

Designing An Intentional Employee Experience

Yvonne Thomson

Names have been changed
to protect the innocent



Business Landscape

SEPTEMBER

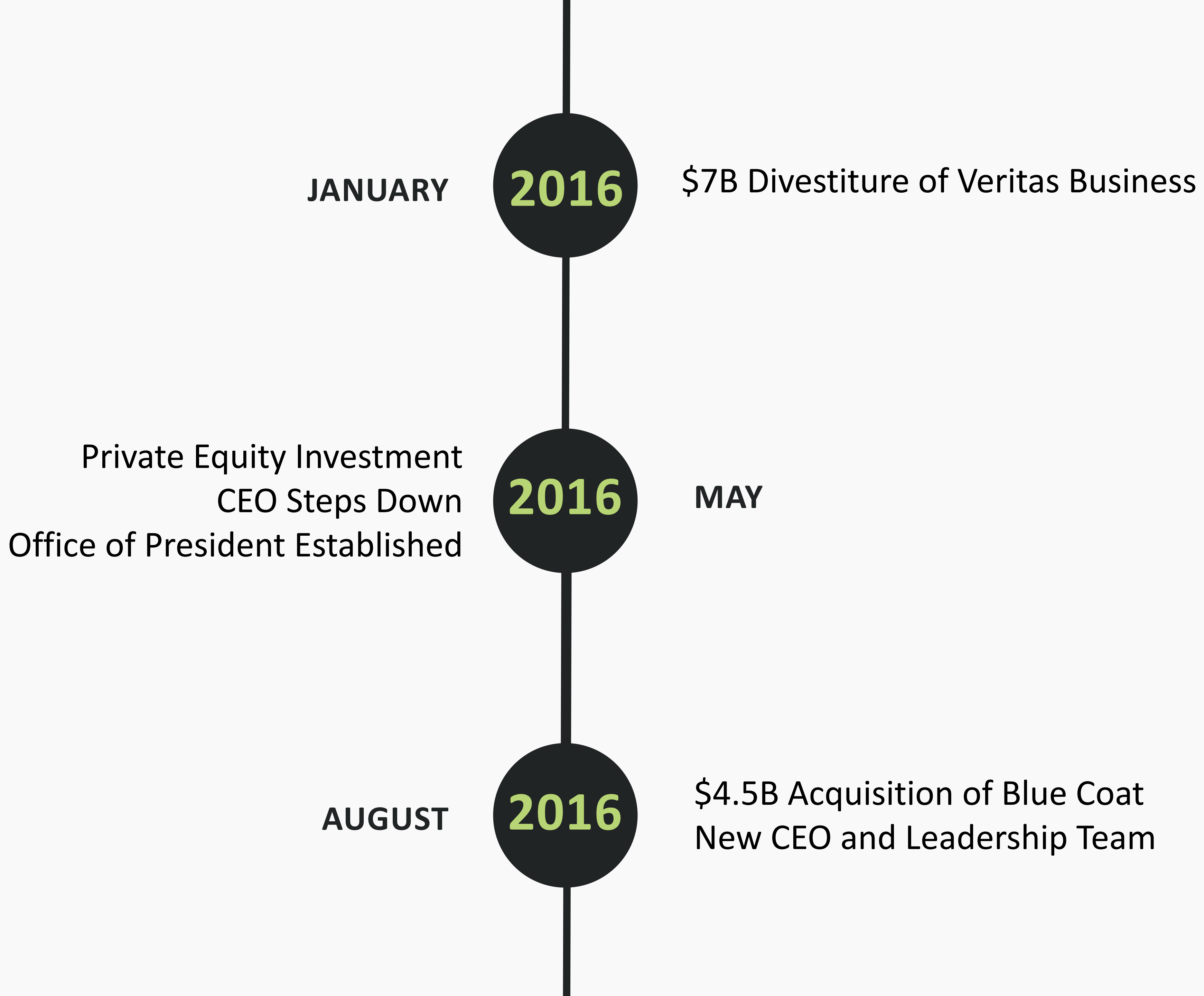
2014

New CEO – Third in 3 years

Separation of Veritas Business

2015

OCTOBER



JANUARY

2016

\$7B Divestiture of Veritas Business

Private Equity Investment
CEO Steps Down
Office of President Established

2016

MAY

AUGUST

2016

\$4.5B Acquisition of Blue Coat
New CEO and Leadership Team

FEBRUARY-OCTOBER

2017

\$2.3B Acquisition of LifeLock
Multiple Tuck-in Acquisitions
\$1B+ Divestiture of Website Security

Announced Internal Investigation
Activist Investors
Leadership Transitions

2018

MAY-DECEMBER

MAY

2019

CEO Steps Down
Interim CEO Appointed

2019

OCTOBER

\$10B Sale of Symantec Enterprise Assets
New Interim CEO Announced

2019

CEO Steps Down
Interim CEO Appointed

NOVEMBER

Shift From Process-Driven to Experience-Focused

- Leadership Directed
- Experience-based Decisions
- Built Into the Process

OLD

Change Governance Structure

| | Board Oversight Committee | | Program Board | | | | Program Management Office | | |
|-----------------------|---|---|--|---|---|--|---|--|---|
| | 1 Organization | | 2 Global Footprint | | 3 | 4 | 5 ES | | 6 |
| Initiative | Org Hygiene & Shadow Orgs | BI & Data | Workforce Planning | Real Estate | Procurement | IT & Stranded Costs | Data Centers | Product Portfolio | CTO Organization |
| Sponsor | | | | | | | | | |
| Lead | | | | | | | | | |
| Finance | | | | | | | | | |
| Scope | All labor: Employee & Contingent | All BI & Data reporting activity across functions | All labor: Employee & Contingent | Current footprint and facility spend | 3 rd party spend inc. temp labor, Commercial & Demand Levers | Total CIO Spend & 'shadow IT' (HC & 3 rd Party) | Customer-Facing Data Centers | All ES Products, revenue & cost components | All CTO Spend (HC & 3 rd Party) |
| High-Level Objectives | <ul style="list-style-type: none"> Consolidate shadow activity (streamline) Lean org where context permits Tech enabled repetitive work Reduce use of | <ul style="list-style-type: none"> Identify areas of BI/Reporting across org Profile impact of consolidation into center of excellence Improve | <ul style="list-style-type: none"> Establish a workforce planning profile w/ operational and shape targets Best cost plan, aligned with footprint plan | <ul style="list-style-type: none"> Eliminate small offices or consolidate to key locations Improve space utilization and occupancy Reduce maint. | <ul style="list-style-type: none"> Address quick wins across categories immediately Category-level target setting & strategy Demand mgmt | <ul style="list-style-type: none"> Assess TSA elimination plan (identify FTEs & related activities) Accelerate app complexity reduction (see for ES) | <ul style="list-style-type: none"> Reduce total cost of data centers in US through consolidation Reduce non-US data center cost and footprint | <ul style="list-style-type: none"> Simplify product portfolio Investment allocation optimization approach Assess R&D efficiency & | <ul style="list-style-type: none"> Align investment in context of ES Portfolio review Assess R&D efficiency & effectiveness |

New Change Governance Structure

CEO, President & COO, CFO, Exec Sponsor

Executive Sponsors

Legend:
Symantec
LifeLock

PMO

Consumer Integration

Corporate Integration

Financial Tracking

360 Communications
Shauna Buckner/ Jeffrey Davis

Employee Experience
Yvonne Thomson
Jill Nash

Integration Workstreams

Norton Go-to-Market

Direct Sales & Marketing

Partner Sales & Marketing

Support/Member Services

eCommerce / Analytics

Norton Product

Product

Engineering

ID Analytics

Corporate Services

Finance, Tax, Indirect PR,
Treasury, FP&A, IR

HR

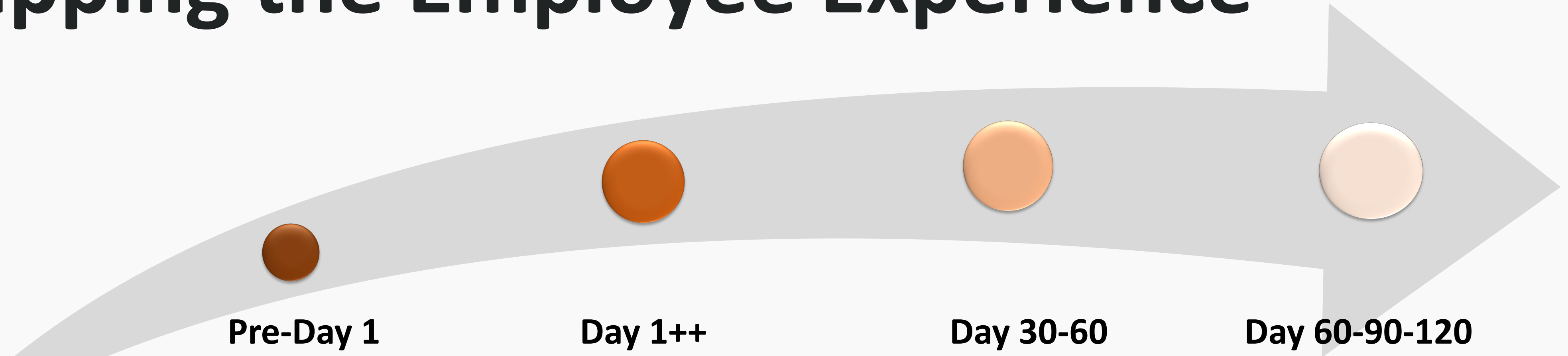
IT & Security

Legal

Position to Be Champion of Employee Experience

- Messaging
- Structure
- Data

Mapping the Employee Experience



Pre-Day 1

Day 1++

Day 30-60

Day 60-90-120

| | | | | |
|---|--|---|--|---|
| <p>What we want employees to <u>KNOW</u>: Facts, Information</p> | <p>There is a thoughtful process around integration planning</p> | <p>Why this is good: what to expect, what does and doesn't change</p> | <p>Reinforcing the strategy and vision of the company</p> | <p>Their role in achieving company strategy (including role, manager, & compensation)</p> |
| <p>How we want employees to <u>FEEL</u>: Perception, Mindset</p> | <p>Optimistic for the future</p> | <p>Optimistic for the future; trust in leadership; initial connection as one team</p> | <p>Optimistic for the future; engaged</p> | <p>Optimistic for the future; commitment</p> |
| <p>What we want employees to <u>DO</u>: Action</p> | <p>Focus on current job</p> | <p>Seek out more information; focus on current job</p> | <p>Actively provide feedback and participate; focus on current job</p> | <p>Step into your new world; realign/revisit individual goals; focus on current job</p> |
| <p><i>Example of what this looks like:</i></p> | <p>High-level expectation setting on integration planning and timing for job decisions</p> | <p>All employee new CEO message; access to integration microsite</p> | <p>Two-way collaboration tools (e.g., WebEx); technology roadshow</p> | <p>Receive employment letter</p> |



Align Functional Teams

- Shared ownership with champion
- Clear map of experience
- Attention to details



IT Changes Through Experience Lens

Overview

We are planning to migrate all IDA and LifeLock employees to Symantec systems of Engagement on 4/28. Below are the key technology changes and user experiences

| | Technology | User Impact/Experience |
|---|--|---|
|  O365 Email | <ul style="list-style-type: none">• Migration of all user mailbox data to Symantec O365 email instance.• Create forwarding from old @LifeLock and @IDA email to new @Symantec addresses.• Email migration has commenced and data will be staged prior to cutover with remaining delta migrated overnight 4/27-4/28 | <ul style="list-style-type: none">• New employee email address <code>firstname_lastname@symantec.com</code>. - note change in naming convention from "." to "_"• LifeLock/ID Analytics email will be migrated to your Symantec email on 4/28• New Outlook mailbox will be 100GB• Messages sent to LifeLock or ID Analytics address will be automatically forwarded to Symantec address. |
|  Mobile Devices | <ul style="list-style-type: none">• Migration from Mobile Iron to AirWatch | <ul style="list-style-type: none">• There will be no change to current mobile phone number, or service on 4/28• Continued use of BYOD until further notice• To access Symantec email on mobile device, employees will be required to install AirWatch, Symantec standard Enterprise Mobility Management (EMM) tool• AirWatch Browser allow access to LL an IDA Internal Sites on mobile device |

Don't Forget to Include EVERYONE

View Location  Blue Coat Location 

View As Of 08/17/2016

| | |
|---------------------|--------------------|
| Location Name | Blue Coat Location |
| Date of Last Change | 08/15/2016 |
| Location Usage | Business Site |
| Location Chain | Blue Coat Location |
| Inactive | No |

Contact Information | Business Site | Allowed Organizations

Address 1 items

| Address |
|--|
| 123 Dummy Blvd Masvingo Zimbabwe |

A person wearing a bright yellow jacket and a brown hat is sitting on a large, grey rock on a mountain. They are looking out over a deep blue fjord that winds through a valley between steep, rocky mountains. The sky is overcast and grey. The foreground is filled with more large rocks and some green vegetation.

Yvonne Thomson



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