We are happy to present our third Corporate Citizenship and Sustainability (CCS) Report where we detail our advancements in powering a new and sustainable network. While our fundamental CCS strategy has remained the same, we have continued to refine the systems, processes, and standards we use to deliver on it. This report details those developments as well as our progress and performance in key areas such as greenhouse gas (GHG) emissions, energy efficiency, supply chain responsibility and sustainability, employee engagement and development, philanthropy, and more. It also showcases how Juniper Networks’ innovation is uncovering some of the industry’s most advanced and energy-efficient networking solutions. We are proud to share the progress we’ve made over the past two years in creating value across our entire value chain.

This report was prepared in accordance with the Global Reporting Initiative (GRI) G3 Sustainability Reporting Guidelines and is self-declared to be GRI Application Level B. Juniper Networks reports on a two-year cycle, so our next report will be published in 2015.

Unless otherwise noted, the information and performance data in this report covers our global operations for fiscal years 2011 (ending December 2011) and 2012 (ending December 2012), but excludes joint ventures such as carrier Ethernet solutions, as well as business alliances with partners such as Dell or IBM. When relevant, however, the impacts of the acquisitions of Mykonos Software and Contrail Systems have been included. Data regarding operational environmental impacts covers our global operations for facilities of 100 persons or more. We believe the content to be a faithful and accurate representation of our corporate citizenship and sustainability activities and welcome your questions, comments, and feedback at corp-citizenship-sustainability@juniper.net.

Statements in this document concerning Juniper Networks’ business outlook, economic outlook, future financial and operating results, and overall future prospects are forward looking statements that involve a number of uncertainties and risks. Actual results or events could differ materially from those anticipated in those forward looking statements as a result of certain factors, including general economic conditions globally or regionally; business and economic conditions in the networking industry; changes in overall technology spending; the network capacity requirements of communication service providers; contractual terms that may result in the deferral of revenue; increases in and the effect of competition; the timing of orders and their fulfillment; manufacturing and supply chain constraints; ability to establish and maintain relationships with distributors, resellers, and other partners; variations in the expected mix of products sold; changes in customer mix; changes in geography mix; customer and industry analyst perceptions of Juniper Networks and its technology, products, and future prospects; delays in scheduled product availability; market acceptance of Juniper Networks products and services; rapid technological and market change; adoption of regulations or standards affecting Juniper Networks products, services, or the networking industry; the ability to successfully acquire, integrate, and manage businesses and technologies; product defects, returns, or vulnerabilities; the ability to recruit and retain key personnel; significant effects of tax legislation and judicial or administrative interpretation of tax regulations; currency fluctuations; litigation; and other factors listed in Juniper Networks’ most recent report on Form 10-K and Form 10-Q filed with the Securities and Exchange Commission. All statements made in this document are made only as of the date set forth at the beginning of this document. Juniper Networks undertakes no obligation to update the information in this document in the event facts or circumstances subsequently change after the date of this document.
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Now more than ever, the network plays a central role in addressing the critical challenges we face as a global community. Consider the healthcare industry, where the network is the foundation for new models of mobile, affordable care for underserved communities. Or the energy sector, where the network is helping to accelerate distribution of clean, renewable sources of energy. In education, the network continues to expand access to quality teaching resources, so that people of every socioeconomic background have a chance to educate themselves and participate in the global economy. At its core, the network has become a platform—one that transforms how we interact with our government institutions, conduct business on a daily basis, and connect in our personal lives.

We are committed to helping our customers build the best networks for their businesses. Build the best is a rallying cry for every one of our more than 9,000 employees around the world. Equally important, it’s a promise we challenge ourselves to live up to every day, in the eyes of our customers and in the communities we serve. We build the best products so that our customers can remove unnecessary complexity from their operations, reduce their environmental footprint, and lower their total cost of ownership. We build the best supply chain to ensure our partners are truly an extension of who we are and what we stand for as a company. We build the best facilities to create an environment where our employees can do their best work, so they can focus their talents on addressing our customers’ most complex challenges.

Our commitment to building the best is why approximately half of our employees are engineers and why we invest in our people and R&D. It’s why we empower our people to make decisions that reflect who we are in every aspect of our business. It’s why we are committed to building a secure, open, and programmable network that fosters an ecosystem of innovators around the world. It’s why we encourage our engineers to work on breakthrough networking technologies that can change the world.

At Juniper, we are energized by the opportunities before us, and we recognize there is a lot at stake. Advancing the network through innovation is more than just a priority for all of us at Juniper—it’s an imperative for building a bright, secure future for the next generation.

Kevin Johnson

Chief Executive Officer
About Juniper Networks

At Juniper Networks, we believe the network is the single greatest vehicle for knowledge, understanding, and human advancement that the world has ever known. Now more than ever, the world relies on high-performance networks. And now more than ever, the world needs network innovation to unleash our full potential.

We strive for solutions that give our customers true advantage over their competition, whether that’s bringing new, revenue-generating services to market in minutes versus months; or reducing network costs; enabling smarter, more efficient business processes; providing security and protection for their most valuable assets; or delivering a richer end-user experience.

The world’s top service providers—the biggest and busiest wireline and wireless carriers, cable and satellite operators, content and Internet services providers, and cloud and data center providers—run on Juniper Networks. So do major banks and other global financial services organizations, six of the seven largest stock exchanges in the world, national government agencies and U.S. federal organizations, healthcare and educational institutions, energy and utility companies, and 99 of the Fortune Global 100.

Every day, Juniper Networks is helping our customers build the best networks on the planet. Every innovation we envision, every technology we create is informed by our desire to help solve our customers’ toughest challenges so they can compete and thrive today and into the future.

2012 KEY FACTS AT A GLANCE:

**Global Workforce**
- **9,234** full-time employees

**Total Juniper Networks Stockholders’ Equity (USD)**
- **$6,999** million

**Research and Development Investment (USD)**
- **$1,101.6** million
  - 25.2% of net revenues
  - Almost 45% of Juniper Networks employees worldwide are in the R&D organization

**Total CO₂ Emissions**
- **114,378.98** metric tonnes (Scope 1 and 2)

**Net Revenue (USD)**
- **$4,365.4** million

**Juniper Networks Foundation Fund Grants (USD)**
- **$1,791,057**

For more information, please see Juniper Networks’ SEC Filings at [www.juniper.net/investor](http://www.juniper.net/investor)
Building the best future for all of our stakeholders is at the foundation of all we do at Juniper. Our Corporate Citizenship and Sustainability (CCS) strategy is the guiding framework that ensures we can do this. From the top down, across all our operations, and throughout our entire value chain, corporate citizenship is embedded in everything we do.

**Governance Structure**

Juniper Networks CEO is ultimately accountable for our CCS strategy and performance. The Corporate Social Responsibility (CSR) Executive Council, comprised of two of the CEO’s direct reports (executive VP, chief marketing officer and executive VP, human resources), as well as the senior VP, CIO and VP, information experience, is chartered with establishing global direction for our CCS strategy and managing CCS issues across Juniper Networks. The Council convenes quarterly to discuss the progress, obstacles, and goals for each of our core CCS pillars (see CCS Pillars and Focus Areas). In addition, the Council conducts the ISO 14001 management review to ensure that members are aware of all the organization’s environmental responsibilities and efforts to reduce its impacts.

Our Board of Directors receives regular updates on the company’s CCS strategy. In 2012, we began the submission of an integrated quarterly report to our Board covering governance, risk, and compliance. Compliance programs and topics reviewed in the quarterly report include conflict minerals, restriction of hazardous substances (RoHS), electronic waste/recycling (WEEE), and more. Additionally, every six months we provide an in-depth look at specific issues, including ethics/compliance, cybersecurity, crisis communications, and more, to make sure that our Board is aware of how we are managing specific opportunities and risks as part of our CCS strategy.

The CSR Executive Council meets with the CCS Steering Committee to provide guidance and direction and to ensure that ongoing activities align with business needs and stakeholder expectations. The Steering Committee meets quarterly to identify and discuss specific issues, objectives, and opportunities to increase the impact of CCS activities and drive change throughout the organization. For example, in 2012, the Steering Committee held a two-day materiality and strategy working session to reassess Juniper Networks’ CCS strategy and focus areas (see CCS Strategy section), as well as define short and long-term goals around key CCS areas. The results of the working session and updated strategy were then presented to the CSR Executive Council for feedback and approval.

The CCS Steering Committee represents the business units and functions responsible for program implementation within one or more of our CCS pillars. Steering Committee members often have their own teams, who meet regularly and periodically report to the Steering Committee.
The office of our Senior Director of Corporate Environmental, Health, Safety and Security coordinates CCS efforts across our company. The Senior Director is responsible for working with the teams described here to establish direction and implement specific programs and initiatives.

For more information about Juniper’s Corporate Governance Policies and Principles visit our website. Here you will find information regarding our Worldwide Code of Business Conduct and Ethics; charters for each of the Audit, Compensation, Nominating, and Corporate Governance Committees; and information regarding CEO and director remuneration. Shareholders and other stakeholders may also contact any member of our Board of Directors through our Executive Vice President, General Counsel and Secretary.

### Juniper Networks CCS Governance Structure

#### CCS Strategy

Our CCS strategy is based on four main pillars, each including multiple focus areas, that define and structure our priorities to help us effectively focus our efforts and resources where we can have the biggest impacts. The four pillars: People and Communities, Operational Excellence, Product Sustainability, and Supply Chain, include the issues most material to our business and our stakeholders.

We continually review our strategy using insights gained from our market knowledge and dialogue with stakeholders. In 2012, the CCS Steering Committee held a two-day materiality and strategy CoLab to reassess our CCS strategy pillars and focus areas. CCS stakeholders representing key business functions from operations to engineering to human resources were brought together from across the organization to:

1. Identify and prioritize CCS issues according to their importance to our business and stakeholders
2. Redefine the structure (or pillars) of Juniper Networks’ sustainability and corporate citizenship program
3. Establish strategic objectives within each pillar of the program
4. Strengthen the governance of sustainability and corporate citizenship by confirming representatives within the business who will be responsible for each pillar
5. Define the path forward by defining objectives in the near and midterm future and then defining actions necessary to achieve these objectives
6. Generate buy-in to the program at the management and executive level

The result was a restructuring of the pillars that previously defined our CCS strategy (see CCS Pillars and Focus Areas below). While many issues are consistent with our previous pillars, we recognized opportunities to more effectively structure these issues together under a single, descriptive structure for our strategy and communications. As you will see, our 2012 report is therefore organized around these four pillars and their focus areas.
Defining Material Issues

As part of our reporting process, we conduct a materiality review to identify the corporate citizenship and sustainability issues that are most important to our stakeholders and most relevant to our business. We assess the materiality of an issue using the following criteria:

- **The value, or risk, of the issue to Juniper Networks’ business operations**: Using our 2-3-7 corporate strategy (see next page) we look at whether the issue represents a significant risk or opportunity to our company or industry. Is it current or emerging? Is it already part of our CCS strategy or does it need to be added?

- **The priority of the issue to our stakeholders**: Does this issue resonate with key stakeholders, such as our shareholders, customers, or employees? Is it a subject of NGO campaigns? How does it track in the media? Is it reflected in pending legislation, regulations, or international agreements?

- **Peers and competitors**: Do our peers and competitors disclose against this issue? How do they respond?

- **Juniper Networks’ influence over the issue**: To what extent does Juniper Networks have control or influence over the issue through our direct actions, industry associations, or networks?

- **Relevant and applicable voluntary global reporting and CCS standards and guidelines**: Is the issue addressed by the standard disclosures of the Global Reporting Initiative (GRI) G3 guidelines or by other relevant and applicable global voluntary standards?

The outcome of this process is evaluated by the CSR Executive Council, who uses it to inform our CCS strategy and prioritize the topics, indicators, and results we include in our CCS report.
Defining Material Sustainability Issues

Importance to stakeholders is informed by:
- Customer Surveys and RFPs
- Participation in Industry Organizations
- Public Policy and Advocacy
- Employee Surveys
- Voluntary and Regulatory CCS Frameworks

Importance to our business is informed by:
- Juniper Networks 2-3-7 business strategy
- Peer and competitor analysis
- Influence and control over the issue

Juniper Networks’ 2-3-7 Business Strategy

Juniper Networks’ approach to materiality is aligned with our 2-3-7 business strategy. The 2-3-7 strategy provides a structure and hierarchy for prioritizing the value, or risk, of an issue on Juniper Networks’ business operations. It is based on the following tiered approach:

2: Is this issue critical to our two key customer segments?
3: Is this issue critical to supporting our three key business segments?
7: Is this issue relevant to our seven product domains?

This filter has provided a structure to analyze and identify which corporate citizenship topics we will focus on, which risks we must address, and where we can leverage opportunities to lead our industry and help society. This is compounded with our knowledge of the issues and areas most important to our stakeholders.

Through this process, we’ve focused our CCS strategy and reporting around the four pillars mentioned above and the individual topics included in each.

We understand that our business, the industry, and stakeholder expectations are constantly changing. For this reason, we are constantly engaging with our internal and external stakeholders to ensure that we are accurately assessing changing risks and opportunities across our supply chain.
Kevin Johnson’s “Unplugged” Meetings

Juniper Networks CEO Kevin Johnson speaks to a small group of employees during an Unplugged meeting. These meetings were designed as an open forum for employees to discuss any questions or topics on their mind with the CEO. No agendas, no presentations, just an open discussion. Since 2010, unplugged meetings have been held at offices across Juniper Networks global operations including Amsterdam, Paris, Japan and Sunnyvale.

Tracking Performance
Effective data management is key to tracking our performance across our global operations and providing transparency to stakeholders on impacts across our supply chain. We rely on a variety of resources to accurately assess our progress against our CCS goals and objectives. These include:

• **Operations:** Since 2009, we have been using a data management system that has allowed us to accurately and efficiently collect data in key sustainability areas such as energy, greenhouse (GHG) emissions, water, and waste.

• **Suppliers:** We rely on ongoing audits, as well as reporting to the CDP’s Supply Chain Program, to monitor and measure impacts across our supply chain. We are also developing a supplier risk management database that will provide further transparency into risks and performance across our supply chain.

• **Employees:** Our Talent Matters program and employee survey provide a framework for us to better track employee development and satisfaction.

• **Communities:** Through the Juniper Networks Foundation Fund (JNFF), we closely track our philanthropic donations and monitor alignment with our corporate giving strategy.

Stakeholder Engagement
Our daily interactions, whether through sales, technical support and service, human resources, investor relations, marketing, or public affairs, all help us better understand our stakeholders’ perspectives and unique interests and concerns.

Our approach to stakeholder engagement is an ongoing, inclusive, two-way dialogue where we not only communicate our progress, but listen to the concerns of our stakeholders and use these insights to improve how we manage and respond to key material issues. For example, stakeholders have asked questions about issues ranging from our carbon footprint to our compliance with local and international laws. We have responded to these topics with detail on our website and the content in this report.

Stakeholder engagement is extremely valuable in assessing our risks, but more importantly it helps us uncover new ideas and creative solutions that continue to position us as an industry leader in network innovation. Below we outline the many ways we are engaging with our stakeholders through our day-to-day interactions, surveys, events, research, collaboration, and more.
### Engaging Stakeholders

#### CUSTOMERS

<table>
<thead>
<tr>
<th>ENGAGEMENT MECHANISMS</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global customer and brand tracking surveys</td>
<td>New product innovations and insights</td>
</tr>
<tr>
<td>Customer sustainability questionnaires</td>
<td>Strengthened customer relationships</td>
</tr>
<tr>
<td>Customer service/support</td>
<td>Customer satisfaction insights</td>
</tr>
<tr>
<td>OpenLab: Junos Center for Innovation/AT&amp;T Foundry Hackathon</td>
<td>Insights into customer sustainability requirements/needs</td>
</tr>
</tbody>
</table>

#### STRATEGIC PARTNERS

<table>
<thead>
<tr>
<th>ENGAGEMENT MECHANISMS</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Partner Conference</td>
<td>Opportunities for collaboration (e.g., development of Energy Consumption Rating [ECR])</td>
</tr>
<tr>
<td>Idle energy management support</td>
<td>Insights into partner sustainability needs</td>
</tr>
<tr>
<td>Mobile World Congress</td>
<td></td>
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<tr>
<td>Global Partner Advisory Council</td>
<td></td>
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<tr>
<td>5x5 Meeting</td>
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#### EMPLOYEES

<table>
<thead>
<tr>
<th>ENGAGEMENT MECHANISMS</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Juniper Pulse survey</td>
<td>Increased employee morale</td>
</tr>
<tr>
<td>Talent Matters/Conversation Day</td>
<td>Improved recruitment/retention</td>
</tr>
<tr>
<td>CEO “Unplugged” meetings</td>
<td>Improved employee engagement and productivity</td>
</tr>
<tr>
<td>Build the Best campaign</td>
<td>Increased awareness of Juniper CCS initiatives</td>
</tr>
<tr>
<td>Clinton Global Initiative, Anita Borg Institute, Grace Hopper Celebration</td>
<td></td>
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<tr>
<td>Executive meetings</td>
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</table>

#### GOVERNMENT

<table>
<thead>
<tr>
<th>ENGAGEMENT MECHANISMS</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>World Economic Forum</td>
<td>Contributed to the global dialogue</td>
</tr>
<tr>
<td>Sponsorship of Global Forum on Human Trafficking</td>
<td>Sharing of cybersecurity intelligence and findings</td>
</tr>
<tr>
<td>Active participation in industry organizations</td>
<td>Influencing industry regulations and standards</td>
</tr>
<tr>
<td>Juniper Global Threats Center</td>
<td>Improved brand reputation and awareness</td>
</tr>
<tr>
<td>Government Affairs</td>
<td>Extended our thought leadership agenda</td>
</tr>
</tbody>
</table>

#### COMMUNITIES AND NONPROFITS

<table>
<thead>
<tr>
<th>ENGAGEMENT MECHANISMS</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not for Sale</td>
<td>Brand recognition</td>
</tr>
<tr>
<td>Juniper Networks Foundation Fund (JNFF)</td>
<td>Opportunity to extend our thought leadership agenda</td>
</tr>
<tr>
<td>Danish OpenLab: Junos Center for Innovation</td>
<td>Increasing our global and local impacts</td>
</tr>
<tr>
<td></td>
<td>Leveraging our products and know-how to support social causes</td>
</tr>
<tr>
<td></td>
<td>Improved employee morale</td>
</tr>
</tbody>
</table>

#### SUPPLIERS

<table>
<thead>
<tr>
<th>ENGAGEMENT MECHANISMS</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Supplier Summit</td>
<td>Ethical supply chain practices</td>
</tr>
<tr>
<td>CDP Supply Chain Initiative</td>
<td>Supply chain transparency</td>
</tr>
<tr>
<td>EICC Supply Chain Working Group</td>
<td>Clear channels of communication with suppliers</td>
</tr>
<tr>
<td>Supplier Code of Conduct audits</td>
<td>Strengthened supplier relationships</td>
</tr>
</tbody>
</table>

#### SHAREHOLDERS

<table>
<thead>
<tr>
<th>ENGAGEMENT MECHANISMS</th>
<th>OUTCOMES</th>
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</thead>
<tbody>
<tr>
<td>Annual shareholder meeting</td>
<td>Shareholder trust and transparency</td>
</tr>
<tr>
<td>Investor briefings</td>
<td>Knowledge of sustainability issues driving investment decisions</td>
</tr>
<tr>
<td>Quarterly calls</td>
<td>Knowledge of risks and opportunities related to sustainability (e.g., climate change)</td>
</tr>
<tr>
<td>CDP</td>
<td></td>
</tr>
<tr>
<td>Active outreach</td>
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### Global Partner Conference

In 2013, Juniper Networks held our annual Global Partner Conference, with more than 1,000 global partners, four media, and seven analysts in attendance. The event was focused on unveiling the company’s software-defined networking (SDN) vision and strategy while showcasing the momentum and expansion of the company’s Partner Advantage program.

### Engaging Shareholders

Shareholders and other members of the investment community who have interest or questions about Juniper’s sustainability efforts are engaged through Juniper’s investor relations team. This is done on an ongoing basis throughout the year through interactions at our annual shareholder meeting, our regular quarterly financial results webcasts, meetings with investors, and Juniper hosted investor briefings.
Customer Brand Survey

Since 2003, every year we have conducted two separate global surveys to collect feedback and gain insights into customer perceptions of Juniper Networks. The surveys have confirmed that customers view investments in networking resources as a path to better performance, which is a top priority, and that Juniper Networks is among the top networking vendors in most people’s minds.

The first survey we conducted in 2012 was our annual customer survey, in which we saw results improve across the board from the previous years. We had our highest number of responses ever, with a 40% increase in account participation and a 30% increase in the number of completed surveys. We believe this is due to the proactive outreach of our account managers to encourage customer response and educate customers on the importance of providing feedback via the survey.

The Juniper Customer Satisfaction Index (JCSI) combines ratings of overall satisfaction, the willingness of customers to recommend Juniper Networks, and their likelihood to repurchase. While the index decreased slightly in 2011 (from 8.04 to 7.78), we worked hard to reverse this and it is clear these efforts had a positive impact. Our 2012 index increased from 7.78 to 7.89 (exceeding our goal of 7.88).

Juniper Customer Satisfaction Index (2011-2012)

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Satisfaction</td>
<td>7.57</td>
<td>7.72</td>
</tr>
<tr>
<td>with Juniper Networks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(50% of JCSI)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Likelihood to recommend Juniper Networks</td>
<td>7.94</td>
<td>8.04</td>
</tr>
<tr>
<td>(25% of JCSI)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Likelihood to repurchase Juniper Networks</td>
<td>8.09</td>
<td>8.15</td>
</tr>
<tr>
<td>(25% of JCSI)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The second survey we did was a brand survey that went out to 451 executives, senior level managers, project managers, and technology decision makers to measure and track Juniper’s performance on key metrics such as awareness, consideration, and purchase intent. We found our relative strengths centered around high performance, ability to offer technology that impacts the business, and good value for the money.

The data points we receive from our surveys influence business and engagement strategies. They help us understand where we can make the largest impact on customer satisfaction, challenge us to set and meet continuous improvement goals, and highlight where we should dig deeper to better understand customer sentiment.

Through these results, we understand what our customers care about and continue to make improvements across a variety of areas, including:

- **Product Quality:** One of the dominant factors for overall satisfaction.
- **Account Team, Support, and Information Experience:** We continue to reduce the time it takes to solve customer problems through the development of a Mean Time to Customer (MTTC) metric. MTTC is a shared metric between customer support and business groups that tracks issue resolution. Additionally, we’ve developed additional test scenarios to improve release management, and new account management models that improve the overall experience, with new programs that include the Critical Situation Management program, Escalate My Case program, and Key Account program. We’ve also developed focus groups that provide specific guidance around technical documentation.

In addition, the information from these surveys helps us refine our communication strategies. For instance, we’ve learned that:
Social media is a fairly untapped opportunity and we will continue to leverage it to reach and engage customers. Since 2010, we’ve increased communication on our corporate blogs as well as internal and external social media channels such as Twitter (@JuniperNetworks), Facebook, and LinkedIn.

Many customers use our website to learn and research Juniper Networks. To ensure that our customers have access to the information they need at all times, we’ve created the Juniper 1on1 app, which provides mobile access to information about Juniper Networks’ entire product portfolio. The 1on1 app has been a valuable resource for customers and employees providing details on our products and network architectures, videos, customer testimonials, and more.

The surveys have also helped us uncover unique differentiation that resonates with customers, such as our guiding Juniper Way principles. Our DNA as a company is written in our values—Authenticity, Trust, Excellence, Bold Aspirations, and Making a Meaningful Difference. When we stray from these values, it is reflected in everything we do and, subsequently, our JCSI score. Our values are one way we can make sure we are “walking the walk” and on track. They help us remember to take a holistic view of each and every problem. They help us recognize that the solution to many of our challenges as a company can be found in just living our values. By being honest, self-critical, and holding ourselves accountable, we are better able to address our problems and excel for our customers.

We have made improvements, reflected in our survey results, and will continue to do more to improve the quality of our account management, support, out-of-the-box experience, and ongoing communications. We will also continue to listen to customers and take our cues from what they tell us are our strengths and opportunities.

Ethics and Compliance

Juniper Networks strives for the highest standards of business ethics, going beyond what is required of us to create a culture rooted in honesty, integrity, and ethical business conduct. And it is paying off. For the past three years, we’ve been named to the Ethisphere Institute’s World’s Most Ethical Companies list (see below). We are also known by our customers and the wider industry for doing what’s right and conducting business with the highest ethical standards.

Our approach to business ethics and compliance is based on the following:

1. Having policies, procedures, and documentation that set forth our expectations for ethical business conduct

   Our Worldwide Code of Business Conduct and Ethics (the Code) is an extension of Juniper Networks’ values and the foundation for our business beliefs. This and supporting policies establish Juniper Networks’ expectations regarding a standard of ethical behavior for our employees, partners, and contractors in all their transactions related to our business. Our Code is reviewed annually by our Board of Directors. Additionally, over the past two years, we’ve continued to update the Code to reflect leading edge practices in ethical business conduct. We’ve removed the “legalese” from the Code, making it much easier for individuals to read and understand, so they know exactly what is expected of them. We’ve updated the Code to include references to human trafficking to align our policies and procedures with the insights gained from our partnership with Not For Sale. Additionally, to promote our standards of ethics and human rights throughout our supply chain, we’ve updated our Supplier and Partner Codes of Conduct to align with current legislation and the Electronics Industry Citizenship Coalition Code of Conduct surrounding conflict minerals and human trafficking.

2. Providing targeted business ethics training for employees, partners, and suppliers

   We have a major focus on targeted training and are actively tracking training on topics covered by the Code. One hundred percent of employees receive training on the Code and every employee is expected to read, understand, and adhere to the Code. In addition, we ask all employees to renew their understanding of and commitment to the Code on an annual basis. During this annual recertification, as at all times, employees have the
Juniper Networks has been recognized by the Ethisphere Institute for three years in a row as one of the World’s Most Ethical Companies. The Ethisphere Institute is a leading international think tank that recognizes companies that incorporate ethics into business practices and successfully embrace the correlation between ethical behavior and improved financial performance.

According to Alex Brigham, Executive Director of the Ethisphere Institute, the annual list recognizes companies that truly go beyond making statements about doing business ethically by translating those words into actions. “Juniper Networks’ inclusion on our list for three consecutive years demonstrates the company’s sustained ethical leadership and dedication to integrity within its industry,” said Brigham. “We are honored to be recognized as one of the Ethisphere Institute’s World’s Most Ethical companies for the third year in a row,” said Mitch Gaynor, executive VP, general counsel and secretary. “Ethisphere’s evaluation processes and designations are highly meaningful in a time in which how companies do what they do is as important as what they do. Juniper Networks’ business of building the best networks for our customers depends upon us having a culture of executional excellence and consistently operating with the highest of ethical standards across our entire organization. We are proud that our employees embody these values, and we are thrilled to have such recognition of these values by Ethisphere.”
Litigation and Lawsuits
During the reporting period, there were no findings by any court or governmental regulatory agency that Juniper Networks engaged in anti-competitive behavior, anti-trust or monopolistic practices or discriminatory treatment. There were no significant fines or sanctions for noncompliance with laws and regulations relating to environmental impacts or the provision and use of our products, and we had no violations reported involving the rights of indigenous people.

Looking Ahead
Our goal is to be leading edge in ethics and compliance, so we continually work with specialists in this area and are members of industry organizations such as the Open Compliance & Ethics Group. These relationships provide the know-how to continually adapt our strategy and systems, and allow us to share best practices with our peers. Through this, we have identified clear goals for the future:

• Continue our focus on documentation, training, and effective monitoring
• Increase in-person compliance training with a focus on Europe and the Middle East
• Continue to increase online training offerings
• Hire internal audit monitoring personnel
• Continue to drive the latest standards in ethics and human rights through our supply chain

For more information about Juniper Networks’ Corporate Governance Policies and Principles, visit our website. Here you will find information regarding our Worldwide Code of Business Conduct and Ethics, charters for each of the Board of Directors Audit, Compensation, Nominating, and Corporate Governance Committees, and information regarding CEO and director remuneration. Shareholders and other stakeholders may also contact any member of our Board of Directors through our Executive Vice President, General Counsel and Secretary.

Human Rights
Juniper Networks’ respect for human rights is based on the Amnesty International definition and informed by the United Nations Declaration of Human Rights and the International Labor Organization’s (ILO) Declaration on Fundamental Principles and Rights at Work. Juniper Networks works to promote and respect human rights within our workforce, across our supply chain, and throughout our sphere of influence (also see the Responsible Sourcing section).

Our commitment to human rights is codified in our Global Human Resources Policy, which emphasizes and details our employees’ fundamental rights at work, including minimum age of employment, freedom of association, freely chosen employment, and freedom from workplace harassment and discrimination. This policy is reinforced by our guiding principles and ethical standards, as outlined in Juniper’s Worldwide Code of Business Conduct and Ethics.

At Juniper Networks, we believe access to communication is a fundamental right. The new network is pivotal to helping fuel innovation and human progress, and it contributes to a more positive, vibrant, and inclusive world. Therefore, Juniper does not customize or develop specialized filtering capabilities for any organization or regime for the purpose of helping them block access to information.

Our CCS Steering Committee regularly monitors current and emerging human rights trends. The Committee recommends to the CSR Executive Council, where appropriate, corresponding actions to human rights developments.

Juniper participates in global discussions at key forums around the world.
Public Policy and Advocacy

We rely on the integrity and advancement of the network. Anything that threatens this is of vital importance to our business and therefore a focus of our public policy and advocacy work. We work closely with governments and contribute to thought leadership in the areas crucial to the support and advancement of the network, including:

- Cybersecurity, Internet governance, and privacy
- Protecting the freedom of the Internet and the ability of the private sector to innovate
- The rapidly changing Internet landscape (mobility, cloud computing)
- Social and environmental sustainability
- Educating the next generation of IT leaders
- Global economy and trade
- Immigration
- Tax and accounting policy

The Government Affairs Group is responsible for identifying public policies that may have an effect on Juniper’s ability to meet its business goals and objectives, coordinating with appropriate bodies on legislative/regulatory issues and areas of interest that we favor, and working to mitigate any adverse impact on Juniper Networks from policies that raise concern. We strive to promote corporate-wide awareness of key public policy issues and to provide a repository of information that represents a consistent body of messaging and related assets for use throughout our worldwide operations.

To achieve this result, our Government Affairs Group acts as a liaison with U.S. federal, state and local governments, foreign governments, and policy councils on public policy issues. This effort, along with active participation in a variety of private sector, public-private groups and enterprises, provides opportunities to enhance Juniper Networks’ brand awareness, thought leadership, visibility and market credibility.

Cybersecurity

As our reliance on the Internet and mobile devices continues to increase, so does our vulnerability to cyber-related threats. With over 8,000 new mobile malware samples identified by Juniper Networks in Q1 2012, it is no secret that cybersecurity is crucial and the threats touch every one of us.

Throughout our history, keeping the network and our customers safe online has been at the heart of our business, product, and social agenda. Security is built into the development of our products and is never an afterthought. Since our last report, we’ve continued to play a central role in the cybersecurity dialogue, actively engaging policy makers, governments, the public, and our partners to put in place the actions and solutions we need to safely and effectively leverage the vast opportunities the Internet offers us. Through our participation in industry groups and global events such as the Mobile World Congress and the World Economic Forum, the introduction of our Trusted Mobility Index, and the development of research studies on mobile security (e.g. Mobile Threats Report), we continue to share best practices and knowledge with our peers to build the best and safest network possible.

1 Juniper Networks Trusted Mobility Index 2012, May 2012
Kevin Johnson Speaks on Cybercrime at the World Economic Forum

In January 2012, Juniper Networks CEO Kevin Johnson joined industry and government thought leaders at the World Economic Forum’s Annual Meeting in Davos to speak on the latest issues in cybercrime.

The panel, entitled “Global Risks 2012: The Dark Side of Connectivity,” included representatives from the United Nations, the Carnegie Endowment, and the World Wide Web Foundation. The panel discussed the growing threat of cyberattacks, the role of public-private partnerships, and the challenge of protecting both data and freedom. Johnson emphasized that stronger public-private partnerships are essential in fighting the increasing threat of global cybercrime.

“The challenge is that the Internet is a global resource... There are no geographic boundaries on the Internet, yet laws are established by nation states, they are established by geography,” Kevin Johnson said, “any solution is going to require a much higher degree of public-private partnership.”

Juniper Networks plays a central role in the development of cybersecurity policy through leadership positions in a number of government and industry associations.
Juniper Networks Memberships and Associations
The following are a sampling of organizations in which Juniper Networks is involved:

- Alliance for Gray Market and Counterfeit Abatement (AGMA)
  www.agmaglobal.org/
- Armed Forces & Communications Electronics Association (AFCEA)
  www.afcea.org
- ASIS International (American Society for Industrial Security)
  www.asisonline.org/
- Climate Savers Computing Initiative (CSCI)
  www.thegreengrid.org/about-the-green-grid/tggcsci.aspx
- European Competitive Telecommunications Association (ECTA)
  www.ectaportal.com/en/HOME/WELCOME/
- International Information Systems Security Certification Consortium, Inc., (ISC)2
  www isc2.org/
- International Security Management Association (ISMA)
  www.isma.com/
- Tech America
  www.techamerica.org/
- TechNet
  www.technet.org/
- Telecommunications Industry Association (TIA)
  www.tiaonline.org/
- The Silicon Valley Leadership Group
  svlg.org/
- U.S. Council for International Business (USCIB)
  uscib.org/
- U.S. Chamber of Commerce
  www.uschamber.com/
- Energy Consumption Rating (ECR) Initiative
  www.ecrinitiative.org/
- Institute of Electrical & Electronics Engineers (IEEE)
  www.ieee.org/index.html
- International Telecommunication Union Telecommunication Standardization (ITU-T)
  www.itu.int/ITU-T/
- Internet Engineering Task Force (IETF)
  www.ietf.org/
- Software Assurance for Excellence in Code (SAFECODE)
  www.safecode.org/
- Trusted Computing Group (TCG)
  www.trustedcomputinggroup.org/
- United States ITU Association
  usitua.org/
- Industry Consortium for the Advance of Security on the Internet (ICASI)
  www.icasi.org/
- National Security Telecommunications Advisory Committee (NSTAC) – (U.S. Presidential Advisory Committee)
  www.ncs.gov/nstac/nstac.html
- Network Security Information Exchange (NSIE)
  www.ncs.gov/nstac/reports/fact_sheet/NSTAC_08.pdf
Trusted Mobility

In a keynote address to the Mobile World Congress in 2012 and 2013, Juniper Networks CEO Kevin Johnson highlighted mobile security as one of the key components to fostering innovation and success in the mobile industry. Specifically, he highlighted Trusted Mobility, a cross-industry initiative and the company’s vision of a safer, more reliable mobile experience that empowers consumers, businesses, and service providers to realize the true potential of mobility to transform how we interact with the world.

With the staggering rise of cloud-based computing, smartphones, and other wireless devices comes new mobile network security threats, from lack of privacy, to security breaches, to downtime, the most complex problems to challenge the industry. With more than one billion active mobile broadband subscribers worldwide, Trusted Mobility is an industry-wide benchmark and success factor for continued growth.

Trusted Mobility is based on three pillars:

- **Innovation**: Juniper Networks’ network solutions deliver Trusted Mobility today while staying ahead of tomorrow’s shifting trends.
- **Simplicity**: Juniper Networks’ mobile network solutions work seamlessly, allowing users to protect, connect, and secure everything, everywhere.
- **Collaboration**: Juniper Networks works with customers, partners, and standards organizations around the globe to solve the most complex mobile and networking challenges.

In May 2012, we launched the first annual Trusted Mobility Index, a global study indexing consumer confidence in mobility. The index was based on a global survey of 4,037 mobile device users and IT decision makers in the United States, United Kingdom, Germany, China, and Japan to benchmark trust in mobile technologies and determine how trends in mobile security and reliability influence attitudes and behaviors. While there are many industry reports on cybersecurity threats, the Trusted Mobility Index differs in that it focuses on understanding people’s current attitudes and confidence in their mobile experiences.

Highlights of these findings included:

- Just 15 percent of respondents have a great deal of confidence in the security of their mobile devices and services, while the vast majority (63 percent) are at a crossroads and simply do not know if they should trust that their mobile experiences are secure.
- Mobile users worldwide own an average of three Internet-connected devices, while nearly one in five people (18 percent) own five or more devices.
- Nearly half of all respondents use their personal device for work (41 percent) without permission from their company.
- 76 percent of respondents in the UK said that they accessed sensitive corporate data from their mobile devices.

As a company with a stake in the future of the mobile Internet, Juniper believes building trust in mobility is just as important as developing powerful networks and critical applications. Building trust requires a coordinated, thoughtful, and sustained initiative that involves all who have a stake in the mobile Internet.

“The mobile revolution is unleashing massive opportunities, but our research shows we are at a critical turning point. The speed and scale at which mobile innovations can have a positive impact on society will depend on the industry’s ability to address new security vulnerabilities before they undermine people’s sense of safety. We must act now to protect and preserve trust in mobility.”

– Nawaf Bitar
senior VP
security business unit
Juniper Networks
A Complex and Confusing Mobile Landscape

**Mobile users** own an average of 3 Internet-connected devices while 18% of people own 5 or more.

**PERSONAL MOBILE DEVICES IN THE ENTERPRISE**

41% of people use their personal mobile device for business purposes without company support. This creates significant concerns for IT professionals.

**IT PROS ARE CONCERNED ABOUT**

32% Employees introducing malware

37% Knowledge needed to manage security protocols

40% Knowledge required to manage devices

41% Security breaches due to stolen devices

**TRUST IN MOBILITY IS AT A CROSSROADS**

Even though millions are using mobile technologies, most people do not know if they should trust them.

63% Have a great deal of confidence

18% Have very little confidence

63% Have yet to make up their minds

Despite this, many people still access sensitive personal and professional information.

76% access personal financial or medical information and 89% of business users access sensitive work information.

Because of this uncertainty, 71% of users would change their behavior in the event of a security incident.

78% would stop using online banking

57% would no longer send private communications

54% would no longer view medical information

52% would no longer view work-related information

**KEY STAKEHOLDERS IN TRUST**

Who do users hold responsible for protecting their sensitive mobile data?

63% Service providers

38% Device manufacturers

34% Software security providers

Trusted Mobility Index (2012)
Cutting-Edge Cybersecurity Research
When we first opened our Global Threat Center, it was the first and only research center dedicated to tracking, responding, and researching threats to mobile devices, including viruses, spyware, and other security vulnerabilities.

Since this time, it has continued to place Juniper Networks as a thought leader in the mobile security space, releasing a variety of research on vital intelligence for managing the issue. Over the past few years, the Center has released various reports such as the “State of Mobile Security 2010 Report”, the “2011 Malicious Mobile Threats Report,” and our third annual Mobile Threats Report. All of these outline the unprecedented rise in cybersecurity attacks, consumer and enterprise vulnerability, and opportunities through secure networks and IT infrastructure to alleviate the problem. Additionally, our Security Research Team leverages partnerships with technology vendors, managed security service providers (MSSPs), independent security research firms, and customer security teams to ensure that we are always one step ahead of current and potential security threats to our operations and customers worldwide.

The Juniper Networks Approach to Security Research

Environmental Sustainability
Juniper Networks is committed to reducing the impact of our products, and the wider industry, on the environment and society. Our active involvement in numerous nonprofit and industry associations helps drive our sustainability agenda forward (see Memberships and Associations). We are a leading participant in the International Telecommunications Union (ITU), Alliance for Telecommunications Industry Solutions (ATIS), and the Broadband Forum (BBF) where we have contributed to reducing IT carbon emissions through the development of energy efficiency standards since 2007. Furthermore, all current ITU, ATIS, and ETSI documents on the energy efficiency of routers and switches is based on Juniper Networks (see ECR program highlight in the Product Sustainability section).

Net Neutrality
Juniper corporate strategy is to foster and support an open Internet that connects everyone. We believe that government policies should provide sufficient flexibility for broadband service providers and content companies to innovate around new business models. We have therefore urged the FCC to avoid regulation that would limit the potential business models and services that can be offered or that would put innovation, jobs, and investment at risk.
We recognize that Juniper’s greatest impact on the environment is through our products and services. But it is also our largest opportunity to create lasting efficiencies that have positive impacts for our customers, our industry, our communities, and our bottom line.

The ICT sector accounts for approximately 2% of global greenhouse gas (GHG) emissions. Additionally, according to the Climate Savers Computing Initiative (CSCI), our increasingly connected world could face greenhouse gas emissions growth by as much as 6% per year if there isn’t a strong focus by the industry on energy-efficient solutions. More than ever, it is crucial that companies develop efficient technology products and solutions.

ICT-enabled solutions offer the potential to reduce annual global GHG emissions by an estimated 9.1 GtCO₂e by 2020, representing 16.5 percent of the projected total in that year. As the platform for ICT solutions, the network is the means for enabling growth and innovation, while also serving as the source of crucial efficiencies. That is why environmental sustainability is central to our development process and is considered at every stage of the product lifecycle. And we are proud of the progress we are making.

Advancements in energy efficiency, supply chain traceability, resource use, and more have decreased our impacts across the board. For example, virtualization and data center consolidation have allowed us to collapse networking layers and use less energy. The Juniper Networks QFabric™ System and PTX5000 Packet Transport Router have decreased energy use for our customers dramatically. And we are pioneering the development of the first industry-wide energy efficiency standards for networking equipment.

We still have a long way to go, but we are up for the challenge and believe that sustainability will continue to be a competitive advantage, cost saver, and just the right way to do business.
Our Approach
At Juniper Networks, we believe there are opportunities at every stage of a product’s lifecycle to decrease impacts and improve efficiencies. Whether it is innovative engineering or resource efficient packaging, our product teams have a holistic view of environmental sustainability, considering impacts throughout the entire product development process.

Design for the Environment
Our product designers and suppliers identify, prioritize, and recommend environmental improvements through a company-wide design for the environment (DFE) program, which is based on our New Product Introduction (NPI) process. The DFE guidelines are derived from evolving customer expectations and regulatory requirements, but they are also influenced by the experience and know-how of our employees and suppliers. The priorities of the Juniper Networks DFE initiative include:

- **Materials Innovation:** The reduction of the amount of materials used in our products and development of materials that have less environmental impact and/or more value at their end of life
- **Design for Recyclability:** The design of products that are easier to upgrade, reuse, and/or recycle
- **Energy Efficiency:** Reduction in energy needed to manufacture and/or use our products

Furthermore, life cycle assessment (LCA) is used to quantify the environmental impacts (materials used, waste streams, etc.) of a product across the entire life cycle from design to end-of-life disposal.

Sustainable Networking
Throughout our history, we’ve leveraged innovations and product developments created through our DFE and LCA frameworks to develop networking solutions that are efficient, secure, fast, and reliable. This has involved simplifying our own network architecture, continually innovating to create more energy-efficient products, contributing to a safe and secure mobile world, and working with our customers to ensure that our products meet their needs for cutting-edge and responsible products. Following are highlights of these developments since our last report.

### Product Design
- Design for the Environment
- Life-cycle Analysis
- The Juniper Secure Development Lifecycle (SDL)

### Innovation
- OpenLab
- Junos Innovation Fund
- Customer Collaboration

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![Our Approach to Sustainable Networking](#)
Leading in Energy Efficiency

One thing about traditional network equipment has remained consistent: it has been gaining capacity faster than efficiency. At Juniper, we recognized this issue early enough to take action and position ourselves as a leader in power and energy efficiency, while still maintaining the functionality and speed to support the growing demands of the Internet. Our goal is to make every new product more efficient than the last, and to create energy-efficient products for our customers that help them save on costs and decrease their environmental footprint.

And we are doing this. In addition to state-of-the-art silicon fabrication technology, we are focusing R&D efforts on uncovering efficiencies while delivering the functionality required to power the networks of tomorrow.

Our success is based on leveraging opportunities in three main areas:

- **Hardware and software-driven efficiencies**: Opportunities in the engineering and design of products to decrease both peak and average power consumption, and improve overall energy efficiency. Examples include simplifying and consolidating network architectures, improving chip and switch efficiency, reducing runtime energy consumption, and more.

- **Cloud-based efficiencies**: Driven by our “Why Not Cloud?” strategy, we are leveraging the efficiencies of the cloud by consolidating resource and energy-intensive data centers and moving applications to the cloud.

- **Energy efficiency standards**: Pioneering the development of energy efficiency metrics and standards that can be used to effectively compare and identify networking products based on power/energy efficiency.

**Hardware and Software-driven Efficiencies**

Engineering, hardware, and software innovations represent our biggest opportunity to improve the efficiencies of our products. Through relentless innovation in silicon and software, our flagship platforms are usually 1.2 to 1.9 times more energy-efficient than competitive designs. We achieve this by focusing on key product components such as:

- Consolidating our network architecture and reducing network layers
- Improving chip architecture to minimize interface count between chips and promote the use of energy-efficient components
- Using customer-owned tooling (COT) flow to allow for higher performance and higher density chips
- Significantly reducing real estate for MPLS applications (Express Chipset)
- Integrating power reduction techniques into chip development
- Cooperating with foundries to identify and implement the latest technologies (e.g., clock gating, dynamic performance scaling)

Examples of the latest product innovations are the award-winning PTX5000 Packet Transport Router and the QFabric family of products. And even while our shipping products top the charts of the industry-standard efficiency comparisons, the pace of innovation in our laboratories is not slowing down.

Our products are some of the most efficient on the market. And this will only continue.

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4 Due to the rapid advancement of cloud computing and the mobile Internet, the capacity of networking equipment is increasing at a much faster rate than improvements in energy efficiency. This is leading to issues with power density (ability to provide enough power per rack), power availability (often in dense urban environment), cooling and operational costs.

5 Across Juniper Networks’ shipping product lineup (platforms that are not end of life and represent the latest generation of their respective product lines).
Node Performance Outruns Moore

Silicon Performance
Indexed to 1 in September 1998

- **The Domains of High-Performance Networking: Purpose-Built, Domain Designed**
  Juniper Networks brings together innovations in silicon, systems, and software to deliver best-in-class network designs that increase power efficiency, decrease environmental impacts, and create business value. We look at ways to simplify and streamline the architectural design of the network to reduce the number of devices customers need to deploy. Fewer devices typically equates to a smaller footprint and a reduction in power and cooling requirements, which reduces the overall environmental impact.

  Our customers have unique business and networking challenges in the different domains of the network, and that’s how we approach developing our networking innovations. We align to the way customers’ networks are built—core, edge, access and aggregation, data center, WAN, campus and branch, and consumer and business devices. We see every domain as an opportunity to provide customers with business value and deliver differentiated solutions. Juniper Networks is changing the way customers buy networks. Instead of buying individual devices and piecing them together, customers now buy platform architectures designed to deliver services in the network. This approach simplifies the process for customers and accelerates their time to market while ensuring compatibility and accelerating service creation.

JouleX

JouleX’s energy management solutions offer robust power consumption reporting to deliver significant cost and carbon savings across distributed networks.

“Junos Space SDK has enabled JouleX to scale our application to thousands of network devices.”
Tom Noonan, president and CEO, JouleX

MTN Group

“We have to install this equipment in multiple locations where we have to pay rent and where the power is coming from a generator. Juniper Networks helps us be more efficient in using energy and physical space.”
Yiannis Michaelides, senior manager of switching networks and services planning, MTN Group

Revlon

“As a result of increased virtualization and consolidation, IT is greener, too, with data center power consumption down 72 percent.”
David Giambruno, senior VP, Revlon
• Software-Defined Networking (SDN): Everybody's Talking SDN, We're Defining It

Juniper Networks’ SDN strategy will enable companies to accelerate the design and delivery of new services, lower the cost of network operation, and provide a clear path to implementation.

“SDN promises a way for the networking industry to deliver two critically needed benefits to its customers. The first is the ability of vendors to deliver innovation at a faster rate and the ability of customers to absorb it at a faster rate. The second is a dramatic reduction in the operational cost of running a network, achieved primarily through simplification.”

– Pradeep Sindhu, cofounder and chief technical officer, Juniper Networks

• PTX Series: Redefining the Supercore

In 2012, Juniper Networks launched a family of carrier-class MPLS routers, the PTX Series. In addition to filling the capacity and density requirement for the Internet core growth, the PTX5000 Packet Transport Router features world-record energy efficiency of 1.5 W per Gigabit of throughput. This remarkable achievement validates our investment in the internal platform and integrated circuit development.

Additionally, in 2013, we introduced the Juniper Networks PTX3000 Packet Transport Router, the industry’s first and only Converged Supercore for service providers. Unlike other core routers that are so large they often require building retrofits and redesigns, the new Juniper Networks router is just 10.6 inches deep and can be installed in virtually any space and energy constrained environment. The PTX3000 router’s capacity is designed to rapidly scale over time up to 24 terabits per second (Tbps), enabling the PTX3000 to simultaneously stream high-definition video to as many as 3 million households. The two ports of line-rate 100 Gigabit forwarding PIC for the entire PTX Series will now enable service providers to cost-effectively interconnect sites more than 2,000 kilometers (1,243 miles) apart—the distance between San Francisco and Denver.

6 Juniper Networks, Inc. 2012 10-K
7 Juniper Networks Breaks New Ground With World’s Smallest Supercore and Industry’s Densest 100G Optical Routing Interface, March 18, 2013
QFX3000-M QFabric System: Record Breaking Performance, Breathtaking Simplicity

In 2011, Juniper Networks launched our QFabric System, the industry’s first single layer, flat network fabric. The QFabric architecture reduces environmental impacts, allowing enterprises to optimize every facet of System data center network while consuming less power, requiring less cooling, and producing a fraction of the carbon footprint of legacy multilayer data center networks. In 2011, the QFabric architecture was up to 10 times faster, used 77 percent less power, required 27 percent fewer networking devices, occupied 90 percent less data center floor space, and delivered a nine-fold reduction in operating resources than competitor products.

Additionally, compared to multitiered network architectures, the QFabric System can potentially save up to $350,000 (USD) per year in utility costs.

Energy Consumption Multitier versus the QFabric System

In June 2012, we launched the QFX3000-M QFabric System, a model that extends the full benefits of the original QFabric System, the QFX3000-G, to midsized data centers. The QFX3000-M occupies up to 63 percent less space, uses up to 74 percent fewer cables, and consumes up to 57 percent less power than competitive solutions. Additionally, Juniper Networks has made enhancements to its EX8200 line of Ethernet switches, adding Virtual Chassis technology that allows customers for the first time to manage up to four data center core devices as a single switch.

MX Series Universal Edge: The Next Wave in Edge Solutions

In July 2012, we announced the world’s most powerful edge services router and a single, virtualized platform for the rapid deployment of multivendor applications. Combined, the new Juniper Networks MX2020 3D Universal Edge Router and new JunosV App Engine transform the network edge into a powerful platform for rapid service deployment, speeding time to revenue by up to 69 percent compared to other solutions.

The MX Series 3D Universal Edge Routers focus on new hardware and software offerings, enabling service providers to rapidly deploy and expand services while addressing the need to monetize their networks and support growing mobile and cloud applications. The MX Series also offers numerous environment focused benefits to customers, including reduced energy consumption per Gigabit (54% lower OpEx), and compatibility with latest RoHS regulations.

Press Release: Juniper Networks Introduces QFabric: the Foundation of Data Centers for the Next Decade (2011)

Build a Smarter Data Center with Juniper Networks QFabric (2012)/6,000 server ports, power/KWH $0.11 (USD), HVAC and lighting/KWH $0.13 (USD), rack space/year $9,000 (USD).

Press Release: Juniper Networks Enables Mid-Sized Data Centers to Scale as Demands on the Network Increase (2012)


Press Release: Juniper Networks Enables Mid-Sized Data Centers to Scale as Demands on the Network Increase (2012)


The 7 defining characteristics of QFabric
The architectural foundation of data centers for the next decade

QFabric is a quantum leap forward in data center networking speed, scale and efficiency.

1. Connect to any interface within the network:
   Send and receive data to and from any set of interfaces without restrictions.

2. Low Latency:
   Only microseconds at small scale and only about 10 microseconds at the very largest scale.

3. No packet drops:
   Dynamic management ensures the data arrival rate matches the departure rate.

4. Linear cost and power scaling:
   The cost and power consumption of QFabric increases linearly with the number of interfaces.

5. Support of virtual networks and services:
   from any interface to any other interface without compromising other properties.

6. Modular distributed implementation:
   Built using a set of modular hardware and software components that are highly reliable and scalable.

7. Single logical device:
   that is highly reliable and scalable.

Advantages over Cisco Nexus deploying FabricPath and vPC for a 6000 port configuration.
Source: Juniper Networks Introduces QFabric™: the Foundation of Data Centers for the Next Decade (February, 2011)

Up to 10 times faster
1 device to manage vs. 193 devices to manage
77% less power
90% less floor space
A 9 fold reduction in operating resources

Cloud-Based Efficiencies
Juniper’s “Why Not Cloud?” strategy has been a source of efficiencies for our own products and the products we rely on to run our business. The strategy involves collapsing resource and energy-intensive data centers and moving most applications to the Internet.

Energy Efficiency Standards
Since 2007, Juniper Networks has been actively involved in pioneering energy efficiency metrics and standards for our industry. These create a common cross-industry standard for measuring energy efficiency, which enables customers to make accurate, informed decisions on which products are truly the most efficient on the market.

Standardization is important for both us and our customers. We want to ensure that our product performance is accurately represented, and that customers can easily choose the most cost-effective and sustainable choice. We are therefore part of a variety of industry groups and organizations that, just like us, recognize the importance of standardization for energy efficiency metrics:

- Energy Consumption Rating (ECR) Initiative
- Energy Star Standard Draft for Large Network Equipment (LNE)
- Broadband Forum
- ATIS TEER (router and switch)
- International Telecommunications Union (ITU) ITU-T: SG5 L-measure and L-metric series standards
- European Telecommunications Standardization Institute (ETSI)

**Energy Consumption Rating (ECR) Initiative**
Since 2007, we have worked with Ixia and Lawrence Berkeley National Laboratory to develop a series of Energy Consumption Rating (ECR) recommendations, a framework for measuring the energy efficiency of network and telecom devices. Today, all current ITU, ATIS, and ETSI documents regarding the energy efficiency of routers and switches incorporate findings from this research.

**Energy Star Standard for Large Network Equipment (LNE)**
Juniper supports the concept of a voluntary Energy Star program for Large Network Equipment (LNE) as a means of driving the development of more energy-efficient networking products. To facilitate the development of a specification and testing method for LNE, Juniper works with the U.S. Environmental Protection Agency (EPA) and Department of Energy (DOE) on this pending Energy Star standard.

Juniper believes the LNE Energy Star program is a step in the right direction towards energy efficiency in the industry. As a company that takes pride in focusing on the hard problems and building the best solutions, Juniper looks forward to driving innovations in this area and continuing to support the development of standards that will ensure customers’ understanding of the energy implications of their networking solutions, so they can make the decisions that will best meet their needs.

Minimizing Resource Impacts
As discussed above, our DfE strategy guides our choice of sustainable materials and processes across the entire life cycle of our products. From materials use to packaging to end-of-life disposal, our ongoing goal is to choose options that minimize impacts on the environment.

Packaging
Juniper Networks is committed to reducing the impact of our materials on the solid waste stream. Our packaging is designed to be reused or recycled and our first choice is always source reduction and recycling programs prior to investigating alternatives for disposal. Our material strategy focuses on using recycled materials in our packaging and products, and using materials that provide a resource for secondary applications (i.e. recyclable materials).

End-of-Life Management
Where possible, we choose to minimize the amount of a product going to landfill through the use of environmentally friendly processes, including reuse, refurbishment, and recycling. Juniper Networks products returned through our reclamation process will be recycled, recovered, or disposed of in a responsible manner using an ISO 14001 certified supplier.

Furthermore, Juniper encourages the design of products that are safe for consumers and promote environmentally safe recycling and recovery. Avoiding substances of concern removes risks to workers manufacturing our products and to recyclers who manage the proper disposal of products at end of life. We are continually working with industry and government partners to ensure that we meet international legislation and with our suppliers to ensure that Juniper Networks products comply.

Compliance
We therefore closely monitor our compliance with local and international laws in all of our locations around the world. Juniper Networks products all comply with international standards on hazardous material restrictions and electronic waste recycling, such as the Restriction of Hazardous Substances (RoHS), Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH), and Waste Electrical and Electronic Equipment (WEEE) Directives. The Juniper Networks environmental compliance team diligently monitors all environmental initiatives and associated standards in all target market countries.

However, at Juniper we believe compliance is not enough. We strive to go beyond existing laws and regulations where we can, to align with best practices in our industry and serve as a leader for our peers and the industry as a whole. We take a proactive approach to evaluating materials and strive to replace even legally permitted materials when scientific data has established a potential health or environmental risk and when less risky, commercially viable alternatives are available. We use a proactive verification methodology to manage the restriction of materials in our products. This includes risk-based data sampling and chemical analysis as needed. During the reporting period, there were no noncompliance incidents in regards to regulations and/or voluntary codes for the health and safety impacts or labeling of our products.

• Addressing Changes to RoHS Legislation—The RoHS Review Board
Juniper Networks has developed a cross-functional RoHS review board for all product lines to address the changes in the RoHS RECAST 2011/65/EU (RoHS II). We have identified all “at-risk” assemblies and components across all product lines and have an elimination/replacement roadmap in place where viable replacement options exist. We are working diligently with component suppliers and contract manufacturers to find substitutions where viable replacement options do not currently exist. Juniper Networks RoHS Review Board has a goal to remove all product exemptions by January.
Green Product Certifications

**80 PLUS**
The 80 PLUS initiative promotes energy efficiency in power supply units (PSUs). 80 PLUS certifications are applied to products with greater than 80% energy efficiency at 20%, 50%, and 100% of rated load, and a power factor of 0.9 or greater at 100% load. The Juniper goal is to use PSUs that waste 20% or less electric energy as heat loss at the specified load levels, reducing electricity use and costs compared to less efficient PSUs.

**China RoHS**
Juniper Networks complies with China RoHS on all products that include specific China RoHS label designations and reporting metrics for restricted substances. China RoHS symbols are included on products that are free of all restricted substances present above the permitted levels.

**China RoHS 50**
While the China RoHS symbol is included on products that contain restricted substances above the permitted levels, the “50” in the center of the symbol is the “Environmentally Friendly Use Period” for the product. All products with this symbol are accompanied by the table of hazardous materials indicating their location in products.

**Green Dot**
Juniper Networks marks product shipping containers with the “Green Dot” label to signify our participation as a Repak member through financial contributions to the cost, recovery, and recycling of product packaging per the Packaging and Packaging Waste Directive – 94/62/EC.

**Recycle**
Juniper Networks utilizes the international recycling symbol on all products and packaging to insure that end users recognize that our products are designed for recyclability. It is our goal to reduce waste in all regional sales locations.

Securing the Network
Hospitals rely on us to keep vital medical records safe. Governments rely on us to ensure that highly confidential information is secure. And the financial markets rely on us to make sure that their systems run smoothly. Our customers, communities, and the world rely on a safe and secure Internet to function. Security is therefore central to our corporate citizenship and sustainability efforts, and a core component to creating responsible and sustainable products.

Research from Juniper Networks Mobile Threat Center shows that malware targeting mobile devices increased 155 percent in 2011, with threats continuing to grow in 2012. Furthermore, according to Juniper’s Trusted Mobility Index, people are using their mobile devices to access the most sensitive personal information with over three-quarters (76 percent) of global respondents reporting that they use mobile devices to access sensitive data, such as online banking or personal medical information.

Making the Environmentally and Cost Friendly Choice
Efficient networking equipment is both environmentally friendly and cheaper to own, so by choosing it, customers win twice. Here are a few of the reasons Juniper Networks products are some of the most efficient on the market:

**Energy Consumption Rating (ECR)**
All of Juniper’s product specs are based to some degree on ECR. Also known as Peak Energy Efficiency, ECR is a ratio expressed in watts per Gbps and measures the energy consumed to move one gigabit worth of line-rate data per second.

**Simplified and Consolidated Network Architectures**
Juniper Networks is consolidating the network to provide solutions, such as our QFabric System, that increase power and resource efficiencies without compromising on the security, performance, or agility of our products.

**Energy-Efficient Chips and Switches**
Our chips and switches are some of the most efficient in the world, providing customers the ability and speed to scale, without the footprint.

**Runtime Energy Consumption**
Juniper has developed effective methodologies to reduce runtime energy consumption of our network equipment. This ensures that our high-performance networking products spend the least amount of energy (in Joules) per transferred data unit (in bits), thus dramatically reducing runtime carbon footprint for any site and grid composure.

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13 Juniper Networks Trusted Mobility Index (July, 2012)
As part of Juniper Networks’ Trusted Mobility strategy (see Trusted Mobility highlight in the Governance and Compliance section), we are constantly updating existing products and creating new solutions to ensure that customers can remain safe while harnessing the vast opportunities and efficiencies that mobility and web-based solutions provide.

For example, Juniper Networks Junos® Pulse addresses the increasing threat to mobile users and devices with a comprehensive device protection and management solution that enables a highly scalable Security as a Service (SaaS) offering available for smartphones and tablets. Meanwhile, Juniper Networks SRX Series Services Gateways deliver high-performance security solutions for enterprises and service providers in an easily managed platform.

During the reporting period, there were no substantiated complaints regarding breaches of customer privacy or loss of customer data, that were brought to our attention.

**Securing Our Global Supply Chain**


### Securing the Healthcare Ecosystem

**Challenge**

Mobility forges a clear path to putting the most up-to-date information at clinicians’ fingertips, which ultimately saves time, reduces errors, and improves the quality of care. They can use smartphones and tablets to access patients’ electronic health records, check lab results, view patient scans, and double-check medical references—whenever they need to and wherever they are. Whether for telemedicine, remote diagnostics, or even billing and administration, mobility is bringing new efficiencies to all facets of the healthcare delivery process.

Mobility is therefore a top priority for many healthcare providers. Yet securing health information remains a top concern for healthcare institutions and patients alike.

**Solution**

Juniper Networks Junos Pulse Mobile Security Suite is a comprehensive solution that gives mobile device users in healthcare provider environments secure access to healthcare information and applications, protecting devices and the healthcare provider’s network from threats.

**Benefits**

- Mitigates the risk to sensitive healthcare data from compromised, lost, or stolen mobile devices
- Provides real-time protection from mobile viruses and malware
- Monitors inbound and outbound traffic, scanning files over all network connections
- Enables healthcare providers to remotely locate, lock, wipe, back up, and restore devices
Innovation

Innovation has been at the core of Juniper Networks throughout our history, and it is one of the key drivers in our quest to produce the industry’s most sustainable networking solutions. We invest significant resources in sustainability-related R&D to create high-performance, safe, reliable, and resource-efficient products. With more than 15 years of experience delivering disruptive technological innovation and more than 1,400 patents issued or pending, we have successfully leveraged multiple channels for innovation that enable us to stay on the cutting edge of high-performance and highly efficient networking solutions.

Following are examples of the various ways innovation is constantly embedded in what we do at Juniper Networks.

Working with Customers, Industry Peers, and Partners

At Juniper, we are committed to finding the most efficient solution for us and for our customers, so we can continue to offer a remarkable customer experience while improving the sustainability of our products. Our technology experts are therefore in constant dialogue with customers to assess our impacts and identify solutions that allow us to collectively have a larger impact across the supply chain. For example, we’ve helped Tesla build a network as fast and efficient as its vehicles. Our speed and efficiencies support lifesaving mobile applications in health sciences. And the NYSE Euronext relies on Juniper Networks for a fast, highly secure, and low impact solution to power one of the world’s busiest stock exchanges.

NYSE Euronext turned to Juniper Networks to provide high-speed, low latency trading platforms with a response time that supports the exchange’s billions of daily transactions.

PEER 1

“Our rapid growth in the past few years means that we required support from a company such as Juniper Networks, ensuring that we remain on track to deliver the great hosting and great service that PEER 1 has become known for. Juniper Networks’ innovation has enabled us to provide the highest level of secure user services at very low levels of energy consumption, and it supports our ‘green’ mission with its high-performance network infrastructure built on reliable, high-quality products that are environmentally friendly.”

– Dominic Monkhouse, managing director, EMEA, PEER 1

YOUKU.com

“Internet video is really taking off in China and we are determined to remain at the forefront of this market. In assessing our options for new switching infrastructure, the Juniper Networks EX Series Ethernet Switches stood out for delivering wire-speed performance, tremendous scalability, and excellent stability in a compact footprint. With a single operating system running all switches and the use of Virtual Chassis technology, we can keep expanding the data center without having to expand our network management overhead.

Having a single operating system running across our entire switching infrastructure further simplifies network administration, especially so given the way Junos OS automates operations and orchestrates security across multiple devices. That means we can scale the network without really growing our operating costs.”

– Jian Yao, CTO, YOUKU.com
Layers of GHG Reduction Through Product Innovation

Global Footprint
Cumulative impact of the network on sustainable growth and operations on a global scale – factors in costs versus benefits

Policy Footprint
National and global policies influencing or mandating emissions quotas and dematerialization constructs

Network Footprint
The network architecture or design that maximizes infrastructure investments and utilization of energy

Element Footprint
Energy efficient network elements involving load levels and usage profiles for all network elements including STBs, RGs, ANs, BRAS/BNGs, etc.

*Model jointly developed by Juniper and the Broadband Forum ™

OpenLab: The Junos Center for Innovation
In June 2012, Juniper Networks opened the OpenLab networking laboratory, the first of its kind in the telecommunications industry with a vision to create “a place where great ideas are born and turned into disruptive innovations that can change the world and the society we live in,” said Vince Molinaro, Juniper Networks senior VP and executive sponsor of OpenLab.

It’s a place where customers, partners, academia, software developers, and others can build, test, and demonstrate their “new network” integrated software applications to enable new features, new services, and new user experiences. It’s a place where software innovators can take advantage of emerging SDN and programmable network functionality via platform software development kits (SDKs) and APIs to learn and develop new ideas around networking.

Since opening, the facility has also been used to mentor high school and college students. Juniper has hosted students participating in the Rutgers Governor’s School of Engineering and Technology and has developed a relationship with the National Academy Foundation (NAF) to give back to the community.
For example, on December 11, 2012, Juniper Networks partnered with Verizon to host 25 students from NAF’s Academy of Information Technology (AOIT), within the John E. Dwyer Technology Academy (located in Elizabeth, New Jersey), for a networking career workshop. The four-hour session included discussions on the networking industry, and it covered topics such as the history and architecture of the Internet and the impact of mobile networking on society. It also covered topics close to a student’s heart, such as the skills required to do different jobs within networking and what companies are looking for in new hires. Participants were also given a hands-on demonstration of how Juniper Networks’ security technology can be used to identify and control website hackers.

Juniper expects the lab to help it gain early glimpses of potential networking ideas to be incubated in the Junos Innovation Fund.

“I believe the OpenLab will become an incubation engine for New Jersey and for Juniper Networks,” Molinaro said, and that it will attract “bright, talented people who want to make a difference.”

In total, OpenLab offers nearly 7,000 square feet of polished lab, collaboration, and conference center space, including 18 racks for servers, storage, and networking equipment; private rooms for developers to test and demonstrate applications; and full featured communications capabilities for global collaboration.
Juniper Networks was named Master Technology Company of the Year by the New Jersey Technology Council (NJTC). To qualify, contending companies had to demonstrate long-term growth, make a substantial impact on the industry and market over the past 10 years, show advancement of industry standards, and demonstrate outstanding corporate citizenship, with a strong, influential presence in New Jersey.

Juniper Networks has shown its commitment to stimulating innovation in New Jersey with its Bridgewater-based OpenLab—The Junos Center for Innovation. This unique center facilitates a collaborative environment for Juniper Networks’ customers, partners, and others to learn about and develop new network integrated software applications.

“It’s a privilege for the NJTC to honor Juniper Networks with our highest award distinction,” said Maxine Ballen, president and CEO of the NJTC. “The company has demonstrated leadership, innovation, and corporate citizenship that embody the state’s heritage in technology, which dates back to the first telephone in 1876. We congratulate Juniper Networks and look forward to seeing continued success.”

Juniper continues to believe in the talent of New Jersey and invest in its talent development. In May 2013, we awarded two Juniper Networks Engineering Scholarships to engineering students attending New Jersey institutions.

Additionally, in January 2013, Juniper Networks, in a partnership with the AT&T Foundry, held a Software-Defined Networking/Network Programmability Hackathon at OpenLab. The 10-day event involved teams of local college students in engineering and computer science competing to create the best networking solution to improve the user experience for common network services such as streaming video and gaming, and mobile video.

It was an enriching experience for students and Juniper Networks executives, with students exposed to valuable training and new software tools, and Juniper getting, a unique perspective on ways to enhance networking services. The top three winning teams all presented viable and valuable solutions to a key networking issue—network congestion.

“I would like to thank you for organizing such a great event, having us involved in it, and accommodating us with great hospitality. Let me quote B. Franklin ‘Tell me, I’ll forget. Show me, I’ll remember. Involve me, I’ll understand.’ You have done a great job in ‘involving us’ in the exciting world of SDN and I have obtained a great deal of experience during the Hackathon.”

— Mustafa U. Torun, PhD candidate in electrical engineering, New Jersey Institute of Technology
Supporting Community Development in the State of Maryland

The world’s top 130 service providers, 99 of the Fortune 100, and hundreds of central/federal, state/local government agencies around the world, are among the many organizations that rely on Juniper Networks to quickly meet their high-performance networking requirements.

For example, the State of Maryland turned to Juniper when it was looking to expand its broadband network, which would link more than 1,000 government facilities and community anchor institutions and interconnect other broadband networks in the state. As a result of deploying MX Series 3D Universal Edge Routers, the State of Maryland was able to provide faster connectivity and advanced services to more state agencies, counties, and K-12 school districts, support more video and collaborative applications, and create significant economic and quality-of-life advantages for the community.

“We built a high-performance, highly reliable network and made it available to our constituents to improve transportation, public safety, and education. With the new network based on the MX Series routers, we can continue to improve the network to meet the needs of our community and improve quality of life.”

— Greg Urban
deputy CIO, department of information technology,
State of Maryland

Junos Innovation Fund: Sparking Innovation for the New Network

In 2010, Juniper Networks launched the Junos Innovation Fund, a corporate venture capital initiative that invests in groundbreaking companies which complement Juniper Networks’ growth strategy, and focuses on improving the experience and economics of networking. The $50 million (USD) fund supports Juniper’s efforts to create and deliver an ecosystem of technologies, software, and applications built on the open and secure Junos Platform, which allows companies to directly program multiple layers of their networks, and quickly and efficiently create new services while enabling rich user experiences, revolutionary economics, and faster time to market.

U.S. Ignite

Juniper Networks was a founding member of U.S. Ignite, whose mission is to catalyze truly “next-generation” applications that transform the way Americans are able to work and live in six national priority areas, including:

1. Healthcare
2. Education and Job Skills Training
3. Public Safety
4. Energy
5. Transportation
6. Advanced Manufacturing

Through U.S. Ignite, Juniper Networks is promoting U.S. leadership in developing and deploying applications and services for ultrafast broadband and SDNs that have the potential to transform these areas. Juniper will serve on the U.S. Ignite Board and help set the strategy for key initiatives, including decisions on the types of projects and developer events that will be supported through the program. Application innovations include smart energy systems that will enable customers to more effectively monitor and manage their energy consumption. Another platform will allow developers to efficiently and continually capture human activity to anticipate and optimize energy usage.

Supporting Community Development in the State of Maryland
We are driven by our craft. We pride ourselves on executional excellence, measurably delivering beyond expectations. Our work ethic seeks excellence as the goal and believes that disciplined repeated effort, with input from all sides, will yield the best results.

Managing Juniper Networks’ Footprint

As the demands on the new network grow, so do the demands on Juniper Networks’ overall footprint. We are committed to growing responsibly, with the objective of supporting the business’ expansion at the same time we work to reduce our overall footprint. We actively look to understand our impacts throughout the business and then develop appropriate plans, processes, and objectives to manage them.

Employees at all levels are made aware of the different aspects of sustainability through onsite visual cues, such as receptacles marked for recycling, composting, and trash, and specially marked parking spaces for alternative commuters; as well as communications, literature, and friendly competitions designed to engage and encourage everyone to participate in our emissions reduction efforts.

We also incentivize those who are best able to impact organization-wide programs or policies that can directly affect our footprint. Salary and bonus decisions for a variety of environment, sustainability, supply chain, and facility employees are made based in part on their sustainability contributions and capabilities. For example, they may be evaluated on their ability to support relevant requirements associated with the ISO 14001 certification; measurements of Juniper Networks’ carbon footprint; supplier participation increases in CDP; or the identification and implementation of energy efficiency programs.

Another way we work to manage our footprint is through our certified ISO 14001 environmental management system, which we first achieved in 2011. This certification ensures that we have a comprehensive, fully functioning system in place to help us uncover issues, track progress, and achieve our environmental goals. We have also been TL9000 certified since 2004.

Newsweek’s Green Rankings List

Juniper Networks was ranked 46th in the United States in Newsweek’s 2012 Green Rankings list of the top 500 biggest publicly traded companies in America. The Newsweek Green Rankings compares the actual environmental footprints, management (policies, programs, initiatives and controversies), and reporting practices of big companies. Juniper Networks jumped 33 positions (up from 79th), with a Green Score of 67.7 (compared to 2011’s Green Score of 62.3). Additionally, Juniper Networks ranked #11 in the Technology Equipment Sector. [www.thedailybeast.com/newsweek/2012/10/22/newsweek-green-rankings-2012-technology-equipment.html](http://www.thedailybeast.com/newsweek/2012/10/22/newsweek-green-rankings-2012-technology-equipment.html)
Emissions Reporting

Juniper Networks has a longstanding commitment and proven track record of being a responsible corporate citizen in the area of greenhouse gas emissions measurement and management. Global investor, customer, and partner requirements affecting our operations are viewed as an opportunity for the company to stand out as a leader in our industry on greenhouse gas emissions management and transparency.

As a result, Juniper Networks has been reporting to CDP (formerly Carbon Disclosure Project) since 2004 and was a founding member of the CDP’s supply chain program, which engages suppliers on the topic of climate change while delivering important information about emissions and related strategies outside our four walls. Juniper works to collect data from all sites with a headcount over 100, which represents close to 95% of what we estimate to be our impact. We had an emissions reduction target (Scope 1 and Scope 2 emissions) of 5% per full-time employee over the base year (2009), which we exceeded in 2011, with a 10% reduction in emissions intensity per employee.

Absolute CO₂ Emissions (Scope 1 and 2)

Juniper has made progress reducing emissions intensity per employee and square footage.

Direct and Indirect Energy Sources (2012)

<table>
<thead>
<tr>
<th>Direct Energy Sources</th>
<th>Indirect Energy Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diesel – 1,509.87 m³</td>
<td>Electricity – 210,185,146.91 kWh</td>
</tr>
<tr>
<td>Natural gas – 442,156 therms</td>
<td></td>
</tr>
</tbody>
</table>

Some of the reasons that Juniper’s absolute emissions increased include additional headcount needed to accommodate Juniper Networks’ business growth. Plus, in 2011, we acquired Brilliant Telecommunications and absorbed its operations and employees in our Sunnyvale campus, resulting in a slight increase of emissions from the expansion of activities and headcount. Finally, we expanded our offices in Addlestone, UK, Hong Kong, and Westford, MA, and added buildings to our campuses in Sunnyvale, Beijing, and Bangalore, which resulted in incremental increases in absolute emissions.

While absolute emissions increased, the emissions per employee were reduced by 10%, which exceeded our target. In addition, Juniper Networks saw a decrease in emissions intensity per square foot. These reductions in emissions intensity are due in large part to the initiatives, programs, and activities described throughout this report.

Reporting is not a check box item for us; we see it as an opportunity to take a hard look at our ongoing operations and identify successes that can be replicated elsewhere and opportunities for improvement. We are committed to not only reporting regularly on our footprint, but also to expand our reporting to better manage those impacts. Our efforts extend throughout our operations and into our supply chain; we have been a lead member of CDP’s Supply Chain reporting initiatives, working with our suppliers to help them better understand and manage their impacts (see Supply Chain Section for details).
One way we can measure our efforts is through CDP’s disclosure and performance scores, which are given to each company based on its response. It is a measure of the completeness of a company’s response and the actions a company has demonstrated through its response. Juniper Networks’ scores in both the disclosure and performance categories went up in 2012. Our Disclosure Score increased from 59 in 2011 to 80 in 2012, and our Performance score improved from an E to a B. Note, 2012 scores are based on the reporting of 2011 data. The improvements were due to a concerted effort on our part to expand what and how we reported.

For more information on Juniper Networks’ Emissions, please refer to Juniper’s CDP response at [www.cdp.net](http://www.cdp.net).

### Total Facility-Wide Emissions Verified by SCS for Juniper Networks’ Westford Facility*


As a result of these verifications, they “can provide limited assurance that Juniper Networks has reported greenhouse gas emissions within the materiality threshold from January 1, 2011 through December 31, 2011 for the Westford B1 facility and meets the Climate Data requirements of the Carbon Disclosure Project.”

- Total Scope 1 Emissions: 34.68 CO₂ e; 34.68 CO₂
- Total Scope 2 Emissions: 7721.95 CO₂ e; 7663.37 CO₂; 0.71 CH₄; 0.14 N₂O

*All emissions are reported in metric tonnes.

We also responded to CDP’s initial Water Disclosure Information Request. Juniper Networks has been collecting water metrics since 2010, but this was the first request for public disclosure.

<table>
<thead>
<tr>
<th>COUNTRY OR GEOGRAPHICAL REACH</th>
<th>WITHDRAWAL TYPE</th>
<th>QUANTITY (MEGALITERS/YEAR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>Municipal water</td>
<td>1.6</td>
</tr>
<tr>
<td>India</td>
<td>Municipal water</td>
<td>42.2</td>
</tr>
<tr>
<td>United States of America</td>
<td>Municipal water</td>
<td>63.4</td>
</tr>
<tr>
<td>Netherlands</td>
<td>Municipal water</td>
<td>1.8</td>
</tr>
<tr>
<td>Singapore</td>
<td>Municipal water</td>
<td>.02</td>
</tr>
</tbody>
</table>

While our water usage is minimal, we are developing a water usage policy and reduction targets to ensure that we are actively managing all of our impacts.

### Juniper Networks’ Energy Efficiency Council

Visionary leaders within Juniper Networks around the world formed the Juniper Energy Efficiency Council (JEEC) with the goal of working across the company to develop a uniform strategy for advancing sustainability and climate change issues across Juniper’s global operations. Comprised of many of our facilities and real estate leaders, the JEEC is focused on setting up systems to aggregate environmental data, issue standards, and deploy best practices around the world.

Prior to its formation, initiatives were being implemented regionally, with little sharing of experiences and information learned through the process. JEEC sets out to facilitate more collaboration and coordination between all initiatives implemented by Juniper’s Real Estate and Workplace Services (REWS) around reducing Juniper Networks’ overall energy consumption. In 2012, the JEEC focused on establishing the team and identifying the areas of focus to target within our operations.

The core team, which is made up of facility managers from around the world, meets weekly and an extended team meets every 2 months. The extended team includes a variety of people whose input and support is needed to implement JEEC’s objectives, such as nominated spokespeople for REWS operations, and representatives of cross-functional projects. For
example, they work alongside Juniper Networks’ Engineering Lab Council, which is responsible for the establishment of best practices and the management of all lab activities, to implement energy efficiency initiatives in our labs.

Some of the initiatives guided by JEEC and undertaken by our REWs in 2012 included:
- Establishing knowledge sharing forums to raise awareness of good energy management throughout Juniper Networks’ portfolio
- Deploying “presence activated” lighting, which is mandatory for all new sites, and implementing LED office lighting
- Measuring labs and calculating their Power Usage Effectiveness (PUE), while level-setting what we would like to see as goals going forward
- Implementing hot/cold aisle containment in labs, containing the front and back of racks to improve the efficiency of the cold air delivered and the hot air extracted
- Establishing a global blanking plate policy to reduce airflow short-circuiting in lab racks
- Moving towards the ASHRAE (https://www.ashrae.org/) standard of 80.6 degrees Fahrenheit in the labs’ cold aisles (right now the average temperature in our cold aisle is in the mid-70s, which represents an increase we have been working on over the past few years)

JEEC’s focus for the future is to better understand our energy usage on a global basis, so we can implement the policies and practices that will make the biggest impact. This will require:
- Leveraging toolsets to baseline the cost of all utilities to the business
  - Using utility bill recording capabilities on a worldwide level
  - Deploying a smart metering data aggregation platform (we are currently interviewing prospective partners)
- Identifying programs, processes, and standardized policies that can improve our energy efficiency
  - Establishing policy standards (we are looking at lab and office operating temperatures, lighting systems, variable speed drives and motors, free cooling systems, lab containment systems, among others)

JEEC is also looking to strengthen the collaboration its members have with lab managers via the established Engineering Lab Council. As the heaviest consumers of power within the business’ operations, we are looking to gain additional insight into their requirements and usage to identify trends and opportunities for improvement in ongoing efficiency.

As a focal point for creating change in the way Juniper Networks’ facilities are managed around the world, JEEC will also support employee education around energy consumption. Increasing awareness of the impact each person’s actions have on the company’s overall energy consumption can go a long way towards reduction efforts. Some of the simplest ways to reduce energy require small changes to the way individuals behave (e.g., turning lights off when they leave a room). We are committed to creating an environment that encourages energy conservation and ensures that all stakeholders understand the responsibility they have to do their part to use resources wisely.

To help people change and make more conscious consumption decisions within Juniper Networks’ facilities, we have run educational campaigns and competitions. For instance, in 2012, Juniper Networks introduced an Energy Reduction Competition that challenged each building in the Sunnyvale campus to see who could reduce consumption the most over a three month period. The competition not only raised awareness around energy consumption, but also inspired innovation around new and different ways we could reduce our energy use.

JEEC will continue to focus on looking at ways to improve the overall environmental performance of our facilities. We will take lessons learned and look for ways to expand successes on a global scale. The vision of JEEC is to be the leaders of energy consciousness at Juniper Networks, providing leadership, stewardship, education, and policy solutions that strive for energy management excellence and positively contribute to Juniper’s success.

### Waste Diversion Rate

**Highlights from Amsterdam**

In Amsterdam, we have been piloting many environmental initiatives. Taking up four out of five floors in a multitenant building, we were able to work with the landlord to procure green energy from large-scale renewable sources. Since April 2010, we have been able to use 100% renewable energy to power our operations, which includes labs used by our European colleagues.

In 2012, we piloted a free cooling implementation in the Proof of Concept (POC) lab in Amsterdam, where air vents and fans draw in outside air when the temperature is anywhere below 23 degrees centigrade. The outside air helps reduce cooling demand, and it offsets the heat from the servers, so we don’t have to use chillers and air conditioning units to cool the air. We expect to see a considerable drop in energy consumption going forward for these labs and will look at ways to implement this approach in other locations.

**In Amsterdam, we have been piloting many environmental initiatives.**

<table>
<thead>
<tr>
<th>Waste Diversion Rate (Corporate Headquarters, Sunnyvale)</th>
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<tbody>
<tr>
<td><strong>Diversion Rate</strong>: 73.4%</td>
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</tr>
<tr>
<td><strong>Total Waste Generated</strong>: 497 tons</td>
<td></td>
</tr>
<tr>
<td><strong>Total Waste Recycled</strong>: 364 tons</td>
<td></td>
</tr>
<tr>
<td><em>Recycling includes: compost, mixed recycling, wood, cardboard, shredding, cans/bottles, scrap metal, batteries, e-scrap, media, monitors, lamps, landscaping, AER-e-scrap, and other.</em></td>
<td></td>
</tr>
</tbody>
</table>
The Need for a Smart Grid – SEEDZ Membership

The world is searching for smart solutions capable of preserving the precious, finite resources we have on this planet, while sustaining our rapidly growing population. California has taken a leading role in driving reductions in carbon emissions through energy efficiency and the use of cleaner sources of energy. A smarter electrical grid capable of efficiently collecting and distributing power, reliably and sustainably, is a key element to achieving the types of reductions in carbon emissions that will be needed (and most likely mandated) to ensure effective, ongoing utilization of energy assets.

As a provider of the high-performance network that connects all people and all things, Juniper Networks has taken an active interest in driving efficiencies within the grid. In addition to providing customers around the world with the networking and security solutions they need to support their smart grid development, we are looking at what can be done in our own backyard.

Juniper Networks belongs to the Smart Energy Enterprise Zone (SEEDZ) group, which is an extension of Joint Venture Silicon Valley. The group’s charter is to unite local energy customers, solution providers, municipalities, institutions, and utility interests to work on architecting a smart energy network. The group is working on designing a smart grid in Silicon Valley, taking into consideration all aspects, from the investment to the components, that would be needed to create a grid capable of meeting the highest levels of power reliability, quality, affordability, and sustainability.

Between now and 2020, SEEDZ collaborators “envision building out the U.S.’ highest-performance two-way power network, supporting and rewarding active energy management and clean distributed generation on a sustainable economic scale.” The multi-stakeholder smart energy collaboration is focused on driving climate prosperity and providing a replicable model for other regions.

Elements Integrated into a “Smart Energy” Community

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http://www.jointventure.org
The Value of Information

We know that trying to establish a single platform that can aggregate our global energy consumption is challenging, but worth it. We have seen the value in the single metering system we have for our Sunnyvale and Westford offices in the U.S. and our Addlestone office in the UK. We are able to track our energy consumption every half hour, which allows us to better understand our use and identify ways to conserve.

We started to establish baselines, which allowed us to determine the impact of our programs, such as swapping halogen lights for LED tubes. We also started identifying trends. We noticed lights were being kept on during the weekend and that lights were being left on late at night. We worked with our landlord to shut off lights a little earlier in the evening and over the weekend; our landlord saw the difference these small changes made and started rolling it out to other tenants in our building.

The first step and the enabler to change is knowledge. That’s why we are committed to building the systems we need to understand and better manage our energy utilization.

Our New Campus – LEED Certified

Juniper Networks purchased land in Sunnyvale, CA, with the intention of one day building a new campus that could truly embody “The Juniper Way.” The site was across the street from our headquarters, which had originally been chosen in large part due to its proximity to public transportation.

In 2010, we broke ground on the new campus, demolishing existing structures, and building to the LEED Gold standard. By the second half of 2012, we were able to move in and start enjoying our new campus, which reflects our values and innovative spirit and embodies the possibilities of the new network. The two new buildings received LEED Gold and Platinum certifications.

We leveraged sustainable best practices to build our LEED campus buildings. The following are some of the site, building, and renewable energy highlights:

- **Site Features**
  - The property was considered a site that Juniper Networks was able to redevelop to make it a thriving part of the community again.
  - We diverted more than 95% of construction waste from the landfill.
  - The campus is near public transportation, with the Santa Clara Valley Transportation Authority (VTA) stop and bus depot at the corner of North Mathilda and 5th Avenue, making it easy for employees to consider alternative commute options to reduce traffic congestion and vehicle emissions.
  - There is bicycle parking at each of the buildings and in the parking garage, with onsite showers and changing rooms available on the first floor of each building to encourage employees to use alternative commute options.
  - Preferred parking is available for low emitting and fuel-efficient vehicles and carpools and vanpools to encourage employees to use alternative commute options. Note: The total space count amounts to 5% of the total quantity of parking spots available onsite.
  - To reduce the heat island effect in the parking lot, the installation of trees and various hardscape materials with a minimal solar reflective index have been installed.
  - To reduce the heat island effect on the roofs of the buildings, a combination of vegetative and TPO (high reflective) roofing materials was used.
  - All site landscaping uses non-potable water to reduce water usage and impacts.

Saving Energy Pays Dividends

Juniper Networks has been working with local utility provider, Pacific Gas and Electric (PG&E), to identify opportunities to improve efficiencies within the labs at our headquarters. PG&E offers incentives to companies who go above and beyond to reduce overall energy consumption. In 2011 and 2012, we received rebates totaling $896,753 (USD) for our lab projects, including adding new air side economizers, replacing chillers with more efficient units, reducing the cooling load through process changes, virtualizing servers, and upgrading HVAC units to improve overall data center airflow. In total, the improvements represented a savings of 7,824,947 Kilowatts (kWh).

“By partnering with PG&E to find innovative ways to boost energy productivity, Juniper Networks earned millions of dollars in incentives over the last five years, while saving enough energy to power 850 homes for a year,” said Helen Burt, senior VP and chief customer officer for PG&E. “Juniper’s success underscores the incredible opportunities that PG&E’s energy efficiency programs are helping customers tap into. We’re proud to work with great partners like Juniper to help them achieve these win-win results.”

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• Building Features
- More than 20% of all building materials were comprised of recycled products.
- A dual-pipe system was installed in the restrooms to enable the use of non-potable water for water fixtures.
- Water-efficient fixtures and lavatory motion sensors were installed in the restrooms to reduce water use by more than 30% in each building.
- Both buildings have energy-efficient systems installed (exterior and interior), with sequences of operation to reduce energy use by more than 20% of the required building code standards.
- Low emitting refrigerant systems were used for air conditioning equipment and systems have been designed to better manage energy usage.
- Outside air economization (free air) is being piloted in the office and lab environments for the HVAC systems to reduce energy consumption associated with cooling those spaces.
- Low emitting and low VOC materials have been installed throughout each building.
- Individual lighting controls for 90% of the building occupants are provided to reduce energy consumption and waste associated with unnecessary usage.

• Clean Energy
- Each new building is designed to operate at 8 megawatts (Mw), with about 1 Mw of that energy coming from alternative renewable sources. Juniper Networks installed 1 Mw Bloom Energy solid oxide fuel cells next to the parking garage to handle the large 24x7 electrical loads in the labs. These fuel cells convert natural gas into electricity through a noncombustible process (www.bloomenergy.com). Their installation will result in a 24% reduction in electricity costs, and they emit no smog, resulting in the removal of approximately 14 tons of CO₂.
- The top of the parking garage had 300 kW photovoltaic cells installed to generate power by converting solar radiation into direct current electricity. It’s estimated this installation will result in an annual energy reduction of 464,104 kWh, which is a savings of approximately $56,667 (USD) a year; the renewable energy produced will offset about 380 tons of CO₂.
- On the roof of Building B, a 97 kW Cogenra Solar thermal system was installed. This proprietary system generates electricity and uses the heat wasted by traditional photovoltaic installations to heat water for the building’s kitchen and showers (http://www.cogenra.com/). The annual energy savings is anticipated to be $12,578 (USD) through the reduction of gas and electric use, as well as the production of Renewable Energy Credits (RECs); the annual energy produced is the equivalent to a reduction of 38 tons of CO₂.
Guiding Principles of Juniper Networks’ Office Strategy

Beyond building to the LEED standard, working with our landlords, and investing our resources to reduce our facility impacts through the implementation of innovative, sustainable best practices, the three main principles that guided Juniper Networks’ new office strategy were:

1. **One Unified Workplace**—Creating a workplace environment that fosters quick and easy collaboration, on a local and global level. Prior to building the new campus, Juniper conducted workplace design research that found employees wanted to be able to better collaborate, both with colleagues in the same building and around the world. This principle has led to the deployment of video conferencing capabilities accessible to all employees, using our own solutions and some off-the-shelf technology to create a high-definition, face-to-face experience. Now, a Juniper Networks employee can chat in the office (from a cubicle or a video conference room) to colleagues across the globe, and this creates a much more connected and fluid work environment that ensures collaboration can flourish. In addition, due to our ability to collaborate more effectively worldwide, we anticipate we will need to travel less to conduct business, which should help us lower our carbon footprint.

2. **Juniper on Juniper**—Implementing Juniper Networks solutions to run Juniper’s business. The campus runs entirely off of a single, unified Juniper Networks’ network. Our network has allowed us to transform the company, replacing more than 200 applications with one standardized platform, collapsing various data centers, and migrating many of our applications to the cloud. We can interface all points of connection within a building (from our phones and laptops to our conference rooms and building management systems), to give us a unique, connected view of our business. By using our own technology, we are able to demonstrate the value the network can bring to the business. This is exactly what we have done in our Sunnyvale campus and is now a strategy everywhere.

3. **Customer Number One**—Using our Juniper on Juniper deployments as “the ultimate test drive” for our networking teams, technology teams and customer support processes. The idea is to capture and share data and analysis of the performance of Juniper technologies in our internal networks with the teams that design our products and support our customers. As Customer Number One, our IT team engages in a bi-directional way with both Juniper Networks’ customer support and advanced services to obtain assistance and provide feedback. Discoveries made from our in-production enterprise network are being integrated into Juniper’s development cycle and support processes to help our company improve the overall quality of our products and services and, ultimately, deliver a better solution to our customers. We will continue to engage cross-functionally to ensure our Juniper on Juniper imperative maps to our evolving product portfolio.

These principles will guide us as we build our new campus in Bangalore, India, which will be our second largest location and will be built to the LEED Gold standard. They will also be considered as part of our continual efforts to improve the ongoing operations of our existing offices and facilities.
Regional Energy Initiatives

We are constantly looking at ways to reduce the impact of our offices and facilities around the world.

Snapshot of Juniper Networks around the globe—107 offices spanning 44 countries
The following is a description of some of the initiatives, programs, and processes that we have deployed in our facilities throughout the world to manage our footprint.

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>ACTIVITIES</th>
<th>REDUCTION VALUES (WHEN AVAILABLE)</th>
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<tbody>
<tr>
<td>Sunnyvale, CA and West U.S.</td>
<td>- Piloted Secure Print program – individuals must be at the printer to activate a print job, reducing paper, toner and electricity wasted by uncollected print requests; will expand the program to the entire campus and other regions.</td>
<td>- Saved 1,400 reams of paper.</td>
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<td>- Was one of two organizations that partnered with the City of Sunnyvale to pilot a program designed to replace individual trash receptacles with bins for cans and bottles, compost, and paper, which are all recycled; also partnered with the City on its composting program – composting accounted for 15% of the Sunnyvale campus’ waste stream.</td>
<td>- Landfill trash reduced to 16%.</td>
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<td>- Modified management of air conditioning in labs to prevent local adjustment of temperature set points; now all managed centrally.</td>
<td>- Estimated savings of approximately $135,000 (USD).</td>
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<td>- Increased set point temperature of cold aisles in labs to reduce cooling load.</td>
<td>- Energy reduction of 98 kW, 1,396,300 kWh + PGE approved rebate of $205,763 (USD).</td>
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<td></td>
<td>- Implemented hot aisle containment.</td>
<td>- Energy reduction of 1.68 kW, 11,005 kWh + PGE approved rebate of $1,819 (USD).</td>
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<td>- Added an efficient chiller.</td>
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<td>- Implemented energy efficiency best practices in the labs constructed in the new campus buildings.</td>
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<td></td>
<td>- Deployed blanking plates across labs.</td>
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<td>- Fitted air side economizers in the Building 8 lab.</td>
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<tr>
<td>Westford, MA and East U.S.</td>
<td>- Designed and constructed new 1,500 ton chilled water plant that supports existing labs at a lower operating cost per ton of cooling delivered.</td>
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<td>- Deployed LED lighting as part of office renovation project—system includes automated lighting controls based on presence detectors, occupancy time schedules, and daylight harvesting.</td>
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<td>- Installed sub-metering for labs to allow detailed tracking of electricity usage.</td>
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<td></td>
<td>- Participated in utility provider’s Emergency Demand Response Program, reducing site load during electrical system peaks.</td>
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<td>- Started post occupancy evaluation metering of new SSIT lab (peak efficiency at 1.17 PUE).</td>
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<td></td>
<td>- Implemented hot air containment and advanced economizer controls for the SSIT/PS lab.</td>
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<td>- Installed CO2 sensor and control for all office environment HVAC systems.</td>
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<td>APAC</td>
<td>- Installed energy optimization system in the Beijing Level 9 sales office.</td>
<td>- Savings of approximately $350,000 (USD); 10% more efficient than landlord provided generator.</td>
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<td>- Implemented hot and cold aisle containment to improve air flow segregation.</td>
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<tr>
<td></td>
<td>- Implemented hot and cold aisle containment in existing and new labs – Beijing L5, Beijing L9, and Sydney.</td>
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<td></td>
<td>- Introduced optimizers to align AC start/stop times with external seasonal temperatures.</td>
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<td></td>
<td>- Deployed blanking plates across majority of APAC labs.</td>
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<td></td>
<td>- Educated end users to improve energy awareness, e.g., switch off equipment when not in use and during holidays.</td>
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<tr>
<td>India</td>
<td>- Procured diesel generator.</td>
<td>- Savings of approximately $30,000 (USD).</td>
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<td>- Deployed LED lights as part of a Go Green initiative to reduce energy load from lighting.</td>
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<td>- Implemented aisle containment for 450 racks; allows increased operating temperature to reduce cooling.</td>
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<tr>
<td>Paris</td>
<td>- Implemented low energy lighting across the office; continue to switch off perimeter lighting by window line.</td>
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<td></td>
<td>- Introduced motion activated lighting in car park and common areas.</td>
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<td></td>
<td>- Implemented mains fed water dispensers and removed bottled water.</td>
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<tr>
<td>Amsterdam</td>
<td>- Retrofit free cooling system into Proof of Concept Lab to reduce cooling demand with supplemental external cold air.</td>
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<td></td>
<td>- Rebalanced cooling loads between two incumbent lab cooling systems allowing step-down of chillers to match load.</td>
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<td>- Renegotiated tariff for continued supply of electricity from large-scale hydro source.</td>
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<td>- Switched Landlord electricity supply to large-scale hydro energy tariff.</td>
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<td></td>
<td>- Encouraged housekeepers and security to switch off lighting/projectors when rooms are not being used.</td>
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<tr>
<td>Addlestone</td>
<td>- Implemented electrical smart metering system to raise awareness of energy consumption.</td>
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<td>- Unnecessary operation of landlord’s chillers at weekends identified. Set up lab management meetings to identify opportunities to investigate highest users.</td>
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<td>- Completed audit and confirmed that security should sweep the office in the evenings to switch off lights and projectors.</td>
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<td>- Removed halogen spot lights and replaced with LED/low energy bulbs.</td>
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<td></td>
<td>- Educated colleagues to improve energy awareness, e.g., switch off unused equipment during the day, overnight, and on weekends.</td>
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Soup Really Can Make Things Better

It’s said that it takes a pure heart to make good soup. Not For Sale (NFS) is an organization with no shortage of heart and lots of imagination. As Juniper Networks’ signature community relations partner, we are committed to supporting NFS in its efforts to end human trafficking worldwide.

To that end, our Amsterdam office got involved in NFS’ “Home” program, which centers on the concept of creating a safe environment, with the promise of a better future for human trafficking survivors. Home delivers soups, made by survivors, to those working in Amsterdam’s red light district. The venture helps victims in the district through nutrition, healthcare, and community. Those preparing the meals learn skills in cooking and catering. NFS Netherlands also utilizes Home to gather data on human trafficking trends.

It is estimated that 70 percent of the women working in prostitution in the district were illegally trafficked from Hungary, Bulgaria, and other parts of Eastern Europe. The ultimate goal is to assist them in returning to their countries of origin with job skills that protect them from exploitation.

NFS hopes to scale the “Home” concept into commercial sales of soups, and our colleagues in our Amsterdam office are helping.

Recently, a group of about 20 of our colleagues visited the NFS office in Amsterdam. It had been organized by Kim Andreoli-Pasche, senior director, global inside sales. She’d met with NFS officials in March and learned of the “Home” project firsthand. The group received a briefing and a tour of the area from longtime activist and NFS Netherlands coordinator, Toos Heemskerk.

“Through her riveting descriptions, we were able to get an insider’s view of the red light district, an area in Amsterdam with a rich history dating back to the 1600s,” says Andreoli-Pasche. “It is an often romanticized part of the city that everyone knows about, but we do not often think about the reality.”

“The discussion was very open and inspiring and afterward we were treated to a soup tasting,” says Andreoli-Pasche. She and Heemskerk subsequently conceived the idea of piloting sale of the soup at Juniper Amsterdam office.

The partnership started in late August 2012, with a tasting session and briefing about NFS in the Juniper Networks’ cafeteria. Then, Tuesdays and Thursdays became “Home” Soup Days at Juniper Networks-Amsterdam.

Can red Thai coconut curry and tomato basil change the world? Maybe not all at once, but Andreoli-Pasche and NFS are already exploring other opportunities for colleagues to become involved. “We’re not sure in what form this will be but there are many ways to help, and we think just being informed and understanding already makes a difference.”

NFS Netherlands sold over 2,000 bowls of soup made by almost 300 women in Amsterdam, which paid for the training of 16 women.

Technology and Research to Bring Change

Since 2011, Juniper Networks has helped mobilize thousands of smart activists through significant investment in Free2Work consumer tools.

Juniper’s support has enabled continuous development of Free2Work research and improvement of the application reporting systems and design, including the launch of a new assessment tool in 2012 built for both iPhone and Android users.

As a result:

- 70,938 consumers downloaded the application to connect with the stories behind the barcodes of their favorite products.
- 559 brands were rated. Of those 87 companies (representing 360 brands originally rated in 2010), 38% have engaged in discussion with Free2Work around supply chain transparency and 15% have improved their grade.
- The first Free2Work Apparel Report was published, which to-date has been seen by over 42,000 visitors to the Free2Work site.
Raising the Bar with Alternative Transportation Programs

Juniper Networks has an extensive transportation program in place to promote alternative commute options and reduce congestion on the local roadways. For starters, proximity to public transportation is a critical criterion for choosing office sites. Most locations, including our headquarters in Sunnyvale, were chosen due to their proximity to train and light rail.

While details vary from location to location, the principles of doing what we can to promote and support alternative commute options remain consistent. Some examples of benefits provided to colleagues around the globe include assistance for transit riders, facilities for bike riders, emergency/guaranteed ride home programs, specially marked parking spots for carpoolers and electric vehicles, information on local traffic patterns/options on a resource-rich transportation portal, etc. More than 20% of our colleagues take alternative transportation.

Juniper Networks also has a Home Worker program, where colleagues may work up to 90% from home, with the approval of their managers. Home Workers have no assigned seat in a Juniper Networks' office; instead, their home office is provisioned for all they will need to do. Should they need to come into the office, they can simply use any of the open “visiting” spaces that are available. Additionally, for those colleagues who want to work on occasion from home or on the road, they can use Juniper Networks’ solutions to remotely access the resources they need and collaborate with their colleagues and global teams. This flexibility reduces travel and commute requirements that translate into emissions reductions, not to mention personal time and energy savings.

Alternative Transportation Program Recognition

The company has been recognized for its innovative Transportation Programs with awards from ACTERRA, the San Francisco Bay Area Air Quality Management District, and the City of Sunnyvale. We have also been named one of the “Bay Area’s Best Workplaces for Commuters.”

Juniper Networks’ Westford, MA office was recently recognized for the sustainable commuter programs that are available to employees. MassRides, a group within the Massachusetts Department of Transportation that promotes alternate commuting methods, awarded Juniper a Pacesetter award at the 3rd Annual Excellence in Commute Options Awards. For more information, please go to: http://www.commute.com/employers/ecoawards.
We cultivate a culture of integrity throughout our supply chain.

Our partners are an extension of our efforts to seek out big, bold challenges that are difficult and make a difference that really matters.

Responsible Sourcing
Juniper’s supply chain is an extension of Juniper’s operations and, as such, we select contract manufacturers and suppliers who share our values and goals. They are valued partners, who are instrumental in helping us bring the innovative solutions to market that will accelerate the adoption and subsequent benefits of the new network.

We are committed to maintaining high standards of responsibility and sustainability throughout our company and supply chain. This is evidenced, in no small part, by our collaboration with Not For Sale (see People and Communities Section for more information), our adoption of the standards set forth in the U.N. Global Compact and the Electronics Industry Citizenship Coalition (EICC) Code of Conduct, and our “Ethics inside” and ISO 14001 certification (see Operations Section for more information). We work closely with our partners to ensure that these standards apply throughout our global supply chain.

As an extension of our own measurement and reporting on greenhouse gas (GHG) emissions, we have invited our suppliers to do the same since 2009. As a lead member of CDP’s Supply Chain program, Juniper has built a strong supplier engagement platform that drives disclosure and action on climate-related risk. Many of our key suppliers have recognized this opportunity to collaborate with us, and together we are building a more sustainable future.

Juniper suppliers sign the Juniper Supplier Code of Conduct, which is aligned with the guidelines of the EICC. We are integrating language from the supplier code into our supplier agreements. We recently updated the supplier code to align with legislation surrounding conflict minerals and to include clauses with regards to human trafficking. The supplier code ensures that our threshold for ethics is being carried out through our entire value chain.

In an effort to strengthen and deepen the relationship we have with our suppliers, we held our first annual Supplier Summit in April 2013. The event was an opportunity for them to hear from our leadership on the strategic direction of the company, including the environmental and sustainability initiatives that are vital to enabling our success.

We will continue to look at how we can manage and respond to key supply issues more effectively and drive improvements throughout our supply chain to reduce risks and impacts. Some of our supply chain goals include:

- Tracking CO₂ emissions and H₂O use for our top suppliers that represent 95% of our spend to understand their total use and the usage that is specifically attributable to Juniper.
- Defining and starting to implement robust supply chain management and supplier diversity programs that align with our risk management and supply chain stability objectives.
- Implementing a supply chain risk management system to anticipate and mitigate supply chain disruptions and improve overall resiliency.
Engaging Suppliers at the 1st Annual Supplier Summit

Two hundred suppliers attended the event, mingling with 100 Juniper executive colleagues to strengthen the partnerships. The photos show Kevin Johnson, CEO, Marty Gavin, senior VP, manufacturing operations, and Vince Molinaro, senior VP, sales, providing insights into Juniper’s vision, technology, and supply chain strategies.

Working to Build the Best Supplier Management Program

Over the past few decades, the challenges of a sustainable supply chain have grown in breadth and complexity for multinational, highly connected businesses such as Juniper. Uncovering all the details and creating a structured landing zone for all that data may be daunting, but it is essential for a capable supplier management program.

We are in the process of deploying a robust supplier risk management database and establishing a baseline with suppliers. This database will help us collect all of our supplier inputs, so that we can correlate potential risks to better understand how impacts to our supply chain ripple through our operations. This will give us greater transparency that will be instrumental to our ability to effectively monitor and manage our supplier relationships and head off warning signs before they can become issues.

New suppliers have an intense onboarding process that will help us vet their alignment with our values and confirm the effective management of their operations. This will also help us be even more purposeful in our strategic partner selection and support future partner tiering that can be used to mitigate any risks.

For existing partners, we are going to be able to start to look at the quality of the information they report to us, so we can identify gaps and work with our partners to support the citizenship and sustainability goals we have set out for them. Our goal is to have the data that will enable us to execute a credible, sustainable supply chain that will help us take a leadership position in supply chain management.

New Process for Returns and Repairs

Juniper Networks is working with one of its manufacturers, Celestica (www.celestica.com), to implement a new process for returns and repairs that consolidates repair centers into three sites – one in the Americas, one in APAC, and one in EMEA. Once implemented, it has the potential to save up to 140 million air miles a year.
We take a 360° approach to choosing and evaluating our suppliers. We have an engagement framework that guides the development of our long-term relationships with our partners. It is focused on developing:

- **Integrity** – both in what we do together for the customer and in our commitments to each other
- **Collaboration** – to make the most of our opportunities and differentiation
- **A remarkable customer experience** – by taking the time to understand what we need to deliver to meet the customer’s needs and expectations
- **Bold aspirations** – to enable us to be disruptive, with the right differentiation
- **Mutual benefit** – based on finding common ground and driving towards common goals
- **Innovation and operational excellence** – to create an exceptional solution life cycle

This engagement model helps us ensure that we are looking and working with our partners holistically. It is complemented by our Wheel of Excellence, which is designed to set clear expectations around the variety of metrics we will look at and use to monitor and manage our suppliers. The goal is to create productive, long-term relationships that align with our vision, values, and business objectives.
Supplier Information

Our visibility into supplier impacts and risks is only as good as the data we have on our suppliers. It’s why we are investing in the aforementioned supply chain database that will help us with our supply chain management. It’s also why we are trying to look at a broader range of social issues to help us create a deeper understanding of the supplier landscape.

We are working on streamlining the data collection process, combining questions required by the EICC, Joint Audit Cooperation (JAC), CDP, Not For Sale, and conflict mineral regulations into a single questionnaire to consolidate information gathering and gain greater visibility into potential gaps and opportunities within our supply chain.

For several years we have been working with our suppliers to make it easier for them to respond to our questions. We have been found that our suppliers are more aware of what their customers are looking for and why. We are pleased with the progress we have been making.

For example, we received double the responses to our 2012 CDP survey than we received the year before, with more than 130 suppliers responding, which represented well over 80% of our supplier spend. We also had a 154% increase over the year before in partners responding to our 2012 Supplier Sustainability Survey. The average score for our suppliers went up by 7.5 basis points from the prior year to 81.5%. The information collected by the survey covered the EICC Code of Conduct; carbon emission tracking, disclosure, and footprint reduction efforts; labor polices, spanning working conditions, discrimination, child labor and human trafficking avoidance, freedom of association, working hours, etc.; environmental, health and security issues, including occupational safety procedures, injury and illness occurrences, and emergency preparedness; adherence to ISO 14001 standard for environmental management systems; and conflict mineral disclosures. The responses to the survey gave us credible answers and easily understood data points that we can use to develop targeted, relevant response plans. Some of the insights uncovered by this data collection included:

- **99%** of Juniper’s direct suppliers have designated a management representative in preparation for the implementation of the conflict minerals due diligence process.
- **96%** of suppliers have now adopted the EICC or a similar standard.
- **96%** of suppliers have an environmental health safety and security representative.
- Suppliers are getting used to having their customers ask them these types of questions, resulting in an increase in transparency.

In 2008, we began a process of supplier desk audits based on key principles of the EICC. We have continued that process, focused on our top spend direct suppliers, with our most recent desk audits in early 2011. We also made onsite visits to four of our top contract manufacturers in 2011. At these recent audits, we reviewed supplier performance related to the EiCC and Juniper’s Supplier Code of Conduct, and we shared our observations and recommendations with the suppliers. The supplier audits described above were conducted by Juniper Networks.

In 2013, we began conducting onsite audits of some of our key suppliers to go deeper into their operations and verify compliance in a number of different areas, from environmental issues to labor policies. We plan to do these types of audits on a recurring basis, as well as instituting ongoing onsite inspections with all of our contract manufacturers and ODMs that have onsite Juniper staff.
Environmental Design Guidelines

Our suppliers are accountable for shipping materials, components, parts, and products to our contract manufacturers that comply with Environmental Design Guidelines (SPEC-9200), as detailed in our contracts, hardware drawings, and specifications. Juniper relies on proactive verification to ensure that our materials restrictions are met in our products. This process is designed to help us build product environmental compliance into the design and manufacturing process. Suppliers and their sub-suppliers must ensure that noncompliant material cannot enter the manufacturing process and that compliant processes are used.

The Value of Working with Industry Groups and Consortiums

Organizations are being asked to account for how each component in their solution is made, including where the materials came from, who extracted those materials, and who was part of putting the materials together. As a result, many companies have turned to standards bodies and industry groups, such as the EICC, JAC, and CDP, to help collect information, establish effective measurements, processes and management of supply chain activities and impacts, and navigate the tricky waters of understanding exactly what is going on two and three steps removed from the direct relationships most companies have with their suppliers and contract manufacturers.

Juniper has adopted version 4 of EICC’s guidelines, works closely with CDP, participates in JAC’s dialogue, and supports Not For Sale’s objectives. We continually monitor supply chain conversations, issues, and activities in the industry to help us identify opportunities for improvement and ensure that we are working to implement best practices. These standards and industry groups help us uncover potential risks and benchmark our activities, as well as act as sounding boards for proposed supply chain initiatives. In addition, our TL 9000 and ISO 14001 certifications help us put rigor behind our efforts to understand, manage, and reduce the risks in our operations, including those in our supply chain.

Conflict Minerals

Juniper takes seriously the allegations that the trade of certain minerals sourced from the Democratic Republic of Congo and surrounding countries may be funding violent conflicts in that region. Juniper is aware of the possibility that tin, tantalum, tungsten, and gold from this region (“conflict minerals”) may be part of the supply chain in the electronics industry. In recognition of this, Juniper resolves to take steps to reduce the likelihood that our products contain conflict minerals. As part of our efforts, Juniper is a member of the EICC (http://www.eicc.info/) and Global e-Sustainability Initiative (GeSI) Conflict-free Sourcing Initiative (http://gesi.org/), which has developed tools to trace these conflict minerals through the supply chain. Our participation in this collaborative effort of the electronics industry demonstrates our commitment to addressing the problem of conflict minerals in a coordinated manner designed to seek valuable and meaningful solutions.
Juniper Networks Taking Part in the Dialogue Around Responsible Sourcing – JAC CSR Forum

Juniper Networks attended the 2012 Joint Audit Cooperation (JAC) CSR Forum in Shanghai, China, to discuss the current state of the world’s supply chains. The event drew close to 170 representatives from ICT companies, telecom operators, corporate social responsibility (CSR) organizations, and Chinese nongovernmental organizations (NGO).

JAC, whose member companies include Belgacom, Deutsche Telekom, France Telecom, KPN, Swisscom, Telecom Italia, and Vodafone Group, is focused on verifying, assessing, and promoting CSR standards and best practices across the supply chains of common suppliers. Since the organization’s inception in 2010, 74 supplier site audits have been completed, with 35 audits completed in 2012. The audits have been conducted primarily in China, South America and Eastern Europe, covering issues key to responsible supply chain management such as discrimination, child labor, forced labor, health and safety, working hours and compensation, and more.

The forum, titled “Cooperation Beyond Competition,” was designed to introduce the JAC initiative of “promoting wider and deeper cooperation on CSR in the supply chain to address common challenges for the industry.” JAC would like to see companies influence suppliers more to improve overall performance. The attendees agreed more transparency and visibility were needed, along with common tools and approaches for measuring suppliers, to help them better address the social and environmental challenges that may be present in supply chains.

Next Steps?

• JAC will work with the suppliers to help them achieve conformance, but it will also take the influence of all attendees to help improve performance.
• JAC is also considering an incentive mechanism for suppliers to do more.
• JAC will perform 112 factory audits in 2013, of which 28 will be new factories.
• JAC is looking to increase transparency further down the supply chain.

Ultimately, the goal for the group is to go beyond audits to promote CSR in the supply chain and implement a scheme to reward responsible business.

Recognition of the Security of Juniper’s Supply Chain

Understanding and mitigating risks in the supply chain requires a proactive, integrated approach. The Juniper Secure Development Lifecycle is designed to minimize supply chain risks in a predictable, repeatable way, so that customers can trust the quality and integrity of Juniper’s solutions.

Juniper has been certified by the U.S. Customs Trade Partnership Against Terrorism (C-TPAT), which is a voluntary supply chain security program led by U.S. Customs and Border Protection (CBP) that focuses on the security of the supply chain of private companies with respect to terrorism. This certification allows Juniper to proceed with an Importer Self-Assessment (ISA) program and benefit from reduced custom inspections and border delays. Juniper was also ranked #7 in the Security 500 Report by Security Magazine, which recognized companies that are proactively tackling risk in their organization.
The Juniper Secure Development Lifecycle

Security conscious customers are looking for products that are developed with a Secure Development Lifecycle (SDL). Juniper has long focused on mitigating and managing product security risks to ensure product integrity and quality. In 2012, we embarked on a cross-company effort to build on many of our security best practices and roll out a Juniper SDL, which is a lightweight set of integral product lifecycle activities designed to manage and mitigate product security risk. The guiding principles for developing the Juniper SDL were that it be compliant with customer requirements, leverage existing infrastructure and processes, conform with industry best practices, and be consistently implemented across the organization.

Juniper SDL: The Six Practices

The SDL consists of six practices:

1. **Secure Coding Training** – All software developers are required to complete a mandatory secure coding training; it is the foundation for building more resilient software.

2. **Security Consideration in Design** – The functional specification for each new feature or release line item must contain a clear description of the threat potential of that specified feature, protocol, or technology. (There is a set of attacks that must be considered, per RFC 3552; a functional specification template has been updated with a Security Considerations section, following IETF convention.)

3. **Threat Modeling** – Identifies security threats to a system, determines risks from those threats, and establishes appropriate mitigations. It includes attack surface analysis and attack trees. (The threat model document is an input for penetration testing.)

4. **Penetration Testing** – Security testing that mimics real-world attacks to identify methods for circumventing the security features of an application, system, or network. It involves launching real attacks on test systems, using tools and techniques commonly used by adversaries.

5. **Release Security Review** – A deliberate examination of the product’s security posture prior to release. The goal is to identify product security risks that may be eliminated, reduced, mitigated, or accepted.

6. **Incident Response Plan** – Defines how security vulnerabilities will be handled with customers, including product security notices.

Juniper plans to build on the SDL to maintain the utmost in security for its solutions. For questions on the Juniper SDL, please contact sdl-feedback@juniper.net.
Footprint as a Supplier

As a supplier of the solutions that make up the new network, our customers ask us to demonstrate that we are a responsible supplier in their supply chain. Each year, we respond to a comprehensive set of questions on climate change and related risks and opportunities issued by CDP. Our response to CDP as a supplier was scored and benchmarked against more than 2,400 other suppliers who responded in 2012. We earned a score of 80 out of 100 for our response, which is considerably higher than the average score of 48.

Our CDP 2012 Disclosure Score is shown below. We use it to gain insights into how we are doing in comparison to others and to help us identify areas where we have opportunities for improvement. Each category has a possible score of 100, but is not equally weighted in the total score. The aggregate information and full CDP Supply Chain Report are available on www.cdp.net.

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The Juniper Way

Juniper Networks strives to develop a culture that will enable us to be our best, because when we are our best, anything is possible. It starts with our values as a company, which are embodied in “The Juniper Way.” These values guide the way we work with one another, partner with others, serve our customers, and support our extended communities. These values manifest themselves throughout the business, from the innovative technology we bring to market to the facilities we build and the policies we put in place. “The Juniper Way” is our commitment to ourselves and everyone we come in contact with that we will conduct ourselves with the utmost integrity, empathy, and responsibility.

The way we will conduct ourselves as we go about our business is defined by “The Juniper Way.” The values and behaviors that guide all of our interactions and the standards by which we hold ourselves accountable are embodied within “The Juniper Way.” It underlies all that we do, as we strive to live “The Juniper Way” by being Authentic, deepening Trust, delivering Excellence, pursuing Bold Aspirations, and making a Meaningful Difference.

Our Colleagues

We are the genuine article—a company of honest individuals who believe extraordinary outcomes are the result of uncommon and inquisitive thinking and open collaboration. We are a company of many individuals, working together to operate as one global company.
Our New Campus – Where Humanity Meets Technology

The building of a new campus gave us an opportunity to take a step back and think about the impact of “where” we do our work and “how” we do our work. We wanted a headquarters that helped us live “The Juniper Way.” We wanted a campus that took on bold aspirations, exemplified building excellence, and set environmental best practices to reduce our impact and make a meaningful difference in the community.

With this in mind, we set out to build a campus that truly embodies our culture. Human resources worked hand-in-hand with real estate and workplace services, and marketing to create a headquarters that is reflective of the inspiration and innovation which is part of our DNA. We considered feedback from employees about what they would like to see in the campus, leveraged ideas from facilities we admired, and were guided, of course, by the LEED Gold standard.

At first, some things seemed almost impossible. For example:

• Putting glass around the stairwells to encourage people to be active and use the stairs posed construction and fire challenges. However, we felt strongly it was important to facilitate health and wellness and our building partners found innovative ways to make it happen.

• Making the campus take on characteristics of the new network that is being invented was hard to execute. However, we were able to build vectors into the floor that extend throughout our campus and point in the direction of our global offices, so if you were to look at the campus from space, it looks like a network. Easier to visualize is the network map hanging in the lobby that lights up in correlation to network usage around the world.

After years of thought, construction, and hard work, our new campus was ready for us to move into the second half of 2012. Everything is connected, leveraging Juniper Networks’ technology, of course, to help colleagues see, touch, and understand the value of their hard work on the new network. The campus has open and flexible spaces that encourage connections and collaboration, along with video conference rooms that help employees develop relationships, innovate and problem solve with their colleagues around the world. The buildings help encourage people to make responsible choices, whether that is in their commute to work, walk up the stairs, or purchase of local, healthy menu options in the cafe. As a result, we feel like we have created an environment that can connect back to our values in a very integrated way, where people can come, be inspired, and do their best work.

Out of the Box Thinking – Talent Matters

Check out Life at Juniper Networks videos: http://www.youtube.com/playlist?list=PL6C1E70D5764C6BAC
To ensure that employees are recognized for both the tangible and intangible ways in which they contribute to Juniper Networks’ success, we introduced Talent Matters, a framework for managers and employees to better understand, evaluate, and develop the overall role they play in the organization. In 2010, we replaced traditional performance reviews with this new Talent Matters process to facilitate regular, structured conversations between managers and their direct reports around contributions, connections, capabilities, and career aspirations, which make up the attributes of a “JPlayer.”

Three years later, Talent Matters has become a signature program for the way we are changing the relationship between managers and their direct reports ensuring that it is much more interactive and supportive of the objectives of both the company and the individual. Through the Talent Matters program, employees receive both career development objectives and performance evaluations. The program is comprised of four steps:

1. **Goal Alignment** – Focuses on the ability of the colleague and manager to set and communicate clear goals and objectives for each individual on the team.

2. **Relative Laddering Process** – Looks at peer groups, as a way for a manager to get guidance and constructive feedback around the contributions and connections of individuals and the way they conduct themselves (are they living the values of “The Juniper Way” day-to-day).

3. **Compensation Planning** – Looks at the whole individual, from capabilities and contributions to connections and career aspirations, to ensure that compensation is reflective, in terms of base pay, equity, bonus, and career development opportunities.

4. **Conversation Day** – Gives managers a framework to talk to their employees around the four attributes of a JPlayer. They can have a deep, rich conversation with the people who report to them about the contributions and connections they are making. It’s also a chance to reinforce “The Juniper Way,” and create an opportunity to check in with employees around their personal and professional objectives to identify opportunities for Juniper Networks to better support them and, in turn, benefit from a highly motivated, engaged employee.

For example, in 2012, 92% of our colleagues had a Conversation Day. Based on survey results, we learned that 82% of respondents found Conversation Day helpful or very helpful. The reason, we believe, is the Talent Matters process fosters a more proactive, intentional conversation that has the interests of both the employee and company at heart.

Check out this video on Talent Matters: [http://youtu.be/mP_R84eeYKc](http://youtu.be/mP_R84eeYKc)
An Introspective Look at JPlayers

To better understand how we can help colleagues be successful at Juniper Networks, we have been looking at the JPlayer attributes that help someone thrive in our organization. We have started conducting internal research to help us understand what makes someone successful at Juniper, so that we can replicate best practices and remove obstacles within our environment. We looked at 200 of our colleagues who were supporting a specific customer to try to understand the impact of the network, both their use of the new network to connect and collaborate and their personal networks to brainstorm and problem solve.

We studied their connections and workflows to see what supported their innovation and helped them get work done and what were the bottlenecks to progress. For instance, we asked them “who are the ten people you go to for support?” Those 200 people identified 700 people they go to as they do their work. We then asked all 700 people, “to what degree do you think Juniper Networks allows you to do your best work?” and looked at their responses (which they self-reported). We saw the “thriving index” go up for people who had an optimal number of connections (40+) that enabled them to do their best work, while continuing to grow and learn.

Information such as this can help us uncover growth and development opportunities that align with both the colleague’s and company’s long-term objectives. It can help us identify “circles of performance” in networks across the company, that we can support and help flourish. It can also help us refine our policies, programs, and procedures to facilitate productive connections and incentivize behaviors that promote success.

For instance, this information is already starting to impact our recruiting and hiring processes, changing the way we look at talent acquisition and conduct interviews to ensure that we are bringing people into Juniper Networks who embody “The Juniper Way.” We want people who will provide the diversity of thought, backgrounds, and perspectives we need to be competitive, but in a way that aligns with the values we hold dear and the culture we are trying to cultivate. We have been training our recruiters on a set of behavior-based questions to help us identify candidates who have both the skill and capabilities we need, as well as the ability to make connections within the organization that will help them be successful in our culture.

We plan to look for other patterns in social networks to determine how else they can impact people’s ability to be their best selves at Juniper. We will be looking at the relationship between a person’s connections and wellness next. All this information will enable us to identify attributes, skills, programs, and processes that will help our colleagues thrive.

Attracting and Retaining the Best Talent for Juniper Networks

Our people are our business. We know that the supply of top talent is limited and competition intense. We continue to look at our acquisition, retention, and development programs to ensure that we are not only competitive, but also differentiated and attracting the types of candidates that are truly reflective of “The Juniper Way.”

Every Juniper Networks colleague is an opportunity to get the culture right. We want top talent, but we want it to be the right top talent. We are looking for those innovative individuals who share our pioneering spirit, have bold aspirations, value trust and authenticity, and are focused on excellence to ensure, together, that we can make a meaningful difference. Juniper Networks’ success depends upon our ability to recruit and retain the services of these individuals at all levels.

Check out what we are looking for from colleagues in this video for a Distinguished Engineer: http://www.youtube.com/watch?v=tQ-arb5cUeg
To attract and retain the best talent in the industry, it is our position to not only exceed the expectations of our customers, but also our colleagues. We are committed to building the best products, solutions, talent pool, operations, supply chain, community presence, etc. We have an ongoing process to survey the competitiveness of our benefit programs, from medical to 401K offerings, to ensure they are in line with, if not above, the industry’s best practices. As an innovator, bringing the new network to life, Juniper Networks is in an excellent position to attract and motivate talented candidates, who are looking for a culture that promotes values similar to their own.

Once a colleague is a member of the Juniper Networks family, we want to make sure that individual thrives. Our learning and organizational development team offers a variety of continuing education programs that help employees develop the leadership, business, and technical skills they need to promote the career path they want to be on, short and long-term. There is tuition assistance, on-demand training courses, and even a leadership series that CEO Kevin Johnson runs for VP-level and above employees. Whether the opportunities are formal such as an instructional class, or informal such as a mentoring relationship, Juniper Networks is committed to developing the talent that will lead us into the next networking paradigm.

In 2013, we are re-launching our Climate Survey to help us keep a pulse on ongoing satisfaction with our colleagues. Instead of a one-time survey (which tends to give a rearview glance of colleague sentiment), we are implementing a new process that will allow us to poll colleagues on different topics in real time. This will enable us to give managers relevant feedback that they address right away. These surveys can be done ad hoc and will help us create better communication channels between colleagues and their managers. We understand that what will continue to differentiate us is our ability to live our brand.

Building the Pipeline – University Talent

University hires represent the future business and technical leadership of Juniper Networks. Our ability to innovate can be linked to the ties we have to universities and the new, diverse perspectives and thinking they infuse into our organization. One way we reach out and attract top university talent is through our University Talent Program, which is our connection to innovation at universities globally.

We have developed strong relationships with our core universities, which include Carnegie Mellon University, San Jose State University, Santa Clara University, Stanford University, University of California, Berkeley, Indian Institute of Technology, Bombay, and Indian Institute of Technology, Kanpur.

We have also been working to extend our recruiting and internship programs to other schools throughout the world, where the curriculum and infrastructure is going to allow us to recruit the talent that will help define our future success.

Through a robust university recruiting program we reach out to candidates on campuses, via events, career fairs, interviews, hackathons, and competitions. The goal of these activities is to develop a cadence with students and make them aware of internship and new college graduate opportunities potentially available to them to ensure that we have a pipeline of up-and-coming talent.

2012 was the second year of a formal paid internship program, where we helped educate students through real-world work experience and built a partnership with universities to support innovation.

Learn about our India Excellence Center, which just celebrated it’s 10th year: http://youtu.be/21BXTE_tYWY
The focus for our internships is in core technology, with a majority of opportunities available to science and engineering students. We had 60 interns in our 2012 program, which we ramped up in 2013 to accommodate around 160 interns. In their internship, we encourage students to be creative and reimagine how to use the knowledge they have acquired at school in the workplace.

**Internship Life Cycle**

These programs are complemented by the Juniper Academic Alliances Program, which is designed to facilitate partnerships between Juniper Networks and universities, expose students to networking concepts and technologies, and ultimately ensure that the talent is available to drive innovations in the new network.

**Authenticity and Inclusion**

Authenticity and Inclusion (A&I) is an innovative approach to diversity. At Juniper Networks, we believe that innovation and creativity fuel our success today and will drive our legacy. We value groundbreaking thinking and new ways of approaching problems, and we know that to solve the most complex problems, we need to attract the most creative, innovative, and committed talent from across the globe.

Our innovative vision for A&I is not limited to the broader communities in which we work and live. Juniper Networks’ unique, innovative approach to diversity includes our commitment to creating a highly diverse and inclusive workplace, where all Juniper colleagues are empowered to do their best work. We seek to engage a diverse group of people who can help us solve the biggest technology issues.

**Afterschool All Stars and SMASH**

Tapping into university talent is critical to driving innovation throughout our business. One of the ways we foster and tap into this talent is through our internship program. In addition to real-world work experience, we try to give our interns a greater sense of the responsibility assumed by all of our JPlayers. We work to tie our interns into our community engagement programs to help them understand the impact they can have in the broader communities in which Juniper operates.

Afterschool All Stars and SMASH (Summer Math and Science Honors) are two programs that were given $20,000 (USD) grants by the Juniper Networks Foundation Fund that we partnered with to create opportunities for our interns to make a difference. Juniper Networks’ interns had the life-changing experience of being able to help Afterschool All Stars by talking to students about how expertise in math and science helps them do their job at Juniper. The hope is to inspire students to pursue studies in Science, Technology, Engineering, and Math (STEM) fields through this program which for the last 20 years has been empowering youth by providing comprehensive after-school programs that keep children safe and help them succeed in school and life.
Building the best solutions for our customers’ most difficult challenges requires us to operate interdependently, bridging boundaries across stakeholder groups to uncover the best solutions. At Juniper, we strive to create an authentic and inclusive workplace by harnessing the power of:

- **Differentiation** — Create a safe, open, collaborative workplace that fosters respect for all, while exploring differences and similarities
- **Integration** — Enable limitless possibilities in a dynamic, mobilized workforce that builds trust through connections that result in accountability, awareness, and confidence
- **Innovation** — Drive a position in the marketplace, where the external partnerships that Juniper Networks colleagues have with customers, suppliers, partners, professionals, nonprofit and collegiate organizations intersect to provide quality experiences for all, while showcasing Juniper Networks as an employer of choice

Honoring our differences allows us to create a safe, open, collaborative workplace for individuals around the globe, particularly women in technology. With this in mind, we have launched several internal programs and partnerships at Juniper that drive our focus on A&I. Some of these programs and partnerships include:

- **Project Hired and Wounded Warriors** — Working with veterans associations to support military service men and women as they make the transition to the corporate workforce. In 2012, we sponsored the Wounded Warrior Workforce Conference and took part in the Marine Muster at the VA Hospital.
- **The Juniper Global Women Collaboratory** — Encouraging women across the company to engage in discussions, address business and technology challenges, develop growth opportunities, and connect with other women via events and volunteer opportunities.
- **New Directions** — Launching a new development program for women across the company and throughout the global partner community focused on personal and professional growth.
- **TechWomen Partnership** — Striving to use technology as a means of empowerment among women. The program, sponsored by the State Department’s Bureau of Educational and Cultural Affairs, pairs emerging women leaders in technology from the Middle East and North Africa with women in high-tech careers in Silicon Valley.
- **Catalyst Partnership** — Working together to launch the Inclusive Leadership Initiative in India. Catalyst is the leading nonprofit organization with a mission to expand opportunities for women and business.
- **Anita Borg Institute** — Sponsoring events (in the U.S. and India) that support the development and recognition of women in technology.

Through these partnerships, programs, and more, our vision of A&I permeates our philanthropic and workplace activities. We strive to make a meaningful difference in the empowerment of women and try to inspire the next generation of leaders within our organization, as well as throughout our communities.

**Global Health, Security, and Safety**

Juniper Networks is committed to providing a healthy, safe, and secure work environment for our employees. It’s our policy to responsibly manage our global environmental, health, safety, and security obligations and to positively contribute to the communities in which we operate, as well as society at large.

Our global environmental health, safety, and security management system is the framework we use to identify opportunities to reduce or eliminate potential hazards, risks, and negative impacts to our employees, communities, and the environment. Additionally, we comply with all local rules and regulations, such as the U.S. Department of Labor’s Occupational Safety and Health Administration (OSHA) requirements.

The Corporate Environmental, Health, Safety, and Security Department (EHSS) is responsible for the delivery, management, and monitoring of the performance of Juniper’s EHSS management system. Juniper has formal safety committees in all locations with a headcount of 50 or more, representing nearly 80% of our office-based workforce. In addition, the EHSS Department is authorized to conduct corporate environmental, health, safety, and security investigations on behalf of Juniper’s management and report investigative findings and recommendations to the appropriate management personnel.

In 2012, our total recordable injury case rate in the United States was 0.36%.
Women in Channel Leadership Forum

In June 2012, Juniper Networks held our first ever event for women who are Juniper Networks’ channel partners. Juniper also invited colleagues, senior leaders, and company supporters. Participants devoted two days to strategies for career success and personal growth. “Partners reported a big rise in loyalty after attending, which means more engagement and growth for Juniper,” said Luanne Tierney, VP, worldwide partner marketing. “And the women of Juniper were equally inspired to connect and develop themselves professionally.” The 125 attendees also found time to organize a raffle that netted $3,000 (USD) for a nonprofit group helping at-risk kids get to college.

Promoting Women in Technology

While 25% of Juniper’s C-suite is female and there are two active female Board members, there is still so much that can be done to improve the opportunities and advancement of women in Juniper and the technology industry at large. It’s why Juniper supports Catalyst, the Anita Borg Institute and TechWomen among other organizations, as part of our efforts to change the face of the workplace to be more diverse and inclusive. A small sampling of some of the monetary commitments and activities Juniper has undertaken include:

- In 2013, Juniper is providing a gift of $100,000 (USD) over a five year period to support Catalyst’s (http://www.catalyst.org/) Inclusive Leadership Initiative that will be piloted in India.

- In 2012, Juniper supported Women in Cable Telecommunications (WICT) Signature Luncheon in Boston, MA; Juniper also was involved with the Women in Aerospace organization.

- In 2011 and 2012, Juniper was a platinum sponsor for “The Women of Vision Awards Banquet,” honoring women making significant contributions to technology (http://anitaborg.org/).

- In 2011 and 2012, Juniper was a platinum sponsor for the Grace Hopper event (http://anitaborg.org/initiatives/ghc/). We sponsored the Wi-Fi to allow the thousands of participants, who came from all over the world to celebrate women in computing, to stay connected during the event.
  - Juniper’s Director of Diversity represented females and the under-represented in technology at the 2011 and 2012 Clinton Global Initiative Meeting.
  - Juniper was an inaugural member of TechWomen, sponsored by the State Department’s Bureau of Educational and Cultural Affairs.

Juniper Women Making Connections Around the Globe

Juniper’s top women leaders are lending their knowledge, mentorship, and support to women from emerging countries around the world, so that the next generation of women leaders can help change the world.

Gerri Elliott, chief sales officer; Lauren Flaherty, chief marketing officer; Anna Griffin, VP of marketing; and Kim Perdikou, executive VP of the office of the CEO, participated in the annual Fortune/U.S. State Department Global Women’s Mentorship Partnership, which brings together Fortune’s Most Powerful Women Leaders and 25 emerging women leaders from diverse background and cultures. The program, which is conducted in coordination with the Vital Voices Global Partnership, is focused on “encouraging the next generation of women leaders to bring positive change to their companies and communities.” 2012 was the third consecutive year Juniper participated in the annual program, which is in its seventh year.

The program kicked off with a special welcome and comments from U.S. Secretary of State, Hillary Rodham Clinton. The Juniper leaders participated in a three-day orientation, held in Washington D.C., before returning to Sunnyvale along with their mentee, Margaret Osiemo, managing director, White Dezert Ltd., Kenya.

Margaret recently started her own business, White Dezert, a dairy dessert processing company, after working for Coca-Cola for more than 10 years. Her goal is to establish White Dezert as the leading health dessert option for the East Africa region within the next five years. The mentorship program with Gerri, Lauren, Anna, Kim, and the other Juniper participants helped Margaret gain new skills, experiences, ideas, and strategies for developing and growing her business.

“I want to enhance my business skills to enable me to lead my business and achieve our company vision, especially in the areas of financial planning, leadership, personal productivity, and innovation,” Margaret said.

Over a three week period, Margaret participated in a series of engaging, informative, and unique activities guided by her mentors and a host of other Juniper thought leaders and representatives. One of the highlights of the visit was a Women’s Executive Roundtable hosted by Juniper. The event featured local women executives and other mentees from Vital Voices. The unique gathering was an opportunity for Margaret and the other mentees to build relationships with top women leaders in Silicon Valley and ask questions in an open and free flowing setting.

Juniper was also nominated as an inaugural company for TechWomen (http://www.techwomen.org/), which is a program founded by the Obama Administration in 2009. It too strives to bring emerging women leaders in STEM fields from the Middle East and Africa together with their counterparts in the United States in a professional mentorship and exchange program. Six women at Juniper have connected with women in the program over the past two years.
Community Engagement

Juniper’s community engagement vision is to “use the power of the new network to take on the toughest challenges facing our communities and change the world.”

Juniper’s giving strategy comes to life globally through grants made by the Juniper Networks Foundation Fund (JnFF) to kindergarten through 12th grade education programs, our signature nonprofit partnership with Not For Sale, as well as employee volunteerism, disaster relief efforts, scholarships, and an employee matching gift program.

Juniper’s giving strategy is focused around three signature themes that serve as guiding principles for all community engagement activities. These three themes are:

1. **The New Network** – We want partners who can harness the power of the new network to bridge the digital divide, provide educational opportunities, and solve hard problems.

2. **Connecting Technology** – We look for partners who can benefit from the technology and skilled expertise we can contribute.

3. **Empowering Women and Children** – We look for partners who support efforts to provide education and economic empowerment to women and children globally.

**Juniper Networks Foundation Fund**

At the heart of Juniper’s philanthropic activity is the Juniper Networks Foundation Fund (JNFF). Since 2000, the employee-driven JNFF has awarded more than $11 million (USD) in grants to support more than 500 nonprofit organizations that are making a meaningful difference around the world by focusing on education, literacy, technical understanding for the underserved, and lifelong learning.

Over the last two years, the JNFF Committee, which is governed by 11 dedicated Juniper employees across the Americas, EMEA, and APAC, has ensured that JNFF resources impact critical needs globally and align with Juniper’s three signature themes and philanthropic goals. In 2011, the JNFF awarded a total of $1.5 million (USD) to 53 nonprofit organizations around the world; in 2012, the total funding was $1.8 million (USD) to 52 nonprofits.
“There is a skills gap in nearly every country in the world. What impresses me so much with the Juniper Networks Foundation model is how it leverages the power of the network to close that gap by teaching young people, from early childhood through high school, the skills they will need to get high paying jobs in the future. Moreover, the Juniper Networks Foundation governance model, which puts a strong focus on employee engagement and management from all levels and regions in the world, is world class. I was proud to showcase the foundation in my book.”


U.S. JNFF Grants
Two examples of U.S.-based organizations that have benefited from Juniper’s support and furthered Juniper’s Science, Technology, Engineering, and Math (STEM) education and outreach goals are Science Buddies and the Tower Foundation of San Jose State University:

- **Science Buddies**
  The award-winning, nonprofit Science Buddies program empowers students, parents, and teachers to quickly and easily find free project ideas in all areas of science. Supported by Juniper grants ($20,000 (USD) in 2011 and $25,000 (USD) in 2012), Science Buddies has worked to extend the reach of STEM educational resources. It has provisioned regional outreach programs to over 100,000 teachers and students in the Silicon Valley and created a Topic Selection Wizard on its website, which enables users to search projects by cost and helps reach underserved children.

- **Engineering in Action – Tower Foundation of San Jose State University**
  Engineering in Action is a program that challenges engineering students at San Jose State University (SJSU) to design and deliver hands-on engineering workshops for elementary and middle school children. The workshops take place in after-school settings, often in low socioeconomic communities where children have no prior exposure to science and engineering. The program is designed to challenge the college students to apply their knowledge in a way that engages the school children in engineering. It also helps boost the confidence of the college students and helps them develop lifelong skills in time management, leadership, project management, and client relationships.

  With a Juniper grant ($20,000 (USD) in 2012), the program was able to grow from one relatively small engineering class a semester, to eight larger engineering classes each semester. Through the duration of the grant period, a total of 450 SJSU students participated in the engineering outreach service learning projects, serving 600 elementary and middle school students. Details of the program and assessment results are being presented and published at the American Society for Engineering Education’s Annual Conference in June 2013.

International JNFF Grants
Overseas, Juniper grants have benefited many nonprofit organizations and initiatives, including “Dream a Dream” in Bangalore and the India Literacy Project in Orissa:

- **Dream a Dream**
  Dream a Dream provides children from Bangalore, where an estimated 20% of the population resides in slums, with nontraditional educational opportunities designed to allow them to explore, innovate, and build important life skills. More than 1,000 volunteers deliver services annually to thousands of children through a variety of Dream programs, including sports, creative arts, adventure, learn IT, mentoring, and fun days. Juniper’s grant ($20,000 (USD) in 2011) enhanced the capacity of Dream, enabling it to reach 3,000 children in 2011, which represented an increase of nearly 40% over the previous year.

- **India Literacy Project**
  Over the last two years, JNFF grants ($31,000 USD) have supported “Community Empowerment through Education,” a component of India Literacy Project’s (ILP) initiatives in the Keonjhar District, Orissa, India. The program aims to improve children’s education in remote tribal communities by ensuring that all children under the age of six are in early childcare centers, and by raising awareness of the importance of education and retention in school. In 2011, the India Literacy Project held community meetings in 24 hamlets to discuss education needs, provided literacy education to 297 girls and young women, and worked with 547 boys and girls through bridge centers where no formal schools exist.

“Science Buddies has helped my school become a powerhouse for STEM research in this country. The students’ success can partly be attributed to Science Buddies as a wide-ranging resource to motivate, support, and assess STEM research and engagement. I have introduced Science Buddies to many colleagues beginning the journey into STEM research and have seen that the resources available provide support for all levels of knowledge and experience.”

— A Science Buddies user

“…the Juniper Networks Foundation governance model, which puts a strong focus on employee engagement and management from all levels and regions in the world, is world class. I was proud to showcase the foundation in my book.”

Tackling Some of the World's Toughest Problems

Signature partnerships allow us to create multiyear relationships with innovative nonprofits that can create more substantial and impactful contributions to organizations around the world that are making a meaningful difference in our communities. We, at Juniper, have bold aspirations to solve some of the world’s toughest problems through innovation and technology. As part of our community engagement strategy, we look to develop long-term signature partnerships with nonprofit organizations equally dedicated to leveraging technology to create bold solutions that address some of the world’s toughest societal challenges.

When identifying potential signature partners, we select organizations that focus on at least one of our three signature themes, align to our “Juniper Way” values, and meet the following signature partner criteria:

• The organization should provide an opportunity to leverage our full portfolio of giving assets: skilled volunteer expertise, products and technology, and JNFF grants.
• The organization must be innovative and looking to solve challenging social issues.
• The organization should have strong, committed and visionary leadership.
• The organization must have a sustainable, long-term plan and outlook.
• The organization should have a global presence and impact.

Juniper’s signature partnerships are designed to be multiyear funding relationships focused on accelerating progress and based on an ongoing alignment to the community engagement goals of both Juniper and the nonprofit.
Not For Sale

Juniper chose Not For Sale (NFS) as our first signature partner back in 2010, because of the nonprofit’s close alignment to our signature themes and values and embodiment of our signature partner criteria. Juniper and Not For Sale share a vision for using technology and the power of the new network to solve tough challenges and change the world.

NFS is tackling one of the world’s toughest problems—ending modern day slavery, which impacts 30 million people globally, including a large majority of women and children. NFS utilizes innovative approaches that leverage technology and the network to educate, build awareness, and empower solutions that increase transparency in our global supply chains; rescue, rehabilitate, and educate victims; and economically empower at-risk communities through the incubation of social enterprises.

Not For Sale has demonstrated incredible leadership, with a vision of how to grow the movement globally over the next five years and beyond. It has been successfully connecting and empowering leaders and individuals from all sectors of society around the globe (e.g., government, business, law enforcement, academia, nonprofits, faith-based organizations, and sports) to address this issue. And, it has a real need for technical expertise and support to help grow and scale its operations and programs.

“Not For Sale couldn’t be more excited about this partnership with Juniper Networks because we’re addressing a complex problem—human trafficking,” said David Batstone, president and cofounder, Not For Sale. “Some people say it’s too big to address, but our partnership empowers us in ways we couldn’t do alone. It gives us the ability to give tools to individuals all over the globe who want to fight slavery in their own backyard. They’re empowering people to take action and bring about social change.”
Juniper Networks has a direct impact on the ground, enabling Not For Sale to assist and support over 2,755 survivors and at risk individuals and provide 7,000 services for rehabilitation,” said David Batstone, president and cofounder, Not For Sale. “Juniper Networks Amsterdam has even opened its office doors to local survivors to serve soup on site—allowing for specific professional training. Juniper and Not For Sale have a bold aspiration—to end human trafficking in our lifetimes. It’s easy for me to say we could not have the impact that we do without the support and engagement of Juniper Networks.”
Connecting, Engaging, and Empowering Not For Sale

In 2012, Juniper reaffirmed its support of Not For Sale’s high-impact projects with the goals of connecting the industry, engaging employees, and empowering the organization:

• **Connect the industry** – Through partnerships with others, Juniper invited technology industry peers to join the Free2Work movement and review their supply chains. We also partnered with leaders at the Not For Sale-hosted Montara Circles to find other innovative ways to end human trafficking. In addition, we helped convene over 600 thought leaders, activists, innovators, and change agents from 11 countries and 36 states across the United States at the Juniper-hosted Not For Sale 2012 Global Forum.

• **Engage Employees** – In June of 2012, the Community Engagement team gathered a group of 50+ Juniper employees from around the globe to attend a Juniper/Not For Sale Innovation Event. The event was the first of its kind, drawing on global leaders within each organization. Participants used their common understanding of Juniper values and mission, along with their varied skill sets, to address specific challenges within the field of human trafficking such as data collection and connectivity, and come up with solutions for Not For Sale to deploy. The outcome of the event produced four innovative solutions, of which two were chosen by the collective group to pursue: HIEK (a backpack technology to connect people in remote locations); and FreedomForce (a cloud-based platform for data collaboration and analysis). In addition, employees had the opportunity to get involved and donate their skilled expertise to Not For Sale through the EMPOWER portal and Skilled Volunteer Job Board.

• **Empower Not For Sale** – The JNFF funded a full-time resource to help Not For Sale build impactful partnerships in business and empower employee engagement. Juniper continued to provide technical expertise and products to help Not For Sale scale and build its IT infrastructure, and provided JNFF grants and in-kind donations to help Not For Sale host its 2012 Global Forum. Also, Juniper supports Not For Sale’s social enterprises. For example, in 2012, Juniper campuses in the U.S. started offering REBBL Tea (a special NFS social venture product made in South America), and Juniper’s Amsterdam office started offering Not For Sales’ HOME soup (one of the organization’s projects in the Netherlands) in its employee café.

**Taking a Stand While Sitting Down to Eat**

Corporate cafeterias may not seem to be a likely place where you would have the opportunity to support the end of modern day slavery, but Juniper Networks’ Gigabyte Café will offer just that chance. In 2013, the Café will be offering REBBL Tea, which is an herbal drink committed to fighting the root cause of slavery—economic vulnerability—by creating jobs in communities where human trafficking is frequently reported.

REBBL, which stands for “Roots, Extracts, Berries, Bark, and Leaves,” is offered at Juniper Networks.
Volunteerism

Juniper Networks recognizes our responsibility as a good corporate citizen to help strengthen the communities in which we live and work. We encourage employees to take on the toughest challenges facing our communities and change the world for the better. Employees are encouraged to engage in volunteer activities that deepen Juniper Networks’ impact in the global community and make a meaningful difference. Volunteer initiatives in 2011 and 2012 included:

- **EMPOWER Volunteer Portal**—One of the biggest highlights of the 2011 Not For Sale Global Forum on Human Trafficking was the launch of the EMPOWER volunteer portal. This innovative platform for engaging volunteers and activists, which was created with the help of Juniper’s technology, resources, and guidance, makes it easy for skilled professionals to find opportunities to lend their knowledge and expertise to a specific Not For Sale project, or find other ways to support and participate in the campaign, based on their interests,
availability, and background. In support of the launch, and as part of Juniper Networks’ ongoing commitment to community engagement, all Juniper Networks colleagues can donate one paid work day per year to volunteering at their organization or event of choice, including Not For Sale.

- **The Power of the Volunteer; Reaching Out, Giving Back**—During the holiday period, many of our colleagues found ways to engage in local, nonprofit volunteer activities, individually or as a group, to make a significant impact on improving life for their neighbors and communities.

  **Juniper employees assisted Second Harvest Food Bank of San Mateo and Santa Clara County**

  **L to R:**
  Gary Payer, Drew Grasham, Matthew Schreiber, Elizabeth Pinter, Monica Woodbury, Fay Fingles, Sabha Chunawala, Susan Kelly, Raymond Cannon, Michael Chen, Kenneth Niven

  **Juniper employees worked with Lazarus House in Massachusetts to move 350 boxes of food for distribution to families in the area.**

  **L to R:**
  Brian Walsh, Dino Sarantos, Matt Holland, Dave Bovill, Cheryl Verduga, John Verduga, Bill Jeffery

  **Juniper colleagues in Amsterdam worked to renovate a local women’s shelter that offers services to more than 200 victims of human trafficking each year – volunteers painted the facility and assisted in setting up computers for recovery victims.**

  **L to R:**
  Kevin Leste, Damian Fabisiak, David Alvarez
Disaster Relief

Juniper Networks is committed to aiding victims of natural disasters and other emergency situations and, in the event of a disaster, connects with local and international aid organizations to make additional contributions to support the rebuilding and recovery of affected communities.

When events move our employees, such as the Japanese earthquake of 2011, Juniper Networks strives to support them with matching donations above and beyond our regular limit. The response from Juniper colleagues to the earthquake and tsunami in Japan was immediate and overwhelming. Donations, offers to volunteer, and words of support and encouragement to colleagues in the affected areas poured in from around the world. The JNFF matched employees’ generosity dollar for dollar, resulting in total contributions of more than $200,000 (USD) to the Red Cross to support the relief effort.

Scholarships

In the summer of 2012, Juniper Networks opened its first networking laboratory in New Jersey, OpenLab: The Junos Center for Innovation. The center is specifically designed to welcome and engage customers, partners, and members of the community in the right environment to spark ideas around networking technology innovation. As part of the opening of the Center for Innovation, the JNFF awarded two engineering scholarships ($5,000 USD each) to graduating high school seniors residing in the New Jersey area with demonstrated success in STEM education and a commitment to community involvement.

National Academy Foundation

Juniper Networks has partnered with the National Academy Foundation (NAF) (www.naf.org) to conduct various volunteer mentoring activities with several academies in the Northeast of the United States. NAF has been creating smaller classrooms within large urban high schools for the past 30 years to deliver an industry-focused curriculum, work-based learning experiences, and business partner expertise in five areas: finance, hospitality and tourism, information technology, engineering, and health sciences.

NAF is truly excited to be working with Juniper as a corporate partner. Local Juniper Networks colleagues have been acting as leads for different schools, supporting school curriculum and program planning, as well as directly providing their time and expertise in the development of both technology and “soft skills” (interviewing and resume development, business culture and etiquette, etc.). To date, there have been several mentoring engagements held at NAF schools—Juniper Networks’ OpenLab facility in Bridgewater, New Jersey, and Juniper Networks’ New England Innovation Center in Westford, Massachusetts.

“On behalf of the National Academy Foundation and the 62,000 academy students enrolled nationwide, thank you for your precious investment of time and expertise. Your commitment to NAF students, the future generation of America’s workforce, has a profound effect, and I just wanted to take a moment to recognize your efforts, interest, and impact.”

— JD Hoye, president, NAF

We expect that our relationship with NAF will continue to blossom in several dimensions, with opportunities for Juniper Networks volunteers to play a role in supporting additional academy programs. For example, we are exploring:

- Joint workshops—to reach students on a broader, national scale, with events conducted by NAF, Juniper Networks, and Juniper Networks’ partner and customer organizations.
- Cooperative NAF programs—the JNFF recently provided a grant to NAF and is planning to support scholarships in NAF’s 500+ academies nationwide.
- Synergies with Juniper’s Academic Alliances Program—to add industry relevance to curriculum.
Matching Gifts

The mission of the Juniper Networks Matching Gift Program is to encourage and support active involvement in making a meaningful difference and bettering the quality of life in local communities by supplementing employees’ personal giving with a matching gift donation from the corporation. Over the last two years, JNFF has funded just under $500,000 (USD) (2011) and just over $400,000 (USD) (2012) in matching gifts to various employee causes around the world. In 2012, we launched Juniper Networks International Matching Gifts Program to give our colleagues around the world the opportunity to partner with Juniper Networks to support organizations that are making a meaningful difference in their communities.

Summary Table

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<td>$1,497,760</td>
<td>$1,791,057</td>
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Disaster Relief Contributions

- $110,000 Includes grants to the American Red Cross (ARC) relief efforts in support of the Japanese Earthquake (two $50,000 grants) plus $10,000 to ARC in support of Australian floods
- $10,000 Grant to ARC in support of Hurricane Sandy relief efforts

Matching Gifts

- $492,670
- $411,198
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