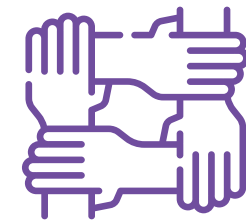


Our People

Continued to promote an inclusive, diverse culture through our hiring practices, engagement programs, and Employee Resource Groups (ERGs)



Provided opportunities for all Akamai employees to learn, grow, and advance their careers



Increased representation of women overall, in technical, non-technical, manager and VP+ roles



92% of U.S. open roles received at least one applicant from a demographic group that is underrepresented in the tech sector



Helped employees take care of themselves and their families through our award-winning health and wellbeing benefits



Inclusion, Diversity, and Engagement (ID&E)

ID&E at Akamai

At Akamai, inclusion means treating one another with respect and dignity. Inclusivity means we value and celebrate diversity while providing opportunities for all individuals to grow and flourish. We believe diversity means bringing together our unique skills, talents, and backgrounds to solve some of the world's toughest challenges. We seek to build better processes that mitigate bias and promote inclusion, in turn creating opportunities for all to participate.

Inclusion and diversity go hand in hand with workforce engagement. Research shows that inclusive and diverse teams are more creative, more resilient, and better at tackling complex tasks. We believe that inclusion and diversity, paired with strong engagement programs, allow us to deliver a world-class experience to our customers, our investors, our vendors, and each other.

Policies, Systems, and Procedures

By empowering global teams to review the employee and customer experience through a diversity lens, we continue to work to make the Akamai experience even more inclusive. At both the organizational and team level we consistently audit and review our practices, systems, and policies, and implement changes where applicable.

For example, we evaluate all job descriptions against inclusion criteria, resulting in a more equitable application process. In 2023, we also added a field to our internal directory platform that allows employees to insert phonetic pronunciation and/or videos of how to say their name. This is in addition to the existing option of providing one's preferred name and pronouns – a field already in use by 18% of our employee population. Employees can also select their gender as non-binary within Akamai IT tools, allowing them to express themselves within the workplace. These actions are part of Akamai's ongoing efforts to create a more inclusive and diverse workplace in alignment with our values of respect, openness, and inclusivity.



Connection

With the introduction of [FlexBase](#), our global flexible workplace strategy, we empower employees, source a broad range of talent, and diversify our global footprint. At the same time, working remotely presents unique workforce challenges. One of those challenges is how best to ensure our thousands of global employees stay connected.

To proactively reinforce connection, Akamai has developed a novel approach. We view it as a multi-faceted experience that includes connection to the company, one's job, one's manager, and one's peers. To measure connection at the team and company level, we include targeted questions in our quarterly employee engagement survey, Pulse, and use results to inform areas of reinforcement and places of opportunity. We also use our extensive existing resources, such as our company Intranet, Aloha, our employee engagement site, Spark, our Employee Resource Groups (ERGs), and numerous training and development tools to help employees stay connected.

Akamai is also partnering with the [NeuroLeadership Institute](#) – a leader in science-based skill development – to build content and a new Connection Assessment. This assessment will allow users to answer a brief collection of questions and use those insights to identify what connections are most valuable to them, while pointing toward resources that can be useful for increasing their connection, such as joining an ERG, discussing role clarity with their manager, or finding a mentor through Akamai's mentor program, just to name a few examples. This will further embed connection as a core competency and differentiator for how we attract, retain, and develop our employees, and maintain a world-class culture.



Cultural Buddy Program

Recognizing the need to support and engage new hires as they transitioned to Akamai, our Polish team created a Cultural Buddy Program. This program strives to improve the new hire experience and reinforce company culture by assigning each new employee group a buddy that is available in the office and remotely to answer questions, listen to concerns, share experiences, and more. It also allows buddy volunteers to develop valuable leadership and mentoring skills while contributing to new hire development.



Diverse Recruitment and Inclusive Hiring

Inclusive Hiring

Inclusive hiring practices are critical for attracting top talent and creating a positive candidate experience. To simplify our process, a cross functional team of individuals from Human Resources, Talent Acquisition, and ID&E, created a written guide to serve as a central resource for hiring managers. The guide provides inclusive interviewing best practices, including activities prior to interviewing, interviewing, and post-interview. Some tips include leveraging behavioral interviewing techniques, allowing candidates to provide their pronouns to create a safe and welcoming interview environment, and providing transparent and timely feedback.

Diverse Interview Panels

To build a diverse workforce, we believe we must also create diverse hiring panels. In 2023, 67% of all interview panels included at least one female interviewer – a modest improvement over 2022. In the U.S. in 2023, 64% of our interview panels for open positions included at least one interviewer from a racial or ethnic group that is underrepresented in the tech sector. Though this was a 10% decrease from 2022, it represents adjustments in our calculation methodology, reflecting only filled positions, instead of filled, open, and closed positions.

92%

of Akamai's open positions in the U.S. received at least one applicant from a demographic group that is underrepresented in the tech sector in 2023, a slight increase from 2022.



Emerging Talent

[Emerging Talent at Akamai](#) encompasses all student programs, including internships, co-op contracts, recent graduate opportunities, and non-traditional hiring programs. These programs help us build a robust, diverse pipeline of future Akamai leaders. In 2023, we hired 105 interns and co-ops across four countries, including six interns in Brazil – Akamai’s first class of interns in that country. Eight recent graduates were hired into two rotational programs in the U.S., and 21 trainees were hired into a six-month training program in India.

In addition to Talent Acquisition collaborations, our ID&E office collaborates with Akamai’s Employee Resource Groups to partner with organizations that drive minority representation and awareness in the workplace. As part of this collaboration, in 2023, Akamai supported [Human Rights Campaign](#) dinners in California, Washington DC, and also sponsored the [LGBTQ Legal Advocates and Defenders’](#) Annual Spirit of Justice Award Dinner in Boston.



Partnerships

Throughout 2023, our Emerging Talent team engaged in partnerships that allowed us to continue our diversity and inclusion journey. One of these key partnerships was with [SkillBridge](#), which enables military service members to gain valuable professional experience through industry training, apprenticeships, or internships at civilian organizations during their last 180 days of service. As a result of this partnership, two SkillBridge apprentices joined Akamai in 2023.

We also continued our partnership with [NPower](#), a training and internship placement program in the U.S. providing opportunities for military veterans and underrepresented minorities in technology. Our first three NPower interns joined us in 2023. Similarly, we hired four U.S. interns through the [Hopeworks](#) training and internship placement program, which connects underrepresented students in technology with professional opportunities.

Last year, our Talent Acquisition team collaborated with ID&E to establish a partnership with [iRelaunch](#) supporting people returning to work after a career break. We also launched our internal ReVive program, active in the U.S. and India, which aims to facilitate systemic pathways for professionals with technical backgrounds who are looking to return to work after a break.

In EMEA, we participated in the [“Mamriot” program](#) that promotes equal opportunities for women in the high-tech industry. The Israel office hosted a group of high school girls to discuss tech career opportunities and pathways.

Through our partnership with [Women in Technology](#), we hosted global events to upskill women in our industry. In Poland, Akamai hosted an employee panel on effective management of remote teams.

In Costa Rica, employees took part in a [CyberSec](#) Cluster Summit and networking event, as well as the CyberSec Cluster Challenge. Employees also hosted workshops and sessions on cybersecurity, women in technology, and engaging high school students in the technology sector.



ID&E Training and Learning

Akamai Technical Academy

Originally developed in 2015, the [Akamai Technical Academy](#) (ATA) relaunched in June 2023 as an online certificate program. By shifting to an online model, courses now reach far more people around the world, and with fewer barriers to access. We also partnered with organizations to offer program scholarships, eliminating the financial barrier to entry for some participants.

Through the ATA we offer two self-paced certificate programs: Network Engineering and Customer Consulting & Support. These courses are designed by Akamai to train people worldwide in the foundational skills needed for entry-level IT jobs, as well as build a talent pipeline for entry-level Akamai roles. In the first six months, more than 3,700 learners have enrolled in at least one of the programs, with 33 certificate completions and a 4.94 out of 5 rating.

Akamai's Women's Leadership Programs

Our internal Employee Programs exemplify the “One Akamai” spirit of collaboration, support, and engagement. Our two flagship women's leadership programs – Stand Tall, held in India; and LeaderShe, held in Poland – help women leaders learn how to overcome obstacles and build leadership skills.

Since their inception, over 150 women have graduated from our women's leadership programs.



Diversity Metrics

We are dedicated to making Akamai an increasingly diverse and inclusive workplace. One way we demonstrate our commitment to diversity is by measuring and transparently reporting employee diversity metrics.

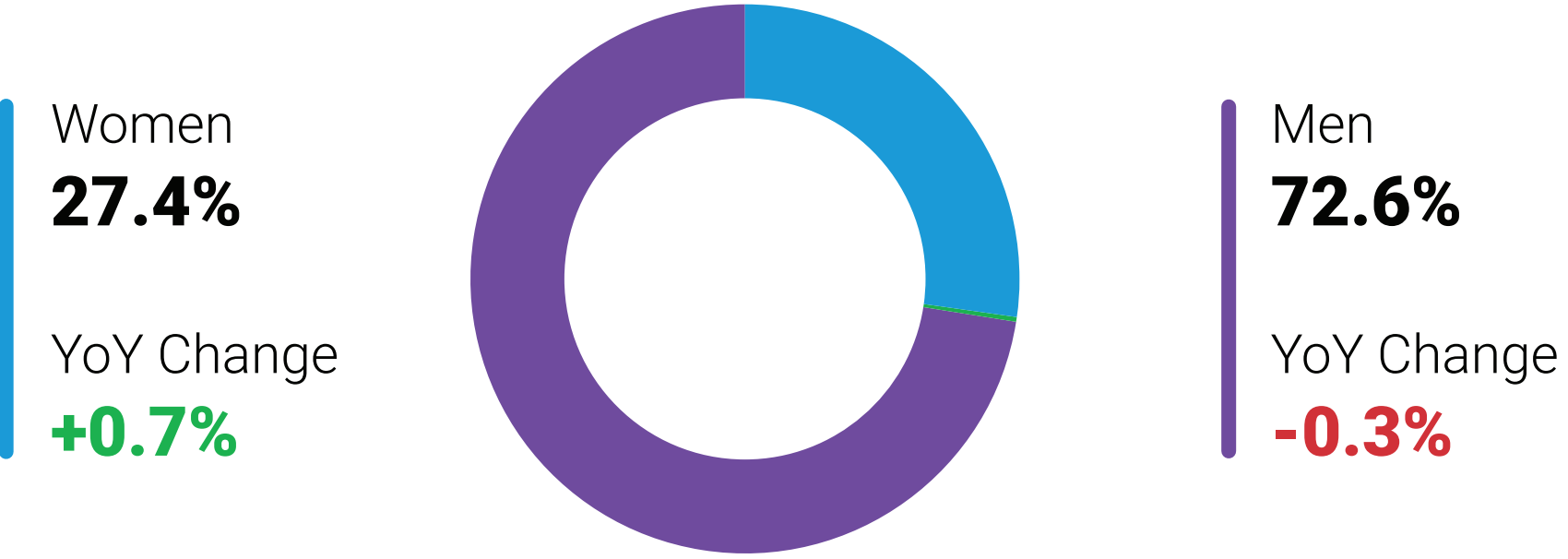
In analyzing our workforce diversity metrics, there is a key distinction between technical and non-technical roles. Technical roles designate jobs directly linked to delivering our technological services, such as Developer, Network Designer, and Solution Engineer. Non-technical roles are jobs that contribute to the overall management and operations of Akamai as a business, for example, Account Executives, Marketing, Finance, Human Resources, and Legal. Year over year percentage point changes for all categories are noted in green or red text.



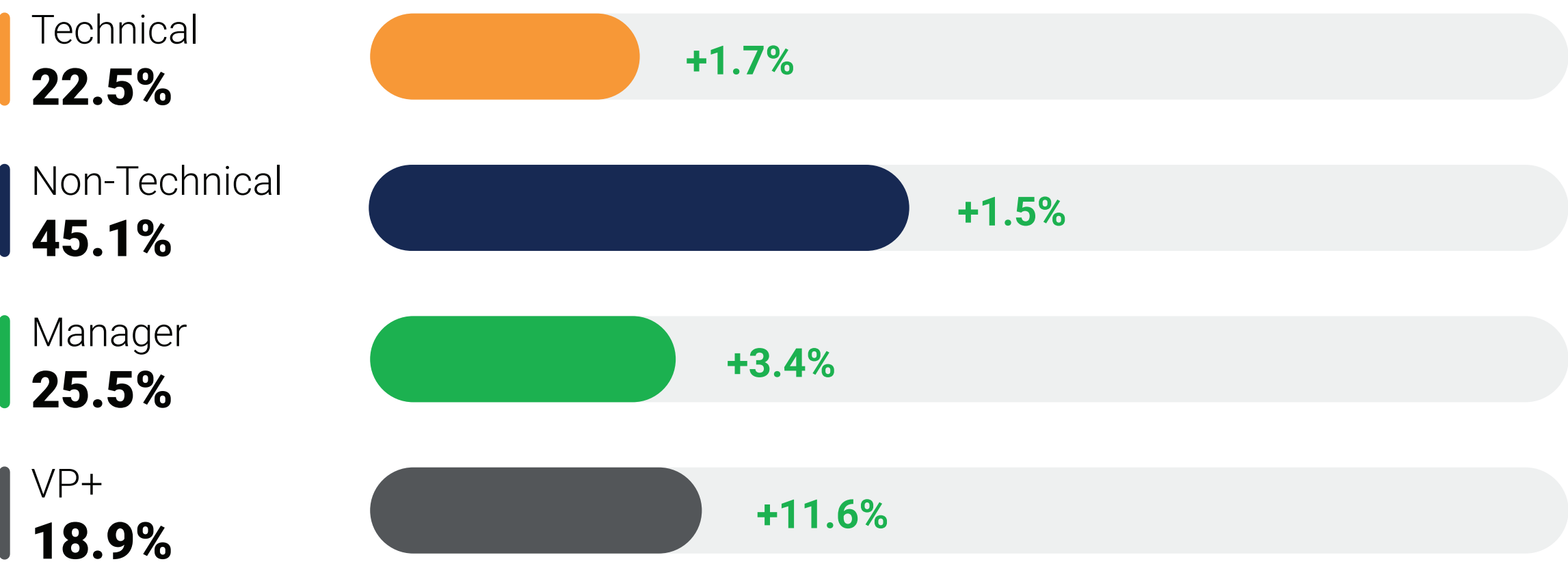
Gender

In 2023, our representation of women increased among all groups.

The global percentage of nonbinary employees is 0.1%. Because of the statistically small population size, we have not specified the number of nonbinary employees by division or geography. Our goal is always to preserve confidentiality and anonymity in our reporting.



% of Women in Different Roles



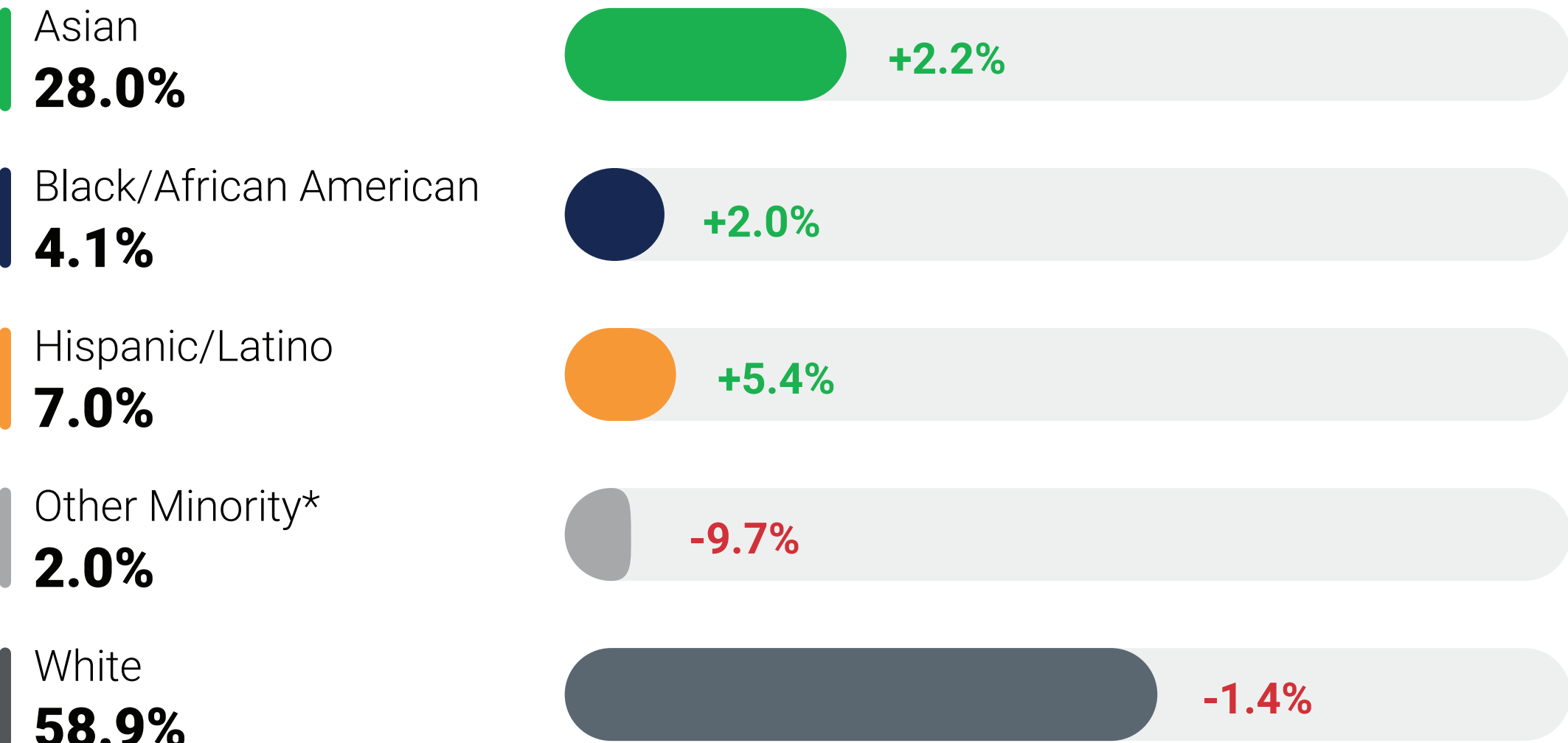
Racial and Ethnic Diversity



When compared to end of year 2022, the overall minority representation increased in the U.S. among all groups other than representation of “other minority” individuals.

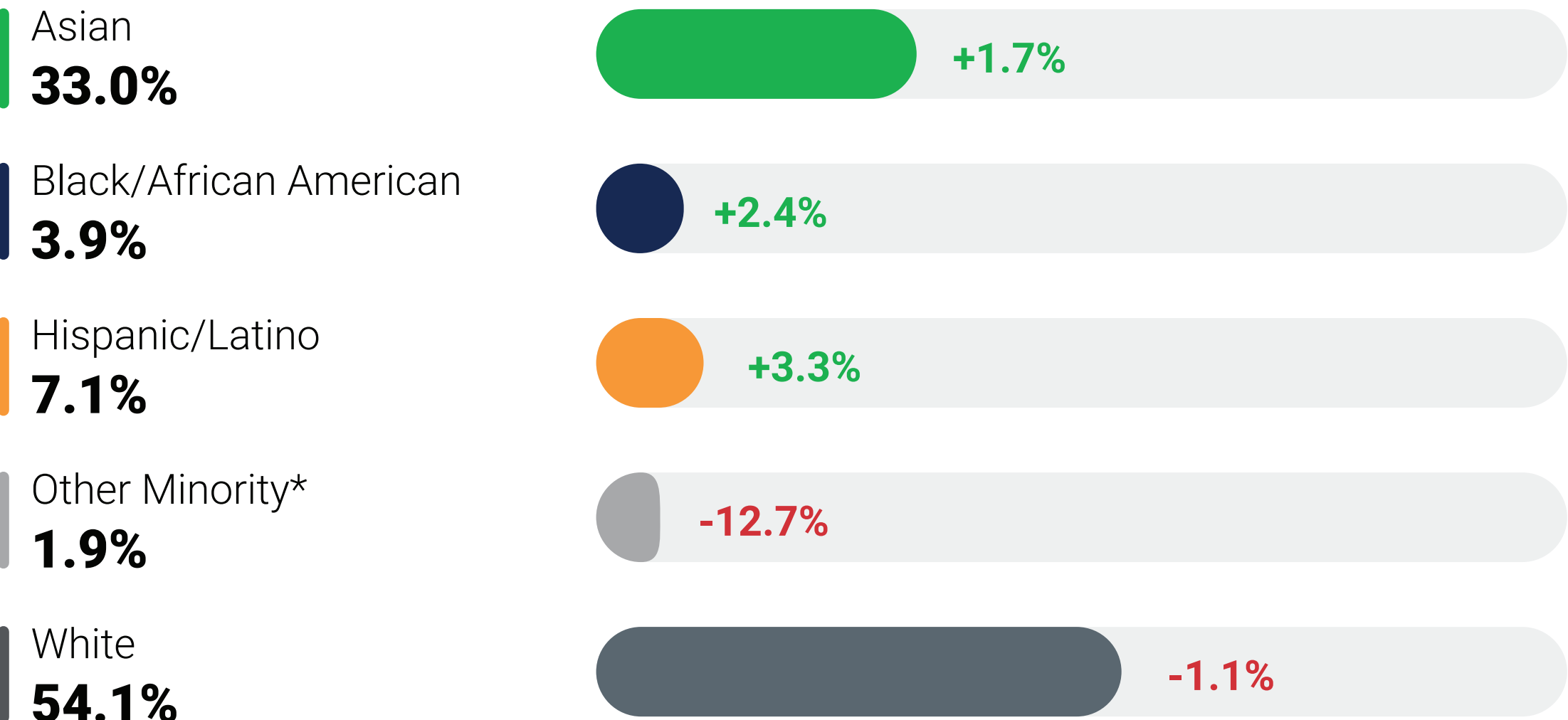
For non-technical roles within the U.S., all minority representation increased by year over year percentage.

Race/Ethnicity (U.S.)

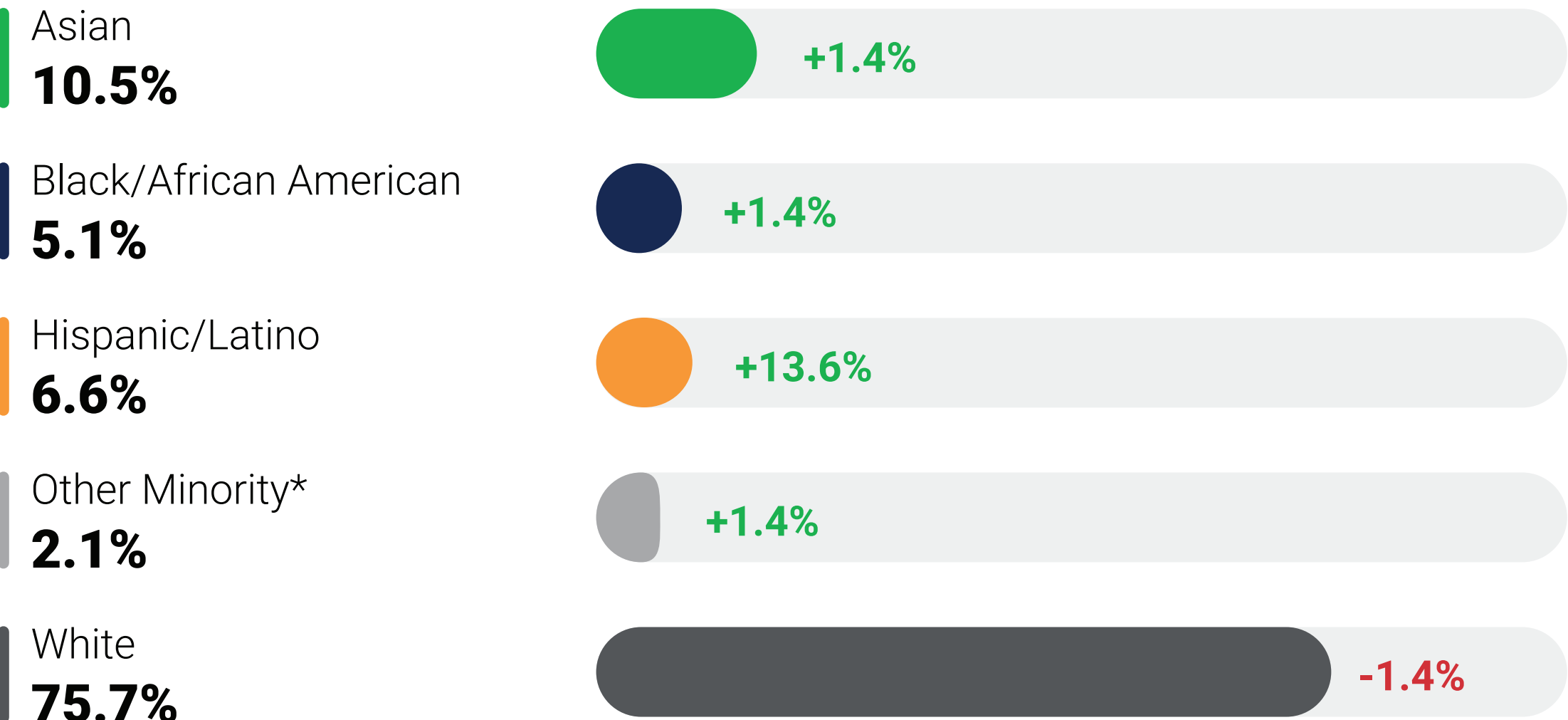


*Other Minority includes American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander and Two or More Races.

Race/Ethnicity (U.S.) Technical

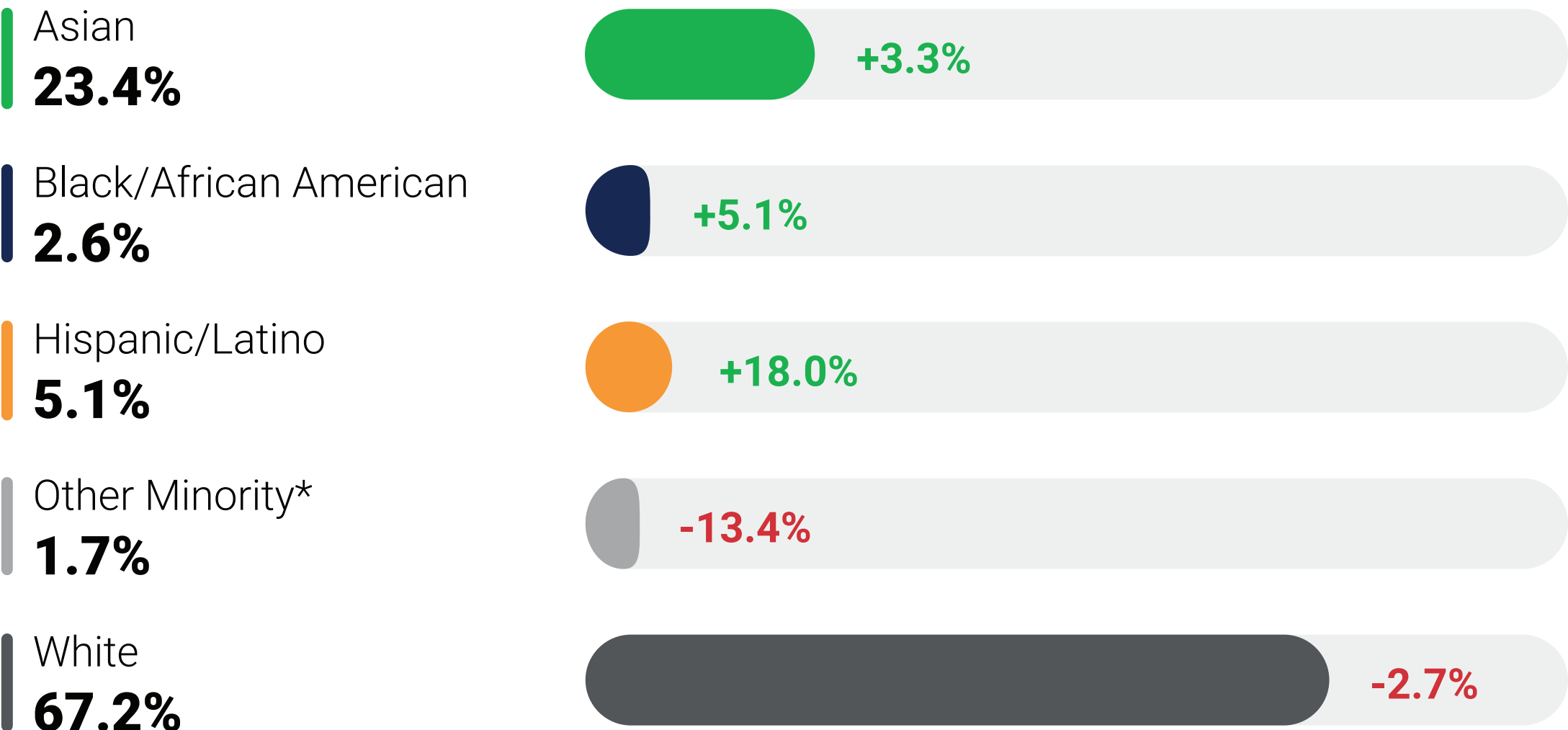


Race/Ethnicity (U.S.) Non Technical

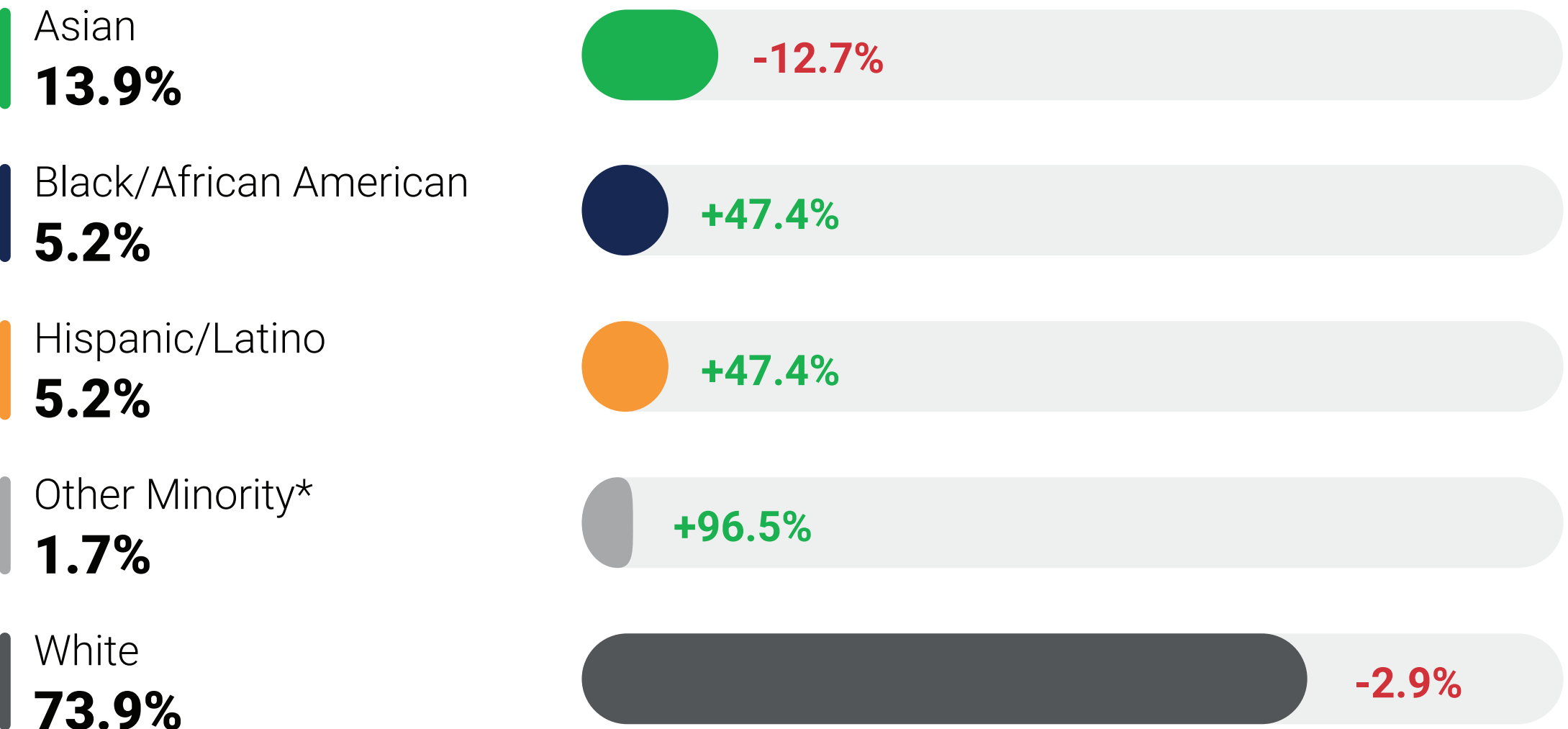


Racial and Ethnic Diversity (Continued)

Race/Ethnicity (U.S.) Manager



Race/Ethnicity (U.S.) VP+



*Other Minority includes American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander and Two or More Races.

New Hires and Attrition

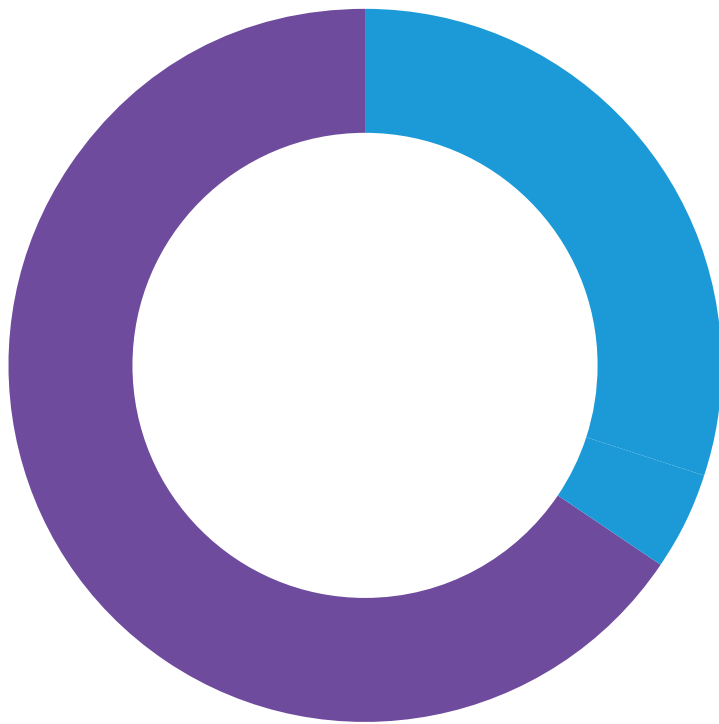
In 2023, the total percentage of new hires who are women (including and excluding employees who joined Akamai as the result of a merger or acquisition (M&A)) increased year over year.

The total volume of women hired outpaced the total volume of women leaving Akamai.



New Hires (U.S.) Including M&A

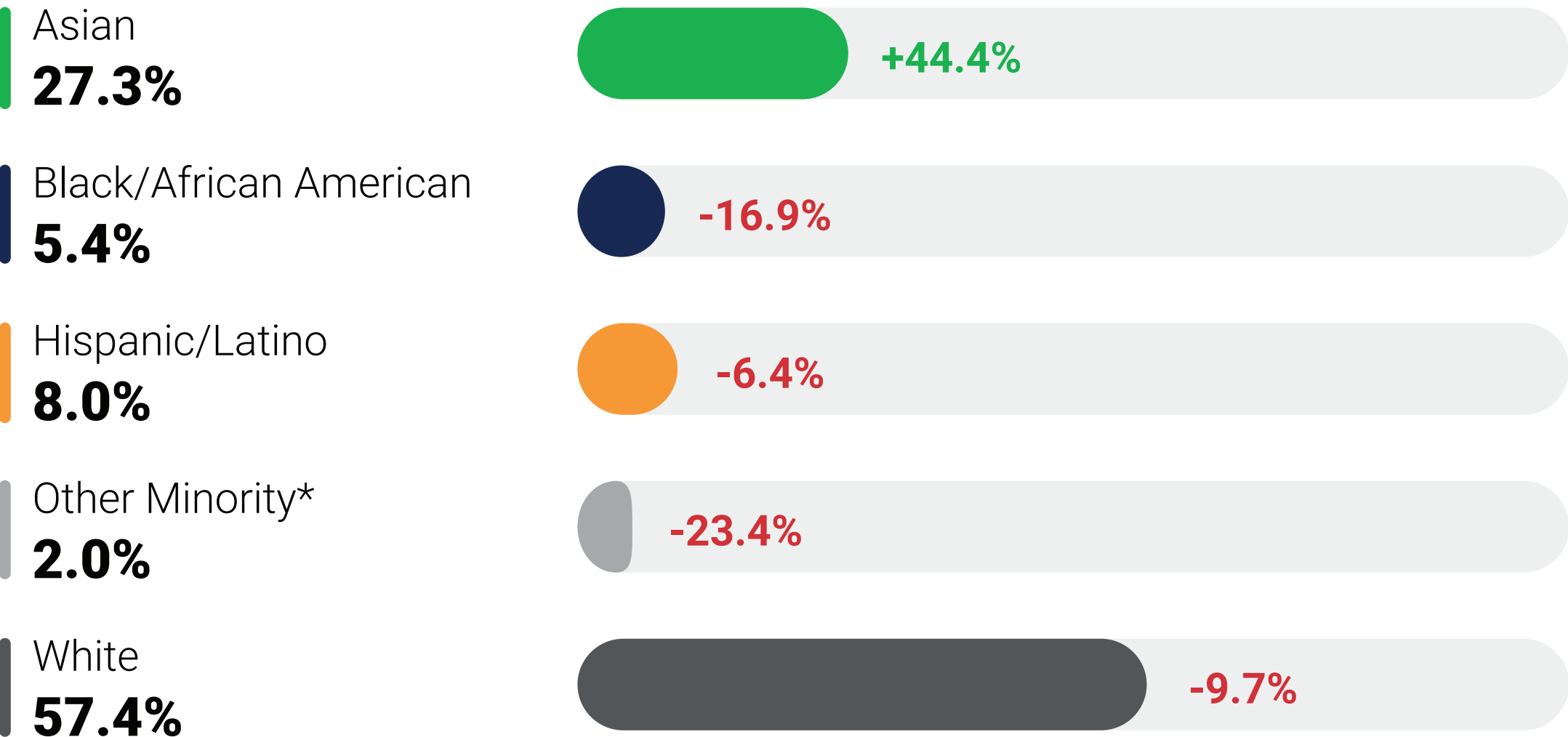
Women	Men
29.2%	70.8%
YoY Change	YoY Change
+6.1%	-2.3%



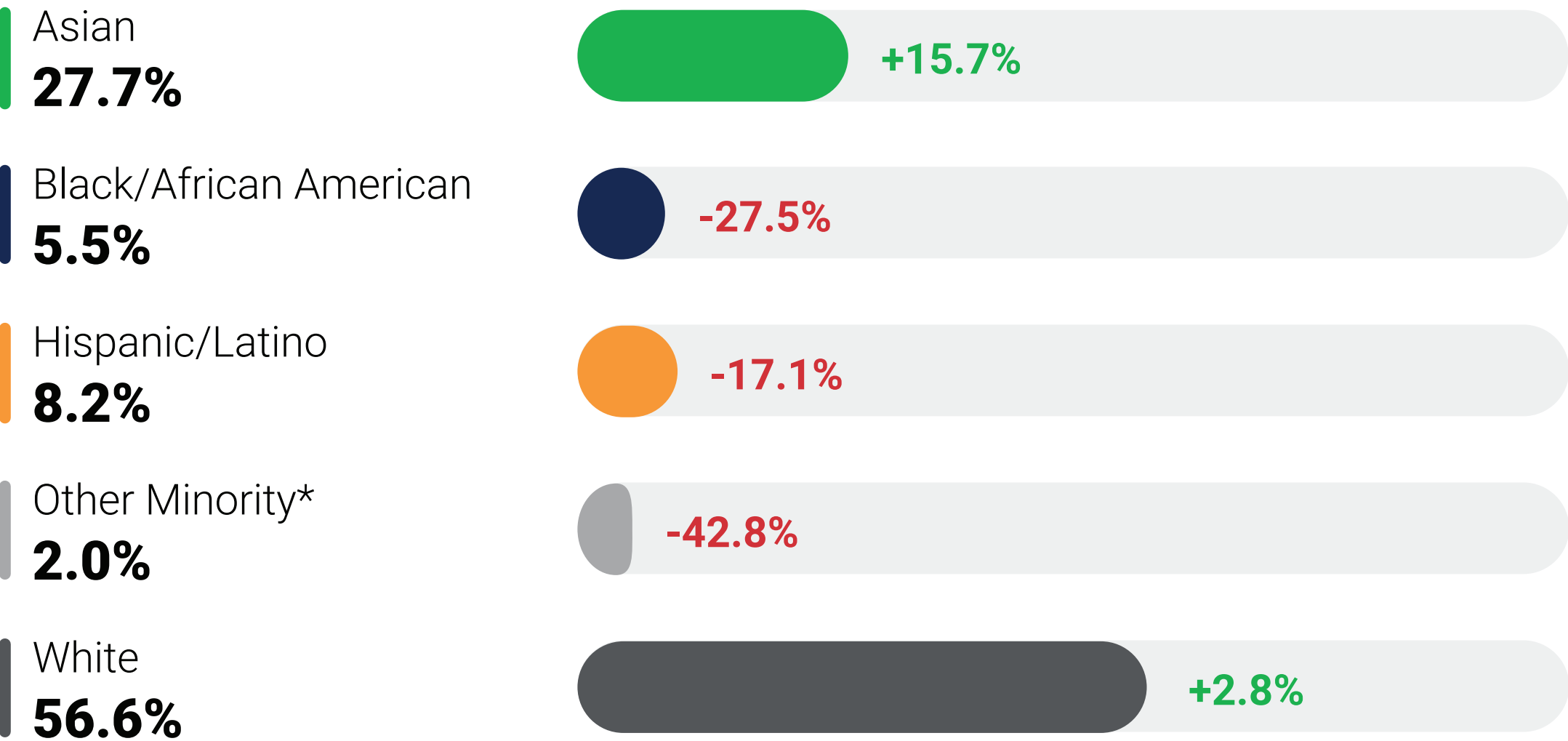
New Hires (U.S.) Excluding M&A

Women	Men
30.0%	70.0%
YoY Change	YoY Change
+4.5%	-1.8%

New Hires (U.S.) Including M&A



New Hires (U.S.) Excluding M&A

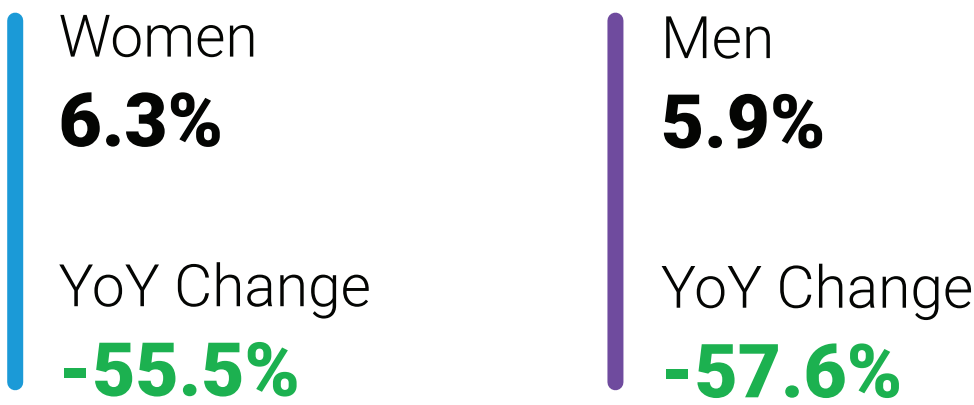


*Other Minority includes American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, and Two or More Races.

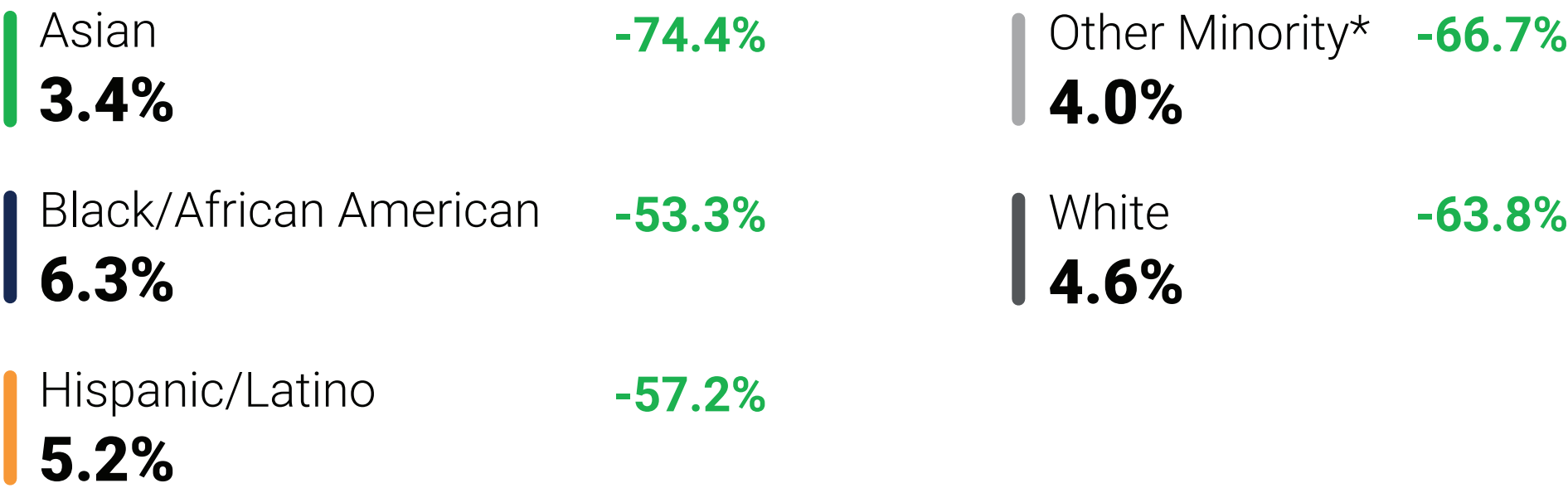
New Hires and Attrition (Continued)

All of our attrition rates decreased significantly year over year.

Attrition Rate: Global**



Attrition Rate: U.S.**



Data is an aggregate of reports from various Akamai internal systems. Data was pulled periodically throughout 2023 and provided by Akamai’s internal People Analytics team. Akamai is a GDPR compliant company.

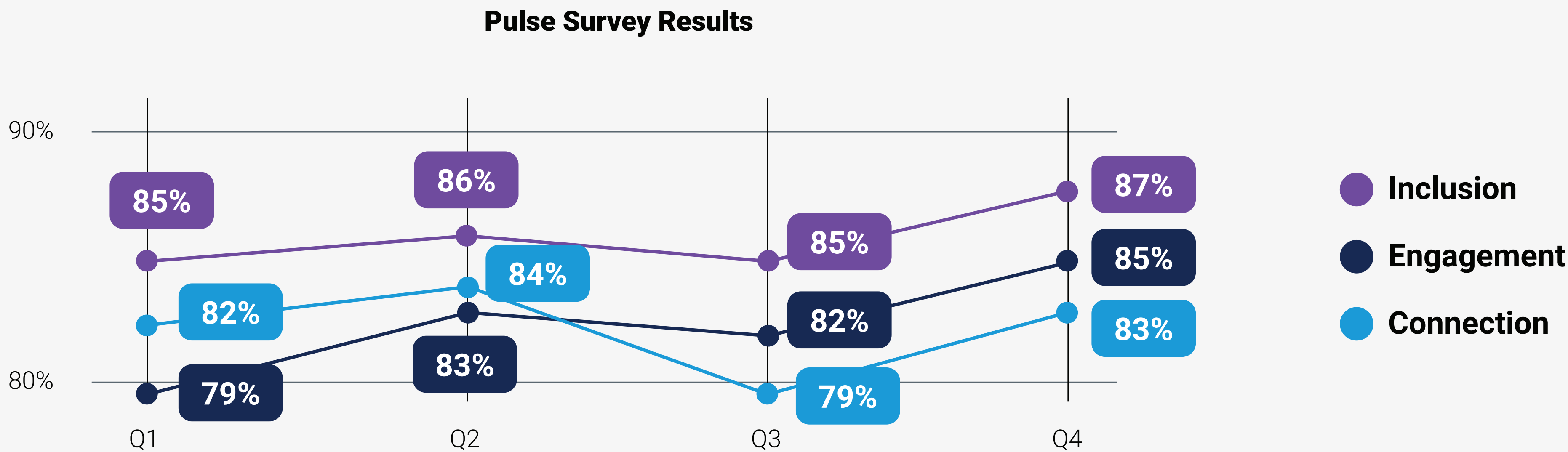
**Excludes the impact of any reduction in force.

*Other Minority includes American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander and Two or More Races.

ID&E Employee Sentiment Data

Engagement and Inclusion are two of the 11 dimensions that we pay particularly close attention to in Pulse, our quarterly engagement surveys. Engagement consists of four statements, including ‘I am very confident in the future success of Akamai’ and ‘I feel energized by my job.’ Engagement and Inclusion scores performed well this year and consistently outperform the industry benchmarks provided by our survey vendor.

This year, we added an additional ‘Connection’ dimension to track and measure how connected our employees feel to Akamai, to their colleagues, and to their roles. This dimension consists of 14 statements including ‘If I were offered a comparable position with similar pay and benefits at another company, I would stay with my company’ and ‘I have positive working relationships with many of my colleagues.’ While ‘Connection’ does not have an industry benchmark, we will use our 2023 scores to inform our data moving forward.



Pay Equity

Pay equity is core to our values at Akamai. We are strongly committed to fostering an inclusive workforce that welcomes diversity and embraces equal pay for equal work. We design our compensation systems to be fair and equitable for all employees, and because this is a human process, it's essential for us to work toward meeting our intended outcomes. Since signing the [White House Equal Pay Pledge](#) in 2016, we have committed to monitoring our pay practices and making adjustments accordingly. Akamai conducts biennial internal pay equity analyses on gender globally, as well as race and gender in the U.S. with the assistance of a nationally recognized outside consultant. We completed our most recent analysis in 2023. In the event that a discrepancy is identified, we take swift action when we deem it advisable to remedy the identified discrepancy.



Employee Resource Groups (ERGs)

Akamai's Employee Resource Groups (ERGs) have more than 2,000 members combined. ERGs aim to create community among employees while developing leaders and members through meaningful programming and engagement opportunities. In addition, they drive business impact by vocalizing member needs, bolstering representation, and encouraging cooperation with other internal and external stakeholders (e.g., NGOs, vendors, partners, etc.).

2023 saw an increase in ERG membership representation numbers especially in Latin America and EMEA due to targeted promotional campaigns and ERG outreach. We will continue to focus on increasing our representation numbers and participation, particularly in regions outside of the U.S.

ERG Programs and Events

ERGs collaborate internally and externally to create meaningful educational programs and events. Notably, the number of events held in 2023 was almost double the number held in 2022. These programs and events included:

A Memorial Day event organized by the Military Veterans ERG

Partnerships with external organizations like Lyra to promote mental wellbeing

Volunteer opportunities with Goodera, including one event with our In Reach disability advocacy ERG where employees recorded audiobooks for children with visual impairments

In 2023, we launched an ERG Candidate Connect pilot program. New hire candidates in the U.S. have the opportunity to request a conversation with an ERG leader in the final stage of their interview process as an opportunity to discuss Akamai's culture, our approach to employee engagement, and our perspective on representation.





Celebrates and honors Asian and Pacific Islander heritage, promoting a safe and inclusive space.



Unifies South Asian employees, enhancing recruitment, assimilation, and cultural development.



Highlights the diverse and valuable contributions of veterans and military families.



Focuses on employees with physical disabilities and/or mental health conditions, and their allies.



Supports caregivers, nurturing career growth and addressing working parenthood challenges.



Empowers Akamai's racially diverse talent, with ties to Black, Hispanic, and Latinx backgrounds.



Provides support, resources, and a safe space for LGBTQIA+ employees and allies.



Fosters awareness; shares challenges, advice, and education; and advances women's careers.

Employee Feedback and Listening

Each quarter we conduct an engagement survey – called Pulse – to collect anonymous feedback from employees. Pulse gathers insights on the employee experience, as well as opportunities for improvement.

Each survey is sent to roughly half of our global population. Recipients are asked a series of statements, which they evaluate on a five-point favorability scale. Consisting of around 37 questions, these statements are grouped into categories called ‘dimensions’ that give us specific areas of focus and aid in our analysis.

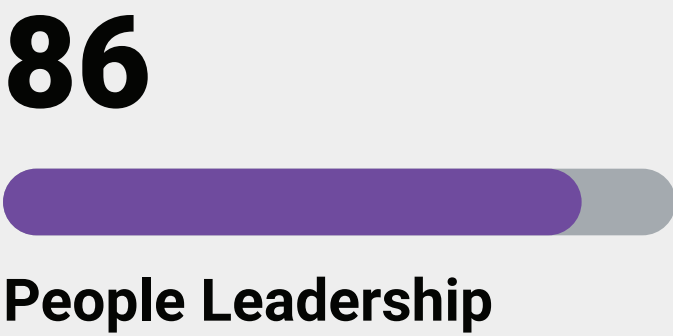
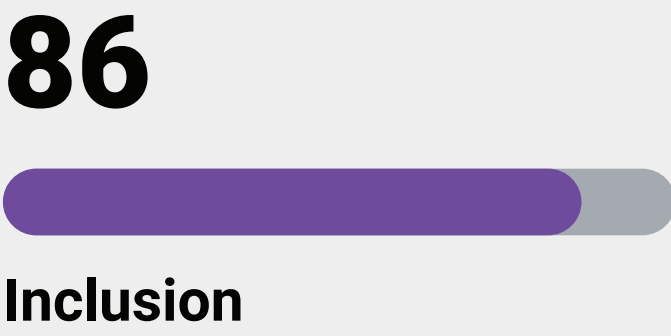
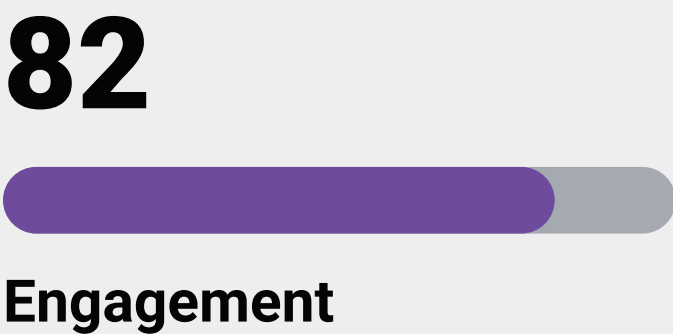
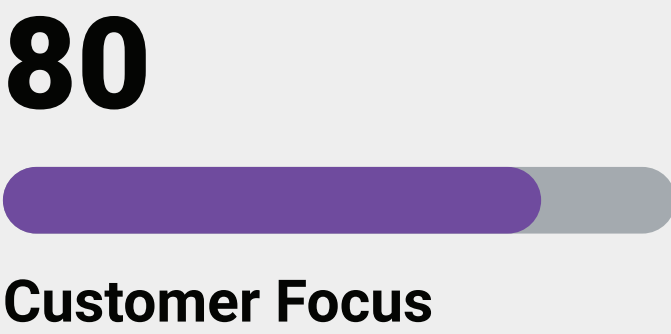
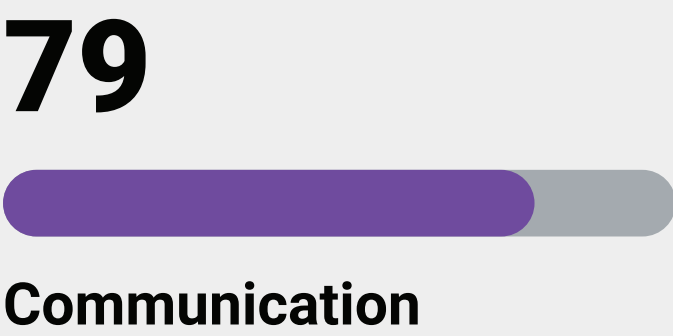
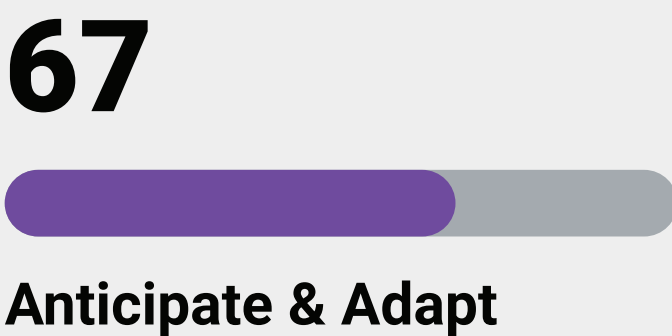
The dimensions we measure and the results of our 2023 Pulse are displayed in the following dashboard.

2023 Pulse Survey Dashboard

Scores are weighted averages of 2023.

33%
Total Response Rate

1,838
Responses



In addition to Pulse, we host quarterly Akamai All Hands meetings to inform our employees and receive feedback. Three sessions of each meeting are hosted to accommodate a variety of time zones for our global employee population. We also host departmental and regional events, including town halls and site leader meetings, to reinforce corporate messages, receive employee feedback, and share updates more tailored to specific functions and locations.

Training and Development

We provide [opportunities for our employees](#) to continue learning and growing throughout their careers at Akamai. Whether honing current skill sets or building new ones, we provide blended learning programs that support soft-skill development, technical learning, cultural awareness, language learning, and much more. Akamai also offers an award-winning Leadership Development experience known as L.E.A.D. (Learn, Engage, Achieve, Drive) that provides people managers with capabilities to lead high-performing and engaged teams. Our People Manager Essentials resource center provides practical tools, guidance and learning strategies focused on recruiting, career development, performance management, recognition, and talent retention.

The Akamai Career Hub, our internal career platform, helps employees identify individualized development pathways and career journeys based on their unique knowledge, skills, and interests. The Career Hub reinforces our belief that career development and internal movement is a foundational way to attract, develop, and retain key talent. Our global mentoring program—integrated into the Career Hub—also allows employees to connect with colleagues to further enhance their career development and build relationships.

Akamai also provides a number of online training opportunities for managers and individual contributors. Employees are encouraged to complete them at their own pace or collaboratively with their teams and peers. Training curriculums include personal development modules on topics such as diversity, inclusion, and belonging, an introduction to ERGs, emotional intelligence, bias, and cultural dimensions. People manager training and development tools include modules related to mentoring and coaching as well as organizational leadership and communication.



Developing our GROW Program

A growth mindset helps create and drive inclusive behaviors that support innovation and engagement. Our GROW program, and specifically having a growth mindset, continues to be an important differentiator for Akamai. Now in its fourth year, we incorporate the GROW habits into our competencies and daily practices through five training modules. In 2024, the growth mindset habits of experimentation, valuing progress, and learning from others will be reinforced across the organization.



80%+

Akamai employees completed each of the five GROW training modules.

Benefits and Wellbeing

Wellbeing

We strive to provide benefits for all aspects of life, including programs that relate to health and wellbeing, as well as finances, family, time at work, and time pursuing other endeavors. Our benefit plan options are designed to meet the individual needs and budget considerations of employees, both today and in the future.

[Akamai Wellness](#) empowers employees to improve their health. We aim to integrate wellness into daily life so that employees can be more productive, feel more fulfilled, and experience healthcare cost savings. Our offerings will vary based on location, but we provide various programs, including:

Five global Wellness Days

Wellness resources, including newsletters, videos, podcasts, and lifestyle programs

Live classes, webinars, and events

Two mental health benefits offering 24/7, easy access to mental health care

Free flu shots

Wellness program discounts

On-site wellness amenities such as fitness centers and wellness rooms

To encourage participation and motivate long-term healthy habits, the Wellness program is linked to Akalades, our internal rewards and recognition program. When employees participate in elements of the Wellness program, they earn special awards that can be used to purchase merchandise, buy gift cards, or donate to charitable organizations.





Benefits and Compensation

We provide competitive global benefits so that our employees can thrive at work while taking care of themselves and their families. We offer a variety of benefits, including healthcare coverage, retirement savings plans with company matching, and more.

Benefit packages vary by location, but include, among other things, healthcare and insurance benefits, health savings and flexible spending accounts, paid time off, family leave, family care resources, flexible work schedules, Wellness Days, adoption and fertility assistance, employee assistance programs, tuition assistance, fitness reimbursements and holistic wellness programs, among others. For more details, please refer to our [benefits overview for our employees in the U.S.](#) as an example.

We are committed to ensuring that all of our employees are paid a living wage, calculated according to local context. We regularly assess whether the compensation paid to our full-time direct employees in each country meet our living wage standard – which means employees receive, at the very minimum, fixed and guaranteed levels of earnings that are above their country's or location's living wage benchmark. In countries where there is no legal minimum wage mandated by the government, we identify a substitute for the legal minimum wage as an initial wage floor or starting level.

Flexible Work Program

Launched in 2022, FlexBase is Akamai's global flexible working program. The name FlexBase captures the spirit of the program empowering employees with workplace flexibility, with each employee designating a primary, or base, work location – either their home or an office. The program gives employees choice and flexibility to work in the way that best suits their individual situations. Over 96% of Akamai's employees have the option to work remotely, and regardless of location, employees are overwhelmingly positive about FlexBase.

Employee Health and Safety

Akamai is dedicated to providing a safe and healthy environment for our employees, sub-contractors, visitors, customers, and members of the public through sound procedures, well-designed and maintained equipment, and facilities and arrangements for their wellbeing.

To this end, we endeavor to keep up-to-date with current professional expertise on health, safety, and environmental matters, review our Health and Safety Policy regularly, and aim to ensure that personnel are competent and adequately trained to meet their responsibilities. We make available consultations with third party consultants on matters that have the potential to affect their health, safety, or wellbeing.

