



# 2017 Corporate Social Responsibility Report

Accelerating Global Problem Solving





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Chuck Robbins

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# A message from Chuck Robbins

As I reflect on the progress we made in fiscal year 2017, I've never been more certain that what is good for people, society, and the planet is good for business.

It's clear that our world is more connected, and interconnected, than ever before, and that trend is growing, with an estimated 500 billion devices and things projected to be connected to the Internet by 2030. Explosive growth in innovations like augmented reality, virtual reality, artificial intelligence, and the Internet of Things is also transforming our global landscape in unprecedented ways.

These advancements create tremendous business opportunities—but we cannot consider them in isolation. While we are delivering innovation to our customers, and focusing on growth, it is imperative for us to consider how all that we do makes an impact on the world around us.

At Cisco, that concern sits at the heart of our focus on Corporate Social Responsibility, and it is core to who we are. From our culture of integrity and inclusion, our strategic investments in building skills for the jobs of the future, and the way we manage and support our global supply chain, to how we operate in support of environmental sustainability, our CSR and business strategies are tightly integrated.

Our customers expect this from us, because they want to do business with a company they believe is socially and environmentally responsible. We are committed to meeting their expectations, and we hold ourselves accountable by continuing to report our progress toward the universal principles embodied in the United Nations Global Compact.

We have a bold aspiration to positively impact one billion people around the world by 2025, and I'm excited that we are well on our way to achieving that goal. In the pages ahead, you will learn about the impact we're making, and the programs we are driving around the world. To help us accelerate our progress, we're also building a network of global problem solvers—innovators, entrepreneurs, and change agents—across Cisco and in communities around the globe, and this report details our work with these key partners. The second half of our report covers the details of our FY17 CSR performance, as well as our strategy and goals.

The future is ours to build, and we have the capability to shape it responsibly. Join us as we leverage our technology, expertise, and relationships to build a network of global problem solvers to help create an inclusive and sustainable world.

Sincerely,



**Chuck Robbins**  
CEO, Cisco



## FY17

- 44% of Cisco employees volunteered or made charitable donations—up 7% from FY16
- 1.3 million students worldwide participated in Cisco Networking Academy—marking 20 years of changing worlds
- \$355 million in corporate and Cisco Foundation cash and in-kind contributions
- Positively impacted more than 154 million people through investments in technology based programs of nonprofit organizations
- Achieved our 2013–2017 Scope 1 and 2 GHG reduction goals, and set new five-year targets aligned with the Intergovernmental Panel on Climate Change





[Learn more](#) about our CSR priorities. 

## Focused to achieve greatest impact

Corporate Social Responsibility is integrated into our business strategy and functions. It’s core to our purpose, our culture, and how we invest our resources. We focus on issues most relevant to our business and where we believe we can have the greatest impact. Here are just a few:

Focus	Goals	FY17 Progress
<b>People</b> Enable people to reach their full potential in a digital economy	Achieve 80% employee engagement by 2020	Employee engagement increased by about 7%, with 44% of employees volunteering or making charitable donations
	Reach two million Cisco Networking Academy students per year by 2021	1.3 million students in 180 countries participated in the program, a 19 percent increase over FY16
<b>Society</b> Scaling inclusive social and economic impact in countries around the world	Positively impact one billion people by 2025	Our nonprofit partners report that our cash grant investments positively impacted more than 154 million people in FY17. The cumulative total since we announced the initiative in FY15 is 232M, which puts us at 23% of our goal.
<b>Planet</b> Advancing environmentally sustainable growth in a digital world	Reduce total Cisco Scope 1 and 2 GHG emissions worldwide by 60% absolute by 2022 (FY07 baseline)	Met five-year goals set in February 2013 to reduce total Scope 1 and 2 GHG emissions worldwide by 40% absolute by 2017, and to use electricity generated from renewable sources for at least 25% of our global electricity every year through FY17 (reaching 77% in FY17).
	Use electricity generated from renewable sources for at least 85% of our global electricity by 2022	By the end of FY17, we had invested more than \$50 million in over 450 energy efficiency and renewable energy projects.  Cisco set a new five-year goal in-line with recommendations of the Intergovernmental Panel on Climate Change.



## Accelerating global problem solving

For 33 years we have been at the center of digital transformation, making the connections that make innovation possible.

This year we **unveiled** one of the most significant breakthroughs in enterprise networking—an intent-based network that constantly learns, adapts, and protects. This new intuitive network is the result of thousands of smart, talented, passionate Cisco employees working together to imagine what's possible and solve what was considered unsolvable.

Empowering our employees to tackle big challenges is one way we're accelerating global problem solving. Empowering a global community of problem solvers—customers, partners, nonprofits, and everyday people—is how we take it to scale.

In our dynamic, hyper-connected digital world, anyone can become a global problem solver. At Cisco, we turn that opportunity into action.

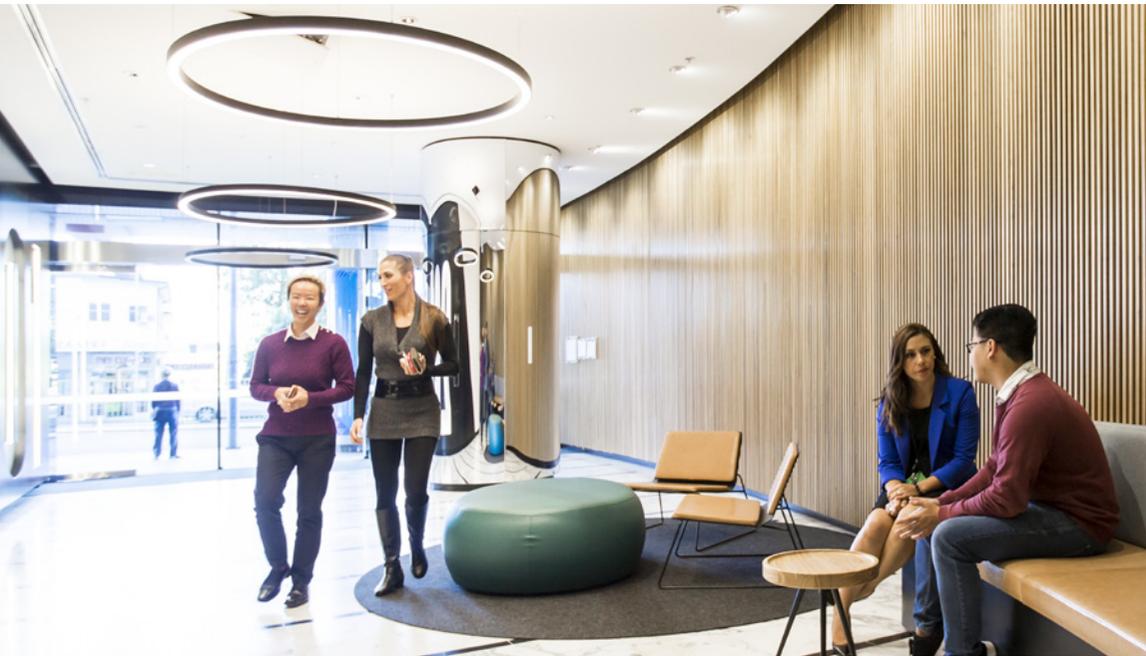
We're well on our way to positively impacting one billion people by 2025. We're focused on helping people develop the digital skills to participate, innovate, and thrive in the digital economy. We're investing in breakthrough, early-stage, technology-based solutions that address social and environmental challenges and have the potential to scale, replicate, and be sustainable. And we're working with governments, educational institutions, customers, NGOs, and other partners to support progress and drive inclusive growth.



*“In a digitally connected world anyone can be a global problem solver. By combining the power of the network with innovative, entrepreneurial, and passionate people, we accelerate solutions that create positive change.”*

Tae Yoo  
Senior Vice President,  
Corporate Affairs and CSR, Cisco





## Empowering our people to lead and innovate

At Cisco, we share a simple cultural agreement: Connect everything. Innovate everywhere. Benefit everyone.

Creativity and innovation require diverse talents, experiences, and perspectives. Our executive leadership team is one of the most diverse in our industry, and today Cisco has the most diverse workforce we've had since 2000. Fair, inclusive, and competitive pay is a top commitment. We have a robust system to analyze and evaluate our compensation. Where we see gaps, we fix them.

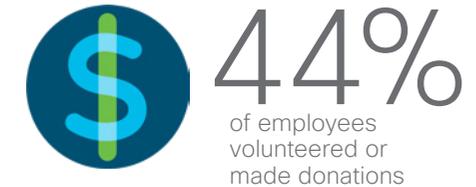
We foster an open, trusting, equitable, and inclusive community where diverse thoughts, ideas, and obstacles are shared and heard. We take a “one-size-fits-one” approach that enables everyone to play to their unique strengths and career aspirations.

We want people to grow at Cisco, so we invest in creating leaders and fostering high-performance teams. We focus on helping people be at their best every day. This includes creating a community, Team Space, where employees can share priorities, challenges, and goals, and request the support they need. We enable employees to assess their strengths, and to better understand the strengths of their teammates.

We encourage our people to take an entrepreneurial approach to problem solving. We created the companywide Innovate Everywhere Challenge, where “Cisco Founders” can share and develop innovative ideas, and “Cisco Angels” help and invest in developing those ideas.

The people of Cisco are passionate about sharing their time and talents to help others in the community. We want everyone to have Time2Give, so we offer full-time Cisco employees five days off per year to volunteer. In FY17, over 12,000 employees used their Time2Give benefit to solve problems and improve lives—from building homes in Romania and working with migrant families in China, to judging a school’s science fair.

#WeAreCisco [See](#) what makes us special.



### Did you know?

Chuck Robbins was one of the first executives to sign **The Multiplier Effect Pledge** challenging leaders to sponsor one diverse person to the next level in their career.



*“We are focused on growing individual strengths and skills for career growth and development, helping our leaders build world class teams and driving innovation by aligning teams across the company to win together. This is Our People Deal and how we create the best employee and team experience.”*

Fran Katsoudas  
Senior Vice President  
and Chief People Officer, Cisco



## Solving industry challenges

*“Encrypted Traffic Analytics (ETA) is a huge advancement in Cisco’s goal to use the network to apply security everywhere. And I’m excited to work with Cisco’s product teams on new ways to use the network to detect and stop malware.”*

David McGrew  
Fellow, Advanced Security  
Research Group, Cisco

Finding malware in encrypted traffic is one of the biggest challenges facing network security.

The encryption that protects private data, also protects malware from detection. Cisco Fellow David McGrew and his team of data scientists **took on the challenge**—and solved it. By combining machine learning with Cisco’s massive networking traffic data set, the team figured out how to recognize malware without decrypting information. This innovation, Encrypted Traffic Analytics (ETA), is now part of one of the most significant breakthroughs in enterprise networking: Cisco’s **The Network. Intuitive.**



## Addressing issues that impact our planet

Solving the world's most pressing environmental challenges is a business and CSR priority. The earth's natural cycles—carbon, resource, and biological—are being disrupted. And these disruptions impact people, society, the planet, and in turn, our global economy.



# 41%

Absolute reduction in Cisco Scope 1 and 2 GHG emissions worldwide from FY07 baseline to FY17

# 80%

of FY17 Cisco global electricity consumption from renewable sources



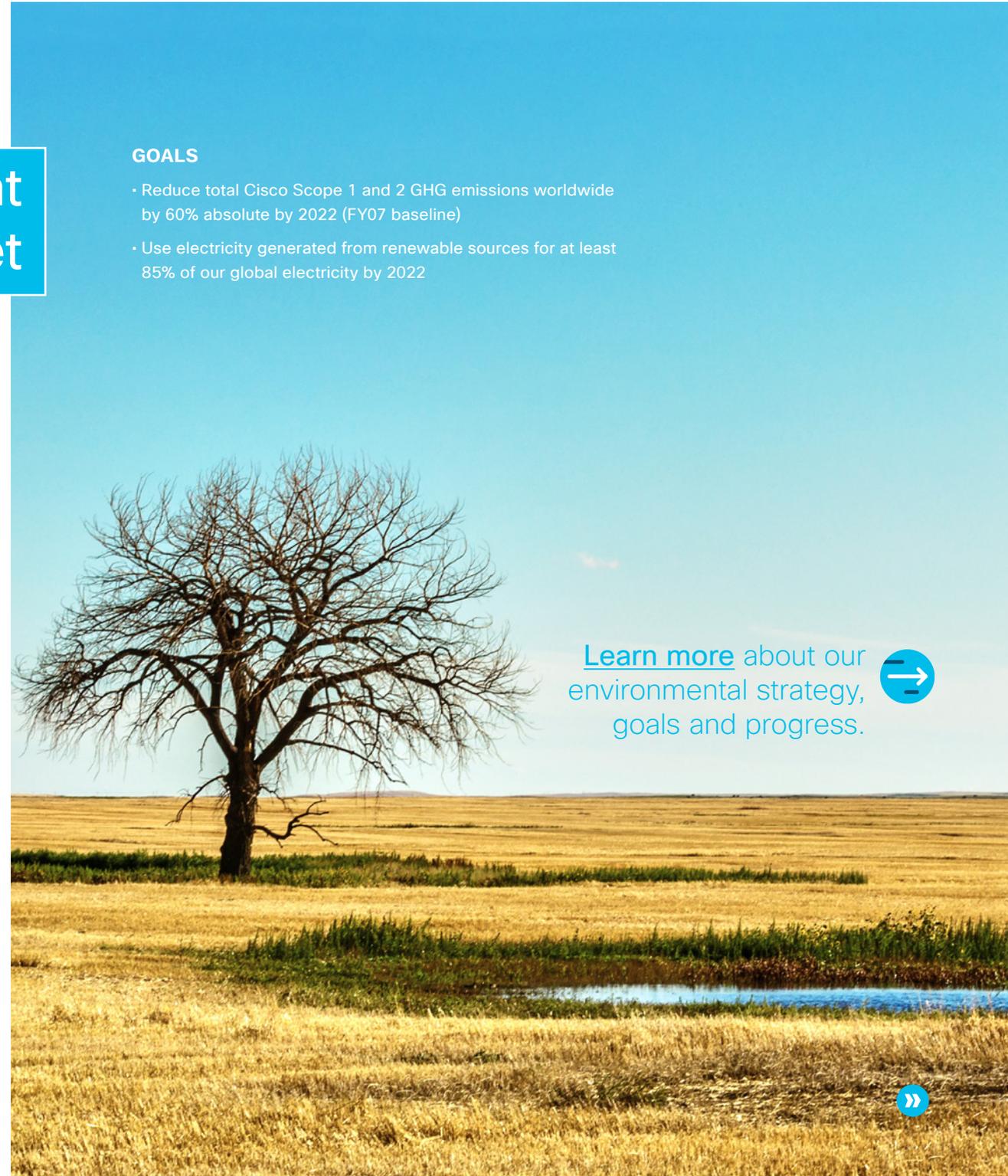
Cisco is uniquely positioned to help address the issues that impact our planet. As a business, we set long-term goals to reduce the environmental impacts from our products and operations, and work with our supply chain partners to reduce their impact and increase their energy efficiency. We responsibly manage the life cycle of our products and solutions, and implement circular economy principles to conserve the earth's resources. We drive continual improvement in our business processes and offerings to address our environmental impacts using a certified Environmental Management System. And we engage employees as problem solvers—empowering them to innovate solutions and participate in actions, such as reducing or even eliminating paper cup use, that make a meaningful difference at work and in communities around the world.

Our broader opportunity for positive impact comes from enabling our customers to work more efficiently and effectively with a smaller environmental footprint. This comes from offering better alternatives, such as workplace collaboration, teleworking, and mobility solutions. We are also using technology in innovative ways to address threats to the biological cycles of our planet.

By the end of FY17, we had invested more than \$50 million in over 450 energy efficiency and renewable energy projects. [See Energy and GHG Emissions](#) data for more details.

### GOALS

- Reduce total Cisco Scope 1 and 2 GHG emissions worldwide by 60% absolute by 2022 (FY07 baseline)
- Use electricity generated from renewable sources for at least 85% of our global electricity by 2022



[Learn more](#) about our environmental strategy, goals and progress.





## Solving threats to species

In some cultures, rhino horns are believed to have medicinal powers. This inflates the demand and price of horns, making these animals a prime target for poachers and organized crime.

With an average loss of three animals per day, the rhino is on a fast track to extinction by 2025. But an employee team at Cisco saw the opportunity to use our technology, know-how and passion for conservation to address the threat.

Taking an outcome-driven approach, members of the Cisco team spent time in Africa, learning firsthand from the local experts about the challenges and needs. The issues are complex and the environment is harsh. The solution had to be adaptable, resilient, easy to operate and maintain—and not only protect the animals, but also benefit the people and communities around them. The rhinos and other animals on the reserve attract tourism, which is vital to the local economy.

The result is the Connected Conservation program that uses technology to track human movement in and around game reserves, detecting suspicious activity before harm can occur. The program, being piloted at a popular southern Africa game reserve, has helped reduce poaching by 96 percent (2016 data, 2013 baseline).

“The program started with the plight of the animals,” said Neil Harris, senior manager, Cisco Systems. “So many people at Cisco care about these animals and want to be part of protecting them. We were pushing against an open door because Cisco cares. We can take on these types of challenges, think big, and apply our technology precisely to solve the needs of those on the ground.”

*“There is a strong ‘you can do it’ culture at Cisco. We have the space, support, and encouragement to think differently, turn issues into opportunities—and to make a difference in the world.”*

**Neil Harris**  
Senior Manager, Cisco





*“We all have a role to play in supporting environmental sustainability and protecting our planet. We’re committed to reducing the environmental impacts of our products and operations, while innovating solutions that support a stronger, healthier planet.”*

Rebecca Jacoby  
Senior Vice President,  
Operations, Cisco



## Collaborating to reduce the carbon footprint of our products

Connecting Cisco's IoT management solution to thousands of sensors at a partner's factory gave us tremendous insights about how our supply chain can produce our products using less energy and with a smaller carbon footprint.

Armed with this information, we challenged all our contract manufacturing partners to embrace digitization within the factory by leveraging the power of the network. To keep us all on track, we set specific energy reduction goals for each of our partners and are engaging them directly to build verifiable energy management programs.

### GOAL

Our goal is to avoid 1 million metric tonne of GHG emissions from Cisco's supply chain by 2020.

In total, the Cisco Partner Energy Management program saved more than 18 GWh of energy across these two initial sites.

This avoided 11,493 metric tonne CO<sub>2</sub>e, which is equivalent to the GHG emissions.

One partner took an early lead in embracing the challenge. They developed and deployed their own IoT energy management system in their Thailand facility. This end-to-end energy management approach includes deploying the top industry energy management standards, engaging employees on the line, and building the system architecture to monitor and control energy in real-time.

Cisco provided guidance for the digitization of their manufacturing data and also prompted long-term GHG reduction goals that are connected to actionable plans. Through this process, the Thailand-based partner found they were able to strengthen their measurement and verification processes. This, in turn, validated their return on investment in energy efficiency programs, paving the way with executive leadership to make even more strategic GHG reduction investments.

As the success of digitization across our extended operations grows, Cisco and our partners are boosting energy efficiency while reducing the total carbon footprint of our products. What's more, collaborating with our partners and learning from our mutual success better enables Cisco to deliver strong IoT solutions to our customer manufacturing facilities worldwide.

[Learn more](#) about how Cisco's supply chain manages and controls GHG emissions.





## Unleashing a digitally savvy network of problem solvers

Cisco Networking Academy

# 7.8M

Students

# 22K

Educators

# 10.4K

Learning Institution  
Partners

Fifty billion things will be connected to the Internet by 2020—and that number will grow tenfold in the decade that follows. An estimated 1.4 million new full-time jobs will emerge by 2020 for people who can solve problems, think creatively, and have the digital skills needed by IoT.

Industries and markets are shifting. Regardless of role or business, digital skills are (or soon will be) a requirement.

There's already a gap between employment opportunities and people with the skills to fill the open positions. In the U.S., for example, there were 7 million people unemployed in March 2017<sup>1</sup>—yet there were

5.7 million unfilled jobs<sup>2</sup>. Nearly half of U.S. employers report that they can't find qualified candidates<sup>3</sup>. As digitization expands in both developed and developing countries, demand for people with digital skills will grow exponentially.

We're on a mission to accelerate a new era of digitally savvy problem solvers. People equipped with the skills

for the jobs of tomorrow. Innovators driven to find better ways to address challenges. Entrepreneurs who create economic opportunity while making a positive impact in their community and beyond. Change agents who disrupt the status quo to find a better, more sustainable way.

<sup>1</sup> Employment Situation Summary, U.S. Bureau of Labor Statistics, 2017

<sup>2</sup> Job Openings and Labor Turnover Survey Highlights, U.S. Bureau of Labor Statistics, 2017

<sup>3</sup> 2016-2017 Talent Shortage Survey, Manpower 2016

[Learn more about our CSR priorities.](#)





## Celebrating 20 years of changing lives

Twenty years ago, Cisco donated networking equipment to a local school. We quickly learned that technology, without the skills to use it, is of little value. We set out to change that in a big way.

We created Cisco Networking Academy and proved that technology, when combined with education, changes lives.

Two decades and more than 7.8 million students later, the Networking Academy program has expanded to 180 countries. Working with educational institutions across the globe, we prepare students for entry-level

### GOAL:

Reach two million Cisco Networking Academy students per year by 2021

jobs and industry-recognized certifications. They get practical, hands-on experience as they learn, and gain the skills needed to get certified, land a job, earn a promotion, and even start their own business. We work with our partners to establish initiatives that promote workforce readiness and socioeconomic development.

We believe opportunity to learn and grow must be open to everyone. We built Networking Academy to be adaptable for students with diverse abilities. Over the past decade, more than 3,000 students with disabilities have benefited from Networking Academy courses—and we want to more than triple that number to 10,000 in the next five years. We work with organizations, like [Deaf Aid](#), to empower students with vision, hearing, and select physical disabilities.

As the broader information technology industry sees fewer women seeking IT careers, Cisco Networking Academy sees an upward trend in female participation rates. In FY17, 24 percent of our global students were female. Some countries, such as Oman, Peru, United Arab Emirates, Nigeria, and Tunisia saw female participation rates of 40-70 percent.

Networking Academy students are sought after by employers seeking entry-level IT talent. Through our Talent Bridge employment program, we connect Cisco and our channel partners with qualified talent from around the world. Since 2016, more than 1,200 students have found jobs through Talent Bridge.

[Learn more](#) about Cisco Networking Academy and be inspired by the stories of global problem solvers.



# 70%

of Networking Academy students who complete Foundational and Career-Ready courses land new or better jobs, take on increased responsibility, or earn higher pay.



## Fostering socially aware problem solvers

Nineteen years ago, teachers Jeff Mason and Rod Thompson brought Cisco Networking Academy to students at Newport High School in Bellevue, Washington.

Through Networking Academy's programs with Bellevue Community College and Clark College, high school students can earn college credits while preparing for their Cisco certification. Newport High School offers courses that prepare students for three certifications: CCNA Routing and Switching, CCNP Routing and Switching, and CCNA Security. All students are expected to take the certification exam in the class in which they are enrolled—and the results are impressive. Seventy-eight percent of these high school students earned their certifications last year.

What's particularly unique about this program is the experiential learning that happens far beyond Newport High. Each year, the teachers take 14 students to work in underserved communities around the world for two weeks. Past trips have benefited people in Antigua, Slovakia, Turkey, and Uganda. Here, the students apply their networking and problem-solving skills as they design and build 25-30 Internet-connected computer labs in 10 days. The hands-on technology experience is invaluable, but the impact this program has on the students and the communities they touch is far greater.

*"I would do senior year one more time just to go on this trip again. That's how much this means to me. I will remember this forever."*

**Sanya**  
Newport High School graduate  
and Cisco Networking  
Academy student





## Making strategic social investments for an inclusive digital economy

We take a venture-capital-like approach to making strategic social investments.

Cisco Public Benefit Investment and the Cisco Foundation support nonprofit organizations that leverage technology to support underserved communities around the world to meet critical human needs and disaster relief, build a digital foundation to improve education, and drive economic empowerment and an inclusive digital economy.

More than just providing essential grant funding, Cisco and the Cisco Foundation support these nonprofit organizations technical and managerial expertise. We work alongside the nonprofit organization, testing,

tracking, learning, and adjusting until the solution can be scaled, replicated, and sustained for impact.

[Learn more](#) about our strategic investments and the good work these nonprofit global problem solvers are doing.

Positively impacted  
more than

154  
million people

### Strategic Investment Focus Areas

- Critical human needs and disaster relief
- Educational opportunity
- Economic empowerment





## Supporting access to economic opportunity

More than 2.5 billion people globally are unbanked. Of these, up to 2 billion have access to a mobile phone and would benefit from mobile financial services.

Mobile financial services enable the unbanked to access financial products and services, and contribute to economic growth. A Boston Consulting Group study that examined the impact of mobile financial services across multiple countries found that mobile financial services have the power to increase gross domestic product (GDP) by up to 5 percent (Telenor Group 2012).

Opportunity International (Opportunity) is a global nonprofit that empowers people living in poverty to transform their lives, their children's futures, and their communities through financial products, services, and training. Opportunity believes access to financial services—coupled with training and other key initiatives—leads to increased economic activity in the poor communities they serve. Their clients are primarily poor women, farmers, and rural young people who achieve increases in productivity and incomes that allow them to invest in education, food, housing, health, and small business.

Cisco previously provided Opportunity with seed funding to design and pilot digital mobile money solutions in three countries in Africa. In just over two years, that program scaled to reach more than 400,000 people in six countries. Based on the success of this initiative, Cisco expanded its program with Opportunity, providing multi-year support including cash grants, donations of Cisco technology, and expertise to apply digitization solutions to transform the organization's global operations. Cisco's support will enable Opportunity to improve efficiency in its business operations, scale operations to connect more people to financial services, deepen the impact of its programs, and enhance impact evaluation. This will enable Opportunity to achieve its goal of creating 20 million jobs and positively impacting 100 million lives by 2020.

This is just one example of Cisco's strategic social investments impacting the world. [Learn more](#) about our full portfolio of investments.





Mary Elizabeth McCulloch, Student,  
Pennsylvania State University

## Investing in social and environmental entrepreneurs

Working at an orphanage in Ecuador where children and adults with disabilities were unable to speak, Pennsylvania State University student Mary Elizabeth McCulloch became inspired to give a voice to those without.

Traditional speech devices can be expensive, making them out of reach for the millions of people who need them. Mary Elizabeth and her team at **Project Vive** set out to make an affordable speech-generating device that would respond to the unique and changing capabilities of each user.

The Voz Box uses wearable sensors and Bluetooth technology to create a network around the person that can detect small movements. The sensors can be placed anywhere on the body—finger, elbow, knee, foot, eye—and can be recalibrated for different placements as user needs change. The network connects to a small, portable multi-lingual speech-generating device. It does not require an Internet connection to operate, making it accessible to more people in the world.

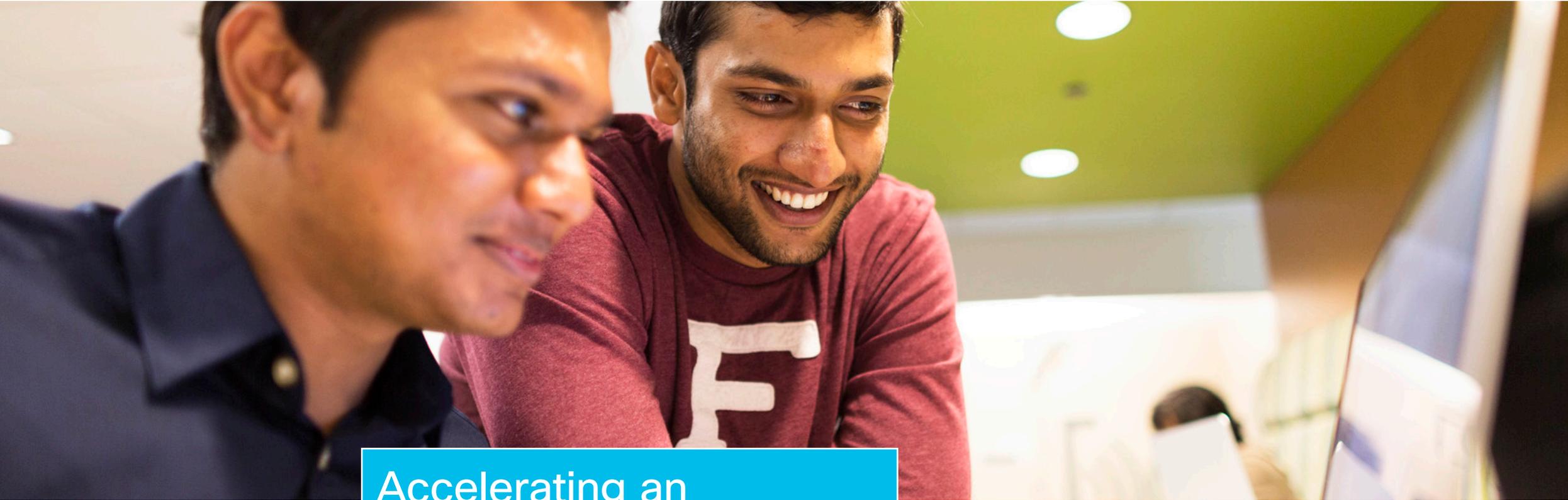
Mary Elizabeth's innovative, problem-solving device was the US\$100,000 Grand Prize winner of the inaugural 2017 Global Problem Solver Challenge. The Challenge recognized 10 teams of post-secondary students and recent graduates whose ideas use the IoT to create breakthrough technologies, products, and services that drive economic development, solve social and environmental problems, and promote inclusion.

Our mission with this competition is to provide visibility, funding, and encouragement to help these social entrepreneurs advance their innovations to solve pressing problems in their community and around the world, and to help them become job creators as their businesses grow and thrive. More than 1100 students and recent graduates from 450 schools across six continents registered in the 2017 Challenge.



**Meet our other**  
2017 Challenge Winners 



A photograph showing two men in a professional setting. The man on the left is wearing a dark blue polo shirt and is looking towards the right. The man on the right is wearing a maroon t-shirt with a white letter 'F' and is smiling broadly while looking at a computer monitor. The background is a blurred office environment with a green wall and circular lights.

## Accelerating an inclusive digital economy

Public universities are essential to preparing the leaders, innovators, and entrepreneurs of tomorrow. We believe they also play a vital role in enabling local economic development.

In 2016, we began working with Arizona State University (ASU), to empower minority youths to succeed in their education and careers. The ASU Poder (which means “power” in Spanish) initiative gives underserved community college students the opportunity to be global problem solvers—creating solutions to pressing societal problems by harnessing the power of technology. Supported by grant funding

from the Cisco corporate advised fund at Silicon Valley Community Foundation, the program provides students with Cisco curriculum as well as career and college preparation training.

The collaboration with ASU laid the foundation for a broader public university grant-making program, which we launched in FY17. Our intent is to help public

universities play a lead role in shaping new ideas and industries that create the jobs of the future. We encourage these universities to collaborate with local industries, government agencies, NGOs, community colleges, and schools, to close skills gaps and foster job growth, incubate innovation, and encourage an entrepreneurial approach to problem solving.



## Solving problems together

We made a tremendous amount of progress in 2017, which we hope you will explore in more detail in the section that follows. Yet we know there's much more opportunity ahead.

Through our CSR programs, we will continue to focus on issues most relevant to our business and where we believe we can make the greatest impact: enabling people to reach their full potential in the digital economy; partnering to scale positive, inclusive social and economic impact in countries around the world; and advancing environmentally sustainable growth in a connected world.

There has never been a better time to be a global problem solver. The IoT, augmented reality, artificial intelligence, mobile, cloud—our world is connected, and interconnected, like never before. The opportunities are infinite. We believe impact multiplies and innovative solutions arise when passionate people and transformative technology come together. By empowering a network of talented, innovative, entrepreneurial problem solvers to capitalize on digitization, we can unlock the potential for all people to be included, and for society and the planet to thrive for generations to come.

*“In today’s world, innovative solutions can be developed by anyone, anywhere—and then scaled to help people around the world. This is the power of connection, and no one connects better than Cisco.”*

Chuck Robbins  
CEO, Cisco





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