

CSR and Our Employees

Cisco's vision is to change the way we work, live, play, and learn. At the heart of that vision is a world where people use networks to enhance and integrate all aspects of their lives. Cisco strives to foster a corporate culture that empowers employees to work for positive change. We provide engaging and challenging employment that enables our employees to make significant contributions to the information and communications technology (ICT) industry. But equally important, we support and encourage corporate social responsibility (CSR) initiatives and other activities by our employees that help promote sustainable economic growth and improve community life worldwide.

At Cisco, making the world a better place through technology is something we take very seriously. ICT enables people to come together and transform their lives in innovative ways, becoming more engaged, more informed, and more involved. When humanity is connected, wonderful things happen, both locally and globally. This is what we call the Human Network Effect.

We cannot accomplish our vision without pursuing our mission, which is to shape the future of networking by creating unprecedented value and opportunity for our customers, employees, investors, and partners. Regardless of job, title, or duties, every employee can take a leadership role in what they do. Employees are encouraged to become thought leaders in their particular areas of expertise, reinforcing the stature of the company and increasing its value to customers, shareholders, and the industry.

While markets evolve and change over time, the essentials of our corporate culture remain constant. Our core values are at the root of all we do and the spirit in which we do it. Cisco's culture is clearly delineated by the values displayed on our employee badges: customer success, innovation, teamwork, empowerment, open communication, fun, giving back, trust, fairness, integrity, inclusion, continuous improvement/stretch goals, quality team, no technology "religion" (avoiding a single technical approach), market transitions, and drive change. These precepts are woven into our workplace interactions and form the fabric of our day-to-day operations.

"Fifteen years ago, we said our vision was to help change the way the world works, lives, plays, and learns. Many people thought that was a marketing statement, but we meant it, and we've delivered on it, worldwide, by working with our customers and through our own corporate social responsibility efforts. We've built on that vision, articulating our aspirational goal to become the best company in the world, and the best company for the world. This is a vision that brings employees to work every day excited to be involved in initiatives that truly can change the world, and engages their full creativity, productivity, and personal passion to go above and beyond in everything they do."

— John Chambers, Cisco Chairman and CEO

"As a working mother of three children, I know firsthand the benefits of Cisco Virtual Office. Through high-quality voice and video, I am able to lead global teams and programs while avoiding back-and-forth trips to the office. Juggling early-morning Europe calls, midday doctor's appointments, and evening Asia meetings, I move with ease from one place to another. My family and I feel fortunate that I work for a company that enables true work/life navigation."

— Carina Reyes, Cisco
Manager in Operations

Flexibility and Trust

Cisco sees a positive correlation among productivity, flexibility, trust, and low employee attrition. Consequently, we strive for a culture of flexibility and trust in which high-performing employees can create value for the company while also maintaining well-balanced lives. We do this in part by using our own technology to create a collaborative environment while providing employees latitude in how, when, and where they work. In doing so, Cisco itself has become a prime example of how ICT can transform today's workplace and workforce.

Using Cisco technology, our employees can work efficiently from any location, access real-time business information as if they were in the office, and confer with colleagues and customers globally. Flexible work schedules provide employees with more choices in balancing both work and home commitments. For parents, this flexibility provides the opportunity to engage in a challenging career and a fulfilling home life. For those with aging parents, it offers the ability to provide care and also fulfill their career goals.

Cisco's cultural values, facilities, benefits packages, and rewards and recognition programs are all geared to supporting successful work/life integration. We encourage our managers to make full use of corporate resources to help employees find the best ways to achieve their own personal balance.

"In the age of global markets, time and distance separates people and workspaces. Cisco has long recognized that telecommuting and collaborative technologies are effective in breaking down barriers and enabling the transition to the borderless enterprise. In addition, as demonstrated by our recent study, a properly executed program for telecommuting can be extremely effective in unlocking employee potential by increasing work/life balance, productivity, and overall satisfaction."

— Rami Mazid,
Cisco Vice President of
Global Client Services
and Operations

Teleworking as a Way of Life

In October 2008, Cisco conducted a Teleworker Survey, an in-depth study of nearly 2000 company employees designed to evaluate the social, economic, and environmental effects of telecommuting at Cisco. A majority of respondents experienced a significant increase in work/life balance, productivity, and overall satisfaction as a result of their ability to work in a variety of locations, including their homes. As the modern workforce continues to evolve and globalize, more companies are turning to teleworking to save costs, lower carbon emissions, and retain top talent. The survey highlights the gains that a sound telecommuting strategy provides for employees and employers alike.

While teleworking is not feasible or appropriate for all jobs, we have discovered that the company is achieving new levels of efficiency and effectiveness by enabling people to work together regardless of location. In fact, the company has generated an estimated annual savings of \$277 million in productivity by allowing employees to work remotely. With the adoption of enterprise-class remote connectivity and collaboration solutions such as [Cisco Virtual Office](#), [Cisco OfficeExtend](#), and [Cisco WebEx®](#), we anticipate that organizations, people, and the environment will continue to accrue substantial benefits as teleworking becomes more prevalent.

Teleworker Survey Results

Cisco conducted the telecommuting survey to explore and evaluate commuting patterns, technology barriers, work quality and productivity, environmental impacts, and advantages and disadvantages of the flexible lifestyle, as well as overall employee satisfaction. A total of 1992 Cisco employees were polled in five regions: Asia Pacific, emerging markets, Europe, Japan, and United States/Canada.

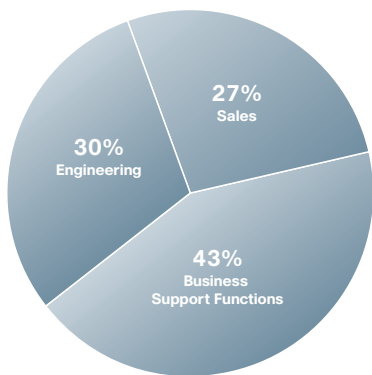
Among the highlights from the survey:

- The average distance for round-trip commutes varied by regions: employees in the United States and Canada reported a 30-mile round-trip commute on average; Asia Pacific employees commuted about 14 miles a day; Japanese employees cited a 26-mile commute; employees in emerging markets commuted an average of 16 miles; and European employees reported a 46-mile commute.
- Approximately 69 percent of the employees reported higher productivity when working remotely, and 75 percent said the timeliness of their work improved.
- Eighty-three percent of telecommuting employees said their ability to communicate and collaborate with coworkers is comparable to working onsite.
- Overall work quality improved for 67 percent of the telecommuting respondents.
- A better quality of life through telecommuting was reported by 80 percent of the respondents.
- Telecommuting can lead to higher employee retention, as suggested by the fact that more than 91 percent of respondents said this mode of working is somewhat or very important to their overall work satisfaction.
- The employees reported a fuel cost savings of \$10.3 million per year due to telecommuting. (By avoiding vehicle travel, Cisco telecommuters prevented approximately 47,320 tons of greenhouse gases from being released into the environment in the 2008 calendar year.)

Cisco Employees by the Numbers

Cisco is a multigenerational, multicultural community that extends around the world. As of July 2009, Cisco has more than 65,500 employees in 92 countries and over 372 locations. Approximately one third of our employees work at the headquarters site in San Jose, California. Our workforce has a wide variety of skill sets, but it can be divided broadly into engineering, sales, and business support functions.

Workforce by Job Function



Cisco has one of the lowest rates of voluntary employee attrition in the IT industry. The table below gives the voluntary attrition rate for the last five years.

Voluntary Employee Attrition as a Percentage of Total Employees

FY05	FY06	FY07	FY08	FY09
4.59%	5.45%	4.52%	5.01%	3.22%

The tables below characterize the employees we have hired over the past four years in terms of gender and ethnicity. The ethnicity figures in the second table are given for employees in the United States only.

During the economic downturn and subsequent slowdown in hiring, we have added new employees selectively to support the investments we are making in market adjacencies. Cisco programs such as Hiring and Interview Training help us apply inclusion and diversity principles when selecting external job candidates. When filling positions from within the company, our Talent Connection program helps us align our internal talent with Cisco's top priorities.

New Hires by Gender (Non-U.S.)

	FY06	FY07	FY08	FY09
Total Number of Hires	3,120	4,982	4,517	2,536
Number of Female Hires	694	1,029	1,018	484
Percent of Female Hires	22%	21%	23%	19%

New Hires by Gender and Ethnicity (U.S. Only)

	FY06	FY07	FY08	FY09
Total Number of Hires	3,562	5,821	5,441	4,208
Number of Female Hires	1,014	1,712	1,643	1,034
Percent of Female Hires	28%	29%	30%	25%
Number of Non-Caucasian Hires	1,642	3,108	2,838	2,191
Percent of Non-Caucasian Hires	46%	53%	52%	52%

	FY06	FY07	FY08	FY09
Total Number of Female Hires and Male and Female Non-Caucasian Hires	2,111	3,858	3,533	1,249
Total Percent of Female Hires and Male and Female Non-Caucasian Hires	59%	66%	65%	57%

Inclusion and diversity are an integral part of Cisco's corporate culture and constitute one of our primary strengths. The table below gives a snapshot of our employees in terms of diversity.

Women and Ethnic Minorities as a Percentage of the Workforce

		FY05	FY06	FY07	FY08	FY09
Women	Women as percentage of total global employees	21.80%	22.10%	23%	23.50%	23.35%
	Women in VP positions or above as percentage of global VP and above employees	13.20%	14.00%	12.70%	15.50%	15.47%
Ethnic minorities (U.S. only)	Ethnic minorities as percentage of total U.S. employees	42.30%	42.80%	43.70%	44.70%	45.58%
	Ethnic minorities in VP positions or above as percentage of total U.S. VP and above employees	17.60%	17.50%	15.60%	22.20%	20.8%

Cisco is a global organization with a widely dispersed workforce. The table below indicates the number of Cisco employees working in various regions of the world.

Cisco Employees by World Market Regions

	FY06	FY07	FY08	FY09*
Asia Pacific	4,411	7,528	9,276	10,169
Emerging Markets	1,549	2,406	2,921	7,860
Europe	5,778	6,907	7,604	8,082
Japan	1,015	1,158	1,253	1,278
United States and Canada	28,659	33,494	35,832	38,156

* This year's figures include 4861 employees in our manufacturing center in Juarez, Mexico, and 553 Scientific Atlanta employees from outside the United States.

"The Connected Business Operations Council is now assuming the lead in shaping world-class operations at Cisco that can scale for growth in global markets, quickly respond to as many as 50 or 60 market adjacencies with numerous innovative and flexible business models, and drive operational excellence. Every employee in the company will be involved and engaged in strengthening our core."

— Randy Pond, Cisco
Executive Vice
President of Operations,
Processes, and
Systems

Turning a Downturn to Advantage

When the economic downturn began, Cisco implemented initiatives and policies to ensure that we can take a leading role in the eventual upturn. As part of our approach, we reaffirmed the importance of leadership during challenging times and established expectations for all Cisco leaders. We created a website on the internal company network especially for managers: "Learn About: Managing for the Economic Upturn." The site provides details about new policies, videos from Cisco senior management, a Q&A page with information about the best ways to conduct employee discussions and team meetings, and other resources.

Cisco also created the Connected Business Operations Council to provide a balance between the two strengths the company must maintain to stay competitive: innovation and operational excellence. The council is co-chaired by Frank Calderoni, executive vice president and chief financial officer, and Randy Pond, executive vice president of Operations, Processes, and Systems. The council and its subordinate boards, particularly the Expense Management/Business Effectiveness Board, delved deeply into the company's expenses and came to the conclusion that we could increase financial stability by managing expenses more proactively. Essentially, that means making thoughtful, methodical decisions about actions the company should invest in, focus on, or avoid in both the short and long term. Change-management and communications teams work to ensure that this decision-making process is transparent and that employees understand how the decisions will affect them and their workgroups.

Open Employee Communications

Cisco cultivates a culture of open and transparent communications in which leaders share company strategy and direction with employees and rely on employee feedback in their decision making. We build communications into all our business processes, fostering a timely, two-way flow of information that is essential during times of change. The company employs several systematic communication vehicles, including quantitative surveys, to elicit information from employees in areas such as job roles, career opportunities, management, company image and messages, corporate culture and values, initiatives, and work/life integration.

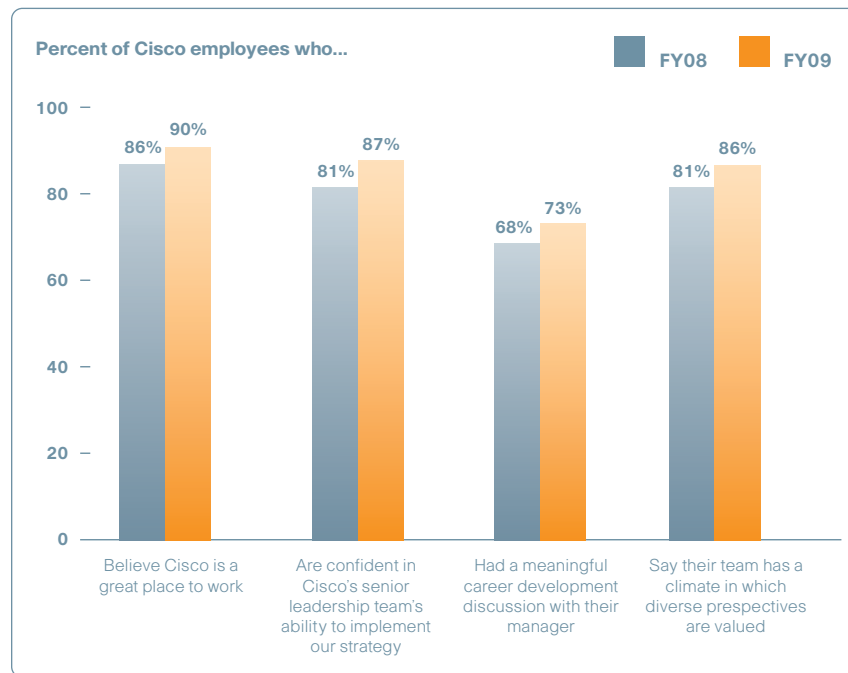
Cisco Pulse Survey

One of our most effective tools for gathering employee feedback is the Cisco Pulse Survey, a confidential poll administered online. Prior to 2008, the survey was conducted sporadically and covered only a sample of the employee population. Now it is a global, annual survey that covers the entire employee population. Cisco's leadership enthusiastically supports the survey and the resources required. A record 80 percent of employees answered the most recent survey in February 2009, a 7 percent increase over the previous survey. In this survey, 90 percent of employees agreed that Cisco is a great place to work, up from 86 percent in 2008.

This year's Cisco Pulse Survey included a focus on employee engagement. Cisco's new 10-item Engagement Index set a baseline value, and employees were asked questions to determine which of seven aspects of employment had the most impact on their level of engagement: respect for people, development, recognition, collaboration, organizational alignment, innovation and excellence, and communication. We also introduced an item on the survey assessing employees' perception of how much the company's management emphasizes employee well-being.

The year-over-year results for other key statements in the annual surveys conducted in FY08 and FY09 are shown in the graph below.

Results for Key Pulse Survey Questions, FY08–FY09



We follow up the Pulse Survey in various ways: additional surveys, focus groups, structured review sessions between managers and their employees, targeted action and improvement plans, and coaching. Low scores indicating areas of concern receive added attention from the Operating Committee. We work hard to balance long-term, sustainable improvements with “quick-win” approaches, and we communicate broadly and consistently about Pulse Survey follow-ups so employees understand the connection between their input and the changes that we implement. Consistent with Cisco’s emphasis on transparency and inclusion, employees were able to view comprehensive Pulse Survey results for the entire company and for all major functions on a website for the first time this year. By publicizing the survey, we give employees visibility into their peers’ views and how Cisco’s leadership team plans to improve the employee experience.

As a result of employee feedback, there has been a companywide focus on employee recognition. We concentrated on clarifying how employee performance is evaluated, how rewards are determined, and how managers can positively reinforce employee performance in ways that do not necessarily involve monetary compensation. In addition, there has been year-over-year improvement in employees’ agreement with the statement, “In the last 12 months I have had a meaningful career development discussion with my manager.” This can be attributed to a cross-functional effort to improve in this area; midyear career discussions were held with approximately 55 percent of employees.

Virtual Conferencing

Virtual or Internet-based conferencing has become an increasingly effective way to reach global audiences for companies like Cisco that are geographically dispersed and concerned about the financial and environmental impact of business travel. Cisco is not only at the forefront of conferencing technology with our Cisco TelePresence™ and WebEx® collaboration products, but we also make use of these and other technologies internally to bring employees together for discussions and working sessions.

Global Company Meetings

Cisco holds quarterly company meetings to discuss financial performance, future directions, and other issues pertaining to all employees. These global, live meetings are open to all Cisco employees, who may attend in person, on the Internet through Cisco TV connections, or using the Cisco TelePresence collaboration solution. Online video replays are also available. The new virtual meeting format creates an immersive environment where one large, global audience can interact in real time.

The virtual meetings typically originate from the Visual Networking Center at corporate headquarters in San Jose, California. Here, the executive leadership team is joined by a live audience onsite. We employ Cisco TelePresence technology to connect six remote sites, which are selected on a rotating basis from regions worldwide. Audience members at each remote site appear at the Visual Networking Center on a large, high-resolution display, allowing them to join the live participants in San Jose as if everyone were in the same room. Data screens display presentations, and all participants can engage in the Q&A sessions that follow.

In 2009, we reached out with Cisco TelePresence to audiences in Argentina, Australia, Canada, China, Dubai, Finland, Germany, India, Israel, Japan, Mexico, Russia, Singapore, Switzerland, Turkey, the United Kingdom, and seven locations in the United States. In February 2009, the company meeting convened in Bangalore, India, the first time the live meeting took place outside corporate headquarters. Before an onsite audience of more than 500 employees, John Chambers made his presentation from Bangalore while other members of the executive team participated from the studio in San Jose. This event set a new record for meeting attendance: More than 18,000 employees participated virtually or watched on live TV. These immersive, media-rich gatherings serve as a model for how Cisco intends to conduct large, companywide meetings in the future.

Virtual Manager Meetings

Quarterly virtual manager meetings allow our executives to engage with Cisco managers on a personal level. The hour-long meetings give managers direct access to Cisco's senior leadership team on a regular basis. Attendees can ask detailed questions about topics relevant to their work, their employees, and their own leadership development.

Comments from Virtual Manager Meeting Attendees

"I felt engaged with the live participants in the manager's meeting, even though I was sitting at my desk viewing it on my PC."

"Very candid, which made it feel inclusive."

"Appreciate the leadership and openness."

"This was great! I like the informality, and I appreciate seeing the camaraderie among our executive leaders."

The first all-virtual manager meeting was conducted in March 2009. Previously, manager meetings were held a day before company meetings in a conference room at headquarters, with about 15 minutes dedicated to questions. The new virtual format allows managers from all over the world to watch and ask questions using Cisco TelePresence technology and Cisco TV.

Manager meetings are conducted in a conversational discussion format. Our CEO spends about 10 minutes on topics provided by managers in advance through a discussion forum and survey. The remainder of the hour is dedicated to a Q&A session led by the CEO and other executives who have been chosen based on topics relevant to that fiscal quarter. For managers who are unable to watch live, the sessions are recorded on video and can be accessed on the company intranet within 24 hours of the meeting.

Virtual Leadership Offsite Meeting

Cisco's yearly Strategic Leadership Offsite meeting also went virtual this year. Bringing together employees at the director level and above, this two-day meeting sets the company's direction for the next fiscal year. The meeting is conducted in mid-May to give company leaders time to align their groups, reprioritize, and create Vision, Strategy, and Execution plans before the new fiscal year begins in August.

In addition to executive keynote speakers, the meeting also includes breakout sessions devoted to areas of focus for the coming year (known as *market adjacencies*), customer segments, leadership development, and exchange sessions that focus on reinforcing our Collaborative Management Model. Live Internet TV sessions provide opportunities for executives and managers to discuss changes in policies, budgets, processes, expense management, and hiring policies.

To give a flavor for this virtual event, here are some facts about the May 2009 meeting:

- There was a 90 percent reduction in time spent traveling, a savings of about 11 hours a day per attendee.
- Cisco saved \$2.8 million by avoiding travel and hotel expenses.
- Carbon emissions were reduced from 45 tons to 4 tons.
- Downloads totaled 48,149, an average of 15.9 downloads per attendee.
- Of the 3200 leaders who attended, 484 attended chat sessions.
- Participants posted in 96 discussion forum topics and 47 blogs.
- Updates, web pages, and articles appeared on the Cisco intranet, so all employees could obtain information and provide comments.

Web 2.0 Tools and Resources

Web 2.0 technologies such as social networks, blogs, wikis, discussion forums, and media offer tremendous opportunities for collaboration and interaction within the company. Cisco enterprise services that make use of these tools include an internal employee directory service with customizable areas of expertise, a wiki called Ciscopedia, and various collaborative communities. Each of these enhancements is systematically piloted and tested, then integrated with other intranet resources.

One example of a Cisco collaborative community is C-Vision, a content-sharing technology that lets employees publish informal and engaging messages in a variety of media, including video, audio, and photos. This tool gives viewers and content creators a place to interact and collaborate by commenting, rating, and taking advantage of the knowledge and expertise of others in a simple, interactive manner.

Communications Center of Excellence

Cisco employees are encouraged to express their ideas and opinions using Web 2.0 social networking sites and tools. Cisco is also using collaboration technologies to deliver candid messages in a personalized and timely way, giving employees greater flexibility in how they acquire information.

The Communications Center of Excellence is a resource by and for employees that employs Web 2.0 technology to provide information about the latest tools and best practices for effective intracompany communications. By means of blogs, discussion forums, and other collaboration technologies, employees can form virtual teams to gather and share information about a particular topic or concern. The center also informs employees about new collaboration tools and provides training and guidelines.

Business-Related Social Networking

Here are some statistics that suggest how extensively Cisco employees use business-related social networking resources:

- **External blogs:** About 2 million views per quarter, up 20 percent from FY08
- **YouTube:** 1260 videos in our top two channels in FY09, with approximately 500,000 views and 2312 subscribers; the most-viewed video last year was related to the launch of Cisco Unified Communication System Release 7.0 in September 2008
- **Facebook:** 51 Cisco groups and fan pages; more than 70,000 members/fans

- **Twitter:** 21 accounts with more than 700 followers, up 42 percent in May–June 2009 from the previous year; Cisco Chief Technology Officer Padmasree Warrior tweets to more than 695,000 followers
- **Flickr:** 12 collections and 36 sets (albums) of product/technology photos; 267,800 total views overall as of June 2009
- **Second Life:** 150,000 visitors, more than 50 events, 4.5+ (out of 5) customer satisfaction rating
- **iTunes Podcasts:** More than 350 podcasts and 200,000 streams, rated 5 stars (out of 5) on iTunes

Rich-Media Presentations and Blogging

Executive videos help get messages out quickly, resulting in a more agile business and faster adaptability to change. Through the use of technologies such as Cisco Unified Video Advantage and Pure Digital Technologies' Flip point-and-shoot camcorder, executives can record video messages at their desks and email them to an employee list or post them to C-Vision for instant dissemination. In addition, most executive presentations to employees are videotaped and posted on our intranet.

Aside from video communications, Cisco has embraced blogging and video blogging as an effective means for communicating with employees. Several leaders at Cisco have blogs and regularly post commentary on topics of special interest to them and employees. Employees are encouraged to join these discussions by commenting on the blogs or emailing feedback.

Cisco maintains an official external blogging site called The Platform at:
<http://blogs.cisco.com/news>.

Birthday Chats

Birthday Chats are a long-standing tradition at Cisco that allow Chairman and CEO John Chambers to celebrate a personal day with employees while candidly sharing information about the company. Held every other month, Birthday Chats help foster open communication by enabling employees to voice concerns, ask questions, and seek perspectives on a variety of topics.

Employees based at corporate headquarters can attend in person or by Cisco TV. Employees in other locations can also participate in the event using Cisco collaborative technologies. A video of the entire session, broken down by question, can be viewed by employees on the Cisco intranet shortly after the event. The chats have become a cornerstone of the Cisco communications process because of their regularity and candor.

In FY08, Cisco implemented Short Message Service (SMS) mobile communications technology at Birthday Chats. SMS polling is a Web 2.0 strategy that allows John Chambers to query the live global audience during the session, with participants using their mobile devices to text their responses back. The texts come from the 500 employees in the room, as well as from those participating by streaming video and Cisco TV.

Keeping Managers in the Loop

As Cisco has updated policies and practices during the economic downturn, we have reached out to managers to help them understand these changes and how they affect the business. For example, Don McLaughlin, vice president of Staffing, and Mick Lopez, vice president of Finance, set up two Cisco TV live sessions on hiring and expense-management policies to inform managers and answer their questions. More than 2500 leaders attended the event held on November 19, 2008, either live or through video on demand during the following two days. The presenters received 450 questions during the sessions, which were condensed into 60 representative queries that received answers in a posted Q&A document.

In a Cisco TV survey conducted after the event, we received more than 600 responses. Among the overwhelmingly favorable comments were these:

- "This was excellent! I and my team appreciate proactive and open communication during this time of change. Thank you for helping us stay focused."
- "It's great to work in an environment where our leaders address the issues head on, with integrity and honesty."
- "I really liked the honesty displayed by both VPs. They were frank and told us when they simply did not know the answer, but that it was being investigated. This is management we can believe in."

Employee Development and Advancement

Just as Cisco's business strategy takes a comprehensive, holistic approach to customer needs and market contingencies, our approach to employee development looks at the whole employee: how that person contributes to our success, and what he or she could potentially contribute in the future. To help our employees acquire what they need to advance their careers, we develop employees' skills through training initiatives and contribute to their personal growth with innovative learning opportunities.

By understanding the core skills that underlie our business, we can direct investment and energy toward cultivating these skills among our employees. This enables us to retain linchpin talent by preparing our best and brightest people to move into new and challenging positions. And by enhancing our employees' skill sets, we are able to innovate more successfully and respond to market transitions more rapidly.

To align the company's governance closely with our business, Cisco has evolved a cross-functional leadership approach called the Collaborative Management Model. We are committed to building a cohort of leaders who can thrive in the corporate environment we have created. To that end, we have initiated programs aimed at developing leadership skills that make extensive use of Cisco's collaboration technology, social networking approaches, and Web 2.0 technology.

Executive Development

In FY08, we launched the Cisco Center for Collaborative Leadership, a process intended to transform Cisco by transforming Cisco's leadership. It combines industry best practices with collaboration technology and Cisco's thought leadership regarding corporate leadership requirements for 21st century businesses. We focus on three key areas: talent strategy and planning, executive assessment and development, and organizational transformation. With the Center for Collaborative Leadership, Cisco is demonstrating a commitment to leadership development as a practice capable of attracting and retaining top talent. In concentrating on a few key transformational processes, we are able to provide opportunities for executives to develop the organization while creating their own individual paths to development.

Executive Talent Strategy and Planning

Cisco has identified the leadership behaviors that we believe are necessary to achieve our aggressive growth goals. The Cisco C-LEAD model defines what Cisco expects from our leaders and what they should expect from each other. The model involves five interdependent themes that we believe constitute the skill set of an effective Cisco leader:

- **Collaborate:** Working across boundaries, building teams, managing conflict, earning trust, and recognizing good performance
- **Learn:** Developing personal skills and coaching others
- **Execute:** Solving problems, making decisions, delegating, giving feedback, and demonstrating passion for the work
- **Accelerate:** Communicating goals and building capabilities
- **Disrupt:** Envisioning opportunities, innovating, taking risks, and leading change

The C-LEAD model is incorporated into the executive nomination process, ensuring that leadership capabilities are formally assessed and taken into account along with the scope and business relevance of the proposed role. Cisco also uses the C-LEAD model to evaluate leadership succession by calibrating executive talent and creating depth charts based on business priorities and plans. The results of a Leadership Review Process based on C-LEAD are presented to Cisco's Board of Directors annually so they can examine how well the capabilities of today's leadership align strategically, organizationally, and operationally with the company's future needs.

Executive Assessment and Development Process

In FY08 and FY09, Cisco engaged more than 450 senior executives in the Executive Assessment and Development Process. Cisco's executive assessment and development planning is individualized and supported through extended executive coaching and internal mentoring programs. Cisco provides high-potential leaders with opportunities to accelerate their development by working on important and strategic projects through the Executive Action Learning Forum. One of Cisco's signature programs and recognized as an industry best practice, the forum combines top-notch business school education with work on strategic projects for the company.

Executive Organizational Development

The Center for Collaborative Leadership program continues to involve executives by giving them opportunities to provide leadership consulting at the organizational level, thereby keeping talent management at the forefront of business decisions. Executives serve on the program's advisory committee and executive nomination committee, and they teach in our development programs.

Manager and Employee Development

The best employees need room to grow professionally, and they continually look for opportunities to exercise the skills they have acquired and develop new ones. Career development programs are a strategic priority at Cisco because they enable us to retain top talent and recruit the sorts of people who can help us stay competitive in the ICT marketplace and move forward with our plans for transformative global networking.

In FY09, Cisco centralized manager and employee learning and development to increase learning effectiveness and distribute training resources across the enterprise. The new Learning and Development Solutions Group centers its efforts on delivering superior and consistent employee and customer-support development. The team's primary goal is to meet the learning needs of the core businesses within Cisco, and to create an approach that can distribute learning solutions across the company. Our vision is that Cisco learning and development will become a global business accelerator as well as a key differentiator for employees, partners, and customers.

Currently the Learning and Development Solutions Group is beginning a philosophical transition in its approach to learning, offering both traditional development programs and nontraditional and informal learning channels. Key programs are described below.

Traditional Learning

The Cisco Management Series is a core program that all new Cisco managers are required to complete if they have spent less than three years in a people-management role. This 16-week, three-stage learning experience includes:

- Facilitated e-learning that combines classic e-learning and mastery tests with discussions facilitated by the Cisco WebEx collaboration tool; discussion topics include compliance and ethics, goal setting and delegation, providing performance feedback, coaching, and additional core management building blocks
- A weeklong virtual learning laboratory that enables the managers to apply what they have learned using examples, role playing, and business case studies; exercises are conducted using Cisco WebEx and Cisco TelePresence collaborative learning technologies
- A 360 Assessment that provides personal feedback to the managers concerning their ability to demonstrate competencies and behaviors prescribed by the C-LEAD framework

The Cisco Leadership Series offers four programs that provide a high-impact learning experience for managers focused on building foundational leadership capabilities. Participants are

nominated for attendance on the basis of job performance, leadership reviews, and development opportunities. Customized simulations, role playing, and other exercises reflect current Cisco business challenges and opportunities. The content is designed internally, but includes input from distinguished universities and consulting firms. Cisco executives are called upon to teach aspects of the classes.

Nontraditional and Informal Learning

My Learning Network is a personalized learning solution that uses state-of-the-art portal technology and Web 2.0 tools to dynamically aggregate relevant services and resources into a “one-stop learning shop” where Cisco employees can obtain the experience and skills they need to excel at their jobs. Building on the user’s current and past training, My Learning Network recommends formal learning resources such as courses and books, as well as informal resources such as wikis and blogs. The course recommendations are based on what other employees with similar job descriptions have taken. In addition, a manager can proactively “push” recommended learning and related skills tasks to a single employee or to the entire team over the network.

Eighty percent of all corporate knowledge transfers now take place through on-the-job interactions with peers, experts, and managers. To take advantage of the large pool of expertise that exists within Cisco, My Learning Network creates communities of interest focused on specific learning needs. These communities have their own space on the network where members can find out about events and courses, make recommendations, and get in touch with subject matter experts within the company.

Safari Book License

Cisco has partnered with Safari Books Online to give Cisco employees access to Safari’s premier reference library. Employees can now conduct searches across all technical and business books in the library, add books to their personal bookshelf, and read them when they choose. My Learning Network recommends books in the Safari library to employees based on their job roles. Recommendations are displayed in a personalized Online Books section of the My Learning Network home page.

Employee Engagement Team

During FY09, Cisco created an Employee Engagement team for the purpose of assessing and improving our employees’ experience at work. Key focus areas for this team include improving the work experience, accelerating careers, expanding managers’ skill sets, and enhancing inclusion and diversity. To understand employees’ experience and what motivates their engagement with the company, this team conducted 65 global focus groups to discuss what we consider the six pillars of employee engagement: culture, company, people, opportunity, rewards, and environment. The Employee Engagement team’s reports go directly to the senior vice president of Human Resources and help to inform employee policies.

We learned from these focus groups that employees greatly value their colleagues and leaders, the rewards Cisco offers, and the opportunities they have to grow and develop. Employees indicated a particularly high level of satisfaction with the company and the corporate culture. They spoke highly of Cisco’s culture of flexibility, empowerment, collaboration, and the meaningfulness of the work they perform. These results are not surprising, considering that we have invested substantial time

"We've heard from employees that career development is important. This year, we are providing guides and templates to help employees set clear and effective goals to align with their organizations and cross-functional responsibilities. Development planning is at the heart of career development, and all employees should have a meaningful conversation with their manager to discuss their short-term and long-term career aspirations."

— Susan Monaghan,
Cisco Vice President,
Employee Engagement,
Human Resources

and energy to enhance collaboration and empowerment in the workplace and have embedded these values in our C-LEAD leadership competency model.

Performance Reviews and Career Discussions

The annual performance management (e-performance management, or ePM) review and development process allows Cisco employees to summarize what they have achieved during the past year and establish new goals for the coming year. During the review, managers confer with employees about strengths, challenge areas, and steps they can take to achieve their career development goals. The ePM review is also an important part of Cisco's comprehensive, performance-based Total Rewards compensation philosophy.

An important aspect of the ePM process is gathering feedback on the employees' teamworking skills and job performance from their coworkers, colleagues, and managers. This feedback not only comes from an employee's immediate workgroup, but also from other functions and teams with which the employee collaborates regularly, providing a more complete picture of the employee's job performance and collaboration skills.

Based on the feedback we have received from employees, Cisco placed a greater emphasis on personal goals and development planning in FY09, with guides and templates available from an online ePM tool to help employees set goals and to facilitate employee-manager conversations. C-LEAD goals are now embedded in the ePM tool for reference by managers and executives. The tool also provides inclusion and diversity guides, as well as goals that are specific to roles, to all people managers and employees.

In addition to the annual ePM review, Cisco Human Resources initiated a Midyear Career Discussion program in response to the FY08 Cisco Pulse Survey, which showed that employees want more transparent career development paths. The discussions cover job performance and also include a promotion assessment. We plan to extend Midyear Career Discussions to more business functions in FY10, and across the entire company by FY11.

Aligning Talent to Market Adjacencies

Cisco is taking steps to ensure that strategic, business-critical company priorities (market adjacencies) are staffed with the best internal talent wherever possible, and that long-term career growth for employees is facilitated by a philosophy of internal movement that focuses on skills, not job-specific experience alone. By aligning our business, people, processes, and culture, Cisco is well-placed to move quickly in market transitions and during the economic upturn to come.

As part of our Focus on Internal Talent (FIT) initiative, in FY09 we began developing a companywide program called Talent Connection that helps make sure that Cisco's top priorities receive the most talented resources available and that employees have an adequate opportunity to further their careers within the company. A key component of the Talent Connection model is communication among managers to determine skills matches between available internal talent and open job requisitions. Talent Connection meetings use Web 2.0 technologies to facilitate collaboration across business functions and regions.

“When people move into new roles, they take a fresh approach. They’re more energized. They’re more excited. They’re always raising the bar as a result. As leaders, we should encourage people to seek new opportunities.”

— Frank Calderoni,
Cisco Executive Vice
President and Chief
Financial Officer

Talent Connection is designed to:

- Match people to Cisco’s top priorities quickly through live conversations among managers
- Facilitate talent retention by providing easy access to internal career development opportunities
- Support cross-functional redeployment of talent by allowing skills portability
- Enable rapid response to shifts in Cisco’s talent demand and supply through alignment to business priorities and a thorough understanding of what talent is available

Talent Connection will play an increasing role in the career journeys of Cisco employees. Skills portability broadens the types of internal opportunities available. Rather than simply matching an employee to a job based on the job’s title and type, Talent Connection encourages matches that make the best use of an employee’s skills and experience. This gives employees a broader range of potential job matches and career paths. Furthermore, most of the Talent Connection matches have crossed business functions, so while infusing the various areas of the company with internal talent we are also encouraging fresh approaches and innovative thinking.

“Who You Are” at Cisco

Cisco employees don't just come from different countries, we come from different backgrounds, genders, ages, ethnicities, and abilities. In fact, each of us has our own unique approach to life.

In calendar year 2008, Cisco introduced the Who You Are campaign to showcase the diversity of the Cisco employee population. The campaign features profiles of more than 50 employees around the globe. All Cisco employees are invited to share the story of how their unique skill sets, perspectives, and experiences make Cisco a great place to work.

Employee profiles are highlighted in Cisco advertisements, and at www.cisco.com/go/diversity

Inclusion and Diversity

At Cisco, inclusion and diversity are business imperatives. Our employees represent a variety of personalities, nationalities, genders, work styles, lifestyles, viewpoints, and expectations. A diverse workforce gives us a competitive edge by providing access to new ideas, promoting better decision making, and attuning the company to a variety of customers and cultures.

We strive to create a culture where all employees can contribute to their full potential in pursuit of Cisco's vision and objectives. However, it is not only diversity that empowers the company, it is the inclusive way we come together to collaborate and innovate. Our culture helps ensure that more and different viewpoints and ideas are brought to the table, so we can create the best and most innovative products and services. We believe it is essential for us to build a diversity of skills, experiences, and perspectives into our culture at every level of the organization.

View a video on [diversity at Cisco](#).

"Inclusion and diversity is a key strength for any business or organization. It's not just a driver of creativity and innovation, it's also an important differentiator during challenging times, when I believe you need inclusion and diversity the most."

— John Chambers, Cisco
Chairman and CEO

Diversity Programs

Cisco conducts programs and provides numerous educational resources to promote inclusion and diversity. At the individual level, all Cisco employees are required to subscribe to the [Cisco Code of Business Conduct](#). In addition to information on ethical behavior and acting responsibly, the code includes a section on respecting others that addresses topics such as harassment, discrimination, and accommodating individuals with disabilities. The Code of Business Conduct represents a "values baseline" for diversity awareness and training across the company. Furthermore, new employees receive inclusion and diversity training as part of their orientation, and each new hire receives a welcome packet with an invitation to get involved in diversity activities through the New Hire Network and other employee resource groups.

In FY08, we added specific inclusion and diversity goals to the ePM annual employee review form, encouraging all employees to contribute to an open and diverse company culture. Because ePM ratings are among the primary factors in determining employee compensation, promotions, and development opportunities, this emphasis on inclusion and diversity in the performance assessment process is instrumental in embedding these values at every level of the company.

Inclusion and Diversity Symposium

In keeping with our strategy to promote a culture of inclusion and involve a broader segment of Cisco leaders and employees in our diversity efforts, we host an annual Inclusion and Diversity Symposium. The 2009 symposium was conducted virtually, making it available live to the entire Cisco global community for the first time.

Chairman and CEO John Chambers and Senior Vice President of Human Resources Brian Schipper spoke about how a culture of inclusion can differentiate Cisco from the competition and unleash employee potential. The full-day symposium included 20 Cisco executives in all, plus experts from outside the company. Employees could participate in interactive sessions live at headquarters in San Jose, California, or via Cisco TV or Cisco TelePresence from other locations around the world.

Inclusion and Diversity Leadership Session

To achieve our diversity goals, we believe that it is critical that all managers receive a grounding in how to hire top talent while creating and sustaining diversity in their workgroups. At Cisco's yearly Strategic Leadership Offsite meeting, all company leaders at the director level or above were encouraged by John Chambers to participate in an inclusion and diversity session titled "Building a Culture of Inclusion that Attracts, Develops, and Engages Our Diverse Talent." The session emphasized that the inclusive and diverse nature of our corporate culture will help maintain competitive advantage and prepare us for the coming economic upturn.

The session also focused on step-by-step, actionable practices that help Cisco leaders hire and cultivate the talents of a diverse workforce. The leaders learned about how Cisco's diversity contributes to customer success, why they need to take personal responsibility for building a culture of inclusion, and how they can take actions to achieve this goal. In particular, the agenda included solutions for "unleashing the power of the new workforce" by managing virtual teams across cultures and time zones, and by working across multiple generations of workers.

Hiring and Interview Training

In FY09, we introduced Hiring and Interview Training to help managers and recruiters develop effective interviewing skills. The training covers hiring within the law, applying inclusion and diversity principles to candidate selection, and predicting candidate on-the-job performance. This half-day online training is mandatory for all managers and recruiters, and it is highly recommended for nonmanagement employees who assist in interviewing job candidates.

Eliminating Bias in Hiring

In naming Cisco to its [Top 50 Companies](#) list, the National Association for Female Executives (NAFE) singled out the company for our efforts in removing bias from the hiring and performance review processes. "Few companies have focused on this key to leveling the playing field," NAFE wrote. "NAFE finds impressive work on this at Cisco."

"Women and men differ in performance reviews, and women from various cultures interview differently," points out Cisco's Marilyn Nagel, senior director of worldwide inclusion and diversity. "We don't want to reject a terrific Asian candidate because she's modest and doesn't meet your eye or doesn't talk easily about her accomplishments. So we're working on a whole new way to talk about how biases impact a manager's choosing the best candidates."

Step one in eliminating bias, according to Nagel, "is having a woman and a person of color on every interview team so you get varied perspectives, and a decision won't be based on a one-sided view. Then we train everyone that, first, we all have biases and preconceived notions, and second, this is what you can do to counterbalance those: Learn the characteristics culturally associated with specific groups and emphasize the greater value of choosing the diverse candidate over people who look like us. This is the way to make the culture shift."

Promoting Multicultural Awareness

Cisco's Global Inclusion and Diversity Council introduced the Multicultural Multigenerational Tool Kit in January 2009. Available globally, this online resource is designed to provide individual contributors and managers with information and resources to make it easier to work across cultures and age groups. The tool helps promote multicultural and generational understanding for employees when they interact with coworkers, and also when they deal with Cisco's customers, partners, and suppliers.

GlobeSmart is another web-based tool that provides quick and easy access to extensive resources about how to conduct business effectively with people from countries around the world. Developed by MeridianEaton Global Information, the tool offers culture-oriented information for more than 40 countries.

Advancing Women's Careers

Cisco offers several programs aimed at developing the careers and potential of female employees. In FY09, the Compass Series offered a learning session on Office Politics and a session on Social Networking and Your Career to senior managers. The Executive Shadow Program, offered by the San Jose Women's Action Network, an employee resource group, gives Cisco's high-potential women the opportunity to work closely with an executive for a day.

In FY07, Cisco's Senior Vice President of Global Policy and Government Affairs Laura Ipsen created the Cisco Women's Advisory Group to continue the focus on women's issues at Cisco. Its charter is to advocate for women's issues and provide recommendations to Cisco's Inclusion and Diversity Council. The advisory group creates a link between the broader strategy of the council and the specific needs of the grassroots women's organizations around the world. It includes representatives from a variety of organizations, geographical locations, periods of tenure, and grade levels to ensure a diverse perspective.

Cisco has relationships with several organizations focusing on the advancement and development of professional women, including the [Anita Borg Institute for Women and Technology](#), [Catalyst](#), [Center for Work-Life Policy](#), [Forum for Women Entrepreneurs & Executives](#), [Professional Business Women of California](#), and [Working Mother Magazine](#).

Inclusive Advocacy Program

Cisco recently launched a leadership development pilot called the Inclusive Advocacy Program with the goal of increasing opportunities for advancement to senior-level positions for globally diverse high-potential employees. The program makes use of collaborative networking technology to bring the employees together with company leaders who can offer them career support, but with whom they would not ordinarily come into contact.

Employee Resource Groups

Cisco encourages diversity, development, and growth opportunities for employees through affinity associations known as employee resource groups. These groups help reinforce the value we place on employees bringing their “total self” to work. The groups also help foster a more inclusive and innovative environment. By valuing the differences that make each person unique, we can increase individual and team performance, productivity, and satisfaction.

Besides offering opportunities for social interaction and assisting in members’ professional development, the employee resource groups also play a key role in supporting Cisco’s overall business initiatives. Each group looks for opportunities to build stronger business partnerships and recruit talented employees. Groups also engage in educational and community involvement activities.

Several of Cisco’s employee resource groups have multiple chapters in locations around the world. Employees may affiliate with as many groups as they like. Current groups include:

- **Asian Affinity Network:** Provides a forum to develop a professional network with a focus on the interests of Asian employees worldwide
- **Black Employee Network:** Creates an environment for African-American employees to facilitate business excellence, career growth, and community involvement
- **Conexion, the Cisco Latino Network:** Connects people to facilitate professional development, community and educational outreach, networking, and advancement of Cisco’s business objectives
- **Experienced Influencers Network:** Captures the knowledge, values, and leadership capabilities of baby boomers and late-in-career employees
- **Gay Lesbian Bisexual Transgender and Advocates Network:** Creates a climate where gay, lesbian, bisexual, and transgender individuals are embraced as part of the Cisco family and are valued for their contributions to the company and their local and global communities
- **Indians Connecting People:** Brings together the Cisco Indian community to facilitate professional development and networking for employees, drive business growth, market the Cisco brand to advance business objectives, and give back to targeted communities in need
- **Middle East Inclusion and Diversity Network:** Commits to maximizing the potential of Middle Eastern employees and their careers, growing the community, facilitating business partnership between Cisco and the community, and collecting statistics related to the region to help with business planning

Black Employees Celebrate Their Heritage

In February 2009, the Cisco Black Employee Network celebrated Black History Month by inviting veteran civil rights attorney Fred Gray to be their monthly series speaker. Gray, the attorney for both Dr. Martin Luther King and integration pioneer Rosa Parks, spoke on "The Social Fabric of America, Then and Now."

Participants could join the session live in person or through Cisco TV. In honor of the occasion, Cisco's cafeteria chefs prepared entrees representing five regions or cuisines associated with African-American history: Cajun/Creole, Caribbean, Eastern and Southern Africa, Western and Northern Africa, and Southern United States ("soul food").

- **New Hire Network:** Facilitates leadership, professional relationships, and shared experiences to enable early-career new hires to succeed at Cisco
- **People With Disabilities Network:** Focuses on employees who have or have had a disability, who know someone within the disabled community, or who have an interest in this area
- **Service Member, Veterans, and Family Support Group:** Integrates the experience, values, and knowledge of active-duty service members, veterans, and family members with that of the Cisco community
- **Women in Technology Action Network:** Provides forums for technical and career development for technical women at Cisco, and focuses on supporting women's interests in engineering by providing opportunities to work with the community and other engineers at Cisco
- **Women's Action Networks:** Empowers female employees to grow professionally by offering networking, mentoring, and career development resources worldwide with 32 chapters in 24 countries

Employee Resource Groups Development Series

Cisco sponsors quarterly leadership skills-building events hosted by the combined employee resource groups. Several of the groups take the lead in coordinating speakers, logistics, communications, and other activities. The Global Inclusion and Diversity Group collaborates with the other groups to provide the budget for each event, as well as leadership and guidance during the planning process. Videos of the sessions are posted for employee viewing afterward. Participants include group members and also functional teams within the company that undertake ongoing diversity efforts, such as the Cisco Development Organization (CDO), as well as customer advocacy, finance, operations, and sales.

Inclusiveness Benefits and Policies

In addition to sponsoring programs and affinity groups that foster inclusiveness, Cisco has also integrated these values into our benefits packages and company policies. For example:

- **Same-sex tax equalization:** We are proud of our leadership position on gay, lesbian, bisexual, transgender (GLBT) issues, and we will continue to provide support to all employees, regardless of sexual orientation, identity, or expression. For many years, Cisco has extended benefits to all couples regardless of their marital status, including same-sex couples. Under U.S. Internal Revenue Code (IRC) Section 152, if an employee's domestic partner does not qualify as a dependent, the employer must impute income for the cost of providing benefits coverage, which depletes the take-home pay of these employees compared to their colleagues with federally recognized marriages. In 2008, Cisco announced that we would equalize or "true up" the after-tax cost impact of providing benefits to employees in the United States who have elected to cover same-sex partners who do not qualify as a Section 152 dependent.
- **401(k) plan for nonspousal rollovers:** The Cisco 401(k) retirement plan for employees in the United States was updated to include nonspousal rollovers, not only for GLBT employees' domestic partners, but for all domestic partners. This treats all employees' domestic partners like spouses to the extent the law allows.
- **Medical benefits for transgender employees:** Cisco recently changed the employee benefits policy to add specific medical benefits for Cisco's transgender and gender-transitioning employees.
- **Safe business travel:** We updated the company travel policy to help ensure the safety of our GLBT employees when they are traveling on business. The policy now allows employees to refuse travel if they believe they will be put in danger by traveling to a particular country.

"Cisco strives to be first or second in every market we participate in, and that is happening in inclusion and diversity too, because John and the leadership team are committed to driving inclusion and diversity principles in all of our day-to-day business operations."

— Marilyn Nagel, Cisco
Chief Diversity Officer

Other Diversity Achievements

John Chambers was selected along with six other CEOs to receive the Diversity Best Practices [2009 CEO Diversity Leadership Award](#). This award is given annually to CEOs who display vision in their commitment to diversity, are proponents of advancing opportunity for all, and have achieved the admiration and respect of their workforces.

[DiversityInc](#), a publication that focuses on diversity and business, named Cisco among its Top 25 Noteworthy Companies and Top 10 Companies for Global Diversity, People with Disabilities, and GLBT Support for 2009. The publication praised Cisco for our strong employee resource groups and diversity council; for tapping our diverse workforce to get guidance on how to reach the company's increasingly global and multicultural customers; and for providing excellent benefits for employees with disabilities and employees who are caring for family members with disabilities.

Cisco is one of 20 companies named this year to the [Working Mother Magazine](#) list of Best Companies for Multicultural Women, and one of five singled out as "best in class." The magazine observes that women of color fill prominent positions at Cisco, including Padmasree Warrior, chief technology officer, and Judy Lin, senior vice president of the Ethernet Switching Technology Group. In addition, Cisco was a sponsor again this year of [International Women's Day 2009](#), a global celebration of "the economic, political, and social achievements of women past, present, and future."

Cisco's Asia Pacific and Japan Technical Services team won the Making a Difference award in the category of large businesses in the annual awards program of [Vision Australia](#), the largest nonprofit organization in that country for people with vision impairments. Vision Australia offers living skills, employment services, training, mobility skills, and other services. The award is given to organizations, individuals, and community groups that take an extra step in considering the needs of those with limited vision.

Other diversity awards that Cisco received in FY09 include:

- 2008 Most Admired Companies for Hispanics, from [Hispanic Engineer & Information Technology](#) magazine
- 2008 Most Admired Companies for Blacks, from the [US Black Engineer and Information Technology](#) magazine
- 2009 World's Most Ethical Companies, from [Ethisphere Council](#)
- 2009 Women to Watch, Ana Pinczuk, Cisco vice president of engineering, from [Profiles in Diversity Journal](#)

- 50 Women to Watch, Padmasree Warrior, Cisco chief technology officer, from [The Wall Street Journal](#)
- Top Organizations for Multicultural Business Opportunities, from [DiversityBusiness.com](#)
- Top 50 Employers of 2009, from [Careers & the disABLED](#) magazine
- Top 30 Working Moms, Blair Christie, Cisco senior vice president of Corporate Communications, from [Working Mother Magazine](#)
- 2009 [Forum for Women Entrepreneurs & Executives](#), Pearls of Wisdom Honoree, Padmasree Warrior
- Top 2009 Women of Power Impacting Diversity, Denise Coley, Cisco director of supplier diversity, from [Diversity Plus](#) magazine

Supplier Diversity

Promoting diversity in our value chain makes good business sense. Cisco is committed to working with diverse and small suppliers to develop and retain competitive advantage while having a positive impact on regional development. Relationships with diverse and small suppliers give Cisco access to worldwide skills and markets, and to a variety of viewpoints and experiences. These relationships also promote economic empowerment within communities and stimulate economic growth globally. For more information, see the CSR and Our Value Chain section.

Accessibility for All

Cisco is committed to designing products and services that are easily accessible to people with disabilities. Since 1999, we have actively promoted and implemented technologies that enable user accessibility. Providing our own employees with access to work and communications tools improves our productivity, responsiveness, and ability to attract and retain the most qualified people, regardless of disability. An emphasis on accessibility also increases our service levels to a distinct segment of our customer base, thereby improving customer satisfaction and revenue. The Cisco Accessibility Team monitors ongoing compliance with Cisco accessibility standards and worldwide regulations, reporting to Cisco's Corporate Quality Compliance and Certification Organization.

Cisco Accessibility Initiative

In FY04, Cisco launched the Accessibility Initiative to help ensure that people with disabilities can use Cisco products, facilities, websites, and documentation. As of FY09, accessibility has been implemented in all Cisco business functions, subsidiaries, and acquisitions. We have also provided accessibility training to more than 8000 employees.

In FY09, we completed an accessibility rollout program for Cisco acquisitions WebEx, Jabber, Navini, and Nuova, as well as for several Cisco IT organizations. The rollout consisted of accessibility awareness and instruction on how to obtain product accessibility compliance and establish accessibility roadmaps for the products. Accessibility training was also provided to engineers, quality assurance specialists, product managers, interface designers, and usability and documentation specialists.

To accommodate changes in web technology, we drafted new web design requirements in FY09 that take accessibility into account. The Cisco Web Accessibility Design Requirements provide details on how to design accessible web-based products, including web sites and media-rich Internet applications. The requirements also include guidelines, techniques, and testing criteria. During FY09, we assisted with more than 300 customer inquiries regarding the procurement and deployment of Cisco products, training, and documentation.

To help communicate accessibility features to Cisco's sales force and resellers, our Cisco Sales Accessibility Outreach Program provides training courses, product demonstrations, white papers, and other support. In FY09, new course content focused on integration of World Wide Web Consortium and Web Contact Accessibility Content 2.0 requirements, as well as new testing tools and assistive technologies.

Accessibility Partners

Cisco works closely with our vendors to improve accessibility and usability in our products. For example, Cisco worked with Tenacity to certify its accessaphone™ (AAP) as a Cisco Preferred Solution. Tenacity AAP allows users to operate the phone from their PC keyboards and enables text-to-speech for caller ID, calls on hold, voicemail notification, and missed, received, and placed calls. The product is also compatible with leading speech-recognition software that lets people with dexterity impairments control the phone with voice commands.

Another Cisco accessibility partner, ARC Solutions, offers an attendant console that assists visually impaired users by supporting the Job Access with Speech screen reader. This provides users with access to information displayed on the screen using text-to-speech or a Braille display.

Meeting and Setting Standards

Cisco participates in committees that set accessibility standards within the International Telecommunication Union, the Internet Engineering Task Force, and the Telecommunications Industry Association. We require our equipment to comply with the Americans with Disabilities Act, Section 255 of the U.S. Telecommunications Act, and the United Kingdom's Disability Discrimination Act. Our products also conform to Section 508 of the U.S. Rehabilitation Act and similar legislation, and we are participating in efforts to help the United States Access Board rewrite and update the Section 508 requirements.

Internally, Cisco's employee intranet complies with the Web Accessibility Initiative, an independent consortium working with organizations worldwide to develop strategies, guidelines, and resources to help make the web accessible to people with special needs.

Looking to the Future

In FY10, our accessibility goals are to:

- Extend the Cisco Accessibility Initiative to our most recent acquisitions and subsidiaries
- Continue to enhance the Accessible Rich Internet Applications curriculum for web developers, including testing methodology
- Expand the audience for the Sales Accessibility Outreach Program and continue our success in educating the Cisco sales forces on the impact and importance of accessibility

Health and Well-Being

Cisco supports a culture of health in which employees and the company mutually invest in programs that support long-term wellness and disease prevention. Cisco's work/life resources, programs, and family services are designed with employee needs, desires, and convenience in mind. We have also been active in promoting programs that can help employees manage stress caused by current economic conditions. Over the last year, Cisco has increased our focus on employee health, family resources, financial well-being, education and advancement opportunities, and work/life balance programs.

LifeConnections Center

In November 2008, we announced the opening of the Cisco LifeConnections Center, an integrated childcare, medical center, and fitness facility at our headquarters in San Jose, California. The new center brings together two of our existing employee benefits on the San Jose campus: fitness and childcare. It also adds an important third element: a comprehensive medical facility that includes a full suite of medical services. The facility received gold-level **LEED** certification for exemplifying sustainable building practices and providing a healthy place to work.

The LifeConnections Center offers employees and their families access to a full range of health and holistic care conveniently located in one place. For working parents, having onsite child care combined with medical care and a fitness center offers a benefit that few employers can match. At the opening, Brian Schipper, senior vice president of Human Resources, said, "Our employees are our greatest asset and we're excited to foster a flexible, healthier, more productive, and more innovative work environment."

The LifeConnections Center also serves as an Executive Briefing Center showcase for our customers, illustrating how cutting-edge technology can help companies achieve greater productivity and return on their healthcare investment, while employees enjoy a better work/life balance.

LifeConnections Fitness Center

The new LifeConnections fitness center was planned based on input from Cisco employees and an examination of what comparable companies offer. The 48,000-square-foot facility features areas for exercise, stress management, one-on-one personalized instruction, team building, and social networking. The facility includes:

- A dedicated circuit training area
- Weight training and cardiovascular equipment, including individual TV viewing stations, iPod docking, and web-based workout activity tracking
- A multipurpose gymnasium for basketball, badminton, volleyball, and group meetings and events
- Two group exercise studios that accommodate scheduled classes; employees can take advantage of subsidized monthly group exercise passes
- Private men's and women's locker rooms with showers, lockers, steam rooms, saunas, and towel service
- Private massage rooms and services

Combining Health Facilities Gets Results

Phyllis Hootman, program manager for workplace resources, says, "I've been a fitness member at Cisco since 2001, and losing weight and inches slowly. However, when the new LifeConnections Fitness Center opened with the latest technology and equipment, I was inspired to ramp up my exercise program, and signed up for a 12-week fitness challenge."

"The Technogym Wellness System at the gym allows me to track my workouts on a Smart Key, so I had my fitness consultant customize my training to fit the program," she says. "On advice from my fitness consultant, I met with the Health Center's dietician to ensure that I followed a healthy diet with just the right amount of calories, protein, carbohydrates and fat. Eight weeks into the challenge, I lost 7 pounds, 12.75 inches, and 5.9 percent body fat."

"I love the seamless integration of the fitness and health centers," she concludes. "The audio-privacy rooms allow me to fit my early meetings in so I don't have to miss a workout. Cisco is really taking their employees' wellness to heart."

The fitness center also provides a juice and coffee bar, a pro shop stocked with Cisco branded workout items, a recreation room for table tennis and billiards, and a mind/body center with audio-privacy rooms. More than 680 exercise classes are offered per quarter, attracting 9500 participants. The diverse class offerings include yoga, Pilates, karate, tai chi, indoor cycling, and a range of aerobics.

Since the new LifeConnections Fitness Center opened, active membership has increased 31 percent to more than 3300 employees. The table below details the increased participation.

Employee Fitness Participation

Type of Activity	Percent Increase since LifeConnections Fitness Center Opened
Average daily visits to fitness center	34%
Fitness class offerings	23%
Fitness class monthly attendance	32%
Personal training	20%
Sports participation (with addition of indoor basketball, volleyball, and badminton)	41%
Massage	29%

LifeConnections Health Center

At the LifeConnections Health Center, onsite condition management nurses and health coaches work closely with physicians and pharmacists to provide integrated, collaborative care to every patient. Designed to optimize the patient experience, the center allows employees and their families to schedule appointments online, communicate directly with their physicians and health coaches through secure messaging, and access their personal health records. The paperless check-in process takes less than three minutes, using state-of-the-art technology to capture personal information and electronic payment.

In addition to in-network physicians for UnitedHealthcare and Cigna, Kaiser Permanente also now operates at the LifeConnections Health Center. Clinicians and patients meet in an individual care suite, where the patient's medical records can be displayed on a flat-panel display for reference and updating. Visits are scheduled for either 25 or 50 minutes, depending on the medical issue, to allow for a more relaxed and comprehensive consultation. If medication is prescribed, the onsite pharmacy offers employees free tier 1 generic medications and a discount on tier 2 and 3 generics.

The LifeConnections Health Center also hosts employee events such as screenings and seminars, including skin cancer screening, hypertension screening, and seminars on nutrition, life balance, asthma, and stress.

Second On-Campus Childcare Facility

The Cisco Family Connection childcare center has been a part of our headquarters campus since 2000. In September 2008, in response to employees' requests for more childcare openings, Cisco opened a second facility, known as Families@1st, at the LifeConnections Center. The second center doubles the number of children aged 6 weeks to 12 years who can be accommodated onsite, from 400 to approximately 800.

Besides providing the building space at no cost to the operator, Cisco covers the costs of utilities, upkeep and maintenance, landscaping, janitorial services, security, networking equipment and computers, and property taxes. Cisco also subsidizes backup childcare programs for employees traveling with children, or employees whose regular daycare provider is not available. Cisco also funds a scholarship program for a portion of the children and a bonus program for the teachers based on parent satisfaction scores.

Both childcare facilities have age-appropriate classrooms, music, gym, and multipurpose rooms. Additional services include kindergarten, school-age programs during the summer and year-end holidays, and a variety of enrichment programs in music, dance, gymnastics, and languages.

Using Cisco TV, parents are able to view their children at the Cisco childcare centers from their computer desktops. Cisco Family Connection and Families@1st are among the few childcare centers in the nation that make this technology available to parents. In addition to these two facilities, a childcare center is currently under construction on our campus in Bangalore, India, scheduled to open in January 2010.

Employee Appreciates Convenience and Quality of Care

A patient at the LifeConnections Health Center shared these experiences:

"As a Cisco employee, I appreciate being able to see a doctor on campus, to be treated by a physical therapist on campus, and to continue my recovery and strengthening in a gym on campus. The continuity of this process and the convenience has led to a faster recovery and less time away from work that I would have spent driving to appointments.

"My physical therapist focused on my sprained ankle, both strengthening the ankle and increasing my range of motion. I appreciated how much time was allocated to each appointment (one hour) and the personal attention, including using ultrasound to restore movement. As the ankle responded, she had me do exercises and taught me what to do at home, at my desk, or when traveling.

I feel that without this treatment, my ankle would not have responded as quickly, and I wouldn't have been as effective given my travel and work schedule."

HealthConnections Program

Cisco has a long-standing commitment to helping all our employees live healthy, productive, and fulfilling lives. Since September 2005, Cisco HealthConnections has integrated health risk assessments, onsite health screenings, health coaching, condition management, and health education into a seamless program for the Cisco family. The program focuses on building a culture of wellness based on disease prevention that supports employees both at work and at home, as well as their dependents.

HealthConnections helps employees take charge of their own health and well-being. By integrating all health programs into one program, HealthConnections provides resources along the entire continuum of health, from maintaining wellness and managing conditions and episodes to providing customized resources and information in the areas of nutrition, fitness, sleep, life balance, preventive care, and condition management.

Cisco is globalizing the HealthConnections program by extending it to employees in 16 countries. In FY10, Belgium, Germany, India, Ireland, Mexico, South Africa, and the United Kingdom will be added to the program. And in FY11, more countries will be introduced to HealthConnections: Australia, Brazil, Canada, China, France, Israel, Italy, Japan, and the Netherlands. In expanding, HealthConnections is contributing to worldwide efforts to help people stay healthy, improve their health outcomes, and be more engaged and productive in their work.

Cisco organizations in particular countries have also undertaken their own health initiatives. For example, Cisco Germany held its first Health Week dedicated to stress prevention and management, and it plans to launch a HealthConnections portal featuring health information, resources, and event listings by the end of 2009. Cisco China recently adopted a smoke-free work environment and is currently researching options for a smoking cessation program. And influenza immunization was provided at Cisco facilities in China, Hong Kong, Ireland, the Philippines, Singapore, the United Kingdom, the United States, and Vietnam.

Personal Health Assessment

In FY08, Cisco reintroduced the online personal health assessment (PHA) to our employees in the United States and offered a \$100 health incentive, with an additional \$200 in related incentives, for taking the actions suggested. To assist employees in completing the biometric section of the PHA, Cisco offers free onsite health screenings to determine blood pressure, glucose, cholesterol, and body mass index levels. Approximately 55 percent of U.S. employees complete the online PHA each year, and more than 70 percent of U.S. employees have completed it over the past three years.

A Virtual Clinic Pilot Program

Cisco employees are currently assisting with a pilot program called Cisco HealthPresence aimed at providing telehealth through state-of-the-art Cisco collaboration technology. During the pilot period, employees on select Cisco campuses can visit a HealthPresence virtual clinic to consult with a physician about minor injuries and illnesses. Not only do they benefit themselves, they are also contributing to the development of transformative healthcare delivery technology.

Using Cisco TelePresence technology, HealthPresence provides a virtual face-to-face experience over the network for clinicians and patients who may be in different cities. The immediacy of the virtual medical appointment is enhanced by the availability of physical (such as vital signs) and diagnostic information generated from Internet-enabled medical devices integrated into the system.

The HealthPresence pilot is currently in operation at Cisco's San Jose, California, campus and is scheduled for implementation at the Research Triangle Park campus in North Carolina in August 2009. More sites will be added to the program in the near future.

An analysis of health risk distribution among employees since 2006 shows an overall improvement in risk status. The percentage of people with three or more risks dropped from 19.5 percent to 11.8 percent, a net change of 7.7 percent since 2006. We continue to target early interventions for those with few or no risks, but who could still benefit from changes in lifestyle that result in better health.

Health Coaching

In an effort to integrate and coordinate all aspects of our employees' health, Cisco partnered with Matria Healthcare (now Alere) in FY07 to combine and deliver the PHA, health coaching, and health and condition management programs through one vendor. Cisco's health coaching programs are designed to support individuals with health risks in making positive lifestyle changes that will manage, reduce, or eliminate those risks.

Health coaching is available to support employees in managing their weight, becoming smoke-free, getting in shape, managing stress, maintaining a healthy heart, and fighting diabetes. As of May 2009, 8027 employees were identified as qualifying for a coaching program, and of those, 3548 were enrolled in a program. In all, 1342 employees completed at least one coaching program. Most coaching takes place in person, but employees at Cisco's Richardson, Texas, campus are taking part virtually using a Cisco TelePresence link between Richardson and the LifeConnections Center in San Jose.

According to one employee, "I cannot express enough how much I have benefited from the health coaching I received. The coach held my hand through my goals to lose weight. I can proudly say I've lost approximately 40 pounds and to take greater control of my health. More important, however, is the fact that she recognized a sudden falloff in my motivation resulting from deteriorating health. She recommended specific topics that I should discuss with my physician, who determined that my cholesterol medicine was in fact causing the problems. I believe unequivocally that her early identification of my symptoms saved my life."

A study of participants who took the PHA in FY07 and FY08 and completed health coaching showed that 65 percent increased their level of physical activity, 62 percent increased their intake of fruits and vegetables, and 64 percent improved their ability to deal with stress.

Healthy Living Program

Another health enhancement opportunity available to our employees is the Healthy Living program, a six-week online regimen designed to help employees make lifestyle changes in the areas of diet and exercise. This program is tailored to each employee's individual health profile, goals, risks, and preferences. Condition management programs are also available for employees and their families to assist them in managing chronic health conditions such as diabetes, cardiac disease, and asthma.

Among those who completed the six-week Healthy Living online health enhancement program, 47 percent increased their level of physical activity, 48 percent increased their intake of fruits and vegetables, 44 percent were better able to deal with stress, and 52 percent improved their body mass index.

Employee Assistance Program

Whether employees and their families need help managing anxiety or work stress, coping with a legal matter, managing a financial issue, or combating an addiction, Cisco's Employee Assistance Program (EAP) provides both in-person and online support. The program is confidential and free of charge to employees.

EAP offers counseling for individuals, couples, and families in the areas of mental health, behavioral issues, relationships, and life transitions. The program also provides referrals to legal experts and financial consultants. Additional services include health enhancement seminars and interactive web resources covering a variety of physical and mental health topics, a parent resource room located at the company childcare center, a 24-hour health information line, and a toll-free resource information line.

EAP assistance is not restricted to crisis intervention. The program also offers support for employees dealing with common life issues such as caring for elderly infirm parents, sending a child to college, or even planning a wedding. To help employees worldwide manage increased stress due to the economic downturn during FY09, we promoted the global EAP program through Alere, a health management services company.

Café Programs

Cisco and our food services company, Bon Appétit, have committed to quality, health, and the environment when it comes to the meals we serve in our facilities. Our cafés offer organic choices daily. They also feature antibiotic-free chicken, eggs from noncaged chickens, halal meats (conforming to Islamic standards), and sustainable seafood and produce. A Farm-to-Fork program seeks to source most food items from farms, ranches, or fisheries located within 150 miles of a café. We continue to demonstrate our commitment to sustainable fishing practices by adhering to the Monterey Bay Aquarium [Seafood Watch](#) program.

Cisco's cafés have instituted the following programs to help our employees eat well and make healthy food choices:

- **Circle of Responsibility:** This initiative identifies menu items that are low in fat, vegetarian, vegan, and organic. Promotions include eye-catching educational materials, informative table "tents" or cards, seminars, and the program's Circle of Responsibility website.
- **Food for Your Well-Being** This program promotes food high in vitamins, fiber, or other nutrients.
- **Low Carbon Diet** This initiative informs Cisco employees about the connection between the food industry and climate change, and seeks to reduce the overall carbon footprint associated with Cisco cafés.
- **HealthConnections Meals:** In conjunction with Cisco HealthConnections, each café offers a meal each day that meets strict nutritional requirements: under 600 calories, low sodium, reduced fat, and balanced proportions of protein, complex carbohydrates, and healthy fats. These meals have grown in popularity, and chefs are often asked for the recipes.
- **Nutritional information signage:** Food may be labeled to help employees make decisions about what they eat.

“The Corporate Crisis Management Team worked to ensure that our employees were aware of the impact and potential impact of the H1N1 influenza situation and had the right amount of education and awareness to make the right decisions for themselves and their families. The safety and security of our employees has always been our number one priority, and this situation allowed us to test our plans and execute properly.”

— Debbie Quintana, Cisco
Manager of Safety and Security

Employee Safety and Crisis Management

The mission of Cisco's Global Safety, Security, and Business Resiliency group is to ensure the protection and preservation of Cisco's people, property, information, and assets. The group provides for the physical safety of Cisco's employees on a daily basis, and also prepares employees for emergencies such as natural disasters, inclement weather, or an evacuation. Because an emergency can strike quickly and without warning, it is imperative that employees learn how to plan for and report an emergency, respond to different types of emergencies, and evacuate safely.

The Global Safety, Security, and Business Resiliency group has five Security and Facilities Operations Centers worldwide that dispatch emergency teams and call in local outside agencies during onsite emergencies, as well as providing other security functions and services to local employees. The group is also responsible for assessing and mitigating disruption to business functions and the company as a whole during an incident. To ensure that the various functional areas within Cisco are prepared, the group has formed an internal cross-functional committee to drive planning and response activities.

Cisco has a well-established crisis management structure made up of cross-functional teams that assess and respond to issues or events at a local, regional, or global level. The local or site-based crisis management team is an Incident Management Team, often supported by an Emergency Response Team (ERT). The ERTs are made up of Cisco employees who have volunteered their time and are trained as first responders to a variety of emergency situations. Initial training includes CPR/Automated External Defibrillator and first aid/blood-borne pathogen certification, building evacuation, fire safety, and incident command system training. ERTs and other crisis management teams participate in regular drills to prepare them for actual events. In addition to the ERTs, Cisco has a hierarchical crisis management process that activates Corporate (global) or Theater (regional) Crisis Management Teams if a situation requires additional attention and support.

The Pandemic Influenza Global Planning Committee serves as a good example of how Cisco plans for emergencies. The company established this cross-functional committee in 2006 as part of our business continuity planning efforts. In April 2009, the group was called upon to support the activation of a Corporate Crisis Management Team as it monitored and responded to the H1N1 influenza (swine flu) outbreak worldwide. At that time Cisco deployed a centralized strategy that ensured a consistent global response to a possible pandemic, but that could also be tailored to local circumstances.

For more information on Cisco's pandemic planning, see the Enterprise Risk Management subsection in the CSR and Governance section.

Global Response to a Local Crisis

Cisco has a well-established crisis management structure in place that uses cross-functional teams to assess and respond to events that affect, or could affect, Cisco employees anywhere in the world. On July 17, 2009, two hotels were bombed in Jakarta, Indonesia. Cisco immediately activated a Theater Crisis Management Team, with members that included local managers and representatives from relevant Cisco business functions in Asia Pacific, Europe, and the United States.

The team collected information from a variety of reliable sources in an effort to understand the situation and assess the impact on Cisco. Their immediate concern was for the safety and well-being of employees working in or visiting the Jakarta area. These employees were immediately contacted and accounted for. The team then put a temporary hold on business travel to Indonesia until they could determine that the situation had stabilized. They then proceeded to examine the impact on Cisco's value chain and customers.

Although a tragic event that resulted in seven dead and more than 50 injured, the Jakarta bombings ended up leaving Cisco's employees, customers, and business untouched. However, the crisis demonstrated the company's ability to respond immediately and collaborate across international borders to safeguard employees and ensure business continuity.

Occupational Health and Safety Performance

Promoting occupational health and safety (OHS) is an essential aspect of maintaining a sustainable workplace. We recognize it is our responsibility to provide the proper policies, processes, and support programs to minimize the risk of employee illness or injury in the workplace.

OHS is managed centrally at Cisco by our corporate Environmental Health and Safety (EHS) department within Work Place Resources. EHS (in conjunction with Human Resources and Global Risk Management) provides a framework for implementing health and safety programs locally. The focus is on preventing and mitigating occupational risks through embedded administrative controls such as standards, policies, and procedures directly integrated with facilities design, management, and the release of new workplace solutions. This helps to engage employees throughout the organization in OHS program development and monitoring.

Cisco's OHS programs look to mitigate risk of illness or injury in the workplace, improve overall performance, and further align OHS initiatives with long-term business and sustainability objectives. In FY09, our OHS program focused on:

- Designing standardized OHS processes to be adopted throughout Cisco operations
- Reducing occupational risks across all Cisco operations
- Improving data collection and centralization to track performance

Cisco has invested in a variety of programs in recent years to mitigate OHS risk, including the following key initiatives:

- **Occupational Health and Safety Program:** All Cisco facilities are subject to OHS requirements from local regulations and corporate initiatives. Cisco works to identify and assess risks of injury and illness in the workplace, then to implement standardized processes, in the form of prevention-based management systems, that seek to mitigate these risks. Because our facilities are distributed globally, onsite managers have been responsible for ensuring compliance with local and regional regulations in the past. Cisco is now centralizing compliance tracking at the corporate level to better support local managers with relevant tools and information. To prioritize our efforts, Cisco's EHS team began reassessing compliance risk for all Cisco facilities with over 50 full-time employees in FY09, identifying high-risk sites for detailed OHS audits. In FY10, Cisco will continue to centralize data and assess sites for risk to enable greater standardization and best-practice sharing across Cisco facilities.
- **Lab Safety Program:** Because Cisco is a "virtual manufacturer," OHS hazards associated with manufacturing are not a major issue for Cisco employees. Cisco has a robust, worldwide Lab Safety Program that works to ensure a safe working environment for lab employees and visitors.

The program includes comprehensive guidance for assessing lab hazards, virtual online training materials, and additional tools to ensure that lab hazards are minimized.

- **Global Ergonomic Program:** Cisco endeavors to reduce ergonomic risks through global support services. Rolled out across the company in 2006, Cisco's Ergonomic Program has touched more than 10,500 employees, provided over 3000 in-person and virtual consultations, intervened to reduce immediate risks, and recommended solutions to prevent future injuries and reduce stress. In FY09, Cisco expanded in-person support to supplement our online assessment and reporting tools.

Our United States and Canada OHS operations performance is summarized in the following table.

U.S. and Canada Operations	FY2006	FY2007	FY2008	FY2009
Number of nonfatal injuries and illnesses	107	93	137	145

In past years, we have reported only the total number of nonfatal injuries and illnesses. In an effort to more clearly communicate OHS performance over time, we will report rates of injury, illness, and lost time cases going forward. The following table summarizes our performance in FY09 relative to FY08. The rate for injury and illness and the rate for lost time cases are expressed in terms of full-time employees (FTEs).

U.S. and Canada Operations	FY08	FY09
Work-related fatalities	0	1
Rate of injury and illness (per 100 FTEs)	0.37	0.34
Rate of lost time cases (per 100 FTEs)	0.03	0.03

For more information on Cisco's risk management initiatives, including pandemic planning, see Enterprise Risk Management in the CSR and Governance section.