

At Cisco, we combine our technology, people and broader networks to address 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 Ireland has been ranked number 1 Best Place to Work in Ireland, as well as being recognised as a Best Workplace for Women, Best Workplace for Health & Wellbeing and Best Workplace in Tech.

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

Over the past twelve months, we have seen huge Al developments in the technology industry and wider society. We are proud that Cisco has played

a significant role in this evolution, our engineers in Galway are at the forefront of the Al innovations behind Webex Al and our Al-powered contact centre solutions. We are committed to supporting early in career talent, enabling women to have the best possible career experiences and pave the way for the next generation as we embrace an Al-powered world.

As executive sponsor of Women of Cisco Galway, I am particularly passionate about the value of mentorship for our emerging young leaders. Our Career Talks programme, provides our emerging talent cohort with access to leaders from across the business so they can get advice, ask questions, and learn about the wide variety of opportunities that Cisco can offer. This initiative along with our internal tech demo sessions are hugely beneficial for emerging talent's visibility and the development of soft skills.

When it comes to nurturing the future workforce, our annual Cisco Jam Hackathon facilitates networking amongst like-minded third-level students looking to explore a future career in technology. Throughout the calendar year, our Cisco community puts on a range of events catering to students from primary to tertiary education, including career insights days and our continued sponsorship and involvement with the annual Galway Science & Technology Festival.

All these engagements work towards a common goal of creating an inclusive future workforce that reflects and values all members of society.

We continue to create new opportunities for attracting, nurturing, and retaining our best talent, as we work to 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.



Keith Griffin

Cisco Fellow/VP & General Manager Cisco Galway

What is the Ireland Gender Pay Gap Report?

The Gender Pay Gap Information Act requires employers in Ireland with 150 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 2024 and data from the preceding 12 months. For Cisco Ireland reporting, the snapshot was 24 June 2024.

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.



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 longstanding 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 seventh cycle of pay review in Ireland, all of which revealed a healthy and fair pay practice. Our 2024 fairness review resulted in Cisco making no salary adjustments to our Ireland employee population, meaning that all employees in Ireland were in alignment in terms of Cisco's fair pay practice.

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.

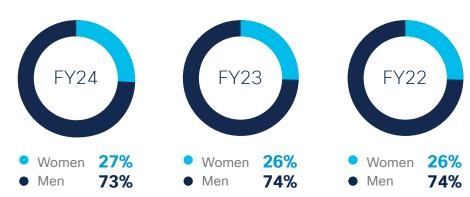
During our most recent compensation rewards programme, we have completed pay fairness reviews for bonus pay-outs, stock and promotions and made adjustments where necessary.

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.

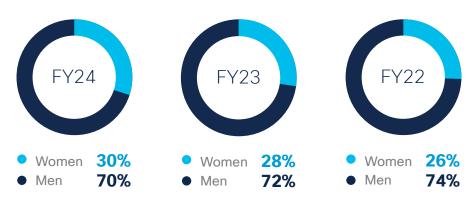


Workforce Snapshot





Ireland People Leaders



Understanding the market for diverse talent

As a tech company, Cisco faces some well-known challenges in growing gender diversity, especially in higher paid technical roles. According to Draup – an Al-powered insights tool that leverages global market datasets – our biggest job family, Software Developers, are respectively only 20% 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.

^{*}Data sourced from Draup, October 2024

2024 Ireland Gender Pay Gap Data & Insights

Proportion of Men & Women in Each Pay Quartile

	Women	Men	Women 2023 vs 2024
Upper	16.5%	83.5%	+0.4%
Upper Middle	16.5%	83.5%	-2.6%
Lower Middle	30.2%	69.8%	+2.1%
Lower	37.2%	62.8%	+1.6%

Cisco Hourly & Bonus Pay Gap

	2024	2023	
Mean gender pay gap	24.4%	22.4%	
Median gender pay gap	32.4%	29.2%	
Mean gender bonus gap	36.1%	31.6%	
Median gender bonus gap	44.3%	36.6%	

Cisco Part-Time & Temporary Pay Gap

	2024	2023	
Part-Time mean gender pay gap	-24.7%	-13.2%	
Part-Time median gender pay gap	-12.8%	7.0%	
Temporary mean gender bonus gap	0%	0%	
Temporary median gender bonus gap	0%	0%	

Bonus Pay Distribution

100% of women were paid a bonus

98.5% of men were paid a bonus

"100% of Cisco employees are entitled to Bonus Pay if they meet the eligibility criteria." *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 a Benefit-in-kind (BIK)

97.8% of men were paid a Benefit-in-kind (BIK)

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

*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)

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 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 a shift in hiring and attrition trends during this reporting period. Specifically, we saw a predominance of our newly hired women joining at lower grade levels, meaning that women representation predominately grew in the lower and lower middle pay bands, in turn widening the overall mean and median pay gaps. We have accelerated our overall representation of women in people leadership roles for a second year running, which positions us well for the future.

In light of continuing challenges surrounding hiring diverse talent in the tech market, we continued to host successful 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), and the Athlone Institute of Technology and University of Limerick. This year's winners of Cisco Jam were offered a week long internship with Cisco Ireland. 2024 also saw our largest Cisco UK & Ireland Girls in IT event to date, with 209 Students from 17 Schools, 67 Volunteers (15 of those external) and 7 Sites - including Galway and Dublin. We also ensured the continued mentorship of our 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. Addressing

this gap continues to be a key area of focus and we are 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 2024, we have seen both progress and new possibilities arise. In Ireland, accelerating solutions for full spectrum diversity and addressing 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 centres 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 Women representation, as a percentage of the total employee base in Ireland, has grown compared to the previous two fiscal years, and at the start of FY24, Cisco Ireland's workforce was 29.1% 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, in 2023, Women of Cisco UK and Ireland introduced a new board role - Inclusive Hiring Advisor - to enable closer partnership around hiring campaigns between the business and our inclusive communities. Since then, this role has been responsible for designing and leading an innovative webinar series called "Exploring Inclusivity". These sessions were attended by over 500 people throughout FY24 and covered an extensive range of topics such as networking, CV updating, interviewing tips, personal development and how to leverage Al.

Additionally, the growth we are seeing in women in People Leader roles in Ireland is significant, with our representation of women in leadership roles growing to 30% in Ireland. We believe the growth of women in the organisation and People Leader roles are key indicators of success in breaking



Accelerating the Pace

through the challenges we see in the IT industry. This trend represents positive movement toward a more diverse and inclusive workplace, one we intend to build on even further.

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
- Flexible work packages
- A free carer 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 the UK. 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.

Importantly, feedback around programmes such as Jump indicates that these contribute to women employees having a strong desire to stay at Cisco, and the ability to earn promotions throughout their career, highlighting the impact they can have. Additionally, the growth we are seeing in women in People Leader roles in Ireland is significant, with our



Engaging the Tech Leaders of Tomorrow

We believe inspiring anyone to pursue careers in technology can be a significant driver in addressing the gender gap, particularly with those early in career. Cisco Ireland is involved in a number of programmes designed to help more women and minority groups consider a career in tech:

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. In 2024, team members supported students though a 5-week work placement in the Cisco Dublin office and these students made history as the first P-TECH graduates to receive a Level 6 Quality & Qualifications Ireland Award - "Certificate in P-TECH" at the National College of Ireland Graduation Ceremony. 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.

2024 was the largest event to date,
with 209 Students from 17 Schools,
67 Volunteers (15 of those external) and
7 Sites - including Galway and Dublin.

Community Partnerships

In a significant initiative to support Ukrainian women in Ireland, BT and Cisco Ireland partnered with Ukrainian Action Ireland to provide an opportunity to introduce a minority community to the Cisco Networking Academy program. Partnering with Technological University Dublin, BT Ireland established a Cisco Academy to offer free, self-paced courses in English and Ukrainian, covering Cybersecurity, Networking, English for IT, Data Science, and Programming. Since its inception, the Academy has reached over 300 learners, and hopes to impact even more individuals in the future, particularly Ukrainian women who have benefited greatly from these educational opportunities.

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 through the Cisco Networking Academy offers free, online, self-paced exploratory courses that shows that a career in tech is available to all. Cisco Ireland continues to sponsor and actively participate in external events such as the Science Tech Exhibition Fair, which amplifies the impact of STEM to over 30.000 students.



Elizabeth Barr

Cisco Networking Academy Lead UK & Ireland



In Ireland, we are proud to have reached over 8,000 learners in the last fiscal year and almost 50,000 since inception through the Cisco Networking Academy. It is critical that we continue to work hand in hand with our local academies and Cisco teams to drive initiatives that encourage more girls and young women to consider pursuing STEM education and careers. By fostering diversity in our tech workforce, we ignite innovation, drive economic growth, and build a more inclusive digital future for all

Empowering Employees to Take Their Own Path

Mary Walsh

Director, Product Management

Cisco Networking

Cisco knows that its people and culture are the heart of its business. Innovation thrives in a diverse and inclusive environment where every employee can flourish, build their own career path, and contribute to Cisco's forward-thinking culture.

Mary Walsh joined Cisco in 2000 as a Treasury Analyst. During a challenging time for the technology industry, her skills proved more valuable than anticipated. Mary quickly recognised the importance of Cisco's collaborative culture in driving the company forward. Her first impression of Cisco was that "Everyone was approachable and willing to offer advice."

Now in her tenth role at Cisco, Mary believes anything is possible at the company despite never envisioning a career in technology.

"If you enjoy growth, learning, and change, this is the place to work." Since joining Cisco, Mary has seen the organisation make great strides in becoming more inclusive but obviously it's a journey and there's still work to be done.

Mary believes education has an important role to play in creating a more equal society. "I've been fortunate enough to have a career in the technology industry so STEM is an area I can influence". I expect children to be taught equally, without limitations based on gender. I want them to feel empowered to achieve anything, as this will ultimately reflect positively on society and the future workforce."

Mary believes technology is not abstract but a tool for making the world better. By framing technology in this way, she hopes to inspire more girls to pursue careers in STEM. "I'm concerned about a world where 51% of the population isn't involved in developing Al."

As part of her commitment to simplifying technology for future generations, Mary along with many of the Cisco Ireland team

support Cisco's schools outreach group. Inspired by an event Cisco held at the Young Scientists exhibition and with support from "Sightsavers", they created a class for young students which used Braille as a way of explaining security and encryption.

"We wanted students to understand the importance of considering user experience and accessibility," Mary explains. "Using braille to decode a message was a fun way to teach encryption while highlighting the challenges faced by people with visual impairments."

In addition to developing the next generation of talent, Mary recognises the importance of strong leadership and collaborative relationships. While she never had a formal mentor herself, she has benefited from the guidance and knowledge of her colleagues at Cisco particularly her current leader who is an advocate for inclusion: "Good people are always willing to develop the next generation, without feeling threatened."

Who you work for is more important than what you do. After all, your career is an asset and the most expensive one you will ever own so invest in it, don't take it for granted and choose an organisation that empowers you to believe anything is possible



Embrace the Unknown and Take Inspiration From Anywhere

Mentorship can be an invaluable tool for career development, providing guidance, support and insights needed to achieve personal goals, and it can help build confidence and self-esteem. Cisco has several well-established mentorship programmes, but also recognises that inspiration and mentorship can come from anywhere.

Rebecca Kane is a Cloud Software Engineer based at Cisco Galway. When selecting her university course options, a software career wasn't even on her radar until she had a valuable conversation with her school career counsellor. "Both of my parents worked in the medical device industry, hearing about their experiences, I knew science and engineering was an area I found interesting. It wasn't until my career counsellor introduced me to a software engineering lecturer at a local university that I realised I was able to combine my passion for problem solving with my interest in science and technology."

Since joining Cisco, Rebecca has taken an active interest in Cisco's 'giving back' culture she regularly gives her time to local schools' outreach programmes and participates in the

annual 'Girls in ICT' day which is designed to show young women what a career in technology can offer. Rebecca explains: "I find working with young people incredibly rewarding. The thought that a single conversation might spark an idea in their head and positively influence their career path is truly special."

Rebecca is also involved in Cisco's Emerging Talent programme which has been designed to help early in career talent build their network and expand their skillset. A highlight of the programme is the regular Career Talks sessions, where senior leaders from across the business sit down with the cohort to share anecdotes, challenges, and lessons from their own career journeys. Rebecca added: "I had the opportunity to host one of our recent Cisco Ireland Career Talk sessions with Cisco's SVP Collaboration Software, Anurag Dhingra, it was a fascinating conversation and his advice to 'work hard, try new things, and never be afraid to fail' really resonated with me and my own journey."



Empowering the Next Generation to Explore New Possibilities

Cisco is proud of its efforts in empowering future generations to explore a career in technology, whether at Cisco or elsewhere. We believe it is critical to broaden perspectives, challenge misconceptions and demonstrate the importance of finding a place to work that is supportive, stimulating and inspiring.

Having moved to New York City straight from college, Patricia Brogan returned to Dublin to begin her family before finding herself at Cisco in 2010. Now well over a decade into her Cisco career, Patricia is still excited about collaborating with a diverse range of people every day: "I love working with global teams, collaborating and learning from people of different cultures and backgrounds. I appreciate this diversity and believe it adds a richness of insights and experience that leads to better ideas, innovation and ultimately outcomes."

As a mother of four children, Patricia is acutely aware of the importance of inspiring future generations. That's why around five years ago, Patricia took a leading role in Cisco's 'Transition Year STEM' programme, helping to provide

15–16-year-old students with insights into a potential career in technology.

"This initiative is very close to my heart.
I got involved because, I believe, it's important to open students' eyes to all the areas that can be explored within technology. It is hugely rewarding to see their perceptions change because that's when you know you are making an impact."

What began as Patricia bringing a neighbour's child into Cisco for informal work experience, is now a programme that evolves every year to teach a range of skills, from technical skills such as coding to critical soft skills such as communication and collaboration.

"We are seeding new skills and ideas at crucial moments during the development of these students, helping them to think differently. The sense of achievement for each student and the positive impact on their confidence is amazing to see, and it's inspiring to hear stories of those that go on to college and experience everything a career in technology can offer."

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No one wins at Cisco by themselves, it is always down to teamwork and ensuring everyone feels part of a team especially when helping the next generation and pointing them in the right direction

And for any young person that decides to pursue a career in technology, Patricia's advice is: "Own your own journey. You need to take ownership and above all, believe in yourself. Working for the right manager is critical and being curious is so important to keep learning and developing. That mindset, along with a strong network and effective communication skills will help power a really fulfilling career in technology and beyond."



Changing the Equation for Diverse Talent Through Sponsorship and Shadowing

Cisco has long advocated for sponsorship as one of the most powerful ways leaders can connect, advocate, and accelerate the careers of diverse talent. 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, 62% of Directors and 35% of People Managers have pledged – exceeding our global goals of 40% and 20% respectively.

Additionally, the Women of Cisco's Executive Shadow Programme provides employees a unique chance to gain firsthand experience from seasoned executives across the

company's global locations. Participants are invited to observe the daily activities and meetings of these executives, offering invaluable insights into real-world leadership. Designed to foster personal growth, career readiness, and professional development, the programme features personalised matching with an executive, access to professional development resources, and networking opportunities.

To date, the programme has successfully matched over 2000 executives and shadowers globally.



Engaging and Connecting Through Inclusive Communities

Over 27,000 employees globally and 145+ 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 2024,

At Cisco, we are to powering an interpretation of the proposed and in provided the provided and interpretation of the provided and provided and

growth rate of 4.7%. Our UK and Ireland Women of

Cisco Inclusive Community continued to grow to 574

members. We've also continued to accelerate and expand the way we drive impact across our business, our employees, and our communities.

At Cisco, we are dedicated to powering an inclusive future for all, exemplified by being voted #1 Best Workplaces in Ireland and listed as a Best Place to Work for Women in Ireland in 2024. We are committed to continuing this journey with ongoing initiatives and activities to encourage diversity of talent across Cisco."

Audrey Bleach

Senior Engagement & Operations Manager

