



2023 -24
(reporting period)

AUSTRALIA GENDER PAY GAP REPORT



At Cisco, we combine our technology, people and broader networks to address the society's greatest challenges. Artificial intelligence is now at the forefront of innovation, and we recognise that it can be leveraged to power an inclusive future for all. Through our conscious culture, we are committed to creating an inclusive and fulfilling workplace where employees can embrace innovation and build a career that makes them proud. We believe this is one of the many reasons why Cisco Australia has been ranked number 1 Best Place to Work five years in a row (in the large employer category), as well as being recognised as a Best Workplace for Women and Best Workplace in Tech in 2024 by the Great Place to Work organisation. In the 2024 Great Place to Work survey, 95% of Cisco Australia employees stated, "people here are treated fairly regardless of their gender".

However, we also acknowledge that there is still more work that needs to be done. Both within Cisco Australia and our peers in the broader technology industry, there are challenges in women representation, particular within more senior roles. This gap demonstrates that despite the STEM education throughout Australia, the disparity in uptake between men and women means that the Gender Pay Gap could widen further if we do not act now.

Here at Cisco in Australia, we want to inspire and be a catalyst for change. But that change needs to start early, so we have increased our focus on STEM in schools across Australia. We are taking intentional steps to showcase role models and the exciting possibilities for working in technology, when girls are still considering their future career options. Cisco Australia and its Cisco Networking Academy's 'Women Rock-IT' Program showcases how choosing science, technology, engineering, art and math (STEAM) at school can lead to an exciting career in technology. Additionally, Cisco's MentorMe program works with university students studying an IT related degree (engineering, computer science, cybersecurity etc.) and enables them to witness first-hand what it is like to work in technology, at the same time being mentored by a Cisco employee aligned to their university focus. The 'Girls in ICT Day' is our annual activation across Australia with local schools and our team getting together to inspire girls to choose a career in technology.

Cisco is deeply committed to accelerating digital skills with access to all and takes a leading role in the industry when it comes to educating and upskilling individuals at various career stages. Since its inception, 307,000 students have successfully completed Australia's Cisco Networking Academy, establishing pathways from IT curriculum education to employment. As part of Cisco's global initiative, we are helping to drive Cisco's Country Digital Acceleration (CDA) program at a local level, designed to enable and accelerate digital transformation by partnering with governments, business and communities. CDA funding is helping to focus on the digital skills that are required to thrive across industries. An example is our National Industry Innovation Network, an alliance between industry and universities that is a collaborative vehicle for digitally transforming industries and accelerating innovation to generate large-scale economic and societal impact.

Cisco was also nominated as finalists at the 2023 ARN Women in ICT Awards (WIICTA) in the D&I Champion category along with six other women in the categories of Graduate, Technical, Rising Star, Achievement and DEI Champion. In the 2024 ARN Innovation Awards we had two women nominated and a win in one of those categories for Sales Excellence. We also had wins at the Recalibrate Gender Equity Awards in the DEI manager category. We are also proud to have one of our senior female executives serving on the board of the Diversity Council of Australia. While this is great recognition and reflects the success of our inclusive culture, we recognise this is an ongoing effort to continue to raise the standard, expectations and opportunities for recognition.

We are focused on creating opportunities that attract, nurture and retain our best talent, whilst we work to also address the gender pay gap. Our commitment to continuous learning and adaptation is evident in this report, which highlights our progress in empowering employees and developing the next generation.

Our purpose – to power an inclusive future for all – is foundational to our culture and helps guide us forward.



Ben Dawson

Vice President, Cisco Australia and New Zealand

What is the Gender Pay Gap Report and what does it measure?

- The gender pay gap and gender composition by pay quartiles for organisations with 100 or more employees were published on the public record for the first time in February 2024.
- The data will help an organisation do an analysis of what is driving an organisation's gender pay gap, looking at workforce composition by gender, representation in more senior and highly paid roles, etc. Larger gaps tend to indicate a gender imbalance between higher and lower paying roles at an organisation
- While the Workplace Gender Equality Agency (WGEA) has been collecting this data for almost a decade, until 2024 it has published only anonymised information about industry sectors. In 2024, the agency published employer gender pay gaps by median (for base salary and total remuneration) as well as the gender composition by pay quartile and associated average total remuneration.
- In March 2025, in addition to those figures, the agency will also publish the average (mean) gender pay gap (for base salary and total remuneration) and also the average remuneration by pay quartile. This gender pay gap also includes CEO remuneration for the first time.
- The gender pay gap is a basic calculation of the percentage difference average earnings between employees who identify as women and men in the workforce, regardless of the work they do.

What isn't measured?

- The pay gap should not be confused with women and men being paid the same for the same, or comparable, job. This is equal pay and has been a legal requirement since 1969.
- The pay gap is one basic measure across all jobs (the difference between the average pay for all men and all women across all jobs), not a measure of the differences in pay between men and women doing similar work.
- As a result, this report will show a gender pay gap even if those who identify as men and women are paid fairly in comparable roles. The unequal gender representation in more senior and/or technical roles, which offer higher compensation and rewards, is reflected in the gender pay gap.

Cisco's innovative framework for compensation fairness

Understanding the many factors influencing differences in pay, and the fairness and inclusivity of an organisation's compensation system is complex.

At Cisco, we've built an innovative framework to test our complex compensation system and its overall health. Our regular reviews look at key factors that influence an equitable talent environment, with the goal of designing and delivering fair and equitable pay throughout the entire employment life cycle.

Delivering on Cisco's long-standing commitment to compensation fairness

Whilst the Gender Pay Gap Report shines a light on macro differences in pay and representation, Cisco's detailed fairness reviews show that our people are paid fairly for the specific jobs they do. Since we have a higher representation of men in the higher paying roles, gaps are negatively amplified using the Gender Pay Gap methodology.

Cisco has made an ongoing commitment to fair and equitable pay for similar work, regardless of gender. Our approach to fair pay is based on a more holistic and comprehensive methodology, which takes into consideration variables that impact pay. Beginning in 2017, Cisco has completed an annual analysis to assess gender pay differences in each country. Our model compares employees doing similar work (same location, same grade, and similar job) and uses both quantitative and qualitative analysis to ensure fair pay.

We have now completed our eight cycle of pay review in Australia, all of which revealed a healthy and fair pay practice. Our 2024 fairness review resulted in Cisco making minor salary adjustments to 0.7% of our Australian employee population to bring them into alignment.

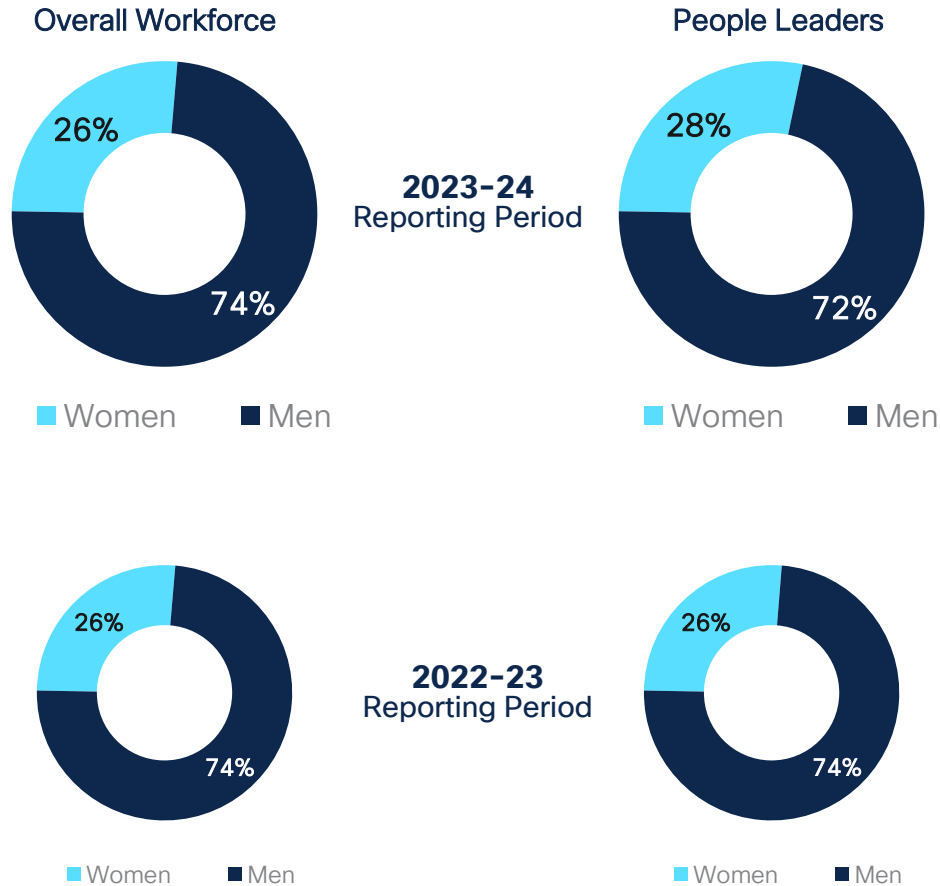
In our fiscal year 2021, we expanded our approach to Fair Pay beyond base salary to include additional forms of compensation fairness such as promotion, bonus, and stock decisions made in our reward programs.

During our most recent compensation rewards program, we have completed pay fairness reviews for bonus pay-outs, stock and promotions and made adjustments where necessary. We run a promotion parity analysis every year and where we see issues we make adjustments accordingly.

Because our workforce is constantly changing, pay fairness is an ongoing commitment. We regularly analyse data across Cisco and, where necessary, make upward adjustments to ensure fairness.



Cisco Australia Workforce Snapshot



Understanding the market for diverse talent

As a technology company, Cisco faces some well-known challenges in growing gender diversity, especially in higher paid technical roles.

Across the Australian IT Industry, which also reflects a global trend, women are underrepresented in IT roles.

Because the talent market is small and limited, gaining a better understanding of this market is a critical step in finding uncommon solutions to an issue that is common within our industry. Cisco has developed a suite of real-time leadership tools and business intelligence that are transforming our understanding of the talent market across job family and geography. This will allow us to shift our talent strategy to create new inclusive pipelines of talent.

2023-24 Gender Pay Gap Data & Insights

Compared to the previous year, we report:

- 1) A decrease in our average total remuneration gender pay gap from 26.5% to 23.9%
- 2) A decrease in our median total remuneration gender pay gap from 24.3% to 23.4%
- 3) A decrease in our mean base salary gender pay gap from 15.6% to 13.6%
- 4) A decrease in our median base salary gender pay gap from 17.4% to 14.6%
- 5) An overall decrease in our gender pay gap over time
- 6) An increase in representation of women in the upper middle and lower middle pay quartiles

Cisco Australia Gender Pay Gap data

	2021-22	2022-23	2023-24	Pay Gap Trend
Average (mean) total remuneration	29.3%	26.5%	23.9%	↓
Median total remuneration	27.3%	24.3%	23.4%	↓
Average (mean) base salary	16.9%	15.6%	13.6%	↓
Median base salary	17.6%	17.4%	14.6%	↓

- A positive percentage indicates men are paid more on average than women in your organisation. A negative percentage indicates women are paid more on average than men.
- Base salary is an employee’s regular salary, excluding superannuation, overtime, bonuses and other additional payments.
- Median gender pay gap is the middle value after sorting the gender pay of organisations in the comparison group from lowest to highest. If the number of comparison groups is an even number, the median is the average of the two middle values.
- Total remuneration include base pay, superannuation, allowances and any other bonus and incentive pay, paid during the reporting period 1 April 2023 – 31 March 2024.

Cisco Australia gender composition by pay quartile

	Women	Men	Women % change since last report	Average total remuneration 2023-24
Total Workforce	26%	74%	no change	\$315,000
Upper Quartile	14%	86%	no change	\$570,000
Upper Middle Quartile	22%	78%	+2%	\$322,000
Lower Middle Quartile	31%	69%	+5%	\$224,000
Lower Quartile	38%	62%	-4%	\$142,000

- The percentage of men and women employees within quartile pay bands, calculated by dividing total remuneration of our total full-pay workforce into four equal parts.
- Part-time employees are annualised to full-time equivalent for average total remuneration

Cisco Australia – Understanding the Gender Pay Gap Data

A pay gap identified through the Gender Pay Gap (GPG) reporting process shows a very broad overview of a gender pay comparison across the organisation without consideration of the actual work performed by the employees or their level or work history in and out of Cisco. Whilst gender pay gaps identified can be effective at placing a spotlight on an important industry and cultural issue, additional factors must be considered to better understand whether men and women within an organisation are paid fairly for doing similar work.

For Cisco Australia, the average total remuneration GPG is 23.9% in the 2023-24 reporting period. This means for every \$1 on average a man makes, women earn 76c. Total remuneration includes base pay, allowances, superannuation, incentive payments and bonuses and other additional payments (such as on-call payments, connected recognition) paid during the reporting period 1 April 2023 – 31 March 2024.

The median total remuneration GPG is 23.4%. A 'median' is the middle of a set of numbers. A median gender pay gap is found by lining up the pay of every man in an organisation in order of smallest to largest and finding the middle number in that dataset. The same is done for the pay of women in that organisation. A median employer gender pay gap is the difference between the median of what a man is paid and the median of what a woman is paid within the organisation. Unlike the average, the median is not skewed by extreme giving us a picture of typical earnings that exist within an organisation.

A positive percentage indicates men are on average paid more than women in an organisation. More information on how the GPG is determined can be found on the Workplace Gender Equality Agency website: <https://www.wgea.gov.au/reporting-guide/ge/calculating-gpg>

Cisco's approach to fair pay is based on a more holistic and comprehensive methodology, which takes into consideration variables that impact pay. An annual analysis is done to assess gender pay differences comparing employees doing similar work (same location, same grade, and similar job) and uses both quantitative and qualitative analysis to ensure fair pay.

Through our own internal analysis, we attribute the Gender Pay Gap result to women being underrepresented in senior grades (job levels) and in engineering roles. Unequal gender representation in more senior and/or technical roles, which offer higher compensation and rewards, is a contributing factor to the gender pay gap. Engineering roles tend to have higher stock value, incentives and superannuation, which make up a large part of total remuneration.

This year's report showed positive progress, as evidenced by a decrease of our mean and median total remuneration gender pay gaps, as well as our base salary gaps compared to the previous reporting period. Through our own internal analysis, we attribute this to a fluctuation in people movement at the mid-level grades which in turn led to increased women representation in the lower-middle and upper middle pay bands.

Our overall representation of women in the workforce have remained steady, however we have seen the representation of women in people leadership roles increase to 28% (a 2% increase) since the last reporting period.

In light of continuing challenges surrounding hiring diverse talent in the tech market, Cisco continues to focus on ensuring our internal top talent get represented in talent reviews and succession plans for senior leadership positions to advocate for internal promotional opportunities.

Cisco interprets the gaps identified through this reporting process as indicators of a well-known challenge – a gap between the numbers of men and women in higher paying jobs. Addressing this gap continues to be an area of focus.

Cisco's detailed fairness reviews continue to show that our people are paid fairly for the specific jobs they do.



At Cisco, our commitment to inclusion compels us to act boldly and deliberately to accelerate fairness, inclusion, and equitable access to opportunity. In 2024, we have seen both progress and new possibilities arise. In Australia, accelerating solutions for full spectrum diversity and closing gender gaps across the board are top priorities, particularly within key sales and technical positions.

We recognise that the technology industry globally has seen significant disruption and change in terms of workforces recently, and our industry and workplaces are evolving rapidly with elements influencing hiring practices such as hybrid work and employee selectivity. These factors accelerate the need to understand all factors in the attraction and retention of talent.

As part of this, the company has placed a strong focus on building inclusion into the hybrid workplace. At Cisco, we want our offices and collaboration centers to be “a magnet, not a mandate.” – Chuck Robbins, Cisco Chair and CEO, and as part of this we are working in a way that is more flexible, more innovative and more inclusive.

The hybrid work model which offers employees and teams more autonomy in choosing how and where they do their work has allowed Cisco to think deeply about our preferred work styles, team dynamics, and individual wellbeing to create an inclusive, positive environment for all. Not only do we believe this will benefit our existing employees, but it will also widen our applicant talent pools and help in curbing attrition by providing much needed support and flexibility.

Hiring:

Women representation, as a percentage of the total employee base in Australia, has remained steady over the recent years. Throughout FY24, Cisco Australia’s workforce remained steady at 26% women.

To deliver on our commitment to an inclusive workforce, we are shifting both skillsets and mindsets when it comes to searching for and interviewing candidates.

Our mindset around hiring quickly has shifted to a focus on spending more time by taking on a more extensive search and proactive approach to unlock a wider candidate pool.

Some of the ways in which Cisco Australia aims to promote an inclusive future for all are:

- Continual training and development to promote inclusive practices
- Mentorship program which supports career growth
- Usage of Job Ad writing tools to ensure advertisements have inclusive language
- Inclusive alumni initiatives
- Hiring for potential (mindset shift to consider talent who are not yet a 100% match but have potential to grow into the role).

Additionally, we have also seen a slight increase since last reporting period of representation of women in leadership roles. We believe the growth of women in the organisation and People Leader roles are key indicators of success in breaking through the challenges we see in the IT industry.

Attrition:

External research on attrition highlights the stress and domestic workload both women and men face as carers. This stress is beginning to be reflected in their career perspectives and physical and mental well-being. To support our employees who are carers, we provide a range of benefits that reflect the demand on modern families:

- Critical Time Off – with up to 4 weeks paid leave for unforeseen absence, and separate to annual leave
- Hybrid work model
- Flexible work packages
- Expansion of Parental Leave (Main Caregiver – 18 weeks, Supporting Caregiver – 8 weeks)
- Day for Me (4 days per annum)
- Time2Give (10 days per annum)
- Employee and Family Assistance Program which is universally available and provides 24/7 access to counselling

Research had shown that when men and women use flexible work practices it enhances women’s career progression and supports them to have access to leadership roles.

Cisco will continue to listen to the needs of our employees, build trust, and lead with empathy and flexibility to provide support for our people in the hybrid world and continues to empower a workplace culture that promotes flexible work.

Promotions:

In our most recent rewards program, women were as likely as men to receive a promotion in Australia. Cisco’s promotion parity initiatives, as well as many other successful leadership development programs to help employees develop in their careers, have proven to be highly effective over time. For example, DARE and JUMP, Cisco's top global programs to understand the lived experiences of women in leadership, which is available to all employees, continued providing impact in 2024. DARE, an introductory program for early in career employees, focuses on self-discovery and professional development for emerging leaders. In 2024, DARE alumni ambassadors organised several webinars and meet-ups for the over 1100 active members to extend their impact and networking opportunities. JUMP, with over 2100 global alumni, empowers employees in leadership roles to discover what might be possible for their next big career move.

Changing the equation for talent through Sponsorship

Cisco has always believed that sponsorship encourages leaders to leverage their influence and social capital to actively champion and advocate for the career advancement of top talent. Globally, 100 percent of Cisco Vice Presidents have taken the pledge for Sponsorship. Additionally, 62% of Directors and 35% of People Managers have pledged – exceeding our global goals of 40% and 20% respectively.

Engaging and connecting through Inclusive Communities

At Cisco Australia, 600+ employees participate in at least one of Cisco's Inclusive Communities – that is approximately 50% of our total employee base. Cisco has 29 Inclusive Communities globally with 10 local chapters here in Australia. These employee-led groups help our people connect within the community and among allies. Our 'Women of Cisco', 'Back to Business', and 'Emerging Talent at Cisco' amongst others, provide focused support for our Australian employees and drive their own unique strategies to support full-spectrum diversity, and work together across our global enterprise to drive engagement and create a more Conscious Culture.

Women of Cisco is a global community created to attract, develop, retain, and celebrate talented women as part of a competitive and diverse workforce. Our Australian 'Women of Cisco' community has a 250 strong membership base in Fiscal Year 2024 with a mission to help Cisco become an employer of choice for women talent across Australia.

The 'Back to Business' community in Australia launched in 2019 with a vision to provide a supportive and safe environment for those returning from parental leave and other significant life transitions, to turn what can be a challenging and overwhelming time into a positive experience. As an example, the parental leave eBooks created for the employee as well as their people leader providing a practical framework for both parties to navigate the pre-leave, during leave and return to work phase has been integral in creating a better employee experience.

Ultimately, it's stories from our people that best highlight our impact and the opportunities we create. Like the inspiring story of [Shefali Yadava](#) – a Customer Success Manager who is a member of the Back to Business community speaking about her appreciation of our flexible working culture and the importance of having conversations with one's leader about supporting a better work life balance: [Nairi Adamian](#) – a Leader of Solutions Engineers and a member of the Women of Cisco community who continues to work towards encouraging young women to join the tech industry, and as well as support, develop and celebrate all women, empowering them to bring their true authentic selves to all they do, building a culture of equality and inclusivity for everyone to thrive in our workplace. 'Powering an Inclusive Future for All' video series which features 12 members from Inclusive communities highlights how our employees are experiencing their workplace at Cisco.

Engaging the Tech Leaders of tomorrow

At Cisco, our focus on corporate social responsibility is core to who we are. That includes our focus on creating a pipeline of extraordinarily talented individuals who are ready to lead and innovate in Tech. We believe inspiring young people to pursue careers in technology can be a significant driver in closing the gender gap. Cisco Australia is involved in a number of programs designed to connect with early talent.

Cisco MentorMe Program: MentorMe is Cisco Australia's annual external mentoring program kicked off in 2013 powered by the Women of Cisco Inclusive Community with the aim of inspiring tertiary students across Australia to consider educational and career paths in Science, Technology, Engineering, and Math (STEM) through first-hand exposure to the latest technology and to a variety of roles. During the 10-week program, students are matched with Cisco employees for 1:1 mentoring and to attend 2-hour weekly sessions where they hear from a variety of technical and non-technical topics to help develop their brand, discover their strengths and gain insights into what it is like working in the tech industry. 200 Cisco employees volunteered as mentors for this program in 2023 partnering with 34 tertiary and employment agencies.



The bridge to possible

For more information on our commitment to diversity, equity,
and inclusion, see our [FY24 Cisco Purpose Report](#)