LOCKHEED MARTIN

Corporate Headquarters
Cross Function Procedure CRX-304
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Data Governance

Data Governance Structure
Data Classification and Standards

General Applicability Statement

1.0 Policy

Lockheed Martin will manage data in a consistent, process-driven manner to ensure data integrity, quality, and appropriate data usage, thereby maximizing our data's value.

2.0 Applicability

This procedure applies to all Lockheed Martin elements as defined in CRX-003, Policies and Procedures, excluding wholly owned subsidiaries. Financial data that is governed by Sarbanes-Oxley, as described by CMS-005, Internal Control Over Financial Reporting - CAMP+, is excluded from this procedure and the requirements of CMS-005 apply to such financial data.

3.0 Scope

This procedure outlines the key elements of Lockheed Martin's data governance program and establishes the Enterprise Data Governance Board and the Enterprise Data Council. It describes the classification of Master Data, provides governance requirements for Tier 1 Master Data, and provides guidance for the business areas' governance of Tier 2 and Tier 3 Master Data (as detailed in section 6.2), in alignment with the Corporation's digital transformation strategy.

4.0 Definitions

Common Definition – Lockheed Martin's implementation of an agreed upon meaning for a term or object that gives context and helps organize knowledge across multiple business functions.

Data Governance – The collection of practices and processes, which help to ensure the formal management of data within an organization.

Data Management – The practice of collecting, storing, sharing, and using data securely, efficiently, and cost-effectively.

Data Quality – The degree to which data is accurate, complete, timely, consistent with all requirements and business rules, and relevant for a given use.

Data Steward – A person or organization delegated the responsibility for managing a specific set of data.

Data Stewardship – The responsible management of data through an effective data governance process and system of record.

Information Architecture – A key element of Enterprise Reference Architecture. The high-level information architecture describes the key information elements and key information flows at a functional level. Information architecture is a foundational artifact that serves as a stable connection between the as-is and to-be architecture.

Master Data – A collection of key business-enabling information that uniquely identifies an object and is utilized across multiple core business functions or systems. It is consistent, uniform, and changes infrequently over time (e.g., supplier, product, site location). Master data is contained within a single, trusted source that is shared and governed across consuming business functions or systems.

Metadata – Data that defines and describes the characteristics of other data, used to improve both business and technical understanding of data and data-related processes. It is "data about data."

System of Record – The place (e.g., data warehouse, operational data store, master data system) where primary records (e.g., data records) are maintained, meaning any changes to a record occur in the system.

5.0 Data Governance Structure

5.1 The corporate Vice President and Chief Data & Analytics Officer (CDAO) will implement a structured approach to data governance to optimize, protect, and leverage data as an enterprise asset. The structure should empower decision-making at the lowest level while allowing the relevant stakeholders to optimize decision-making speed. Key components of the data governance structure are described below.

1LMX Integration Steering Committee

5.2 The 1LMX Integration Steering Committee defines the vision for the future of work at Lockheed Martin, builds a plan to achieve that vision, and oversees the execution of that plan. The committee takes a holistic approach to address the business, people, and cultural aspects necessary to realize the vision and fosters enterprise-wide acceptance of the overall Data Strategy and Data Governance implementation.

Enterprise Data Governance Board

5.3 The Enterprise Data Governance Board, a counterpart of the Enterprise Data Council, is chaired by the corporate Vice President and Chief Data & Analytics Officer. The Enterprise Data Governance Board consists of business area Chief Data Officers and representatives from Corporate Legal, Corporate Security, and Corporate Information Security. The Enterprise Data Governance Board approves and institutes enterprise data governance strategies and ensures adoption of data governance policies and standards throughout Lockheed Martin. The Enterprise Data Governance Board is the supervisory body for the business area Data Governance Boards. Issues that cannot be resolved by the Enterprise Data Governance Board level (i.e., Enterprise Reference Architecture Working Group, Enterprise Data Council, Enterprise Data Governance Board) will be escalated to the 1LMX Integration Steering Committee.

5.4 The Enterprise Data Governance Board will oversee the following:

- Nomination and approval of the Tier 1 Master Data list;
- Establishment and maintenance of the data governance process for Tier 1 Master Data. This will include, identification of Data Stewards and Systems of Record as well as adherence to the standards described in section 6.2;
- Determination of timelines for business areas to implement common definitions from a System of Record;
- Establishment and oversight of auditable processes related to mandatory compliance for released Tier 1 Master Data based on a timeline that has been agreed upon with the business areas.

Enterprise Data Council

5.5 The Enterprise Data Council is a cross-functional, cross-entity leadership team that ensures data management and governance practices align with corporate-wide strategies and objectives. It supports Lockheed Martin's data strategy and provides direction to and oversight of the data governance program. The Enterprise Data Council reviews performance and status updates relating to the data governance implementation.

Element Data Governance Boards

5.6 Each Lockheed Martin element Data Governance Board provides overall direction to and establishes the framework for the element Data Steward community and champions the acceptance of data governance practices throughout the element. Each element Data Governance Board is empowered to make decisions that may affect how their business operates. Issues that cannot be resolved by the element Data Governance Board will be escalated to the Enterprise Data Governance Board.

6.0 Data Classification and Standards

Data Classification

6.1 Data will be classified into tiers. The relevance of the data and its support of interoperability and essential business decisions determines the classification. Tier 1 Master Data enables high-level Information Architecture that is required for increased interoperability, improved data quality, increased

agility, and improved speed with which Lockheed Martin delivers capabilities. Table A provides the classification descriptions for Tier 1, 2, and 3 Master Data. The tiers are meant to categorize data for business interoperability but they do not indicate the business value of data. Initial definitions and any modifications to the data entities defined within each Tier require the approval of the appropriate Data Governance Board. The Enterprise Data Governance Board will post the candidate and approved Master Data list. Through effective data governance, Master Data provides a single, trusted source of accurate and consistent business data that can be shared across Lockheed Martin.

Table A. Data Classification

Master Data Tier	Tier Description	Example	Corporate Responsibility	Business Area Responsibility
Tier 1	Data required to be consistent across Lockheed Martin.	Business partner identifiers (suppliers, customers, partners), Reference data	Common definitions and mastering data in System of Record	Implementation of common definitions from System of Record in other systems
Tier 2	Data required to be consistent across a business area to be shared if needed.	Part numbers, serial numbers	Common definitions	System of Record definitions and alignment of master data in System of Record
Tier 3	Business area-specific Master Data	Program unique data	N/A	System of Record definitions and mastering data in System of Record

Data Governance Standards

6.2 Lockheed Martin's data governance implementation relies on the application of the established data governance standards (listed in Table B) to Tier 1 Master Data. The business area's Data Governance Board may decide to apply the standards to their Tier 2 and 3 Master Data, as appropriate.

Table B. Data Governance Standards

Standard	Title	Description
STD-DG.1.0	Metadata Standard	Establishes requirements for collecting, approving, maintaining, using, and sharing metadata.
STD-DG.2.0	Data Change Management Standard	Establishes requirements for managing and maintaining changes related to data.
STD-DG.3.0	Data Quality Standard	Establishes requirements for measuring and managing data quality.
STD-DG.4.0	Data Sharing Agreement Standard	Establishes requirements for creating, approving, and managing data sharing agreements for data to be shared internally between data consumers and data providers.

Standard	Title	Description
STD-DG.5.0	Registered System of Record Standard	Establishes requirements for the registration, certification, use, and monitoring of authoritative data sources.
STD-DG.6.0	Data Certification Standard	Establishes requirements to certify data as trustworthy for use.
STD-DG.7.0	Reference Data Management Standard	Establishes the guidelines for defining, approving, maintaining, and using reference data across Lockheed Martin.
STD-DG.8.0	Certified/Trusted Report & Dashboard Governance Standard	Establishes the guidelines for defining, approving, maintaining, using, and sharing data reports and dashboards across Lockheed Martin.

7.0 Roles and Responsibilities

Corporate Vice President and Chief Data Analytics Officer

7.1 The corporate Vice President and Chief Data & Analytics Officer oversees the implementation of this procedure.

Corporate Functions and Business Areas

7.2 Each business area will establish a business area Data Governance Board that supports the implementation of this procedure and escalates issues to the Enterprise Data Governance Board.

7.3 Each corporate function and each business area has the responsibility for implementing Tier 1 common definitions from the System of Record within the respective systems under their purview, in accordance with this procedure and the data governance standards listed in Table B.

7.4 Each corporate function and business area is responsible for determining whether to apply the data governance standards to its Tier 2 and Tier 3 Master Data.

7.5 Each corporate function and business area will name Data Stewards for Tier 1 Master Data. Data Stewards will follow the Data Stewardship Procedure.

7.6 Each business area is to establish a Tier 1 Master Data Compliance Roadmap that is reviewed and approved by the Enterprise Data Governance Board as needed.

Employees

7.7 Employees who work with data should familiarize themselves with the information available on the Lockheed Martin Data Strategy Website and Lockheed Martin Data Literacy Website. These resources outline principles and processes that support Lockheed Martin's commitment to share, manage, and cultivate data as a competitive advantage.

8.0 Deviations

Any deviation from this procedure requires the prior approval of the Owner listed in Lockheed Martin Command Media Central or designee. Requests for deviations from business areas must first be reviewed and approved by the respective business area Chief Data & Analytics Officer who will then request the approval of the Enterprise Data Governance Board before obtaining final approval of the deviation from the Owner listed in Lockheed Martin Command Media Central or designee.

//s// T. Michael Baylor
Vice President and Chief Data & Analytics Officer