

Corporate Citizenship and Sustainability – People and Communities

Our Employees

At Juniper, we believe in the power of the network to connect lives in previously impossible ways—it’s what we mean when we talk about building more than a network. The physical network and collective expertise of our employees form the basis of our innovation, and it’s important to our success that each employee be treated with integrity and respect. We strive to make Juniper a world-class place to work—one that offers opportunity for professional growth and aligns closely with our core values embodied in The Juniper Way.



Professional Development

Professional development at Juniper is, by design, untethered from traditional approaches to performance management and career progression. Following our decision to eliminate written performance reviews and ratings, we implemented an intuitive set of goals and measures for employee performance, a platform we call Talent Matters.

Through Talent Matters, we have helped change the relationship between managers and their direct reports, ensuring that they are interactive and supportive of both the company objectives and the needs of the individual. The Talent Matters Framework was created to help managers and employees better understand the overall role they play in the organization. Managers are encouraged to schedule a “Conversation Day” and use the Framework to talk to their employees about the contributions and connections they are making, identify opportunities for the company to better support them, and ultimately, increase the level of engagement employees have with the company.

Since it originally launched in 2010, participation in Talent Matters has grown, with many more employees developing competencies within all four dimensions of our talent framework (a designation we refer to internally as being a “J-Player”).

Dimensions of the Talent Matters Framework:

“**Career**” refers to the degree to which each colleague has professional interests aligned with our vision and is highly motivated by the purpose of our work.

“**Capabilities**” refer to the degree to which each colleague has, applies, and grows the capabilities required for success in his or her role and to scale for the future.

“**Connections**” refer to the degree to which each colleague creates and fosters collaborative, productive, and energy-generating relationships modeling our value system—the Juniper Way.

“**Contributions**” refer to the degree to which each colleague makes progress against goals relative to expectations, enabling Juniper to “Win in the Marketplace.”

Training and Development

Continuous learning positively impacts personal and professional growth. With this thought in mind, in 2015, we made a major shift to the HR learning programs offered at Juniper. Prior to 2015, we focused solely on global managers and supporting the climate drivers of Innovation, Execution, and Engagement. Starting in 2015, we shifted to offer courses to both individual contributors and managers. By partnering with a global training vendor that aligned with our business needs, this allowed us to offer a broader range of content to everyone across the globe to focus on professional and interpersonal skills for all employees.

In 2016, multiple learning teams came together to streamline and connect the various learning programs and options in an effort to make it simpler for employees to access and find their learning in one place. The result was a new corporate learning management system and a significant user experience upgrade, making it easier to find assigned courses and search for content. Juniper’s learning program is evolving to support a continuous learning journey that meets the needs of employees globally.

Each year, Juniper employees receive instructor-led and computer-based training on topics such as human rights, environmental performance, compliance with the Juniper

Worldwide Code of Business Conduct, and other compliance and industry-specific subjects. On average, Juniper employees received 0.6 hours of instructor-led training in 2014 and 2.1 hours in 2015. In addition, Juniper employees received an average of 15.1 computer-based training hours in 2013; 71.1 hours in 2014; and 34.2 hours in 2015.

Juniper also provides tuition assistance and leadership courses to promote continuing education among employees.

Employee Benefits and Workplace Environment

We regularly assess the competitiveness of our benefits, from medical coverage to retirement savings and beyond. This process helps us meet and often exceed the standards set by the best practitioners in our industry. For example, we provide the same benefits to both full-time and part-time employees, allowing them to achieve greater work-life balance. Part-time employees are defined as employees who work less than the standard work week for the countries where Juniper has established entities. In addition to offering a comprehensive and competitive benefits package designed to meet employee needs, we seek to understand what our employees value and are passionate about.

In 2013, we relaunched our “Climate Survey,” a tool that helps us assess employee satisfaction. In 2015, we conducted a survey and followed up with focus groups to assess employee preferences for different components of the total rewards package, including benefits. This enabled us to make enhancements to our total rewards package in 2016, such as the addition of 16-week paid parental leave post birth or adoption. We also formalized our policies for global job sharing and flexible work options to offer more choice about where, when, and how our employees work, which we believe will increase productivity and employee well-being.

Diversity and Inclusion

Diversity and Inclusion encompasses our commitment to creating a highly diverse and inclusive workplace, where all Juniper colleagues are empowered to do their best work. We believe diverse perspectives are essential to solving complex challenges. And to remain competitive, Juniper requires the innovative thinking and creative problem solving of the world’s top talent—a cross section of individuals of all races, genders, sexual orientations, age groups, and religious affiliations.

Specifically, Juniper has made it an important part of our recruiting and citizenship strategy to increase representation of women and communities of color within our science-, technology-, engineering- and math-intensive (STEM) industry, where such representation has historically lagged behind other disciplines. During the reporting period, Juniper has made commitments through groups like the Clinton Global Initiative, the Anita Borg Institute, and Catalyst to increase the number of women and girls in STEM, with an emphasis on supporting African American, Hispanic, and Pacific Islander communities.

Spotlight on Anita Borg Institute Conferences

Each year, the Anita Borg Institute—a social enterprise founded on the belief that women are vital to building technology that the world needs—holds a Grace Hopper Celebration (GHC) of Women in Computing. The GHC is the world’s largest gathering of women technologists, and Juniper encourages employees to take part in this convening of leadership among women in STEM. Juniper employees learn from conference speakers and are able to take advantage of numerous networking and mentoring opportunities. Our executives have been featured speakers at the Grace Hopper conference. Year over year, more Juniper employees are attending the GHC—with 12 participants in 2013; 25 in 2014; 70 in 2015 and 2016; and 76 in 2017. In addition, we are a Platinum Partner of the Anita Borg Institute and the Grace Hopper conference.

Our internal messaging focuses on increasing cultural awareness and reiterating the importance of diversity and inclusion as core values. We reinforce this messaging and our commitment to a diverse and inclusive workforce through our trainings for our employees and inclusion workshops led by Catalyst Inc. and Watermark. For example, we implemented “How to be an Ally” workshops via Catalyst for the LGBTQ community and Unconscious Bias workshops via Watermark and Catalyst.

Global Health, Safety, and Security

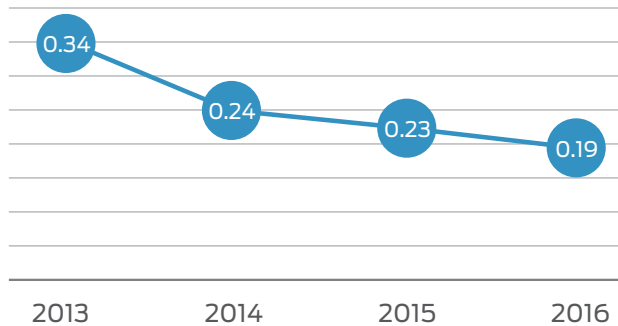
Juniper’s [Environmental, Health, Safety, and Security Policy](#) articulates our commitment to maintain healthy, safe, and secure working conditions—a workplace in which our employees are treated with respect and dignity—and to ensure that our products and operations are environmentally responsible.

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. It is developed and implemented in conformance with the OHSAS 18001 and ISO 14001 standards. Juniper’s Sunnyvale facility maintains a certified [ISO 14001](#) system, and the Amsterdam facility is [ISO 14001](#) and [OHSAS 18001](#) certified. 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 and in locations required by law, 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.

An important metric we use to track performance on workplace safety is our Total Recordable Injury Case Rate, which has been decreasing. There has not been an incident of fatality or significant fine for noncompliance with laws and regulations relating to health and safety. All injuries and incidents, including near-misses, are investigated and corrected to prevent recurrence.

Total Global Recordable Injury Case Rate



Global Recordable Injury Case Rate (number of employees per 100 full-time employees that have been involved in a recordable injury or illness)

Community Engagement

Juniper's community engagement efforts are focused on improving the quality of life for the next generation. We believe we can best make an impact by closely aligning with our mission to connect everything and empower everyone. Juniper is a company built on innovation, and we believe in supporting innovative philanthropic programs that create a network of opportunities for future generations.

Specifically, we support communities where we have the greatest presence of employees, customers, and partners. Our giving is centered on the Juniper Networks Foundation Fund, employee volunteer programs, matching gifts, and disaster relief.

Juniper Networks Foundation Fund

The Juniper Networks Foundation Fund (JNFF) is the centerpiece of our company's community engagement and financial support. Over the past 16 years, the employee-directed JNFF has awarded more than \$16 million (USD) in grants to support more than 560 nonprofit organizations that are making a meaningful difference around the world, with more than \$13 million (USD) to nonprofit STEM partner organizations. During this time, we have maintained a strong focus on K-12 STEM education programs, targeted especially at girls, the underprivileged, and underrepresented students.

Each recipient of a JNFF grant supports Juniper's goal of helping to shape the next generation of innovative and capable STEM talent. In 2016, the Juniper Foundation approved grants for the following organizations:

- In Bangalore, Juniper's smart village initiative, project AshaKirana, was formally launched in Orohalli earlier this year after more than a year in development. Project AshaKirana

strives to transform the lives of the people in Orohalli with interventions in education and healthcare. Our colleagues at the India Excellence Centre recently got involved with the village by volunteering at their summer camps.

- In Europe we are working closely with Apps for Good. Apps for Good aims to grow a new global generation of problem solvers and tech entrepreneurs in both girls and boys by transforming and challenging the way technology is taught in schools. The Juniper Foundation recently funded a grant to support course development to improve software technical proficiency. With this work, we are expanding our European charitable footprint as more than 850 schools have signed up to deliver the Apps for Good program across the UK alongside growth in Spain, Poland, Portugal, and the United States.

In the U.S., we are working closely with four nonprofit organizations that truly exemplify the benefits of STEM education. The following organizations have received a \$20,000 grant from the Juniper Foundation.

- Located in East San Jose, California, Cristo Rey provides very low-income, urban, minority students with a rigorous college-prep education, preparing them to graduate from both high school and college. Funding supports the Blended Learning Program (BLP)—an educational model that delivers math content and instruction via digital and online media, giving students who are typically two years behind their peers control over time, place, or pace, while orienting students in the use of technology.
- **Girls Who Code** has been working to close the gender gap in technology since 2012. With its summer immersion program and coding clubs, this organization leads the movement to inspire, educate, and equip young women with the computing skills to pursue 21st-century opportunities. Funding supports the coding club, which brings computer science education to 6th through 12th grade girls via after school programs.
- **Level Playing Field Institute** (LPFI) is committed to eliminating the barriers faced by underrepresented students in STEM. Funding supports the Summer Math and Science Honors Academy (SMASH) program, which provides rigorous, intensive, and long-term STEM education for high school underrepresented youth in California.
- **New Jersey Institute of Technology** (NJIT) encompasses education, research, economic development, and community service. Funding supports the Future Ready Schools—New Jersey Program, which promotes digital learning readiness in schools throughout New Jersey.

Juniper has also provided over \$650,000 (USD) of employee matching funds, awarded \$50,000 (USD) of scholarships for students majoring in STEM, and donated one million pounds of food to Second Harvest.

Volunteer Programs

As part of the commitment to building more than just a network, we encourage employees who are passionate about community service to make a positive difference within those communities where they live and work. Juniper supports and provides its employees with volunteer opportunities for up to 40 hours a year per employee. In 2013, Juniper launched a new internal volunteer platform called Community Connect, in which employees can search, locate, and sign up for volunteer opportunities in their region. Some examples of local volunteerism initiatives during the reporting period include:

- Sunnyvale Juniper volunteered time to the Resource Area for Teaching (RAFT) and Sunnyvale Community Services. With more than 100 volunteers, team Juniper built 900 STEM education kits which will support 3600+ students locally. Juniper’s engineering team came together to pack 600+ bags of groceries for low-income families and senior citizens. These recipients are often one bill away from hunger and homelessness.
- **The “Do Good Bus.”** *Lowell, MA.* The Juniper team worked with “The Wish Project” in Lowell to provide people in need with basic furniture, clothing, home and baby goods through reusing and recycling.
- **Hackathon to Support Student Innovation.** *Bridgewater, NJ.* As part of Juniper’s [OpenLab](#) innovation hub, employees volunteered to mentor, train, and provide feedback on the solutions developed by dozens of students from a handful of regional schools. At the end of the event, employees awarded a \$1,000 fellowship award on behalf of Juniper Networks.

- **Student Innovation Event at San Jose State University.** *San Jose, CA.* Hosted by the San Jose State University College of Engineering, this program provided students with the opportunity to partner directly with Juniper engineers to apply their skills and knowledge to solve real-world engineering problems. In addition to being mentored by Juniper volunteers, select winners were eligible for summer internships at Juniper Networks and other prizes.

Global Citizenship

As a global company whose operations extend into both developed and developing economies throughout the world, Juniper recognizes its responsibility to rally support for regions and communities affected by natural disasters. Between 2013 and 2016, Juniper provided nearly \$150,000 in funding to support disaster relief efforts in nine countries: India, Philippines, Serbia, Croatia, Bosnia, Nepal, Argentina, Colombia, and Japan. Specifically, the JNFF supported the following disaster relief efforts:

- **India.** *Uttarakhand, Bangalore.* To support the victims from the devastating Uttarakhand floods in India, approximately 700 Juniper employees in Bangalore participated in a Juniper-organized 5k. In the end, the participants raised roughly \$110,000 for the cause.
- **Balkans.** *Southeast Europe.* The JNFF made a \$5,000 donation to the Novak Djokovic Foundation, an organization that led an effort for the reconstruction of schools in Serbia, and aided post-flood recovery activities throughout the region.

Volunteering in India: Smart Village Initiative

Just 30 kilometers from Bangalore, India, is a village called Orohalli. Here the residents lack access to clean water and indoor plumbing, a well-equipped hospital, and an educational infrastructure to school their children. The poverty in this village is overwhelmingly evident, yet not far away, global technology companies are developing life-changing products.

Approximately 70 percent of India’s population lives in villages much like Orohalli. Despite the challenges of these remote places, we believe there are opportunities to build smart villages where technology and network connectivity can promote development and a higher quality of life. And we have started to do just this in Orohalli.

Specifically, the Juniper Networks corporate social responsibility team in Juniper’s India Excellence Center has forged an enduring connection with the Orohalli people. Working with NGOs, they have visited Orohalli and established a partnership to create a plan that rests on four priorities:

education, healthcare, creating occupational opportunities, and ultimately using network connectivity to tie these things together.

“We’re taking baby steps,” says Pallavi Mahajan, a senior software engineering director and Juniper veteran. “Clean water to drink, education for kids so they don’t have to drop out, and hygiene for newborns and pregnant moms.” Another target is providing sources of renewable electricity, using methods such as rainwater harvesting and solar energy. Garbage disposal, too, is a critical need.

“Addressing these areas first is helping the village become self-reliant,” Mahajan explains. “Network technology is coming next.” Within five years, the Juniper team expects that Orohalli will be self-sustaining in terms of its economy, education, and healthcare—with promising futures for the children as connected citizens of Digital India.

About Juniper Networks

Juniper Networks challenges the status quo with products, solutions and services that transform the economics of networking. Our team co-innovates with customers and partners to deliver automated, scalable and secure networks with agility, performance and value. Additional information can be found at [Juniper Networks](#) or connect with Juniper on [Twitter](#) and [Facebook](#).

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