



# Driving a Culture of Responsibility

2022 Environmental, Social, and Governance Report





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# Letter from Vincent Pilette



We believe the digital world is only truly empowering when people are confident in the safety of all aspects of their digital lives. As a global leader in consumer Cyber Safety, empowering nearly 80 million users in more than 150 countries, we have a unique ability to reach and help protect people online and this translates to an opportunity to better the world.

Since our inception, we have placed a high value on the importance of being a responsible company. Managing environmental, social, and governance (ESG) impact is not just a program but a set of values that the NortonLifeLock team believes in. Our Corporate Responsibility mission is to bring together our team, expertise, and technology to build a safe, inclusive, and sustainable future. I am proud that in FY22 we

continued to elevate this mission, while taking significant steps toward further embedding ESG into our purpose-driven business.

We are all about Cyber Safety and know this starts with knowledge, understanding, and skills. We aim to reach **one million people through Cyber Safety education and training** by next year. In FY22, we committed \$1 million to the World Association of Girl Guides and Girl Scouts to expand [Surf Smart 2.0](#), a badge program that teaches girls and young women to communicate, learn, have fun, raise their voices as responsible citizens, and stay safe while using the internet. We helped children in vulnerable communities stay safe when accessing technology with [Save the Children India](#), and relaunched [The Smart Talk](#), our free digital safety tool for families co-created with National PTA.

We are a people business, where **diversity, equity, and inclusion** are a top priority. In FY22, 33% of our global workforce self-identified as women and we continued to reach gender parity for the independent members of our Board of Directors. In the U.S., the percentage of employees that self-identified as having underrepresented racial and ethnic backgrounds increased from 13% in FY21 to

17% in FY22. We also became supporters of the United Nations Standards of Conduct for Business: Tackling Discrimination Against LGBTI People, demonstrating our commitment to LGBTQ+ inclusivity in our operations. To be authentic and accountable for making meaningful progress toward our diversity, equity, and inclusion targets, we have made those targets part of our FY23 executive compensation program.

We recognize that we all share earth's resources, and our **environmental stewardship** strategy focuses on engaging our employees and addressing our unique environmental impacts in a way that aligns with our Company values. Between FY21 and FY22, we reduced Scope 1 and 2 greenhouse gas emissions by 39%, completed our first product lifecycle analysis, and 98% of our products were delivered digitally. We also launched a new employee resource group, N-EARTH, which helps inspire, educate, and encourage employees to take small actions every day to support the planet. Through our newest employee benefit, the Sustainable Home Improvement Program, employees can receive financial incentives to make sustainability improvements at home. Since we launched the benefit in April 2022, over 250 employees have

used it to install cooling roofs, upgrade insulation, install energy efficient windows, and more.

We operate as a team and believe our employees do their best work because they believe in our purpose-driven company and the **broader contributions** we make. In FY22, we donated products to more than 9,300 nonprofits and public libraries, helping to keep their devices and data secure. We are proud of our culture of giving. And in FY22, 42% of our employees participated in our volunteering and giving programs, and we provided more than \$4.7 million in total philanthropic giving. This included product licenses, in-kind donations, and financial contributions to support humanitarian crises worldwide.

Lastly, we continue our commitment to the United Nations Global Compact (UNGC) and its 10 principles related to protecting human rights, the environment, and combating corruption.

At NortonLifeLock, being a responsible corporate citizen contributes to our goal to help protect peoples' digital lives. Authenticity and action will guide us as we continue on a never-ending journey to create a Cyber Safe and better world.

**Vincent Pilette**  
Chief Executive Officer, NortonLifeLock

# Letter from Sue Barsamian



It is an understatement to say that life has changed over the past years. The world is different, the rate of change has never been greater, and it takes agility and innovation to seize today's opportunities.

Consumer buying habits also continue to change and the importance of cybersecurity is only increasing. NortonLifeLock's vision to help protect and empower people to live their digital lives safely is vital as people work, learn, socialize, bank, shop, and more digitally. We believe that everyone deserves to

feel safe online and have the unique ability to provide digital safety education and products that help empower children, women, families, and underrepresented communities to take control of their digital lives.

The role and expectations around companies has also evolved, from a singular focus around revenue and profit to one of being an important steward of our workforce, the world, and the environment. At NortonLifeLock, environmental, social, and governance (ESG) topics are one of the top focus areas on our Board agenda, and we support authentic and impactful actions that align with our business and our values.

This includes prioritizing our employees and focusing on what it means to have the right workforce for today and tomorrow. NortonLifeLock's culture of action, commitment to its customers and each other, and our digital learning and mentoring platforms have helped us attract and retain top talent.

We also focus on the diversity, equity, and inclusion commitments the Company has made and the progress we must continue to make. This year, we improved racial and ethnic representation and decided to make progress towards our diversity, equity, and inclusion targets a component of our FY23 executive compensation program. We are proud to continue to achieve gender parity for the independent members of our Board of Directors.

True to the nature of NortonLifeLock, we are transparent with our actions. As you read this report, we hope you will find that we are tracking the things that matter to our stakeholders, comparing our performance against external benchmarks, continuing to disclose our commitments and progress, and driving value for our customers, employees, communities, and our business.

## **Sue Barsamian**

Board Member and Nominating and Governance Committee Chair, NortonLifeLock

“ We believe that everyone deserves to feel safe online and have the unique ability to provide digital safety education and products that help empower children, women, families, and underrepresented communities to take control of their digital lives.”

# About NortonLifeLock Inc.

Launched  
NOVEMBER 4, 2019



Headquarters  
TEMPE, ARIZONA, USA



Net Revenue  
\$2.8  
BILLION<sup>1</sup>


Employees  
WORLDWIDE ~2,700<sup>2</sup>



Sector  
TECHNOLOGY



~80 million users  
in 150+ countries



9 million+  
cyberthreats blocked  
on average every day<sup>3</sup>



1,000+ patents  
worldwide

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

<sup>1</sup> As of April 1, 2022.

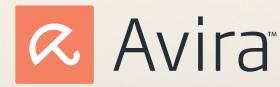
<sup>2</sup> As of April 1, 2022.

<sup>3</sup> NortonLifeLock technology blocks more than 9 million cyberthreats on average every day.

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

NortonLifeLock is a global leader in consumer Cyber Safety and the consumer's trusted ally in an increasingly complex and connected world. We believe the digital world is only truly empowering when people are confident in their online security, privacy, and identity theft protection.

Our growing portfolio of trusted and recognized brands includes:





# APPROACH

Creating authentic, tangible, positive impacts.

# Corporate Responsibility strategy and commitment

Our commitment to Corporate Responsibility is a critical anchor of our corporate vision to protect and empower people to live their digital lives safely. Last year, we launched NortonLifeLock Cares, with a renewed Corporate Responsibility mission to bring together our team, expertise, and powerful technology to build a safe, inclusive, and sustainable future.

Our Corporate Responsibility strategy focuses on the authentic, tangible, positive contributions we make to the customers, employees, communities, and other stakeholders we serve, which we believe drives shareholder value. As a company focused on Cyber Safety, we utilize our unique expertise and provide digital safety education, training, and product donations that help children, women, families, and underrepresented communities stay safe online. We also operate ethically; safeguard our customers', partners', and employee data; support the communities where we live and work; drive a culture of giving; minimize our environmental footprint; and are committed to building a strong, diverse, and passionate team.

We are proud of our progress delivering positive environmental, social, and governance (ESG) impacts, and have taken significant steps toward embedding ESG further into our mission-driven business. For example, in FY22, we established quantitative ESG targets, deepened the involvement of our Board and senior leaders in our ESG strategy through a new ESG Working Group, expanded our nonprofit partnerships to support our global business expansion, and continued to advance our signature Cyber Safety programs.

## Prioritizing our ESG efforts

Our materiality assessment helps us to identify and manage critical ESG priorities, opportunities, and risks. More details of our last assessment conducted in 2020, which included a rigorous quantitative assessment, internal and external interviews, and analysis, can be found in our [2020 Corporate Responsibility Report](#) on page 9.



“Our commitment to Corporate Responsibility is helping shape our brand and bring our vision to life. It attracts, expands, and engages so many audiences. It guides us to take action and leads us to authentic programs that are both true to our Company and allow us to show up for our communities in meaningful ways.”

– Krista Todd, Chief Marketing Officer, NortonLifeLock

We plan to update our materiality assessment in FY23.

- ▶ Read more about our formal Corporate Responsibility process, which includes the stakeholders and stages critical to business-focused, impactful, and transparent management of our ESG issues, on page 8 of our [2021 ESG Report](#).

## Looking forward

In addition to a refreshed materiality assessment, in FY23 we also plan to track and share data against our new quantitative targets; further expand our product donation partnership with TechSoup; bring digital safety education and training to even more girls, women, children, and families, especially those in vulnerable communities; and provide employees with meaningful opportunities to put their time and skills to use.



# SUSTAINABLE DEVELOPMENT GOALS



## 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 42](#).



# Corporate Responsibility objectives



In FY22, we enhanced our 2020 qualitative targets and set quantitative targets to improve our performance and strengthen the transparency of our priority ESG focus areas. To develop and refine these targets, we worked with external experts, benchmarked best practices, reviewed peer targets, and engaged with senior leadership. These external ESG targets are coupled with additional performance targets that are tracked and shared internally.

Priority ESG Topic	Objective Set In 2020	New FY23 Target(s) <sup>4</sup>	Key Actions in FY22
<b>Education and Training for Cyber Safety</b>	Leverage NortonLifeLock’s leading expertise and technology in Cyber Safety to help protect communities.	<ul style="list-style-type: none"> <li>- Reach 1 million people through Cyber Safety training and education.</li> <li>- Provide product donations to 12,000 organizations.</li> <li>- Allocate 60%+ of philanthropy budget to Cyber Safety education and training.</li> </ul>	More than half of our philanthropic support was directed towards Cyber Safety training and education. We expanded key partnerships with National PTA, World Association of Girl Guides and Girls Scouts, and the National Network to End Domestic Violence. Learn more in the <a href="#">Community Impact</a> section of this report.
<b>Diversity, Equity, and Inclusion (DEI)</b>	Invest in high-impact nonprofits to bring more women and underrepresented groups into cybersecurity and tech.	<ul style="list-style-type: none"> <li>- Increase representation of women globally by 5% by FY25.</li> <li>- Reach 18% of employees that self-identified as racially/ethnically diverse and 9% of employees that self-identified as Black in the U.S. by FY25.</li> <li>- More than 50% of our philanthropic grants have a DEI component.</li> </ul>	Through our grants focused on increasing gender and diverse representation in tech, we supported Out & Equal, Disability:IN, the Reboot Representation Tech Coalition, NASSCOM, and through our most recent partnership with Women4Cyber we will contribute \$150,000 per year for the next two years. Learn more in the <a href="#">People &amp; Culture</a> section of this report.
<b>Talent Development and Engagement/ Employee Volunteering and Giving</b>	Drive opportunities for employee volunteering and giving and increase employee participation rate.	<ul style="list-style-type: none"> <li>- More than half of our employees participate in volunteering and giving.</li> <li>- Provide \$5 million in total charitable giving.</li> </ul>	42% of our employees participated in volunteering and giving programs in FY22 and we offered 42 volunteer opportunities for employees to engage in. In total, employees spent 3,582 hours volunteering to support causes important to them. Learn more in the <a href="#">Community Impact</a> section of this report.
<b>Climate and Energy</b>	Establish NortonLifeLock as an environmentally responsible business.	<ul style="list-style-type: none"> <li>- In FY23 and FY24, we will be reassessing our environmental baselines.</li> </ul>	We reduced Scope 1 and 2 emissions by 39% in FY22, 27% of electricity used was from renewable sources, and 27% of our physical products (those that use paper) used Forest Stewardship Council (FSC) certified paper. We launched our newest ERG, N-EARTH, and created a new employee benefit, the Sustainable Home Improvement Program. Learn more in the <a href="#">Environmental Stewardship</a> section of this report.

<sup>4</sup> All targets are FY23 unless otherwise noted.

# 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, partners, communities, governmental and nongovernmental organizations, suppliers, and industry groups—provides us with insight into shifting external expectations and informs our Corporate Responsibility strategy.

Stakeholder Group	Channels	FY22 Highlight
<b>Consumers</b>	<ul style="list-style-type: none"> <li>- Cyber Safety education</li> <li>- Social media/blog platform</li> <li>- Media</li> </ul>	Through Norton’s <a href="#">Digital Living on the Bright Side</a> , we brought upbeat messages to consumers about how to stay Cyber Safe.
<b>Employees</b>	<ul style="list-style-type: none"> <li>- All-hands meetings</li> <li>- Employee resource groups</li> <li>- Volunteer, giving, and learning opportunities</li> <li>- Internal newsletter and intranet</li> <li>- Surveys</li> </ul>	We expanded virtual and skills-based volunteer opportunities and 42% of employees participated in our volunteering and giving program.
<b>Board/Leadership</b>	<ul style="list-style-type: none"> <li>- Quarterly updates</li> <li>- Additional meetings as needed</li> </ul>	Corporate Responsibility leadership presented quarterly to our Board, CEO, and to our ESG Working Group, a group of cross-functional Company leaders, to review strategy and progress.
<b>Investors</b>	<ul style="list-style-type: none"> <li>- Direct responses</li> <li>- Quarterly earnings calls</li> <li>- Annual shareholder meeting</li> <li>- Investor days</li> <li>- Reporting (Annual Report, Form 10-K, Proxy Statement, ESG Report)</li> <li>- Participation in ESG ratings and rankings</li> </ul>	Through direct meetings with our investors, we heard requests to provide more information around our whistleblowing processes and a desire for quantitative targets. In response, we have included a subsection on whistleblowing on page 12, and have made our FY23 targets public on page 7.
<b>Communities</b>	<ul style="list-style-type: none"> <li>- Employee volunteering and giving</li> <li>- Monetary grants</li> <li>- Product donation</li> <li>- Impact reports</li> <li>- Social media/blog platform</li> <li>- Surveys</li> </ul>	NortonLifeLock committed \$1 million to the World Association of Girl Guides and Girl Scouts to expand the Surf Smart 2.0 program into Europe and empower thousands more girl guides and scouts to help keep themselves and others safe online.


# FY22 ESG highlights

  
**\$4.7M**  
 IN CHARITABLE GIVING

  
**42%**  
 EMPLOYEE PARTICIPATION IN VOLUNTEERING AND GIVING PROGRAMS


  
**9,331**  
 NONPROFITS RECEIVED PRODUCT DONATIONS

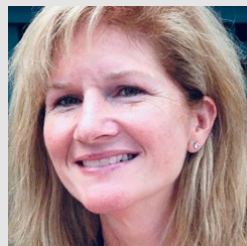
  
**33%**  
 WOMEN IN OUR GLOBAL WORKFORCE

  
**39%**  
 EMISSIONS REDUCTION<sup>5</sup>

  
**27%**  
 OF ELECTRICITY USED IS FROM RENEWABLE SOURCES

  
**98%**  
 OF PRODUCTS DELIVERED DIGITALLY

  
**56%**  
 OF BOARD DIRECTORS ARE DIVERSE<sup>6</sup>



“ Our world continues to change, as do the needs of our customers and employees. In response, we have built an ESG approach that is adaptable and forward-thinking. We directly involve our Company leaders, employees, nonprofit partners, and other stakeholders when setting our Corporate Responsibility strategy and implementing our programs. Both this engagement and our continued flexibility have played a key role in the authentic and real contributions we have provided to help protect our planet and support our communities this year.”

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

<sup>5</sup> Scope 1 and 2 GHG emissions reduction between FY21 and FY22.

<sup>6</sup> Includes Women, Ethnic Diversity, and/or LGBTQ+ diversity.



# ETHICS & GOVERNANCE

Conducting our business honestly and with transparency.

# Ethics & Governance

## ESG oversight

Our Leadership Team is highly engaged in our ESG and Corporate Responsibility efforts. Our Head of Corporate Responsibility and Government Affairs reports to our Chief Marketing Officer and meets quarterly with our CEO and Leadership Team, and cross-functional ESG Working Group to review our strategy, progress, and program updates.

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 targets; and information on emerging ESG priorities. Additionally, as part of our ESG reporting process, we hold monthly meetings with functional leaders to review our ESG disclosures.

▶ Read more about ESG management in the [Approach](#) section.

## Corporate governance

We engage in honest and open communication about our Company's financial and governance activities and 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](#).

### 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 the principles of Corporate Responsibility as outlined in this report.

The Board is comprised of nine directors, and there are three primary committees and one subcommittee of the Board: the Audit Committee, the Compensation and Leadership Development Committee, the Nominating and Governance Committee, and the Technology and Cybersecurity Subcommittee. The Board has delegated various responsibilities and authorities to these different committees, as described in our [Annual Report](#). Eight of our nine Board Directors are independent, and our committees are made up of independent Directors.

Diversity of the Board is important to NortonLifeLock. In FY22, women represented 44% of our Board of Directors and 50% of our independent Board Directors. As of FY22, 22% of Directors are racially or ethnically diverse.

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



## Executive compensation

We believe our executive compensation programs benefit our employees, customers, partners, and stockholders by having management's compensation tied to our near- and long-term performance. In general, these pay programs reward the 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. We have decided to make progress toward our diversity, equity, and inclusion targets a component of our FY23 executive compensation program.

► Read more about our Company's approach to executive compensation in our [Annual Report](#).

## Ethics

NortonLifeLock is committed to conducting its business fairly and honestly. Our reputation is a valuable business asset, and ethical and legal conduct is essential for our continued success.

Our [Code of Conduct](#) aligns our Company values with day-to-day work, and helps our employees make decisions that benefit our business and help protect us from risk. Compliance with the Code of Conduct, as well as with applicable laws, regulations, and Company policies, is mandatory.

Our Code of Conduct is offered to employees in five languages (English, French, German, Romanian, and Japanese). Our Partner Code of Conduct applies to business partners involved in the distribution, resale, or commercialization of our 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. In FY21, we introduced a standalone Conflicts of Interest policy, and we held EMEA-specific trainings to address anti-competitive behavior, anti-trust, and monopoly practices.

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). In FY23, we have offered modules including Competition Law, Insider Trading, and Confidential and Proprietary Information. Additionally, every other year, employees complete mandatory training on creating a harassment-free workplace and preventing sexual harassment.



Employees must follow NortonLifeLock's Information Security Policy and Standards. In FY23, 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.

► Read about ethical product development in the [Products](#) section.

## Whistleblowing

The Audit Committee of our Board of Directors, our internal Ethics & Compliance Steering Committee, and our Head of Compliance have accountability and oversight of NortonLifeLock's mechanisms for reporting ethics violations and concerns as well as our system's effectiveness. Employees are informed of our whistleblowing process through annual Code of Conduct training, Preventing Workplace Harassment training, and functional group trainings regarding the process to submit ethics violations and concerns.

NSight, our intranet, also houses resources, including an FAQ document about whistleblowing investigations, and is regularly updated.

Employee questions or concerns may be reported directly to the Audit Committee chair, through our anonymous, 24/7 [EthicsLine](#) hotline, through direct management, and/or through the People & Culture team. The Audit Committee chair has access to all cases submitted through the EthicsLine database and our robust reporting process includes taking corrective actions in response to submissions.

Information gathered through these channels influences remediation actions, process improvements, tool improvements, employee communications, and management training. We are proud to report that, since we became a standalone company in 2019, zero human rights issues have been reported.

## 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, and in FY22 expanded our ERM process to include an assessment of priority ESG topics.

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.

Our 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. Our Internal Audit function 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.

▶ Read more about our approach to risk management in our [Annual Report](#).

## Commitment to human rights

NortonLifeLock works to help protect human rights, both 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 and Global Supplier Code of Conduct. Our Directors, officers, employees, interns, and contractors of NortonLifeLock, as well as third-parties acting on behalf of the Company, are expected to be aware of the implications of violating any aspect of our Code of Conduct and Global Supplier Code of Conduct.

Additionally, in FY22, we signed a letter in support of the [United Nations Standards of Conduct for Business: Tackling Discrimination Against LGBTI People](#), further demonstrating our commitment to LGBTQ+ inclusivity in our operations.

Through a new supplier onboarding process, we can screen our suppliers for human rights alignment and track them more efficiently through a digitized platform. In FY22, our two main suppliers, 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. We also held a virtual supply chain audit of these two primary suppliers and found they had no human rights breaches in the past four years.

## Public policy and advocacy

NortonLifeLock participates in the development of public policy that affects our consumers, our business, and products. In partnership with business and trade associations, we work with local, regional, national, and international lawmakers and government agencies to advocate for policy and legislation that supports our ability to help

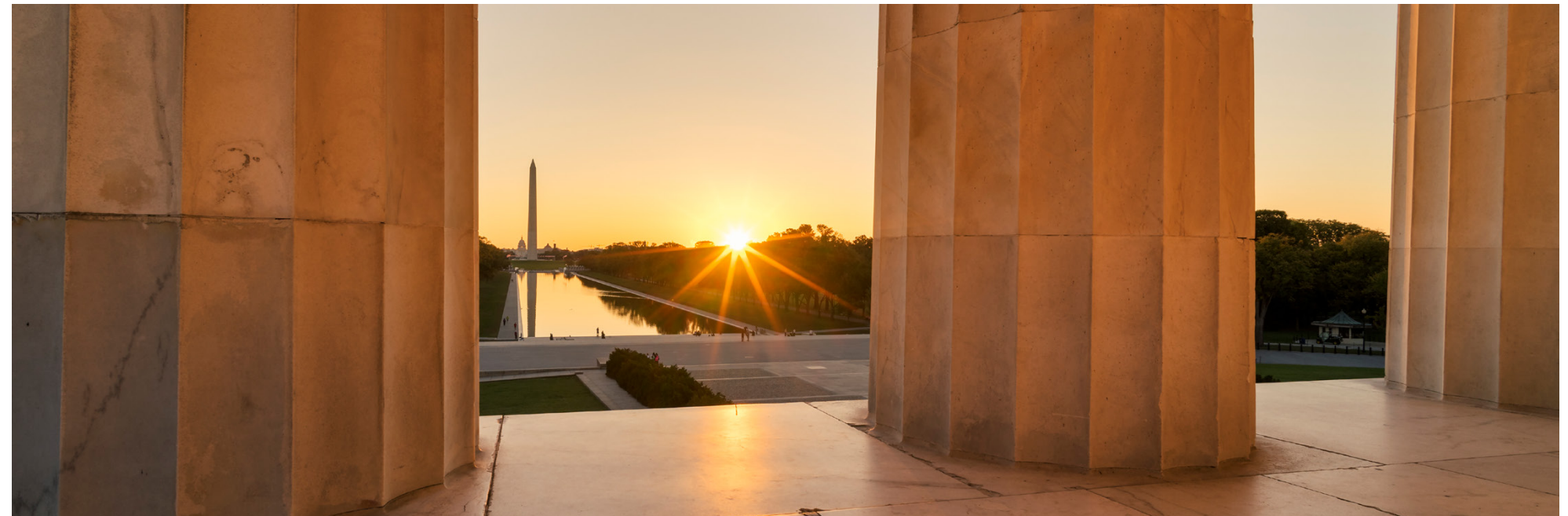
protect consumers, innovate, and help support the unimpeded flow of the world's information.

We engage in public policy debates worldwide and our experts are called upon to testify in front of the U.S. Congress, in Europe, and around the globe. We look to promote legislation that can truly accommodate the complexities of consumer Cyber Safety and security and promote a level playing field across the global marketplace.

In addition to cybersecurity, our communities face numerous social issues. Led by our Head of Corporate Responsibility and Government Affairs, we have developed an internal system

and cross-functional group of leaders that discusses and then decides on a Company response to specific social issues and events. This process helps us to respond to issues critical to our business and employees in a thoughtful and authentic way. As an example, in response to the shootings in Buffalo, NY, and Uvalde, TX, we offered 2:1 employee donation matching to gun control organizations, including Everytown. In response to the Ukraine crisis, we provided financial grants, product donations, and automatically renewed licenses for Ukraine customers for six months.

▶ Read more in the [Community Impact](#) section.





### 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. We publicly disclose our trade association affiliations and our Company position on various public policy issues.

### 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 raises awareness with legislators and focuses on advocating for people’s right to live their digital lives safely. In FY22, key advocacy priorities continued to be helping protect consumers from COVID-19 relief and credit reporting scams, unwanted collection of personal data by data brokers, healthcare fraud, unemployment insurance fraud, and the increased risk of identity theft as people spent more time online.

### Policy partnerships

We join other businesses, peers, nonprofits, and industry thought-leaders to accelerate our impact. We do not allow our membership dues to be used for political purposes. In FY22, we became members of the sustainability network CERES. We also 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 FY22, 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 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. Additionally, this year we **became a founding partner** in the Identity Theft Resource Center’s (ITRC) initiative to provide identity education and protection programs and culturally competent victim services to support Black communities.



NortonLifeLock CTO Darren Shou joins experts from Google and the National Cyber Security Alliance to discuss digital privacy and rights.

In FY22, we held two events to increase awareness of current Cyber Safety challenges. The first, **Cybersecuring America: Our Shared Responsibility**, focused on the public and private approaches needed to help protect digital privacy and rights. Our CTO Darren Shou joined an expert panel along with presenters from the National Cyber Security Alliance and Google.

The second event, National Cyber Security Alliance and Nasdaq 2021 Cybersecurity Summit—Cybersecurity Crossroads: The

Intersection of Information, Technology, and People—featured our CTO and industry experts discussing challenges the cybersecurity community faces and how organizations and professionals can enable a safer and more secure world.

- ▶ Read more about our engagement with respect to environmental issues in the **Environmental Stewardship** section.
- ▶ Read more about transparency on political engagement on our **website**.

A smiling woman with voluminous curly hair, wearing a bright yellow turtleneck sweater, is holding a silver credit card in her right hand and a laptop in front of her. She is looking directly at the camera with a warm expression. The background is a blurred indoor setting with a brick wall on the right and a window in the distance.

# PRODUCTS

Helping keep people everywhere Cyber Safe.

# Products

The world has changed, and Cyber Safety is no longer a nice to have, but part of our everyday lives. We are dedicated to helping keep people everywhere Cyber Safe with our award-winning products and services.



## 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, business functional trainings)

### Regulatory Compliance

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



## Leading Cyber Safety Products

### Related Products

- LifeLock™ by Norton
- Norton™ Privacy Monitor Assistant
- Norton™ Secure VPN
- SafePic™ by Norton Labs
- BotSight™ by Norton Labs
- Norton™ AntiTrack
- ReputationDefender
- Avira Phantom VPN
- Norton™ Privacy Builder

### Product Innovation and R&D

- Norton Labs
- Norton Research Group
- Avira Labs

### Education and Awareness

- Internet Security Center
- Cyber Safety Center

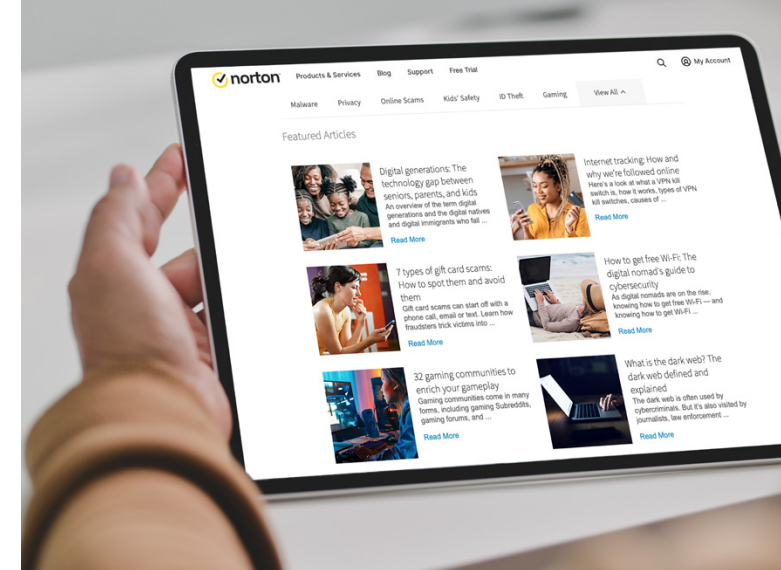
## Data Privacy & Protection

We are committed to data privacy and protection in two ways—building products and processes to help protect the privacy of our customers, and safeguarding the personal data of our customers, employees, vendors, and partners. We go beyond regional data protection laws to provide essential rights to our customers regardless of whether a law requires it.

### Award-winning Cyber Safety products

Our products and services span multiple brands including [Norton](#), [LifeLock by Norton](#), [Avira](#), and [ReputationDefender](#).

Last year's acquisition of Germany-based Avira broadened our geographic and privacy expertise. Now fully integrated into NortonLifeLock, the Avira suite allows consumers around the globe to boost security and performance on common operating platforms by shielding users from digital dangers and spyware and encrypting user data to provide safer, more secure digital interactions.



## Building the knowledge to take control

It can be challenging for consumers to understand the protections of apps and companies that hold their data. Privacy policies can be difficult to understand, and our goal is to help customers understand how and why we process their personal information. As a thought leader in the industry, we provide additional support articles through our robust [Internet Security Center](#) on topics including malware, privacy, online scams, kids' safety, ID theft, and general FAQ and how-to resources. Easy access to contact information makes it easy for customers to exercise their privacy rights and get their questions answered. In the last year, the Internet Security Center website had 16.2 million unique visitors.<sup>7</sup>

<sup>7</sup> As of August 2022.

In addition, we acquired award-winning ReputationDefender, the pioneer technology in the online reputation management space, providing online reputation and digital privacy solutions for individuals and businesses around the world.

## Privacy excellence

In everything we do, we use a customer-first, privacy by design approach to anticipate, identify, and prevent invasive events before they happen. Privacy measures are not add-ons in our products, but fully integrated components of the system. We only collect personal data for specified, clear, and legitimate purposes, and we only collect as much personal data as we need to achieve those purposes.

## Governance

We hold ourselves accountable through our guiding principles, internal/external audits, employee privacy and data protection awareness, continuous improvement, and effective risk management. For example, 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 handling personal information daily. Additionally, our Privacy Business Lead program embeds privacy experts at the front lines of the Company. This year, we added privacy experts in our legal team and on our Board of Directors.



To celebrate Safer Internet Week Norton and National PTA hosted a week of live virtual events, including this video and a Facebook Live, reaching more than 6,000 viewers.

We have also established a dedicated Technology and Cybersecurity Board Subcommittee, which enhanced and progressed the Security for Privacy program.

## Training

In FY22, 100% of our 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), GDPR, Privacy by Design, and cookie compliance. Our People & Culture team members received training focused on protecting employee privacy in a human resources and facilities context. In FY23, we also deployed privacy and security training to our contingent workforce, an industry-leading action that furthers our commitment to valuable and timely training of our entire Company.

## Compliance

The landscape of privacy and data protection laws and regulations continues to grow more complex. As our EU employee base grew with the acquisition of German-based Avira, in FY22, we transitioned the focus of our data protection oversight committee to the European Economic Area and focused heavily on European privacy issues. Additionally, we broadened our directors in this region, including one focused on employee privacy issues. We continued preparing for newly enacted laws, such as the California Privacy Rights Act (CPRA) in the U.S., and addressing shifting privacy regulations worldwide. We also joined the conversation on pressing privacy and cybersecurity topics, such as the increase in privacy regulator actions and consumer privacy activism.



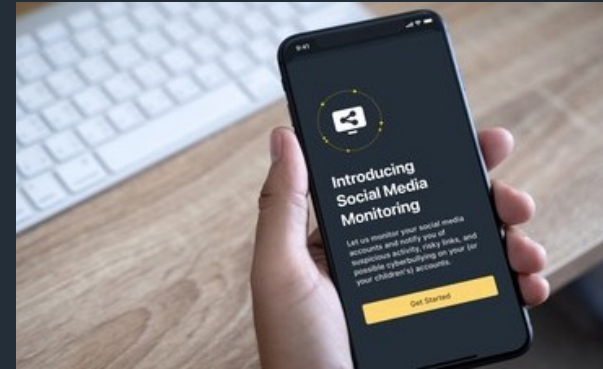
## Driving education and awareness

We are putting the power of data privacy and protection into consumers' hands. This year we were signature sponsors of [Data Privacy Week](#), a global effort to empower individuals and encourage business to prioritize digital privacy and security.

We also hosted a week of live-virtual events in partnership with National PTA's, [Safer Internet Week Celebrations](#), and its [PTA Connected initiative](#), which NortonLifeLock is the Founding Sponsor of. [Read](#) and [watch](#) more here.

And we took part in the [National Institute of Standards and Technology \(NIST\) Cyber Security Week](#) building awareness about the opportunities and importance of the cybersecurity industry.

# Spotlight



## Embracing Innovation

Our technology is powered by a team of experienced experts dedicated to staying a step ahead to help keep people Cyber Safe. In FY22, we invested \$253 million in research and development (R&D), representing approximately 9% of net revenues.

The flagship research team within NortonLifeLock, Norton Labs, provides cutting-edge technology and innovation to the Company and the community at large, while also spearheading world-class thought leadership work through the **Norton Cyber Safety Center**, research publications such as the **Norton Cyber Safety Insights Report**, and academic collaborations worldwide. Recently, the Labs team developed the technologies behind ground-breaking products that address modern concerns, like online tracking and misinformation.

We are committed to providing our customers with transparency and we process personal data in accordance with applicable legislation. See our [Global Privacy Statement](#) for more information on our Personal Data processing practices and our [Product and Service Privacy Notices](#) for more on how Personal Data is collected and used.

► Read more about our public policy and advocacy efforts in the [Governance](#) section.

## Information security

We maintain a comprehensive technology and cybersecurity program to support the effectiveness of our systems and prepare for information security risks. This includes regular oversight of our programs and 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 and NIST SOC 2 Type 2.

Our Head of Cyber Security remains responsible for our cybersecurity program and meets at least quarterly with the Board of Directors or the Audit Committee of the Board of Directors to brief them on technology and information security matters, including the newly established Technology

and Cybersecurity Subcommittee of the Board. All Board Directors have Cyber Safety and technology expertise and experience.

Our IT infrastructure and information security management systems are audited by external auditors each 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.

## Ethical product innovation

As part of our commitment to deliver positive environmental, social, and governance impacts, we consider the positive or negative environmental and social impacts that may result from our products and services. For example, in FY22, the product team reviewed product accessibility and made changes to color contrast, text sizes, and content labels to improve accessibility for all users. Recognizing this opportunity, our Head of Corporate Responsibility and Government Affairs is now part of a cross-functional product working group that meets monthly. This group plans to formalize an approach to ethical product innovation that will embed social and environmental considerations into new and enhanced products.

These include:

- We **introduced** Social Media Monitoring, which keeps a pulse on customers' social media accounts, notifying them of suspected account compromise or potentially risky links in their account feed. It also helps protect children against cyberbullying on their social media feeds, with notifications of content that may be sexually explicit, drug-related or violent, or include hate speech.
- The Labs team, in cooperation with product engineering, released Norton™ AntiTrack, which helps protect against tracking and fingerprinting technology. As of FY23, AntiTrack has blocked more than 1.31 billion trackers, and prevented 167 million fingerprinting attempts.
- In 2022, we expanded the reach of our Norton™ Identity Advisor Plus to the UK, Germany, Australia, and New Zealand to help more victims of identity theft resolve their issues.
- The success of BotSight in flagging misinformation on social media has continued with a steady rate of new users adopting BotSight for their Twitter feeds. As of FY23, BotSight is scanning more than 120,000 requests daily and has over 1,000 daily active users.
- We added **new and expanded privacy features** to our industry-leading Norton™ VPN and began offering **Privacy Monitor Assistant** as a stand-alone service.



# ENVIRONMENTAL STEWARDSHIP

Addressing our unique environmental impacts.

# Environmental Stewardship

Protecting our planet is key to a safe and sustainable future. Our environmental stewardship strategy focuses on addressing our unique environmental impacts in a way that aligns with our Company values. Our publicly available [Environmental Management Policy](#) outlines our approach the managing these impacts.

## NortonLifeLock Environmental Stewardship Pillars



## Pillar 1: Climate and energy

We work to minimize greenhouse gas (GHG) emissions across our value chain, including the buildings where 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. With 98% of our products offered digitally, emissions from data centers and office energy use (Scope 1 and 2 emissions), as well as employee travel and the goods and services we purchase (Scope 3 emissions) remain our top priorities.

To address data center emissions, our Tucson data center was decommissioned, and operations were moved to more efficient co-located data centers that rely on less carbon intensive electricity grids. We are pleased to have achieved a 39% reduction in Scope 1 and 2 GHG emissions between FY21 and FY22. This reduction was primarily due to the transition of our Tucson data center and our remote work business strategy, which has allowed us to move away from physical office space. In FY22, we used 121,108 gigajoules of electricity, 27% of which was from renewable sources that also help reduce emissions.

This year, we expanded our GHG inventory to include relevant Scope 3 emissions sources, including emissions from employees who work remotely. Climate risks have been embedded into our Enterprise Risk Management process and we continue to explore opportunities to establish an external climate goal while working towards our internal performance targets. We also joined [CERES](#)<sup>8</sup>, and added sustainability aspects into our Marketing and Branding Policy and Travel Policy.

39%

Scope 1 and 2 GHG emissions reduction between FY21 and FY22



8 CERES membership active during FY22 only.



## Pillar 2: Sustainable products

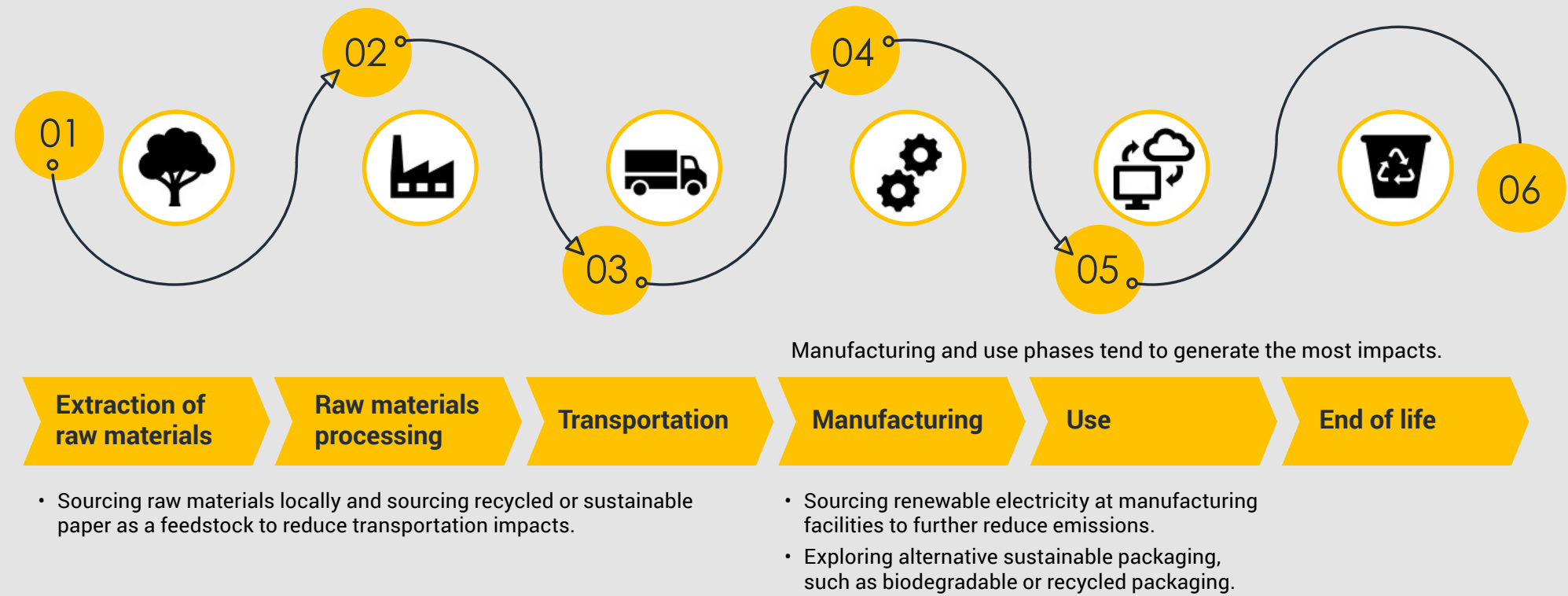
In FY22, 98% of our products were delivered digitally, and 27% of our physical products (those that use paper) used Forest Stewardship Council (FSC) certified paper. We continue to explore options for smaller and more sustainable packaging materials. Additionally, we are compliant with packaging regulations globally and fund the cost of packaging recycling for our customers through in-country recycling schemes.

In FY22, 100% of our products again complied with the European Union’s Registration, Evaluation, Authorisation, and Restriction of Chemicals (REACH) regulation, which manages the risks of hazardous substances in products.

We continue to monitor and analyze the environmental impacts of our Norton Crypto product and have signed on to the Crypto Climate Accord. We support the Accord’s objectives to decarbonize the global crypto industry by prioritizing climate stewardship and supporting the industry’s transition to net-zero GHG emissions by 2040.

### Our First Lifecycle Analysis

In FY22, we completed our first product environmental lifecycle analysis (LCA). The LCA analyzed the environmental impact of one physical product across one year. With the thoroughness and analytic consistency of the LCA process, we can apply the results of this product and make data-driven decisions to improve the sustainability of our full product portfolio and supply chain. Additionally, the LCA has helped lay the groundwork to define product-specific targets. Highlights from the LCA were shared with our Leadership Team and key opportunities, which we are currently reviewing, are listed in this graphic.



### Pillar 3: Supply chain sustainability

We promote high standards for environmental stewardship in our supply chain through transparency and regular engagement with our suppliers. Our [Global Supplier Code of Conduct](#) sets forth the responsible business standards to which we expect suppliers, their employees, and any subcontracted parties to adhere. In FY22, 100% of our Tier 1 physical product suppliers agreed to the 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 FY22, we added climate and environmental questions into supplier onboarding questionnaires and used the findings to educate and encourage suppliers to address environmental gaps. We continue to review suppliers' climate action goals and performance.

► Read more about our commitment to supply chain responsibility in the [Community Impact](#) section.



“ From the start of our partnership with NortonLifeLock it was clear supplier sustainability was a priority. The feedback and insights from NortonLifeLock on how we can address and strengthen sustainability at GZ Media, a NortonLifeLock supplier, has been invaluable. It has opened our eyes to new opportunities we may have missed. We are grateful for a business partnership that goes beyond the status quo and allows us to work together in creating a better future for our company and the world.”

– Petr Levenec, Commercial Director of Print & Packaging, GZ Media, a NortonLifeLock supplier

### Pillar 4: Engagement

In FY22, we continued bringing employees into our efforts to help protect the planet.

In April 2021, we launched a 10-week campaign to educate employees on the small sustainability actions they could take at home. A total of 314 participation hours were logged in our **Earth Champions Start at Home** campaign, as employees swapped lighting for CFL and LED bulbs, turned off the tap while brushing their teeth, completed plastic audits, and more.



The positive response to this campaign helped lead to the launch of our newest employee resource group: N-EARTH. **N-EARTH** helps inspire, educate, and encourage employees to take small actions every day to support the planet. We believe that, together, our individual acts can help save forests, conserve water,

reduce air pollution, and tackle climate change, and N-EARTH has already designed a year-round program to help employees learn easy ways to choose sustainability every day.

In FY22, we also launched a new employee benefit, the **Sustainable Home Improvement Program**. Through this program, employees can apply to receive up to \$500 per year to make sustainability improvements in their own homes. The program not only helps employees and the planet but will also have a positive impact on NortonLifeLock's Scope 3 emissions. Eligible improvements span several categories, from electricity (and electric vehicle charging), to heating and cooling, water conservation, and others like composting and gardening.



“ Here at NortonLifeLock, I am a language quality manager in the Globalization department. Our job is to help ensure we speak the language of our customers and make them feel at home within our brands. Just as we as humans need to feel at home on planet Earth, understand it, and speak its language. That is why I am also a Greenpeace activist, a Climate Reality leader, and a sustainability podcast host. Meeting so many passionate and talented people at NortonLifeLock who are ready to make a difference motivates and inspires me more than I can say. Together, our individual acts and our collective action will help save our future. Join us!”

– Julia Kaldenhoff, N-EARTH Champion

# Community partnerships amplify our environmental impact

## Barefoot College International

Our three-year partnership with [Barefoot College International \(BCI\)](#) supports their women-centered global network, dedicated to sustainable development in impoverished communities. BCI operates across more than 90 countries, and NortonLifeLock's \$100,000 per year grant funding supports BCI's Solar Mama initiative, which provides solar engineering and education programs.



NortonLifeLock's partnership with Barefoot College International will support their Solar Mama initiative.

## GRID Alternatives' National Tribal Program

We provide grant funding to [GRID Alternatives' National Tribal Program](#), which advances economic and environmental justice through renewable energy. Since the partnership began in April 2021, our funding has helped install 800+ kilowatts of solar power across California, New Mexico, Montana, and Alaska. These installations include residential projects and a handful of Tribal community buildings, providing a local source of clean energy and the opportunity to reinvest energy savings back into the community. With NortonLifeLock-funded projects, GRID is expecting to avoid ~5,000 tons of carbon emissions over the lifetime of the systems. Read more on our Corporate Responsibility [blog](#).



NortonLifeLock partners with GRID Alternatives to bring solar energy to underserved communities.

## Planet Water Foundation

Planet Water Foundation improves access to clean and safe drinking water in impoverished areas in the Asia-Pacific region and Latin America. Together we have helped bring clean and safe drinking water to communities in India. We helped fund the installation of [14 AquaHome systems](#) in a town near the city of Pune. This technology filters rain and groundwater and can provide up to 120 liters of fresh drinking water per hour. In another sponsored installation in Keerapakkam, Tamil Nadu, four NortonLifeLock employees volunteered to help install an AquaTower system, which can support the daily drinking requirements of roughly 1,800 people.



With NortonLifeLock support, Planet Water Foundation installed 14 AquaHome systems and an AquaTower system in India.

## ATREE

[ATREE](#), the Ashoka Trust for Research in Ecology and Environment, generates interdisciplinary knowledge to inform policy and practice towards conservation and sustainability. At the end of FY22, NortonLifeLock renewed its partnership for two years through a grant that will support the livelihoods of tea garden communities that support women by promoting technology adoption, training, and skills development.

## Pillar 5: Reporting

We continue to focus on transparent disclosure of our environmental performance. We reported to CDP (formerly the Carbon Disclosure Project) for the first time this year and have made it easier for stakeholders to access environmental stewardship data through this ESG Report. We are also working toward alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and have included a TCFD Index for the first time in the back of this report.

▶ Read more about reporting in the [Approach](#) section.



# PEOPLE & CULTURE

Building a strong, diverse, and passionate team.

# People & Culture

Our unique culture encourages action, collaboration, and pushing beyond our comfort zones to never stop growing. We are committed to building a strong, diverse, and passionate team, committed to our customers and each other.

## Diversity, equity, and inclusion

Diversity, equity, and inclusion (DEI) are a top priority at NortonLifeLock. We celebrate an inclusive workplace and culture where people of every race, ethnicity, age, religion, gender identity or expression, sexual orientation, ability, background, and experience are respected and encouraged to thrive. 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 provide oversight and are actively engaged in our DEI strategy. We share our DEI progress with the full Board on a quarterly basis.

Our DEI mission is to increase our global representation of underrepresented groups at all levels (diversity), where everyone has an

opportunity for development and advancement (equity), and can bring their whole selves to work and feel valued every day (inclusion). This mission is built upon four foundational pillars: measurement and accountability; fostering an inclusive environment; diversifying our workforce; and employee development and retention. Driving this is our strategy to attract, retain, and develop top talent that represents the diversity of our business—nearly 80 million people from different ethnicities, cultures, abilities, ages, and more.

We have a Global Inclusion Policy, which we review annually. We are now supporters of the United Nations Standards of Conduct for Business Tackling Discrimination Against LGBTI People, a global set of standards guiding businesses in protecting the rights and eliminating discrimination of LGBTI employees, customers, and community members.

### Measurement and accountability

Clear and actionable multi-year representation targets are set at the leadership level,<sup>9</sup> while we closely track data to assess our progress and drive accountability. Diversity scorecards are shared

with senior leaders quarterly and reinforce our proactive tracking of progress toward our targets, to diversify our workforce. These scorecards include actual representation data and targets, as well as what is needed to achieve these targets. Ultimately, we are working to increase the representation of women globally and underrepresented groups, including but not limited to racial and ethnic representation (including Black representation), in the U.S.



“NortonLifeLock is an exciting company to be a part of, because of the important and rewarding work we do and the people behind it. Our leaders make themselves available to our employees and our culture supports the pursuit of new ideas and opportunities. While change across our industry is constant, we are fostering a resilient, collaborative, and adaptive workforce that is empowered to grow how and when they need to. NortonLifeLock is a place where people come for both a mission-driven career and life experience.”

– Kara Jordan, Chief People & Culture Officer, NortonLifeLock

<sup>9</sup> These targets are shared internally.

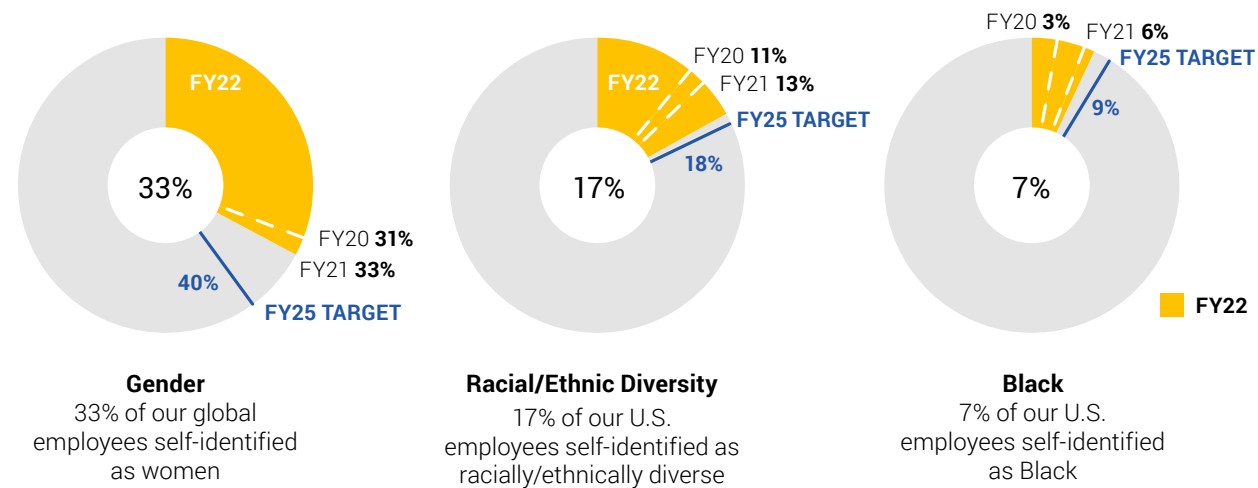


## Our values drive us

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 Scrappy
- **Win Together:** Innovate and Grow

## Progress towards our 2025 DEI targets



Champions to discuss our DEI initiatives, the ERGs' goals, and needs to meet their mission.

Our quarterly **TED@Work series** features NortonLifeLock leaders facilitating intimate and open discussions based on TED Talks centered on culture, inclusion, and diversity. We also offer education curated by our DEI team and raise awareness of diversity topics (unconscious bias, inclusive leadership, allyship, microaggressions, privilege and prejudice, and more) through All-Hands meetings, published blogs, Learning Journeys published in our internal newsletter and on our intranet, and community events.

We offer group learning sessions that go beyond classroom training and encourage authentic and open discussion led by employee facilitators. This includes our positively received **Global Discovery Series**, an employee-led cultural content creation and delivery program that offers one-hour sessions on regional cultures to employees. We recently launched the **Global Collaboration Series**, which began as a three-module learning opportunity centered on culture, including: *What is Culture?*, *Cultural Intelligence*, and *Workplace Basics*. *The Building Culture Intelligence Toolkit*, a collection of articles, digital modules, and other media, was provided to participants to support these discussions.

In FY22, women continued to make up 33% of our global workforce. We also continued to achieve gender parity for the independent members of our Board of Directors and 44% of our Directors self-identified as women. Underrepresented racial/ethnic diversity in the U.S. increased from 13% in FY21 to 17% in FY22.

We ask applicants, new hires, and employees<sup>10</sup> to self-identify their demographics and important characteristics such as race, ethnicity, veteran status, disabilities, sexual orientation, and pronouns. This helps us accurately measure the diversity of our applicant pool and team and informs our people strategies.

▶ Visit our [investor relations website](#) for our most recent U.S. EEO-1 Component 1 Data Collection Report.

### Fostering an inclusive environment

We are invested in creating an inclusive experience at NortonLifeLock. Our eight Employee Resource Groups (ERGs) educate, inspire, and unite employees through events and initiatives, learning journeys, mentoring, volunteering opportunities, and more. Our Leadership Team directly engages with our ERGs and meets regularly with our

### Our NortonLifeLock ERGs include:



For details on our ERGs visit our [DEI webpage](#).

<sup>10</sup> Applicants, new hires, and employees in the U.S. only.

Looking ahead, we plan to continue the series and cover additional critical topics, such as active listening, respect, and psychological safety. Awareness and cultural inclusion consciousness is also built into our Code of Conduct training, which 100% of active employees completed in FY22.



NortonLifeLock's ERG NOBLE and the Diversity, Equity, and Inclusion team held a Juneteenth awareness event.

**ERGs and Corporate Responsibility make an impact:** Our ERGs partnered with our Corporate Responsibility and our DEI teams on numerous events and campaigns throughout the year. This included our annual virtual Pride Parade with the Human Rights Campaign; global and virtual [National Hispanic Heritage Month](#) and Cinco de Mayo events; an [International Women's Day](#) panel event; an all-Company [World Autism Month](#) event where employees heard directly from our partners at [Disability: IN](#), the [Autism Society of Southern Arizona](#), and the [Adora Alliance](#); global and virtual [Black History Month](#), Juneteenth, and the Many Shades of NOBLE series; as well as quarterly



“ My childhood placed me among a very diverse group of friends, and it taught me that everyone has a story. Everyone can contribute if we are willing to listen. Diversity to me equals strength. Differences in thought are how we come together to create a better world.”

– **Patrick Schwind**, Head of Consumer Services and Inside Sales

opportunities, such as LEADS coffee chats and allyship training with Out and Equal. Our ERGs also host educational discussions such as NOBLE's code-switching conversation and N-ABLED's dialogue around accommodation needs and offerings.

► Read more in the [Community Impact](#) section about how our ERGs, DEI team, and Corporate Responsibility team work together to support our communities.

### Diversifying our workforce

We work to increase the representation of our team at all levels. We continue to explore opportunities to engage with the best global partners in order to increase our job visibility and candidate sourcing options. Our Talent Acquisition team strives to leverage diverse interview panels and to attract diverse candidates. This includes partnering with our ERGs and team members as sources of education, insight, and referrals to fuel our recruiting efforts.

### Development and retention

We offer intentional development programs for underrepresented team members. For example, this year we extended our participation in McKinsey & Company's Connected Leaders Academy. In addition to the Black Leadership Academy, we offered employees involvement in the Asian and Hispanic Connected Leader Academy as well. A total of 55 learners took part in an Academy in FY22, a significant increase from the seven employees involved in FY21. Additionally, women employees across the globe attended the Women in Tech conference, and several employees attended the Out & Equal Global Workplace Summit.



Scored 100 three years in a row on the Human Rights Campaign Corporate Equality Index.



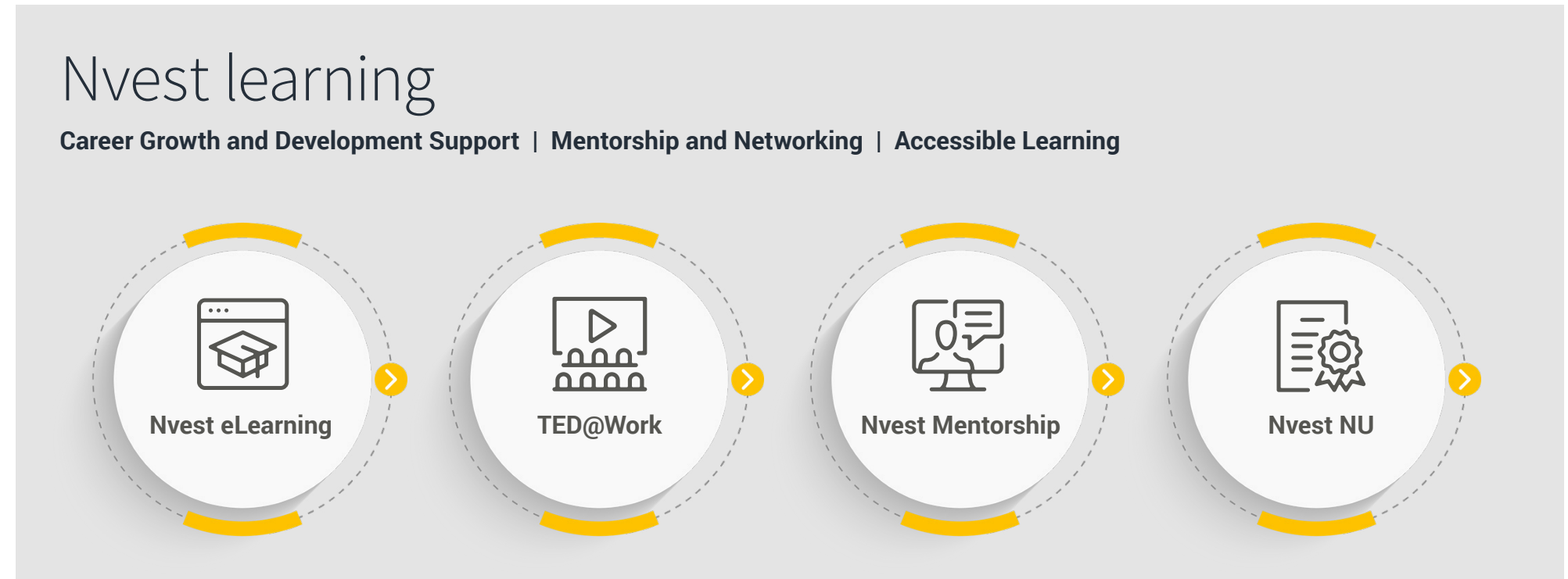
# Human capital management

Our talented, passionate, and diverse team members play a key role in our business success. Our human capital management strategy reflects our unique values and growth mindset, as we work to attract, retain, engage, and develop our talent. The Compensation and Leadership Development Committee of our Board oversees human capital management, and our Board of Directors is invested in our talent management strategies, culture, leadership quality development, and overall engagement.

► Read more about the Board's role in oversight of human capital management in our [Annual Report](#).

## Recruiting new talent

Our recruiters work across regions to identify the best sourcing approaches, tools, technologies, vendors, and partners to build a globally expansive, yet locally effective talent acquisition process. Through recurring meetings with senior leaders, we regularly reevaluate our process to confirm we are hiring people with the skills we need now and the ones we are likely to need in the future. We provide full visibility on every hire to our leadership, including our CEO.



From the moment we contact a potential hire, the talent acquisition team provides an engaging and inviting experience, highlighting our learning and development opportunities, our mentorship culture, as well as how to get involved in our Corporate Responsibility program and ERGs. Our People & Culture and Corporate Responsibility teams work closely together, and 100% of new employees receive information as part of a thorough welcome and onboarding process on NortonLifeLock Cares and how to get involved. We continue to survey new hires to pinpoint opportunities to further improve our recruitment and hiring practices.

## Talent development and engagement

Aligning our DEI and Learning and Development strategies and initiatives has always been a priority at NortonLifeLock. Our Learning & Development team has a two-fold goal: to help employees achieve their career goals and to evolve and grow our talent within our business. One of our primary programs in achieving these goals is called Nvest Learning. Nvest Learning provides a suite of offerings, including accessible learning options, career growth and development support, mentorship, and networking. Full-time employees and interns have immediate access to this platform from day one of their career journey.

## Accessible learning

We build our learning offerings to meet our employees in the unique places they need to advance in the career journey they want and to best serve the world-class expertise our business needs. Through our Talent and Performance tool in WorkDay, employees can create an Individual Development Plan, establish goals, identify skills they have and skills they want to grow, and socialize their development goals with their People Leader.



From there, employees can utilize the 20,000+ on-demand modules offered through Nvest eLearning, our online learning platform,<sup>11</sup> and access our Toolkit Library for always-available digital learnings that fit different learning styles. We curate a variety of interactive modules and learning paths, which global team members have access to 24/7. These modules are designed to align with business unit and team priorities and our culture and include Business, Technology, Leadership & Management, and Health & Wellness, coupled with cultural and inclusivity learning topics. Monthly learning and development topics are highlighted through our internal communications channels to help employees explore and discover new modules, skills, and topics that inspire curiosity and expand their development horizons. Nvest eLearning was launched during FY22 and as of July 2022, active participation has grown to over one third of our workforce who collectively have participated in over 5,000 digital courses. Participants gave Nvest eLearning courses a rating of 4.45/5.0.

Additionally, our TED@Work series, offered to individuals and teams, includes over 660 powerful TED talks curated by our Learning & Development team to offer the most relevant

and thought-provoking topics for group and individual learning opportunities. These conversations include practical tools to activate ideas and challenge, inspire, and motivate employees and have been leveraged within smaller teams and discussion groups.

Our LEADS (Learn, Educate, Achieve, and Develop for Success) ERG supports employees early in their careers, and promotes development. LEADS hosts monthly group learning opportunities on topics like change management, career development, cultural intelligence, and business strategies and needs. Additionally, LEADS provides a critical feedback loop, offering insights that help us evolve and expand our learning and development programs.

The Tuition Reimbursement program, expanded during FY22, is designed to provide financial support, investment, and encouragement for our team members to pursue professional and educational certifications, in addition to traditional academic programs. This program is an additional benefit designed to support employees' ongoing development and is available to full-time employees.



<sup>11</sup> Available to full-time employees and interns.

## Leadership development

We provide learning paths and toolkits for leaders at any level of career development. In FY22, we launched our Nvest NortonLifeLock University (Nvest NU). A leadership program that inspires, engages, and invests in current and aspiring People Leaders to develop empathetic, courageous, and empowered leaders. The program offers comprehensive course options and group learning opportunities with best-in-class content from Harvard University. Hundreds of recognition badges and certificates have been awarded to participants to recognize their achievements since this program launched. Additionally, groups across the globe meet and discuss specific modules, and leverage dedicated team channels encouraging a truly global group learning and coaching experience.

As of July 2022, over 200 People Leaders have participated in Nvest NU, and the participant pool continues to grow. This year, Nvest NU expanded enrollment to include our ERG Champions, and later in 2022, we plan to launch in-house professional coaching for current and emerging leaders.

► Visit our [2021 ESG report](#) to learn more.



## Mentorship and network

Nvest Mentorship Program is our internal global mentorship program. This digital solution pairs Mentors and Mentees based on the attributes mentees are looking to develop and enables Mentors to grow by sharing their experiences and expertise. Due to the digital nature, we can prioritize fit, connecting mentors and mentees from any location. Meetings occur once monthly at a minimum and pairings last three months with an option to extend. Monthly TED@Work discussions are held to support the growth and development of Mentors within the program and focus on leadership and communication skills. The program has continued to grow, with over 200 active mentor/mentee participants as of July 2022.

## Engagement

Feedback from our employees is critical to our culture. In addition to Teams channels and direct engagement with People Leaders, we have developed an ongoing dialogue with our team members through quarterly Ngage pulse surveys. Each quarter we measure overall engagement, inclusion, and eNPS, and seek feedback on a specific topic that helps us drive actions and improvements.

Ninety percent of employees participate in Ngage surveys and we have seen a high inclusion score as well as an increasing eNPS. Our leadership team is heavily involved in listening, discussing feedback, and taking action to address key opportunities. Additionally, we share results and proposed actions with employees through our All-Hands meetings and with our Board on a quarterly basis.

## Pay and benefits

We strive to offer an integrated and equitable wellness program that supports the body, mind, and financial health of employees and their diverse needs. The three wellness pillars are physical, financial, and emotional well-being, and these form the core of our benefits philosophy which includes but is not limited to, a flexible work environment, including work from elsewhere options, medical insurance, paid time-off and other leave programs, employee assistance program, disability insurance, life insurance, retirement and pension programs, paid parental leave, and other family planning programs, including surrogacy and adoption programs.

Our compensation philosophy is based on rewarding performance through competitive market adjusted salaries and incentive plans, equity grants, employee stock purchase program, and our Nspire recognition program.



# COMMUNITY IMPACT

Supporting our communities in meaningful ways.

# Community Impact

At NortonLifeLock, we have a culture of giving. Whether we are providing financial donations, product licenses, time, acts of kindness, or more, we create opportunities for our employees to act on their values and support their communities in meaningful ways. We are proud to be listed as one of the [most community-minded companies](#) in the U.S.<sup>12</sup> and work to create tangible, positive impact where it is most needed.

We are intentional about our approach to community impact and have built a holistic program where each effort—employee volunteering, philanthropy, product donation, and our signature Cyber Safety programs—work together to deepen our positive outcomes.

## An intentional approach to community impact

### How we make an impact



#### Employee Volunteering

- Team building
- Virtual volunteering
- Employee resource groups
- Paid time off
- Skills-based
- Local/regional activities



#### Employee Giving

- Matching Gift Program
- Cause cards
- Dollars for Doers
- Giving campaigns (Giving Tuesday)



#### Signature Cyber Safety Programs

- WAGGGS/Surf Smart
- National PTA/The Smart Talk
- National Consumer League/LifeSmarts
- NNEDV/Safety Net
- Save the Children/Creating a Safe and Enabling Experience for Children Online



#### Product Donations

- TechSoup
- CR philanthropy partners
- Hardware donations



#### Other Community Impact Programs

- DEI (Women4Cyber, NASSCOM, Reboot Representation)
- Environment (GRID Alternatives, Barefoot College International, Planet Water Foundation)

### Where we make an impact



#### Cyber Safety training and education



#### Diversity, equity, and inclusion



#### Environment



#### Local, regional, personal causes

The majority of our community impact aligns to NortonLifeLock's ESG priorities.

<sup>12</sup> Civic 50, June 2022

# Employee volunteering and giving

We empower our employees to make a difference in the communities where they live and work. In FY22, our Corporate Responsibility team continued to adapt our employee volunteering and giving programs to align with our hybrid work environment, expanding options to enable our team members to make a meaningful contribution from any location.

We host team building volunteer opportunities, collaborate with our employee resource groups on events, and offer in-person local/regional efforts, as well as [virtual and skills-based volunteering](#), to encourage employees to create positive change for causes that are important to them. We further incentivize volunteering through five days of paid volunteer time off per year.

We support employee donations through our Matching Grants program, where we give one



“ I am still engaging with and mentoring a few of the students from George Washington University and have really been enjoying hearing their ideas. Engaged students like these will be driving the future of cybersecurity and helping create a safer, brighter future for all of us. ”

– **Darren Shou**, Chief Technology Officer

corporate dollar for every dollar donated by a NortonLifeLock employee annually; specific 2:1 matching campaigns, including a 2:1 match on Giving Tuesday, during Black History Month, to support humanitarian efforts in Ukraine, and more; through our Dollars for Doers program, which provides a \$15 donation for every hour of volunteer service an employee contributes; and through cause cards, preloaded funds that allow employees to contribute to a charity of their choice.

The Dollars for Doers and Matching Gift programs have a combined cap of \$2,000 per employee per year.

Our Corporate Responsibility team also offered 42 volunteer opportunities in FY22 and are proud of the level of engagement from our team members. In FY22, 42% of employees participated in our volunteering and giving program. We plan to encourage even more employee involvement next year and have set a target for more than half of our employees to participate in our volunteering and giving programs in FY23.



42%

EMPLOYEE PARTICIPATION IN VOLUNTEERING AND GIVING PROGRAMS



3,582

EMPLOYEE VOLUNTEER HOURS



\$390K

TO CHARITABLE ORGANIZATIONS THROUGH EMPLOYEE MATCHING



5 days

OF PAID VOLUNTEER TIME OFF PROVIDED EACH YEAR





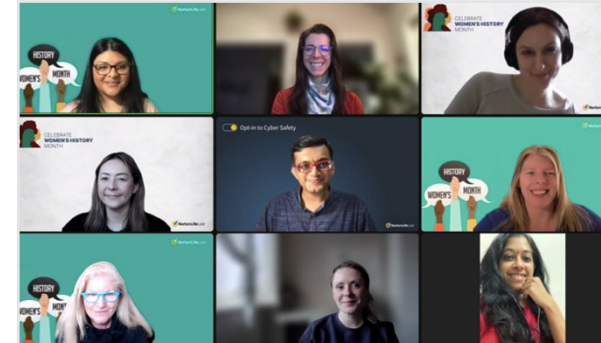
# Spotlight: FY22 volunteering and giving highlights



At the “Cybersecurity Career Insights” workshop, NortonLifeLock’s Technology team and CTO Darren Shou shared expertise with students.



NortonLifeLock employees contributed \$250,000 to incredible causes in just one day on Giving Tuesday.



ERG WONDER celebrated Women’s History Month through various events.



NortonLifeLock’s first virtual Pride parade took place in June 2021.

## Putting our skills to work

Through skills-based volunteering we encourage employees to apply the same skills they use in their job to address complex social or environmental issues. This year, NortonLifeLock’s Technology team shared our cybersecurity knowledge and expertise through a [Cybersecurity Career Insights](#) workshop hosted by our CTO Darren Shou, with George Washington University Engineering School’s Minority Student Groups and students from the College of Professional Studies majoring in Cybersecurity.

## Giving Tuesday

In FY22, NortonLifeLock employees came together to create meaningful change during Giving Tuesday. In just one day of unprecedented giving, we raised \$250,000, surpassing our previous amount by \$50,000. Employees donated to any organization they were passionate about and received 2:1 matching funds from NortonLifeLock. Organizations such as the Alzheimer’s Association, DC Central Kitchen, The Innocence Project, and more received donations from this campaign. Additionally, this year we added a volunteer component with Packs of Inspiration, which provides hygiene kits to people experiencing homelessness. In total, employees created over 100 packs with words of connection and inspiration included. Read more on the Corporate Responsibility [blog](#).

## Partnering with our ERGs

The Corporate Responsibility team partners closely with our DEI team and NortonLifeLock’s Employee Resource Groups (ERGs) year-round to amplify and boost each other’s efforts. For example, NortonLifeLock’s women-focused ERG WONDER (Women Outreach & Development Resources) and NortonLifeLock Cares celebrated Women’s History Month together with two volunteer events. First, employees broke down barriers to menstrual hygiene products through [Period Power](#). More than 31 employee volunteers compiled kits of period supplies for people in need. Later in the month, we supported ~35 girls that are innovating apps to solve real world issues around the globe through [Technovation Girls](#).

We celebrated Pride month in June 2021 with our first virtual Pride parade, which included conversations with LGBTQ+ identifying leaders from inside and outside the Company. Joining the parade was Out & Equal’s Managing Director. Out & Equal, one of NortonLifeLock’s nonprofit partners, is an organization working exclusively on LGBTQ+ workplace equality across the globe. Due to the success of the first parade, we launched our second virtual Pride parade in 2022 with the theme “100% Acceptance.” Additionally, 57 LGBTQ+ youth of [Time Out Youth](#) received care packages with snacks and words of support from employees, and [Turn Out](#) hosted a mini queer board match with nonprofit leaders from LGBTQ+ specific organizations in the Bay Area.

## Together for Ukraine

NortonLifeLock came together in an immediate, cross-functional effort to support those affected by the humanitarian crisis in Ukraine. Our leaders from Legal, Corporate Responsibility, Product, and others, joined the General Counsel of [TechSoup](#), our product donation partner, to build an impactful suite of digital resources for Ukrainians. One of our key efforts was to help refugees maintain online safety as they used technology to stay connected to friends, family, and the world. Additionally, through our partnership with TechSoup we are working to increase the number of refugees impacted by our products.

We also donated \$100,000 to the International Rescue Commission and sent additional funds to multiple aid organizations through a 2:1 employee donation matching campaign.

Many of our employees went above and beyond to provide help where they could on the ground. As Germany prepared to receive Ukraine refugees, employees in our Germany office stepped up to see where they could help. The team developed an emergency plan and coordinated the provision of resources including hygiene products and food. Our Dublin team, in partnership with [Wielka Orkiestra Swiatecznej Pomocy](#), also came together to collect, pack, and deliver donations near the Ukraine border.

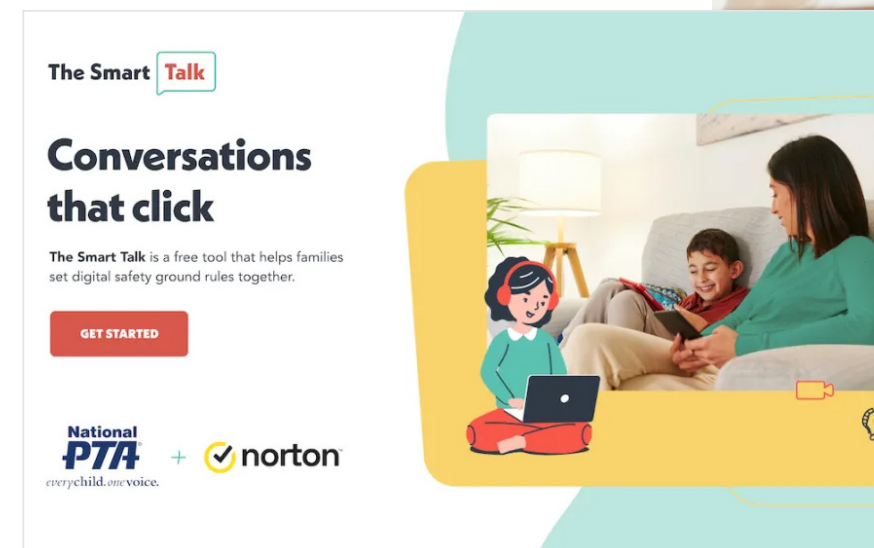
# Signature Cyber Safety programs

As a company focused on Cyber Safety, we provide digital safety education and training through partnerships that help youth, women, families, and underrepresented communities stay safe online. More than half of our philanthropic support in FY22 was directed to the signature Cyber Safety training and education programs that utilize our unique knowledge and expertise to enable people to live their digital lives safely.

**Target: By FY23, reach one million people through Cyber Safety education and training.**

In 2015, [National PTA](#) and NortonLifeLock co-created **The Smart Talk**, a free, interactive resource that helps families set healthy tech limits together. In June 2022, the tool relaunched with essential updates to inclusivity, content, user experience, and reach. As examples, National PTA conducted focus groups with families from various racial and socioeconomic backgrounds and hired education experts that specialize in accessibility.

As a result, the relaunched tool is now offered in Spanish, and we completely updated the user experience for neurodiverse children and caregivers. We also enhanced the content to be relevant to today's families, tailored the tool to age groups, and broke the full tool into modules. We increased our funding to local PTAs who can host The Smart Talk Conversations at their school to help support families navigate the digital world. We plan to reach 180 local PTAs over the next two school years. Read more on the Corporate Responsibility [blog](#).





We've committed one million dollars to expand our co-developed Surf-Smart 2.0 badge program that reaches Girl Guides and Girl Scouts across the world.

In FY22, NortonLifeLock continued collaborating with the World Association of Girl Guides and Girl Scouts (WAGGGS) and committed \$1 million to expand our co-developed [Surf Smart 2.0](#). The **Surf Smart 2.0** badge program teaches girls and young women to communicate, learn, have fun, raise their voices as responsible citizens, and stay safe online. Since 2011, Surf Smart has reached more than 600,000 Girl Guides and Girls Scouts across 44 countries.<sup>13</sup> The new funding commitment will help build increased capacity for online safety programs across Europe, support the 2023 WAGGGS Academy event in Germany, and help launch an online advocacy fund to support girls and young women interested in digital advocacy. In addition, NortonLifeLock employees will

also have opportunities to engage and share their expertise. Read more on the Corporate Responsibility [blog](#).

Technology provides incredible opportunities to connect, learn, and socialize. To survivors and victims of intimate partner violence however, technology can be used to stalk, harass, and perpetuate abuse. By working with organizations like the National Network to End Domestic Violence (NNEDV) and as a founding member of the [Coalition Against Stalkerware](#), we provide education, training, and product donations to empower survivors to stay safe online. In 2021, we provided a \$75,000 grant towards NNEDV's Safety Net Program. Safety Net is a truly innovative and comprehensive

program that focuses on the intersection of technology and domestic and sexual violence and works to address how it impacts the safety, privacy, accessibility, and civil rights of victims. We expanded our partnership in FY22 to support NNEDV's important initiatives, including Safety Net, Economic Justice, and financial abuse response, and to create new Cyber Safety resources for these initiatives to use. Read more on the Corporate Responsibility [blog](#).

NortonLifeLock is a proud supporter of [Save the Children in India](#). We support the organization's "Creating a Safe and Enabling Experience for Children Online" program, which provides children in Thiruvallur district in Tamil Nadu and the Pune district in Maharashtra with online safety education. In FY22, more than 9,400 children directly benefited through a specifically designed Cyber Safety curriculum. In addition, parents and teachers were made aware of the risks that children are exposed to online, with training sessions completed for teachers across 50 schools. Save the Children generated additional awareness through a Cyber Safety focused caravan and the launch of



the #BeDigiSmart Instagram campaign reaching more than one million additional adults and children between January and March 2022. Read more on the Corporate Responsibility [blog](#).

### Product donations

Product donations are another important aspect of our community engagement program. Nonprofits worldwide face rising demands for their services and often lack resources to secure employee and volunteer digital information. We give product directly to nonprofits that need it, such as to the [National Consumer League's LifeSmarts](#) program, and to our longstanding partner [TechSoup](#), which helps us increase the reach of our donations.

This year, we worked with our internal Engineering Team to improve access to our products for nonprofits that otherwise wouldn't be able to afford them. Nonprofits are now able to access products using the Norton eStore for an easier check-out flow and can take advantage of Norton customer support. We also sponsor TechSoup events, such as Giving Tuesday Promo week, which offered cost reductions on already discounted products. In total in FY22, our product donations helped more than 9,331 nonprofits and public libraries keep their devices and data secure. The retail value of our software donations was \$1.6 million. We have set an FY23 target to provide product donations to 12,000 organizations.

<sup>13</sup> Impact metric is as of May 2022.



# Additional philanthropic efforts

## Diversity in tech

In FY22, we continued to embed diversity, equity, and inclusion aspects across our grant funding and volunteer opportunities. As examples, our Cyber Safety-focused partnership with World Association of Girl Guides and Girl Scouts is designed to reach girls and young women and our environmentally focused partnership with GRID Alternatives also supports Tribal communities across the U.S.

We also look to impact areas aligned with our ESG priorities and Company values, such as increasing gender and diverse representation in tech. We fund organizations including [Out & Equal](#) to support LGBTQ+ workplace equality and [Disability:IN](#) to work towards disability inclusion. We support the [Reboot Representation Tech Coalition](#), which is committed to doubling the number of Black, Latinx, and Native American women graduating with computing degrees by 2025.

One of our most recent partnerships is with [Women4Cyber](#). Women4Cyber is a nonprofit European private foundation that promotes the participation of women in cybersecurity through education and training, awareness, and policy development. NortonLifeLock will contribute \$150,000 per year for the

next two years, providing content to the Women4Cyber academy, product donations, traineeships and internships, and helping develop new organization chapters where they do not yet exist.

We continue to partner with [NASSCOM](#) to run The Cyber Security Skills Development Initiative for Women in India. The program equips women engineering graduates with in-demand job skills and improves employability. By the end of 2021, the program had 232 graduates with 60 already placed into jobs.



The Cyber Security Skills Development Initiative for Women in India equips women engineering graduates with in-demand job skills and improves employability.

Our diversity-focused community impact programs not only work to increase representation across the tech industry, they also help NortonLifeLock connect with diverse candidates and support our People & Culture team's representation targets.

## Helping to protect our planet

We are proud to play a role in accelerating a sustainable future. Please visit the [Environmental Stewardship](#) section for more information on our environmentally focused nonprofit partners.



## Project Umpire: Identity theft resources for Black communities

This Black History Month, we **launched** Project Umpire (Use, Maintain, Protect Identities), a three-year project in partnership with the Identity Theft Resource Center, Wells Fargo, Synchrony, and North Carolina A&T State University, the U.S.'s largest Historically Black University. The project is designed to address the lack of actionable data and culturally competent identity theft programs to help protect Black communities. We invested \$150,000 in the multi-phase project, which launched in January 2022.

# 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 produced our first ESG Report, which included a concise account of our ESG performance, transparency around ESG-related risks and opportunities, and decision-useful, comparable data and information. Our 2022 ESG Report includes alignment with the Task Force on Climate-Related Financial Disclosures (TCFD) for the first time, as well as additional quantitative ESG metrics.

We have developed this report using the Sustainable Accounting Standards Board (SASB): Software and IT Services Standard, as well as with the Global Reporting Initiative (GRI) Sustainability Reporting Standards at the “Core in Accordance” level. Apex Companies LLC provided limited assurance under the ISO 14064-3 standard of our FY22 global Scope 1 and 2 emissions, and select Scope 3 emissions.

Any references to “material” or “materiality” in this report are not intended to have the same meaning as in the context of financial statements or financial reporting or as defined by the securities laws of the United States.

“NortonLifeLock,” “we,” “us,” “our,” and “the Company” refer to NortonLifeLock Inc. and all its subsidiaries. The report covers the Company’s activities between April 3, 2021, and April 1, 2022. We have also included relevant examples of impact that occurred in calendar year 2022. The activities, performance, and data detailed in the report relate to NortonLifeLock Inc.’s worldwide operations unless otherwise stated.

Certain statements in this report constitute “forward-looking statements.” Forward-looking statements in this report are made pursuant to the safe harbor provisions of Section 21E of the Securities Exchange Act of 1934 and other federal securities laws. These statements are based on management’s current opinions, expectations, beliefs, plans, objectives, assumptions, or projections regarding future events or results, 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. These forward-looking statements are only predictions, not historical fact, and involve certain risks and uncertainties, as well as assumptions. Actual results, levels of activity, performance, achievements, and events could differ materially from those stated, anticipated, or implied by such forward-looking statements. While NortonLifeLock believes that its assumptions are reasonable, there are many risks and uncertainties that could cause actual results to differ materially from forward-looking statements, including the risks discussed under the heading “Management’s Discussion and Analysis of Financial Condition and Results of Operations” and “Risk Factors” in the Company’s annual report on Form 10-K and quarterly reports on Form 10-Q filed with the U.S. Securities and Exchange Commission (“SEC”) as well as other factors described in NortonLifeLock’s filings with the SEC. NortonLifeLock undertakes no obligation to update or revise any forward-looking statement contained in this report, except as otherwise required by law.

We welcome your questions about this report and about NortonLifeLock Cares via [CR@nortonlifelock.com](mailto:CR@nortonlifelock.com).



# United Nations Sustainable Development Goals highlights



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

- Relunched The Smart Talk resource to include Spanish modules and update the user experience for neurodiverse children and caregivers.
- Continued collaborating with the World Association of Girl Guides and Girl Scouts (WAGGGS) and committed one million dollars to expand our co-developed Surf Smart 2.0 globally.
- Educated 9,400 children directly through Save the Children in India's "Creating a Safe and Enabling Experience for Children Online" program.



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

- Achieved gender parity for the independent members of our Board of Directors.
- Entered into a two-year partnership with Women4Cyber, contributing \$150,000 per year to promote the participation of women in cybersecurity through education and training, awareness, and policy development.
- Provided a \$75,000 grant towards NNEDV's Safety Net Program, which addresses how the intersection of technology and domestic and sexual violence impacts the safety, privacy, accessibility, and civil rights of victims.



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

- Signed a letter in support of the United Nations Standards of Conduct for Business Tackling Discrimination Against LGBTI People, further demonstrating our commitment to LGBTQ+ inclusivity in our operations.
- Our two primary suppliers have had no human rights breaches in the past four years.



## Reduce inequality within and among countries.

- Became a founding partner in the Identity Theft Resource Center's (ITRC) initiative to provide identity education and protection programs and culturally competent victim services to support Black communities.
- Added modules on human rights and modern slavery; anti-bribery and corruption; managing conflicts of interest; and diversity, equity, and inclusion to our employee Code of Conduct training. One hundred percent of active employees completed this training.
- Enhanced our data protection oversight committee in the European Economic Area and focused heavily on European privacy issues to extend GDPR and CCPA rights to everyone, regardless of where they live.



## Ensure sustainable consumption and production patterns.

- Completed our first product environmental lifecycle analysis (LCA).
- Delivered 98% of our products digitally without a physical footprint.
- One hundred percent of our products again complied with the European Union's Registration, Evaluation, Authorisation, and Restriction of Chemicals (REACH) regulation.
- Launched our newest ERG, N-EARTH, which works to inspire and educate employees to take small actions every day to help protect the planet.
- Created a new employee benefit, the Sustainable Home Improvement Program, where employees apply to receive financial incentives to make sustainability improvements at home.



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

- Expanded our GHG inventory to include relevant Scope 3 emissions sources, including emissions from employees who work remotely.
- In FY22, 27% of electricity used was from renewable sources.
- Reduced our Scope 1 and 2 GHG emissions by 39% between FY21 and FY22.



## Promote just, peaceful, and inclusive societies.

- Promoted legislation that can truly accommodate the complexities of consumer Cyber Safety and security.
- In response to the shootings in Buffalo, NY, and Uvalde, TX, we offered 2:1 employee donation matching to gun control organizations, including Everytown.
- Provided financial grants, product donations, and automatically renewed licenses for Ukraine customers for six months.
- Through our products, we help protect the identity, privacy, and security of nearly 80 million customers in 150 countries, contributing to SDG 16.

# 2022 Data Tables

## Gender Diversity

	FY22				FY21				FY20			
	Total	Women	Men	Not Declared	Total	Women	Men	Not Declared	Total	Women	Men	Not Declared
<b>GLOBAL GENDER DIVERSITY</b>												
Workforce		33%	67%	<1%		33%	67%	<1%		31%	69%	
Leadership <sup>14</sup>		33%	66%	<1%		30%	69%	1%		27%	73%	
<b>Workforce by region</b>												
Americas	1,251	40%	59%	<1%	1,246	41%	59%	<1%	1,818	36%	64%	<1%
Asia Pacific, Japan (APJ)	92	34%	63%	3%	93	34%	66%	0%	292	29%	71%	0%
Europe, Middle East, and Africa (EMEA)	656	30%	67%	3%	771	32%	68%	<1%	324	44%	56%	0%
India	689	22%	78%	0%	699	21%	79%	0%	1,221	22%	79%	0%
<b>Employee category</b>												
Executive	23	35%	61%	4%	26	23%	73%	4%	55	15%	86%	0%
Manager (non-executive without direct reports)	1,103	29%	71%	<1%	1,099	27%	73%	<1%	1,380	27%	73%	<1%
Individual contributor (non-executive without direct reports)	1,562	36%	63%	2%	1,684	37%	63%	<1%	2,220	35%	65%	<1%
<b>Board of Directors</b>												
Board of Directors	9	44%	56%	0%	9	44%	56%	0%	7	29%	71%	0%

► For financial data, please review our [10-K](#), which can be found on the investor relations page of our website

<sup>14</sup> Leadership includes Director and above.

# 2022 Data Tables

## U.S. Racial and Ethnic Diversity

U.S. RACE/ETHNICITY TOTAL (%)	FY22	FY21	FY20
Underrepresented racial/ethnic groups	17%	13%	11%
Non-underrepresented racial/ethnic groups	82%	84%	87%
Asian	34%	37%	39%
Black	7%	6%	3%
Hispanic	6%	4%	4%
White	45%	47%	48%
American Indian/Alaska Native	<1%	<1%	<1%
Native Hawaiian/Other Pacific Islander	<1%	<1%	<1%
Two or more	4%	3%	3%
Decline to specify	1%	2%	2%
<b>U.S. LEADERSHIP (%)</b>			
Underrepresented racial/ethnic groups	12%	11%	9%
Non-underrepresented racial/ethnic groups	85%	87%	89%
Not declared	3%	2%	2%

## Age composition of employees<sup>15</sup>

AGE	<30	30-50	>50
Percentage of employees	15%	72%	13%

▶ Please visit our [investor relations website](#) for our most recent U.S. EEO-1 Component 1 Data Collection Report.

<sup>15</sup> New metric as of FY22.

# 2022 Data Tables

## Environmental Stewardship

	FY22	FY21	FY20
<b>Greenhouse gas emissions (metric tons of CO2e)</b>			
Total Scope 1 and 2 market-based	11,353	18,981	41,374
Scope 1 (natural gas, diesel, propane, refrigerants, gasoline)	1,062	1,494	6,881
Scope 2 market-based (purchased electricity and heating)	10,291	17,486	34,492
Scope 2 location-based (purchased electricity and heating)	11,524	17,056	30,991
Scope 3	70,731	69,280	180,108
Upstream	69,168	69,280	180,108
Downstream	1,562	not reported	not reported
<b>Emissions intensity (per \$1M USD revenue)</b>			
Scope 1 and 2 market-based	4.1	7.4	16.6
Scope 1	0.4	0.6	2.8
Scope 2 market-based	3.7	6.9	13.9
Scope 3	25	27	72

# 2022 Data Tables

## Environmental Stewardship (cont.)

	FY22	FY21	FY20
<b>Energy consumption (gigajoules)</b>			
Total energy consumption Scope 1 and 2	139,474	190,990	312,116
Scope 1 (natural gas, diesel, propane, refrigerants, gasoline, onsite solar)	18,066	29,175	33,779
Scope 2 market-based (purchased electricity and heating)	121,408	161,815	278,337
Energy intensity (all scopes per million dollars of revenue)	50	75	125
Total electricity consumption from renewable sources (GJ)	32,913	32,862	52,410
Total electricity consumption from renewable sources (%) <sup>16</sup>	27%	20%	19%
<b>Waste (metric tons)</b>			
Total waste	3,399	3,868	Not reported
Waste sent to landfill	335	244	Not reported
Waste recycled	2,835	3,259	Not reported
Waste composted	229	365	Not reported
Waste diversion rate (%)	90%	94%	Not reported
<b>Water</b>			
Water withdrawals (cubic meters)	204,629	245,424	Not reported
Water withdrawals from water stressed regions (%)	25%	47%	Not reported
<b>Environmental fines</b>			
Number of environmental fines	0	0	0
Amount of environmental fines	0	0	0

<sup>16</sup> Includes renewable energy included in the power mix delivered by our utility suppliers, where information is available. Excludes renewables in the average/regional grid electricity.

# 2022 Data Tables

<b>Philanthropic Giving</b>			
	<b>FY22</b>	<b>FY21</b>	<b>FY20</b>
<b>Philanthropic giving (\$USD)</b>			
Total giving	\$4,667,108	\$6,383,200	\$13,606,314
Grants	\$2,674,899	\$1,899,168	\$1,511,920
Matching gifts, Dollars for Doers	\$389,759	\$407,844	\$811,962
Retail value of software donations	\$1,602,450	\$4,076,188	\$10,957,432
Organizations that received software donations (#)	9,331	9,924	Not reported
<b>Employee contributions</b>			
Employee giving (\$USD)	\$254,717	\$254,687	\$582,620
Volunteer hours (#)	3,583	3,039	18,726
Employee participation rate in volunteering and giving program (%)	42%	21%	Not reported

<b>Grants by Priority Focus Area</b>			
	<b>FY22</b>	<b>FY21</b>	<b>FY20</b>
Diversity, equity, and inclusion <sup>17</sup>	21%	29%	24%
Cyber Safety education and training	56%	47%	32%
Environmental stewardship	14%	8%	9%
Community impact and disaster response	9%	15%	8%

<sup>17</sup> Twenty-one percent of our grant funding was dedicated to causes supporting nonprofits and initiatives that focus specifically on DEI. We also embed DEI components across our grant funding. As examples, our Cyber Safety partnership with World Association of Girl Guides and Girl Scouts reaches girls and young women; our Cyber Safety partnership with Project UMPIRE reaches Black communities; and our environmental partnership with GRID Alternatives reaches Tribal communities. In FY22, 62% of grants across all Priority Focus Areas had DEI components embedded.



# 2022 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) 139,474 gigajoules (2) 73% (3) 27%	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) 204,629 cubic meters, 25% (2) 204,629 cubic meters, 25%	TC-SI-130a.2
Environmental Footprint of Hardware Infrastructure	Discussion of the integration of environmental considerations into strategic planning for data center needs	We are a cloud-first company with limited managed data center operations (i.e., data centers we own or colocate), reducing our inherent risks related to energy consumption and greenhouse gas emissions as well as our risks from physical climate changes. <a href="#">Environmental Policy Statement</a> Environmental Stewardship, p. 22	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 <a href="#">Privacy Center</a> and associated pages linked. These documents describe how NortonLifeLock collects, uses, shares and retains user information. For comprehensive disclosures regarding the processing of user information please visit: <a href="https://www.nortonlifelock.com/us/en/privacy/global-privacy-statement/">https://www.nortonlifelock.com/us/en/privacy/global-privacy-statement/</a> <a href="https://www.nortonlifelock.com/us/en/privacy/privacy-notices/">https://www.nortonlifelock.com/us/en/privacy/privacy-notices/</a> <a href="https://www.nortonlifelock.com/us/en/privacy/product-privacy-notices/">https://www.nortonlifelock.com/us/en/privacy/product-privacy-notices/</a> Products, p. 18	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

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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) 44 (2) 44 (3) 50%  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, Donetsk and Luhansk regions of Ukraine, and Syria. Due to the ongoing conflict in Ukraine and newly implemented government regulations, we do not provide any new business in Russia and Belarus. Our VPN products are no longer available for use within India as a result of governmental regulations requiring the logging and saving of user data. As we do not log or save the user data required in India, we stopped offering the product in India.	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	Information Security, p. 19  Our Technology and Cybersecurity Subcommittee assists our Board in its oversight of management's responsibilities to regularly assess NortonLifeLock's key risks and engage in enterprise-wide risk management as it relates to cybersecurity and NortonLifeLock's technology and information systems, including with respect to strategies, objectives, capabilities, initiatives, policies, and investments.  The majority of our infrastructure have vulnerability agents deployed to provide more timely detection of vulnerabilities. Global Cyber Security performs monthly vulnerability scans of its infrastructure and granularly tracks the status of the vulnerabilities throughout the vulnerability management life cycle, as described in the Vulnerability and Patch Management Standard.  NortonLifeLock's Information Security Policies and Standards are based on industry guidelines, specifically ISO-27001:2013 and Payment Card Industry Data Security Standards (PCI-DSS).	TC-SI-230a.2
Recruiting & Managing a Global, Diverse & Skilled Workforce	Percentage of employees that are (1) foreign nationals and (2) located offshore	(1) 8% of employees are foreign nationals (2) 54% 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	People and Culture, p. 32	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): 33%; Underrepresented minorities in leadership (U.S.): 12% (2) Not provided (3) Females in workforce (Global): 33%; Underrepresented minorities in workforce (U.S.): 17%	TC-SI-330a.3

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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) 0 performance issues (2) 4 service disruptions (3) 6 hours 40 mins total customer downtime	TC-SI-550a.1
Managing Systemic Risks from Technology Disruptions	Description of business continuity risks related to disruptions of operations	<p><a href="#">2022 Annual Report, p. 19</a></p> <p>The Audit Committee of the Board of Directors reviews NortonLifeLock’s business continuity and disaster preparedness planning. NortonLifeLock’s risk management program includes the people, processes, and technologies designed 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.</p> <p>NortonLifeLock’s risk assessment methodology includes the identification and evaluation of the likelihood of an event occurring, the impact (potential loss), and the speed of onset (timeframe) of the event. The impact of the event can be categorized in financial, operational, legal and regulatory, reputational, and health and safety.</p> <p>Business continuity plans document strategies that include strategies for loss for workplace, workforce, vendor/third party, and IT. Strategies are in place for each of the referenced scenarios to help protect critical business processes in the event of any disruption. Examples of redundant business processes would include transferring workload to a partner or relocating staff to work from home depending on the scenario and the impacted processes.</p> <p>Geographical separation of redundant services exists where possible to mitigate natural disasters and other events out of the control of the company. Software development lifecycle practices are in place to mitigate and roll back problematic changes to our applications that may introduce programming errors.</p> <p>Operations are owned and not outsourced. Critical business operations are hosted with AWS or Azure. Back off services still exist on-premise.</p>	TC-SI-550a.2
	(1) Number of licenses or subscriptions, (2) percentage cloud based		TC-SI-000.A
	(1) Data processing capacity, (2) percentage outsourced		TC-SI-000.B
	(1) Amount of data storage, (2) percentage outsourced		TC-SI-000.C

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## 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	FY22 Answer	UNGC Cross-reference
102-1	Name of the organization	NortonLifeLock, Inc.	
102-2	Activities, brands, products, and services	<a href="#">Company profile</a> <a href="#">2022 10-K, p. 2-11</a>	
102-3	Location of headquarters	60 E Rio Salado Pkwy STE 1000 Tempe, AZ 85281	
102-4	Location of operations	<a href="#">NortonLifeLock Worldwide   NortonLifeLock</a>	
102-5	Ownership and legal form	Publicly Traded C-Corporation <a href="#">2022 10-K, p. 2</a>	
102-6	Markets served	<a href="#">2022 10-K, p. 2</a>	
102-7	Scale of the organization	<a href="#">2022 10-K, p. 2-11</a>	
102-8	Information on employees and other workers	<a href="#">2022 10-K, p. 9-10</a> Data Tables, p. 42 People & Culture, p. 26	

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Disclosure	GRI Description	FY22 Answer	UNGC Cross-reference
102-9	Supply chain	<p>Environmental Stewardship, p. 24</p> <p><a href="#">Global Procurement Code of Conduct</a></p> <p><a href="#">Corporate Responsibility Policies</a></p> <p>NortonLifeLock outsources manufacturing of our physical products. Products are manufactured from Prague in Czech Republic, and Singapore. 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. 40	
102-11	Precautionary Principle or approach	The precautionary principle is not applied specifically across the organization, nor in the development and introduction of new products. NortonLifeLock uses a model similar to the Precautionary Principle for risk management with regard to business continuity. Our Crisis Management and Continuity Management teams determine the impact likelihood of each threat occurring and conducts exercises to help gain 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>ACCP: Association of Corporate Citizenship Professionals</p> <p>REBA: Renewable Energy Buyers Alliance</p> <p>The Better Identity Coalition</p> <p>BITCI Ireland: Business in the Community Ireland</p> <p>CERES</p> <p>Coalition Against Stalkerware</p> <p>ITI: Information Technology Industry Council</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

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Disclosure	GRI Description	FY22 Answer	UNGC Cross-reference
102-16	Values, principles, standards, and norms of behavior	Governance and Ethics, p. 12 <a href="#">Code of Conduct</a>	Human Rights, Labour, Environment, Anti-Corruption: Relevant policies, procedures, activities
102-18	Governance structure	Our Approach, p. 11-12 <a href="#">2022 Proxy Statement, p. 8-10</a> <a href="#">Charter of the Nominating and Governance Committee of the Board of Directors</a> <a href="#">Corporate Governance</a>	
102-40	List of stakeholder groups	Stakeholder engagement, p. 8	
102-41	Collective bargaining agreements	<a href="#">2022 10-K, p. 9</a>	Labour: Relevant policies, procedures, activities  Labour: Measurement of outcomes
102-42	Identifying and selecting stakeholders	Stakeholder engagement, p. 8	
102-43	Approach to stakeholder engagement	NortonLifeLock engages with various stakeholders on an ongoing basis, we check that our stakeholders are aligned to our corporate responsibility goals, objectives, and strategy. We undertake extensive engagement across 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 stakeholder opinions are solicited to support the assessment of significant topic areas in the ESG report including advocacy groups, employees, thought leaders, and topic area experts. Stakeholder engagement, p. 8	
102-44	Key topics and concerns raised	A materiality 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 significant sustainability topic areas. Topic areas were prioritized based on both stakeholder feedback as well as internal company criteria such as alignment to NortonLifeLock policies and values. Topic areas identified as high priority are discussed in the ESG Report to respond to stakeholder expectations. We plan to update our materiality assessment in FY23. Approach, p. 6	Human Rights, Labour, Environment, Anti-Corruption: Relevant policies, procedures, activities
102-45	Entities included in the consolidated financial statements	<a href="#">2022 10-K, pg. 62</a>	

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Disclosure	GRI Description	FY22 Answer	UNGC Cross-reference
102-46	Defining report content and topic boundaries	Approach, p. 6 About this Report, p. 40	
102-47	List of material topics	Approach, p. 7	
102-48	Restatements of information	FY20 and FY21 greenhouse gas emissions data have been restated to include further Scope 3 categories and to correct errors in Scope 2 and Scope 3 emissions.	
102-49	Changes in reporting	About this Report, p. 40	
102-50	Reporting period	About this Report, p. 40  Fiscal Year 2021: April 2021 - April 2022	
102-51	Date of most recent report	Our last ESG report was published in September 2021.	
102-52	Reporting cycle	Annual	Time period covered by Communication on Progress (COP)
102-53	Contact point for questions regarding the report	<a href="mailto:CR@nortonlifelock.com">CR@nortonlifelock.com</a>	
102-54	Claims of reporting in accordance with the GRI Standards	About this Report, p. 40	
102-55	GRI content index	GRI Index	
102-56	External assurance	Apex Companies LLC provided limited assurance under the ISO 14064-3 standard of our FY22 global Scope 1 and 2 emissions, and select Scope 3 emissions.	Environment: Measurement of outcomes

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GRI Material Topic	GRI Management Approach Cross-reference <sup>18</sup>	Relevant External Entities FY22	UNGC Cross-reference
<b>ECONOMIC</b>			
GRI 201: Economic Performance	<a href="#">2022 10-K, p. 30-32</a>	Communities; Customers; Governments and regulators; Investors; Suppliers	
GRI 205: Anti-corruption	Governance and Ethics, p. 12-13 <a href="#">Code of Conduct</a> <a href="#">Conflict Minerals Policy</a>		Anti-corruption: Relevant policies, procedures, activities
<b>ENVIRONMENTAL</b>			
GRI 302: Energy	Environmental Stewardship, p. 22 <a href="#">Environmental Policy Statement</a>	Communities; Customers; Governments and regulators; Investors; Suppliers	Environment: Relevant policies, procedures, activities
GRI 305: Emissions 2016	Environmental Stewardship, p. 22 <a href="#">Environmental Policy Statement</a>	Communities; Customers; Governments and regulators; Investors; Suppliers	Environment: Relevant policies, procedures, activities
<b>SOCIAL</b>			
GRI 401: Employment	<a href="#">Code of Conduct</a> <a href="#">Human Rights Policy</a>		Human Rights: Relevant policies, procedures, activities Labour: Relevant policies, procedures, activities
GRI 404: Training and Education	People & Culture, p. 30-32		Labour: Relevant policies, procedures, activities
GRI 405: Diversity and Equal Opportunity	People & Culture, p. 27-29 <a href="#">Human Rights Policy</a>		Human Rights: Relevant policies, procedures, activities Labour: Relevant policies, procedures, activities
GRI 412: Human Rights 2016	Commitment to Human Rights, p. 14 <a href="#">Code of Conduct</a> <a href="#">Conflict Minerals Policy</a> <a href="#">Human Rights Policy</a> <a href="#">Corporate Responsibility Policies</a>		Human Rights: Relevant policies, procedures, activities

<sup>18</sup> Includes disclosures 103-1 Explanation of the material topic and its boundary, 103-2 The management approach and its components, 103-3 Evaluation of the management approach.



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GRI Material Topic	GRI Management Approach Cross-reference <sup>18</sup>	Relevant External Entities FY22	UNGC Cross-reference
GRI 417: Marketing and Labeling	<a href="#">2022 10-K, p. 2</a>	Customers; Governments and regulators	
GRI 418: Customer Privacy	<p>Products, p. 17-19</p> <p><a href="#">Norton LifeLock Privacy</a></p> <p><a href="#">Norton LifeLock Product and Services Privacy Notices</a></p> <p><a href="#">Global Privacy Statement</a></p> <p>NortonLifeLock has a Global Privacy Policy which it holds all employees responsible. The framework for this policy comes from both the Fair Information Processing Principles and GDPR. The overall privacy program aligns itself to the NIST privacy framework for evaluation. NortonLifeLock takes a global approach to privacy wherever regional laws and regulations allow.</p>	Customers; Governments and regulators	Human Rights: Relevant policies, procedures, activities

Disclosure	GRI Description	FY22 Answer	UNGC Cross-reference
201-1	Direct economic value generated and distributed	Performance Tables, p. 42 <a href="#">2022 10-K</a>	
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	100% of operations were assessed for risks relating to corruption. Our FY22 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. 12 governing body members have been communicated to and received and completed training regarding anti-corruption policies and procedures.	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	None	
401-1	New employee hires and employee turnover	New hires: 432 (16%)	Labour: Measurement of outcomes

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Disclosure	GRI Description	FY22 Answer	UNGC Cross-reference
401-2	Full-time benefits not provided to temporary/part-time employees	<p>Employees actively working at least 20 hours per week are eligible to participate in NortonLifeLock’s Benefit Programs. Employees who actively work less than 20 hours per week are eligible, at a pro-rated rate, for our paid time off and company paid holidays.</p> <ul style="list-style-type: none"> <li>· Life insurance</li> <li>· Healthcare</li> <li>· Disability</li> <li>· Leaves of Absence</li> <li>· State pension/Retirement Plan (401(k))</li> <li>· Employee Assistance Plan</li> <li>· Voluntary Insurance Programs</li> <li>· Wellness</li> <li>· Stock ownership/ESPP</li> <li>· Paid Parental Leave</li> <li>· Fertility benefits</li> <li>· Back-up Daycare/Elder Care</li> <li>· Adoption/Surrogacy Assistance</li> <li>· Second Opinion Medical Service</li> </ul> <p>There is a slight program variance by country.</p>	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. 30-32	Labour: Relevant policies, procedures, activities
405-1	Diversity of governance bodies and employees	<p>Performance Tables, p. 43-44  <a href="#">2022 10-K, p. 28</a></p> <p>Board</p> <ul style="list-style-type: none"> <li>• Gender: 44% (4/9) women</li> <li>• Age: 44% (4/9) between 30-50; 56% (5/9) 50+; none under 30</li> <li>• Underrepresented racial/ethnic group: 22% (2/9)</li> </ul> <p>Employees</p> <ul style="list-style-type: none"> <li>• Age: &lt;30: 15%; 30-50: 72%; &gt;50: 13%</li> <li>• Females in leadership (Global): 33%</li> <li>• Female in workforce (Global): 33%</li> <li>• Underrepresented racial/ethnic groups in leadership (U.S.): 12%</li> <li>• Underrepresented racial/ethnic groups in workforce (U.S.): 17%</li> </ul>	Labour: Measurement of outcomes

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Disclosure	GRI Description	FY22 Answer	UNGC Cross-reference
412-2	Employee training on HR policies or procedures	NortonLifeLock requires all employees to complete training on our Code of Conduct. 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). In FY23, we plan to offer modules including Competition Law, Insider Trading, and Confidential and Proprietary Information. Additionally, every other year, employees complete mandatory training on creating a harassment-free workplace and preventing sexual harassment.	Human Rights: Relevant policies, procedures, activities  Labour: Relevant policies, procedures, activities
413-1	Operations with local community engagement, impact assessments, and development programs	100%	
414-1	New suppliers that were screened using social criteria	Commitment to Human Rights, p. 14 We did not onboard any new physical product suppliers in FY22.	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
417-1	Requirements for product and service information and labeling	Products, p. 17-19 <a href="#">NortonLifeLock Privacy Center</a> <a href="#">NortonLifeLock Global Privacy Statement</a>	
417-2	Incidents of non-compliance concerning product and service information and labeling	None	
417-3	Incidents of non-compliance concerning marketing communications	None	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Details are confidential.	

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## TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) INDEX

In this index, NortonLifeLock provides information aligned with the [Task Force on Climate-related Financial Disclosures \(TCFD\)](#) recommendations, and we intend to refine our strategy and reporting going forward. For additional information, please review the risk factors included in our [2022 10-K](#).

Disclosure	Response
<b>GOVERNANCE</b>	
<p>a. Describe the board's oversight of climate-related risks and opportunities</p>	<p>The Nominating and Governance Committee of our Board of Directors has oversight of ESG. As stated in the Charter of the Nominating and Governance Committee, the principal responsibilities and duties of the Committee include:</p> <ul style="list-style-type: none"> <li>(a) Overseeing and reviewing annually the Company's policies and programs concerning: (i) corporate social responsibility; (ii) public policy; (iii) philanthropy; (iv) political activities and expenditures; and (v) the Company's participation and visibility as a global corporate citizen.</li> <li>(b) Overseeing and reviewing periodically the Company's programs, policies and practices, and relevant risks and opportunities relating to environmental, social, and governance (ESG) issues and related disclosures, and making recommendations to the Board regarding the Company's overall strategy with respect to ESG matters.</li> <li>(c) Overseeing the management of risks that may arise in connection with the Company's governance structures, processes and other matters set forth in the Charter [including corporate social responsibility or ESG matters] and reporting any risks to the Board.</li> <li>(d) Regularly reporting to the Board on the major items covered at each Committee meeting and making recommendations to the Board and management concerning such matters.</li> </ul> <p>The Nominating and Governance Committee is responsible for climate change oversight as climate-related issues are included within the scope of 'corporate social responsibility' and 'ESG issues and related disclosures' that are part of the principal responsibilities and duties of the Committee. This Committee reports to the Board of Directors and has final approval on climate-related decisions.</p> <p>The Nominating and Governance Committee receives quarterly updates on ESG from the Head of Marketing, Brand, and Communications, CEO and at some meetings the Head of Corporate Responsibility. These quarterly updates are also shared with the entire Board of Directors on occasion. Climate-related issues are discussed as a scheduled agenda items at some of the Committee's quarterly meetings, and/or sporadically as important issues arise. The purpose of these regular updates is to help bring ESG issues, including climate change, into consideration when the Board is reviewing and guiding its major plans of action and strategy.</p>
<p>b. Describe management's role in assessing and managing climate-related risks and opportunities</p>	<p>Assessment of climate risk is an integral component of our enterprise risk assessment which is implemented through broad engagement with senior managers across Norton Lifelock's business. The Vice President of Marketing, Brand, and Communications and the Head of Corporate Responsibility are responsible for reviewing strategies for managing risks and opportunities related to our greenhouse gas (GHG) emissions with the CEO.</p>
<b>STRATEGY</b>	
<p>a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term</p>	<p>Norton Lifelock has identified and assessed the following climate-related risks of relevance to our business as part of our ERM program.</p> <p><b>Physical</b> As a global company, we have facilities located in regions that are vulnerable to an increased frequency and severity of acute climate-driven events such as hurricanes, wildfires and floods, and chronic changes such as water scarcity and temperature rises.</p> <p><b>Policy/Regulatory</b> It is important to our business to understand what climate-related laws and regulations impact us, and how we can maintain compliance. Climate-related regulation may impose added costs on our business and our failure to comply with them may lead to civil or criminal penalties.</p> <p><b>Reputation</b> Our professional reputation is critical to our business, and any harm to our reputation could decrease the amount of business consumers and partners do with us, which could have an adverse effect on our future revenue and growth prospects. As our reputational risk relates to climate, if NortonLifelock is perceived as a company that is not environmentally responsible, it could negatively impact the public's perception of the company and reduce growth prospects for our service offerings and/or the business as a whole as customers seek companies that are taking progressive steps to address climate change.</p> <p>Through our risk assessment process, we have not identified climate-related risks that have a material impact on our business. As a technology company, most of our products and services are provided via electronic software distribution, which inherently reduces risks related to GHG emissions arising from the production and transportation of goods. We are a cloud-first company with limited managed data center operations (i.e., data centers we own or colocate), reducing our inherent risks related to energy consumption and greenhouse gas emissions as well as our risks from physical climate changes. We operate a limited number of core physical office locations with a significant number of remote and hybrid employees and contractors across the world, further reducing our GHG emissions due to the transportation of people and increasing our overall resilience to physical climate changes.</p>

## TASK FORCE FOR CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) INDEX

Disclosure	Response
<p>b. Describe the impact of climate-related risks and opportunities on the organization's business, strategy and financial planning</p>	<p>While we have not identified climate-related risks and opportunities that we consider material to our business, we have taken steps to better understand our emissions profile and inform our sustainability strategy. For example, we have completed a life cycle assessment of our physical products, identifying any emissions hotspots across the value chain of the products. In evaluating climate risk in our supply chain, we also completed an analysis to evaluate what percentage of our suppliers by spend have set, or committed to set, science-based GHG emissions reduction targets. This helps us to target our engagement efforts towards suppliers which have not yet taken these steps. We have also added ESG, including climate-related, questions to our supplier onboarding process. Finally, we incorporated climate risk into our operational strategy by continuing an ongoing effort to optimize our facilities footprint, consolidating office space, and closing several sites. This consolidation effort is driving energy and GHG emissions reductions.</p> <p>Climate-related risks and opportunities have influenced our financial planning in that we budget for additional climate strategy costs for dedicated staff and consulting resources. Additionally, in FY22 we launched an employee home improvement grant program whereby all employees are eligible for up to \$500 per year to invest towards sustainable home improvements. These grant costs are incorporated into our annual budgeting process.</p>
<p>c. Describe the potential impacts of different scenarios, including a 2°C scenario, on the organization's businesses, strategy, and financial planning</p>	<p>Seeking to further understand our exposure to transitional risk, we conducted a carbon pricing analysis which modeled future carbon pricing implications from 2025 to 2050 under six NGFS (Network for Greening the Financial System) pricing scenarios. Additionally, we examined potential implications of a carbon price based on the IEA 2DS scenario which describes an energy system consistent with an emissions trajectory that recent climate research indicates would give an 80% chance of limiting global temperature increase to 2C. The examination of these carbon price scenarios helped us to understand our potential exposure to carbon pricing. While, even under the highest carbon price scenario, the potential implications are not considered material for Norton Lifelock, the analysis indicated that strategic investment in emissions reductions will reduce our company's future exposure in a transition to a low carbon economy.</p> <p>In assessing physical risk, NLL used scenario analysis to determine its exposure to water stress. We found that our percentage of direct operations located in water-stressed areas, defined as "High" or "Extremely High" baseline water stress, increased from 25% in 2022 to 70% in 2030 and 66% in 2040. It should be noted that these are forecasts with a high degree of uncertainty. While we may see some increased water costs and/or restrictions as a result of increases in baseline water stress, as a technology company whose products are mostly delivered in digital format, we do not have water intensive operations, and therefore do not anticipate significant direct impacts for our business. The results have not therefore driven a change in our business strategy. We are aware that significant increases in water stress could drive broader socio-economic changes in some regions in which we operate which could in turn have implications for our employees and business. We consider socio-economic trends as part of our ERM process.</p>
<h3>RISK MANAGEMENT</h3>	
<p>a. Describe the organization's processes for identifying and assessing climate-related risks</p>	<p>As a component of our broader ERM program, Norton Lifelock conducted an initial assessment of climate change risk to inform understanding of our exposure to short-, medium-, and long-term physical and transition risk. In line with the ERM process, the assessment involved the following steps:</p> <ul style="list-style-type: none"> <li>- Understanding the company's objectives and strategic imperatives related to ESG and climate-related risks;</li> <li>- Gathering inputs through interviews and/or surveys with select members of management and the board;</li> <li>- Obtaining current risk-related literature from external resources, like rating agencies, public accounting firms, the SEC, etc.;</li> <li>- Analyzing and consolidating interview results;</li> <li>- Analyzing risks identified through internal channels and comparing those to risks identified by external sources, including a ranking and rating of risks against factors, such as likelihood of occurrence, severity of impact, degree of vulnerability, and level of mitigation;</li> <li>- Considering impact to (1) financial performance, (2) the legal/regulatory landscape and requirements, (3) brand, (4) systems and processes, (5) shareholder value, (6) other external factors, (7) complexity of business operations or need for a new business model, (8) change management, (9) execution, (10) integrity and ethics, (11) process maturity, and (12) other factors, as applicable; and</li> <li>- Reporting risk profile to stakeholders.</li> </ul>
<p>b. Describe the organization's processes for managing climate-related risks</p>	<p>Management of physical climate-related risks is integral to our business continuity and disaster recovery program. Transitional risks related to our GHG emissions footprint and our external disclosures are managed by our Corporate Responsibility team in partnership with an extended group of internal business functions and stakeholders, and supported by external consultants.</p>

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Disclosure	Response
c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	Risks considered in our climate risk assessment are integrated to our overarching ERM program and included in our enterprise risk register, which is used to compile a holistic view on Norton Lifelock's risk profile, enabling management to determine if additional risk response activities are required to address significant risks to the organization's culture, brand, reputation, compliance, people, operations, and financial results.
d. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	Norton Lifelock uses Scope 1, 2, and 3 emissions data and year-over-year changes to assess climate-related risk in line with its strategy and risk management process.
e. Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	Performance tables, p. 45-46
<b>TARGETS</b>	
a. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	<p>We aim to reduce our emissions year-over-year. On a per dollar of total revenue basis, GHG emissions decreased by 45% between FY21 and FY22. The change is driven by a decrease in absolute emissions of 39% primarily due to emissions reduction initiatives to migrate away from carbon intensive data center operations and optimize our office footprint, and a 9.6% increase in revenue.</p> <p>Norton Lifelock is developing a strategy to reduce our GHG emissions across the global enterprise and engage our employees to help them reduce their own emissions both at work and at home. In the coming year, as part of this strategy development, and taking into account feedback from internal and external stakeholders, we will complete a more detailed evaluation of opportunities we may face that are related to climate change.</p>

