

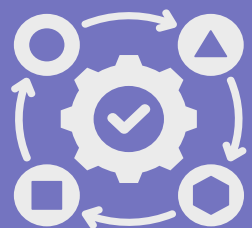
Our People



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



— Supported employees in taking care of themselves and their families through our health and well-being benefits.



— Introduced the concept of Colleague, Leader, Employer, and Role (CLEAR) Connections to better understand workplace dynamics.



Inclusion, Diversity, and Engagement (ID&E)

ID&E at Akamai

For more than 25 years, Akamai has operated with an understanding that bringing talented people together, listening to their perspectives, and including them when tackling the world's toughest challenges, yields amazing results. That understanding, paired with the unifying purpose to make life better for billions of people, trillions of times a day, continues to inform how Akamai approaches growing and supporting our workforce. Our workforce today is bigger, more geographically spread out, and working on an ever-increasingly complex set of technical challenges.

At Akamai we recognize that simply wanting to have the best and brightest employees is not enough, so we work tirelessly to attract, hire, develop, retain, and promote across the globe, all with an eye toward maintaining a culture that demonstrates our core values of innovation, putting our customer first, and pursuing every worthwhile endeavor with the utmost urgency and persistence. Our talented workforce of over 10,800 people come together from over 30 countries around the world, and work collaboratively to build products, delight customers, and outperform competitors.





Policies, Systems, and Procedures

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

Pay Equity

At Akamai we believe in equal pay for equal work. We have committed to monitoring our pay practices and making adjustments accordingly. Starting in 2025, Akamai will move from biennial to annual internal pay equity analyses, with the assistance of a nationally recognized outside consultant. We completed our most recent analysis in 2024. In the event that a discrepancy is identified, we take action where appropriate.

Recruitment and Hiring

Inclusive Hiring

Inclusive hiring practices are critical for attracting top talent and creating a positive candidate experience. We partner with a wide variety of organizations around the world to extend our reach and work to ensure a broad range of talent knows about Akamai. In 2024, our Global Talent Acquisition team launched a new site called Inclusive Hiring@Akamai on Aloha, our global employee intranet. This site provides insight into our strategic partnerships, available programs, and education on our Emerging Talent program, that is designed to benefit all of our applicants equally.

Emerging Talent (ET)

[Emerging Talent \(ET\) at Akamai](#) includes all student programs such as internships, co-ops, recent graduate opportunities, and nontraditional hiring initiatives. These programs play a critical role in building a robust pipeline of future Akamai leaders.

In 2024, the Emerging Talent team successfully hired 162 interns, co-ops, and new graduates across eight countries. The team also expanded its program offerings, making its first intern hires in Costa Rica, Singapore, and Spain. Additionally, the ET team hired seven recent graduates into two U.S.-based rotation programs and 21 early career professionals in India. In recognition of these efforts and the quality of our programs, Akamai was named a top program on the Vault Rankings list and a Campus Forward Awards winner by RippleMatch.

Akamai offers a variety of training programs in selected countries for recent graduates and job seekers looking to make a career change, from more general [apprenticeships programs](#) to more dedicated programs, like our [ReVive program](#), a dedicated return-to-work initiative designed to create systemic pathways for professionals re-entering the workforce after a career break. Similarly, our [Rotational Programs](#) allow participants to rotate through multiple teams over a period of time to build a broad knowledge base and cultivate diverse career passions.

Another highlight in 2024 was the expansion of the [SkillBridge veteran apprenticeship program](#) in the U.S. SkillBridge, a Department of Defense initiative, connects active military members with industry partners to gain real-world experience in the final 180 days of their service. After hiring two apprentices in 2023, the team brought on six apprentices in 2024, with two then transitioning to full-time roles at Akamai.

Another significant milestone was the recruitment of 11 apprentices into the [Akamai Technical Academy \(ATA\)](#) across India, Costa Rica, and Poland. Relaunched as an online certificate program in 2023, ATA offers scholarships to reduce financial barriers for new-to-tech talent. To date, the ATA certificates have collectively seen 34,840 course enrollments and 285 certificate completions.



Partnerships

We cultivate strong relationships with community partners to help us achieve our goals of hiring exceptional talent.

To work to ensure these relationships are effective, we select partners based on guiding principles such as mutual benefit, addressing critical needs, and engaging in more than just one form of collaboration or cooperation. Successful partnerships are built on a long-term vision and shared goals. That's why we invest in these relationships with the goal of driving larger, lasting impact.

Talent Acquisition (TA) and Employee Resource Groups (ERGs) Liaison Program

Started in 2023, the TA and ERGs Liaison program in 2024 achieved significant progress toward the following goals:

1

Build meaningful connections between ERGs, TA, and HR to facilitate better cross-functional collaboration

2

Establish a communication channel to brainstorm, share ideas, and collaborate

3

Make strides to increase employee engagement in the recruitment and hiring process

4

Increase the visibility of the ERGs internally and externally through hiring and branding initiatives

As a result of collaboration, we launched the ERG Candidate Connection program globally in 2024, following a successful pilot in 2023. This program allows any candidate regardless of their background in the final stages of their interview process to request an informational session with an ERG leader of their choice. These sessions provide a unique opportunity to discuss Akamai's culture, our commitment to employee engagement, and the role of ERGs which are open to all employees. We've had great feedback from new hires who opted into the session, as well as the ERG representatives involved with the program.

Workforce Composition Metrics*

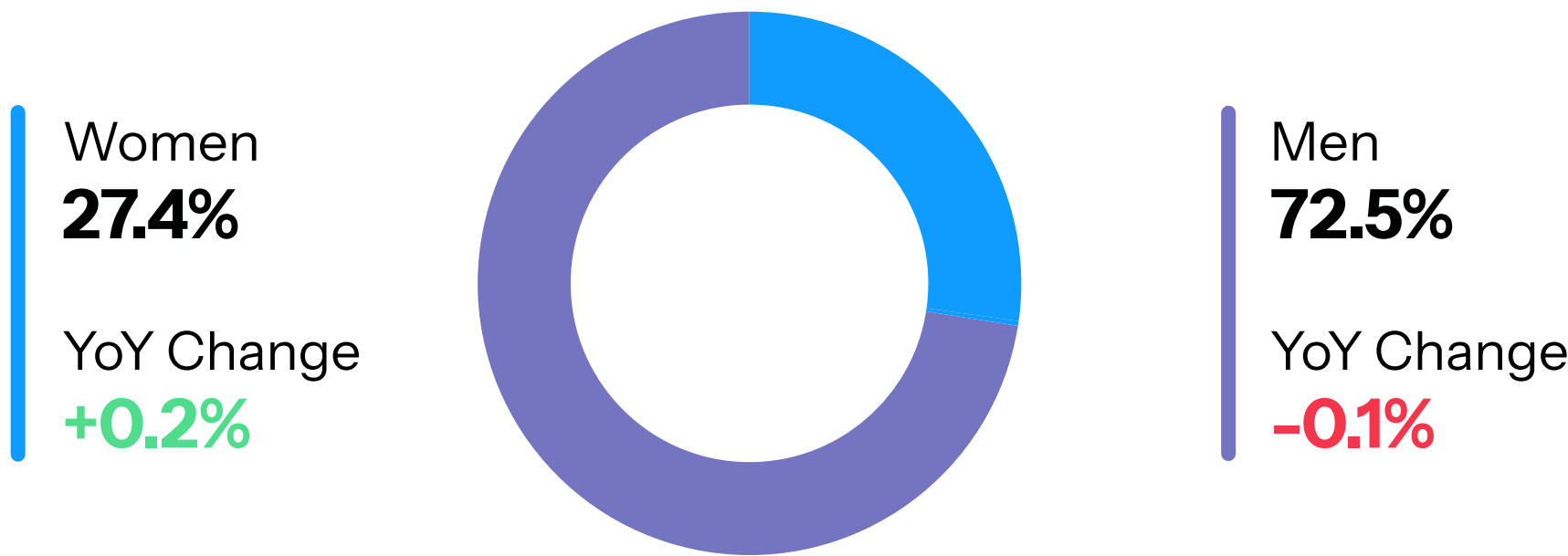
For transparency, we report employee workforce composition metrics annually, comparing year-over-year trends in our report.

In analyzing our workforce composition, there is a key distinction between technical and non-technical roles. Technical roles are 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.

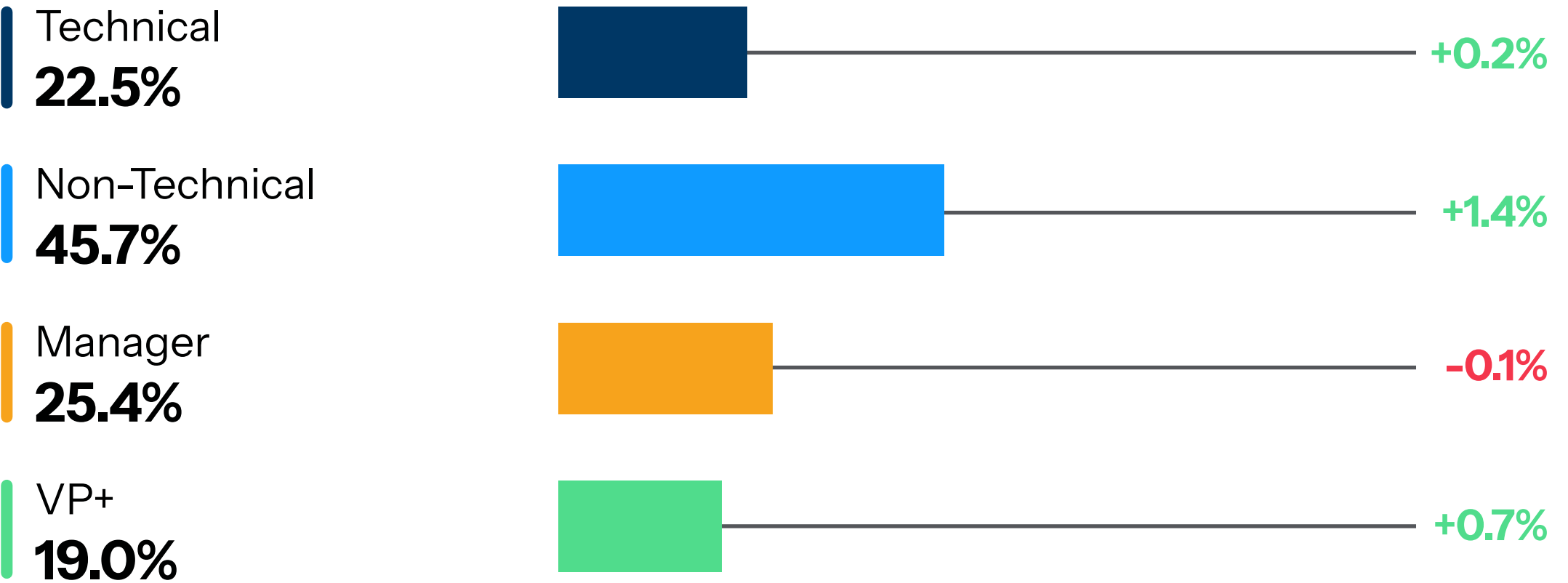
Gender

In 2024, our representation of women increased across all groups, except at the Manager level, which saw a slight decrease.

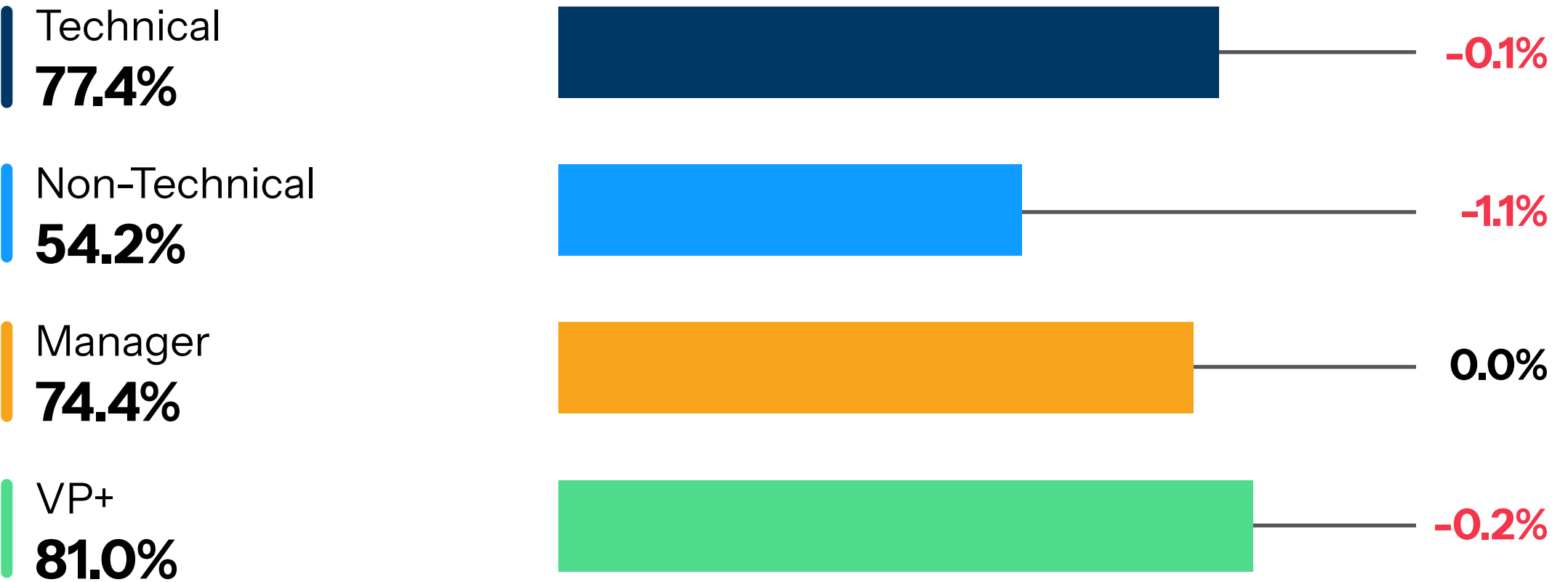
The global percentage of nonbinary employees is less than 0.1%. Because of the statistically small population size, and our priority to always preserve confidentiality and anonymity in our reporting, we have not specified the number of nonbinary employees by division or geography.



% of Women in Different Roles

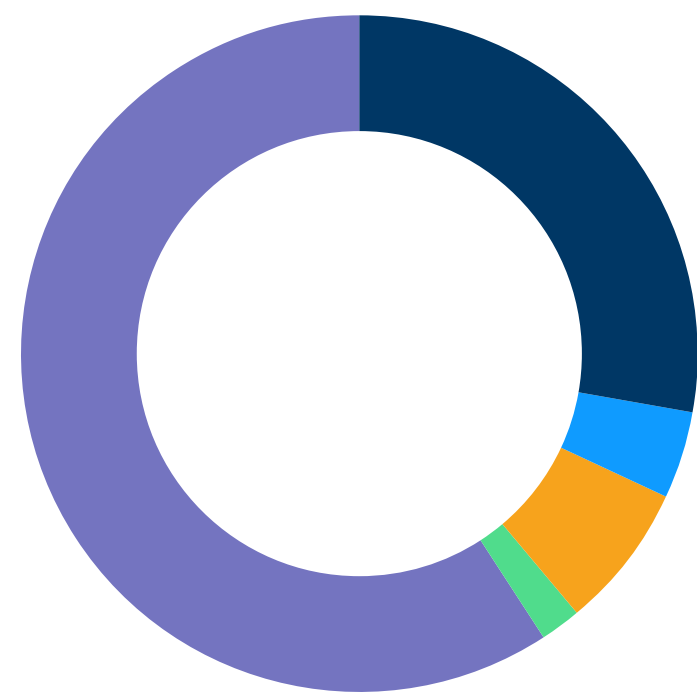


% of Men in Different Roles

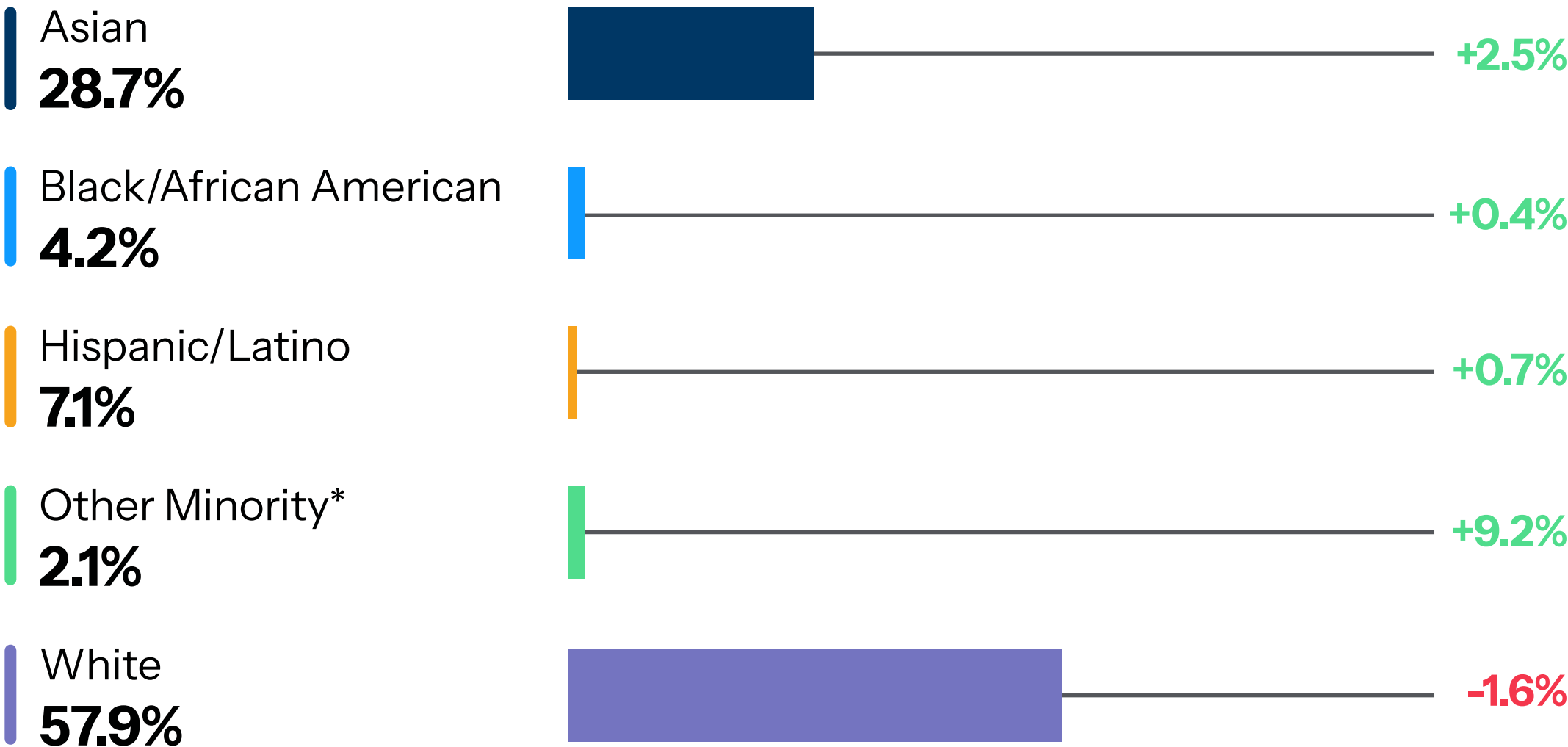


* as of end of 2024

Racial and Ethnic Diversity

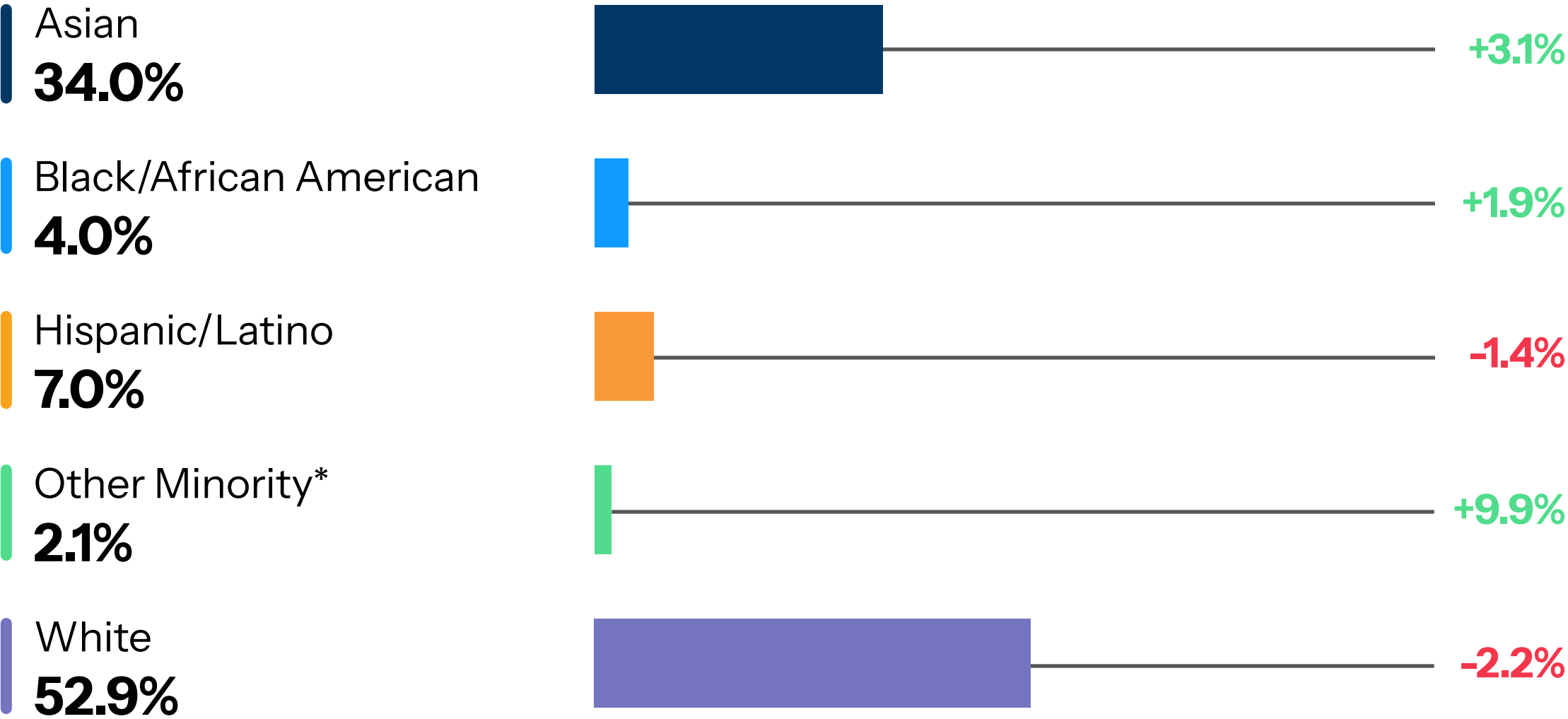


Race/Ethnicity (U.S.)

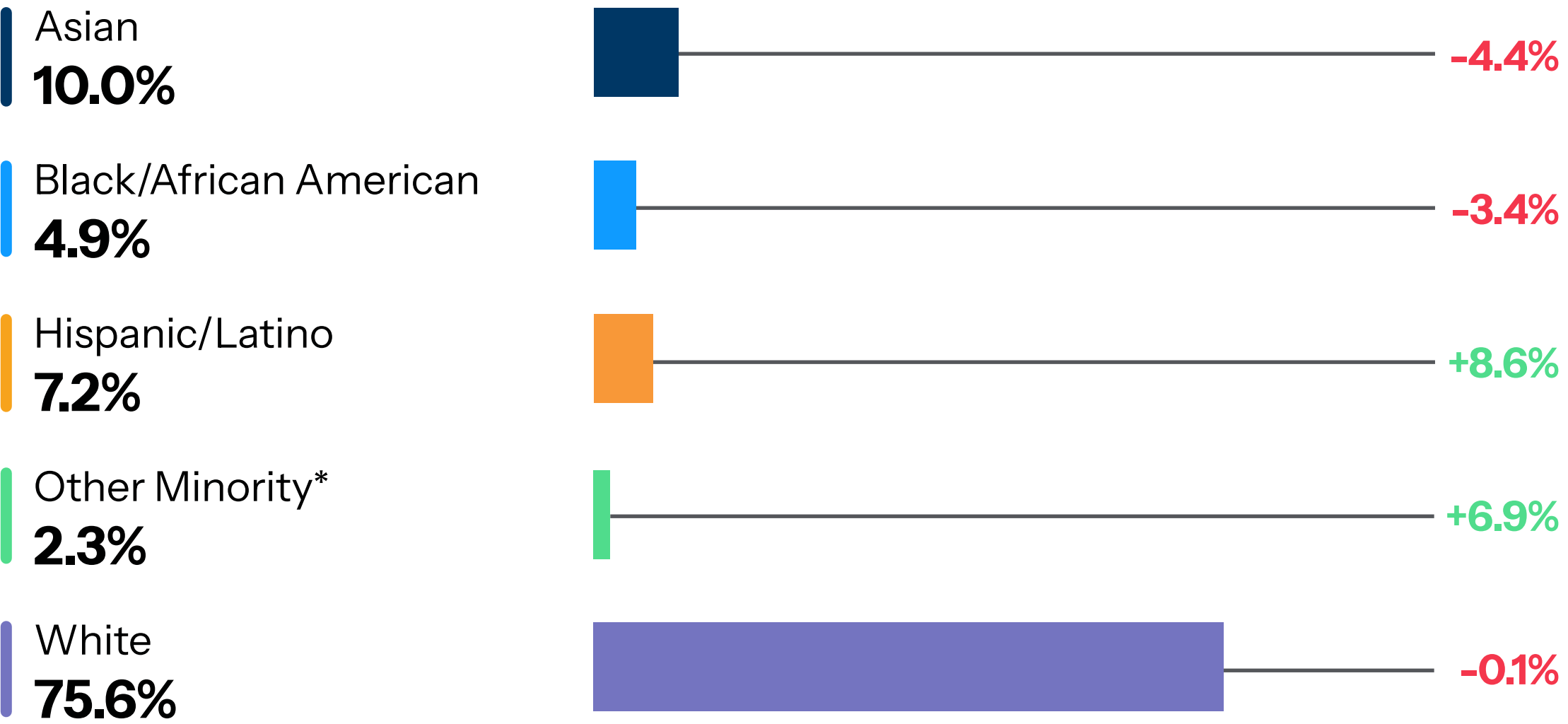


*Other Minority includes American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander and Two or More Races.

Race/Ethnicity (U.S.) Technical

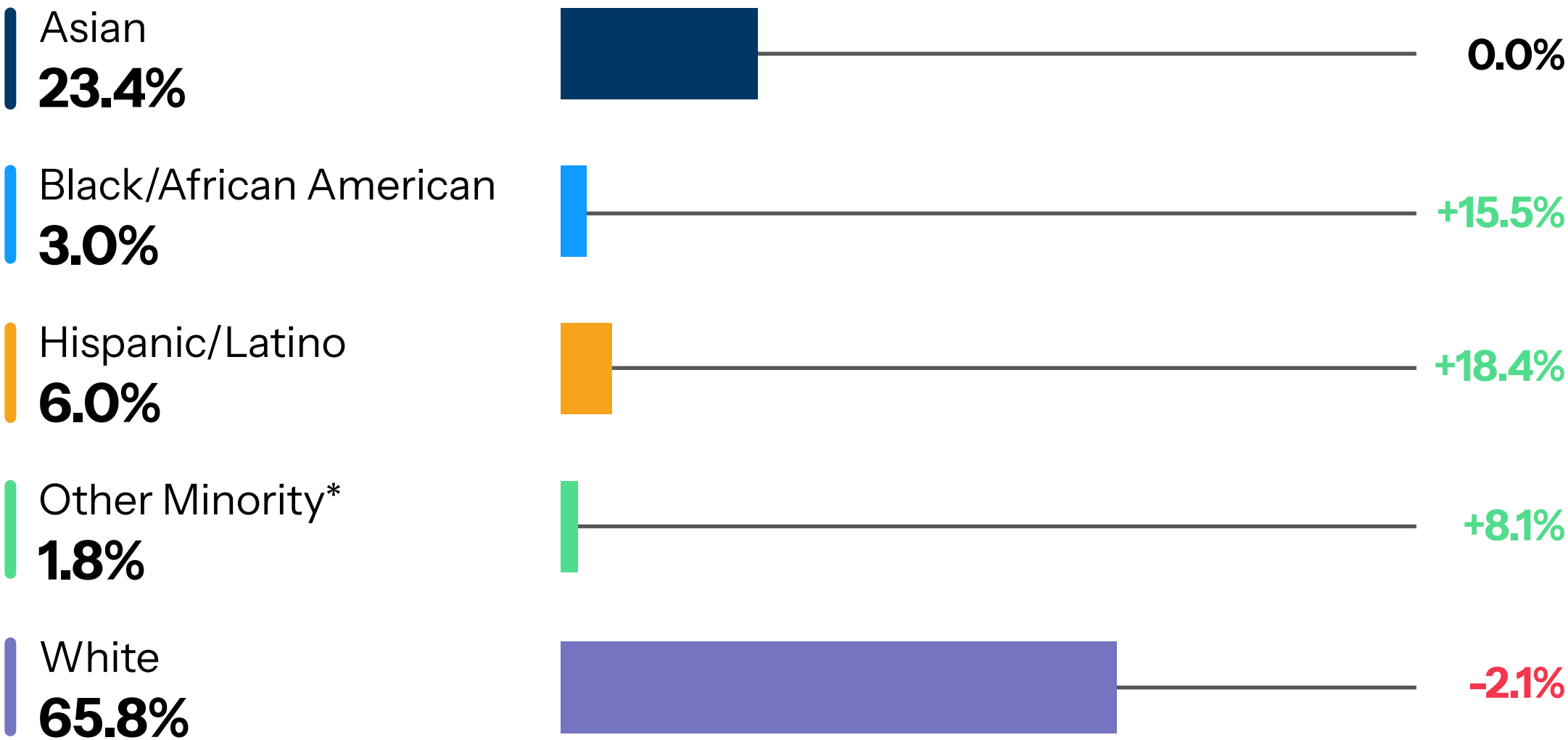


Race/Ethnicity (U.S.) Non-Technical

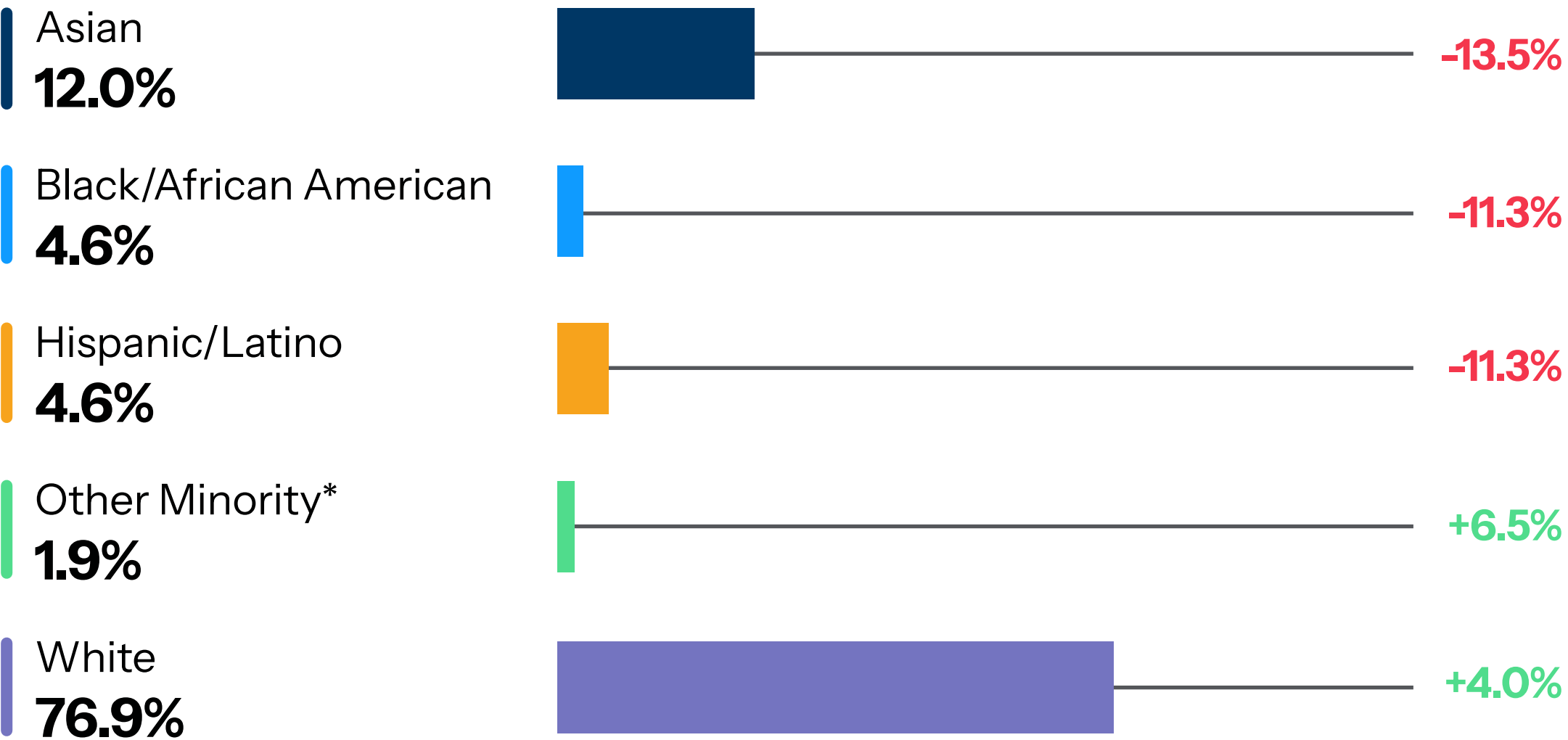


Racial and Ethnic Diversity (continued)

Race/Ethnicity (U.S.) Manager



Race/Ethnicity (U.S.) VP+

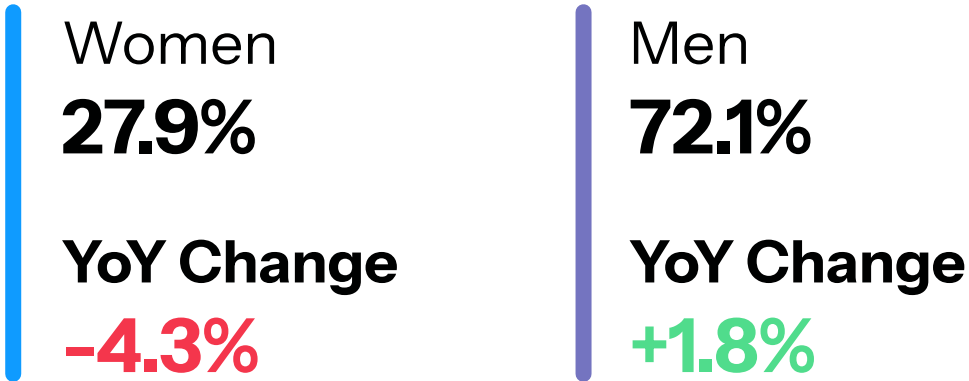


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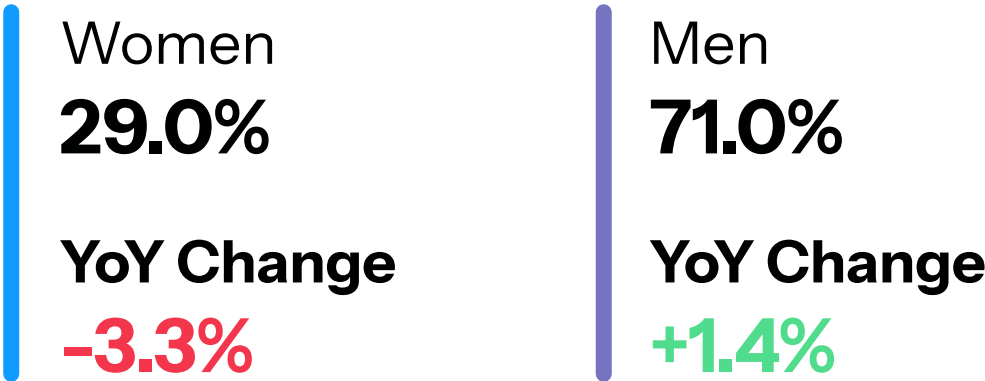
New Hires



New Hires Including M&A

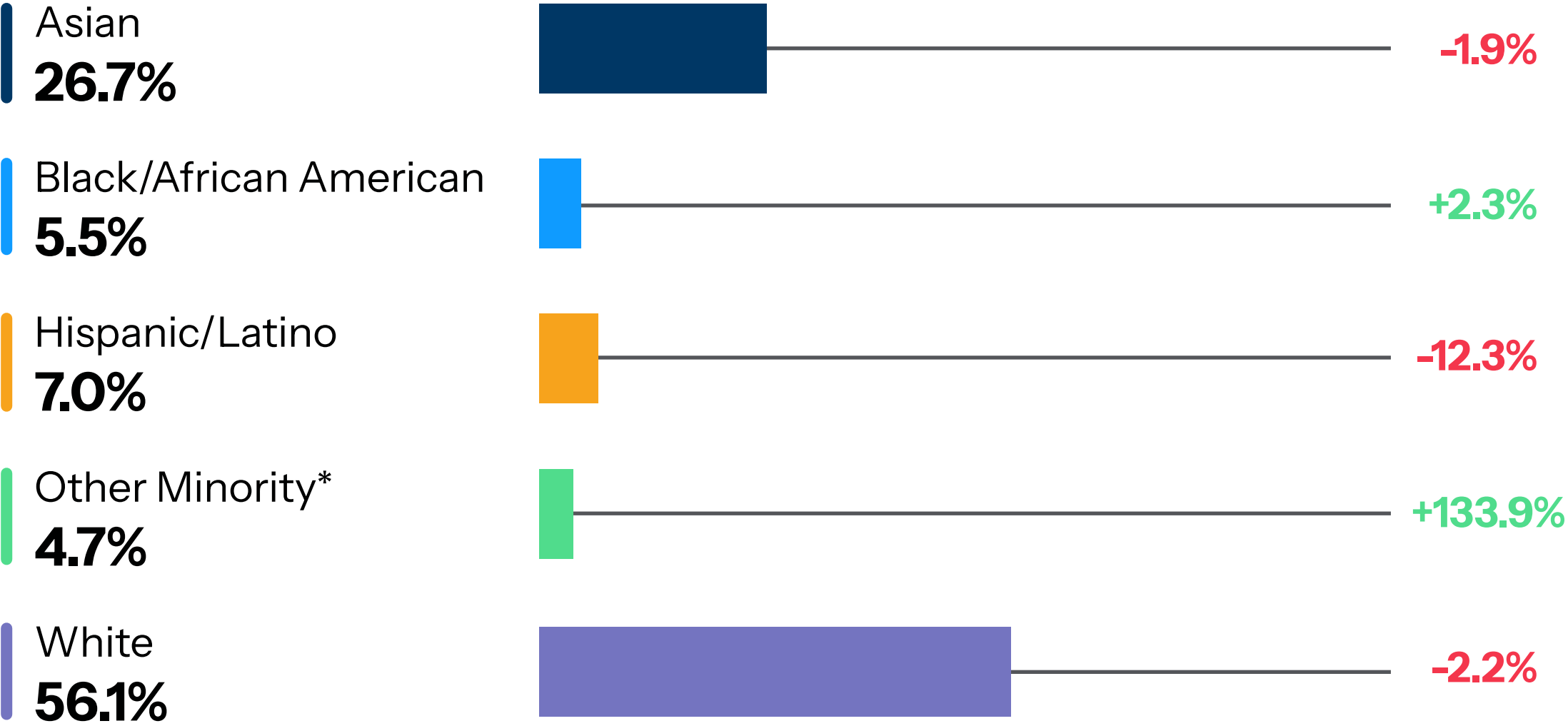


New Hires Excluding M&A

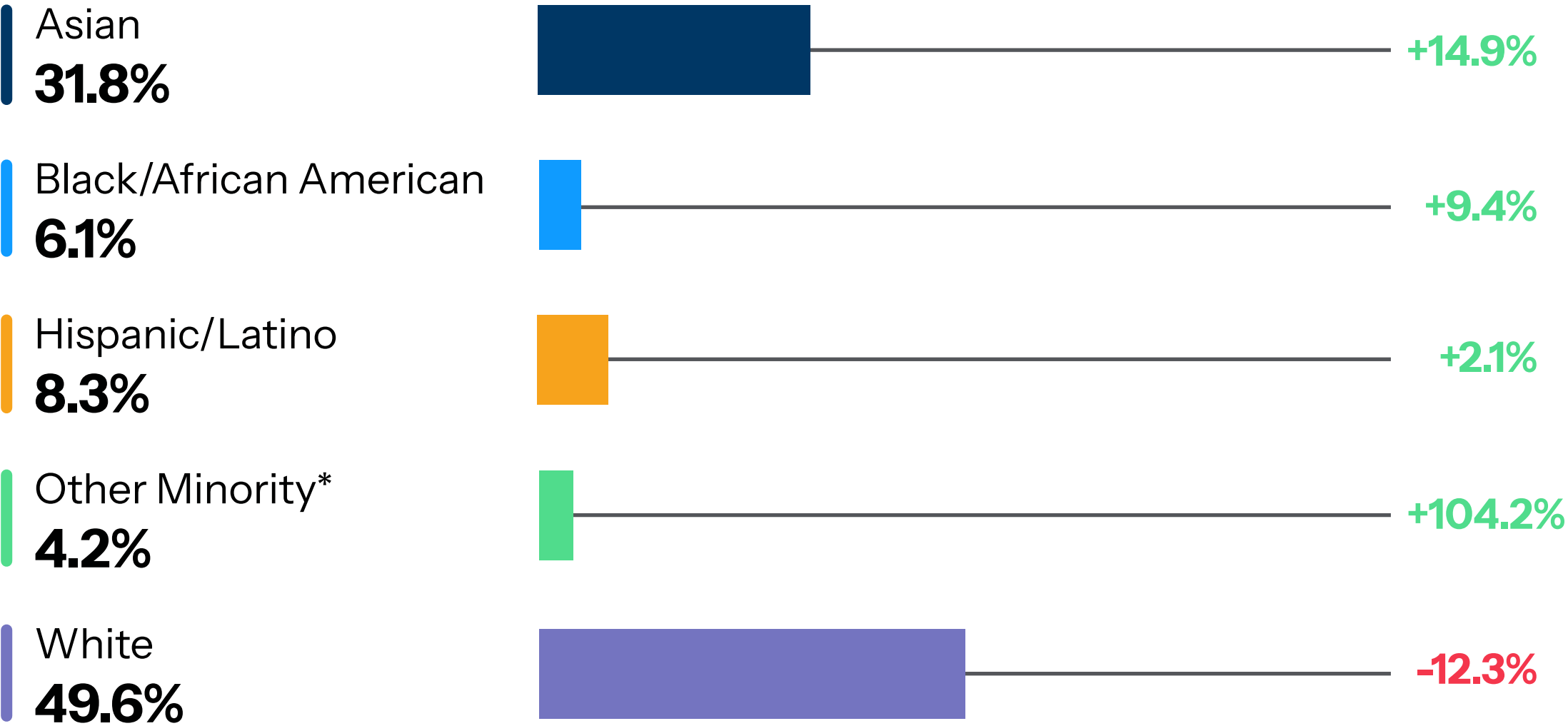


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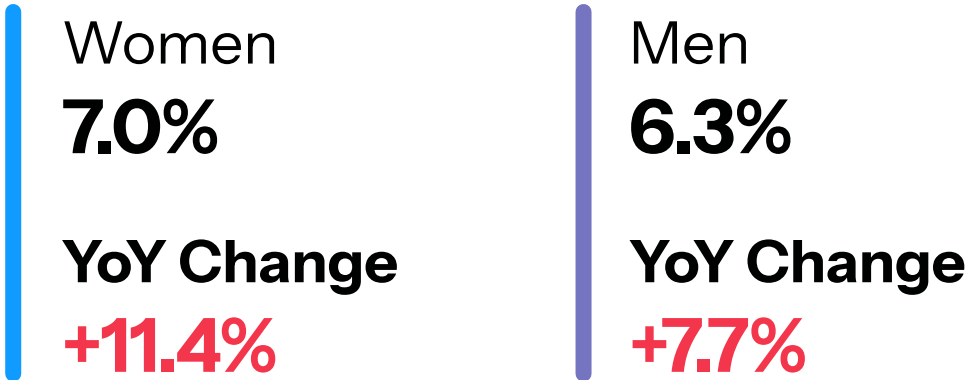
New Hires (U.S.) Including M&A



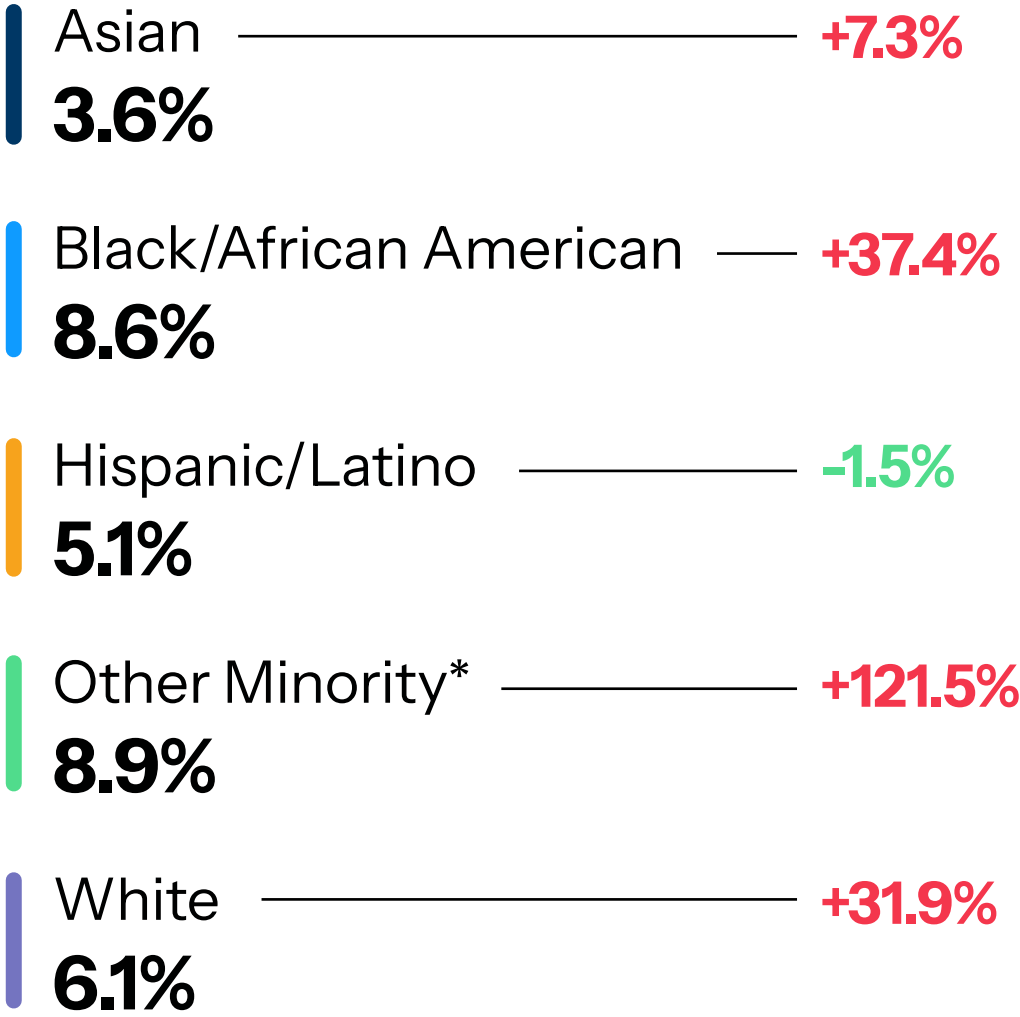
New Hires (U.S.) Excluding M&A



Attrition Rate: Global**



Attrition Rate: U.S.**



Data is an aggregate of reports from various Akamai internal systems. Data was pulled periodically throughout 2024 and provided by Akamai’s internal People Analytics team. Akamai is a GDPR compliant company.

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

**Excludes the impact of any reduction in force.





Flexible Work Program

Launched in 2022, [FlexBase](#) is Akamai's global flexible workplace program. At Akamai, we are committed to providing an exceptional workplace experience for all employees. In response to the feedback from Akamai employees across the world and at all levels, we've crafted the FlexBase program to cater to the varied needs of our employees. FlexBase grants most employees the autonomy to decide where they work best — from their homes, a traditional office space, or a blend of both — based on their needs and preferences. Additionally, FlexBase supports environmental sustainability by reducing daily commutes and our real estate footprint. Over 95% of Akamai employees are empowered to choose their work location.

This strategy continues to allow Akamai to attract a broad range of talent, and to amplify our global footprint. We've continued to invest in technology and practices that encourage workplace connection to make it easier to stay together even when we are physically dispersed.

To reinforce workplace connection while in a flexible workplace environment, Akamai developed a novel approach, reflected in our CLEAR Connections framework.

CLEAR Connections

To better understand workplace connection, and the subtlety of how to foster this connection, Akamai partnered with the NeuroLeadership Institute (NLI), a research and consulting organization that uses cognitive science to understand and change workplace habits.

This collaborative work addresses workplace connections through a four dimension framework: Colleague, Leader, Employer, and Role (CLEAR). The framework highlights that fostering holistic workplace relationships is more effective than focusing solely on physical closeness or interpersonal bonds.

Relates to employees’ clarity, engagement, and personal growth in their roles, fostering motivation and performance.



Involves trust, support, and collaboration among peers, which enhance team performance.

Reflects alignment between employee values and their organization’s mission, where greater alignment results in enhanced job satisfaction and organizational commitment.



Centers on managerial communication, autonomy, and feedback, which are crucial for engagement. Research links 70% of team engagement variance to leadership quality.

The work around CLEAR Connections also underscores that employees have varied and evolving needs. For example, an individual might prioritize Leader connection over Colleague connection, depending on personal or professional circumstances.

Along with introducing the CLEAR Connections framework, Akamai added 16 statements to our quarterly employee engagement surveys. In the survey, employees agree or disagree with statements such as ‘My immediate supervisor gives me ongoing feedback that helps me improve my performance,’ ‘I am willing to give extra effort to help Akamai reach its goals,’ and ‘I can depend on my colleagues for information or materials needed to accomplish my tasks.’ This allows us to measure and understand what’s working and where we can improve. Over multiple quarters, Akamai has seen over 80% of employees agreeing or strongly agreeing with most statements.

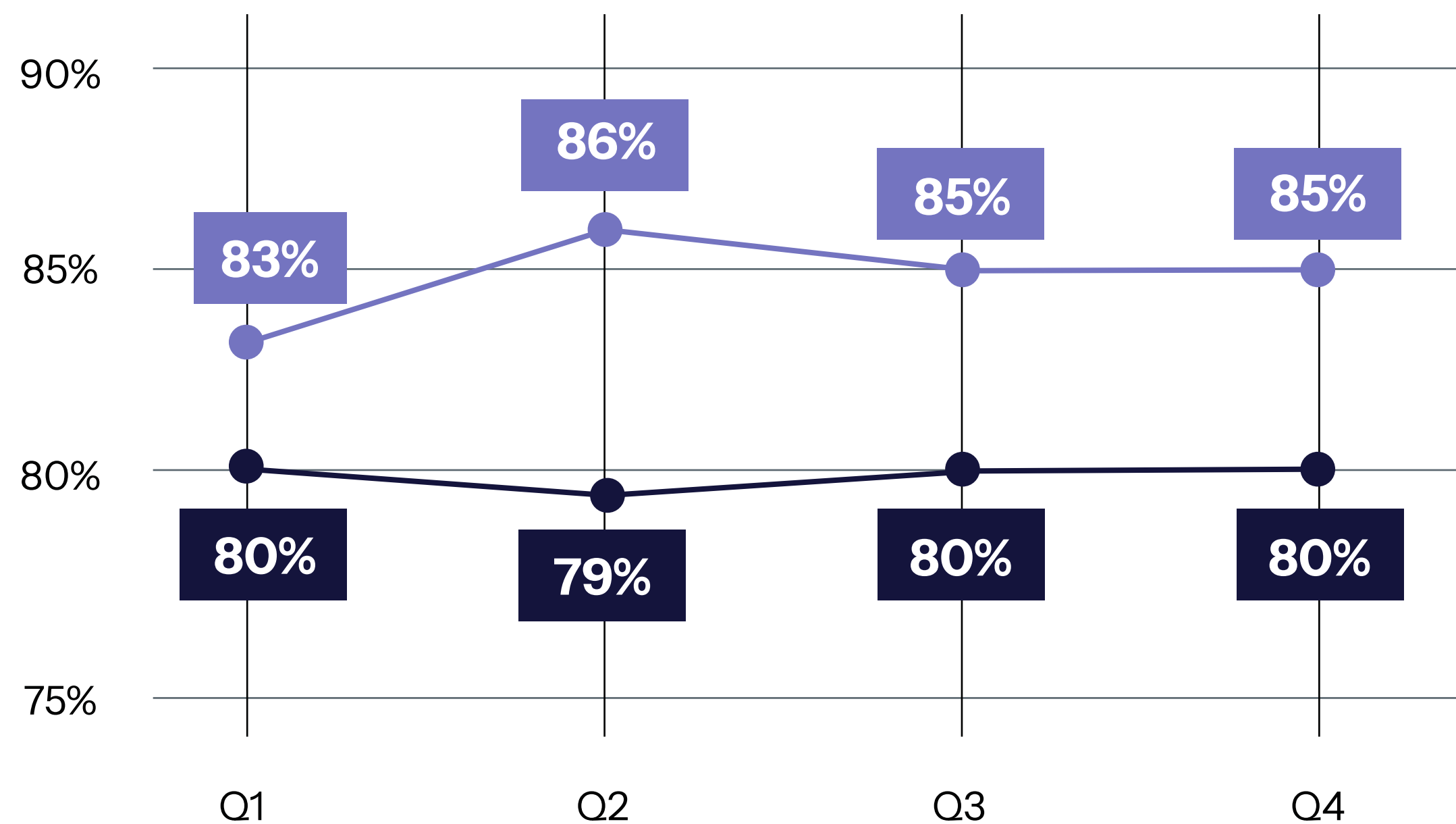
We will continue to focus on preserving and evolving connection as we grow. By shifting focus from a one-size-fits-all strategy to a multidimensional understanding of workplace connection, Akamai is at the center of driving engagement, workplace productivity, and long-term success.

ID&E Employee Sentiment Data

Engagement and Inclusion are two of the 13 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.’ Inclusion consists of three statements, one of which is ‘People of all backgrounds can succeed at Akamai.’ Engagement and Inclusion scores performed well this year and consistently outperform the industry benchmarks provided by our survey vendor.

Engagement and Inclusion Quarterly Results

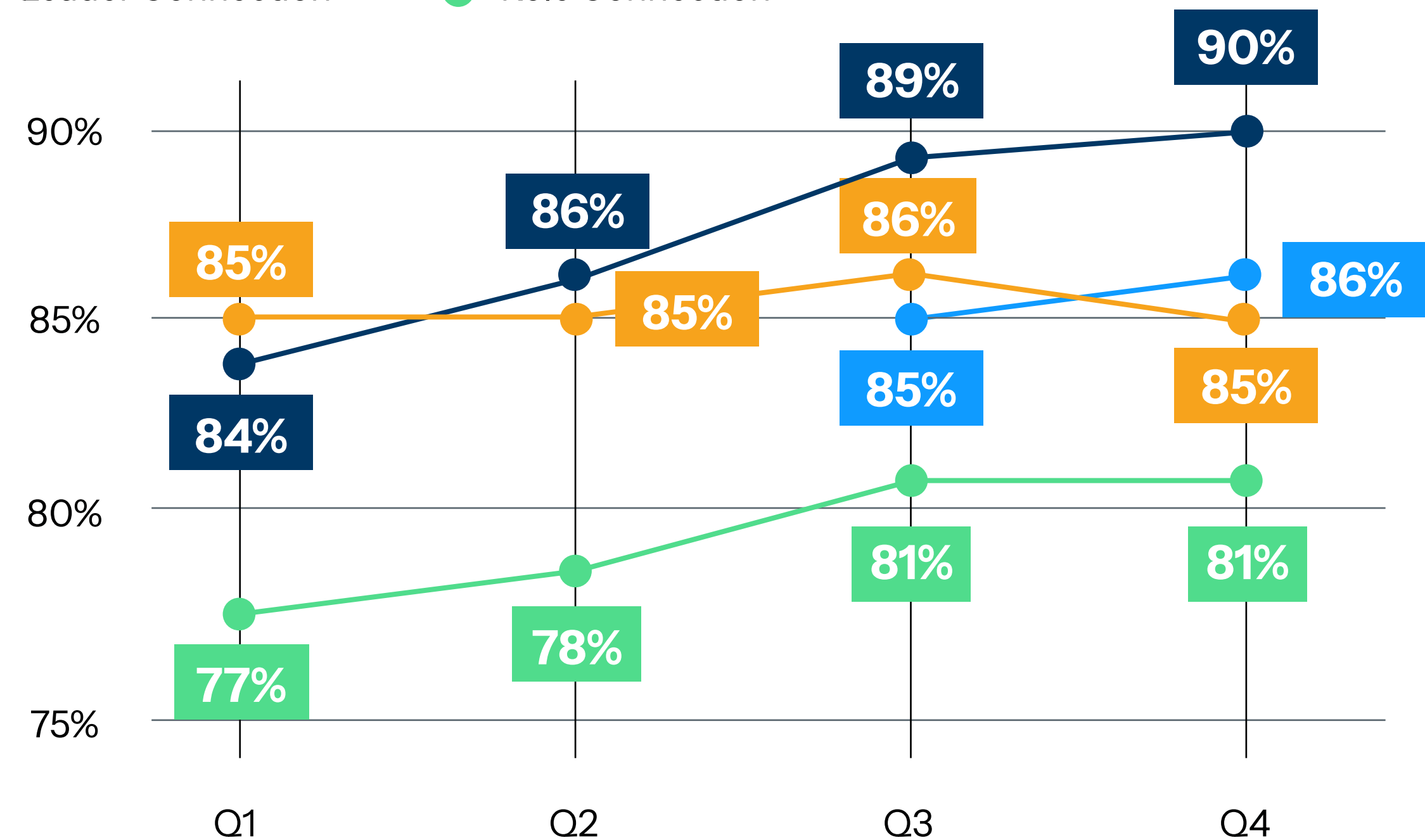
- Inclusion
- Engagement



This year, we redesigned our ‘Connection’ dimension to align with our CLEAR Connections initiative (see page 31). Rather than one all-encompassing ‘Connection’ dimension, we now have four distinct dimensions of connection measurement: ‘Colleague Connection,’ ‘Leader Connection,’ ‘Employer Connection,’ and ‘Role Connection.’ Each of these consists of three to five statements, such as ‘I feel connected to my colleagues’ and ‘I believe in Akamai’s purpose, “To make life better for billions of people, trillions of times a day.”’

Connection Dimensions

- Colleague Connection*
- Employer Connection
- Leader Connection
- Role Connection



*Colleague Connection was added in Q3 2024.

Employee Resource Groups (ERGs)

Akamai has eight global [ERGs](#) with a combined membership of nearly 2,200 employees. ERGs aim to create a sense of community and provide development opportunities. They are open to any and all employees.

In 2024, ERG overall membership increased by 7.2%. The Women's Forum, our largest ERG, reached an impressive milestone, surpassing 1,000 members.



APIC

Celebrates and honors Asian and Pacific Islander heritage.



IndUS

Unifies South Asian employees, enhancing integration and cultural development.



Military Veterans

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



Global Women's Forum

Fosters awareness, shares challenges, advice, and education, and looks into removing obstacles for women's careers.



In Reach

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



Parents@Akamai

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



Ohana

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



Out@Akamai

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

ERG Programs and Events

ERGs collaborate internally and externally to create meaningful programs and events, including:



Educational opportunities on topics like neurodiversity in the workplace, building your personal brand, integrating wellness into office culture, and empowering caregivers.



Engagement events to connect through wellness activities such as art and cooking workshops, book club, yoga and meditation sessions, and exercise classes.



Awareness campaigns to commemorate days of significance, such as the Trans Day of Visibility, International Women’s Day, Asian, Native Hawaiian, and Pacific Islander Heritage Month, Veteran’s Day, and Memorial Day.



Volunteer opportunities with global partners, such as learning British Sign Language to record birthday wishes for individuals with hearing loss, or designing financial literacy guidebooks for underserved youth.



Personal growth and development programs, including ERG leader sessions, webinars with external experts, and quarterly meetings for ERG leaders and sponsors.

In November 2024, Akamai celebrated ERG Month for the first time, honoring ERG contributions. As part of the celebration, ERGs hosted multiple events, including a panel discussion, engagement campaigns, and a volunteer event. These efforts engaged over 500 participants and participation was open to all employees.

Employee Programs

Every year we host events, workshops, and conferences around the world to engage, support, and develop Akamai's entire workforce.

Akamai's team in EMEA launched their regional group in 2024, with initial efforts focused on raising awareness of neurodiversity through campaigns and workshops addressing ADHD, autism, and dyslexia in the workplace. The team also emphasized engagement by launching Culturama!, a bimonthly discussion group open to all employees, aimed at sharing perspectives on cultural topics. The team also introduced a video blog series, where colleagues across the region helped others learn more about different teams, cities, and countries.

Akamai Poland organized educational webinars for parents and people with disabilities, celebrated Pride Month with awareness sessions, and marked Culture Diversity Day, among other initiatives. Also, Akamai's LeaderShe program launched its seventh cohort for a four-month journey of mentoring, workshops, and coaching. Similarly, the Let's Do IT AKAdemy, a joint initiative organized by the Mamo Pracuj Foundation and [Akamai Foundation](#), launched its third cohort to support women navigating career changes.

Our Costa Rica site supported the LGBTQIA+ community through events like the Spirit Day celebration, which included a workshop on protecting LGBTQIA+ youth from bullying. The team also organized sign language classes to enhance workplace inclusivity.

Other activities focused on career development, engagement, and community building. Highlights included the Cyber Lady Meetup hosted in our office in Tel Aviv, bringing together people from various fields for technical lectures, and engagement activities such as "Bring Your Parents to Work" and "Bring Your Kids to Work" which fostered stronger family connections to the workplace, complemented by wellness programs and other initiatives.

In India SheGuides, a 60-participant program aimed at empowering women returning to the workforce launched and 18 participants graduated from Stand Tall, a women's leadership program. Parent engagement activities included the "Parent India Café" and "Bring Your Kids to Work Day," which set a participation record in 2024.

The Munich team organized a "Bring Your Kids to Work Day" in 2024 and hosted its fourth annual "[Girls' Day](#)", a nationwide career orientation event.

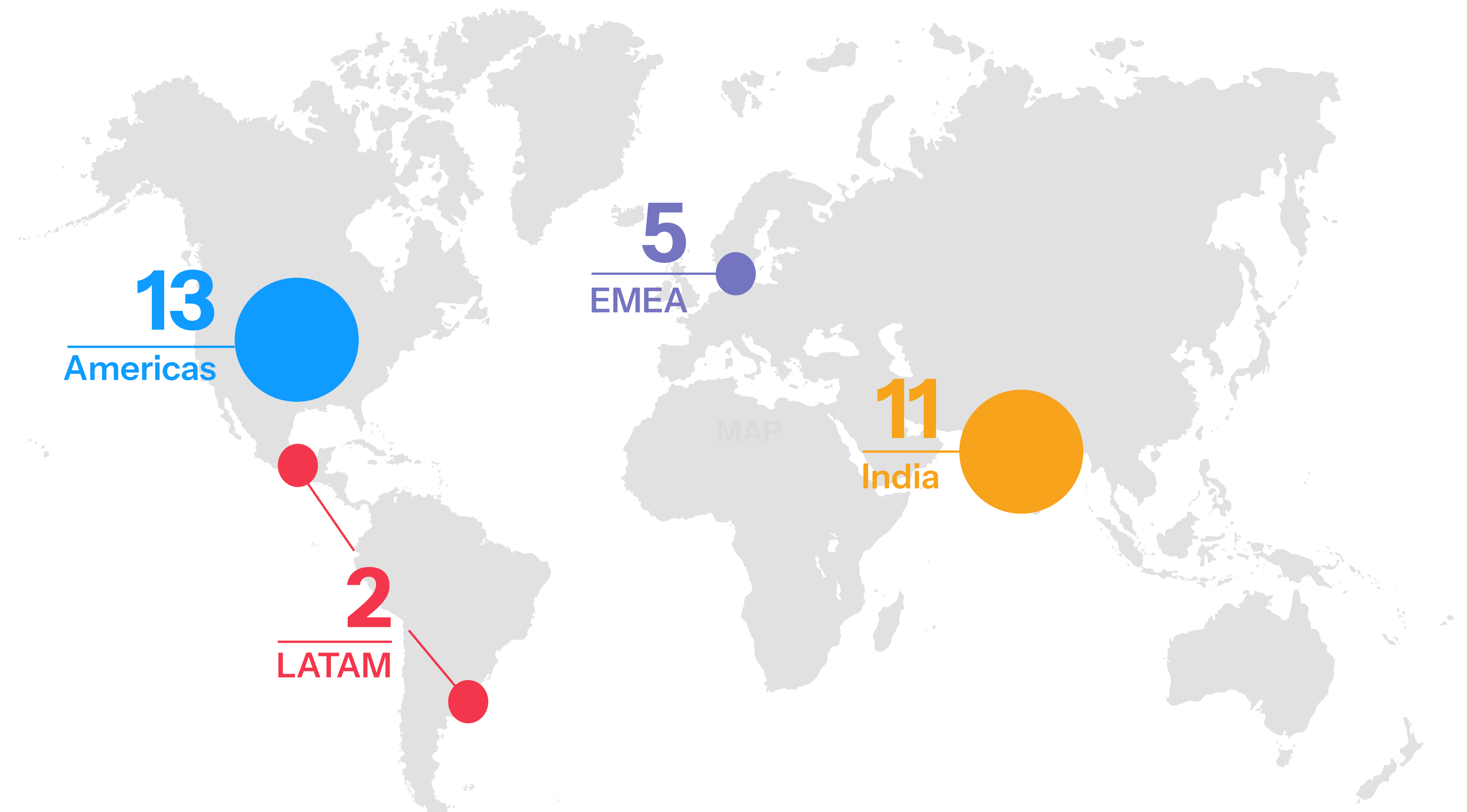


Akamai Sites Around the World

As our teams have grown more geographically dispersed, in 2024 Akamai has significantly expanded the role, and number, of Akamai's Site Leaders, dedicated leaders looking after a specific office or group of employees. Where Site Leaders of the past were primarily focused on Akamai's largest physical sites — like Cambridge, Massachusetts, and Bengaluru, India — the evolution of where and how we work has led to 31 new virtual sites across its operating regions, appointing additional, dedicated Virtual Site Leaders for each. Virtual Site Leaders organize gatherings, keep people informed, welcome new employees, and celebrate existing employees.

Like the innovation that sparked FlexBase and our approach to workplace connection, Virtual Site Leaders are a novel and nuanced answer to how we grow, scale, and adapt, while preserving the culture that has made Akamai a top place to work. In addition to a vast collection of company-wide engagement and recognition programs, Site Leaders of both physical and virtual sites are a lynchpin in Akamai's ability to grow big and feel small.

Akamai Virtual Sites Around the Globe



Employee Listening

Employee Feedback and Listening

Each quarter we conduct Pulse, our anonymous employee engagement survey. Pulse gathers insights on the employee experience, as well as opportunities for improvement.

Each survey is sent to all employees, who evaluate a series of statements on a five-point favorability scale. These statements are organized into a series of dimensions, which highlight specific areas of focus and support our analysis.

In 2024, we launched a series of campaigns to increase education and awareness of our employee listening programs, including a document that highlighted how and why we maintain listening programs, as well as training to educate employees on the Pulse survey, its importance, and how we use results.

In addition to Pulse, we host quarterly Akamai All Hands meetings in various time zones, as well as departmental and regional events, including town halls and site leader meetings. During these sessions, we reinforce corporate messages, receive employee feedback, and share updates related to specific functions and locations.

Pulse Survey Results Dashboard

2024 weighted averages

66



Anticipate and Adapt

78



Benefits and Wellness

85



Colleague Connection

77



Communication

81



Culture

79



Customer Focus

85



Employer Connection

80



Engagement

95



FlexBase Productivity

85



Inclusion

87



Leader Connection

76



Recognition

79



Role Connection

33%

Total Response Rate

13,063

Responses

Training and Development

We provide a range of opportunities for employees at all levels to learn and grow. 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.

The Akamai Career Hub, our internal career platform, helps all 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. Integrated into the Career Hub is also our global mentoring program — enabling employees to connect with colleagues, foster relationship-building, and create networking opportunities and advance their career.

Akamai also provides a number of online training opportunities for managers and individual contributors. Individuals can take training on a range of topics, from interpersonal skills to people management and business acumen. Our People Manager Essentials serves as an additional employee-wide resource center, providing practical tools, guidance and learning strategies focused on recruiting, career development, performance management, recognition, and talent retention.

Akamai also offers an award-winning leadership development experience known as L.E.A.D. (Learn, Engage, Achieve, Drive) to help people managers lead high-performing and engaged teams. In 2024, we expanded our program to individual contributors to help them expand their professional network and invest in their leadership capabilities.

Our GROW Program

Another key training offered to all Akamai employees is our GROW Program. Our GROW program, and specifically having a growth mindset, is a differentiator for Akamai. Now in its fourth year, we incorporate the GROW habits into our competencies and daily practices through six training modules. In 2024, we focused on experimentation, valuing progress, and learning from others through the introduction of new habits focused on how to move out of our comfort zones and into the growth zone.

80%+

Akamai employees completed the first five GROW training modules.

ID&E Training

In 2024, Akamai launched a series of voluntary information sessions that were open to all employees and focused on defining what inclusion, diversity, and engagement mean for Akamai, as well as highlighting initiatives and programs from across the company. Participants were given the opportunity to engage in guided discussions and explore a list of actionable and practical steps.

We held five sessions in 2024, with participation from more than 300 employees worldwide. We plan to convert the content from these sessions into on-demand video training accessible to all employees.



Benefits and Well-being

Benefits and Compensation

Our competitive global benefits allow employees to 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 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 Akamai employees are paid a living wage, calculated according to local context. We regularly assess whether the compensation paid to 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.

Well-Being

We strive to provide benefits for all aspects of life, including programs that relate to health and well-being, 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.

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.

Akamai Wellness empowers employees to improve their health. Our offerings will vary based on location, but we provide various programs, including:

Annual Wellness Allowance, reimbursing wellness-related expenses

Five global Wellness Days

Wellness program discounts

Free flu shots and health screenings

Wellness challenges, online learning campaigns, and multi-week programs

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

Wellness resources, including newsletters, videos, podcasts, and 1:1 support

Live classes webinars and events

A suite of mental health resources:

Providing employees and eligible family members access to free and confidential counseling and coaching from a mental health professional

A digital platform to support employees and eligible family members following crisis and trauma

A network of trained fellow employees that serve as initial points of contact for someone experiencing a mental health issue or emotional distress

Employee Health and Safety

Akamai is dedicated to providing a safe and healthy environment for our employees, contractors, visitors, customers, and members of the public through sound procedures, well-designed and maintained equipment, and facilities and arrangements for physical and mental well-being. We comply with country-specific regulations across our operations, and aspire to maintain the highest standards of health and safety.

To this end, we endeavor to stay ahead of current professional expertise on health, safety, and environmental matters, review our policies regularly, and help our employees know how to stay safe. We offer consultations with third party consultants on matters that have the potential to affect their health, safety, or well-being.

In 2024, we introduced a weekly global security intelligence forecast report, containing events and risk intelligence that could impact Akamai operations and/or employee health and safety.

