



# Building a Cyber Safe World

## 2020 Corporate Responsibility Report

01	Introduction
05	Approach
11	Your Information
13	Communities
18	Environment
20	Our People
26	Performance Data Table
30	GRI and SASB Index



INTRODUCTION

APPROACH

YOUR INFORMATION

COMMUNITIES

ENVIRONMENT

OUR PEOPLE

PERFORMANCE DATA TABLE

GRI AND SASB INDEX



# Letter from Vincent Pilette

At NortonLifeLock, we are committed to providing every consumer and citizen with solutions to live their digital lives safely and privately. We strive to be a trusted partner that helps people secure their devices, identities, online privacy, and connected homes and families. Currently, we provide approximately 50 million people better control of their digital lives.

The digital world has changed the way we live our lives every day. From work and school to the way we socialize with family and friends, our digital lives are front and center. These new technologies, smart devices, and an increasingly connected world also mean people will encounter a range of vexing new cybersecurity and privacy challenges. In the United States, someone falls victim to identity theft every three seconds and our recent survey of 10 countries found that 350 million people were victims of cybercrime in the last year alone.

Our experience with COVID-19 has only accelerated this transformation. Ransomware, identity and data scams, and cyberattacks are stronger than ever as cybercriminals capitalize on the pandemic and these new trends. In response to the pandemic’s impacts, we offered a 6-month complimentary subscription to [Norton Family](#) to help parents monitor and manage their children’s online activities and continued to publish free resources, including how to [protect yourself from phishing scams](#) and [keep connections secure](#) when working remotely.

The health and safety of our global team remains a top priority. Since March 2020, we’ve asked all employees who are able to work from home to do so. We’ve implemented rigorous safety protocols for team members working on-site including physical distancing measures, providing hand sanitizer and wipes, and more frequent cleaning of offices. We also donated \$100,000 to the United Nations Foundation’s Solidarity Response Fund and an additional

\$146,000 through employee donations and a 2:1 corporate match to COVID-19 relief efforts.

NortonLifeLock’s transition to a pure play company dedicated to consumer Cyber Safety on November 4, 2019, enabled us to reaffirm that corporate responsibility and positive social impact are core to our business strategy. Our position as a global leader depends not only on our technology, but on our values as an ethical company that operates with integrity and accountability in everything we do.

Our company values include treating each member of our community with respect, challenging ourselves to be curious, and celebrating diversity as a driver of innovation. We donate products to help protect people, work to increase digital safety literacy, and focus on minimizing our environmental footprint. I’m proud of all that we’ve accomplished to date, including:

**Education and training:** Helping people keep their home and family Cyber Safe means giving them the tools and know-how to take charge of their digital lives. Through our partnership with the National Parent and Teacher Association (PTA), we created [The Smart Talk](#), an interactive tool that encourages children and their caregivers to set tech ground rules together. In FY20, 160 PTAs across the U.S. held a Safer Internet Day event focused on The Smart Talk.

**Product donation:** In FY20, our products helped more than 14,600 nonprofits and public libraries keep their devices and data secure. These product donations, with a retail value of nearly \$11 million, enable nonprofits to spend less time responding to malware attacks and more time helping their communities thrive.

**Environmental stewardship:** In FY20, we started work to refresh our greenhouse gas emissions strategy and goals, continued to use Forest Stewardship Council certified paper in our product packaging, and engaged our employees in a campaign focused on environmental awareness and action.

**Diversity, equity, and inclusion:** Along with industry peers, we are working to increase the representation of women and underrepresented minorities in technology. We recently relaunched our employee resource groups called Communities, and continued to fund nonprofits focused on diversifying tech, including [Reboot Representation](#) and [NPower](#).

We recently updated our [Code of Conduct](#) and reaffirmed our commitment to the [United Nations Global Compact](#) (UNGC), and its 10 principles related to protecting human rights and the environment, and combating corruption.

In 2021, we will continue to build on our positive impact and the commitments we’ve made to our customers, stakeholders, and the world we live in. Our mission is at the core of our social responsibility, making the world Cyber Safe.

**Vincent Pilette**  
Chief Executive Officer, NortonLifeLock





## Letter from Sue Barsamian

People’s digital lives have exploded in recent years, with research showing that in the U.S. there are approximately eight networked devices per person. With each of these “smart” devices—phones, tablets, laptops, watches, in-home speakers, thermostats, cameras, and more—comes the need for comprehensive products and services for Cyber Safety, which NortonLifeLock delivers better than anyone else.

Great leaders enable growth, and this year, we have assembled a world-class consumer-oriented leadership team. This team is already building velocity with new product innovation, partner launches, and a growing customer count for the first time in over five years. As an example, [BotSight](#), a free tool recently released by NortonLifeLock Labs, uses machine learning to identify bots in Twitter feeds and fight the spread of disinformation. Another product, [Privacy Monitor Assistant](#), helps enable our customers to protect their own privacy and went from idea to market in just 30 days.

NortonLifeLock’s customers trust us with their most valuable asset—personal information—and ethical conduct and integrity are the building blocks of our business success. This commitment is realized in part through good governance. The Nominating and

Governance Committee of our Board of Directors has oversight of corporate responsibility issues and receives quarterly updates on topics such as diversity, ethics, and community investment.

The very nature of our business—helping protect all areas of consumers’ online lives—also requires a global culture of responsibility. This culture is realized in the positive contributions we make to the customers, employees, communities, shareholders, and stakeholders that we serve.

These contributions include providing employment opportunities for female engineering graduates in India, helping protect the identities and data of women building peace in their communities, taking a stand against stalkerware and domestic violence, investing in STEM education, piloting virtual volunteerism, and supporting diversity and inclusion.

We know strong teams are formed through combinations of people with different skill sets and perspectives. The relaunch of employee resource groups this year is an important step in encouraging employees to connect, learn, support, mentor, and appreciate one another’s diverse contributions. We’re also proud to fund

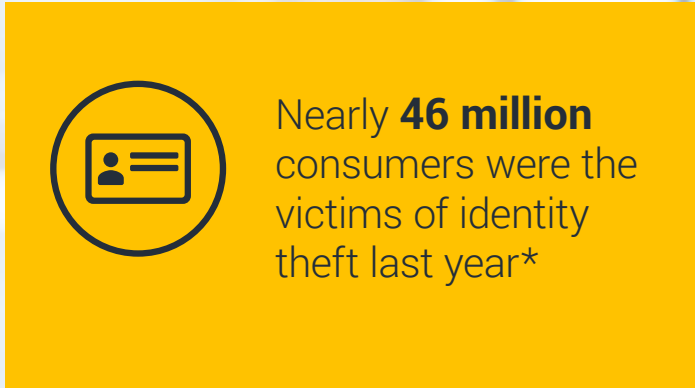
and partner with Year Up, NPower, and Nasscom, organizations working to increase the number of women, minorities, and veterans in the global tech talent pipeline and workforce.

As we look to 2021, we are excited to deliver on our vision to be the trusted brand in Cyber Safety by protecting consumers and giving them control of their digital lives.

### **Sue Barsamian**

Board Member and Nominating and Governance Committee Chair, NortonLifeLock

# About NortonLifeLock Inc.



NortonLifeLock.com

<sup>1</sup> Based on an online survey of 10,063 adults in 10 countries conducted by The Harris Poll on behalf of NortonLifeLock, November - December 2019.

\* Source: 2019 NortonLifeLock Cyber Safety Insights Report



Our vision is to be the trusted brand in Cyber Safety by protecting consumers and giving them control of their digital lives.

About NortonLifeLock Inc.

NortonLifeLock Inc. (NASDAQ: NLOK) is a global leader in consumer Cyber Safety. We are dedicated to helping secure the devices<sup>2</sup>, identities, online privacy, and home and family needs of approximately 50 million consumers in over 60 countries. Bringing together decades of experience in cybersecurity and identity theft protection, we provide consumers with comprehensive protection and a trusted ally in a complex digital world.



<sup>2</sup> Devices includes computers, smartphones, and tablets.



# Our approach

## COVID-19 response

We are living in an unprecedented time of uncertainty as the coronavirus pandemic has impacted our daily lives, the global economy, and human health around the world. The pandemic has unfortunately created an increase in ransomware, scams, and cyberattacks, and our Cyber Safety products and services are more vital than ever before.

The health and safety of our employees and customers remains our top priority. We are committed to doing our part to respond to the impacts of COVID-19 in a variety of ways:

- Requiring all employees who are able to work from home to do so.
- Increasing safety protocols and following CDC safety guidelines to help protect team members in the office.
- Offering a 6-month complimentary subscription to [Norton Family](#), launched in April, to help families stay safe as they adjusted to working and learning from home.
- Issuing simple and free guidance to [help families](#) monitor and manage children's online activities, help

protect individuals from [phishing scams related to COVID-19](#), and help [keep connections secure](#) when working remotely.

- Contributing \$100,000 to support the global response to COVID-19 through a donation to the United Nations Foundation's [Solidarity Response Fund](#).
- Creating a special 2:1 matching gift opportunity for employees wishing to maximize their personal donations, which resulted in sending an additional \$100,000 to nonprofit organizations responding to the pandemic.
- Offering virtual volunteering opportunities to encourage employees to continue to support organizations including [Team Everest](#), [Dublin Simon](#), [NPower](#), [Year Up](#), and the [Boys & Girls Clubs](#).
- Granting our entire company a well-deserved day off on August 14, 2020, in gratitude and as an opportunity for our team to rest and be with family.

As the pandemic continues, we will stay focused on what we can do to support our customers, our communities, and each other.





# Commitment to corporate responsibility

NortonLifeLock’s commitment to corporate responsibility is a critical anchor of our company’s mission and operating philosophy. We bring together our people, expertise, and powerful technology to support social and environmental priorities that foster a safer and more sustainable future for people, their personal information, and the digital world.

Events of the past six months have tested companies in a number of ways and changed mainstream discourse about the role

corporations should play in advancing and addressing social and global challenges. FY20 was also a rebuilding year for our company and we emerged with a new consumer-focused mission, new headquarters, new leadership, and new teammates.

Our Corporate Responsibility team used this year to reevaluate and evolve our commitments to better align with our new, more focused business and our current business priorities.

We looked inside our company—at the unique impact we can make on the world as we protect consumers’ digital lives, at the social and environmental impacts we can manage, at the issues our stakeholders care most about—and outside our company at the opportunities to help the world address growing risks. You will see this process reflected in the new corporate responsibility strategy we will announce in FY21 and in our newly released objectives.



“ When NortonLifeLock transitioned to a standalone company last year, we saw an opportunity to evolve and build upon our commitment to corporate responsibility. At the same time, companies were confronted with issues that were urgent and sensitive to address, such as racial injustice and the COVID-19 pandemic. While we don’t have all the answers, we remain committed to building an inclusive and diverse workforce, to bettering the planet, to generating positive societal impact, and to being responsive to our employees, consumers, and communities. With that in mind, we donated \$100,000 to the National Urban League, which works to help African Americans and other underserved urban residents secure economic self-reliance, parity, power, and civil rights. Through our commitment to corporate responsibility we are working to create a future we all can feel safe and secure in.”

– Kim Allman, Head of Corporate Responsibility and Government Affairs, NortonLifeLock



## Corporate responsibility objectives

### Data Privacy and Protection

- Objective: Establish NortonLifeLock as a thought leader in online privacy protection practices.

### Education and Training

- Objective: Leverage NortonLifeLock’s leading expertise and technology in Cyber Safety to protect communities.

### Diversity, Equity, and Inclusion

- Objective: Develop partnerships and investments to support diversity inside and out of NortonLifeLock.

### Talent Development and Engagement

- Objective: Drive corporate responsibility initiatives to support a culture of community involvement.

### Climate and Energy

- Objective: Establish NortonLifeLock as an environmentally responsible business.

# Corporate responsibility process

NortonLifeLock’s corporate responsibility business process is based on stakeholder input and tied to our corporate values and priorities



## Supporting The United Nations

As a signatory to the United Nations (UN) Global Compact, we continue to support their ten principles and this report serves as our annual Communication on Progress (CoP).

We also support the UN Sustainable Development Goals (SDGs) and recognize the opportunity to align our core business capabilities with society’s most pressing needs. We provide metrics and highlights to quantify and illustrate our impact and contributions to the SDGs (See our SDG Highlights on page 25).



# Corporate responsibility leadership and governance

Leadership for corporate responsibility comes from the top. The Nominating and Governance Committee of our Board of Directors has oversight of corporate responsibility issues, and receives quarterly updates on topics such as diversity, ethics, and community investment.

Our Head of Corporate Responsibility serves as the central coordinator for all of our corporate

responsibility efforts, helping set the strategic agenda and developing specific programs and initiatives. The Corporate Responsibility team manages these programs and we engage NortonLifeLock employees through several internal and external channels designed to foster a community and promote a culture of responsibility.

## Ethics and compliance

NortonLifeLock is committed to conducting our business in an ethical and lawful manner. Our reputation is a valuable business asset, and ethical and legal conduct at all levels of our business is essential for our continued success.

The NortonLifeLock [Code of Conduct](#) aligns our business practices with our values and defines what we expect of all directors, officers, employees, interns, and contractors of NortonLifeLock, as well as third parties acting on behalf of the company. It is offered in four languages (English, French, German and Japanese).

As part of our Code of Conduct, employees must follow NortonLifeLock’s Information Security Policy and Standards. In FY20, we offered security trainings, including Secure from the Start and our annual Security Awareness training, as well as ethics trainings relating to our Code of Conduct, Global Trade Sanctions, Creating a Harassment-Free Workplace, and Preventing Sexual Harassment. Employees can also report any ethical concerns to our [EthicsLine](#).

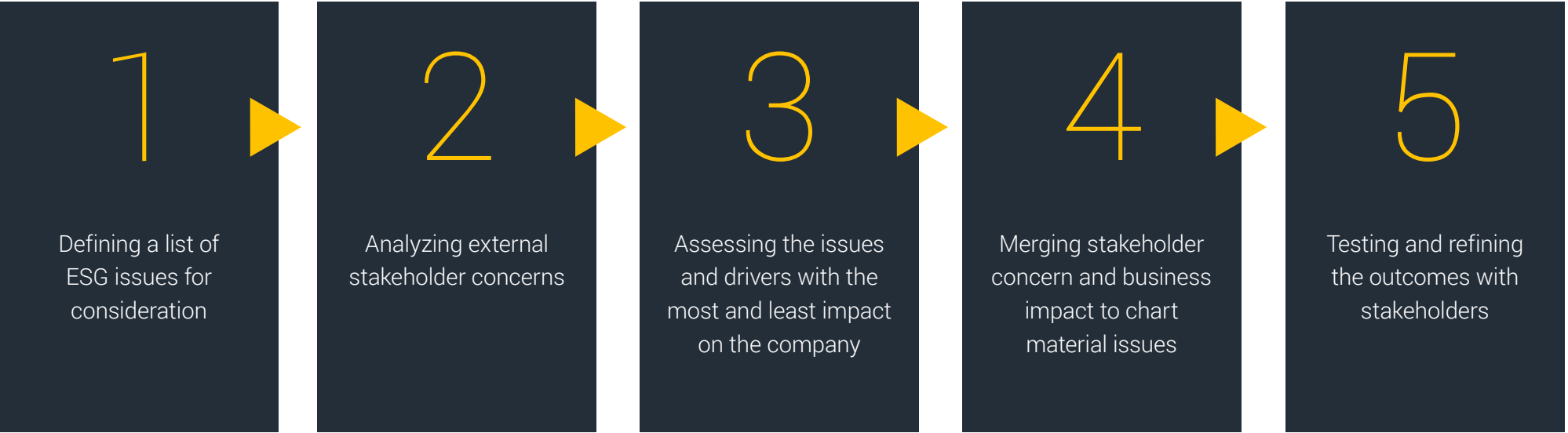


“ Our position as a global leader in consumer Cyber Safety depends on more than our technology—it relies on our reputation as an ethical company, one that consumers can trust with their information because we operate with integrity and accountability in everything we do.”

– Vincent Pilette, CEO, NortonLifeLock

# Prioritizing our corporate responsibility efforts

We conduct a formal materiality analysis, a process to identify environmental, social, and governance (ESG) issues which could impact the business and our stakeholders, every three to five years. We conducted our most recent materiality analysis in August 2020. The materiality process is based on the Global Reporting Initiative’s (GRI) Principles for Defining Report Content and is conducted in partnership with a third-party consultant. The materiality process includes research, surveys, interviews, and analysis. Key steps include:



We use the outputs of this analysis, as well as ongoing engagement with our customers, employees, communities, shareholders, and stakeholders to determine our priority corporate responsibility issues and guide our corporate responsibility strategy and disclosures, including this report. Our corporate responsibility efforts are organized into three pillars, **Our People, Your Information**, and **The World**.

## Engaging our stakeholders

NortonLifeLock has identified stakeholders as groups or individuals with an interest in or concern with our business. We also consider those our business effects in various ways. Engaging our stakeholders—employees, investors, customers, communities—provides us with insight into shifting external expectations and informs our decision-making with regard to our corporate responsibility strategy.

The priority issues that resulted from our 2020 materiality analysis are:



Data Privacy and Protection



Education and Training



Diversity, Equity, and Inclusion













Talent Development and Engagement



Climate and Energy



# FY20 impact at a glance

 <b>\$13M</b> IN CHARITABLE GIVING	 <b>18,726</b> EMPLOYEE VOLUNTEER HOURS	 <b>14,678</b> NONPROFITS RECEIVED SOFTWARE DONATION	 <b>31%</b> GLOBAL GENDER DIVERSITY	 <b>2020</b> RECOGNITION:
 <b>ZERO</b> CYBERSECURITY BREACHES	 <b>\$1M</b> VALUE OF CYBER AND ONLINE SAFETY GRANTS	 <b>223K</b> DETECTIONS OF MALICIOUS STALKERWARE	 <b>112K</b> PEOPLE USED THE COMPLIMENTARY 6-MONTH NORTON FAMILY SUBSCRIPTION DURING COVID-19	



“NortonLifeLock is a trusted brand that brings peace of mind to millions of consumers and their digital lives. We are also a new brand and with that comes new opportunity; we get to decide who we are. And we believe that corporate responsibility isn’t a separate initiative, but intimately tied to our company mission and goals. Being a leader in ethics, transparency, and social impact are crucial to a brand centered on trust and will help us make deeper connections with our customers, both current and new.”

– Krista Todd, Vice President of Marketing and Communications, NortonLifeLock

# Your Information

## #NortonLifeLockCares about data privacy and protection

We believe that information privacy and data protection is a critical element of corporate responsibility for every company. NortonLifeLock is committed to safeguarding our customer, partner, and employee data as well as offering products that help consumers protect their own personal data wherever it lives.

## Privacy excellence

Following our corporate transition this past year, we have evolved our privacy program to suit the needs of our consumer-focused business. A key part of protecting our customers’ digital lives is ensuring their information is safe when we collect and use it. Our “privacy by design” framework guides our approach to privacy when designing our products.

NortonLifeLock’s Privacy Principles outlined in our [Code of Conduct](#) detail how employees are required to manage and protect customer data. Launched in FY19, our Privacy Operating Model (POM) guides privacy governance. The POM is based on a “three lines of defense” model and assures proactive governance and accountability at all levels of the company. In FY20, the model was updated to reflect NortonLifeLock’s smaller—and consumer-focused—organization, including adding Operational Privacy Compliance functionality to the model.

As a smaller organization, we’ve also seen substantial value in the ability to increase and deepen our cross-functional collaboration. In FY20, we launched our #ask-privacy-legal employee Slack channel and began building out the Privacy Business Lead program to bring privacy guidance in at every level of the business.

NortonLifeLock Privacy Operating Model (POM)

Oversight	Global Head of Compliance												
3rd Line of Defense	EMEA Data Protection Oversight Committee												
	EMEA Data Protection Officer												
	Global Ethics & Compliance Steering Committee												
2nd Line of Defense	Privacy Legal Lead						Privacy Operational Compliance Lead - Tempe						Privacy Incident Response Management & Regulatory Engagement Lead
	EMEA Counsel Coverage HR, GCS, IT, Finance			US Counsel Coverage Marketing, Product + Sales, Support									
1st Line of Defense	HR Privacy Lead	GCS/IT Privacy Leads	Finance Privacy Lead	Marketing Privacy Leads	Product/Sales Privacy Leads	Support Privacy Leads	CIAs	3rd Party Risk Mgmt	Data Mapping	DSRs/ DPIA	ROPAs	Cookie & Consent Monitoring	Incident Response PMO Operational Compliance Privacy Legal
Program Management	Policy Management, Processes/Controls, Consumer Escalations, Audit Support, Vendor Management, Reporting/Metrics, Project Management, Employee Trainings, Communications & Awareness Program Manager												

The Privacy Operating Model (POM) incorporates every level of the organization worldwide. For more information on Privacy at NortonLifeLock visit: <https://www.nortonlifelock.com/privacy>



Privacy compliance

From the European Union’s General Data Protection Regulation (GDPR) to California’s Consumer Privacy Act (CCPA), NortonLifeLock is committed to complying with applicable legal requirements, and advancing the discussion of data privacy.



Read more in Public Policy.

Transparency

We provide a [Global Privacy Statement](#) to explain our personal data processing practices (including collection of personal data, individual privacy rights, referrals/marketing, children’s privacy, and more). We also provide [Product and Service Privacy Notices](#) to explain in detail how data is collected and used by our products. This transparency allows customers to better understand how we collect, use, and store their personal data. We strive to be as accessible as possible with our customers and make privacy-direct contact information available within our public privacy statement

Empowering consumers

In addition to protecting our customers’ and employees’ data, we want to empower consumers to protect their privacy online and in their daily lives. For example, our newly launched [Privacy Monitor Assistant](#) provides greater control over online privacy by scanning popular sites for personal information to allow individuals to opt-out.

[Norton™ Secure VPN](#) helps secure private information like passwords, bank details, and credit card numbers when using public Wi-Fi and [Norton™ Privacy Manager](#) helps consumers manage and control personal information and credentials used to access websites and online accounts.

Additionally, we continue to offer free guidance and education on online privacy to everyone from school-aged children to university students and professionals. Our [Internet Security Center](#) includes the latest threat news and expert articles on malware, privacy, online scams, digital safety for children, identity theft, and more.

Product innovation

As cyberthreats evolve, we are focused on delivering a portfolio that protects each aspect of our customers’ digital lives. To do this, we embrace innovation and have developed a global research and development strategy across our Cyber Safety platform. Our Engineering and Product Management teams are focused on delivering new versions of existing offerings, as well as developing entirely new offerings to drive the company’s global leadership in Cyber Safety.

We have a technology research organization focused on applied research projects, with the goal of rapidly creating new products to address consumer trends and grow the business, including defending consumer device security, identity protection, digital privacy, and home and family safety. Our team includes engineers, technology research experts, and leading threat and security researchers supported by advanced systems, to continually innovate and create new products protecting our customers against known and emerging threats.



Read more about our innovative anti-stalkerware product in The World.

NortonLifeLock Global Privacy Policy Principles

Lawfulness, Fairness, and Transparency

NortonLifeLock only processes Personal Data in a way that is lawful, fair, and transparent.

Purpose Limitation

We only collect Personal Data for specified, clear, and legitimate purposes, and we only collect as much Personal Data as we need to achieve those purposes.

Data Minimization

We process Personal Data is that is adequate, relevant, and limited to what is necessary for the purposes for which it is collected.

Accuracy

We strive to ensure that the Personal Data we hold is accurate, up-to-date, and complete.

Retention

We only retain Personal Data in an identifiable form for as long as is necessary for the purposes for which we are using it.

Security

We use appropriate technical and organizational measures to keep Personal Data secure and to protect its integrity, confidentiality, and availability.

Data Accountability

We are each accountable for upholding the Data Protection Principles and respecting individuals’ privacy rights.



“ Whether you’re a gamer like me or a parent of a gamer, also like me, there are inherent cyber risks in joining multi-player games with internet strangers. The best way to fight cybercriminals is through education and that can start at any age. While our new [Norton 360 for Gamers](#) includes protection against viruses, malware, webcam take-overs, and more, we are also working with parents, caregivers, and teachers to help teach kids how to stay safe while gaming and to own their own Cyber Safety.”

– Robert Shaker II, Head of Gaming, NortonLifeLock

# The World



## Helping to keep families Cyber Safe

Parents and caregivers in 2020, dealing with virtual school and increased online interactions, are facing ever-expanding online dangers. In response, we offered a 6-month complimentary subscription to Norton Family, which was **activated by 112,000 people**. Just a few months later, we further improved [Norton Family](#) with the addition of School Time, a new Parental Control feature that allows access to distance learning content, without giving access to the broader web.

We also partner with [National Parent Teacher Association \(PTA\)](#) and together created [The Smart Talk](#), a free, fun, interactive resource that brings caregivers and kids together to create tech ground rules. In February and March of 2020, 160 PTAs across the U.S. held a Safer Internet Day event centered around The Smart Talk, **reaching 6,600 people**.

[READ MORE](#) ►



## Increasing diversity in tech

Our work with [NPower](#) and [Year Up](#), which offer cybersecurity training and internships for underserved minorities, women, and veterans, centers around creating a more diverse technology workforce. Since Symantec began the program in 2014, **981 students, like [Avneet Hall](#) and [Anthony Plummer](#), have graduated** through all of our nonprofit partner training programs, **an 80.8% graduation rate**. Of these graduates, 71%—699 people—were hired by a company or chose to pursue additional education within six months of graduating.

In FY20, we also made a three-year commitment to support the [Reboot Representation Tech Coalition](#), which is committed to doubling the number of Black, Latinx, and Native American women graduating with computing degrees by 2025, and funded all 12 U.S. [AAUW \(American Association of University Women\)](#) Tech Trek camps offering a cybersecurity curriculum to help girls explore their interests in STEM.

[READ MORE](#) ►



## Donating products to help nonprofits

From small public libraries that sponsor literacy programs to food banks feeding the hungry, nonprofit organizations worldwide face rising demands on their services. Compounding the issue is their lack of resources to secure employee and volunteer digital information. NortonLifeLock's software donation program exists to help these organizations stay safe online in an increasingly interconnected world.

We give product directly to nonprofits that need it and partner with [TechSoup](#), which offers heavily discounted technology solutions for changemakers. Through these avenues, in FY20, NortonLifeLock products helped more than **14,600 nonprofits and public libraries keep their devices and data secure**. These product donations, with **a retail value of nearly \$11 million**, enable nonprofits to spend less time responding to malware attacks and more time helping their communities thrive.

[READ MORE](#) ►

## #NortonLifeLockCares about communities

We are proud to support the communities where we live and work. We do this by leveraging our expertise and industry-lauded products to reach vulnerable and underrepresented people; investing our resources where we can have the greatest impact; collaborating with high-impact, trusted nonprofit organizations; and activating our employee base.

From helping to keep families Cyber Safe to donating nearly \$11 million in products to securing the data and devices of nonprofits and public libraries, this section includes notable community initiatives and impact.



# The World



### Protecting the sensitive data of women peacebuilders

One significant challenge women peacebuilders face is the threat to their families, as their work can challenge existing power structures. NortonLifeLock responded to a call from [The Kroc Institute for Peace and Justice](#) at the University of San Diego to help protect these courageous women online. As part of our FY21 pilot, we **provided Cyber Safety training to 15 women peacebuilders**, empowering them with the knowledge they need to protect their identities, sensitive data, and their lives. The pilot showed the collective level of knowledge among peacemakers **doubled from just one training** and the women also received free Norton™ 360 Deluxe licenses and Norton™ Secure VPN products to help protect their digital identities. We plan to extend this program to reach more women in FY21.

[READ MORE](#) ►

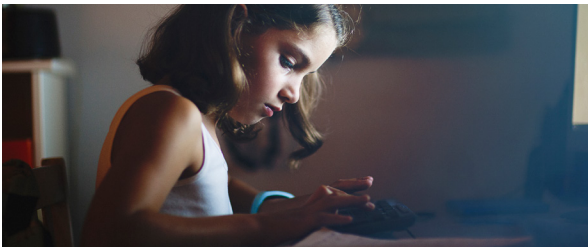


### Making an impact in India

In FY20, we made numerous grants in India to the organizations Symantec had supported for many years. Based on input from our partners [SoStakes](#) and [CAF India](#), as well as our India-based employees we chose to support Save the Children's Technology Enabled Learning program, Ashoka Trust and Research in Ecology and The Environment, the Agastya iMobile Program, and SayTrees efforts to plant trees.

Through our partnership with the [Nasscom Foundation](#), we launched the Cyber Security Skills Development Initiative for Women, which helps create greater employability opportunities for underprivileged female engineering graduates. The initiative, conducted in Bangalore, Chennai, and Pune in January and February of 2020, **trained 121 women, and 109 women secured the Certified Ethical Hacker certification**. To date, 11 women from the program, including [Adeeba Sultana](#), have been placed into jobs.

[READ MORE](#) ►



### Helping girls Surf Smart

NortonLifeLock supports the [World Association of Girl Guides and Girl Scouts \(WAGGGS\)](#) with online safety education. The partnership began in 2012 when Symantec created the [Surf Smart](#) curriculum. Since 2012, **Surf Smart has been delivered to more than 300,000 children across Europe, Asia, Africa, and the Western Hemisphere**, providing them with the skills and knowledge needed to safely navigate online spaces.

Our FY20 commitment, a two-year grant to update the Surf Smart global curriculum, used data from a previous evaluation to make enhancements and improvements. The new curriculum and facilitator's guide, which includes a focus on cyberbullying and more knowledge about WhatsApp and Facebook, will be available online for multiple platforms (desktops, laptops, smart phones, etc.) in late 2020.





## Taking a stand against domestic violence

by Darren Shou, Chief Technology Officer,  
NortonLifeLock

NortonLifeLock Labs leads the company's future technology and helps guide the global consumer cybersecurity industry. The Labs team, including leading threat and security researchers in the U.S., Ireland, UK, France, Norway, Germany, Greece, and India, continually improves our industry-leading protection and detection capabilities, while delivering innovative prototypes with test-friendly features.

This team focuses its powers for social good. With lockdowns globally in place due to the COVID-19 pandemic, domestic violence incidents are increasing. Technology can be used to stalk, harass, and harm people's partners, acquaintances, and even strangers. NortonLifeLock believes that [stalkerware](#) presents a major—and often ignored—threat to consumers. Over the years, NortonLifeLock researchers have examined this technology threat to take it out of the hands of abusers

and give victims and potential victims tools to help protect themselves and be free of harassment, violence, and attacks.

This year, NortonLifeLock researchers published papers on the prevalence of stalkerware apps on popular app stores—[driving Google to remove over 800 apps from the Android Play Store](#)—and developed a proprietary algorithm in partnership with Cornell Tech and New York University that ranks the probability that any given app is used as creepware/stalkerware. This ["CreepRank" algorithm](#) has since been incorporated into Norton™ Mobile Security for Android, allowing the software to automatically detect these types of surveillance apps, stop them from being installed on a device, and remove them if they're already installed.

We are issuing roughly 2,000 stalkerware warnings a month and blocking hundreds

of stalkerware perpetrators from further nefarious actions. Our efforts detected more than 223,000 installations of such malicious applications in FY20.

Additionally, NortonLifeLock is a founding member of the [Coalition Against Stalkerware](#), pooling its demonstrated expertise in stalkerware with domestic violence organizations and other cybersecurity companies to protect people from this invasive, dangerous technology. Since its inception, NortonLifeLock and its Coalition partners created a standard definition and detection criteria for stalkerware, which did not previously exist. In addition, the Coalition produced helpful online resources for stalkerware victims that have been made available in six different languages. With these resources, users can find information about what stalkerware is, what it can do, how to detect it, and how to protect themselves.



“NortonLifeLock products have tremendous social purpose. Yes, our products help keep peoples' productivity tools—their laptops, phones, devices—and identities safe. Our parental controls help parents monitor their kids' online safety, our Dark Web Monitoring and Privacy Monitor Assistant help people understand and take control of their digital lives, and we are working to make our products more accessible to everyone that needs them. But our impact goes much further than that. Data is the new currency—it's what nation-state actors set out to destroy, what digital gangs steal, and what cybercriminals trade illegally. These are incredibly serious issues and our products have the capability to truly protect people from harm.”

— Gagan Singh, Chief Product Officer,  
NortonLifeLock



# Volunteering and philanthropy

Our community programs are most successful when our team members share their expertise and knowledge. To encourage employees to support the causes they care about, our benefit program includes paid volunteer time off, Dollars for Doers grants, and corporate matching.

In FY20, we combined the caps for Dollars for Doers grants and corporate matching into one to increase the flexibility of this benefit. NortonLifeLock continues to match up to \$2,000 per employee per year, and employees can now choose to support their communities by volunteering their time or giving financially.

Our philanthropic giving focuses on organizations furthering digital safety education, diversity in technology, environmental responsibility, and STEM (science, technology, engineering, and mathematics) education. Our giving strategy is also designed to allow us to respond in a timely and effective way to issues that affect our communities. As such, we provide one-time grants and hold several special 2:1 matching campaigns to respond to current events. Examples include:

**Australian wildfires:** In January 2020, we donated \$25,000 to the American Red Cross, and an additional \$17,000 in matching

grants to the Australian Red Cross, Sydney Metropolitan Wildlife Services, and World Wildlife Fund through a special 2:1 matching campaign to help those affected by the Australian wildfires.

**COVID-19 relief efforts:** This spring, we donated \$100,000 to the UN Foundation's COVID-19 Solidarity Response Fund. We also donated \$100,000 through a 2:1 corporate match campaign, where employees contributed \$46,000 for a total of \$146,000, to additional COVID-19 relief efforts.

**Racial equity:** When protests erupted across the world to put a stop to racial injustice, our team donated \$100,000 to the National Urban League. The League, which works to help African Americans and other underserved urban residents secure economic self-reliance, parity, power, and civil rights, has also helped to inform our diversity strategy. So far, our Corporate Responsibility team has attended a National Urban League diversity seminar and participated in an online advocacy day. We also set up another 2:1 match campaign and to date have sent an additional \$44,500 to organizations fighting for racial justice.

Donations alone will not address the systemic racial inequality impacting people of color. It is clear that companies need to be part of the

collective action to find a better way forward. Fostering diversity and inclusion, both in our company and in our communities, is a priority at NortonLifeLock and an important focus of the programs we run through our People and Culture and Corporate Responsibility teams.



**Read more about our commitment to building a diverse and inclusive workforce in Our People.**

We were not able to plan a global week of employee volunteer service in FY20 due to the company's transition as well as the pandemic. In August of 2020, we re-launched our Employee Volunteer Program. Volunteer Leaders at each large site partner with our Corporate Responsibility team and are currently engaging employees through virtual volunteer opportunities to connect with each other and their communities in a new way.

Read about three of our Volunteer Leaders, Trisha Hailston, Kelly Ryan, and Amanda Davis, and the work they can safely do in their own communities, as well as the virtual events they've organized for their offices, on our [Corporate Responsibility Blog](#).



# Commitment to human rights

NortonLifeLock protects human rights in our own operations and throughout our supply chain.

Our Human Rights Policy statement builds on our commitment to uphold the ten principles of the [United Nations Global Compact](#), which we recommitted to in FY20, and is aligned with the [Universal Declaration of Human Rights](#). This commitment is also enshrined in both our [Code of Conduct](#) and [Global Supplier Code of Conduct](#).

Five suppliers manufacture and distribute our products and we regularly engage with them to share best practices. In FY20, our two main suppliers who manufacture and distribute over 95% of our physical products globally were considered “low risk” for human trafficking by the Dun and Bradstreet Human Trafficking Risk Index. Moving forward, our aim is to assess the other Tier 1 suppliers who supply the remaining percentage of our physical products.

We expect all directors, officers, employees, interns, and contractors of NortonLifeLock, as well as third parties acting on behalf of the company, to be well aware of the implications of violating any aspect of our Codes.



Visit our website for a full list of our [Corporate Responsibility Policies and Statements](#).

## Public policy and advocacy

NortonLifeLock’s Government Affairs team manages the company’s participation in public policies that affect our consumers and business. Data protection, online privacy, and identity theft are critical issues to our consumers, and we advocate for legislation that protects consumers and curbs cybercrime. The Government Affairs team prioritized transparency and began shifting our public policy work to meet the needs of our new consumer facing company in FY20.

### Policy engagement and awareness

The Government Affairs team raises awareness and provides key data and insight to elected officials at all levels of government, their staff, media, and through industry coalitions. As an example, California enacted one of the strongest privacy-protection laws in the nation, the California Consumer Protection Act (CCPA), which went into effect on January 1, 2020. Under the CCPA, consumers are afforded new privacy rights regarding their personal information that companies and websites collect—such as the right to opt-out.

While our product teams worked on the release of [Norton™ Privacy Builder](#)—a new browser extension that makes it easy for consumers to tell websites not to sell their information—our Government Affairs team was busy organizing two privacy conferences. We hosted PrivacyCon in both Washington, DC, and Sacramento, CA, where we discussed the CCPA with federal

and state legislators, privacy advocates, state attorney generals, and concerned consumers.

### Policy partnerships

In FY20, we continued our involvement in the [Better Identity Coalition](#), which works alongside policymakers to improve digital security, privacy, and identity protection through education and collaboration. As a founding member, we helped the coalition publish [Better Identity in America: A Blueprint for Policymakers](#), and we are currently drafting best practices on the next generation of identity theft protection.

We recently became a member of the National Institute of Standards and Technology’s (NIST) [National Cybersecurity Center of Excellence](#), a collaborative hub where industry organizations, government agencies, and academic institutions work together to address the U.S.’s most pressing cybersecurity issues.

### Policy in the time of COVID-19

This year was also complicated by the COVID-19 pandemic. We’ve seen COVID-19 relief scams, healthcare fraud, an increase in identity theft as people spend more time online, and, at the time of publication, Maryland officials were investigating a massive coronavirus unemployment insurance fraud scheme totaling over \$500 million that used stolen identity data to submit false claims.

States in the U.S. are acting quickly to enact legal protections for consumers in the face of the increasing COVID-19 scams. At the federal level, the Improving Digital Identity Act of 2020, which was championed by the Better Identity Coalition, was introduced into the U.S. Congress in September 2020. As we look to FY21, our Government Affairs team will continue to work with legislators to raise awareness of how they can best protect consumers against identity theft, fraud, credit scams, and cyberthreats.

### Political disclosure and accountability

Since 2001, NortonLifeLock has maintained our Global Political Contributions Policy, a formal policy regarding political activities, political disclosure, and accountability. The Board’s Nominating and Governance Committee monitors compliance with this policy. We do not maintain a political action committee (PAC) and in 2020, did not make any corporate political contributions. All past political contributions and our Global Policy are available on [Investor.NortonLifeLock.com](#).



Visit our website for more information on [Transparency on Political Engagement](#).



# Environmental stewardship

## #NortonLifeLockCares about the environment

From fires in Australia and California to typhoons across Asia to flooding and droughts across Europe, it is clear that protecting our environment is key to ensuring a safe and sustainable future. While legal compliance has always been our starting point, a sharp focus on environmental performance that goes beyond this is part of our culture of responsibility. It also contributes to the urgent action needed to address global climate change and other environmental challenges.

While we spent the majority of FY20 transitioning to a smaller, consumer-focused company, environmental sustainability remained a priority focus area. NortonLifeLock's [Environmental Management Policy](#) is publicly available and details our approach to managing environmental impacts across our production operations, business facilities, and supply chain, as well impacts associated with our products and services. Our two main suppliers, who manufacture and distribute over 95% of physical product globally, maintain environmental management systems that are ISO14001 certified.



As we firm up our environmental strategy in FY21, we have engaged internal and external experts to help us develop programs and policies that reduce greenhouse gas emissions, make our product packaging more sustainable, and engage our employees in protecting the environment.

### Reducing greenhouse gas emissions<sup>3</sup>

We work to mitigate Scope 1 (direct emissions), Scope 2 (indirect emissions, including purchased electricity), and Scope 3 (all other indirect emissions, including business travel and procurement) greenhouse gas (GHG) emissions. As a new consumer company offering mostly digital products, we have identified GHG reductions from data center and office energy use (Scope 2 emissions) and employee travel (Scope 3 emissions), to be our most immediate priorities. Looking ahead, we will investigate opportunities to reduce emissions in the supply chain of the goods and services we purchase and which we recognize as a significant driver of our Scope 3 footprint.

In this report's [performance tables](#), we include an estimate of our FY20 Scope 1 and 2 emissions for the sites that have currently been confirmed as part of the NortonLifeLock portfolio.<sup>4</sup> During FY20, we experienced a 45% increase in Scope 1 emissions due to two refrigerant recharges needed in our Culver City, CA office. Large refrigerant recharges are not a common occurrence (typically every 15 years or more), but the global warming potential of certain types of refrigerants is significant.

We used 116,821 gigajoules of electricity in FY20, 24% of which was renewable energy included in the electricity delivered to our sites by our utility suppliers.

### A refreshed strategy

In FY20, we completed a GHG inventory to guide our development of a refreshed climate strategy and goals. As we consider our future strategy, it will look different from the past. With our physical offices largely closed and employee travel on hold due to COVID-19, as well as our smaller company

size, we anticipate lower Scope 1 and 2 emissions across the company in FY21. We will also consider opportunities to limit our environmental impacts as we anticipate and plan for a post COVID-19 world.

In FY20, we signed on to the [Business in the Community Ireland \(BITC\)'s Low Carbon Pledge](#), demonstrating our commitment to reduce our GHG emissions and thereby contribute to limiting global temperature rises. Through the Low Carbon Pledge, we have committed to reducing Scope 1 and 2 greenhouse gas emissions intensity of our Irish operations by 50% by 2030. We have also engaged renewable energy experts to help us find opportunities to increase our use of clean energy in FY21.

<sup>3</sup>Data during a transitional year: As a newly developed company, and one that is undergoing a broad restructuring effort that includes the sale of several commercial buildings (still to be completed), it is difficult at this time to accurately collect and report on FY20 environmental data. In this report, we disclose available data. Next year (FY21), we will resume our full environmental reporting with FY21 as our first full baseline year.

<sup>4</sup>Moving forward many of our offices will transition from owned to leased properties.

Product packaging

At present, approximately 90% of NortonLifeLock’s products are delivered digitally. The majority of our software products come pre-installed on hardware devices or are downloaded electronically by customers, requiring no physical product or packaging materials. Even though only 10% of our products are material goods, in FY20 we shipped nearly eight million physical units, making packaging sustainability an important area of focus for our company.

Over the past decade, we have evolved our product packaging multiple times, greatly reducing the amount of waste associated with our products and the cost of shipping. Today, several of our products are delivered on cards smaller than the size of a credit card. Additionally, 32% of all NortonLifeLock products are currently made with and packaged in Forest Stewardship Council (FSC) certified paper. FSC certification ensures that products come from responsibly managed forests that provide environmental, social, and economic benefits to their communities.



Read more about our commitment to human rights in [The World](#) and in our [Global Reporting Initiative](#) index.

Supply chain sustainability

NortonLifeLock promotes high ethical standards for human rights, environmental protections, and responsible business practices in our own operations and throughout our supply chain. We focus on transparency and continuous engagement with stakeholders to share and refine our approach, policies, and supply chain management practices. While our supply chain size and risk are smaller as a result of our corporate transition, our commitment to the highest ethical standards remains the same.

For example, in FY20 100% of our Tier 1 physical product suppliers agreed to our corporate responsibility requirements. Additionally, our two main suppliers, who manufacture and distribute over 95% of physical product globally, completed the Responsible Business Alliance Self-Assessment Questionnaire and shared their results, completed forced labor training, and are considered “low risk” on the Dun and Bradstreet Human Trafficking Index. Moving forward, our aim is to assess our Tier 1 suppliers who supply the remaining percentage of our physical products.

Employee involvement

We believe every individual can make a difference and that together our actions can have a big impact. Through NortonLifeLock’s site-level volunteer committees, employees encourage each other to take part in our environmental sustainability efforts. In FY20, we continued Choosing Green in 2019, an employee campaign focused on environmental awareness, education, challenges, and ideas for individual action.

Choosing Green impacts included:

- Introducing Less Meat Mondays in some of our largest cafes. Consuming less meat is a simple way to make an impact as industrial scale beef production requires 20 times more land and emits 20 times more greenhouse gas emissions than common plant-based protein.
- Creating an “ask a sustainability question” button online for employees to submit environmental questions.
- Turning our lights off on March 30 in support of Earth Hour.
- Hosting the 10th annual Green Fair at our Mountain View, CA office and building a water tower for students in Urse, India to support Earth Day and World Water Day.
- Planting over 3,200 trees with [One Tree Planted](#) to support reforestation projects.



“ The Global Supply Chain team constantly strives to implement sustainable processes. Our objectives are to minimize negative

environmental impacts, conserve energy, and protect natural resources with our global partners. We partner with our product teams to design products that meet our customers’ expectations and that are better for society and the environment.”

– Joe Goode, Director Supply Chain, NortonLifeLock



“ Our employees were excited to learn little ways they could “go green” in their everyday lives. From using reusable water bottles

to riding a bicycle to work, the Choosing Green campaign showed us that every individual can make a difference, and that together we can make a significant and lasting impact.”

– Amanda Davis, Senior Corporate Responsibility and Environmental Manager, NortonLifeLock



# Our People

## #NortonLifeLockCares about our team

NortonLifeLock is committed to building a strong, diverse, and passionate team—a team that stands together to protect our customers like no one else can. FY20 was a year of significant transformation and transition due to the asset sale and integration of our Enterprise business to Broadcom. Our People and Culture team played a key role throughout, supporting the successful transfer of thousands of enterprise employees to Broadcom while also standing up NortonLifeLock as a consumer company. In the latter part of FY20, we also executed a separate divestiture of our ID Analytics business to LexisNexis, while managing a significant population of employees providing transition services.

A key objective of People and Culture in FY20 was to establish the NortonLifeLock [Executive Leadership Team](#), which is now 30% female. We assembled and promoted several existing leaders while attracting and onboarding new consumer-oriented leaders. While much of our talent development and management work this fiscal year focused on our new company organizational design, the creation of new

teams and roles, and building our new leadership team, we continued to invest in our talent and provide access to various career development resources and trainings. These employee offerings included Leadership Success training modules including, but not limited to, Leader as Coach, Diversity and Inclusive Leadership, Building Great Teams, Making Great Decisions and Hiring for Results. We also continued to encourage employees to attend conferences and technical trainings, both online and via our tuition reimbursement initiative.

Our Board of Directors has long recognized that our employees are one of our most important assets and is engaged with management to ensure that we are an employer of choice for the most talented employees in our industry. While the full Board and leadership discuss human capital management with regards to its role in our overall long-term strategy, our Compensation Committee has responsibility for overseeing human capital management at NortonLifeLock.



For more details on the Board's oversight of human capital management, visit our [2020 Annual Report](#).

## Company values

As we transitioned to a standalone company, we moved quickly to define a set of values that underscore our commitment to our customers and to each other. Our People and Culture team worked with our employees to develop a new set of company values that represent the culture of our NortonLifeLock team. In addition to a company-wide survey, employees joined focus groups in unprecedented numbers to drive the conversation around behaviors, attitudes, and common goals for the company.

## We are proud to highlight our new NortonLifeLock Values:

- **Advocate:** Think Consumer First
- **Be Empowered:** Own It
- **Communicate:** Be Open and Authentic
- **Execute:** Smart and Scrappy
- **Win Together:** Innovate and Grow

Our mission and values come together in the NortonLifeLock Code, a commitment we all make as members of NortonLifeLock and as trusted partners to consumers.



“FY20 was a year of both incredible transition and incredible growth for our team. We worked through a

significant asset sale, became a pure-play consumer Cyber Safety company, established a new leadership team, and then went right to work to define the new mission-driven NortonLifeLock. Our values are the foundation for everything we do, and we engaged our employees in every step of our new values process. I look forward to championing these values and to continuing to create the NortonLifeLock we all know we can be.”

– Kara Jordan, Chief People and Culture Officer, NortonLifeLock



For more details on the variety of employee benefits we offer, including a flexible workplace, health insurance, paid time-off, well-being incentives, disability and life insurance, retirement programs, equity grants, employee stock purchase (ESPP), competitive compensation, and recognition choose your country from our [global website](#) and then click About / Careers.

# Diversity, equity, and inclusion

NortonLifeLock is committed to building an inclusive, diverse workforce. We celebrate diversity as a driver of innovation and know that diverse points of view help us make products and services that meet the needs of the broad spectrum of people we serve. We invest in diversity not just because it's the right thing to do, but because it translates to a higher performing industry, company, and bottom line.

This starts with ensuring a culture where people of every race, ethnicity, age, sexual orientation, disability, background, and experience are respected and encouraged to thrive. We believe that a work environment where people can be their authentic selves can help amazing things come to life.

We care about transparency and share our performance (see [Performance Tables](#)), challenges, and action plans for continual improvement with our employees and stakeholders. As Symantec, in FY20, the global organization included 25% women and in the U.S. 10% of employees identified as underrepresented minorities. As NortonLifeLock in FY20, **global representation increased to 31% female**, and in the U.S. underrepresented minorities represented 10.8% of our workforce. As a standalone

consumer business, we are in the process of establishing our baseline representation and look forward to sharing our first full year of diversity, equity, and inclusion data in our FY21 report.

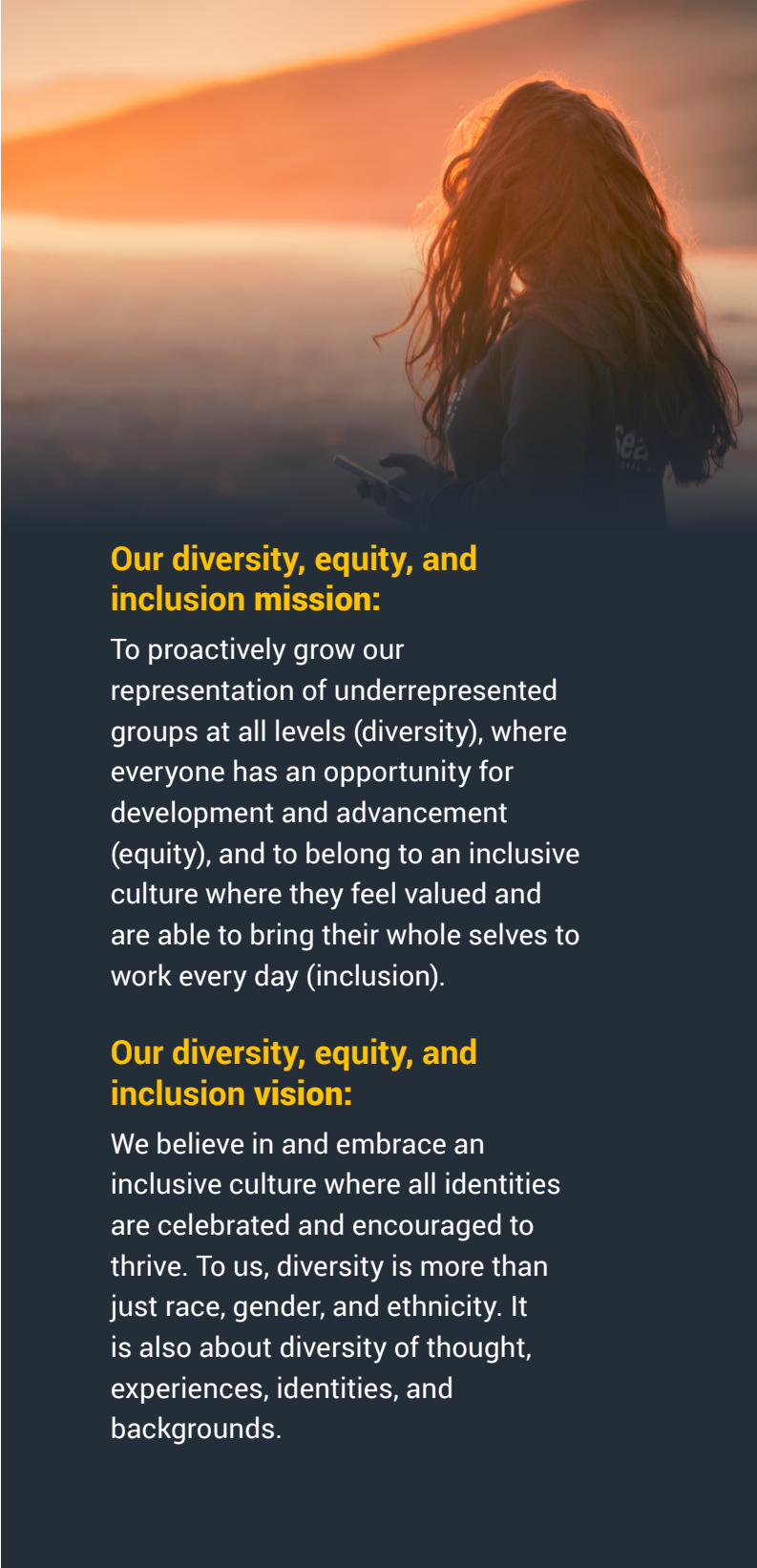
We are committed to equal pay for equal work. **We completed our annual pay equity review in FY20 and are proud to report that our pay ratios (average female salary / average male salary) are equitable across all three levels: executives (1.12), management (1.12), and non-management (1.12).** We are preparing for our FY21 pay equity review and are adopting a different approach that will enable us to bring this process in-house with an independent firm partner to verify our process and findings. This will allow us to continually monitor pay equity as part of our ongoing diversity and inclusion efforts.

We also see supporting anti-discrimination efforts as key to being a responsible citizen. As an example, we are proud to be part of [The Business Coalition for the Equality Act](#), a group of leading U.S. employers that support the [Equality Act](#), which would guarantee explicit, permanent protections for lesbian, gay, bisexual, and transgender people under our existing civil rights laws.

## Our diversity, equity, and inclusion strategy

We are currently finalizing a five-year strategy for NortonLifeLock to attract, retain, and develop the best diverse cybersecurity talent in the world. This strategy will be supported by focused long-term goals and shorter-term objectives and is structured across four key pillars: measurement and accountability, fostering an inclusive environment, diversifying our workforce, and employee development and retention.

For example, we offered diversity and inclusion training to employees in Tempe, AZ, Dublin, Ireland, and Chennai, India, as well as a remote training for our Consumer Services and Inside Sales team in FY20. Increasing diversity awareness and removing unconscious bias is a key part of our **fostering an inclusive environment** pillar and we will review workplace diversity training programs in FY21 and FY22. We will be rolling out our Diversity, Equity, and Inclusion Dashboards. These dashboards, distributed quarterly to senior leaders, will include team representation data and goals to support focused efforts that grow our representation of underrepresented talent.



## Our diversity, equity, and inclusion mission:

To proactively grow our representation of underrepresented groups at all levels (diversity), where everyone has an opportunity for development and advancement (equity), and to belong to an inclusive culture where they feel valued and are able to bring their whole selves to work every day (inclusion).

## Our diversity, equity, and inclusion vision:

We believe in and embrace an inclusive culture where all identities are celebrated and encouraged to thrive. To us, diversity is more than just race, gender, and ethnicity. It is also about diversity of thought, experiences, identities, and backgrounds.



Driving diversity

In FY20, women made up 31% of our global team and 27% of our leadership. We are focused on increasing gender diversity at NortonLifeLock and work to diversify our applicant pool through partnerships we have in place, those we will continue to establish moving forward, and through investments in our internship program.

**Diversifying our workforce** is a pillar of our FY21 strategy and we have increased our focus on driving diversity in FY21. We are approved as a [Work180](#) partner company, the women-focused recruitment site that only lists career opportunities from employers that support diversity, inclusion, and flexibility.

We are now posting all job descriptions on diverse recruiting sites, including the [National Society of Black Engineers](#) and [Women Who Code](#). Our People and Culture team is also partnering with our Corporate Responsibility team to hire diverse talent from the nonprofit cyber training programs NortonLifeLock helps fund.

We are participating in McKinsey & Company’s new [Black Leadership Academy](#) for the first time in November 2020. The Academy is designed to accelerate the progression of Black leaders in their organizations. A cohort of NortonLifeLock

employees will attend either a three-month Black Executive Leadership Program, designed for senior leaders looking to further develop their leadership capabilities and improve critical skills to grow personally and professionally, or a six-month Management Accelerator, designed to support ongoing career progression for high performing early to mid career managers. At the end of the program, all participants will have direct engagement with the Executive Leadership Team to discuss their experience and provide feedback.

Driving inclusion

Increasing our representation and diversity is one half of the equation. Establishing a culture of inclusion is the other half. This year, in FY21, we relaunched seven employee resource groups, called Communities, as a platform for communities of employees to come together as allies, to learn, support, mentor, and celebrate with one another.

These Communities include N-ABLED (NortonLifeLock Disability Allyship), WONDER (Women Outreach and Development Resources), N-PRIDE (NortonLifeLock’s LGBTQIA+ and Allies Alliance), NOBLE (NortonLifeLock’s Black Life Empowerment), SNAP (Supporting New and Aspiring Professionals), CARES (Caregiver’s Alliance for Resources, Education and Support), and HOLA (Hispanic/Latino Outreach Leadership and Advancement).

These groups play a vital role in helping create an inclusive work culture where everyone feels seen, heard, respected, and valued.

We also launched a weekly series called NortonLifeLock Learning Journeys on our employee intranet NSight. Our Learning Journey initiative came out of an inspiring conversation during a company-wide monthly meeting wherein we spoke about our desire to be a company of action when it comes to inclusion and diversity.

The meeting left an incredible mark on our team after team members from underrepresented groups spoke candidly about their experiences. Each week, we share information that highlights important moments or people in the diversity and inclusion conversation. The goal is to broaden our perspectives and better understand the experiences of others. A recent example of a Learning Journey came from one of our Community Champions and helped highlight the importance of National Hispanic Heritage month, which recognized the histories, cultures, achievements, and contributions of the Hispanic American community.



Read more about our partnerships with NPower, Year Up, Reboot Representation and AAUW to increase diversity in tech in The World.

Supporting foster youth

NortonLifeLock partnered with [Pivotal](#), a nonprofit that works to help young people in foster care, from FY15 through FY20. We supported Pivotal’s STEM training program for foster youth and have hosted several Pivotal interns during our partnership. Most recently, in 2020, we recruited Diana Pham for an intern role. A confident and strong candidate, Diana was well prepared, her communication skills were strong, she was passionate about learning new things, and open to exploring various opportunities within our organization. Diana supported both our Diversity, Equity, and Inclusion and Talent Acquisition teams and within three months of completing her internship, we offered Diana a full-time role.



“As a foster child and first-generation college graduate, the opportunity to be part of NortonLifeLock is life changing. This would not have been possible without

Pivotal, who supported my education and developed me as an independent woman. As I continue to walk confidently into the future, I can pave the way to success for generations to come and be an example of how our system can lift youths from underprivileged to contributing members of society.”

– Diana Pham, NortonLifeLock employee

# Hear from our Community Champions



“ I am elated to be a part of the HOLA Community as a Champion. What a wonderful way to connect with, support, and celebrate all the wonderful Hispanic/Latino folks in our NortonLifeLock family. Plus, I get the opportunity to learn more about my heritage! ”

– Marie Miller Rodriguez, HOLA Champion



“ I would love to create a culture at NortonLifeLock that encourages our global people to break their own barriers, to be confident, and to challenge themselves to set goals and find new opportunities.”

– Yoshiko Blake, WONDER Co-Champion



“ N-ABLED works to advise, educate, outreach to, and assist business and individuals on how to be equitable and inclusive to those with a disability. Our group is excited to help make NortonLifeLock a place where all of our team members feel included.”

– Sandeep Kanabar, N-ABLED Champion



“ I am very excited to be a one of the co-champions of the global Wonder team. The success of each woman should be an inspiration to another. I look forward to this group raising each other up and having each other’s backs.”

– Amrin Fathima, WONDER Co-Champion



“ I am proud to represent the LGBTQIA+ community as an N-PRIDE champion.”

– Michael Obert, N-PRIDE Co-Champion



“ The technology industry is notorious for its lack of diversity. I know NortonLifeLock is a company that goes beyond acknowledging its diversity and inclusion challenges, and actually focuses on solutions. I am excited to see the future positive impact of NOBLE and the other Communities on the company’s culture, talent pipeline, products, and ultimately our business.”

– Spring A. Harris, NOBLE Champion



“ I’m filled with happiness and pride (you see what I did there!) to have been given the opportunity to champion N-PRIDE. Every individual, no matter their race, gender identity, sexual orientation, etc., must be respected, loved, appreciated, and presented with equal opportunities. And remember, you don’t have to be LGBTQ to fight for LGBTQ+ rights!”

– Gayathri Rajendiran, N-PRIDE Co-Champion



“ With 19 years of experience with IT services, I believe in continuous learning and development. I’m thrilled to co-lead SNAP as our community provides all NLOKers with an opportunity for mutual growth. Through SNAP we’ll focus on networking, enhancing creativity, and providing mentorship opportunities.”

– Rinkesh Jindal, SNAP Co-Champion



“ CARES was created out of my personal experience with becoming my mother’s legal guardian due to Alzheimer’s. I was now juggling not only a full-time job, being a mother and wife, but also this extremely time-consuming legal and caretaking effort. My hope is that people in CARES can rely on each other for support and guidance during the caring for an aging loved-one.”

– Lora Bolick, CARES Champion



“ I grew up in a smaller town in Slovakia where everyone knew each other. From my own experience, starting a career can be overwhelming: everything seems so new and unknown. SNAP plans to support our members in their sense of belonging, to create and maintain connections! Their individual success is, after all, our collective success at NortonLifeLock.”

– Martina Hranova, SNAP Co-Champion



# About this report

In November 2019, Symantec Corporation and its related Consumer Division transitioned to NortonLifeLock Inc.—a standalone company dedicated to consumer Cyber Safety. The Symantec Enterprise Security Products became a division of Broadcom. For more information on this transition please visit [our website](#).

NortonLifeLock is committed to conducting our business with attention to, and respect for, ethical operation, a diverse and inclusive workforce, the environment, and positive societal impact. We share our progress in delivering on this commitment in our corporate responsibility report.

We have developed this report using the Global Reporting Initiative (GRI) Sustainability Reporting Standards at the “Core in Accordance” level as well as the Sustainability Accounting Standards Board (SASB) Standards, a set of 77 standards focused on connecting business and investors on the financial impacts of sustainability.

The report covers the company’s activities between April 1, 2019 and April 3, 2020. We have also included relevant examples of impact that occurred in calendar year 2020. The activities, performance, and data detailed in the report relate to NortonLifeLock Inc.’s worldwide operations unless otherwise stated. Please see our data summary and content index at the conclusion of the report for any exceptions to this.

We welcome your questions about this report and about NortonLifeLock’s corporate responsibility efforts via [CR@nortonlifelock.com](mailto:CR@nortonlifelock.com).





# UN Sustainable Development Goals highlights



**Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.**

- Two-year grant to update the WAGGGS Surf Smart global curriculum, delivered to more than 300,000 children since 2012
- Partnership with National PTA to create The Smart Talk, an interactive resource bringing caregivers and kids together to create tech ground rules
- 160 PTAs across the U.S. held a Safer Internet Day event centered around The Smart Talk, reaching 6,600 people
- COVID-19 relief aid provided to all Arizona PTAs that applied



**Achieve gender equality and empower all women and girls.**

- Developing five-year Inclusion and Diversity strategy; In FY20, women made up 31% of our global team and 27% of our leadership
- Approved as a Work180 partner company, a women-focused recruitment site
- With Nasscom Foundation, launched the Cyber Security Skills Development Initiative for Women, which trained 121 women in 2020
- Completed annual pay equity review in FY20 and are proud to report that our pay ratios are equitable across all workforce levels



**Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.**

- A cohort of NortonLifeLock employees will participate in McKinsey & Company’s new Black Leadership Academy, designed to accelerate the progression of Black leaders
- In FY20, none of our Tier 1 physical product suppliers were considered high risk for human trafficking by the Dun and Bradstreet Human Risk Index
- Our Human Rights Policy statement is aligned with the Universal Declaration of Human Rights
- Since Symantec began the cyber career training program in 2014, 981 students have graduated through all of our nonprofit partner training programs. Of these, 71% were hired by a company or choose to pursue additional education within six months of graduating
- Three-year commitment to Reboot Representation, committed to doubling the number of Black, Latinx, and Native American women graduating with computing degrees by 2025
- Continued partnership with the AAUW (American Association of University Women) granting a total of \$60,000 to 12 camps offering cybersecurity curriculum
- \$100,000 grant to the National Urban League, which helps African Americans and other urban residents secure economic self-reliance, parity, power, and civil rights
- Relaunched seven employee resource groups, called Communities, as a platform for communities of employees to come together as allies



**Reduce inequality within and among countries.**

- Evolved product packaging so that 90% is currently delivered on a card the size of a credit card, with minimal packaging
- 32% of packaging made with Forest Stewardship Council Certified (FSC) board
- Corporate Responsibility site committees include environmental leaders who lead employee campaigns focused on environmental awareness, education, challenges, and ideas for individual action



**Ensure sustainable consumption and production patterns.**

- Completed a GHG inventory to guide our development of a refreshed climate strategy and goals
- Used 24% renewable energy in our primary data center
- Signed on to the Business in the Community Ireland (BITC)’s Low Carbon Pledge



**Take urgent action to combat climate change and its impacts.**



# 2020 Performance Tables

## Financial Performance

	FY20
<b>Revenue (in millions of \$)</b>	
Total revenue	2,490
<b>Revenue by region</b>	
Americas	74%
Europe, Middle East, and Africa (EMEA)	15%
Asia Pacific and Japan (APJ)	11%
<b>Cost of revenue (in millions of \$)</b>	
Total cost of revenue	393
<b>Operating expense (in millions of \$)</b>	
Total operating expense	1,742
<b>Income tax</b>	
Income tax benefit expense (in millions of \$)	241
Effective income tax rate	29%
Net income (loss)	3,887

## FY20 Gender Diversity

	Female	Male
Global gender diversity	31%	69%
Leadership	27%	73%
Technical	19%	81%
Non-technical	37%	63%

# 2020 Performance Tables

## FY20 Workforce Breakdown by Gender

	Total	Female	Male	Not Declared
<b>Employment contract</b>				
Permanent (employees)	3655	1149	2500	6
Temporary (contingent workers)	52	4	1	47
Interns	6	2	4	0
<b>Employment type</b>				
Full-Time	3644	1139	2499	6
Part-Time	11	10	1	0
<b>Workforce by region</b>				
Americas	1818	660	1157	1
Asia Pacific, Japan (APJ)	292	85	203	4
Europe, Middle East, and Africa (EMEA)	324	143	180	1
India	1221	261	960	0
<b>Employee category</b>				
Executive (VP or above)	55	8	47	0
Manager (non-executive without direct reports)	1380	365	1012	3
Individual contributor (non-executive without direct reports)	2220	776	1441	3
<b>Board of Directors</b>				
Board of Directors	7	2	5	0



# 2020 Performance Tables

FY20 U.S. Ethnic Diversity	
U.S. race / ethnicity total (%)	
White	48%
Asian	39%
Hispanic	4%
Black	3%
Two or more	3%
American Indian / Alaska Native	0.4%
Native Hawaiian / Other Pacific Islander	0.4%
Decline to specify	2%
Technical (%)	
White	32%
Asian	62%
Hispanic	3%
Black	1%
Two or more	1%
American Indian / Alaska Native	0%
Native Hawaiian / Other Pacific Islander	0%
Decline to specify	1%

FY20 U.S. Ethnic Diversity	
Leadership (%)	
White	58%
Asian	31%
Hispanic	4%
Black	2%
Two or more	3%
American Indian / Alaska Native	0%
Native Hawaiian / Other Pacific Islander	0%
Decline to specify	2%
Non-Technical (%)	
White	56%
Asian	28%
Hispanic	5%
Black	5%
Two or more	4%
American Indian / Alaska Native	1%
Native Hawaiian / Other Pacific Islander	1%
Decline to specify	2%

# 2020 Performance Tables

The World	
	FY20
<b>Greenhouse Gas Emissions<sup>5</sup></b>	
Total absolute emissions (thousands of metric tons of CO2e)	26
Scope 1 (natural gas, diesel, propane, refrigerants, gasoline)	7
Scope 2 market-based (purchased electricity and heating)	9
Scope 2 location-based (purchased electricity and heating)	10
Scope 3 (air travel)	10
Total normalized emissions (metric tons of CO2e per million dollars of revenue)	10
Emission intensity - Scope 1	3
Emission intensity - Scope 2 market-based	4
Emission intensity - Scope 3	4
<b>Energy Consumption (gigajoules)</b>	
Total energy consumption	286,454
Scope 1 (natural gas, diesel, propane, gasoline, onsite solar)	24,362
Scope 2 (purchased electricity and heating)	116,821
Scope 3 (air travel)	145,271
Energy intensity (all scopes per million dollars of revenue)	115
Total electricity consumption from renewable sources (%) <sup>6</sup>	24%
<b>Environmental Fines</b>	
Number of environmental fines	0

<sup>5</sup> For many years in the past, Symantec achieved external assurance of its greenhouse gas (GHG) scope 1, 2, and 3 emissions, and water withdrawal data. While we were unable to complete a full inventory and external assurance this year, we plan to seek external verification again next year when we are more established and have our first full year of baseline data for FY21.

<sup>6</sup> Includes renewable energy included in the power mix delivered by our utility suppliers where information is available. Excludes renewables in the average/regional grid electricity.

Philanthropic Giving	
	FY20
<b>Philanthropic Giving (\$USD)</b>	
Total giving	13,606,314
NortonLifeLock Foundation	325,000
Grants and sponsorships	1,511,920
Matching gifts, Dollars for Doers	811,962
Software donations (retail value of licenses)	10,957,432
Licenses donated	243,072
<b>Employee Contributions</b>	
Employee giving (\$USD)	582,620
Volunteer hours	18,726
<b>Grants by Focus Area</b>	
	FY20
Diversity	14%
Education	37%
Environment	9%
Online safety	32%
Miscellaneous (health, disaster response, India-based, etc.)	8%



# 2020 Content Index

NortonLifeLock’s FY20 Corporate Responsibility Report applies the 2016 version of the Global Reporting Initiative (GRI) Standards; “2016” refers to the Standards issue date, not the date of information presented in this report. We also provide a cross reference to the United Nations Global Compact (UNGC) and Sustainability Accounting Standards Board (SASB) reporting standards in the below index.

GRI 102: General Disclosures 2016				
Disclosure	GRI Description	GRI Cross-reference or Answer	UNGC Cross-reference	SASB Cross-reference
Organizational Profile				
102-1	Name of the organization	NortonLifeLock Inc.		
102-2	Activities, brands, products, and services	<a href="#">Company profile 2020 10-K, p. 4-8</a>		
102-3	Location of headquarters	Tempe, Arizona		
102-4	Location of operations	Global		
102-5	Ownership and legal form	<a href="#">2020 10-K, p. 4</a>		
102-6	Markets served	<a href="#">2020 10-K, p. 4</a>		
102-7	Scale of the organization	<a href="#">2020 10-K, p. 5-9</a>		
102-8	Information on employees and other workers	<a href="#">2020 10-K, p. 10</a> Performance Tables, p. 27-29 Our People: p. 21		
102-9	Supply chain	The World: p. 18, 20 <a href="#">Global Procurement Code of Conduct</a> <a href="#">Corporate Responsibility Policies</a>	Human Rights, Labour, Environment: Relevant policies, procedures, activities.	
102-10	Significant changes to the organization and its supply chain	About this report, p. 25 <a href="#">2019 10-K, p. 4</a>		
102-11	Precautionary Principle or approach	The Precautionary Principle is not applied specifically across the organization, nor in the development and introduction of new products. NortonLifeLock uses a model similar to the Precautionary Principle for risk management with regard to business continuity. Our Crisis Management and Continuity Management teams determine the impact likelihood of each threat occurring and conducts exercises to ensure full understanding of possible impact. This allows us to determine and report any unacceptable single points of failure. Formula used to determine risk: risk value = threat impact x threat probability.		
102-12	External initiatives	UN Global Compact participant		
102-13	Membership of associations	<ul style="list-style-type: none"> <li>• Software Assurance Forum for Excellence in Code (SAFECode)</li> <li>• REBA (Renewable Energy Buyers Alliance One Tree Planted</li> <li>• NIST National Cybersecurity Center of Excellence</li> <li>• Coalition Against Stalkerware</li> <li>• Better Identity Coalition</li> </ul>	Human Rights, Labour, Environment: Relevant policies, procedures, activities.	

# 2020 Content Index

Disclosure	GRI Description	GRI Cross-reference or Answer	UNGC Cross-reference	SASB Cross-reference
<b>Strategy</b>				
102-14	Statement from senior decision-maker	Messages from the Chief Executive Officer and Board, p. 2, 3	CEO statement including continued support of the United Nations Global Compact.	
<b>Ethics &amp; Integrity</b>				
102-16	Values, principles, standards, and norms of behavior	Ethics and Integrity, p. 9 <a href="#">Code of Conduct</a>	Human Rights, Labour, Environment, Anti-Corruption: Relevant policies, procedures, activities.	
<b>Governance</b>				
102-18	Governance structure	Our Approach, p. 9 2020 Proxy Statement, p. 6-10 <a href="#">Charter of the Nominating and Governance Committee of the Board of Directors</a> <a href="#">Corporate Governance</a>		
<b>Stakeholder Engagement</b>				
102-40	List of stakeholder groups	Stakeholder engagement, p. 10		
102-41	Collective bargaining agreements	<a href="#">2020 10-K, p. 9</a>	Labour: Relevant policies, procedures, activities. Labour: Measurement of outcomes.	
102-42	Identifying and selecting stakeholders	Stakeholder engagement, p. 10		
102-43	Approach to stakeholder engagement	Stakeholder engagement, p. 10		
102-44	Key topics and concerns raised	Our Approach (Materiality, Stakeholder Engagement), p. 7-10	Human Rights, Labour, Environment, Anti-Corruption: Relevant policies, procedures, activities.	
<b>Reporting Practice</b>				
102-45	Entities included in the consolidated financial statements	<a href="#">2020 10-K, p. 64-72</a>		
102-46	Defining report content and topic boundaries	Our Approach, p. 10 About this Report, p. 25 GRI/UN Global Compact Index; Topics and Topic Boundary Table		
102-47	List of material topics	Our Approach, p. 10		
102-48	Restatements of information	None.		
102-49	Changes in reporting	About Reporting, p. 25 <a href="#">2020 10-K, p. 39</a>		





# 2020 Content Index

Disclosure	GRI Description	GRI Cross-reference or Answer	UNGC Cross-reference	SASB Cross-reference
Reporting Practice (continued)				
102-50	Reporting period	April 1, 2019 - April 3, 2020		
102-51	Date of most recent report	Our last Corporate Responsibility report was published in October 2019.		
102-52	Reporting cycle	Annual	Time period covered by Communication on Progress (CoP).	
102-53	Contact point for questions regarding the report	<a href="mailto:CR@nortonlifelock.com">CR@nortonlifelock.com</a>		
102-54	Claims of reporting in accordance with the GRI Standards	About this report, p.25		
102-55	GRI content index	GRI Index		
102-56	External assurance	Performance Table, p. 30	Environment: Measurement of outcomes.	

## GRI 103: Topics and Topic Boundaries 2016

GRI Material Topic	GRI Management Approach Cross-reference <sup>7</sup>	Relevant External Entities	UNGC Cross-reference	SASB Cross-reference
Economic				
GRI 201: Economic Performance	<a href="#">2020 10-K p. 6-29</a>	Communities; Customers; Governments and regulators; Investors; Suppliers		
GRI 205: Anti-corruption	Ethics and Integrity, p.9 <a href="#">Code of Conduct</a> <a href="#">Conflict Minerals Policy</a>		Anti-corruption: Relevant policies, procedures, activities.	
Environmental				
GRI 302: Energy	The World, p. 19 <a href="#">Environmental Policy Statement</a>	Communities; Customers; Governments and regulators; Investors; Suppliers	Environment: Relevant policies, procedures, activities.	Environmental Footprint of Hardware Infrastructure: TC-SI-130a.3
GRI 305: Emissions	The World, p. 19 <a href="#">Environmental Policy Statement</a>	Communities; Customers; Governments and regulators; Investors; Suppliers	Environment: Relevant policies, procedures, activities.	
Social				
GRI 401: Employment	Code of Conduct <a href="#">Human Rights Policy</a>		Human Rights: Relevant policies, procedures, activities Labour: Relevant policies, procedures, activities.	

<sup>7</sup>Includes disclosures 103-1 Explanation of the material topic and its boundary, 103-2 The management approach and its components, disclosure 103-3 evaluation of the management approach.

# 2020 Content Index

GRI Material Topic	GRI Management Approach Cross-reference <sup>7</sup>	Relevant External Entities	UNGC Cross-reference	SASB Cross-reference
<b>Social (continued)</b>				
GRI 404: Training and Education	Our People, p. 21		Labour: Relevant policies, procedures, activities.	
GRI 405: Diversity and Equal Opportunity	Our People, p. 22-24 <a href="#">Human Rights Policy</a>		Human Rights: Relevant policies, procedures, activities.  Labour: Relevant policies, procedures, activities.	
GRI 412: Human Rights	Commitment to Human Rights, p. 18 <a href="#">Code of Conduct</a> <a href="#">Conflict Minerals Policy</a> <a href="#">Human Rights Policy</a> <a href="#">Corporate Responsibility Policies</a>		Human Rights: Relevant policies, procedures, activities.	
GRI 417: Marketing and Labeling	<a href="#">2020 10-K, p. 7</a>	Customers Governments and regulators		Data Privacy and Freedom of Expression: TC-SI-220a.1 Your Information, p. 12-13 <a href="#">NortonLifeLock Privacy</a> <a href="#">NortonLifeLock Global Privacy Statement</a>
GRI 418: Customer Privacy	Your Information, p. 12-13 <a href="#">NortonLifeLock Privacy</a> <a href="#">NortonLifeLock Product and Services Privacy Notices</a> <a href="#">NortonLifeLock Global Privacy Statement</a>	Customers Governments and regulators	Human Rights: Relevant policies, procedures, activities.	Data Privacy and Freedom of Expression: TC-SI-220a.2 <a href="#">NortonLifeLock Global Privacy Statement</a>
				Data Privacy and Freedom of Expression: TC-SI-220a.3 No monetary losses incurred as a result of legal proceedings associated with incidents relating to user privacy in FY20.
				Data Privacy and Freedom of Expression: TC-SI-220a.4 We do track this information, however the number is confidential. We do not publicly disclose any information concerning government and law enforcement requests. However, in many instances, the request does not result in a disclosure to the requesting party as we do not have the information sought by the request.
				Data Privacy and Freedom of Expression: TC-SI-220a.5 NortonLifeLock does not allow any monitoring or censoring in our products. In areas where our products are prohibited by the government, we don't sell them there. (eg. VPNs in China).



# 2020 Content Index

GRI Material Topic	GRI Management Approach Cross-reference <sup>7</sup>	Relevant External Entities	UNGC Cross-reference	SASB Cross-reference
GRI 418: Customer Privacy (continued)				Data Security: TC-SI-230a.1 NortonLifeLock defines a “breach” as a cybersecurity incident reported to the FTC during the financial year. There were zero breaches in FY20.
				Data Security: TC-SI-230a.2 Your Information, p. 12-13 <a href="#">NortonLifeLock Privacy</a> <a href="#">NortonLifeLock Product and Services Privacy Notices</a> <a href="#">NortonLifeLock Global Privacy Statement</a>
GRI 200-400: Topic-Specific Disclosures 2016				
Disclosure	GRI Description	Cross-reference, Explanation, or Omission	UNGC Cross-reference	SASB Cross-reference
GRI 201: Economic Performance				
201-1	Direct economic value generated and distributed	Performance Tables, p. 27 <a href="#">2020 10-K</a>		Activity Metrics: TC-SI-000.A (1) Cloud Subscriptions a. AWS – 53 b. Azure – 38 (2) 100% Cloud Based
				Activity Metrics: TC-SI-000.B (1) 120 Nodes in on-prem and 2800 Cloud Nodes (2) 95% Outsourced to Cloud
				Activity Metrics: TC-SI-000.C (1) NortonLifeLock has roughly 1.5PB storage capacity under its operational control
201-2	Financial implications and other risks and opportunities due to climate change	We have conducted an analysis of our climate change risk and have not identified any climate-related risks with the potential to have a substantive financial or strategic impact on our business.	Environment: Relevant policies, procedures, activities.	
GRI 205: Anti-corruption				
205-1	Operations assessed for risks related to corruption	Two out of four, or 50%, of internal audits conducted in FY20 had a direct link to the risk of fraud.	Anti-corruption: Relevant policies, procedures, activities.	
205-2	Communication and training about anticorruption policies and procedures	Anti-Corruption remains a key topic within our mandatory annual Code of Conduct training.	Anti-corruption: Relevant policies, procedures, activities.	



# 2020 Content Index

Disclosure	GRI Description	Cross-reference, Explanation, or Omission	UNGC Cross-reference	SASB Cross-reference
<b>GRI 205: Anti-corruption (continued)</b>				
205-3	Confirmed incidents of corruption and actions taken	None.	Anti-corruption: Measurement of outcomes.	
<b>GRI 206: Anti-competitive Behavior</b>				
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices			Intellectual Property Protection & Competitive Behavior: TC-SI-520a.1 None  Managing Systemic Risks from Technology Disruptions: TC-SI-550a.1 (1) 19 performance issues (2) 5 service disruptions (3) 192:43 hours  TC-SI-550a.2 Our Business Continuity Program considers risk to key functions and operations to prevent the company from sustaining unacceptable financial and operational impacts and minimizing any public or industry image impacts. A business impact assessment (BIA) is used to identify critical business activities with associated maximum allowable outages and recovery time objectives. Documented plans contain objectives and procedures for recovery strategies, including technology redundancies. Annual plan testing is conducted to ensure identified recovery strategies are effective and applicable. Action items and areas of opportunity are tracked during the exercise and plan modifications are made accordingly and documented.
<b>GRI 302: Energy</b>				
302-1	Energy consumption within the organization	Performance Tables, p. 30	Environment: Measurement of outcomes.	Environmental Footprint of Hardware Infrastructure TC-SI-130a.1 (1) 117,728 GJ (2) 80% (3) 31%
302-2	Energy consumption outside of the organization	Performance Tables, p. 30	Environment: Measurement of outcomes.	
302-3	Energy intensity	Performance Tables, p. 30	Environment: Measurement of outcomes.	
302-4	Reduction of energy consumption	The World, p. 19 Performance Tables, p. 30	Environment: Measurement of outcomes.	
<b>GRI 305: Emissions</b>				
305-1	Scope 1 GHG Emissions	Performance Tables, p. 30	Environment: Measurement of outcomes.	
305-2	Scope 2 GHG Emissions	Performance Tables, p. 30	Environment: Measurement of outcomes.	
305-3	Scope 3 GHG Emissions	Performance Tables, p. 30	Environment: Measurement of outcomes.	



# 2020 Content Index

Disclosure	GRI Description	Cross-reference, Explanation, or Omission	UNGC Cross-reference	SASB Cross-reference
<b>GRI 305: Emissions (continued)</b>				
305-4	GHG emissions intensity	Performance Tables, p. 30	Environment: Measurement of outcomes.	
305-5	Reduction of GHG emissions	The World, p. 19	Environment: Measurement of outcomes.	
				Environmental Footprint of Hardware Infrastructure: TC-SI-130a.2 As a newly developed company, and one that is undergoing a broad restructuring effort that includes the sale of several commercial buildings (still to be completed), it is difficult at this time to accurately collect, report and verify water data covering FY20 (April 1, 2019 to April 3rd, 2020). For many years in the past, Symantec achieved third party “limited assurance” verification that included our water withdrawal data. While we were unable to complete external assurance this year, we plan to seek external verification again next year when we are more established and have our first full year of baseline data for FY21. We are currently unable to include an estimate of FY20 total water use, but plan to quantify and report water data once we are more established as a company and have our first full year of baseline data for FY21.
<b>GRI 401: Employment</b>				
401-1	New employee hires and employee turnover	<a href="#">2020 10-K, p. 10</a>	Labour: Measurement of outcomes.	
				Recruiting & Managing a Global, Diverse & Skilled Workforce: TC-SI-330a.1 Performance tables, p. 27-29, The percentage of employees that are foreign nationals is 8% The percentage of employees that are located offshore from the entity’s country of domicile is 53%
401-2	Full-time benefits not provided to temporary/ part-time employees	Employees actively working at least 20 hours per week are eligible to participate in NortonLifeLock’s Benefit Programs. Employees who actively work less than 20 hours per week are eligible, at a pro-rated rate, for our paid time off/vacation and company paid holidays. <ul style="list-style-type: none"><li>· Life insurance</li><li>· Healthcare</li><li>· Disability</li><li>· Leaves of Absence</li><li>· Retirement</li><li>· EAP</li><li>· Voluntary Insurance Programs</li><li>· Wellness</li></ul>	Labour: Relevant policies, procedures, activities.	
401-3	Parental leave		Labour: Relevant policies, procedures, activities.	

# 2020 Content Index

Disclosure	GRI Description	Cross-reference, Explanation, or Omission	UNGC Cross-reference	SASB Cross-reference
<b>GRI 404: Training and Education</b>				
404-2	Programs for upgrading employee skills and transition assistance programs	Our People, p. 21	Labour: Relevant policies, procedures, activities.	
<b>GRI 405: Diversity and Equal Opportunity</b>				
405-1	Diversity of governance bodies and employees	Performance Tables, p. 27-29 <a href="#">2020 10-K, p. 4</a>	Labour: Measurement of outcomes.	Recruiting & Managing a Global, Diverse & Skilled Workforce TC-SI-330a.3 Performance tables, p. 27-29 <a href="#">2019 Proxy and Annual Report, p. 2</a>
<b>GRI 412: Human Rights Assessment</b>				
412-2	Employee training on HR policies or procedures	NortonLifeLock requires all employees to take training on our Code of Conduct, Workplace Harassment Training and FTC All Employee Training	Human Rights: Relevant policies, procedures, activities. Labour: Relevant policies, procedures, activities.	
<b>GRI 413: Local Communities</b>				
413-1	Operations with local community engagement, impact assessments, and development programs	The World, p. 14-17 Performance Tables, p. 30 (employee volunteering)		Recruiting & Managing a Global, Diverse & Skilled Workforce TC-SI-330a.2 As of May 2019, NortonLifeLock’s employee engagement percentage was 73%.
<b>GRI 414: Supplier Social Assessment</b>				
414-1	New suppliers that were screened using social criteria	The World, p. 14-17	Human Rights: Relevant policies, procedures, activities.	
414-2	Negative social impacts in the supply chain and actions taken	None	Human Rights: Measurement of outcomes.	
<b>GRI 417: Marketing and Labeling</b>				
417-3	Incidents of non-compliance concerning marketing communications	None.		
<b>GRI 418: Customer Privacy</b>				
418-1	Incidents of non-compliance concerning marketing communications	Details are confidential.		

<sup>7</sup>Includes disclosures 103-1 Explanation of the material topic and its boundary, 103-2 The management approach and its components, disclosure 103-3 evaluation of the management approach.





NortonLifeLock™