March 30, 2013, we changed our accounting policy for sales commissions that are incremental and directly related to customer sales contracts in which revenue is deferred. The adoption of this accounting policy change has been applied retrospectively to all periods presented in this report, in which the cumulative effect of the change has been reflected as of the beginning of the first period presented.

<b>Our People</b>	<b>FY13</b> (ended March 31, 2013)	<b>FY12</b> (ended March 31, 2012)	<b>FY11</b> (ended March 31, 2011)
<b>Employees</b>			
Total employees	21,500	20,500	18,600
Sales and Marketing	7,400	7,100	6,700
Research and Development	7,200	6,800	6,200
Support and Services	5,400	5,100	4,200
Management, Manufacturing, and Administration	1,500	1,500	1,500
Employees residing in the United States	44%	45%	46%
<b>Training and Development</b>			
Total Learning Excellence Credits (LECs) earned	586,676	647,243	540,660
Average number of LECs per employee	28.41 *	31.57	28.95
<b>Health &amp; Safety (U.S. sites)**</b>			
Total injuries and illnesses	81	49	66
Lost work days	153	197	16
Fatalities	1 ***	0	1
<b>Diversity</b>			
Women (% of total workforce companywide)	27.8%	27.6%	27.6%
Americas	29.3	29.1	28.7
Asia Pacific and Japan	32.8	31.7	31.1
Europe, Middle East, and Africa	28.9	29.9	29.6
India	18.3	18.2	19
Women in Leadership positions (companywide)	27.0%	25.6%	26.40%
Human Rights Campaign Corporate Equality Index	100%	100%	100%

<b>Your Information</b>	<b>FY13</b> (ended March 31, 2013)	<b>FY12</b> (ended March 31, 2012)	<b>FY11</b> (ended March 31, 2011)
Number of patents held (approximately)	2,400	1,500	1,200
Employees trained on Global Privacy Policy	92%	77%	NA
# of mobile vulnerabilities discovered ****	415	315	163
Grants to fight cybercrime & support online safety	30	23	25

Footnotes:

\* LEC number calculated based on 20,650 employees.

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

\*\*\* On June 1, 2012, a Symantec employee was involved in a fatal car accident on the way home from a business trip. Symantec was saddened by this tragic loss.

\*\*\*\* Figures are for calendar year 2012 from Symantec's Internet Security Threat Report.

The World	FY13 (ended March 31, 2013)	FY12 (ended March 31, 2012)	FY11 (ended March 31, 2011)
<b>LEED/ENERGY STAR</b>			
LEED certified buildings	20	18	16
ENERGY STAR certified buildings (United States)	12	11	10
Audited internal buildings that meet ENERGY STAR standard	4	1	2
Total buildings that meet ENERGY STAR standard	16	12	12
<b>Greenhouse Gas Emissions (Thousands of Metric Tonnes of CO2e)^</b>			
Total	211	211	222
Scope 1 (Natural Gas, Diesel, Propane, Refrigerants, Gasoline)	8	8	8
Scope 2 (Electricity)	163	160	169
Scope 3 (Air Travel and Rental Cars)	40	44	45
<b>Energy Consumption (Gigajoules)^</b>			
Total	1,837,227	1,874,568	1,904,836
Scope 1 (Natural Gas, Diesel, Propane, Refrigerants, Gasoline)	96,084	88,967	98,908
Scope 2 (Electricity)	1,072,995	1,051,870	1,077,386
Scope 3 (Air Travel and Rental Cars)	668,147	733,731	728,541
<b>Waste Management (Metric Tonnes)^</b>			
Absolute waste recycled	52% (684 MT)	52% (791 MT)	52% (839 MT)
Waste sent to landfill	48% (619 MT)	48% (716 MT)	48% (759 MT)
<b>Packaging</b>			
Percent of products downloaded (vs. boxed)	89%	70%	65%
Percent of recycled content in packaging materials	63%	44%	NA
<b>Philanthropic Giving (in thousands of \$)</b>			
Total Giving	24,274	23,978	24,445
Grants and Sponsorships	3,400	3,297	3,412
Matching Gifts, Dollars for Doers	874	865	733
Software Donations	20,000	19,816	20,300
<b>Employee Contributions</b>			
Employee Giving	\$919,377	\$791,714	\$664,665
Symantec Matching Gifts	\$672,597	\$694,483	\$611,543
Volunteer Hours	25,819	18,379	15,299
Dollars for Doers Grants	\$201,024	\$170,785	\$121,571

Footnotes:

^ In FY13 Symantec recalculated its baseline emissions due to changes in calculation methodology and improvements in the accuracy of data which resulted in a significant impact on the base year data.

^^ Symantec has conducted individual LEED site waste audits since FY08. For the first time this year, Symantec compiled historical waste audit information. The data represents 88% of our eligible LEED certified buildings.



Copyright © 2013 Symantec Corporation. All rights reserved. Symantec and the Symantec Logo are trademarks or registered trademarks of Symantec Corporation or its affiliates in the U.S. and other countries. Other names may be trademarks of their respective owners.