Table of Contents

Letter from John Kern
Supply Chain Sustainability, Risk, and Security
Code of Conduct
Responsible Minerals
Human Rights and Worker Well-Being
Material Compliance
Environmental Stewardship
Circular Economy
Business Continuity Planning
Security
Dear Trusted Partners,

For 35 years, Cisco has been working to make a positive impact on society, our planet, and our customers and suppliers. It is central to our purpose, our culture, and how we invest our resources. We have consistently leveraged our technology to solve real business and social problems, and ultimately to build bridges to new possibilities.

Cisco’s supply chain is critical to our business success. A responsibly managed supply chain upholds human rights, promotes worker health and well-being, and minimizes negative environmental impacts. This work aligns with Cisco’s core values and directly benefits business outcomes, including business security and continuity, worker retention, productivity, and customer satisfaction. It is also something that our stakeholders expect—whether they be customers, partners, investors, or employees.

We are also committed to moving from a linear economy, where products are used and then thrown away, to a circular economy that makes better use of our limited natural resources. We have set ambitious goals and dedicated the necessary resources to transform our business to a circular model. This transformation includes making products and packaging grounded in circular design, building our products at zero-waste factories, and running a world-class returns program. We also want to enhance customer value through product lifecycle management and make selling remanufactured equipment core to the business.

We recognize that being the best supply chain in the industry requires partnership and collaboration with our suppliers and partners. Together, we can build and maintain a resilient and socially and environmentally responsible supply chain. And we can discover innovative ways to drive meaningful, measurable benefit for people and ecosystems across our supply chain.

I believe everyone can make an impact and participate in our mission. I encourage you to read the Cisco Supplier Guide and work with us on opportunities to collaborate. Collectively, we strengthen our ability to solve large-scale problems and impact our planet.

Sincerely,

John Kern
Senior Vice President, Cisco Global Supply Chain Operations
Supply Chain Sustainability, Risk, and Security

Making the world a better place with technology begins with how the technology is made. And at Cisco, we lead by example.

How We Prioritize

Cisco has been a leader in corporate social responsibility (CSR) since early in our history. Our CSR strategy has three pillars: People, Society, and Planet.

- **People**: Empowering our people and teams to thrive in a digital workforce
- **Society**: Scaling inclusive social and economic impact in countries around the world
- **Planet**: Advancing environmentally sustainable growth in a digital world

Why Does It Matter?

Cisco pioneered the technology that connects everything—and in doing so, unlocked the potential to solve some of our most pressing challenges. We use our technology, our expertise, and our resources not only to provide value for our customers, but also to make a positive impact on people, society, and the planet.
WHAT Are We Doing?

**Code of Conduct:** Assess supplier performance against our expectations for labor, health and safety, environment, ethics, and management systems, and proactively assist them in continuous improvement.

**Responsible Minerals:** Set strategy for due diligence and address responsible sourcing risks in our mineral supply chain.

**Human Rights:** Prevent the mistreatment of workers and vulnerable populations, and promote worker health and well-being so that they can thrive.

**Materials Compliance:** Establish standards for environmentally preferable materials used in our products while encouraging appropriate documentation requirements from our suppliers.

**Environmental Stewardship:** Monitor supplier performance in environmental management, including greenhouse gas (GHG) emissions, pollution, waste, and water, and work with them to address environmental risk in our subtier.

**Circular Economy:** Reinvent the way we design and build products and solutions to ensure that we use less, use what we have better, and use renewably.

**Business Continuity Planning:** Work with suppliers and partners to prepare for unexpected events by minimizing any downstream impact to our customers.

**Security:** Utilize appropriate security measures to prevent and respond rapidly to any type of physical, logical, technical, or behavioral security threat.
• HOW Do We Achieve It?

The *Cisco Supplier Guide* has been created to emphasize areas of importance with regard to sustainability, risk, and security. This guide provides clarity on our specific reporting and compliance requirements, as well as highlights areas that provide an opportunity to collaborate to bring a mutual benefit. These requirements include:

• Uphold Cisco’s Supplier Code of Conduct and cascade responsible business practices into your own supply chain

• Support Cisco’s policy and use due diligence to achieve a responsible minerals supply chain

• Support Cisco’s commitment to uphold and respect the human rights of all people, and act according to the UN Guiding Principles for Business and Human Rights

• Meet materials compliance requirements as detailed in the Cisco Controlled Substances Specification

• Work together to achieve Cisco’s circular economy objectives

• Publicly report GHG emissions and reduction targets to CDP on an annual basis

• Uphold environmental responsibility standards and local laws, and mitigate negative impacts in the geographies in which you operate

• Comply with Cisco’s Business Continuity Policy and respond to related questionnaires and data requests pertaining to manufacturing site locations

• Comply with the applicable security requirements specified in the Master Security Specification

• Annual Timeline

<table>
<thead>
<tr>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible Business Alliance Self-Assessment Questionnaire refresh</td>
<td>3TG and Cobalt Reporting Guidelines sent out</td>
<td>Supply Chain Mapping Survey launch</td>
<td>CDP Supply Chain response deadline; Business Continuity Survey launch</td>
<td>Material Safety data sheet update request sent out</td>
<td>Master Security Specification: new version release and supplier acknowledgment</td>
<td>3TG and Cobalt Supplier Survey Conflict Minerals Reporting Template (CMRT) and Cobalt Reporting Template (CRT) sent out</td>
<td>Responsible Business Alliance (RBA) audit process</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Code of Conduct

We are committed to manufacturing our products responsibly and sustainably. As a founding member of the Responsible Business Alliance (RBA), Cisco has adopted the RBA Code of Conduct (“the Code”) as the Cisco Supplier Code of Conduct. Cisco requires its suppliers to commit to the Code and ensure that these expectations are cascaded throughout the supply chain. Beyond a compliance approach, Cisco recognizes the important role our suppliers play in building and maintaining a resilient and responsible supply chain.

Why It Matters

Cisco expects its suppliers to operate their businesses with integrity and be held accountable for unethical practices that happen on their watch. Suppliers are expected to demonstrate their conformance to the Code and engage in capability building as well as other programs offered by Cisco to continually improve performance.

Our Approach

Cisco uses a risk-driven approach when identifying suppliers in scope for engagement and monitoring. Cisco monitors supplier adherence to the Code and its requirements. Metrics based on the adherence to the Code are integrated into Cisco’s quarterly supplier scorecard, which informs business decisions. Through this approach, Cisco aims to drive continuous improvement and support the propagation of best practices throughout the supply chain. By collaborating with suppliers and peers, Cisco aims to develop solutions that are fit for their purpose and that can drive impact to measurably improve the lives of workers and the health of ecosystems within the supply chain.
Cisco expects suppliers to:

- Acknowledge and abide by the RBA Code of Conduct
- Annually provide Cisco with a complete RBA Self-Assessment Questionnaire (SAQ) through the RBA-Online platform
- Share valid RBA Validated Assessment Program (VAP) audit reports for major facilities that support Cisco’s products
- Perform RBA Customer-Managed Audits as requested by Cisco
- Provide Corrective Action Plans for findings that occur through the audit process
- Close audit findings according to RBA closure guidelines
- Maintain conformance to the Code after any audit findings are closed and as the Code is updated
- Ensure that their suppliers acknowledge and are held accountable to the RBA Code of Conduct and follow RBA processes for addressing nonconformances

We provide support to suppliers to achieve and maintain conformance to the Code, including capability building through e-learning courses, training sessions, or targeted coaching.

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**Emerging Topics**

Cisco expects suppliers to be fully aware of changes and updates to the RBA Code of Conduct and to drive conformance to those updates. Recent changes to the Code of Conduct include:

- Health and safety protections for pregnant women and nursing mothers
- Water resource management programs

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**How to Get in Touch**

cisco-supplier-coc@cisco.com
Responsible Minerals

Cisco has a long-standing commitment to promote responsible and ethical mineral procurement practices. The extraction and sale of certain minerals in conflict-affected and high-risk areas can be used to perpetuate violence, human rights abuses, environmental degradation, and other risks. Among the minerals of concern are tin, tungsten, tantalum, and gold (3TG), as well as cobalt.

Why It Matters

Cisco does not directly procure minerals from mines, or from the smelters or refiners that process them. Therefore, we must work collaboratively through the supply chain to shift our mineral supply to responsible sources consistent with our values related to human rights, business ethics, labor, and environmental responsibility.

Our Approach

Cisco has implemented a comprehensive due diligence process to meet our regulatory obligations and to advance our goal of achieving a responsible mineral supply chain. Tracing minerals back to their mine of origin is a complex aspect of responsible sourcing in the electronics industry supply chain. Cisco participates in the Responsible Minerals Initiative (RMI) and leverages its tools and programs, such as the Conflict Minerals Reporting Template (CMRT), Cobalt Reporting Template (CRT), and Responsible Minerals Assurance Process (RMAP), to conduct due diligence and advance responsible sourcing.
Supplier Expectations

We expect all suppliers to:

- Commit to the Cisco Responsible Minerals Policy, which includes Cisco’s expectations of suppliers regarding responsible sourcing of minerals
  - These requirements state that suppliers must maintain a policy and program for responsible mineral sourcing
- Submit a CMRT or CRT upon request from Cisco to document supply chain smelters used for products delivered to Cisco and verify key elements of the suppliers’ policy and program
- Source only from smelters validated as conformant with RMAP or a cross-recognized third-party assessment program
- If sourcing from a smelter identified by Cisco as high risk, create and share with Cisco plans for removing that smelter from its supply chain

Emerging Topics

Cisco recommends that all suppliers actively participate in the Responsible Minerals Initiative, an initiative made up of more than 350 companies across 10 different industries, to stay current on responsible sourcing and minerals supply chain issues. RMI also includes the most up-to-date and current Conformant Smelter list, including the names, locations, and responsibly sourced minerals policies of all smelters and refiners that have been found to be conformant with the RMAP standards. Cisco also believes that responsible mineral sourcing extends beyond the current state of regulations. Additional minerals used in components may also face challenges related to the degrading treatment of people such as forced labor, child labor, and unmitigated environmental damage. Cisco will update our policy and due diligence as needed.

How to Get in Touch

responsibleminerals@cisco.com
Human Rights and Worker Well-Being

Cisco has a long-standing commitment to uphold and respect the human rights of all people, wherever we operate, including those who work in our supply chain. In our Global Human Rights Policy, Cisco commits to upholding the human rights contained in the UN Universal Declaration of Human Rights and the eight International Labour Organization Core Labour Conventions, and adopts the approach set forth in the UN Guiding Principles on Business and Human Rights (UNGP).

Why It Matters

As we hold ourselves and our employees accountable to these commitments, we believe our partners and suppliers should as well. We expect suppliers to adopt responsible business practices and governance structures consistent with the UNGP that promote respect for human rights. Suppliers must implement policies and processes to identify, prevent, mitigate, and remediate human rights impacts on the workers and vulnerable populations affected by their operations and supply chains. Moreover, suppliers should assist Cisco in meeting its objective of upholding human rights for those who work in our supply chain.

Our Approach

Our Cisco Supplier Code of Conduct addresses baseline expectations in specific areas across labor, health and safety, environment, and ethics. In alignment with the UNGP, Cisco conducts due diligence to identify potential impacts through targeted assessments within the supply chain. This includes engaging suppliers with subject-specific surveys and data collection tools, as well as analyzing risk indicators where there may be the potential for human rights impacts.
Cisco aims to move beyond addressing the symptoms of issues that impact human rights and to make lasting and systemic changes to persistent issues. To do this, Cisco engages suppliers to mitigate risks, build capabilities, and prevent negative human rights impacts from occurring. Cisco conducts these activities in alignment with its human rights priorities and emerging issues.

Not only do we believe in managing and remediating human rights impacts, but we also seek to maximize opportunities for human rights to flourish. Cisco has adopted a holistic view of what worker well-being encompasses. As a result, Cisco participates in industry initiatives, conducts pilots to test new approaches, and collaborates with peers to learn of potential solutions that can improve the overall well-being of workers.

**Supplier Expectations**

Cisco expects suppliers to address impacts across our priority human rights issues:

Freely chosen employment and modern slavery:

- Conduct due diligence with recruitment agencies and labor service providers to ensure compliance with the RBA Code of Conduct’s Definition of Fees
- Maintain compliance with relevant laws regarding modern slavery and forced labor due diligence and disclosure

Young workers and child labor:

- Abide by the Cisco Juvenile Labor Policy for preventing child labor and protecting the rights of young workers, students, interns, and apprentices

Health and safety and chemical management:

- Adhere to the hierarchy of controls as a framework for protecting workers from workplace health and safety hazards and exposure to hazardous chemicals
- Maintain strong management systems to evaluate and control chemical hazards
- Provide workers with adequate training and effective personal protective equipment

See the Environmental Stewardship and Responsible Minerals sections for additional human-rights-related expectations.

Adequately and effectively upholding the human rights of all workers in the supply chain is not limited to the issues listed

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1. Including, but not limited to, the Australia Modern Slavery Act, the U.S. Federal Acquisition Regulation definition of recruitment fees, and the Countering America’s Adversaries Through Sanctions Act.
above. An important priority is to consistently assess and reassess potential human rights impacts, detect emerging risks to workers, and address those risks where possible. Cisco also relies on the participation of partners and suppliers across the supply chain to identify solutions to improving working conditions and worker well-being. Along this vein, Cisco requests all suppliers to:

- Assist Cisco in maintaining a responsible supply chain by completing surveys and providing additional information when requested
- Participate in initiatives Cisco supports to improve worker well-being throughout the supply chain
- Be open to partnering with Cisco to amplify impact and transformative change to address worker well-being

**Emerging Topics**

Cisco monitors issues in the human rights landscape and works to inform suppliers of developing standards. Areas of increasing importance in which suppliers may see requests from Cisco are:

- The phase-out of priority chemicals deemed hazardous for use during manufacturing
- Addressing worker well-being, including working hours and days of rest, as well as mental health
- Worker voice to supplement audits or more holistically assess working conditions
- Addressing workforce resilience in the face of increased automation of manufacturing jobs
- Specific policies and procedures to protect women’s rights and promote gender equality

**How to Get in Touch**

humanrights@cisco.com
Materials Compliance

As a global supplier of electronic equipment, Cisco is responsible for the management of materials within our products. Global environmental regulations and Cisco’s interest in reducing the impact of the materials used in our products and our supply chain have helped spur the development of products that use environmentally friendly materials.

Why It Matters

Material compliance is essential to Cisco and our suppliers—and in many cases, it is driven by regulatory requirements that enable Cisco to sell and ship products globally. Every year, material compliance requirements continue to increase in number. And there are an increasing number of customer requests for proposal and investor inquiries containing specific material compliance elements.

Our Approach

Cisco’s Controlled Substance Specification (CSS) establishes and communicates Cisco substance use, reporting, and documentation requirements to our suppliers and partners. It is the foundation applied to products (e.g., materials, parts, and finished products) supplied to Cisco or third parties on Cisco’s behalf, as well as their manufacturing processes. It outlines Cisco’s controlled substances, including restricted substances; exemptions to restrictions; substances to be reported, phased out, or watched for potential future restriction; and documentation requirements.

The Cisco CSS references the requirements for packaging and batteries or products containing batteries. For packaging and batteries or products containing batteries, both the CSS and Cisco’s Environmental Packaging Specification or Cisco’s Compliance Specification for Batteries and Products Containing Batteries apply respectively.
Our approach to protecting the environment is to set long-term goals to address the environmentally significant impacts from our products and business operations. Cisco’s Corporate Social Responsibility (CSR) Report details our environmental policies, while our Environmental Management System (EMS) drives continual improvement throughout our business processes, products, and services to address Cisco’s environmental impacts.

**Supplier Expectations**

Cisco requires suppliers and partners to acknowledge receipt of the Cisco CSS. Compliance with the CSS is required, and conformance to this specification is part of Cisco’s qualification process. It is the responsibility of suppliers and partners to conform to the CSS and provide complete and accurate information to verify conformance when requested. The CSS requires contract manufacturers, original design manufacturer (ODM) and OEM suppliers, and component suppliers to be accountable to ensure that manufacturing consumables (bulk materials or process chemicals that are used to manufacture, assemble, or package products and that remain in the products) meet the requirements defined in the CSS.

**Emerging Topics**

In partnership with Environmental Affairs and the Compliance and Certification Teams, Cisco’s Compliance Optimization Team (COT), led by Supply Chain Sustainability, maintains a forward-looking Compliance Roadmap to track emerging requirements. The team identifies supply chain compliance requirements, trends, and emerging topics through data sensing and analysis, enabling Cisco to effectively communicate cross-functionally, efficiently report compliance metrics, and proactively facilitate compliant execution by the business.

**How to Get in Touch**

supply_chain_cot_questions@cisco.com
Environmental Stewardship

Cisco’s owned and extended operations, including the manufacturing of our equipment, provide an important service in helping to power the Internet, but also require significant energy and natural resources. We have a responsibility to reduce the environmental impacts that result.

Why It Matters

According to the 2018 IPCC report, greenhouse gas (GHG) emission levels continue to rise, even with global commitments made under the Paris Climate Agreement. Additionally, water stress, water quality, and the elimination of waste are emerging as some of the most important global issues of the 21st century. To drive the large-scale change needed to decouple economic growth from environmental impact, it is important that we collaborate with our global network of component, manufacturing, and logistics suppliers, as well as our industry peers.

Our Approach

Environmental stewardship is a key consideration in our relationships with our suppliers. We reflect this by including sustainability requirements and performance in our supply chain business processes, educating stakeholders, and continually improving these processes. We evaluate our suppliers and help them drive improvement through leadership, support, and education.

To help us understand key impacts in our supply chain and how they are managed, we use recognized global frameworks and industry standards for accountability and reporting. Environmental compliance is an element of the Responsible Business Alliance audit program. Cisco performs audits on our high-risk suppliers through the RBA Validated
Audit Protocol. We also expect suppliers to publicly report GHG emissions, water use, and related reduction targets to CDP on an annual basis. In addition, our Tier 1 suppliers are required to publish information in their annual reporting on the environmental impact of their operations and those of their suppliers, with the intent to continuously improve.

To supplement our core approach, Cisco engages with the Institute of Public and Environmental Affairs (IPE) to screen suppliers based in mainland China for environmental violations or risks. We work with our suppliers to correct any issues identified. Our areas of focus include wastewater management and pollution mitigation, as well as tracking and addressing reports of illegal pollution.

For information on how we are driving circular business models in our supply chain, see the Circular Economy section.

**Supplier Expectations**

We expect our suppliers to support Cisco in meeting our supply chain goals, as well as address material environmental impacts across their own operations and supply chain.

**GHG Emissions**

In FY19, Cisco committed to reduce supply-chain-related Scope 3 GHG emissions by 30 percent absolute by FY30 (FY19 base year). To support Cisco in meeting this goal, all first- and second-tier suppliers are expected to report GHG emissions and energy consumption to CDP on an annual basis. These requirements include:

- Providing a complete and accurate inventory of corporate-wide Scope 1 and 2 GHG emissions
- Making the response publicly available via the option provided by CDP
- Demonstrating verification (third-party review) of reported GHG emissions
- Setting an absolute GHG emissions reduction goal and reporting annual progress against that goal
- Requesting that suppliers and business partners also report to CDP using the same process as above

Meeting the expectations above will be critical to our ability to meet this important goal in alignment with an approved science-based reduction scenario. Targets adopted by companies to reduce GHG emissions are considered “science based” if they are in line with what the latest climate science says is necessary to meet the goals of the Paris Agreement—to limit global warming to well below 2°C above preindustrial levels and pursue efforts to limit warming to 1.5°C.
**Water**

Beginning this year (FY20), we are requesting first- and second-tier suppliers to report water use and governance to CDP on an annual basis. These requirements include:

- Providing a complete and accurate reporting of corporate-wide water withdrawal
- Making the response publicly available via the option provided by CDP
- Setting a water-saving goal and reporting annual progress against that goal
- Reporting facility-level data to Cisco as requested

**Waste**

Cisco has committed that 70 percent of Cisco component and manufacturing suppliers by spend will achieve a zero-waste diversion\(^1\) rate at one or more sites by FY25. To support Cisco in meeting this goal, first-tier manufacturing suppliers are expected to monitor and collect waste diversion data. These requirements include:

- Reporting facility-level data to Cisco as requested
- Striving to achieve a zero-waste diversion rate across each site

We have partnered with **TRUE Zero Waste** to improve reporting capabilities, provide training, and increase engagement throughout our supply chain. We are also developing a zero-waste certification roadmap that outlines the sites where we plan to complete certification over the next few years.

**Environmental Pollution**

First- and second-tier suppliers based in mainland China are expected to:

- Register a company account on the IPE website and screen their legal company name in the pollution database
- If any environmental violations are identified, follow a process to manage those violations and get delisted from the IPE pollution database

First-tier suppliers based in mainland China are also expected to:

- Request their suppliers that provide Cisco material or components to also register in IPE
- Screen next-tier suppliers’ legal names in the IPE pollution database and send Cisco the screening results quarterly
- Establish a process to manage their suppliers’ environmental violations

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1. Zero-waste diversion is defined as a 90-percent or greater overall diversion of solid, nonhazardous wastes from landfill, incineration (waste to energy), and the environment.
Public Reporting

First-tier suppliers are expected to:

- Publish a sustainability report based on the Global Reporting Initiative (GRI) Standards
- Disclose supply chain environmental information in the GRI report, including:
  - Next-tier suppliers’ environmental compliance information
  - Next-tier suppliers’ water conservation or management information

How to Get in Touch

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Circular Economy

Cisco has changed the world many times over with our products. Now we’re changing it again by transforming the way we do business—the way we design and build products and solutions, the way we think about the lifetime of an asset, and the way we use our technology to support customers in their own business transformations.

This new approach is driven by the concept of a circular economy, which is based on a few simple principles:

- Design out waste and pollution from the beginning
- Extend the lifetime of our products and materials
- Regenerate natural systems

We see significant value in this model and are in the process of driving the circular advantage throughout our business.

Why It Matters

Today, we are running out of the natural resources we need to make, sell, and ship products. Our commitment to a circular economy is a visible demonstration that we are actively protecting our business continuity and resilience, and providing additional value to our customers. It’s also about running our business in a way that promotes sustainability and keeps the world healthy for generations to come.

Our Approach

As part of Cisco’s holistic approach to a circular economy, we aim for all of our resources to follow a circular model—where we reduce our consumption of natural
resources and design waste out of our value cycle, enabling products and packaging to be used and reused longer.

To achieve our vision, we are synthesizing our circular economy objectives with the way we run our business. But we can’t do this work on our own. We look to our suppliers for opportunities to collaborate, drive innovation, and collectively achieve our circular economy goals.

Our Focus Areas

The Cisco Circular Economy
A sustainable future is ours to create.

Circular Design
- Designing for resiliency and recycling

Circular Solutions
- Connecting the unconnected
- Enabling technologies

Ecosystem Leadership
- Engaging industry partners, NGOs, and policy makers
- Collaborating to scale impact
- Zero-waste manufacturing

Circular Operations

Circular Consumption
- Reuse, repair, remanufacture, refurbish, and recycle
- Product lifecycle management

Sustainable and closed-loop materials
- Low-carbon supply chain

Product take back

Cisco Supplier Guide 2020: Sustainability, Risk, and Security
Our Goals
Cisco’s circular economy goals span emissions associated with our operations, several related to product and packaging design, and supplier emissions and waste. In addition to the emissions and waste goals referenced in the Environmental Stewardship section, these goals include the following:

- Decrease use of virgin plastics by 20 percent by FY25 (FY18 base year)
- Reduce all foam used in Cisco product packaging by 75 percent measured by weight, by FY25 (FY19 base year)
- Increase product packaging efficiency by 50 percent by FY25, as measured by package volume per weight of product (FY19 base year)
- Design all new products using circular design principles by FY25

Please visit our website to learn more about Cisco’s circular economy program and initiatives.

Supplier Expectations
Cisco asks all first-tier suppliers and strategic component and material suppliers to:

- Understand and support Cisco’s circular economy objectives
- Incorporate focus areas of Cisco’s circular design principles (material reduction and selection; standardization and modularization; sustainable packaging; energy use; and design for disassembly, repair, and reuse) into both original design manufacturer products and component design
- Proactively approach Cisco with relevant circular design ideas during the new-product introduction process
- Evaluate packaging you use or provide to Cisco for opportunities to reduce overall packaging use, reduce packaging foam, and/or improve packaging efficiency
- Respond promptly to all data requests

Please see the Environmental Stewardship section for more information on our work with suppliers to reduce our environmental impact, including GHG emissions, waste, and water.
Emerging Topics

In FY20, we will launch our first products using closed-loop plastic and make significant progress toward our 20-percent virgin plastic reduction goal. The plastic in these products will be post-consumer recycled resin sourced from our own electronic waste. We are actively seeking new and existing suppliers to expand on this program and to continue to grow the use of sustainable materials and high-quality recycled content in our products and packaging.

We also launched the Cisco Circular Design Principles, which focus on material reduction and selection; standardization and modularization; sustainable packaging; energy; and design for disassembly, repair, and reuse. We are embedding design for circularity into the fabric of our business. This means that Cisco’s design teams are changing what they are requiring from suppliers to help us achieve our circular economy goals.

How to Get in Touch

circulareconomy@cisco.com
Business Continuity Planning

Our customers expect Cisco to deliver quality products and services on time, all the time. We want to continuously work side by side with our trusted Cisco suppliers and partners to prepare for unexpected events such as loss of critical assets, pandemic, technology outages, natural disasters, cyber threats, global environmental issues, and political instability by minimizing any downstream impact to our customers from these types of events.

Why It Matters

World-class risk management capabilities are driven through complete visibility of our supply chain locations and the appropriate levels of supplier and partner resiliency and preparedness in advance of a crisis. The impact of not being prepared is a risk to Cisco and could hinder our crisis response and ability to recover, which could then impact our commitments to our customers.

Our Approach

Our Business Continuity Plan (BCP) has a two-prong approach. First, we aim to identify all supplier and partner site locations that manufacture parts for Cisco, and second, we assess the risk of any of those sites being impacted by a global incident via a self-assessment BCP survey.

To gather the supplier locations, our BCP team transmits an annual Supply Chain Visibility (SCV) survey to our suppliers via the Business Analytics and Award Optimization (BAAO) tool. In addition to sharing the locations (primary, subcontractor, and subtier) where they build Cisco parts, suppliers also need to provide the activities being performed for those parts and the associated time to recover (TTR).
To assess the risk at the sites gathered in the SCV Survey above, the BCP team transmits the self-assessment BCP audit survey (once every two years) to our suppliers via the Supply Chain Content and Audit Management tool. The assessment includes documenting the supplier’s recovery strategies and compliance to Cisco’s supplier BCP standards, as well as identifying gaps in their BCP programs. Once the supplier completes the survey, the BCP team will review the responses and audit the evidence, until full compliance is achieved.

The BCP team works with our suppliers to mitigate and close any gaps by validating data through audits and drills. Global Supplier Management (GSM) Commodity teams are also available to assist suppliers with mitigation requirements. Additionally, Cisco senior management helps to review supplier BCP compliance status.

To ensure that we have the latest information at hand, Cisco requires continued support from suppliers. It’s important that all survey requests from Cisco are treated with high priority in order to achieve complete visibility into our Tier 1 and Tier 2 supply network. This information enables faster identification of, responsiveness to, and recovery from any events that have the potential to disrupt Cisco business.

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**Supplier Expectations**

All Cisco suppliers will receive two audit survey email notifications for SCV and BCP via the BAAO and Supply Chain Content and Audit Management tools, respectively. For the SCV Survey, suppliers need to log in to the SCV module within BAAO and respond with primary sites, subcontractor sites, subtier sites, activities, and TTR for Cisco parts. For the BCP Survey, suppliers need to log in to the Supply Chain Content and Audit Management tool, respond to the survey questions by site, and upload any necessary evidence in support of every survey question. Once completed, suppliers should submit the survey responses to Cisco for review.

Within 60 days following a request by Cisco, a supplier must respond in full to Cisco’s questionnaire regarding disaster recovery, pandemic preparedness, and business continuity plans and measures specific to location(s) upon which the supplier relies for providing the products. This information includes identifying primary site locations, available alternate facilities, time to recover (in weeks), emergency contacts, infrastructure and logistics, security, and protective measures necessary to ensure minimal impact to Cisco’s supply of products.
Cisco may request an updated copy of such BCP periodically, but no more than biannually; an updated BCP provided by the supplier will supersede the prior BCP.

**What’s Next?**

During 2020, Cisco will continue to enhance its BCP data through the collection of supplier information. In-scope suppliers will be requested to provide both BCP and SCV data for parts currently missing data or for new parts currently in use in Cisco products. We will also be placing an emphasis on submission of BCP data by Cisco’s software suppliers.

How to Get in Touch

supply-risk@cisco.com
Security

Cisco drives security in our supply chain ecosystem to ensure that we can prevent and respond rapidly to any type of security threat. Our layered approach covers physical, logical, technical, and behavioral security.

Why It Matters

Security is an essential element of success to Cisco and our customers due to the pervasive impact of ever-evolving security threats. Threats have the potential to disrupt operations, result in financial losses, impact our brand reputation, and damage customer trust.

Our Approach

We are committed to enforcing security processes and practices to enable operational excellence and ensure brand protection and customers’ trust. We are continuously strengthening our processes to protect Cisco intellectual property and prevent counterfeit or tainted products. Furthermore, we are striving to eliminate potential disruptions to supply chain services such as sourcing, making, and delivery.

The Supply Chain Security team is responsible for overseeing the breadth of security issues across our supply chain. Cisco’s supply chain is driving a comprehensive set of controls and measures to protect our products across our ecosystem.

Our security requirements of partners are communicated to the entire supply chain ecosystem through our Master Security Specification, which helps Cisco Suppliers to identify applicable security requirements.
Cisco periodically monitors and measures our suppliers’ compliance with all applicable requirements by using one or more of the following methods:

- Supplier audit performed by independent third parties
- Supplier audit performed by Cisco organizations, including, but not limited to, supply chain operations
- Supplier performance or business review
- Supplier evaluation upon contract renewal
- Supplier self-assessment
- Supplier security risk review prior to business award

Findings that arise from any such measurement are logged, tracked, and remediated within a timeline agreed upon by the partner and Cisco. We strongly encourage compliance with Cisco requirements, as deviation may impact Cisco’s business with a supplier.

**Supplier Expectations**

Cisco expects all suppliers to take reasonable measures to comply with the applicable security requirements. In cases of noncompliance with such requirements, suppliers are expected to remediate the findings within a timeline agreed upon by the supplier and Cisco. We expect our suppliers to drive security into their own supply chain ecosystem by having their own program to address security risks in their own infrastructure, and to protect their own data as well as Cisco data.

**What’s Next?**

Suppliers in scope have all received the latest version of the Master Security Specification (MSS) and are expected to comply with all applicable requirements. We work with all of our suppliers to schedule onsite audits and close all findings upon audit completion.

**How to Get in Touch**

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