



Empowering the Digital Future

2021 Environmental, Social, and Governance Report



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Letter from Vincent Pilette

Five billion people are connected to the internet and their digital lives are growing exponentially. Over the past 12 months, we have spent even more time online – socializing, streaming, learning, banking, shopping, and more. While this has allowed us to stay connected with family, friends, and communities, it has also made our mission of protecting and empowering everyone to live their digital lives safely more relevant than ever before.

NortonLifeLock is a global leader in consumer Cyber Safety, empowering nearly 80 million users in more than 150 countries. Fiscal year 2021 was very strong for us as we returned the Company to growth and increased our direct customer count by nearly three million. We continue to push the boundaries of Cyber Safety – adding new products and accelerating innovation across security, privacy, and identity.

Corporate responsibility and positive social impact remain core to our business strategy and are a key part of fulfilling our corporate vision. Building a brand centered on trust is critically important, and our focus on environmental, social, and governance topics helps us earn this trust from our users, employees, investors, and shareholders. A few of our FY21 Corporate Responsibility accomplishments are highlighted below.

Cyber Safety training and education: In April 2021, we made a \$1 million commitment to National PTA to expand [The Smart Talk](#), the Cyber Safety

education program we co-created to help protect and empower children and families to live their digital lives safely. In FY21, we also launched [Surf Smart 2.0](#) with the World Association of Girl Guides and Girl Scouts, an update to our program focused on equipping girls and young women with the knowledge and skills required to help protect themselves and others online.

Diversity, equity, and inclusion: We believe diversity is a driver of innovation and helps us make products that meet the needs of the broad spectrum of people we serve. In FY21, females represented 33% of our global workforce, and underrepresented team members represented 13% of our U.S. workforce. We reached an important milestone by achieving gender for the independent members of our Board of Directors, and we continued to fund the Reboot Representation Tech Coalition, which is committed to doubling the number of Black, Latina, and Native American women graduating with computing degrees by 2025.

Employee volunteering and giving: We are proud of our year-long culture of giving and the enthusiasm with which employees joined our virtual volunteer program. We donated 407,800 meals to help feed our neighbors, contributed nearly \$200,000 on Giving Tuesday, and 19% of employees participated in our philanthropic matching program.

Product donation: In FY21, our products helped nearly 10,000 nonprofits keep their devices and data secure. In response to COVID-19, we also offered a five-month complimentary subscription to Norton™ Family to help parents manage their children's online activities. These donations and our donations to global nonprofits, had a retail value of over \$4 million.

Environmental stewardship: We work to reduce greenhouse gas (GHG) emissions by creating efficiencies and utilizing renewable energy. In FY21, we achieved a 52% reduction in Scope 1 and 2 GHG emissions compared to FY20. We also launched *Earth Champions Start at Home*, a competition challenging employees to take 10 small actions over 10 weeks to make a big impact, together.

Our work is supported by a culture of innovation, guided by a driven Leadership Team, and executed by our talented team members who share a passion for making the digital world a safer place. We are building a company that is redefining what Cyber Safety means for consumers and succeeding by creating value for all of our stakeholders. Our future is bright, and we are just getting started.

Vincent Pilette

Chief Executive Officer, NortonLifeLock



Letter from Sue Barsamian

The past year shined new light on the power and agility of the private sector to tackle unprecedented global challenges by harnessing its purpose and working together with stakeholders far and wide.

In our increasingly complex and connected world, technology has the power to transform how we live our lives – but only if we have the tools and knowledge to use it safely. In FY21, NortonLifeLock's Leadership Team and its approximately 2,800 employees took the Company's vision to protect and empower people to live their digital lives safely to new levels in its drive to transform Cyber Safety and become consumers' most trusted online ally.

As NortonLifeLock continues to expand its business internationally, Corporate Responsibility has remained a core part of our operating model. From Ireland to India, the Company is partnering with local organizations to help reduce the digital divide, equip schools and students with the technology they need to continue online education, and to protect children from online predators.

Ethical conduct, integrity, and good governance remain the building blocks of our business success. 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, environmental stewardship, and community investment. Our global culture of responsibility, and the positive contributions we make to the customers, employees, communities, and other stakeholders that we serve drives value for our business.

I hope while reading this report you get a sense of the passion, capabilities, and drive that NortonLifeLock's team brings to work each day. We are united in our efforts to build a safe and sustainable future.

Sue Barsamian

Board Member and Nominating and
Governance Committee Chair, NortonLifeLock

About NortonLifeLock Inc.

Launched
NOVEMBER 4, 2019



Headquarters
TEMPE, ARIZONA, USA



Annual Revenue¹
2.6
BILLION

Employees
WORLDWIDE 2,800¹



Sector
TECHNOLOGY



50% of people have been a victim of cybercrime²



There are **10** victims of cybercrime **every second**²



Approximately **80 million** users trust NortonLifeLock with their personal information

     [NortonLifeLock.com](https://www.NortonLifeLock.com)

¹ As of April 2, 2021.

² Based on an online survey of 10,030 adults in 10 countries conducted by The Harris Poll on behalf of NortonLifeLock, February 2021.

Our Vision is to protect and empower people to live their digital lives safely

About NortonLifeLock Inc.

NortonLifeLock Inc. (NASDAQ: NLOK) is a global leader in consumer Cyber Safety, protecting and empowering people to live their digital lives safely. We are the consumer's trusted ally in an increasingly complex and connected world. Learn more about how we're transforming Cyber Safety at www.NortonLifeLock.com.



Approach



Corporate Responsibility strategy and commitment

NortonLifeLock's commitment to Corporate Responsibility is a critical anchor of the Company's mission and operating philosophy. In FY21, we reimagined our Corporate Responsibility program to better fit with our new, more focused business priorities. Our new Corporate Responsibility mission is to bring together our team, expertise, and powerful technology to build a safe, inclusive, and sustainable future for people, their information, and the digital world. We call our Corporate Responsibility efforts **NortonLifeLock Cares.**

Prioritizing our ESG efforts

Our first step in this process was an assessment to identify critical environmental, social, and governance (ESG) priorities, opportunities, and risks. More details of this assessment, which included a rigorous quantitative assessment, internal and external interviews, and analysis, can be found in our [2020 Corporate Responsibility Report](#) on page 9. We will conduct an issue prioritization assessment every three to five years.

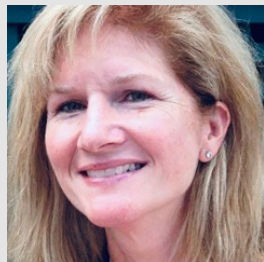
The output of this assessment helps us to determine our priority ESG topics and is one of the resources that guides our strategy and disclosures, including this report. The priority topics that resulted from our 2020 priority ESG issue assessment are:

- Education and Training for Cyber Safety
- Data Privacy and Protection
- Diversity, Equity, and Inclusion
- Talent Development and Engagement
- Climate and Energy



Launching our first ESG Report

We have a long history of sharing an annual account of our commitments and progress on the environmental, social, and governance (ESG) topics most important to our business and our stakeholders. In our 2020 Corporate Responsibility Report, we provided our first Sustainability Accounting Standards Board (SASB) Index, shared the results of our priority ESG issue assessment, and published a broad set of investor-oriented ESG performance metrics. The 2020 report provided a foundation for our transition to an ESG Report this year.



“ I am unbelievably proud of what our team has accomplished this year. We have relaunched a strategic and impactful Corporate Responsibility program that utilizes the best of what we have to offer to support our communities, protect our planet, and help our team members thrive. We've created a culture of giving, embedded diversity and inclusion across our grant funding, and doubled our efforts to increase digital safety literacy, all while adapting our program to the growth our business has achieved. And it's not going unnoticed; we're being recognized by many of the world's leading ESG benchmarks for our performance and commitment to transparency.”

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

Corporate Responsibility objectives



Setting strategic and achievable Corporate Responsibility objectives helps to clarify our priorities, guides our work, and improves our performance. After completing an issue prioritization assessment, the next step in our FY21 Corporate Responsibility strategy process was to set objectives for our ESG priority topics. We completed a peer and Corporate Responsibility leader benchmark, analyzed key ESG ratings and rankings, and discussed these objectives with internal leaders across the Company. Our objectives support our Company's business goals and focus on the unique positive impact we can have on the world.

PRIORITY TOPIC	OBJECTIVE	KEY EFFORTS IN FY21
Education and Training for Cyber Safety	Leverage NortonLifeLock's leading expertise and technology in Cyber Safety to help protect communities.	Many malicious phone and computer applications, known as stalkerware, are used to harass, control, and harm people. We are a founding member of the Coalition Against Stalkerware. We donate our products to survivors to help keep their personal data protected, and we conduct Cyber Safety trainings to help empower victims and survivors to reduce their vulnerability. Learn more on page 30.
Data Privacy and Protection	Raise awareness of NortonLifeLock as a privacy leader.	We are committed to safeguarding our customer, partner, and employee data as well as offering products, including Norton™ Privacy Monitor Assistant , that help consumers protect their own personal data wherever it lives. Learn more on pages 10-12.
Diversity, Equity, and Inclusion	Invest in high-impact nonprofits to bring more women and underrepresented groups into cybersecurity and tech.	We made a three-year commitment to the Reboot Representation tech coalition, which is committed to doubling the number of Black, Latina, and Native American women graduating with computing degrees by 2025. Learn more on pages 27 and 31.
Talent Development and Engagement / Employee Volunteering and Giving	Drive opportunities for employee volunteering and giving and increase employee participation rate.	In FY21, we launched a virtual volunteer program with team building opportunities and joint events with our Diversity and Inclusion Communities. Learn more on pages 25-27.
Climate and Energy	Establish NortonLifeLock as an environmentally responsible business.	We finalized and launched our new environmental strategy and achieved an 52% reduction in Scope 1 and 2 greenhouse gas emissions between FY20 and FY21. Learn more on pages 17-18.

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 affects in various ways. Engaging our stakeholders — employees, investors, customers, communities, governmental and nongovernmental organizations, suppliers, and industry groups — provides us with insight into shifting external expectations and informs our Corporate Responsibility strategy.

We frequently engage with our stakeholders on ESG topics through working groups, conferences, one-on-one discussions, and digital communications.

[Read about ESG oversight in the Ethics and Governance section of this report.](#)

STAKEHOLDERS	KEY ENGAGEMENTS IN FY21
Consumers	Helping people understand the importance of Cyber Safety is a critical piece of fulfilling our Company vision. We recently launched a new campaign, Opt-in to Cyber Safety , that uses a bit of humor to help people recognize we are constantly on the edge of “unsafe.”
Employees	We conduct quarterly all-employee pulse surveys to measure ongoing employee engagement and encourage feedback on specific topic areas. In Q4 of FY21, our survey included questions on diversity, equity, and inclusion (DEI), which confirmed our DEI strategy is aligned with employee needs and expectations.
Investors	In May 2021, we hosted our first Investor Day showcasing NortonLifeLock’s long-term strategy. The event featured a live video Q&A with the Company’s leadership, as well as watch-on-demand presentations.
Communities	We are a longtime partner of National PTA and together co-created the fun, free digital safety education program The Smart Talk . In early 2021, we announced a new \$1 million commitment to expand The Smart Talk to serve more families over two years.



Corporate Responsibility process

NortonLifeLock's Corporate Responsibility business process is based on stakeholder input and tied to our corporate values and priorities



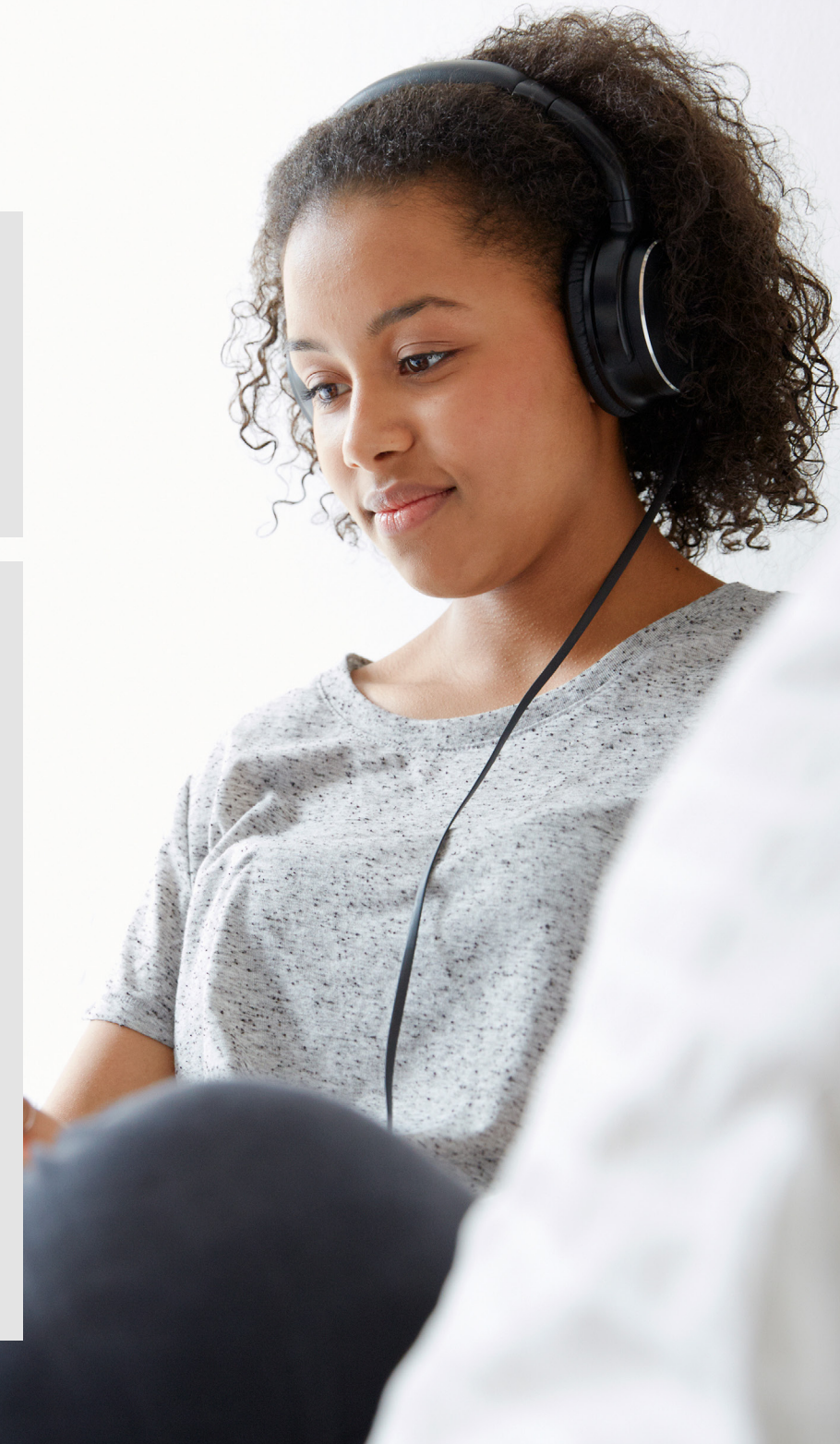
Supporting The United Nations

As a signatory to the United Nations Global Compact, we continue to support their ten principles, and this report serves as our annual Communication on Progress. We also support the United Nations 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 on page 36.

FY21 ESG highlights

 <p>\$1.9M IN CHARITABLE GIVING</p>	 <p>\$407K IN EMPLOYEE MATCHING GIFT DONATIONS</p>	 <p>~9,900 NONPROFITS RECEIVED SOFTWARE DONATIONS</p>	 <p>33% GLOBAL GENDER DIVERSITY</p>	 <p>56% OF BOARD DIRECTORS ARE DIVERSE*</p>
 <p>52% EMISSIONS REDUCTION</p>	 <p>3.5K TREES PLANTED</p>	 <p>250K DETECTIONS OF MALICIOUS STALKERWARE</p>	 <p>2021 RECOGNITION</p>	
 <p>Continuing to build a Company centered on trust is a huge opportunity for NortonLifeLock. Delivering positive environmental and social impact, and operating our businesses with integrity helps reinforce this trust with consumers and increases the strength of our brands."</p> <p>– Krista Todd, Chief Marketing Officer, NortonLifeLock</p>			   	

*Underrepresented Community (Ethnic Diversity and/or LGBTQ+)



Ethics & Governance



“ Today’s consumer expects and deserves a partner they can trust to do the right thing – a Company that embraces strong principles and ethics. A high standard of ethics and good governance are NortonLifeLock’s greatest strength as we advocate, innovate, communicate, and execute as a team.”

– **Vincent Pilette**, Chief Executive Officer, NortonLifeLock

ESG oversight

Leadership for Corporate Responsibility comes from the top. Our Head of Corporate Responsibility and Government Affairs reports to our Chief Marketing Officer and meets regularly with our CEO and Leadership Team to share Corporate Responsibility strategy and program updates, and to provide education on our Company’s ESG progress and priority areas.

The Nominating and Governance Committee of our Board of Directors has oversight over the Company’s Corporate Responsibility strategy, and our full Board of Directors receives a quarterly ESG update.

This quarterly update includes performance data and program information across environmental stewardship, ethics, community investment, and more; progress made toward our Corporate Responsibility objectives; and information on emerging ESG priorities (for example cryptocurrency and its environmental impacts). As an example, our environmental strategy launched in FY21 was shared and shaped through ongoing dialogue and engagements with both our Leadership Team and Board.

[Read more about ESG management in the Approach section of this report.](#)

Corporate governance

We believe that NortonLifeLock’s long-term interests are best served when the Company proactively considers and addresses the interests and concerns of stakeholders. To that end, we engage in honest and open communication about our Company’s financial and governance activities. We have made our [NortonLifeLock Code of Conduct](#), the composition of our [corporate committees](#), our [political disclosure and accountability](#), and our [Company charters](#) publicly available on our website. Read more about our approach to Corporate Governance on our [website](#) and in our Annual Report [here](#).



“ Our mission to protect everyone’s digital life is a critical one. Seeing our Company’s commitment and progress in addressing ESG opportunities and risks has been pivotal in realizing the full potential of our Company to create value for our stakeholders.”

– **Natalie Derse**, Chief Financial Officer, NortonLifeLock



Board of Directors

Our Board of Directors is charged with representing the interests of our stockholders and ensuring that the Company is managed in alignment with our commitment to Corporate Responsibility as outlined in this report.

The Board is comprised of nine directors, and there are four primary committees of the Board: the Audit Committee, the Compensation and Leadership Development Committee, the Nominating and Governance Committee, and the Technology and Cybersecurity Committee. The Board established this last Committee at the end of FY21. It has direct oversight of the Company's technology strategy, initiatives, and investments, as well as internal and external cybersecurity and information technology risks. The Board has delegated various responsibilities and authorities to these different committees, as described in our [FY2021 Annual Report](#).

A milestone this past year was reaching gender parity for the independent members of our Board of Directors with the appointment of two female directors – Emily Heath, Senior Vice President, Chief Trust and Security Officer at DocuSign, and Sherrese Smith, Partner, Corporate Department, and Vice-Chair of the firm's data privacy and cybersecurity

practice at Paul Hastings LLC. The two new directors bring deep and direct experience in data privacy, cybersecurity, and information security.

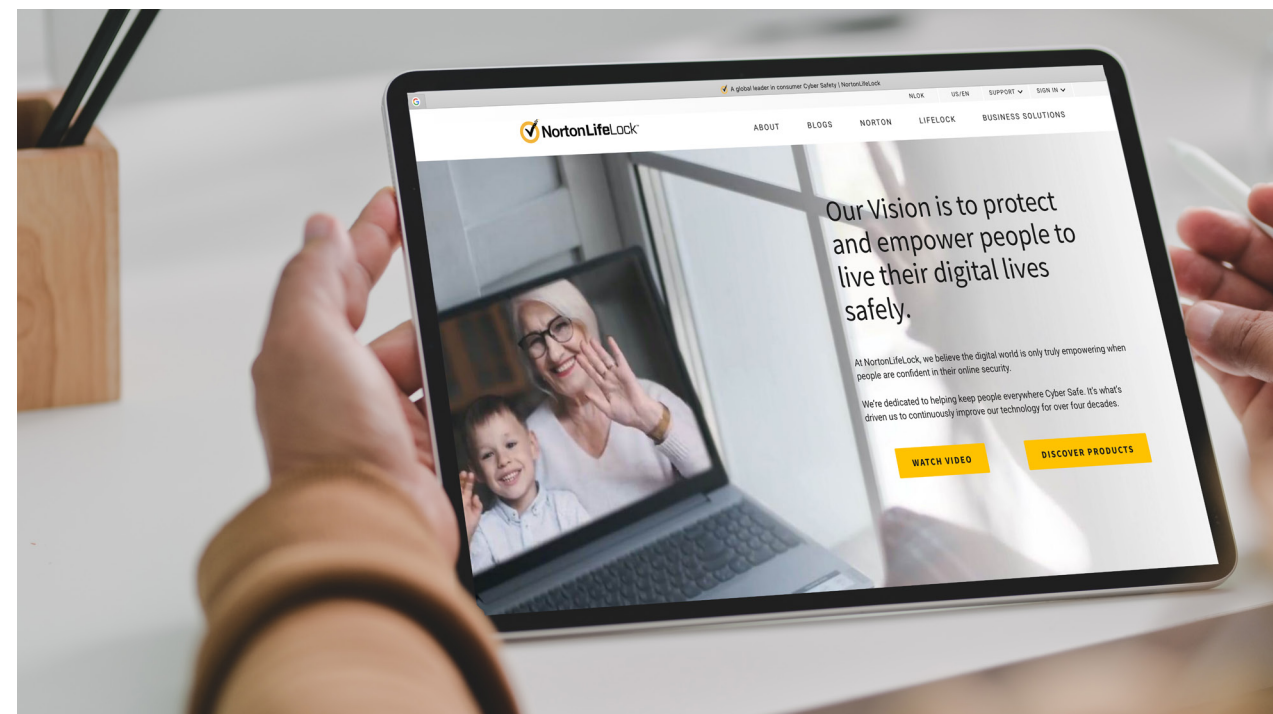
Read more about our Board structure, governance, and activities on our [website](#) and in our Annual Report [here](#).

Executive compensation

The overriding principle driving our executive compensation programs continues to be our belief that it benefits our employees, customers, partners, and stockholders to have management's compensation tied to our near- and long-term performance. In general, these pay programs reward achievement of challenging performance goals that align with our business strategy. We have a continued and heightened commitment to pay-for-performance and to corporate governance best practices. Read more about our Company's approach to executive compensation in our Annual Report [here](#).

Ethics

NortonLifeLock is committed to conducting its business fairly and honestly. 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 Board members, officers, employees, and contractors. Our Code of Conduct is offered in four languages (English, French, German, and Japanese). Our Partner Code of Conduct applies to business partners involved in the distribution, resale, or commercialization of NortonLifeLock products and services, whether a direct or indirect partner. Additional ethical safeguards include our [Global Supplier Code of Conduct](#), Global

Procurement Policy, Global Anti-Corruption and Bribery Policy, and Global Antitrust and Competition Policy.

Each year employees participate in a mandatory Code of Conduct training. In FY22, we highlighted modules on human rights and modern slavery, anti-bribery and corruption, managing conflicts of interest, and diversity, equity, and inclusion. In total, 100% of employees completed the training (excluding employees on leaves of absence).

Employees must follow NortonLifeLock's Information Security Policy and Standards. In FY21, we offered security trainings, including Secure from the Start and our annual Security Awareness training, privacy trainings on the General Data Protection Regulation (GDPR) and the California Consumer Privacy Act (CCPA), as well as training related to global trade sanctions, creating a harassment-free workplace, and preventing sexual harassment. Employees can ask questions or report any ethical concerns or violations of our Code of Conduct through [EthicsLine](#). The anonymous hotline is available 24 hours a day via the [web](#) or telephone.

[Read about ethical product development in the Products section of this report.](#)

Enterprise risk management

NortonLifeLock's enterprise risk management (ERM) practices are focused on identifying and managing risks that could impact the achievement of our strategy and business objectives. This includes reducing the likelihood that events will occur, or if they do occur, managing the impacts.



We have incorporated climate risk into our ERM process. The Board of Directors and supporting committees of the Board are responsible for the oversight of NortonLifeLock's risk management practices. Based upon the nature of the risk, the Board or appropriate committee regularly reviews the identification, measurement, prioritization, management, and monitoring of enterprise risks. The CEO and Leadership Team are responsible for the overall management of enterprise risks, specifically

the prioritization and allocation of resources to manage NortonLifeLock's risk profile to an acceptable level. An Enterprise Risk Committee is in place to periodically review enterprise risks and confirm that appropriate risk response plans are in place and operating effectively. Category risk owners provide self-assurance and are responsible for the inherent and residual risk of their respective categories. Internal Audit is responsible for independently assessing the enterprise risk profile for NortonLifeLock and validating the results

against management's self-assessed profile. The identification, assessment, prioritization, and reporting of enterprise risks, and the response to those risks, is an ongoing process. NortonLifeLock describes our material risks in our forward-looking statement, in the Risk Factors of our Annual Report on Form 10-K, our Quarterly Reports on Form 10-Q, and other public filings and press releases. These resources are available at <https://investor.nortonlifelock.com>.

Products

Protecting and empowering people to live their digital lives safely is what we do so the world can enjoy the amazing benefits and joy technology brings us. We are focused on data protection excellence, implementing privacy best practices, and delivering a portfolio of innovative products and services that protect each aspect of our customers' digital lives.



Privacy Excellence

Governance

- Privacy Operating Model (POM)
- Global Privacy Policy
- Operational Privacy Compliance
- Global Privacy Statement
- Product and Service Privacy Notices

Programs

- Privacy Business Leads Program
- Trainings (Code of Conduct, compliance-related, and business functional trainings)

Regulatory Compliance

- EU Data Protection
- Privacy Portal + Data Subject Rights Self-Serve Module
- Preparing for CPRA



Leading Cyber Safety Products

Expanding our Portfolio

- Avira acquisition

Related Products

- Norton™ Privacy Monitor Assistant
- Norton™ Secure VPN
- Norton™ Crypto
- SafePic™ by Norton Labs
- BotSight™ by Norton Labs

Product Innovation + R&D

- Norton Labs
- Norton Research Group

Education & Awareness

- Internet Security Center

Privacy at NortonLifeLock

We are committed to data privacy and protection in two ways – building products and processes to protect the privacy of our customers, and safeguarding the personal data of our customers, employees, vendors, and partners.

Leading Cyber Safety Products

Our Product teams build tools to help protect all aspects of a person's digital life. For example, [Norton™ Privacy Monitor Assistant](#) provides greater control over online privacy by scanning popular sites for personal information to allow individuals to exercise their privacy rights. [Norton™ Secure VPN](#) uses encryption to help secure private information like passwords, bank details, and credit card numbers sent and received when using Wi-Fi, and was significantly improved and strengthened in FY21.

Additionally, we continue to offer free guidance and education on online privacy to various groups, including school-aged children, university students, and professionals.



Introducing Avira

We continue to expand our product portfolio through strategic acquisitions and partnerships. In January 2021, we closed the acquisition of Germany-based Avira, which provides a consumer-focused portfolio of cybersecurity and privacy solutions to a strong base in Europe and key emerging markets. Avira also has a long history of Corporate Responsibility – including team-building volunteer events and charitable giving. We look forward to sharing more about Avira in our FY22 report.

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. This year, in an effort to help consumers understand the technological implications of working and schooling from home during the pandemic, we focused on data analysis and consumer-friendly publications that were aimed at helping consumers navigate the security and privacy implications of the pandemic and its unique circumstances.

Privacy excellence

NortonLifeLock's Privacy Operating Model (POM), shown on page 11 of the [2020 Corporate Responsibility Report](#), creates accountability for privacy from the Board and Leadership Team to the employees who implement privacy-protecting processes and handle personal information daily. The POM is based on a "three lines of defense" model and provides proactive governance and accountability at multiple levels of the Company. NortonLifeLock's Privacy Principles are outlined in our Global Privacy Policy, the internal policy that guides our actions on privacy. Our [Code of Conduct](#) also includes a high-level privacy overview and details employee requirements for handling personal data.

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 personal data is collected and used by each of our products. Many corporate privacy programs focus solely on these types of policies and statements. At NortonLifeLock, a dedicated compliance operations team tests and measures elements of our privacy program, allowing for both identification of breakdowns and opportunities for improvement.

We've also seen substantial value in the ability to increase and deepen our cross-functional collaboration. Our Privacy Business Lead program provides privacy experts at the front lines of the Company. Through this program, the Privacy Legal team engages with employees responsible for tactical creation, implementation, and evolution of products and processes on issues of privacy. In FY21, the Privacy Business Leads provided input into the FY22 privacy training plans, leading to much broader privacy training opportunities than had originally been envisioned. Privacy Legal also provides a "privacy by design" framework that guides our approach to privacy when designing products.

Privacy training

In FY21, 100% of active employees completed our Code of Conduct, Security, and FTC trainings. In addition, employees received role-specific privacy trainings that addressed topics such as the California Consumer Protection Act (CCPA) and cookie compliance. Additionally, our People & Culture team members received training focused on protecting employee privacy in a human resources and facilities context.

Privacy compliance

NortonLifeLock's Privacy Legal team dynamically adapts to the latest regulatory guidance, while monitoring new and evolving regulation globally. For example, in FY21 the team focused on European data protection compliance throughout the year as the requirements for international transfers of EU personal data continue to develop. Additionally, NortonLifeLock implemented a self-serve web form for data subject rights requests, in support of the General Data Protection Regulation, CCPA, and other legislation. While NortonLifeLock already enabled customers to exercise their privacy right through calling our support teams, we are always looking to make the process easier and more accessible.



Now customers and other data subjects can submit their requests directly via the [NortonLifeLock privacy portal](#). We also began planning for the California Privacy Rights Act of 2020, though the majority of its provisions will not become operative until January 1, 2023.

Additionally, our Company continued to prioritize customer and employee data protection throughout the challenging and shifting environment of a global pandemic. Our Privacy Legal team provided support to data management, customer support, people management, and facilities on an ongoing and iterative basis, adapting to the requirements of external authorities.

Information security

We maintain a comprehensive technology and cybersecurity program to support the effectiveness of our systems and prepare for information security risks, including regular oversight of our programs for security monitoring for internal and external threats to safeguard the confidentiality and integrity of our information assets. We test our business continuity plans and incident response procedures at least annually, and 100% of our information security management system is aligned to ISO 27001.

Our Head of Cyber Security is ultimately responsible for our cybersecurity program and

meets at least twice annually with the Board of Directors or the Audit Committee of the Board of Directors to brief them on technology and information security matters. Recently, our Board of Directors established a Technology and Cybersecurity Committee of the Board. All Board Directors have Cyber Safety and technology expertise and experience.

We have implemented security monitoring capabilities designed to alert us to suspicious activity and developed an incident response program that includes periodic testing and is designed to restore business operations as quickly and as orderly as possible in the event of a breach. In addition, employees participate in ongoing mandatory annual trainings and receive communications regarding the cybersecurity environment to increase awareness. Our IT infrastructure and information security management systems have been audited by external auditors in the last fiscal year, and we conduct third-party vulnerability analysis including simulated hacker attacks. Additionally, we carry insurance that provides protection against the potential losses arising from a cybersecurity incident. Read more in our [FY2021 Annual Report](#) on page 11.

For more about Privacy at NortonLifeLock visit: <https://www.nortonlifelock.com/privacy>.



Product innovation and R&D

As people's digital habits change and cyberthreats evolve, we embrace innovation and have developed a global research and development (R&D) strategy across our Cyber Safety platform. In FY21, R&D expenses were \$267 million, representing approximately 10% of net revenues. As technical leadership is essential to our success, we expect to continue to commit substantial resources to R&D.

Norton Labs drives a large part of our technological innovation strategy. These teams, which include engineers, technology research experts, and leading threat and security researchers, work in partnership with our Chief

Product Officer and Engineering and Product teams to develop prototypes, release beta apps, and get new versions of existing offerings and entirely new offerings to our customers.

Our FY21 innovation and research strategy included a radical new approach. We adopted a "rapid innovation" methodology, in order to produce self-contained innovation prototypes that can be released directly to consumers. This approach minimizes the time between the research lifecycle and the delivery to consumers, allowing us to improve the overall consumer security and privacy posture.

Our research teams focus on addressing consumer needs, including defending consumer device security, identity protection, digital privacy, and home and family safety.



In FY21, we focused on disinformation and limiting its social impact. Norton Labs created BotSight, a tool capable of identifying and flagging bots and disinformation on Twitter. BotSight, available to consumers for free, annotates a user's Twitter feed, indicating the likelihood of a post or account being a bot, thus enabling users to better distinguish disinformation online.

We also focused on consumer privacy protection and launched a cookie tracking tool and SafePic in FY21. Our cookie tracking tool provides consumers with visibility into the tracking activity they encounter as they browse the internet. This technology is recognized by the research community as one of the most complete and in-depth tracking analysis frameworks that is currently available, and we are in the process of incorporating this technology into our product offerings. SafePic, available on the Apple AppStore, scans and classifies a user's photo album and identifies sensitive photos and documents, such as licenses and passports, by employing artificial intelligence classification methods. The user is then offered the option to obscure the photos or encrypt them and add them to a secure photo vault.

The Labs team also developed a prototype named Detox to analyze online content and identify hateful speech and cyberbullying. The prototype can be used in three different modes/

levels of protection and will be made available to consumers as part of our Norton™ Family protection tools. And we continued our work to combat stalkerware, to further improve the protection we provide to domestic violence victims, potential victims, and survivors. In the space of scam detection, we launched a research project aiming to understand and prevent scams of the 70+ population. As part of this project, we visited care facilities where we performed surveys and training. We also performed a systematic analysis of the most common types of scams affecting this population (phishing and romance scams). Similar to stalkerware, this ongoing work aims to protect a particularly vulnerable social group from threats targeted to their unique circumstances.

Ethical product innovation

As part of our focus to protect customers' ever-evolving digital lives, we regularly update and launch products that contribute to real-world privacy and security challenges. As an example, in June 2021, NortonLifeLock unveiled [Norton™ Crypto](#). For years, many coinminers have had to take risks in their quest for cryptocurrency, disabling their security in order to run coinmining. Norton™ Crypto delivers a secure, reliable way for consumers to mine for Ethereum without opening themselves and their devices up to these pitfalls.

Mining cryptocurrency requires a large amount of energy, and we are currently developing a strategy

to better understand and mitigate the direct and indirect environmental impacts of Norton™ Crypto. We have become a supporter of the [Crypto Climate Accord](#) and support the Accord's objectives to decarbonize the global crypto industry by prioritizing climate stewardship and supporting the industry's transition to net-zero greenhouse gas emissions by 2040.

Like all types of currency in the world, cryptocurrency can be used for unethical means. All transactions are public to those within the network and confirmed by a transaction ledger called the blockchain. We are dedicated to product innovation practices that are transparent, responsible, and compliant with applicable laws and regulations, and are assessing the feasibility of a product innovation review process that would consider ESG impacts.

In addition, many of our product innovations support social good. Our efforts to combat disinformation are central to global efforts to guard against the spread of messages aiming to manipulate public opinion. Our scam research has focused on countering the ways the 70+ population is being taken advantage of online. And we continue to focus our research on supporting people that need protection most, including domestic violence victims and survivors and children.

[Read about product donation in the Community Impact section of this report.](#)

Environmental Stewardship

Protecting our planet is key to ensuring a safe and sustainable future. With a sharp focus on efficient business operations, innovative approaches to product development and packaging, and engagement with employees and environmental leaders, we believe we can contribute to a future where the natural world is thriving. We call this environmental stewardship, and one of our key Corporate Responsibility objectives is to establish NortonLifeLock as an environmentally responsible business.

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.

A reimagined strategy

Just as we work to advance our business, we also continue to refine our approach to Corporate Responsibility. After a year spent diligently assessing and planning, we have reimagined our environmental strategy to fit our more focused business priorities, establish us as a leader among our peers, identify the most practical and impactful opportunities for improvements, and further embed environmental considerations into our core business.

Based on extensive benchmarking and deep analysis of our business, we defined the five following pillars to drive our environmental stewardship efforts: climate and energy; sustainable products; supply chain; engagement; and reporting.



“ This year we focused on diving deep into ESG trends, understanding our Company’s footprint, and analyzing where we can make the most meaningful improvements. With our new environmental strategy defined, we have a roadmap to hit the ground running and look forward to continuing the ongoing transformation of our business into one that serves our customers while protecting the planet.”

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

NortonLifeLock Environmental Stewardship Pillars



PILLAR 1: Climate and energy

We work to minimize greenhouse gas (GHG) emissions across our entire value chain. This includes the buildings where our employees work, the data centers that power our products, how and when our employees travel, the practices of our suppliers, and the use of our products. As a consumer company offering mostly digital products, we have identified GHG reductions from data center and office energy use (Scope 1 and 2 emissions) and employee travel (Scope 3 emissions) to be our most immediate priorities.

52%

reduction in Scope 1 and 2 GHG emissions between FY20 and FY21

In order to begin reducing our emissions, we needed to measure our footprint. In FY20, we collaborated with our Workplace and IT teams to establish a GHG inventory. This measurement process considered our energy use and associated emissions across our offices, data centers, and from business travel. Based on this work, we established our GHG baseline using FY21 data and expanded our inventory to include all relevant Scope 3 emissions sources. This baseline is an important first step toward setting science-based targets, measuring annual progress, and making meaningful emissions reductions.

In FY21, we used 190,206 gigajoules of electricity, 21% of which was from renewable sources. Increasing our renewable energy use is an important priority going forward. We are pleased to have achieved a 52% reduction in Scope 1 and 2 GHG emissions between FY20 and FY21. This was primarily driven by a significant consolidation of our data center operations and a reduction in refrigerant losses, and office closures in response to the pandemic also contributed to the decrease.

In FY22, we became members of [CERES](#) and signed their Business Letter of Support for A Federal Clean Electricity Standard to support transformation of the U.S. electric power grid to 100% clean energy by 2035. We are working to set a science-based Scope 1 and 2 emissions reduction goal and plan to set emissions reduction goals for employee travel and commuting (both Scope 3 emissions). We also are working with our Travel team to add sustainability aspects and metrics into the NortonLifeLock Travel Policy and plan communications to inform our workforce about the revised policy. Finally, we are reviewing our remote-work policy and looking at how to measure those emissions. We have paused our participation in Business in the Community Ireland's Low Carbon Pledge until next year when we plan to have established a science-based GHG emissions reduction goal.



PILLAR 2: Sustainable products


Although NortonLifeLock's products are primarily digital – in FY21, 90% of our products were delivered digitally – we remain focused on minimizing our impacts, where possible, for the approximately 6.5 million physical units shipped this year. For example, in FY21, 30% of our physical products, many similar to the size of a credit card, were made with and packaged in Forest Stewardship Council (FSC) certified paper³.

In early FY22, we launched our first product environmental lifecycle analysis (LCA). This LCA will identify impact hot spots and help us prioritize reduction efforts.

It will also enable us to define product-specific goals and targets to take product sustainability to the next level. Our LCA report, which we plan to make publicly available in October 2021, will provide rich information on product sustainability for our leadership, sales teams, customers, and investors.

In addition to product sustainability, 100% of our products comply with the European Union's Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) regulation, which manages the risks of hazardous substances in products.

³ FSC certification checks that products come from responsibly managed forests that provide environmental, social, and economic benefits to their communities.

 **Week 1: Water Action**

Turn off the tap while you brush your teeth.

Save up to
200 gallons/mo.



Earth champions start at home

We know that when it comes to saving our planet, small actions matter. In FY21, we held our first employee engagement campaign *Earth Champions Start at Home*. We challenged employees to take 10 small actions over 10 weeks to make a big impact, together. From turning off their water taps and lights to decreasing food waste to reducing plastics and choosing recycled paper products, we shared one tangible action employees could take each week to reduce their environmental impact.

A total of 314 participation hours were logged, and employees won \$1,000 worth of “cause cards” that can be used to donate to a nonprofit of their choice. In one week, employees saved more than 460 gallons of water by turning off their taps while brushing their teeth.

As part of the challenge, we also partnered with **SolarBuddy** to host an interactive virtual volunteer event. The virtual team-building event, *Solve the 17*, asked employees to develop a solution to one of the 17 Sustainable Development Goals.

PILLAR 3: Supply chain sustainability

We promote high ethical standards for environmental protections throughout our supply chain. We focus on transparency and regular engagement with stakeholders to share and refine our approach, policies, and supply chain management practices.

Our [Global Supplier Code of Conduct](#) is aligned with the Responsible Business Alliance Code of Conduct and sets forth the responsible business standards to which we expect suppliers, their employees, and any subcontracted parties to adhere. In FY21, 100% of our Tier 1 physical product suppliers agreed to our Corporate Responsibility requirements outlined in our Global Supplier Code of Conduct. Our two main suppliers, which produce over 97% of our global physical product by spend, also maintain environmental management systems that are ISO 14001 certified.

In FY21, we completed an initial screening of GHG emissions in the supply chain using procurement data to identify high carbon and high spend hot spots. We plan to continue assessing supplier climate goals and gaps and, in the future, will look to establish emissions reduction goals for our supply chain.

[Read about our commitment to human rights in the Community Impact section of this report.](#)

PILLAR 4: Engagement

We work to educate and excite employees about environmental topics and partner with non-governmental organizations (NGOs) to accelerate and amplify our work. In FY21, we launched our *Earth Champions Start at Home* employee challenge (see sidebar), and employees [helped build an AquaTower in India](#) funded through our partnership with the Planet Water Foundation.



We also financially support [Grid Alternatives](#) in the United States, a national leader in helping underserved communities nationwide get clean, affordable, renewable energy, transportation, and jobs.

India-based [SayTrees](#) strives to raise awareness of the importance of trees to human health, halt biodiversity loss, and reestablish indigenous forests through tree planting. With support from NortonLifeLock, SayTrees has planted 3,500 saplings, including teak, mango, neem, banyan, and guava, on vacant plots in Bangalore and Chennai. The saplings, which are planted close together to produce a rich, dense, and efficient protective indigenous forest, will be nurtured and protected by SayTrees over the next two years.

In FY22, we have additional solar and water projects planned with Planet Water and plan to develop an NGO environmental engagement strategy in Europe.

PILLAR 5: Reporting

We continue to focus on transparent disclosure of our environmental performance. We added Scope 3 emissions, waste, and water usage to the data table at the back of this report, and this year transitioned to an ESG Report, making it easier for stakeholders to access environmental stewardship data. We are also working toward alignment with the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD).

[Read more about reporting in the Approach section of this report.](#)

People & Culture

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. Our vision and values are the foundation for everything we do. Part of our employee experience focuses on inclusivity, learning and development, coaching, recognition, and engagement. Together, these create an ecosystem for every team member to feel empowered, valued, and heard. We also work hard to attract, retain, and develop the best talent who help protect and empower people around the globe to live their digital lives safely.

Diversity, equity, and inclusion

We have an inclusive culture where employees of every race, ethnicity, age, religion, gender identity or expression, sexual orientation, ability, background, and experience are celebrated and can bring their full selves to work every day.

Our Diversity, Equity, and Inclusion (DEI) strategy focuses on attracting, retaining, and developing the best talent across all backgrounds and guides our efforts to fulfill our DEI mission. This mission is to increase our global representation of underrepresented groups at all levels (diversity), where everyone has an opportunity for

Our NortonLifeLock Communities include:



development and advancement (equity) and can bring their whole selves to work and feel valued every day (inclusion).

We invest in building an inclusive, diverse workforce because it aligns with our values and because we believe it makes us a higher performing company where we can learn and Win Together. Nearly 80 million people from different ethnicities, cultures, abilities, ages, and more trust us with their digital safety. Continuing to build a team that reflects the diversity of our customers helps position us to do even greater things in the future.

We are proud to have made progress on increasing representation in FY21. In FY21, we increased female representation from 31% to 33% with the percentage of females in leadership increasing from 27% to 30%. We reached an important milestone by achieving gender parity for the independent members of our Board of Directors,

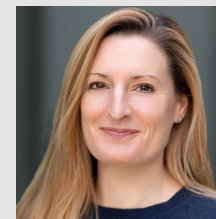
something we have been working towards since becoming NortonLifeLock. We have also increased underrepresented racial/ethnic representation from 11% in FY20 to 13% in FY21.

We are committed to equal pay for equal work and monitor pay equity as part of our ongoing diversity and inclusion efforts.

Company values

We live by our core values – values that celebrate diversity, promote teamwork, and encourage every team member to contribute and grow.

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



“ Our inclusive culture is the foundation of NortonLifeLock’s diversity efforts and a competitive advantage. We understand the value of diversity, equity, and inclusion, and as a Company of action, we are working to create that reality. Our Company has made progress towards diversity, equity, and inclusion, however, we still have a long way to go. ”

– **Kara Jordan**, Chief People & Culture Officer, NortonLifeLock

Our diversity, equity, and inclusion (DEI) strategy in action

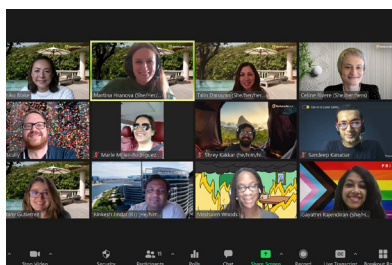
Our DEI strategy is built upon four foundational pillars: measurement and accountability; fostering an inclusive environment; diversifying our workforce; and development and retention. We have a dedicated DEI team reporting into our Chief People & Culture Officer who has leadership accountability for our DEI strategy and programs. She reports directly to our CEO and is part of our Leadership Team. The Nominating and Governance and Compensation and Leadership Development Committees of our Board of Directors provides oversight and are actively engaged in our DEI strategy. We share our DEI progress with the Board on a quarterly basis.

Measurement and accountability



We set clear multi-year goals at the leadership level, establish strategic programs to deliver on these goals, and track the data to assess our progress. In FY21, we began delivering quarterly diversity scorecards to senior leaders that include team representation data, as well as our goals to increase our female representation globally and our underrepresented racial/ethnic groups, including Black representation, in the U.S.

Fostering an inclusive environment



Our seven employee resource groups, called NortonLifeLock Communities, are critical to our DEI strategy. Through Community events and initiatives, employees globally come together to learn, support, mentor, and celebrate with one another. Our Leadership Team directly engages with our Communities directly and each quarter hosts roundtables with our Community Champions to discuss our DEI initiatives, the Communities' goals, and needs to meet their mission. To date, our CEO, Chief People & Culture Officer, and Chief Marketing Officer have met with our Champions for an open and candid dialogue about how leadership can be involved in supporting the efforts of each community. We also expanded our voluntary Self-ID initiative in the U.S. to include sexual orientation and pronouns.

We conduct quarterly all-employee pulse surveys and in Q4 of FY21, our survey was focused on DEI and introduced an Inclusion Metric that will be measured regularly. Employee responses confirmed our DEI strategy is aligned with employee needs and expectations.

Throughout the year, diversity topics are featured in All Hands conversations, published in blogs, and featured in weekly Learning Journeys. Additionally, our DEI team curates learning modules through our e-learning platform where different diversity topics, including inclusive leadership, being an ally, and microaggressions, are featured each month. Also, for the first time, in FY21 we added a diversity and inclusion training module to our employee Code of Conduct training. One hundred percent of employees completed this training.

Diversifying our workforce



We advertise open positions on diverse hiring sites including Black Tech Jobs and Women Who Code. We have simplified our background checks to remove unnecessary restrictions not relevant to our jobs and made job descriptions more flexible and inclusive. Our Talent Acquisition team has worked to implement diverse interview panels for Product Team interviews, as well as gender diverse interview panels for other functions.

Development and retention



We are intentional when it comes to developing and upskilling our team members, including targeted development for our underrepresented groups. In FY21, two cohorts completed McKinsey & Company's Black Leadership Academy. After the conclusion of the Program, our CEO and Chief People & Culture Officer had a roundtable with the participants to gather feedback on their experience. To further develop leaders and employees at all levels of the organization, we launched a global mentoring program using a platform that was designed and built in-house. When conducting Talent Reviews and having succession planning discussions with leaders, we are intentional and look at the diversity of the bench strength. We also provide focused learning and development opportunities to all employees on DEI-specific topics.

Get to know our Communities



In January, our **NOBLE (NortonLifeLock's Black Life Empowerment) Community** hosted Dwana Franklin-Davis, CEO of Reboot Representation, for a Company-wide [fireside chat](#). Dwana was joined by NortonLifeLock's CEO and Chief People & Culture Officer to discuss creating a more equitable and diverse tech sector. This was followed by an open discussion to hear employee experiences and restate the Company's DEI commitments. NOBLE also hosted a highly engaging Juneteenth awareness and education virtual event in June that was globally attended by employees and leadership.

“ Taking part in McKinsey's Black Leadership Academy was an incredibly impactful opportunity. After the experience, I was inspired to reach others and signed on as the Co-Champion for the NOBLE Community. I am excited to grow and expand our Community at NortonLifeLock.”

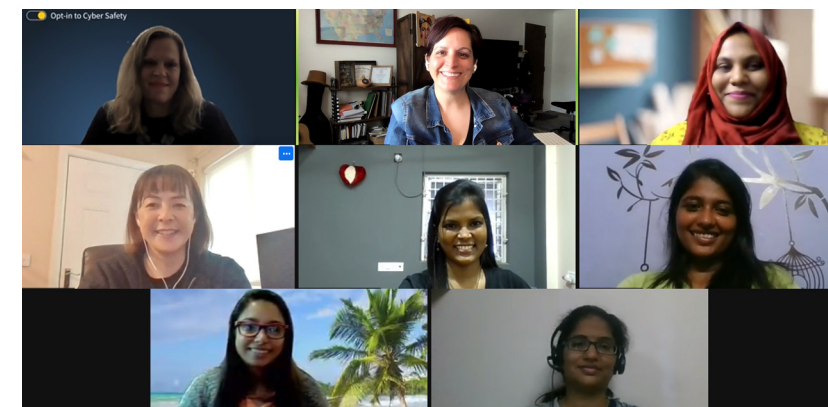
– **LeShawn Woods**, Senior Sales Operation Manager and NOBLE Co-Champion, NortonLifeLock



This year our **N-PRIDE Community** hosted our first global virtual PRIDE Parade, which included conversations with LGBTQ+ identifying leaders from inside and outside the Company. Deena Fidas, Out & Equal's Managing Director, and NortonLifeLock Board member Emily Heath joined employees to discuss the history of PRIDE, the movement for equality, and how N-PRIDE provides opportunities to connect, learn, share perspectives, and celebrate in a joyful and supportive environment.

“ The engagement in our first virtual PRIDE parade was absolutely incredible. The collective passion and dedication in our Company was front and center, and you walked away knowing we are part of a community that is authentic, inclusive, and real.”

– **Gayathri Rajendiran**, Senior Community Program Manager and N-PRIDE Co-Champion, NortonLifeLock



Our **WONDER Community** works to support and encourage the development and advancement of women. In celebration of Women's History Month, WONDER hosted a series of [#IamRemarkable](#) workshops, an initiative created to empower women and increase self-promotion and confidence. Going forward, WONDER will offer the 90-minute workshop regularly. In April, WONDER also sponsored a powerful and candid fireside chat with three of four female Board members. The event focused on persevering through difficult situations and acknowledging the importance of failure in one's success, and speakers provided interview tips.

“ I have worked for several companies where I felt the focus on diversity was lacking. When I joined NortonLifeLock it felt great to be part of a Company that invests in diversity and inclusion and wants to keep an open and sometimes challenging dialogue going with the people it impacts every day. I feel our Company is leading the way in creating a workplace that values and empowers everyone.”

– **Yoshiko Blake**, Support Product Analyst and WONDER Co-Champion, NortonLifeLock

[Read more about our DEI efforts on pages 21 and 27.](#)

Human capital management

Our Board of Directors has long recognized that our employees are our most important asset and is engaged with management to support our efforts to be an employer of choice for top talent. Our human capital management strategy reflects our unique values and growth mindset. While the full Board and leadership discuss human capital management with regards to its role in our overall long-term strategy, our Compensation and Leadership Development Committee has responsibility for overseeing human capital management at NortonLifeLock. For more details on the Board's role in oversight of human capital management, visit our [FY2021 Annual Report](#).

Talent development and engagement

In FY21, we continued our focus on Talent Development, with continued investment across our teams by providing access to career development resources, trainings, and support. Our Talent Development team, in partnership with our people leaders, looks to identify current skill gaps, upskill employees, identify emerging skills, and support employees through mentoring, while supporting our DEI initiatives,



inspiring innovative ideas and business progress, and helping employees achieve their career goals. All employees are eligible to receive a performance review.

Nvesting in our team members

In early FY22, we launched Nvest eLearning, our online learning platform⁴. Through our partnership with a platform of 20,000+ on-demand e-learning modules, we curate a variety of interactive modules and learning paths.

Team members globally have access 24/7 to a growing database of virtual trainings in fields including Leadership and Management, Technical Skills, Business Acumen Skills, and Health and Wellness. As an example, we offered a course on cryptocurrency as our Product teams planned for the launch of Norton™ Crypto. The platform also has a feedback mechanism built in to help our team assess if the initiatives are providing value.

⁴ Available to full-time employees and interns.

We offer manager bootcamp for our People Leaders. These virtual sessions, hosted by Talent Development and subject-matter experts, speak to the elements, dynamics, process, and procedures of managing others at NortonLifeLock.

These bootcamp sessions are supplemented by special learning paths in Nvest eLearning that provide tangible lessons and insight into what makes a good leader at NortonLifeLock.

These frequent bootcamps are primarily offered to People Leaders, though they are open to anyone, and to date, approximately 300 people have participated.

Establishing a culture of mentorship

Our internal global mentorship program, Nvest Mentoring, launched in February 2021 to foster career development, new perspectives, and personal connections. The program begins with software that automatically pairs mentors with mentees based on common attributes. We have over 250 participants and have received positive feedback on the program.

In FY22, we plan to expand the program to reach new participants, add an option to join a cohort, and offer virtual, on-demand coaching opportunities through Nvest.

Welcoming new talent to NortonLifeLock

Through deep engagement with leaders and people managers across our business, we made various improvements to streamline and redefine our hiring process.

Our talent acquisition process drives hiring efficiency. We provide full visibility on every hire to our leadership, including our CEO. Talent Acquisition works to provide an

engaging and inviting experience to new hires, highlighting learning and development, our mentorship culture, as well as how to get involved in our Corporate Responsibility program and Communities.

Employee engagement

We conduct quarterly all-employee pulse surveys to measure ongoing employee sentiment and encourage feedback on specific focus areas. Based on these surveys, our current Employee Net Promoter score shows our employees are happy at work and would recommend us to their peers.

Pay and benefits

We have a variety of Total Rewards programs supporting employees globally, which includes but is not limited to a flexible workplace, medical insurance, paid time-off, employee assistance program, disability, life insurance, retirement and pension programs, equity grants, employee stock purchase, competitive compensation, and recognition programs.



Community Impact

Employee volunteering and giving

Employees want careers that allow them to contribute to communities, create positive change, and align with their own personal purpose. We empower our employees to support the causes they care about through volunteering and giving. In FY21, we remained committed to driving opportunities for volunteering and giving by leveraging virtual ways to reach and engage employees.

A culture of giving

As part of our global Employee Volunteer Program prior to the COVID-19 pandemic, volunteer leaders at each of our large sites partnered with our Corporate Responsibility team to provide in-person volunteer opportunities to employees at the local level. We soon realized this strategy was no longer viable given COVID-19 safety protocols, the transition to remote work, and the additional

We provide employees with five days of paid volunteer time off each year.

time employees needed to respond to the pandemic's impacts. Our challenge was to find an effective way for employees to help others.

Our Corporate Responsibility team pivoted quickly, launching virtual volunteer opportunities in partnership with WeHero. We worked closely with our NortonLifeLock Communities (what we call employee resource groups, as described on page 21) on joint events and engaged our Leadership Team to champion team-building opportunities. We also shifted our focus to employee giving campaigns as many of our nonprofit partners desperately needed funding. As the year progressed, this new model proved to work well and enable our global workforce to continue to make a meaningful difference from any location.

Moving forward, we will continue to monitor our program and look to a hybrid approach as some employees return to the office.

We also continued to amplify employee financial contributions by providing a \$15 donation for every hour of volunteer service an employee contributes through our Dollars for Doers program. Through Dollars for Doers and our Matching Grants program, we match up to \$2,000 per employee per year for eligible nonprofits. In total, our employees and NortonLifeLock together provided \$407,844 in funds to nonprofits in FY21.

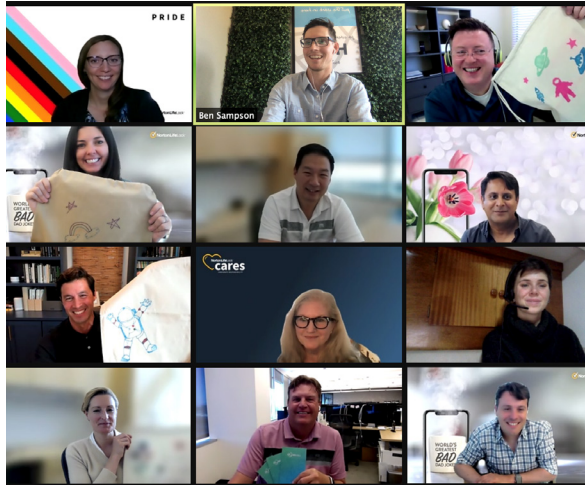
The Corporate Responsibility team also participates in new hire onboarding by sharing information about NortonLifeLock's commitment to Corporate Responsibility and how to get involved in volunteering and giving.



“In 2020, we were a relatively new Company with new leadership and knew we could bring people together through supporting our communities. It has been tremendously exciting to witness how virtual volunteering brought our internal teams and leaders together, allowing us to have a significant impact in a time of such great need.”

– **Kimberly Bishop**, Corporate Responsibility Manager, NortonLifeLock





Leading the way

Team-based volunteering helps bring employees together and reinforces our culture of giving. NortonLifeLock leadership championed the opportunity to serve our communities by volunteering virtually. This included NortonLifeLock CEO Vincent Pilette who virtually brought together his team to assemble kits filled with school supplies. All together, they provided school supplies to 30 students in need in partnership with the [Kids in Need Foundation](#).

[Read more on the CR Blog.](#)



Giving together

We also offer special 2:1 matching campaigns to respond to current events, such as on Giving Tuesday. In FY21, our employees across the globe donated more than \$66,600. Together with NortonLifeLock's match, we contributed a total of \$196,792 to organizations ranging from [UNICEF](#) and [The Tomorrow Fund](#) to [The Trevor Project](#) and many more.

[Read more on the CR Blog.](#)



Supporting local causes

In Ireland, employees provided Cyber Safety training to more than 40 nonprofit organizations. As a result of the training, two nonprofits reached out for help following security incidents. Our Customer Care team was able to assist both quickly, providing upgraded product donations and guidance. Ten Dublin-based employees also volunteered with the "Time to Read" program, providing one-on-one reading sessions with local children from St. Philip primary school in Blanchardstown over eight weeks. Of the experience, one employee said, "Time to Read was one of the highlights of my year. I loved getting to know the children and seeing them every Tuesday brightened my day!"



I have been proud to continue virtual volunteering despite the COVID-19 lockdown with [Team Everest](#) and to organize virtual volunteer events for my office in Chennai, India. Team Everest, one of the biggest youth-run nonprofits in India, works to provide quality education to financially challenged children through tuition and scholarships, skill development, and more. NortonLifeLock employees in Chennai have volunteered to help Team Everest by providing mentorship and life-skills development to college-age scholars. Our volunteers are also helping students hone Cyber Safety skills by hosting digital safety sessions and working to raise awareness about Team Everest's scholarship program, which serves 400 parentless and single-parented children."

– Kumar Lakshminarayanan,
Senior Knowledge Engineer,
NortonLifeLock



Partnering with Our NortonLifeLock Communities

We partner closely with our NortonLifeLock Communities (what we call employee resource groups, as described on page 21) to host meaningful opportunities for employees to give their time and resources.



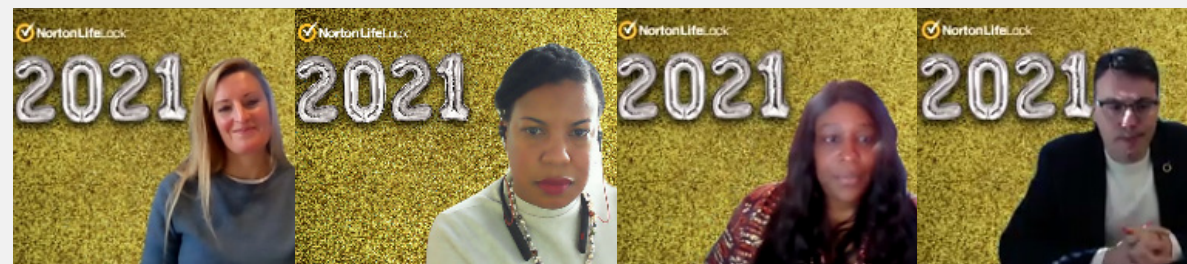
In partnership with our WONDER Community (Women Outreach and Development Resources), we hosted numerous International Women’s Day events. Employees joined a career workshop that supported women reentering the workforce with Dress for Success in Dublin, Ireland, provided 30-minute virtual mentoring sessions to girls each day for a week in India, and supported high school students through a career panel and breakout sessions in Arizona.

[Read more on the CR Blog.](#)



Together with N-PRIDE, we hosted an event to assemble care kits for [one•n•ten](#), a nonprofit dedicated to serving and assisting LGBTQ+ youth ages 14 to 24. We provided items including a journal and list of mental health resources, as well as personalized letters of encouragement and support. We also recently completed two important grants to [Out & Equal](#) and the [Human Rights Campaign Foundation](#).

[Read more on the CR Blog.](#)



In January, in partnership with NOBLE (NortonLifeLock’s Black Life Empowerment), we hosted Dwana Franklin-Davis, CEO of Reboot Representation, for a Company-wide presentation and fireside chat with NortonLifeLock’s CEO and Head of People & Culture on creating a more equitable and diverse tech sector. We also ran a special 2:1 matching gift campaign for nonprofit organizations addressing racial and social injustice. Organizations supported included the [NAACP Defense Fund](#), [Equal Justice Initiative](#), [Color of Change](#), [Black Lives Matter](#), [Black Health Alliance](#), [The American Civil Liberties Union \(ACLU\)](#), [Southern Poverty Law Center](#), and [The Bail Project](#) among others. Altogether, we raised more than \$66,000.

[Read more on the CR Blog.](#)

Community impact programs

We are proud to support the communities where our team members live and work. Our community impact programs include product donations; signature programs that leverage our unique expertise in increasing digital safety literacy; and philanthropic giving focused on digital safety education, diversity, equity, and inclusion, environmental action, and disaster response.

Product donations

From small public libraries that sponsor literacy programs to schools trying to shift effectively to online learning, 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 product 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 to [TechSoup](#), a nonprofit that helps us increase the reach of our product donations by charging nonprofits a small service fee to use our technology solutions.

\$4M value through donated products in FY21

In FY21, NortonLifeLock products **helped more than 9,900 nonprofits and public libraries keep their devices and data secure.** In response to COVID-19, we also offered a five-month complimentary subscription to Norton™ Family to help parents monitor and manage their children's online activities. In total, more than 97,000 people signed up for the complimentary subscription, representing **a retail value of more than \$2 million** in donated product offering. With these donations and our donations to TechSoup, we provided a total of **more than \$4 million in donated products** in FY21.

Though we have been a longtime partner of TechSoup, in FY21, we provided funding to TechSoup itself for the first time to launch a pilot program to help us not only expand the overall reach of our donated products but to reach nonprofit organizations serving populations we feel need our products most.

This includes organizations serving youth facing mental health issues, domestic violence survivors and victims, the 70+ population, and foster youth. Our Corporate Responsibility team is working with our Engineering and Sales teams to build the framework for the program. Working with these cross-functional teams, we are making the nonprofit experience easier and aligning it with the process we have in place for paying customers. We plan to launch the pilot in the United States in FY22 while we simultaneously continue to improve the global program.



Signature programs

We leverage our unique expertise to increase digital safety and online privacy literacy worldwide, helping protect and empower children, families, and domestic violence survivors to live their digital lives safely.

Amidst the COVID-19 pandemic, the use of the internet has increased rapidly, providing an invaluable way for people around the world to remain connected. But the pandemic also unveiled and intensified pressing issues for young people, from cyberbullying to exposure to violent content, and increased risks for domestic violence victims and survivors.

In FY21, nearly half of our grant funding focused on education and training. We expanded our work with two of our long-time partners – the World Association of Girl Guides and Girl Scouts (WAGGGS) and National PTA – to help kids from all backgrounds navigate their digital lives more effectively and safely. And we increased our efforts to put an end to technology abuse and empower domestic violence victims and survivors.



Serving more families than ever before

NortonLifeLock and [National PTA](#) work together to help families create an open, evolving conversation about digital technology safety. In 2016, we co-created the fun, free education program [The Smart Talk](#). The program addresses privacy, screen time, social media etiquette, app usage, texting and calling, and helps families set tech ground rules for their household together.

In early 2021, we announced a new \$1 million commitment to expand The Smart Talk to serve more families over two years. First, we are dedicating resources to make The Smart Talk relevant and helpful to families spanning many different backgrounds and languages. National PTA will be consulting with experts who specialize in diversity and inclusion and seeking feedback from families. Additionally, the grant will enable tech and content updates to make the program even more relevant to today's tech consumers. Finally, the funds will help us expand our reach and impact. In past years, we've reached roughly 25 PTAs annually, but with this new grant, we expect to be able to reach approximately 180 local PTAs over the next two school years.

[Read more on the CR Blog.](#)



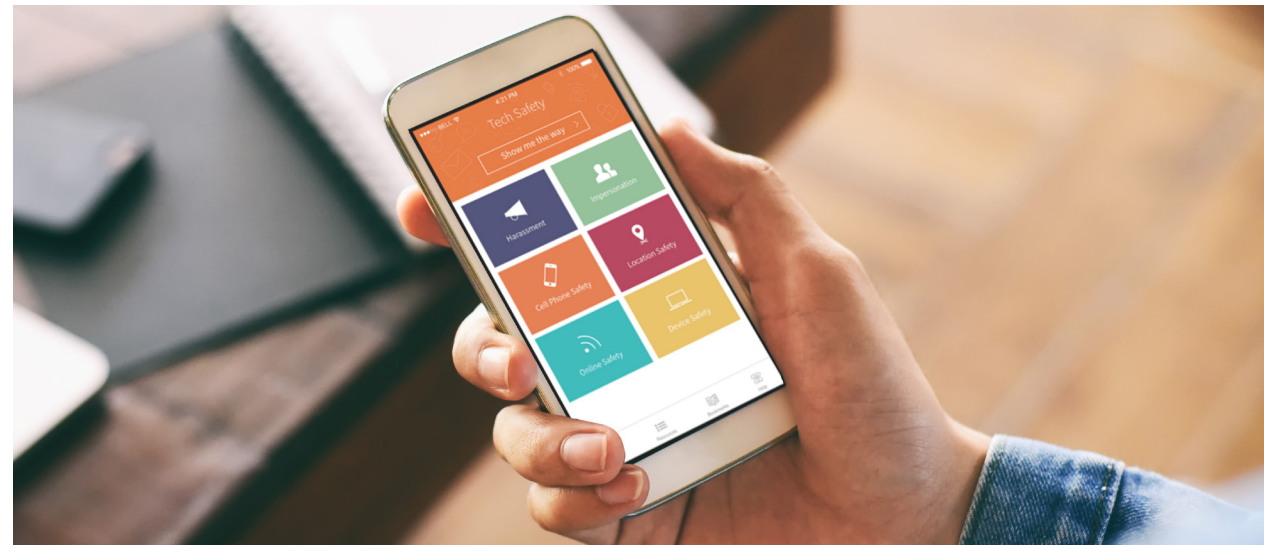


Helping girls Surf Smart

NortonLifeLock has supported the [World Association of Girl Guides and Girl Scouts \(WAGGGS\)](#) with online safety education since 2011 when we first co-created Surf Smart. This internet safety curriculum provides Girl Guides and Girl Scouts with the knowledge and skills to protect themselves and others online.

In February 2021, together we launched [Surf Smart 2.0 Generation Digital](#). The new curriculum and facilitator’s guide – available to all 152 WAGGGS countries/member organizations and in all four official WAGGGS languages – includes a focus on cyberbullying and more knowledge about WhatsApp, Facebook, and other social media platforms. Surf Smart 2.0 helps Girl Guides and Girl Scouts use the internet not only to communicate, learn, and have fun, but also to raise their voices as responsible citizens. Since 2012, Surf Smart has reached more than 350,000 girls and young women in over 44 countries. We expect to reach an additional 200,000 girls by December 2021.

[Read more on the CR Blog.](#)



Putting an end to technology abuse

We believe stalkerware presents a major – and often ignored – threat to consumers. Over the years, NortonLifeLock researchers have examined this technology threat, worked to take it out of the hands of abusers, and created tools to help victims and potential victims protect themselves and be free of harassment, violence, and attacks.

We are a founding member of the [Coalition Against Stalkerware](#), pooling our expertise with domestic violence organizations and other cybersecurity companies to help protect people from this dangerous technology. We’ve furthered our efforts through a recent \$75,000 grant to the [National Network to End Domestic](#)

[Violence](#) to help provide engaging, interactive trainings and support its Technology Safety program, [Safety Net](#).

During FY21, we also joined with the New York City Mayor’s Office to End Domestic and Gender-Based Violence, which operates the New York City Family Justice Centers. The centers provide vital social services, civil legal and criminal justice assistance for survivors of domestic and gender-based violence and their children. Through this partnership, we’ve provided 2,000 Norton™ 360 licenses and conducted three Cyber Safety and product information trainings with center staff who are supporting survivors.

[Read more on the CR Blog.](#)



Protecting the sensitive data of women peacebuilders

In our 2020 Corporate Responsibility Report we announced a pilot program in partnership with [The Kroc Institute for Peace and Justice](#) at the University of San Diego to help protect the digital lives of women building peace in their communities. As part of the FY21 pilot, we provided Norton™ 360 Deluxe licenses and Norton™ Secure VPN products to support 39 women peacebuilders with training, empowering them with the knowledge they need to protect their identities, sensitive data, and their lives. Due to the pandemic and staffing changes at The Kroc Institute, the program was paused for the remainder of FY21. We plan to provide additional product donations and trainings in fall 2021.

Philanthropic giving

In addition to supporting digital safety education, our philanthropic giving also focuses on increasing diversity, equity, and inclusion, inspiring environmental action, and supporting disaster response efforts. In FY21, we continued to provide even more comprehensive support to organizations with which we engage. In addition to financial assistance, we look for opportunities to provide product donations and employee volunteer opportunities to round out our support.



Increasing diversity in tech

In FY19, we made a three-year commitment to support the Reboot Representation Tech Coalition, which is committed to doubling the number of Black, Latina, and Native American women graduating with computing degrees by 2025. In FY21, we continued this support with a \$200,000 grant. We also reevaluated our entire grant portfolio, to make sure our commitment to diversity, equity, and inclusion (DEI) is incorporated into each grant we fund.

[Read more about our DEI efforts on pages 21 and 27.](#)



Fighting hunger and giving hope

To help food banks address increased demand during COVID-19, NortonLifeLock partnered with food programs in the United States, Ireland, and India. In total, we donated \$170,000 to help provide 407,800 meals to our neighbors in need. We also launched an at-home food drive for team members across the globe to further our impact.

[Read more on the CR Blog.](#)

10,688 organizations supported through financial investments, software donations, and employee matching programs



Tackling digital poverty in Ireland

To help combat digital poverty in Ireland, NortonLifeLock has partnered with [Empower](#), an Irish charity focused on social inclusion, local development, and addressing digital inclusion. As part of its *Connect and Include Initiative*, we provided 15 laptops, 50 Norton 360™ software donations, and a financial grant to reduce the digital divide in Fingal.

[Read more on the CR Blog.](#)



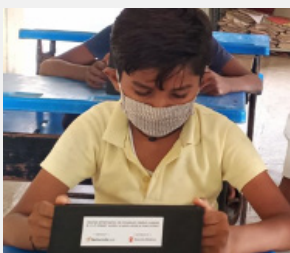
Happy Minds for Healthy Kids

NortonLifeLock employees based in Dubai helped lead our participation in the [Happy Minds for Healthy Kids](#) initiative in partnership with the Dubai Health Authority. This one-of-a-kind virtual course campaign aims to raise awareness about children's mental health and cyberbullying. As part of our participation, Paige Hanson, NortonLifeLock's Chief of Cyber Safety Education, provided two lessons: "Cyberbullying – Digital Safety 101 for Kids" and "Cybersecurity 101 for Kids and Parents."



Making an impact in India

Article 135 of the India Company Act introduced the first mandatory Corporate Responsibility law in the world, requiring large companies to spend at least 2% of their annual profits on giving to the local community. To meet this mandate, we turned to our India-based employees and to our strategic partner [SoStakes](#), a monitoring and evaluation firm, to choose charities doing important work on the ground in India. While the COVID-19 pandemic created challenges for our partners, each found innovative ways to make an impact in FY21 as described below.



Bal Raksha Bharat, commonly known as [Save the Children India](#), seeks to improve the lives of marginalized children. In FY21, with NortonLifeLock’s support, more than 3,000 students and teachers in 10 schools in Pune were equipped with online education and technology, such as tablets and computers, prior to pandemic lockdowns.

“ The orientation and training of teachers on ICT education has been very beneficial. Most of the teachers previously had no idea about using online platforms for education, and now they are well versed on using smartphones and tablets. Seventy to eighty percent of our students attend online classes regularly, and the tablets have been critically important for learning.”

– **Mr. Kishore Kamble**, Teacher, Manjari Farm ZPPS



We partner with **NASSCOM** to run the [Cyber Security Skills Development Initiative](#), a training program designed to create greater employability opportunities for under-resourced female engineering graduates by equipping women with the right job skills. In 2021, the initiative trained 121 women and 108 women secured the Certified Ethical Hacker certification. To date, 25 women from the program have been placed into jobs.



The Agastya International Foundation runs mobile hands-on science education programs for economically disadvantaged children and government teachers. Initially, funding from NortonLifeLock was intended to help Agastya instructors visit schools in mobile vans equipped with laptops to conduct digital classes for students in grades 6 to 10. When COVID-19 hit, instructors shifted to a virtual format and continued meeting with students in one-hour sessions five days a week as well as hosting three online science fairs. In total, the program has reached 2,237 students at 18 schools, creating 23,280 exposures (each exposure is defined as a two-hour face-to-face interaction with a teacher or community member).



ATREE, a conservation research and education institution, is focused on strengthening and diversifying the livelihoods of coffee farmers from the Soliga ethnic group and conserving the forests within their Biligiri Rangaswamy Hills community. In collaboration with the Rainforest Alliance and with NortonLifeLock support, ATREE has provided training on sustainable coffee-farming practices, product development, and marketing to more than 650 Soliga coffee farmers.

As COVID-19 ravaged communities across India in May 2021, NortonLifeLock responded with a corporate donation, providing nearly \$29,000 in support to government hospitals and state health departments. We also offered employees a special 2:1 match opportunity to contribute much needed funds to [ActionAid](#) to help with the crisis. Seventy employees donated through the campaign, and we together sent more than \$18,000 to ActionAid.

[Read more on the CR Blog.](#)

Commitment to human rights

NortonLifeLock works to protect human rights in our own operations and throughout our supply chain. Our Human Rights Policy Statement, available in [English](#), [Spanish](#), and [Portuguese](#), builds on our commitment to uphold the 10 principles of the [United Nations Global Compact](#), and is aligned with the [Universal Declaration of Human Rights](#). This commitment is also enshrined in our [Code of Conduct](#), [Global Supplier Code of Conduct](#), and [UK Modern Slavery Act Statement](#).

We expect directors, officers, employees, interns, and contractors of NortonLifeLock, as well as third-parties acting on behalf of the Company, to be aware of the implications of violating any aspect of our Code of Conduct and Global Supplier Code of Conduct.

NortonLifeLock employees received human rights training in early FY22 as part of our annual mandatory Code of Conduct training. We are also pleased to report that zero human rights issues were reported through EthicsLine, our anonymous third-party managed compliance hotline, in FY21.

We regularly engage with our suppliers to share best practices. In FY21, our two main suppliers,

0% of our Tier 1 physical product suppliers are considered high risk for human trafficking

which manufacture and distribute over 97% of our physical products globally by spend, were considered “low risk” for human trafficking based on the Company's own review.

In FY22, we also added questions to our supplier audits around human rights. Additionally, we held a virtual corporate responsibility audit of these two primary suppliers and found they had no human rights breaches in the past three years.

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

Public policy and advocacy

Our Government Affairs team manages participation in discourse regarding 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.

Political disclosure and accountability

Since 2001, NortonLifeLock has maintained a 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. NortonLifeLock currently does not make any contributions to political candidates and, as of April 2020, does not maintain a political action committee.



Policy engagement and awareness

Our Government Affairs team raises awareness and provides key data and insight to elected officials, their staff, media, and through industry coalitions. While much cybersecurity legislation focuses on the needs of enterprises and nation states, our team focuses on advocating for people's right to live their digital lives safely.

In FY21, key advocacy priorities for us continued to be protecting consumers from COVID-19 relief and credit reporting scams, healthcare fraud, unemployment insurance

fraud, and the increased risk of identity theft as people spent more time online. We also worked with the U.S. Small Business Administration to address the risk of fraud and identity theft affecting small businesses.

At the federal level, the Improving Digital Identity Act of 2020, which was championed by the Better Identity Coalition, was introduced in the U.S. Congress in September 2020. As we look to FY22, 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.

Policy partnerships

In FY22, we became members of [CERES](#) and signed their Business Letter of Support for A Federal Clean Electricity Standard to support transformation of the U.S. electric power grid to 100% clean energy by 2035. In FY21, 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. We also continued our work as 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 United States' most pressing cybersecurity issues. We also participate in the [National Cyber Security Alliance](#), [Silicon Valley Tax Directors Group](#), [Information Technology Industry Council](#) (ITI), and sit on the [SAFECode](#) Board of Directors. We do not allow membership dues to be used for political purposes. For more information on our engagement with respect to environmental issues, read page 19.

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



About this report

NortonLifeLock has a long history of sharing an annual account of our progress in delivering on our environmental, social, and governance commitments. In our 2020 Corporate Responsibility Report, we provided our first Sustainability Accounting Standards Board (SASB) Index and shared the results of our priority issue assessment. In FY21, we have enhanced our reporting strategy further to respond to stakeholder feedback and provide a concise account of our ESG performance, transparency around ESG-related risks and opportunities, and decision-useful, comparable data and information.

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

“NortonLifeLock,” “we,” “us,” “our,” and “the Company” refer to NortonLifeLock Inc. and all of its subsidiaries. The report covers the Company’s activities between April 4, 2020 and April 2, 2021. We have also included relevant examples of impact that occurred in calendar year 2021. The activities, performance, and data detailed in the report relate to NortonLifeLock Inc.’s worldwide operations unless otherwise stated. Corporate Responsibility activities, performance, and data detailed in the report do not include Avira employees.

We welcome your questions about this report and about NortonLifeLock Cares via CR@nortonlifelock.com.



United Nations Sustainable Development Goals highlights



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

- Expanded our partnership with National PTA with a \$1 million commitment to enhance The Smart Talk
- Together with the World Association of Girl Guides and Girl Scouts, launched Surf Smart 2.0 Generation Digital
- Supported online learning for more than 3,000 students during COVID-19 shutdowns in Pune, India, through our work with Save the Children
- Helped the Agastya International Foundation provide virtual science education programs five days a week to more than 2,235 economically disadvantaged children across 18 schools in India



Achieve gender equality and empower all women and girls.

- Increased female representation in our global workforce from 31% to 33%, and in leadership roles from 27% to 30%
- Achieved gender parity for the independent members of our Board of Directors
- Joined with the New York City Mayor's Office to End Domestic and Gender-Based Violence, providing 2,000 Norton™ 360 licenses and conducting three Cyber Safety and product information trainings with staff who are supporting survivors
- Supported 39 women peacebuilders with training, empowering them with the knowledge they need to protect their identities, sensitive data, and their lives



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

- Two employee cohorts completed McKinsey & Company's Black Leadership Academy
- In FY21, none of our Tier 1 physical product suppliers were considered high risk for human trafficking
- With our partner NASSCOM in India, trained 121 women in cybersecurity skills and helped 108 secure the Certified Ethical Hacker certification



Reduce inequality within and among countries.

- Continued three-year commitment to Reboot Representation, which is committed to doubling the number of Black, Latina, and Native American women graduating with computing degrees by 2025
- Added a diversity and inclusion training module to our employee Code of Conduct training. One hundred percent of employees completed this training
- Partnered with *Connect and Include Initiative* to reduce the digital divide in Fingal, Ireland



Ensure sustainable consumption and production patterns.

- Delivered 90% of our products digitally without a physical footprint
- Made and packaged 30% of our physical products with Forest Stewardship Council (FSC) certified paper
- Launched employee engagement campaign *Earth Champions Start at Home*, challenging employees to take 10 small actions over 10 weeks to help the planet



Take urgent action to combat climate change and its impacts.

- Established our GHG baseline, an important first step toward setting science-based targets, measuring annual progress, and making meaningful reductions across our Scope 1, 2, and 3 emissions
- Became a supporter of the Crypto Climate Accord and its objectives to transition the global crypto industry to net-zero GHG emissions by 2040
- Reduced Scope 1 and 2 GHG emissions by 52% between FY20 and FY21

2021 Performance Data Tables

Financial Performance

	FY21	FY20
Revenue (in millions of \$)		
Total revenue	2,551	2,490
Revenue by region		
Americas	72%	74%
Europe, Middle East, and Africa (EMEA)	16%	15%
Asia Pacific and Japan (APJ)	12%	11%
Cost of revenue (in millions of \$)		
Total cost of revenue	362	393
Operating expense (in millions of \$)		
Total operating expense	1,293	1,742
Income tax		
Income tax benefit expense (in millions of \$)	176	241
Effective income tax rate	20%	29%
Net income (loss)	554	3,887

2021 Performance Data Tables

FY21 Gender Diversity

	FY21				FY20			
	Total	Female	Male	Not Declared	Total	Female	Male	Not Declared
GLOBAL GENDER DIVERSITY								
Workforce		33%	67%			31%	69%	
Leadership		30%	69%			27%	73%	
Employment contract								
Permanent (employees)	2,809	930	1,874	5	3,655	1,149	2,500	6
Workforce by region								
Americas	1,246	505	737	4	1,818	660	1,157	1
Asia Pacific, Japan (APJ)	771	247	523	1	292	85	203	4
Europe, Middle East, and Africa (EMEA)	93	32	61	0	324	143	180	1
India	699	146	553	0	1,221	261	960	0
Employee category								
Executive (VP or above)	26	6	19	1	55	8	47	0
Manager (non-executive without direct reports)	1,099	296	801	2	1,380	365	1,012	3
Individual contributor (non-executive without direct reports)	1,684	628	1,054	2	2,220	776	1,441	3
Board of Directors								
Board of Directors	7	5	5	0	Not Reported			

2021 Performance Data Tables

FY21 U.S. Ethnic Diversity		
U.S. RACE / ETHNICITY TOTAL (%)	FY21	FY20
Underrepresented racial / ethnic groups	13%	11%
Non-underrepresented racial / ethnic groups	84%	87%
Not declared	2%	2%
% White	47%	48%
% Asian	37%	39%
% Black	6%	3%
% Hispanic	4%	4%
American Indian / Alaska Native	0.2%	0.4%
Native Hawaiian / Other Pacific Islander	0.2%	0.4%
Decline to specify	2%	2%
Leadership (%)		
Underrepresented racial / ethnic groups	11%	9%
Non-underrepresented racial / ethnic groups	87%	89%
Not declared	2%	2%

2021 Performance Data Tables

Environmental Stewardship

	FY21	FY20
Greenhouse Gas Emissions (metric tons of CO2e)*		
Total Scope 1 and 2 market-based	19,447	40,827
Scope 1 (natural gas, diesel, propane, refrigerants, gasoline)	1,494	6,881
Scope 2 market-based (purchased electricity and heating)	17,914	33,946
Scope 2 location-based (purchased electricity and heating)	15,778	29,253
Scope 3 Emissions		
Purchased goods and services	66,605	Not reported
Capital goods	174	Not reported
Operational waste	272	Not reported
Business travel (air)	39	14,949
Employee commute (including working from home)	1,898	Not reported
Emissions intensity		
Scope 1 and 2 market-based	7.4	16
Scope 1	0.6	2.8
Scope 2 market-based	6.8	14
Scope 3 (air travel)	0	Not reported

*FY20 Greenhouse Gas Emissions data has been restated to correct an error.

2021 Performance Data Tables

Environmental Stewardship (cont.)

	FY21	FY20
Energy Consumption (gigajoules)		
Total energy consumption Scope 1 and 2	190,206	297,428
Scope 1 (natural gas, diesel, propane, gasoline, onsite solar)	29,323	24,362
Scope 2 (purchased electricity and heating)	160,883	273,066
Energy intensity (all scopes per million dollars of revenue)	73	119
Total electricity consumption from renewable sources (gigajoules)	43,596	34,373
Total electricity consumption from renewable sources (%) ⁵	21%	24%
Waste (metric tons)		
Total waste	3,868	Not reported
Waste sent to landfill	244	Not reported
Waste recycled	3,259	Not reported
Waste composted	365	Not reported
Waste diversion rate (%)	94%	Not reported
Water		
Water withdrawals (cubic meters)	245,424	Not reported
Water withdrawals from water stressed regions (%)	47%	Not reported
Environmental Fines		
Number of environmental fines	0	0
Amount of environmental fines	0	0

⁵ 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.

2021 Performance Data Tables

Philanthropic Giving		
	FY21	FY20
Philanthropic Giving (in thousands of \$)		
Total giving	6,383,200	13,606,314
Grants	1,899,168	1,511,920
Matching gifts, Dollars for Doers	407,844	811,962
Software donations through TechSoup (retail value of licenses)	2,039,251	10,957,432
Software donations through Norton Family offering (retail value of licenses)	2,036,937	N/A
Licenses donated	110,364	243,072
Organizations supported through financial investments, software donations, and employee matching programs	10,668	Not reported
Employee Contributions		
Employee giving (\$)	254,687	582,620
Volunteer hours	3,039	18,726

Grants by Focus Area		
	FY21	FY20
Diversity, equity, and inclusion	29%	14%
Cyber Safety education and training	47%	32%
Environmental stewardship	8%	9%
Community impact (STEM, disaster response, privacy, etc.)	15%	8%

2021 Content Index

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX

[SASB](#) is an independent nonprofit organization that sets standards to guide the disclosure of sustainability information by companies to their investors. The following Index maps our disclosures to the Software & IT Services Sustainability Accounting Standard.

Topic	Accounting / Activity Metric(s)	Location/Response	SASB Code
Environmental Footprint of Hardware Infrastructure	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	(1) 190,206 gigajoules (2) 77% (3) 21%	TC-SI-130a.1
Environmental Footprint of Hardware Infrastructure	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	(1) 245,424 cubic meters (2) 114,270 cubic meters	TC-SI-130a.2
Environmental Footprint of Hardware Infrastructure	Discussion of the integration of environmental considerations into strategic planning for data center needs	Environmental Policy Statement	TC-SI-130a.3
Data Privacy & Freedom of Expression	Description of policies and practices relating to behavioral advertising and user privacy	NortonLifeLock policies and practices with respect to user privacy are outlined in the Privacy Center and associated pages linked. These documents describe how NortonLifeLock collects, uses, shares and retains user information. Please see: https://www.nortonlifelock.com/us/en/privacy/global-privacy-statement/ https://www.nortonlifelock.com/us/en/privacy/privacy-notices/ https://www.nortonlifelock.com/us/en/privacy/product-privacy-notices/ for comprehensive disclosures regarding the processing of user information.	TC-SI-220a.1
Data Privacy & Freedom of Expression	Number of users whose information is used for secondary purposes	None	TC-SI-220a.2
Data Privacy & Freedom of Expression	Total amount of monetary losses as a result of legal proceedings associated with user privacy	None	TC-SI-220a.3

2021 Content Index

Topic	Accounting / Activity Metric(s)	Location/Response	SASB Code
Data Privacy & Freedom of Expression	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	(1) 33 (2) 33 (3) 72% NortonLifeLock only provides user data to law enforcement when compelled to do so, for example after being served with a subpoena or other judicial order requiring production of data.	TC-SI-220a.4
Data Privacy & Freedom of Expression	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	NortonLifeLock does not allow any monitoring or censoring in our products. We do not provide any goods or services to the US-embargoed countries: Cuba, Iran, North Korea, Crimea region of Ukraine, and Syria.	TC-SI-220a.5
Data Security	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	(1), (2), (3) While NortonLifeLock tracks data breaches and provides required notifications, we do not share this information outside of the organization except where required.	TC-SI-230a.1
Data Security	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	We maintain a comprehensive technology and cybersecurity program to support the effectiveness of our systems and prepare for information security risks, including regular oversight of our programs for security monitoring for internal and external threats to safeguard the confidentiality and integrity of our information assets. We test our incident response procedures at least annually, and 100% of our information security management system is aligned to ISO 27001. Our Head of Cyber Security is ultimately responsible for our cybersecurity program and meets at least twice annually with the Board of Directors or the Audit Committee of the Board of Directors to brief them on technology and information security matters. Recently, our Board of Directors established a Technology and Cybersecurity Committee of the Board. Global Cyber Security performs monthly vulnerability scans of its infrastructure and granularly tracks the status of the vulnerabilities throughout the vulnerability management lifecycle as described in the Vulnerability and Patch Management Standard. To enhance our vulnerability management program, agents have been installed to provide more near real-time reporting of new vulnerabilities. Vulnerabilities are tracked in accordance with the following lifecycle: Identification, Prioritization, Remediation, and Metrics.	TC-SI-230a.2
Recruiting & Managing a Global, Diverse & Skilled Workforce	Percentage of employees that are (1) foreign nationals and (2) located offshore	(1) 10% of employees are foreign nationals (2) 56% of employees are located offshore from the entity's country of domicile	TC-SI-330a.1
Recruiting & Managing a Global, Diverse & Skilled Workforce	Employee engagement as a percentage	We conduct quarterly all-employee pulse surveys to measure ongoing employee engagement. Engagement scores are used for internal purposes and are shared with all employees as part of our ongoing listen and action dialogue.	TC-SI-330a.2
Recruiting & Managing a Global, Diverse & Skilled Workforce	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	(1) Females in Leadership (Global): 30%; Underrepresented Racial / Ethnic Groups in Leadership (U.S.): 11% (2) Not provided (3) Female in Workforce (Global): 33%; Underrepresented Racial / Ethnic Groups in Workforce (U.S.): 13%	TC-SI-330a.3

2021 Content Index

Topic	Accounting / Activity Metric(s)	Location/Response	SASB Code
Intellectual Property Protection & Competitive Behavior	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	None	TC-SI-520a.1
Managing Systemic Risks from Technology Disruptions	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	(1) 1 (2) 3 (3) 6:04 hours	TC-SI-550a.1
Managing Systemic Risks from Technology Disruptions	Description of business continuity risks related to disruptions of operations	NortonLifeLock’s risk management program includes the people, processes, and technologies design to create and preserve value for shareholders. Risk management practices are aligned with the Company’s vision, mission, strategies and objectives. Accordingly, our risk management practices consider the risks related to disruptions of operations. Our Business Resiliency efforts consist of three programs: Crisis Management, Business Continuity, and IT Disaster Recovery. Our programs consider risk to key functions and operations to prevent the Company from sustaining unacceptable financial, regulatory, safety, security, employee, customer, or operational impacts and minimizing any public or industry reputational 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 incident response, recovery, and communication. Annually, critical plans are tested to confirm identified strategies are effective, relevant, applicable, and effectively mitigate realistic scenarios. Action items and areas of opportunity are tracked during the exercise and plan modifications are made accordingly and documented.	TC-SI-550a.2
	(1) Number of licenses or subscriptions, (2) percentage cloudbased	(1) Cloud Subscriptions a. AWS – 156 b. Azure – 61 (2) 100% Cloud Based	TC-SI-000.A
	Data processing capacity, (2) percentage outsourced	(1) 110 Nodes in on-prem and 7700 Cloud Nodes (2) 95% Outsourced to Cloud	TC-SI-000.B
	Amount of data storage, (2) percentage outsourced	(1) NortonLifeLock has roughly 1.5PB storage capacity under its operational control (2) 98% Outsourced to Cloud	TC-SI-000.C

2021 Content Index

GLOBAL REPORTING INITIATIVE (GRI) INDEX

[GRI's](#) standards provide a set of voluntary indicators on the economic, environmental, and governance impacts of a company's performance. The index below applies guidance from 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 have also provided a cross reference to the United Nations Global Compact (UNGC) where applicable.

Disclosure	GRI Description	FY21 Answer	UNGC Cross-reference
102-1	Name of the organization	NortonLifeLock, Inc.	
102-2	Activities, brands, products, and services	Company profile FY2021 10-K, p. 4-7	
102-3	Location of headquarters	60 E Rio Salado Pkwy STE 1000 Tempe, AZ 85281	
102-4	Location of operations	NortonLifeLock Worldwide NortonLifeLock	
102-5	Ownership and legal form	Publicly Traded C-Corporation FY2021 10-K, p. 4	
102-6	Markets served	FY2021 10-K, p. 4	
102-7	Scale of the organization	FY2021 10-K, p. 4-9	
102-8	Information on employees and other workers	FY2021 10-K, p. 8-9 Performance Tables, p. 37-42 People & Culture: p 20-24	

2021 Content Index

Disclosure	GRI Description	FY21 Answer	UNGC Cross-reference
102-9	Supply chain	<p>Environmental Stewardship: p 17-19</p> <p>Global Supplier Code of Conduct</p> <p>Corporate Responsibility Policies</p> <p>NortonLifeLock outsources all manufacturing of our physical products. We have two main suppliers, both of which are under contract and required to abide by our Supplier Code of Conduct. The main products sourced are board/paper designed products containing a digital code key.</p>	Human Rights, Labour, Environment: Relevant policies, procedures, activities
102-10	Significant changes to the organization and its supply chain	About this Report, p. 35	
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 conduct exercises to obtain a 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	We are a participant in the UN Global Compact.	
102-13	Membership of associations	<p>Association of Corporate Citizenship Professionals (ACCP)</p> <p>The Better Identity Coalition</p> <p>Business in the Community Ireland</p> <p>CERES</p> <p>Coalition Against Stalkerware</p> <p>Information Technology Industry Council</p> <p>One Tree Planted</p> <p>Software Assurance Forum for Excellence in Code (SAFECode)</p>	Human Rights, Labour, Environment: Relevant policies, procedures, activities
102-14	Statement from senior decision-maker	Messages from the Chief Executive Officer and Board Member, p. 1, 2	CEO statement including continued support of the United Nations Global Compact

2021 Content Index

Disclosure	GRI Description	FY21 Answer	UNGC Cross-reference
102-16	Values, principles, standards, and norms of behavior	Governance and Ethics, p. 10-12 Code of Conduct	Human Rights, Labour, Environment, Anti-Corruption: Relevant policies, procedures, activities
102-18	Governance structure	Our Approach, p. 5-8 2021 Proxy Statement, p. 6-10 Charter of the Nominating and Governance Committee of the Board of Directors Corporate Governance	
102-40	List of stakeholder groups	Stakeholder engagement, p. 7	
102-41	Collective bargaining agreements	FY2021 10-K, p. 8	Labour: Relevant policies, procedures, activities Labour: Measurement of outcomes
102-42	Identifying and selecting stakeholders	Stakeholder engagement, p. 7	
102-43	Approach to stakeholder engagement	NortonLifeLock undertakes extensive engagement across a variety of our different stakeholders from formal surveys of employees and customers to more informal discussions and partnerships with our communities. The frequency and nature of the engagement depends on a variety of factors including the nature of the relationship and the preferences of our stakeholders. A variety of stakeholders' opinions are solicited to support the assessment of priority topic areas in the ESG report including advocacy groups, employees, thought leaders and topic area experts. Stakeholder engagement, p. 7	
102-44	Key topics and concerns raised	An ESG priority assessment process was completed in FY21, which integrated feedback from a variety of stakeholders through a formal survey and interview process. Feedback from these stakeholder engagements was used to assess and prioritize ESG topic areas. Topic areas were prioritized based on both stakeholder feedback as well as internal company criteria such as alignment with NortonLifeLock policies and values. Topic areas identified as high priority are discussed in the ESG Report to respond to stakeholder expectations. Approach (ESG priority assessment & Stakeholder Engagement), p. 5 and 7	Human Rights, Labour, Environment, Anti-Corruption: Relevant policies, procedures, activities
102-45	Entities included in the consolidated financial statements	FY2021 10-K, p. 45	

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Disclosure	GRI Description	FY21 Answer	UNGC Cross-reference
102-46	Defining report content and topic boundaries	Approach, p. 5-8 About this Report, p. 35	
102-47	List of material topics ⁶	Approach, p. 5-8	
102-48	Restatements of information	None	
102-49	Changes in reporting	About this Report, p. 35	
102-50	Reporting period	About this Report, p. 35 Fiscal Year 2021: April 2020 - April 2021	
102-51	Date of most recent report	Our last Corporate Responsibility report was published in November 2020.	
102-52	Reporting cycle	Annual	Time period covered by Communication on Progress (COP)
102-53	Contact point for questions regarding the report	CR@nortonlifelock.com	
102-54	Claims of reporting in accordance with the GRI Standards	About this Report, p. 35	
102-55	GRI content index	GRI Index	
102-56	External assurance	None	Environment: Measurement of outcomes

⁶ In this report, we may use the terms "material" or "materiality," but we are not using these terms as defined by the securities laws of the United States nor in the context of financial statements or financial reporting.

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Disclosure	GRI Description	FY21 Answer	UNGC Cross-reference
201-1	Direct economic value generated and distributed	Performance Tables, p. 37-42 FY2021 10-K	
201-2	Financial implications and other risks and opportunities due to climate change	We have conducted an analysis of our climate change risk but 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
205-1	Operations assessed for risks related to corruption	One hundred percent of operations were assessed for risks relating to corruption. Our FY21 Fraud Risk Assessment considered: bid-rigging, purchasing schemes, sales schemes, extortion, kickbacks, and more.	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
205-3	Confirmed incidents of corruption and actions taken	None	Anti-corruption: Measurement of outcomes
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	On July 2, 2019, the U.S. Department of Justice (DOJ) issued a Civil Investigative Demand to NortonLifeLock Inc. (f/k/a Symantec Corporation) concerning the Anti Malware Testing Standard Organization's ("AMTSO") testing standard and potential anticompetitive agreements among industry stakeholders. On June 5, 2020, the DOJ notified the Company's counsel that it had closed its investigation, and the Company subsequently received a closing letter.	
401-1	New employee hires and employee turnover	New Hires: 416 (16%) Voluntary Turnover: 279 (11%)	Labour: Measurement of outcomes

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Disclosure	GRI Description	FY21 Answer	UNGC Cross-reference
401-2	Full-time benefits not provided to temporary/ part-time employees	<p>Employees actively working at least twenty (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.</p> <ul style="list-style-type: none"> · Life insurance · Healthcare · Disability · Leaves of Absence · Retirement · EAP · Voluntary Insurance Programs · Wellness 	Labour: Relevant policies, procedures, activities
401-3	Parental leave	100%	Labour: Relevant policies, procedures, activities
404-2	Programs for upgrading employee skills and transition assistance programs	People & Culture, p. 20-24	Labour: Relevant policies, procedures, activities
405-1	Diversity of governance bodies and employees	<p>Performance Tables, p. 37-42 FY2021 10-K, p. 8-9</p> <p>Board</p> <ul style="list-style-type: none"> · Gender: 44% (4/9) women · Age: 44% (4/9) between 30-50; 56% (5/9) 50+; none under 30 · Underrepresented community (Ethnic diversity and/or LGBTQ+): 33% (3/9) <p>Employees</p> <ul style="list-style-type: none"> · Age: <30: 16%; 30-50: 72%; >50: 12% · Females in Leadership (Global): 30% · Female in Workforce (Global): 33% · Underrepresented Racial/Ethnic Groups in Leadership (U.S.): 11% · Underrepresented Racial/Ethnic Groups (U.S.): 13% 	Labour: Measurement of outcomes

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Disclosure	GRI Description	FY21 Answer	UNGC Cross-reference
412-2	Employee training on HR policies or procedures	NortonLifeLock requires all employees to take training on our Code of Conduct. In 2021, we highlighted modules on human rights and modern slavery, anti-bribery and corruption, managing conflicts of interest, and diversity, equity, and inclusion. In total, 100% of employees completed the training (excluding employees on leaves of absence).	Human Rights: Relevant policies, procedures, activities Labour: Relevant policies, procedures, activities
414-1	New suppliers that were screened using social criteria	Commitment to Human Rights, p. 33 We did not onboard any new physical product suppliers in FY21.	Human Rights: Relevant policies, procedures, activities Human Rights: Measurement of outcomes
414-2	Negative social impacts in the supply chain and actions taken (a) Number of suppliers assessed for social impacts (b) Number of suppliers identified as having significant actual and potential negative social impacts (c) Significant actual and potential negative social impacts identified in the supply chain (d) Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment (e) Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment, and why	(a) 2 (b) 0 (c) 0 (d) 0 (e) 0	Human Rights: Measurement of outcomes
417-3	Requirements for product and service information and labeling	None	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Details are confidential.	

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GRI Material Topic	GRI Management Approach Cross-reference ⁷	Relevant External Entities FY21	UNGC Cross-reference
ECONOMIC			
GRI 201: Economic Performance	FY2021 10-K, p. 23-34	Communities; Customers; Governments and regulators; Investors; Suppliers	
GRI 205: Anti-corruption	Governance and Ethics, p. 10-12 Code of Conduct Conflict Minerals Policy		Anti-corruption: Relevant policies, procedures, activities
ENVIRONMENTAL			
GRI 302: Energy	Environmental Stewardship, p. 17-19 Environmental Policy Statement	Communities; Customers; Governments and regulators; Investors; Suppliers	Environment: Relevant policies, procedures, activities
GRI 305: Emissions 2016	Environmental Stewardship, p. 17-19 Environmental Policy Statement	Communities; Customers; Governments and regulators; Investors; Suppliers	Environment: Relevant policies, procedures, activities
SOCIAL			
GRI 401: Employment	Code of Conduct Human Rights Policy		Human Rights: Relevant policies, procedures, activities Labour: Relevant policies, procedures, activities
GRI 404: Training and Education	People & Culture, p. 20-24		Labour: Relevant policies, procedures, activities
GRI 405: Diversity and Equal Opportunity	People & Culture, p. 20-24 Human Rights Policy		Human Rights: Relevant policies, procedures, activities Labour: Relevant policies, procedures, activities
GRI 412: Human Rights 2016	Commitment to Human Rights, p. 33 Code of Conduct Conflict Minerals Policy Human Rights Policy Corporate Responsibility Policies		Human Rights: Relevant policies, procedures, activities
GRI 417: Marketing and Labeling	FY2021 10-K, p. 4	Customers Governments and regulators	
GRI 418: Customer Privacy	Products, p. 13-16 NortonLifeLock Privacy NortonLifeLock Product and Services Privacy Notices Global Privacy Statement	Customers Governments and regulators	Human Rights: Relevant policies, procedures, activities

⁷ Includes disclosures 103-1 Explanation of the material topic and its boundary, 103-2 The management approach and its components, and 103-3 Evaluation of the management approach.

Forward-looking statements

This report has disclosed information which may be considered forward-looking statements that are subject to safe harbors under the Securities Act of 1933, as amended (the Securities Act) and the Exchange Act of 1934, as amended (the Exchange Act). In some cases, you can identify these forward-looking statements by the use of terms such as “expect,” “plans,” “anticipate,” “believe,” “estimate,” “predict,” “goal,” “intend,” “future,” “plan,” “strategy,” “continue to,” “will,” and or similar expressions, and variations or negatives of these words, but the absence of these words does not mean that a statement is not forward-looking. All statements other than statements of historical fact are statements that could be deemed forward-looking statements, including, but not limited to, our ESG commitments, strategies and initiatives; our business plans and strategy; our technology and services; our opportunities for growth; and our stakeholder engagement efforts. Forward-looking statements are based on current expectations and assumptions that are subject to risks and uncertainties that may cause actual results to differ materially. We do not undertake any obligation to update these forward-looking statements to reflect events occurring or circumstances arising after the date of this report. While we believe that our current expectations and assumptions are reasonable, there are many risks and uncertainties that could cause actual results to differ materially from forward-looking statements made herein including, most prominently, the risks discussed under the heading “Risk Factors” in our most recent reports on Form 10-K and Form 10-Q filed with the U.S. Securities and Exchange Commission (“SEC”) as well as other factors described from time to time in our filings with the SEC. Such forward-looking statements are made only as of the date of this report. If we do update one or more forward-looking statements, no inference should be made that we will make additional updates with respect to those or other forward-looking statements.





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