



# Corporate Social Responsibility Report 2024





**CSR AT JUNIPER**

Making Every Connection Count

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**BUILD GLOBAL RESILIENCE**

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# CSR at Juniper

Juniper's mission is to make every connection count—in networks and the world around us. As a company, we are committed to being a responsible global citizen and influencing positive, meaningful change. We strive to act with the best interests of our customers, employees, partners, and planet in mind.





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# Making Every Connection Count

(GRI 201 3-3, 202 3-3)

At Juniper Networks, we deliver network experiences that transform how people connect, work, and live. We offer the industry's first AI-Native Networking Platform, purpose-built to leverage AI for Operations (AIOps) to enable every connection to be reliable, measurable, and secure for every device, user, application, and asset. As technology's evolution continues to change the way we work and live, Juniper stands ready to support the need for greater network speed, reliability, security, and scale. This is how we make network experiences exceptional.

This report details Juniper's environmental, social, and governance (ESG) activities, impacts, and performance for our 2023 fiscal year (January 1 through December 31, 2023). It is a snapshot of our purpose and values, showing how we lived those values and fulfilled our mission during the reporting period. Addressing topics of interest to our customers, employees, partners, investors, analysts and other stakeholders, our report begins with the *what* and *why* of our vision, strategy, and value proposition, then continues into the *how*, describing progress across our three corporate social responsibility (CSR) pillars: building global resilience, enabling the workforce of the future, and enhancing trust and governance.

The report's appendices tabulate our 2023 ESG results in alignment with Sustainability Accounting Standards Board (SASB) and Global Reporting Initiative (GRI) reporting standards, as well as the Task Force on Climate-Related Financial Disclosures (TCFD) framework.





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# Message from Our CEO

As we reflect on the past year at Juniper Networks, it's clear that our commitment to innovation, integrity, and social responsibility continues to drive us forward in a rapidly evolving global landscape. Juniper was born in 1996—just as the internet entered the public consciousness. We've grown up together, and we are proud that Juniper's innovations have helped shape the internet into the primary communications technology of our time.

And now, we're facing another great technology evolution: the emergence and rapid advance of AI, which brings with it enormous implications for how we live, work, and play. This year, Juniper launched the industry's first AI-Native Networking Platform—purpose-built to leverage AI's strengths, provide the best experiences for operators and end-users, and help us fulfill our mission: making every connection count. And as artificial intelligence increasingly becomes a part of everyday life, Juniper remains dedicated to ensuring its ethical deployment and continuing to explore its benefits for our customers and society. Our recognition as one of the World's Most Ethical Companies™ underscores our unwavering commitment to transparency, integrity, and trust. Our overall focus on building global resilience, empowering the workforce of the future, and enhancing trust and governance continues to exemplify our cultural values and push us toward greater success and innovation.

At Juniper, we recognize our responsibility to address climate change proactively. In early 2024, we submitted near-term emissions reduction and long-term net zero targets to the Science Based Target initiative (SBTi) and are undergoing target validation. Focusing on our value chain emissions, we have set a 2030 reduction target of 25 percent across our three largest Scope 3 categories. Additionally, we've embarked on emissions reduction projects across operations and announced our participation in a long-term renewable power purchase agreement that will generate electricity equivalent to the majority of Juniper's demand in North America.



**Rami Rahim**  
Chief Executive Officer  
Juniper Networks





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Innovation remains our driving force. In 2023, we launched Juniper Beyond Labs, an innovation hub pursuing trailblazing projects in sustainable networking as well as AI, 5G, and quantum-safe communications. Through advancements across silicon, systems, and software, we empower our customers to achieve significant reductions in energy use, operating expenses, and emissions, reinforcing our leadership in sustainable technology solutions.

Amidst global uncertainties, our focus on resilience, workforce empowerment, and trust-building has been unwavering. We know that a successful company is one where its people feel valued, respected, and able to advance on an equal playing field. Such employees thrive, driving innovation and productivity for their whole team. That's why Juniper is committed to inclusion and equity, including efforts to grow women's representation in leadership roles. Our dedication to fair practices is evident in initiatives like Hiring the Juniper Way, designed to create a unbiased hiring experience, and Junivator Career Connect, an AI-driven development platform where our employees can broaden their skillsets and explore career trajectories and mentoring opportunities.

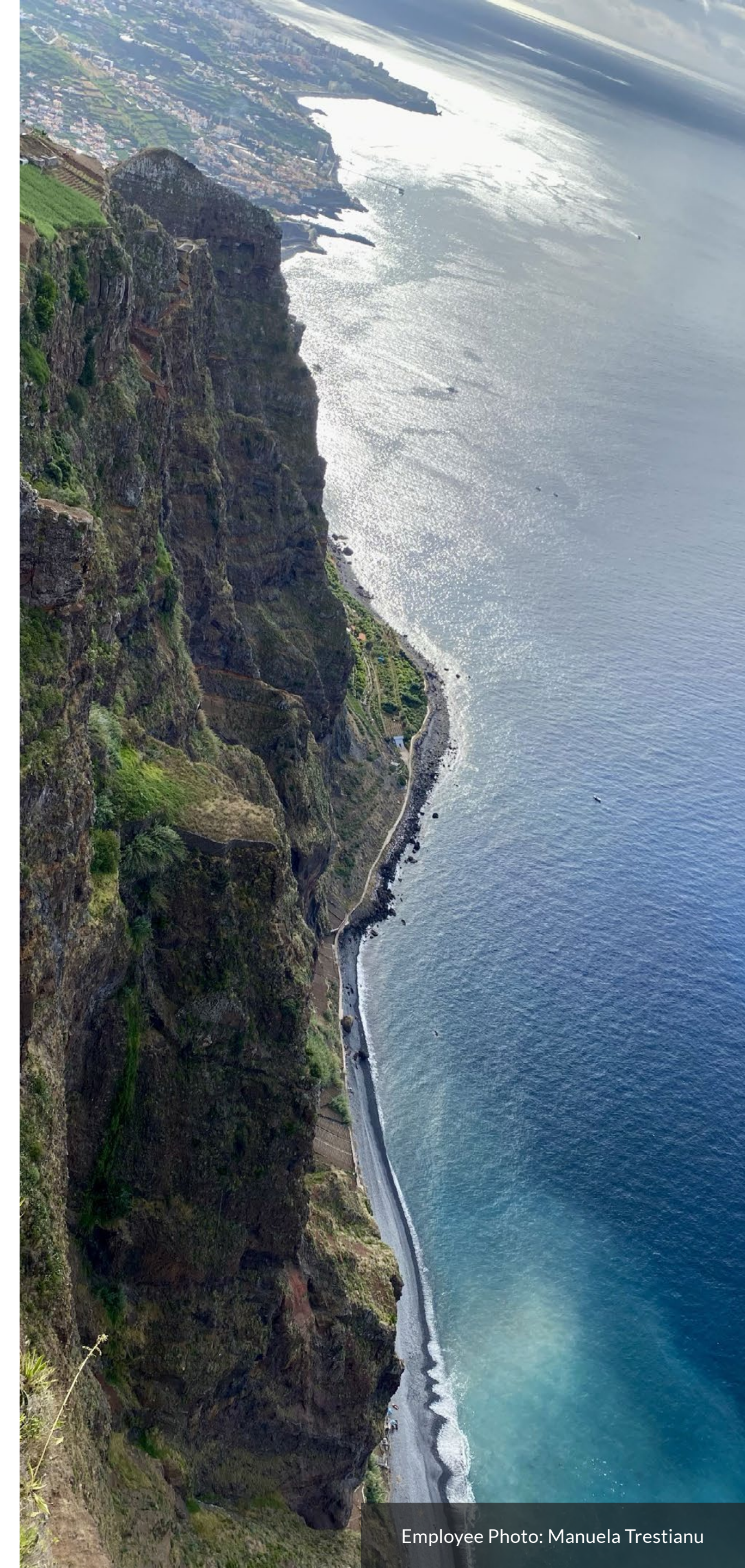
As we celebrate another year of innovation, my deepest gratitude extends to our global team, partners, and customers for their unwavering support and collaborative spirit. Together, we are working to build a future where connectivity, sustainability, and innovation converge.

Thank you for participating in our journey.

### **Rami Rahim**

Chief Executive Officer

Juniper Networks



Employee Photo: Manuela Trestianu



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# Juniper at a Glance

(GRI 2-1)

## Products & Services

Juniper Networks, Inc. is a global leader in AI-Native Networking solutions, delivering high-performance networks, simplified operation, and a superior end-user and operator experience.



See our [2023 Form 10-K](#) for additional financial information.



Employee Photo: Nagendra Maynattamai



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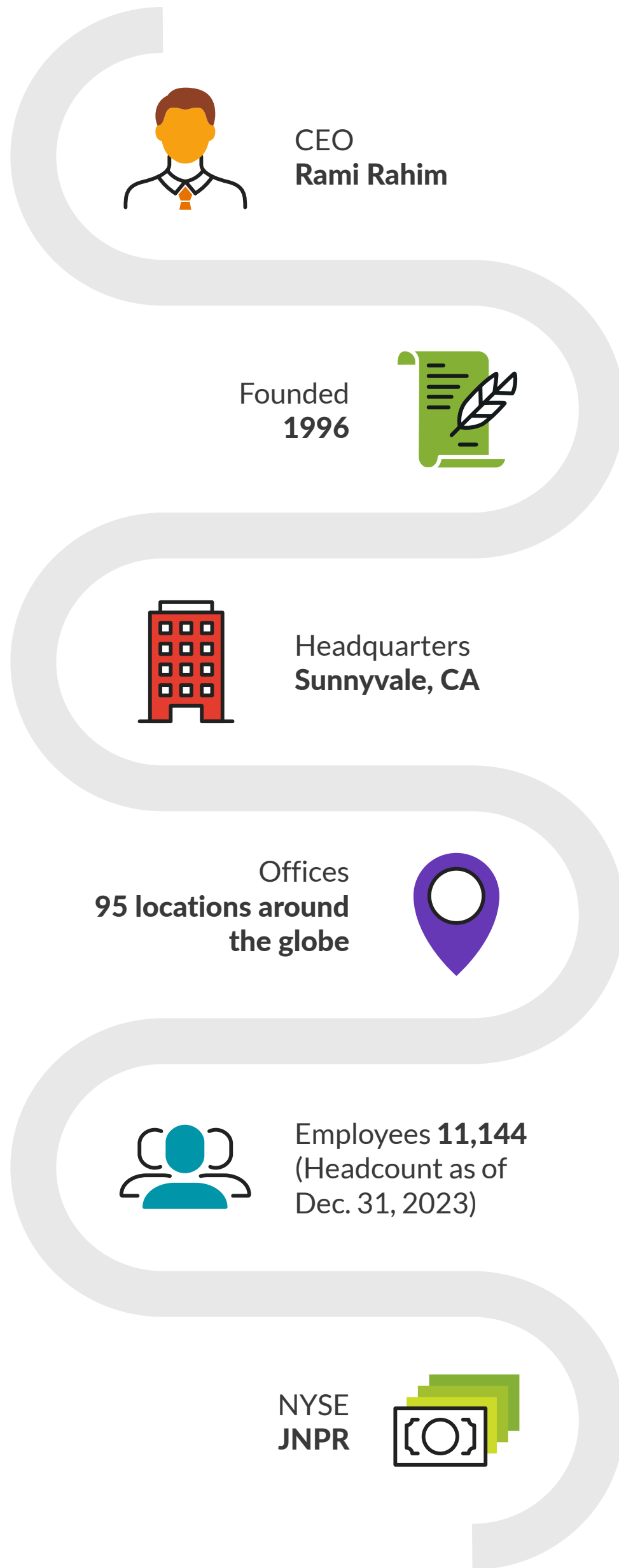
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# Awards & Recognition





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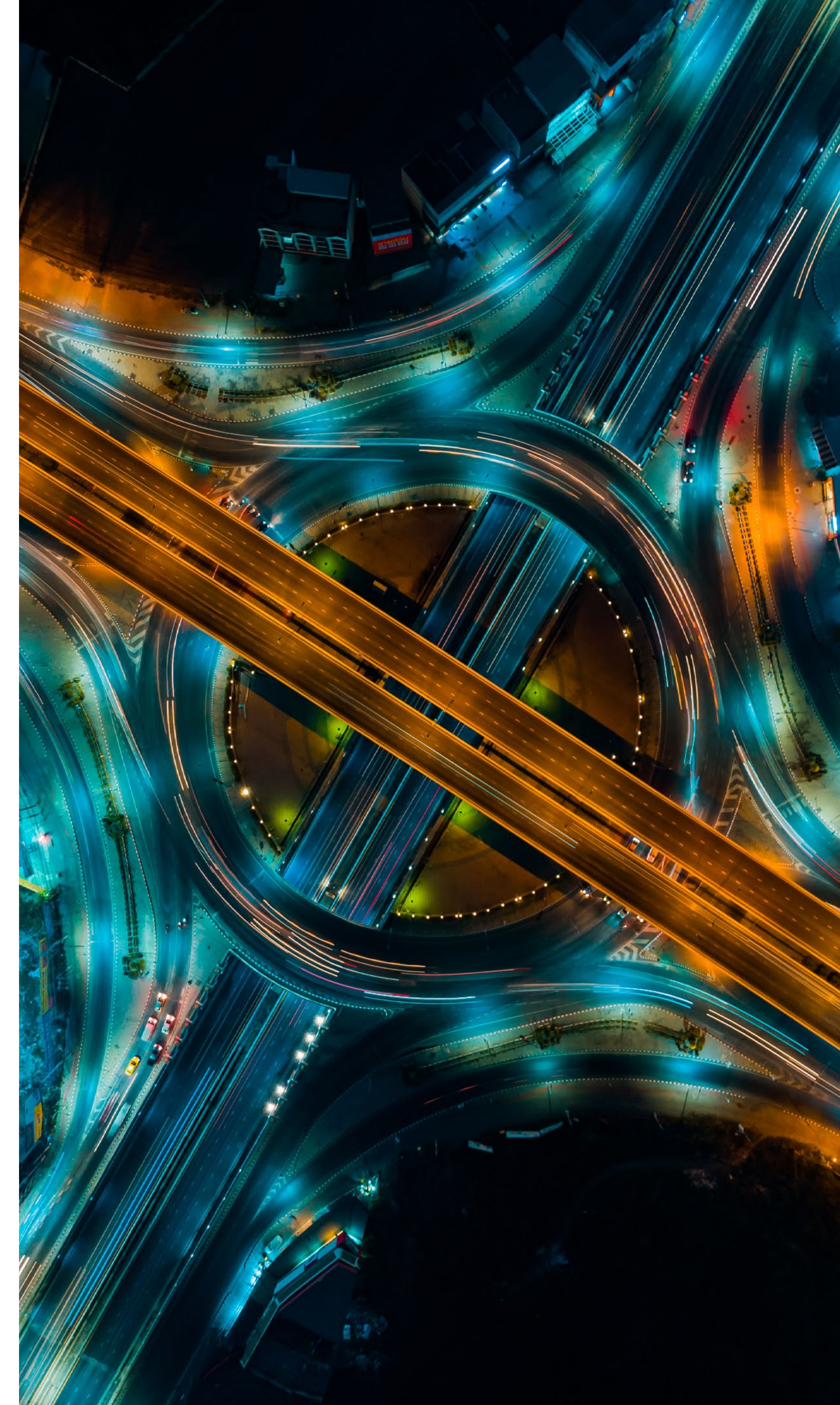
# Our Business & Operations

Juniper Networks sells products and services that enable our customers to build scalable, reliable, secure, and cost-effective business networks that leverage automation for improved agility, increased simplicity, and operating efficiency. Our solution offerings include:

- Wide Area Networking
- Data Center
- Campus and Branch

In addition to our products, we offer network maintenance and support services, education and training programs, professional services, software-as-a-service (SaaS), and a range of other services. We sell our solutions in more than 150 countries across three geographic regions: the Americas, Asia Pacific (APAC), and Europe, the Middle East, and Africa (EMEA).

Our products and services meet our customers' need for high-performing networks to drive business success. Our silicon, systems, and software innovations help transform the economics and experience of networking, empowering our customers with superior performance, choice, and flexibility while reducing overall cost of ownership.





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(GRI 2-7, 2-8)

**Employee Metrics by Region & Gender**

Employee Category	Americas			APAC			EMEA		
	Male	Female	Other	Male	Female	Other	Male	Female	Other
<b>Total</b>	<b>3634</b>	<b>1208</b>	<b>19</b>	<b>3593</b>	<b>1184</b>	<b>0</b>	<b>1230</b>	<b>272</b>	<b>4</b>
Permanent	3633	1206	19	3587	1180	0	1223	262	4
Temporary	1	2	0	6	4	0	7	10	0
Full-time	3628	1201	19	3591	1182	0	1226	269	4
Part-time	6	7	0	2	2	0	4	3	0

Figures represent headcount at the end of the reporting period (December 31, 2023).

**We Are Junivators**

We call our employees Junivators—the 11,144 individuals who put their talents to work for Juniper, bringing our innovations to life. Guided by thoughtful and accessible leadership and a culture that values taking chances and driving change, Junivators are always exploring new paths and adding their voices to the conversation. Junivators are the engine of Juniper’s forward momentum, pushing us to think outside the box every day as we build a more connected, inclusive, and innovative future.





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# The Juniper Way: Living Our Values

Our mission is to make every connection count—making every user experience exceptional, being a responsible global citizen, and influencing positive, meaningful impact in the world around us. At Juniper, we believe the network is a powerful vehicle for knowledge, understanding, and human advancement.

To achieve real outcomes, we know that experience is the most important requirement for networking teams and the people they serve. Delivering an experience-first, AI-Native Network is impossible without the creativity and commitment of our people. It requires a consistent and committed practice, something we call “The Juniper Way.”

*When it comes to innovation, commitment, and creativity, our Junivators lead by example, embracing our core values and bringing our mission to life every day.*

## BE BOLD

We pursue simplicity. We challenge the status quo, including challenging ourselves. We embrace diverse ideas and the change that they bring. That’s what being bold is all about.

## BUILD TRUST

Our success is determined by our customers’ success. We say what we mean and take the initiative, so you can count on us to get things done.

## DELIVER EXCELLENCE

We’re obsessed with delivering exceptional quality and a remarkable customer experience. Even when we’ve achieved that goal, we are always looking for ways to improve. And if we fall short, we act fast to fix it.



**JUNIPER CSR STRATEGY**

Driving Progress Across Our  
CSR Pillars

Materiality

Stakeholder Communication  
& Engagement

ESG Governance Structure

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# Juniper CSR Strategy

Our commitment to corporate social responsibility positions Juniper for tomorrow's competitive landscape. By building global resilience, enabling the workforce of the future, and enhancing trust and governance, we're creating the foundation for Juniper to innovate and thrive in the years to come.





**Driving Progress Across Our CSR Pillars**

Materiality

Stakeholder Communication & Engagement

ESG Governance Structure

**BUILD GLOBAL RESILIENCE**

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# Driving Progress Across Our CSR Pillars

Juniper's three CSR pillars give us a framework for operationalizing our CSR objectives and a foundation for ongoing business success: supporting internal business needs, mitigating existing and emerging risks, and enabling positive impact for our customers, employees, partners, stockholders, and planet.



**Build Global Resilience:** Sustainability is about giving Juniper the strength and resilience to thrive in the long term, prepare for unpredictable challenges, address risks and opportunities, and protect our planet. We're committed to a more sustainable future, with a goal to reach net zero emissions by 2040, including ongoing efforts to drive emissions reductions in our supply chain. By building resilience in our company, our people, and our suppliers, we can advance energy efficiency, materials innovation, and recyclability throughout the product lifecycle and support moves toward a circular economy. Expanding the lifespan of our products enables connectivity that strengthens communities worldwide.



**Enable the Workforce of the Future:** As a leader in an industry defined by continuous evolution, Juniper relies on our employees' inventiveness and initiative to create, market, and support our technologies for a connected, sustainable future. We believe that working to forge a diverse, inclusive, and inspirational community strengthens the foundation of our business. That community supports talent attraction and retention, empowers collaboration, and unlocks diverse perspectives that drive continued innovation and growth. We invest across the employee lifecycle to help our Junivators reach their full potential, and we nurture future talent through partnerships designed to share knowledge and develop equitable career opportunities in the tech industry.



**Enhance Trust & Governance:** In our company and supply chain, we seek to work from a foundation of integrity, ethics, effective governance, transparency, and respect for labor and human rights. This helps us attract and retain talent, build strong relationships, and sustain our reputation among investors, customers, and employees. It also supports cybersecurity and privacy efforts across our products and services and allows us to engage our value chain with the highest expectations.



# Materiality

(GRI 3-1, 3-2)

Juniper conducts materiality assessments every two to three years to confirm that our CSR strategy, programs, and disclosures align with internal and external stakeholder expectations. Our most recent assessment (May 2022) revealed rising stakeholder expectations for CSR and a desire for Juniper to integrate CSR more tightly into strategy and operations, improving our ability to drive change. Across the board, assessment results aligned with and validated Juniper’s own acknowledgement of CSR’s long-term value and our evolving CSR strategy, as described on page 12 of this report. For more detail on our current materiality assessment process, please refer to the GRI Index in the Appendix on page 103.

Throughout 2024, we have been conducting a **double-materiality assessment** to evaluate both the financial impacts of sustainability risks and opportunities on our business performance and the impact of our business activities on the environment, people, and other sustainability dimensions.

Any references to “material,” “materiality,” “significant” or “priority” in this report do not necessarily correspond to the concept of materiality used by the SEC. We currently do not believe that Juniper’s CSR initiatives are material to our financial results and results of operations, except to the extent referenced in our Annual Report on Form 10-K and subsequent 10-Q filings.





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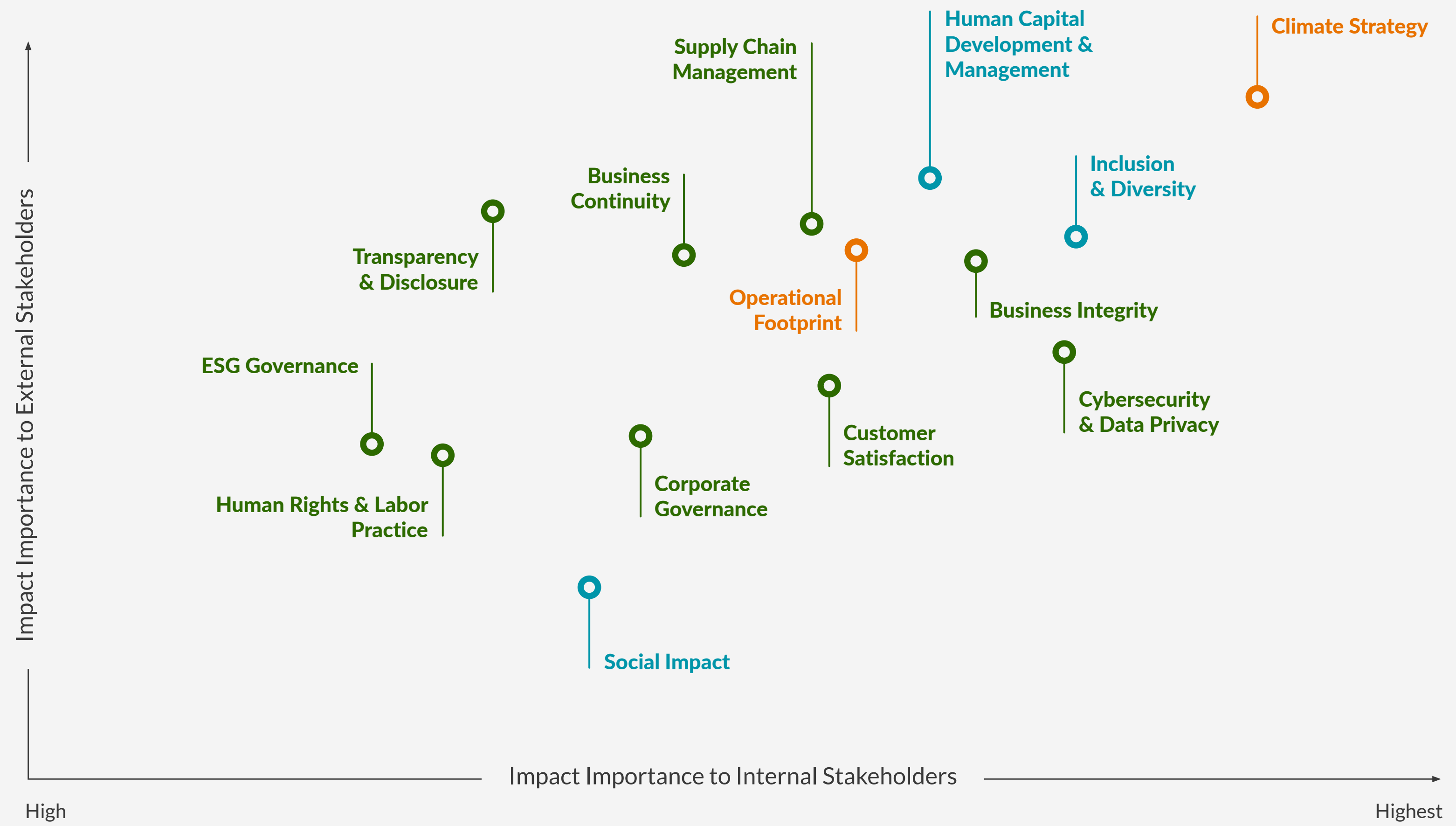
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**Materiality Matrix Topics**



● Enhance Trust & Governance    
 ● Enable the Workforce of the Future    
 ● Build Global Resilience



# Stakeholder Communication & Engagement

(GRI 2-29)

In addition to regular materiality assessments, Juniper conducts robust, ongoing, and inclusive stakeholder engagement that fulfills three core objectives: communicating progress on identified material ESG topics and related issues, securing feedback that helps us assess potential business risks and opportunities, and improving how we respond to identified issues and meet stakeholder expectations. Our primary stakeholder groups and engagement tools include:



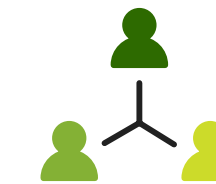
## Customers

- Customer surveys
- Meetings & business reviews
- Security and CSR audits & assessments
- Codes of Conduct compliance
- Materiality assessment



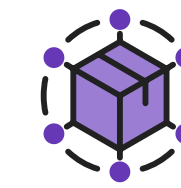
## Employees

- Surveys
- Meetings
- Internal corporate communication & engagement vehicles
- Materiality assessment



## Shareholders

- Annual meetings
- Quarterly financial results
- ESG surveys
- Shareholder outreach
- Materiality assessment



## Suppliers

- CDP Supply Chain initiative
- Responsible Business Alliance (RBA)
- Responsible Minerals Initiative (RMI)
- Business Partner Code of Conduct
- Audits & risk assessments
- Supplier business reviews
- Supplier forums and trainings



## Strategic Partners

- UN Global Compact
- Business for Social Responsibility
- Global Partner Conference
- Surveys
- Customer requests for proposal



## Governments

- Industry organizations
- Government affairs
- Cybersecurity
- SEC filings
- Access to infrastructure



## Communities & Nonprofits

- RBA & RMI
- CDP
- Juniper Networks Foundation Fund
- Nonprofit partnerships
- Materiality assessment



# ESG Governance Structure

(GRI 2-12, 2-14)

Juniper’s ESG governance encompasses all CSR program activities, impacts, and performance, with oversight beginning at the Board of Directors (Board) level—a reflection of CSR’s position as a key Juniper priority. The Board’s CSR oversight extends through its committees:

- **Nominating and Corporate Governance Committee.** Oversees our programs, policies, disclosures, and practices relating to social and environmental issues and impacts, supporting the sustainable growth of our businesses.
- **Compensation Committee.** Reviews the status of programs related to human capital management and workforce inclusion and diversity (I&D).
- **Audit Committee.** Oversees CSR initiatives and ESG risks through the Enterprise Risk Management (ERM) framework and as part of our trust pillar’s focus on business ethics, anti-corruption, product responsibility, environmental compliance, and data privacy and security (including cybersecurity).

(GRI 2-13, 2-17)

Our executive leadership team has ultimate responsibility for our CSR program. To ensure continued company focus and alignment on CSR, we have a dedicated **CSR Advisory Council** comprised of senior executive leaders representing every business function across the company. This council directs the overall vision, strategy, and execution of our CSR program and ensures alignment with our corporate priorities, objectives, and values. The CSR Advisory Council meets at least quarterly, discussing ongoing CSR activities and advancing knowledge within one or more areas of sustainability. In addition, members of the Legal Department routinely offer ESG knowledge development to the Board.





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Juniper's **Environmental Sustainability Committee** guides our work and oversees implementation of our environmental sustainability strategy, programming, and reporting—focusing on near-term and long-term goals to build resilience in Juniper's operations, products, and supply chain. The committee meets quarterly and provides updates to the CSR Advisory Council.

In 2023, we created a new **Climate Risk Subcommittee** to identify, evaluate, and recommend climate risk factors that meet one or more of the following criteria:

- They should be tracked because of their actual or potential impact on Juniper's strategy, business model, or outlook.
- They may be reported and mitigated among Juniper's enterprise risks.
- They could be material to business or financial statements, and thus disclosed.

Climate risk factors are evaluated according to their probability and impact over short-, medium-, and long-term time horizons. Subcommittee members include leaders from across Enterprise Risk Management (ERM), CSR, legal, finance, strategy, and corporate, with each responsible for communicating climate risks from the perspective of their organization/function (ensuring that climate risk factors that impact their organization/function are incorporated into planning) and helping score climate risk factors. The subcommittee meets quarterly to inform the ERM Committee and CSR Advisory Council, which provide oversight.





**BUILD GLOBAL RESILIENCE**

Reducing Emissions Across Our Value Chain

Energy Management

Water & Wastewater Management

Waste Reduction & Recycling

Advancing Product Sustainability

Product Lifecycle Management & Circularity

Packaging Innovation

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# Build Global Resilience

Sustainability is about building resilience—the agility, creativity, and organizational alignment that allows a company to embrace opportunities, mitigate risks, and thrive into the future. Whether by accelerating our decarbonization efforts, developing energy-efficient products, or pursuing circularity strategies, Juniper and its people are ready to take the initiative and get things done.





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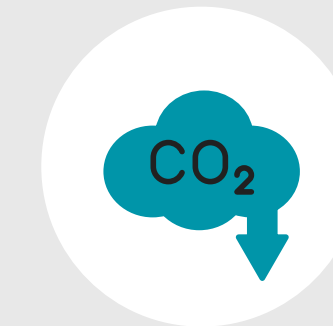
In 2023, Juniper expanded our public climate ambition with a commitment to the Science-Based Targets initiative (SBTi), developing near- and long-term net zero targets aligned with SBTi’s Corporate Net-Zero Standard and submitting them for validation. With defined science-based targets and meaningful action across our emissions reduction roadmap, we are focused on impactful strategies to lower emissions across our value chain.

This past year, we laid the foundation for long-term emissions reductions through Juniper’s participation in a utility-scale renewable energy agreement, along with six other corporate off-takers. Once the 180-megawatt solar project comes online, it is expected to generate renewable electricity equivalent to the majority of Juniper’s electricity demand in North America. In addition to significantly advancing progress toward our emissions reduction target, we believe procuring and investing in new renewable energy supports our global resilience objectives.

Other 2023 progress included significantly enhancing the measurement and management of our greenhouse gas (GHG) emissions. We conducted decarbonization audits of all our North American sites and are now implementing energy conservation measures based on those results.

*Our resiliency efforts are part of a cohesive, holistic approach to environmental sustainability that spans our operations, supply chain, and the impact of our products throughout their lifecycle, from build to use to disposal. See our [Environmental Sustainability Policy](#) for more details on our approach.*

## Juniper’s Environmental Sustainability Strategy



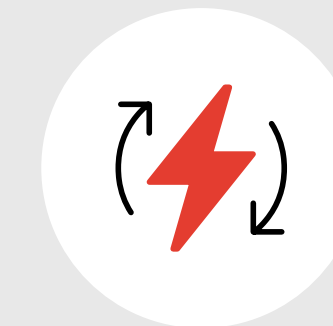
### Decarbonization

Accelerating a zero-carbon economy through meaningful emissions reduction strategies.



### Sustainable Technology

Developing energy-efficient silicon, systems, and operations.



### Circularity

Reducing harmful materials, increasing recycled content and recyclability, and extending the life of products and parts.



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(GRI 305-1, 305-2, 305-3)

**Juniper's GHG Emissions (metric tons CO<sub>2</sub>e)**

	2022	2023
Scope 1	6,673	5,821
Scope 2, location-based	99,341	109,894
Scope 2, market-based	48,647	49,875
Scope 3	1,655,960	1,802,112
<b>Total</b>	<b>1,810,621</b>	<b>1,967,702</b>

Note: Calculations are performed using the World Resources Institute GHG Protocol.

Emissions data for 2022 is restated from prior publications to reflect improved measurement methods and enhanced data quality, with better quantification of certain emittance, revised product transport data, revised purchased goods and services data, and more complete use of sold products data. Changes calculated across all three scopes were needed to provide data sufficient for comparability, consistent with the CDP Technical Note on Restatements. Emissions data reported in, or related to, prior years should not be relied upon as they do not reflect updated measurement methods and enhanced data quality.

Note on conversion factors: All emissions of non-CO<sub>2</sub> greenhouse gases are converted to CO<sub>2</sub>-equivalent emissions by multiplying by the global warming potential (GWP). As per U.S. EPA factors published in March 2018, Juniper uses the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (AR5) GWPs. Fuel- and energy-related emissions are assessed using global emission factors from IEA (2021) and regional emission factors from EPA eGrid (2022) and the UK DEFRA/BEIS (2023).

**Juniper's GHG Emissions Profile**

Direct (Scope 1) emissions result from sources owned or controlled by the organization. Indirect (Scope 2) emissions result from the generation of purchased or acquired electricity, heating, cooling, and steam consumed within the organization. Other Indirect (Scope 3) emissions are all indirect emissions (not included in Scope 2) that occur outside of the organization. Activities accounted for in Scope 3 emissions include purchased goods and services, upstream and downstream transportation and distribution, business travel, employee commuting, and use of sold products.

Juniper calculates the GHG emissions from the use of its products (Scope 3 Category 11) using primary data. The product of shipped quantity, product power, electricity emissions factor, and product lifetime is summed for each product shipment. Scope 3 Category 11 emissions were recalculated for 2022 and 2023 using updated sales data and improved emission factors from customer CDP response or website or data updated annually by the International Energy Agency (IEA).

Juniper defines reporting boundaries to clearly delineate the organizational and operational aspects that contribute to GHG emissions. This includes the identification of operational facilities, processes, and activities that fall within the inventory boundary. The boundary for Scope 1 and 2 emissions encompasses owned or leased operating offices with associated lab facilities. Our non-lab/IT sites are counted as Scope 3 upstream leased assets.

Juniper is currently in the process of pursuing limited assurance of its 2023 Scope 1, Scope 2, and Scope 3 Category 4: Upstream transportation and distribution GHG emissions totals, as well as year-over-year changes in these categories.



Employee Photo: Prabanchan Ramesh



**Reducing Emissions Across Our Value Chain**

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# Reducing Emissions Across Our Value Chain

(GRI 305, 3-3)

Juniper is committed to reducing not just operational emissions but emissions across our entire value chain. This has become a top priority for us. A vast majority of our customers regularly ask how Juniper can help them achieve their emission reduction goals, especially amid the surge in data center power consumption. With our short-term and long-term emission reduction targets, we have developed a clearly defined path to reduce emissions through targeted strategies across our value chain.

For this reason, Juniper committed to SBTi in 2023, measuring and reporting our progress and achieving third-party assurance. In Q1 2024, we submitted the following near-term emissions reduction and long-term net zero targets to SBTi for approval:

- Reduce our Scope 1 and 2 emissions 42% by 2030 (2022 baseline)
- Reduce our Scope 3 emissions\* 25% by 2030 (2022 baseline)
- Achieve companywide net zero emissions by 2040

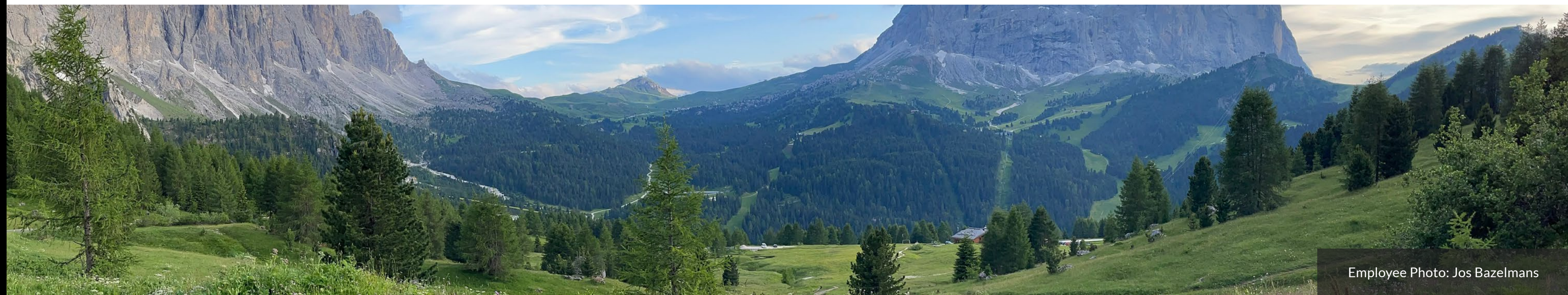
\*Our Scope 3 emissions goal includes the following categories: use of sold products, supply chain emissions, and upstream transportation and distribution.

Aligned with the Paris Agreement’s goal of limiting global warming to no more than 1.5°C above pre-industrial levels, these targets provide a clearly defined pathway toward emissions reductions across our full value chain. We are currently in the validation process. Once this is completed, we will follow a standards-based and highly quantifiable process to continue reducing our carbon footprint.

Our climate action roadmap remains focused on meaningful emissions reductions across operations, investments in renewable energy, and working with partners to reduce emissions across our value chain. With defined science-based targets and a comprehensive emissions reduction roadmap, we are confident in our ability to deliver ever-more sustainable networking solutions.



*In 2023, Juniper achieved an A- CDP climate score.*



Employee Photo: Jos Bazelmans



**Reducing Emissions Across Our Value Chain**

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Waste Reduction & Recycling

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# Leveraging Renewable Power

(GRI 305-5)

Juniper is expanding our commitment to renewable power as part of our drive to achieve real, science-based emissions reductions.

In May 2024, Juniper joined with six other companies in an aggregated virtual power purchase agreement (VPPA) for renewable energy credits (RECs) produced by the 180 MW Phase II portion of Southern Power Company’s Millers Branch Solar Facility in Texas. The 1,800-acre, 330,000-solar panel installation comes online in the second quarter of 2026.

In April 2023, a new 16 MW solar farm commissioned by Juniper came online in the Chitradurga district of Karnataka, India, supplying power to Juniper’s nearby Bengaluru facility. In total, energy from the Chitradurga plant and from existing solar power purchase agreements (PPAs) provided 90% of the energy required to power our Bengaluru offices and labs in 2023.



“The Millers Branch aggregation is a double win for Juniper Networks and the environment. We advance our corporate emissions reduction targets with expected mitigation of the majority of the company’s electricity demand in North America. Additionally, because we’re joining forces with other companies, we can collectively cause new utility-scale solar energy that none of us could do on our own. Procuring new purchaser-caused renewable energy constitutes a powerful decarbonization solution and is needed to support growing grid demand.”

**Nell Triplett**  
Director of Sustainability





**Reducing Emissions Across Our Value Chain**

Energy Management

Water & Wastewater Management

Waste Reduction & Recycling

Advancing Product Sustainability

Product Lifecycle Management & Circularity

Packaging Innovation

# Managing GHG Emissions

Juniper’s climate action strategy and goals are dependent on transparent annual disclosure of the company’s GHG emissions. Our overall emissions from 2022 to 2023 increased year over year. In 2023, we decreased our Scope 1 emissions by approximately 10%. However, our Scope 2 emissions increased due to increased energy demand at our labs. As our business grows, we remain committed to addressing climate change proactively across our operations.

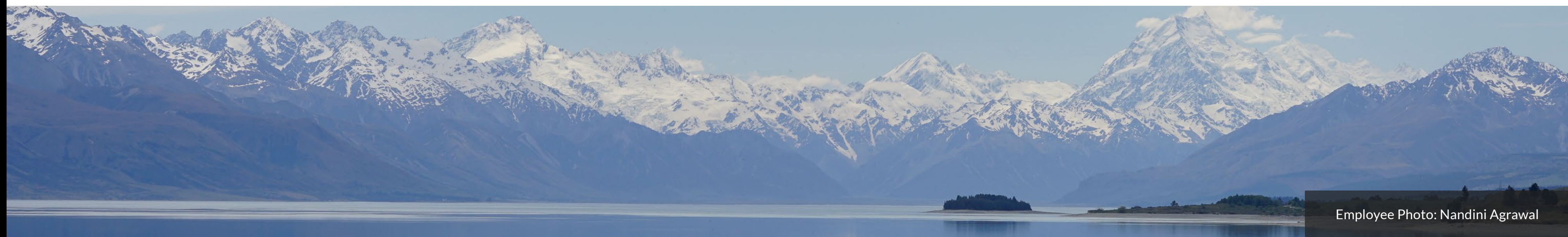
The largest portion of Juniper’s overall carbon footprint derives from Scope 3 emissions from activities outside of our direct operations—such as the use of sold products, supply chain emissions, and upstream transportation and distribution. In 2023, these accounted for approximately 94% of our total GHG inventory. We are restating our 2022 Scope 3 emissions as a result of improvements in methodology across Category 1: Purchased goods and services, Category 4: Upstream transportation and distribution, Category 7: Employee commuting,

and Category 11: Use of sold products. Because our hardware revenue increased in 2023, our use-of-sold-products emissions also increased. Going forward, we expect emissions to decrease as emission factors improve and as customer-specific emission factors for all our customers become available.

Supply-chain-related emissions represented approximately 30% of our total reported Scope 3 emissions in 2023. We typically ask only our top material suppliers to measure and report their GHG emissions using the CDP Supply Chain climate change questionnaire, but in 2023 we expanded our engagement. Our Supply Chain Operation made environmental sustainability a strategic pillar and created formal goals for shrinking emissions from our component suppliers, logistics partners, contract manufacturers (CMs), and original design manufacturers (ODMs)—a group that represents approximately 99% of total direct material expenditure. In 2024 we updated our

supplier scorecards for CMs and ODMs to increase the weighted average for sustainability from 2.5% to 10%. When onboarding new direct material suppliers and manufacturing partners, our screening criteria now includes measuring commitment to carbon reduction.

*In 2023, one of our suppliers installed a solar energy system at a facility where we operate. The system began drawing renewable energy in mid-2023 and increased renewable sourcing by 3% by year-end, lowering the Scope 3 carbon footprint of Juniper’s products.*





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# Energy Management

(GRI 302, 3-3)

Juniper seeks to achieve optimal operational energy efficiency at our facilities around the world. From our headquarters campus to our labs, we've implemented sophisticated monitoring and management systems to drive reductions in energy use and associated emissions.

## Energy Efficiency in Our Labs & Offices

From lighting controls to lab cooling systems, Juniper strives for efficiency in building design and management.

Our data lab sites in Wenatchee and Quincy, Washington, use economizers to engage chillerless mechanical systems that pull in natural outdoor air for cooling, producing significant efficiency gains. Our headquarters campus in Sunnyvale, California, cools its computer rooms efficiently by combining an economizer with lab air handlers that use fans, cooling coils, and a water chiller system. Almost all of Juniper's major labs employ a Building Management System that enables shutoffs during periods of low power demand.

In 2023, following decarbonization audit recommendations, our Sunnyvale headquarters began a project to replace 7,766 fluorescent lamps with LEDs, saving 229 MTCO<sub>2</sub>e annually.



Employee Photo: Denny Laines



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# Green Building Certifications

(GRI 302, 3-3)

Juniper’s approach to facilities design, construction, and management integrates principles of energy-efficient systems, resource conservation, and environmentally preferred materials required under the **LEED** green building framework. From our 635,000-square-foot corporate campus in Sunnyvale, to our India Excellence Center in Bengaluru, our green building efforts have earned platinum- and gold-level LEED certifications. We are proud to be recipients of the Santa Clara County, California, Green Business designation, which certifies that Juniper has implemented practices to prevent pollution, reduce waste, conserve energy, save water, and exceed regulatory requirements.

(GRI 302-1)

## Energy Consumption (megawatt hours)

	2022	2023
<b>Total fuel consumption from non-renewable sources, onsite &amp; mobile fuels</b>	26,490	22,988
<b>Energy consumed, by use</b>		
Electricity, from non-renewable sources	162,639	170,437
Electricity, from renewable sources	73,414	86,236
Heating	0	0
Cooling	0	0
Steam	0	0
<b>Total Scope 2</b>	<b>262,543</b>	<b>279,661</b>





Reducing Emissions Across Our Value Chain

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# Water & Wastewater Management

(GRI 303, 3-3 / 303-1)

Juniper is committed to responsible water consumption and stewardship practices. Our operational goal is to use water as efficiently as possible and to use reclaimed water wherever possible.

Because Juniper's operations are not water-intensive, upstream water usage by our manufacturers is the primary area in which we can influence water consumption. Accordingly, Juniper engages with those manufacturers on water measurement, management, and reporting.

We continue to make improvements in the way we track and monitor annual water use data from our major facilities in India, Japan, the Netherlands, and the U.S. At our headquarters facility in Sunnyvale, our buildings are equipped with low-flow fixtures, and we use reclaimed wastewater from a local renewable supply for all toilets and landscaping. In water-stressed Bengaluru, India, our facilities' HVAC systems reuse water collected by lab and data center dehumidifiers, and water flow meters monitor water consumption patterns.

Juniper's reporting and operational boundary includes facilities that support administrative and server lab activities. Our consumption, discharge, and withdrawal of potable water is associated primarily with cafes and break rooms, cooling, and water, sanitation, and hygiene (WASH) services.





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Recognizing the significant water impacts stemming from our supply chain, we communicate our water-use expectations to all our suppliers and measure their performance. To gain visibility, we ask all our CMs and ODMs and a subset of our Tier 1 direct material suppliers (based on spend) to report their water management practices and potential water-related risks annually to our business, using the CDP Supply Chain questionnaire. We have integrated the CDP water score of our CMs and ODMs into our updated supplier sustainability scorecard to help drive improvements.

For comprehensive reports on Juniper’s water management program, please refer to our annual [CDP disclosures](#).

(GRI 303-3, 303-4, 303-5)

**Water Performance (millions of liters)**

	2022	2023
Third-party water withdrawal	174.3	177.1
Third-party water discharge	93.3	109.9
Recycled water	30.2	52.6
<b>Total water consumption (from all areas)</b>	<b>81.0</b>	<b>67.2</b>

Water consumption is calculated based on an estimation of water that we use for landscape irrigation and in cooling towers.



Employee Photo: Simran Kohli



# Waste Reduction & Recycling

(GRI 306, 3-3)

Juniper campuses worldwide participate in waste reduction and recycling efforts, with some locations tracking the weight of waste produced and monitoring waste diversion. Our headquarters participates in waste recycling efforts through the Sunnyvale Materials Recovery and Transfer Station (SMaRT Station), which converts leftover food scraps into eco-friendly products such as animal feed and fertilizer.

In 2023, we made improvements in data collection, management, and communication of waste best practices. We also improved our diversion of operational and product e-waste following leading environmental and information security standards. In 2023, we consolidated our e-waste streams under a single, global IT asset disposition (ITAD) provider certified to the Responsible Recycling (R2) standard for the safe, secure, and sustainable reclamation and recycling of electronic equipment. In partnership with the provider, we are working to ensure at least 90% of Juniper’s e-waste is diverted from landfill each year, with internal progress goals supporting the effort.

(GRI 306-3)

## 2023 Waste Generation

Measures	Mass (tons)	Proportion (%)
Waste recovered – e-waste	461.69	43.54
Waste recycled – general	280.47	26.45
Waste - landfill	86.67	8.17
Waste composted – food scraps	64.02	6.04
Waste – incineration	48.13	4.54
Waste recycled – cardboard	36.07	3.40
Waste recycled – metals	33.04	3.12
Waste composted – yard waste	25.17	2.37
Waste recycled – wood	13.70	1.29
Waste – mixed recycling	11.42	1.08

Our waste is reported for our eight major sites to mirror the operational boundaries established in our GHG accounting methodology; therefore this data is not inclusive of all our operating locations. Waste data is also not inclusive of all of Juniper’s waste streams. We are committed to continuous improvement and plan to further evolve our waste data collection methodology and reporting.



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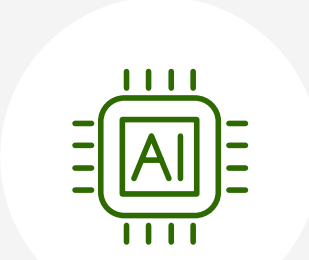


Waste Reduction & Recycling

**Advancing Product Sustainability**

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# Advancing Product Sustainability

 <b>Silicon</b>	 <b>Systems</b>	 <b>Operations</b>
<ul style="list-style-type: none"> <li>Optimized silicon—right tool for the job</li> <li>Superior energy efficiency with performance</li> <li>Multi-generation chipset longevity</li> </ul>	<ul style="list-style-type: none"> <li>Energy efficient chassis design</li> <li>Modularity simplifies repairs</li> <li>Converged architectures reduce e-waste, power demand</li> <li>Junos: efficient resource management</li> </ul>	<ul style="list-style-type: none"> <li>AIOps &amp; active assurance minimizes truck-rolls</li> <li>Cloud-based automation reduces on-prem power demand</li> <li>Proactive power management to turn off unused components</li> </ul>



We're committed to helping our customers build networks that support high performance at scale in a sustainable way, focusing our efforts on three key areas.

At the **silicon** level, Juniper's multi-silicon strategy leverages both merchant silicon and custom options optimized for different roles in the network, delivering best-in-class performance with the lower power and space consumption compared to our previous generations.

At the **systems** level, we deliver greater use-phase energy efficiency, lower environmental impact, and lower total cost of ownership (TCO) for our customers by optimizing and balancing factors such as: thermals and airflow design, modularity (to simplify repairs), silicon selection, converged features and architectures (to reduce the number of devices), and longevity.

Once deployed in customers' networks, built-in **operational** efficiencies come into play. Using Juniper AIOps, customers can contextualize real-time telemetry and data from across their IT infrastructure and combine it with relevant historical data to generate actionable insights—for instance, recommendations on power management, giving customers granularity of control to automatically switch off unused components during periods of low usage. Our automative solutions give customers the ability to continually monitor, test, and validate performance and troubleshoot issues, minimizing the need for on-site service visits. And our solutions built off Juniper Cloud relieve customers of the need to buy, deploy, and power additional on-premises servers.

In a major retail deployment, one customer reported that our AIOps troubleshooting functionality helped cut store visits by technical staff **85%**.



## PTX Routers: Evolving Power Efficiency

Our versatile, high-performance PTX Series Routers form the foundation of the world’s largest WAN and data center architectures. They’re also getting more energy-efficient generation over generation. In a recent comparison test, our newer PTX10002-36QDD posted a **75% reduction** in power consumption (measured in watts/gigabit) over the earlier-generation PTX10001-36MR.

At end-of-deployment, our [Juniper Certified Pre-Owned](#) program extends the life of our products into secondary markets, contributing to the growth of a circular economy (see [Product Lifecycle Management & Circularity](#)).

*We have achieved 0.05 Watt per Gbps performance with our newest Express 5 chipset, which powers the PTX10002-36QDD router—a 75% power improvement from the [previous generation](#).*

### Increasing Energy Efficiency

#### Reduction in Watts/Gbps



**Note:** Trio and Express are Juniper silicon chips. TH is a Broadcom chipset.

**Basis for Calculating & Assumptions:** These are common models customers order from five major product families (EX, MX, PTX, ACX and QFX). The 2020 and 2024 products compared serve the same purpose in customer infrastructure, with the 2024 model serving as a typical “upgrade” for the same network function. Our system measurements use the same typical conditions (50% IMIX/traffic, 25°C), as indicated in publicly available datasheets. We assume that cooling demands mean a similar 70% additional power consumption to run each product.

## Power & CO<sub>2</sub> Calculator

Juniper’s customizable Power & CO<sub>2</sub> Calculator helps customers, partners, and Juniper employees understand the carbon footprint of products across the Juniper portfolio. The calculator breaks down carbon emissions based on power consumption, product weight, operating time period, and other factors demonstrated to have a close relationship with carbon emissions. Outputs from the online tool include GHG emissions estimates tied to different product lifecycle stages, from extraction of raw materials and manufacturing to transportation, use phase, and end-of-life/disposal.



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## Product Sustainability Experience Forum

Juniper’s Product Sustainability Experience Forum facilitates cross-pollination of ideas for sustainability innovation across the product lifecycle, including energy efficiency advances for new products, materials efficiency and circularity, and sustainable packaging. This internal forum meets at least monthly to ensure product sustainability initiatives and workstreams are moving ahead, with clear targets and deliverables and consistent messaging.



## AI-Native Networking: Sustainability at Speed

In January 2024, Juniper introduced the industry’s first **AI-Native Networking Platform**, purpose-built and optimized for AI to enable reliable, measurable, and secure connections across every network device, user, application, and asset. The platform’s support for AIOps enables fast, automated troubleshooting that reduces inter-site travel. Power-efficient hardware minimizes energy consumption, and our modular framework makes repairs easier and prolongs product life. The platform has been shown to eliminate up to 90% of wireless network trouble tickets.



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## Beyond Labs: Innovating for Sustainability

Juniper Beyond Labs is an innovation hub within Juniper Networks that embodies our focus on the AI-Native network experience. Within **Beyond Labs**, the sustainability innovations are focused on integrating AI and machine learning into technologies for energy savings and reduced waste.

### RIC: Enabling Mobile Network Efficiency

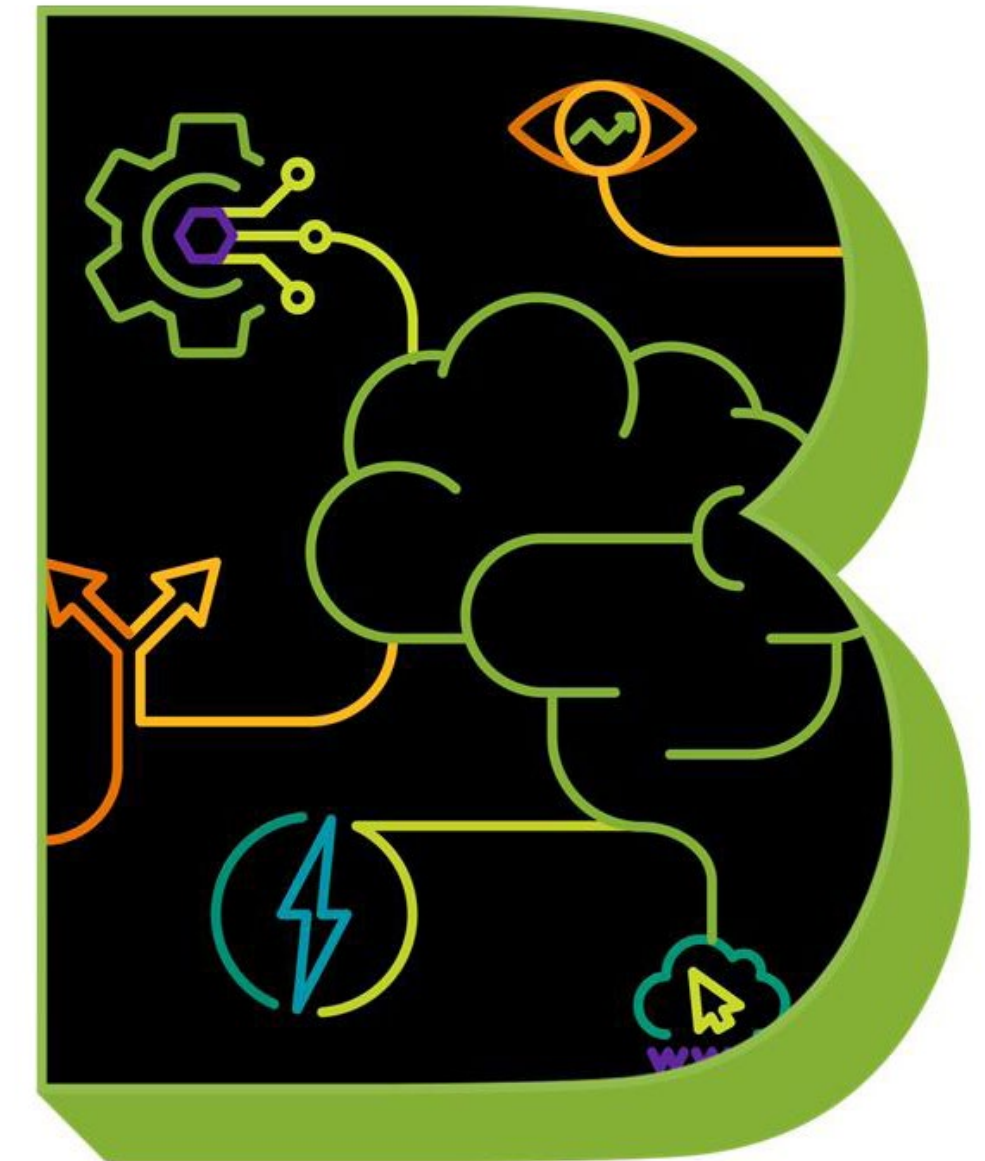
Introduced in 2023, Juniper's **RAN Intelligent Controller** (RIC) is a software-defined component of the Open Radio Access Network (Open RAN) architecture, enabling the onboarding of third-party applications that can improve service experience, reduce infrastructure and operational costs, and deliver new business models.

RIC's Energy Savings application helps reduce service provider energy consumption by addressing the fact that cell towers in a typical mobile network are always on, their multiple antennae emitting signals irrespective of traffic volumes. To change that paradigm, the Energy Savings application continuously monitors network traffic, coverage, interference, and other factors to optimize energy efficiency.

### Thermal Power Visibility & Anomaly Detection

Our switches and routers contain hundreds of thermal and power sensors that export data to the cloud, where our Thermal Power Visibility and Anomaly Detection solution analyzes them to provide real-time metrics on temperature, carbon emissions, and power consumption at the network, device, and component levels.

Through automated analytics and anomaly detection, the solution provides network administrators, solution integrators, and control point developers insights to diagnose power usage and temperature issues, create analytics and reports, enable thermal-data-driven sustainability applications (such as automatic switching to lower power usage during periods of low data activity), and develop machine learning models and predictive sustainability applications.





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## Innovation / Potential Game Changer: Deutsche Telekom's Green Future Best Practice Award

Juniper's Power Steering innovation was recently awarded **Deutsche Telekom's Green Future Best Practice Award** in the "Innovation / Potential Game Changer" category at the 2024 Telekom Campus Fair event in Bonn, Germany.

The Green Future Best Practice Awards recognize and promote best practices from Deutsche Telekom partner companies that are driving a more sustainable and more climate-friendly industry through initiatives that support their strategic environmental targets.

Juniper's innovative Power Steering demonstrates our commitment to sustainability by monitoring traffic levels, dynamically aligning power needs with demand, optimizing resource utilization, and creating cost savings for network operators.





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## Liquid Cooling

All components in electronic systems generate heat as they consume power for operation. The simplest and most common heat-removal method has been traditional air-cooling systems. But as those systems' capacity has been stretched by the rising power and power density levels of today's chips, Juniper has begun developing and testing more effective and efficient liquid cooling alternatives. These systems offer multiple advantages, including:

- Greater capability to cool high-power and high-heat-flux components, enabling scale-up to higher capacity systems
- Superior thermal conductivity, allowing for smaller heat exchange units, which in turn enables increased rack power density and a smaller data center footprint
- Superior opportunities to reuse waste heat





# Product Lifecycle Management & Circularity

The quality and durability of Juniper’s hardware products contributes to the ideal of a circular economy, which emphasizes repair and reuse, waste minimization, and retention of materials. Juniper’s modular product design simplifies both repair and scalability.

In 2023, we began taking a more proactive approach to obtaining pre-owned Juniper equipment for refurbishment, actively engaging with customers on the full value they can extract from reselling instead of discarding their legacy equipment.

Advantages include:

- Avoiding the costs of scrapping or recycling old systems
- Revenue from reselling those systems to authorized circular economy partners
- Avoiding landfilling and e-waste

For 2024, we’re expanding the offerings and benefits of our circularity programs,

introducing a Take Back program to complete our existing certified pre-owned program and create greater economic and sustainability value. As part of this effort, we’re better targeting devices that are at the logical stage for remanufacture and working to quantify the carbon savings of the remanufactured device versus a newly manufactured device to determine the Scope 3 benefit for purchasers. We’re also working with our Environmental Product Design team to collect full material disclosures and factor the presence of critical minerals in our products into our circularity calculations, improving those products’ chances of being reused or recycled.

Our products comply with standards including the European Union (EU) Waste Electrical and Electronic Equipment (WEEE) Directive, the 2011/65/EU Restriction of Hazardous Substances (RoHS II) Directive, the Toxic Substances Control Act (TSCA), and the Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH) regulation.

## Built for the Long Game

Juniper’s MX240/480/960 family of universal routing platforms exemplifies our commitment to product longevity. When we introduced these systems in 2007, we designed them to provide 400 Gbps of throughput—beating the 400G standard by a full decade. Today, these platforms continue serving our customers in hundreds of networks worldwide.





Juniper’s circular programs help our customers participate in the circular economy in financially beneficial ways that cover the full spectrum of the product lifecycle:

**Try & Buy** gives our customers an opportunity to trial certain new Juniper products and enables those products to stay in circulation. At the end of their 60- to 90-day trial, customers can purchase and keep the product or simply send it back in the original packaging. All returned products are then recertified and eligible for reuse by another customer or internal department—eliminating the e-waste that’s typical when products are trialed but then go unused.

Our **Juniper Certified Pre-Owned (JCPO)** program is a catalyst for all our circular economy offerings, allowing customers to purchase excess or previously used products that have undergone a rigorous remanufacturing, testing, and component/software update process to enable like-new quality and security. JCPO products are backed by Juniper’s warranty and eligible for the same J-Care support as new products. To date, JCPO has helped over 1,200 Juniper customers extend the life of Juniper hardware.

Our **Take Back Program** helps customers get value out of end-of-use products while minimizing environmental impact. Customers wishing to dispose of certain decommissioned assets can request Juniper pick up those products to maximize use of parts and materials, with the possibility of either cash payment or credit toward the purchase of another Juniper product, either new or through JCPO.

## Case Study: Take Back Project

In 2022, Juniper won a project with a customer to replace legacy PTX routers with next-generation PTX-EVO across the U.S., Latin America, and the EMEA region. Rather than scrapping its legacy equipment, the customer entertained our proposal to sell it back to Juniper for remanufacturing, contributing to a more sustainable production process while reducing costs associated with equipment storage, disposal, and eventual carbon offset expenses.

Juniper aligned all internal customer stakeholders behind a standardized approach to return equipment within the workflow of a node migration. In February 2024, we retrieved the first legacy PTX10008 unit from the customer and delivered it to JCPO program partner PureWrx for refurbishment, testing, and resale. Reuse of this one unit is projected to save 12,000 kg in GHG emissions versus the impacts of new unit manufacturing.

This ongoing initiative supports the customer’s objectives of achieving zero waste, cutting Scope 3 emissions, and achieving net zero emissions by 2040, and also positively impacts Juniper’s Scope 3 and net zero goals.





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# Packaging Innovation

Our packaging team continually seeks new solutions that work to meet the dual requirements of environmental performance and effective product protection. We reduce waste-to-landfill by partnering with our suppliers on recycled, recyclable, and compostable packaging solutions; reduce emissions via compact packaging for product transport; and seek packaging efficiency solutions that cut waste. For example, in 2023 we began delivering pluggable optics to most direct-sell customers in bulk rather than individual packaging—making one carton do the work of multiple plastic clamshell single-packs in individual cartons.

A key goal is to reduce use of virgin plastic to 15% or lower by the end of 2024 and reduce overall plastic use by 40% by 2025 (2022 baseline). We continue to investigate alternate sustainable solutions to replace all plastic clamshell packaging, refine our system for quantifying and tracking plastic use across our locations and product lines, and comply with regulatory requirements around the world. More than 75% of our new product introductions in 2023 used sustainable/compostable packaging containing less than 1% plastic. We have already seen significant progress in our plastics reduction journey with a 12% reduction in overall plastic use in Juniper product packaging from 2022 to 2023. This equates to a reduction of more than 130,000 pounds of plastic use year over year.





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## Case Study: Reducing Waste with Bulk Packaging

In 2022, a single Junivator recognized a customer pain point and the potential to reduce e-waste from unneeded power cords, serial converters, and console cables. That realization and galvanizing call to others within Juniper revealed that we were shipping certain small products in multiple layers of packaging (causing frustration) and shipping others with power cords that didn't meet customers' specific needs (causing waste). In 2023, we worked to address those specific pain points, then expanded the initiative into a company-wide effort, with teams across Juniper sharing ideas to improve the customer experience, elevate packaging sustainability, and save costs for both Juniper and our customers.

Throughout 2023, we shifted to default bulk packaging for most of our optic SKUs, with only 11 identified customers out of 2,600 opting to stay with individual packaging. We also eliminated in-package console cables identified as unnecessary by our customers, accruing an annual \$1 million in savings and giving customers more customizable cable options as separate SKUs on our price list.

We will continue to engage our business units to identify other ways Juniper can better meet our customers' needs, reduce product and shipping waste, and shift to more sustainable materials in our bulk packaging.





Renewed Investment in  
Employee Lifecycle Programs

Building the Next Generation  
of Tech Talent

Training & Development

Employee Benefits, Balance  
& Support

Inclusion & Diversity at  
Juniper

Community Engagement  
& Social Impact

Environmental, Health, Safety  
& Security (EHSS)

# Enable the Workforce of the Future

Juniper strives to make every connection count for our customers, thereby growing our business and deepening our impact in global communities. We also seek to hire and develop talent drawn to our leading-edge mission, enduring values, and inclusive culture. We continue to make strategic investments in our Junivators and global communities to advance and empower the workforce of the future.





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# Renewed Investment in Employee Lifecycle Programs

(GRI 401, 3-3)

Innovation doesn't happen without ingenuity. As Juniper advances new ways of delivering exceptional experiences and driving business value, we know that sustaining forward momentum requires us to attract, retain, and invest in the most skilled and creative minds. To do that, we have to offer much more than good salaries and solid benefits. We also have to be a company our employees can be proud of—aligned with their values, creating positive impact, and moving in a direction that supports both today's Junivators and tomorrow's.

In 2023, Juniper began evolving the way we discover talent and increase engagement and retention. To gain an end-to-end perspective, our talent acquisition team undertook a comprehensive audit of our existing hiring process. Based on audit results, we began formulating a change approach focused on aligning the organization behind a common hiring vision, standardizing new hiring structures and procedures, and improving candidate tracking and metrics across the hiring process. These efforts resulted in a major investment in our employee lifecycle process we call "Hiring the Juniper Way."



## Attraction and Recruitment

Redesign of hiring process to 'Hiring the Juniper Way'  
Using AI to remove bias in recruitment to identify talent  
Implement structured competency-based interviewing

## Onboarding

Inclusive benefits  
Extensive training



## Talent Development and Engagement

Leveraging Junivator Career Connect (JCC) for mentorship and goal setting  
Development and sponsorship programs  
Employee Affinity Groups  
Semiannual Conversation Days providing 1:1 feedback and goal setting

## Career Growth and Opportunity

Development programs available at every career stage  
Leveraging Junivator Career Connect (JCC) for internal gig opportunities





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Training & Development

Employee Benefits, Balance & Support

Inclusion & Diversity at Juniper

Community Engagement & Social Impact

Environmental, Health, Safety & Security (EHSS)

## Hiring the Juniper Way

Hiring the Juniper Way is an initiative that aims to equip hiring teams with the structured protocols and cutting-edge tools needed to ensure our hiring processes are equitable, inclusive, and aligned with our values. By investing in the tools, resources, and skills needed to transform the way we hire, we're empowering Juniper to be even more effective in one of our most important responsibilities: building the future of our company. Using inclusion best practices, Hiring the Juniper Way creates a more consistent, structured, bias-free process for evaluating candidate experience, helping hiring managers find the radical thinkers and authentic team players they need to drive success. The initiative includes:

- New Talent Intelligence Platform.** To modernize and enhance our applications tracking capabilities, we've adopted an AI platform with tools that enable a seamless, consistent, and equitable experience for both candidates and hiring teams, from initial contact through the conclusion of the hiring process. Once a candidate responds to a job listing, uploads their resume, and creates a profile, the system rates and matches their competencies and offers an opt-in for future job alerts. In-system masking technology combats implicit bias by hiding certain identifying information or past work or educational affiliations during initial candidate screening, and interview invitations and post-interview feedback are managed and tracked in the system of record. Juniper's migration to the platform was completed in March 2024.
- Juniper Hiring Playbook.** Our new playbook guides all Juniper recruiters, managers, and other hiring team members on Hiring the Juniper Way, providing resources including key themes of our hiring transformation initiative and key interview questions aligned with core competencies. The playbook is being rolled out to hiring teams and will ultimately be available for all Junivators.
- New Trainings.** In 2024, we're beginning a phased rollout of a workshop-style training to align the company behind our Hiring the Juniper Way philosophy, beginning with teams that are experiencing the greatest active talent needs.





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Training & Development

Employee Benefits, Balance & Support

Inclusion & Diversity at Juniper

Community Engagement & Social Impact

Environmental, Health, Safety & Security (EHSS)

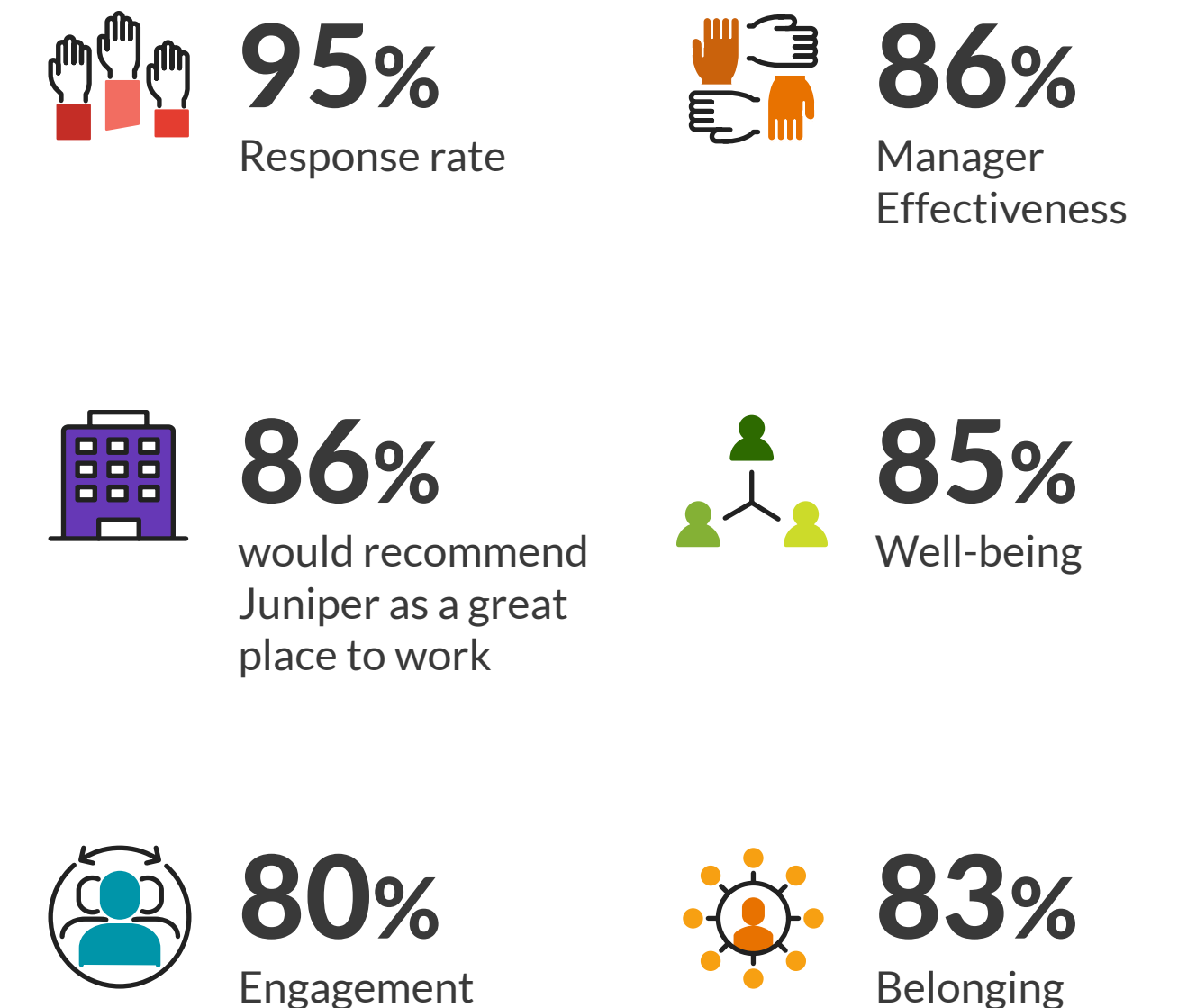
## Recognized for Employee Support

Juniper Networks is committed to supporting our employees and communities, and has received recognition of that commitment from top raters and rankers.



## Juniper Voice Survey: Measuring Employee Engagement

Juniper Networks conducts annual Juniper Voice employee engagement surveys to better understand and improve our employee experience and capture feedback in areas such as company confidence, employee wellbeing, manager effectiveness, and workplace inclusivity. Analysis of the results and feedback informs our focus for the following year.





Renewed Investment in  
Employee Lifecycle Programs

**Building the Next Generation  
of Tech Talent**

Training & Development

Employee Benefits, Balance  
& Support

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# Building the Next Generation of Tech Talent

To fulfill our mission of creating a more connected world, we need to cultivate, attract, and retain outstanding tech talent from a broad range of diverse talent pools. To do so, Juniper has created programs that offer tech training and certification at the community and university level, along with internship and early-career programs to introduce students directly to the Juniper experience.

## University Talent Program

Our University Talent Program (UTP) invites talented individuals from schools around the world to join Juniper for internships and early-career positions. In 2023, we continued investing in the program, welcoming over 300 interns globally. In the U.S., our 2023 intern class included 35% participation by students from underrepresented groups, and in total represented 73 colleges and universities across the country.

The Early Career Junivators (ECJ) element of our university program starts new college graduates on projects from day one. ECJs are instructed, mentored, and supported by experienced Junivators as they work to help solve customer problems and lay the foundation for a rewarding career.





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## Juniper Networks Cloud & Automation Academy (JNCAA)

The JNCAA is an industry-academic partnership designed to promote education on Juniper's products among the next generation of tech professionals. By providing students and faculty access to free, on-demand courseware, cloud-based and on-site lab access, and opportunities to earn entry-level Juniper certifications, we're deepening Juniper's own talent pipeline, building market access, and helping to provide our customers a ready pool of Juniper-certified talent.

Students are able to obtain vouchers that can be used toward associate-level Juniper certification exams in cloud, automation and DevOps, data center, design, enterprise routing and switching, service provider routing and switching, security, and Mist AI.

In 2023, the JNCAA program trained more than 17,000 students from 498 universities worldwide, providing them access to 22,246 Juniper courses and granting 300 Juniper certifications. During summer 2023, 114 JNCAA students were brought into Juniper directly as interns.

See our [JNCAA portal](#) for more details on the program.



## Juniper Open Learning

In parallel to the college-focused JNCAA, the Juniper Open Learning (JOL) platform offers training on Juniper technologies to individuals of every age and career stage, whether they're transitioning from another industry, another specialization, or other vendor technologies. After completing all course modules and passing a Voucher Assessment Test with a score of 70% or higher, students receive a 75% discount that brings the cost of certification exams to just \$50 (associate level), \$75 (specialist level), or \$100 (professional level).

In 2023, JOL trained 38,565 individuals and saw 75,879 course enrollments totaling 989,024 content training hours.

See our [JOL portal](#) for details on available certifications.



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(GRI 401-1)

**New Employee Hires by Region**

Region	AMER								
	602								
Gender group	Male			Female			Other*		
	422			177			3		
Age group	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
	81	216	125	50	91	36	1	2	0

Region	APAC								
	659								
Gender group	Male			Female			Other*		
	443			216			0		
Age group	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
	199	227	17	125	86	5	0	0	0

Region	EMEA								
	173								
Gender group	Male			Female			Other*		
	137			36			0		
Age group	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
	25	82	30	5	25	6	0	0	0

(GRI 401-1)

**Turnovers by Region**

Region	AMER								
	527								
Gender group	Male			Female			Other*		
	381			143			3		
Age group	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
	28	176	177	29	64	50	0	1	2

Region	APAC								
	515								
Gender group	Male			Female			Other*		
	376			139			0		
Age group	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
	92	243	41	51	81	7	0	0	0

Region	EMEA								
	151								
Gender group	Male			Female			Other*		
	126			25			0		
Age group	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
	15	76	35	8	10	7	0	0	0

\* Defined as employees who identify as non-binary, prefer to self-subscribe, or preferred not to disclose their gender.



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# Training & Development

(GRI 404, 3-3 / 404-2)

For Junivators, standing still is not an option. To enable forward momentum and corporate success while advancing our employees’ personal career journeys, Juniper provides role-specific internal and external technical education and training opportunities aligned to a near-term strategic horizon, helping us upskill our Junivators to emerging critical competencies. We also offer management and leadership development training to drive best practices.

All Juniper employees must also participate annually in compliance- and industry-related coursework associated with our Worldwide Code of Business Conduct, along with other topics including, but not limited to, human rights, environmental performance, data privacy, information security (quarterly), and objectives and key results (OKRs). In addition, we support an inclusive and open environment through trainings that encourage respect, awareness, empathy, compassion, and emotional intelligence.

To assure we’re meeting employee needs, we regularly solicit employee input about our training courses.

(GRI 404-1)

## Juniper Networks Learning Platforms



### LinkedIn Learning

16,000 on-demand courses to build professional & management skills

### Juniper Networks Learning Center

Thousands of learning opportunities, both live & e-learning



### O’Reilly

Technology & business trainings, plus resources from 200+ world-class publishers

### Juniper Learning Portal

Training & certifications on Juniper technologies and solutions





# Investment in Employee Development

(GRI 404-3)

Juniper has established key engagement and development initiatives to help our leaders and people managers hire and develop our talent, build high-performing teams, manage inclusively, and drive results.

**Career Development.** Our personal development program offers mentorships, conferences, and training courses to help employees strengthen their skills and follow their career passions. We also offer career transition services through RiseSmart, which provides strategic support and direction to help employees achieve their desired outcomes.

**Conversation Days.** To build greater openness, clarity, collaboration, and sense of purpose within Juniper, our managers facilitate semi-annual Conversation Days to discuss and assess their direct reports' previous contributions and plan for future performance expectations and development opportunities. Conversations may be themed on the employee's evolving interests and aspirations, new professional or personal goals, requests for additional manager support, potential new positions within Juniper, or strategies to better align their work to team, company, and personal objectives. In 2023, 82% of Junivators participated in Conversation Days, a nearly 30% increase over 2022 that both reflects and advances our leaders' engagement with their teams.

**Best Boss Program.** This 90-day, instructor-led development program delivers a suite of fundamentals to help first-time people managers quickly gain the confidence, competence, and tools needed to lead. Workshops focus on different topics/skills and provide resources to help managers apply their new learning.

**People Manager Network.** Our People Manager Network offers resources, development opportunities, and support to help managers at all levels lead their teams effectively. Quarterly live People Manager Forums in 2023 focused on providing feedback and driving high performance.

**LAUNCH for Senior Leaders.** This six-month cohort program for newly promoted VPs focuses on competency development, self-awareness, and network building within their new role. The experience includes monthly meetings with speakers including Juniper leadership and industry experts. In 2023, 94% of new VPs participated.

**VP Alignment.** Monthly meetings provide VP+ leaders with the opportunity to connect as an extended leadership team and engage on topics such as our company strategy, business plans and results, and other strategic priorities. Additional quarterly discussions for VP+ leaders focus on leadership development topics aligned to our corporate focus areas, equipping leaders to share these messages with their teams.

**LEAD.** Aimed at directors and senior directors, LEAD is an experiential program in which participants learn, practice, and apply business acumen and mission-critical skills including coaching, communication, decision-making, and strategy creation. The experience culminates in a team-based business simulation in which teams take on the CEO role, making decisions that impact shareholder value and stock price. In 2023, 140 participants completed LEAD, and we expect to scale the program in 2024.



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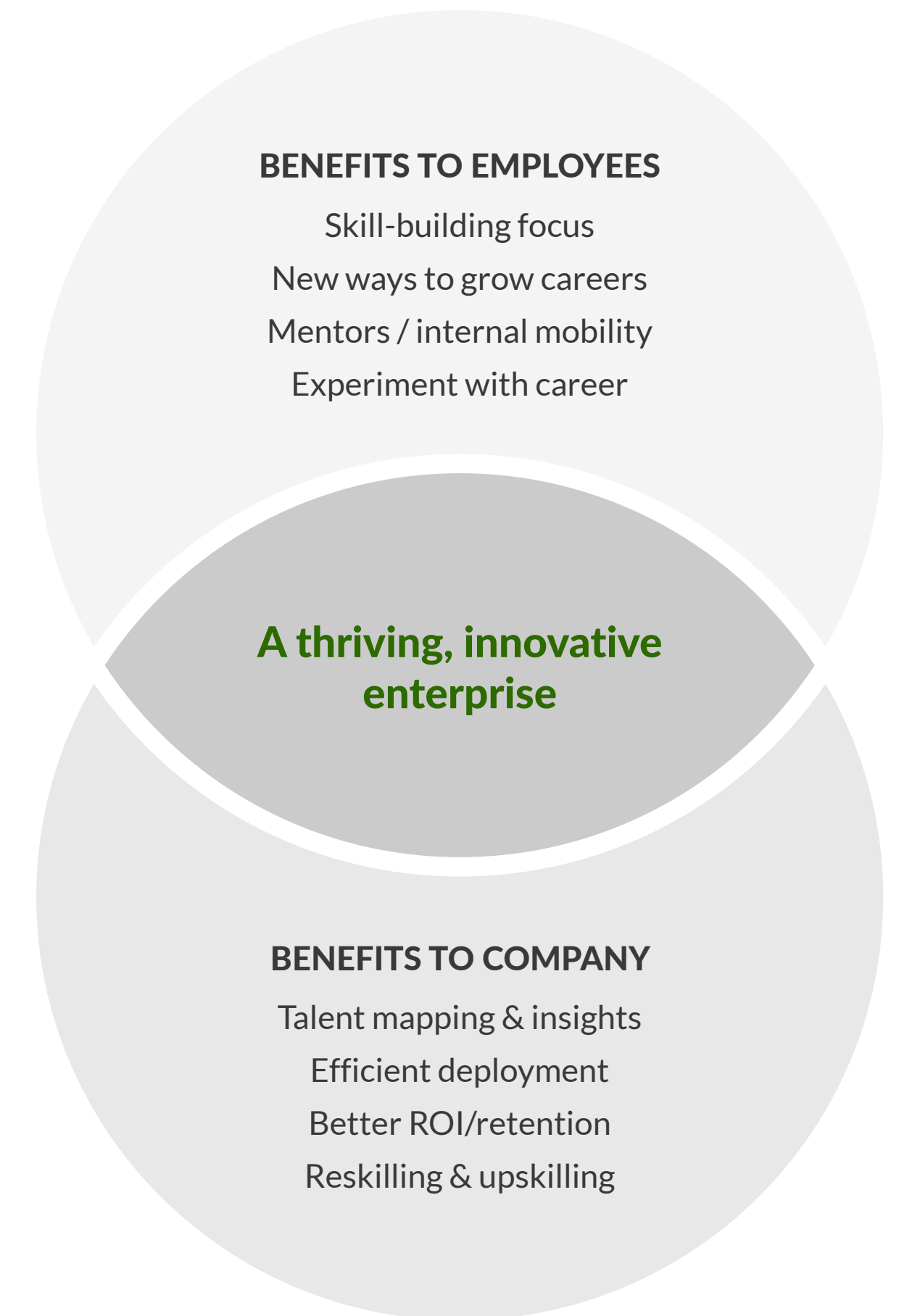
# Junivator Career Connect: Our Internal Talent Marketplace

Launched in March 2023, Junivator Career Connect (JCC) helps our employees build from their existing skills to conceive personalized, meaningful career paths. Through JCC, our employees can create a “Career Journey” to move toward a specific role or career path, build customized development plans, connect with mentors, apply for internal openings, and experiment with internal gig work. The full JCC program includes **Mentoring Week**, an annual event that highlights mentorship stories and encourages Junivators to become mentors or mentees, in both formal and informal learning relationships.

In 2023, more than 6,000 Junivators participated in Juniper Career Connect (beating our 5,000-participant target) and 66% of those were repeat users (beating our 60% target). More than 150 employees signed up as mentors and more than 200 made mentorship requests. In 2024, JCC will begin tagging and tracking in-demand skills and be integrated into Conversation Days development planning.

*Junivator Career Connect’s **Gig Spotlight** speaker series highlights how internal gig work can help Junivators develop new skills and take ownership of their careers. Part-time gig opportunities outside an employee’s team are posted to our internal JCC site. Typically lasting three to six months, these gigs are open to all Junivators who have completed at least a year with the company. In 2023, about 250 Junivators participated in the program.*

## Juniper Career Connect





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# Employee Benefits, Balance & Support

(GRI 401-1, 401-2, 401-3)

Juniper provides holistic, flexible benefits and wellness programs, with offerings designed to be as inclusive and diverse as our employees' needs. Offerings vary internationally, with our U.S. operations offering benefits including:

- **Health & Wellness.** In the U.S., we offer a variety of medical, dental, and vision plans to meet the personal needs of employees and their families at every career stage. Benefits also include telemedicine services, expanded medical coverage for gender-affirming procedures, and a \$1,000 travel allowance for employees who must travel for certain medical procedures.
- **Family Support.** We offer 16 weeks of paid new-parent leave globally, covering birth, surrogacy, adoption, and fostering. Other benefits vary by international location but may include coverage for infertility treatments, reimbursement of up to \$5,000 for adoption costs, and access to coaching and concierge services focused on wellness, family care, and education. Our Cleo global concierge offers live expert sessions, webinars, Q&As, community groups, and the services of professional Cleo Guides for every childrearing stage and topic from birth prep through age 11, along with supports for employees providing eldercare.
- **Finances & Retirement.** We strive to provide market-competitive savings, retirement, and insurance programs to support employees' financial well-being. Plans vary but may include a 401(k) plan, employee stock purchase plan, flexible spending and health savings accounts, life insurance, discounted home/auto insurance, pet insurance, and business travel accident insurance.



Employee Photo: Steven Sciriha



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- **Work-Life Balance.** Work-life supports include on-campus dining and gyms, numerous leave options, short-term and long-term disability leave, an employee assistance counseling program, and quarterly paid wellness days that give all employees an extra day off to rest and recharge. Globally, we offer the wellness coaching app TaskHuman, which provides employees and their spouses/domestic partners unlimited access to on-demand and live scheduled coaching sessions covering topic areas from fitness/ mindfulness and self-improvement to pet training.
- **Educational Assistance.** Three Bright Horizons programs help families access educational support for children by providing virtual tutoring, a family concierge service, and walk-throughs on college planning, applications, and finances. For employees wishing to extend their own education, we offer tuition reimbursement up to \$5,250 per calendar year.

In 2023, our “Be Well” global campaign focused on providing more consistent, inclusive communication on benefits across every Junivator demographic, with specific benefit offerings highlighted via video content and regional events—including first-ever Wellness Fairs at our facilities in the Netherlands and India.

*In 2023, Junivator use of the **TaskHuman** platform surpassed 4 million minutes of one-on-one coaching on business acumen and physical, mental, and financial health.*



Employee Photo: Danielle Mercado



(GRI 401-2)

## Standard Benefits for Full-Time Employees

	U.S.	India	Netherlands	UK	Canada	Japan	Germany	Australia
Life insurance	●	●	●	●	●	●	●	●
Healthcare	●	●	●	●	●	○	●	●
Disability & invalidity coverage	●	●	●	●	●	●	●	●
Parental Leave	●	●	●	●	●	●	●	●
Retirement provision	●	●	●	●	●	●	●	●
Stock ownership	●	●	●	●	●	●	●	●

● Benefit provided to FTE and non-FTE  
 ○ Benefit provided by nationalized program  
 A non-FTE is any employee with fewer hours per week, month, or year than an FTE

(GRI 401-3)

## Parental Leave Return-to-Work (RTW) and Retention (RR) Rates

	Male	Female	Other
# of employees entitled to parental leave	7,450	2,615	23
# of employees who took parental leave	371	121	1
# of employees returning to work after parental leave	339	118	1
# of returning employees still employed past 12 months	301	283	1
<b>Return-to-work and retention rates</b>	<b>91% RTW, 84% RR</b>	<b>98% RTW, 94% RR</b>	<b>100% RTW, 100% RR</b>



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# Inclusion & Diversity at Juniper

(GRI 405, 3-3)

Juniper's values call on Junivators to be bold, build trust, and deliver excellence, and that call to action governs our own culture and people policies as much as our dealings with customers. We know inclusion and diversity (I&D) enriches our organization with varied perspectives, creates a culture where all employees feel valued and respected, and fosters innovation and productivity.

We believe in bringing that spirit of inclusion to all aspects of our business, and are committed to transparency as we work to become the kind of workplace we've always strived to be: one where people of all races, ethnicities, ages, genders, and sexual orientations are able to be their full selves and thrive. Our senior executives are committed to this work, with our Vice President, Inclusion and Diversity leading the strategy. To track our progress and provide transparency for our stakeholders, we report representation data annually by gender (across our global operations and technical and leadership roles) and by race and ethnicity (in our U.S. operations). Our diversity progress is also reviewed quarterly with our Board.

In 2023, we made significant investments to better embed inclusion and equitable practices into how we do business, going beyond legal and compliance aspects to effect foundational and programmatic improvements that drive real change.





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# Cultivating Inclusion & Diversity, Every Day

(GRI 406, 3-3)

Juniper is committed to integrating inclusion and equitable practices into the DNA of the business, and we're continually evolving our approach and capabilities to deliver on that promise and empower change on multiple levels:

- **Fostering inclusive mindsets** to promote behavioral and organizational change and build I&D understanding, trust, and accountability
- **Building diverse teams** through an I&D focus at every employment stage, from outreach to underrepresented talent to inclusive hiring, promotion, and pay practices
- **Growing an inclusive “Juniper for All” culture** that celebrates the rich tapestry of our workforce, via our employee affinity groups and other internal and external partnerships
- **Focusing on diversity in our external relationships and marketplace**, including growing the capacities, skills, and visibility of certified diverse suppliers (see [Supplier Diversity Commitment & Progress](#) for more information)

We maintain aspirational goals to promote awareness and accountability among leadership, and we monitor our progress against those goals with quarterly updates to our executive leadership team and our Board of Directors to evaluate how we are building diversity and equity across the organization.

(GRI 406, 3-3)

We continually examine structures and processes at every stage of the employee lifecycle to help create and sustain a workforce that reflects our diverse society. We embed equitable practices into all components of human resources (HR) and business operations, and we update our HR function, policies, and practices to help build organizational responsiveness to workforce shifts.





## 2023 I&D Achievements

In 2023, Juniper made significant progress on our I&D journey by:

- **Completing an audit of our hiring practices** to inform a change approach designed to align the organization behind a common hiring vision, standardize new hiring structures and procedures, and improve candidate tracking and metrics across the hiring process.
- **Creating a gender equity roadmap** to create a workplace that is accessible for women and to hire, retain, and advance more qualified women employees across all levels and functions.
- **Continuing to review our pay practices** and parity and make adjustments where needed. In 2023, we implemented new workplace equity software to conduct rigorous double regression pay and opportunity equity analyses, helping ensure that pay and

compensation decisions are made without bias and with the goal of equity across our workforce.

- **Beginning a refresh of our job architecture matrix** to create greater transparency, define expectations by role and level, and promote equity in hiring, pay, and promotion practices.
- **Launching five new employee affinity groups**, bringing our current total to seven, with each EAG sponsored by a company leader.

*Since 2021, we have increased women in leadership (senior manager and above) by 15%.*





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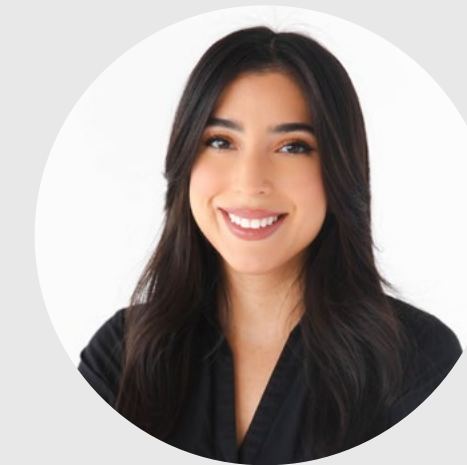
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- **Continuing our global Women's Sponsorship, Women's Leadership Development, and Opening Doors programs** to enhance visibility and growth opportunities for Juniper's next generation of female and traditionally underrepresented talent.
- **Launched a company-wide allyship program** in 2023, including 13 allyship workshops (virtual and in-person) to support our gender equity initiative.
- **Enhancing I&D-centered partnerships** with external entities serving underrepresented groups, including our strategic workforce partnership with NPower, the U.S. State Department's TechWomen mentorship and sponsorship program, talent networking groups such as Power to Fly and the Black Professionals in Tech network, and organizations directing college scholarships to students from underrepresented communities.

We are dedicated to continuous improvement and learning, and to further mitigating bias. We remain committed to enabling a diverse workforce by building equitable systems and people processes across the employee lifecycle, developing Junivators' capacity to lead and manage inclusively, and fostering a culture of socially responsible practices internally and externally.

*Since 2018, 395 women have participated in our Women's Sponsorship and Women's Leadership Development programs, and 30% of that group have received promotions.*



“Empowering, enlightening, and transformative. The Women's Sponsorship Program has reshaped my leadership toolkit, with communication and authenticity at its heart.”

**Andrea Vanegas**

Director, Global Business Transformation Programs



Employee Photo: Gloria Du



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(GRI 405-1)

## 2023 Diversity of Governance Bodies & Employees

### % of Individuals in Governance Bodies

By Gender	Male	Female	Other*
Board	70%	30%	0%
Executive management	73%	27%	0%
By Age Group	<31	30-50	>50
Board	0%	10%	90%
Executive management	0%	9%	91%

### Employee Representation

By Gender	Male	Female	Other*
Early-career technical	70.5%	29.4%	0.1%
Early-career non-technical	44.6%	55.0%	0.4%
Mid-level technician	86.9%	12.9%	0.3%
Mid-level non-technical	70.7%	29.1%	0.2%
Director and above technical	92.1%	7.7%	0.2%
Director and above non-technical	71.9%	28.1%	0.0%
By Age Group	<31	30-50	>50
Early-career technical	55.1%	42.0%	2.9%
Early-career non-technical	31.7%	55.8%	12.5%
Mid-level technician	1.7%	76.2%	22.0%
Mid-level non-technical	1.7%	57.3%	41.0%
Director and above technical	0.0%	43.0%	57.0%
Director and above non-technical	0.0%	34.1%	65.9%

### Other Indicators of Diversity

Underrepresented Groups	American Indian or Alaska Native	Black or African American	Hispanic	Native Hawaiian or Pacific Islander	Two or More Races
Board	0%	0%	10%	0%	10%
Executive management	0%	0%	0%	0%	0%

### Other Indicators of Diversity

Description	Disability	Veteran Status
Early-career technical	0.7%	0.5%
Early-career non-technical	1.7%	0.6%
Mid-level technician	0.6%	1.2%
Mid-level non-technical	1.1%	1.8%
Director and above technical	0.9%	0.6%
Director and above non-technical	1.5%	1.2%



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## Employee Affinity Groups

The mission of the Juniper Networks' employee affinity group (EAG) program is helping to empower Junivators to create a company culture that uplifts inclusion and diversity—amplifying the voices of Junivators from all backgrounds and building a workplace where diversity of lived experience, identity, and perspective are celebrated.

In just two years, our EAG program has grown to encompass seven groups that together (as of December 2023) see participation from 18% of our Junivators. Through initiatives, events, and knowledge-sharing, these EAGs engage members of historically underrepresented groups and their allies and supporters to foster a sense of belonging, create opportunities for leadership and

professional development, and create impact that enables inclusive behaviors and drives a culture of inclusion across the organization. In 2023, our EAGs helped set Juniper's agenda for cultural events and celebrations, with 32 total events attended by more than 2,800 Junivators.

Each EAG is sponsored by a company leader, demonstrating executive engagement while providing leaders with opportunities for reverse mentorship. EAGs are employee-led and open to all interested Junivators and interns, irrespective of their personal identification with the EAG's representation. Allies and supporters are strongly encouraged to join.



## 2023 Highlights



**5/5**

company-wide event  
satisfaction score



**2,833**

event attendees



Nearly

**1,800**

EAG members



**32**

events (big & small!)



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**Juniper Blacks United for Innovation, Leadership and Diversity (BUILD)** fosters a global and collaborative community focused on the advancement, recruitment, retention, and learning of Black employees at Juniper.



**South-East, East Asian, and Pacific Islander Alliance (SEAPIA)** connects and unifies South-East, East Asian, and Pacific Islander employees at Juniper and cultivates a space for the celebration of different identities that comprise the global Asian population.



**Juniper Neurodiversity and Disability Alliance** cultivates a company where disability and neurodiversity are celebrated, supported, and seen as a competitive advantage.



**Veterans@Juniper** brings together Juniper employees interested in, involved with, or connected to the military community.



**Women@Juniper** brings together women, allies, and existing women's affinity groups globally to provide safe spaces, connection, and mentorship.



**Somos Junivators** is on a mission to make Latine Junivators more visible. To show this company we are here. We are distinct. We deserve a seat at the table.



**Juniper Pride Alliance (JPA)** provides a safe place for LGBTQ+ Junivators and allies to interact.



“Starting my career, the daunting task of being ‘the first’ in many aspects was evident and, at times, lonely. Having faced these challenges, I am determined to prevent others from enduring similar struggles. We [Latinos] may be a small percentage in the industry, but we’re here to support each other and have impactful careers. Together, we grow stronger.”

**Monica Uribe-Francisco**  
Sr. Associate Sales Engineer and Co-Lead of Somos Junivators



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# Community Engagement & Social Impact

(GRI 413, 3-3)

As a global technology leader, Juniper creates networks of opportunity for the world’s thinkers, innovators, and problem solvers. Through the work of the Juniper Foundation Fund, we extend that network of opportunity to our communities and to society at large.

Our community engagement efforts currently encompass a grants program administered through the Juniper Foundation Fund, an employee matching gift program, and an employee volunteering program, with efforts grouped into four main pillars:

- **Workforce of the Future.** Supporting initiatives that empower underrepresented groups and promote equitable employment, driving a diverse tech workforce in today’s digital economy
- **Global Resilience.** Supporting community-based efforts to drive climate solutions, advance renewable energy, and address the impacts of climate change on people and planet
- **Disaster Response.** Funding nonprofits that provide relief to victims of health, natural, manmade, and climate-related disasters

- **Community & Nonprofit Support.** Leveraging Juniper employee volunteering and giving (including matching corporate donations) to drive impact in the areas our employees care about most

In 2023, Juniper donated \$862,511 to organizations aligned with our giving pillars, including those whose logos appear on this page.

*Since 2014, Juniper Networks has proudly partnered with [Rise Against Hunger](#), organizing a total of 68 packing sessions globally with 3,860 volunteers. Employees from our go-to market team in Sunnyvale, California were honored to package our effort’s one millionth meal in spring 2024.*





## Advancing Education & Equity

The future of innovation is fueled by diverse teams working within inclusive, collaborative companies. That's why we invest in equitable employment opportunities in the digital economy, focusing specifically on traditionally underserved, underrepresented communities.

### NPower Partnership

In 2022, we committed to a strategic partnership with NPower, a U.S.- based nonprofit that provides free tech training to young adults from underserved communities and military veterans, helping them develop the skills to launch successful careers in the digital economy.

Representing a \$1.9 million investment over three years, the NPower partnership eclipses any of Juniper's previous contributions to nonprofits focused on science, technology, engineering, and math (STEM) education. In 2023, Juniper employees devoted nearly 220 volunteer hours to virtual coaching and mentorship of NPower trainees. We also worked with NPower to enroll their students in a new 10-week, cohort-based Networking Career Quick Start (NCQS) program focused on Junos and Juniper technical support fundamentals and troubleshooting knowledge. During the spring and fall cycles, 16 NPower students successfully obtained certifications.

### Cristo Rey San José Corporate Work Study Program

In 2016, Juniper began working with the Corporate Work Study Program (CWSP) at Cristo Rey San José Jesuit High School in San José, California. Aimed at building self-esteem, critical thinking skills, social capital, and career focus in students from families of limited economic means, the program partners with more than 100 Silicon Valley companies to provide hands-on work experience. In 2023, Juniper Networks invested \$142,000 to help offset the organization's operating costs, and 54 Juniper employees acted as supervisors, mentors, and program buddies.

In the 2022–23 academic year, we hosted 18 CWSP student interns, all of whom delivered end-of-year presentations to their Juniper volunteer professionals, and one of whom also completed a summer internship with Juniper's IT organization. For the 2023–24 year, we are hosting 11 CWSP student interns.



“Mentoring others gives me the opportunity to pay forward the invaluable guidance I received, serving as a token of my appreciation for my mentors. My passion for NPower stems from a personal connection: I too faced financial constraints after high school and could not immediately pursue college, choosing the Navy instead. This experience allows me to empathize with veterans and others who are juggling work, life, and personal development. I am committed to coaching and supporting them as they navigate their own paths. ”

**Jeff Cooper**  
Cloud Security Architect and  
NPower Volunteer



# Driving Climate Action

## Supporting Climate Solutions

To help halt human-caused climate change and to help move society toward a more sustainable trajectory, Juniper launched two three-year strategic partnerships in 2023 with nonprofits that drive solutions at the community level.

- **GRID Alternatives** creates and installs solar projects that serve low-income households and communities, enabling these communities to access a variety of clean mobility and battery storage incentive programs and provide green jobs training. GRID partners with affordable housing organizations, job training groups, government agencies, municipalities, utilities, tribes, and local communities to make clean energy a win for everyone. As a part of this partnership, Juniper employees are able to volunteer on solar installation projects.
- **The CLIMA Fund** is a collaboration between four public foundations that distribute grants to grassroots movements focused on addressing the root causes of the climate crisis, reducing emissions, promoting alternatives, securing human rights, improving public health, increasing global education, and helping communities become more resilient to changing climatic conditions.



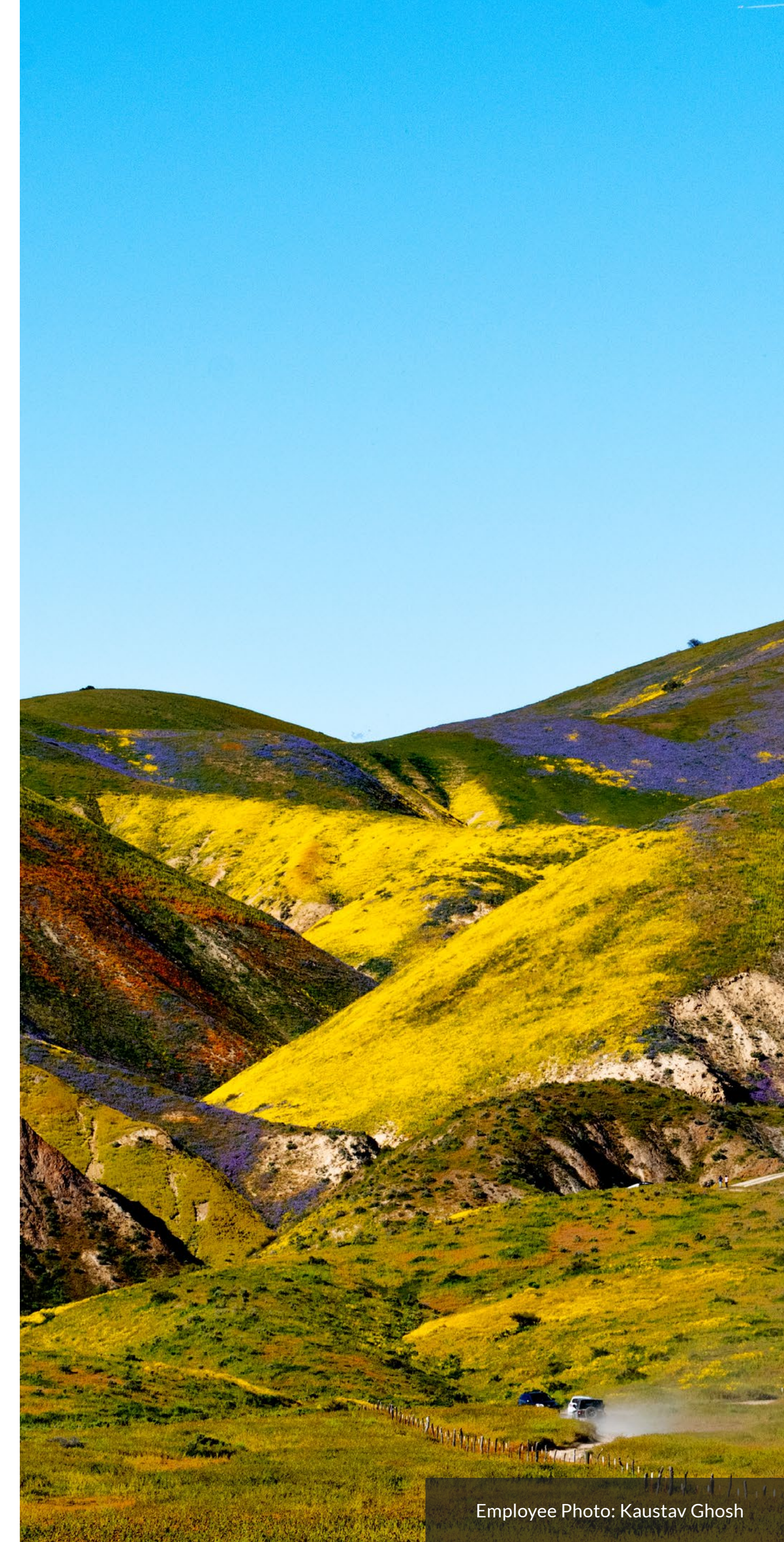


## Earth Day Conservation Grants

In honor of Earth Day, Juniper announced **land conservation/restoration grants** to three proven nonprofits operating near our major global sites:

- **Peninsula Open Space Trust.** Since 1977, this organization has collaborated with partners and leveraged funds to acquire and restore more than 87,000 acres in counties neighboring Juniper’s campus in Sunnyvale, California, benefiting many of our employees and our local communities.
- **One Tree Planted.** With their dense roots, mangrove trees are vital in combating erosion in tropical and subtropical coastal land, and also serve as highly effective carbon sinks. This global reforestation organization fights back against forest degradation and fragmentation, including through a mangrove initiative in India, home to Juniper’s second-largest site.
- **Rewilding Europe.** Headquartered in the Netherlands, Rewilding Europe aims to increase the amount of land where natural processes function freely without human intervention. Over the past decade, their efforts have contributed to creating richer natural environments that help reverse biodiversity decline, remove carbon from the atmosphere, and provide a range of resource benefits.

*As a part of global Earth Week programming, employees participated in environmental volunteering, e-waste drop-offs, sustainability presentations, and upcycling—including a sneaker recycling program that resulted in the equivalent of 1,263 kg CO<sub>2</sub>e savings.*





Renewed Investment in  
Employee Lifecycle Programs

Building the Next Generation  
of Tech Talent

Training & Development

Employee Benefits, Balance  
& Support

Inclusion & Diversity at  
Juniper

**Community Engagement  
& Social Impact**

Environmental, Health, Safety  
& Security (EHSS)

## Global Resilience: Responding to Disaster

Juniper's work is shaped by our commitment to a sustainable future, but we also work to mitigate the effects of destabilizing events in the here and now. When disaster strikes—whether via climate change, other natural disasters, disease, war, or other manmade disasters—communities need immediate and ongoing relief. To support those in need, Juniper has donated more than \$1 million to relief and rebuilding efforts since 2019. In 2023, we provided \$250,000 to organizations aiding victims of earthquakes in Turkey/Syria and Morocco, wildfires in Hawaii, flooding in Libya, and the Israel-Hamas conflict.



“Coming together with other Junivators to serve less fortunate communities is truly inspiring. It reminds me that not only are there people in the world who want to help those in need, but also that I am working for a company filled with that kind of people. Little by little, Juniper is changing the world in ways beyond the business.”

**Ravi Bellapu**

Director, Technical Support  
and Juniper Volunteer



Renewed Investment in Employee Lifecycle Programs

Building the Next Generation of Tech Talent

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Inclusion & Diversity at Juniper

**Community Engagement & Social Impact**

Environmental, Health, Safety & Security (EHSS)

## Volunteering & Matching Gifts: Empowering Our People

Our people are passionate about giving back to their communities. To support them in contributing their knowledge, skills, and passion to community causes, Juniper allots each of our employees 40 hours (five days) of paid time off annually to volunteer. We also organize live and virtual events to help our employees fundraise for their communities. In 2023, our people logged 14,162 volunteer hours with organizations that aid those in need, helping tackle food insecurity and other inequalities, advance community health and wellness, and address other critical needs.

Through the Juniper Foundation Fund’s Matching Gift program, Juniper employees worldwide may support worthy causes of their choice and have their gift doubled with corporate matching funds, up to \$1,000. In 2023, 1,067 employees participated in the program, providing 900 charities worldwide with \$1,359,383 in combined employee and Juniper donations.

In June, we held our second annual **Global Week of Giving**, during which Juniper employees donated 3,072 hours of volunteer time off (VTO) to 72 activities across 21 countries—all improvements over 2022’s results. Activities included coaching students through our NPower partnership, supporting local food banks, delivering food to families in need, planting trees, donating blood, conducting cleanups at community parks and beaches, and assembling science, technology, education, arts, and math (STEAM) education kits for underserved students.

*In 2023, at the Marketing Summit Circle event in Dubrovnik, Croatia, Juniper provided a donation to the Association for Down Syndrome in lieu of funding a team-building activity.*





## Juniper Corporate Social Responsibility in India

In India, rules passed as part of the 2013 Companies Act require businesses above a certain profitability level to spend at least 2% of their net profits (averaged over the previous three years) on CSR initiatives. Rather than simply donating funds to fulfill our CSR mandate, Juniper’s India team maintains an active on-the-ground engagement in our communities, working to address specific needs in areas including education, environmental work, student skills development, maternal and child health, women’s economic empowerment, waste management, and provision of varied community supports. Each year, we explore new partnerships and tactics as necessary and engage with partners closely to ensure maximum impact.

In 2023, we continued to work with implementation partners on our **AshaKirana** program, a holistic village development model that delivers support for education, nutrition, sports, community health, shared-use facilities, and reproductive and child health in a cluster of villages in the Bengaluru Rural District. Results of our efforts in 2023 included:

- Achieving 100% COVID-19 vaccination coverage in Panchayat
- Sending 53.3 million tons of non-recyclable waste for co-processing
- Supporting STEM and sports education in eight schools
- Supporting nutrition and English language skills in ten rural childcare centers
- Training 165 people in farming and non-farming livelihood skills
- Establishing self-help groups to work on livelihoods, including millet processing
- Transitioning 285 women to sustainable menstrual practices
- Transitioning over 700 children from private to government schools
- Providing college and secondary-school scholarships to 110 girls



Employee Photo: Arupam Bera



Another initiative, the **Juniper Center of Hope (JCoH)**, was established in partnership with the HOPE Foundation and an implementation partner to provide skills development for women and youth from marginalized communities. Located on the outskirts of Bengaluru, the center reaches out to neighborhood communities to discover interested candidates. Some 1,500 residents currently participate in its services, learning skills including tailoring, hand embroidery, computers, and accounting.

Other 2023 highlights include:

- **Skills Training for People with Disabilities.** In partnership with the Association for People with Disabilities, we offered skills training for more than 100 people in rural areas, enabling the disabled community to integrate into full-time mainstream work.
- **Education.** Our education efforts focus on STEM and English-language learning, placing English-speaking teachers in government-run pre-primary schools to encourage enrollment and save families the cost of private nurseries.

- **Women’s Economic Empowerment.** We provide skills training to over 1,400 people each year in areas including computer skills, accounting, tailoring, and beautician work, and have sponsored scholarships for 100 eighth- to twelfth-grade girls affected by the COVID-19 pandemic.
- **Employee Volunteering & Donations.** Through the efforts of our employee volunteers, our ongoing tree-planting initiative planted more than 5,900 fruit-bearing trees in the areas where we work, en route to our goal of planting 10,000 trees to increase green cover and support local farmers economically. Our people also organized children’s summer camps, conducted book and toy drives, participated in biannual blood drives, and donated more than INR 10,000,000 (US\$120,000) in corporate-matched funds to support causes including disaster relief.

Our work is guided by the communities we serve, and we conduct baseline surveys, midline surveys, and impact assessments to ensure that our initiatives align with community needs. Our team is comprised of dedicated volunteers from various departments within Juniper, working together to create lasting change in the lives of the people we serve.

*In 2023, the National Topper in India’s Comprehensive Community Rehabilitation Technician (CCRT) exams was **Rajeshwari**, a young woman from rural Karnataka who had received vocational CCRT training through a Juniper-supported program.*





# Environmental, Health, Safety & Security (EHSS)

(GRI 403, 3-3)

Juniper's global **Environmental, Health, Safety, and Security Policy** articulates our pursuit of excellence in maintaining healthy, safe, secure, and respectful working conditions and ensuring that our products and operations are environmentally responsible.

(GRI 403-1, 403-3, 403-8)

Our EHSS management system provides a framework to reduce and eliminate potential hazards, risks, and negative impacts to our employees, partners, customers, communities, and the environment.

It is developed and implemented in conformance with the globally recognized ISO 14001:2015 and ISO 45001:2018 standards. Our Sunnyvale Corporate Headquarters is ISO 14001:2015 certified, and our Amsterdam facility is ISO 14001:2015 and ISO 45001:2018 certified. Local, informal (uncertified) management systems are in place across other locations globally, and we comply with all applicable local rules and regulations. In 2023, Juniper received no fines or citations for non-compliance with laws and regulations relating to EHSS worldwide.



Employee Photo: Nagendra Maynattamai



(GRI 403-4)

Our Corporate EHSS Department is responsible for managing, executing, and monitoring the performance of our EHSS management system. EHSS conducts environmental, health, safety, and security investigations and reports findings and recommendations to the appropriate personnel. Employees are encouraged to provide their input, and Juniper also maintains formal Safety Committees in all locations required by law. Safety committees meet on a periodic basis and communicate minutes and pertinent information to team members. Safety Committees are comprised of management and representatives from operational organizations who have a focus on safety as it relates to their specific job functions.

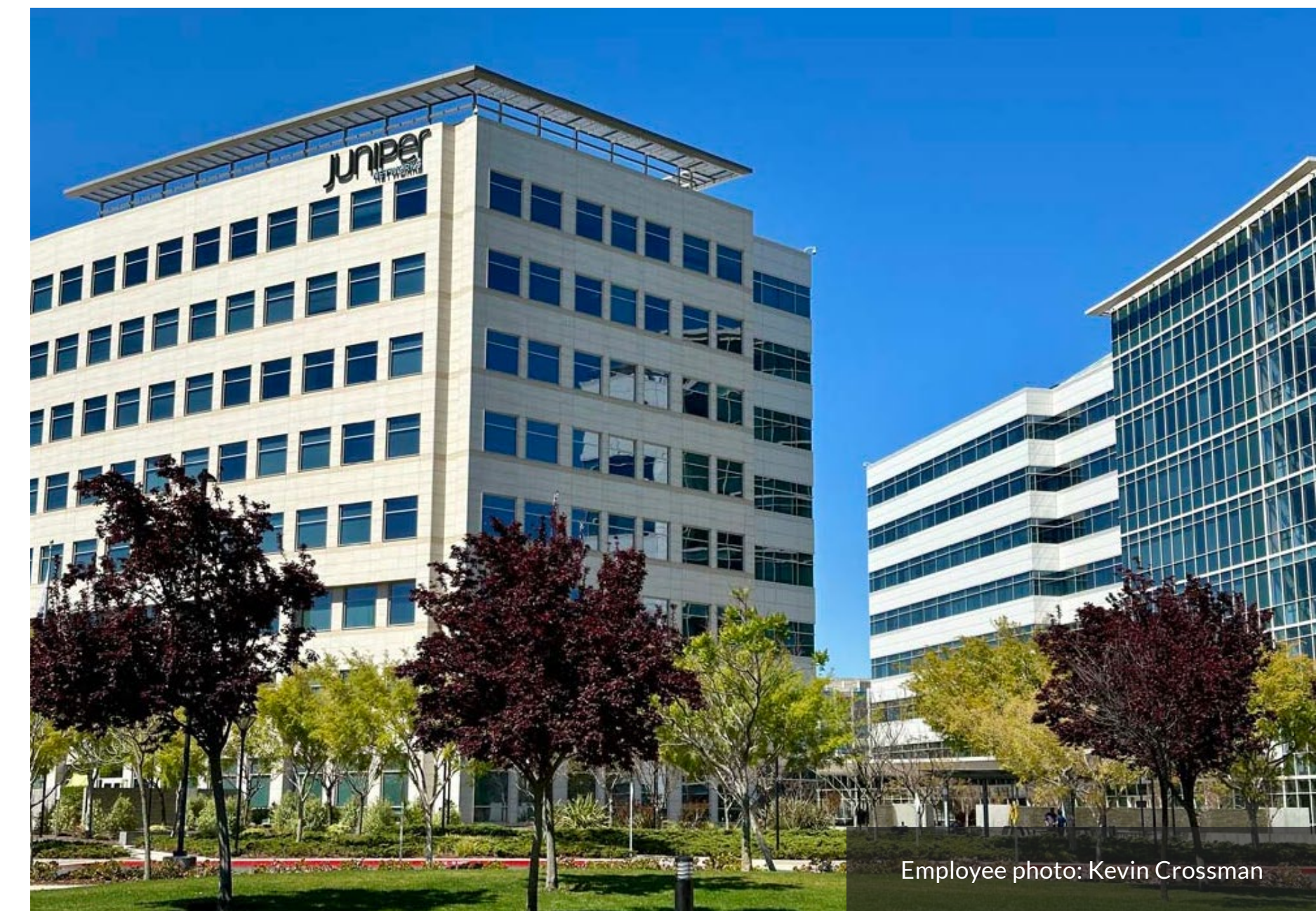
(GRI 403-2)

To assess the performance of our EHSS management system, we conduct inspections/audits and measure and monitor workplace safety using the global Total Recordable Incident Rate (TRIR) metric. Juniper has consistently maintained a low global incident rate due to the policies, processes, proactive measures, and controls we have implemented to eliminate and manage workplace hazards. To date, Juniper has experienced no fatalities. All injuries and incidents, including near-misses, are investigated and corrected to prevent recurrence, and are reported to the local safety committee. We utilize a standard EHS hierarchy of controls that includes elimination, substitution, engineering controls, administrative controls, and personal protective equipment (PPE).

(GRI 403-9)

**Work-Related Injuries (All Employees)**

	#	Rate
Fatalities as a result of work-related injury	0	0
High-consequence work-related injuries	0	0
Recordable work injuries	10	0.09
Main types of work-related injuries	Slip/trip/fall	
Total # of employees	11,144	
Number of hours worked	23,254,400	



Employee photo: Kevin Crossman



## CSR AT JUNIPER

### JUNIPER CSR STRATEGY

### BUILD GLOBAL RESILIENCE

### ENABLE THE WORKFORCE OF THE FUTURE

Renewed Investment in  
Employee Lifecycle Programs

Building the Next Generation  
of Tech Talent

Training & Development

Employee Benefits, Balance  
& Support

Inclusion & Diversity at  
Juniper

Community Engagement  
& Social Impact

**Environmental, Health, Safety  
& Security (EHSS)**

### ENHANCE TRUST & GOVERNANCE

### APPENDICES

(GRI 403-5, 403-6, 403-7)

Employees are not required to perform any job that they feel could cause injury or health issues. Employees may report any safety issue without fear of reprisal, as detailed in our Worldwide Code of Business Conduct. Employees may also provide feedback on potential improvements to processes, procedures, and training. Our EHSS function reviews all safety programs and employee feedback comprehensively at least annually and adds any new processes requiring safety training to the Job Hazard Analysis summary. Through ongoing program evaluation, inspections/audits, and investigation of incidents, we assess and mitigate all negative occupational health and safety impacts. This includes root cause analysis and corrective and preventive actions, as appropriate.

All Juniper employees receive general health and safety training during onboarding via our learning management system, which also retains training-related records. Employees receive specialized training as their duties require, including: Chemical Safety Overview, Workplace Hazardous Materials Information System (Canada), Hand and Power Tool Safety, Office Ergonomics, EHSS Services Overview, Lab Equipment Installation, ISO 14001:2015 Environmental Management System Awareness, and Electrical Safety: General Awareness. Employees are assigned initial, new, and refresher trainings as required.

Employees may provide feedback and suggest improvements to processes, procedures, and trainings via our safety email alias, e-suggestion box, safety committees, and EHSS representatives. EHSS personnel review feedback and programs to identify and mitigate gaps and implement required actions.

(GRI 403-6)

All employees have access to non-occupational medical and healthcare benefits, based on region. Juniper hosts occasional healthcare promotion fairs, and our benefits division ensures that all non-work-related health benefits are explained and available for each region.





**ENHANCE TRUST  
& GOVERNANCE**

Product Security

Cybersecurity

Data Privacy

Corporate Governance

Business Integrity

Supply Chain Management

# Enhance Trust & Governance

To fulfill our mission of making every connection count, we need to start from a baseline of trust. That's why enhancing trust is built into our corporate values and our culture. It's how we live, every day. And it's why at every touchpoint of our business, our employees, shareholders, partners, and communities know they can rely on Juniper to act with integrity, say what we mean, and get things done.





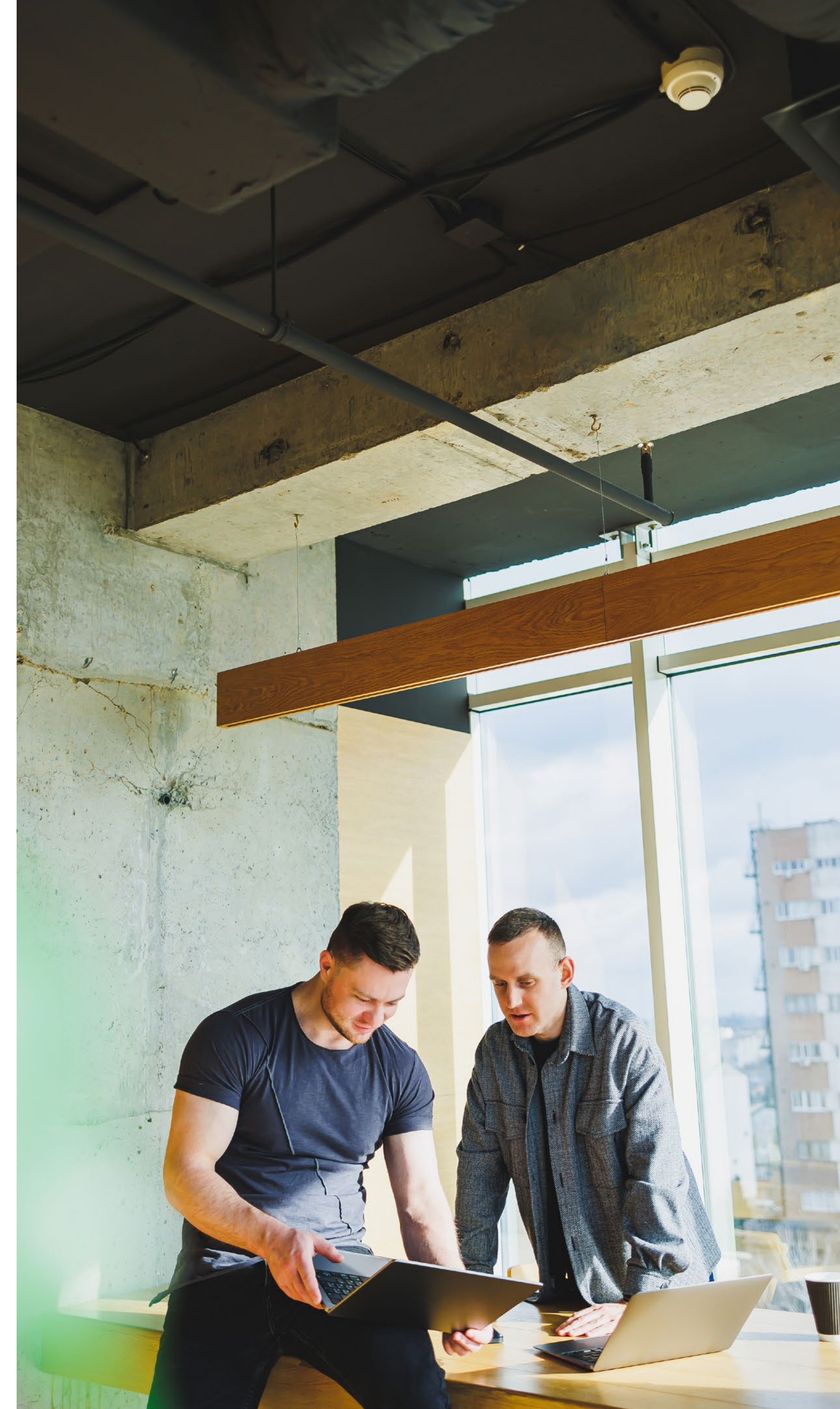
Juniper's commitment to business integrity extends across our enterprise and value chain. In all our interactions—with employees, customers, suppliers, industry partners, and communities—we're committed to upholding the highest standards of ethics, compliance, accountability, and transparency.

Our Corporate Governance policies delineate the principles that are essential to running our business efficiently and effectively and maintaining our integrity in the marketplace. We strive to provide accurate financial documents to fairly reflect the results of our company's operations, consistent with the requirements of Generally Accepted Accounting Principles (GAAP).

We strive to earn our customers' trust and satisfaction by creating products and services that deliver exceptional end-user experience, simplify the operator experience, prioritize security, and drive business value.

In our products and services, we're laser-focused on delivering network experiences that transform how people connect, work, and live. In today's world, that means not only the capacity to meet increasing complexity while maintaining an intuitive user experience, but the security to meet evolving cyber-threats and protect both business IP and user privacy. We take an ethical and responsible approach to AI and strive to use and deliver high-quality AI applications in our operations and products.

Ensuring the integrity of our products and protecting our reputation includes a commitment to responsible sourcing. In all our supplier relationships, we encourage responsible and sustainable business practices and insist on respect for worker dignity and human rights.





# Product Security

(SASB TC-HW-230a.1)

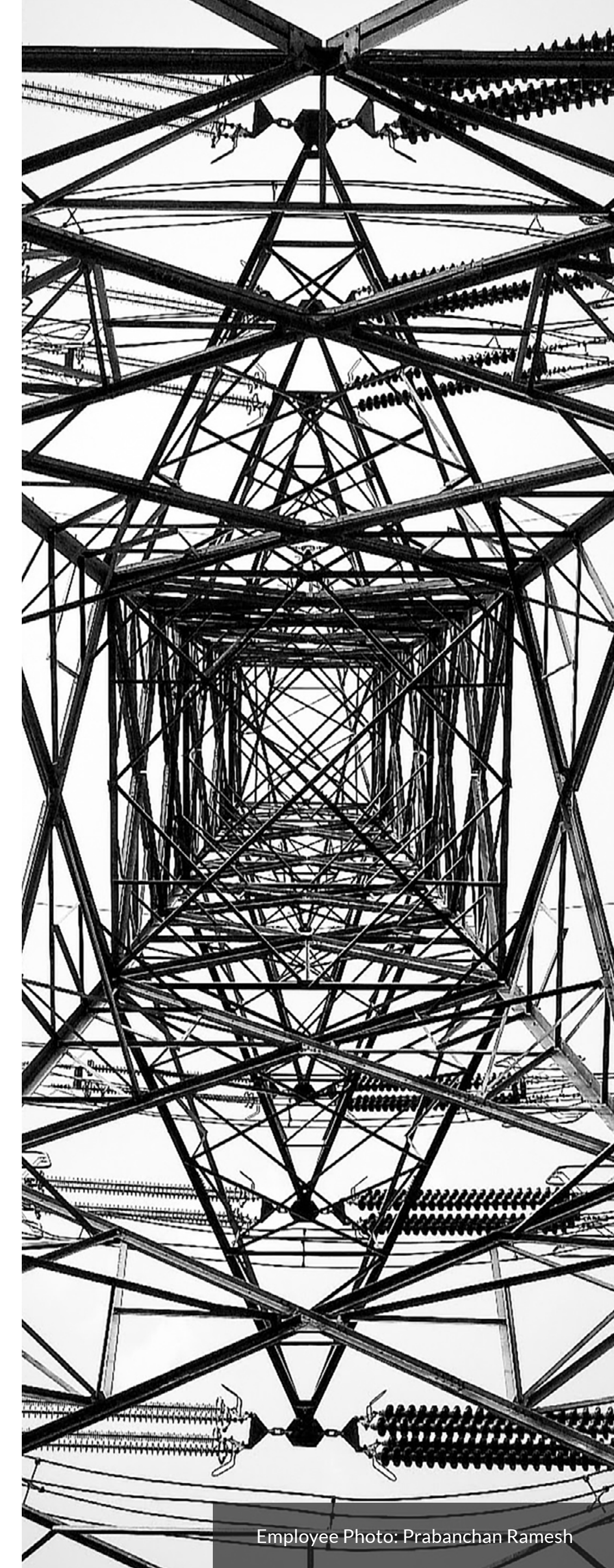
In a world where distributed workforces are linked via digital devices, public and private clouds, and a toolbelt of communication and collaboration applications, companies must deliver security that supports and secures its people and data wherever they go.

**Juniper Connected Security** is able to provide that coverage within our AI-Native Network Platform by delivering customers the right secure infrastructure, offering comprehensive network visibility, threat prevention, intelligence, and policy enforcement across every point of connection from the edge to the data center.

Because a network is only as secure as its weakest link, Juniper Connected Security takes an ecosystem approach, turning every physical and virtual element of the network into an active policy enforcement point. From switches and routers to firewalls and other security devices, network components work like a digital immune system to share information and resources, adapt dynamically, and remediate detected threats—all without adding complexity and without slowing down the network.

In 2023, we enhanced Juniper Connected Security by adding **AI-Predictive Threat Prevention**, giving our customers more effective malware prevention and an enhanced URL filtering solution that provides more granular control, with more than 200 categories to choose from and support for up to 200 languages. The AI-powered security solution enables customers and partners to predict and find real threats faster, leaving human experts to focus on more strategic security tasks. We also introduced Juniper Connected Security Distributed Services Architecture, which fully decouples the forwarding and security services layers that are typically combined in a single firewall appliance.

*The world's most demanding companies—including 69 of the Fortune 100—depend on Juniper Connected Security to protect their networks.*





**ENHANCE TRUST & GOVERNANCE**

**Product Security**

Cybersecurity

Data Privacy

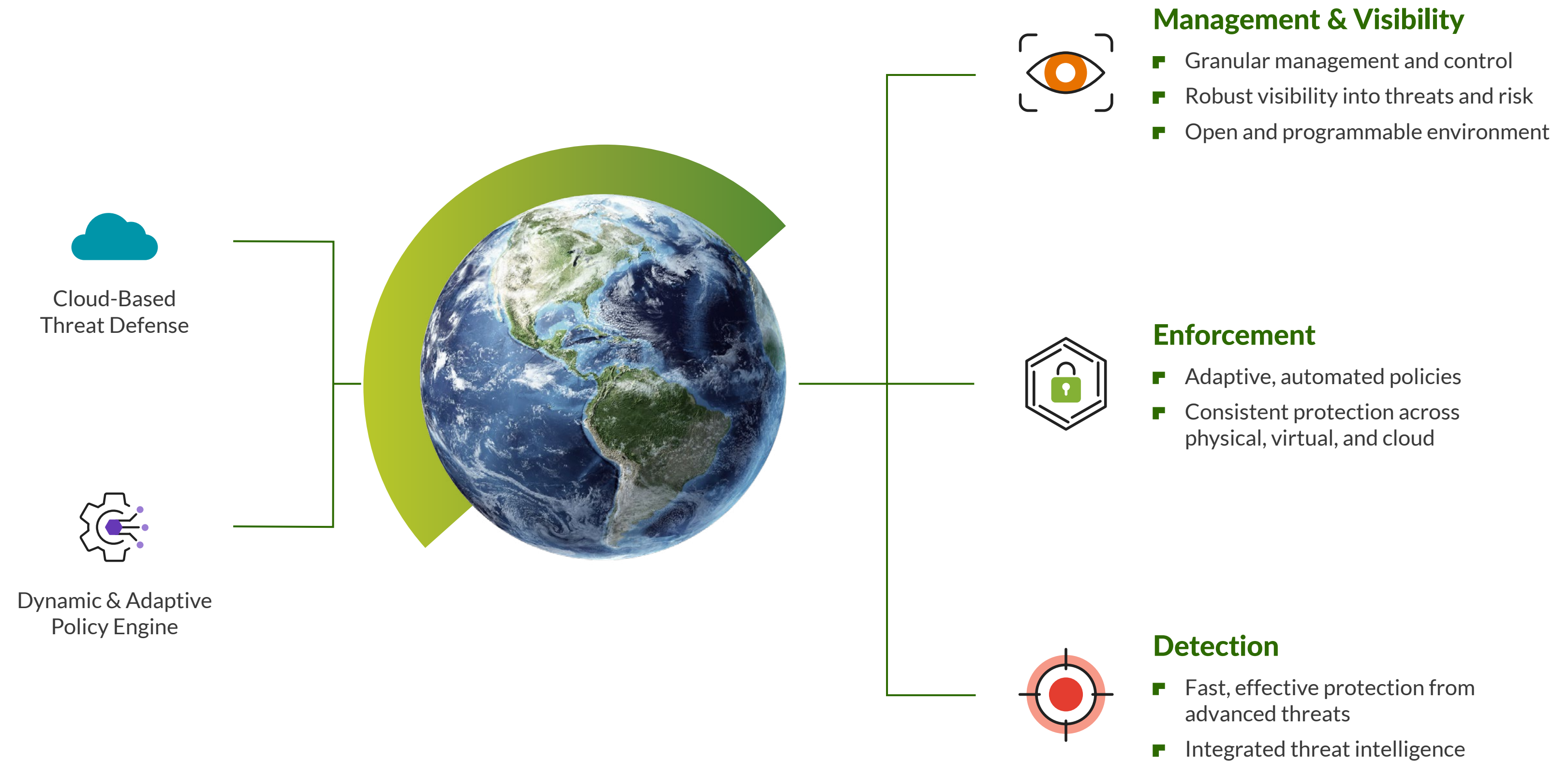
Corporate Governance

Business Integrity

Supply Chain Management

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# Building Blocks of Juniper Connected Security





# Juniper Secure Development Lifecycle Methodology

Juniper Networks' Secure Development Lifecycle methodology supports our customers' requirements for continual improvements in security and resiliency and enables conformity to industry best practices. To validate that our engineering organizations' secure development practices equal or exceed those of our industry peers, we engaged independent consultants during the past year to benchmark our processes using the Building Security in Maturity Model (BSIMM) framework—an example of our commitment to continually improving software development security.

## 2024 Security Recognition & Rankings

Cloud Network Firewall March 2024

Proudly recognized by [CyberRatings.org](https://www.cyberratings.org) for our Next-Generation Virtual Firewall



# Security Certifications

Juniper maintains a portfolio of third-party-validated certifications that verify our product security claims against defined evaluation criteria.

**Federal Information Processing Standards (FIPS).** Enabling the security of algorithms and cryptographic functions in IT security systems that protect unclassified information, these standards are used as a guideline for federal procurements and are recognized by the U.S., Canada, and other national governments. Juniper currently has 12 active FIPS certifications.

**ISO/IEC 27001 Information Security, Cybersecurity, and Privacy Protection.** Achieved in 2023, ISO/IEC 27001 certification confirms that Juniper has put in place a system to manage risks related to our Source Code Management systems, along with connected applications and supporting functions related to Junos and EVO, and that this system respects all of the standard's best practices and principles.

**ISO/IEC 15408 Common Criteria Certifications.** This set of internationally recognized and accepted standards allows vendors to make claims about the security functionality of their products and then demonstrate product performance against those claims. Juniper has 16 active Common Criteria Certifications.

**Payment Card Industry Data Security Standard (PCI DDS).** Our SaaS business has an active certification for our AWS- and GCP-based Mist environments.

Click [here](#) for a list of current certifications by type and product.



# Cybersecurity

## Cybersecurity Program

Our security organization maintains the policies and controls through which all Juniper technologies are managed. Our cybersecurity program is overseen by our Chief Information Security Officer in coordination with our Chief Information Officer, and includes:

- The Juniper Common Control Framework (JCCF), which seeks to ensure a common set of baseline and advanced security protections deployed in a standardized way across all Juniper product and service lines
- A cyber incident response plan that provides controls and procedures for timely and accurate reporting of material cybersecurity incidents
- Insurance coverage to defray financial losses suffered by the company in the event of a cybersecurity breach

Designed to protect the confidentiality, integrity, and availability of information owned by Juniper or in our care, our cyber risk management program includes annual third-party penetration testing, secure configuration management, comprehensive compliance oversight, and tabletop simulations and scenario exercises that test our incident response capabilities.

## Zero Trust Focus

In the evolving cybersecurity landscape, traditional perimeter-based defenses are insufficient against sophisticated threats targeting both internal assets and assets beyond the network perimeter, including non-managed mobile devices, cloud services, business collaboration tools, IoT devices, and more. Recognizing this expanding challenge, Juniper has shifted our cybersecurity approach to emphasize Zero Trust.

Zero Trust represents a fundamental departure from the conventional “trust but verify” modality, insisting instead on continuous validation. By using Zero Trust solutions, organizations are able to create micro-perimeters around their critical data, applications, and services—continuously monitoring across all network resources, restricting access to only permitted traffic and applications, and thereby reducing the risk of breaches and data exfiltration.



## Cybersecurity Oversight

Oversight of Juniper's cybersecurity program rests with the Board of Directors as part of its operational risk management responsibilities. To support the Board's oversight duties, the Audit Committee receives (i) quarterly updates or reports delivered directly from our Chief Information Officer (CIO) and Chief Information Security Officer (CISO) and (ii) three reports delivered as part of the Company's enterprise risk management update to the Audit Committee. These reports may be supplemented, as needed, by the CIO, CISO, and other executives at the Company. These reports include a variety of cybersecurity topics, such as threat risk management updates, the results of exercises and response readiness assessments, our incident response plan, and steps management has taken to respond to such threat risks. In such sessions, the Audit Committee receives materials including a cybersecurity scorecard and other materials indicating current and emerging material cybersecurity threat risks, and describing the Company's ability to mitigate those risks, and discusses such matters with our CIO and CISO.

In 2023, we launched the **Juniper Cyber Collaboration Council (J3C)**, a cross-organizational forum designed to foster collaboration, strategic alignment, and proactive decision-making on

cybersecurity matters. The J3C enables executive members to collectively address cybersecurity challenges, ensuring that initiatives are aligned with organizational goals and priorities.

## Leadership in Cybersecurity

Juniper is a thought leader in cybersecurity and privacy, engaging collaboratively with industry groups and government initiatives to enhance the security of information communication technology (ICT) products, networks, and critical infrastructure.

To combat cybercrime, improve the state of cyber defenses, and respond to international cybersecurity incidents, we engage with a host of cybersecurity organizations which can be found in our technology memberships list on page 100.

To support our customers, we publish white papers, ebooks, podcasts, blogs, and articles on data protection strategies and compliance. We also operate **Juniper Threat Labs**, a threat intelligence portal that features rapid and actionable insights from world-class security researchers.

Currently, four directors on our Board, including one member of our Audit Committee, have cybersecurity expertise.





## Cybersecurity Training, Testing & Awareness

Juniper assigns quarterly cybersecurity training for all employees and contractors who have network access. We also assign specialized cybersecurity trainings based on roles (e.g., for software engineers) and conduct surprise testing to confirm employees are implementing best practices learned during the trainings.

*Juniper's annual cybersecurity trainings achieved 90.3% participation in 2023.*

Over the past two years, strategic initiatives aimed at enhancing training and awareness and fostering a collaborative cybersecurity culture have led to measurable improvements in employee behavior and cyber-threat resilience. Introduction of interactive modules, real-world scenarios, and gamification elements into our trainings has garnered positive feedback and helped boost employee engagement and retention

of cybersecurity best practices, empowering our people to become active participants in Juniper's cyber defenses. Employee participation in cybersecurity-related events has grown, and we've experienced a marked reduction in phishing compromise rates during testing—from 14.6% in 2021 to 13.1% in 2022 and 8.1% in 2023.

Our Cyber Fusion team hosts monthly office hours sessions throughout the year, plus workshops, webinars, guest speaker sessions, and hands-on trainings that not only engage Junivators and disseminate crucial cybersecurity information but also foster a sense of community and collaboration. Our engagement focus is amplified during Cybersecurity Awareness Month in October, when hundreds of Junivators attend cybersecurity-oriented events. 2023's program included a "State of Cybersecurity" keynote from Juniper's Chief Information Security Officer and events such as "Sourcing for Cyber," "Demystifying the Dark Web," "Insights from the FBI," and "AI in Focus: Juniper's Path Amidst Innovation, Privacy, Ethics, and EU Regulation."





# Data Privacy

## Data Privacy Compliance

Juniper respects and is committed to protecting the privacy of individuals and their personal data. Our [Privacy Notice](#) outlines how we process personal data collected and used by our websites, products, services, and operations, and details our process for notifying individuals about the scope of information we may collect. The Privacy Notice is designed to comply with the EU's General Data Protection Regulation (GDPR) but also addresses other country- and state-specific requirements. Juniper's privacy program continues to evolve to address regulations enacted or pending around the world, such as India's Digital Personal Data Protection Act and new laws in certain U.S. states. As we continue to monitor emerging privacy laws, we remain committed to upholding the highest data protection standards and making our compliance policies and protocols easily accessible to our customers, partners, and the public.

To help our customers navigate the rapidly changing privacy landscape and align with evolving data protection regulations globally, we produce and make available information about data privacy compliance related to our product and service offerings, including product-specific supplements. We continue to develop guidelines as we roll out SaaS solutions, and guide our business units and product teams on their implementation.





## CCPA Compliance

We have worked diligently to bring our contracts into compliance with new requirements under the California Consumer Privacy Act as modified by the California Privacy Rights Act (collectively CCPA). This has included modifying applicable supplier contracts to include key terms and conditions specified by the CCPA, updating our **Customer Data Protection and Privacy Exhibit**, and notifying our customers of the changes. We also engaged in a comprehensive review of Juniper's existing policies and processes to confirm that we can comply with the new CCPA requirements.

## Privacy Training

All Juniper employees must complete annual privacy training, and employees whose roles involve access to sensitive information (e.g., IT/InfoSec, HR, Marketing) must also complete periodic job-specific privacy trainings. Mandatory learning modules keep our employees updated on privacy matters, and we collaborate cross-functionally to integrate privacy best practices across all areas of the business.

## Privacy & AI

As AI usage continues to advance across business systems, Juniper is working to ensure that our AI practices adhere to our standards for ethics, responsibility, and privacy. We continue to monitor global AI regulatory developments (e.g., the EU AI Act and the draft California AI Accountability Act), translate their provisions into actionable requirements, and roll out pragmatic guidelines for our business units. To date, we have established a set of AI principles for our internal operations that includes:

- Assessing higher-risk AI and generative AI (GAI) applications and platforms in use throughout the company, both internal and public-facing
- Establishing a chatbot privacy questionnaire and other GAI usage guidance to help our engineers maintain proper disclosure and consent when creating chatbots for websites
- Adding AI-related questions to our vendor due diligence questionnaire to evaluate potential suppliers' security and privacy practices in their use of AI
- Creating an AI privacy risk assessment template and related processes

By facilitating cross-functional collaboration among our experts and regularly updating our processes, we aim to be a leader in privacy and AI, going beyond compliance to create a secure environment for our products, customers, and partners.



# Corporate Governance

## Board Composition & Structure

(GRI 2-9)

Juniper Networks' business is managed under the auspices of our Board of Directors (Board), which is currently composed of ten members, including three women. All of our current directors are independent with the exception of our CEO, Rami Rahim. Our stockholders elect the company's Board members annually. All our directors were elected at our 2024 Annual Meeting.

The Board has a standing Audit Committee, Compensation Committee, and Nominating and Corporate Governance Committee.

(GRI 2-11)

The Board is elected annually by our stockholders at our Annual Meeting of stockholders. The Board's leadership structure is composed of an independent Chair of the Board and a Lead Independent Director. Scott Kriens has served as Chair of the Board since 1996 and served as our CEO from 1996 to 2008. Christine Gorjanc became the Lead Independent Director in May 2023.

(GRI 2-10, 2-18, 2-19, 2-20, 2-21)

For additional information on the Board's governance structure and composition, Board nomination and selection procedures, procedures for annual evaluation of director performance, director compensation, executive compensation, and annual CEO compensation ratio, please see our latest [Proxy Statement](#). For more information on Board diversity, please see the [Inclusion and Diversity at Juniper](#) section of this report.





# Juniper Networks Corporate Governance Structure

CSR AT JUNIPER

JUNIPER CSR STRATEGY

BUILD GLOBAL RESILIENCE

ENABLE THE WORKFORCE OF THE FUTURE

**ENHANCE TRUST & GOVERNANCE**

Product Security

Cybersecurity

Data Privacy

**Corporate Governance**

Business Integrity

Supply Chain Management

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## Board of Directors

The Board allocates time at each quarterly meeting to engage in substantive discussions with management about areas of broad, strategic risk and opportunity. It delegates certain risk oversight responsibilities to its committees, and committee chairs report back to the full Board on these matters after every meeting.



## Committees

### AUDIT

- Financial reporting
- Compliance—legal and regulatory, including:
  - Environmental
  - Data privacy and security, including cybersecurity and physical
  - Litigation
  - Ethics and compliance
- Outside auditor independence

### COMPENSATION

- Compensation practices and programs
- Executive succession planning
- Human capital management and workforce inclusion and diversity
- CEO performance
- Board compensation

### NOMINATING & CORPORATE GOVERNANCE

- Governance structure and practices
- Director independence
- Board performance
- Board succession planning
- Oversight of applicable ESG matters

## Management

- Design and operate risk management program, including risk identification, assessment, and prioritization.
- Conduct regular, executive-level committee review of key risk areas with updates to the Board.
- Engage with Board and committee chairs on areas of assigned risk oversight.



## Risk Management Oversight

Our Board is responsible for oversight of Juniper’s risk management. To fulfill its oversight responsibility, the Board regularly reviews and holds discussions with management regarding Juniper’s strategic direction, challenges, and risks, and reviews annual and quarterly financial results and forecasts. The full Board and its committees oversee the company’s management of substantive and material risk, primarily in the areas of strategic, operational, compliance, and financial risk. The following Board committees maintain oversight duties and provide regular reports to the full Board on the company’s risk management efforts:

- **Audit Committee.** Oversees management of all four areas of enterprise-level risk, based on the COSO framework: strategic, operational, compliance, and financial. Within financial, it oversees performance and financial reporting risks, financial risk management strategies, the internal audit function, and the company’s outside independent auditors. It oversees ESG risks, including review of ESG disclosures in

financial filings and ensuring adherence to existing controls and procedures. The Audit Committee is also responsible for regular review of processes and procedures around managing cybersecurity risks and incidents, as well as AI-related risks.

- **Compensation Committee.** Assists the Board in overseeing the management of operational risks and compliance risks relating to and arising from the company’s executive and employee compensation plans, policies, programs, and practices, including human capital management and workforce inclusion and diversity.
- **Nominating and Corporate Governance Committee.** Assists the Board in overseeing management of strategic risks associated with Board organization, membership, and structure; succession planning for our directors and management; and corporate governance, including programs, policies, and practices relating to ESG matters applicable to the company.

Management is responsible for the direct management and oversight of Juniper’s strategic, financial, operational, and compliance risks as well as the company’s formal risk management program. Critical risks are managed through cross-functional senior-level committees, with the Corporate Compliance Committee focused on legal and regulatory compliance and the Enterprise Risk Management Committee focused on operational and strategic risks. Regular updates are provided to the appropriate Board committees.

For details on our Board’s role in ESG oversight, see the [ESG Governance Structure](#) section of this report and the “Board’s Role in Risk Oversight” section of our latest [Proxy Statement](#).

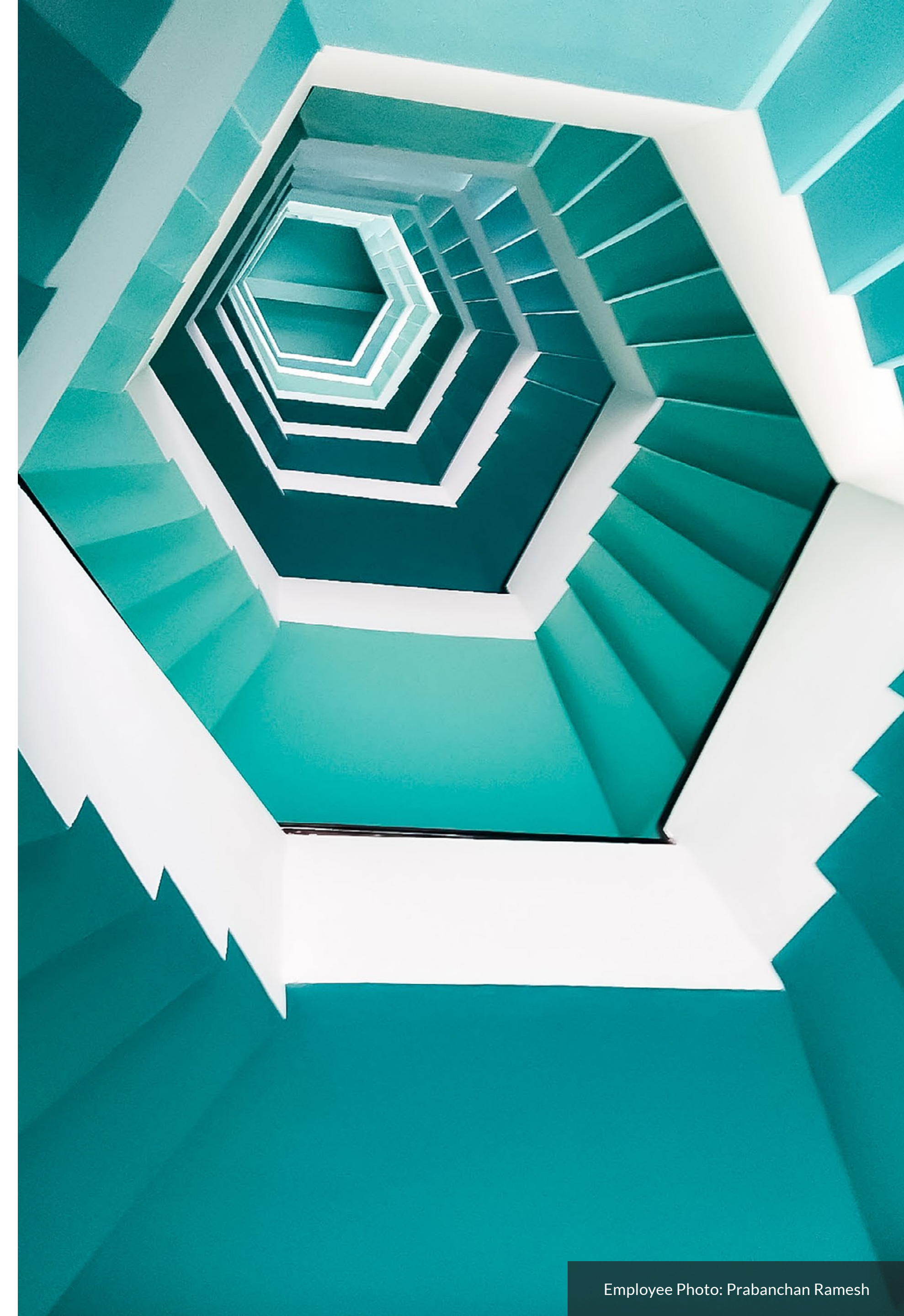


## Business Continuity Planning

Our business continuity planning practices help ensure that Juniper can fulfill our promise to transform the economics and experience of networking for our customers.

We have established a business continuity management system that aligns with the requirements of ISO 22301. Our business continuity strategy is authorized by our executive management and overseen by a Corporate Enterprise Risk Management Committee and the Juniper Networks Board of Directors. Our Executive Vice President, Operations has executive responsibility for the strategy and our Vice President, Environmental, Health, Safety, and Security (EHSS) holds operational responsibility for implementation.

Our business continuity strategy includes documented processes for risk management and a Corporate Emergency Preparedness and Business Continuity Plan.





# Business Integrity

(GRI 2-15)

Integrity matters—in every action and every decision, every day.

We are committed to conducting business with honesty and transparency. We hold our employees, partners, suppliers, and customers to the highest standards of integrity and conduct. Guided by our codes of conduct, policies, and values, we strive to implement intuitive operating principles, comprehensive policies and procedures, and effective educational curricula. In 2024, for the sixth time, Ethisphere recognized our dedication to operating with ethics and integrity by naming Juniper as one of the World’s Most Ethical Companies.®



# Integrity & Compliance Program

(GRI 2-24)

Our Integrity & Compliance Group (ICG) leads Juniper’s efforts to promote business ethics and compliance, overseeing corporate compliance risk areas including anti-corruption, antitrust, brand protection, ethics, investigations, litigation, and trade. ICG provides training on compliance policies, ensures employees are aware of our channels for reporting ethics concerns, manages our annual Integrity Survey, and works closely with internal partners and core functions to advance the five principles of our Integrity & Compliance program:

- Fostering a strong speak-up culture
- Building deeper integration with internal stakeholders
- Aligning to Juniper’s strategic direction
- Strengthening the core compliance program
- Leading with data

ICG is led by our Chief Compliance Officer (CCO) and staffed by a team of diverse global compliance professionals, including three regional leads who provide compliance support and guidance to Juniper employees in their respective AMER, EMEA, and APAC regions. The CCO and the regional leads provide all new-hire and new-manager compliance trainings to emphasize the importance of integrity and trust-building within their teams and the company.



ICG monitors the effectiveness of our Integrity & Compliance program through various modalities, including self-assessments, third-party assessments, audits by Juniper’s Internal Audit function, and integrating into the corporate-wide risk assessment exercise with our ERM team. ICG tracks to program objectives and key results on a quarterly basis and reports quarterly program results to the Corporate Compliance Committee and the Board’s Audit Committee.

(GRI 2-27)

We are required to report lawsuits, investigations, and other disputes that are material to the business, and to the extent required by applicable Securities and Exchange Commission rules, in our **Form 10-K**. In 2023, we experienced no significant instances of non-compliance with laws and regulations for which fines or non-monetary sanctions were imposed on the company.

## ICG Integrity Influencers

In 2023, ICG launched its new Integrity Influencers program, a compliance ambassadors network that promotes greater awareness and engagement with Juniper’s culture of compliance and helps ensure the company continues to operate lawfully and ethically wherever we do business. Comprising a select group of employees from across the company, ICG’s Integrity Influencers:

- Act as role models and advocates for a strong speak-up culture
- Reinforce and cultivate Juniper’s ethical and compliance values by holding themselves and their co-workers accountable to the Juniper Way and Juniper’s Code of Conduct
- Foster employee responsibility for identifying and reporting compliance issues
- Monitor employee feedback for emerging compliance issues and open channels of communication to ICG to resolve such issues
- Assist in developing and implementing compliance policies and procedures
- Conduct compliance training and drive compliance communications and awareness campaigns
- Provide support to ICG regional leads on an as-needed basis





## 2023 Integrity Survey: Junivators Speak Up

Our annual Integrity Survey gives all Junivators an opportunity to voice their opinions and provide feedback on our culture of compliance, with questions exploring such topics as ethical climate, compliance awareness, accountability and fairness, transparency and communication, compliance resources and training, misconduct reporting, and perception of company integrity. The anonymous survey is conducted by Gartner, allowing our results to be benchmarked against more than 30 other organizations of various sizes.

In 2023, Juniper continued to exceed benchmarks in every major survey category, in most cases by double digits. Reflecting our strong speak-up culture, employees expressed high favorability scores in several areas, including “Comfort Speaking Up,” “Openness of Communication,” “Organizational Justice,” and “Transparency.” The overall results of the 2023 Integrity Survey underscore Juniper’s commitment to maintaining a culture of integrity and compliance and doing business with the highest standards of professionalism.





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## 2023 Compliance Initiatives

Throughout 2023, Juniper pursued new initiatives to improve channel governance and trade compliance, add compliance elements to employee performance reviews, track product leakage, and educate our teams, partners, and customers on gray market risks.

**Channel Governance Steering Committee.** In 2023, we launched a new Channel Governance Steering Committee that aims to spearhead Juniper’s channel ecosystem, focusing on optimization, enhancement, and operational excellence. Committee membership includes senior members of cross-functional teams, including Business Development, Channels, Finance, Go-to-Market, ICG, Internal Audit, and Legal.

**Anti-Diversion Program for High-Risk Countries.** This trade compliance program is dedicated to enhancing our anti-diversion risk controls, including the identification of potential export control evasions. We have expanded our monitoring of high-risk transactional and behavioral red flags to identify third-party intermediaries and transshipment points (e.g., sales into Commonwealth of Independent States countries that may be diverted to Russia) and block parties with known ties to countries on which trade sanctions have been imposed.

**Combating Gray Market Risk.** In 2023, we launched J-TRACE, a data analytics tool to detect unauthorized sales and fraudulent activity, targeting gray market diversions of Juniper products. J-TRACE enables targeted action in high-risk areas and product lines at the serial number level, reducing diversion risk and identifying potential service and license fraud. Our Brand Protection team employs proactive audits to identify and halt product diversion.

**Integrating with HR Initiatives / Employee Performance Reviews.** In 2023, we added compliance elements to the list of topics to discuss during **Conversation Days** to assess whether employees have completed their required compliance training, observed compliance-related misconduct, and/or reported such conduct.





## Compliance Training

All Juniper employees and business partners receive regular training on the values and principles outlined in our codes of conduct.

All employees are required to complete our interactive **Code of Conduct training** annually, and in 2023 we saw 100% completion within 35 days of notification. We also offer optional quarterly refresher training. Beyond the Code of Conduct, we require additional corporate compliance training for employees on a periodic cadence, accessible through online and in-person interactive sessions. To ensure that the curriculum is delivered effectively, we target compliance training based on risk-based methodologies, considering multiple factors including an employee's location, department, role, or responsibilities, as well as remediation required as a result of investigations, audits, or assessments. Over the course of 2023, ICG executed 63 trainings across our AMER, EMEA, and APAC regions, covering a range of compliance topics.

In early 2023, we published our first annual **Speak Up report**, an internal document that highlights various elements of our speak-up culture, describes how and where to raise ethics concerns, provides insight into the investigations process, and spotlights data and trends showing the effectiveness of our speak-up culture compared to industry benchmarks. We launched the report's second edition in April 2024.

In late 2023, Juniper employees worldwide celebrated **Integrity & Compliance Week**, centered around the theme of "Cultivating the Power of Integrity." Festivities included on-site Plant-a-Pledge events where employees made a personal commitment to integrity and received information about Juniper's reporting channels and the importance of speaking up.





# Reporting Concerns & Anti-Retaliation Policy

Juniper aims to empower each of our employees to be a champion for honesty, integrity, and compliance.

(GRI 2-25)

Our third-party-managed **Integrity Helpline** (+1-855-410-5445) is available to employees, contractors, stakeholders, and members of the public, anonymously or by name. The helpline is offered in several languages, with translation support available. Questions or concerns can also be submitted via an [online reporting portal](#) or emailed to our ICG team or Chief Compliance Officer. These reporting channels are communicated and reiterated to employees via the [Juniper website](#), ICG’s intranet homepage, during onboarding for new employees, through annual Code of Conduct trainings, and via all major communications to employees on ethics topics (e.g., ICG’s quarterly Integrity Insights publications, distributed to all employees). In 2023, we collaborated with works councils across several countries to refine our reporting channels and support compliance with the EU Whistleblower Directive.

In 2023, only 26% of reports to the ICG were submitted anonymously, indicating that most employees who raise concerns feel comfortable doing so directly with ICG and HR. This anonymity total is far below industry benchmarks.

**Anti-Retaliation Policy.** Juniper maintains a zero-tolerance policy regarding retaliation against any employee who reports an issue in good faith or cooperates in an investigation. The policy is detailed in our Worldwide Code of Business Conduct and communicated through our intranet site, trainings, and employee communications. We maintain a **manager toolkit** that provides details about the policy, retaliation examples and scenarios, and the investigations process, along with resources and tools to foster a speak-up culture and help employees report concerns.

(GRI 2-16, 2-25, 2-26)

**Investigating Reported Violations.** All reported issues are taken seriously and investigated promptly. If it is determined that a violation of the Code or other Juniper policy has occurred, we take timely remedial or disciplinary action appropriate to the severity of the offense, up to and including termination. Any employee found to be responsible for a violation is held accountable in accordance with Juniper’s policies and governing law.

(GRI 2-16)

**Resolving Critical Concerns.** All critical concerns about business conduct in Juniper’s operations or business relationships are communicated to the Corporate Compliance Committee and the Board’s Audit Committee, which also have visibility into investigatory details for all substantiated cases. Our Chief Compliance Officer regularly reports critical concerns to the Audit Committee.



## Anti-Corruption

Juniper assesses our operations for corruption risks, including direct and indirect bribery, inaccurate books and records, and improper business courtesies (i.e., gifts, travel, meals, and entertainment). These inherent risks are considered high for the company given our volume of sales interactions with foreign governments and state-owned entities in high-risk markets, reliance on third-party partners, multiple tiers of channel transactions, and unpredictable discounting and transparency into third parties' use of funds.

To gauge the effectiveness of our programs, we perform audits and independent assessments of our anti-corruption program and third-party risk management processes, integrate into the corporate-wide risk assessment exercise with our ERM team, and track objectives and key results in these areas on a quarterly basis. Results from these activities are reported in a timely manner to management, including the Corporate Compliance Committee and the Board's Audit Committee. Improvements identified in these audits, assessments, and reviews are addressed in a timely manner and incorporated into processes and policies as necessary.

(GRI 205-3)

During 2023, we recorded no confirmed incidents of bribery.

## Anti-Competitive Behavior

(GRI 206, 3-3)

Juniper has put in place necessary controls and processes designed to prevent anti-competitive behavior. The ICG makes information on anti-competitive behavior available to all employees at dedicated locations, trains employees on best practices, periodically trains targeted roles and functions, and is part of decision-making in high-risk deals.

The company has implemented data-loss prevention technology and deal registration, contributes to standard-setting organizations, and reviews employee participation in speaking opportunities or events where competitors are present to avoid inadvertent sharing or receiving of inappropriate information. Trained investigators carry out internal investigations and apply remediation as appropriate.

(GRI 206-1)

In 2023, we experienced no legal actions regarding anti-competitive behavior.



## Public Policy

(GRI 415, 3-3)

Public policy affects our company, sometimes by promoting network investment, stimulating economic growth, and enabling us to deliver high-performance connectivity to our customers and partners worldwide—and sometimes the opposite. Our Board’s Nominating and Corporate Governance Committee oversees our public policy, advocacy, and lobbying activities.

(GRI 415-1)

Juniper does not donate corporate funds to political candidates, political parties, or political action committees at the federal, state, or local levels, and does not maintain an employee-funded political action committee (PAC) to make such donations. In 2023, no financial or in-kind political contributions were made directly or indirectly by Juniper, anywhere in the world.

To represent the company’s interests throughout the world, we rely upon direct engagement by Juniper leaders as well as indirect engagement through registered lobbyists and trade associations. We retain registered lobbyists at the federal, state, and local government levels to promote Juniper solutions for specific public sector procurement opportunities.

## Policy Commitments

(GRI 2-15, 2-23 / 206, 3-3)

- [Worldwide Code of Business Conduct](#)
- [Anti-Corruption Policy](#)
- [Business Partner Code of Conduct](#)
- [General Terms and Conditions of Purchase](#)
- [Modern Slavery Statement](#)
- [Conflict Minerals Policy](#)





# Supply Chain Management

(GRI 308, 3-3)

As in all our business dealings, Juniper develops trust with our suppliers by being honest, respectful, and reliable.

Our hardware, software, and cloud solutions are developed and produced within a global network of software developers, contract manufacturers (CMs), original design manufacturers (ODMs), component suppliers, warehousing and logistics providers, and support services. We are committed to meeting our customers' expectations of responsible sourcing practices and transparency throughout this ecosystem, and we communicate these expectations to our suppliers through our Business Partner Code of Conduct and audits based on industry-leading frameworks. We expect our suppliers to follow ethical business practices and encourage them to adopt corporate social responsibility policies that elevate environmental sustainability and ensure workers in the technology supply chain enjoy safe working conditions and are treated with dignity and respect. We expect our suppliers to support Juniper's compliance obligations, including trade compliance laws and restrictions on trade with sanctioned entities and persons.

Key elements of our Supplier Management Program include:

- **Performance Evaluation.** We use our Supplier Excellence Framework to evaluate suppliers, beginning with qualifying and onboarding and continuing throughout the engagement. Our supply chain operations team has added dedicated team members to focus on supply chain sustainability and has launched several supplier engagement and accountability efforts, including updating our supplier scorecards for CMs and ODMs to increase the weighted average for sustainability in supplier performance evaluations from 2.5% to 10%, beginning in Q1 2024.
- **Verification & Audit.** We conduct assessments and announced on-site audits of our CMs, ODMs, and critical partners to assess and evaluate their performance compared to Juniper standards. We communicate the results of these assessments and audits during business reviews.
- **Certification.** Suppliers must certify that they have read, understood, and are committed to complying with Juniper's Business Partner Code of Conduct, which communicates our expectations on important CSR standards. Our code is informed by the RBA Code of Conduct and the [Ten Principles of the United Nations Global Compact](#).
- **Accountability.** All Juniper suppliers and Juniper employees who manage supplier relationships are held accountable for upholding our Business Partner Code of Conduct and executing on the Supplier Excellence Framework. Failure to comply with policies or meet performance expectations may be reflected in the supplier business review process and supplier performance scorecards.



## Supply Chain Integrity

We are committed to protecting Juniper's brand integrity through all stages of the product lifecycle, thereby safeguarding our own interests and those of our partners and customers. Our supply chain integrity program guards against the introduction of counterfeit or gray market components and the vulnerabilities they could create in our products, and also facilitates failure analysis of genuine products or processes if quality problems arise. Data analytics focused on component-level risk help us to predict the likelihood and timeframes of risk impacts, manage environmental compliance, and mitigate other sourcing risks. By incorporating an enhanced understanding of key risk factors into our lifecycle approach, we benefit from risk reduction and revenue protection throughout our design and production processes.

We work with the U.S. government and regulatory bodies around the world to meet and exceed security standards and ward off attempts to negatively influence the integrity of our products. We maintain the resilience to quickly adapt, implement changes, and support compliance with all new requirements while maintaining business continuity.

To help ensure supply chain continuity, we utilize a third-party risk management platform that offers real-time information on susceptibilities, vulnerabilities, and threats. We require CMs and ODMs to ensure a sufficient level of cybersecurity infrastructure, focusing on business continuity and protection against ransomware and hacking, and we conduct site-level cybersecurity audits and score suppliers' preparedness against specific threats. Additionally, we conduct supplier security audits associated with member requirements of the U.S. Customs and Border Protection's Customs Trade Partnership Against Terrorism (CTPAT) program.

To promote greater supply chain resiliency, we have worked to diversify our manufacturing footprint's geographic distribution.





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**Juniper Manufacturing Sites & Logistics Hubs**

○ Partners    ○ Hubs





# Responsible Sourcing Program

(GRI 308, 3-3 / 414, 3-3)

To build and manage a resilient and responsible supply chain, we encourage our direct and indirect suppliers to adopt responsible and sustainable business practices. We aim to manage the majority of our suppliers through direct agreement, and select our suppliers using sourcing strategies drafted in coordination with our engineering teams.

We seek to create productive, long-term relationships with suppliers that align with our vision, values, and business objectives and adhere to our own high environmental and social standards. We are a member of the **Responsible Business Alliance** (RBA) and fully support the organization’s vision, mission, and principles, including its collaborative approach in applying leading responsible sourcing standards and practices throughout the supply chain. To promote safe working conditions, fair treatment of workers, and environmentally responsible manufacturing processes, we require our suppliers to follow the RBA Code of Conduct, guidelines, and policies. Juniper complies with the **Joint**

**Alliance for Corporate Social Responsibility Code of Conduct**, which aims to raise social, environmental, and ethical standards within the information and communications technology (ICT) supply chain.

In 2023, our Supply Chain Operation (SCO) integrated environmental and social sustainability formally as a central pillar of its strategy. SCO added dedicated team members to focus on sustainability, began partnering across the organization to better manage ESG risks and opportunities in our value chain, and launched several related supplier engagement and accountability efforts:

- Conducted our first annual supplier attestation survey, seeking feedback from our top 80% of suppliers on adherence to our policies and requirements
- Met with Tier 1 suppliers (focusing on CMs and ODMs) to discuss Juniper’s new expectations and encourage the adoption of science-based emission reduction targets

- Hosted supplier trainings covering environment and social aspects of ESG (including climate actions and human rights/labor policies) in early 2024
- Began monthly engagements with key logistics partners to secure emissions data and plot a carbon reduction roadmap for our logistics footprint
- Began updating our supplier scorecards for CMs and ODMs to increase the weighted average for sustainability from 2.5% to 10%, beginning in Q1 2024
- Prepared for the 2024 launch of our Supply Chain Social Responsibility program, through which we will take greater control of data collection and audit efforts around human rights and aim to build stronger supplier partnerships to reduce waste and realize sustainability impact in product packaging



## Vetting & Monitoring Suppliers

(GRI 308, 3-3 / 414, 3-3 / 308-1, 308-2, 414-1, 414-2)

As part of our efforts to maintain a culture of integrity and ethics and inspire confidence throughout our ecosystem, Juniper conducts diligent supplier vetting and compliance monitoring, including supplier self-assessments, risk assessments, declarations and certifications, and announced on-site audits.

When onboarding new direct material suppliers and manufacturing partners, we conduct risk assessments, background checks, and financial and compliance examinations to confirm their commitment to fair labor practices, high ethical and human rights standards, carbon reduction, and making a positive impact on society.

At critical supplier sites, we conduct CTPAT security audits and business continuity program reviews.

(SASB TC-HW-430a.2)

Our approach is to drive change through corrective measures. In 2023, Juniper completed 40 RBA Validated Assessment Program (VAP) audits, which surfaced 8 priority non-conformances and 161 non-priority findings, for which 11 Corrective Action Plans (CAP) were completed and closed. The remaining 158 CAPs are underway and will be pursued to closure.

## Supplier Diversity Commitment & Progress

Juniper believes building supplier diversity is both a responsibility and a competitive advantage, helping us increase supply chain resilience, bring fresh ideas and innovation to our supply operations, and extend economic opportunity to a wider community. We are committed to increasing our spend with women-owned businesses, businesses owned by underrepresented minorities, small to medium-sized businesses, and other diverse suppliers that offer the right mix of quality goods and services, innovative solutions, competitive pricing, and flexibility. In determining the diversity status of U.S.-based businesses, we rely on definitions from the U.S. Small Business Administration.

Our Supplier Diversity Program currently measures four different diversity metrics. Juniper spent 5% of our overall indirect supplier spend with qualified diverse suppliers in 2023 and set a goal of increasing diverse spend by 10% annually to 2025.

As part of our overall commitment to inclusion and diversity, Juniper Procurement encourages all our internal businesses to consider using diverse suppliers and tracks program success using multiple key performance indicators, including total percentage of spend, total percentage of diverse suppliers, RFPs that include diversity considerations, and number of contracts awarded to diverse suppliers.





## Conflict Minerals Policy

Juniper is committed to the responsible sourcing of materials used in our products. This commitment includes our policy around tantalum, tin, tungsten, and gold, commonly referred to as 3TG or conflict minerals due to the fact that they originate in countries where their trade poses a risk of supporting armed conflict and human rights abuses.

We support and engage in industry-wide, multi-stakeholder efforts to promote a conflict-free supply chain. Through our membership and participation in the Responsible Minerals Initiative (RMI) and a number of its workgroups, we support the development of industry tools and programs that facilitate data collection and reporting around 3TG minerals. We conduct due diligence by working closely with our manufacturing partners and suppliers in order to share best practices, advance knowledge, and build their capacity to source responsibly from conflict-free smelters certified by RMI's Responsible Minerals Assurance Process (RMAP) and provide complete and accurate information on the origin and chain of custody of any 3TG used in the products they provide to Juniper.

Since 2022, we have extended our conflict minerals commitment to cobalt, performing due diligence using the Extended Minerals Reporting Template (EMRTs) to gather supplier data.

See our most recent [SEC Conflict Minerals Disclosure](#) for more information.

## Human Rights Commitment

(GRI 407, 3-3 / 408, 3-3 / 409, 3-3 / 407-1)

We are committed to upholding human rights in our operations and supply chain, supporting just labor practices and the eradication of all forms of forced labor. As a member of the RBA, we support the development of industry guidelines and resources designed to ensure that working conditions in our supply chain are safe, that workers are treated with respect and dignity, and that manufacturing processes are environmentally responsible. Our [Juniper Business Partner Code of Conduct](#) and [Modern Slavery Statement](#) lay out our zero-tolerance policy for human trafficking, involuntary servitude, and child labor, and articulate our alignment with the RBA Code of Conduct on fair labor practices and human rights. Our Business Partner Code of Conduct is reviewed regularly and is woven into our supplier contracts when entering into or renewing supplier master agreements.

(GRI 408-1, 409-1)

We collaborate with our business partners to drive performance and compliance with our corporate social responsibility policies. In 2023, we identified none of our key suppliers as posing a significant risk for incidents of forced or compulsory labor. None of our active suppliers on the RBA platform are at significant risk for incidents of child labor, or for incidents of young workers exposed to hazardous work. We have also expanded our analytical tools to strengthen supplier screening and more effectively prevent use of upstream component and materials suppliers engaging in forced labor practices. Where we have identified instances of non-conformances through RBA VAP audits, we follow up to seek resolution.



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# About This Report

(GRI 2-2)

Juniper Networks produces its CSR report on an annual basis and data is reported by fiscal year. This 2024 CSR Report summarizes the company’s CSR and ESG activities, impacts, and performance for fiscal year 2023, unless clearly marked otherwise. The report’s scope reflects the business operations of Juniper Networks, Inc. and facilities (owned or maintained) during the reporting period, which began January 1, 2023, and ended December 31, 2023, including the company’s significant subsidiaries Juniper Networks International B.V. and Juniper Networks (US), Inc.

The report includes links to useful information and publicly available resources related to our financial, corporate governance, social, and environmental policies and performance. Juniper Networks reports on CSR activity on an annual cycle, with the next report covering 2024 performance. Our last CSR Report was released in August 2023.

## Report Availability & Contact

This report is available in its entirety on our website:

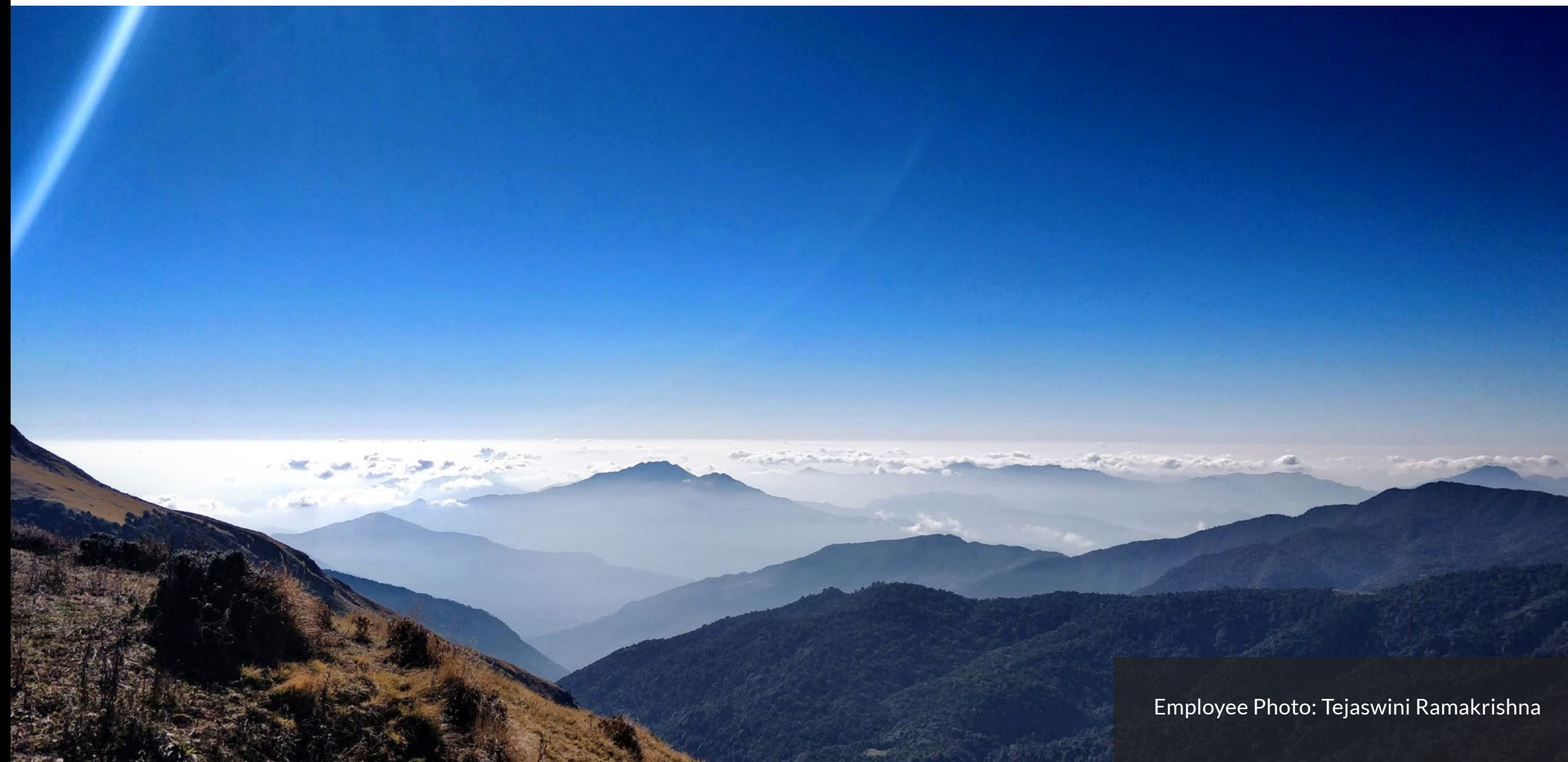
<https://www.juniper.net/us/en/company/corporate-responsibility>

We welcome your questions, comments, and feedback at:

[corp-citizenship-sustainability@juniper.net](mailto:corp-citizenship-sustainability@juniper.net)

This report contains “forward-looking statements.” Forward-looking statements in this report are made pursuant to the safe harbor provisions of Section 21E of the Securities Exchange Act of 1934 and other federal securities laws. These statements are based on management’s current opinions, expectations, beliefs, plans, objectives, assumptions, or projections regarding future events or results, including, but not limited to, our CSR commitments, strategies, and initiatives; our business plans and strategy; our technology, products and services; ESG risks and opportunities; and our stakeholder engagement efforts. These forward-looking statements are only predictions, not historical fact, and involve certain risks and uncertainties, as well as assumptions. Actual results, levels of activity, performance, achievements, and events could differ materially from those stated, anticipated, or implied by such forward-looking statements. While Juniper believes that its assumptions are reasonable, there are many risks and uncertainties that could cause actual results to differ materially from forward-looking statements, including the risks discussed under the heading “Risk Factors” in our most recent Annual Report on Form 10-K and subsequent 10-Q filings with the U.S. Securities and Exchange Commission (“SEC”). Juniper undertakes no obligation to update or revise any forward-looking statement contained in this report, except as otherwise required by law.

This report contains human capital measures or objectives that may be different from or are in addition to the human capital measures or objectives that Juniper is required to disclose in its SEC filings. For a discussion on human capital measures or objectives that Juniper focuses on in managing its business, please see the “Human Capital Management” section in our most recent Annual Report on Form 10-K.





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- [Armed Forces Communications Electronics Association ACT-IAC](#)
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- [ATIS](#)
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- [Cloud Native Computing Foundation](#)
- [CPO JTCA](#)
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- [OSFP MSA](#)
- [Overseas Security Advisory Council \(OSAC\) - Chair of the OSAC Cybersecurity Sector Committee](#)
- [PCI SIG](#)
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Material Topic	Topic Boundaries	Relevant GRI Disclosures
<b>Environmental Topics</b>		
Climate Strategy	Efforts to address risks and opportunities presented by climate change and reduce energy consumption and greenhouse gas emissions across the value chain (including in product energy use, our own operations, and those of our suppliers). These include efforts around product efficiency, operational energy efficiency and conservation, and renewable energy.	GRI 301 GRI 302 GRI 303 GRI 305 GRI 306 GRI 308
Operational Footprint	Refers to compliance with environmental regulations/legislation and adopting principles, practices, and processes that minimize, eliminate, and manage the negative environmental impacts and waste (hazardous and non-hazardous) generated by the organization via its own activities and activities in its value chain.	GRI 302 GRI 303 GRI 305 GRI 306
<b>Social Topics</b>		
Social Impact	Giving back to communities and society to effect positive change within communities in which we and our suppliers operate. This includes company philanthropy and donations, community engagement, and employee volunteering and fundraising in support of hunger relief, disaster relief, and other causes that impact local communities.	GRI 413
Inclusion & Diversity	Developing a conscious culture and specific policies, trainings, and engagement methods designed to promote diversity, inclusion, and equitable opportunities at all levels of the organization and throughout our value chain. These include efforts intended to ensure equality inclusive of gender, generation, race, ethnicity, orientation, ability, nationality, religion, veteran status, background, culture, experience, strengths, and perspectives.	GRI 401 GRI 404 GRI 405 GRI 406 GRI 407
Human Rights & Labor Practice	Efforts to protect human rights (including the eradication of human trafficking, modern slavery, and forced and child labor) and promote the well-being of employees, laborers, contractors, contingent workforce, and workers in our supply chain. Such efforts encompass pursuing ethical, fair, and responsible sourcing (including sourcing of conflict minerals) and communicating our expectations of supplier conduct in areas such as providing fair working conditions and fair wages; protecting health, well-being, and human rights; and providing worker training, incentives, and benefits.	GRI 407 GRI 408 GRI 409 GRI 414
Human Capital Development	Refers to the mental and physical condition of employees with respect to their health, happiness, comfort, and morale. It includes initiatives that promote healthy lifestyles, offer physical and social activities within a company, and support mental health, as well as work arrangements that allow employees a level of autonomy to follow a work schedule aligned with a work-life balance that best suits them.	GRI 403 GRI 404



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Material Topic	Topic Boundaries	Relevant GRI Disclosures
<b>Governance Topics</b>		
Business Integrity	Ethical and transparent conduct by Juniper in its business dealings, and among employees, suppliers, and business partners. Includes regulatory compliance, anti-corruption and anti-bribery, non-retaliation, transparent participation in elections and policy, and fair practices around business, marketing, and competition.	GRI 205 GRI 206
Corporate Governance	Corporate governance policies that include corporate strategy, risk management, executive compensation, accountability, transparency, and security.	GRI 201 GRI 415
Cybersecurity & Data Privacy	Maintaining strong protections for Juniper, our solutions, our employees, and our customers via safeguarding the security and reliability of the network, securing our value chain, and promoting security and privacy in the development of our solutions, processes, systems, and services.	N/A
Transparency & Disclosure	Emphasizes transparency in reporting the company's sustainability and corporate social responsibility goals, progress, and programs using relevant, benchmarked, and easily accessible public disclosures.	GRI 207
ESG Governance	Refers to the governance bodies and organizational structures that define and manage Juniper's ESG strategy, objectives, and goals. Emphasizes the responsibility of Juniper's leadership for decision-making on economic, environmental, social, and governance topics, as well as leadership's consultation of stakeholders on topics including ESG strategy, objectives, and goals.	GRI 2-12 GRI 2-14
Customer Satisfaction	Refers to the degree to which end-users feel Juniper products meet or exceed performance expectations, and emphasizes sustained product quality.	GRI 416 GRI 417
Business Continuity	Refers to business planning and preparation to ensure that Juniper can recover to an operational state within a reasonable time following a serious incident or disaster.	N/A



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## Materiality Assessment Process

Our materiality assessment process aligns with the requirements of the Global Reporting Initiative (GRI) for materiality and disclosure of ESG topics. The process includes three key steps:

- 1. Selection of important ESG topics by the CSR team** and configuration of their boundaries considering previous assessment results, current GRI guidelines and SASB topics, and benchmarking against industry peers, customers, and reporting frameworks.
- 2. Selection and survey of internal and external stakeholders** representing a range of experiences and perspectives, and whose interests we believe will impact Juniper's long-term value. Surveys are conducted in an interview style to gather both qualitative and quantitative feedback, and stakeholders rank topics by their relative importance and/or perceived impact. Internal stakeholder surveys also explore perceptions of Juniper's current ESG topic impacts.
- 3. Documentation and analysis of the results** by ranking and mapping material and non-material topics. After quantifying survey data, interview results, and other data, we create a matrix that we use to set company goals, drive programs, and inform sustainability disclosures.

For our most recent (2022) assessment, we explored the priorities of our top customers, largest shareholders, industry peers and competitors, raters and rankers, and industry groups, as well as company executives and employee focus groups. All key material topics identified by these stakeholders align closely with our three CSR pillars, giving us continued confidence in our strategic direction. The assessment also surfaced three key value-creation imperatives:

- 1. Trust is a must**
- 2. To win, win talent**
- 3. Environmental strategy is business strategy**

These themes align with our CSR pillars and support our evolution toward integrating CSR across the business, helping us drive excellence and innovation; integrate CSR performance into our products, services, and operations; and inspire our employees, investors, and partners with impactful CSR performance and a greater sense of our social and environmental mission.



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Statement of use: Juniper Networks Inc. has reported the information cited in this GRI content index for the period January 1st, 2023 to December 31st, 2023 with reference to the GRI Standards.

**GRI 1 used “GRI 1: Foundation 2021”**

GRI Disclosure	Topic	2023 Report Location / Narrative Response
<b>GRI 2: General Disclosures</b>		
Disclosure 2-1	Organizational details	Juniper at a Glance on p. 6.
Disclosure 2-2	Entities included in the organization’s sustainability reporting	About This Report on p. 99 and the <a href="#">2023 Form 10-K</a> .
Disclosure 2-3	Reporting period, frequency, and contact point	About This Report on p. 99. This report was published on August 20, 2024.
Disclosure 2-4	Restatements of information	Emissions data for 2022 is restated from prior publications to reflect improved measurement methods and enhanced data quality. For more information, see Juniper’s GHG Emissions on p. 20.
Disclosure 2-5	External assurance	The General Counsel/SVP takes part in deciding the scope of external assurance of data in the CSR Report. In terms of Board-level oversight of ESG data/disclosures, see p. 14 in our <a href="#">2024 Proxy Statement</a> .  Juniper has received limited assurance of its 2022 Scope 1, Scope 2, and Scope 3 Category Upstream Transportation and Distribution emission totals from an independent third-party verifier in accordance with the ISEA 3000 standard. For more details, please request a copy of our limited assurance by emailing <a href="mailto:environmental-relations@juniper.net">environmental-relations@juniper.net</a> .
Disclosure 2-6	Activities, value chain and other business relationships	<a href="#">2023 Form 10-K</a> on pp. 4–18.
Disclosure 2-7	Employees	Juniper at a Glance on p. 7 and Employee Metrics by Region & Gender on p. 9.



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GRI Disclosure	Topic	2023 Report Location / Narrative Response
Disclosure 2-8	Workers who are not employees	At the end of the reporting period, Juniper had 3,047 non-employee workers in our operations, calculated by headcount. The most common types of non-employee workers are categorized as Agency Workers, Independent Contractors, and Vendor Service Providers.  Agency Workers are engaged by Juniper to meet “short-term,” “flexible,” or “project-based” needs. Independent Contractors or Consultants are engaged by Juniper to achieve a specified result for an agreed-upon price. Vendor Service Providers are employees of companies providing services for Juniper, such as professional services (consulting firms, IT product/service firms) or outsourced service contracts (security, facilities management, payroll administration, janitorial, cafeteria services, etc.).
Disclosure 2-9	Governance structure and composition	Corporate Governance on p. 80 and <b>2024 Proxy Statement</b> on pp. 3–10.
Disclosure 2-10	Nomination and selection of the highest governance body	Corporate Governance on p. 80 and <b>2024 Proxy Statement</b> on pp. 10–12.
Disclosure 2-11	Chair of the highest governance body	Corporate Governance on p. 80 and <b>2024 Proxy Statement</b> on pp. 1–12.
Disclosure 2-12	Role of the highest governance body in overseeing the management of impacts	ESG Governance Structure on p. 16 and <b>2024 Proxy Statement</b> on pp. 13–16.
Disclosure 2-13	Delegation of responsibility for managing impacts	ESG Governance Structure on p. 16 and <b>2024 Proxy Statement</b> on p. pp. 13–15.
Disclosure 2-14	Role of the highest governance body in sustainability reporting	ESG Governance Structure on p. 16.
Disclosure 2-15	Conflicts of interest	Business Integrity on p. 84 and <b>Worldwide Code of Business Conduct</b> on pp. 16–17.
Disclosure 2-16	Communication of critical concerns	Reporting Concerns & Anti-Retaliation Policy on p. 89, <b>2023 Form 10-K</b> on p.63–64, and <b>Worldwide Code of Business Conduct</b> on p. 6.
Disclosure 2-17	Collective knowledge of the highest governance body	ESG Governance Structure on p. 16 and <b>2024 Proxy Statement</b> on p. 14.
Disclosure 2-18	Evaluation of the performance of the highest governance body	Corporate Governance on p. 80 and <b>2024 Proxy Statement</b> on pp. 11–12.
Disclosure 2-19	Remuneration policies	Corporate Governance on p. 80 and <b>2024 Proxy Statement</b> on pp. 17–18 and 45–56.
Disclosure 2-20	Process to determine remuneration	Corporate Governance on p. 80 and <b>2024 Proxy Statement</b> on pp. 17–18, 29, and 45–56.



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GRI Disclosure	Topic	2023 Report Location / Narrative Response
Disclosure 2-21	Annual total compensation ratio	Corporate Governance on p. 80 and <a href="#">2024 Proxy Statement</a> on pp. 79–81.
Disclosure 2-22	Statement on sustainable development strategy	Message from Our CEO on p. 4.
Disclosure 2-23	Policy commitments	Business Integrity on p. 84.
Disclosure 2-24	Embedding policy commitments	Policy Commitments on p. 91.
Disclosure 2-25	Processes to remediate negative impacts	Reporting Concerns & Anti-Retaliation Policy on p. 89.
Disclosure 2-26	Mechanisms for seeking advice and raising concerns	Reporting Concerns & Anti-Retaliation Policy on p. 89 and <a href="#">Worldwide Code of Business Conduct</a> on p. 6.
Disclosure 2-27	Compliance with laws and regulations	Business Integrity on p. 84. Any instances that meet our threshold of significance are reported in our <a href="#">2023 Form 10-K</a> on p. 35.
Disclosure 2-28	Membership associations	Membership, Associations & Partnerships on p. 100.
Disclosure 2-29	Approach to stakeholder engagement	Stakeholder Communication & Engagement on p. 15.
Disclosure 2-30	Collective bargaining agreements	7.34% (+/- .5%) of Juniper employees are covered by collective bargaining agreements.
<b>GRI 3: Material Topics</b>		
Disclosure 3-1	Process to determine material topics	Materiality on pp. 13–14 and Materiality Assessment Process on p. 103.
Disclosure 3-2	List of material topics	Materiality on pp. 13–14 and Material Topic Boundaries on p. 101. No changes to list of material topics since the previous reporting period.
<b>GRI 201: Economic Performance 2016</b>		
Disclosure 3-3	Topic management disclosure	<a href="#">2023 Form 10-K</a> on p. 69.
Disclosure 201-1	Direct economic value generated and distributed	<a href="#">2023 Form 10-K</a> on pp. 66–71.
Disclosure 201-2	Financial implications and other risks and opportunities due to climate change	<a href="#">2023 Form 10-K</a> , Item 1A.



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GRI Disclosure	Topic	2023 Report Location / Narrative Response
Disclosure 201-3	Defined benefit plan obligations and other retirement plans	<a href="#">2023 Form 10-K</a> on p. 100.
Disclosure 201-4	Financial assistance received from government	We received no financial assistance from government in 2023.
<b>GRI 205: Anti-Corruption 2016</b>		
Disclosure 3-3	Topic management disclosure	Business Integrity on p. 84 , <a href="#">Worldwide Code of Business Conduct</a> on pp. 8–9, and our <a href="#">Anti-Corruption Policy</a> .
Disclosure 205-1	Operations assessed for risks related to corruption	Business Integrity on p. 84.
Disclosure 205-2	Communication and training about anti-corruption policies and procedures	In 2023, 100% of Juniper employees and company executives (including members of the Corporate Compliance Committee) were provided the annual Code of Conduct Training, which includes references to relevant corporate policies, including the anti-corruption policy. 100% (2,822) of new Business Partners in FY23 were provided with the Business Partner Code of Conduct.
Disclosure 205-3	Confirmed incidents of corruption and actions taken	There have been no confirmed incidents of bribery.
<b>GRI 206: Anti-Competitive Behavior 2016</b>		
Disclosure 3-3	Topic management disclosure	Business Integrity on p. 84.
Disclosure 206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	In 2023, there were no legal actions against Juniper regarding anti-competitive behavior.
<b>GRI 207: Tax 2019</b>		
Disclosure 3-3	Topic management disclosure	Please see our <a href="#">Global Tax Strategy</a> .
Disclosure 207-1	Approach to tax	Business Integrity on p. 84 and our <a href="#">Global Tax Strategy</a> .
Disclosure 207-2	Tax governance, control, and risk management	Business Integrity on p. 84.
Disclosure 207-3	Stakeholder engagement and management of concerns related to tax	Business Integrity on p. 84.
Disclosure 207-4	Country-by-country reporting	Not disclosed.



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GRI Disclosure	Topic	2023 Report Location / Narrative Response
<b>GRI 301: Materials 2016</b>		
Disclosure 3-3	Topic management disclosure	We're working with our Environmental Product Design team to collect full material disclosures, including the presence of critical materials.
Disclosure 301-1	Materials used by weight or volume	We are omitting this disclosure in 2023. We are working to ensure data accuracy in order to enable disclosure in the future.
Disclosure 301-2	Recycled input materials used	We are omitting this disclosure in 2023. We are working to ensure data accuracy in order to enable disclosure in the future.
Disclosure 301-3	Reclaimed products and their packaging materials	We are omitting this disclosure in 2023. We are working to ensure data accuracy in order to enable disclosure in the future.
<b>GRI 302: Energy 2016</b>		
Disclosure 3-3	Topic management disclosure	Energy Management on p. 24.
Disclosure 302-1	Energy consumption within the organization	Energy Management on p. 24.
Disclosure 302-2	Energy consumption outside of the organization	We currently only track energy consumption related to Scope 1 and 2 emissions.
Disclosure 302-3	Energy intensity	<b>2022:</b> 289,033 MWh / \$5,301,000,000 unit total revenue = 0.000055 <b>2023:</b> 279,661 / \$5,565,000,000 unit total revenue = 0.000051 We currently only track energy consumption related to Scope 1 and 2 emissions.
Disclosure 302-4	Reduction of energy consumption	Data to calculate energy use reduction is not tracked at this level of detail.
Disclosure 302-5	Reductions in energy requirements of products and services	Data to calculate energy requirement reductions is not tracked at this level of detail.
<b>GRI 303: Water and Effluents</b>		
Disclosure 3-3	Topic management disclosure	Water & Wastewater Management on pp. 26–27.



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GRI Disclosure	Topic	2023 Report Location / Narrative Response
Disclosure 303-1	Interactions with water as a shared resource	Water & Wastewater Management on pp. 26–27.
Disclosure 303-2	Management of water discharge-related impacts	Water discharges from 100% of sites under Juniper operational control are to the local, utility-operated sanitary system. There are no additional water treatment standards beyond local regulatory requirements.
Disclosure 303-3	Water withdrawal	Water Performance on p. 27.  Due to a lack of data, we did not include a breakdown of total water withdrawal or withdrawal from areas with water stress.
Disclosure 303-4	Water discharge	Water Performance on p. 27.  Due to a lack of data, we did not include a breakdown of total water discharge, discharge to areas with water stress, or priority substances of concern for which discharges are treated.
Disclosure 303-5	Water consumption	Water & Wastewater Management on p. 26.  Change in water storage has not been identified as having a significant water-related impact. Total water consumption from all areas with water stress could not be disclosed due to a lack of data.

**GRI 305: Emissions 2016**

Disclosure 3-3	Topic management disclosure	Juniper’s Environmental Sustainability Strategy on p. 19.
Disclosure 305-1	Direct (Scope 1) GHG emissions	Juniper’s GHG Emissions on p. 20.
Disclosure 305-2	Energy indirect (Scope 2) GHG emissions	Juniper’s GHG Emissions on p. 20.
Disclosure 305-3	Other indirect (Scope 3) GHG emissions	Juniper’s GHG Emissions on p. 20.  Scope 3 emissions were calculated using a hybrid methodology. Direct emissions data was provided by our largest contract manufacturers and original design manufacturers. The rest of our Scope 3 Category 1: Purchased goods and services emissions were calculated using the spend-based methodology.
Disclosure 305-4	GHG emissions intensity	Scope 1 and Scope 2 emissions intensity: <b>2022:</b> 106,014 tCO <sub>2</sub> e / \$5,301,000,000 unit total revenue = 0.000020 <b>2023:</b> 115,715 tCO <sub>2</sub> e / \$5,565,000,000 unit total revenue = 0.000021  Scope 3 emissions intensity: <b>2022:</b> 1,655,960 tCO <sub>2</sub> e / \$5,301,000,000 unit total revenue = 0.000312 <b>2023:</b> 1,802,112 tCO <sub>2</sub> e / \$5,565,000,000 unit total revenue = 0.000323



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GRI Disclosure	Topic	2023 Report Location / Narrative Response
Disclosure 305-5	Reduction of GHG emissions	Reducing Emissions Across Our Value Chain on p. 21 and Reducing GHG Emissions on p. 23.
Disclosure 305-6	Emissions of ozone-depleting substances (ODS)	Juniper does not produce, import, or export ODSs. We do use and track certain ODS refrigerants (e.g. R22) in chiller equipment with potential for refrigerant losses. In 2023, losses were substantially under 1 MT CFC-11E.
Disclosure 305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	We are omitting this disclosure in 2023. We are working to ensure data accuracy in order to enable disclosure in the future.
<b>GRI 306: Waste 2020</b>		
Disclosure 3-3	Topic management disclosure	Waste Reduction & Recycling on p. 28.
Disclosure 306-1	Waste generation and significant waste-related impacts	We are omitting this disclosure in 2023, as we are working to ensure data accuracy. We expect to disclose this information in future reporting.
Disclosure 306-2	Management of significant waste-related impacts	We are omitting this disclosure in 2023, as we are working to ensure data accuracy. We expect to disclose this information in future reporting.
Disclosure 306-3	Waste generated	2023 Waste Generation on p. 28.
Disclosure 306-4	Waste diverted from disposal	2023 Waste Generation on p. 28.
Disclosure 306-5	Waste directed to disposal	2023 Waste Generation on p. 28.
<b>GRI 308: Supplier Environmental Assessment 2016</b>		
Disclosure 3-3	Topic management disclosure	Supply Chain Management on p. 92.
Disclosure 308-1	New suppliers that were screened using environmental criteria	100% of new component or contract manufacturing suppliers were assessed for environmental criteria by our internal tool and by our third-party risk service during 2023.
Disclosure 308-2	Negative environmental impacts in the supply chain and actions taken	243 suppliers were assessed for environmental impacts. None were identified as having significant actual and potential negative environmental impacts.
<b>GRI 401: Employment 2016</b>		
Disclosure 3-3	Topic management disclosure	Renewed Investment in Employee Lifecycle Programs on p. 40.
Disclosure 401-1	New employee hires and employee turnover	Building the Next Generation of Tech Talent on p. 43.



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GRI Disclosure	Topic	2023 Report Location / Narrative Response
Disclosure 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Benefits, Balance & Support on p. 49.
Disclosure 401-3	Parental leave	Parental Leave Return-to-Work and Retention Rates on p. 51.
<b>GRI 403: Occupational Health and Safety 2018</b>		
Disclosure 3-3	Topic management disclosure	Environmental, Health, Safety & Security (EHSS) on p. 67.
Disclosure 403-1	Occupational health and safety management system	Environmental, Health, Safety & Security (EHSS) on p. 67.
Disclosure 403-2	Hazard identification, risk assessment, and incident investigation	Environmental, Health, Safety & Security (EHSS) on p. 67.
Disclosure 403-3	Occupational health services	Environmental, Health, Safety & Security (EHSS) on p. 67.
Disclosure 403-4	Worker participation, consultation, and communication on occupational health and safety	Environmental, Health, Safety & Security (EHSS) on p. 67.
Disclosure 403-5	Worker training on occupational health and safety	Environmental, Health, Safety & Security (EHSS) on p. 67.
Disclosure 403-6	Promotion of worker health	Environmental, Health, Safety & Security (EHSS) on p. 67.
Disclosure 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Environmental, Health, Safety & Security (EHSS) on p. 67.
Disclosure 403-8	Workers covered by an occupational health and safety management system	100%
Disclosure 403-9	Work-related injuries	Work-Related Injuries on p. 68.
Disclosure 403-10	Work-related ill health	In 2023, Juniper had two recorded work-related illnesses.
<b>GRI 404: Training and Education 2016</b>		
Disclosure 3-3	Topic management disclosure	Training & Development on p. 46.
Disclosure 404-1	Average hours of training per year per employee	In 2023, average hours of training per employee was 18.2.



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GRI Disclosure	Topic	2023 Report Location / Narrative Response
Disclosure 404-2	Programs for upgrading employee skills and transition assistance programs	Training & Development on p. 46.
Disclosure 404-3	Percentage of employees receiving regular performance and career development reviews	Juniper Networks conducts “Conversation Days” twice per year. See Investment in Employee Development on p. 47.
<b>GRI 405: Diversity and Equal Opportunity 2016</b>		
Disclosure 3-3	Topic management disclosure	Inclusion & Diversity at Juniper on p. 52.
Disclosure 405-1	Diversity of governance bodies and employees	Inclusion & Diversity at Juniper on p. 52.
Disclosure 405-2	Ratio of basic salary and remuneration of women to men	Juniper conducts pay equity analysis on an annual basis. This information is not publicly available at this time.
<b>GRI 406: Non-Discrimination 2016</b>		
Disclosure 3-3	Topic management disclosure	Cultivating Inclusion & Diversity, Every Day on p. 53.
Disclosure 406-1	Incidents of discrimination and corrective actions taken	Due to confidentiality, Juniper does not report details regarding specific incidents of discrimination during the reporting period.
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>		
Disclosure 3-3	Topic management disclosure	Supply Chain Management on p. 92.
Disclosure 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Supply Chain Management on p. 92 and our <a href="#">Modern Slavery Statement</a> .
<b>GRI 408: Child Labor 2016</b>		
Disclosure 3-3	Topic management disclosure	Supply Chain Management on p. 92.
Disclosure 408-1	Operations and suppliers at significant risk for incidents of child labor	None of our 42 active suppliers on the RBA platform are at significant risk for incidents of child labor or young workers exposed to hazardous work.



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GRI Disclosure	Topic	2023 Report Location / Narrative Response
<b>GRI 409: Forced or Compulsory Labor 2016</b>		
Disclosure 3-3	Topic management disclosure	Supply Chain Management on p. 92.
Disclosure 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	We have no reported incidents of forced labor, however we are aware there are risks. Some of the risks we flag in our supply chain include: working hours above allowable levels, inappropriate worker fees, and holding of worker identity documents. These are all remediated when found.
<b>GRI 413: Local Communities 2016</b>		
Disclosure 3-3	Topic management disclosure	Community Engagement & Social Impact on p. 59.
Disclosure 413-1	Operations with local community engagement, impact assessments, and development programs	Two of our nine large operational sites participate in social impacts assessments.
<b>GRI 414: Supplier Social Assessment 2016</b>		
Disclosure 3-3	Topic management disclosure	Supply Chain Management on p. 92.
Disclosure 414-1	New suppliers that were screened using social criteria	100% of new component or contract manufacturing suppliers were assessed for social criteria by our internal tool and by our third-party risk service during 2023.
Disclosure 414-2	Negative social impacts in the supply chain and actions taken	In 2023, 58 suppliers were assessed and none were found to have significant negative social impacts.
<b>GRI 415: Public Policy 2016</b>		
Disclosure 3-3	Topic management disclosure	Business Integrity on p. 84.
Disclosure 415-1	Political contributions	We did not make any political contributions in the reporting period.



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GRI Disclosure	Topic	2023 Report Location / Narrative Response
<b>GRI 416: Customer Health and Safety 2016</b>		
Disclosure 3-3	Topic management disclosure	The health and safety impacts of Juniper products are assessed during the certification and manufacturing/production lifecycle phases. Juniper is committed to providing products that undergo EMC safety testing for all markets in which we sell. Juniper provides assurance materials in its products and packaging that conform with the EU Waste Directive and the RoHS and REACH product environmental health regulations.
Disclosure 416-1	Assessment of the health and safety impacts of product and service categories	100% of hardware product categories comply with electromagnetic compatibility, safety, radio, telecom, and other applicable regulatory requirements around the world.  99.96% of categories are evaluated for RoHS/REACH/California Prop 65 and TSCA (toxic/harmful materials). This is due to a single SKU that is not sold into the EU market.
Disclosure 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	In 2023, there were no incidents reported on health and safety grounds to our compliance hotline.
<b>GRI 417: Marketing and Labeling 2016</b>		
Disclosure 3-3	Topic management disclosure	Juniper provides the information our customers need through marketing and labeling. We ensure proper labeling of all products in accordance with applicable laws.
Disclosure 417-1	Requirements for product and service information and labeling	Juniper's Process Engineering Department issues specifications establishing prerequisites and processes for associated information and labeling of products. Juniper designs, manufactures, and tests our products to be fully compliant with environmental material requirements. Juniper's prerequisites for the CE Label include carrying out EMC safety testing of all product types we ship.
Disclosure 417-2	Incidents of non-compliance concerning product and service information and labeling	We did not register any incidents during the reporting period.



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**SASB Hardware 2018**

**TC-HW 230 – Product Security**

TC-HW-230a.1	Description of approach to identifying and addressing data security risks in products	Product Security on p. 72.
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**TC-HW 330 – Employee Diversity & Inclusion**

TC-HW-330a.1	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) technical employees and (d) all other employees	Content disclosed as part of GRI 405-1. Refer to GRI Index for additional information.
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**TC-HW 410 – Product Lifecycle Management**

TC-HW-410a.1	Percentage of products by revenue that contain IEC 62474 declarable substances	94%
TC-HW-410a.2	Percentage of eligible products, by revenue, meeting the requirements for EPEAT registration or equivalent	0%
TC-HW-410a.3	Percentage of eligible products, by revenue, certified to an energy efficiency certification	0%
TC-HW-410a.4	Weight of end-of-life products and e-waste recovered, percentage recycled	We recovered 462 tons of e-waste. Percentage recycled is not estimated due to incomplete data.

**SASB Hardware 2018**

**TC-HW 430 – Supply Chain Management**

TC-HW-430a.1	Percentage of Tier 1 supplier facilities audited in the RBA Validated Audit Process (VAP) or equivalent, by (a) all facilities and (b) high-risk facilities	36% of Tier 1 supplier facilities were audited.
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TC-HW-430a.2	Tier 1 suppliers' (1) non-conformance rate with the RBA Validated Audit Process (VAP) or equivalent, and (2) associated corrective action rate for (a) priority non-conformances and (b) other non-conformances	Vetting & Monitoring Suppliers on p. 96.
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**TC-HW 440 – Materials Sourcing**

TC-HW-440a.1	Description of the management of risks associated with the use of critical materials	Juniper is committed to minimizing potentially harmful substances used in product development and manufacturing processes. It's an ongoing effort to design products with quality, environmental friendliness, design for recyclability, and responsible sourcing in mind, and to select materials in compliance with the latest regulatory requirements around the globe, such as RoHS, REACH, TSCA, WEEE, California Prop 65, PFAs, and POPs. We're working with our Environmental Product Design team to collect full material disclosures, including the presence of critical materials.
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# TCFD Disclosures

## Governance: Board Oversight of Climate-Related Risks & Opportunities

Our Board exercises oversight of climate matters through the Audit Committee, Nominating and Corporate Governance Committee, and the full Board as matters affect strategy, budget, and business unit planning. The Audit Committee oversees our ESG and climate-related risk management as part of its risk oversight duties. This includes how effectively programs are mitigating climate risk, and whether our ESG disclosures substantiate what is sought and follow necessary controls and procedures. The Nominating and Corporate Governance Committee is responsible for oversight of ESG and climate change programs, including policies and practices and disclosures we elect to follow.

Members of the Legal Department routinely provide ESG knowledge development training to the Board. The Board receives an annual review of CSR activities, which includes an in-person update on climate risk management. The Board receives a quarterly scorecard on progress toward carbon reduction goals, and the Audit Committee routinely considers financial matters related to reaching Juniper's climate goals.

In the past year, the Board or its Committees have received briefings from staff on the creation of the Climate Risk Subcommittee under the ERM structure, the findings from decarbonization audits completed of Juniper sites, and further negotiations to participate in a virtual power purchase agreement and other major energy sourcing considerations. The Board also approved the science-based targets submitted for approval to SBTi.

## Governance: Management's Role in Assessing & Managing Climate-Related Risks and Opportunities

Juniper has multiple levels of management involved in assessing and managing climate-related risks. Management's role in assessing climate opportunities is not limited to the formal oversight structure, as management also uses the strategy review process to identify where opportunities exist and on what timetable. In mid-2023, Juniper began a cross-functional Product Sustainability Experience Forum to better address the risk factor of "missed market opportunity" if we do not adequately meet customer demand for energy efficient and circular products. In early 2024, Juniper executive staff approved a reorientation of our near-term climate objective from carbon neutrality to GHG emissions reduction across our value chain aligning with SBTi targets, to better ensure our carbon reduction projects align with science-supported objectives.



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# Climate Risk Management Oversight Structure

## Board of Directors

**Purpose:** Oversee Juniper's management of climate-related risk as part of ERM and consider those risks when guiding Juniper's strategy.

## Executive Committee

**Purpose:** Decide if climate-related risks are material and should be disclosed, and how to factor into company strategy and outlook. Provide accountability and resources to address climate-related risks. Keep Board updated.

## ERM Committee

**Purpose:** Oversee development and implementation of plans for managing and mitigating climate-related risks, and help to ensure that climate-related risk factors impacting other enterprise-level risks are incorporated in mitigation. Inform EC and educate Board.

### TOP ENTERPRISE RISKS



## Climate Risk Subcommittee

**Purpose:** Identify, evaluate and recommend climate-related risk factors that should be tracked, that may be included among Juniper's enterprise-level risks, or that could be material to business or financial statements. Implement management and mitigation.

### CLIMATE RISK FACTORS CAN IMPACT ENTERPRISE RISKS



## Environmental Sustainability Committee

**Purpose:** Drive environmental improvement in operations and exchange information with Climate Risk Subcommittee so projects align with top climate-related risks.



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## Strategy: Identified Climate-Related Risks & Opportunities

Juniper continues to interpret which climate-related issues (what we call climate-related risk factors) are potentially material to the company or its outlook. We use the planning horizons at right for purposes of assets and infrastructure and climate impact:

In our prior-year TCFD disclosures, Juniper identified 20 climate risk factors as possibly impacting the company. We have consolidated these into four encompassing risk factors to more effectively manage within our ERM framework (see table below).

③	Physical	<b>Heat/drought</b> frequency or severity affects availability of power or water for suppliers	①	Transition	<b>Carbon offsets/RECs</b> unable to be used due to cost/scarcity
③	Physical	<b>Tropical storm</b> frequency or severity affects production, distribution, or operations in value chain	① ④	Transition	<b>Site energy efficiency upgrades</b> needed for regulations/cost savings affect value chain
③	Physical	<b>Monsoon season severity</b> affects production, distribution, or operations in value chain	③	Physical	<b>Severe weather events</b> broadly disrupt IT network traffic
③	Physical	<b>Fire/smoke</b> from wildfires affects Juniper's operations and customer support	③ ④	Physical	<b>Blackouts/brownouts</b> affect Juniper's operations and customer support
②	Opportunity	<b>Product energy efficiency</b> requirements posed by customers	④	Transition	<b>Higher fossil fuel costs</b> affect parts of value chain slow to adopt clean energy
④	Transition	<b>Site and cloud hosting selection</b> for Juniper and value chain impact carbon emissions	①	Transition	<b>Effectiveness of emissions reduction</b> given changing offset/REC landscape and financial forecast
④	Opportunity	<b>Site consolidation</b> reduces energy footprint through optimization/virtualization	②	Opportunity	<b>Regulations and incentives</b> for energy-efficient products in the networking space
① ②	Transition	<b>Climate laws and regulations</b> that exist or emerge must be costed for and incorporated	②	Transition	<b>Customer requirements for energy efficiency</b> including third-party certifications
①	Transition	<b>Climate goals/metrics/reporting</b> not viewed as available/complete, effective, or aligned with laws	③ ④	Physical	<b>Sea-level rise</b> causes flooding threat to parts of value chain
①	Transition	<b>Poor climate data</b> from value chain actors affects accuracy of reporting	① ②	Transition	<b>Product hardware/software</b> must support energy-efficient applications and be climate resilient
			①		Juniper does not meet decarbonization goals
			②		Juniper misses market opportunities
			③		Extreme weather impacts Juniper or partner locations
			④		Juniper site/location decisions do not adequately factor climate change



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The process for interpreting if these risk factors are material involves:

- 1.** Identifying and collecting climate-related risk factors through input from members of the Climate Risk Subcommittee and their departments, items identified through a third-party risk identification tool, items identified by our insurance provider, and examinations of whether illustrative examples apply to Juniper. These are analyzed in consultation with Appendix 1 of TCFD's *Implementing the Recommendations of the Task Force on Climate-related Financial Disclosures* (2021); Figure E1, Table E2, and Figure A2-5 of TCFD's *Guidance on Scenario Analysis for Non-Financial Companies* (2022); and the Digital Futures Society's *Risks and Opportunities of Emerging Tech in the Climate Decade* (2020).
- 2.** Interpreting links to financials through Appendix 1 of TCFD's *Implementing the Recommendations of the Task Force on Climate-related Financial Disclosures* (2021) and Appendix 3 of *CDP Technical Note on Scenario Analysis* (2023).
- 3.** Closely analyzing the risk factors against financial line items with relevant company subject-matter experts to better understand the likelihood of financial impact using our stated time horizons.
- 4.** Leveraging our existing ERM definitions and guidelines to assess whether such climate-related risk factors are low, medium, medium-high, or high risk against the Committee of Sponsoring Organizations of the Treadway Commission (COSO) Framework categories of strategic impact, operational impact, financial impact, and compliance impact.



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## Strategy: Impact of Climate-Related Risks & Opportunities on Business, Strategy, and Financial Planning

Although Juniper has not yet identified any material climate-related risks, we have integrated climate considerations into our corporate strategy. Juniper committed to SBTi in 2023, meaning we are committed to measuring our progress using best-available science and achieving third-party assurance. In early 2024, we submitted near-term emissions reduction and long-term net zero targets to SBTi for approval. And for a second year, Juniper has a company-wide OKR on carbon reduction, where departments with opportunities to reduce Scope 1, 2, and 3 emissions are required to participate and measure progress toward key results.

Juniper has continued to analyze potential climate-related risks and opportunities relating to our core business and products. Several pieces of market research on sustainability were completed or updated in the past year, including pieces looking at the total available market of sustainable products and applications for new energy efficiency features. In addition to an engineer-led, cross-functional forum advancing energy efficiency of our products, Juniper began a cross-functional sustainability claims workgroup to account for regulation and marketplace concerns over greenwashing. All environmental or climate-related product claims have supporting evidence reviewed before publishing externally. We view this as mitigating risk surrounding decarbonization goals and market opportunities.

Climate-related risks continued to inform our financial planning in 2023. Decarbonization audits at major Juniper sites have led to investments in thousands of LED lighting upgrades. We've committed budgetary resources toward the 180 MW Millers Branch Phase II power project, helping to bring new renewable generation online. And from a product perspective, we updated our market requirements document to ensure our hardware introduces software that observes power use throughout the functions of our equipment and reduces power load when functions do not need it. These updates take time and money, but they should contribute to lower energy and emissions from the use of our products by customers.



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## Strategy: Resilience of Our Strategy Given Climate Scenarios

Juniper chose to examine 1.5°C warming by 2030 because it is understood that this scenario is possible or likely. We selected 2030 because it better connects with corporate planning timelines than dates further out, and because there is data available for 2030 that helps produce economic, environmental, social/political, and technological assumptions that company staff can more easily analyze. This scenario also seems most in line with business-as-usual assumptions over the near term, which helps focus attention on what happens if no greater emphasis is placed on climate mitigation than is planned today. As a basis, Juniper used the IPCC Representative Concentration Pathways of 4.5 and 6.0, as elements of both of those form the business-as-usual scenario. Juniper used energy data from the IEA's World Energy Model and Global Energy and Climate Model, using current policies/business-as-usual scenario selection. For economic, socio-economic, and political conditions during the period leading to 2030, we consulted documents such as the World Economic Forum's Global Risks Report (18th Edition).

Juniper evaluated whether our strategy could be affected and if any strategic imperatives would need to be changed. We did not identify any strategic changes that needed to be made, but we learned our near-term climate commitments are at risk if we do not generate more carbon reduction efforts in view of expected energy demand.

A workgroup now tracks emissions reduction progress and associated projects with as much current emissions evidence as possible. We no longer wait for partners and vendors to report emissions publicly. Last year we indicated our market analysis and strategic planning had already prioritized products that are energy efficient. We built upon that by analyzing the total available market for sustainable networking products, surveyed customers to understand which segments prioritize most, and analyzed the potential lost business if we didn't further adapt to meet changing customer sustainability demands. The completed scenario analysis supports Juniper's understanding that climate impact will be a key buying criterion for our customers going forward. Juniper's product portfolio strategy will continue to emphasize energy efficiency.



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## Risk Management: Organizational Processes for Identifying & Assessing Climate-Related Risks

The Climate Risk Subcommittee of our ERM Committee catalogs each risk factor, documents how it was identified, notes its location, scores it according to the COSO framework, prioritizes it as appropriate, and mitigates it as needed. Members of the Climate Risk Subcommittee collect risk factors from company departments as a bottom-up means of identifying climate-related risk factors, separately review climate-related risk factors identified by third-party materials (e.g., TCFD guidance), and validate if they apply to Juniper. Regulatory requirements, including in certain cases proposed regulations, as well as voluntary guidance (like that produced by TCFD) are used as tools for risk factor identification and assessment. These requirements and guidance materials provide examples of climate-related risks that could affect Juniper’s financial statements and provide rationales for why the financial statements could be affected by those climate-related risks.

During the last year, Juniper determined that existing and coming regulations related to greenwashing necessitate certain of our risk factors to incorporate those concerns. As a result, we began a process for reviewing environmental claims to determine accuracy and conformance with those regulations.

We establish the relative significance of climate-related risks by scoring them using the same definitions and guidelines used for other ERM risk factors: financial impact, strategic impact, operational impact, and compliance impact. Key departments represented in the Climate Risk Subcommittee to identify and assess risk and implement mitigation include:

- Product
- EHS
- Legal
- Supply Chain
- ERM
- Finance
- Insurance
- Strategy
- Ops/Real Estate
- Tech/Engineering



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## Risk Management: Organizational Process for Managing Climate-Related Risks & Integrating Climate-Related Risks into ERM

Decisions on whether to mitigate, transfer, accept, or control climate-related risks are made by the ERM Committee, or escalated to the Executive Committee if material. In each case, the Climate Risk Subcommittee will have assessed the risk factor and offered a recommendation.

Risk factors are kept in a repository that is reviewed each quarter. Risk factors receiving mitigation are referred to the platform capturing company OKRs, so department, team, and individual efforts that contribute to mitigation are captured. If material, the risk factor is referred to a financial controls platform that enables Juniper to disclose against the risk as we would other financial risks. Recipients of the outputs of the Climate Risk Subcommittee include:

- ERM Action Planning Teams
- CSR Team
- SEC Financial Reporting Team
- Financial Planning Team
- Strategy Team

## Metrics & Targets: Metrics Used to Assess Climate-Related Risks and Opportunities in Line with Strategy and Risk Management Process

1. Price of offsets/credits in relevant markets
2. Wholesale electricity price in concerned markets
3. Percentages of Juniper energy derived from renewable and fossil fuel sources
4. New customer requirements for energy-efficient products
5. Absolute Scope 1, 2, and 3 emissions reduced by Juniper
6. Amount of Scope 3 emissions reduction expected by customers
7. Raw material costs in energy-intensive sectors in supply chain
8. Environmental ratings of Juniper from widely used ESG investor tools
9. Frequency and severity of weather events in concerned markets and logistic pathways
10. Cost and availability of carbon-saving logistics modes
11. Insurance costs associated with assets and locations
12. Business interruption costs and loss expectancy as estimated by insurer
13. Juniper product energy efficiency gains at the silicon/circuitry level
14. Juniper product energy efficiency gains at the full system level
15. Energy efficiency ratio scores of new Juniper products
16. Percent of Juniper services migrated or started with cloud hosting
17. Price of carbon (external cost of GHG emissions borne by public)

## Metrics & Targets: Disclose Scope 1, 2, and 3 GHG Emissions and Related Risks

Please see Scope 1, 2, and 3 emissions estimates on page 20 of this report.



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## Metrics & Targets: Targets Used to Manage Climate-Related Risks and Opportunities and Performance Against Targets

The following are our primary metrics and targets to help ensure we are managing climate-related risks and opportunities, and through which we measure our own performance:

Metric or Target	Performance
Reduce Scope 1 and 2 emissions 42% by 2030 (2022 baseline)	Projects advancing but combined Scope 1 and 2 emissions have yet to decrease. See pp. 20–25 of this report.
Reduce Scope 3 emissions 25% by 2030 (2022 baseline)	Projects advancing but Scope 3 emissions have yet to decrease. See pp. 20-25 of this report.
Increase percent of energy contributing to Scope 1 or 2 GHG emissions obtained from renewable sources	Renewable energy contribution increased from 28% in 2022 to 31% in 2023.
Increase use of Product Carbon Footprint Calculator tool year over year	Use of calculator stayed relatively constant between 2023 and 2024, with around 200 uses per month.
Percent improvement in power efficiency by hardware product family	Between 2020 and 2024, for common ordered products and the corresponding upgrade products in each product family, we achieved the following power efficiency improvements (watts/Gbps): EX 64%, MX 66%, PTX 84%, ACX 43%, QFX 38%.
Mitigate of all climate risk factors that rise above medium risk within our ERM’s COSO framework	Four top climate risk factors meet threshold and have mitigation steps documented in company OKRs.
Maintain placement in top 25% (or equivalent) in environmental scores of major ESG ratings	CDP A-, MSCI AA, S&P CSA 85th percentile, Ecovadis 82nd percentile, Sustainalytics Low Risk.
Maintain zero disruptions to business continuity and customer services and support	We tracked up to 9 weather/climate-related events generating some form of outage in 2023, none of which disrupted delivery of our business, including customer service and support.
Reduce in insurer climate risk score through implementing climate risk mitigation recommendations	Five climate risk recommendations were addressed and closed during the reporting period.



CSR AT JUNIPER

JUNIPER CSR STRATEGY

BUILD GLOBAL RESILIENCE

ENABLE THE WORKFORCE  
OF THE FUTURE

ENHANCE TRUST  
& GOVERNANCE

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