

Cisco Champions of Sustainability



How it's made matters

Past Champions

The Champions of Sustainability are Cisco employees who contribute to Cisco's sustainability initiatives in their personal and professional roles.

Our Champions of Sustainability all play an important role in demonstrating that how our products are made matters.

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Worker Well-Being



Amara Fisher, Meraki Partner Manager, Oakland, CA, USA

“Our work at Meraki started when we connected with the Social and Environmental (SER) team, who provided us with the guidance we needed to get our sustainability efforts off the ground. With their help, we were able to get all our manufacturers to agree to a Responsible Business Alliance (RBA) audit. It has been fulfilling to be part of the effort to support the workers who build our products so they can work with dignity in a safe and healthy workplace that respects human rights. Knowing that our products are made in accordance with our standards is a great accomplishment. I feel proud knowing that we are holding our partners to a higher standard.”

Bill Tang, Component Engineering Manager, Shanghai, China

“I work on the Component Quality Team. We’re piloting a spot check program that trains Cisco employees to identify health and safety hazards when they visit our supplier sites. After we conduct this spot check, we give the supplier guidance and support on how to improve to ensure the safety of their workers. Cisco and our suppliers are on one team and we help each other become better.”

Ellen Gorchoff, Hardware Program Manager, San Francisco, CA, USA

“I led Human Rights and Conflict Minerals trainings for our Cisco Meraki Hardware Engineers. Meraki engineers are on the front lines and can help ensure our suppliers meet Cisco’s responsible sourcing requirements for human rights and the environment. The response I got back from the initial in-person training was phenomenal: after that session, nearly 90% of engineers went on to sign up and complete the Supply Chain Human Rights online training. Since the trainings, many people reached out to me interested in playing a part to uphold Cisco’s Human Rights policies.”

Joseph Chan, Regional Logistics Manager, Hong Kong

“Our work started when the SER team approached us about an audit for a key manufacturing and logistics partner. We shared the training opportunity with the partner so we could all become more familiar with the RBA [Responsible Business Alliance]. We found important areas to focus on during the pre-audit and now we can advise the partner correctly. We want to fully support this initiative because we know it’s very important for Cisco to be a socially responsible company.”

Worker Well-Being *(cont'd)*

Keith Tharp, Senior Commodity Manager, San Jose, CA, USA

“I evaluate new suppliers and visit existing suppliers, working very closely with hardware engineering, manufacturing operations and technology and quality groups across Cisco. Working with different suppliers, it’s important for me to do the right thing; it’s part of my DNA. I know we get better products by saying something when something’s not right. I was at a supplier site production and noticed that a machine was broken. I immediately told them to stop the operations and fix the problem. Manufacturing was stopped for close to 20 minutes, but we fixed what needed to be fixed in order to protect the workers.”

Santosh Kumar Narasgouda, Project Manager, Bangalore, India

“My team is responsible for onboarding suppliers that become a part of Cisco’s supply chain. We collaborate with the Social and Environmental (SER) team to obtain documentation from new and existing suppliers – to ensure Cisco’s standards for responsible business are met. Our onboarding requests are consolidated into one platform where suppliers receive a clear set of questions to vet their sustainability and manufacturing practices. This information allows the sustainability team to conduct risk assessments that protect our business, society, and the environment and put the suppliers on the path to success.”

Shan-Ru Liu, Partner Manager, Taipei, Taiwan

“I help our manufacturing partners meet Cisco’s standards for labor, health, safety, and the environment by fostering a strong relationship with them. I work face-to-face with them to build trust and address these challenges together. At Cisco, we care about our social responsibility and our reputation. We expect our partners to do the same.”

Subha Kadangode, Senior Supplier Commodity Manager, San Jose, CA, USA

“My team is responsible for sourcing PCBs that are used in Cisco’s products and managing the suppliers who manufacture them. One of our objectives is to ensure that our suppliers are engaged in ethical practices while they are making our products. When a supplier is not aligned with our values and policies, my team takes a step back to work with them to comply, evaluate our business decisions, and adjust as needed. We work with the Supply Chain Sustainability team to continuously monitor our suppliers, and ensure they are made aware that ethics is not just a recommendation but an expectation.”

Worker Well-Being *(cont'd)*

Tommy Hwa, Partner Manager, Taipei, Taiwan

“I work with major suppliers to make sure that they are meeting our standards for working hours, environmental risks, and our zero-waste initiative. If we think a supplier isn’t following our standards, I make sure to explain to them how serious this is, not only for Cisco, but also for them.”

Tsui Ting Lew, Senior Supplier Commodity Manager, Hong Kong

“I worked with the Social and Environmental Responsibility (SER) team as a liaison for Electro-Mechanical suppliers. Our goal was to ensure all metal was ethically sourced and that suppliers followed Cisco’s safety guidelines and proper safety protocols for workers. From this experience, I learned a lot about how I can contribute and help our suppliers better serve Cisco’s sustainability goals. I want to continue to be more proactive and preventive in how we approach safety in our supply chain.”

Maelen Haugen, Change Management and Communications Manager, San Jose, CA, USA

“I had the unique opportunity to assist the SER team in crafting Cisco’s employee training centered on human rights issues that can arise in the supply chain. I helped connect internal stakeholders to make sure we had the right perspectives involved to create and deliver a relevant and impactful training on very complex and sensitive topics. Employees shared that the training was a great reminder that no matter

where they sat in the organization – from central business operations to working with our suppliers daily – they played a role in upholding Cisco’s commitment to doing the right thing. They are proud to work for a company that invests in the well-being of everyone, and I couldn’t agree more.”

Gordon Buckle, Global Supplier Management, Head of Specialty Technology, London, England

“Cisco has a purpose to Power an Inclusive Future of All. We believe in a world with equal access to opportunity, a world in which businesses operate with all aspects of society in mind. As we endeavor to bring these ideals to life by leveraging our standards and policies, my team and I have developed a strong cohesive partnership with the supply chain sustainability team.

Earlier this year, we had a challenge with a supplier that refused to remedy a critical issue. With the sustainability team, I worked with the supplier to ensure there was appropriate executive engagement and alignment to achieve a positive outcome. In parallel we addressed the sourcing decisions we were making with this supplier to ensure we are building a resilient and socially responsible supply chain. As a member of Cisco’s supply chain organization, we have a responsibility to ourselves, our company, and our customers to ensure that our products are always created with ethical business in mind.”

Product Sustainability



**Brice Achkir, Cisco Fellow,
San Jose, CA, USA**

“What’s interesting to me is how the supply chain has expanded. It’s no longer just manufacturing and delivering products to customers. It’s about the circular economy and how we can use technology to impact human life. Contributing to blockchain research that allows our team to know where the component materials come from and using technology to reuse and recycle the products, is what I’m most proud of. This is better for the business and for society.”

**Chris Langer, Senior Commodity Manager,
Pittsburgh, PA, USA**

“When working with suppliers, we make a lot of effort to ensure the supply chain underneath them is adhering to certain business practices that we mandate in our supplier guidelines. The minerals team contacted me for help enforcing our conflict mineral guidelines with one of our suppliers. I had to convey to our supplier’s leadership team the importance of adhering to our guidelines and how we weren’t going to grow or invest our resources in development for a supplier that wasn’t going to meet these requirements for us. That was the turning point because it conveyed the importance of the situation.”

**Clark Nishikawa, Product Engineer
Manager, San Jose, CA, USA**

“The No Paint project we implemented for the Catalyst 9K portfolio really opened our eyes with respect to enabling a product design change that reduced the carbon emissions related to our part manufacturing. And we eliminated harmful volatile organic compounds (VOCs) associated with oil-based paints within our supply chain while also delivering a business win with significant cost savings. It was a ‘Triple Play’ win! In the future, I am excited to see Cisco making the transition to consider design for circularity and sustainability as a priority from ‘Day 1’ of our development cycle. I think we have finally moved the needle to get people to think differently about how we can impact our business with our actions!”

**Ethan Gold, Collaboration Product
Program Manager, San Jose, CA, USA**

“I helped build out the Circular Design Principles partnering with the Circular Economy team and other volunteers across Cisco. The Circular Design Principles provide our engineers with the necessary tools and enable them to prioritize circularity when designing our products. I also helped to create an interactive and fun training for employees to learn about the design principles. My goal is to embed the Circular Design Principles within our standard design processes so that our employees can be more informed on how to build better products and reduce our impact on the environment.”

Product Sustainability (cont'd)

Tom Jackson, Director, Product Operations, San Jose, CA, USA

“The decision to become the Circular Design Executive Sponsor was easy for me. I realized that as a society, we are using scarce resources and creating a lot of material waste. Resources that we often use in our products, such as tin or rare earth materials, are finite, and the need for us to change how we design our products—both to reduce the amount of material use and to design for reusability—is critical. I worked with senior executives within our supply chain to get buy-in for projects such as the No Paper Initiative or a newer initiative focused on eliminating excess accessories. From when I became the Executive Sponsor a few years ago to now, we have made significant changes to our design process, and I am immensely proud of our team’s drive to make the world a better place.”

John Martin, Global Manufacturing and Logistics Senior Director, Austin, TX, USA

“My team and I partnered with Reverse Logistics to implement a process to bring new equipment returned by distributors back into our forward manufacturing fulfillment process. If someone returns a product that has not been opened, it makes more sense to put it back on the shelf and sell it again as opposed to marking it down or recycling the product for parts. One of the challenges we faced was creating a protocol to ensure the product was in fact unused and in new condition with 100% accuracy. Our team diligently weeded through thousands of boxes to make sure everything met this criterion. By

growing this program to 11 sites, we have delivered more than \$30M in savings over the last 2+ years. And, now that we have the process in place, my goal is to grow the impact of this program globally and enable more product IDs to be a part of the ‘Return to A Stock’ (R2A) Program.”

Kartik Durgakeri, Senior Mechanical Product Engineer, Oslo, Norway

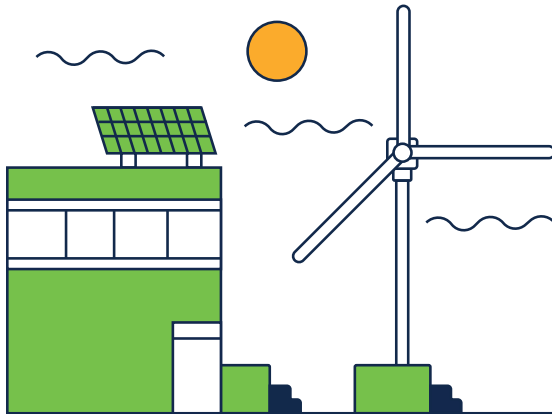
“I worked closely with both the Product Design Engineers and the Circular Economy team to develop the Circular Design Principles and scoring methodology so we can track progress towards our 2025 goal to integrate the Design Principles with 100% of NPI products. To effectively implement these circular design principles, it’s critical to understand the cost and environmental impacts of products and components throughout their life cycle, from raw material extraction to end of life. By understanding downstream processes, I can better inform our engineers about material selection and design decisions for our products—driving high-value recovery and reducing waste.”

Product Sustainability (cont'd)

Wendy Ng, Reverse Logistics Project Manager, San Jose, CA, USA

“I love that my job lets me help Cisco achieve a circular economy, especially since sustainability has always been part of my personal life. The circular economy is a model that benefits all parties – not only the people and our planet, but also Cisco’s bottom line. Our goal is to maximize the life of our products through reuse and repair, and at the end of the products’ lifecycle, dispose of them through our recycling process. We are working toward this by building up a program with tools to make it easier for customers to return their end-of-use equipment to Cisco. Cisco’s customers are increasingly interested in understanding how our company combats waste. That’s why we are not just selling products to customers, we are also providing guidance on our takeback program options, and going the extra mile to design a more circular solution that meets customers wherever they are along the product consumption spectrum: financing, purchasing, consumption.”

Environmental Stewardship



Rich Bulger, Director of Reverse Logistics, Fort Worth, TX, USA

“My team is responsible for receiving returned Cisco products from our customers, whether that is equipment that a distributor has purchased and needs to return for credit or product used by a customer, and they no longer need it. It is our job to manage that process and to make it easy for the customer or partner, and to work with our internal stakeholders to maximize equipment reuse. These efforts ultimately close the circular loop, consume fewer resources, and reduce waste. By accurately redeploying equipment that has been turned in, we generate revenue, save millions on manufacturing costs, and act as responsible corporate citizens to our environment.”

Teresa Flores Ramirez, Test Developer Engineer, Guadalajara, Mexico

“I have been working with manufacturing partners in the Americas to ensure that waste from our manufacturing sites is not impacting the planet in a negative way. The different sites recycle a ton of waste, but it would be great to find ways to avoid these waste streams in the first place. To do so, I am part of a team designing a training for the partner about eliminating waste. I’m also very proud to be part of the leading team in Mexico for the Green Team Network to drive initiatives and spread knowledge about sustainability throughout the country. Although this has been a long process, the continued support from Cisco employees and leaders for both projects has been incredible.”

Tom Busby, Global Transportation Manager, Herdon, VA, USA

“I was tasked with developing and implementing the methodology that Cisco uses to calculate carbon savings associated with the shift of Cisco’s freight from air to ocean transportation. This ‘Mode Shift Program’ results in substantial cost savings for Cisco and has a significant positive environmental impact. I’m extremely pleased to share that despite challenges with the current global transportation market, our team has successfully achieved Cisco’s original carbon savings goal for the fiscal year.”

Michael McNamara, Global Manufacturing Cost Manager, San Jose, CA, USA

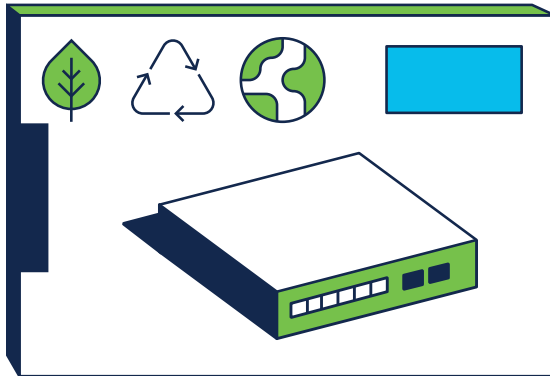
“I act as the bridge between Cisco and our manufacturing partners around the world. Over the past couple of years, my team has worked with sites to divert 90% or more of their solid waste away from landfills. This includes methods like reduction, reuse, recycling, and composting. We’re changing the way we drive sustainability globally by merging doing the right thing with what makes sense for the business.”

Environmental Stewardship (*cont'd*)

Jeff Riebling, Product Operations, Chief of Staff and Business Operations, Research Triangle Park, NC, USA

“At Cisco, we want to be able to respond to calls for greater transparency around what goes into our products and where we source materials. Part of my job is supporting Cisco’s product operations and all of the products that we build and ship. Initially, the circular economy team approached me for data to help improve our product carbon footprint calculations; our responsible minerals team wants similar information to better target our efforts related to minerals sourcing. This task is actually quite complex given the hundreds of thousands of part numbers involved. Through a lot of analysis and investigation, we have made great progress to increase our visibility into the materials that go into our products. I’m excited for what the future holds.”

Responsible Indirect Procurement



Brittany Hardy, Supplier Risk and Ethics Analyst, Research Triangle Park, NC, USA

“My projects involved creating a process to automate how we collect ethical case data and documenting our risk processes. By utilizing an automated report system, we established a single source of truth that allowed us to track ethical cases in real-time. For our team to continue to do great work, we must remain agile and proactive while mitigating the risk of our suppliers. We must constantly ask ourselves: How do we better identify risk and ethical issues before they happen?”

Nilashis Coomar, Director, Global Contingent Workforce, Bangalore, India

“For the past two years, I’ve worked on increasing the number of diverse suppliers in India. Of the thousands of suppliers, we work with, many have great ideas for services but lacked the infrastructure to share those ideas. In Procurement, we engage directly with women-owned businesses and give them the extra attention they deserve. Most recently, we added an 18-month executive sponsorship program to our ongoing engagement process which increases supplier exposure. I’m proud of all our accomplishments in such a short period of time, including the exponential growth with these high-quality suppliers and excited to be an integral part of such a positive change for diverse suppliers in India.”

Rob Panor, Category and Supplier Manager Research Triangle Park, NC, USA

“I support Marketing Communications and Events within Global Procurement Services, working with suppliers located in every country where Cisco sells and markets products. We have examined suppliers to understand whether they value business integrity the way Cisco does. We stop working with suppliers that don’t follow our standards for responsible business. That process gives us a great overview of who can provide the best value within any category throughout the world for all the different types of services that Cisco carries.”

Tina Hauch, Procurement Manager, Global Procurement Services, Research Triangle Park, NC, USA

“In Procurement, my role in audits is to identify non-compliant behavior and then create actions to change those behaviors while minimizing risk to Cisco and our customers. With an emphasis to continuously improve, when we shine the light brighter on issues found and then solve them through this program, we shine an even more radiant light on responsible business practices. Cisco has always prided themselves with never compromising on ethical business practices and expects that same level of commitment from those that do business with us.”

Responsible Indirect Procurement (*cont'd*)

Debbie Hein, Supply Chain Mergers and Acquisitions Manager, San Jose, CA, USA

“I work in Cisco’s supply chain mergers and acquisitions group. My team is responsible for acquisition due diligence, including assessments of unforeseen risks. One area where Cisco is innovating is incorporating environmental and social factors when vetting potential acquisitions. What is clear is that non-financial factors are playing bigger roles in corporate strategy and risk management, so we made the decision to bolster our assessment of these factors at the beginning of our diligence and discovery processes. This focus on environmental and social issues is important to our investors, customers, and even regulators.

As a company that has strong values and leads with purpose, we have made commitments to our customers and communities that we need to stand by. By including human rights and environmental due diligence in our deal flow, we are positioning ourselves to uphold these commitments.”