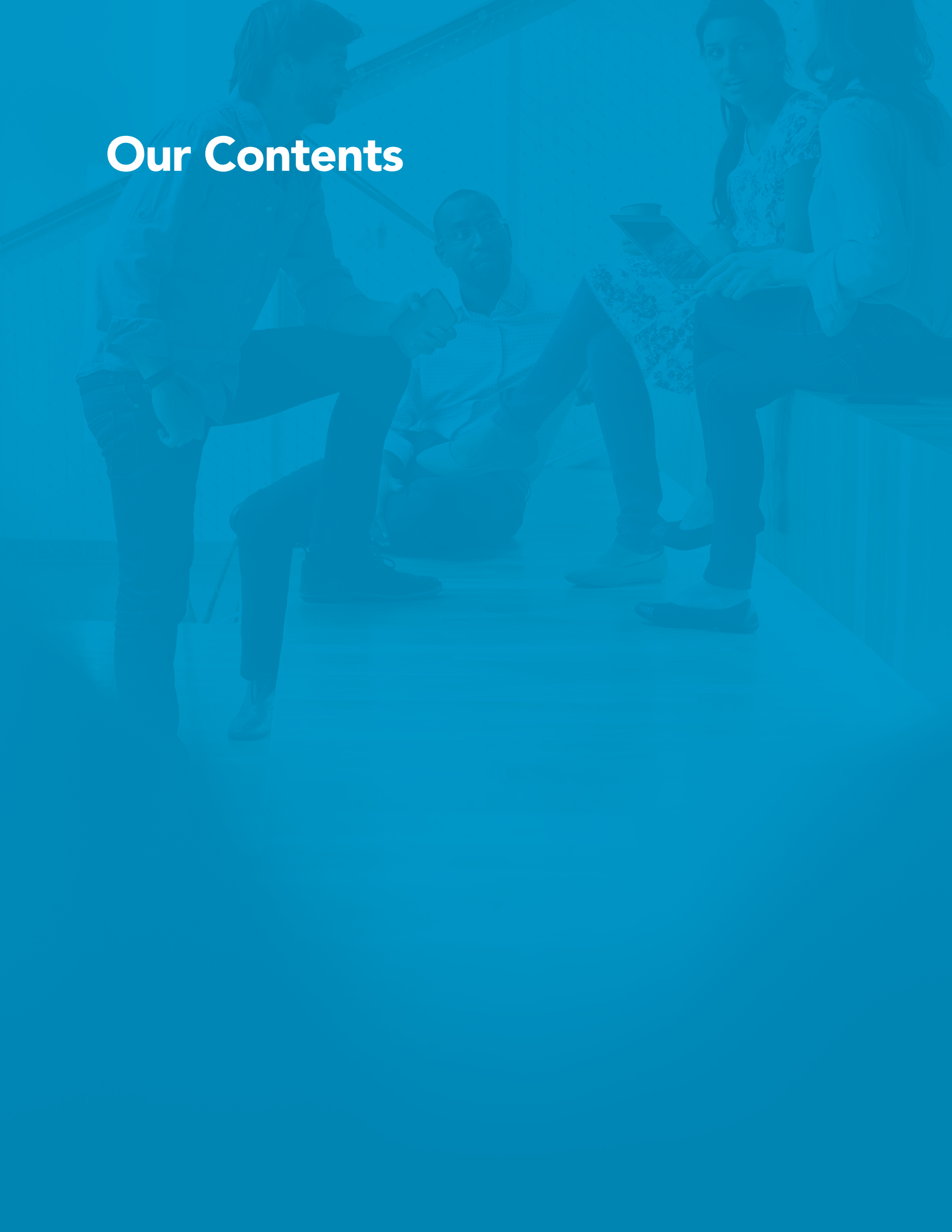




# 2021 Inclusion, Diversity & Engagement Report



# Our Contents



## 01

## A note from the Vice President of ID&E

This report marks our second year of public disclosure around Inclusion, Diversity, and Engagement. While we've tracked and reported on this data internally for years, we're proud to continue our efforts around transparency and accountability in publishing our 2021 findings.

At a time when employees have a tremendous amount of choice about where we spend our time, and where we devote our talents, knowing what a company stands for and what they're doing to live those values is increasingly important. Especially when finding, hiring, retaining, developing, and engaging the best people.

Every time we talk about our successes, we convey just how far we have to go, and yet I am incredibly proud of the culture and the people at Akamai. Our journey continues to be one of learning and growth. As I've said before, our values guide everything we do, and nowhere is that more evident than in the sincere and consistent measures we take to support inclusion, diversity, and engagement.

I hope that as you take in this snapshot of Akamai, you'll think about how you can join us on this journey. We want you to continue to give us feedback on where we're doing incredibly well, and where we can do better. We know that our purpose is to make life better for billions of people, billions of times a day; that is true for our products, and it is also true for our commitment to inclusion, diversity, and engagement.

**Khalil Smith**

Vice President Inclusion, Diversity,  
and Engagement



## 02

## Context for the report

All data is as of December 31st, 2021, unless otherwise indicated. Only our US region captures race and ethnicity.

- Global workforce totals 8,780 representing 94 nationalities
- Number of contractors 550 – GRI Reporting Standard
- Number of employees in each geo
  - North America (Canada and US) workforce totals 3,540 employees
  - APJ (Including India) workforce totals 2,815 employees
  - LATAM workforce totals 547 employees
  - EMEA workforce totals 1,878 employees

### Analyzing our results – the distinction between technical and non-technical

At Akamai, we have two main categories that all our roles fall into: **technical and non-technical**. Technical roles cover jobs directly linked to delivering our technological services e.g., Developer, Network Designer and Solution Engineer. Non-technical roles cover jobs that contribute to the overall running of Akamai e.g., Account Executives, Marketing, Finance, HR and Legal.



## 03

## Collecting Employee Sentiment Data

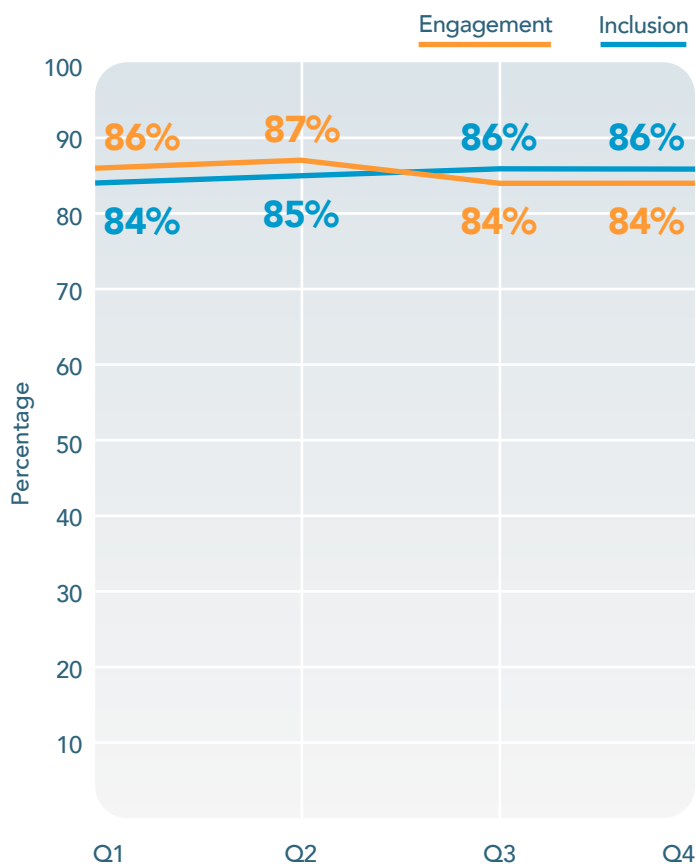
We are committed to listening to what our employees want. As part of that, we do **quarterly employee engagement surveys**. For each one, we send an anonymous questionnaire to approximately half of our global employees. These questionnaires consist of a number of different statements that employees respond to (either: strongly agree, agree, neither agree nor disagree, disagree or strongly disagree) and open fields for employee comments. We then measure these results against employee benchmark data gathered in partnership with an internationally recognized market research company. The benchmark data comes from several million employees across various organizations to give an accurate representation of the landscape of industries relevant to Akamai.

2021 saw us receive **6,600+ responses (~40% response rate)**. In partnership with our survey vendor, we collate the responses to 60+ statements into overall 'dimensions' to aid analysis. Two dimensions that we pay particular attention to are **'Engagement'** and **'Inclusion'**.

**Engagement** – Consists of six statements, including: ‘I am proud to work for Akamai’ and ‘I would recommend Akamai as a great place to work’.

**Inclusion** – Consists of three statements: ‘People at all levels of Akamai are treated with respect’; ‘People of all backgrounds can succeed at Akamai’; and ‘Overall, there is a free exchange of views at Akamai’.

Here’s how our employees rated our work environment:



## 04

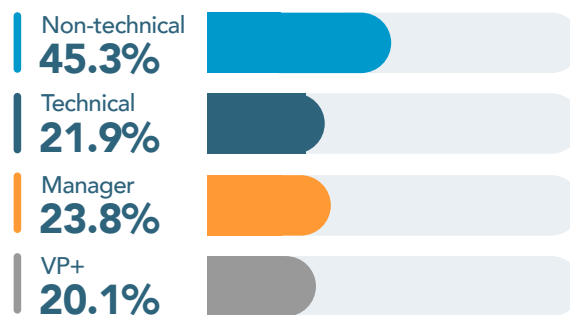
### Gender representation at Akamai

Our most recent results showed a 1.1% increase in female representation (2020-2021).



#### % of female representation at various levels:

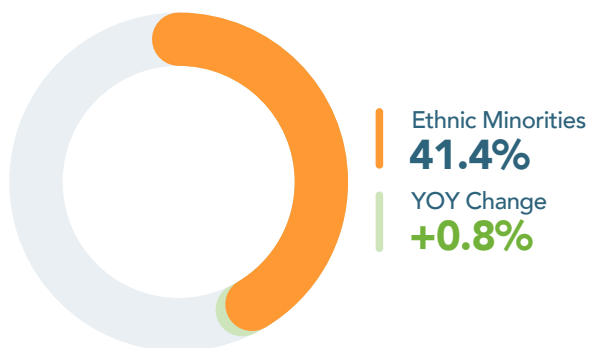
When it comes to role-specific data, women hold over 20% of all leadership positions and technical roles, with an increase of 1.3% for technical roles from 2020.



## 05

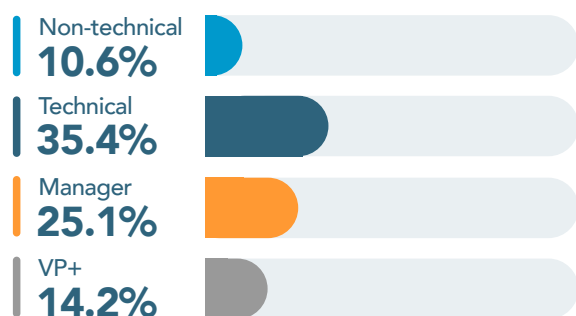
## Racial and ethnic diversity within Akamai

Overall, we have seen an increase in racial and ethnic minority representation among our US employees. Representation of ethnic minorities was 41.4% as of December 31st, 2021 (0.8% increase from 2020).



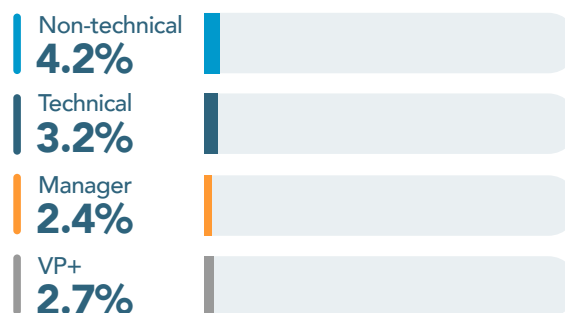
### Asian:

Overall +0.4% change from 2020 to 2021



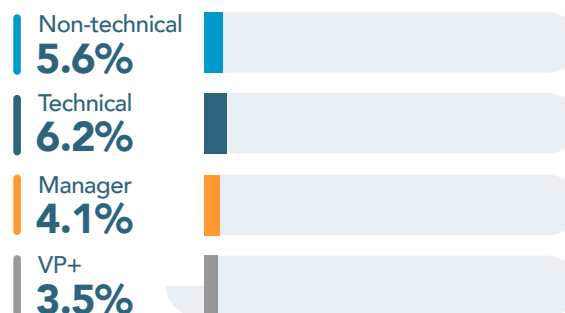
### Black/African American:

Overall +0.1% change from 2020 to 2021



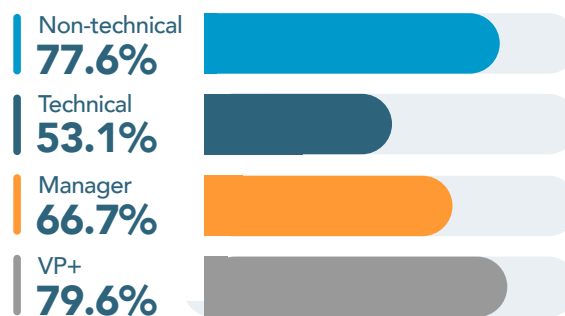
### Hispanic:

Overall +0.3% change from 2020 to 2021



### White/Caucasian :

Overall - 0.9% change from 2020 to 2021



## 06

## Pay equity

As a signatory to the **White House Equal Pay Pledge**, we regularly monitor our pay practices and make changes as necessary to deliver on our commitment. This includes **internal pay equity analyses** covering gender globally and race and gender in the US. We review the results and act to remedy any discrepancies as appropriate. To date, no widespread patterns of disparity have been identified.

## 07

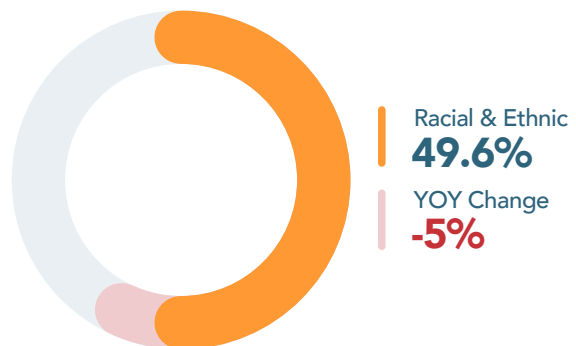
## New Hires

We're continuing to push for greater inclusion at the hiring stage and beyond.

Data collected from our new employees (hired in 2021) shows an increase in female representation of 3.6% globally (29.1% in 2020 vs. 32.7% in 2021).



In the US, we saw a 5% decrease in new hires from racial and ethnic minority groups (54.6% in 2020 vs. 49.6% in 2021).





## Our commitments to addressing equality

We have put several initiatives in place across Akamai to continually improve equality across the business.

### Board diversity

Our commitment to diversity runs through everything we do – and that all starts with our **Board of Directors**. Comprised of 11 talented leaders from various backgrounds, the board is proudly diverse. Five of our board members (45%) identify as female, state they are from a traditionally underrepresented demographic, or both.

Our Board ESG (Environmental, Social & Governance) Committee plays a crucial role in guidance, feedback and oversight of our collective ESG activities – including our Inclusion, Diversity and Engagement strategies and activities. Our full board and our board's Talent, Leadership, & Compensation Committee also play an active role in overseeing and guiding our global ID&E efforts.

### Inclusive language in coding

We oppose racism in all its forms and are committed to creating an inclusive and respectful environment for customers and employees. Starting in 2020 and continuing through 2021, we joined other industry leaders in technology to identify and remove any biased, offensive and racially insensitive terminology across our portfolio.

### Akamai Technical Academy (ATA 9.0)

ATA is a technical training program for traditionally underrepresented groups (e.g., women and non-binary, racial and ethnic minorities, and mature demographics) who are interested in pursuing a technical career path but may not be formally educated in STEM-related fields.

It comprises:

- Five months of paid, Akamai-specific training.
- The opportunity to be placed in a variety of contract roles across the organization.
- The chance to become a permanent employee after six months.

The first ATA class graduated in May 2016, and in 2021 we welcomed another 15 participants into the program, 11 of which were female. So far, we've achieved a 100% conversion rate with over 145 graduates being hired through the program since its conception.



## Inclusive hiring

### *Inclusive Job Descriptions*

At Akamai, we continually evaluate and evolve our hiring process to aim to make it as engaging and inclusive as possible. Part of that work starts with our job descriptions. We use language that appeals to broader demographics and ensures responsibilities and requirements accurately reflect our needs, without alienating applicants. As a guide, we:

- Include four or five key responsibilities, to provide clarity and interest applicants
- Identify the minimum essential skills, to remove unnecessary barriers for applying
- Get rid of jargon, to make descriptions inclusive and easy to understand



### *Representative interview panels*

2021 saw significant growth in the total number of requisitions with a diverse interview panel compared to 2020 – with an increase of 60%.

In 2021:

- Of global requisitions, 65.7% had a gender diverse interview panel (at least one interview panel with at least one female interviewer) – a 3% decrease from 2020
- Of US requisitions, 86.3% had a racially/ethnically diverse interview panel (at least one interview panel with at least one interviewer from an underrepresented race/ethnic group) – a 7.4% increase from 2020

### *US Diverse Slates of Underrepresented Talent*

Requisitions receiving at least one application from underrepresented talent dropped slightly to 89.8% from 91% in 2020, but 68.5% of these converted into an offer to applicants from an underrepresented group (up by 3.3% from 65.2% in 2020).

### *Emerging Talent*

Our Talent Acquisition team has developed several programs from internships to campus programs, to rotational programs – all helping us invest in traditionally underrepresented and talented individuals. A critical element of our people strategy is a robust 'Grow your Own' philosophy, with a focus on developing current and future leaders and decision-makers.



## Employee benefits

In everything we do, our employees' mental and physical **wellbeing comes first**. 2021 proved to be a particularly challenging year for many, and our global teams responded through leaning into our values (like **One Akamai**).

We provided:

- **Wellness Days** (seven in 2021). These are paid days off for self-care to provide relief in times of stress. (After their success, we are continuing with seven Wellness Days in 2022).
- A collection of **subsidies**, including:
  - **\$600 temporary work-life reimbursement** to help employees work from home and safeguard their wellbeing.
  - **\$300 fitness subsidy** in Asia-Pacific and Japan.
  - **\$500 wellness allowance** in the US.
  - **Mental health benefits** including: Employee Assistance Program overview for managers, KRTS Power to Respond (a forward-thinking digital health App).
  - **Childcare benefit** Care.com (US).
  - **Career and wealth-building** consultations across a number of regions.





## Diversity and inclusion learning

### Supplier diversity/training

As part of our Supplier Diversity Program, we identify and engage with suppliers to provide a wide number of products and services. We've put specific principles in place to try to ensure we're inclusive and fair in selection – aiming to avoid personal bias and connections to choose a diverse range of suppliers best fit for the job.

You can read more about our Supply Chain, including our guiding principles, [here](#).

### Training

#### *Resilience training*

During the past year, uncertain times and difficult circumstances have meant that globally, resilience has been tested. That's why we're offering a new virtual program to help our employees use resilience to their advantage. Led by Jenny Evans, speaker, author and resilience expert – the program aims to give our managers a deeper understanding of stress and its impact. It also provides guidance on how to better deal with stress, safeguard against burnout, and improve health and wellbeing.

#### *Developing our Grow program*

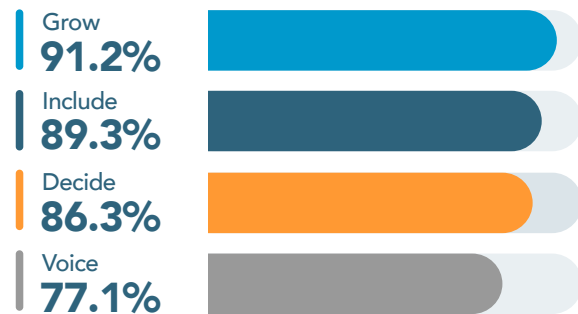
We've expanded the learning modules that make up our Grow program, adding 'Voice' and 'Decide' in 2021. Both modules are designed to help our employees reflect on the impact of their actions and decisions, and see what they can do to foster a more inclusive, diverse workplace at Akamai.

**Decide** – Our third Grow module teaches strategies to break bias when making people and business decisions. The module covers accepting our personal bias, labeling it, and the steps we can take to mitigate it.

**Voice** – Our most recent module teaches the value of speaking up when it matters most. It covers: noticing an incident that needs addressing, reducing conflict, and empowering us to make ourselves heard.

So far, we've seen great success in the uptake and completion of all modules.

#### Modules completed within Global Akamai Population:





## Giving intentionally

In 2021, the Akamai Foundation distributed more than **\$1,855,255** – focusing on digital equity and inclusion, while helping to build resilient communities. Grants were given with the aim of improving **access to STEM education**.

The foundation supported those impacted by COVID-19 through a company-wide gift-matching program and the **Akamai Compassion Fund**, created to assist Akamai employees facing hardship as a result of the pandemic. The fund awarded 200+ grants totaling approximately **\$600,000**.

The Akamai Foundation also encouraged employee volunteering as part of the **Danny Lewin Community Care Day's** 20th anniversary tribute. Events took place in **20 countries** and employees logged **3,113+ volunteer hours** during the year.

You can read more about the Akamai Foundation in the annual report, [here](#).



## Employee Resource Groups

Representing different groups of people within our diverse community, our Employee Resource Groups are essential for ensuring that everyone has a voice at Akamai. In 2021 our 11 ERGs representing over 1,800 employees, more than 1 of every 5, continued to play a fundamental role in creating a more inclusive work environment, promoting allyship and improving cross-cultural awareness. A few campaign highlights include:

**Out@Akamai** Believes in the power and value of bringing our authentic selves to work every day and creating a vibrant and active lesbian, gay, bi-sexual, transgender, queer (LGBTQ+) Akamai community. **#21dayschallenge mobilizing Allies (US).**

**Women's Forum APJ** Exists to foster community within Akamai for women – and their allies.

**Greater China Diversity Culture activities (APJ).**

**East Circle** An inclusive and open group designed for Akamai employees across regions. They focus on the East Asia and Southeast Asia countries and territories. **Breaking the Bamboo Ceiling.**

**InReach** Makes Akamai accessible to everyone, in a way that all employees can thrive. **National Coming Out Day (US), Sign Language Classes (India).**

**Parents@Akamai** Exists to create a community for anyone involved in raising a child, including adoptive parents, co-parents, single parents, legal guardians, grandparents, and others.

**Back to School Workshop (India).**



# 13

## Awards and Recognition

We do our best work when we prioritize inclusion and diversity to create an organization that reflects the world around us.

Here are the awards and recognition we have received over 2021:

### JUST 100

#### Boston Globe

- Top for diversity
- Top for large companies

#### Great Place to Work (Poland, India)

#### Great Place to Work for Women (India)

#### Corporate Equality Index 2021

(score of 100)





## Looking forward to 2022

While the majority of this report is a review of 2021, we'd be remiss not to look ahead to 2022 and beyond. So much of the incredible work our Akamai employees are doing will continue into 2022, from a focus on inclusion, diversity, and engagement, to the incredible successes of our Employee Resource Groups, our training and education, our wellness and benefits, and a host of other priorities, programs, and initiatives.

We have built strategies and plans to continue to enhance and evolve almost everything we do. One specific place where this commitment and evolution is visible is our company-wide commitment to embracing workplace flexibility and choice for our employees.

Many businesses like ours pivoted to remote work over the past two years, and are now struggling with decisions regarding whether to ask—or in some cases demand—employees to return to the office.

At Akamai, we believe the future is flexible, and as such we are fully embracing and embedding that flexibility deep into our talent strategy. Over 90% of our employees will have the option to work from home or from the office, with a small yet important fraction of our employees designated as having some element of their jobs requiring their physical presence at one of our sites across the world. We strongly believe that making flexibility a key aspect of our employee experience has a host of benefits, from employee wellness, to greater work and life harmony, to expanding our access to underrepresented talent in locations outside of our traditional recruiting territories.

While we know that 2022 won't be an easy year for many, we look at everything we've accomplished in 2021 together, and we're excited to continue our successes and learn from our opportunities.

Thank you for being on this journey with us.



This report, published March 8th 2022, speaks as of the date it is published. Neither the Company nor any of its affiliates assume any responsibility or obligation to update or revise any such information, data, opinions or activities. This report does not, and is not intended to, create any relationship, rights or obligations, legal or otherwise, and you should not rely upon this report to do so.

Our inclusion, diversity and engagement goals and initiatives are aspirations. They are not guarantees or promises that we will meet all or any of our goals. Any quantitative data and metrics regarding our activities are estimates and may be based on assumptions or developing standards.

The inclusion of information and data in this report is not an indication that such information or data or the subject matter of such information or data is material to Akamai for purposes of applicable securities laws or otherwise. This report and the information contained in this report are not incorporated by reference into and are not a part of any offer to sell or solicitation of an offer to buy any securities of the Company pursuant to any offering registered under or any offering exempt from the Securities Act of 1933.