



Akamai 2022

# Our People

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# **Table of Conents**



### Khalil Smith

Vice President of Inclusion,  
Diversity, and Engagement

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## Our Year

Reflecting on a year's worth of effort, results, and memories is one of my favorite exercises. Pausing to recognize all that we've accomplished, while realizing all we have yet to do, is both empowering and humbling.

Our company's purpose, to make life better for billions of people, billions of times a day, is a tremendous opportunity, and it is one that we can't do without the nearly 10,000 employees that make up Akamai's global workforce. While Akamai is making online experiences safer and more secure through our platform and services, we are simultaneously trying to build an employee-centric community. Our customers succeed because our employees succeed. Our brand is strong because our employees make it so. Our technology is best in class because our workforce is best in class. The tie between our people and our performance is clear and unambiguous.

Our people care about the environment in which we work, and also the environment in which we live. We care about our neighbors at Akamai and our neighbors at home. We've listened to our employees and chosen not to be a remote-first company, or an office-first company, but to be an employee-first company. I am clear about the fact that the very nature of work is changing. What it means to be a great workplace is shifting, along with the ways we continue to be an inclusive and diverse workforce where employees are engaged and excited. I hope you'll join us in celebrating the efforts we make not only to keep up with the changes at work, but to embrace them.

*Khalil Smith*



# Inclusion

To Akamai, inclusion means treating one another with respect and dignity. Being inclusive means valuing and celebrating our diversity, while providing opportunities for us all to grow, flourish and achieve great things. 2022 provided many opportunities to nurture inclusion at Akamai.

## Employee Sentiment Data

Akamai is committed to listening to our employees. We conduct quarterly employee engagement surveys to collect anonymous feedback related to what employees think of our company, what their individual experiences are like and what they want moving forward. Surveys are distributed quarterly and each survey is sent to roughly half our global population. The survey asks employees to evaluate a series of statements on a five-point scale, ranging from “strongly agree” to “strongly disagree.” This year, we acted on employee feedback regarding the length of the engagement survey and reduced it by half. The reduced length improved the overall participant experience and helped raise response rates quarter-over-quarter.

The employee engagement surveys in 2022 received more than 6,300 responses with a response rate of 35%. Our improved survey focused the reduced number of statements into “dimensions,” or categories, to aid with our analysis. Two of the seven dimensions that we pay close attention to are “Engagement” and “Inclusion.”

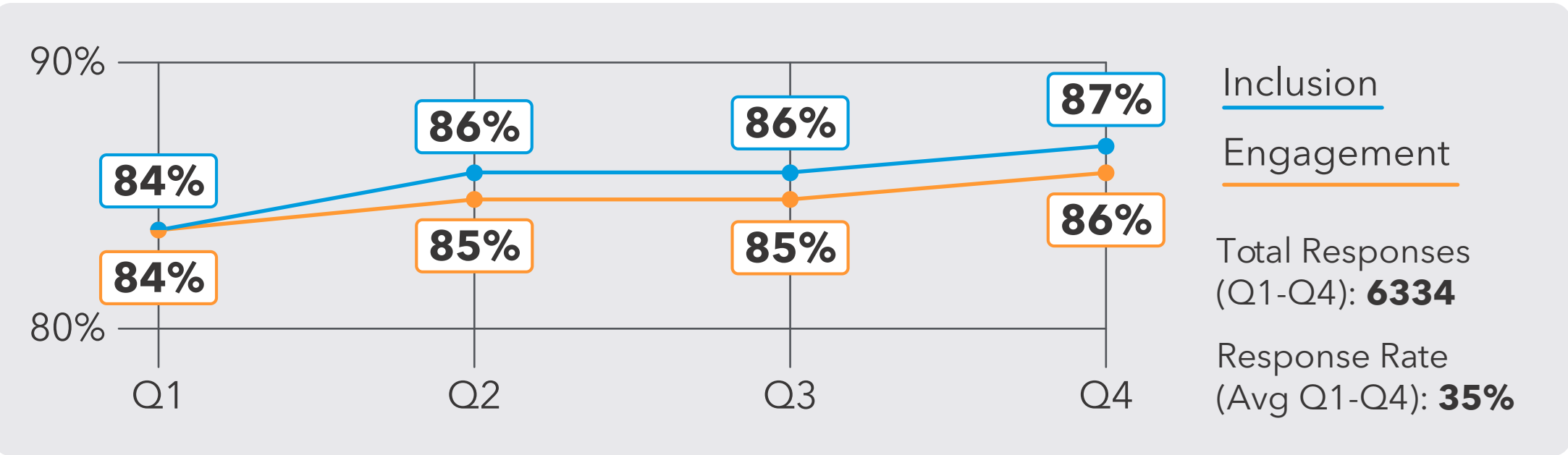
Engagement is made up of five statements including:

“I would recommend Akamai as a great place to work”  
and “I am very confident in the future success of Akamai”

Inclusion consists of five statements including

“People of all backgrounds can succeed at Akamai”  
and “I feel like I belong at Akamai”

This year, our scores for both Engagement and Inclusion outperformed the industry benchmarks set by our survey vendor.







### Policies, Systems, and Procedures

At Akamai, we believe it's imperative to consistently audit and review our practices, systems and policies, and implement changes where applicable. These efforts are performed at an organizational level and at the team level. By empowering our global teams to reflect on the employee and customer experience via intentional reflection and conversations with diverse perspectives, we will continue to work to make the Akamai experience even more inclusive. To this end, we've introduced a process focused on creating inclusive job descriptions globally. We also joined industry leaders in the technology sector to identify and remove biased, offensive and racially insensitive terminology across our portfolio. Furthermore, we conducted an internal [pay equity analysis](#) covering gender globally and both race and gender in the United States.

For example, in 2022, we reviewed our U.S. benefits guide for inclusive language. Based on feedback from employees – and a collaborative effort between our Global Benefits team, new employees and leaders of our Employee Resource Groups – we created a revised benefit guide with more progressive language. This effort will continue into 2023 and reflects our commitment to an inclusive employee experience.

### Nonbinary Option in Oracle EBS

Akamai recently announced the addition of nonbinary gender options for its full-time employees. This means that in addition to female and male, Akamai employees can now identify as nonbinary within some of Akamai's internal programs and systems. This significant move is part of Akamai's ongoing efforts to create a more inclusive and diverse workplace. This systems update also brings us further in line with the company's values of respect, openness and inclusivity.



### Akamai Contacts: Pronunciation

In 2022, we updated the Akamai Contacts platform, our internal employee directory. A new field was created within Contacts, which allows employees the opportunity to insert the phonetic pronunciation and/or a video demonstrating how to say their name, in addition to the already available option of a preferred name.

This important system change started with employee feedback and was successfully implemented with cross functional collaboration between the Network Systems, Information Technology, and Inclusion, Diversity, & Engagement (ID&E) internal team members.



Akamai Costa Rica office - taken and provided by Akamai employee Adriana R.

### Linode Integration, Creation of Intersect

In 2022, Akamai acquired [Linode](#), an independent cloud provider that is instrumental in enabling Akamai to help our customers build, secure and deliver applications and experiences. Linode's workforce consisted of more than 250 employees and was a home for three Employee Resource Groups (ERGs).

Over the course of several months, Linode's ERGs combined and reorganized with the already existing structures at Akamai. Members representing individuals of underrepresented genders, LGBTQIA+ community members, and Asian American and Pacific Islander employees have come together under the umbrellas of Akamai's Women's Forum, out@Akamai and Akamai's Asian & Pacific Islander Circle ERGs to enrich our **"One Akamai" Family**.

At out@Akamai, our ERG focused on the LGBTQIA+ community, a new chapter focusing specifically on underrepresented genders formed. The new group, Intersect, takes its name from the ERG founded at Linode to tackle issues specifically related to gender. Intersect creates a supportive space to encourage and advocate for one another, with 70 members already in 2022. Together with out@Akamai, Intersect organized several well attended events. "OUTspoken – A Series of Employee Panel Discussions" and "Introduction to Gender Identity – A Journey Through





History” both proved very popular. Each event was made available in all time zones where Akamai has a presence in partnership with the Women’s Forum ERG. We’re excited for Intersect’s continuing work and what they can bring to Akamai.

### LGBTQIA+ Health Benefits Guideline

The LGBTQIA+ Health Benefits Guideline is a compilation of the health benefits Akamai provides to U.S. employees to support their journey to and through gender affirming care and LGBTQIA+ community physical and mental health needs. Thanks to this guideline, employees can quickly and easily find links to related insurance policies and resources. This will help them to understand quickly what services are covered, what is required and how to access these benefits.

This guideline is the result of the collaborative work between Akamai’s internal Global Benefits team and Akamai’s internal ID&E office, and it demonstrates the efforts made to maintain very high standards to promote equity and inclusion in the workplace. This effort began in 2022 and continued into Q1 2023.

### Inclusive Hiring

The Akamai Career Hub (ACH) tries to provide individuals with visibility to next-level, hierarchical roles, while also displaying alternative career pathways that are available based on their unique skills, expertise, and experience.

The ACH also suggests activities that will accelerate development as an individual advances in their career with Akamai. This new technology reinforces our philosophy that career paths and advancement look different for all employees. The platform takes into account an employee’s full skill set, acknowledging that competencies and experiences are important in suggesting potential next steps. Similarly, ACH will suggest jobs with skills that are similar to those included in an employee’s ACH profile. ACH jobs alerts are not suggested based on an individual’s current organizational level, hierarchy, reporting, title, etc. and may include roles that are below, at or above their current organizational level. In this way, ACH job alerts provide an individual visibility to all potential pathways within which they may make a career shift based on their current skills, competencies, and experiences. This platform showcases more opportunities than those that are at the next hierarchical level or those that may be viewed as typical next step roles.





Gender is not included in the employee database used by the algorithms that make recommendations on the ACH. This is a proactive step to aim to avoid gender bias in the Akamai Career Hub.

When an employee formally applies for an open position using the ACH, their manager is not notified and will not be contacted by recruiters. Employees are not required to share their intention to apply to an open role with their manager or seek their manager's approval to apply. It is recommended, however, that the employee speak to their manager if they receive a job offer. This process is a proactive step to avoid manager influence in internal job searching and applying.

## Emerging Talent

Akamai's Talent Acquisition (TA) team develops [programs](#) from internships and campus programs to rotational programs. The TA team also builds training programs and back to work programs. These all help us invest in diverse and talented individuals. We have developed partnerships with [YearUp](#), [HopeWorks](#), [NPower](#) and [Skillbridge](#) which give us more opportunities to attract talent from underrepresented and nontraditional groups. A critical element of our people strategy is a robust development program, with a focus on current and future leaders and decision-makers to evolve.



Akamai India 2022  
New Hire Connect  
Event - taken and  
provided by Akamai  
employee Neha J.



Akamai 2022  
Internship Program  
Event - taken and  
provided by Akamai  
employee Dagny B





### Training

In our team training modules we discuss connecting in a hybrid workplace, creating psychological safety, and risk taking. Additionally, Akamai's global employees often reference specific models focused on bias, and create a safe environment where employees feel comfortable sharing stories of learning and experimentation.

#### LEAD Program

The Learn, Engage, Achieve, Drive (LEAD) Program is a global, open enrollment, manager development internal program targeted to all leads and managers with one or more direct reports. It comprises four online modules: Impact, Coaching, Performance and Team. Each module has its own curriculum in our Learning Management System (LMS) that is composed of the following components:

- **An activity guide**
- **A series of short leadership videos**
- **A facilitated webinar**
- **An evaluation to provide feedback on the module**

All leaders who complete all four modules receive a digital LEAD badge to showcase on LinkedIn, within Akamai Contacts, in their email signature and more.

The LEAD Program strives to equip our leaders with the skills and abilities needed to effectively manage in an increasingly complex environment. Being a manager in a hybrid work environment requires different skills and enhanced competencies related to team building, performance management and coaching. As Akamai continues to grow and change, it's important that we meet these new and evolving employee needs. The content and models covered in the LEAD program help us continue that work.

The LEAD program is a key element of our retention strategy. We believe that strong leaders create higher performing teams and see lower turnover rates. Through LEAD, our people managers will:

- **Improve their presence and confidence, learn coaching techniques and best practices for giving and receiving feedback and find ways to create an engaged and inspired team**
- **Expand their professional networks across geographies and business functions, learn new skills and invest in their leadership capabilities**
- **Earn a digital badge upon completing all four modules within a year**



A total of 30 LEAD sessions were run in 2022

Module	# of Sessions Run	Overall Program Rating	Total Participant
Impact	9	8.7/10	186
Coaching	7	9.0/10	132
Performance	7	9.1/10	101
Team	7	9.3/10	89

The **SCARF®** model was also particularly important because it helped employees avoid creating feelings of threat in others around status, certainty, autonomy, relatedness and fairness. The SCARF model also helped explain that autonomy is a primary factor in FlexBase. The FlexBase program included new support materials that reinforce the importance of a growth mindset, inclusion, biases and speaking up in this new and different hybrid environment.

Launching the FlexBase Program

After launching our FlexBase program in May 2022, currently, 96% of Akamai’s nearly 10,000 employees have complete flexibility to choose where they work – either at home, in the office or a combination of both. Speaking about what makes the program so relevant, our EVP and Chief Human Resources Officer Anthony Williams commented, “We believe in giving our employees the power of choice, so they can decide to work where they perform at their best.”

The FlexBase program was created to address employee concerns about working remotely during the pandemic. We listened to what employees said they wanted and what mattered most to them and crafted a permanent workplace policy to support them now and into the future. Since the program launched, almost half of our workforce has made the decision to work from home on a permanent basis. Another 4% have chosen to work in the office full time. The balance of the workforce has opted for a combination of both, as their needs require.

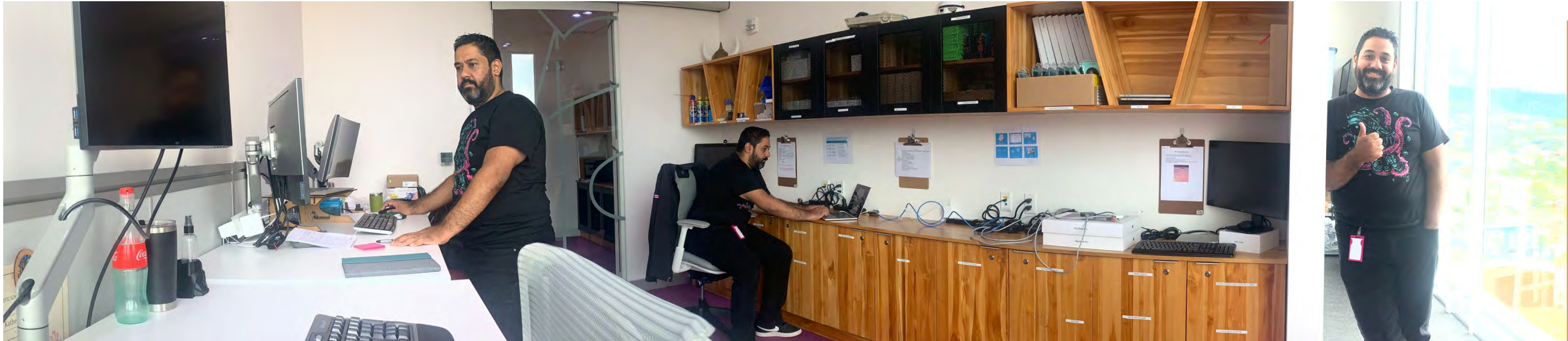
Developing our Grow Program

In 2022, Akamai faced the challenge of employees returning to offices and navigating hybrid work. In May of that year, Akamai launched a global flexible working program called **FlexBase**. The program was designed to give employees choice and flexibility to work in the way that best suits their individual situations.

To work to ensure employees had equal resiliency in adapting to this new working environment, Akamai launched an additional module of our training program, called the Grow Program. This module brought together elements and learnings from all of the program modules and framed them around being successful in a hybrid workplace.







Akamai Costa Rica's  
Solution Center - Taken  
and shared by Akamai  
employee AJ M.

Feedback in quarterly pulse engagement surveys indicates the program has helped employees continue to be productive: "The flexibility saves a lot of energy and hassle that helps me direct more focus on the actual work that needs to be performed." Additionally, workplace flexibility has proven to be a key differentiator in attracting talent, with a 69% increase in applicants per hire since the program launched.

Akamai remains committed to learning, improving and making program adjustments to ensure all employees are equipped with the tools and support they need to thrive in this hybrid environment and beyond.

**"The flexibility saves a lot of energy and hassle that helps me direct more focus on the actual work that needs to be performed."**

**– Akamai Employee via survey feedback in 2022**





### Partnerships

In 2022, Akamai engaged in multiple partnerships that enabled us to drive change in our communities while also building meaningful relationships. This year we continued our long-standing partnership with [Mass TLC](#) and were honored as a local trade organization in their 2022 [Tech Top 50](#). Akamai also sponsored several dinners and networking events. On October 27 in Boston we were proud to participate in the [GLBTQ Legal Advocates and Defenders'](#) (GLAD's) [Annual Spirit of Justice Award Dinner](#). The awards dinner honored Nadine Smith, the co-founder and Executive Director of Florida's statewide organization dedicated to ending discrimination based on sexual orientation and gender identity, [Equality Florida](#). On November 8th, we joined the Men of Color Dinner in Boston. Founded as the Boston Men's Dinner Group in 1997, it is a social networking forum that convenes men and women of color to develop mutually beneficial relationships. It is an amazing opportunity for our employees to represent Akamai and network. Akamai also took part in the New England Dinner for [Human Rights Campaign](#) that took place on November 19th. Akamai proudly was a Gold Sponsor as showing our commitment to equality and human rights is truly our mission.

In the Europe, Middle East and Africa (EMEA) region, Akamai employees had the opportunity to participate in a [D&I Changemakers conference](#) in

Krakow, Poland, organized by the [Diversity Hub](#). During this conference, we ran a panel on the effectiveness of Employee Resource Groups as well as other inclusion and diversity related topics. As Tomasz Dabrowski, the owner of Diversity Hub, mentions, "Diversity Hub promotes the idea of managing diversity in a business environment and integrates the community of experts around diversity." Akamai teams were also present at a conference, organized by our partners [Futurecollars](#), called [Women in IT Career Day](#) in Warsaw, Poland.





# Diversity

At Akamai, diversity means bringing together our unique skills, talents and backgrounds to solve the world’s toughest challenges. Our users, buyers and stakeholders change constantly. So do we. It is crucial to not leave anyone behind. As we seek to build better processes that mitigate bias, our goals are to create a fair and level opportunity for all to participate in the exciting work in front of us. When we build our programs, we aim for them to be inclusive and consider all possible participants.

## Context for the Report

In analyzing our workforce diversity results, there is a key distinction between technical and non-technical role types at Akamai.

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, HR and Legal.

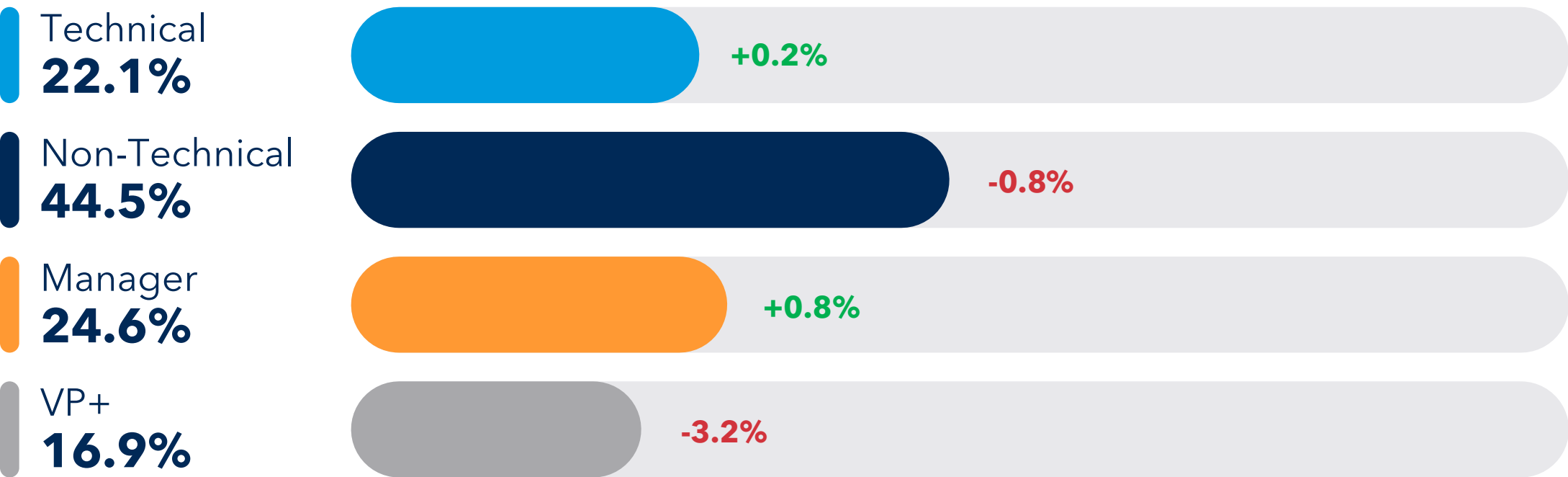
# Gender Representation



In 2022, our overall women representation decreased by **0.1%**. This is the first time Akamai has seen an overall decrease year over year since we released our inaugural report in 2021.

Women **27.2%**    YOY Change **-0.1%**

Our gender representation of women in technical roles has increased by **0.2%** year over year and by **0.8%** in manager roles year over year.



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.





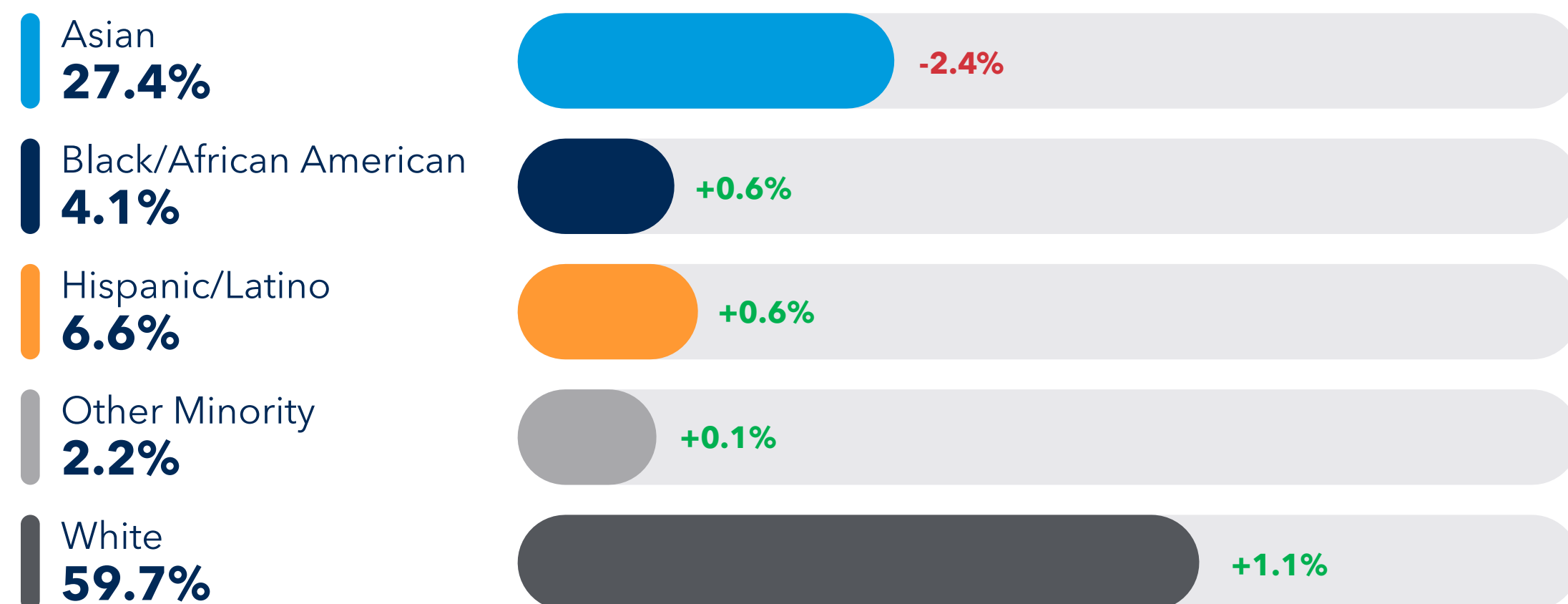
## Racial and Ethnic Diversity



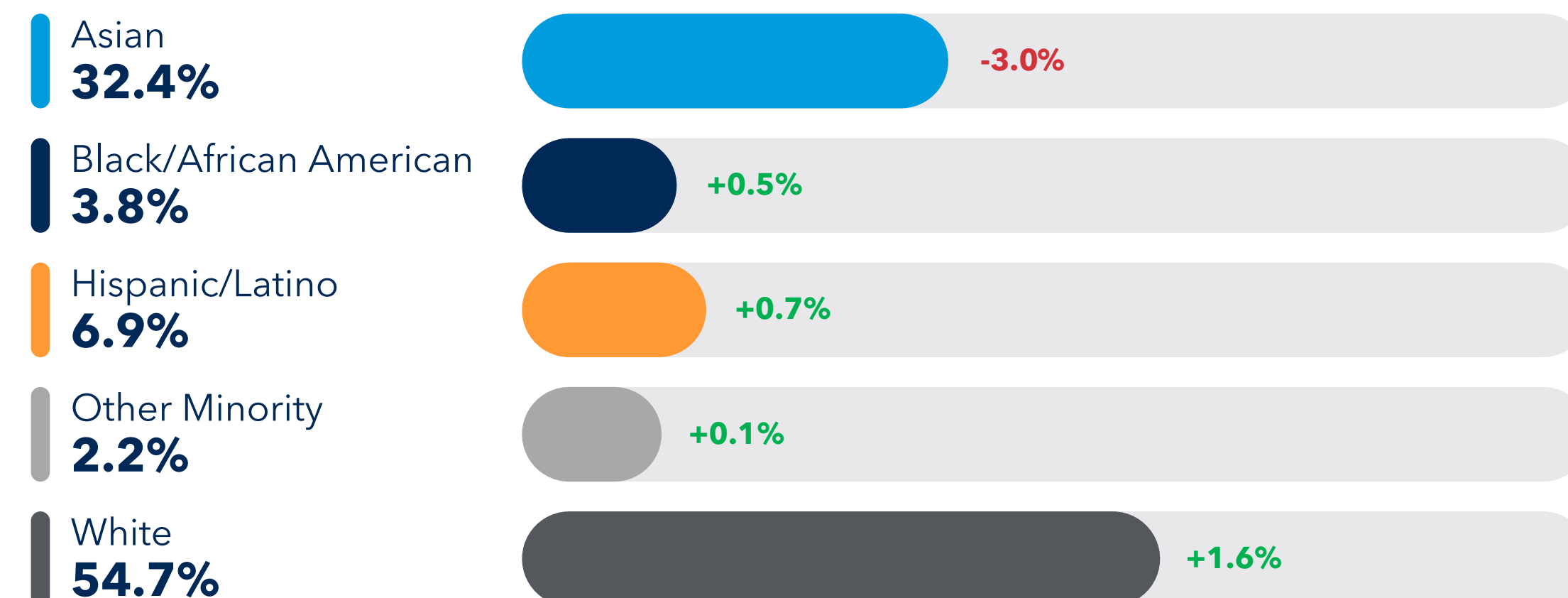
When compared to end of year 2021, minority representation increased among all groups other than representation of Asian individuals.

For technical roles within the U.S. all minority representation increased by year over year percentage except for Asian individuals, and all groups have increased in total numbers.

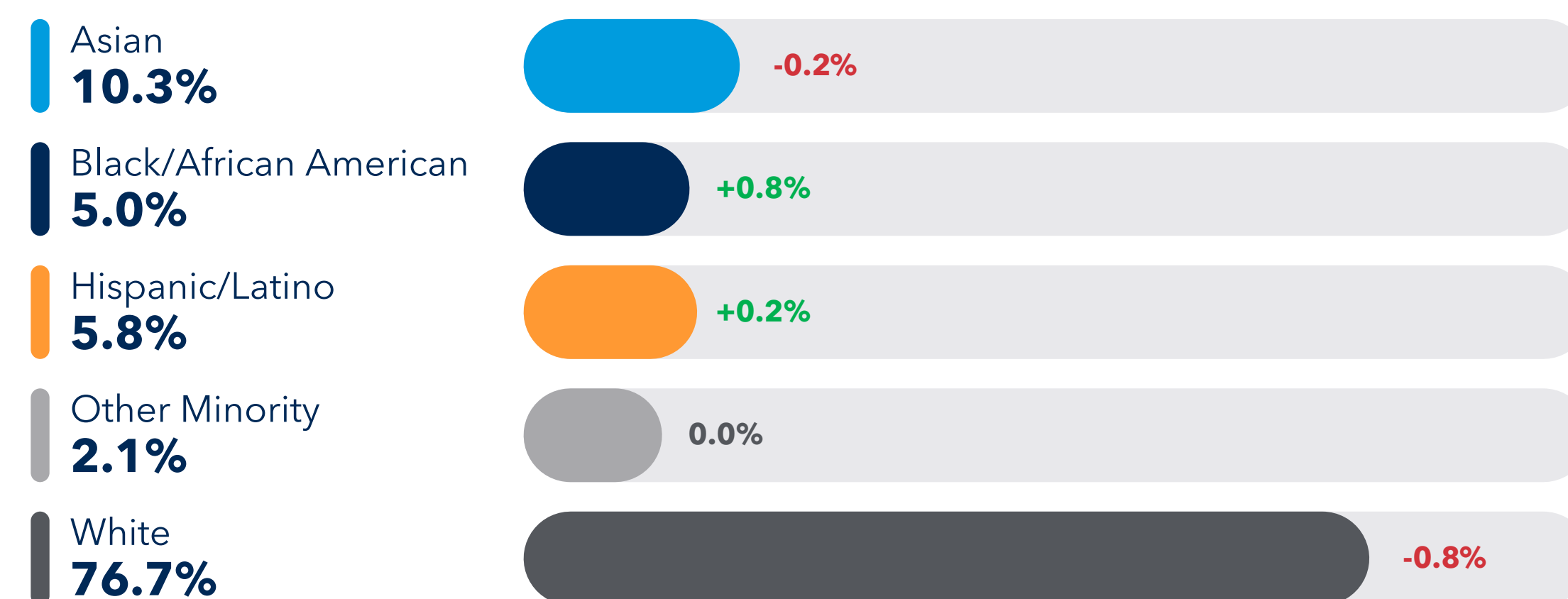
### Race/Ethnicity (US)



### Race/Ethnicity (US): Technical



### Race/Ethnicity (US): Non-Technical

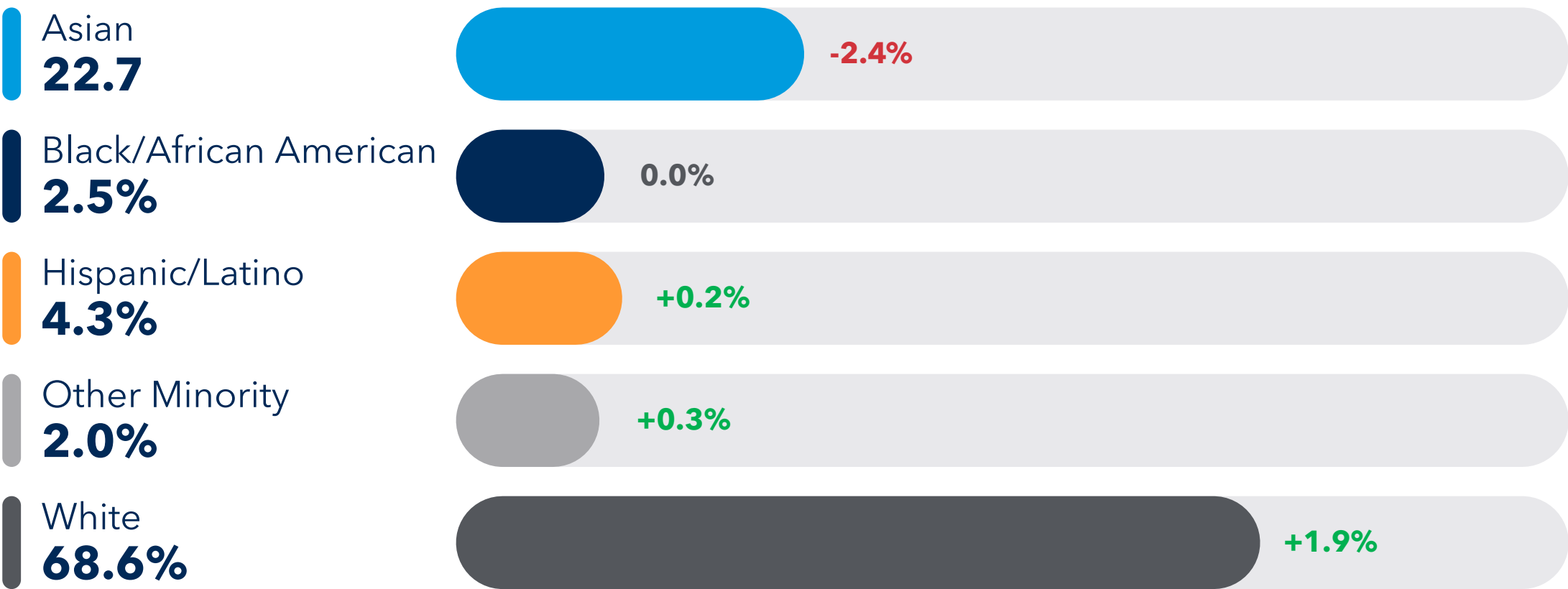




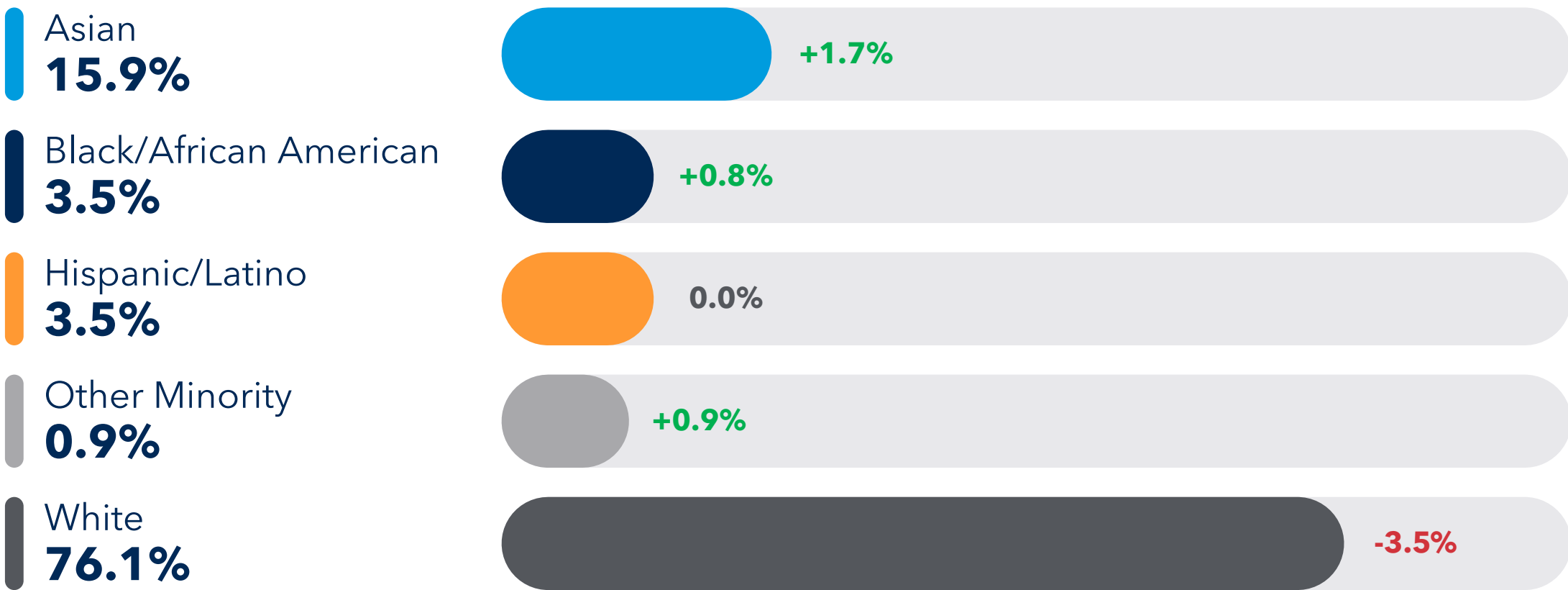


# Racial and Ethnic Diversity (Continued)

## Race/Ethnicity (US): Manager



## Race/Ethnicity (US):VP+





# New Hires and Attrition

Even though the total percentage of women and total percentage of minority new hires decreased year over year, the total number of men, women and underrepresented groups increased. The total volume of women hired outpaced the total volume of women leaving Akamai.



New Hires (Global): Including M&A

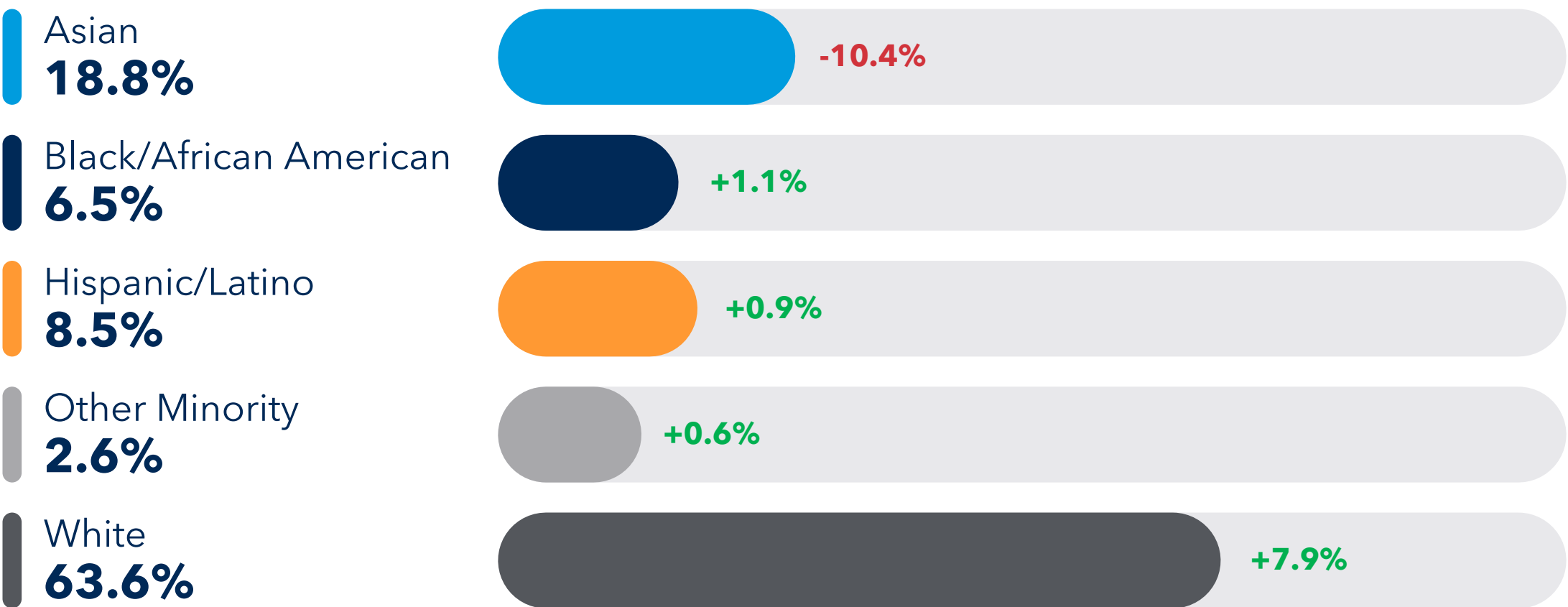
Women **27.5%** | YOY Change **-3.4%**



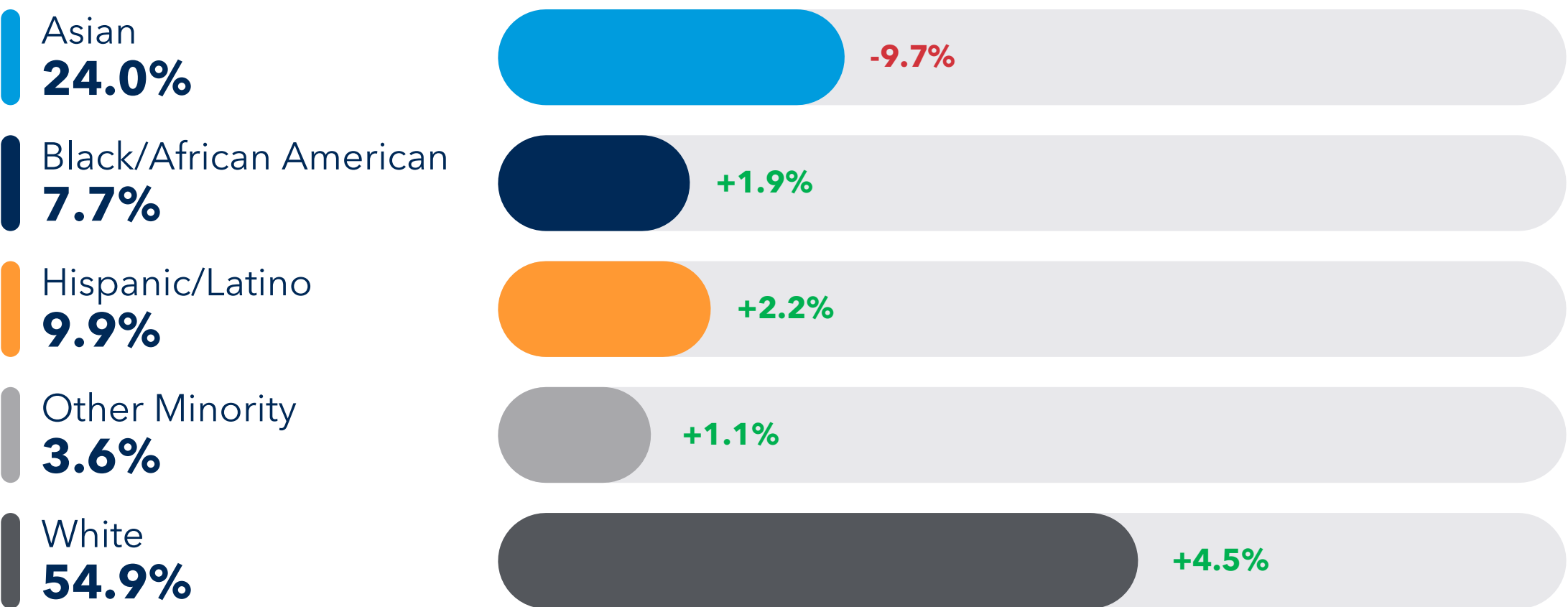
New Hires (Global): Excluding M&A

Women **28.7%** | YOY Change **-4.0%**

## New Hires (US): Including M&A



## New Hires (US): Excluding M&A

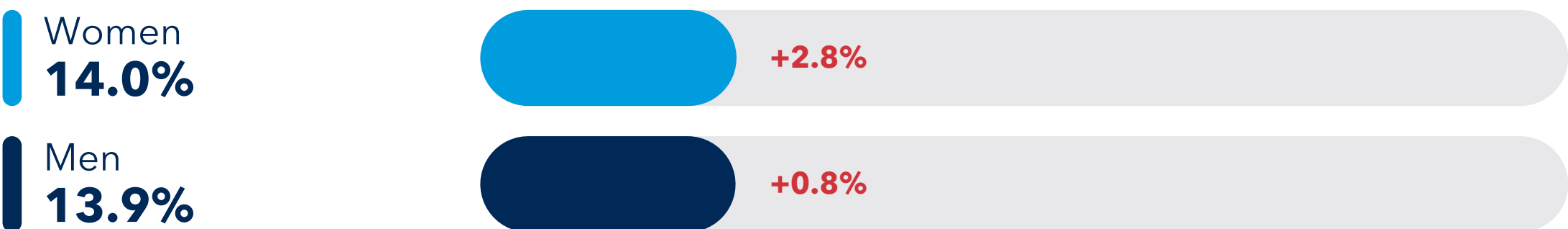




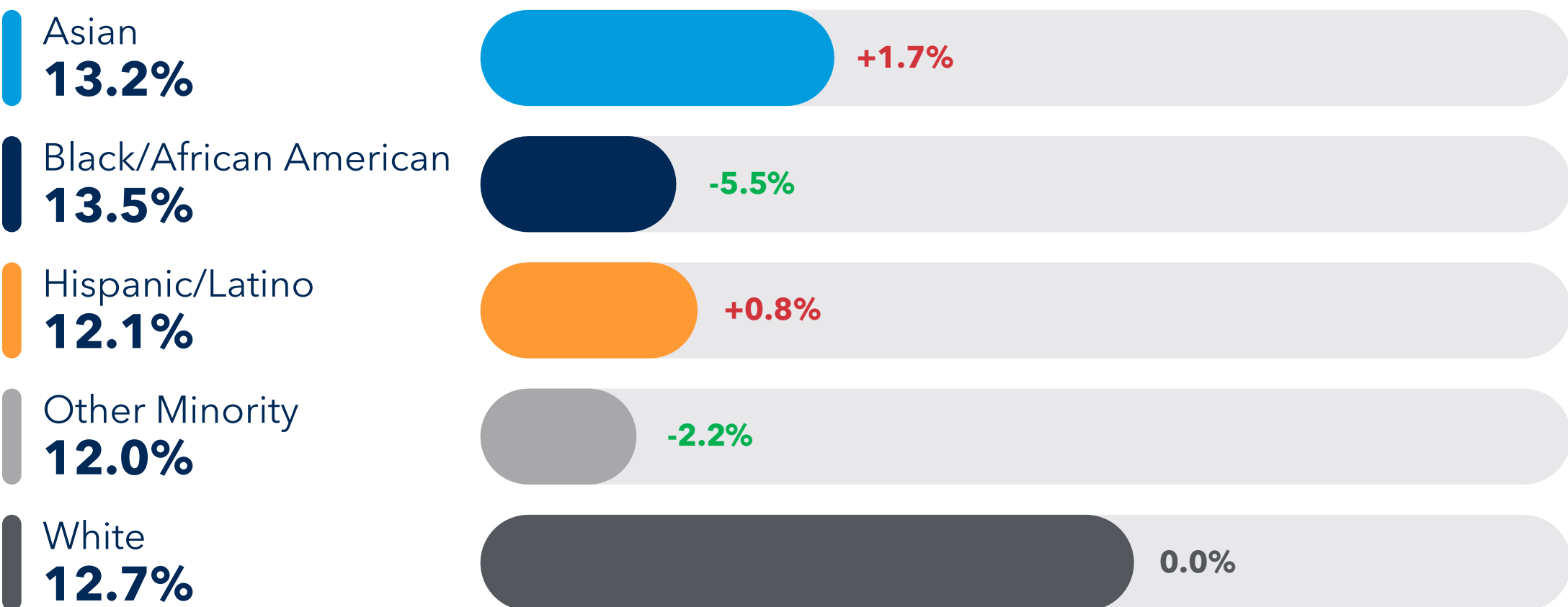


# New Hires and Attrition (Continued)

## Attrition Rate: Excluding Reduction in Force (RIF) (Global)



## Attrition Rate: Excluding RIF (US)





### Diverse Interview Panels

Making sure our hiring panels are diverse is a key practice in working toward ensuring that we are building a diverse workforce at Akamai. In 2022, 66.1% of all our interview panels included at least one female interviewer. This is 0.4% more than in 2021. Focusing on the U.S., in 2022, 73.7% 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. 2022 saw a 12.6% decrease in this number from 2021. It's important to note that the way we count these numbers has changed. In July 2022, we began only counting filled positions. From January 2021 to June 2022, all requisitions were counted including filled, open and closed positions.

#### U.S. Diverse Slates of Underrepresented Talent

In 2022, 89.8% 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. 2021 saw the same rate of underrepresented applicants.

### ATA Program

The Akamai Technical Academy (ATA) is a technical training program for groups that are traditionally underrepresented in STEM related fields who are interested in pursuing a technical career path, but who may not be formally educated in STEM-related fields. This includes women and nonbinary individuals, people from racial and ethnic minorities, and mature demographics. The first ATA class graduated in May 2016, and so far we have hired 141 ATA graduates into full-time roles at Akamai.

In 2023, we will broaden the reach and impact of the program by partnering with [Coursera](#). Coursera will deliver our ATA training program as a self-paced online certificate program that will be open to anyone globally. This learning model will give participants an opportunity to gain in-demand technical skills that position them for entry-level jobs in the technology space.

Akamai will offer various engagement activities for participants and will provide 250 scholarships a year globally. These scholarships will cover the cost of this program and help remove financial barriers, supporting our mission to create a more equitable and inclusive workforce.





Cambridge JP Morgan Corporate Challenge Race - Taken and shared by Akamai employee Julie P

# Engagement

At Akamai, diversity and inclusion go hand in hand with workforce engagement.

Research shows that diverse and inclusive teams are more creative, more resilient and better at complex tasks than homogenous teams. That potential is wasted if not directed towards delivering on the challenges and opportunities facing us. At Akamai, we see inclusion and diversity as the key, and engagement as actually turning the key in the lock. The experiences of our employees are an invaluable part of delivering a world-class experience to our customers, our investors, our vendors and each other.

## Employee Resource Groups

Our Employee Resource Groups (ERGs) work to ensure that everyone has a voice at Akamai. In 2022, over 1,800 employees took part in our nine ERGs. These groups continue to play a fundamental role in creating a more inclusive work environment, promoting allyship, and improving





cross-cultural awareness. ERGs created some of the most well-attended events at Akamai this year. The Indus Diwali celebration saw 62 participants. The session on parental anger organized by Akamai's Parents ERG had 170 participants and the "Let's Talk About Menopause" event run by the Global Women's Forum gathered 150 participants. Our amazing Military Veterans ERG, which grew by over 43% in 2022, also hosted a Memorial Day Challenge to honor the U.S. military personnel who have died while serving in the United States armed forces.

Furthermore, we recognize the importance of fostering awareness around ERGs in the Akamai community. As a result, we launched an ongoing internal campaign called "The ABCs of ERGs" to help employees get to know the Employee Resource Groups. Within the ABCs program, employees can hear Akamai executives talking about the importance of ERGs and ERG Leaders describing their roles, and receive practical instructions on how to announce membership, change pronouns or add ID&E objectives into their yearly performance evaluations. So far the "ABCs of ERGs" campaign received 1,600 user engagements in the form of likes, comments, questions and meeting participation. This level of involvement demonstrates employee desire for content of this nature and provides a great pathway for people to begin their ERG journey.

To give the ERG Leaders opportunity to grow we launched the ERG Leadership Academy, a 10 session training course designed specifically for Akamai ERG Leaders. The course discusses topics like active membership, business alignment and active listening. We are confident that ERGs will continue to make a difference in Akamai's culture in 2023 and beyond.

**"Everyone's experiences were different  
but challenges were similar."**

**– Anonymous ERG Leaders Survey from May of 2022**

## Employee Programs

Our ongoing employee programs enable us to feel the "One Akamai" spirit. They create opportunities, support being productive and strengthen our business footprint.

2022 was a very active year for Akamai's employee programs. Initiatives such as the Leadership Competencies and Influence program and the Leadership Development Program provided support for our employees while also equipping them with the necessary skills and knowledge. The Leadership Competencies and Influence program focuses on providing executive learning solutions to senior managers and above.



The Leadership Development Program – which was initially launched in 2020 in San Jose, Costa Rica – fosters career growth and leadership skill enhancement for a group of Akamai employees who are nominated by their managers. Program participants learn more about effective communication, engage in conversations across cultures, lead with diversity and through change, tell stories and participate in other important trainings.

Akamai also has a long history of women leadership programs such as Stand Tall in India, with five editions and more than 70 graduates focusing on exploring sources of a participant's personal power. Stand Tall participants experience moments of strength and weakness, embrace themselves and develop their potential. A similar program called LeaderSHE was developed in Krakow, Poland, with more than 60 graduates and six cohorts so far. Participants receive the extensive support of experts from both within and outside Akamai to help them discover their strength and reach their goals as leaders.

**"The LeaderSHE program has allowed me to broaden my horizons, open up to new concepts and take a more active part in the life of the company."**

– Participant in the second iteration of LeaderSHE, 2022

The well-being of our employees is paramount to Akamai. In 2022 we launched an internal program called Mental Health First Aid (MHFA) to further support employee well-being and reinforce a workplace culture where employees feel safe to openly discuss mental health. For this purpose, a group of employees in both EMEA (Europe, Middle East, Africa) and LATAM (Latin America) will soon be selected and trained to act as Akamai's mental health first aiders. The virtual self-paced training prepares first aiders to use a five-step action plan to provide MHFA to colleagues in need of support. The Mental Health First Aiders are not therapists or psychiatrists, but they can provide initial support and direct to appropriate help if required.





# Awards and Recognition

At Akamai, we try our best to prioritize inclusion and diversity and respond to our employee’s needs. In 2022 we received several awards for being a great place to work.





### Looking Ahead

2023 will be a dynamic year. Whatever it brings, it is exciting and rewarding to work for a company that believes taking care of our people is our business, and that a commitment to doing the right things, not always the popular things, is what makes a company resilient and profitable. We're proud of the work we've accomplished at Akamai in the past year and look forward to the challenges and opportunities the next year will bring.



Akamai Costa Rica office - taken and provided by Akamai





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