



## A Business Imperative

“When we talk about diversity at Cisco, it isn’t just about equal opportunity, or bringing in the best talent from a global diverse marketplace. At Cisco it’s about inclusion and how we develop and optimize the contributions of our workforce who bring diverse life experiences, cultures, talents, and perspectives to the business. Our inclusive culture promotes a creative, innovative, and collaborative environment that helps drive our globalisation strategy.”

**John Chambers**  
Chairman and CEO



# Vision and Strategy



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**Attract & Select  
Diverse Talent**

**Develop & Engage  
Diverse Talent**

**Build a Culture of  
Inclusion Through  
Behavioral Change**

By engaging our talent on all levels, Cisco not only fosters an unprecedented level of innovation in the workplace but also connects more effectively with customers throughout the global marketplace

# Cisco's Culture: Attracts Top Talent ... Drives Retention



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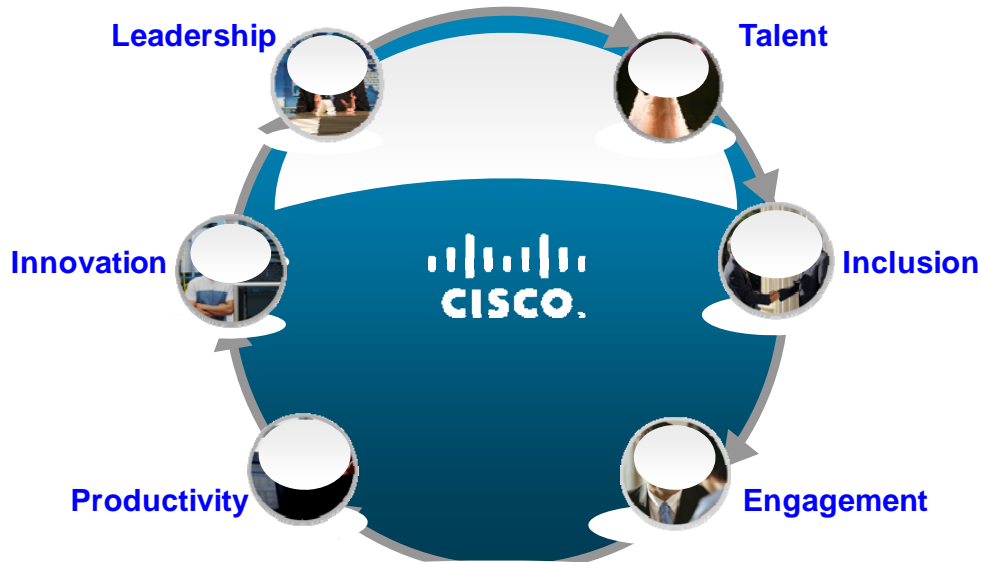
*3.2% Voluntary Turnover; 90% Employee Satisfaction*



# The Impact of an Inclusive Culture



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# The Voice of the Cisco Employee



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## *The Way We Work Is Changing*

For Employees, the  
Way We Work is  
Changing

63% of Time is Spent  
Communicating and  
Collaborating

Collaborative Work is  
More often Virtual  
(35%) than Face-to-  
Face (28%)

Technology enables  
Mobile/Collaborative  
Work Styles

56% of Work is Done  
Away from Their  
Cisco Desk

43% have a  
Remote Manager

85% Telecommute  
Part of the Time

24% of Work is Done  
at Home, 48% Outside  
Business Hours

Mobility Maximizes  
Productivity and  
Work/Life Integration

Average Commute  
Time is 1.4 Hours  
a Day

Employees Report  
Being More  
Productive Outside  
the Office

70% Prefer to Work  
From Home at Least 2  
or More Days  
a Week

Source: Cisco Workplace Resources Work Profile Survey.

# Build a Culture of Inclusion



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Flexible workplace practices  
Healthcare tax gross up for GLBT employees



Global Inclusion & Diversity Symposium  
I&D Manager Toolkit  
Step by step roadmap all employees can follow to create a culture of inclusion

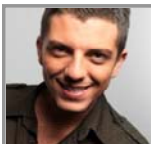


I&D goals added to annual focal review for all employees  
Inclusion index added to annual employee pulse survey

# Customer Impact



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Non-Traditional Markets



Globalization



True Customer Intimacy



Distance Ourselves from the Competition

# Employee Resource Group Focus Areas



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## *Business Partnerships*

Inform business practices & processes

Culture matter experts offer customer perspective

## *Recruitment*

Focused outreach  
Advisors and mentors

## *Development and Professional Networking*

Enhance employee experience

Collaborative development





# Who You Are Shapes Who We Are.

We believe in the power of the human network.  
And we believe it starts with **you.**

