

2023

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IRELAND GENDER  
PAY GAP REPORT



Cisco's purpose to power an inclusive future for all drives how we show up at work every day, whether it's developing new skills, coming up with big bold ideas, or expanding our professional horizons. Our Conscious Culture is central to enabling our purpose and ensures all employees feel seen, involved, and supported within an inclusive workplace.

However, there is still more work to be done by us and our peers to address the gender imbalance in technology and make it a truly inclusive industry. Here at Cisco in Ireland, we want to be that catalyst for change. But that change needs to start early, so we have increased our focus on STEM in schools across Ireland. 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.

This year's Cisco Jam Hackathon saw us embracing a diverse group of third-level students. We organised a range of events catering to students from primary to tertiary education, including career insights days and our continued sponsorship and involvement with the 2023 Galway Science & Technology Festival. Furthermore, by collaborating with the broader Galway tech community, such as the Innovation Technology AtlanTec Gateway (ITAG) Galway, a non-profit tech organisation dedicated to fostering technology innovation, we expanded our capacity to engage with

both young people and their parents.

In addition, we are involved in several internal initiatives, in order to attract and retain women employees within Cisco. This includes active participation by our local team in the 8th global cohort of the Win++ women's network. We also sponsor Women in Tech at Cisco in Galway, with a presence on the technical advisory board for its global network, which is working to boost women's submissions of patents through the Women's Inventor Network. Additionally, Cisco Ireland introduced our first Menopause Procedure aimed at educating leaders on how to best support their team members and drive employee awareness of what benefits are available.

We are proud to be executive sponsors on a tiger team partnering with one of our inclusive communities, Women of Cisco, to address the gender pay gap and align around policies to recruit and promote women employees. To promote further awareness and engagement in Ireland, Women of Cisco Ireland hosted their flagship 10th anniversary edition of Women of Impact coinciding with International Women's Day. This involved engaging with local innovators, such as the wheelchair designers at Izzy Wheels, to bring together the community to hear from inspirational speakers about their experiences in the world and share impactful stories of inclusion, creativity, and entrepreneurial spirit.

As part of a wider global initiative, we are helping to drive at a local level Cisco's Country Digital Acceleration (CDA) programme, designed to enable and accelerate digital transformation by partnering with governments and communities. CDA funding is helping to bring broadband access to remote places such as Clare Island, to ensure residents can still access the healthcare services they need. Also, for creating digital work hubs in rural areas, enabling more people, including working mothers, to contribute to the workforce and build their careers, wherever they are located.

Cisco is deeply committed to providing digital skills access to all and takes a leading role in the industry when it comes to educating and enhancing the skills of individuals at various career stages. Over the years, more than 40,000 students have successfully completed Ireland's Networking Academy since its inception, establishing pathways from education to employment. In the current year, we expanded our Networking Academy by introducing a retraining program aimed at Ukrainian women refugees, empowering them to enhance their digital skills and access job opportunities. Additionally,

we introduced a Cyber-Security Camp during the transition year, providing free online courses to support future careers in the tech industry.

Our commitment to enabling women to have the best possible career experience, inside and outside our business, was underlined by Cisco Ireland being recognised once again as the Best Workplace for Women, as well as for Technology as a whole. Continually winning these awards reflects the success of our inclusive culture, and our increasing focus on STEM and our ability to recruit from the community. It shows that technology really is the industry to be in.

**Shane Heraty**

Cisco Managing Director,  
Scotland & Ireland



**Keith Griffin**

Distinguished Engineer & General  
Manager Cisco Galway



## What is the Ireland Gender Pay Gap Report?

The Gender Pay Gap Information Act requires employers in Ireland with 250 or more employees to publish calculations annually showing the pay gap between their employees who identify as men and women.

## What does the Ireland Gender Pay Gap measure?

The Ireland Gender Pay Gap is a basic calculation of the percentage difference between average hourly earnings for men and women, regardless of the work they do.

Earnings include base pay, allowances and any other bonus and incentive pay, using a snapshot date in June 2023 and data from the preceding 12 months. For Cisco Ireland reporting, the snapshot was 24 June 2023.



## What isn't measured?

The pay gap is not a measurement of equal pay. It is one basic measure 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 technical roles, which offer higher compensation and rewards, is reflected in the gender pay gap.

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

## Cisco's innovative framework for compensation fairness

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 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 Report (GPGR) 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 sixth cycle of pay review in Ireland, all of which revealed a healthy and fair pay practice. Our 2023 fairness review resulted in Cisco making minor salary adjustments to 0.3% of our Ireland employee population to bring them into alignment.

In our fiscal 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 programmes.

During our most recent compensation rewards programme, we have completed pay fairness reviews for bonus pay-outs, stock and promotions and made adjustments where necessary.

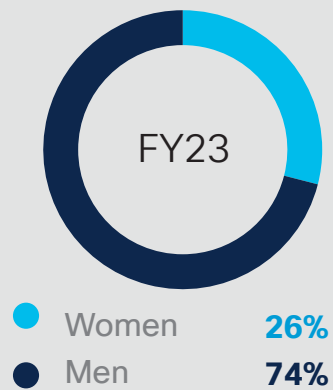
Because our workforce is constantly changing, pay fairness is an ongoing commitment. We regularly analyse data across Cisco and, where necessary, make upward adjustments to ensure fairness.



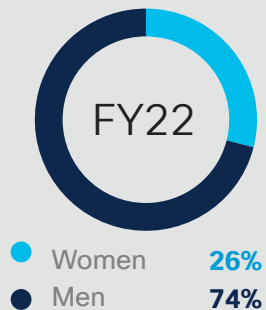
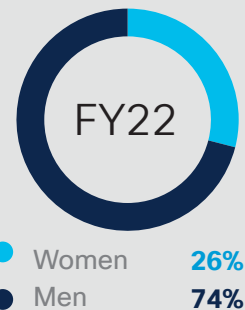
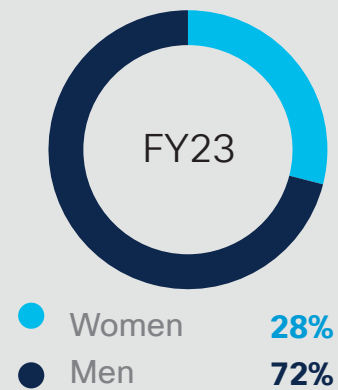
# Workforce Snapshot FY23

## Understanding the market for diverse talent

Ireland Overall Workforce



Ireland People Leaders



As a tech company, Cisco faces some well-known challenges in growing gender diversity, especially in higher paid technical roles. According to LinkedIn, our biggest job family, Software Developers, are respectively only 15% women in Ireland; and whilst Cisco is capturing slightly more than the market, a lot more fundamentally needs to be done within the technology sector to advance representation.

Compared to our aspirations for accelerating gender diversity within these positions, the talent market is small. 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 pipelines of diverse talent.

\*LinkedIn data sourced from LinkedIn Insights, August 2023

# 2023 Ireland Gender Pay Gap Data & Insights

## Bonus Pay Distribution



**100%**  
of women were paid a bonus



**98.5%**  
of men were paid a bonus

*\*Percentage of women & men who were paid a bonus in the relevant 12 months period*

## Benefit-In-Kind (BIK) Distribution



**98.9%**  
of women were paid Benefit-In-Kind (BIK)



**97.8%**  
of men were paid Benefit-In-Kind (BIK)

*\*Percentage of women and men who received Benefit-In-Kind in the relevant 12-month period (any non-cash benefit of monetary value provided to an employee; including the provision of a company car, voluntary health insurance, stock options, gifts, or share purchase schemes)*

**100%** of Cisco employees are entitled to Bonus Pay and Benefit-in-Kind if they meet the eligibility criteria.

## Proportion of Men & Women in Each Pay Quartile

|              | Women | Men   | Women 2022 vs 2023 |
|--------------|-------|-------|--------------------|
| Upper        | 16.9% | 83.1% | +0.8%              |
| Upper Middle | 19.1% | 80.9% | -0.5%              |
| Lower Middle | 28.1% | 71.9% | -1.2%              |
| Lower        | 35.6% | 64.4% | +6.3%              |

*\*The percentages of men and women employees within quartile pay bands, calculated by dividing our total full-pay workforce into four equal parts.*

## Cisco Hourly & Bonus Pay Gap Data

|                         | 2023  | 2022  |
|-------------------------|-------|-------|
| Mean gender pay gap     | 22.4% | 22.0% |
| Median gender pay gap   | 29.2% | 22.3% |
| Mean gender bonus gap   | 31.6% | 30.4% |
| Median gender bonus gap | 36.6% | 39.4% |

*\*For the purposes of this analysis, a bonus is defined as any cash payment over and above the base salary.*

## Cisco Part-Time & Temporary Pay Gap Data

|                                 | 2023   | 2022  |
|---------------------------------|--------|-------|
| Part-Time mean gender pay gap   | -13.2% | -2.6% |
| Part-Time median gender pay gap | 7.0%   | 15.0% |
| Temporary mean gender pay gap   | 0%     | 3.6%  |
| Temporary median gender pay gap | 0%     | 0%    |

*\*For the purposes of this analysis, a bonus is defined as any cash payment over and above the base salary.*

# Understanding the Data

A pay gap identified through the GPGR process shows a very broad overview of a gender pay comparison across the organisation without consideration of the actual work performed by the employees of their level or work history in and out of Cisco. Whilst gender pay gaps identified via GPGR 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.

This year's report revealed a widening of our statutory gender pay gaps. Through our own internal analysis, we attribute this to our growth of women representation predominately in the lower pay bands, including early in career hires like our Engineering graduate programmes and Cisco Sales Associate Programme which has the effect of widening the overall mean and median pay gaps. This shift happens because a predominance of our newly hired women are at lower grade levels, and

hence sit in our lowest reporting quartile which pulls down Women Median and Mean data. On a positive note, we have accelerated our overall representation of women in people leadership roles, which positions us well for the future.

In light of continuing challenges surrounding hiring diverse talent in the tech market, we hosted events like our Cisco Jam, a hackathon at our Galway site which welcomed second year students from a wide range of educational institutions: University of Galway, Atlantic Technological University (ATU), Athlone Institute of Technology and University of Limerick. This year was also our Cisco UK & Ireland Annual Insights Day where 160+ students were hosted from 7 schools across 5 Cisco sites with 79% students voting that they would consider a career in tech after attending. We also introduced STEM ambassadors across all levels of education who are positive role models using Cisco's Time2Give benefit to help to continue to bring STEM subjects to life for a wide diverse audience.

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. Closing this gap continues to be a key area of focus and we now have a tiger team partnering even more closely with our Women of Cisco Inclusive community focusing on workstreams to address the gender pay gap.

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



## Accelerating the Pace

At Cisco, our commitment to inclusion compels us to act boldly and deliberately to accelerate fairness, inclusion, and equitable access to opportunity. In 2023, we have seen both progress and new possibilities arise. In Ireland, accelerating solutions for full spectrum diversity and closing gender gaps across the board are top priorities, particularly within key sales and technical positions. 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.

In this post-pandemic world, the company has placed a strong focus on building inclusion into the new hybrid workplace. At Cisco, we believe “Work is not a place you go. It’s what you do.” – Francine Katsoudas, Cisco Executive Vice President and Chief People, Policy & Purpose Officer. We are working in a way that is more flexible, more innovative and more inclusive. A world that offers employees and teams more autonomy in choosing how and where they do their work. Our culture, policies, and practices focus on outcomes versus location or hours worked, aligning with our goal for hybrid work to play to each individual’s strengths and create an experience of work that allows every employee to thrive. Not only do we

believe this will benefit our existing employees, it will also widen our applicant talent pools, and help in curbing attrition by providing much needed support and flexibility.

### Hiring:

At the start of FY24, Cisco’s workforce was 26.2% women. The main driver has been a consistent focus on hiring a more diverse workforce, one we intend to build upon.

To deliver on our commitment to addressing the gender gap, 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 to unlock a wider candidate pool, and to be even more conscious about diverse interview and candidate slates. This can be evidenced in the recent accolade awarded to our UK and Ireland Women of Cisco Inclusive Community, Best Diversity Recruitment Initiative of the Year 2023 – awarded by CRN Women and Diversity in Channel Awards. Additionally, Women of Cisco UK and Ireland recently introduced a new board role – Inclusive Hiring Advisor – enabling even closer partnership around hiring campaigns between the business and our inclusive communities.

We continue to challenge the status quo of diversity by engaging with our own leaders, or those in industry who represent diverse groups,

to ensure an inclusive approach to hiring. We provide diversity training for our recruiting and hiring managers to educate them about the benefits of diversity and to help eliminate unconscious bias in the hiring process – this includes mandatory interview training to conduct and assess consistent quality interviews.

### Attrition:

External research on attrition highlights the stress and domestic workload both women and men face as carers. This stress has been heightened during the lock-down periods and is beginning to be reflected in their career perspectives and physical and mental well-being, and even influencing the “great resignation”.

To support our employees who act as carers, we provide a range of benefits that help meet the needs of modern families:

- Critical Time Off – with up to 4 weeks’ paid leave for unforeseen absence, and separate to annual leave
- Flexible work packages
- A free care concierge service to support employees caring for the elderly or those with complex needs
- Back-up care for child or adult dependants
- Employee and Family Assistance Programme which is universally available and provides 24/7 access to counselling

### Promotions:

In our most recent rewards programme, women were as likely as men to receive a promotion in Ireland. Cisco’s promotion parity initiatives, as well as many other successful leadership development programmes to help women develop in their careers, have proven to be highly effective over time.

2023 marked the 10-year anniversary of Cisco’s top global women’s leadership programmes originating in EMEA – DARE and Jump. DARE, an introductory solution for women early in career focuses on self-discovery and professional development for emerging leaders, with more than 900 active alumni. Jump, with over 1700 global alumni, supports promotion and retention for women in leadership roles. Additionally, we have our industry-leading sponsorship initiative called The Multiplier Effect. As outlined in the 2022 Cisco Purpose Report, feedback around programmes such as Jump indicate that these contribute to both a desire to stay at Cisco, and the ability to earn promotions throughout their career. In addition, employees with sponsors through the global Multiplier Effect initiative are more likely to be promoted than those who do not.



# Engaging the tech leaders of tomorrow

We believe inspiring young people to pursue careers in technology can be a significant driver in closing the gender gap. Cisco Ireland is involved in a number of programmes designed to connect with early talent:

**P-Tech and Girls in IT:** This programme integrates a college level qualification with a standard secondary school curriculum, creating partnerships between schools, higher education and businesses. Cisco Ireland has participated in the programme since its introduction to Ireland in 2018. In 2023, team members offered mentoring sessions and supported students through a 5-week work placement in the Cisco office. Being in the office was a wonderful opportunity to enhance the internship experience and allowed the interns to relax into the Cisco culture to fully benefit from the placement. This is in addition to our annual Girls in IT event held globally and locally in UK and Ireland, hosted by Women of Cisco. During this fun-filled day, students learn about Cisco, various jobs and entry paths, and develop core skills with the goal of encouraging diverse female talent to consider STEM subjects and careers. In 2023 an event was held at 6 sites in the UK and Ireland including Galway.

**Business in the Community:** The Minister for Education and Minister for Special Education recently announced a pilot programme to support the transition for young people with disabilities to improve access to, and opportunities for, post-school options. Cisco has signed up to be a champion of this initiative, engaging with the Departments of Education and Social Protection, SOLAS, the National Council for Special Education, the HSE and other service providers and non-profits to provide support to students with special needs in their last year of post-primary school (senior cycle in mainstream secondary schools).

**STEM Sponsorship:** Our STEM Ambassadors are positive role models, giving their time through our Time2Give benefit, as they continue to bring STEM subjects to life for a wide diverse audience, through events such as our Cisco Jam Hackathon, or the Transition Year week-long program. Furthermore, this year we have introduced a transition year Cyber-Camp which offers free, online, self-paced exploratory courses that illuminate the way to a career in tech available to all. Cisco Ireland continue to sponsor and actively participate in external events such as the Science Tech Exhibition Fair, which amplifies the impacts of STEM to over 30,000 students, and the BT Young Scientist and Technology Exhibition, targeting primary and secondary school students.



“Our ideas are long term, dealing with schools, secondary schools and early University, when career choices are made. We try and influence people towards the type of careers we have; show what we do on a day to day basis, show role models from our Women of Cisco community and other groups that people can relate to, and be that catalyst that says “I want to do that job”

**Keith Griffin**, Distinguished Engineer & General Manager Cisco Galway

# Inspiring future Cisonians

At Cisco we are committed to cultivating an inclusive work environment where employees can thrive and innovate together. Our Emerging Talent Network is one of our 28 Inclusive Communities, where new and early-career employees can come together to network, develop leadership skills, and serve as change agents.

Mishita Kesarwani is a Software Engineer, and an active member of our Emerging Talent Network. She joined Cisco after moving from India and completing her master's degree in computer science at the University of Galway. "I initially joined the Emerging Talent community to meet new people. Once I started attending the various events and talks, it opened my eyes to the wide variety of backgrounds and cultures within the Cisco community, that weren't too dissimilar to my own."

Since joining the Emerging Talent community, Mishita has been inspired to get involved with various local community outreach projects designed to educate young people on the exciting opportunities a career in STEM can provide. She explained: "I have loved getting involved with Cisco's STEM Scratch programme, which involves going into local junior schools and teaching 8-9-year-olds the basics of coding and what a career in tech actually looks like. I know my younger self would have loved the opportunity to participate in this kind of programme. I'm grateful to play a small part in inspiring the next generation and showing them that a career in tech is for people from all backgrounds."

As well as inspiring new talent, Mishita has also benefitted from being mentored herself through Cisco's Optimise Prime

for Engineering programme. As part of this scheme, she was matched up with a mentor based on her strengths and career aspirations. She added: "I was keen to develop my soft skills and also learn more about data analytics and the history of the innovative Cisco technology that I work with every day. My mentor was an expert in this area and was so generous with her time and connecting me with others in the business to learn more."

“ Cisco is at the forefront of creating the technology of the future. I am proud to play a role in the teams shaping the technologies that are having real impact in our local schools, hospitals and communities. Having the opportunity to work with inspiring leaders, who share their knowledge and connections and value our individual contributions, is what makes Cisco a great place to work. ”

**Mishita Kesarwani**  
Software Engineer



# Elevating every employee's experience

Cisco didn't just build the Internet. We keep building it. And while our technology helps to connect the unconnected and inspires the world – that's not where our edge comes from. It comes from our people. We are committed to cultivating a culture where all people feel welcomed, valued, respected, accepted, and heard.

Audrey Bleach joined Cisco Ireland in 2021 as Engagement Manager, working within the People & Communities team to deliver an exceptional employee experience for every single member of the Cisco Ireland community. When the opportunity came up to join the Cisco team during the pandemic, Audrey jumped at the chance. She explained: "I remember when Cisco Galway site first opened in 2007. There's always a buzz in the city when a new business opens, but there was something extra special about Cisco and what it represented for our community. Even though my interview and onboarding experience was fully remote via Webex, I immediately felt welcomed and knew I had found a company that aligned with my people-first values."

Since joining, Audrey has played a key role in Cisco's multiple award-winning 'Great Place to Work' submissions. For Audrey and her team, these employee-voted accolades represent much more than the prestige and awards dinners. She said: "As an engagement leader, the awards submission process offers an invaluable opportunity to get a pulse check and see if we are delivering on our commitment to create an inclusive and diverse culture. We want to make sure every one of our 80,000 employees can be their whole selves and get the best career experience".

As a result of employee pulse checks during the pandemic, the People & Communities team learnt that Cisco employees were craving connection with their colleagues at a time when many felt very isolated. There was also a desire to learn more about the inspiring, innovative work being done across the business. Audrey shared: "We

subsequently introduced our 'Internal Demo Day', which involves a showcase by teams across the business of projects they have been working on. This day encourages employees to connect, ideate and inspire each other."

As one of the leading forces in connecting the world, here at Cisco we understand our unique opportunity to bring communities together and create meaningful change for everyone, everywhere. This starts and ends with our people.

“When I was offered my role at Cisco, I didn't have to think twice about accepting. I knew I had found an organisation aligned with my own values, with a team that would champion and celebrate my successes. Inclusivity is at the heart of everything we do at Cisco, from our products to our people. We want to create a company that people are proud to work for, where they feel valued, understood and aren't afraid to make mistakes.”

**Audrey Bleach**  
Engagement Manager,  
People & Culture  
Operations Leader



# Carving out a unique career path

Cisco is proud of the fact that 11% of its employees have been at the company for more than two decades. We believe this is testament to our clear purpose of powering an inclusive future for all, and the way we promote our values and evolve our culture to ensure every employee is thriving, well supported, and bringing their whole self to work each day.

Following a career in investment banking in London, Mary Moloney returned to Ireland and has worked at Cisco for the last 23 years. She takes pride in the global career she has built from Dublin ever since she joined. “Success at Cisco doesn’t depend on location. I didn’t need to move to the US to reach this point in my professional life, thanks to the many exciting opportunities that have come my way.”

For Mary, one of the best things about working at Cisco is the ability to balance building her career, raising her family of four children, and devoting time to her personal passion projects. Mary said:

“I use my Time to Give days to support causes and charities that really matter to me, including promoting adult education and tackling homelessness. This flexibility means I feel so much more fulfilled as a person.”

A particular career highlight for Mary is the two years she spent on the global finance committee leading Diversity and Inclusion initiatives for over 25,000 people. She helped drive efforts to attract and foster the skills of diverse talent from across the globe, starting at schools and universities. Mary explained: “It is amazing to see the positive impact of our work on local communities. For example, by creating opportunities for women in countries where traditionally it’s not acceptable to work after having children. Our education programmes are empowering them to be both mothers and professionals, changing perceptions and transforming lives.”

Cisco gives every employee the tools to identify and leverage their unique strengths, enabling them to step outside their comfort zone and take bold steps. “You are actively encouraged to find a gap and create your own role, by building your relationships and communicating your intentions to a receptive audience within our culture of transparency and listening. My belief is the role you start in shouldn’t be the one you leave behind,” added Mary.

“Despite studying economics and having a background in finance, I have had the chance to forge my own career path in technology here at Cisco. Although working in technology sounds intimidating, it needn’t be when you consider digital innovation drives everything we now do. So, if you’re prepared to think differently about the industry, you’ll spot opportunities you wouldn’t have otherwise thought about, and get to create the career you choose.”

**Mary Moloney**  
Senior Director,  
Global Credit & Risk



## Changing the equation for diverse talent through The Multiplier Effect

Cisco has long advocated sponsorship as one of the most powerful ways leaders can connect, advocate, and accelerate the careers of talented employees. In 2017, we introduced The Multiplier Effect, a pledge that leaders can take to sponsor a person different from themselves and support their career advancement—and challenge their peers to do the same.

Globally, 100 percent of Cisco Vice Presidents have taken the pledge. Additionally, 59% of Directors and 33% of People Managers have pledged – exceeding our global goals of 40% and 20% respectively. More importantly, The Multiplier Effect delivered outcomes for sponsees. Our data shows that employees who gain sponsors through the initiative are, on average, 1.5x more likely to be promoted than those who do not.

## Engaging and connecting through Inclusive Communities:

Over 25,000 employees globally and 140+ in Ireland participate in Cisco's Inclusive Communities – a group of 29 employee-led groups that help our people connect within the community and among allies. Our Women of Cisco, Back to Business, and Special Children's Network amongst others, provide focused support for our Ireland 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. In fiscal year 2023, we added more than 4,250 new members globally—a growth rate of 19.9% at a time when all participation was virtual. Our UK and Ireland Women of Cisco Inclusive Community continued to grow to 454 members. We've also continued to accelerate and expand the way we drive impact across our business, our employees, and our communities.



“Looking forward, we continue to prioritise the key areas around attracting, retaining and developing our top talent as we move forward. We will continue with activities and initiatives with the same increased focus and rigour we've had over the last year.”

**Shane Heraty**, Cisco Managing Director, Scotland & Ireland

# #Love where you work

CULTURE

HEALTHCARE

Days for Me

Cisco Events

INSPIRING MINDS

Trust

Building Our Future

TIME2GIVE

Flexibility

TEAM SPIRIT

RECOGNITION

CISCO

connect!

SUPPORTING STEM

Room for growth

Work from Home

Birthdays Off

Wellbeing

INNOVATION

Support

Inclusivity

WORK-LIFE BALANCE

