Akamai 2022

ESG Impact Report

From our CEO

At Akamai, we believe in delivering business results the right way. That means operating in ways that reflect our core values of trust and integrity, inclusion and respect, and giving back to the communities in which our employees work and live around the world.

Akamai approaches environmental, social, and governance (ESG) priorities not as isolated initiatives, but as fundamental components of a holistic strategy to be the most innovative and highest performing company we can be – on all fronts. That means operating our business in ways that best serve the interests of all our stakeholders which include our employees, customers, partners, shareholders, communities, and our planet. This important work is integral to our overall purpose to help billions of people, billions of times a day.

We seek to have a positive impact on the places where we work and live, extending our efforts beyond the company. We do this in multiple ways. For example, we work with environmentally conscious suppliers and partners to reduce our environmental impacts collectively. We partner with sustainability organizations, through public advocacy, and with like-minded companies focusing on expanding the benefits of a carbon-free internet.

Tom Leighton

Founder and CEO
Akamai Technologies

A core component of our commitment to corporate responsibility has been supporting K-12 math education programs to encourage today's students to become tomorrow's innovators and technology leaders. This work is carried out by our philanthropic arm, the Akamai Foundation, which in recent years has broadened its impact by making grants in response to needs caused by the global COVID-19 pandemic and, more recently, the humanitarian crisis caused by the tragic war in Ukraine.

For the sixth year in a row, Akamai ranks among America's 100 "most just" companies as measured by the research nonprofit JUST Capital, which analyzes top publicly traded companies on ESG criteria that define ethical business behavior. This annual ranking analyzes the way we treat and pay our employees fairly, provide good benefits and work-life balance, cultivate a diverse and inclusive workforce, deliver services in a sustainable manner, protect customer privacy, and prioritize public accountability to all stakeholders. In the most recent ranking, Akamai ranked third out of 951 companies on the environment across all industries, and first for workers and the environment in the internet industry.

This report is one of the ways that we fulfill our commitment to remain transparent in our business practices and accountable to you. Thank you for supporting us in this work.

Tom Leighton

Environmental, Social, and Governance: Our Year

As the cloud company that powers and protects life online, and as a responsible corporate citizen, we understand that our actions have a direct impact on the world around us. As we continue to build out Akamai Connected Cloud, we endeavor to incorporate ESG considerations into every aspect of our business, including how we drive our sustainability strategy, best support our people, and identify ways to best engage with our communities.

We recognize that ESG norms are rapidly evolving, and are committed to staying at the forefront of industry best practices. Our ESG strategy is grounded in our values and designed to drive sustainable growth while minimizing environmental impact, promoting social responsibility, and highlighting our approach to responsible business practices. We are committed to continuously improving our ESG performance for the future and are proud of our progress in 2022.

- **We further reduced our carbon footprint through investments in renewable energy and energy efficiency measures and improved measurement capabilities.**

- **We continued to evolve our approach to inclusion, diversity, and equity programs to create a more inclusive workplace culture.**

- **We launched FlexBase, an internal global program that empowers employees with workplace flexibility.**

- **The Akamai Foundation awarded 107 grants targeting digital equity and inclusion in STEM education, disaster relief efforts, and strengthening community networks around the globe.**

- **We expanded our Responsible Supply Chain Program (RSCP) to align our suppliers even more closely with our ESG goals and values.**

- **We evolved our ESG materiality approach and identified five ESG focus areas for Akamai: Sustainability, Our People, Responsible Business Practices, Data Privacy and Security, and the Akamai Foundation.**

At Akamai, we are convinced that ESG is not only the right thing to do, but also makes good business sense. By integrating ESG considerations into Akamai Connected Cloud, we are positioning ourselves for long-term success and resilience.

As in years past, we remain committed to transparency and open communication as we build towards a more sustainable and responsible future.

The Akamai Environmental, Social, and Governance Leadership Team

Aaron Ahola
Executive Vice President and General Counsel

Kara DiGiacomo
Director of Corporate Philanthropy and Executive Director of the Akamai Foundation

Jeffrey Huang
Vice President and Chief Ethics and Compliance Officer

Mike Mattera
Director of Corporate Sustainability and ESG Officer
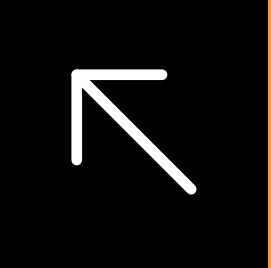

Saskia Schwartz
Lead Counsel and ESG Officer

Khalil Smith
Vice President of Inclusion, Diversity, and Engagement

Kate Walden
Vice President and Assistant General Counsel

5

Table of Contents

Our People

Foundation

Table of Contents

Akamai 2022

Environmental

Mike Mattera

Director of Corporate Sustainability and ESG Officer

Our Year

The **latest report by the United Nations Intergovernmental Panel on Climate Change (IPCC)** warned that it is "now or never" to stave off a climate disaster. Businesses play a key role in mitigating global warming and reducing greenhouse gas (GHG) emissions by implementing and executing climate-impactful programming and taking meaningful steps toward a systemic global shift.

At Akamai, environmental sustainability has long been a core focus. As a leader in cyber security, content delivery, and now entering into cloud computing services, we make online experiences better for billions of people, billions of times a day. As a key fabric of the modern internet, Akamai Connected Cloud plays an important role in the climate transition. Research estimates that by 2025, the IT industry could use 20% of all electricity produced and emit up to 5.5% of the world's carbon emissions – more than most countries' total emissions (China, India, and the United States excepted). We take seriously our contribution to this alarming industry statistic.

As Akamai is a leader in the internet ecosystem, we have committed to reducing our environmental impact. To fulfill that commitment, we are focused on achieving **five goals** related to the delivery and security businesses of Akamai Connected Cloud by 2030. Goals one, two, and three are currently targeted at the delivery and security services of Akamai Connected Cloud.

1. **100% platform emissions mitigation**

2. **100% renewably sourced energy**

3. **50% more energy-efficient**

4. **Responsible supply chain management**

5. **Global expansion of 100% e-waste recycling**

In this section of the report, we outline our progress to date on these goals, how we're mobilizing our people, details on the integration of our cloud and edge platform, where we are headed with our cloud computing business, and our approach to making our supply chain more sustainable now and for the future.
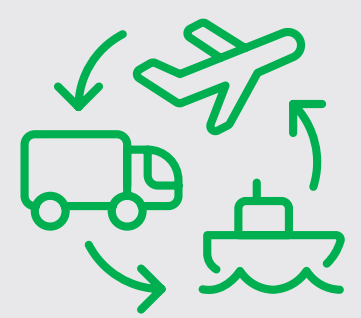
Mike Mattera

Net-Zero Emissions

2030 Goal: 100% emissions mitigation for delivery and security services running on Akamai Connected Cloud.

Akamai made steady progress toward our goal in 2022.

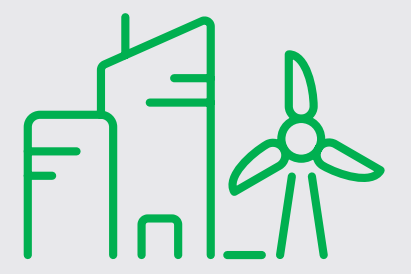## Global Emissions Reduction Progress Update

Scope 2 Emissions	**Scope 3 Emissions**	**Avoided Emissions**	**Capacity Growth**	**Sustainable Facilities**
92,000 tCO2e	44,000 tCO2e	87,000 tCO2e	25%	>140

Data reported as of 3/15/23. All data are approximate and subject to adjustment based on the **outcome of our 2022 emissions verification**. Scope 1 emissions values can be found on our yearly emissions statement.

Program Approach

Akamai accounts for direct and indirect emissions across our global operations. The delivery and security services running on Akamai Connected Cloud are deployed across a globally dispersed footprint of servers, switches, routers, and network devices. Our widely distributed footprint brings complexities that make tracking energy consumption difficult. To ensure we are accurately tracking our consumption, we have selected to approach to measure our impact based on the **World Resources Institute (WRI) Greenhouse Gas Protocol (GHGP)**, a global standard for measuring and managing GHG emissions.

Science Based Target Progress

Akamai committed to Business Ambition for 1.5°C under the **Science Based Targets initiative (SBTi)** just ahead of **Global Citizen Live** on September 25, 2021. Business Ambition for 1.5°C is an urgent call to action from a global coalition of United Nations agencies and business and industry leaders, in partnership with the **Race to Zero Campaign**. The SBTi calls on companies across all sectors and geographies to set science-based, net-zero-aligned emissions reduction targets. Akamai is in the process of setting final targets with a goal to accomplish this effort in 2023.

Akamai has elected to combine our Scope 1 and 2 emissions and derive a single science-based target (SBT) following the **Information and Communication Technology (ICT) sector method**, to work to keep the

overall trajectory within an ambitious 1.5°C target with the goal of tracking toward a well-below 2.0°C approach by 2030 for Akamai Connected Cloud. Under Akamai's operational footprint, this covers the bulk of our leased submetered emissions output and associated direct operational control, Scope 1 and 2 emissions that are mostly relevant today in our offices and Akamai-owned data centers (AODCs).

Akamai has been working toward developing a strategy to achieve year-over-year reductions against a well-below 2.0°C approach by 2030 to meet our net-zero goals. As we continue to integrate, project and comprehend the overall growth trajectory of our compute business, we will look for ways to best incorporate this into our comprehensive approach to the SBTi initiative.

Based on the operational control model of Akamai Connected Cloud, Akamai measures and includes a portion of our **Upstream Leased Assets** under our Scope 3 emissions, also known as category 8. Even though this is considered an indirect impact, this approach reflects the full emissions impact of operating our globally distributed platform and highlights our work to ensure we reduce our platform emissions globally.

As we continue integrating cloud computing into Akamai Connected Cloud, a year-over-year absolute emissions reduction with the expected growth of the overall distributed platform aligns well with what is outlined in the SBTi ICT approach. Therefore, Akamai acknowledges that tracking our public goals against those outlined by the SBTi for the ICT sector is essential to our long-term success.

Reaffirmation of our 2030 Approach

This year has proven challenging for us moving closer to our goals of net-zero and 100% renewable Akamai Connected Cloud. Akamai recognizes that a company's path to its sustainability goals can be defined in various ways and that only some techniques will be considered equal. We remain committed to 100% emissions mitigation of the delivery and security business segments of Akamai Connected Cloud by 2030. Focusing on these areas will provide a meaningful way to influence our current and future operations. We recognize that this approach is the most significant hurdle to becoming net zero by 2030.

Since the Akamai corporate sustainability program originated in 2009, we have set out to do this the right way, and we plan to continue to do so even with turbulent economic conditions such as what we saw in 2022. Akamai had plans to close additional renewable energy deals in the Americas and greater Europe in 2022. However, with global headwinds beyond our control, we could not support any new renewable energy projects in 2022 to advance our goals. Our pause was mainly due to monetary, supply, and demand, causing constrain since Akamai is a smaller renewable energy off-taker, the global renewable supply chain, and other economic impacts beyond our control. Throughout 2022, we also saw our existing renewable energy projects underperform compared to what we had projected. In

addition, the continued power growth of our delivery platform made it challenging to keep pace with our goals.

Nevertheless, Akamai is committed to working toward what we aim to achieve. Even with these headwinds, we still slightly improve our emissions output year over year. This affirmation of our approach highlights that we will continue to work toward our goals and look for opportunities that meet the needs of Akamai Connected Cloud in the future. This year we will continue to work toward making progress on our goals by sourcing additional purchaser-caused renewable energy and creditable carbon mitigation and removals across Akamai Connected Cloud.

14

Linode Acquisition Impact

In 2022, Akamai acquired cloud computing platform Linode, and on February 14, 2023, Akamai unveiled **Akamai Connected Cloud**, a massively distributed edge and cloud platform for cloud computing, security and content delivery.

Akamai is taking a fundamentally different approach to the cloud computing market. Our strategy is to offer the world's most distributed platform, placing compute, storage, database, and other cloud services closer to end users and enterprise data centers. We recognize that being closer to users and devices brings unique benefits for critical use cases and has a translatable impact on reducing electricity usage and emissions output. Under our new operational model, we plan to break our emissions into three distinct measurements:

- **Linode + Akamai Core – Scope 1 and 2 Emissions**
- **Akamai Extended Edge – Scope 2 and 3 Emissions**
- **Linode – Scope 1 and 2 Emissions**

Recognizing that the anticipated scale and growth of Akamai Connected Cloud over the next several years may be robust, we are in the process of thoroughly assessing the potential environmental impact and power growth to develop long-term goals and strategies for this new segment of the business for Akamai.

Creating a Cloud-to-Edge Platform

Linode + **Akamai Core** Scope 1 and 2 Emissions	**Akamai** **Extended Edge** Scope 2 and 3 Emissions	**Linode** Scope 1 and 2 Emissions

AKAMAI + LINODE
The world's most distributed cloud and edge platform

15
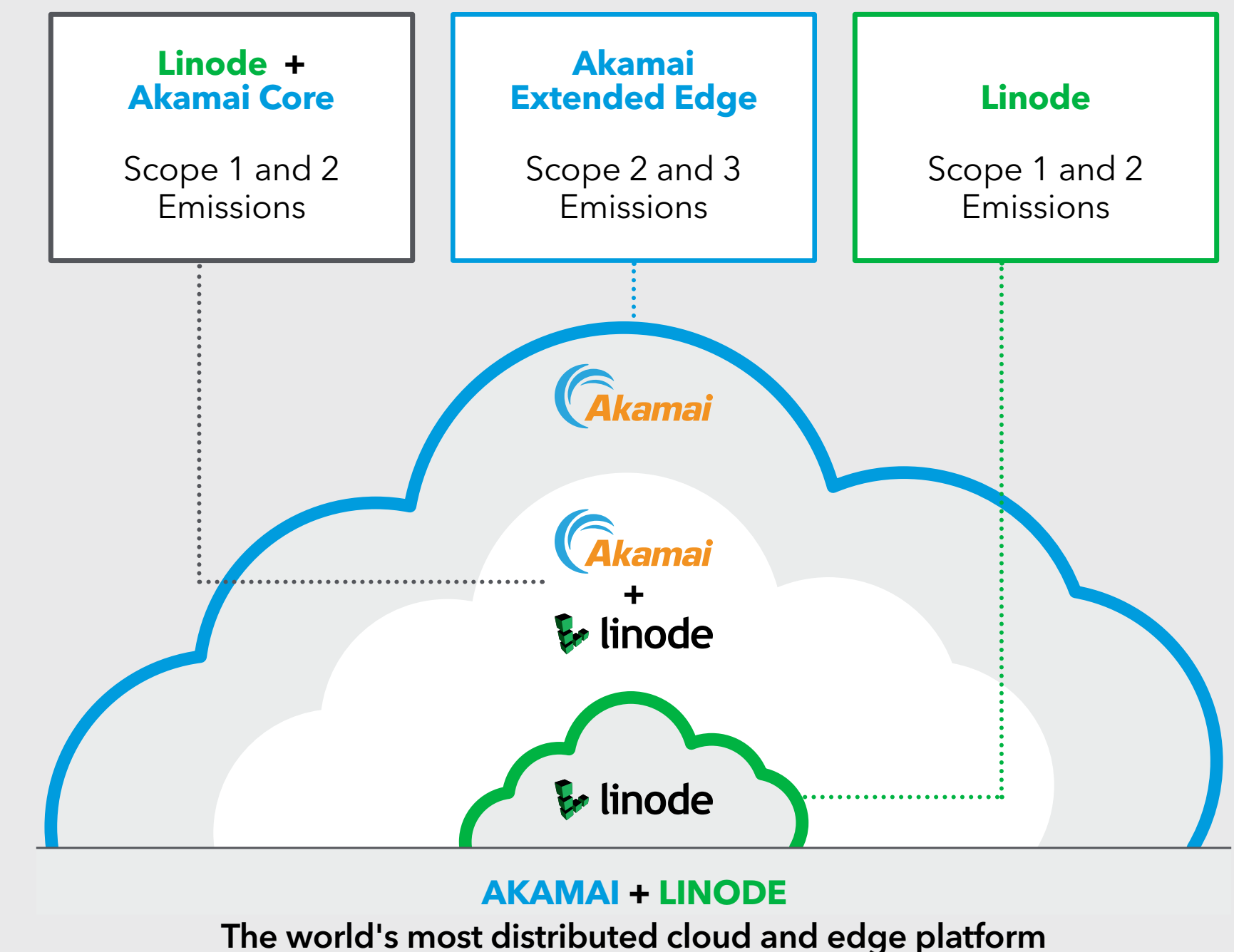
Cloud Computing Emissions Impact for 2022

Scope 2 Emissions
15,300 tCO2e

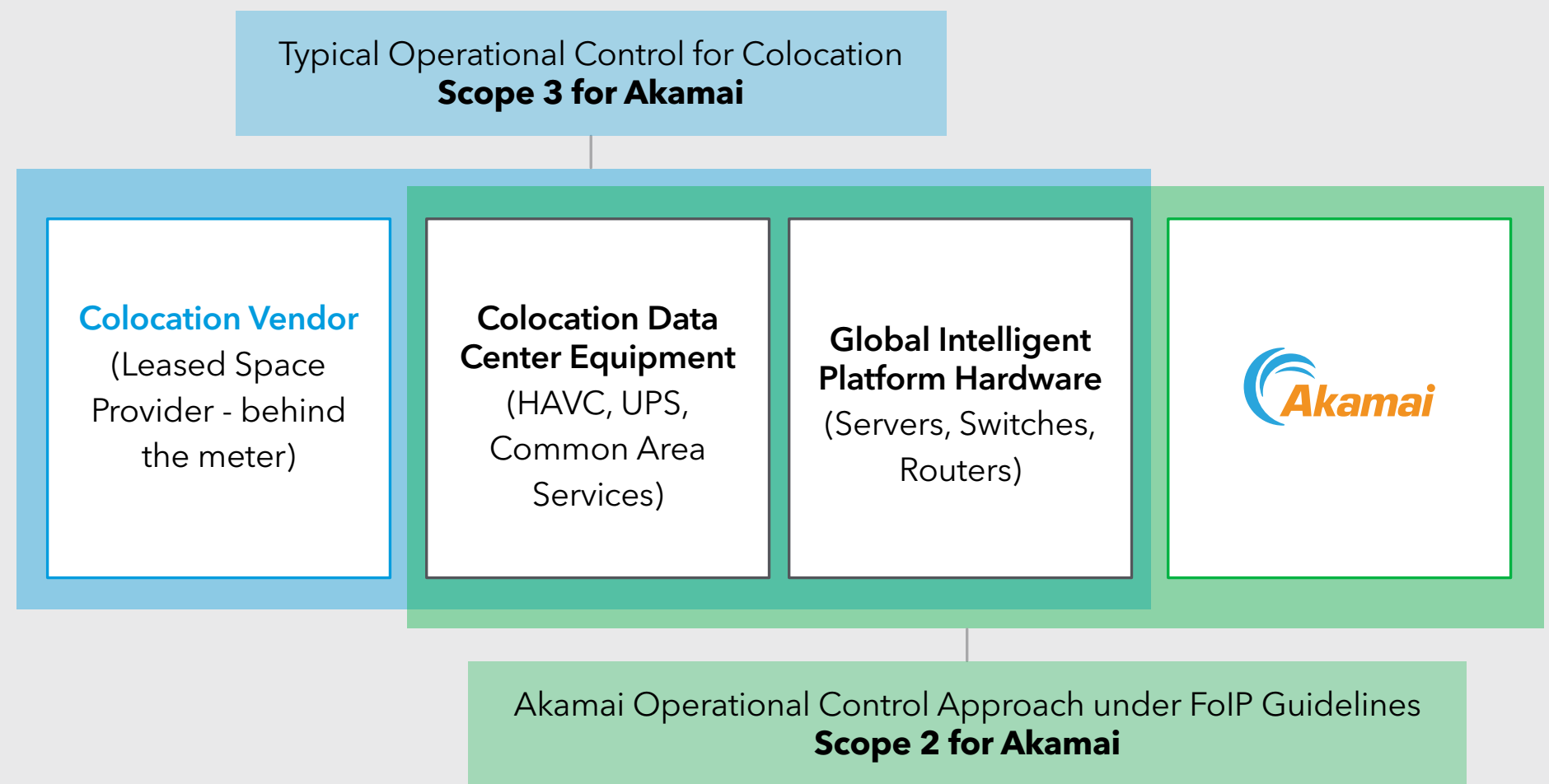**Renewable %**
53%

Avoided Emissions
19,600 tCO2e

Global Locations
11

Sustainable Facilities
9

Data reported as of 3/15/23. All data are approximate and subject to adjustment based on the **outcome of our 2022 emissions verification**.

Typical Operational Control for Colocation
Scope 3 for Akamai

Colocation Vendor
(Leased Space Provider - behind the meter)

Colocation Data Center Equipment
(HAVC, UPS, Common Area Services)

Global Intelligent Platform Hardware
(Servers, Switches, Routers)

Akamai Operational Control Approach under FoIP Guidelines
Scope 2 for Akamai

The green outline in the chart above highlights our approach and includes our portion of the power usage effectiveness (PUE) in a given facility. PUE in our model can consist of the power used for uninterruptible power supplies (UPS), ventilation and air conditioning, and related common area power usage.

Expanding our Focus to Suppliers

At Akamai, we take a broad view of our emissions, including our suppliers and operations under our direct control. Like many companies in the Information and Communication Technology (ICT) space, our data center colocation footprint makes up a considerable portion of our global operations.

The Future of Internet Power (FoIP), a group led by Akamai and a coalition of **Clean Energy Buyers Association (CEBA)** members, has developed solutions for data center services, customers and providers to collaborate on energy management and clean energy procurement. FoIP is aiming to power the internet with 100% clean energy.

This chart details how Akamai takes an expansive view of our operational control footprint when working with suppliers. Under the FoIP guidance, Akamai takes an innovative approach, including all our leased data center emissions caused by our delivery and security services running on Akamai Connected Cloud into our Scope 2 location- and market-based measurements. This method tries to ensure that we are focused on our emissions impact even where we do not have direct operational control of the power meter.

17

As Akamai grows we plan to continue incorporating environmental considerations into our colocation and global deployment planning in a way that can position us on the leading edge of our market.

Under our current method of accounting, using the traditional GHGP approach, Akamai maintains a database of over 500 global electricity emissions factors and over 200 transmission and distribution loss factors to apply the updated values for each area across the globe where we are consuming power. Accurate measurement is critical to assess the impact of emissions related to Akamai Connected Cloud. As we look for innovative ways to measure our emissions impact, we plan to continue building our database and approach to maintain consistency and precision for our stakeholders.

Incorporating Best Practices into the Colocation Planning Process

In partnership with **CEBA**, we have prioritized integrating environmental considerations into the strategic planning process for the Akamai delivery and security services running on Akamai Connected Cloud. Through our participation in CEBA, Akamai helped create a guide of best practices for corporate colocation and cloud procurement. As a signatory of

FoIP's Corporate Colocation and Cloud Buyers' Principles, Akamai supports the following goals:

1. **Options:** Provide options for cost-competitive services powered by renewable resources that reduce emissions beyond business as usual.

2. **Data:** Deliver monthly data on the colocation customer's direct and indirect energy consumption, water consumption, greenhouse gas emissions, and other environmental data.

3. **Incentives:** Align the partnership between customer and service provider, so both parties have an incentive to reduce energy consumption.

4. **Collaboration:** Provide options for customer collaboration on efficiency and renewable energy enhancements.

5. **Disclosure:** Disclose data for individual sites and total global corporate footprint, as well as site-specific energy sources.

6. **Advocacy:** Engage in policy advocacy efforts that support the use of renewable energy.

Helping to ensure our colocation and cloud service providers support these principles will help not only Akamai, but also other companies using their services, to meet sustainability goals.

Embodied Emissions Program

Raw materials alone are responsible for approximately 11% of global energy-related emissions. In 2022, Akamai started working with the Clean Energy Buyers Institute (CEBI) to help facilitate action on embodied carbon emissions. Embodied carbon emissions are the amount of carbon emitted during the creation and disposal of a hardware device. To estimate embodied emissions in the cloud, one needs to calculate the fraction of the total embodied emissions that should be allocated to a particular amount of usage or workload.

CEBI is developing an approach called "Beyond Scope 2" that we believe will help provide the foundational knowledge, tools and community to empower low-carbon procurement advocates within their companies and to catalyze markets to respond.

From the kickoff of this critical program, several takeaways became apparent:

- **Reporting on embodied carbon will increase overall emissions values significantly across a data center or specific IT operational footprint.**

- **There is a clear "first mover" advantage for those willing to report their embodied carbon emissions transparently, even in industries that are not yet focused on this, due to increasing regulation.**

- **Embodied carbon accounting, which falls into Scope 3 of the Greenhouse Gas (GHG) Protocol, needs to mature along with corresponding corporate reporting frameworks.**

In our annual emissions reporting, Akamai's embodied carbon calculations have focused mainly on our hardware and component purchases for delivery and security services running on Akamai Connected Cloud. Embodied emissions from purchasing capital goods over their useful life are recognized to impact our emissions output considerably. We realize that we need validation and industry training to measure specific embodied emissions so we can continue to gain accuracy.

Customer Carbon Calculator

Many Akamai customers share our focus on reducing emissions, including those generated by their IT suppliers. That's why we created the **Carbon Calculator**, a tool that shows an estimated calculation of the emissions produced by an individual customer's actual use of Akamai Connected Cloud delivery and security services.

Integrated into the Akamai Control Center, the Carbon Calculator provides an estimate of the emissions associated with a specific subset of customer

traffic for a specified date range, from the last 48 hours to a period of up to three months. Customers can see at a glance the total bytes delivered and the calculated emissions in grams, kilograms and metric tonnes of CO2 equivalency. The information reported by the calculator also provides a view of estimated emissions by country, color-coded by the volume of bytes and emissions, from low to high.

The Carbon Calculator is an innovative tool for meeting our commitment to keeping Akamai customers informed and engaged on the issue of emissions reduction.
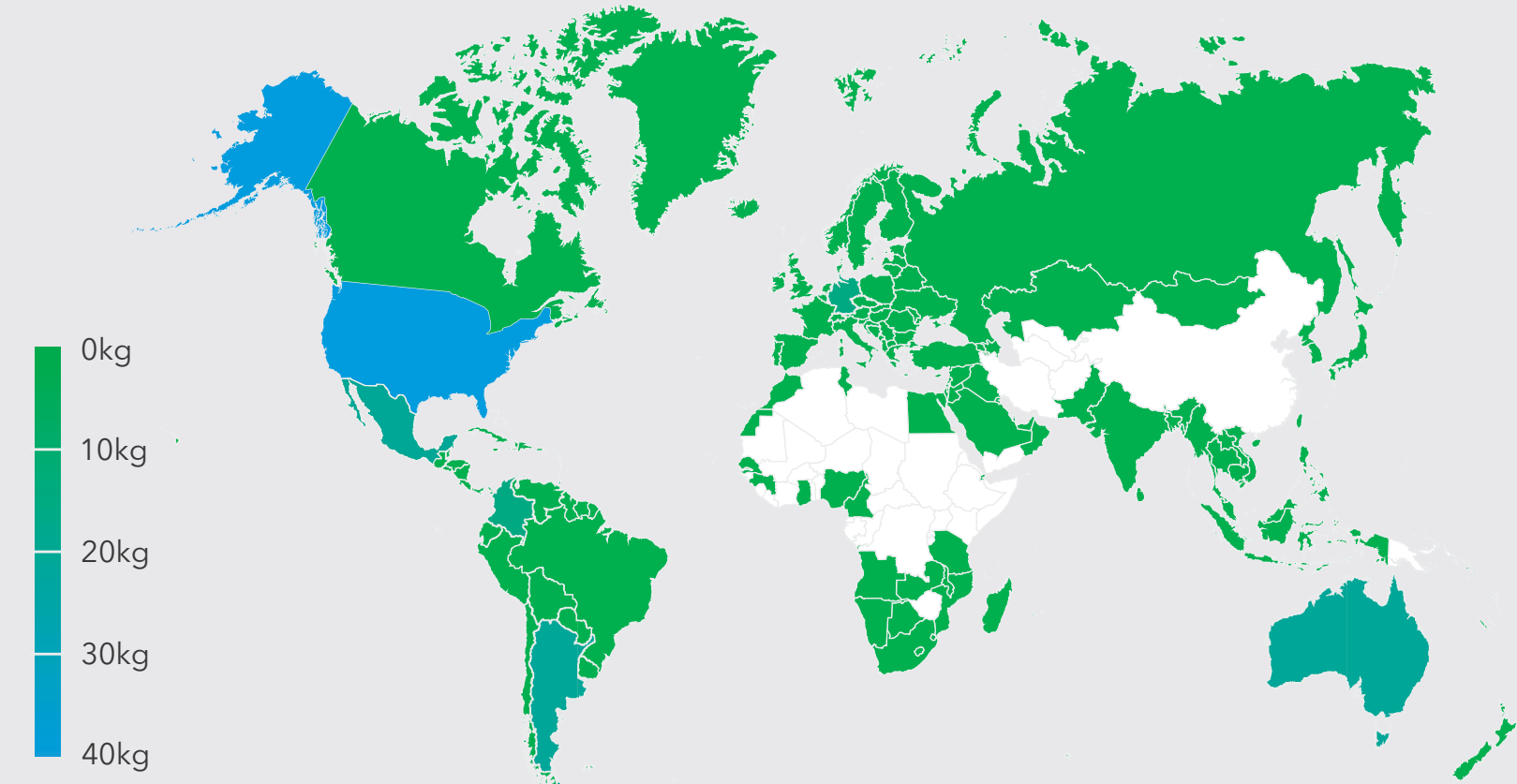

Calculated Emissions and Edge Bytes

Total Calculated Emissions
108.84 Kilograms

Total Edge Bytes
3.15 Petabytes

(Complete Data Ends: March 30, 2022)
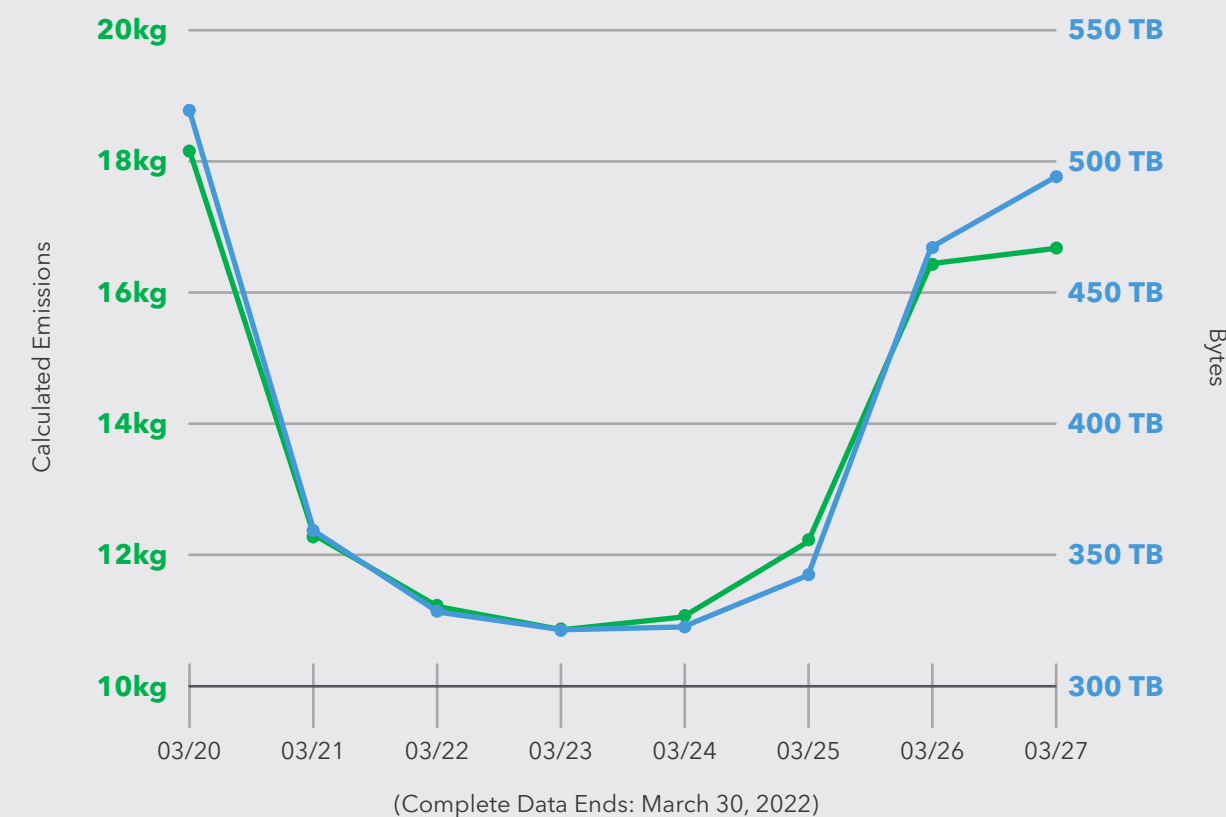
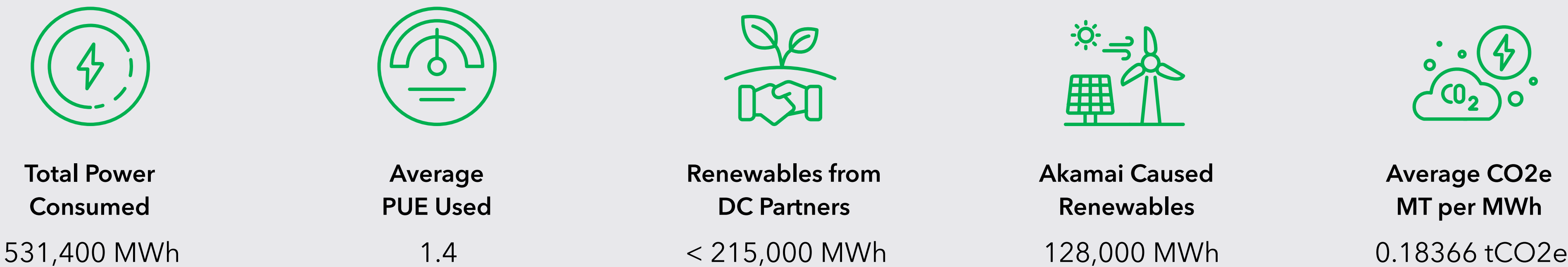**Calculated Emissions and Edge Bytes by Geography**

0kg
10kg
20kg
30kg
40kg

Renewable Energy

2030 Goal: 100% renewably sourced energy for the delivery and security services running on Akamai Connected Cloud.

Global Renewable Power Progress Update

Total Power Consumed	Average PUE Used	Renewables from DC Partners	Akamai Caused Renewables	Average CO2e MT per MWh
531,400 MWh	1.4	< 215,000 MWh	128,000 MWh	0.18366 tCO2e

Data reported as of 3/15/23. All data are approximate and subject to adjustment based on the **outcome of our 2022 emissions verification**.

We intend to achieve our goal of powering Akamai's global operations with 100% renewable energy by putting net new renewable energy on the grid whenever possible. We aim to achieve this with investment in purchaser-caused renewable energy like power purchase agreements (PPA) or virtual power purchase agreements (vPPA). This allows us to obtain bundled renewable energy credits to contribute to our operations.
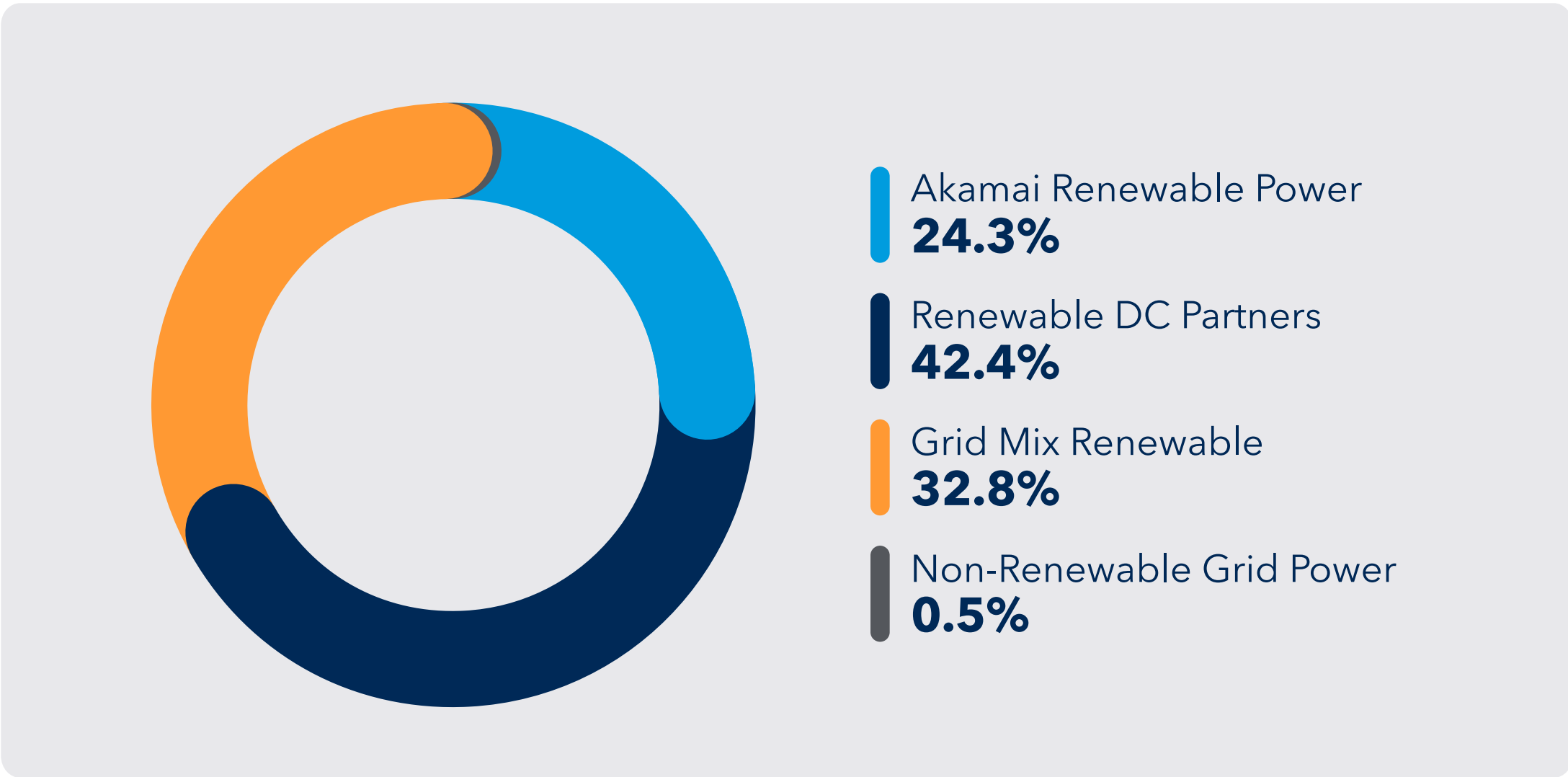
Due to the global footprint of Akamai Connected Cloud, we must rely on energy sources from around the world, including in regions where renewable energy isn't always reliable or readily accessible. Where we can't source purchaser-caused renewable energy or work directly with a colocation partner, we intend to procure renewable power as close to our operations as possible through meaningful utility, supplier, or other market-based options that provide traceable renewable energy certificates, such as **Green-e certification** or those that meet **mandatory compliance standards**.

Renewable Colocation Partnerships

We rely heavily on our data center partners to provide renewable energy to power our operations. Akamai is fortunate to work with data center providers who share our concern about environmental impact. We aim

to prioritize working with those that pass through renewable energy to power our operations. According to Akamai Connected Cloud data as of December 2022, more than 82% of our network deployment resides in our leased colocation partner facilities, we believe our combined efforts have had a significant impact.

Renewable Energy Mix

Akamai Renewable Power
24.3%

Renewable DC Partners
42.4%

Grid Mix Renewable
32.8%

Non-Renewable Grid Power
0.5%

This past year, we have seen our renewable energy footprint grow by bringing an additional purchaser-caused renewable energy project online and working with our data center partners to provide us with a higher mix of renewable energy across our footprint through energy attribute certificates, market-based utility supply, and attestations claims. We are happy to see continued progress toward working with data centers with a greater mix of renewables and increased purchaser-caused supply in our energy mix to reduce our use of fossil fuels.

Procuring renewable energy can be a challenge, so we continue to collaborate with organizations like CEBA to offer training for our partners to support procuring renewable power. The **LESsor Sustainable Energy Network (LESSEN)** was created by CEBA in partnership with Akamai. Through the LESSEN program, data centers and real estate investment trusts gain a straightforward, real-world approach to renewable energy procurement.

Locational Marginal Emissions

Measuring emissions abatement on a global scale is challenging, mainly because the amount of carbon emissions avoided by a given megawatt-hour (MWh) of clean energy varies widely, even across projects within the same region. To address this, in 2022, we began using **Locational Marginal Emissions (LMEs)** from **REsurety** to try to more accurately track our emissions abatement in each project location.

Under the reporting provided by REsurety, LMEs are an innovative way to measure the tons of carbon emissions displaced by 1 megawatt-hour (MWh) of clean energy added to the grid at a specific location at one particular point in time. LMEs are calculated at each power system node like the Locational Marginal Prices (LMPs) used to set wholesale electricity market prices. LMEs measure emissions by identifying the marginal generators that would have been producing energy if not for the renewable injection to the grid at that location.
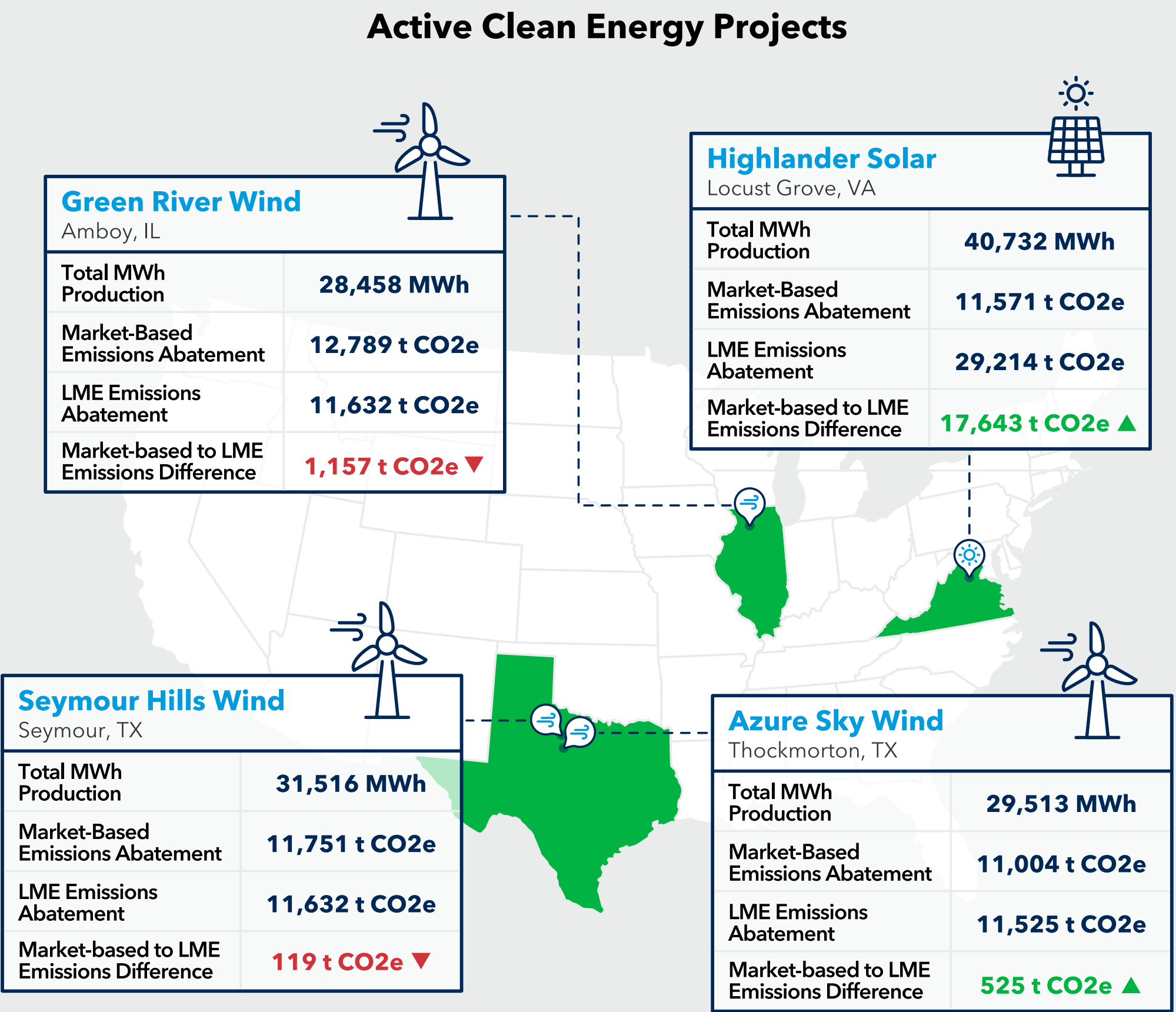
The LME data that REsurety provides **enables Akamai** to more closely calculate the estimated impact of our activities at each location on the grid. LME reports also offer visibility into why emissions are what they are. For example, they show how much gas or coal is displaced or how much wind energy is curtailed due to our activities. These reports also provide insight that helps Akamai evaluate new market opportunities. Using LMEs ensures we focus on locations and technologies that can significantly impact our carbon emissions reduction efforts.

Active Clean Energy Projects

Understanding our renewable abatement impact helps us to make meaningful progress towards our net-zero goals. With our ongoing incorporation of LMEs into our long-term approach, we can better understand the full impact of our renewable projects based on their hourly abatement over the 8,760 hours in a year. Getting to a highly precise measurement helps us track our progress and be more deliberate in reaching a net-zero future for Akamai.

The graphic on the right highlights each project's total MWh production during 2022. It also includes two different emissions factors, including Market-based emissions values based on the project location and generation profile and the LME values, which highlight a closer-to-reality market abatement. Between the market-based emissions factor from the site location and LME values, we highlight the difference between the impact of each applied method. As we continue to form our emissions-first approach, we will look for innovative ways to use innovative emissions abatement measurements, such as LMEs, across our global footprint.

Active Clean Energy Projects

Green River Wind
Amboy, IL

Total MWh Production	**28,458 MWh**
Market-Based Emissions Abatement	**12,789 t CO2e**
LME Emissions Abatement	**11,632 t CO2e**
Market-based to LME Emissions Difference	**1,157 t CO2e ▼**

Highlander Solar
Locust Grove, VA

Total MWh Production	**40,732 MWh**
Market-Based Emissions Abatement	**11,571 t CO2e**
LME Emissions Abatement	**29,214 t CO2e**
Market-based to LME Emissions Difference	**17,643 t CO2e ▲**

Seymour Hills Wind
Seymour, TX

Total MWh Production	**31,516 MWh**
Market-Based Emissions Abatement	**11,751 t CO2e**
LME Emissions Abatement	**11,632 t CO2e**
Market-based to LME Emissions Difference	**119 t CO2e ▼**

Azure Sky Wind
Thockmorton, TX

Total MWh Production	**29,513 MWh**
Market-Based Emissions Abatement	**11,004 t CO2e**
LME Emissions Abatement	**11,525 t CO2e**
Market-based to LME Emissions Difference	**525 t CO2e ▲**

Data from **REsurety**

Emissions First Partnership

Emissions First Partnership

The **Emissions First Partnership** was created by a group of companies working to reduce our emissions from electricity use with impactful clean energy projects. Akamai believes putting emissions first will maximize our carbon reductions and enable us to have a more significant effect where we operate. Moving beyond megawatt-hour matching to focus on the quantified emissions impact of electricity consumption and generation is at the heart of this approach.

At Akamai, we agree that the global scientific consensus is clear: The world needs to drastically reduce GHG emissions to avoid the increasing threats of climate change. A key contributor to reducing global carbon emissions is ensuring the rapid decarbonization of the world's electricity grids.

By joining Emissions First, we have embraced a strategy to prioritize climate change across our operations. The science is evident. Akamai believes an accounting framework that moves beyond the current approach of just megawatt-hour matching is critical. As partners in Emissions First, we are embracing the **Accounting Principles** listed here.

Prioritizing Decarbonization

1. Recognize that the emissions impact of a megawatt-hour of electricity consumption or generation varies based on time and location. Move accounting beyond megawatt-hour matching to focus on the quantified emissions impact of each activity.

2. Take a global view and recognize that all GHG emissions impact the atmosphere and value clean energy procurement targeted to locations with maximum decarbonization impact irrespective of grid or market boundaries.

Valuing the Grid Decarbonization Progress

3. Ensure that corporate clean energy procurement and utility-supplied clean energy are both quantified and incorporated in accounting systems.

Incentivizing Innovation in the Emissions Data Ecosystem

4. Accommodate and favor continual improvements in data quality and availability.

5. Maintain the integrity and accuracy of the underlying emissions accounting data by embracing transparency and third-party verification.

Accounting Governance

6. As data and measurement complexity increases, ensure all organizations can continue accounting for and reporting on electricity emissions to their stakeholders.

7. Avoid penalizing clean energy procurement and planning already made by buyers under the current guidance through methodology changes that could disqualify or significantly devalue these projects and investments.

8. Ensure guidance applies to real-world scenarios by providing fair and consistent accounting treatment for all clean electricity technologies and renewable energy procurement.

We are proud to be a contributor to Emissions First, working among some of the best companies in the world to help curb climate change.

Our Process for Power Data Collection
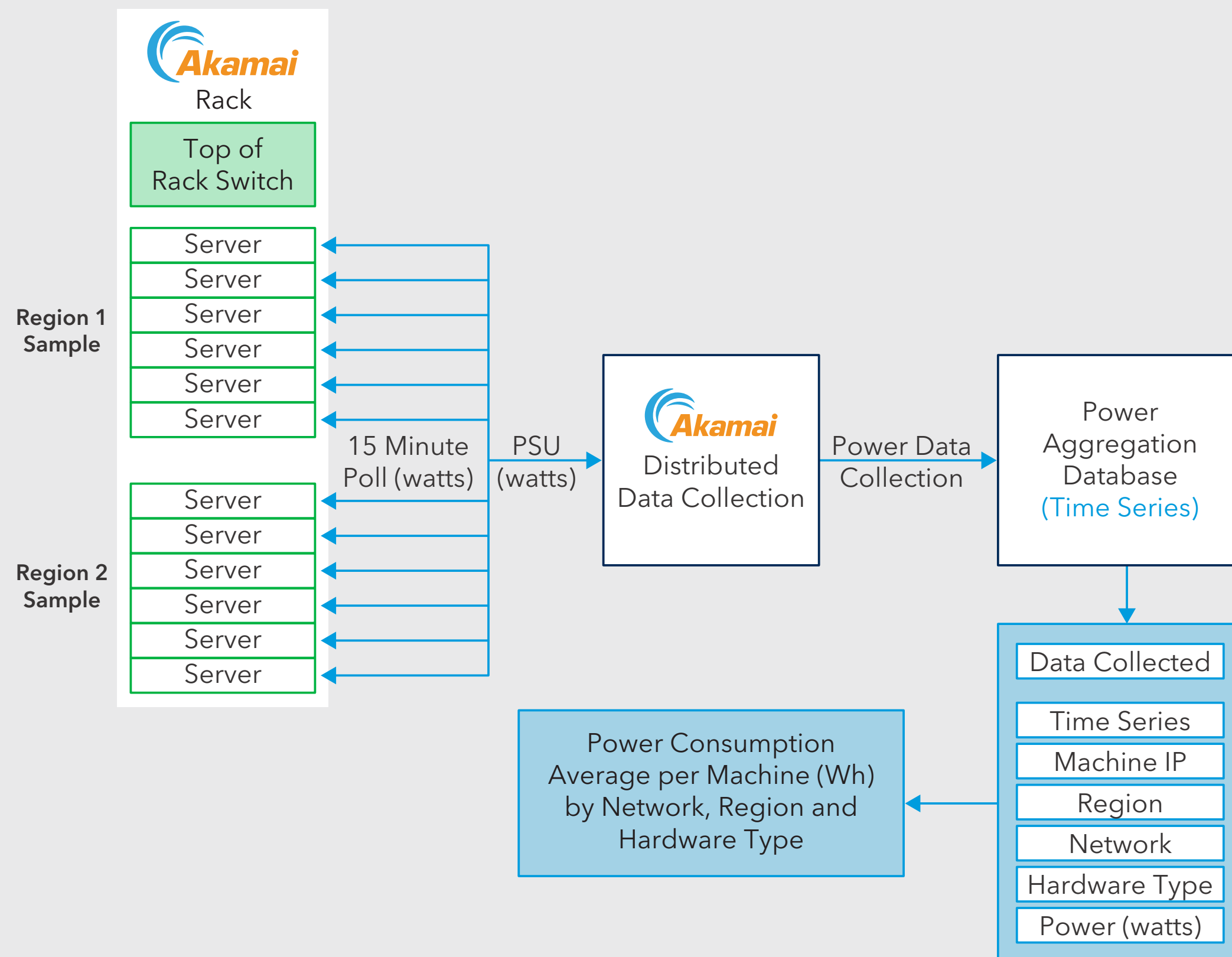
Efficiency Program

2030 Goal: 50% more energy efficient delivery and security services running on Akamai Connected Cloud.

According to Akamai Connected Cloud metrics as of December 31, 2022, Akamai increased gigabit per second (Gbps) of capacity by 25% while decreasing our power requirements by 47% and our emissions output by 34% per Gbps.

Hardware Power Collection and Measurement

Over the past several years, Akamai has been measuring the emissions of our network hardware based on the lab-tested theoretical maximum power output. We did this so we would not shortchange our emissions impact accounting for our deployments globally. In partnership with our data center practice and network systems team, Akamai aims to power data in 15-minute intervals to determine a closer to real-time impact of our hardware utilization. This has helped determine how machines are utilizing power given a network type or event, at a level of specificity that we did not have access to in the past.

Watt power measurements also help us determine and understand hardware efficiencies beyond the avoided data center deployment and machine count we currently look at. This helps us better understand the impact of additional efficiencies and software improvements happening across the delivery and security services running on Akamai Connected Cloud in a closer to real-time way. As we continue to grow this practice, we intend to incorporate more granular measurements of our total power and localized emissions impact.

Efficiency Improvements

As the Akamai delivery and security businesses of Akamai Connected Cloud grow, it would be expected that this growth would translate into increased power consumption even with the efficiencies our engineering teams are working to implement. However, in 2022 we increased our gigabit per second (Gbps) of Akamai Connected Cloud capacity by an estimated 25% while decreasing our power requirements by appoximately 47% and our emissions output by 29% per Gbps, according to Akamai Connected Cloud metrics as of December 31, 2022.

Our mission to power and protect life online comes to life in our commitment to build a sustainable global platform. By reducing the impact of the power necessary to run our network, we are helping to create a sustainable future.

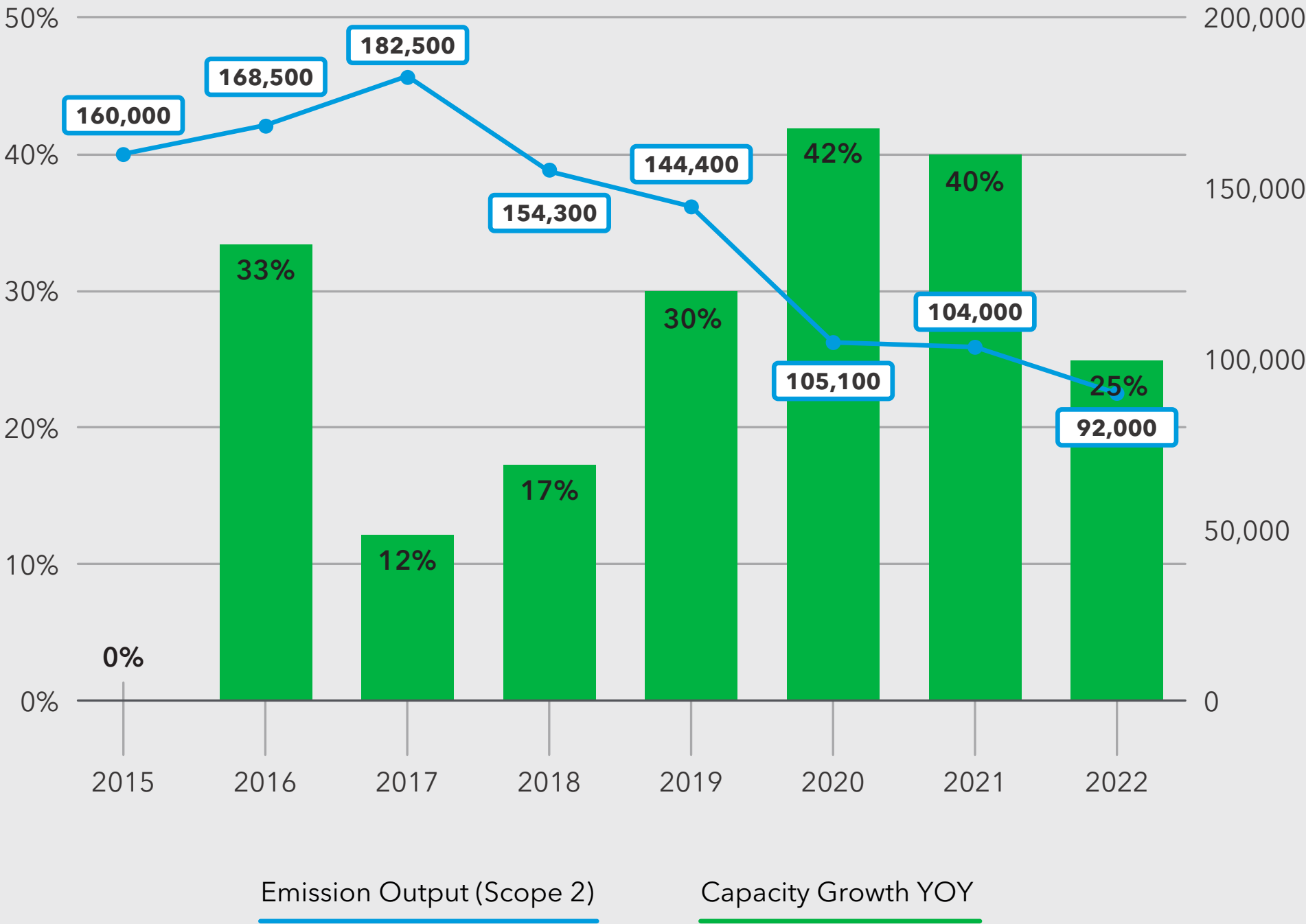### Platform Growth to MWh and CO2e Per Mbps of Capacity

Capacity Growth Since 2015   MWh Per Gbps of Capacity   MT CO2e Per Gbps of Capacity
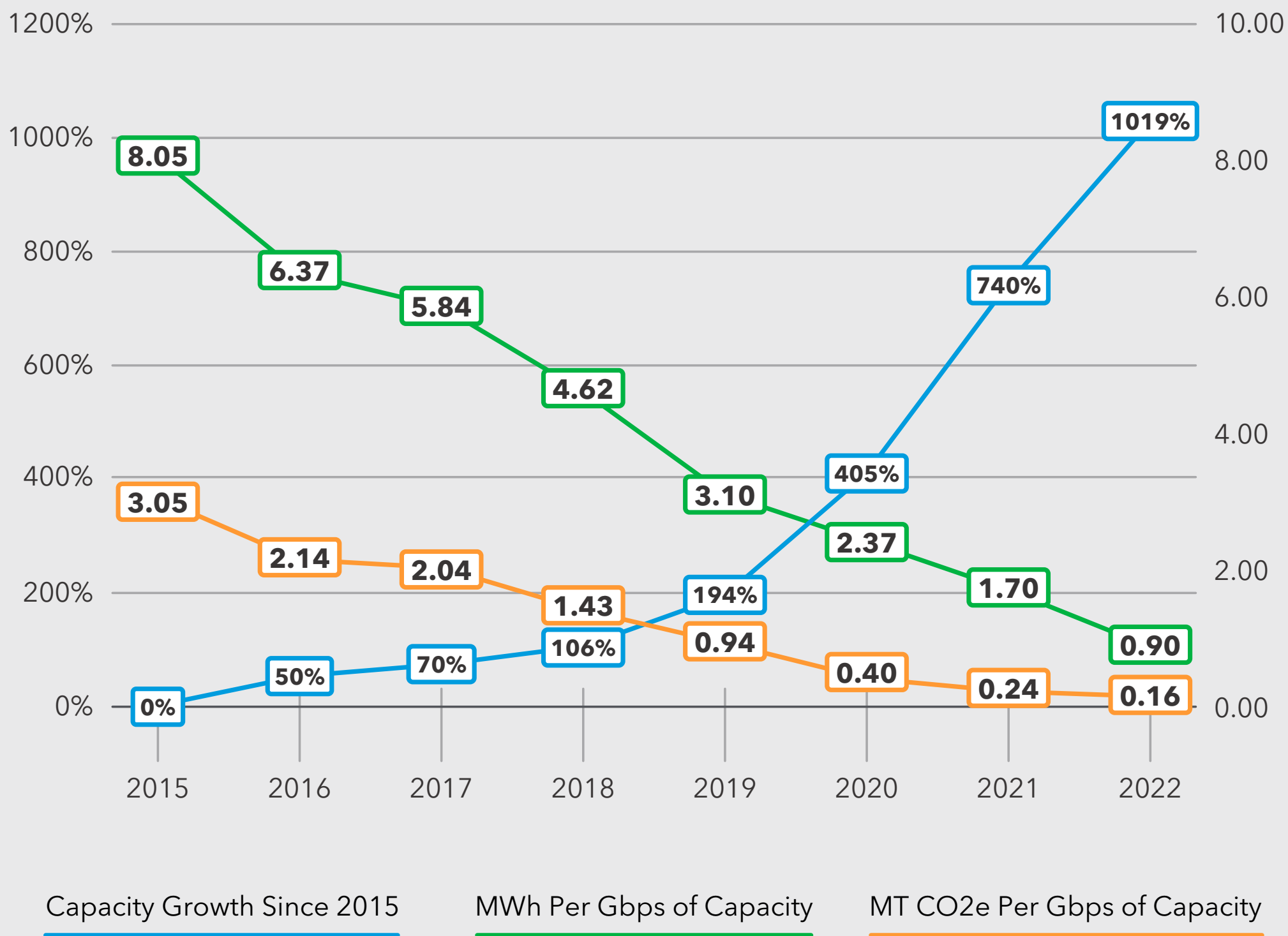
Data as of 12/31/22 from the Akamai Data Warehouse
and Akamai emissions factors database

Emission Impact to Capacity Growth

Emission Output (Scope 2)   Capacity Growth YOY

Data as of 12/31/22 from the Akamai Data Warehouse
and Akamai emissions factors database

With continued growth in capacity and our approach to improving our measurement techniques since 2018, we have seen a year-over-year reduction in our reported emissions output. Akamai has historically measured our impact against our hardware's theoretical max power output to ensure we were not shortchanging our emissions budget. As a result, we have seen emissions reductions year over year due to increased efficiency, improvements in power measurement, data collection, and our renewable energy program. With the continued growth of the delivery and security businesses of Akamai Connected Cloud, we recognize that our operations are very dynamic. As our operations continue to grow, we must continue to refine our measurement capabilities to clearly understand our year-over-year emissions impact.

Hardware Efficiency Highlights

In 2022, we took great steps to improve the frequency management of our Central Processing Units (CPUs), especially when machines are not being used. This enables the underlying software to scale the CPU frequency up or down in order to save power or improve performance. Scaling can be done automatically in response to system load, adjusting itself in response to ACPI events, or it can be manually changed by user space programs.
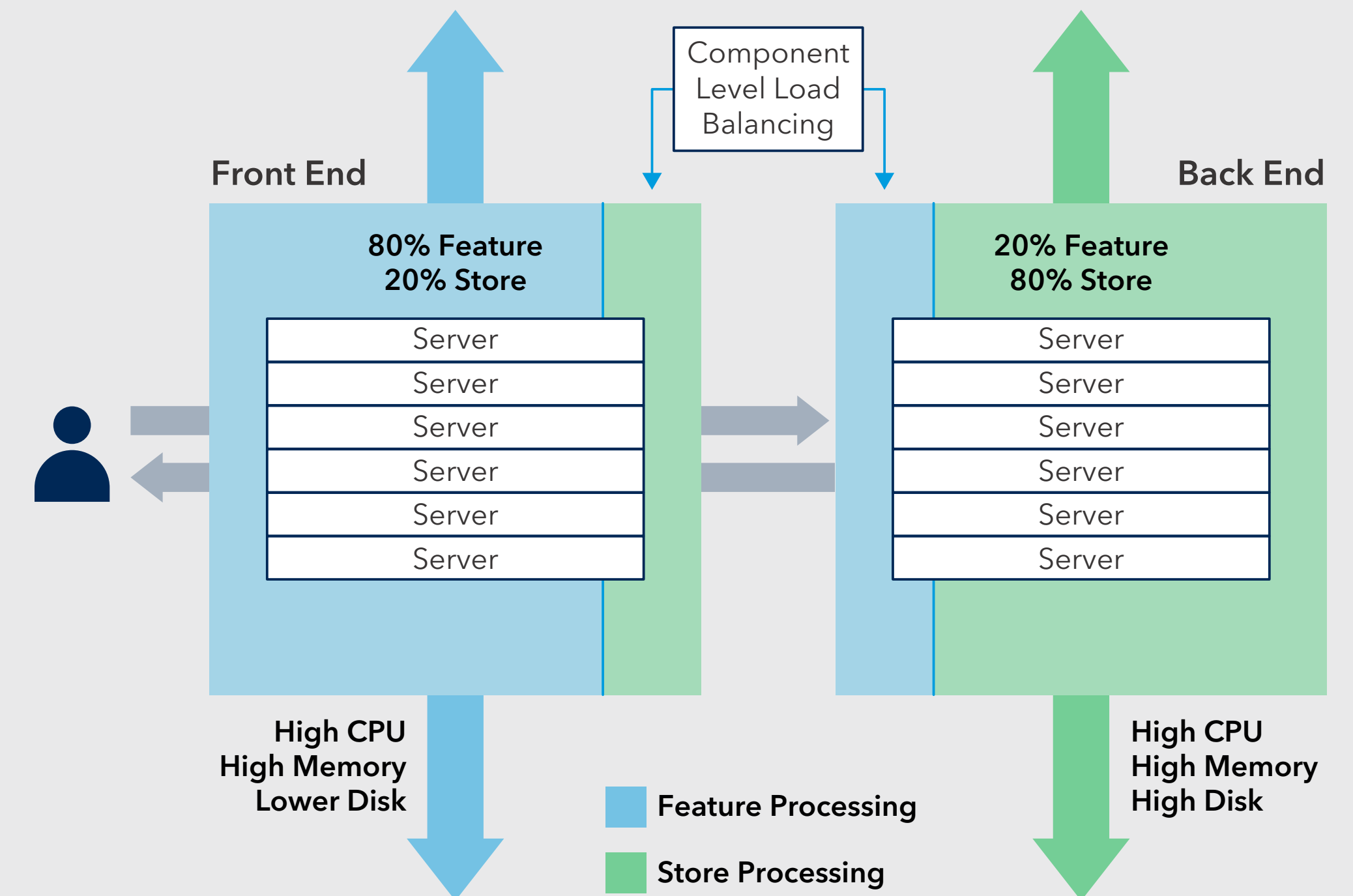
Software Efficiency:

The Evolution of Split Ghost

Ghost is the name of Akamai's edge server software and caching engine. As the name suggests, Split Ghost is splitting the monolithic Ghost into a microservices architecture. The project has two main directions: splitting software (process separation) and splitting the edge server's content cache (region distributed cache).

Process separation helps address scaling issues with Ghost that result in underutilized resources. Splitting compute and I/O-intensive activities helps eliminate stranded CPU and disk resources, improving efficiency. The region distributed cache project aims to redesign how the edge server cache is organized, eliminating capacity fragmentation to make more efficient use of server capacity, significantly reducing resource waste.

Split Ghost aims to significantly improve performance of content delivery while improving utilization of our server capacity. This can moderate our server count growth and, in turn, our long-term energy consumption growth rate.

Our Process for Power Data Collection

Component Level Load Balancing

Front End

**80% Feature
20% Store**

Server
Server
Server
Server
Server
Server

**High CPU
High Memory
Lower Disk**

Back End

**20% Feature
80% Store**

Server
Server
Server
Server
Server
Server

**High CPU
High Memory
High Disk**

Feature Processing

Store Processing

Supply Chain Management

2030 Goal: Responsible supply chain management

In 2022 Akamai expanded our efforts to work with suppliers to reduce emissions and increase use of renewable energy.

Supply Chain Environmental Progress Update

Taking Action on Energy and GHG	Reporting on Engery and GHG Reduction	Reporting on CO_2 Emissions	Reporting on Scope 3 Emissions	ISO 14001 Certified
77%	68%	60%	45%	44%

Data are estimates, subject to adjustment, and were reported as of 2/10/2023 from EcoVadis Supply Chain Portal.

To support ongoing engagement with our colocation partners and broader supply chain, we've partnered with **EcoVadis**. EcoVadis is considered one of the world's largest and most trusted providers of business sustainability ratings. They have created a global network of more than 100,000 rated companies. According to data gathered on February 10, 2023, since the start of our collaboration in October 2022, we have collected details from 107 suppliers, gathering data regarding ongoing improvement opportunities.

In 2022, Akamai took many steps to strengthen our partnerships with sustainable colocation suppliers. We are working with our data centers to provide Akamai's deployments with clean and attestable energy sources for our operations. In a 2022 webinar with **Quality Technology Services (QTS)**, we discussed how our partnership is creating a more sustainable future. We discussed the power of renewables, the social need to be a part of the conversation, how partnering with other like-minded companies benefits business, and what the future looks like.

Akamai aims to prioritize colocation partners that operate their facilities under environmentally conscious standards, such as **Leadership in Energy and Environmental Design (LEED)** or **Energy Star**. We work with our colocation partners before and during our contract to continue improving the mix of renewable energy throughout our deployment footprint.

If needed, we offer partnership and guidance to educate colocation partners on renewable energy best practices such as those outlined in the **FoIP Corporate Colocation and Cloud Buyers' Principles**. Using FoIP's widely accepted standards, we get space, power and connectivity that meets our requirements while working to minimize the environmental impact of our operations.

E-Waste Recycling Program

2030 Goal: Global expansion of 100% e-waste recycling

Our Approach to E-waste

Disposal of electronic waste (e-waste) is a critical global issue and e-waste recycling is a major focus of our global sustainability strategy. Since we reaffirmed this goal as part of our approach to reducing our impact, we have continued to recycle 100% of our e-waste to meet applicable environmental and security standards. Akamai takes our approach to end-of-life hardware seriously to make sure our hardware is recycled correctly and that the raw materials and any potentially toxic waste are handled with environmental consideration.

To meet our goals, Akamai works with certified recyclers globally that adhere to strict requirements of the **e-Stewards Standard** created by the **Basel Action Network** in 2009. Recyclers adhering to the standard are certified through annual audits. The e-Stewards Certification is supported by the **U.S. Environmental Protection Agency (EPA)**.

E-Steward Standard Guidelines

- **Secure data:** All stored data from all devices will be destroyed and meet applicable destruction standards.

- **Responsible downstream management of all toxic materials:** Recyclers must track all toxic materials downstream of their facilities, account for them and ensure proper management.

- **Legal and responsible exports:** Exports of toxic e-waste to developing countries are not allowed in accordance with international law (Basel Convention).

- **Best recycling practices:** Managing toxic e-waste must be done in accordance with best available practices to protect workers and the environment.

- **Ethical labor:** No child, coerced or prison labor is permitted.

- **Corporate-wide conformity:** Requires that all of the facilities and operations in each country belonging to a company are covered under the certification.

Lifecycle Management Services
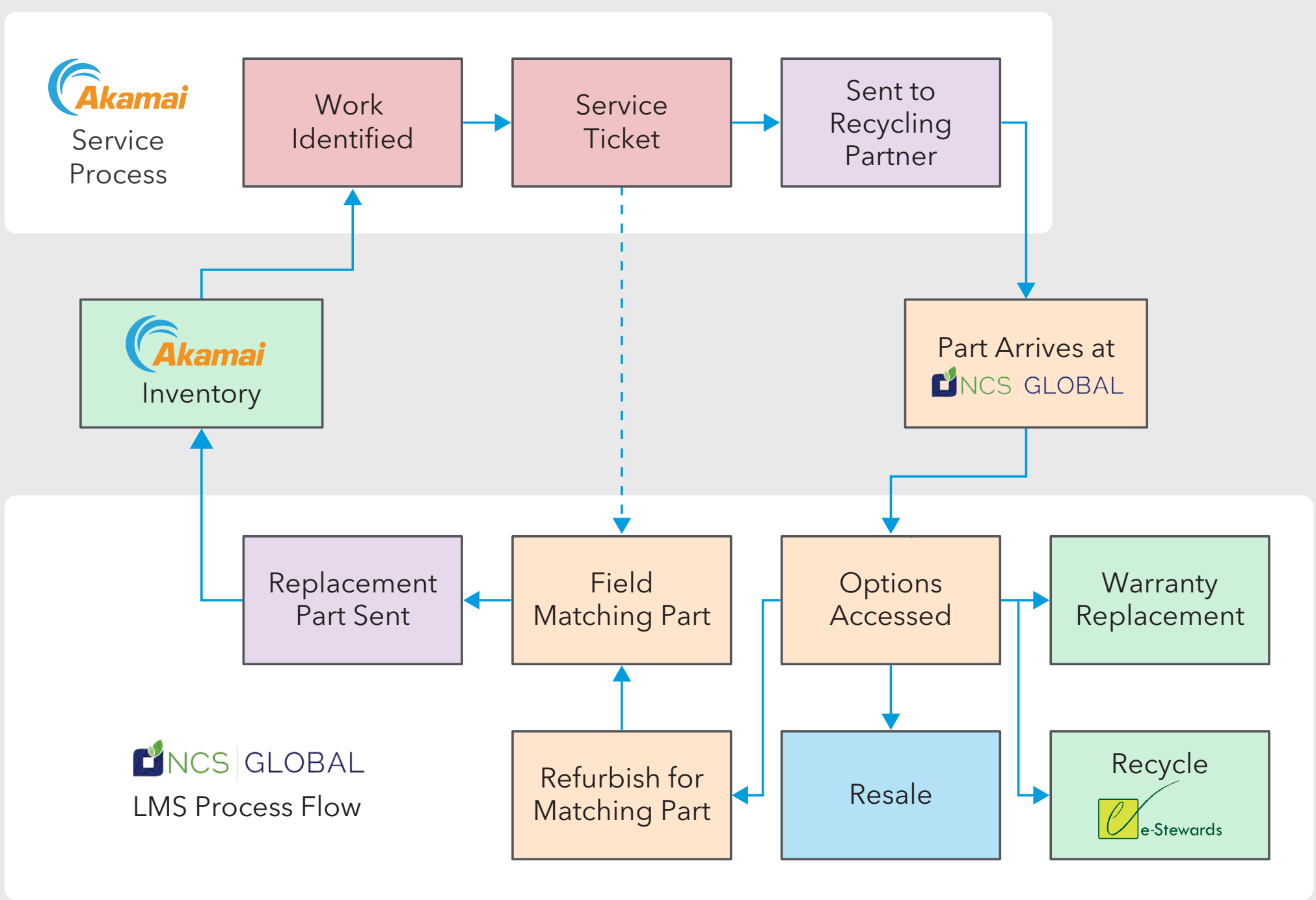
Lifecycle Management

Akamai partners with e-Stewards-certified recycling partners such as **NCS Global** to provide critical **Lifecycle Management Services (LMS)** for our global operations. The LMS process provides opportunities to reuse and redeploy hardware assets that still have a useful life.

Implementing LMS across Akamai's operations has helped us extend the useful life of our hardware assets and has contributed to increased efficiencies across our operational footprint. On average, Akamai has extended the useful life of its assets delivered through LMS by approximately two to three years.

For example, in 2022, Akamai worked closely with NCS to identify and process SSD drives across our global footprint deemed end-of-life and otherwise destined for recycling and ultimately scrap material. As a result, NCS processed and tested over 21,000 drives and successfully repurposed more than 14,000 of them to put back into Akamai's inventory for use across our business. This process helped us repurpose drives with a useful life while reducing the power and work cycles needed to recycle the raw materials from those drives. We saw an improvement of over 16,000 pounds of CO_2e avoided from repurposing drives rather than if we had purchased new ones. As a commitment to our e-waste goal, we will continue to work with our partners like NCS to look for ways Akamai can continue to make a difference in the recycling phases of renew and reuse.

Engaging Employees to Reach Our Goals

In 2022, Akamai employees avoided approximately 2.1 million pounds of carbon by reducing their home office energy demands.

Reducing Carbon Footprints at Home

In 2022, many Akamai employees used a carbon calculator to understand their personal emissions breakdown. With this data we've been able to create impactful programs focused on areas where employees experience the largest emissions impacts. Akamai created two carbon footprint campaigns to encourage employees to reduce their home and transportation emissions footprints and create sustainable habits to reduce their carbon footprints incrementally over time.

Throughout **Akamai Earth Month 2022**, employees participated on an individual, local, and global level to reduce their carbon impact. We engaged in a Home Office Challenge, community events and a global **Earth Hour**. With a predominately remote workforce, it's important for us to acknowledge the power demand of our home offices. We challenged employees to "green up" their home offices and calculate the carbon impact. Throughout the month, employees avoided an estimated 137,184 pounds of carbon and eliminated an estimated 2,164,283 pounds of carbon in total for 2022. We plan to continue these efforts in 2023.

Launch of the Green Team

The highlight of Akamai Earth Month 2022 was the launch of the Akamai Green Team. The team is a global community of employees passionate about Akamai's sustainability efforts. According to data collected on February 28, 2023, since its launch, the community has gained 904 members, with nine leaders directing local action around the globe. The Green Team has enabled us to offer our employees a stake in our corporate goals and actions. They've embraced this eagerly by engaging in educational programming, inviting colleagues to join the team and creating events of their own. Throughout the year, Green Team leaders and members created various campaigns on Akamai Spark, our internal communications platform, to engage their colleagues with community-focused activities in their home cities like Chicago, Cambridge, Krakow, Munich, San José, and Bangalore. Based on its first year, we're excited to see what the Green Team has in store for the future.

Photo taken by Yen Mattera during a water clean up in Cambridge, Massachusetts

Akamai employees in Bangalore participated in a local lake clean-up organized by one of our Green Team Leaders.

Akamai employees in Bangalore participated in a local lake clean-up organized by one of our Green Team Leaders.

German Green Team leaders partnered with a local organization for employee tree planting as a way to give back for our annual Danny Lewin Community Care Days.

Akamai employees in Bangalore participated in a local lake clean-up organized by one of our Green Team Leaders.

Environmental Management System

To document our environmental practices and evaluate and improve on our global operations, Akamai has developed an environmental management system (EMS) based on the **ISO 14001:2015 standard**. We have adopted this standard to improve the effectiveness of our EMS, provide value to our community and reveal insights for further improvement. Akamai plans to pursue ISO 14001:2015 attestation in 2023.

Our environmental management methodology focuses on continual improvement of our measurement, our systems, and our overall impact on the planet. Our EMS helps us drive toward our goals, manage our performance and communicate our sustainability strategies. Our EMS considers the entire scope of our operations including all upstream and downstream value chain activities, both those areas over which we have direct operational control and those we don't. We use **ISO 14001** as a framework to engage the responsibility of teams throughout the company and to enhance our management program.

EMS Development Progress

Before seeking ISO 14001:2015 certification, we are determined to develop our EMS to best-in-class standards. We contracted a third party to perform a gap assessment across our entire environmental management system within the context of the ISO 14001:2015 standard and industry best practices. We are dedicated to sharing the results of this assessment.

Gap Assessment Identified Strengths

- Well designed EMS for the organization

- Well documented policy

- Solid tools to support the effectiveness of the EMS

- Leadership understands how the EMS can support sustainability and provide solid management of risk and compliance

Gap Assessment Identified Weaknesses

- Process to capture environmental aspects and impacts, lifecycle, and risks and opportunities has yet to be built

- Emergency preparedness and response does not have developed plans for the management of specific emergency scenarios and emergency drills over a period of time

- The EMS internal audit process has yet to be fully defined

- Trends showcasing organizational performance have yet to be developed for the Management Review process

Environmental management is a priority at Akamai. With the results of our gap assessment, we are diligently working to close the gaps with various teams across the company. We plan to continue building out our EMS with a focus on addressing the weaknesses identified, along with transparency building, risk, and opportunity management and continual improvement. As we work toward ISO 14001:2015 attestation, we will put collaboration and engagement at the forefront. We are excited to nurture and build internal and external partnerships as we grow our program and management.

Akamai Sustainability in the Community

Akamai Water Accelerator Program

The Water Accelerator program, initiated by Akamai's India Corporate Social Responsibility (CSR) Trust, is focused on helping address critical water shortages in India. The program provides funding and mentorship to support early-stage innovators using scalable and sustainable technologies to solve India's water crisis. Since its launch in 2020, the program has worked with seven organizations to develop and secure funding for market-ready proof of concept solutions. The program also provides opportunities for Akamai employees to give back to their communities through time- or skill-based volunteering. Recently, the Akamai India CSR Trust welcomed three very promising companies.

Photo taken by Agromorph Mumbai - Waste water treatment installation

Agromorph

Agromorph is a Mumbai-based algal technology startup founded by scientists and MBAs (Masters in Business Administration) who want to disrupt our water consumption by reinventing fresh water. They do this by cleaning wastewater using a zero-waste algal process.

Agromorph's proprietary technology harnesses the power of algae. They intend to install decentralized and large-grid eco-friendly wastewater treatment units, allowing any facility to recycle more than 95% of its wastewater and convert it to chemical-free fresh water.

Solinas Integrity

Solinas Integrity is a water and sanitation robotics company founded by alumni and professors of the Indian Institute of Technology Madras (IITM) to assess pipeline conditions and eliminate manual scavenging. The team specializes in developing remotely controlled tethered and untethered robots that can enter pipelines and tanks, perform inline inspections, and make a conditional assessment of the assets' integrity.

The management of water pipeline waste and contaminations is highly unorganized and manually managed. This causes numerous problems for end users and pipeline companies. Through Solinas' intervention, they hope to reduce contamination and waste of treated water from pipelines.

Photo Taken by Solinas Integrity - Water Robot

Digital Paani

Digital Paani is a tech-enabled ecosystem working to solve the supply and demand problem and tackle the Indian urban water crisis. They have developed a lifecycle management tool that leverages proprietary software to manage operations for any wastewater asset based on the best technical expertise available. The team aims to build deeper intelligence of their software through deeper analytics and design engineering modules.

Greening of Streaming

Akamai is a founding member of Greening of Streaming (GoS), a European organization formed to address growing concerns about the energy impact of the content streaming sector. In 2022, we strengthened our partnership with GoS through a variety of work streams, including the launch of a GoS event at the UK Parliament. The event presented GoS as a point of contact with the streaming industry to facilitate working together to initiate industry-led reforms. The event also encouraged new industry members to join and work together to reduce the adverse environmental effects of streaming. More than 100 people from over 40 organizations

attended the event. With Akamai's new approach to machine power measurement, we look forward to contributing data and our Content Delivery Network (CDN) expertise to advance the GoS mission.

Internet Architecture Board Sustainability Panel

In 2022, Akamai engaged with the Internet Architecture Board (IAB) to organize a workshop to discuss the internet's environmental impact, evolving industry needs, and to identify areas for improvement and future work. While the focus was on technical aspects of the internet, the scope was broadly on the entire ecosystem, from communications to devices, applications, and data centers. The workshop was held in early December 2022.

The goal of the workshop was to call further attention to the topic by bringing together a diverse stakeholder community to discuss these issues. Specific areas of focus included:

- The direct environmental impacts of the internet, including energy usage by internet systems, end-user devices, and device manufacturing, and how future trends can be impacted by changed usage patterns and emerging technologies

- The indirect environmental impacts of the internet, including the effects on society through enabling communications, virtual services or global commerce

- Relevant measurement metrics and data and the need for additional measurements

- The need for improvements or associated new functionality and areas where further technical work would be most impactful

- The societal, business, and regulatory situation, to identify areas of opportunity including specific improvement proposals

Akamai was proud to be a part of the IAB program committee to explore ways to make the internet more sustainable. We look forward to continuing to lead on this important industry priority and continue to work with the members of the IAB to build on this engagement.

Battery Storage Abatement Program

Akamai is among a group of technology sector leaders – including REsurety, Broad Reach Power, and Meta – participating in a new **Energy Storage Solutions Consortium** formed to assess and maximize the potential of electricity storage technologies to reduce greenhouse gasses (GHG). The group is working to create an open-source methodology to quantify GHG benefits of grid-connected energy storage projects. The ultimate goal is to provide a tool, aligned with the **Verified Carbon Standard**, that enables organizations to drive measurable progress toward their net-zero emissions goals. Akamai is excited about the potential for battery technologies to contribute to our ambitious connected cloud emissions, renewable energy, and efficiency goals.

Sustainability Advocacy

At Akamai, we recognize that it will take many voices joining in unison to avoid a climate crisis. That's why in 2022 we participated in **LEAD On Climate**. This major event brought together hundreds of business leaders and investors to advocate that U.S. lawmakers pursue robust federal climate action. Participants called on Congress to meet the urgency of the climate crisis with investments to transition to affordable, secure, domestic clean energy; seize the economic opportunities to lead the world in clean energy production; and address inequity by targeting clean energy investments in disadvantaged, rural, and frontline energy communities. Akamai looks forward to building on this momentum and continuing to advocate for policies that enhance sustainability.

Climate Action Meeting with COP26 President

Akamai participated in a private conversation with COP26 President Alok Sharma; Dr. Peter Abbott OBE, British Consul General in Boston; and other senior business leaders from Massachusetts on net-zero leadership in the private sector and the challenges around international climate finance.

This was a unique opportunity to discuss the global climate movement with one of the world's most connected and influential climate leaders and hear more about the U.K.'s Presidency of COP26, six months after Glasgow.

Pictured left to right: Dr. Peter Abbott, British Consul General in Boston; Mike Mattera, Director of Corporate Sustainability and ESG Officer for Akamai; Alok Sharma, President of the 26th United Nations Climate Change Conference - Photo taken by the British Consul General office in Boston, MA

Sustainability and States

On July 25, 2022, Akamai participated in educating new decision-makers in Virginia Governor Glenn Youngkin's administration around issues of climate and clean energy policy. The topics included the **Regional Greenhouse Gas Initiative (RGGI)** and the **Virginia Clean Economy Act (VCEA)**. One of the key discussion tracks was focused on encouraging state investment of federal infrastructure funds in energy efficiency projects across the commonwealth.

We are also advocating for clean energy policies close to home. In Massachusetts, as elsewhere, buildings are a leading source of GHG emissions that harm our climate. In 2022, we advocated for **legislation in Massachusetts** that would promote greater efficiency for buildings statewide. One policy lawmakers are considering involves tracking pollution emitted by large building owners. We believe this policy should be included in any climate bill considered by the legislature in order to help companies evaluate their energy use and set new targets for reducing waste.

Clean Energy Demand Initiative

Akamai is an active supporter of the **Clean Energy Demand Initiative (CEDI)** sponsored by the U.S. Department of State. CEDI creates a connected cloud to connect countries and companies seeking to rapidly deploy clean energy to offset electrical demand in their sectors. The initiative is focused on partnering with companies and governments worldwide to expand access to affordable and reliable clean energy, promote regional energy security, decarbonize in line with climate goals, and create open, efficient and transparent energy markets. In 2022, we signed several CEDI statements regarding Akamai's development of renewable energy in Thailand, **the Philippines** and Australia.

Building a More Sustainable Future

At Akamai, our sustainability efforts elevate our ability to power and protect life online. We are enthusiastic about realizing the plans and initiatives we began in 2022. We all share in the benefits of a globally connected internet from the cloud to the edge. Living our purpose to make life better for billions of people, billions of times a day, goes beyond creating a smooth internet experience to ensuring a positive societal one.

Taken by Nasdaq Incorporated - New York City, NY

Awards and Recognition

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

Vice President of Inclusion, Diversity, and Engagement

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.

Inclusion
Engagement

Total Responses (Q1-Q4): **6334**

Response Rate (Avg Q1-Q4): **35%**
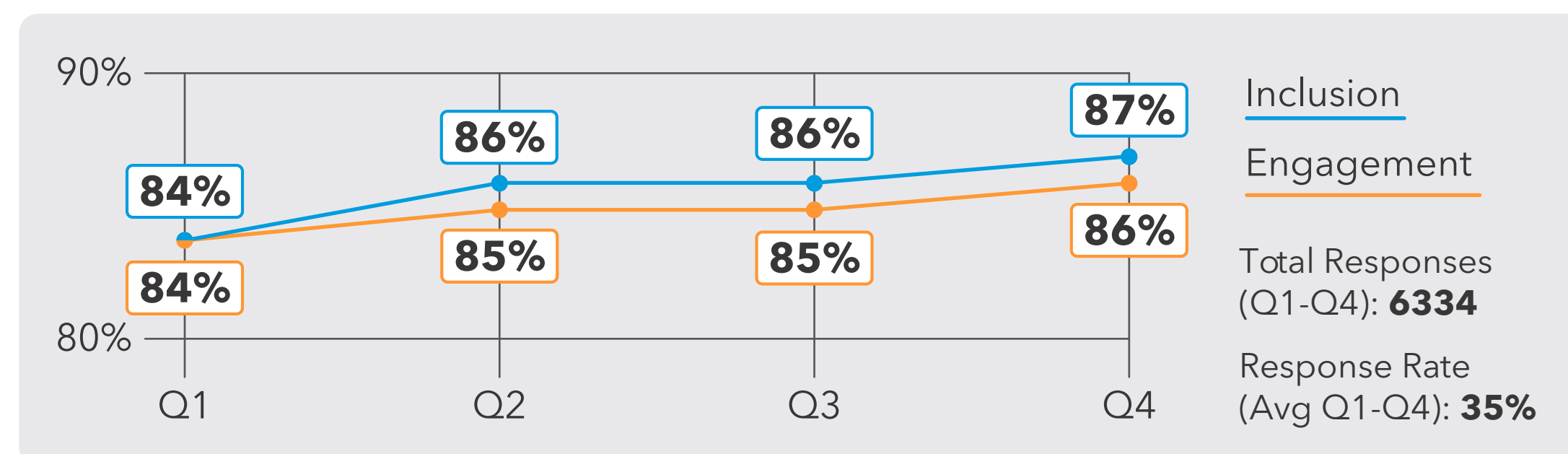
Policies, Systems, and Procedures

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

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.

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.

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.

Technical
22.1%   +0.2%

Non-Technical
44.5%   -0.8%

Manager
24.6%   +0.8%

VP+
16.9%   -3.2%
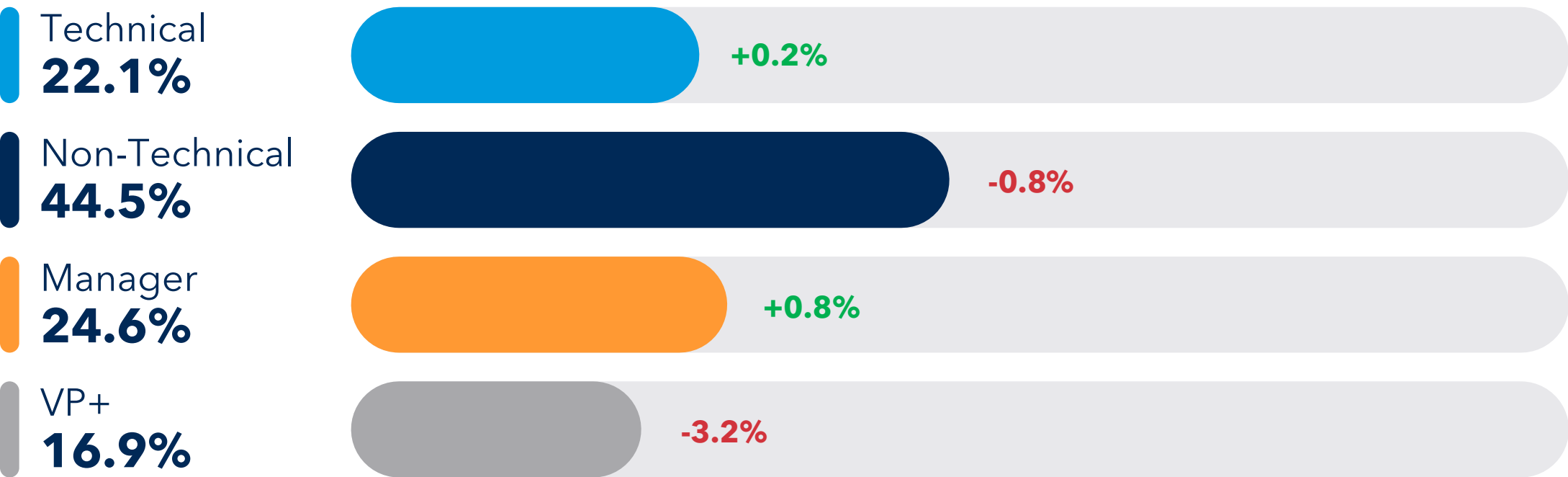
The global percentage of nonbinary employees is **0.1%**, because of the statistically small population size, we have not specified the number of nonbinary employees by division or geography. Our goal is always to preserve confidentiality and anonymity in our reporting.
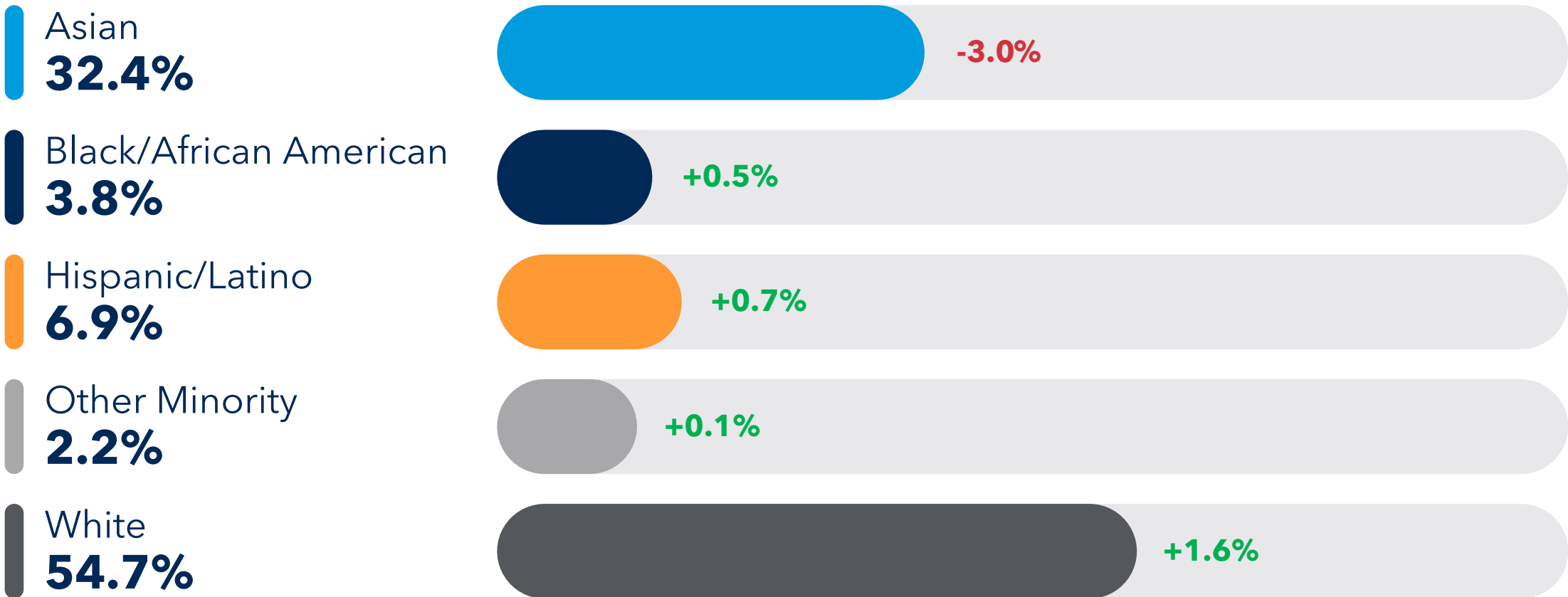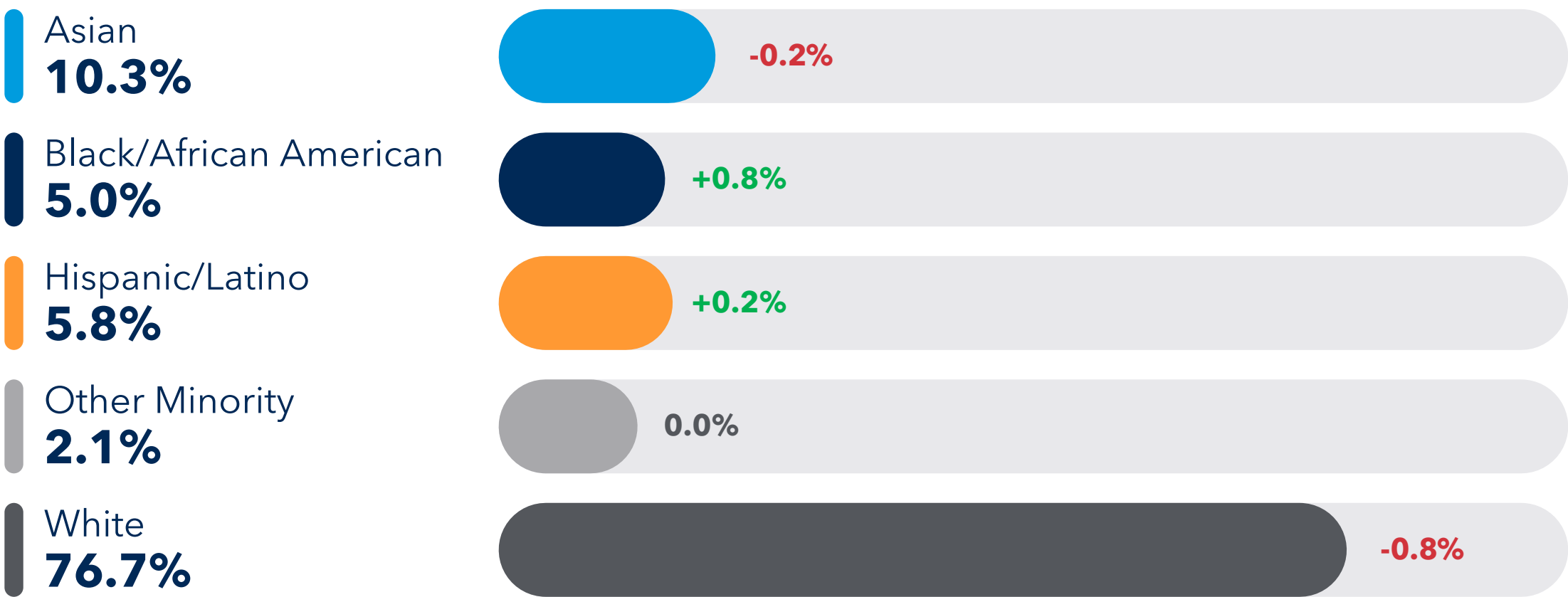
Racial and Ethnic Diversity

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.
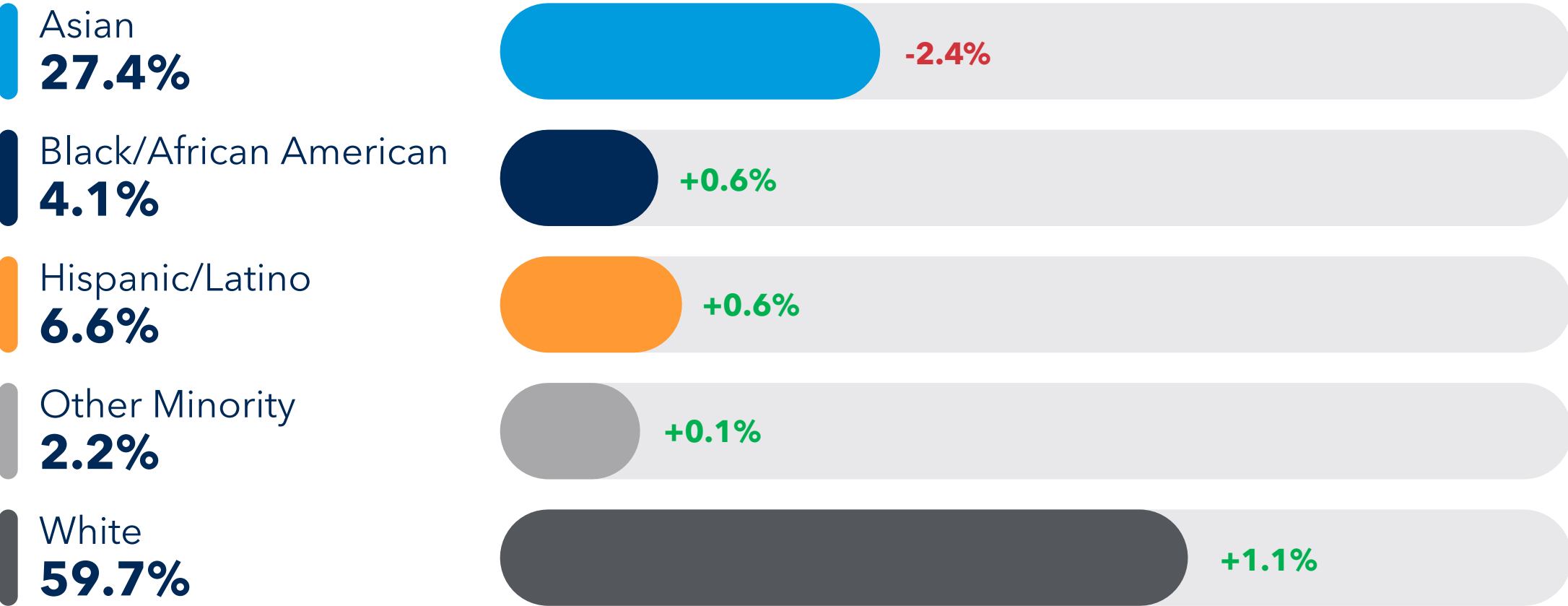
Race/Ethnicity (US): Technical

Asian **32.4%**		-3.0%
Black/African American **3.8%**		+0.5%
Hispanic/Latino **6.9%**		+0.7%
Other Minority **2.2%**		+0.1%
White **54.7%**		+1.6%

Race/Ethnicity (US)

Asian **27.4%**		-2.4%
Black/African American **4.1%**		+0.6%
Hispanic/Latino **6.6%**		+0.6%
Other Minority **2.2%**		+0.1%
White **59.7%**		+1.1%

Race/Ethnicity (US): Non-Technical

Asian **10.3%**		-0.2%
Black/African American **5.0%**		+0.8%
Hispanic/Latino **5.8%**		+0.2%
Other Minority **2.1%**		0.0%
White **76.7%**		-0.8%

Racial and Ethnic Diversity (Continued)

Race/Ethnicity (US): Manager

Asian **22.7**		-2.4%
Black/African American **2.5%**		0.0%
Hispanic/Latino **4.3%**		+0.2%
Other Minority **2.0%**		+0.3%
White **68.6%**		+1.9%

Race/Ethnicity (US): VP+

Asian **15.9%**		+1.7%
Black/African American **3.5%**		+0.8%
Hispanic/Latino **3.5%**		0.0%
Other Minority **0.9%**		+0.9%
White **76.1%**		-3.5%
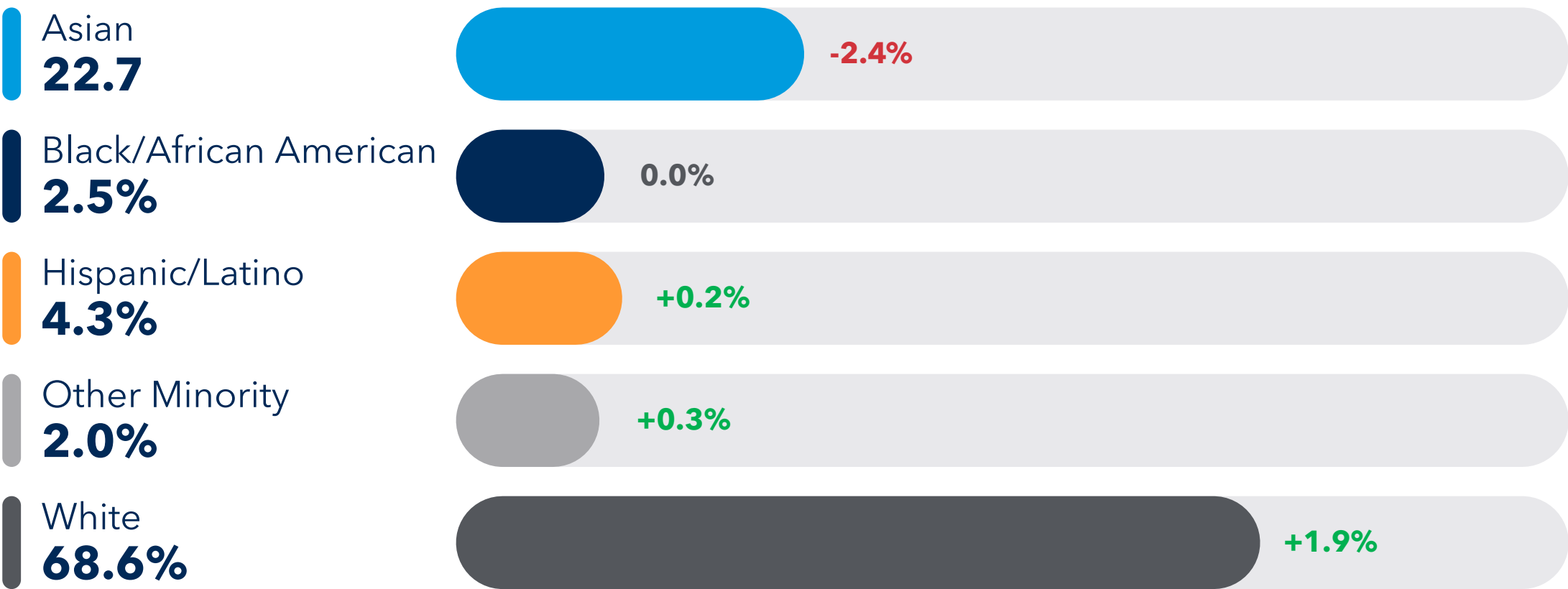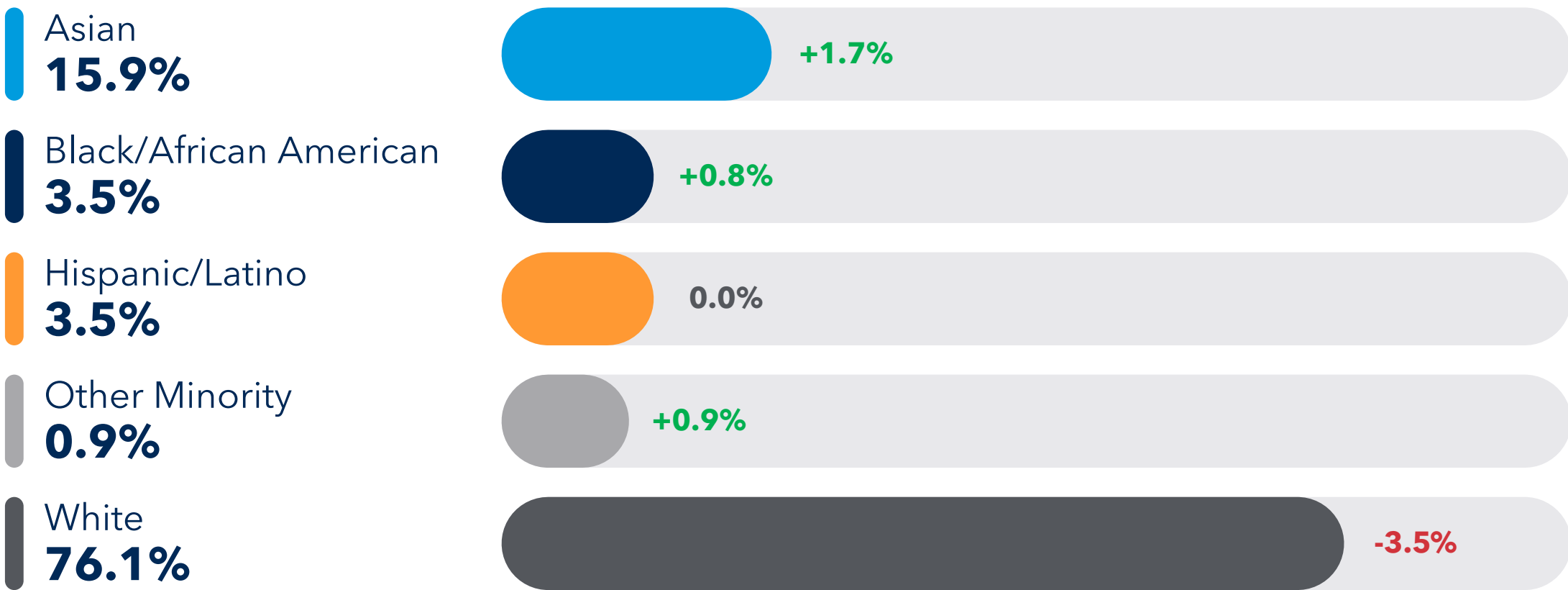
New Hires and Attrition

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.
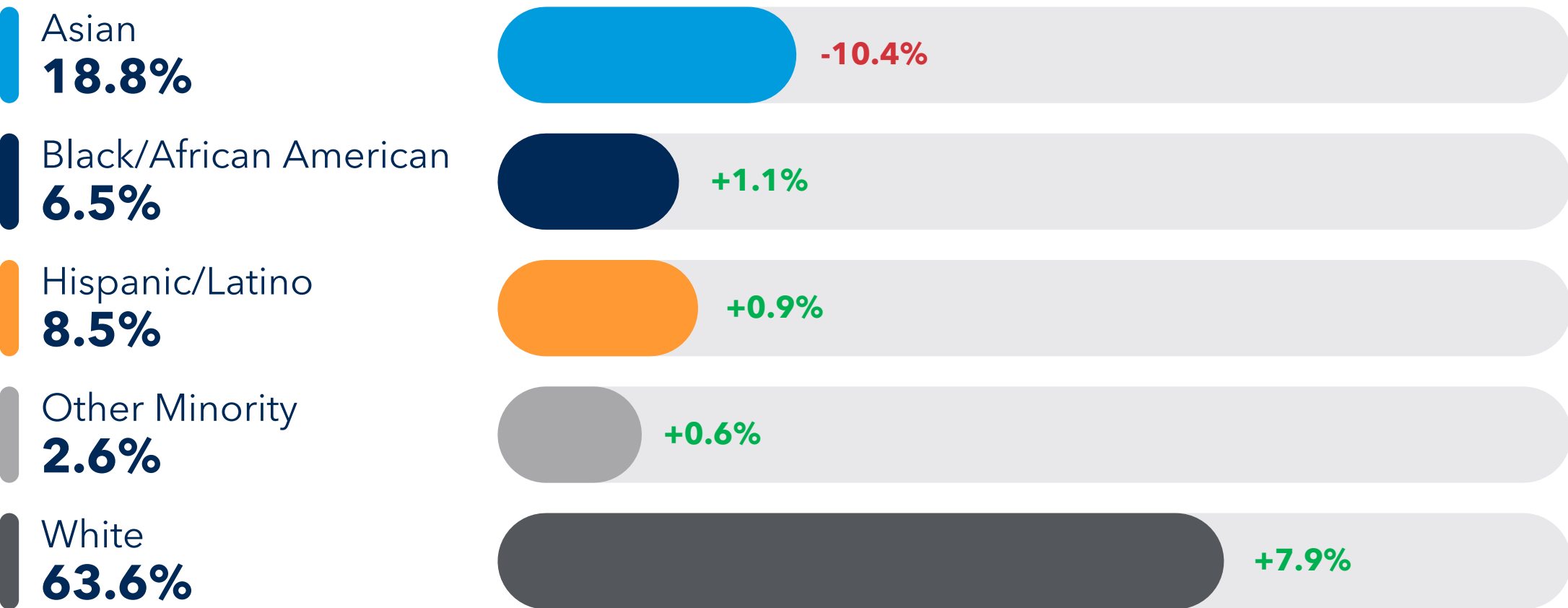
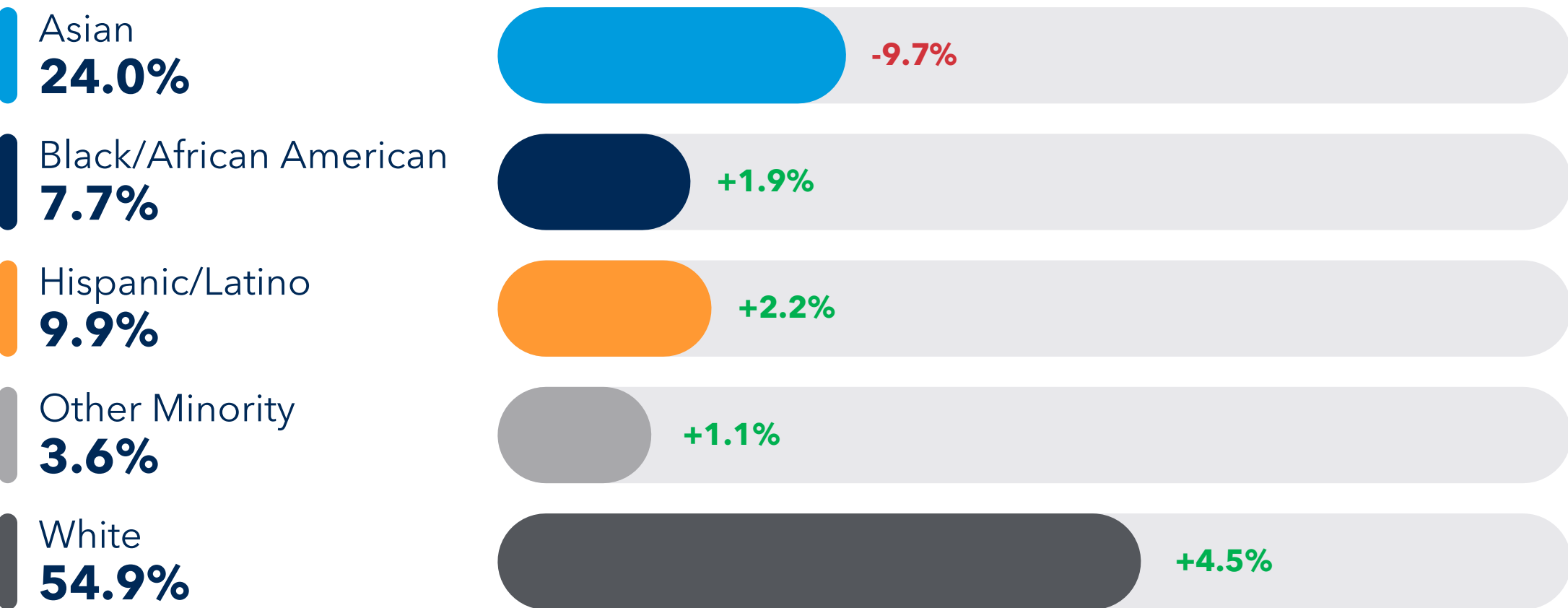**New Hires (Global): Including M&A**

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

New Hires (Global): Excluding M&A

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

New Hires (US): Including M&A

Asian **18.8%**		-10.4%
Black/African American **6.5%**		+1.1%
Hispanic/Latino **8.5%**		+0.9%
Other Minority **2.6%**		+0.6%
White **63.6%**		+7.9%

New Hires (US): Excluding M&A

Asian **24.0%**		-9.7%
Black/African American **7.7%**		+1.9%
Hispanic/Latino **9.9%**		+2.2%
Other Minority **3.6%**		+1.1%
White **54.9%**		+4.5%

Data is an aggregate of reports from various Akamai internal systems. Data was pulled periodically throughout 2022 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.

61

New Hires and Attrition (Continued)

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

Women
14.0% +2.8%

Men
13.9% +0.8%

Attrition Rate: Excluding RIF (US)

Asian
13.2% +1.7%

Black/African American
13.5% -5.5%

Hispanic/Latino
12.1% +0.8%

Other Minority
12.0% -2.2%

White
12.7% 0.0%
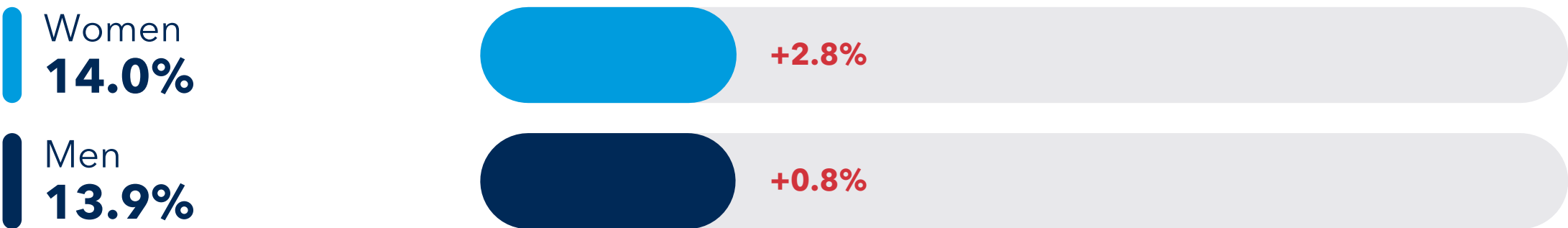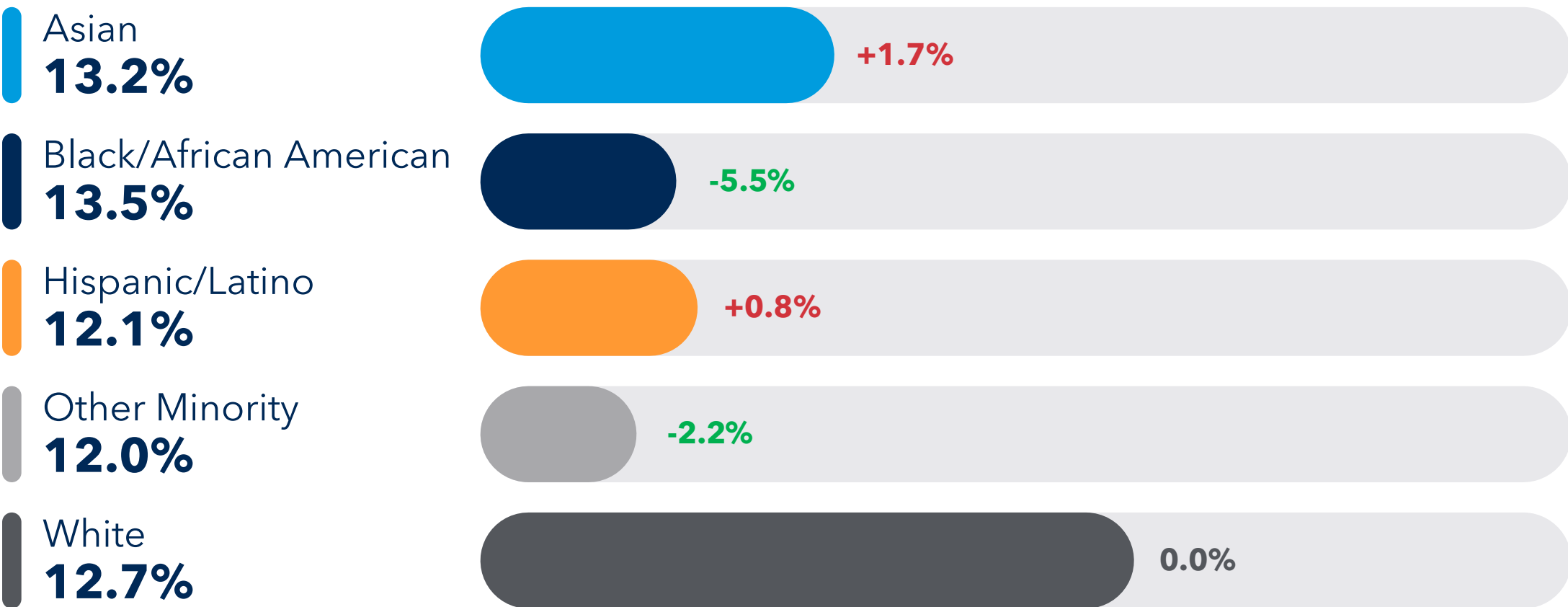
Diverse Interview Panels

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 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.

> **"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**

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

Our Year

The Akamai Foundation plays a central role in making life better for billions of people, billions of times a day, one community at a time, by volunteering, caring for our communities, and supporting opportunities.
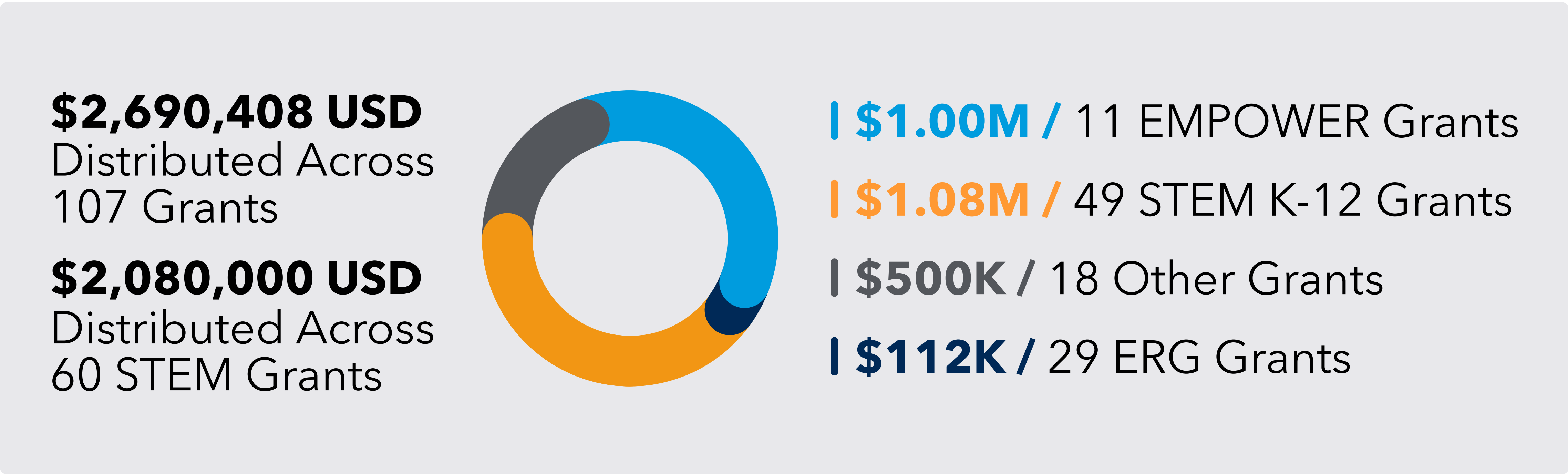
The Akamai Foundation is the philanthropic arm of Akamai, helping community members and organizations achieve important goals. 2022 saw the expansion of our STEM education efforts and our impact. From a new grant program, Empower, to concerted efforts to support Ukraine, we are rededicating ourselves to our mission of providing access to STEM education as well as enabling equitable and inclusive access to the tools needed to put that education into action. As we honed our expertise in a hybrid work environment this year, our dedication to volunteering helped to keep us connected as a community. Wherever we are, wherever our impact is felt, we know our efforts are helping to make life better for billions of people, billions of times a day.

Kara DiGiacomo

Kara DiGiacomo

Director of Corporate
Philanthropy and
Executive Director of
the Akamai Foundation

Our Global Impact: 2022 Giving Highlights

2022 Akamai Foundation Grant Distribution

$2,690,408 USD
Distributed Across
107 Grants

$2,080,000 USD
Distributed Across
60 STEM Grants

| **$1.00M /** 11 EMPOWER Grants

| **$1.08M /** 49 STEM K-12 Grants

| **$500K /** 18 Other Grants

| **$112K /** 29 ERG Grants

Featured Partnerships

Beyond grant funding we look to build upon exciting work in our communities. Showing up in multiple ways for our STEM education and community partners makes us unique in this space.

The Miami NAF Student Conference in April 2022- Taken and shared by Akamai employee Jennifer A

Discussing STEM in Florida

A team of employees based in Florida worked to engage local schools. They held an "IT Career Conversations" event at Miami Sunset High School, showed a "Day in the Life of a Cybersecurity Analyst" at Pace High School, participated in a "Data Science and Security" discussion at Ingram Elementary School, and took part in a "Career in Cybersecurity" discussion at ITWomen Summer Robotics Camp.

In addition to connecting with kids about what a future career in IT might look like, the Akamai Foundation provided a grant for the **2022 Mega NAF Student Industry Conference** for Miami Dade County Public school system, which hosted nearly 1,800 participants.

Partnerships around the world

▶ **Akamai Partners with the Children's Museum in Costa Rica**

▶ **Akamai Partners with STEM from Dance at the Nasdaq composite**

▶ **Akamai Partners with the Boston Museum of Science on the "Engineering is Elementary" Program**

Foundation Grants

Digital Equity and Inclusion, Our Guiding Principles

Creating a pipeline from education to employment for underrepresented groups in the tech sector is a central goal for Akamai and the Akamai Foundation. Making sure that we have diverse teams creating our technologies tomorrow means making sure there are educational opportunities in STEM for all today. 2022 saw the continuation of our previous efforts and some very exciting expansions.

Our exceptional partner organizations provide students of all levels access to education – from the connections to the internet necessary to communicate, to the foundational stability needed to study. In 2022, the Akamai Foundation disbursed more than $2 million in grant funding to 60 partners globally.

STEM Education Grants

One of our ongoing goals is to provide equal access to quality STEM education opportunities for K-12 students. 2022 saw both the continuation of our work with a number of trusted partners and the beginning of **several new collaborations**.

Poland

Katalyst Education

Katalyst Education is a Polish organization based in Warsaw. Since 2015, they have been developing free educational resources for teachers and students. Akamai's grant to Katalyst Education is allowing them to continue their work around production of self directed study materials focused on engineering.

From the very beginning, our video lessons are designed to level the playing field in education: They are free, we publish them under Creative Common licenses, and most importantly – thanks to the fact that they are created by teachers and 100% adapted to the core curriculum – they are primarily used to be able to make up at home for the material covered in school. In addition, for over half a year, all our films have Ukrainian subtitles so that children with refugee experience who found themselves in Poland after the outbreak of the war in Ukraine could participate in Polish education.

Anna Stokowska
Team Manager for Katalyst Education

The Katalyst Education Team - Provided by Anna Stokowska, Team Leader & Project Manager for Katalyst Education

USA

Innovators for Purpose

Innovators for Purpose (iFp) is a BIPOC-led nonprofit that encourages young people, especially those from historically marginalized groups, to pursue math and science based careers through programs that equip students with actionable skills and provide opportunities to put those skills to work. Akamai's grant to iFp supported the work of iFp Studios, a design group for teens ages 14 to 18 that allows them to apply digital skills to social justice issues.

[In Cambridge you have] all of this amazing science and technology right in this one square mile. And young people are walking by it each and every day without any idea of what's happening inside those buildings. We tapped young people on the shoulders, introduced them to worlds they never experienced, and watched them bloom. I worked in high tech for 20 years and did some other things. But from a fulfillment perspective, nothing's come close to this. It's by far the most rewarding work I've ever done

Michael K. Dawson
CEO and Co-founder of Innovators for Purpose

Group of kids after a workshop - Provided by Michael Dawson at Innovators for Purpose

Poland

Sarigato

The Sarigato Foundation supports education and development of children and youth from difficult environments. The Akamai Foundation's grant supports the Hakersi project, organized by the Sarigato Foundation, which organizes remote and in person classes for kids to participate in STEAM (Science, Technology, Engineering, Art and Math) programs in Minecraft Edu Edition. As part of these sessions, children learned cooperation, creative problem solving, planning and digital literacy, and foundational skills necessary for STEM workplaces. Children from Poland and Ukraine participated in the project, creating a school of the future, an amusement park, and a campsite where in-game boating competitions were held.

I really enjoyed the class where we built and learned in Minecraft. In a group of four, we built the city of the future together. I was responsible for inventing a modern way of delivering food to the city, but in the end, after talking with the group, we came to the conclusion that it's good to eat organic food and everyone [needed] their own garden. We planned together, discussed what is needed to implement our ideas. I really enjoyed it and would like to participate in such a project again."

Ksawier W.
14, program participant

Group of kids at a stationary class - Provided by Iwoda Duda from Sarigato Foundation

India

Akshara

The Akshara Foundation operates on the principle that "quality education is an undeniable right of every child," and technology is a major avenue to achieve that. With help from the Akamai Foundation, Akshara was able to expand the Building Blocks app, a smartphone application focused on math education for children.

Children have played over 3 million games on the platform. On the Google Play store, we saw an additional 200,000 plays over the course of the year. Out of these, 300,000 challenge activities were completed – a 9.5% increase over the previous year. One million practice activities were completed in the last year – a 3.9% increase over the previous year.

Pushpa Thantry
Head of Math Program for the Akshara Foundation

Children enjoying a math game together, Building Blocks, developed by Akshara Foundation - Shared with permission from the Akshara Foundation

Empower STEM Grant Program

In 2022, the Akamai Foundation launched a new grant program, the Empower STEM Grant Program. The primary goal of the program is to broaden the diversity of talent coming into the tech industry by increasing currently underrepresented populations in college, tech career pathways and technology entrepreneurship. Not only is it essential that our digital tools are created by diverse minds, it's essential that we develop partnerships to build pipelines into digital-focused careers. Our partnerships aim to disrupt existing paradigms for finding and supporting talent, create sustainable solutions to build a more diverse tech ecosystem, and scale effective approaches in ways that will multiply impact and potentially lead to increased impact nationally and globally.

In its inaugural year, $1 million in grant funding was awarded to 11 organizations helping to develop, strengthen and diversify the tech workforce pipeline.

Fast Foward

[Fast Forward](#) is a startup accelerator focused on tech nonprofits. Operating much like other accelerators, it works to provide support and resources to early stage startups. However, the startups it supports are exclusively nonprofit organizations focused on tech solutions for social problems. In 2022, the Akamai Foundation supported Fast Forward's mission with a grant to aid in the creation of a BIPOC founders network within the Fast Forward community.

The Akamai Foundation was super generous and worked with Fast Forward so we could develop a portfolio of tech nonprofits that were working specifically on diversity in tech. [Since we started working with Akamai] we've met a ton of Akamai employees that [love] using their professional skills to give back to social causes that they cared deeply about.

Shannon Farley
Co-founder and Executive Director of Fast Forward

Fast Forward cohort - Provided by Kendall Arthur from Fast Forward

NPower

NPower prepares trainees with technical knowledge and certifications that are relevant in today's marketplace. NPower serves more than 1,800 trainees per year, of which over 85% are people of color. Akamai's support ensures that NPower can provide free advanced training programs and certifications in cybersecurity and cloud computing to young adults from underserved communities. Akamai's support also helps NPower serve military populations pursuing digital careers.

We are honored that the Akamai Foundation selected NPower to build alternative pathways to high-growth careers in tech. The generous grant allows us to grow our advanced training programs in cybersecurity and expand internship opportunities for our students. This is a powerful partnership that will have tremendous impacts on the underrepresented young adults, women of color, and military veterans we serve, and will help them obtain the valuable training, job placement and support services needed to advance their tech careers. It also is a powerful statement on the importance of a diverse talent pipeline.

Bertina Ceccarelli
CEO of NPower

Students at Training Program – Photo provided by Matt Velez from NPower

A2M4Tech

Associate to Master's degree Pathway for Technology (**A2M4Tech**) is a new development program run by Northeastern University. A2M4Tech addresses institutional barriers that have long slowed progress in achieving equity in computer science. The program combines academic study with work by providing full-time employment opportunities for students while they pursue their degrees.

In 2021, the Akamai Foundation was able to provide A2M4Tech with a founding grant. In 2022, we continued to support them and help build out aspects of the program, with the **first cohort** enrolling in September 2022.

The Akamai scholarship is an investment in my future education and my dream of chasing a better life for myself, my family, and society as I aspire to become a cybersecurity professional. [...] (A2M4Tech's) guidance and mentorship have been invaluable and have played a significant role in shaping my career and academic success. Once again, I thank you from the bottom of my heart for your investment in me and your thoughtful scholarship. Without your kind generosity, it wouldn't be possible to make my dream a reality.

Anonymous
Student involved in A2M4Tech Program

Student at Northeastern University - Photo provided by Joseph Harari, Success Coach at A2M4Tech

Employees in Action

Global Volunteerism is core to the Akamai experience. Every employee has 16 hours of paid time off to spend volunteering for an organization or cause of their choice. In total, employees logged more than 5,164 volunteer hours in 2022 across individual volunteer efforts and Danny Lewin Community Care Days events.

> **"We work hard to build the best products to protect people online … we can and should also take every opportunity to give back – to the community, the world, and the people working with us."**
>
> **– Akamai Employee**

Danny Lewin Community Care Days

Danny Lewin co-founded Akamai Technologies and was believed to be the first victim of the 9/11 attacks, Danny was killed at age 31 when he tried to stop the hijackers on American Airlines Flight 11. One of the ways we

continue to embody his passion, enthusiasm, and energy as part of Akamai culture is through the Danny Lewin Community Care Days (DLCCD) program. As part of Akamai's core value of giving back, employees united worldwide in 2022 to take part in over 71 activities in 18 countries around the globe, totaling more than 3,000 volunteer hours choosing from a variety of activities that best fit their life, interests, and schedule.

3,082+ volunteered hours for DLCCD	**71** activities
18 countries	**32** cities	**34** additional locations

Danny Lewin Community Care Days (continued)

ERG and Akamai Foundation Community Collaboration

Employee Resource Groups (ERGs) are an essential part of the Akamai community, providing opportunities for personal development in the workplace, raising awareness of minority groups, and helping to advance inclusion and diversity efforts at Akamai. ERGs facilitate opportunities for employees to engage with their communities, providing invaluable insight about what is needed on the ground. Each year, each of Akamai's nine ERGs partner with the Foundation to support causes of importance with grant funds. In 2022, 29 organizations were selected to receive grants.

In Reach

Founded in 2018, Akamai's newest ERG, **In Reach** focuses on promoting accessibility in all forms at Akamai. In 2022, in consultation with its members, In Reach provided grants to **RespectAbility**, **The National Disability Rights Network**, and the **Autistic Women and Nonbinary Network**.

out@Akamai

One of Akamai's oldest ERGs, out@Akamai serves the interests of the LGBTQIA+ community. After surveying its members, out@Akamai chose to award a grant to the **Trevor Project** in support of their crisis hotline for LGBTQIA+ teens. The ERG is looking forward to strengthening ties with the Trevor Project and supporting the organization in other ways in 2023.

Womens' Forum

At 850 members, the Womens' Forum is Akamai's largest ERG. This year, the Womens' Forum supported a variety of causes around the world with grants, including **Big Sister Boston**, **Rocket Girls**, **Stemettes**, and several Ukrainian organizations.

Akamai Reaches Out
Akamai Compassion Fund

Hardship has no boundary, and can touch all of us. In 2020, the Foundation established the Akamai Compassion Fund, an employee hardship fund focused on providing personal grants for employees facing difficult and unexpected circumstances. The spirit of "One Akamai" is reflected through this important program that enables employees to be there for one another.

> **"To be honest, I have never thought about applying for this Compassion Fund, despite making multiple donations to it. However, bad things can happen to anyone at any time, and we never know who will be the next. The grant provided by the fund really helped me get through a difficult period, and I am truly grateful for that. If you are facing difficulties, please remember that it's okay to ask for help when you need it. Let's all just try to 'pay it forward.'"**
>
> **— Anonymous, Akamai Employee and Compassion Fund Grant Recipient**

Global Disaster Relief/Current Events

The Akamai Foundation aids all stages of disaster relief including preparedness and resiliency, relief, and recovery efforts. We take both a short- and long-term view in order to best help our global communities during all phases of a crisis.

Much of 2022 was dominated by the war in Ukraine. We are incredibly proud to collaborate and partner with our employees to inform our giving, and stand in support of the Ukrainian people. We are touched by the acts of civic and personal kindness shown worldwide and especially by the Akamai community located in Poland. The Akamai Foundation provided humanitarian aid, an employee matching gift campaign, and STEM education grants to help support the people of Ukraine.

Yulia's Dream

Yulia's Dream is dedicated to the memory of Yulia Zdanovska, a 21-year-old graduate of the National University of Kyiv, a silver medalist at the 2017 European Girls' Mathematical Olympiad, and a teacher for the "Teach for Ukraine" program who was killed by a Russian-fired missile in her home city of Kharkiv. The program is an initiative of the **Program for Research in Mathematics, Engineering and Science for High School Students (PRIMES)** at the Massachusetts Institute of Technology, and the launch was

Yulia's Dream (continued)

supported in part by a grant from the Akamai Foundation. Yulia's Dream is a free math enrichment and research program for exceptional high school students from Ukraine. During the summer, 48 Ukrainian students studied online in 16 reading groups. All these groups will complete their studies by May 2023 and make presentations at the Spring-Term PRIMES Virtual Conference.

After the war, Ukraine needs to be rebuilt, and we want it to become an advanced European country. This requires a lot of young people who know math, who are good with science, especially researchers, and we want to help build that pipeline.

Professor Pavel Etingof
Yulia's Dream Chief Research Advisor, on WBUR
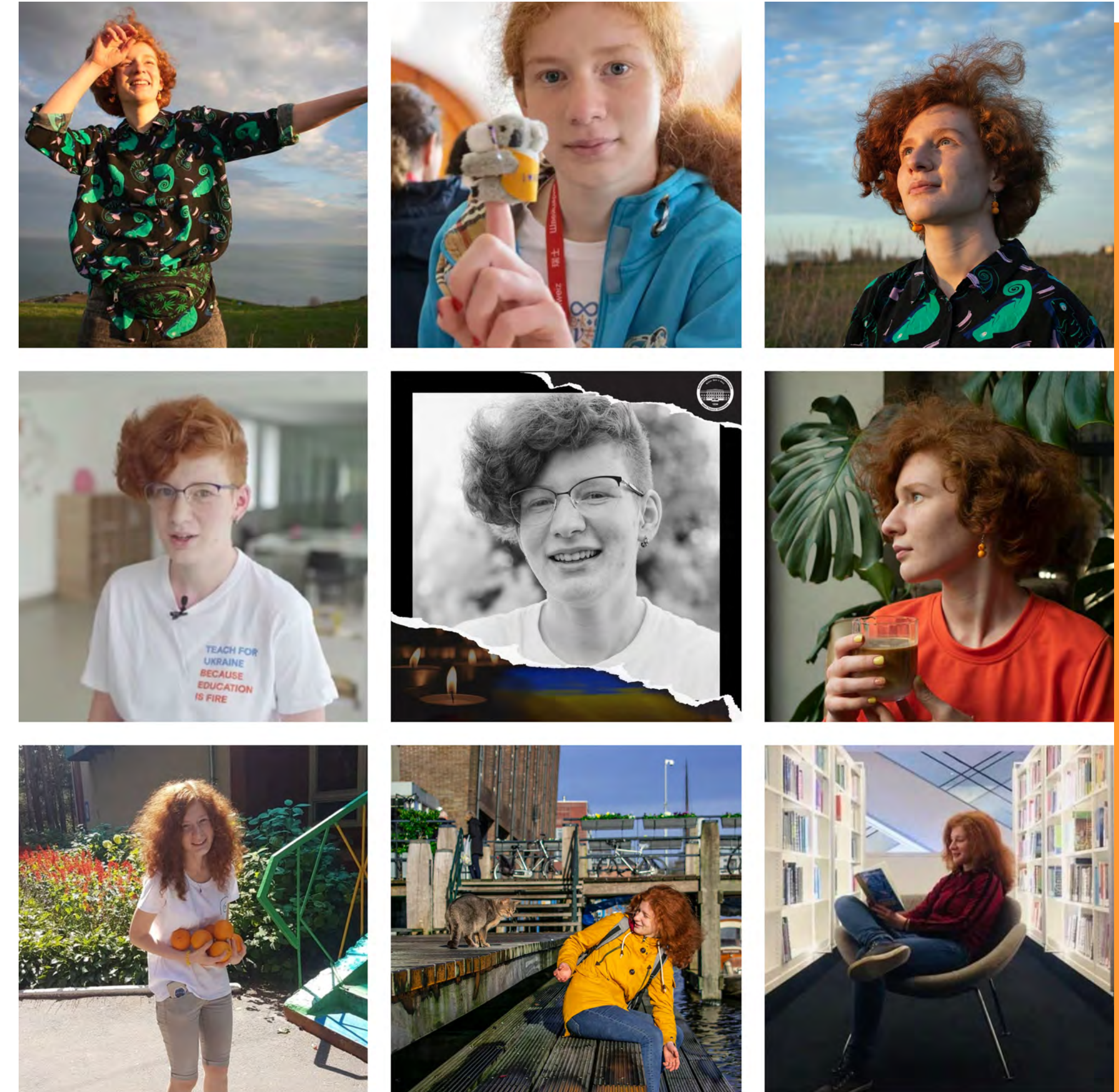
A collection of photos of Yulia Zdanovska - Provided by Yulia's Dream

Akamai Foundation Governance

The Akamai Foundation Board is composed of leaders within Akamai spanning our global communities.
This diversity of background allows us to make sure that we are considering philanthropy from all perspectives.

Akamai Foundation Officers

David Neshat
Vice President, Finance and Treasury Akamai, USA

Kara DiGiacomo
Director, Corporate Philanthropy Akamai, USA

Khalil Smith
Vice President, Inclusion, Diversity, and Engagement Akamai, USA

Rachel Lipton
Associate General Counsel Akamai, USA

Akamai Foundation Board Members

James Kretchmar

Vice President and Chief Technical
Officer, Architecture and Technology
Strategy, EMEA, France

Anthony Williams

Chief Human Resources
Officer Akamai, USA

George Conrades

Executive Advisor and
Former CEO Akamai, USA

Kim Salem-Jackson

Chief Marketing
Officer Akamai, USA

Lauren Van Wazer

Vice President, Public Policy and
Regulatory Affairs Akamai, USA

Natalie Billingham

Senior Vice President & Managing
Director, EMEA Sales Akamai, UK

Prasad Mandava

Vice President & Managing Director,
IT/ India Office Akamai, India

Tom Leighton

Chief Executive Officer
Akamai, USA

Thank you, join us!

In 2022, we continued to strengthen and build upon our global partnerships, collaborate with Akamai employees, and drive positive social change. Looking forward to 2023, we will continue serving our global communities by partnering with employees and community partners in meaningful ways to build momentum addressing our most challenging societal issues to drive lasting change.

Thank you to WilmerHale for their ongoing philanthropic pro bono legal support and guidance.

Responsible Business Practices

Corporate Governance

Akamai is committed to excellence in all we do, and our ESG program is no different. Investing in our ESG initiatives is a core part of our purpose to make life better for billions of people, billions of times a day through:

- **Sustainability:** Improving our energy efficiency and reducing our environmental footprint – and that of our partners – to minimize our impact on biodiversity and society

- **Our People:** Fostering an inclusive, diverse, and equitable workplace and investing in the health, safety and development of our employees

- **Responsible Business Practices:** Continually refining our corporate governance policies, building a responsible supply chain and operating our business ethically

- **Data Privacy and Security:** Committing to robust and cutting-edge data security, privacy best practices and customer protection

- **Akamai Foundation:** Working to create equitable access and a more inclusive technology sector while contributing to the communities in which we live and work through employee volunteerism, educational partnerships, disaster relief and crisis response

We place great value on the input we receive from our diverse stakeholders and engage with them regularly. This helps us to understand the issues that they care about most, which are highlighted below:

Board Oversight of ESG

Akamai's Board of Directors plays an active role in shaping the company's ESG strategy and initiatives, consistent with its responsibility for oversight of significant risks that affect the company's business.

This effort is led by the **Board's ESG Committee**, which is responsible, among other things, for overseeing management's environmental initiatives, including our sustainability goals, corporate governance matters and social matters (including receiving periodic management reports on social matters, corporate culture, inclusion, diversity and engagement as it relates to employees, and the charitable activities of the Akamai Foundation).

The ESG Committee plays a central role in our program governance, including:

- **Reviewing and monitoring corporate initiatives related to environmental, social and governance matters through regular management reviews. The reviews are related to strategy, initiatives and policies of the program which include:**

  - Sustainability

  - Inclusion, Diversity and Engagement (ID&E)

  - The charitable activities of the Akamai Foundation

- **Reviewing our governance guidelines, bylaws and other key governance policies and recommending changes to the Board for approval**

- **Identifying qualified individuals to serve on the Board of Directors and recommending to the Board people to serve on committees**

- **Overseeing the Board's self-evaluation process**

The ESG Committee coordinates closely with other Board committees, including:

- **The Audit Committee, which provides regular oversight of Akamai's financial and accounting reporting processes and audits of our financial statements, which includes reviewing the professional services provided by our independent auditors, the independence of such auditors from our management, our annual financial statements and our system of internal financial and IT controls, including cybersecurity, privacy and network resiliency matters**

- **The Talent, Leadership and Compensation (TL&C) Committee, which provides regular oversight of talent development and succession planning, compensation of Akamai's executive officers, directors and other employees (including establishing appropriate ESG related compensation programs), employee health and safety, and engagement**

- **The Finance Committee, which oversees Akamai's capital structure, corporate finance strategy and activities, treasury and investment activities, acquisitions and other strategic transactions, retirement programs and insurance programs, and advises management on operational improvement plans that are intended to create sustainable long-term stockholder value**

Each of the Board's committees operate under a charter that has been approved by the Board and is regularly reviewed.

The Board's ESG Committee is composed of members with a wide range of expertise and diverse skill sets. The committee is well equipped to review the material areas of ESG that affect Akamai, help address challenges, help develop appropriate goals, and work through emerging topics. In 2022, the ESG Committee's contributions were pivotal. The committee members' industry knowledge has helped Akamai build on our successes and develop a more robust program for the future.

ESG Office

The ESG Office is charged with enabling a global ESG strategy that integrates Akamai's business goals with all ESG efforts across the enterprise. This is accomplished by performing materiality assessments and gap analyses, including benchmarking against other companies to identify and review Akamai's key ESG focus areas, and by close collaboration with other external and internal ESG stakeholders and subject matter experts, like the Akamai ID&E Office and the Akamai Foundation.

The ESG Office is also responsible for Akamai's ESG rankings and indexes, reporting under voluntary ESG reporting frameworks such as the standards set out by the Task Force on Climate Related Financial Disclosures (TCFD), CDP (formerly the Carbon Disclosure Project), the Sustainability Accounting Standards Board (SASB) and the S&P Global Corporate Sustainability Assessment (CSA). Assessing emerging ESG standards and regulations and coordinating with external consultants and advisors is also part of the ESG Office's mandate.

In coordination with the Board of Directors, the Akamai ESG Office plays a crucial role in helping Akamai work to achieve positive, systemic change, driving tangible value and positive impact for our customers, investors, employees and communities.

Board Independence and Diversity

Akamai believes having an independent, diverse, active and engaged Board is vital to our success.

The Board has determined that each member of the Board, other than our CEO, is an "independent director" as defined under Nasdaq Rules. In addition, the Board Chair is non-executive, promoting an independent approach to management oversight and adherence to sound governance principles.

New perspectives and ideas are critical to a strategic, forward-looking Board. Our goal is to seek a balance between new points of view and the valuable experience that longer-serving directors bring to the boardroom. In addition, in considering new Board members, our **Corporate Governance Guidelines** set forth a process requiring that the initial list of individuals under consideration by the Board's ESG Committee include one or more qualified candidates who represent diverse backgrounds, including diversity of gender and race or ethnicity.

Board Evaluations

A key component of our approach to governance is a robust annual Board evaluation process, as set out in our 2022 **Proxy Statement**. Led by the Board Chair and the Chair of the ESG Committee, this review is intended to elicit the views of all directors. The evaluation may take various forms, including surveys, interviews conducted by external consultants and interviews by the Board Chair.

Risk Oversight

Related to ESG and overall corporate responsibilities, the Board of Directors oversees Akamai's risk management. Our comprehensive approach to risk management includes the following committees: Audit; ESG; Finance; and Talent, Leadership and Compensation. Each of these committees assists the entire Board in fulfilling the critical role of managing risk. These committees regularly report to the Board as a whole with a focus on their areas of oversight. In addition, each committee works with the full Board to help ensure the committees and Board have received the information necessary to fulfill their duties and responsibilities concerning oversight of risk management activities. For more information on Akamai's approach to risk management, please see our 2022 **Proxy Statement** on our Investor Relations website.

Business Ethics and Compliance

Our Success Depends on Our Culture and Values

Akamai's continued success relies on securing and maintaining the trust of our customers, employees, investors, suppliers and the communities where we operate. The foundation of this trust is Akamai's culture and its values. Our Code of Ethics guides how we do business with numerous external organizations, including our customers, suppliers and business partners. How we interact with these organizations is critical to Akamai's continued success. We expect every employee, director, contractor and partner to live up to our values and to comply with our code and applicable laws and regulations. This is not just the right thing to do; it's vital to our future success.

Supporting a Culture of Compliance

Our Global Ethics & Compliance program helps ensure that we live by our values. We work with internal stakeholders to develop value-driven procedures that are integrated in business processes across Akamai. These procedures focus on ethical conduct, transparency, anti-bribery, conflicts of interest, and sanctions and are routinely tested and audited. We actively monitor changes in business climate, emerging laws and regulations to assess risks and adapt our procedures.

In 2022, we evolved our anti-bribery procedures to address a growing range of sales tactics in emerging markets. We continued to monitor and adapt to the emerging application of sanctions regulations to internet technologies by strengthening procedures designed to avoid business interactions with sanctioned entities and to address export control risks. Much of this work was in response to the Russian invasion of Ukraine. Our program plays an active role in undertaking investigations and driving appropriate corrective action in response to concerns escalated by employees and third parties through our global Ethics Hotline.

Akamai's culture of compliance and ethical values guides our responsible business practices and helps ensure that we do business in accordance with our ESG principles.

Human Rights and Labor

Doing Right by Our Employees

Respect for human rights is a fundamental value at Akamai. We value and celebrate individual and cultural differences and are committed to providing an inclusive environment that is free from inappropriate behavior, unlawful harassment and discrimination. We are proud to be consistently recognized as a great place to work.

The Workplace of Today

In 2022, Akamai delivered on the promise of our Future of Work initiative. We launched our **FlexBase Program** based on four core beliefs:

- **Flexibility and personalization:** Giving employees a choice of work locations at home, an office or both supports better work-life balance.

- **Culture and connection:** Building a flexible work culture based on trust and connection enhances our customer-first, results-driven, inclusive and innovative culture.

- **Efficiency and sustainability:** Operating as a more distributed workforce leads to more efficient communications and helps Akamai realize improved sustainability.

- **Opportunity and growth:** Working more flexibly lets Akamai access broader, and often more diverse, labor markets so that we can continue to attract the best talent while offering our existing employee community opportunities for growth.

Striving for Fair and Equitable Pay

Pay equity is core to our values at Akamai. We are strongly committed to fostering an inclusive workforce that welcomes **diversity** and embraces fair and equitable pay. We have designed our compensation systems to be fair and equitable for all of our employees globally, but because this

is a human process, it's essential for us to ensure that we're meeting our intended outcomes.

Since signing the **White House Equal Pay Pledge in 2016**, we are committed to monitoring our pay practices regularly and making adjustments as necessary to deliver on this pledge. We currently conduct biannual internal pay equity analyses (with the assistance of a nationally recognized outside consultant), covering gender globally and race and gender in the U.S. We take action to remedy identified discrepancies as appropriate. To date, no widespread patterns of disparity have been identified.

Partnering With Companies That Share Our Values

Akamai stands against the shameful and harmful effects of slavery, servitude, forced or compulsory labor, and human trafficking in societies around the world. Our **Guiding Principles for Suppliers and Partners**, our **Human Rights Policy**, and other policies embody our corporate values, as do the international principles established by the **Universal Declaration for Human Rights**, the **International Labor Organization's Declaration on Fundamental Principles and Rights at Work** and the **United Nations Global Compact Strategy**.

Since the inception of the **U.K. Modern Slavery Act (2015)** and the **Australia Modern Slavery Act (2018)**, we have filed **annual disclosures** in accordance with applicable law based on ongoing reviews of our business

operations and applicable policies. Our Human Rights and Modern Slavery expectations are reflected in **Akamai's Responsible Supply Chain Program (RSCP)**, and we continue to improve diligence procedures to identify these risks and work with our business partners to help ensure that our collective activities are free from the effects of slavery.

Responsible Supply Chain

Akamai's Responsible Supply Chain Program (RSCP)

Akamai seeks to ensure a responsible supply chain by working with diverse, environmentally and socially conscious, and responsible suppliers. Our **Responsible Supply Chain Program** is designed to encourage our suppliers to align with, and keep evolving in partnership with, our corporate goals and ESG values that Akamai is committed to as a company. We look to partner with businesses to help mitigate supply chain risks, create opportunities for diverse representation, protect our stakeholders and inspire better business.

Supply Chain Standards

We set a high bar for ourselves and for our suppliers. **Akamai's Guiding Principles for Suppliers and Partners** communicate our values and expectations for all Akamai suppliers, resellers and business partners. These principles reflect the values we strive to uphold in our own policies and business conduct. We expect our suppliers and partners to not just comply with applicable laws and regulations but to follow the spirit and

intent of these guiding principles to ensure respect for human rights, environmental sustainability and integrity. Our supplier diversity tool, developed with our partner Viva, enables us to better identify and track opportunities to broaden the range of minority-owned suppliers that we engage through our corporate procurement and spending.

Supply Chain Risk Assessment with EcoVadis

To gain insight into potential supply chain risks and opportunities and to enhance our engagement with suppliers, we entered into a professional partnership with **EcoVadis** in 2022. EcoVadis is a trusted provider of business sustainability ratings. Serving a global network of more than 100,000 rated companies, it is considered one of the world's largest providers of such ratings.

The EcoVadis sustainability assessment provides an evaluation of how well a company has integrated the principles of sustainability and corporate social responsibility (CSR) into their business and management processes. Using the EcoVadis platform, we have collected details on the performance of participating suppliers in different key ESG focus areas.

The **EcoVadis methodology** is built on international sustainability standards, including the **Global Reporting Initiative**, the **United Nations Global Compact** and the **ISO 26000 standard**, covering more than 200 spend categories and over 175 countries. The EcoVadis **Sustainability Scorecards** for each participating supplier illustrate performance across 21 indicators in four key ESG themes: environment, labor and human rights, ethics and sustainable procurement.

By sharing their EcoVadis Sustainability Scorecards, suppliers provide insight into their ESG performance, which allows us to understand the ESG efforts of our suppliers and find places for improvement.

Supplier Benchmarking

To be more closely aligned with Akamai's ESG values and goals, we are establishing a baseline for the ESG performance of our top suppliers. This will help us create goals designed to achieve meaningful improvements in the future. The EcoVadis platform helps to determine the current ESG performance of each participating supplier, create improvement plans where necessary, and track progress against those plans. We expect our suppliers to consistently monitor and enforce our standards in their own operations and supply chains, as well as making improvements to meet or exceed our expectations.

Our Progress in 2022

In our first campaign in collaboration with EcoVadis - initiated in October 2022 - we invited a total of 179 suppliers to participate in our RSCP. The initial invited suppliers represented a number of our top suppliers by spend (which represent about 70% of our current total annual supplier spend) as well as other suppliers who actively participate in the EcoVadis scorecard system and thus were in a position to quickly share their scorecard with us. As of the end of March 2023 we have received

scorecards from approximately sixty-five percent of invited participants and we continue to work with the remaining suppliers to underscore the importance of their participation in our RSCP.
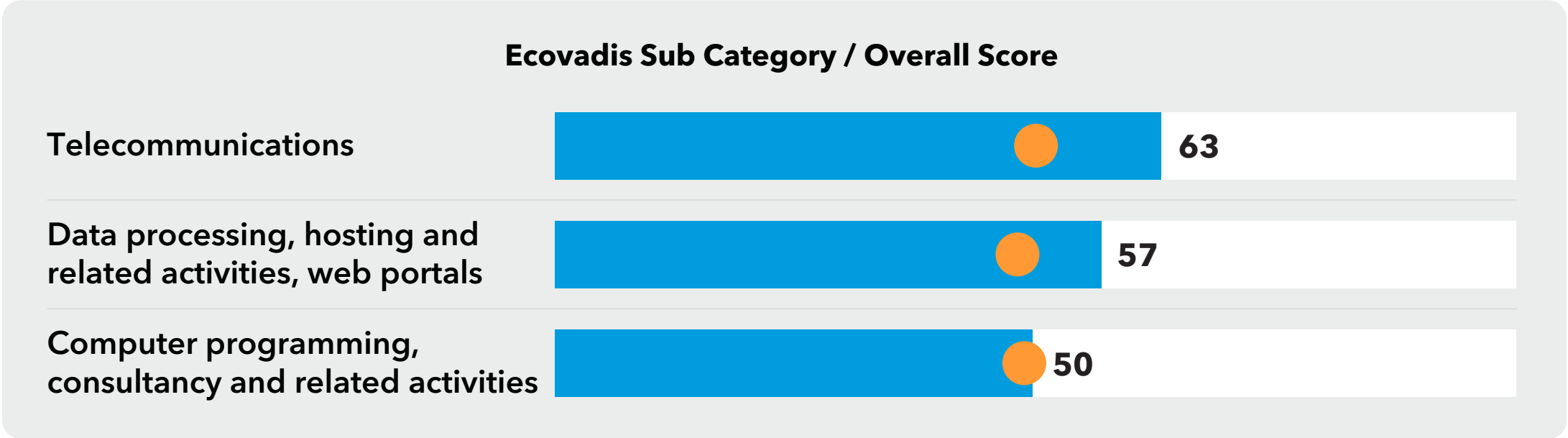
The majority (70%) of our rated suppliers are large suppliers with more than 999 employees, 21% are medium suppliers (100-999 employees), 6% are small (25-99 employees) and 3% are extra small (1-24 employees) suppliers.

Our rated suppliers score significantly better than the EcoVadis network-wide average of evaluated companies. According to the Akamai's Supplier Dashboard within the EcoVadis platform, the average score of our rated suppliers is 57.6, well above the EcoVadis network-wide average benchmark score of 45.1.

Score Distribution

00-14	15-24	25-34	35-44	45-54	55-64	65-74	75-84	85-100
	1%	4%	13%	22%	23%	25%	11%	
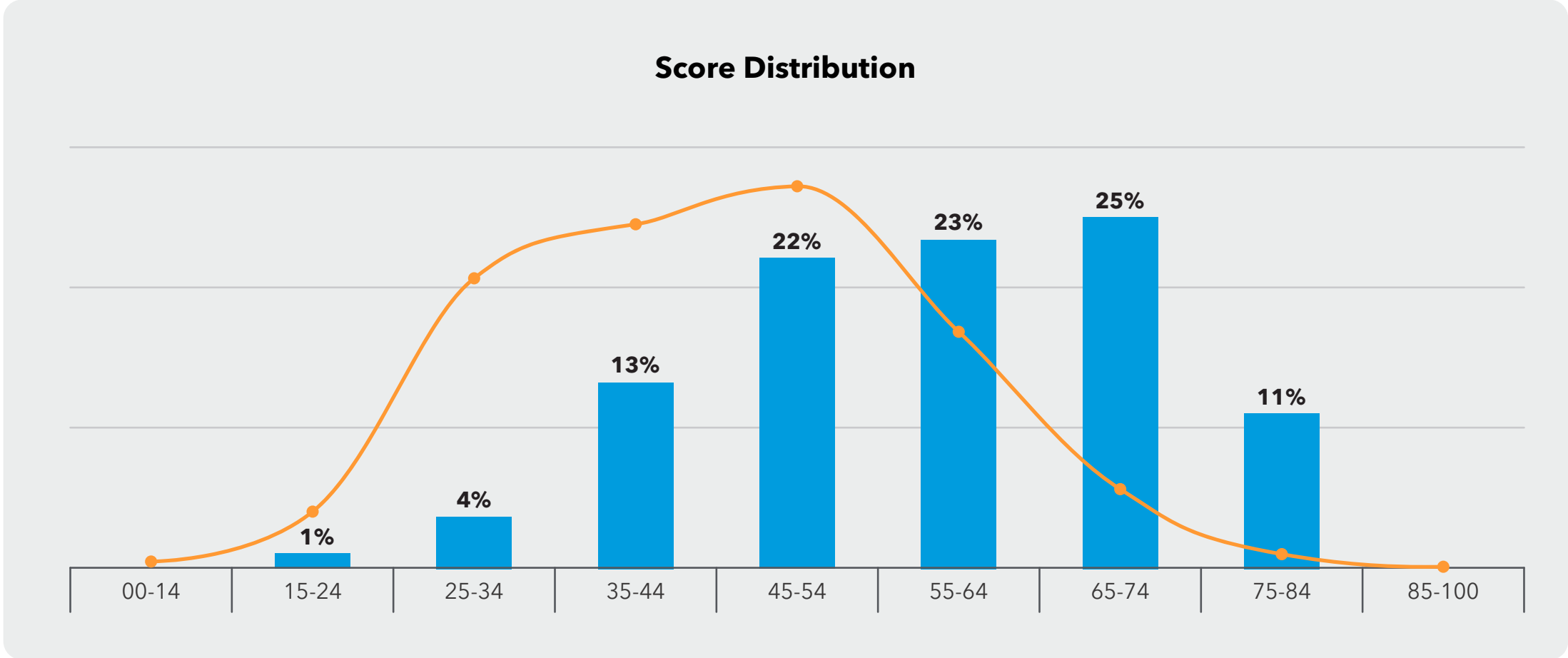
According to Akamai's Supplier Dashboard within the EcoVadis platform, the rated suppliers within strategic subcategories which include telecommunications (including data center), data processing/hosting and computer programming for Akamai are all rated above average or at average.

Ecovadis Sub Category / Overall Score

Category	Score
Telecommunications	63
Data processing, hosting and related activities, web portals	57
Computer programming, consultancy and related activities	50

Driving Continuous Improvement

We continually evaluate our supply chain to identify the industries, regions and issues where we have the greatest opportunities to have a positive impact and to identify and mitigate risks.

This includes factors impacting our ability to achieve our **2030 sustainability goals**, providing an inclusive environment free from inappropriate behavior, including unlawful harassment and discrimination, and encouraging adherence to ethical business practices.

To support continuous improvement, we work closely with our suppliers around the world, identifying partnerships and programs to help our suppliers reduce their environmental impact and improve their ESG scores. To foster this culture of continuous improvement across Akamai's procurement team, in 2023 we plan to provide mandatory trainings on our responsible supply chain program including human rights and modern slavery topics.

Data Privacy and Security
Data Security, Customer Protection and Privacy

Committed to Privacy

Akamai is committed to **privacy protection**. We strive to comply with the privacy laws of all countries in which we operate. In carrying out our mission to power and protect life online, we accept that the way we process personal data is a critical part of the trust that our customers and the internet community place in us.

A Principled Approach

Akamai's Data Protection and Privacy Program is designed to protect the personal information that we process through a privacy-first ethical data program based on globally established privacy principles. These principles allow us to operationalize privacy at Akamai in a way that a purely rule-based approach would not — they make protecting privacy a part of everything that we do.

Processing with a Purpose

Akamai focuses on processing personal information for specific reasons, including:

- **To provide, improve and manage our services**
- **To identify and prevent malicious or fraudulent activity that threatens people on the internet**
- **To secure our systems and those of our customers**

Therefore, while we process data, including personal data, to enable our customers to offer better end-user experiences and secure their products and services on the internet, Akamai does not process data with the intention of identifying individual internet users or selling or sharing their personal information.

To ensure operations are consistent with this purpose, Akamai has made privacy a part of every employee's job through annual awareness training and a Privacy by Design policy and approach for all data use initiatives, including a privacy impact assessment prior to the launch of any new product.

Privacy Governance

Privacy at Akamai is managed by our Global Data Protection Office which is a part of our Legal Department. Our Chief Privacy Officer (CPO) is responsible for Akamai's privacy policy, strategy and oversight including management of the privacy function. The CPO reports to the Company's General Counsel. Additional oversight is provided by the Board of Directors through its internal Audit Committee which reviews privacy risks and the associated programs run by the Global Data Protection Office, and to which the CPO reports multiple times annually.

Continuous Improvement

Ongoing review, audit and continuous improvement are important parts of privacy governance at Akamai. In 2022, working hand in hand with Akamai's Information Security Team, Akamai received two crucial ISO certifications relating to data security and privacy: ISO/IEC 27001:2013 and ISO/IEC 27701:2019. These certifications confirm

through an independent audit that Akamai maintains security and privacy management systems that meet globally recognized standards. In addition to ISO, the privacy team participates in many other **standards compliance reviews** including **PCI DSS (payment card)**, **SOC 2**, **FedRAMP**, **HIPAA** and **BSI** (Approved Critical Infrastructure Provider in Germany).

In 2022, the privacy team also worked to integrate and align the privacy programs and operations of Akamai's new cloud services division (created through the acquisition of Linode, LLC) with the already existing privacy programs and operations at Akamai. These efforts culminated in the successful **completion** of **ISO/IEC 27017:2015** and **ISO/IEC 27018:2019** audits for this new line of services.
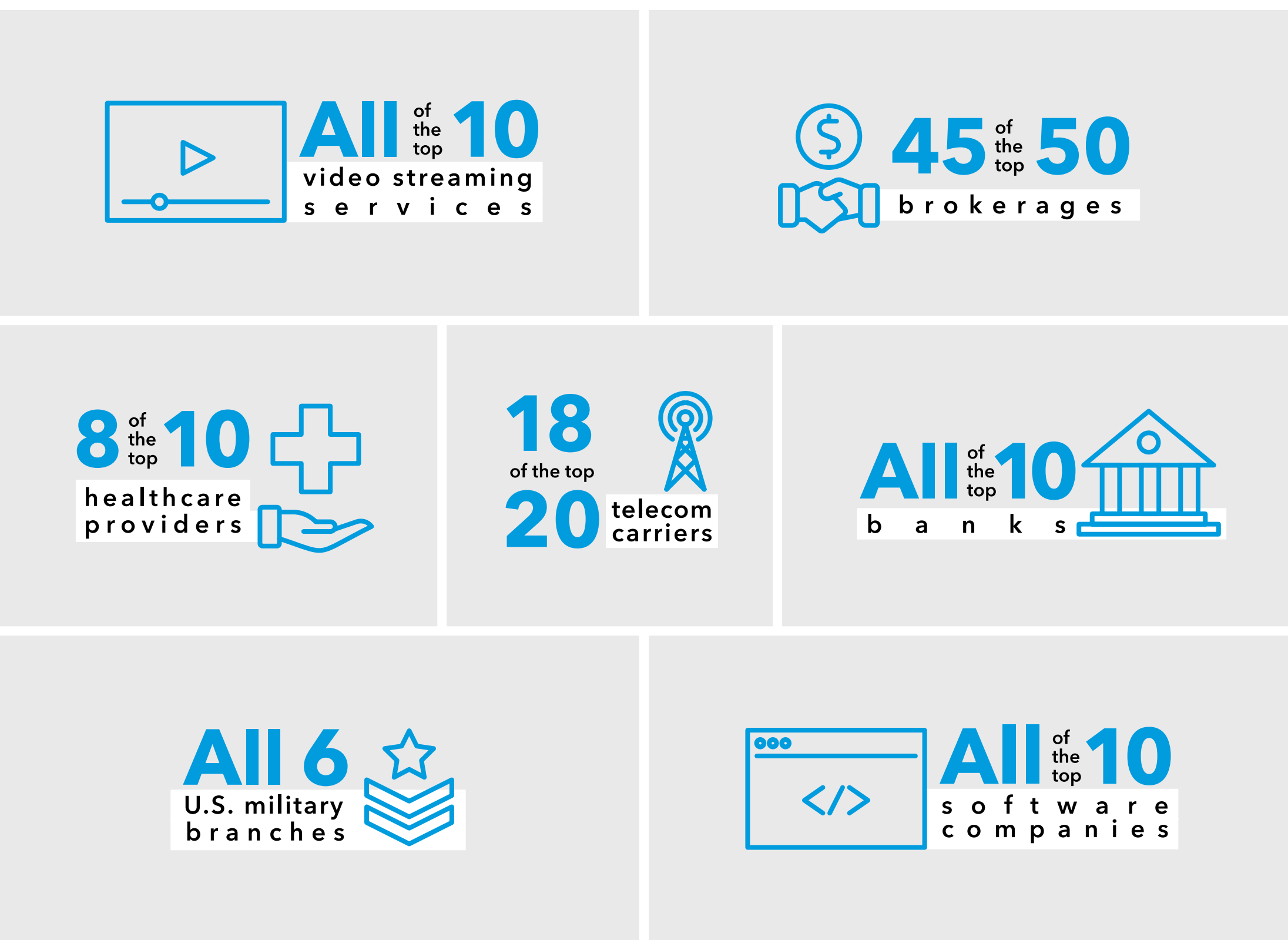
 The Akamai **Privacy Trust Center** provides detailed information on Akamai's privacy policies, ethical data practices and compliance with applicable laws.

Information Security and Cybersecurity

The data that flows through Akamai's global connected cloud is critical to millions of organizations and billions of users worldwide. Protecting that data from the ever-expanding array of cyber threats is fundamental to the position of trust we maintain with our customers and stakeholders.

Earning Trust with Zero Trust

Akamai has been a leader in advancing Zero Trust strategies designed to maximize data protection. Our ability to deliver on this commitment has earned the business of leading data-driven organizations around the world, **including**:

All of the top **10**
video streaming
s e r v i c e s

45 of the top **50**
b r o k e r a g e s

8 of the top **10**
healthcare
providers

18 of the top **20**
telecom
carriers

All of the top **10**
b a n k s

All 6
U.S. military
b r a n c h e s

All of the top **10**
s o f t w a r e
c o m p a n i e s

Proactive Threat Awareness

Akamai Connected Cloud is a massively distributed edge and cloud platform for cloud computing, security and content delivery. In 2022, the infrastructure to support the Akamai delivery and security businesses consisted of servers and devices in over 4,100 locations and across 1,300-plus networks worldwide. During the next few years, we will continue building our global presence for our newly acquired cloud computing business. Across this infrastructure, we handle trillions of DNS queries daily which creates a unique window on the global threat landscape. This visibility enables Akamai to identify and understand risk signals early, gaining intelligence that informs a forward-looking defense posture. As we continue integration into the delivery and security businesses of Akamai, we will continue to look for ways that help us posture the business to best gain intelligence against the most serious threats across the web.

In September 2022, Akamai successfully detected and mitigated the largest DDoS attack ever launched against a European customer. Our proven ability to defend against the ever-evolving tactics of cyber criminals has not only earned our customers' confidence, but also the German Federal Office for Information Security (BSI) classifies Akamai as a "qualified DDoS protection provider" able to protect critical infrastructure providers in Germany.

Consistent with our mission to make the internet more secure, we share intelligence with the broader cybersecurity community through our State of the Internet (SOTI) reports. The popular reports, available by free download to the technology industry, provide expert insights into the types of threats we identify in the constantly evolving cyber landscape and on web performance gathered from Akamai Connected Cloud.

Security Governance

Akamai has a well-established governance structure that supports our ability to identify, assess, and mitigate cyber risks. Cybersecurity is also a key focus of oversight for Akamai's Board of Directors and executive leadership.

A dedicated information security committee composed of executive-level stakeholders from across the organization meets regularly to exchange risk information to inform critical decisions. During regular management reviews at the Board level, the Audit Committee receives security updates directly from Akamai's Chief Security Officer.

Crucially, Akamai's Information Security Organization, led by Akamai's Chief Security Officer, operates independently, working constructively with the business to manage the company's cyber risk profile.

Security Compliance

One way Akamai demonstrates its commitment to protecting our infrastructure, our customers, and internet users worldwide is through compliance with global and national security standards and laws.

As mentioned above, in 2022, Akamai received two crucial ISO certifications relating to data security, ISO/IEC 27001:2013 and ISO/IEC 27701:2019, and also adheres to several security compliance programs including:

- **PCI DSS, the Payment Card Industry Data Security Standard required for any business that stores, processes or transmits payment card data.**

- **SOC 2, a security standard promulgated by the American Institute of Certified Public Accountants (AICPA) that reports on controls that directly relate to security, availability, processing integrity, confidentiality and privacy.**

- **FedRAMP, the Federal Risk and Authorization Management Program (FedRAMP), defining a core set of processes to ensure effective and repeatable cloud security for the U.S. government.**

- **IRAP, Australia's Information Security Registered Assessors Program (IRAP) providing Australian government customers a validation that appropriate security controls are in place per the Australian Government Information Security Manual (ISM).**

- **PSD2, the revised Payment Services Directive by the E.U., and Open Banking, the U.K. implementation of PSD2, requiring financial institutions to open their payment infrastructure, granting third-party provider access to their customers' bank account data.**

To learn more about Akamai's certifications, attestations, audits, frameworks, alignments and self-assessments, visit Akamai's Information Security Compliance summary.

Industry Leadership

Akamai is an active participant in a variety of industry organizations and forums across the global cybersecurity community.

Akamai is a founding member of the Financial Services Information Sharing and Analysis Center (FS-ISAC) Critical Providers program, facilitating a dialogue with the financial sector regarding threat intelligence and cybercriminal tactics.

We also participate in various cybersecurity forums. For example, in 2022 Akamai joined other global cybersecurity leaders participating in the White House Open Source Software Summit, focused on addressing vulnerabilities in open source software.

We also work within other communities of trust, including maintaining bilateral relationships with security teams across our customer base and in adjacent industries.

Making the Internet More Secure

Akamai is committed to enhancing the security of the global internet ecosystem through a continuous stream of **security innovations**. Our Web Application Firewalls (WAFs) play a critical role in providing automated protection against zero day threats. Akamai pioneered **bot management** to mitigate the growing tide of fraudulent and malicious bots. We continually strengthen our defenses with strategies such as advanced microsegmentation.

Our customers are counting on Akamai to protect their data and their end users. Our strategic focus on cybersecurity helps us to fulfill that obligation.

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