

# Diverse Talent Accelerators



## Attracting and Hiring Top Talent



### Diverse Talent Accelerators Initiative

Our innovative Diverse Talent Accelerators initiative is transforming the way Cisco finds, attracts, and hires top diverse talent.

Through powerful new analytics, we can now accurately map the talent market and adjust our searches to target diverse candidates within specific job families and experience levels. With new insights come new opportunities. To accelerate diversity, we're embedding some innovative new solutions within our hiring practices.

### Smart Start Tools

Smart Start tools introduce breakthroughs in the way we write job postings—focusing on inclusive language to neutralize bias and appeal to a wide range of candidates. Our Smart Select solutions help create balanced, diverse interview experiences with panels that include members who are diverse in gender globally, and both gender and ethnicity in the U.S., for hiring opportunities across every function and region in the company. Our research tells us diverse panels improve the likelihood of hiring African-American/Black candidates by as much as 70 percent, and Hispanic/Latino and women candidates by 50 percent.



### Managing Bias Training

We offer our managers and higher-level leaders Managing Bias training. This training helps them recognize bias and drive the policies, practices, and systems that will help neutralize it. Our analysis shows that leaders who attended Managing Bias training have up to a 20 percent higher likelihood of retaining their direct reports compared to non-participants.

In addition, we give all leaders a Meeting-in-a-Box training they can use to talk to their own teams about bias. We use this model because it lets individual teams hold their leaders and their co-workers accountable for making bias-free decisions. Beyond that, it provides a structure for any employee to call out bias when he or she sees it. Of course, that includes unconscious bias, too. Because we want all employees to feel empowered and at home at Cisco, our goal is to learn to recognize and address unconscious bias. In partnership with the CEO Action for Diversity & Inclusion™ pledge, next steps include expanding and enhancing all of our Managing Bias training resources to include “always-on” applications, and micro learning—focused on short, targeted skills training.

### Continual Learning

We've also expanded in other ways to support those who want to learn more about inclusive practices and enhance their hiring and management styles. Our 15-minute Pit Stop webinars bring hundreds of employees together to engage on thought-provoking topics. Recent topics have included: Supplier Diversity: The Benefits and Why this Matters; Inclusive Communication; The Power of ONE: How EROs Collaborate to Impact the Talent Pipeline, and Doing Business with a Diverse Cisco Partner.

Together, this combination of analytics and solutions has the potential to significantly increase diversity at Cisco—and transform our industry.