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About This Report

Symantec is proud to release this, the company's first corporate responsibility report, covering information from April 2007 to March 2008 (FY08). The report marks our entry into a new phase of engagement with our stakeholders and an increased level of communication around the corporate responsibility issues that are most relevant and important to our company. We intend to publish a full report every two years supplemented by annual Web-based updates.


We are still in the early stages of establishing comprehensive data collection systems, consequently, our ability to provide quantitative information on various environmental and social indicators is limited. We will continue to build our capacity in this area and will expand our reporting, including the communication of additional goals, targets, and indicators, in future reports. The data provided reflects our global operations unless otherwise noted.

We have chosen not to seek external assurance for this report. We are well aware of data gaps and areas where our reporting could be strengthened. Accordingly, we feel that we can better apply our limited resources to improving both our performance and communications rather than pursuing external verification. We have included on page 58 an unedited statement on the report and our reporting process from our External Advisory Council.

Global Reporting Initiative

We have used the Global Reporting Initiative Sustainability Reporting Guidelines (GRI G3) in developing this report and are self-declaring an Application Level of B. 

United Nations Global Compact

As a signatory to the United Nations Global Compact (UNGC), Symantec is required to produce an annual Communication on Progress (COP). This report fulfills the communications requirements of the UNGC COP. We have cross-referenced the 10 principles of the UNGC in the GRI Content Index. Our previous COP is available on our Web site. 



We hope that this report provides you with relevant and timely information about how we are integrating corporate responsibility across our operations. We welcome your comments on the report and look forward to receiving your feedback at cr@symantec.com.



Message from the CEO

AT SYMANTEC, WE SECURE AND MANAGE YOUR INFORMATION-DRIVEN WORLD

We pursue this core purpose with an unrelenting focus on innovation and customer satisfaction. And while the Internet and overall computing environment has undergone tremendous change in recent years, we remain committed to helping ensure confidence in today's connected world.

Confidence means being able to work and play freely. It means that data and personal information are secure and private, no matter the system or device. Confidence in comprehensive data management and global systems accessibility drives commerce and powers the engines of our economy. Confidence in backup, archiving, and data restoration facilitates complex computing, and also gives us peace of mind.

In short, confidence in the security and ready availability of data and information enables and supports many of the activities we take for granted: from running integrated business systems, to engaging in online banking and shopping, to sharing emails with family members.

We see the threads of corporate responsibility as intertwined with Symantec's corporate mission. When we track and respond to cyberattacks, when we provide clients with software to help them save energy and reduce carbon emissions in their data centers and beyond, when we promote the advancement of women in technology, when we teach parents how to keep their children safe online—all these actions speak to our commitment to larger social and environmental issues.

You can read about our efforts in these areas, and more, in this, our first corporate responsibility report. In developing the report, we focused on the issues our stakeholders tell us are most important to them: good governance, online safety, privacy, customer satisfaction, the environment, and workforce issues, including diversity.

We invite your comments on our progress to date and look forward to further engaging with you to innovate a better future.

A handwritten signature in dark ink, appearing to read 'J.W. Thompson', with a long, sweeping horizontal line extending to the right.

John W. Thompson

Chairman of the Board and Chief Executive Officer
Symantec Corporation

Symantec is proud to be a signatory to the United Nations Global Compact. We reiterate our support for the Global Compact's mission and encourage all companies to adopt the Global Compact's 10 principles to protect human rights, uphold ethical labor conditions, preserve the environment, and combat corruption.



Performance Highlights

Priority Issue	FY08 Performance	FY09 and Beyond Goals
Customer Satisfaction	<ul style="list-style-type: none"> Reduced wait time to talk to a customer service agent by nearly a third Improved installation success of Norton™ products (unsuccessful installs were reduced by 90 percent between 2006 and 2008 product lines) Rolled out internal escalation Web site and Customer Assistance tool for use by all Symantec employees 	<ul style="list-style-type: none"> Achieve a one-minute install, the industry's fastest protection updates, and less than half the memory usage of the next leading competitor for Norton Internet Security™ 2009 and Norton AntiVirus™ 2009
Governance and Ethics	<ul style="list-style-type: none"> Released updated Code of Conduct and annual training worldwide in multiple languages Updated Nominating and Governance Committee Board charter to include oversight of corporate responsibility Outperformed 96.9 percent of companies on S&P500 in areas of governance Listed on the DJSI and the FTSE4Good 	<ul style="list-style-type: none"> Increase dialogue with the Board of Directors around corporate responsibility issues Develop a more robust enterprise risk management program Launch centralized policy repository Develop and launch training for senior executives on ethics and compliance topics
Privacy and Data Protection	<ul style="list-style-type: none"> Appointed Chief Privacy Officer and formed a Privacy Council with a cross-functional working group and privacy leads from each department Hosted internal Data Privacy Day in conjunction with the International Association of Privacy Professionals 	<ul style="list-style-type: none"> Launch privacy awareness training for all employees worldwide in multiple languages Refine and update Symantec's privacy policies Continue public policy engagement around privacy and data protection legislation
Online Safety	<ul style="list-style-type: none"> Published 12th and 13th editions of the Internet Security Threat Report Formalized Family Online Safety initiative Issued monthly spam and phishing reports and regularly updated Symantec's Response Security Blog 	<ul style="list-style-type: none"> Increase outreach and establish new partnerships with nonprofit organizations around family online safety
Environment and Green IT	<ul style="list-style-type: none"> Completed global greenhouse gas inventory Released Green Data Center report Saved >300,000 kWh per month due to data center closures Applied for LEED Gold Certification for new Culver City campus (achieved May 2008) Launched employee environmental awareness campaign 	<ul style="list-style-type: none"> Reduce CO₂ emissions company-wide by 15 percent by the end of FY12, using FY08 as a baseline. Reductions will be measured and reported by CO₂ emitted per square foot Meet LEED EB certification standards for all existing buildings and LEED NC standards for all new construction Begin tracking water use, water discharge, and waste disposal rates at Symantec facilities and buildings
Employees and Diversity	<ul style="list-style-type: none"> Adopted the Calvert Women's Principles™ Appointed new female Board member Promoted first female VP, Fellow in the Engineering Department Adopted Gender Transition Guidelines 	<ul style="list-style-type: none"> Measure employee engagement on a quarterly basis through employee surveys Launch "mentoring circles" to link Symantec female executives with women employees Establish supplier diversity award program



About Symantec

Although well-known as a global leader in security solutions such as antivirus and fraud protection, Symantec's products and services encompass so much more. We also help our customers effectively store information; manage, back up, archive, and retrieve data; and optimize and secure systems and computing infrastructure.

WITH SYMANTEC SOFTWARE AND SERVICES, OUR CUSTOMERS' INFORMATION AND SYSTEMS ARE PROTECTED COMPLETELY, MANAGED EASILY, AND CONTROLLED AUTOMATICALLY.

We sell and market our products and related services to enterprise customers both directly and through a variety of indirect sales channels. Indirect channels include value-added resellers (VARs), large account resellers (LARs), distributors, system integrators (Sis), and original equipment manufacturers (OEMs). Our enterprise customers include many leading global corporations, small and medium-sized businesses, and many government agencies around the world.

Symantec Fast Facts:

- Founded in 1982, IPO in 1989
- Headquartered in Cupertino, California
- World's fourth largest independent software company
- Operations in more than 40 countries
- More than 17,500 employees
- Invests 15 percent of annual revenue into research and development; R&D facilities located in 12 countries worldwide
- More than 500 companies look to Symantec to manage their security environment from one of Symantec's several global Security Operations Centers
- 2,000 support professionals are located globally in 29 centers, providing customer assistance in 10 languages, 24 hours a day, 7 days a week
- 99 percent of Fortune 1000 companies are Symantec customers
- Ranked #461 on the 2008 Fortune 500
- Ranked fourth within the Computer Software industry as a 2008 Fortune Most Admired company

OUR COMPREHENSIVE SOLUTIONS ENSURE THAT

- every customer desktop, laptop, and server is not just safe but well-managed;
- hardware works harder and has a reduced environmental impact;
- all operating systems are running smoothly; and
- all software is delivering maximum availability.

Security



Manage and secure infrastructure, information, and interactions against a growing array of increasingly sophisticated threats.

Information Risk and Compliance



Ensure compliance with external regulations and internal policies for securing and managing information.

Storage



Optimize the way information is managed throughout its lifecycle to derive maximum value from information assets.

Infrastructure Operations



Standardize, automate, and consolidate infrastructure operations to reduce complexity, reduce costs, and improve efficiency.

Business Continuity



Define, implement, and manage solutions to protect against the effects of planned and unplanned downtime.

For detailed information about our products and services, please visit our Web site. [▶](#)

A photograph of a person in blue scrubs pushing a gurney down a hospital hallway. The hallway has a light-colored tiled floor and a white wall on the right. The person is walking away from the camera, and the gurney is in the foreground.

OUR SOLUTIONS AT WORK

Serving clients, saving lives with enterprise solutions.

The experience of LifeGift Organ Donation Center demonstrates some of the benefits our customers can derive from our enterprise security, storage, and server management solutions. LifeGift is one of 58 organ-procurement organizations licensed by the U.S. federal government. The organization provides new organs and tissues for Texans in 109 counties located in Southeast, North, and West Texas.

Through the help of CompuCom, a Symantec Platinum Partner, LifeGift was able to enhance its overall level of data protection and implement a disaster recovery plan leveraging the help of Symantec Backup Exec™ and Backup Exec System Recovery.™

The results? In an environment where data protection is literally a matter of life and death, Symantec's products have achieved

- *an improvement in LifeGift's recovery time from 24 hours to 26 minutes, and*
- *an initial savings of \$140,000 and an annual savings of \$60,000.*

Helping consumers build confidence in their connected experiences.

Today, personal computing is more powerful than ever before. We have developed Symantec's Norton™ software products to give consumers the confidence to safely

- *email friends and family;*
- *surf the Web, download music, and bank and shop online;*
- *optimize PC performance;*
- *back up important data; and*
- *restore information lost in system failures.*

We have launched a Norton online community to connect our customers with other users, Symantec employees, and experts in online security. We hope that through sharing Symantec Norton software experiences, we can quickly resolve problems, identify new security needs, and gather direct feedback that will help us make our software more effective, powerful, and user-friendly. [▶](#)

25 YEARS AND COUNTING

As we've grown, we have maintained our focus on our core values of innovation, action, customer-driven, and trust. We believe that by living these values, we create a corporate culture that enhances teamwork, promotes honesty, builds respect for the individual, and provides reward for innovation and creativity. Our values also prime us to achieve our strategic imperatives to

- outperform the competition,
- create lasting customer and partner loyalty, and
- create a high-performing and innovating company.



Symantec was ranked fourth within the Computer Software industry as a 2008 Fortune Most Admired company. Companies are rated for innovation, people management, use of corporate assets, social responsibility, quality of management, financial soundness, long-term investment, and quality of products and services.

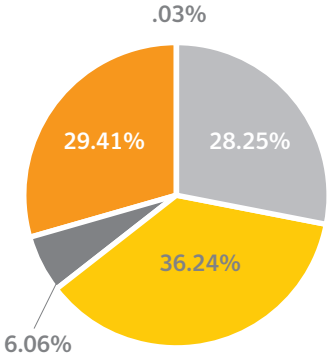
In 2007 Symantec celebrated its 25th anniversary. Our online, interactive timeline traces Symantec's history and illustrates our role in empowering global engines of commerce, redefining people's sense of community, and innovating for a better future. [▶](#)

We also launched a successful "25th Anniversary Volunteer Challenge" to help our employees give back to our local communities during this milestone year (see p 56).

FINANCIAL PERFORMANCE

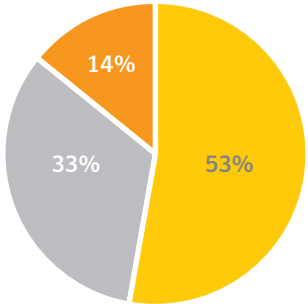
The following table provides an overview of Symantec’s financial results in FY08 and FY07. For complete financial information, please visit our Web site. [↗](#) Information on recent acquisitions is also available online. [↗](#)

<p>Symantec’s strong financial performance in FY08 reflected the company’s broad portfolio of solutions and a continued emphasis on solid execution.</p> <p>The information presented here includes selected historical GAAP and non-GAAP financial information. To see the most directly comparable GAAP financial measures together with the reconciliation, please visit our Web site. ↗</p>	Financial Results (in thousands)	FY08	FY07	Y/Y Growth
	Non-GAAP revenue	\$5,937,189	\$5,252,664	13%
	GAAP revenue	\$5,874,419	\$5,199,366	13%
	Non-GAAP operating expenses	\$3,506,110	\$3,049,918	15%
	Non-GAAP net income	\$1,126,511	\$992,477	14%



Non-GAAP Revenue by Segment
(FY08)

- Security and Compliance
- Storage and Server Management
- Services
- Consumer
- Other



Non-GAAP Revenue by Geography
(FY08)

- Americas
(United States, Latin America, Canada)
- EMEA
(Europe, Middle East, Africa)
- Asia Pacific and Japan

Managing our Corporate Responsibility

Corporate responsibility at Symantec is intertwined with the company's core purpose of securing and managing your information-driven world. We define corporate responsibility as the way in which we fulfill this purpose: with full attention and respect to ethical operation, the environment, and commitment to positive societal impact.

Innovation

Action

Customer-Driven

Trust

Living Our Values

Symantec's four core values provide the basic grounding for our relationships with our stakeholders and each other. They represent a common touchstone for our organization—one that aligns with and supports our efforts to be a more responsible enterprise.

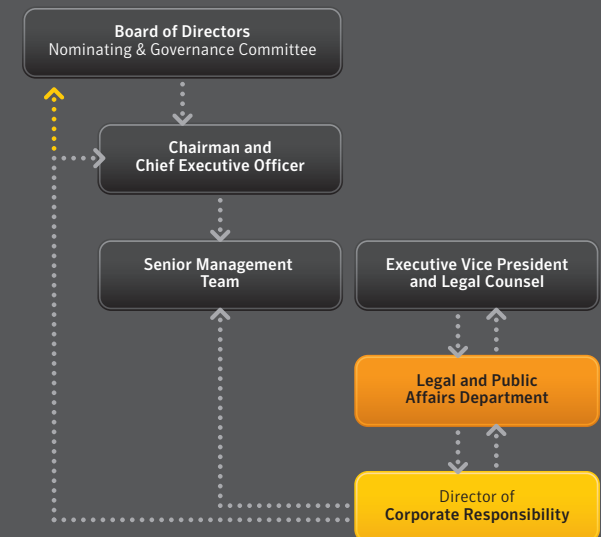
Symantec's core values define our approach to all we do, including how we manage our corporate responsibility. That means that we set clear expectations for ethical and responsible operation at the very top. Our senior managers receive regular corporate responsibility briefings, including quarterly updates on diversity and environmental performance. In 2007 we amended the charter of the Nominating and Governance Committee of the Board of Directors to include oversight of corporate responsibility issues.

Symantec employees are kept abreast of corporate responsibility programs and initiatives and invited to provide their feedback through a variety of channels, including intranet postings, announcements, executive speeches, external Web site materials, blogs, and a recently developed quarterly newsletter. All of these actions promote a culture of responsibility, where every employee can feel empowered to contribute to our long-term success.

Given Symantec's history of growth through acquisitions (more than 30 since our company was founded 25 years ago), we face the challenge of ensuring that different workplace cultures are integrated and aligned with our core values. We maintain ongoing communications with Symantec employees about our basic values and workplace expectations in order to facilitate a common foundation for our organization.



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



UNDERSTANDING OUR PRIORITY ISSUES

In 2007 Symantec conducted a materiality analysis to better understand and prioritize the most relevant corporate responsibility issues for the company and its stakeholders. In order to ensure a robust process, we convened an internal cross-functional team with representatives from governance, human resources and diversity, strategy, security, investor relations, public affairs, government affairs, facilities, environmental management, and philanthropy. We also invited external stakeholders to participate in the process as members of our External Advisory Council.

Materiality analysis process

The materiality analysis process began with the identification of key company stakeholders. The Symantec team ranked these stakeholders along two criteria: power/influence (the ability of a stakeholder to exert control or influence over Symantec) and dependency (the extent to which a stakeholder is directly

or indirectly affected by Symantec's actions or inactions). Then, we identified issues that each stakeholder cared about and ranked them by:

- *stakeholder level of concern*
- *impact of the issue on Symantec*
- *Symantec's ability to exert control over the issue*

In some instances, we were able to use direct stakeholder input in identifying and ranking issues of concern. We will refine the materiality analysis to incorporate additional stakeholder feedback in the future.

Once we completed the ranking process, we plotted issues on a materiality matrix. Issues that were ranked as high priority for stakeholders and as having significant impact on Symantec appear in the upper right-hand area of the matrix. Issues of low stakeholder priority and low company impact appear in the lower left-hand corner of the matrix.



"We view this year's materiality analysis as a starting point for a deeper engagement with our stakeholders around our key corporate responsibility issues. We plan to reach out to stakeholders following the release of the report to get feedback on our performance and communications, so that we can chart a course for continued improvement."

—**Cecily Joseph**, Director of Corporate Responsibility, Symantec



Symantec Materiality Matrix

Data points falling within the upper right-hand area of the matrix reflect high-priority issues. The colors of the data points reflect different topical areas, with black representing governance issues, orange: economic issues, gold: environmental issues, and blue: social issues.

- Governance Issues
- Economic Issues
- Environmental Issues
- Social Issues

The results of the materiality analysis informed content development for this report. We have devoted more space and emphasis to issues ranked as very high priority, with lower-ranked issues receiving more-limited coverage. Additional information on many of the topics in this report is available on our Web site. [\[2\]](#)



Engaging with Our Stakeholders

EMPLOYEES
POTENTIAL EMPLOYEES
VENDORS
INVESTORS
ENTERPRISE CUSTOMERS
SUPPLIERS
IT CHANNEL CUSTOMERS
GOVERNMENTS AND REGULATORS
CONSUMERS
COMMUNITIES

Every day, we work hard to meet our customers' needs. But that doesn't mean that we ignore everyone else. In fact, unless we engage, listen, and respond to all of our stakeholders, we won't succeed in securing the connected world on which we all depend.

We engage with our stakeholders in many different ways:

- We survey our customers to better understand how they use our products, what challenges they face from security threats or inefficient data management and storage, and how we can deliver better service before, during, and after a sale.
- We ask our employees to rate our performance as an employer and to share their ideas for how we can make our workplace truly best-in-class.
- We reach out to our communities and talk to teachers and parents about how we can help address their online safety concerns.
- We participate in industry focus groups such as Business for Social Responsibility's Software Working Group to discuss specific corporate responsibility challenges, develop solutions, and identify new opportunities to create sustainable products and services.

Symantec organizes United Nations Global Compact Network activities

Symantec serves as a focal point for the United States arm of the United Nations Global Compact (UNGC) Network. In November 2007 we co-hosted more than 50 participants in San Francisco, California, at the "Responsible Procurement" network conference. Attendees shared their knowledge and best practices for sustainable procurement, i.e., supply-chain issues, ethical sourcing, and new information technology applications.

We helped plan and organize a second, human rights-oriented event in May 2008 at the Harvard Business School in Boston, Massachusetts. Approximately 100 executives, civil society representatives, academics, and human rights experts attended the meeting, which marked the 60th anniversary of the Universal Declaration of Human Rights. A full description of the symposium is available online. [\[a\]](#)

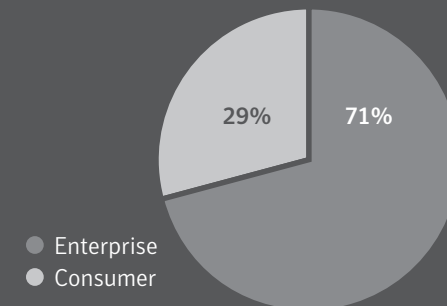
OUR COMMITMENT TO OUR CUSTOMERS

We place a very high priority on strong relationships with our customers. We strive to earn customer trust and loyalty by making our products easier to use, enhancing the quality of our support, streamlining licensing and renewals, and offering fair and equitable pricing.



OUR FOCUS ON CONSTANT INNOVATION ENSURES THAT OUR CUSTOMERS CAN BE CONFIDENT IN THEIR CONNECTED EXPERIENCES.

Enterprise vs. Consumer Revenues (FY08, non-GAAP)



Symantec serves both businesses and consumers, with more than 70 percent of our revenue (non-GAAP) derived from our enterprise services and solutions.



Our business customers and partners have identified five key areas that define their customer experience:

- Product Quality
- Business Processes
- Licensing and Renewals
- Partner Programs
- Services and Support

Working with Our Enterprise Customers

We know that across all industries, companies are trying to accomplish more with less. Our product support must be robust enough to quickly resolve routine issues. But we also need to be prepared to respond to customers in crisis with infrastructure and processes to “connect the dots” between multiple vendors, even if a problem extends beyond of our normal scope of services.

One way that we do this is through our Global Escalation Management process. For every issue that can’t be resolved through normal support channels, Symantec assigns a case manager to oversee the problem from a holistic viewpoint. The manager evaluates the situation, facilitates the resolution of the issue at a global level, and acts as an advocate on behalf of the customer.

“Earning customer loyalty is our first priority. That’s why we listen closely to the feedback we receive—from consumers and businesses alike—and use it to increase the ease and reliability of their experience with Symantec.”

—Aisling Hassell, Vice President, Customer Experience, Symantec

Reaching Out to Consumers

We have also been listening to consumers and have found that they want

- *easier downloading and installation capacity;*
- *robust products that don’t slow their computers;*
- *better access to customer support;*
- *higher-quality service;*
- *simpler ways to buy, renew, or upgrade subscriptions; and*
- *help in determining which products best fit their needs.*

We’ve taken steps to directly address these issues, including reducing wait times to talk to a customer service agent by nearly a third (in 2007), incorporating live chat support from within applications, and significantly improving installation success rates. In fact, the likelihood of an unsuccessful installation of a Norton™ product was reduced by 90 percent between our 2006 and 2008 product lines.

We encourage all Symantec employees—not just support staff—to help any customer that approaches them with a complaint or problem by using our Customer Assistance tool and internal escalation Web site. We have developed this process to make sure customer issues are quickly directed to the right person for resolution.



WINNING CUSTOMER LOYALTY

Symantec has established “customer-driven” as one of our four company values. It is an area where we are constantly striving to do better, as we know that in the past, our performance has not lived up to some of our customer’s expectations. Symantec officers receive weekly updates on critical situations around the world and review progress with our engineering experts to ensure prompt, effective, and seamless service. Symantec is also unique in having an “escalation” vice president, who is focused on timely resolution of customer issues and complaints.

We track our success in providing a superior customer experience by measuring and monitoring our “Net Promoter” scores, which reflect the percentage of customers who would recommend Symantec to their colleagues, family, or friends, minus the percentage of customers who would not recommend our products or services. These measurements are derived from surveys that explore the attitudes and experiences of our consumer and enterprise customers and our business partners. Each survey reaches approximately 8,000 consumer and enterprise customers across the globe, and is available in Brazilian, English, French, German, Italian, Portuguese, and Spanish (and also Japanese in the case of the consumer survey).

We conduct Net Promoter surveys on a quarterly basis to help us understand where we’re doing well and where we need to improve. Our consumer and partner scores have improved considerably and are now generally favorable, showing the results of our ongoing commitment to win customer loyalty. In the business segment, we are focused on raising overall satisfaction rates. We are specifically pursuing initiatives to enhance our performance in such areas as licensing, support, and “ease of doing business” with Symantec.

More information about our efforts to enhance customer satisfaction is available online. [▶](#)

Hearing both sides of the story

We welcome all feedback from our customers about their experience using our products—whether compliments or complaints. What we heard this past year included the positive:


- *“With Norton I feel no worries. It’s a very user-friendly product.”*
- *“I had a difficult time with new installation and the care and guidance given to me—a non-technical person—was incredible.”*
- *“Providing above and beyond service is priceless... thank you again. I will ensure that when my subscription expires in July, I will renew it with you!”*

...and the not-so-positive:

- *“Since installing Norton 360, my computer does not run as efficiently as with the previous program I had. I have also had many problems with my email and receive constant error messages.”*
- *“When I upgraded I lost several features that were very important to me, including Parental Controls. The advertising led me to believe this was included. I was very displeased this was not included.”*

We pay particularly close attention to negative comments and work with our customers to resolve their complaints. We also use these comments to better understand our customers’ needs and frustrations and build in appropriate upgrades to future product releases.

Governance and Ethics

Symantec strives to provide transparent information about the policies, codes, and guidelines that govern our business operations. We engage in honest and open communication about the company's financial and governance activities and make the Symantec Code of Conduct, information about the composition of corporate committees, and all company charters available online. 

Our Board of Directors is charged with representing the interests of our stockholders and ensuring that the company is managed in alignment with our core values. The Nominating and Governance Committee amended its charter in 2007 to include a directive to oversee Symantec's position on significant issues of corporate responsibility. The Nominating and Governance Committee receives regular updates on corporate responsibility issues, including shareholder advocacy, public policy, environmental performance, and philanthropy, among others.

External Recognition

In March 2007 Symantec was added to the FTSE4Good Global Index, with membership reaffirmed for the current year in June 2008. In September 2007 Symantec was added to the Dow Jones Sustainability North America index. These rankings reflect the company's continued strong performance across a spectrum of environmental, social, ethical, and governance criteria. Symantec is also listed on the Calvert Social Index and the Domini 400 Social Index.

Symantec's reputation for good governance policies and procedures has also been recognized by Institutional Shareholder Services (ISS). In the latest ISS ranking, Symantec outperformed 96.9 percent of the companies in the S&P 500 and 99.7 percent of the companies in the Software & Services group.



"Symantec can be proud of its commitment to corporate responsibility. Corporate responsibility goes beyond a 'nice to have' since it can have a real and significant impact on financial performance and long-term success in the market. Our duty to Symantec shareholders is to ensure that good governance and corporate responsibility play a role in Symantec's goals and strategies."

—**Michael Brown**, Chair of Symantec's Nominating and Governance Committee; Former Chairman of the Board and Chief Executive Officer, Quantum Corp.

Shareholders that wish to contact company directors are invited to submit correspondence to the corporate secretary, who is responsible for reviewing and presenting issues to the Board or individual directors, as appropriate. Symantec's investor relations department provides a monthly investor perception summary to the Board. No shareholder resolutions were filed with Symantec in FY08.

BOARD STRUCTURE

Symantec's Board is composed of 10 Board members, nine of whom are considered "independent" according to NASDAQ's Marketplace Rules. John Thompson, Symantec's Chief Executive Officer, serves as the Chairman of the Board, with Robert ("Steve") Miller serving as Lead Outside Director. The three Board committees (Audit, Compensation, and Nominating and Governance) consist solely of independent directors in accordance with applicable regulations.

The full Board held a total of seven meetings during the 2008 fiscal year. Over the course of the fiscal year, all directors attended at least 75 percent of the sum total of meetings held by the full Board and the committee(s) on which such director served.

Independent directors are subject to re-election on an annual basis. Symantec's corporate governance standards describe Board member selection procedures and define the qualifications required of potential new Board members. The Nominating and Governance Committee will consider potential nominees properly submitted by stockholders. [\[A\]](#)

The policy of the Board is that compensation for independent directors should be a mix of cash and equity-based compensation. Symantec does not pay employee directors for Board service in addition to their regular employee compensation. Independent directors may not receive consulting, advisory, or other compensatory fees from the company.

In FY08, approximately 7 percent of fees paid to Symantec's auditor, KPMG, were for non-audit services (tax and other services). Symantec's Audit Committee has determined that KPMG's provisioning of these services does not impair KPMG's independence from Symantec. Complete information on accountant fees and services is available in the FY08 Proxy Statement.

Getting The Balance Right: Determining Executive Compensation

Symantec's approach to setting executive compensation is defined by two primary objectives: namely, compensation should be tied to current and long-term company performance, and compensation must be sufficient to attract and retain talented and experienced leaders. What this means in practice is that executives with greater responsibility and more direct ability to influence overall company performance have a significant portion of their pay at risk through short- and long-term incentive programs.

The Compensation Committee of the Board of Directors undertakes rigorous review of proposed executive compensation packages to ensure both fair compensation and Symantec's continued ability to secure top talent. The process includes a comprehensive performance evaluation, comparison with other companies' practices, and consultation with compensation experts.

In determining compensation, we work hard to appropriately balance the interests of all our constituencies—our executive officers, our employees, our stockholders, our business partners and our community. Additional information on executive compensation is available in our 2008 Proxy Statement. [\[A\]](#)



John W. Thompson
Chairman and Chief Executive Officer



Michael Brown
Former Chairman of the Board and Chief Executive Officer, Quantum Corporation



William (Bill) Coleman
Founder, Chairman of the Board, and Chief Executive Officer, Cassatt Corp.



Frank E. Dangeard
Chairman and Chief Executive Officer, Thomson S.A.



Geraldine B. Laybourne
Founder and Former Chairman and Chief Executive Officer, Oxygen Media



David Mahoney
Former Co-CEO of McKesson HBOC, Inc. and CEO of iMcKesson LLC



Robert S. Miller
Executive Chairman, Delphi Corp.



George Reyes
Chief Financial Officer, Google



Daniel H. Schulman
Chief Executive Officer, Virgin Mobile USA



Paul Unruh
Former Chief Financial Officer and Vice Chairman, Bechtel Group, Inc.

The Board includes one female director and two directors representing minority populations (African American and Hispanic American, respectively).

ETHICS AND INTEGRITY: THE BUILDING BLOCKS OF OUR SUCCESS

As a leading provider of products and services designed to ensure confidence in a connected world, it naturally follows that we must safeguard our own reputation for unimpeachable integrity and ethical conduct. We demand this high level of trustworthiness from all our employees—starting with our Board of Directors and executive team and extending to every level of our organization.

Symantec's Ethics and Compliance Committee (E&CC) meets monthly and reports to the Audit Committee of the Board of Directors on a quarterly basis. In addition to the E&CC, we have a Global Risk Council (GRC) that conducts periodic risk assessments, develops approaches, and monitors mitigation strategies. The GRC meets monthly and reports to both the E&CC and Audit Committee.

The Symantec Code of Conduct, updated in June 2007, clarifies our expected standards of behavior and guides employees in making ethical decisions. It aligns our values with our business practices and provides a foundation for good governance. All employees receive annual training on the Code and certify their agreement to comply with Code provisions.

Core topics covered in Symantec's Code of Conduct include:

- *Maintaining respect in the work environment and in the community (fair labor, diversity and inclusion, conduct, health and safety, human rights, global citizenship, the environment)*
- *Conducting business in compliance with applicable laws and regulatory requirements (contracting, antitrust, anti-corruption, international trade)*
- *Protecting and safeguarding Symantec's assets (finance and accounting, political contributions, intellectual property, use of company resources, privacy, etc.)*
- *Avoiding conflicts of interest (outside employment, gifts and entertainment, etc.)*
- *Working with customers, partners, suppliers, and government business*
- *Relating to competitors*

The Symantec Code of Conduct guides our global business operations. Everywhere we work, we apply the more stringent of either local laws and regulations or the principles laid out in the Code. We require compliance with the provisions of the U.S. Foreign Corrupt Practices Act and other similar global anti-bribery and anti-corruption laws which expressly prohibit bribery or other corrupt behavior. We recently launched Foreign Corrupt Practices Act, Procurement Integrity, and anti-corruption training for those employees who interact with the public sector.



Symantec has established an Office of Compliance and an Ethics and Compliance Committee to set policy and internal controls and to address any alleged ethical misconduct. Employees are encouraged to report any Code of Conduct or human rights violations to their manager, the Office of Compliance (at ethics@symantec.com), or to an external ethics hotline (at symantec@alertline.com or by international toll-free phone lines). Full details on how to report concerns are available in the Code of Conduct.

Please visit our Web site for more information about Symantec's corporate governance, compliance, and ethics policies and practices, including the full-length version of Symantec's Code of Conduct. [\[2\]](#)

Completion rates for our mandatory annual ethics training typically exceed 95 percent.

OUR INVOLVEMENT IN PUBLIC POLICY

Symantec positions itself as a resource for interaction with all levels of government around the world on policy, legislative, regulatory, and related matters. The government relations team educates and provides thought leadership on the complex challenges faced by public policy leaders as they develop policy, regulation, and legislative initiatives that may affect Symantec and its ability to do business and grow.

Symantec works with the Business Software Alliance, TechNet, and the Information Technology Association of America, among other organizations, to provide input into public policy.

Please visit our Government Relations Web site for more information regarding recent Symantec public policy and government relations activities, including a list of our memberships in trade organizations. [\[a\]](#) We also maintain a public policy blog, which is accessible on our Web site. [\[a\]](#)



Symantec Political Contributions

In the United States, Symantec's political action committee (PAC) makes contributions to candidates for U.S. federal and state offices who support business-related issues that are important to the company. The PAC is funded by personal, voluntary donations made by senior-level Symantec employees and company shareholders. Total PAC contributions in recent years have not exceeded \$75,000 per election cycle; FY08 contributions totaled \$52,100. A complete list of candidates that have received Symantec PAC contributions can be found online. [\[a\]](#)

PRIVACY AND DATA PROTECTION: A TOP PRIORITY



Today we live in a digital economy where both beneficial and potentially harmful uses of personal information are multiplying. Information about individuals is used by businesses to provide consumers with an unprecedented array of goods and services; increase productivity; and promote access to financial products. That same information, however, can also be misused to harm individuals through identity theft, deception, and unwarranted intrusion.

Symantec's Support for Policy Solutions

Symantec believes that harmonized privacy legislation can create a simplified, uniform, but flexible legal framework to protect individuals and businesses. Effective regulation would provide protection for consumers from inappropriate collection and misuse of their personal information and also enable legitimate businesses to use information to promote economic and social value.

In principle, such legislation would address:

- *businesses collecting personal information from consumers transparently, with appropriate notice;*
- *providing consumers with meaningful choices regarding the use and disclosure of that information;*
- *allowing consumers reasonable access to personal information they have provided; and*
- *protecting such information from misuse or unauthorized access.*



Symantec is working with policy makers, legislators, and industry groups to help further define and shape such future legislation. The following examples highlight just a few of our ongoing **global privacy and protection-oriented public policy efforts**.

Data Security/ Data Breach	Cybercrime: Spyware and Phishing	Data Retention/e-Discovery of Public Electronic Records	e-Healthcare Reform: Security and Privacy
<p>Symantec strongly supports passage of effective legislation that requires public and private entities to secure the integrity of consumers' sensitive personal information. Data security laws should</p> <ul style="list-style-type: none"> • <i>require companies to take reasonable security measures to ensure the integrity of sensitive personal information,</i> • <i>include incentives for companies to protect data, and</i> • <i>encourage heightened enforcement against entities that fail to use reasonable security measures to protect consumers' data.</i> 	<p>Symantec urges governments to enact laws that provide strong criminal penalties for entities that distribute crimeware to consumers' computers. Government should</p> <ul style="list-style-type: none"> • <i>enact antispyware legislation with strong criminal penalties to help deter cybercrime;</i> • <i>enact laws to criminalize "phishing", i.e., email fraud conducted for purposes of information or identity theft; and</i> • <i>provide additional resources to law enforcement entities to keep up with the rise in cybercrime.</i> 	<p>Symantec believes that any data retention bill should specifically address not just what data is retained by government authorities, but how it is secured. As such, authorities should</p> <ul style="list-style-type: none"> • <i>apply record retention policies to electronic public records;</i> • <i>implement systems to automate the process for classification, retention, and disposition of records; and</i> • <i>implement comprehensive and automated systems to suspend the disposition of public records where there is an additional duty to preserve, for example, due to pending civil litigation.</i> 	<p>Symantec supports initiatives to drive improved quality, efficiency, and cost-savings in the U.S. healthcare system through the adoption of technology-based systems to integrate, manage, and protect health records. Specifically:</p> <ul style="list-style-type: none"> • <i>Symantec urges governments to establish a policy for security and privacy of electronic health records.</i> • <i>HIPAA's Security and Privacy Standard should be used as a guiding principle in developing statewide policies.</i> • <i>e-health privacy and security policies should be applied equally to both private sector health institutions and public sector institutions.</i>

SYMANTEC TAKES ACTION TO PROTECT CUSTOMER PRIVACY

Protecting our customers' privacy is a top priority. Our comprehensive privacy policy describes what information we collect, how you can choose what information you want to share with us, and how that information is used. Our complete privacy policy is available online. [\[i\]](#)

Symantec recently enhanced privacy protection efforts by appointing the Chief Information Officer to serve as the company's Chief Privacy Officer and by forming a Privacy Council composed of executives from each business unit. In 2007 we hired an Information Privacy Lead to drive internal and external privacy initiatives, and we also set up a dedicated email box (privacy@symantec.com) to field inquiries regarding our privacy policies and issues.

Symantec hosted a Data Privacy Day on January 28, 2008. Hundreds of employees worldwide attended training sessions on the importance of privacy. Mandatory privacy awareness training for all Symantec employees was launched in the first quarter of 2008, with training materials available in six languages.



Symantec's Response to Cyberthreats

Data Protection. Information Security. Online Safety. Privacy. Symantec's mission is to provide all of these things to its customers. But we can't do it alone. Online threats today are more sophisticated, damaging, and potentially dangerous than ever before. And though our software is a powerful deterrent to viruses, fraud, malicious code, Trojan horses, spam, and other disruptive attacks, consumers and businesses must be aware and vigilant in protecting themselves online.

We see it as part of our core responsibility to educate consumers, businesses, families, schools, and communities about how they can recognize and take action against cyberattacks and cybercrime. In addition to maintaining up-to-date resources on the Symantec Web site, we partner with nonprofit organizations to reach special populations, and we encourage our employees to share their online safety expertise both internally and externally.

"Avoiding the dark alleys of the Internet was sufficient advice in years past. But today's criminal is focused on compromising legitimate Web sites to launch attacks. This underscores the importance of understanding online risks and taking steps to protect yourself no matter where you go and what you do on the Internet."

—**Stephen Trilling**, Vice President, Symantec Security Technology and Response



Decoding the Cybercrime Landscape

The language and landscape of criminal Internet interactions can be confusing. Symantec defines cybercrime as any crime that is committed using a computer, network, or hardware device. Below are a few definitions for additional terms that describe various threats to the security and integrity of data and computer systems.




Crimeware	Bots	Phishing	Trojan Horse	Spyware
The software tools used to commit cybercrime.	These pieces of software are one of the most sophisticated types of crimeware. They earn their unique name by performing automated tasks on behalf of cyber criminals who are often safely situated in remote locations.	This term refers to the use of spam, fake Web sites, crimeware, and other techniques to trick people into divulging sensitive information, such as bank and credit card account details. The information is then used to defraud the victim (e.g., by draining the victim's bank accounts) or sold on the black market for a profit.	A program that presents itself as a useful computer program, while actually causing havoc and damage to your computer. Increasingly, Trojans are the first stage of an attack and their primary purpose is to stay hidden while downloading and installing a stronger threat such as a bot.	Spyware is a general term used for programs that covertly monitor your activity on your computer, gathering personal information such as user names and passwords.

Cybercrime prevention can be straightforward—when armed with a little technical advice and common sense, you can avoid many attacks. In general, online criminals are trying to make their money as quickly and easily as possible. The more difficult you make their job, the more likely they are to leave you alone and move on to an easier target. We encourage you to learn more about cybercrime and ways you can protect yourself by visiting our cybercrime Web site. [\[Link\]](#)

Internet Security Threat Report

One of our key initiatives is the publication of the Symantec Internet Security Threat Report (ISTR). The ISTR provides a concise analysis of threat activity and includes documentation of vulnerabilities, malicious code, phishing, spam, security risks, and future trends. In April 2008 Symantec published the 13th version of the ISTR. Based on the data collected during this period, Symantec has observed that the current security threat landscape is predominantly characterized by the following:

- *Malicious activity has become Web-based*
- *Attackers are targeting end users instead of computers to gain confidential end-user information that can be used in fraudulent activity for financial gain*
- *The underground economy has consolidated and matured, following a period of increased professionalization and commercialization of malicious activities*
- *There is rapid adaptability of attackers and attacks*

We will continue to research and compile the ISTR and make it freely available on our Web site so that global awareness of Internet security trends can continue to grow. 

Global Intelligence Network

The Symantec™ Global Intelligence Network tracks attack activity across the entire Internet. The network includes, but is not limited to, over 40,000 sensors that monitor Internet activity in more than 180 countries. Symantec gathers malicious code data along with spyware and adware reports from more than 120 million client, server, and gateway systems that have deployed Symantec's antivirus products. Eight Security Research Centers constantly research the latest trends and track the latest threats while three Security Operations Centers provide managed security services. The Symantec Global Intelligence Network is backed by human intelligence. Top security researchers provide actionable information, context, and analysis of data gathered through the network to Symantec's customers.



**WE PROTECT MORE PEOPLE FROM
ONLINE THREATS THAN ANYONE
ELSE IN THE WORLD.**



THE HIDDEN COSTS OF PIRACY

Software is one of the most valuable technologies of the Information Age, running everything from personal computers to the Internet. Unfortunately, because software is so valuable and because computers make it easy to create an exact copy of a program in seconds, software piracy (the illegal copying or distribution of a copyrighted software program) is a widespread problem. According to a global study conducted on behalf of the Business Software Alliance, in 2007 the total losses sustained by the software industry as a direct result of software piracy were in excess of \$40 billion worldwide.

The five main types of software piracy include:

- *Counterfeiting: The illegal duplication, distribution, and/or sale of copyrighted material.*
- *Internet Piracy: Improper use of software purchased or downloaded from the Internet.*
- *End-User Piracy: Multiple uses or copying of an individually licensed piece of software.*
- *Client-Server Overuse: Use of a central copy of a program by too many users on the same network.*
- *Hard-Disk Loading: The sale of new computers with illegal copies of software loaded onto the hard disks to make the purchase of the machines more attractive.*

Piracy not only results in the loss of intellectual property and revenue for software companies, it also often leads to significant threats to individuals and businesses. Pirated software is more likely to contain spyware, which after installation can steal personal and confidential information (e.g., credit card numbers and passwords). Stolen information can be exploited immediately through pirated software by identity thieves. Pirated software can also make computers more vulnerable to virus attacks which can lead to loss of irreplaceable files, corruption of existing software, or permanent damage to the computer's hard drive.

Learn more about Symantec's efforts to combat piracy at our Web site. [▶](#)

SYMANTEC FIGHTS PHISHING

Millions of fraudulent (phishing) emails are sent every day. This problem of online fraud will not be solved by one company, organization, or government agency alone, but by a community of people and groups working together to prevent phishing attacks.

Symantec established the Phish Report Network (PRN) in 2006 to facilitate the fight against fraud. The PRN allows concerned companies, government agencies, and individuals to share information on the latest phishing attacks. Symantec compiles fraudulent URLs and publishes them to Symantec's data feed. Companies that subscribe to the data feed, including search engines, can incorporate the URL information in their antiphishing tools and solutions. Learn more about the PRN at our Web site. [▶](#)

LEADING EFFORTS IN ONLINE SAFETY



Symantec champions broad-based online safety initiatives, supports the efforts of various nonprofit organizations dedicated to raising awareness about cybersecurity best practices, and has commissioned several surveys and reports on this topic.

We have gathered these diverse efforts under a new Family Online Safety Program. An internal workgroup, composed of employees from public affairs, public relations, marketing, philanthropy, and other divisions, will provide direction and oversight. Symantec's Group President of the Consumer Business Unit serves as the group's executive sponsor.

- *The Symantec Press publishes books on cybersecurity written by Symantec employees and industry experts to help everyone from teens to senior executives better protect themselves online. [Read more](#)*
- *Symantec helped to have October designated as National Cyber Security Awareness month in the United States and Canada.*
- *Symantec participated in Cyberawareness Day in the United States. We continue to advocate for similar activities globally.*
- *Symantec participated in the European Security Awareness Day, an event that convened online stakeholders from research, government, international organizations, and industry to discuss and address cybersecurity issues.*



Symantec's Online Safety program focuses on three core areas:

CYBERSECURITY, with an emphasis on both technical and behavioral best practices that consumers and businesses can implement to keep their online infrastructure, information, and interactions protected.

CYBER SAFETY best practices that can help all individuals protect themselves online.

CYBER ETHICS for K-12 and higher education, covering what is appropriate and inappropriate online behavior.

Symantec's Connected and Protected Truck Tour sent an 18-wheel interactive classroom to visit schools, camps, and community locations in 20 North American cities in 2007–2008. Through tutorials, videos, and hands-on demonstrations, children and families learned how to keep safe when using the latest technologies.

Protecting children and families

Symantec worked with the Internet Keep Safe Coalition (iKeepSafe), the Pennsylvania State Department of Education, and D.A.R.E. to develop entertaining and interactive online safety content for students in grades K–5. The program follows the adventures of Faux Paw the Techno Cat, a curious, Web-surfing cat who teaches kids how to keep safe online. Online tutorials for teachers and parents cover topics such as social networking and cyber bullying.

In recognition of the 2008 Olympic Games in China, a new book called "Faux Paw Goes to the Games" is combining the message of balancing real life and screen time. New Faux Paw books are also being developed in the United Kingdom and Germany.

Symantec partners with and supports Web Wise Kids in efforts to protect America's children from computer-facilitated sexual abuse and exploitation. Web Wise Kids uses interactive Internet-based detective-style games to teach children to recognize potentially dangerous online interactions. Programs are directed at two age groups (11–14 and 13–17) and address topics such as online romance, modeling scams, cyber stalking, Trojan horses, piracy, illegal downloading, and intellectual property rights. In addition to programs directed toward children and youth, Web Wise Kids also provides materials for parents and "train the trainer" workshops.

Our family online safety partners include:

- Web Wise Kids [\[a\]](#)
- Internet Keep Safe Coalition [\[a\]](#)
- i-SAFE, Inc. [\[a\]](#)
- Caring Kids Television [\[a\]](#)
- One Economy Corp. [\[a\]](#)

REACHING OUT THROUGH OUR EMPLOYEES

The Symantec Employee Evangelism Program encourages employees to take individual action to educate their families, other parents, and local schools and communities about online safety. Employees are provided with tools, training, and information to help them answer questions about online security and are encouraged to set up meetings to share their knowledge.

The Symantec Employee Evangelism Program has met with success around the globe, with:


- *approximately 160 employee volunteers*
- *activities in 24 countries as well as 22 states within the United States*
- *more than 1,341 students reached*
- *more than 46 teachers involved*

Program materials are currently available in English and Spanish, with additional translations and localized content to be added as the program is rolled out in the United Kingdom, Ireland, France, and Germany.

Symantec's Internet safety advocate in the United States, Marian Merritt, provides free advice on how to safely navigate the online world on the "Ask Marian" Web site. [\[2\]](#) Symantec recently launched similar programs featuring local Internet safety advocates in France, Germany, and the United Kingdom.



Partnering with the National Cyber Security Alliance

Since 2003 Symantec has been a sponsor of the National Cyber Security Alliance (NCSA), a nonprofit organization that is the preeminent resource for cybersecurity awareness and education for home users, small businesses, educators, and academic institutions. As a NCSA Gold sponsor, Symantec holds a position on the NCSA Board of Officers. 

Symantec/NCSA Online Fraud Survey and Satellite Media Tour

Online fraud is a growing concern for consumers as phishers and other cyber criminals develop new ways to steal confidential information. Symantec has commissioned a national survey with the NCSA to analyze consumers' concerns about online fraud and how they have changed their online habits in response to this threat. Survey results will be announced in October 2008.

Symantec/NCSA/USA Today Education Lesson Plan



Symantec worked with NCSA and USA Today's Education Foundation to distribute cybersecurity, safety, and ethics lesson plans to teachers across the United States during National Cyber Security Awareness Month. In FY08, a daily teaching guide was distributed to 5,014 schools for use in approximately 25,000 classrooms, reaching approximately 20 million students.

NCSA Small Business Training Workshops

The NCSA has partnered with the Small Business Administration, the Department of Homeland Security, the FBI, and the National Institute of Standards and Technology to create a Small Business Cyber Security Training Workshop series. Five workshops were conducted in October 2006, and 10 workshops were conducted in 2007, two of which were trained by Symantec pro-bono.

Norton Online Living Report Tracks Trends in Online Behavior

In February 2007 Symantec published the results of a study focusing on online behavior and the use of technology by parents and children in eight countries: Australia, Brazil, China, France, Germany, Japan, the United Kingdom, and the United States. The study concluded that although many parents express concern about potential online threats to their children, few actually take tangible measures to protect their children's safety. For example, only a third of parents worldwide monitor their children's Internet use or set parental controls on family computers.

Full results of the Online Living Report are available online and will be updated bi-annually.  Symantec encourages parents to visit our online Family Resource Center to access easy-to-understand insights on Internet safety. 

“Parents are in the dark when it comes to knowing what their kids are doing online. This report clearly demonstrates a global digital divide between parents and their cyber-savvy children. We’ve always taught our children not to talk to strangers in the offline world, and now we must teach our children how to safely exist in an online world filled with strangers.”

—Marian Merritt, *Internet Safety Advocate, Symantec*

ENVIRONMENTAL PERFORMANCE

Symantec's Environmental Strategy

Symantec is committed to minimizing its environmental footprint by conserving the natural resources on which we all depend. We consider compliance with all applicable environmental laws and regulations to be the baseline for our performance, and we continually look for innovative ways to decrease our energy, water, and materials use.

Symantec's environmental efforts are guided by the company's Environmental Stewardship Council. This cross-functional executive team identifies environmental impacts, develops policies, and sets company-wide goals and targets.



Symantec's environmental strategy features four key components:

- **GREEN IT (including the Green Data Center):**
Symantec has established practices to minimize energy use and optimize performance in our clients' and our own data centers and beyond. Our solutions facilitate server virtualization and storage consolidation, among others, to help reduce hardware and energy needs.
- **RESOURCE CONSERVATION:**
Symantec aims to conserve energy and materials and minimize waste at each of our locations.
- **RESPONSIBLE SOFTWARE PACKAGING:**
We integrate the concept of reduce/reuse/recycle into packaging design and manufacture, and deliver the majority of our 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.

LEADING THE WAY IN GREEN IT

The environmental costs of doing business have never been more evident. Symantec, along with companies across all sectors, is facing rising energy and materials costs, as well as risks related to global warming. Vigorous public debate only serves to underscore society's desire for proactive environmental stewardship on the part of global businesses.

We welcome these discussions, as they help to shape and sharpen our efforts to deliver needed products and services. In our operations and within the framework of our customer relationships, we challenge ourselves to stay on the forefront of developing innovative solutions to increase efficiency, conserve energy, reduce materials use, and lessen overall environmental impacts.

What is Green IT?

"Green IT" is a broad term that defines efforts to embed environmentally beneficial functionality such as energy and e-waste reduction into computer hardware, software, facilities, and planning. Green IT enables companies to be more efficient in their use of energy, materials, and personnel to run their computer systems, thus saving money while contributing to a cleaner and healthier environment. [Learn more about Symantec's Green IT initiative on our Web site.](#)

In 2007 Symantec joined The Green Grid, a global consortium dedicated to advancing energy efficiency in data centers and business computing ecosystems. Symantec is committed to this initiative as part of its efforts to foster relationships with companies that share Symantec's environmental goals. [\[2\]](#)





SYMANTEC'S IT DEPARTMENT RISES TO THE ENERGY CHALLENGE

Every day, Symantec's IT department faces the same pressures as our customers: to reduce energy use while increasing productivity and efficiency. In 2007 we took significant steps to deploy our own software solutions and implement additional initiatives to optimize our operations for energy efficiency and enhanced environmental performance. Our achievements include the following:

- *We improved server efficiencies across all data centers by leveraging server virtualization, consolidation, and lifecycle management.*
- *We consolidated data storage through data deduplication for backup, reducing the amount of disk space needed. We are eliminating backup servers, tape libraries, and tapes throughout all remote offices across Europe, the Middle East, and Asia. We deployed data deduplication software in email storage globally to all individual and shared mailboxes in October 2007, eliminating duplicate attachments and emails.*
- *We achieved energy-use reductions through a new automated end-point power-management tool that turns off employees' idle PCs.*
- *We increased levels of video conferencing throughout all major Symantec sites, with corresponding reductions in air miles and commuter travel.*
- *We promoted the availability of electronic downloading of client software for Symantec personnel, thereby eliminating environmental impacts associated with the packaging and shipping of software.*
- *We drafted a new IT policy and process for re-provisioning, recycling, and re-purposing of equipment that will help to extend the useful lifespan of hardware.*

We will continue to focus on driving efficiencies across all of Symantec's data centers globally, through consolidation, virtualization, and standardization of processes, software, and hardware. We expect these efforts to result in significant energy and carbon emissions reductions. Symantec IT will also continue to take the lead on evaluating, deploying, and maintaining Symantec products internally, providing feedback to Symantec's engineering and product teams prior to public release of these products.

RESOURCE CONSERVATION THROUGH CONSOLIDATION

Symantec’s IT department manages multiple data centers worldwide that support key business applications. Our data center strategy leverages Symantec’s software capabilities to facilitate data center consolidation.

- *In October 2007 we closed a co-located data center in the U.K. and eliminated 10 servers without needing to re-deploy to another data center.*
- *In August 2007 we closed our second-largest data center, located in Sunnyvale, California, reducing that data center’s device count from 1,635 to 352 devices. Two hundred devices were re-deployed to the primary U.S. data center in Arizona; 152 re-deployed to other data center sites, and 15 storage arrays comprising 141 terabytes of physical storage were decommissioned.*

The Sunnyvale Data Center closure was a major success for Symantec, and not only because of major real estate, IT, and energy cost savings. The closure of the 10,000 square foot facility also involved the permanent retiring of superfluous systems and devices, translating into a remarkable 67 percent reduction in individual device energy consumption and related reductions in greenhouse gas emissions.

Sunnyvale Data Center Closure: Results at a Glance

Energy	300,000 kWh saved per month (approximately \$45,000 per month)
Hardware	Annual hardware maintenance savings of \$450,000. Old hardware trade-in: approximately \$500,000 in cost savings on new hardware acquisition
IT	Annual operating cost savings of approximately \$2.1 million
Real estate	Significant annual real estate savings



POWERING DOWN LEADS TO BIG SAVINGS

In June 2007 Symantec deployed a custom power management profile on company PCs to reduce energy use without interfering with computer performance. This action stemmed from an internal audit conducted by Symantec that determined that 60 percent of Symantec user systems were left on overnight during the week, and 48 percent were left on during weekends. By placing systems in standby mode after four hours of inactivity, we expect to save approximately \$800,000 (annually) and more than 6 million kWh of energy per year.

THE GREEN DATA CENTER

Data centers form the critical hub of modern-day computing. These large facilities, housing hundreds or thousands of servers that store critical information, require significant amounts of energy to power equipment and maintain strict temperature, security, and backup controls.



The Green Data Center Report

In November 2007 Symantec issued the Green Data Center Report. The report demonstrated an increasing need for efficient data storage solutions among the world's leading corporations. It also emphasized that many managers and executives believe energy efficiency is critical to their business.

According to the report, use of Green Data Center technology could cut electricity use by as much as 20 percent every year. For the average participant in the study, this reduction would translate into annual savings of more than \$250,000. The full Green Data Center Report is available online. [\[Link\]](#)

ENERGY COSTS IN A TYPICAL DATA CENTER DOUBLE EVERY FIVE YEARS.



Using Software to Green the Data Center. Data center managers define a “green data center” as one that maximizes energy efficiency and reduces greenhouse gas emissions, accesses less-polluting forms of energy, and reduces the amount of toxic or hazardous materials in use. Data center managers employ a number of software tools to get more out of their computer hardware while minimizing energy use. These solutions include:

Clustering	Storage Tiering	Thin Provisioning	Data Deduplication	Server Virtualization
Clustering refers to the practice of interconnecting servers and other components to consolidate workloads onto a smaller number of machines.	Storage tiering allows users to place data on storage systems based on need, with data moving to higher-performance storage when required and back to lower-performance, power-conserving storage when performance requirements are reduced.	Thin provisioning enables users to allocate storage for applications based on long-term availability and performance requirements, with storage allocated only when data is actually written to a drive.	Organizations typically store the same data in different places, such as in an email, in a file, as an attachment, etc. Data deduplication allows companies to store data only once, allowing surplus hardware to be eliminated.	Server virtualization consolidates many servers onto a single system. One physical server is partitioned into multiple virtual servers, with software acting as the virtual divider. Server virtualization allows for the consolidation of many underutilized servers into fewer fully utilized servers.

In all of these examples, the reduction in hardware needed for data storage and management means that companies also need less physical space and less power for running and cooling equipment—resulting in lower energy, real estate, and IT costs, as well as fewer carbon emissions.

“AS ENERGY COSTS SPIRAL HIGHER AND HIGHER, WE NEED TO FIND NEW WAYS TO ENHANCE OUR EXISTING TOOLS AND DEVELOP NEW ONES TO LOWER THE ENERGY INTENSITY OF OUR CUSTOMERS’ DATA CENTERS AND OVERALL COMPUTING SYSTEMS. THESE ADVANCES ARE NOT ONLY GOOD FOR OUR CUSTOMERS, THEY’RE GOOD FOR THE ENVIRONMENT, TOO.”

—David Thompson, Group President, Information Technology and Services Group, Symantec



Symantec has developed a number of products and services to help customers conserve energy and reduce hardware needs, including:

- **Veritas™ Application Director:**
allows physical and virtual server consolidation
- **Veritas™ Storage Foundation:**
provides storage tiering
- **Veritas™ Command Central Storage:**
utilizes memory assets more efficiently
- **Veritas™ NetBackup:**
eliminates duplicate data
- **Symantec Enterprise Vault:**
eradicates duplicate email messages
- **Altiris Energy Saver Toolkit:**
facilitates management of desktop and workstation energy consumption
- **Company-i consulting services:**
recommends optimal data center design

For a more complete list of Symantec’s Green Data Center solutions, please visit our Green IT Web site. [\[2\]](#)



MEETING THE CHALLENGE OF CLIMATE CHANGE

Global warming poses a variety of risks, ranging from direct impacts on infrastructure from extreme weather conditions, to costs associated with operating in a carbon-constrained economy. Symantec's Green Data Center solutions provide an avenue for customers to reduce their energy needs and related greenhouse gas emissions.

Growing energy use requirements at Symantec are also a significant and rising expenditure. Emissions related to energy use in our buildings, facilities, data centers, and research labs constitute the major portion of our company's greenhouse gas releases. We are looking at new ways to cut greenhouse gas emissions across the company, through implementation of Green IT as well as the deployment of other conservation and efficiency solutions.

IN MAY 2008 SYMANTEC ADOPTED A GOAL TO REDUCE CO₂ EMISSIONS BY 15 PERCENT BY THE END OF FY12, USING FY08 AS OUR BASE YEAR. SYMANTEC WILL MEASURE AND REPORT PERFORMANCE FOR THIS GLOBAL REDUCTION PROGRAM BY CO₂ EMITTED PER SQUARE FOOT.

As part of these efforts, Symantec has taken several important long-term steps to reduce our future energy consumption. To help limit our environmental impact in and around our global headquarters in California, Symantec joined the Sustainable Silicon Valley's Carbon Dioxide Emissions Reduction Initiative. We have pledged to reduce carbon dioxide emissions by 10 percent at our headquarters facilities by 2010 from a FY07 baseline.

We surpassed this goal in mid-FY08, achieving upwards of an 18 percent reduction, by consolidating our Sunnyvale, California data center into our larger data center located in Arizona. While our CO₂ emissions in the Silicon Valley have increased somewhat in recent quarters due to merger and acquisition activity and an increase in R&D infrastructure within the region, we continue to exceed our 10 percent goal.

Globally, Symantec has adopted the U.S. Green Building Council's LEED EB program and is applying the minimum certification level at each of our existing owned buildings. We have committed to construct future owned buildings to meet the requirements of the LEED NC standard. These actions will help to minimize our overall energy use and greenhouse gas emissions.

Symantec participates in the **Carbon Disclosure Project (CDP)**, the leading global initiative to collect self-reported greenhouse gas emissions information from more than 3,000 of the world's largest companies. Results of the CDP6 will be released to the public in September 2008. [\[7\]](#)

FY08

Energy consumption (in millions of kWh)	
Directly controlled consumption	190
Consumption included in leases	65
Total energy consumption	255
GHG emissions (in thousands of tonnes of CO ₂)	
Directly controlled emissions	86
Emissions included in leases	30
Total emissions	116
GHG emissions from air travel (in thousands of tonnes of CO ₂)	
Emission resulting from 273,632,984 air miles traveled	54

Global GHG emissions in FY08 totaled 11 tonnes CO₂/employee and 73 pounds CO₂/ft² (based on a total of 338,000ft²).



CONSERVING RESOURCES

Streamlining product manufacturing and packaging—

Symantec has made great strides in the area of environmentally responsible manufacturing, shrinking the company's environmental footprint by integrating the concept of "reduce, reuse, recycle" into the software manufacturing process. For example, consumer products are now packaged in smaller boxes that require less material to build, produce, and store. New package designs are already distributed at 70 percent of retail outlets in the Americas and are being introduced in the Europe, Middle East, and Africa (EMEA) and the Asia Pacific/Japan (APJ) regions. The company's manufacturing facilities currently recycle 79 percent of all waste generated.

To further conserve paper, Symantec is using 100 percent recycled stock for all cards that go into U.S. boxes for 2008 products. We have also implemented a program to reuse cardboard packaging, shipping cartons, totes, and other materials. The company has switched to cleaner printing inks and replaced hard plastic CD cases with flexible paper and plastic envelopes.

Shifting to electronic product delivery—For more than 10 years, Symantec has offered customers the ability to download software directly, as opposed to purchasing software on CDs. Approximately 70 percent of Symantec's products are currently delivered electronically, which greatly reduces consumer-generated waste as well as Symantec's carbon emissions from product transport. As a result, approximately 345 tonnes of packaging material, including cardboard, shrinkwrap, and paper, was saved in 2007 in EMEA.

Incorporating recycled content into corporate printing paper—

Approximately 110 million pounds of copy paper is used annually at corporate printing stations in the United States. Beginning in August 2007, Symantec instituted a policy that all copy paper used at U.S. printing stations must contain at least 30 percent post-consumer recycled content. One hundred percent recycled paper is readily available upon request. Symantec is currently analyzing the technical and financial viability of instituting recycled toners and printer cartridges at printing stations and printers.

Finding new uses for surplus equipment—We devote considerable effort to ensuring that we do not simply throw surplus equipment in the recycling bin. Our IT department is the first stop for older equipment, where it is assessed for possible re-use elsewhere within Symantec. If it meets minimum operational and hardware requirements, it can be productively re-used at a new location. For example, when we consolidate data centers, servers and other devices can be redeployed, preventing the generation of e-waste and avoiding costs of purchasing new equipment.

Symantec partners with nonprofit organizations to donate equipment that is functional but not sufficiently powerful for company use. Both Symantec and hardware recipients benefit from this arrangement. Symantec avoids end-of-life recycling or disposal costs, while the recipient (typically a school or community organization) can extend its programming and conserve its budget at the same time.

For example, we have given surplus laptops, desktop systems, and associated components to Silicon Valley StRUT (Students Recycling Used Technology), a California Bay Area nonprofit organization. StRUT provides hands-on training to college students in evaluating, repairing, and refurbishing used computers. The refurbished equipment is then given to local schools, completing the organization's dual mission of providing technology- and academic-standards-based education for K-16 students while also reducing waste in the environment.

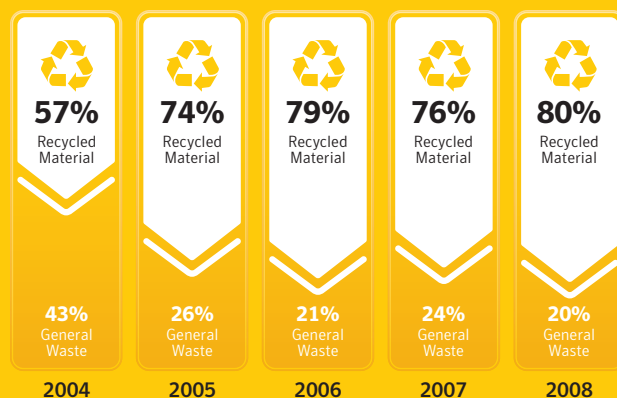
Ensuring proper end-of-life recycling—For equipment that has reached the end of its useful life, Symantec has implemented procedures designed to ensure proper recycling and disposal. Effective January 2008 Symantec approved Rident Technology as the preferred vendor to perform e-waste services at Symantec's sites in North America. Rident was also added to the listing of bidders for Global E-waste services. These services include, but are not limited to, the retrieval of end-of-life hardware, asset tag and identifier removal, sorting, and all regulatory data wiping, cleaning, and destruction procedures. Symantec will begin tracking e-waste recovery data in FY09.



Manufacturing with the Environment in Mind

Symantec's only owned manufacturing facility is located in Dublin, Ireland. The facility produces 34 percent of Symantec's software CDs and packaging, with additional production coming from fulfillment partners: DCL in the United States (51 percent) and Teckwah in Singapore and China (15 percent.) The Symantec Dublin environmental management system (EMS) has been certified to the ISO 14001 standard since 1994, and environmental processes are audited internally. Any environmental incidents or complaints are managed through the Global Controlled Actions System, which incorporates full root-cause analysis, corrective, and preventative action processes. There were no environmental incidents, complaints, or violations at the Dublin facility in FY08.

Symantec Dublin sets annual environmental program objectives and targets as part of the facility's EMS. Seventy-four percent of FY08 objectives were achieved; for example, landfill waste was further reduced by increasing recycling rates, introducing new recycling waste streams, and raising employee awareness around the importance of recycling.



Symantec Dublin's recycling program has led to 80 percent of all waste being recycled in 2007, up from 57 percent in 2003.

In March 2008 Symantec Dublin significantly reduced air emissions related to electricity use by switching to energy sourced from Airtricity, a renewable electric utility company, to power operations. The purchase of 9.5 million kWh of energy (89 percent of which comes from renewable sources) for the facility's two buildings will prevent emissions equivalent to taking nearly 2,000 cars off the road for a year (20 million pounds of CO₂, 2.3 million pounds of SO₂, and 0.7 million pounds of NO₂).





Greening Operations Through Sustainable Building—

The bulk of Symantec's direct environmental impacts come from energy and materials use associated with the company's buildings and facilities. One way that we are minimizing these impacts is through our corporate policy of applying sustainable building practices to the constructing of new buildings. Where practicable, we are seeking U.S. Green Building Council Leadership in Energy and Environmental Design (LEED) certification for New Construction (NC). Existing owned Symantec buildings have been enrolled in the LEED Existing Buildings (EB) program.

The recent completion of Symantec's new Culver City campus demonstrates the company's commitment to green building. The site was built to LEED NC Gold standards and achieved certification in May 2008. The site also received an International Interior Design Association award for environment excellence in construction; in addition to its state-of-the-art materials and systems, the site's open plan layout is designed to minimize future construction remodels to reduce cost and construction waste.

Creating a Culture of Stewardship Among Symantec

Employees—No corporate environmental program can succeed without the active involvement of company employees. As we roll out internal campaigns and initiatives, we are also focusing on engaging employees to let them know how they can contribute to our success.

In early 2008 we launched the "It's the right thing to do" awareness campaign, featuring a quarterly newsletter emailed to all employees. Each quarter, the newsletter will focus on one topic and provide information, news, links, and tools so that employees can learn about and provide feedback on Symantec's environmental priorities. For example, the first newsletter focused on paper conservation, and included practical suggestions on paper use reduction as well as an announcement regarding the release of Symantec's guide to selecting recycled paper for use in company collateral materials.

Cool Commuting in the Bay Area

Symantec is helping to ease the commutes of its San Francisco, California Bay Area employees—saving time and money while reducing driving-related environmental impacts. As part of the commute-reduction program, developed under the Silicon Valley Leadership Group's Cool Commutes initiative [\[2\]](#), Symantec:

- *provides a free shuttle bus between the local Caltrain station and the Symantec campuses in Cupertino and Mountain View*
- *encourages employees to explore commuting alternatives such as carpooling, walking, and biking*
- *has formed a cycling club*

Since the program was instituted in 2006, annual employee auto trips in the Bay Area have decreased by eleven percent and total vehicle miles traveled have decreased by nine percent. On average, these reductions have resulted in nine percent decreases in emissions of carbon dioxide, carbon monoxide, particulate matter, and other air pollutants.

Symantec has also established an intranet site titled "Green is the color of confidence" to provide employees with resources and information about how Symantec is putting its corporate environmental commitment into practice. Employees are invited to submit ideas and feedback to a dedicated internal environmental email inbox.

Cutting down on global travel with video conferencing—

In September 2007 Symantec installed HP Halo Collaboration Studios in multiple global locations to facilitate increased levels of face-to-face collaboration without requiring increases in company travel. Halo Studios video conferencing delivers high-definition video images of conference participants and shared laptop images and objects using state-of-the-art video and audio technology. Eight Halo studios are currently in place at locations in Asia, the United Kingdom, and the United States.

OUR EMPLOYEES

The very nature of our business—assuring the security, availability, and integrity of our customers' information—inspires a global culture of responsibility at Symantec. Our focus on integrity is embedded in our daily interactions with our customers and each other, everywhere we work around the world.

We are especially mindful of the labor and human rights principles of the United Nations Global Compact in developing employee and supplier policies, programs, and initiatives, and have designated dedicated personnel to review labor-related employee complaints.

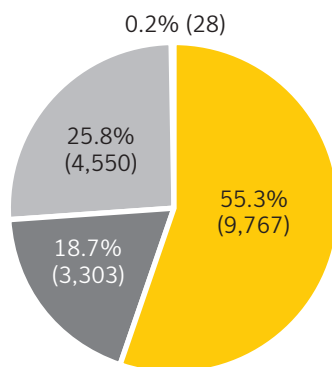




Employees by Geographic Location

Symantec hires employees, managers, and executives from local populations and has established works councils in France and Germany.

- Americas
- EMEA
- Asia Pacific & Japan
- Other



FOSTERING EMPLOYEE DEVELOPMENT

We rely on our employees to think creatively and constantly seek out new ways to meet our customers' needs. By giving our employees the opportunity to develop new skills and refine existing talents to do their jobs better, we are, in fact, investing in the long-term success of our company. All employees receive annual performance evaluations where they can also discuss personal development needs with their manager.

Symantec's robust employee development program offers a curriculum that is applied globally across all functions. The program enhances employees' business, technical, and interpersonal skills and enables them to excel in their chosen career paths. We combine instructor-led and e-learning classes to ensure that our people can reach their maximum professional potential. We also offer tuition reimbursement for qualifying employees.

FY08	FY07	FY06
11,596	13,679	12,139

Number of full and part-time employees who registered for and/or completed one or more training activities.

Symantec is also proud to sponsor a graduate fellowship program, geared towards helping the next generation of scientists, engineers, and innovators advance their knowledge in the field. Fellowship recipients receive an award for 100 percent of tuition and fees at their graduate school and are paired with a top Symantec researcher, who provides ongoing technical guidance on the fellow's research project. More information is available online. [\[a\]](#)

Recognizing Exceptional Innovation

Symantec honors the company's top innovators by appointing them as Symantec Fellows. The title of Symantec Fellow is the company's preeminent technical distinction and is conferred to individuals with a sustained record of important technical achievements who have shown broad leadership and influence across the organization and throughout the industry as a whole. In FY08 we were pleased to announce the appointment of our first female fellow, Aglaia Kong, and of Paul Agbabian, who was also honored with this distinction.



BALANCING THE PROFESSIONAL WITH THE PERSONAL

Employees who maintain a balanced personal and professional life are more satisfied and productive and experience lower levels of stress. We seek to promote that balance by providing employees with a variety of programs and benefits to help them manage personal and family obligations.

We offer paid leave to parents of newborn, adopted, and newlyplaced foster children; we encourage fathers as well as mothers to take advantage of this benefit. Symantec offers adoption assistance, and has established child/parenting support services through our Employee Assistance Program (EAP), including childcare referrals and free care kits for children, parents, and elders. Employees can access an online interactive tool called Live and Work Well Here, and call our Informed Health Line to receive health information at any time of day or night.

We believe that alternate schedules and telecommuting can be useful tools in managing the demands of work and home while enhancing employee productivity. In these times of rising gas prices and energy costs, telecommuting can also be an important benefit to employees. We encourage employees to work with their managers to arrange personalized telecommuting options and flexible hours.

To further ease the costs of commuting, we have set up a Commuter Spending Account program. The initiative allows employees in the United States to set aside pre-tax dollars to pay for certain commuting-related expenses, such as costs of mass transit passes and parking.

The employee benefits and assistance programs we offer vary based on country of operation. Symantec supports equal employment opportunity for all applicants and employees, regardless of race, color, religion, gender, national origin, ancestry, age, marital status, sexual orientation, gender identity, veteran status, and disability. Symantec makes reasonable accommodations for disabled employees and prohibits harassment.

More information about working at Symantec is available on our Web site. [\[x\]](#)

DIVERSITY AND INCLUSION AT SYMANTEC



Diversity at Symantec embodies all the differences that make us unique individuals. We believe a commitment to diversity is a business imperative that affects our bottom line. An inclusive workforce allows us to

- understand global markets,
- achieve breakthrough innovations,
- attract and retain the best talent, and
- serve our customers by devising effective and culturally appropriate solutions.

In February 2008 Symantec launched a Global Diversity and Inclusion Survey to measure the climate of inclusion at Symantec and the extent to which company managers facilitate the company's message of diversity and inclusion. Survey respondents rated Symantec very favorably for its commitment to a work environment that is respectful of differences. At the same time, respondents highlighted the need to continue our efforts to build cross-cultural awareness and understanding.



Symantec's commitment to diversity starts at the top with an Executive Steering Committee that drives and champions Symantec's global diversity and inclusion initiative. Symantec has also formed local Diversity and Inclusion Councils. These councils are composed of employees that reflect the diversity of their site and who volunteer their time and talents to build diversity awareness and promote an inclusive work environment.

**DIVERSITY AND INCLUSION
EXECUTIVE STEERING
COMMITTEE**

12 EXECUTIVES FROM
AROUND THE GLOBE

**GLOBAL DIVERSITY AND
INCLUSION OFFICE**

**DIVERSITY AND INCLUSION
COUNCILS**

14 GLOBAL COUNCILS

**SYMANTEC WOMEN'S
ACTION NETWORK**

13 CHAPTERS GLOBALLY

Symantec sponsors multiple outreach organizations at both the national and local level including: National Society of Black Engineers, Society of Hispanic Professional Engineers, National Black MBA Association, National Society of Hispanic MBAs, as well as several technical and non-technical associations for women.

Enhancing Opportunities for Women in Technology

In the technology industry, women are under-represented in technical and leadership positions, a problem exacerbated by the fact that the majority of graduates holding engineering or advanced technical degrees are male. A study conducted by Catalyst, a leading nonprofit organization working to expand opportunities for women in business, found that women in the high-tech workforce continue to face barriers to advancement such as a lack of role models and mentors, access to networks, and the ability to participate in decision-making processes.

Symantec recognizes that a commitment to systemic change and a proactive and deliberate initiative to address this disparity in the workforce is needed in order to attract and retain female technical talent and to ensure a diversity of perspectives in business planning.

To this end, we launched a women's initiative with the goal of increasing the number of women in leadership, technical, and sales positions. Our overarching objective is to build a work environment that supports and encourages all women in their career aspirations.

In October 2007 Symantec's Diversity and Inclusion Steering Committee adopted the Calvert Women's Principles.[™] [\[x\]](#) The Principles are the first global code of corporate conduct focused exclusively on women's issues. We are working to operationalize the principles throughout the company.





Engaging Externally

At the corporate level, Symantec provides funding for and participates in a variety of research projects, including the Anita Borg Institute for Women and Technology and the Clayman Institute for Gender Research at Stanford University project: “Climbing the Technical Ladder: Obstacles and Solutions for Mid-Level Women in Technology” and the London Business School study: “The Impact of Gender on Team Performance”.

Symantec partners with the Anita Borg Institute and is a member of Catalyst, the Society of Women Engineers (SWE), and the Forum for Women Entrepreneurs and Executives (FEW&E). Symantec supports and routinely sponsors events hosted by Women in Technology International (WITI), Women International Networking (W.I.N), YWCA, Alliance of Technical Women (ATW), and The National Center for Women & Information Technology (NCWIT).

The Symantec Women’s Action Network

At the local level, Symantec has established 13 SWAN (Symantec Women’s Action Network) chapters around the globe. SWAN is a forum for personal and professional networking of women at Symantec and is open to all employees who want to support and encourage women in achieving their career aspirations. Employees have set up subcommittees to coach and mentor women in many areas, including public speaking, negotiating, and networking; filing patent applications; and writing white papers.

“WE BELIEVE THAT WOMEN PRESENT A POWERFUL OPPORTUNITY TO ENHANCE OUR ABILITY TO COMPETE, INNOVATE, AND DELIVER BUSINESS RESULTS. OUR WOMEN’S INITIATIVE IS ONE WAY THAT WE ARE FOSTERING AND LEVERAGING THE TALENTS, STRENGTHS, AND PROFESSIONAL ASPIRATIONS OF OUR FEMALE EMPLOYEES .”

—Mark Bregman, Executive Vice President, Chief Technology Officer; Executive Sponsor of Symantec’s Women’s Initiative

Several executives are engaged in Symantec’s women’s initiative, including Geraldine Laybourne of Symantec’s Board of Directors, who recently met with Symantec employees to share her story and approach to succeeding in a predominantly male work environment. Mark Bregman, Symantec’s Chief Technology Officer, is Executive Sponsor of the women’s initiative.

Symantec strives to honor the achievements of women by identifying opportunities to publicly recognize their contributions. Each year Symantec submits proposals recommending outstanding technical women for the Women of Vision Award hosted by the Anita Borg Institute. This year, four Symantec female executives were selected for the YWCA Twin Awards recognizing their leadership in the community.

Meeting the needs of the LGBT community

Symantec demonstrates its support for members of the Lesbian, Gay, Bisexual, and Transgender (LGBT) community in several ways. We offer domestic partner benefits, have established a virtual networking group, received a score of 85 in the Human Rights Campaign Corporate Equality Index (CEI) Survey, adopted Gender Transition Guidelines, and sponsored Gay Pride events. The Diversity and Inclusion Councils were instrumental in these activities and also in promoting revisions to Symantec’s non-discrimination policy to include gender identity.

More information about diversity at Symantec is available online. [\[7\]](#)



ENSURING HEALTHY AND SAFE WORK ENVIRONMENTS

Symantec works to ensure a safe working environment in our offices, research labs, and manufacturing facilities. Our Global Injury and Illness Prevention Program and our Emergency Response Teams protect our employees from health risks and provide them with tools and resources to allow them to work in a safe and secure environment.

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

Emergency Response Teams
We have developed a network of onsite volunteer Emergency Response Teams (ERT) that have received extensive training in emergency medical and disaster response. Each team is prepared to respond immediately to medical incidents or accidents that may occur onsite. More than 500 employees throughout North America, EMEA, and the Asia Pacific region participate in the ERT program.

Health and Safety Performance (FY08)

Total injuries and illnesses.....	74
Lost work days	206
Fatalities	0

As part of promoting a culture of safety, Symantec provides safety training and requires that all employees obey safety rules, follow established safe work practices, report any unsafe conditions immediately, and exercise caution and good judgment in their work activities.

MANAGING OUR GLOBAL SUPPLY CHAIN

Symantec outsources the majority of company manufacturing as well as portions of our customer support and IT functions (among others). Any function that is not a core competency for Symantec may be considered for outsourcing if it is financially and culturally appropriate.

We require our suppliers to maintain safe, fair, and equitable working conditions. We are currently in the process of gaining a better understanding of our supply chain issues and evaluating risks that need to be addressed. We are also identifying opportunities to improve social and environmental operating practices by incorporating baseline standards into our supplier agreements. We reference the United Nations Global Compact (UNGC) in our service-provider agreements, however, at this time we have not undertaken any monitoring or auditing activities to track adherence to the UNGC principles.

Strengthening Supplier Diversity

Just as we value diversity within our own employee ranks, we recognize the importance of having a diverse network of suppliers. Symantec is committed to continuously enhancing our methods of outreach to new, diverse suppliers and identifying additional opportunities for existing diverse suppliers. The Symantec Supplier Diversity Team meets with the Global Procurement Group on a regular basis to ensure our continued progress in ensuring supplier diversity.

One example of our commitment to supplier diversity is our outsourcing of 100 percent of the manufacturing of consumer, availability, and enterprise software products in the United States to a certified Minority Business Enterprise/Small Business Enterprise. This subcontract is valued at over four percent of Symantec's annual qualified spend on suppliers in the United States. We also have several significant relationships with women-owned and minority-owned firms for various areas of indirect spending and Value-Added Reseller (VAR) relationships, such as consulting and software purchases.



- Symantec has asked its largest non-diverse suppliers to report the proportion of their second-tier suppliers that represent minority groups. This action will provide us with a clearer view of how we can support supplier diversity in our supply chain and reinforce the message that diversity is a priority for our company.
- Symantec participates in the National Minority Supplier Development Council and the Procurement Strategy Council. We network with diverse suppliers to shape the overall direction of our program.
- Symantec is exploring best practices and alternative approaches to supplier diversity through our corporate peer outreach program. We engage other large companies regarding diversity issues and help to mentor smaller companies looking to establish supplier diversity programs of their own.
- We plan to establish a supplier diversity award program and to extend our internal and external communications around supplier diversity.

Read more about our supplier diversity efforts online. [▶](#)

Reaching Out to Our Communities

Symantec's Community Relations and Corporate Philanthropy Program strives to have a positive impact on our local communities around the globe. We focus our activities in the areas of corporate philanthropy and community relations, employee engagement, and software donations.

Corporate Philanthropy and Community Relations

In FY08, Symantec's primary philanthropic focus was on education. We identified several special interest areas, including

- *eliminating the achievement gap between affluent and economically challenged school districts;*
- *encouraging more students to pursue careers in math and science; and*
- *increasing the diversity of our future workforce by helping to build a pipeline of women and minorities who are interested in and have access to quality programs in science, technology, engineering, and mathematics.*

To achieve these objectives, we have formed strategic partnerships with organizations such as:

Teach for America—Teach for America's vision is that one day, all children in the United States will have the opportunity to attain an excellent education. Symantec supports Teach for America with sponsored scholarships in regions where Teach for America and Symantec communities overlap. These regions include the San Francisco Bay Area, Los Angeles, Washington, DC, Houston, and Eastern North Carolina.

- *Symantec invested more than \$665,000 in Teach for America in FY08.*
- *Symantec site leaders participate as judges in the scholarship process.*

Science Buddies—Hands-on scientific investigations are acknowledged to be the best way to teach science literacy. Science Buddies allows students to engage in more sophisticated science fair projects with the support of industry professionals.

- *Symantec was the founding sponsor of the Computer Science Interest area on the Science Buddies Web site.*
- *Our investment has put Science Buddies on track to reach over eight million students and teachers in 2008.*

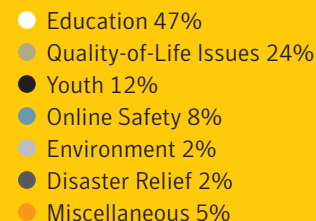


National Action Council for Minorities in Engineering (NACME)—Since 1974, NACME has led the national effort to increase minority representation in engineering, technology, and math- and science-based careers.

- *Symantec will provide \$75,000 to NACME for scholarship funding over the next three years.*

Giving in 2008

Giving in 2008 was directed towards Symantec's philanthropic focus areas of education, youth programs, and quality of life issues specific to the communities where the company has offices.



In FY08 **Symantec donated more than \$16 million** in cash and software to schools, nonprofit organizations, and local communities.

Giving Category	FY08	FY07
Matching Grant Donations	\$500,000	\$1,000,000
Symantec Foundation Grants	\$1,400,000	\$1,500,000
Corporate Cash Contributions	\$2,800,000	\$2,100,000
Retail Value of Software Donations	\$12,000,000	\$8,700,000
Dollars for Doers	\$80,000	\$90,000
Total >	\$16,780,000	\$13,390,000



Beaverton Employees Step Up to the Volunteer Challenge

Employees at Symantec's Beaverton office in Oregon have long enjoyed close ties with the local community. As part of Symantec's 25th Anniversary Volunteer Challenge, Beaverton's leadership team and employee-led community relations committee worked with the Oregon Chapter of Volunteers of America to develop a special five-hour volunteer project at the Sam Lee Relief Family Nursery in SouthEast Portland. On November 2, 2007, 85 employees (more than 45 percent of the total employee population at Beaverton) dedicated themselves to this half-day of service, and enthusiastically pitched in to perform general maintenance including painting, landscaping, organizing, cleaning, and moving debris.

Focusing on Youth

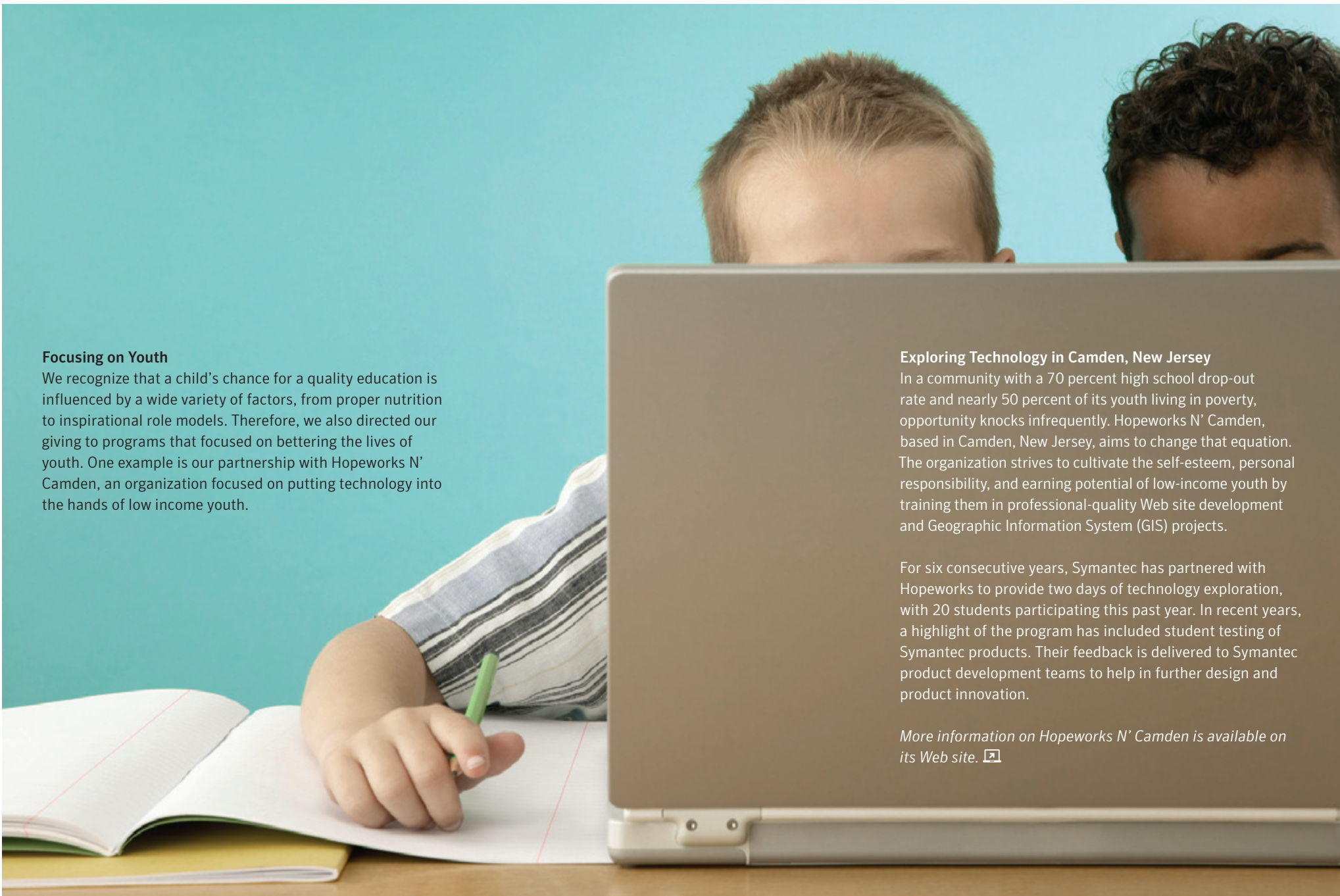
We recognize that a child's chance for a quality education is influenced by a wide variety of factors, from proper nutrition to inspirational role models. Therefore, we also directed our giving to programs that focused on bettering the lives of youth. One example is our partnership with Hopeworks N' Camden, an organization focused on putting technology into the hands of low income youth.

Exploring Technology in Camden, New Jersey

In a community with a 70 percent high school drop-out rate and nearly 50 percent of its youth living in poverty, opportunity knocks infrequently. Hopeworks N' Camden, based in Camden, New Jersey, aims to change that equation. The organization strives to cultivate the self-esteem, personal responsibility, and earning potential of low-income youth by training them in professional-quality Web site development and Geographic Information System (GIS) projects.

For six consecutive years, Symantec has partnered with Hopeworks to provide two days of technology exploration, with 20 students participating this past year. In recent years, a highlight of the program has included student testing of Symantec products. Their feedback is delivered to Symantec product development teams to help in further design and product innovation.

More information on Hopeworks N' Camden is available on its Web site. [↗](#)



EMPLOYEE ENGAGEMENT

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

- *In the San Francisco Bay Area, our partnership with Shelter Network helps provide housing and support services that create opportunities for homeless families and individuals to reestablish self sufficiency and return to permanent housing.*
- *In order to promote greater environmental stewardship, Symantec's Tokyo office sponsors the UNESCO-designated World Heritage Site within the Shirakami mountain range and funds activities run by the Shirakami Mountain Preservation Society, the Ecology Guide Training Program, and the Shirakami Nature School.*

Symantec promotes employee volunteerism as a way for employees to feel more connected to their coworkers and communities, contribute to Symantec's citizenship efforts, access leadership opportunities, and develop new skills and talents.

Employee Volunteerism

Total hours recorded FY07 > 6,000
Total hours recorded FY08 > 20,000*

* *The more than 230 percent increase in volunteer hours recorded from FY07 to FY08 is a direct result of the success of our 25th Anniversary Volunteer Challenge. We will build on the momentum of this effort to encourage employees to continue their involvement with our local communities.*

Dollars for Doers and the Matching Gift Program

Symantec's Dollars for Doers Program encourages and rewards sustained volunteerism by making a monetary contribution to organizations where employees volunteer their time. Symantec will make a \$15 donation for every hour of volunteer service that an employee contributes (with a minimum of five hours at an organization). Our Employee Matching Gift Program matches employee donations to eligible charities dollar for dollar. The Dollars for Doers and Matching Gift programs share a combined maximum cash donation equivalent of \$1,000 per employee per calendar year.



25th Anniversary Volunteer Challenge

In celebration of Symantec's 25th anniversary, the company challenged all employees to give back to their community by volunteering at least 25 hours over the course of the 2008 fiscal year. Employees reaching this goal were invited to select a nonprofit of their choice to receive a \$1,000 Symantec grant. Additionally, the three employees with the highest number of volunteer hours were able to direct a \$5,000 grant to their chosen nonprofit organization.

The Volunteer Challenge was a tremendous success, boosting volunteerism rates by more than 230 percent over the previous fiscal year. The 25-hour benchmark was achieved by 268 employees, resulting in challenge grant payouts of \$301,000. Participating employees represented eight countries, including Australia, Canada, India, Ireland, Mexico, Spain, the United Kingdom, and the United States.

"Many, many thanks for the good news. The grant money is going to make a big difference in our next trip to central Africa where we intend to bring PCs and teach computer skills in five different countries."

—Lothar Bredl, Enterprise Technical Support Engineer
Symantec Dublin, Ireland

SOFTWARE DONATIONS

Symantec is committed to ensuring that the organizations that strengthen our communities are free to apply their financial and intellectual resources to mission-based activities, rather than to the procurement of software products necessary for their day-to-day functioning. In FY08, Symantec donated nearly \$12 million in product to nonprofit organizations.

We also began to expand the product donation program globally, beyond the United States and Canada. For example, Symantec was able to help the Freeplay Foundation, an organization operating out of London, England and Cape Town, South Africa. Freeplay delivers wind-up radios and other sustainable technologies to connect people in the developing world to vital broadcast information. Symantec's donation of Norton AntiVirus™ software enabled Freeplay to protect office systems without having to divert money from its important projects. [\[x\]](#)

- **5,549 Products**—Symantec AntiVirus Corporate Edition™
- **3,702 Products**—Norton AntiVirus™
- **2,269 Products**—Norton 360™

In FY08, Symantec donated more than 17,000 software products, many of them containing multiple user licenses. The top three software titles donated were Symantec AntiVirus Corporate Edition (5,549 products), Norton AntiVirus (3,702 products), and Norton 360 (2,269 products).

In FY08, Symantec donated 10 servers, 593 laptops, 408 desktops, 267 monitors, and 52 printers and other hardware components.

LOOKING TO THE FUTURE

We strive to align our philanthropy and community relations vision with the needs of our stakeholders. This past year, we heard from our communities and employees that improving education and quality of life remain top priorities, along with promoting our unique ability to provide online safety materials for families. Consequently, we will be updating our priority areas in FY09 to more specifically address

- *family online safety;*
- *strategic investment in helping students to pursue educational and career opportunities in science, technology, engineering, and mathematics; and*
- *building a volunteer culture at Symantec that will help support civic engagement and personal involvement at the local level.*

Statement from the External Advisory Council

External Advisory Council Members:

Cody Sisco	<i>Manager, Advisory Services, Business for Social Responsibility (BSR)</i>
Paul Hilton	<i>Director, Advanced Equities Research, Calvert Asset Management Company, Inc.</i>
Jeff Rangel	<i>Director, Corporate Community Programs, Entrepreneurs Foundation</i>
Mark Rowe	<i>Director, Compliance and Ethics Advisory Services, SAI Global</i>
Sally Tomlinson	<i>Executive Vice President, Sustainable Silicon Valley</i>

No company is perfect and no corporate responsibility report is perfect. But a commitment to the reporting process is an important step on the never ending and constantly evolving journey towards becoming a sustainable company. As members of the External Advisory Council, we have had an opportunity to observe and contribute to the process of creating this report, and this statement reflects our independent opinion on the Symantec 2008 Corporate Responsibility Report.

We have been impressed by Symantec's commitment to identifying the most material sustainability issues facing its business—by looking at the intersection of impacts on the company and the concerns of company stakeholders, whether employees, community members, investors, suppliers, or customers. We believe that Symantec's willingness to focus on these key sustainability issues, such as cybersecurity education and awareness, Green IT, and privacy and data protection, helps demonstrate that management is proactively identifying and managing the greatest sustainability business risks and opportunities facing the company. In addition, the report's emphasis on issues that are particularly important to the software industry contributes to the overall advancement of corporate responsibility within the industry.

We also appreciate the company's use of the Global Reporting Initiative as a framework for reporting, to help in providing consistency and comparability in the reporting process. In addition we applaud the concrete goals set by the company in order to guide and benchmark progress.

From here, we expect Symantec to take the further step of committing to continuous improvement in reporting. We would like to see future reports include even more ambitious goals, and updates on progress made on goals thus far (whether positive or negative, successful or not). We would also like to see regular updates about engagements with stakeholders, including feedback from stakeholders about Symantec's corporate responsibility activities, to make sure that company reporting, policies, and practices are meeting the needs of various audiences.

Congratulations on an excellent first report, and we look forward to following your continued progress.

GRI AND UNGC CONTENT INDEX



The table below provides information on Symantec's use of the Global Reporting Initiative (GRI G3) Sustainability Guidelines in the company's 2008 Corporate Responsibility Report. We are self-declaring a "B" Application Level. The table also provides a cross-reference to the ten principles of the United Nations Global Compact (UNGC).

With regard to the location of specific information, we refer to the relevant pages of this report. We also indicate information that is reported in our 2008 Annual Report and Proxy Statement.

Note: (N/A: Not applicable; NR: Not reported; AR: Annual Report; P1-P10 refers to principles one through ten of the UNGC)

	GRI Disclosure	Type	Page/Location	UNGC Principle
	Strategy and Analysis			
1.1	CEO Statement	Core	4	Statement of continuing support for UNGC principles
1.2	Description of key impacts, risks, and opportunities	Core	5, 13	
	Organizational Profile			
2.1	Name of the organization	Core	1	
2.2	Primary brands, products, and services	Core	6–7	
2.3	Operational structure	Core	6	
2.4	Headquarters location	Core	6	
2.5	Countries of operation	Core	6	
2.6	Nature of ownership and legal form	Core	AR, Proxy Statement	
2.7	Markets served	Core	6, AR, Proxy Statement	
2.8	Scale of organization	Core	6	
2.9	Significant changes during the reporting period regarding size, structure, or ownership	Core	11, Acquisitions Web site	
2.10	Awards received during the reporting period	Core	43, 50	

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	GRI Disclosure	Type	Page/Location	UNGC Principle
	Report Parameters			
	Report Profile			
3.1	Reporting period	Core	3	
3.2	Date of most recent previous report	Core	3	
3.3	Reporting cycle	Core	3	
3.4	Contact	Core	59	
	Report Scope and Boundary			
3.5	Process for defining report content	Core	12–13	
3.6	Boundary of the report	Core	3	
3.7	Limitations of the scope or boundary of the report	Core	3	
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that could affect comparability	Core	N/A	
3.9	Data measurement techniques and assumptions	Core	5, 17, 40	
3.10	Explanation of the effect of any restatements of information provided in earlier reports	Core	N/A	
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	Core	N/A	
	GRI Content Index			
3.12	GRI content index	Core	59	
	Assurance			
3.13	Policy and current practice with regard to seeking external assurance for the report	Core	3	
	Governance, Commitments, and Engagements			
	Governance			
4.1	Governance structure	Core	19	
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	Core	19	
4.3	State the number of members of the highest governance body that are independent and/or nonexecutive members	Core	19	
4.4	Mechanism for shareholders and employees to provide recommendations or direction to the board	Core	19	
4.5	Linkage between compensation for members of the board, senior managers, and executives and the organization's performance	Core	19	
4.6	Processes in place for the board to ensure conflicts of interest are avoided	Core	Corporate Governance Web site	
4.7	Process for determining the qualifications and expertise of the members of the board for guiding the organization's strategy on economic, environmental, and social topics	Core	19	
4.8	Statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	Core	3, 20, 49	

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	GRI Disclosure	Type	Page/Location	UNGC Principle
	Governance, Commitments, and Engagements (continued)			
	Governance (continued)			
4.9	Board procedures for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles	Core	18	
4.10	Processes for evaluating the board's own performance	Core	19	
	Commitments to External Initiatives			
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization	Core	18, 33	P7
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	Core	3, 40, 43, 49	
4.13	Memberships in associations and/or national/international advocacy organizations in which the organization has positions in governance bodies; participates in projects or committees; provides substantive funding beyond routine dues; or views membership as strategic	Core	14, 53	Symantec's involvement in UNGC Network activities
	Stakeholder Engagement			
4.14	List of stakeholder groups engaged by the organization	Core	14	
4.15	Basis for identification and selection of stakeholders with whom to engage	Core	14	
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Core	14	
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	Core	5, 12–13	
	Economic Performance			
DMA	Disclosure on Management Approach	Core	AR, Proxy Statement	P1, P4, P6, P7
	Economic Performance			
EC1	Economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	Core	10, 54, AR, Proxy Statement	
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	Core	40	P7
EC3	Coverage of the organization's defined benefit plan obligations	Core	N/A	
EC4	Significant financial assistance received from government	Core	N/A	
	Market Presence			
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation	Additional	NR	P1
EC6	Policy, practices, and proportion of spending on locally based suppliers at significant locations of operation	Core	NR	
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	Core	NR	P6
	Indirect Economic Impacts			
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro-bono engagement	Core	N/A	
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	Additional	25, 27, 37–39	

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	GRI Disclosure	Type	Page/Location	UNGC Principle
	Environmental			
DMA	Disclosure on Management Approach	Core	33, 35	P7, P8, P9
	Materials			
EN1	Materials used by weight or volume	Core	41 (partially reported)	P8
EN2	Percentage of materials used that are recycled input materials	Core	41 (partially reported)	P8
	Energy			
EN3	Direct energy consumption by primary energy source	Core	40 (partially reported)	P8
EN4	Indirect energy consumption by primary energy source	Core	40, 42 (partially reported)	P8
EN5	Energy saved due to conservation and efficiency improvements	Additional	36 (partially reported)	P8
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	Additional	34, 37–39	P8
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	Additional	43	P8
	Water			
EN8	Total water withdrawal	Core	NR	P8
EN9	Water sources significantly affected by withdrawal of water	Additional	NR	P8
EN10	Percentage and total volume of water recycled and reused	Additional	NR	P8
	Biodiversity			
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Core	N/A	P8
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Core	N/A	P8
EN13	Habitats protected or restored	Additional	N/A	P8
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	Additional	N/A	P8
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Additional	N/A	P8
	Emissions, Effluents and Waste			
EN16	Total direct and indirect greenhouse gas emissions by weight	Core	40	P8
EN17	Other relevant indirect greenhouse gas emissions by weight	Core	40	P8
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Additional	35–36, 40, 43	P7, P8
EN19	Emissions of ozone-depleting substances by weight	Core	N/A	P8
EN20	NOx, SOx, and other significant air emissions by type and weight	Core	N/A	P8
EN21	Total water discharge by quality and destination	Core	N/A	P8
EN22	Total weight of waste	Core	N/A	P8
EN23	Total number and volume of significant spills	Core	N/A	P8

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	GRI Disclosure	Type	Page/Location	UNGC Principle
	Environmental (continued)			
	Emissions, Effluents and Waste (continued)			
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	Additional	N/A	P8
EN25	Identify, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff	Additional	N/A	P8
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	Additional	33, 37–39, 41	P7, P8
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	Core	N/A	P8
	Compliance			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations	Core	42 (none)	P8
	Transport			
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	Additional	33, 41	P8
	Overall			
EN30	Total environmental protection expenditures and investments by type	Additional	N/A	P7, P8
	Labor Practices			
DMA	Disclosure on Management Approach	Core	44–46	P1, P3, P6
	Employment			
LA1	Total workforce by employment type, employment contract, and region	Core	45 (partially reported)	
LA2	Total number and rate of employee turnover by age group, gender, and region	Core	NR	P6
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Additional	46	
	Labor/Management Relations			
LA4	Percentage of employees covered by collective bargaining agreements	Core	NR	P3
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements	Core	N/A	P3
	Occupational Health and Safety			
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	Additional	51	P1
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region	Core	51	P1
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	Core	51	P1
LA9	Health and safety topics covered in formal agreements with trade unions	Additional	N/A	
	Training and Education			
LA10	Average hours of training per year per employee	Core	45 (partially reported)	
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Additional	45	

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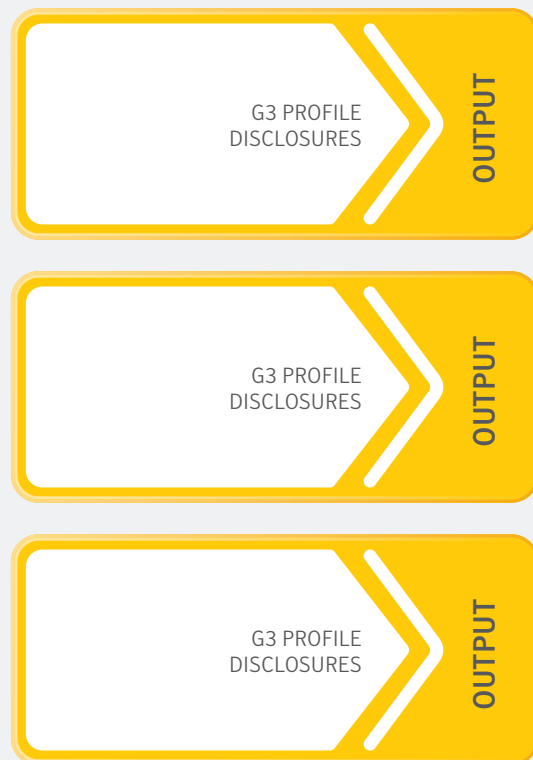
	GRI Disclosure	Type	Page/Location	UNGC Principle
	Labor Practices (continued)			
	Training and Education (continued)			
LA12	Percentage of employees receiving regular performance and career development reviews	Additional	45	
	Diversity and Equal Opportunity			
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	Core	19 (partially reported)	P1, P6
LA14	Ratio of basic salary of men to women by employee category	Core	NR	P6
	Human Rights			
DMA	Disclosure on Management Approach	Core	44	P1–P6
	Investment and Procurement Practices			
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	Core	N/A	P1–P6
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	Core	52	P1–P6
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Additional	20 (partially reported)	P1–P6
	Non-Discrimination			
HR4	Total number of incidents of discrimination and actions taken	Core	NR	P6
	Freedom of Association and Collective Bargaining			
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights	Core	N/A	P1–P3
	Child Labor			
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor	Core	N/A	P1, P2, P5
	Forced and Compulsory Labor			
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor	Core	N/A	P1, P2, P4
	Security Practices			
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations	Additional	NR	P1, P2
	Indigenous Rights			
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	Additional	N/A	P1, P2
	Society			
DMA	Disclosure on Management Approach	Core	21–23, 53	P10
	Community			
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting	Core	53, 54 (partially reported)	

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	GRI Disclosure	Type	Page/Location	UNGC Principle
	Society (continued)			
	Community (continued)			
SO2	Percentage and total number of business units analyzed for risks related to corruption	Core	NR	P10
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures	Core	20	P10
SO4	Actions taken in response to incidents of corruption	Core	N/A	P10
	Public Policy			
SO5	Public policy positions and participation in public policy development and lobbying	Core	21–23	P1–P10
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	Additional	21	P10
	Anti-Competitive Behavior			
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Additional	N/A	
	Compliance			
SO8	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations	Core	N/A	
	Product Responsibility			
DMA	Disclosure on Management Approach	Core	16	P1, P8
	Customer Health and Safety			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	Core	N/A	P1
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcome	Additional	N/A	P1
	Product and Service Labeling			
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	Core	N/A	P8
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	Additional	N/A	P8
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	Additional	17	
	Marketing Communications			
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	Core	NR	
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes	Additional	N/A	
	Customer Privacy			
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Additional	24 (none)	P1
	Compliance			
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Core	N/A	

REPORT APPLICATION LEVEL

[STANDARD DISCLOSURES]



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

*Sector supplement in final version

THE TEN PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT

1.

Businesses should support and respect the protection of internationally proclaimed human rights.

2.

Businesses should make sure that they are not complicit in human rights abuses.

3.

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

4.

Businesses should uphold the elimination of all forms of forced and compulsory labor.

5.

Businesses should uphold the effective abolition of child labor.

6.

Businesses should uphold the elimination of discrimination in respect of employment and occupation.

7.

Businesses should support a precautionary approach to environmental challenges.

8.

Businesses should undertake initiatives to promote greater environmental responsibility.

9.

Businesses should encourage the development and diffusion of environmentally friendly technologies.

10.

Businesses should work against corruption in all its forms, including extortion and bribery.



Contact Information

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More information about our corporate responsibility initiatives is available on our Web site. [\[2\]](#) We welcome your comments on this report and invite you to share your feedback with us at cr@symantec.com.

Forward Looking Statements—Certain statements in this report are forward-looking statements which are subject to safe harbors under the Securities Act of 1933, as amended, and the Securities Exchange Act of 1934, as amended. These forward-looking statements involve risks and uncertainties, and our actual results, performance, or achievements could differ materially from those expressed or implied by the forward-looking statements on the basis of several factors, including those discussed under Item 1A, Risk Factors, beginning on page 13 of Symantec's annual report on form 10-K. [\[2\]](#)

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