

KPIs/Report Card

KPIs/Report Card

> Our People KPIs

Society KPIs

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Our People Key Performance Indicators (KPIs)

Our People KPIs						
KPI	FY2007	FY2008	FY2009	FY2010	FY2011	Comments
Employee Satisfaction	86%	87%	90%	84%	79%	Percentage of employees who consider Cisco a great place to work (average)
Voluntary employee attrition	4.5%	5.0%	3.2%	4.7%	8.6% ¹	Total voluntary attrition as percentage of ending headcount
Health and safety (U.S. and Canada operations only)	93	137	145	116	120	Number of nonfatal injuries and illnesses
Women	23%	23.5%	23.4%	22.9%	22%	Women as percentage of total global employees
	12.7%	15.5%	15.5%	15.4%	15.5%	Women in VP positions or above as percentage of global VP and above employees
Ethnic minorities (U.S. only)	43.7%	44.7%	45.6%	44.2%	45%	Ethnic minorities as percentage of total U.S. employees
	15.6%	22.2%	20.8%	21.9%	24%	Ethnic minorities in VP positions or above as percentage of U.S. VP and above employees

1. Includes employees in U.S. and Canada who took a voluntary early retirement. Without early retirement participants, voluntary attrition was 6.0%.

How to Use This Report

We encourage you to use the complete report PDF, which includes all sections and allows full access to videos, search capabilities, and bookmarks.

Alternatively, if you visit us online, you can access each section of our report individually. We've also created an [Executive Summary](#), which provides an overview of our achievements in fiscal year 2011 (FY11).

Recommended Software

- Adobe Acrobat*
Version 7.0 and above
- QuickTime

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Society Key Performance Indicators (KPIs)

Society KPIs						
KPI	FY2007	FY2008	FY2009	FY2010	FY2011	Comments
Social Investment	116.8 ¹	92	128.6	138.7	82.5 295 ²	Total corporate-wide and foundation cash and in-kind contributions (\$ million)
Employee Volunteerism	130,000	88,870	78,000	148,355	166,445	Number of hours volunteered by employees
Cisco Networking Academy	625,000	700,000	800,000	900,000	1,000,000	Number of active students in Cisco Networking Academy courses
Leadership Fellows	17	20	13	2	2	Cisco leaders who share their expertise with nonprofit organizations
Social and economic investment	160+	165+	165+	165+	165+	Number of countries or regions where Cisco currently invests or manages programs
Strategic partners	34	41	58	70	67	Significant collaborations with corporate partners, nonprofits and NGOs

1. This number was mistakenly reported in FY07 as 166.8.

2. Including Cisco Networking Academy.

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Environment Key Performance Indicators (KPIs)

A summary of Cisco's environmental key performance indicators (KPIs) is provided in the following table. Assumptions and detailed calculation methodologies for each KPI are discussed in the Environment section.

Environment KPIs						
KPI	FY2007	FY2008	FY2009	FY2010	FY2011	Comments
Environmental Management System						
Number of Cisco sites with ISO 14001 certification	23	23	25	26	28	Calendar year certifications assigned to fiscal year (e.g., CY2011 assigned to FY2011)
Employees at sites covered by ISO 14001 certification	74%	73%	70%	71%	69%	Head count-based metric calculated per 2010. Future reporting will be by real estate footprint (below).
Real estate portfolio with ISO 14001 certification	100%	96%	92%	92%	91%	Real estate footprint viewed as better measure of potential environmental impact. Candidate sites filtered by minimum size and engineering lab function.
Greenhouse Gas Emissions						
Scope 1 and 2 GHG Emissions						
Total gross GHG emissions: Scope 1, metric tonne CO ₂ e	51,399	51,661	53,453	53,363	60,382	<i>Gross</i> is used consistent with Carbon Disclosure Project (CDP) terminology. Gross GHG emissions do not include reductions from renewable energy purchases.
Total gross GHG emissions: Scope 2, metric tonne CO ₂ e	461,456	539,867	590,755	597,257	610,832	
Total contractual GHG emissions: Scope 2, metric tonne CO ₂ e	395,720	296,417	235,520	339,630	367,513	<i>Contractual</i> is used consistent with CDP terminology. Contractual GHG emissions include reductions from renewable energy purchases.
Scope 1 and 2 emissions (gross) intensity, metric tonne CO ₂ e per million US\$ revenue	14.7	15.0	17.8	16.2	15.5	
Scope 2 emissions from primary data	96.4%	97.1%	96.9%	98.6%	98.0%	
Total contractual GHG emissions: Scope 1 and 2, metric tonne CO ₂ e	447,120	348,079	288,973	392,993	427,895	
Progress against reduction goal. Goal: reduce all Scope 1, 2, [and business-air-travel Scope 3] GHG emissions worldwide by 25 percent absolute by CY2012 (CY2007 baseline)	na	-22%	-35%	-12%	-4%	Cisco's corporate GHG reduction goal was set as part of U.S. EPA Climate Leaders program, which required a <i>calendar</i> year baseline. The Climate Leaders program has since been discontinued. To avoid reporting both calendar and fiscal year data, Cisco is publicly reporting emissions using fiscal year data.

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Environment KPIs (continued)						
KPI	FY2007	FY2008	FY2009	FY2010	FY2011	Comments
Electricity Emissions Factors (EF)						
International Energy Agency (IEA) world average EF, g CO ₂ e per kWh	508.4	504.5	500.0	500.0	500.0	Calendar year per IEA. Latest 2009 EF from IEA value used for 2009-2011.
Cisco, global average electricity EF (gross) g CO ₂ e per kWh	437.1	448.8	456.9	460.9	443.2	
Cisco, global average electricity EF (contractual) g CO ₂ e per kWh	375.4	246.4	182.2	262.1	266.6	
Cisco, major data center average electricity EF (gross) g CO ₂ e per kWh	397.5	401.3	418.8	435.4	435.0	
Scope 3 GHG Emissions						
Total air travel GHG emissions: Scope 3 metric tonne CO ₂ e	205,796	197,867	118,602	106,783	127,232	Primary air travel data adjusted to represent 100% of Cisco business-air-travel.
Scope 3 air travel emissions from primary data	98.0%	98.5%	97.9%	96.1%	98.2%	
Progress against reduction goal. Goal: reduce all [Scope 1, 2, and] business-air-travel Scope 3 GHG emissions worldwide by 25 percent absolute by CY2012 (CY2007 baseline)	base year	+4%	-42%	-48%	-38%	Cisco's corporate GHG reduction goal was set as part of U.S. EPA Climate Leaders program, which required a <i>calendar</i> -year baseline. The Climate Leaders has since been discontinued. To avoid reporting both calendar and fiscal year data, Cisco is publicly reporting emissions using fiscal year data.
Suppliers Reporting to CDP						
• Contract manufacturing, by planned spend	na	63%	82%	100%	100%	Tier 1 partner. Goal: 100% (met)
• AVL component, by planned spend	na	54%	59%	69%	69%*	*Pending CDP Reporter Services 2011 data analysis; Tier 2 partner. Goal: 80%
• Logistics, by supplier count	na	na	na	50%	50%*	*Pending CDP Reporter Services 2011 data analysis; Tier 2 partner. Goal: 90%

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Environment KPIs (continued)						
KPI	FY2007	FY2008	FY2009	FY2010	FY2011	Comments
Energy						
Totals						
Energy usage, GWh	1,282	1,438	1,533	1,524	1,629	
Indirect energy usage, GWh	1,054	1,203	1,293	1,296	1,378	Indirect energy usage is electricity consumption. Direct energy consumption is the sum of Cisco's natural gas and diesel usage for heating and back-up power generation and regular gasoline and diesel fuel used in Cisco's fleet.
Direct energy usage, GWh	228	235	240	228	250	
Electricity usage, GWh	1,054	1,203	1,293	1,296	1,378	
Natural gas usage, GWh	150	158	147	118	121	
Renewables						
Electricity from renewable sources, GWh	110	342	469	351	358	
Electricity from renewable sources	10%	28%	36%	27%	26%	
GHG emissions reductions from renewable energy, metric tonne CO ₂ e	65,736	243,450	355,235	257,627	243,319	
Water Use						
Total water use, m ³	1,725,618	1,570,831	1,690,348	1,753,269	1,790,061	Includes irrigation (where used) and potable water
Real estate portfolio covered by water reporting	59%	58%	65%	67%	66%	
Biodiversity and Land Use						
Real estate portfolio with biodiversity assessment	not reported	not reported	not reported	65%	63%	Includes International Union for Conservation of Nature (IUCN) Red List and national conservation list species with habitats in areas affected by operations. Owned property.

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Environment KPIs (continued)						
KPI	FY2007	FY2008	FY2009	FY2010	FY2011	Comments
Non-GHG Emissions						
Volatile organic compound (VOC) emissions	negligible	negligible	negligible	negligible	negligible	Because most of Cisco's production is outsourced to supply chain partners, Cisco's global operations primarily consist of standard office activities and research labs, which may require the occasional use of cleaning products containing VOCs. Quantities of VOC-based chemicals are minimal and are not required to be monitored.
NOx, metric tonne	177	167	164	241	339	
SOx, metric tonne	0.67	0.71	0.73	0.84	1.05	
Particulate matter	negligible	negligible	negligible	negligible	negligible	
Effluents (Liquid)						
Spills and discharges	none	none	none	none	none	In FY2011, there were no reportable spills or discharges to the environment from Cisco facilities or operations worldwide.
Product Trade-in and Return						
Product return, metric tonne	*	10,030	10,730	8,580	11,595	*Before FY2008, Cisco reported weight of material sent to Cisco's recyclers. Using process improvements started in FY2008; we are now reporting weight of material received from end users, which is the metric of primary concern to stakeholders.
Material to landfill**	*	0.46%	0.44%	0.33%	0.89%	*See comment directly above. **Landfilled material consists only of nonrecyclable materials such as broken pallets, wet cardboard, and shrink wrap.
Operational Waste						
Total operational waste generated, metric tonne	7,156	7,409	6,246	4,845	4,471	
Real estate portfolio covered by waste reporting	53%	53%	48%	46%	45%	Includes data for all Cisco campus locations in the U.S. and Canada.
Total operational waste recycled, metric tonne	4,633	5,023	4,250	3,443	3,228	
Operational waste recycled	65%	68%	68%	71%	71%	

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People

Workforce by Job Function in FY11	
Workforce	Percentage
Engineering	28%
Sales	35%
Other Business Functions	37%

New Hires by Gender (Non-U.S.)					
	FY2007	FY2008	FY2009	FY2010	FY2011
Total Number of Hires	4982	4518	2536	4970	6373
Number of Female Hires	1029	1018	484	912	1093
Percent of Female Hires	21%	23%	19%	18%	17%

Cisco Employees by World Market Regions					
	FY2007	FY2008	FY2009	FY2010	FY2011
Asia Pacific	7,528	9,276	10,169	11,938	14,369
Emerging Markets	2,406	2,921	7,860	8,550	3,280
Europe	6,907	7,604	8,082	8,814	9,314
Japan	1,158	1,253	1,278	1,290	1,367
United States and Canada	33,494	35,832	38,156	39,173	38,494

New Hires by Gender and Ethnicity (U.S. Only)					
	FY2007	FY2008	FY2009	FY2010	FY2011
Total Number of Hires	5821	5441	4208	3837	3358
Number of Female Hires	1712	1643	1034	835	753
Percent of Female Hires	29%	30%	25%	22%	19%
Number of Non-Caucasian Hires	3108	2839	2191	1591	1525
Percentage of Non-Caucasian Hires	53%	52%	52%	42%	47%
Total Number of Female Caucasian Hires, and Male and Female Non-Caucasian Hires	3858	3533	1249	2035	1888
Total Percent of Female Caucasian Hires, and Male and Female Non-Caucasian Hires	66%	65%	57%	53%	56%

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Cisco Employee Benefits

- Adoption Assistance
- Autism Benefit (Global)
- Baby Gift Program (Global)
- Children’s Scholarship Fund for the children of deceased employees (Global)
- Cisco Equipment Discount Program (U.S.)
- Death Benefits for Family (Global)
- Education Benefits: Employee Tuition Assistance (Global)
- Family Crisis Assistance (Global)
- Elder Care Program (Global)
- Employee Assistance Program (Global)
- Employee Bonus Program (Global)
- Employee Discount Program (U.S., Canada, and U.K.)
- Expert Medical Opinion (Outside U.S. only, launched in U.S. in FY12)
- Financial Education (U.S.)
- Flexible Work Practices (Global)
- Health and Wellness Programs (Multiple countries)
- Health Insurance: Medical, disability and life benefits; dental and vision where prevalent (Global)
- Insurance: Healthcare Domestic Partner eligibility (Global)

- Onsite Cafeterias (Multiple locations)
- Onsite Child Care Centers (two centers in San Jose, CA, one in Bangalore, India, and backup childcare program for Research Triangle Park, NC)
- Onsite Fitness Center (Multiple locations)
- Onsite Health Centers (San Jose, CA, Bangalore, India, HealthPresence in Research Triangle Park)
- Onsite Pharmacy, Vision Center (San Jose, CA)
- Relocation Assistance (Global)
- Tax-Advantaged Long-Term Savings with company contribution (ex. Retirement: 401(k))
- Off/On Ramp Program (Up to two years off work, unpaid but first year with medical benefits)
- Employee Stock Purchase Plan

Cisco provides culturally relevant leave-of-absence and time-off programs for employees globally. Examples of these programs in the United States include:

- Adoption Leave: Paid
- Bereavement Time Off: Paid
- Educational Leave: Unpaid
- Jury Duty Time Off: Paid
- Pregnancy Disability Leave/Maternity Leave: Paid
- Military Leave: Differential Paid
- Paid Time Off (vacation): Paid
- Paternity Leave: Unpaid
- Personal Leave: Unpaid

Employee Learning and Development in FY11

Type	Amount
Total spent on employee training and development	\$US113 million
Percent of employees participating in at least one course	82%
Total hours spent in learning and development courses	2.4 million

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Society

Number of Countries ¹ with Active Networking Academy Sites, by Year	
Year (as of July 31)	Number of Sites
1997	7
1998	27
1999	71
2000	128
2001	142
2002	149
2003	155
2004	163
2005	164
2006	164
2007	164
2008	166
2009	168
2010	165
2011	165

1. For administrative purposes, we have defined some geographical areas as countries that are not autonomous states or are not recognized as countries by international bodies such as the United Nations. Examples of these include American Samoa, Hong Kong, and Puerto Rico.

Active Students by Education Level in FY11	
Education Level	Percentage
Upper secondary/high schools ¹	13%
Community colleges (two and three year)	35%
Four-year colleges/universities ²	46%
Others ³	6%

1. Includes grades 6 through 12.
 2. Includes postgraduate.
 3. Includes community and nonacademic sites; also includes postgraduate outside four-year institutions.

Cisco Financial Contributions Over Five Years (in Millions)					
Type	FY2007	FY2008	FY2009	FY2010	FY2011
Foundation total	US\$8.8	US\$10.7	US\$10.1	US\$10.5	US\$12.3
In-kind total (corporatewide product and people)	US\$49.0	US\$37.9	US\$83.7	US\$96.7	\$252.2
Cash total (Foundation cash and corporatewide cash)	US\$67.7	US\$54.1	US\$44.9	US\$42.0	US\$42.9
Corporatewide giving total	US\$116.8	US\$92.0	US\$128.6	US\$138.7	US\$82.5 ¹ US\$295 ^{1,2}
Contributions as a percentage of earnings before income tax (EBIT) ³	1.5%	0.97%	1.25%	1.47%	1.05% ¹ 3.77% ^{1,2}

1. Total Cisco Networking Academy contributions in FY11 were equivalent to US\$212.6 million. This is based on a conservative estimate of the total value of our in-kind contributions covering all components of our support, including those not approved by the Committee Encouraging Corporate Philanthropy (CECP) Corporate Giving Standard criteria. Total Cisco Networking Academy contributions based on CECP approved criteria were equivalent to US\$121.0 million. For additional details please see [Society](#).
 2. Includes Cisco Networking Academy.
 3. Prior to FY10 these contribution percentages were based on the previous year's EBIT as was the industry standard. When that standard shifted, in our FY10, we shifted to use the current year EBIT as per direction from the Committee Encouraging Corporate Philanthropy.

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Cisco Networking Academy Student Profile											
Countries		Student			Cumulative Students Since Inception		Cisco Certification Ready Completions Since Inception		Instructors		Academies
	Total	Total (Theaters and Regions are shown as a % of Global)	% Increase from Prior Year	% Female	Total (Theaters and Regions are shown as a % of Global)	% Female	Total (Theaters and Regions are shown as a % of Global)	% Female	Total (Theaters and Regions are shown as a % of Global)	% Female	Total (Theaters and Regions are shown as a % of Global)
Global	165	1,000,000	10%	21%	3,750,000	19%	750,000	16%	20,000	17%	10,000
Asia Pacific	27	26%	6%	29%	23%	26%	25%	22%	17%	19%	14%
APAC	22	19%	6%	29%	16%	28%	15%	24%	12%	19%	9%
Greater China	5	7%	5%	28%	7%	23%	10%	20%	5%	20%	5%
Emerging Markets	115	40%	6%	23%	31%	23%	31%	19%	41%	19%	40%
Africa	40	5%	7%	28%	3%	28%	5%	29%	4%	15%	4%
Central and Eastern Europe	19	7%	12%	15%	6%	14%	6%	9%	10%	16%	10%
Latin America and the Caribbean	26	18%	5%	22%	16%	23%	14%	20%	16%	17%	12%
Middle East	19	7%	2%	34%	4%	31%	4%	21%	8%	25%	8%
Russia and CIS	11	2%	10%	19%	1%	18%	1%	12%	4%	26%	5%
European Market	22	19%	10%	10%	18%	10%	16%	8%	23%	12%	23%
Japan	1	1%	-13%	20%	1%	18%	1%	12%	1%	5%	1%
United States and Canada	4	14%	6%	14%	27%	14%	26%	11%	19%	20%	23%

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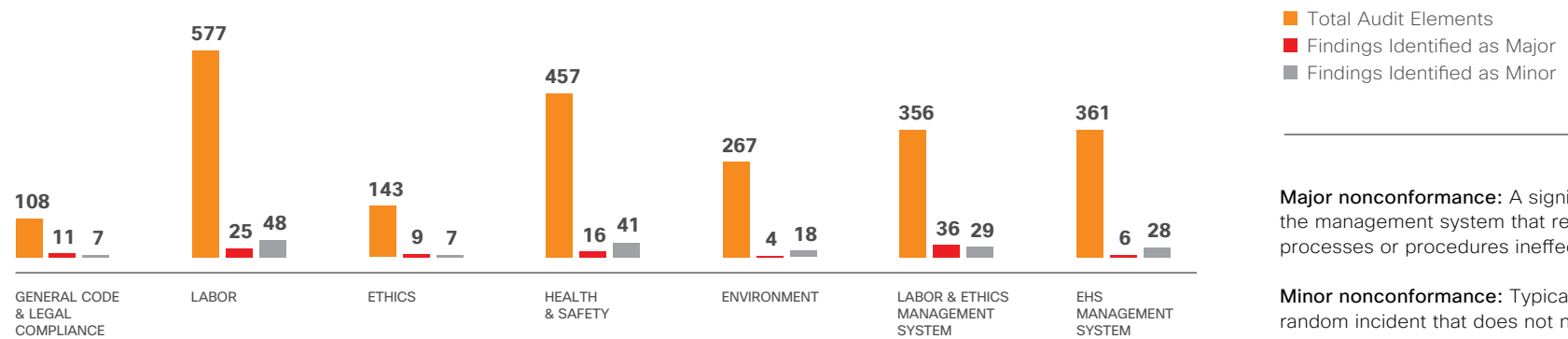
Value Chain

In FY11, we completed a series of audits of supplier facilities, the findings of which are shown in the chart below. As was the case last year, the majority of the findings related to labor, health, and safety. All major

findings from these audits have been resolved. We are also continuing to analyze the findings of a number of other audits conducted in FY11, the results of which will be published in our FY12 report.

We have now conducted initial audits, and in many cases repeat audits, of all our contract manufacturing suppliers' facilities, and in FY11 we began to focus more of our audits on component suppliers, which supply parts to our contract manufacturers.

FY11 Supplier Audit: Summary of Findings



Major nonconformance: A significant failure in the management system that renders established processes or procedures ineffective.

Minor nonconformance: Typically, an isolated or random incident that does not necessarily indicate a systemic problem with the management system.