

2021



# UK Gender Pay Gap Report



Our company purpose to Power an Inclusive Future for All is an ongoing journey of resolving challenges and pursuing opportunities. And it's through our Conscious Culture – where we're all accountable for our actions, behaviour and the impact they have on others – that we can build an inclusive world for everyone.

Cisco is committed to paying our people fairly and equitably, but we recognise there are gender disparities within the representation of our workforce and industry. This past year we've been addressing this by bringing the misogyny and injustice that women experience to the forefront of our conversations.

With the support of our Women of Cisco inclusive community, we've openly and boldly talked about topics ranging from economic abuse to menopause and encounters of microaggressions. The conversations have taken place within large audiences as well as in more

intimate listening circles and safe space environments. It's made for – at times – uncomfortable hearing, but by listening and acknowledging the situation it's helped our leaders, and me personally, to better understand and provide support as allies, advocates and upstanders.

Along with many of my Cisco peers, I've been having proximity meetings with people who are different to me, to hear about their lived experiences in and outside of Cisco. I bring a curious mind to the discussion and always learn something new to help me be a better leader and drive positive change. By having everyone's voices heard – whatever their background and perspectives – we'll positively shift the representation of all marginalised groups to achieve equity.

By gaining proximity to gender experiences, we are accelerating the pace in hiring women. We're aspiring for 100% diverse interview panels

to increase the likelihood of hiring candidates who identify as women and enable candidates to see the diversity within our organisation; and we're committed to the advent of hybrid and flexible working to aid greater inclusion. How we appeal to and broaden our talent pool of women, and those who identify as non-binary, who are established in their career must still be addressed.

In the past year, we've seen significant progress and new possibilities. This report provides details around our efforts and the work to be done. There's more to come on this journey as we deepen our understanding, accelerate our solutions and continue to close the gaps.



**David Meads**

Vice President and Country Leader,  
United Kingdom & Ireland



*\*To align with UK government reporting requirements, data in this report refers to the traditional sex categories of male and female. Cisco respects that gender is on a non-binary spectrum, based on the employee's self-identification, and reporting in this manner should not be interpreted as our position on the issue. We confirm that per regulatory requirements, our gender pay gap figures have been calculated in line with the regulations set out in the Gender Pay Gap reporting.*

## What is the UK Gender Pay Gap Report?

The Gender Pay Gap Reporting (GPGR) legislation requires employers in the UK with 250 or more employees to publish calculations every year showing the pay gap between their employees who identify as men and women.

## What does the UK Gender Pay Gap measure?

The UK 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 paid 6 April 2020 - 5 April 2021.

The Gender Bonus Gap is the percentage difference in all incentive pay received by men and women in the 12 months up to April 2021, including bonuses and sales commission payments.



## 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 within the same job type. Consequentially, a company will have a gender pay gap in this report even if it pays those who identify as men and women fairly in similar roles that are paid more in the marketplace including technical and engineering roles.

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 all factors that influence an equitable talent environment, from new hire offers to individual rewards, so that we can continue to design and deliver fair, inclusive, and competitive pay for our people.



# 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 GPGR methodology.

Cisco has expanded our approach to fair pay beyond base salary to also include additional forms of compensation like promotions, stock, and bonuses. In the past 6 months, we've completed incentive bonus fairness adjustments for 2021 bonus pay-outs and stock grant value fairness in our most recent rewards program. We will also add promotion and stock participation fairness in our upcoming annual rewards program.

We have now completed four cycles of pay review in the UK, all of which revealed a healthy and fair pay practice. Our 2021 pay fairness review resulted in Cisco making minor salary adjustments to 1.5% of our UK employee population to bring them into alignment.

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.



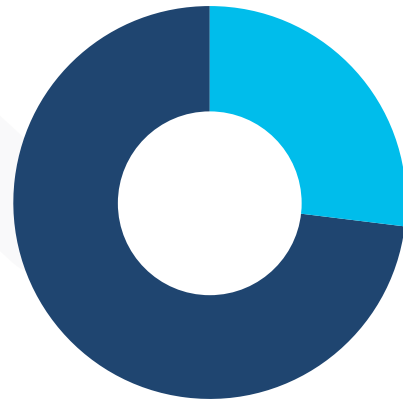
# Workforce Snapshots FY21

UK Overall Workforce



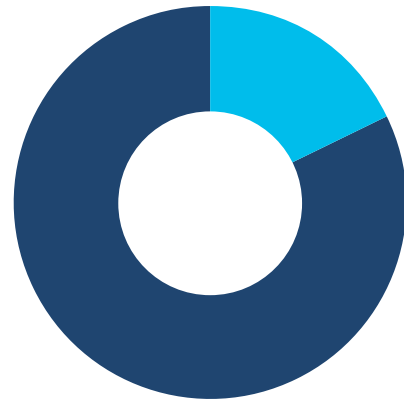
● Women **28%**  
 ● Men **72%**

UK People Leaders



● Women **27%**  
 ● Men **73%**

UK Executives



● Women **18%**  
 ● Men **82%**

## Understanding the market for diverse talent

As a tech company, Cisco faces some well-known challenges in growing gender diversity, especially in key, higher paid sales and technical roles. According to LinkedIn, Sales (Systems) Engineers and Network Engineers in the London metro area are respectively, only 10%\* and 13%\* women.

Compared to our aspirations for accelerating gender diversity within these positions, the talent market is quite small. Gaining a better understanding of the talent market is a critical step in our developing 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, geography, and tenure. This will allow us to shift our talent strategy to create new pipelines of diverse talent.

\*LinkedIn data pulled from LinkedIn Insights in March 2020

# 2021 UK Pay Gap Data & Insights

Looking at the overall trend in the data since the gender pay gap reporting requirements were introduced in 2017, we are reporting:

- 1 A decrease in our mean gender pay gap from **16.8%** to **15.3%**
- 2 A decrease in our median gender pay gap from **19.1%** to **18.7%**
- 3 A decrease in our mean gender bonus gap from **36.7%** to **29%**
- 4 A decrease in our median gender bonus pay gap from **54.9%** to **52%**
- 5 An increase in women representation across all notional pay bands, representing an increase in those as identify as women in our workforce demographic

## Cisco Hourly & Bonus Pay Gap Data

|                         | 2017  | 2020  | 2021         |
|-------------------------|-------|-------|--------------|
| Mean gender pay gap     | 16.8% | 15.2% | <b>15.3%</b> |
| Median gender pay gap   | 19.1% | 16.9% | <b>18.7%</b> |
| Mean gender bonus gap   | 36.7% | 31.2% | <b>29.0%</b> |
| Median gender bonus gap | 54.9% | 47.6% | <b>52.0%</b> |

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

## Proportion of Men and Women in each Pay Quartile

|              | Women | Men   | Women 2021 vs 2020 | Women 2021 vs 2017 |
|--------------|-------|-------|--------------------|--------------------|
| Upper        | 18.6% | 81.4% | ↑ 2.1%             | ↑ 2.8%             |
| Upper Middle | 22.2% | 77.8% | ↓ 0.2%             | ↑ 4.5%             |
| Lower Middle | 28.1% | 71.9% | ↓ 1.3%             | ↑ 6.9%             |
| Lower        | 40.3% | 59.7% | ↑ 0.9%             | ↑ 3.3%             |

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

## Bonus Pay Distribution



**95.6%**  
of women were  
paid a bonus



**96.6%**  
of men were  
paid a bonus

**100%**

of Cisco employees  
are eligible to  
receive bonus pay

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

# 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.

Whilst we have seen positive progress since the start of Gender Pay Gap reporting in 2017, our 2021 GPGR data reveals slight increases in mean and median gender pay gaps and median gender bonus gaps compared to last year's reporting. Small variances are to be expected due to the dynamic nature of hiring, promotions, attrition, and internal movement within our workforce.

On a positive note, we have accelerated our overall representation of women, which positions us well for the future. Our growth has been predominately in the lower pay bands, including early in career hires like our UK Apprentices programme, which has the effect of widening the overall mean and median pay gaps.

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 is a key area of focus.

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 calls us to act boldly and deliberately to accelerate fairness, inclusion, and equitable access to opportunity. In 2021, we have seen both progress and new possibilities arise. In the UK, 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 the factors in attraction and retention of talent.

### Hiring and overall representation:

Over the past 5 years, Cisco UK has seen consistent growth in the representation of women in the organisation year over year. At the beginning of April 2021, Cisco UK was 27.6% women (up from 23.5% just four years previous in 2017). While at first glance the year-over-year growth percentages may seem modest, the growth we are seeing in women in People Leader roles is significant with

our greatest representation to date. We believe the growth of women in the organisation and People Leader roles are key indicators of success in breaking through the challenges that have long plagued our industry and a sign of major shifts ahead.

Our growth has been fuelled largely by strong hiring which has been consistent at about 30% women over the past five years. As a comparison, if we go back a further five years, it was at 23%. This new trend represents a marked move toward a more diverse workplace, one we intend to build on.

In 2021 specifically, Cisco UK saw a continuation of the previous years' strong hiring trend. Women were 31% of Cisco's hiring in the UK in the timeframe from 5 April 2020 to 5 April 2021.

In Sales, women were 37.5% of the hires during the same time period.

### 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 are carers, we provide a range of benefits that reflect the demand on modern families: Critical Time Off, (up to 4 weeks paid leave off to deal with a sudden, expected circumstance - without having to use vacation days), flexible work offerings, Back-Up Care for children or adult dependents, and our Employee and Family Assistance Program which provides 24/7 access to counselling and is available to all employees and their families.

We continue to deepen our understanding of the factors that impact attrition of women in the workplace, to accelerate solutions that go beyond flexible work options and address culture and behaviours, and to empower leaders to explore new possibilities to address long standing impediments - like the "child penalty" (see more on this topic on page 10 of this report).

### Promotions:

In the UK, women are as likely as men to receive a promotion. Cisco's promotion parity initiatives and many other successful leadership development

programmes to help women develop in their careers have proven to be highly effective over time.

Top programmes include DARE for women early in their careers, Jump for mid-career women, and our industry-leading sponsorship initiative called The Multiplier Effect. As an example, Jump has been shown to continue to advance the careers of women who have participated by 1.8X. Employees who gain sponsors through The Multiplier Effect are, on average, 1.5x more likely to be promoted than those who do not.





# Diverse Interview Panels

To deliver on our commitment to close the gender gap, we're 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 to have a more extensive search, a wider candidate pool, and to be even more conscious about a diverse interview and candidate slates.

We've also set a goal and expectation for 100% of all UK Sales interviews to have a Diverse Interview Panel (DIP). Globally, DIPs include members who are gender diverse. With this increased focus, we're starting to see tangible results. In FY21, DIPs within the UK Sales organisation increased from 38% to 73%. This has produced some of the highest levels of gender balance in hiring in Sales to date.

Our Diverse Interview Training is another critical success factor in empowering all interviewers to conduct and assess consistent quality interviews and to avoid bias. In Cisco UK, no one can conduct interviews without it. So far, 430 UK leaders and 1067 interviewers have taken the training this year, which we believe has led to more informed decisions, a better candidate experience and more successful hires.

**38% → 73%** increase in FY21 Sales Diverse Interview Panels



# Pushing beyond the “child penalty”

At Cisco, we ask all of our people to break down barriers, drive action and accountability, and role model inclusive leadership for and with each other. While some barriers are more evident, others are often hiding in plain sight.

The “child penalty” (also known as the “motherhood penalty”) is a pervasive but often overlooked obstacle to fair pay for women. Research tells us women in countries like Britain, the United States and Germany typically experience an immediate drop in earnings after the birth of their first child as few mothers manage to return to their pre-birth full-time working hours. Men are essentially unaffected.

In the UK, a new [study](#) by the University College London reveals that in the first year alone, salaries for new mothers dropped by 28%. This salary loss rises to 45% over the next six years. Across Cisco, our leaders are becoming more aware of this obstacle and their opportunities to direct action to address it through rewards decisions.

For Chintan Patel, Cisco UK & Ireland’s Chief Technology Officer, working from home during the pandemic gave him a window into the domestic lives of his large team and the inequities in the experiences, particularly for women with families. He has become increasingly aware of the economic impact of taking time off – from having a child or serving as a carer – that had not always been obvious. With new insight came new opportunities to break old paradigms.

During a recent rewards cycle, Chintan had the opportunity to promote top performers of his team; two of which were women on maternity leave. When he shared the promotion news with one of the new parents, she replied “I didn’t know it was possible to get promoted on maternity leave.”

For Chintan, pushing beyond the child penalty is just a start in expanding the conversation around gender-based obstacles. He’s also aware that being an inclusive leader in the new age of hybrid work carries new responsibilities to address the differing impact of working

from home on his team members. Leaders will need to consciously build inclusion to ensure that women thrive in a hybrid work model that caters for everyone’s differing work styles and needs.

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We have to continue to build an inclusive culture that ensures this is a moment of potential. The risk we face is not only a widening of the gender pay gap but a more general widening of wealth and income between men and women. There are still big pieces of work to do, but are all achievable. If we all play our part, it will have a collective productivity impact for our economy at a time when we cannot afford not to.”

**Chintan Patel**

Cisco UK Chief Technology Officer

## Expanding the Conversation

For Cisco, closing gaps of any kind starts with fully understanding lived experiences across the full spectrum of gender and diversity – in and out of the workplace – and how those experiences impact our ability to express our full selves, to drive value through our work, and thrive.

In the UK, we continue to expand our understanding through courageous conversations in multiple forums. We have done so using a range of activities and programmes created and leveraged, for example company wide and UK specific meetings, Women’s Circles and Proximity Conversations.

No topic was taboo, and all insight was welcome as we deepened our understanding of the impacts of experiences ranging from misogyny to menopause and economic abuse to encounters of microaggressions. Whilst these conversations can be uncomfortable, they are a critical way for us to align our actions with our beliefs, create a truly conscious culture and

ensure everyone in the organisation can reach their full potential.

Catalysed by the murder of Sarah Everard in March of 2021, and the discourse surrounding the situation, the Cisco UK leadership stepped in immediately, and have continued, to support and hold space for the women in the organisation. The Women of Cisco (WoC) held a Women’s Circle to discuss what had been brought up surrounding Sarah Everard’s murder, but also to open the conversation to the wider implications of sexism in day-to-day experiences, particularly in the workplace. The call hoped to provide a safe and confidential space where colleagues were able to come together to share their experiences and learn from one another.

“We know this is a broader conversation. The misogyny faced by many women is felt at home, in the workplace and the wider community. However, we can create change by taking action and looking at how we can make our UK and Ireland community a better place for the women in it.” David Meads, UK Country Leader

The May UK Community All Hands session incorporated a segment that was moderated by a Cisco Vice President in discussion with a panel of women and men. The women shared their experiences working in a male dominated industry, and the nuanced but compounding sexist moments and the impact it has on them. The men also shared their learnings and re-learnings from having taken the time to hear the conversations. The goal of this session was to create an atmosphere centered on dialogue to help everyone grow and extend their learning and understanding across differences.

A central theme of the discussion was the need to encourage people to actively speak up when they themselves are a victim or are a witness to sexism and to make an active choice to intervene in those moments, to embody upstander behaviour. We took this further by encouraging leaders, especially those who identify as men, to learn about women’s experiences in the workplace and ensure that our population of women is appropriately supported when they need it.

Through our Proximity Initiative, leaders have one-on-one meetings with team members who are different from them with the intent to understand their unique experiences, challenges, and successes. These conversations continue to help leaders understand new perspectives, recognize bias, find sponsors, and unlock insights in their teams and in their personal lives. Over 118 proximity meetings were held by UK senior leaders in fiscal 2021 primarily focused on the Black Community in partnership with our Connected Black Professionals’ UK Chapter – and they have been exceptionally enlightening.

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It’s not just about leaning into the conversation at Cisco. The actions and follow up are a true reflection of the authenticity of the messaging.”

**Beth Taylor**

Cisco UK Digital Technology Solutions Degree Apprentice



# Women's Circles

## Driving a new level of dialogue

How does it feel to be welcome to share – honestly and openly – about the challenges standing in the way of an inclusive work environment? To have the difficult, uncomfortable conversations about our shared experiences of inequity and know there are allies, advocates and upstanders who want to better understand?

For the Women of Cisco UK (WoC) Inclusive Community, engaging in this level of dialogue is giving rise to a deep sense of belonging, understanding, and to possibilities for real change.

Through regular Webex powered broadcasts open to participants across the gender spectrum, the WoC UK has been driving courageous conversations to get to the root of critical gender-based challenges. The sessions typically begin with a talk or panel discussion with experts on a key issue. No topic is taboo. Recent topics have ranged from misogyny and microaggressions, to

the physical and emotional impacts of menopause, to success strategies for pay discussions.

After, the speakers answer questions from participants, and the dialogue goes deeper. The larger group transitions to smaller breakout sessions for women-only spaces for up to 10 per group to share their experiences as women at Cisco more fully. The facilitated sessions are designed to empower the participants to learn from each other and then take actionable insights back into their work lives.

After the breakout sessions, facilitators share these key insights with the group as a whole and subsequently across organisations in Cisco UK. Some leaders have conducted their own listening sessions after gaining insights on topics initiated by Women of Cisco. As Dominic Pierce, UK Cisco Sales Director shared, “By having this open conversation it provided me insights into the experiences of menopause and the

need to have these conversations openly – this helps build trust and keeps the door open for our people to ask for what they need.”

The Women of Cisco community will continue to expand the dialogue. Future topics include the child penalty, achieving work/life balance in the new hybrid workplace, and how the pandemic has shifted the gender balance in attending to domestic responsibilities.

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Our intention is to create a safe space for women to engage in a deeper level of dialogue. There's so much value in women at different stages being able to share our lived experiences – to learn from each other – and to take that knowledge back into our lives at home and work.”

### Kathryn Baddeley

Cisco UK Women of Cisco  
Co-Leader



## Innovative Solutions to understanding and overcoming gender challenges

At Cisco we believe the intersection of diversity, inclusion and collaboration and technology creates exponential value. As a company that builds collaboration tools, we are intent on removing barriers to connection and leveraging technology to enable people to participate from anywhere, anytime.

To move beyond transactional and toward transformational change, we must accelerate, integrate, and scale fairness and equity across Cisco. We will achieve this by both evolving our existing inclusion solutions and developing new ones. Data informed insights and digitisation will drive innovation and impact at scale.

As Cisco evolves our approach, our metrics must evolve as well. Cisco UK is evaluating its specific needs, requirements, and considerations for implementing Self ID – an initiative that expands the personal data categories that employees can share with Cisco.

In the past year, we've continued to deliver innovative solutions to some of our most business-critical challenges and opportunities.

## 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. As a company, we’re not mandating where people work. We are moving to a way of working that is more flexible, more innovative and more inclusive. A world that offers employees and teams more autonomy and choice in how and where they do their work. Not only do we believe this will benefit our existing employees, it will also widen our applicant talent pools. 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.

We believe that building inclusion into the hybrid work model will accelerate connection and participation – and ultimately drive new business value. We’re recognising that for people and organizations to succeed within the hybrid model, a new level of partnership across the organisation is needed to focus on participation, remove the barriers to collaboration and connection, and enable people to participate from anywhere, anytime and on any device.

Our Webex collaboration technology not only enables inclusive hybrid working but also includes tools and data to see this in action; this data and the insights it provides is a game changer. For individuals, they can see where they are participating and how they are engaging and for us as a company, we can see the opportunities to further shape our approaches and inclusive solutions.



## 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. For the third year, we've met or exceeded participation aspirations.

100 percent of Cisco Vice Presidents have taken the pledge. 41 percent of Directors and 21 percent of People Managers – exceeding our goals of 40 percent and 20 percent 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 30,000 employees globally and 880+ in the UK participate in Cisco's Inclusive Communities—a group of 25+ employee resource organisations (EROs) and employee networks that help our people connect within the community and among allies. Our UK Women of Cisco, Back to Business, and Special Children's Network amongst others, provide focused support for our UK employees who identify as women 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.

During the pandemic our Inclusive Communities have continued to grow. In fiscal 2021, we added nearly 3,000 new members globally—a growth rate of 11% at a time when all participation was virtual. Our UK Women of Cisco Inclusive Community grew by 17% from 278 members to 325. We've also continued to accelerate and expand the way we drive impact across our business, our employees, and our communities.





# Back to Business (B2B)

## Supporting employees returning from extended leave

Keeping people connected is at the heart of what we do – and nowhere does this happen better than among Cisco employees. We are intentional about nurturing a culture in which people feel heard and supported. For our employees returning to work after an extended leave – like parental, medical, or bereavement leave – the right kind of support can turn a challenging and overwhelming time into a positive experience.

Our Back to Business (B2B) community creates that safe, encouraging environment. The B2B Experience connects those returning from extended leave with other Cisco colleagues and advisors from across the globe who share similar experiences. Advisors provide individualised support and help navigate the physical, emotional, and

social challenges of returning to a fast-paced work environment following a life changing transition.

The B2B community has created an extensive variety of resources, including e-books, podcasts, and webinars. Topics range from practical guides on the extended leave process to emotional support topics – like Understanding Grief and Loss, Caring for Carers, Social Connectedness, and the Post-natal Journey.

The programme is now expanding to ensure that leaders have the training and resources to provide support as well. Videos on demand (VODS) and an in-depth playbook have been instrumental in elevating awareness of the real challenges returning employees face and guiding effective actions in helping overcome them.

As one leader puts it, “It is difficult to fathom the uncertainties a returning employee feels, unless you have experienced it. The B2B manager playbook serves as a useful navigation tool that a manager can use to hold space for an employee either planning on a long leave or returning from one. There is a very simple and yet useful checklist that makes it easy for a manager to remember the small things that in a business-as-usual world has the possibility of being taken for granted and forgotten.”

When our people are returning from leave, we want them to know that they are taken care of during an extremely challenging and important time in their life. We are taking practical steps to help our people feel empowered to create their return-to-work journey and to share what support they need from their leader and teams.”

**Helena Paquin**

Cisco UK Back to Business Leader

# Accelerating diversity from the start



Cisco's UK Apprenticeship Programme is one of the ways we are accelerating full-spectrum diversity by empowering students to gain critical skills and explore a wide range of roles within the technology industry. It's the largest 4-year rotational degree apprenticeship programme in the UK, offering both a Digital Technology Solutions degree and a Chartered Management non-technical degree as alternatives to the traditional academic route. Whilst studying, apprentices choose rotating roles within over 100 teams at Cisco tailored to individual interests, involvement, and goals.

For first year apprentice Nabilah Rahman, diversity was an important factor in her decision to apply for the programme – as were Cisco's company values. As Nabilah puts it, "Finding a company with values that resonated with me – and made me feel really welcome – was really important. Cisco made me feel like this is where I want to be."

She was happy to see that gender balance is typically close to 50/50 in the

UK Apprenticeship Programme cohorts. Nabilah also notes "there are women in big roles and positions of power in lots of different job areas at Cisco. That's inspiring to me personally because there are actual people I can look up to. I can reach out to these wonderful, strong individuals and hear about their journey. I can think 'that could be me one day'. I see a much more diverse future."

In her first year in the programme, Nabilah is learning about new and intriguing roles – like competitive intelligence – and gaining confidence and new skills through her instructors, her mentors, and by engaging with people across Cisco within her rotations.

In FY21, participants across all four cohorts reflected many dimensions of full-spectrum diversity within the programme. Gender balance was a highlight, with 56 women representing 47% of the participants. Additionally, 42% of participants were of a Black, Asian or minority ethnic background and 12.5% had disabilities. Cisco attributes this success to our expanding

partnerships with local schools, colleges and social enterprise networks and our growing apprentice pipeline from our Pathway to Your Future work experience programme – where Nabilah started her Cisco journey.

[Learn more](#) about our UK Apprentice Programme

“

There are women in big roles and positions of power in lots of different job areas at Cisco. That's inspiring to me personally because there are actual people I can look up to. I can reach out to these wonderful, strong individuals and hear about their journey. I can think 'that could be me one day'. I see a much more diverse future.”

## Nabilah Rahman

Cisco UK Digital Technology Solutions Degree Apprentice



We're proud of what we've accomplished in this past year and understand there is still much to do to close gender gaps and expand full spectrum diversity. Fuelled by curiosity, learning and action, we're gathering momentum for the work still to be done.

Each of us within Cisco is accountable and plays a role in shaping Cisco's Conscious Culture and building an inclusive future for all.

I've learned so much from the courageous conversations we've shared and, like others, have reflected on my own habits, assumptions and behaviours to understand how I can further grow my inclusive leadership skills.

Together, we will stay curious – deepen the conversation – and continue to drive real change.”

**Jen Scherler-Gormley**  
Director, People & Communities,  
UK and Ireland

Most diverse workforce to date

28% UK Overall Women Representation

UK Apprentice Program FY22 cohort

47% Women Representation

1067

UK interviewers trained



