2025 Impact Report



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Letter from Our CEO

We believe in delivering business results the right way. That means operating in a manner that reflects our core values of integrity and trust, inclusion, and giving back to the communities in which our employees work and live around the world. This report reflects our commitment to remaining transparent about our business practices and accountable to our stakeholders.

Akamai approaches environmental, social, and governance priorities not as isolated initiatives, but as fundamental components of a holistic strategy to be the most innovative and best performing company we can be — on all fronts. That means operating our business in ways that support long-term value creation for our customers, shareholders, employees, partners, communities, and the planet. This important work is integral to our purpose to make life better for billions of people, trillions of times a day.

We work diligently to have a positive impact on the places where we work and live. For example, we work with environmentally conscious suppliers and partners to reduce our environmental impacts collectively. And we partner with sustainability organizations and with like-minded companies to expand the benefits of a carbon-free internet.

A core component of our commitment to corporate responsibility is supporting K-12 STEM 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 has broadened its impact in recent years in response to urgent humanitarian crises around the globe.

Akamai has once again earned a place in the top 100 of Just Capital's annual Rankings (announced in March 2026), was named to Newsweek's list of America's Most Responsible Companies 2026 — which highlights companies taking action each day to uphold their social responsibility — and was included in Fortune's 100 Best Companies to Work for in Europe 2025 and in the Financial Time's Europe's Best Employers ranking.

Thank you for being alongside us in this important work around the world, as we remain steadfast in operating a company that outperforms in every way.





Tom Leighton
Co-Founder and Chief Executive Officer



About This Report

Founded in 1998, Akamai was created to address one of the early internet's most pressing challenges: the "World Wide Wait." More than 27 years later, we continue to solve the internet's toughest problems — and pioneer new frontiers in AI — guided by our vision of a safer and more connected world.

While our company has evolved significantly over time, our core values and commitment to tackling some of society's most complex technological challenges remain unchanged. From the beginning, these beliefs have shaped our purpose and continue to guide our actions: to make life better for billions of people, trillions of times a day.

This purpose extends to how we approach corporate responsibility. We are committed to operating responsibly and transparently, with a focus on environmental stewardship, positive social impact, and strong ethical governance. Driven by the dedication and expertise of our global teams, we have made meaningful progress in these areas in recent years. At the same time, we recognize that our work is ongoing, and we remain focused on advancing our efforts to deliver even greater positive impact in the years ahead.

In the interest of transparency and accountability, we bring together our corporate responsibility efforts in a unified report, providing stakeholders with a comprehensive and consistent view of our programs, initiatives, and the progress we have made. The report highlights our programs, processes, and initiatives across five critical pillars: Corporate Sustainability, Our People, Communities, Governance, and Data Privacy and Security. Unless otherwise noted, this report covers information from January 1, 2025, through December 31, 2025.

To create transparency and accountability in our corporate responsibility and sustainability efforts, we have structured our programs and disclosures in accordance with leading international standards and frameworks. Also in 2025, we completed our first Double Materiality Assessment in accordance with the requirements of the European Sustainability Reporting Standards (ESRS) under the Corporate Sustainability Reporting Directive (CSRD), as then in effect. We also completed the CDP Climate Change Questionnaire and the S&P Global CSA survey, which are available on our website.

About Our Company

Every day, billions of people connect with their favorite brands to shop online, play games, share ideas, manage money, and so much more. They may not know it, but Akamai is there, powering and protecting life online. We make life better for billions of people, trillions of times a day.

Nearly three decades ago, when Tom Leighton and Danny Lewin created Akamai, they saw a huge opportunity to tackle the challenges of the early internet, which gave Akamai purpose and created a foundation to become the company we are today.

Solving the internet's biggest challenges still drives us today. The internet has become a critical lifeline to us all, powering the way we work, live, learn, and play. The speed and hyperconnectivity of the modern world — increasingly shaped by the growing influence of artificial intelligence — have heightened the importance of a secure, reliable, and high-performing internet, as well as the importance of operating with purpose.

It is our view that the internet's role in transforming the way we exchange ideas and information and conduct business is more vital than ever. Our strategy is to help continue to drive this transformation by offering security, cloud computing, content delivery, and distributed AI inference services with the industry-leading reliability, scale and expertise our customers need to grow their business with confidence.

Guided by our vision of a safer and more connected world, we are committed to operating responsibly, supporting the resilience of the internet, and creating long-term value for our customers, communities, and stakeholders.



Purpose
We make life better for billions of people, trillions of times a day



Mission
We power and protect life online



Vision
A safer, more connected world



Values
Customer First, One Akamai, Innovation, Urgency & Persistence, Integrity & Trust, Inclusion, Giving Back

Akamai at a Glance

Global Infrastructure

130+
Countries

SSD
Powered Hardware

700+
Cities

4,400+
Edge Points of Presence

1,200+
Networks

24/7
Monitoring

data as of Jan 30, 2026

Biggest DDoS attack mitigated in 2025:
4.47+ terabits per second (Tbps)

Peak traffic event in 2025:
395.84 Tbps

Akamai average data analyzed per day:
1,678 TB

Web Application Firewall (WAF):
43% increase
in web attacks witnessed (Y/Y)

1998
Founded

$4.208 B
FY'25 Revenue

3 Product Lines
Content Delivery, Security, Cloud Computing

11,350+
Employees worldwide (FTEs)

Trusted Worldwide by:

- **9 of the top 10** software companies
- **8 of the top 10** retail companies
- **All top 10** banking companies
- **9 of the top 10** telecommunications carriers
- **All top 10** brokerages
- **8 of the top 10** automotive companies
- **All top 10** video streaming services
- **All top 10** video game companies
- **8 of the top 10** fintech companies
- **8 of the top 10** pharma companies

According to market capitalization as determined by S&P Capital IQ Pro. Banks do not include Chinese based banks. Data as of January 30, 2026

The ACT Framework

At the heart of Akamai's commitment to responsible business practices lies the ACT Framework. ACT - Accountability, Community, and Trust. This framework embodies our holistic approach to fostering positive impact within our organization and across the broader community, underscoring our dedication to sustainable and ethical business practices.



Accountability

Accountability means taking responsibility for our actions, working to ensure that we meet our commitments, and remaining transparent about our impact. Our proactive efforts span from reducing our environmental footprint to fostering a workplace culture centered on growth and engagement.

Corporate Sustainability

Our People

Community

Community encompasses our commitment to building strong connections and collaborative stakeholder relationships, while supporting those in the communities where we live and work through philanthropic efforts and active employee engagement.

Communities

Trust

Trust is fundamental to Akamai's operations. We work to earn and maintain that trust through ethical conduct, transparency, and the protection of personal privacy, and our operations are designed to support a secure, resilient, and reliable platform.

Governance

Data Privacy and Security

Corporate Sustainability

- **Advanced our renewable energy strategy** with two new virtual power purchase agreements (VPPAs) in Europe, an expanded commitment in Illinois, and developer conversations in Asia and Australia
- Increased renewable energy consumption by **7% year over year**, reaching 52% of total electricity consumption
- **Confirmed our ISO 14001:2015 conformity**, with independent third-party group attestation of compliance demonstrating continued alignment of our Environmental Management System (EMS) with international standards

Accountability | Community | Trust



Akamai's Perspective on Corporate Sustainability

Powering the global internet infrastructure is both a privilege and a profound responsibility. As the digital world expands, so does the energy required to sustain it. That is why, by 2030, Akamai is committed to significantly reducing our environmental footprint across every aspect of our business. We aren't just mitigating our impact; we are transforming how we operate.

To get there, our sustainability strategy targets five interconnected goals: achieving net-zero emissions, securing 100% renewable energy, maximizing hardware and software efficiency, championing sustainable supply chains, and advancing operational circularity. Together, these pillars reflect our commitment to connecting the world while also protecting it.

Our 2030 Sustainability Goals:

1. Net-Zero Emissions
2. 100% Renewable Energy
3. Build Hardware and Software Efficiency
4. Engage Suppliers
5. Circularity

Strategic Overview

In 2025, Akamai refined its sustainability strategy, moving from compliance-focused reporting to active, grid-aware energy management. Amid an evolving energy landscape and the rapid expansion of the digital economy, we acted on a core belief: that sustainability is not a compromise — it is a driver of operational excellence.

We are actively working to decouple our revenue growth from our environmental footprint. As we enter the “Zettabyte Era,” where the energy required to power global data is outpacing grid capacity, our approach is designed to support continuity, resilience, and long-term value for our entire ecosystem: customers, employees, and communities alike.

Our Philosophy

We invite our stakeholders to view our sustainability program as a commitment to long-term stability — both from a regulatory and an operational perspective.

On the regulatory front, we are future-proofing our operations against a changing landscape. We align with rigorous climate scenarios — such as Representative Concentration Pathway (RCP) 1.9 and 2.6 — and are preparing for emerging reporting standards, including the transition from the Task Force on Climate-related Financial Disclosures (TCFD) to the International Sustainability Standards Board’s climate-related disclosures (IFRS S2).

Operationally, our focus is on building a highly resilient and sustainable infrastructure. By prioritizing smart energy management across our network, we reinforce the stability of our critical services while actively supporting our long-term environmental goals.



FY25 Performance at a Glance

We are building a business designed to endure — one where economic success and environmental stewardship are not competing priorities but complementary goals, driven by engineering excellence that advances both.



Global ISO 14001 Conformity

In 2025, we renewed our ISO 14001:2015 conformity via independent third-party attestation, confirming the continued alignment of our global EMS across our entire value chain.



Renewable Momentum

In 2025, our renewable energy consumption increased by 7% year over year, reaching 52% of our total electricity consumption.



Global Reach

In 2025, we executed our first two virtual power purchase agreements (VPPAs) in Europe, expanded our portfolio in the U.S., and started conversations with developers in Japan, Australia, and Singapore.

2025 Key Sustainability Metrics*

52%
Clean Energy

555,600
MWh Renewable Energy

181,600
t CO_2e Abated**

173,070
t CO_2e Total GHG Emissions
(Scope 1 and Scope 2, Market-based)

33%
Network Capacity Growth YoY

0.59
MWh per Gbps of Capacity

1.48
Average PUE

100%
E-Waste Recycled

* Sustainability data included is as of Dec. 31, 2025 and has been independently verified or validated internally as of June 10, 2026.
**Represents Akamai and supplier based clean energy procurement

Efficiency and Innovation

Redefining Platform Efficiency

A hallmark of a resilient organization is the ability to drive efficiency as it scales. As our platform's total operational output continues to grow, we are working diligently to maximize the productivity of every watt consumed — executing more complex workloads while reducing our proportional environmental footprint.

As our business evolves with Cloud Compute joining Security and Delivery as one of our primary growth drivers, our sustainability metrics must evolve alongside it. Historically, platform efficiency was measured almost entirely by traffic delivered. Today, to accurately capture the diverse processing power required across our modern infrastructure, we have transitioned to a holistic Platform Workload Index (PWI).

Rather than detailing the individual technical metrics of every service, the PWI serves as a blended, normalized index that represents our total platform output as a single number. This allows us to transparently report on our true sustainability progress by focusing on two critical indicators:

- **Energy Intensity:** This measures the power required to operate our platform relative to the actual work performed.
- **Emissions Intensity:** This measures the greenhouse gas emissions generated relative to the actual work performed.

Decoupling Growth from Emissions

By viewing our operations through the dual lens of energy and carbon intensity, the trajectory of our platform is clear. As Akamai's cloud capabilities expand, we are working to further reduce the energy and carbon intensity of each workload we process. This framework illustrates our commitment to decoupling global business growth from our carbon footprint, paving the way for a more sustainable and resilient future as we continue to scale.

An Integrated Efficiency Strategy

At Akamai, sustainability is inseparable from how we design, build, and operate our platform. We approach code optimization and infrastructure modernization not merely as technical exercises, but as opportunities to reduce our environmental footprint while enhancing platform performance. Our “Build Efficiency” program advances this vision through two complementary levers: software optimization and hardware modernization.

Software: Unlocking Capacity

Our engineering teams continuously refine core software to maximize the capabilities of our existing infrastructure. By optimizing disk utilization, reducing CPU overhead, and enhancing traffic management, we expand capacity without physical expansion. In 2025, we implemented kernel-level optimizations and further refined traffic routing to improve asset and region utilization. These efficiencies enabled us to defer the deployment of over 1,200 machines, avoiding approximately 20,600 t CO_2e over five years.

Hardware: Advancing Density

Beyond software optimization, we are modernizing the physical infrastructure of our network. Our analysis of server generations confirms a clear trajectory toward greater efficiency. We are transitioning to more advanced servers engineered to deliver significantly higher compute power per watt. Even for our most computationally intensive operations — including cryptographic processing — we achieved meaningful generational improvements in energy efficiency.

Maximizing the value of high-performance hardware requires deliberate workload management. We have implemented workload allocation protocols to maximize the performance of every new unit deployed.



Emissions and Energy

Emissions Strategy

In 2025, our absolute Scope 2 emissions increased year over year. This increase reflects a period of rapid market expansion in which our business growth outpaced our decarbonization progress in certain regions.

As we scale our cloud computing and AI inference capabilities to meet growing customer demand, we anticipate that absolute emissions may continue to rise in the near term before our decarbonization efforts fully offset this growth. To address this trend and remain aligned with our net-zero 2030 goals, we have implemented a focused calibration plan built on two pillars: reducing energy intensity and targeted renewable procurement.

On the efficiency front, we are working to lower the energy baseline of our platform to ensure future growth is more efficient. This involves continuous software optimization and an accelerated transition to our most efficient server hardware.

Renewable Energy Procurement

We aim to power Akamai's global operations with 100% renewable energy by 2030. Yet we aspire to do more than simply offset our energy consumption — we aim to contribute meaningfully to grid decarbonization.

This approach, known as "emissionality," involves the strategic selection of renewable energy projects based on their ability to displace carbon in regions where the grid is most carbon-intensive. Rather than focusing on grids already saturated with renewables, we prioritize investments in carbon-intensive regions where new wind or solar capacity can most effectively displace fossil fuel generation. We pursue strategies that deliver long-term, measurable results rather than relying on offsets.

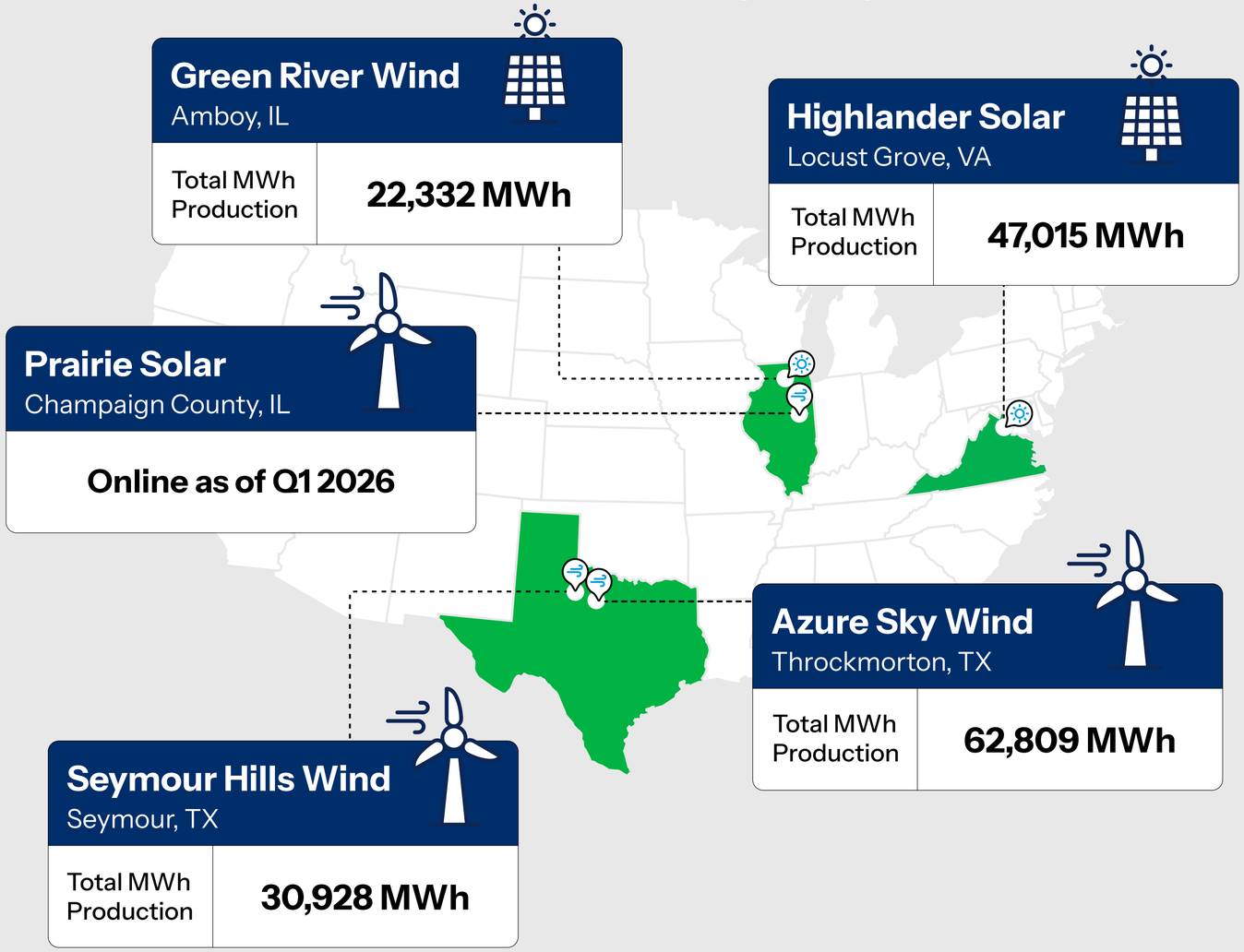
To achieve our goals, we invest in purchaser-caused renewable energy through power purchase agreements (PPAs) and virtual PPAs (VPPAs). Wherever possible, we add net-new clean energy to the grid and secure bundled, traceable energy credits to match our operations.

We utilize Locational Marginal Emissions (LME) data to assess the environmental value of our investments. By analyzing which energy sources are displaced when our renewable projects deliver power to the grid, we aim to deploy our resources where they deliver the greatest decarbonization benefit.

FY25 Portfolio Highlights

Prairie Solar (Illinois)	Expanded our commitment in the Midcontinent Independent System Operator (MISO) grid region.
European Expansion	Executed two VPPAs in Europe to support our growing international operations.

Akamai Purchaser Caused Clean Energy Projects in the US



The Edge Advantage

Akamai's distributed edge architecture offers a compelling alternative to centralized data center models, with inherent efficiency benefits. Traditional centralized clouds often require data to travel vast distances to reach the end user, consuming energy across numerous routers and switches along the way. By processing workloads at the edge — closer to the user — we reduce the distance data travels, conserving energy across the broader internet ecosystem. This approach delivers lower latency while simultaneously reducing our carbon footprint.

The rapid adoption of generative AI presents a significant sustainability challenge due to its high energy demands. Routing AI queries to centralized infrastructure compounds this impact. In 2025, we launched Akamai Inference Cloud to meet the growing demand for real-time, globally distributed AI inference — bringing GPU-powered compute closer to users and data. Beyond its performance and scalability advantages, this edge-based architecture also has the potential to contribute to our sustainability goals by decentralizing compute load, reducing thermal concentrations, and minimizing the energy consumed by long-distance data transport. As AI adoption accelerates, we see this approach as an opportunity to scale in a more energy-efficient way.

Supply Chain and Circularity

Colocation Partnerships

Like many companies in the IT software and services space, a significant source of Akamai's power consumption comes from servers and equipment deployed in global data centers. Today, these deployments spread across more than 130 countries mainly through partnerships with colocation providers and data center operators. Given this reality, engaging our suppliers is essential to achieving our sustainability goals.

We work closely with colocation partners to foster alignment with our corporate values and to strengthen data transparency across our infrastructure. While we receive annual attestations for fully renewable-powered sites, we also document the energy mix at our most strategic locations. This has enabled us to build a global database, helping us assess renewable energy usage, anticipate how our power needs will impact partner energy mixes, and identify opportunities to enhance renewable energy use.

These efforts also support our customer commitments. We can report energy consumption at the server level, model future power usage, and provide customers with site-specific carbon emissions data — including projections of how these emissions will evolve as our infrastructure scales.

In 2025, we strengthened this collaboration further by working even more closely with providers to obtain power usage data and renewable energy attestations. We are also advocating for industry standards that clearly define "operational control," ensuring we take responsibility for our IT load while working with partners to address facility overhead.

Circularity

Circularity is one of our five sustainability goals and a critical tool for reducing our environmental impact. We view end-of-service hardware not as a disposal problem, but as a critical phase in our value chain. Our comprehensive approach encompasses lifecycle management and best-in-class electronic waste (e-waste) practices rooted in e-Stewards certification standards.

- **Total Lifecycle Management:** We maintain a rigorous chain of custody for all hardware. Every drive is wiped in compliance with NIST 800-88 standards to ensure data security before any equipment leaves our control.
- **Value Recovery:** We prioritize internal reuse, repurposing hardware for lower-intensity workloads to extend its useful life. When recycling is necessary, we recover high-value materials through e-Stewards–certified partners.
- **Zero Landfill:** We recycle 100% of our electronic waste and maintain a strict commitment to divert all e-waste from landfills.



Climate Governance

Climate Oversight and Management

We maintain strong climate governance structures to ensure accountability, drive sustainability initiatives, and align with global best practices. Our climate risk management and reporting strategies are informed by international standards, and we carry out third-party verification of our environmental data to promote accuracy and transparency.

Corporate Sustainability at Akamai is managed by our global Corporate Sustainability Team and led by our Director of Corporate Sustainability, who oversees sustainability policy, strategy, and programs. The Director reports through Akamai's VP, Assistant General Counsel, Corporate, to the Company's General Counsel. Additional oversight is provided by the ESG Committee of the Board, which is also responsible for overseeing management's environmental initiatives — including Akamai's sustainability goals. The Director of Corporate Sustainability reports to the ESG Committee multiple times annually.

Data Governance and Risk Assessment

Our Sustainability Program is built on best-in-class climate and greenhouse gas emissions data, driving informed and effective decisions on emissions reductions, renewable energy procurement, carbon offsets, stakeholder engagement, and other strategic initiatives — all of which reflect our dedication to accountability, community, and trust. Our data governance structure is designed to treat sustainability data with the same rigor as financial data — managed with precision and accountability.

To model potential physical climate risks to our assets and operations, we use the Intergovernmental Panel on Climate Change (IPCC) Representative Concentration Pathway (RCP) scenarios, including RCP 1.9 and 2.6. This analysis informs our resilience planning and supports long-term continuity for our stakeholders.

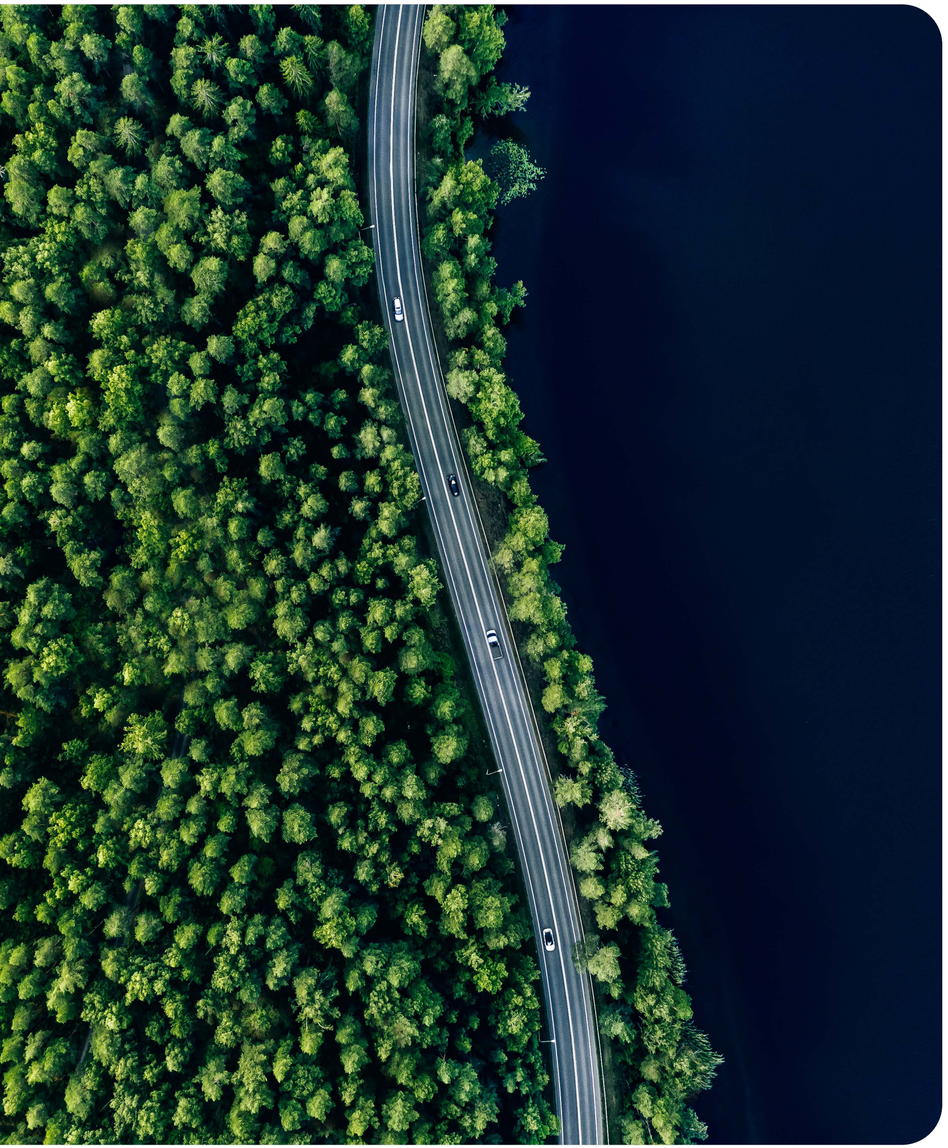
Reporting Standards

We are proactively transitioning from the Task Force on Climate-related Financial Disclosures (TCFD) framework to the International Sustainability Standards Board (ISSB) standards (IFRS S1 and S2). In 2026, we plan to publish our first IFRS S2-aligned disclosure for FY 2025, signaling our commitment to evolving best practices. We also maintain alignment with CDP, which provides the flexibility to report on our high-impact “emissionality” approach to renewable energy procurement.

Akamai’s Environmental Management System (EMS)

Our global Environmental Management System (EMS) reflects our commitment to excellence and continuously improving our sustainability program. Serving as the backbone of our strategy, the EMS integrates our sustainability goals with a comprehensive approach to managing impacts and risks, addressing stakeholder needs, enabling transparent measurement and reporting, establishing leadership and oversight, promoting operational best practices, identifying opportunities for improvement, and driving sustainability projects and programs. The EMS spans Akamai’s entire operational lifecycle, including data centers, offices, software, hardware, and our value chain. Our EMS received independent group attestation of compliance with the ISO 14001:2015 standard for the first time in 2024. In 2025, our EMS received a re-attestation and will continue to go through an annual independent audit to maintain our ISO 14001 compliance and attestation, pushing us to uncover new efficiencies and opportunities.





Biodiversity and Water

Our commitment to environmental responsibility goes beyond carbon. Through our Environmental Management System (EMS) and in alignment with ISO 14001, we take a holistic approach that also encompasses water stewardship and biodiversity. We regularly evaluate our environmental aspects and impacts across these areas to inform our targets and initiatives.

Water Stewardship

Water is an important resource in Akamai's supply chain, primarily used for cooling our networking equipment deployed globally. We recognize the importance of proactively assessing and mitigating our water-related impacts and taking efforts to support water conservation. However, with the exception of our global headquarters and the Akamai-Owned Data Centers (AODCs), our operations are primarily based in colocation spaces and leased offices where we have limited direct control over water consumption. Despite this, we actively engage with our colocation partners to promote the adoption of advanced cooling technologies that minimize water consumption and drive operational improvements, particularly in water-stressed regions.

To assess our water-related risks, we utilize the World Resources Institute (WRI) Aqueduct tool to monitor global water stress at our deployment locations. We also conduct annual supplier assessments to gather data on cooling systems and water consumption at the site level, helping us understand local watershed risks. Sites and vendors with high water risk are prioritized for engagement and inclusion in our ISO 14001 audit process.

At locations where Akamai has operational control, we have used available data to identify our water-related risk exposure and implemented efficiency programs. Our headquarters in Cambridge, Massachusetts, features an integrated water management system, including rainwater harvesting, which significantly reduces withdrawal from municipal water supplies. Both of our AODCs utilize free-air cooling, taking advantage of the cool local climates.

Biodiversity

We are integrating nature-positive practices into our operations and procurement decisions. Although we do not manufacture the hardware used across our platform and our operations reside primarily in multi-tenant data center spaces, we aspire to make a tangible contribution to mitigating biodiversity loss as we work toward a decarbonized future.

In partnership with Quantum Energy, we assess the biodiversity implications of our renewable energy portfolio. By prioritizing project locations that displace fossil fuel generation, we help avoid ecosystem harms associated with conventional energy production, including terrestrial acidification, freshwater eutrophication, and ecotoxicity. We quantify these biodiversity outcomes using the Potentially Disappeared Fraction of Species (PDF) metric, an industry-standard measure of ecosystem impact.

To guide our efforts in safeguarding and enriching biodiversity, we have developed a biodiversity policy, which we regularly review and enhance to align with progressive practices, our EMS, and our global sustainability objectives.

2025 Renewable Energy Project Impacts*

129	Years of Life Saved
0.45	Species Saved
$13.4M	Economic Savings

*Data from Quantum Energy's TotalView Platform based on Akamai's renewable energy generation. These metrics are modeled estimates based on third-party, industry-standard methodologies and are intended to illustrate potential public health, biodiversity, and economic impacts associated with reduced emissions and pollution.

Stakeholder Engagement

Customers

Each year, more customers look to Akamai to help steward their sustainability journey. As global regulations — including the EU's Corporate Sustainability Reporting Directive (CSRD) — increasingly require Scope 3 disclosure, Akamai serves as a trusted partner in helping customers meet these obligations.

Our industry-leading emissions reporting helps customers navigate everything from complex regulatory requirements to sustainability priorities set by their boards of directors. We empower customers to tell their story with a high level of data specificity.

Many Akamai customers share our focus on reducing emissions, including those generated by their suppliers. To help our customers track and manage their environmental impact, we offer emissions reporting capabilities across our services through two complementary channels:

- **The Carbon Calculator:** Integrated directly into the Akamai Control Center, this tool allows customers to estimate emissions resulting from their use of Akamai's Delivery services. Users can easily view data over customizable date ranges, with results categorized by geography and traffic segment.
- **Customized Emissions Reports:** For broader visibility across our entire portfolio — including Delivery, Security, and Compute services — we provide tailored reports upon request.

Currently, our most granular reporting applies to our combined Delivery and Security services. These comprehensive reports detail power consumption, the proportion of renewable energy utilized, and the resulting carbon footprint by country and subservice. While our Compute service reporting is presently offered at a higher level, we are actively working to unify reporting across all three service lines into a single, comprehensive view over time.

In 2025, we deepened our commitment to customer partnership by expanding our "listening and learning" initiative into the Asia-Pacific region. Through direct engagement with customers and employees in Japan, Singapore, and Australia, we gained valuable insights into regional sustainability priorities and identified new ways to support our customers' decarbonization goals.

Our customer collaboration also extends to industry-wide action. At the International Broadcasting Convention (IBC) this year, Akamai helped launch the Media Climate Accord — uniting content creators, broadcasters, streamers, and vendors in pursuit of net-zero emission goals. This shared framework aims to reduce carbon footprints across production, distribution, and consumption, reinforcing our commitment to serving as an active partner in our customers' sustainability journeys.

Media Climate Accord

Employees

A resilient sustainability strategy requires an engaged and capable workforce. In 2025, we focused on transforming sustainability from a corporate policy into a core competency embedded throughout the company. We believe that when employees understand the business value of sustainability, they become active contributors to our net-zero goals.

To support this, we rolled out comprehensive training modules designed to meet employees where they are. Our Sustainability Essentials module provides a foundation for all employees, grounding them in our core concepts and goals. For those seeking deeper engagement, our Sustainability Stewardship curriculum offers advanced training for champions within the organization, fostering continuous improvement and innovation. Employee engagement with these programs has been strong, reflecting a workforce eager to contribute to our climate goals.

We are also converting our sustainability expertise into a commercial differentiator through sales enablement. We equip our sales teams with the data, tools, and messaging needed to lead sustainability conversations with customers. By enabling our frontline teams to discuss carbon efficiency and Scope 3 emission reduction as confidently as latency and throughput, we help customers address regulatory and operational challenges. This deepens client relationships and positions Akamai as a strategic partner in their decarbonization efforts.

Policy and Advocacy

Akamai has actively advocated for public policies that align with our long-term sustainability goals and corporate values, particularly those aimed at clean energy, grid reliability, and climate accountability. To secure a reliable, clean energy future, we actively collaborate on grid modernization and market reform.

ZEROgrid Initiative: We collaborate with grid operators through the ZEROgrid Initiative to align corporate energy strategy with grid reliability, advocating for technologies that enhance grid performance.

Greenhouse Gas Protocol (GHGP) Engagement: We advocate for consequential accounting — an approach that measures the real-world emissions impact of corporate actions — urging that standards should incentivize actions that deliver measurable emissions reductions.

Legislative Support: We expressed public support for legislation such as the Pennsylvania Reliable Energy Sustainability Standards (PRESS) Act and the Clean and Reliable Grid Affordability (CRGA) Act in Illinois to support renewable energy development and infrastructure modernization in key regions.

Looking Ahead

As we look toward 2030, our focus is shifting from establishing foundations to scaling impact. We are moving beyond minimizing our footprint to actively contributing to a cleaner, more efficient digital ecosystem.

Our priorities for the years ahead center on three areas. We will continue to work on improving the relationship between data growth and emissions through architectural innovation and AI at the edge, driving continuous efficiency gains across our platform. We will use our influence to support grid modernization, helping ensure clean energy is available to power the digital economy, and we will scale our carbon intelligence tools, empowering customers to manage their digital footprint with greater precision.

Akamai's platform is built for what comes next — efficient, intelligent, and resilient by design. As the digital economy grows, we remain committed to ensuring that growth is sustainable.

For more information, visit Akamai's Corporate Sustainability Microsite



Our People

- Fostered a culture of diverse perspectives and inclusive behaviors, achieving **80%+ Engagement and Inclusion** average scores in employee feedback surveys
- Provided multiple learning and career development opportunities, through platforms like Pluralsight and LinkedIn Learning, and programs such as **GROW and LEAD**
- **Expanded employee listening capabilities** with a new employee surveying platform, enabling team-level insights and AI-powered analysis for people managers

Accountability | **Community** | **Trust**





Our People Strategy

Our people are the foundation of everything we do. With more than 11,350 employees across the globe, Akamai's workforce brings together diverse perspectives, skills, and experiences to power and protect life online. We are committed to creating an environment where every employee can thrive — one that fosters belonging, supports growth, and prioritizes well-being.

Our people strategy is built on four interconnected pillars that enable our teams to deliver exceptional value to our customers while building fulfilling careers at Akamai.

- Cultivating an **inclusive and engaged workforce**
- Investing in **learning and career development**
- Providing **competitive benefits**
- Ensuring a **safe and healthy work environment**

Inclusion, Diversity, and Engagement (ID&E)

Each year at Akamai brings new opportunities to recognize and celebrate our global employees. We uplift and support our teams around the world as they collaborate to solve complex challenges and deliver value to our customers. Our employees contribute in unique ways, drawing on diverse perspectives, backgrounds, and experiences. By embracing our differences and combining our strengths, we achieve shared goals and collective success.

Our employees work together across borders, time zones, and languages to power and protect life online. Our inclusion, diversity, and engagement (ID&E) efforts are focused on ensuring that every employee is equipped to contribute, grow, and succeed. Akamai's dedicated ID&E Office and leadership team lead our culture and employee experience initiatives.

We support employees throughout their journey — from recruitment through career milestones and daily contributions. This support enables high-quality work and drives collective success. We remain committed to recruiting, developing, and promoting employees worldwide by fostering a culture rooted in our core values. In 2025, our teams continued to innovate, adapt, and deliver solutions that meet the needs of our customers and communities. The sections that follow highlight our progress and ongoing commitment to building an inclusive workforce.



Engagement and Connection

CLEAR Connections

Akamai partnered with the NeuroLeadership Institute to develop a research-based model for understanding workplace connection. While many organizations focused on returning employees to the office to encourage collaboration, Akamai continued to anchor our workplace strategy in trust and employee choice, reinforcing FlexBase, our global workplace flexibility program. The CLEAR Connections framework — focusing on Colleague, Leader, Employer, and Role connection — remains central to how leaders and employees maximize the benefits of FlexBase and a global workforce, while prioritizing connection.

In 2025, we introduced additional resources to complement the existing CLEAR Connections profile, webinars, and articles. This includes a recipe book, offering practical examples, best practices, and actions to strengthen connections across the four areas.

We also launched the CLEAR Connections Overview training, to help employees understand the significance of workplace connections and how the CLEAR model can support their experience. This training became one of the most completed nonmandatory modules at Akamai, receiving positive feedback for its clarity and actionable content.

Additionally, we launched the first in a series of micro-activities — brief, interactive experiences designed to help employees build connection skills through easy-to-lead, meaningful exercises. The first micro-activity, focused on Colleague Connection, launched in Q4 2025, with additional activities planned for 2026.

We measure each element of CLEAR through our quarterly Pulse employee engagement survey. Employees respond to statements such as, “My immediate supervisor gives me ongoing feedback that helps me improve my performance,” “I am willing to give extra effort to help Akamai reach its goals,” and “I can depend on my colleagues for information or materials needed to accomplish my tasks.” More than 80% of employees agree or strongly agree with most statements related to connection and engagement.

Following a strong launch in 2024, and the introduction of expanded resources in 2025, Akamai is well positioned to realize the benefits of workplace flexibility in 2026 through FlexBase and CLEAR Connections resources.

CLEAR
Colleague • Leader • Employer • and Role
CONNECTIONS

Culture

At Akamai, we believe our culture is critical to the success of the company. We define culture as the habits that shape our daily work and experiences, the norms that guide our decision-making, and collaboration.

In 2025, we launched our first Cultural Diagnostic since 2020. The diagnostic included multiple touchpoints with our global teams: an all-employee culture survey yielding a 45% response rate, executive interviews, and internal and external benchmarking. Our aim was to understand what aspects of our culture should be maintained and which areas need to evolve as we continue to grow and scale.

Three key themes emerged from this work:

- **Reinforcing** our focus on making the impossible possible
- **Maintaining** our commitment to our people, customers, and communities
- **Improving** decision-making speed and efficiency

As a result, a diverse, cross-functional team was created to lead, design, and deliver a culture framework in 2026. This will set the foundation for all Akamai employees and new joiners. This is the first phase of a continuous evolution, where we will assess our systems, practices, and policies to support a “One Akamai” experience.

Spark: Engagement Platform

Spark has been the digital home for Akamai’s wellness programs, employee resource group (ERG) happenings, employer brand initiatives, and giving-back activities for more than four years. This platform facilitates connection, and uses “learning challenges” to remind employees of the resources available to them.

Engagement remains strong:

- **86%** of employees have registered accounts
- **81%** have actively participated

The average user participates more than twice per month

Recent enhancements make it easier for employees to see all activities available and relevant to them. The enhanced experience is mobile-first, allowing employees to interact with Spark wherever they are.



Employee Resource Groups (ERGs)

Akamai has eight global ERGs, which welcome all employees, with a combined membership of more than 2,300 participants. In 2025, ERG membership grew by 6.3%, and global presence expanded with the launch of four new local chapters in India.

APIC

Celebrates and honors Asian and Pacific Islander heritage.

IndUS

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

Military Veterans

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

Global Women's Forum

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

In Reach

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

Parents@Akamai

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

Ohana

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

Out@Akamai and Intersect

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

Local Chapters

In 2024, we launched our first local chapter: Out Costa Rica, a regional extension of Out@Akamai. This chapter organized initiatives for LGBTQIA+ employees and allies, including educational sessions, sensitization and awareness workshops, and community-building activities.

Also in 2025, Out Costa Rica grew to over 60 employees and delivered more than 10 events. Building on this success, Akamai has implemented a process to support the creation of additional ERG chapters. This framework enables ERGs to deliver tailored, language-specific, and needs-based initiatives where localized approaches are most effective.

ERG Candidate Connection

In 2025, ERG leaders participated in the global ERG Candidate Connection program. This program offers candidates in the final stages of their interview process the opportunity to request an informational session with an ERG leader of their choice. These sessions provide a unique opportunity to discuss Akamai's culture, our commitment to employee engagement, and the role of ERGs.

Local and Divisional Interest Groups

Akamai is a global company that offers opportunities to connect and engage locally through programs tailored to the needs of each community and division.

The EMEA ID&E team focused on neurodiversity, aiming to foster an inclusive environment by recognizing and addressing the needs of neurodivergent employees. The team created a video series and hosted a webinar in which employees shared personal experiences with ADHD. This focus will continue into 2026.

EmpowerHer is an initiative in Poland designed to support women's connection, confidence, and growth. In its first year, participation grew to 93 members through onsite and virtual events centered on the theme "Influence Without Authority," with plans to expand in 2026.

In Israel, initiatives focused on knowledge sharing, well-being, and inclusion. Activities included a monthly breakfast club, family-friendly events such as "Bring Your Kids to Work," and well-being programs supporting physical and mental health. The Women's Forum and employee-led meetups further supported personal development and strengthened professional networks.

In India, employee engagement initiatives focused on wellness, professional growth, accessibility, parenting support, and giving back. Key employee groups — including the India Women's Forum, In Reach, Out@Akamai, and Parents@Akamai — delivered hybrid events, learning sessions, storytelling forums, volunteering activities, and family-focused initiatives.

ERGs collaborate internally and externally to create meaningful programs and events

ERGs aim to create a sense of community and provide development opportunities. They also drive business impact by vocalizing member needs, and encouraging cooperation with other internal and external stakeholders.

In 2025, Akamai ERGs partnered with the Akamai Foundation, the Wellness team, and the ID&E Office to deliver volunteer events across four global locations. The “Link Up and Lift Up” initiatives fostered meaningful connections, celebrated diverse communities, and united employees through shared volunteer experiences.

Teams participated in hands-on volunteer activities benefiting diverse communities, from creating learning tools for children on the autism spectrum to assembling essential supplies and packing sustainable hygiene kits for those in need.

- **Educational Opportunities:** Sessions led by external speakers and internal leaders on topics such as leadership, intersectionality, self-promotion, and group-specific priorities for members and allies.
- **Engagement Events:** Community hours, coffee chats, and creative activities — including origami, watercolor painting, and art therapy — to foster connection, self-expression, and well-being.
- **Awareness Campaigns:** Events commemorating days and months of significance, including Black History Month, Pride Month, International Women’s Day, Juneteenth, and Veterans Day.
- **Volunteer Opportunities:** Partnerships with global organizations on initiatives such as creating upcycling guides and assembling walker stands for community use.
- **Personal Growth & Development:** Webinars with external experts and quarterly meetings for ERG leaders and sponsors to support ongoing learning and leadership development.

In Costa Rica, initiatives supported continuous learning, inclusion, wellness, and community impact — supporting both local employees and colleagues across Latin America. Programs included monthly Together Days, leadership and STEM programs, wellness and cultural activities, and volunteering and donation efforts.

From a divisional perspective, interest groups such as the Security Technology Group (STG) Women's Network, and the Global Services (GS) ID&E team advanced inclusion and professional development. These groups held regular events focused on leadership, feedback, career growth, and intersectionality, while partnering across teams to broaden awareness of company-wide ID&E programs and resources.

Site Leadership

In 2025, the Global Site Governance (GSG) program continued to support Site Leaders globally — recognizing their significant contributions to culture, engagement, and connection across Akamai. Given the critical role Site Leaders play in Akamai's FlexBase environment, we continue to enhance the GSG and Site Leader program. A key milestone was the inaugural Site Leader Offsite held in Bengaluru in October, bringing together leaders from 11 virtual sites in India. The two-day offsite focused on leadership development, influencing without authority, and sharing best practices.

Building on this momentum, GSG is planning additional Site Leader offsites in EMEA and APAC in 2026, followed by North America and Latin America in early 2027.

Awards and Recognition

Organizations around the world continue to recognize Akamai's commitment to its employees. These honors reflect an ongoing dedication to fostering a workplace that values diverse skills, perspectives, and backgrounds. Below are some of the awards and recognitions Akamai received in 2025:

- **America's Greatest Workplaces for Inclusion** — Newsweek and Plant-A Insights Group
- **America's Greatest Workplaces for Gen Z** — Newsweek
- **Best Workplaces for Women** — Poland Great Place to Work
- **Europe's Best Employers** — Financial Times
- **Excellence in DE&I** — RippleMatch
- **Excellence in Recruitment** — RippleMatch
- **Supporting Family Caregiving** — U.S. News
- **Workplace Culture** — Mass Technology Leadership Council

Workforce Composition Metrics

For transparency, we report workforce composition metrics annually, and compare year-over-year trends.

Our reporting distinguishes between technical and nontechnical roles. Technical roles are directly linked to delivering our technological services, such as Developer, Network Designer, and Solution Engineer. Nontechnical roles contribute to the overall management and operations of the business, including Account Executives, Marketing, Finance, Human Resources, and Legal. Year-over-year percentage point changes for all categories are noted in grey text.

Gender

In 2025, representation of women increased across all categories.

Employees identifying as nonbinary represent less than 0.2% of our global workforce. To preserve confidentiality given the small population size, we do not report nonbinary representation by category.

Women
28.0%

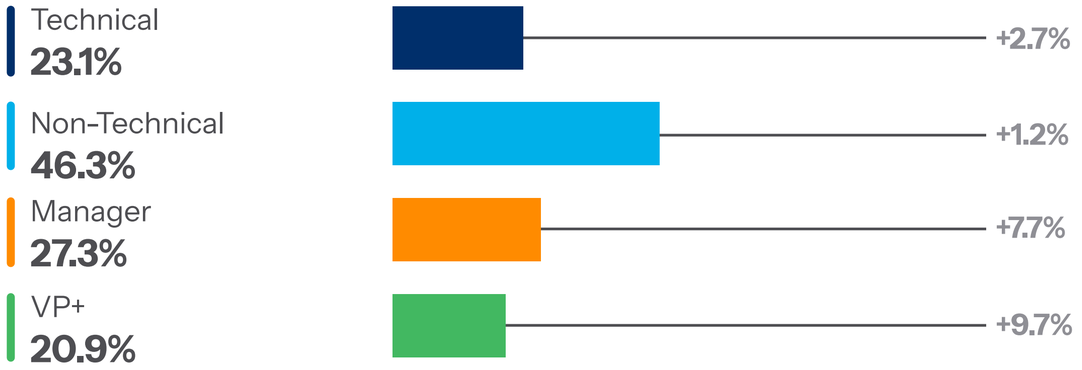
YoY Change
+2.0%



Men
71.8%

YoY Change
-0.8%

% of Women in Different Roles



% of Men in Different Roles

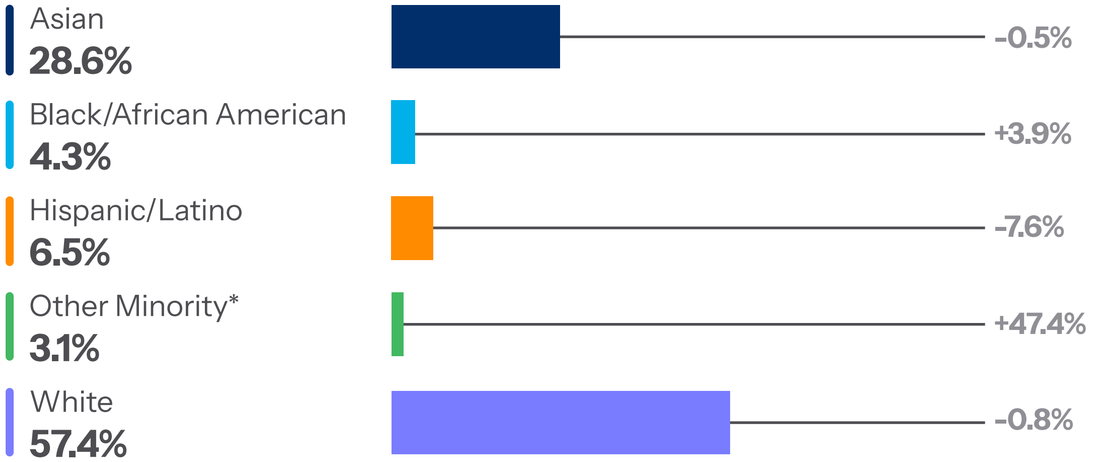


Racial and Ethnic Diversity

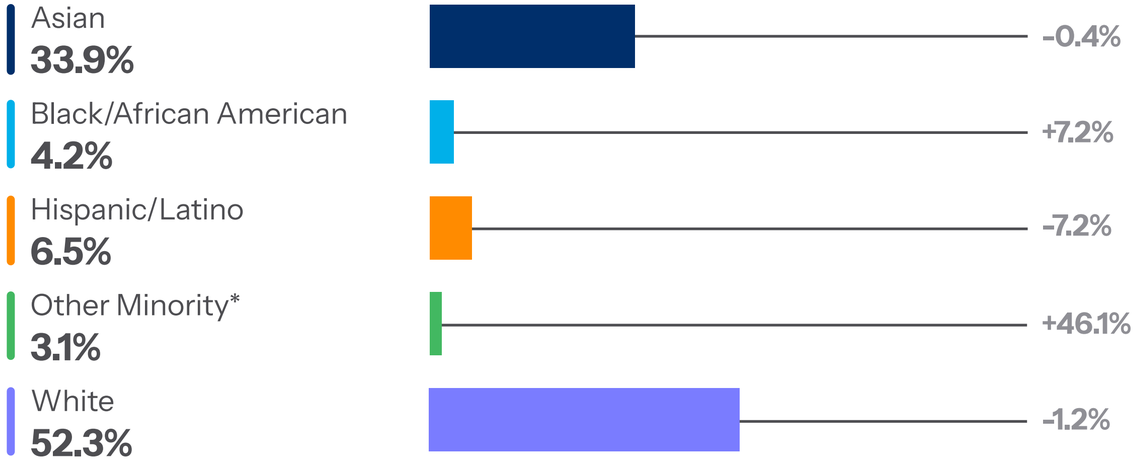
When compared to 2024, overall minority representation — in all roles combined — increased in the United States.



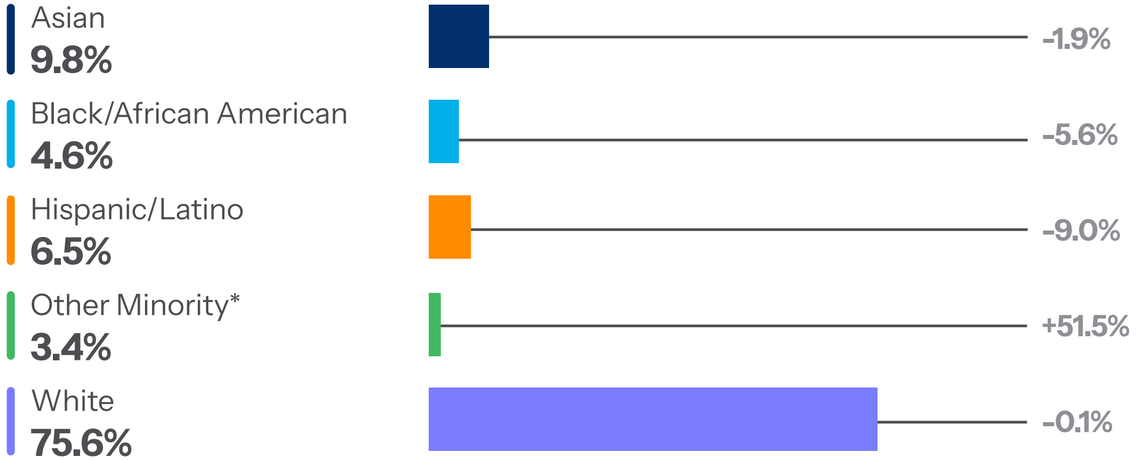
Race/Ethnicity (U.S.)



Race/Ethnicity (U.S.) Technical



Race/Ethnicity (U.S.) Nontechnical

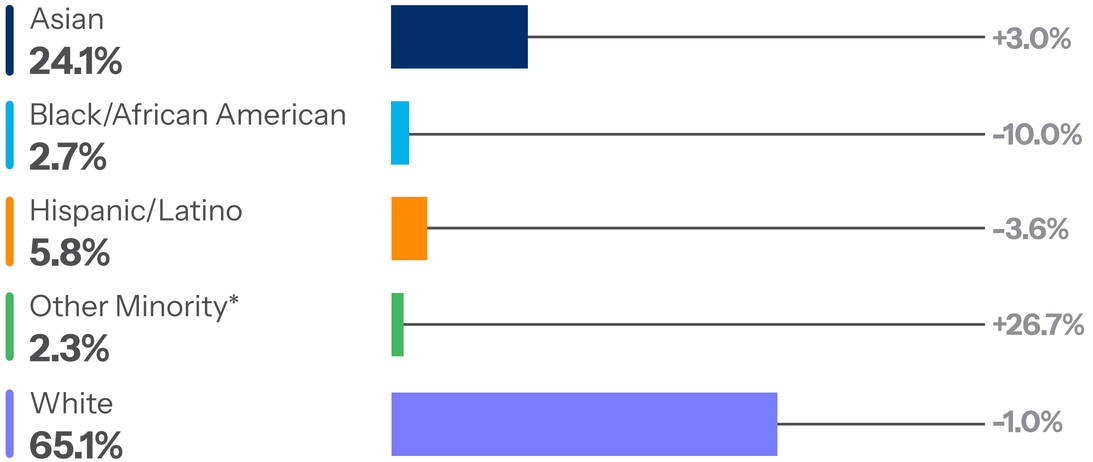


*Other Minority includes American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander and Two or More Races.

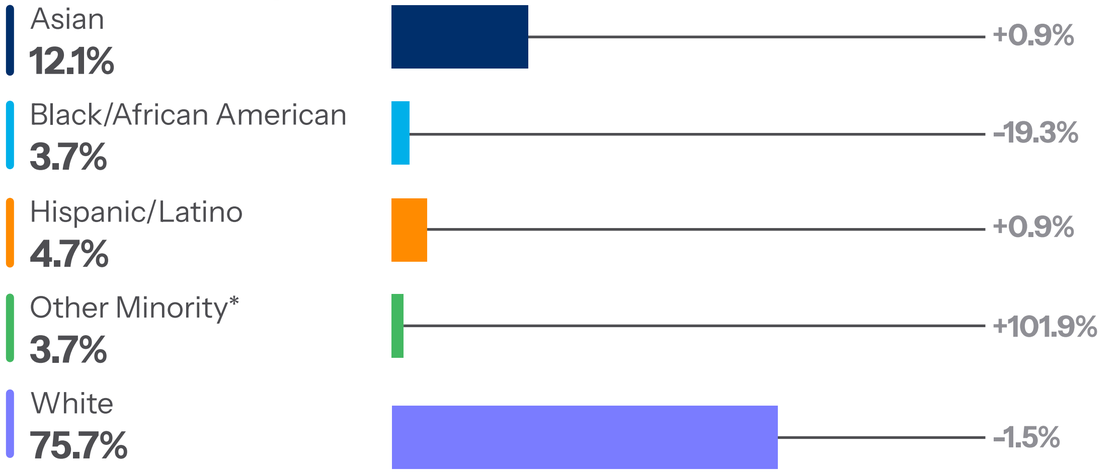
Racial and Ethnic Diversity

(continued)

Race/Ethnicity (U.S.) Manager



Race/Ethnicity (U.S.) VP+



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

New Hires

In 2025, the total percentage of new hires who are women (including and excluding employees who joined Akamai as result of a merger or acquisition) increased year over year.



New Hires, Including M&A

Women
29.5%

YoY Change
+5.9%

Men
70.4%

YoY Change
-2.3%



New Hires, Excluding M&A

Women
29.5%

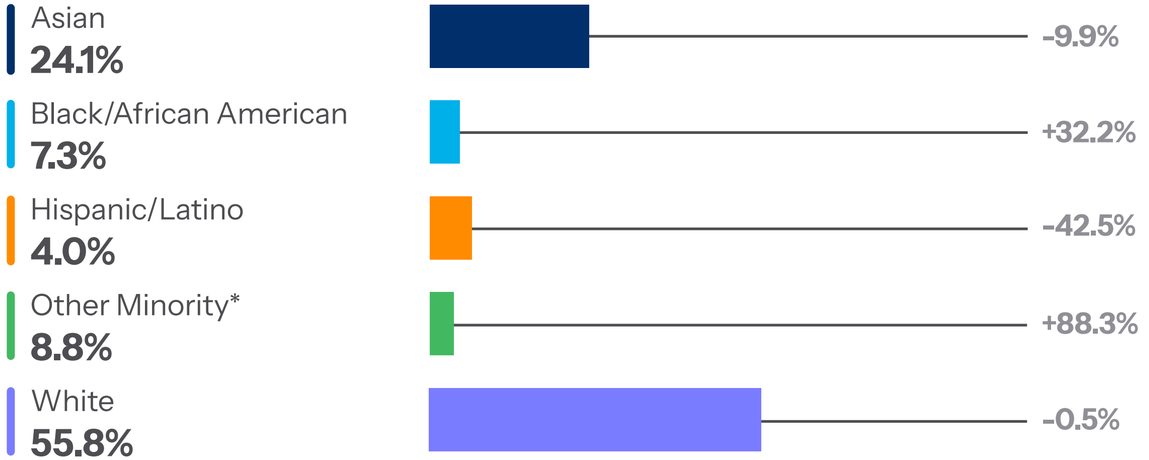
YoY Change
+1.8%

Men
70.4%

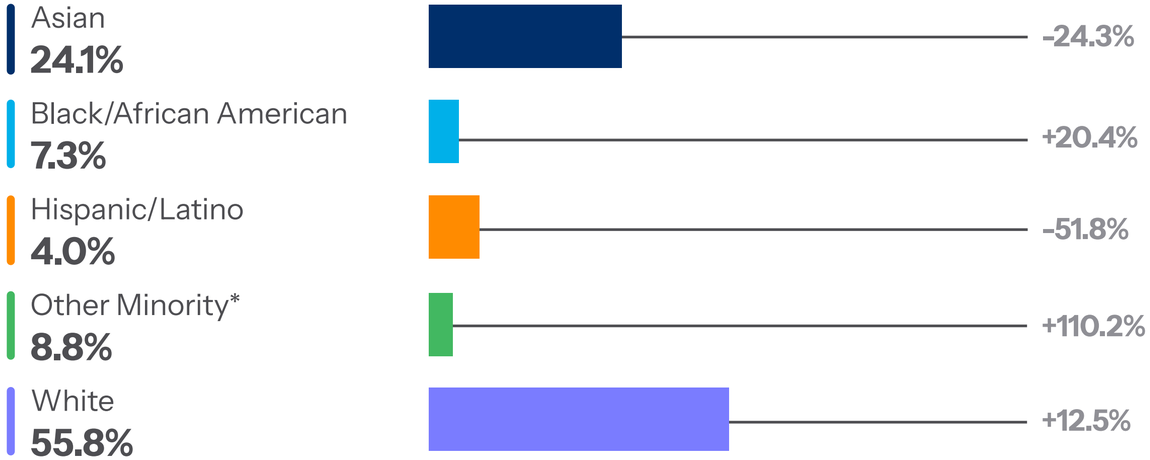
YoY Change
-0.7%

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

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



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



*One acquisition closed in 2025; however, acquired employees were not onboarded until 2026 and are therefore not reflected in the data above.

Attrition

In 2025, attrition decreased for women globally, as well as for Black/African American employees and Other Minority groups in the United States.

Attrition Rate: Global**

Women	Men
6.2%	**7.7%**
YoY Change	YoY Change
-11.0%	**+22.0%**

Attrition Rate: U.S.**

Asian	**5.5%**	+52.6%
Black/African American	**8.2%**	-5.4%
Hispanic/Latino	**7.5%**	+46.4%
Other Minority*	**5.1%**	-42.4%
White	**6.7%**	+10.0%

Data is an aggregate of reports from various Akamai internal systems. Data was pulled periodically throughout 2025 and provided by Akamai's internal People Analytics team. Akamai is a GDPR-compliant company.

* "Other Minority" includes American Indian or Alaska Native, Native Hawaiian, or Other Pacific Islander and Two or More Races. ** Excludes the impact of any reduction in force.

Employee Listening

Employee Feedback and Listening

Each quarter we conduct Pulse, our anonymous employee engagement survey. Pulse gathers insights on the employee experience, highlighting our organizational strengths and opportunities for improvement.

Each survey is sent to all employees, who are asked to evaluate a series of statements on a five-point favorability scale. Statements are grouped into dimensions that correspond to key focus areas.

Qualtrics Implementation

In 2025, we transitioned to a new employee surveying platform. The platform streamlines statements to make the survey experience faster and more focused, and offers enhanced data and analysis tools. Results can now be shared with new stakeholders including People Managers, Site Leads, and Regional Leads.

People Managers who meet a predefined threshold that protects employee anonymity now have access to view their team's aggregated Pulse Engagement Survey results, along with AI-powered analysis highlighting key themes and sentiment. People Managers can also create and track action plans within the platform to drive meaningful improvements based on employee feedback.

Pulse Survey Results Dashboard

2025 weighted averages

64 Anticipate and Adapt

75 Benefits and Wellness

84 Colleague Connection

82 Communication

79 Culture

76 Customer Focus

83 Employer Connection

80 Engagement

96 FlexBase Productivity

84 Inclusion

89 Leader Connection

72 Recognition

81 Role Connection

32% Total Response Rate

14,798 Total Responses

Policies, Systems, and Procedures

Inclusive Hiring

In 2025, the Talent Acquisition (TA) team maintained its focus on an inclusive hiring experience for all candidates at all stages — from the first point of contact to joining the company. Akamai uses RoleMapper, an AI-powered tool to create and evaluate inclusive job descriptions globally. TA also sponsors community partnerships focused on expanding access to technology education and career opportunities and training the next generation of talent, including WomenTech Network, GiftAbled, Pride Circle, DareIT, WiCyS, and others.

In 2025, guided by personal insights and market research, Akamai's Employer Brand team enhanced the Akamai.com Careers page by simplifying navigation and highlighting key job families. These updates make it easier for candidates to understand roles, responsibilities, and available positions at a glance.

The team also launched the Life at Akamai page. The page features real employee voices through authentic stories, photos, and videos, and provides an overview of Akamai's global benefits — supporting health, financial security, and overall well-being.

Emerging Talent

Emerging Talent (ET) at Akamai encompasses all global early career initiatives: internships, co-ops, recent grad programs, apprenticeships, and nontraditional hiring pathways. These programs build a pipeline of future Akamai leaders and bring fresh perspectives to the organization.





In 2025, the Emerging Talent team hired 126 interns and co-ops across eight countries and 31 apprentices, including candidates from nontraditional backgrounds. Program quality remained high, earning an average survey score of 4.7/5. Akamai earned a Campus Forward Award via RippleMatch and a spot on the Vault rankings list, which ranks intern programs across different categories. Program activities included the annual Intern Olympics, global coffee chats, showcase presentations, and fireside chats with leadership.

Emerging Talent launched the Security Emerging Talent (SET) program within the security division in 2025, hiring a cohort of four new graduates in India. SET joins other new graduate programs, including the rotational Akamai Financial Development Program (AFDP), now in its ninth year. To date, 65% of interns from 2025 cohorts have been converted to full-time roles or had their assignments extended, consistent with current industry averages.

These initiatives are supported by partnerships with universities and student groups. In 2025, ET partnered with engineering societies, women-in-tech networks, and organizations focused on expanding access to technology education and career opportunities across the U.S., Europe, India, and other regions worldwide.

ET continued with the Akamai Technical Academy (ATA) program, now in its third year. Through ATA, new-to-tech talent can access low-cost technical training in Network Engineering and Customer Consulting, completing self-paced certifications in about three months. In 2025, 180 participants completed certification, bringing the cumulative total to 403. Akamai offered 250 scholarships for learners in key regions, or from community partnerships. Of the 12 apprentices who joined Akamai in late 2024 from ATA, 11 secured full-time roles in 2025 after completing their training.

Workplace Equity

Akamai is committed to fostering an equitable workplace where all employees have equal opportunities and are compensated fairly for their contributions.

Pay Equity. We foster an inclusive workforce with equal pay for equal work. Akamai conducts a global internal pay equity analysis annually with the assistance of a third-party consultant. We completed our most recent analysis in early 2025. In case discrepancies are identified, we take appropriate corrective action.

Spain Professional Equality Plan. In line with Spanish equality legislation, Akamai Technologies Spain developed and implemented a Professional Equality Plan (PEP) covering 2025–2029. The plan was negotiated with employee representatives and formally signed and registered in Q4 2025. The PEP establishes a framework to promote equal treatment and opportunities between women and men, with measures covering recruitment, professional development, compensation, work-life balance, harassment prevention, inclusive communication, and awareness-raising. Initial monitoring under this framework highlights sustained achievements in 2025, such as a 50/50 gender split in our junior talent programs, parity in local ERG participation, and 100% of female hires receiving permanent full-time contracts. We will continue to measure and evaluate progress throughout the plan period.



HR Technology and Innovation

Akamai is investing in technology to enhance the employee experience, streamline HR processes, and build organizational capabilities. In 2025, we advanced several initiatives across HR systems and AI-powered tools.

HR Systems Modernization. In 2025, Akamai migrated to Oracle Cloud, reducing manual processes and streamlining workflows. The launch consolidated performance management, hiring, and core HR applications, with further consolidation planned for areas like time and absence management.

AI Writing Assistant. To support more inclusive communication, we rolled out the AI Writing Assistant — a secure, internally built tool that helps employees write with empathy, clarity, and confidence. The tool offers suggestions to improve tone and effectiveness across everyday communications.

Global Mobility Chatbot. The Global Mobility & Immigration team partnered with IT to build a first-of-its-kind AI chatbot to help employees with relocation, immigration, temporary remote work, and programs like FlexBase and Digital Nomad. The chatbot delivers instant answers to common questions, freeing our teams to focus on more nuanced, personalized guidance.

AkamAI Hub. Our “AkamAI” intranet site is a central hub for all employees — technical and nontechnical — to learn about AI strengths and limitations. The site offers tutorials, governance documents, and resources focused on AI’s connection to Akamai’s business. More than 4,500 employees engaged with the site in 2025.

AI Awareness Training. As part of our commitment to responsible innovation, we rolled out AI Awareness Training to all employees in 2025. The training equips employees to adopt AI responsibly, establishing a consistent understanding of acceptable use, data protection, and information security. More than 2,200 employees completed the training within three months.

Training and Development

We provide a range of opportunities for employees at all levels to learn and grow. Whether honing current skill sets or building new ones, our blended learning programs support soft skill development, technical learning, cultural awareness, language learning, and much more.

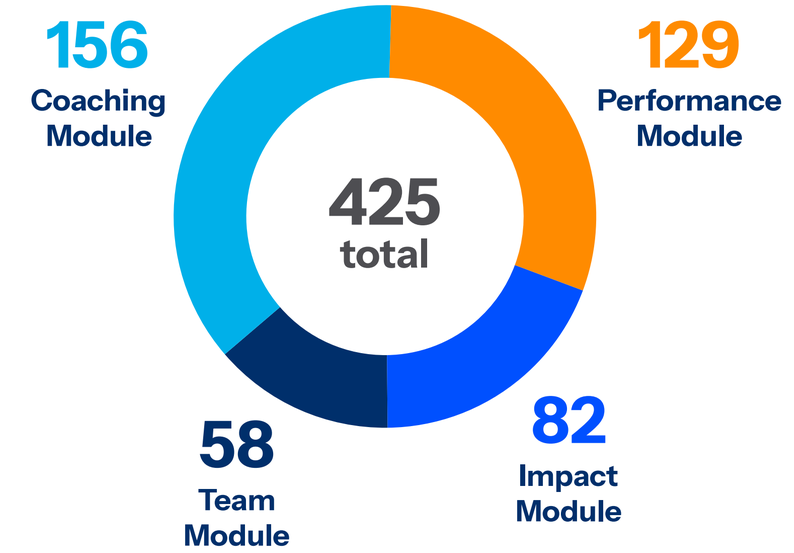
LEAD (Learn, Engage, Achieve, Drive) Program

A hybrid work environment demands enhanced skills from people leaders, including team building, performance management, and coaching. To help our people managers succeed in a hybrid work environment, we offer LEAD — a development program focused on manager enablement. The LEAD Program consists of four modules: Coaching, Impact, Performance, and Team.

LEAD is a key element of our retention strategy, as strong leaders create higher-performing teams and experience lower turnover rates. Through LEAD, people managers:

- **Improve their presence and confidence**, and learn coaching techniques and best practices for giving and receiving feedback.
- **Expand their professional networks** across geographies and divisions, and invest in their leadership capabilities.
- **Earn a digital badge** upon completing all four modules within one year.

Number of attendees of different LEAD Program modules in 2025



People Manager Essentials

Akamai created the People Manager Essentials (PME) site, housed on our employee intranet. This site equips people managers with tools, resources, and skills to be effective in their roles. It offers more than 130 learning assets on interviewing and hiring, managing and improving performance, recognizing talent, and offboarding departing team members.

Akamai launched People Manager Essentials Information Hours already in 2020. These virtual sessions help managers understand the tools, resources, and processes available to support them. Subject matter experts present content and answer questions live. Sessions are recorded and posted on our PME internal page.

In 2025, we held seven sessions, with a total of 2,918 completions.

LinkedIn Learning

Akamai partners with LinkedIn Learning, offering employees access to over 25,000 on-demand courses across business, technology, and creative skills. This resource empowers team members to build new capabilities, strengthen existing skills, and support their long-term career path. With personalized course recommendations based on role-relevant skills, employees can access bite-sized learning materials anytime, anywhere, at their own pace.

LinkedIn Learning Stats

People Logged In:
4,989

Hours Viewed:
13,181

Course Views:
45,159

Course Completions:
8,780

Video Views:
275,949

Video Completions:
218,204

Learning Path Views:
2,488

Learning Path Completions:
74





GROW Program

The GROW Program, launched in 2019, promotes a growth mindset and is one of Akamai's key trainings offered to employees. The GROW habits are incorporated into our competencies and daily practices through our global onboarding program. In 2025, we introduced three new habits as part of our focus on performance management.

Pluralsight

Pluralsight, our platform for developing essential technical skills, launched in October 2025. Available to all Akamai employees, it offers expert-led video courses in cloud computing, cybersecurity, AI, and more, along with hands-on labs, certification prep, and specific exercises. Emphasizing our growth mindset, Pluralsight helps employees sharpen skills, identify growth areas, and accelerate their development into industry experts.

2025 Stats

Licenses redeemed (61.3% of total)
6,130

Skill IQs completed last quarter
2,531

View time in the past 90 days
6,575 hours

ID&E Training

An optional online ID&E training was launched in 2025. The training defines what inclusion, diversity, and engagement mean at Akamai, and highlights related initiatives and programs across the company. The self-paced online format allows employees to complete the training at their own pace, regardless of region or time zone.

Benefits, Compensation, and Well-Being

Benefits and Compensation

Akamai's competitive global benefits help employees thrive at work while taking care of themselves and their families. We offer a variety of benefits, including healthcare coverage, retirement savings plans with company matching, and more.

Benefit packages vary by location, but may include healthcare and insurance benefits, health savings and flexible spending accounts, paid time off, family leave, family care resources, flexible work schedules, Wellness Days, adoption and fertility assistance, mental health resources, tuition assistance, fitness reimbursements, and holistic wellness programs. For more details, refer to the benefits overview for our employees.

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



Well-Being

Akamai offers programs supporting health and well-being, finances, family, and work-life balance. Our benefit options are designed to meet the individual needs and budget considerations of employees, both today and in the future.

Akamai's Wellness team and programming empowers employees to improve their health. Our wellness programming takes a holistic approach. Program components vary by location, but generally include:

- **Five Wellness Days** per year
- **Annual Wellness Allowance**, reimbursing wellness-related expenses such as gym memberships, race entry fees, and wellness consulting
- **Challenges and multi-week programs** led by wellness experts
- Wellness program **discounts**
- **Free flu shots** and health screenings
- On-site amenities such as **fitness centers and wellness rooms**
- **Live classes**, webinars, and events
- **Wellness resources**, including newsletters, videos, podcasts, and 1:1 support

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

Akamai's mental health resources

- Free, confidential counseling and coaching from a mental health professional for employees and eligible family members
- Digital on-demand tools and live classes
- Mental Health First Aid — a network of trained employees who serve as initial points of contact for colleagues experiencing mental health challenges

Employee Health and Safety

Akamai is committed to a safe and healthy environment for our employees, contractors, visitors, and the public. Our approach is built on clear procedures, well-maintained facilities, and support for physical and mental well-being. While we comply with country-specific regulations, we aim to exceed them through third-party consultations on employee health and safety.

In 2025, we launched an upgraded global safety incidents reporting infrastructure. This enhanced system helps us identify emerging risks and implement preventative measures before incidents occur. By streamlining how we capture and analyze data worldwide, we are moving forward to a more predictive, data-driven safety model.

We are also developing a global safety management system (SMS), which includes updates to our environmental, health, and safety (EHS) policies. This system ensures that employees, regardless of geographic location, are protected by consistent safety standards. By integrating updated EHS policies into a single global framework, we provide a clear, consistent roadmap for continuous improvement.

Through these advancements, we strive to ensure that our health and safety culture is not just a set of rules, but a core business strategy that evolves alongside our global operations to protect our most valuable asset — our people.



Communities

The Akamai Foundation awarded **US$2.6+ million in grants** supporting STEM education and community initiatives worldwide

Over the past five years, the Akamai Foundation awarded **US$12.5 million in global funding**

Akamai employees contributed **9,093 volunteer hours through 120+ events across 65 cities and 25 countries** during Akamai's Danny Lewin Community Care Days

Accountability | **Community** | Trust





How We Give Back

The global communities where our employees live and work are vital partners to Akamai. We support and uplift these communities, offering our time, expertise, and resources to strengthen the places we call home.

The Akamai Foundation nurtures the next generation of technology innovators through global STEM education grants and programs, promoting equal access to quality learning opportunities for students and aspiring technologists worldwide. In addition, the Foundation provides disaster resilience, relief, and humanitarian aid globally, supporting communities in times of need. We aim to unite, engage, and empower our employees to make a meaningful difference in the communities where they live and work — from volunteer service and matching gift programs to ERG partnerships and hardship assistance through the Akamai Compassion Fund.

The Akamai Foundation

The Akamai Foundation nurtures future leaders in technology. Our grants prioritize digital equity and universal access to high-quality STEM learning opportunities, fostering an inclusive technology ecosystem where learners from all backgrounds can succeed.

The Akamai Foundation delivers two main grant initiatives: Early Learner STEM grants (grades K-12) and our Empower STEM grant program for returning learners of all ages. The Empower grant program operates on an invitation-only basis and supports workforce diversity in technology. Recipients include university students, start-up founders, and professionals transitioning into technology.

Beyond grantmaking, the Akamai Foundation connects, inspires, and enables our employees to contribute to their communities through volunteer opportunities during Akamai's Danny Lewin Community Care Days (DLCCDs), matching gift campaigns, Employee Resource Group (ERG) partnerships, and the Akamai Compassion Fund.

Guiding Principles:

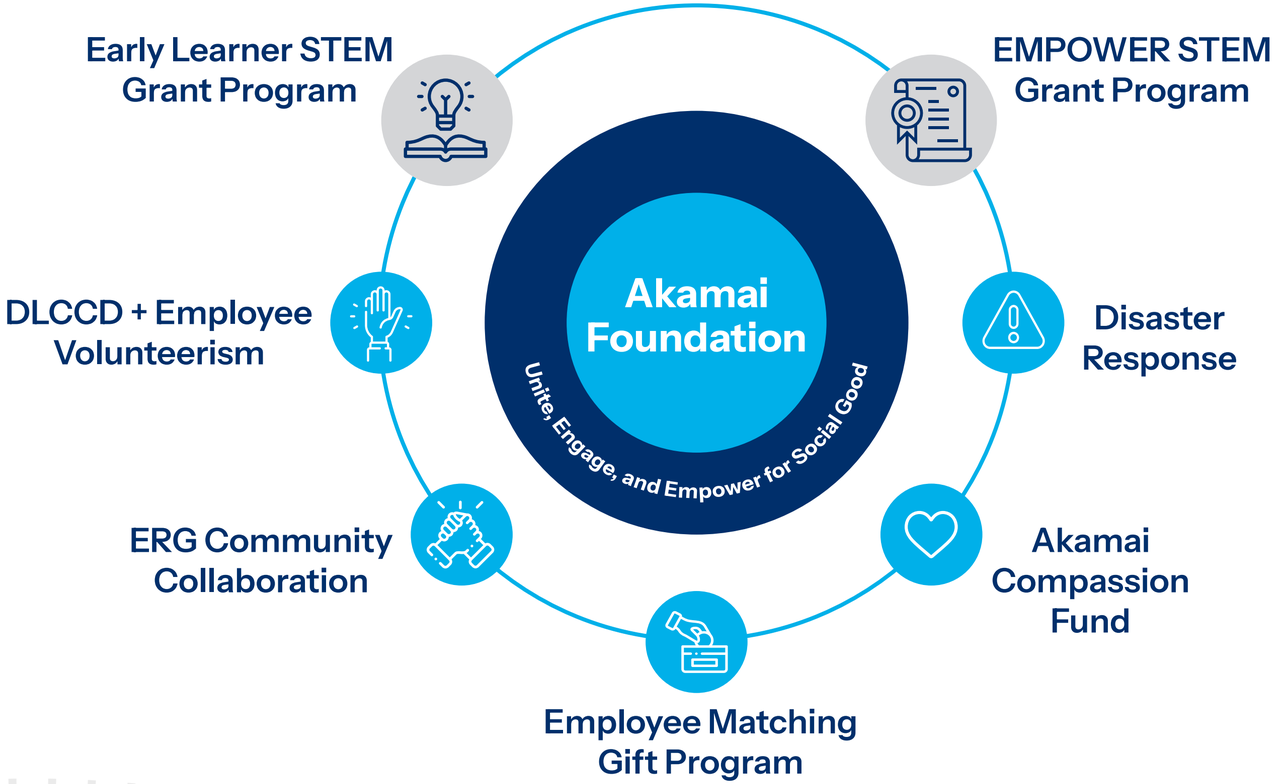
- **Shared Purpose**
- **Global Unity, Local Pride**
- **Collaboration Across Boundaries**
- **Sustained Engagement**
- **Building a Culture of Impact**

Akamai Foundation

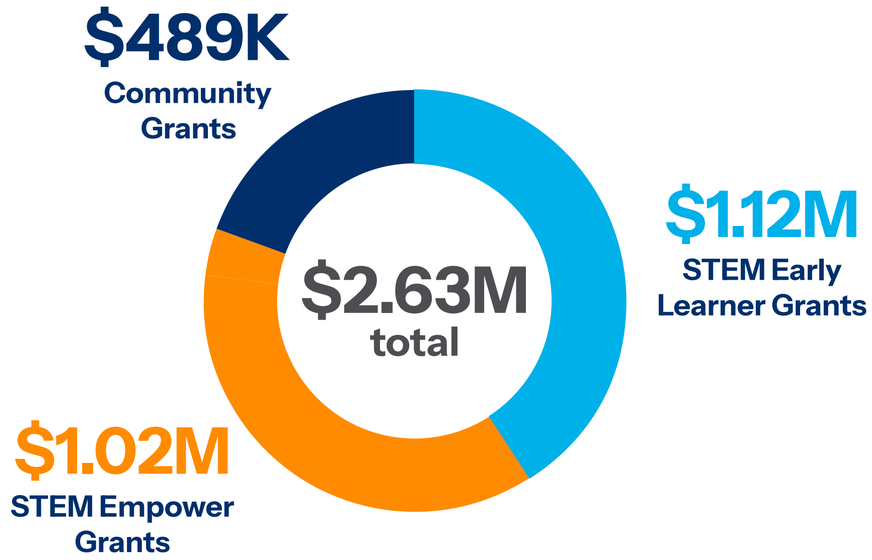
For more information, visit the Akamai Foundation website.

Foundation Governance

The Akamai Foundation Board consists of eight current or former executives, representing our worldwide presence. Location-based employee grant review teams play a critical role in our grant allocation and funding decisions. Teams are composed of Akamai employees passionate about community involvement and hands-on engagement. Grant review teams are active throughout numerous Akamai sites in the Americas, Europe, and Asia.



Our Global Impact: 2025 Giving Highlights



2025 STEM Grant Programs and Partners

In 2025, we continued to build upon standing partnerships while fostering new relationships to advance digital education globally. Supported programs focus on AI skill development, cybersecurity education, computer science training, and related technical fields. All grant partners are required to include a plan to eliminate barriers to access and use of technology for their STEM program participants.

89%

92% Early Learner | 75% Empower

consider themselves as critical in **meeting the basic educational needs** of their students

73%

75% Early Learner | 67% Empower

have **previously received funding** from the Akamai Foundation

43%

33% Early Learner | 83% Empower

benefited from Akamai **volunteers, guest speakers, site tours, leadership**, etc. beyond funding

87%

92% Early Learner | 67% Empower

provide early exposure to the excitement of STEM careers



STEM Grant Partner Highlights

CodePath (U.S.) provides industry-vetted coding courses and career support for first-generation and low-income college students. In 2025, with support from the Akamai Foundation, CodePath prepared over 13,700 students for a technology landscape increasingly shaped by AI. By embedding AI throughout the curriculum — instead of treating it as a stand-alone topic — students increased their AI literacy while sharpening skills in coding and software engineering. Support from the Akamai Foundation has enabled CodePath to intentionally scale up its efforts, aiming to provide 27,000 course enrollments in 2026.

Laboratoria (Latin America) unlocks inclusive economic mobility by connecting women from low-income backgrounds with the skills, confidence, and networks they need to thrive in the AI era. In 2025, Laboratoria launched Activa tu carrera, a job readiness program combining skills training, coaching, and peer support to help women re-enter the workforce. Support from the Akamai Foundation will enable Laboratoria to expand their programming, helping to provide training and support to 400 unemployed or underemployed women from underserved communities in Latin America.

Code Your Future (UK) empowers individuals from disadvantaged backgrounds with free coding and software development training. The organization removes barriers by providing trainees with laptops, transport vouchers, and childcare reimbursements. By the end of 2025, Code Your Future placed over 300 people into careers in tech. The support of the Akamai Foundation will help scale training programs and expand cohort capacity in 2026.

Foundation For Excellence (India) helps economically underprivileged, academically talented students achieve their goals in higher education. In 2025, Foundation For Excellence (FFE) provided STEM skill development, mentorship, and 75 scholarships for engineering students, with Akamai Foundation support. The program prioritized inclusive outreach, ensuring meaningful representation of women and persons with disabilities. By leveraging virtual platforms, FFE has reduced geographic and logistical barriers, making the program accessible to students across India. The Akamai Foundation will continue to support FFE also in the future to further expand the organization's impact on STEM education in India.





Global Disaster Response and Community Assistance

The Akamai Foundation mobilizes quickly during crises, supporting resilience and recovery in partnership with employees whose communities are most in need.

The Foundation provides direct humanitarian grants to organizations selected in partnership with employees. Akamai employees can also utilize the Employee Matching Gift Program, which matches donations dollar for dollar to a broad range of causes, including global disaster relief and humanitarian aid. In 2025, the program awarded US$500,000 globally.

The Akamai Compassion Fund, an employee hardship fund, was developed by employees and for employees with help from the Akamai Foundation, to enable employees to support one another during difficult times. The Akamai Compassion Fund focuses on providing relief grants for employees facing difficult and unexpected circumstances. Even as we grow and scale as a global organization, we strive to be there for each other. This program allows us to put the spirit of “One Akamai” into action.

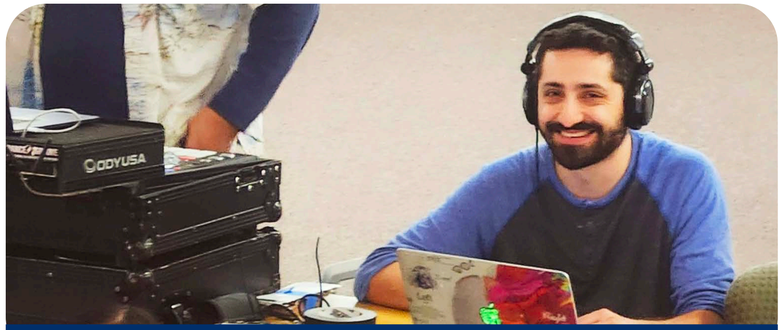
Over the past five years, the Akamai Foundation has awarded US$12.5 million in global funding.

Employees in Action

At Akamai, employees live our core value of “Giving Back” every day, demonstrating genuine passion and commitment to the communities they call home. United as “One Akamai,” our people engage with their local communities in diverse and meaningful ways. These are just a few examples.



Costa Rica: Employees volunteered with the Technical Program of Open Education. *“Volunteering means giving my time and skills to support others and create a positive impact. I love connecting with people, gaining new perspectives, and growing personally while helping make someone’s day or life a little better.”*



San Diego: Employees volunteered at a local elementary school, leading talent shows, running a chess club, and determining supplemental funding for STEM programs. *“Helping out at the school is a very rewarding experience… seeing them encouraged is all the motivation I need.”*



Fort Lauderdale: Employees gave technical guidance and career support to under-resourced youth at Miami Dade Schools and Akamai Foundation partner CodePath. *“I volunteer to give back to underserved communities because that’s where I come from. I want to be the resource I wish I had growing up…”*

Danny Lewin Community Care Days

Danny Lewin, Co-Founder of Akamai Technologies, was known for his passion, enthusiasm, and generosity. We honor his legacy through Danny Lewin Community Care Days (DLCCD), our global days of service. All employees receive 16 hours of paid time off annually to volunteer, in addition to participating in team events hosted during DLCCD. These events — offered in virtual, in-person, and team formats — benefit a variety of important local causes.

2025 Volunteer Metrics

120+ events

25 countries

65 cities

9,093+ volunteer hours





Link Up and Lift Up:

Akamai Foundation and Employee Resource Groups (ERGs) Community Collaboration

When we work together in harmony, we achieve remarkable impact. Over six years of connecting our Employee Resource Groups (ERGs) with the Akamai Foundation, we have significantly amplified our community efforts. As part of Danny Lewin Community Care Days, our ERGs partnered with the Akamai Foundation and Akamai's Wellness team to host four dynamic Link Up and Lift Up in-person events in Krakow, San José, Cambridge, and Bengaluru. These events were designed to foster meaningful connections, celebrate our diverse communities, and unite participants through shared volunteer activities. ERG members, leaders, and colleagues came together as "One Akamai" to give back to their local communities and learn more about our eight global ERGs.



San José, Costa Rica, volunteers painted and assembled xylophones for children on the autism spectrum.



Bengaluru, India, volunteers assembled and distributed walker stands to ensure safer movement and restore dignity.



Krakow, Poland, volunteers packed sustainable hygiene kits, providing essential supplies to local communities in need.



Cambridge, U.S., volunteers also painted and assembled xylophones for children on the autism spectrum.

Green Team

Akamai launched the Green Team in 2022 to offer employees an opportunity to participate in our corporate environmental goals and actions. Led by a board of global employee leaders, the Green Team partners with the Akamai Sustainability team and an executive sponsor. Regional leaders serve as the program's primary drivers, engaging employees locally through events that align with the Green Team's pillars: Sustainability, Community, and Giving Back.

The Green Team helps drive progress, champion our sustainability goals, increase interest in our environmental work, give back, and create a positive community around environmental stewardship. With more than 900 members worldwide, the Green Team hosted over 35 employee-led events and webinars in 2025.



Regional Highlights

Across Europe, Green Team members organized outdoor cleanups in community spaces and natural areas, fostering environmental responsibility and turning small actions into meaningful impact. For example, in late September 2025, our Stockholm team organized a park cleanup, collecting litter and waste to help preserve local green spaces for the community.

Akamai's Poland chapter brought sustainability to life through hands-on, community-driven events that connected people with both nature and each other. Highlights included:

- **Plant Exchange** — sharing greenery, knowledge, and second lives for plants
- **Plant Doctor** — helping colleagues revive and care for their plants
- **Kokedama Workshop** — learning about creative, nature-inspired plant art
- **Turbacz Hike and Clean** — combining outdoor adventure with environmental action
- **Green Christmas Moss Painting Workshop** — celebrating the holidays sustainably





One of the largest cleanup efforts was led by Akamai's Atlanta office, where more than 20 volunteers removed over 320 pounds of trash from a local park.

In Costa Rica, 90 employees volunteered at a local wildlife refuge — painting enclosures, planting vegetation, and supporting daily operations such as animal feeding and maintenance. The initiative not only improved the refuge but also deepened awareness of wildlife protection and habitat preservation.

Governance

- Conducted our **first Double Materiality Assessment (DMA)** under the then-applicable Corporate Sustainability Reporting Directive (CSRD) framework
- Transitioned to risk-based supply chain model using **AI-enabled due diligence tools**
- **Strengthened platform resilience** through Enterprise Resilience and Corporate Reliability Programs

Accountability | **Community** | **Trust**





Akamai's Governance Structure

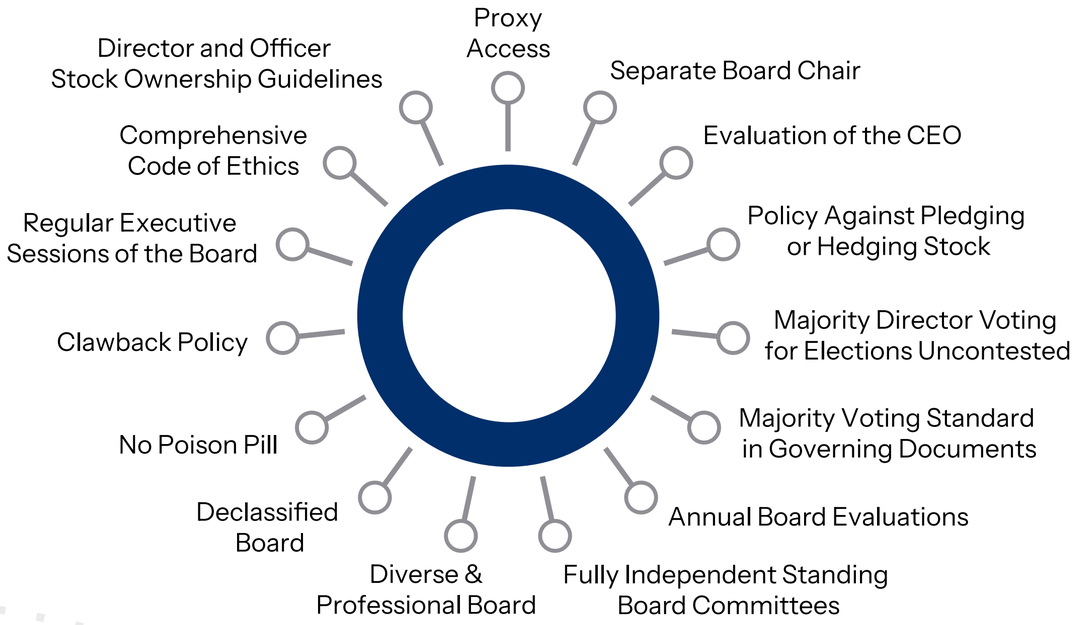
Strong governance is central to how Akamai operates and delivers value to all of our stakeholders. Our governance structure is designed to uphold accountability, ethical conduct, and transparency, while promoting alignment between leadership, investors, and the broader community. We believe that robust ethics and good governance are not only essential to creating long-term value for our stockholders, but also to fostering positive impacts across our organization and the ecosystems we serve.

At the heart of our approach are our core values, which guide our decisions, actions, and business practices every day. We are committed to operating in full compliance with the laws and regulations that govern us, and to maintaining the highest standards of integrity and transparency.

Corporate Governance

Effective corporate governance is fundamental to how we operate as a company. Our governance practices are designed to promote responsible oversight, sound decision-making, and accountability to all of our stakeholders.

Highlights of our governance profile are detailed in our latest Proxy Statement and include:



Board Composition

Akamai is committed to maintaining a majority-independent Board of Directors that promotes sound corporate governance and ethical behavior, providing strategic guidance and serving as the highest level of oversight. As of December 31, 2025, our Board comprised 11 members. Our Board composition has since evolved, and its current structure, as reflected in our most recent Proxy Statement, is presented below, with members bringing a broad range of backgrounds, industry expertise, and leadership skills to guide our strategic direction.

Board Composition



5 Male Directors **4 Female Directors**

9
Directors

7
Directors with experience in security

6.5
Median Tenure

89%
Independence

1 director
identifying as African American or Black

2 directors
identifying as Asian

Risk Management and Oversight

The Board of Directors has an active role in supervising management's oversight of Akamai's risks, as described in the adjacent graphic. Akamai believes that having an independent, diverse, active, and engaged Board is key to our success, and we seek a balance between new perspectives and the valuable experience that longer-serving directors bring to the boardroom. The Board of Directors oversees Akamai's risk management through four standing committees: the Audit Committee; the ESG Committee; the Finance Committee; and the Talent, Leadership, and Compensation (TL&C) Committee, each of which operates under a regularly reviewed and Board-approved Charter.

Board Oversight of Risk Management

The Board has ultimate responsibility for oversight of Akamai's risk management activities. The Audit, ESG, Finance, and TL&C Committees assist the Board in fulfilling this important role. These standing committees regularly report out to the full Board on their areas of oversight. They work together with the full Board to help ensure that the committees and the Board have received all information necessary to permit them to fulfill their duties and responsibilities with respect to oversight of risk management activities.

Audit Committee
Responsible for overseeing risks to our overall business, including oversight of our accounting and financial reporting processes, oversight of cybersecurity risk and reliability and resiliency, audits of our financials, our internal audit function, our risk management processes and compliance with legal, ethical, and regulatory requirements.

ESG Committee
Responsible for overseeing risks associated with Board and committee membership, including whether each director or prospective director is independent within the meaning of any applicable rules and laws, corporate governance policies and practices, shareholder proposals relating to corporate governance and other matters, ESG matters, and our plans to mitigate such risks.

Finance Committee
Responsible for risk oversight with respect to our acquisition program (including oversight of deal pipeline, due diligence and transaction terms) and strategic transactions, our capital structure, financial risk management (including Interest rate and foreign exchange hedging), treasury and investment activities and benefit and retirement and major insurance programs.

TL&C Committee
Responsible for overseeing risks associated with our compensation practices (including review for incentives that may promote inappropriate risk-taking and any mitigating factors we have or should consider implementing), developing talent and succession planning and employee health, safety and engagement.



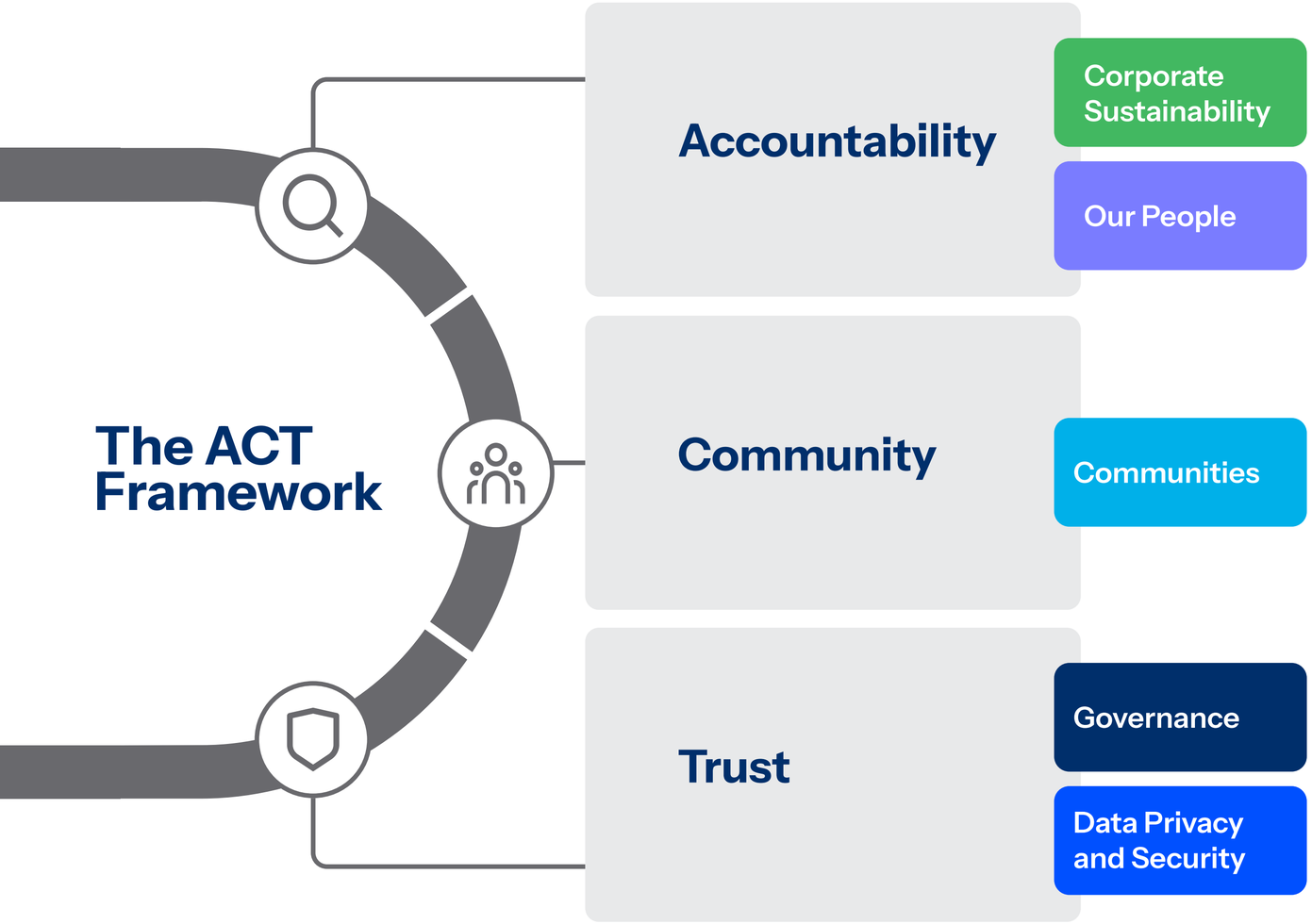
Akamai's approach to risk management is closely integrated with our corporate governance framework and Board oversight. We believe effective risk management is essential to maintaining the confidence of our customers, partners, employees, and other stakeholders, and supporting long-term value creation.

Under the direction of the Board of Directors and its standing committees, Akamai employs a structured approach to identifying, assessing, and managing risks across our business and operations. This framework includes the development and regular review of policies, the implementation of internal controls, and the use of internal audits and assessments to evaluate effectiveness and support continuous improvement.

Through these processes, we identify and manage a broad range of risks, including strategic, financial, operational, cybersecurity, data privacy, environmental, legal and regulatory, and reputational risks. Material risks and emerging issues are escalated to senior management and, as appropriate, to the Board and relevant Board committees as part of their risk oversight responsibilities.

To further support consistent and effective risk management practices, Akamai certifies certain solutions and operations against internationally recognized standards. These certifications inform our controls and processes and provide additional confidence to customers and stakeholders regarding the security, reliability, and integrity of our services.

Additional details on Akamai's practices and approach to risk management can be found in our latest Proxy Statement and in our Corporate Governance Guidelines.



Corporate Responsibility and ESG

Akamai's approach to corporate responsibility is grounded in responsible business practices that support sustainable value creation for our company and our stakeholders, including customers, employees, investors, business partners, and the communities where we operate. We seek to integrate environmental, social, and governance considerations into our strategy, operations, and decision-making, recognizing the important role we play in supporting a secure, reliable, and sustainable digital ecosystem.

Our efforts are guided by the **ACT Framework — Accountability, Community, and Trust** — which reflects Akamai's overarching commitment to operating responsibly and with integrity. This framework informs how we manage our environmental and social impacts, support our people and communities, and uphold strong governance, ethics, data protection and security practices across our global operations.

While corporate responsibility reflects our broader ethical commitments, our ESG initiatives — informed by leading international standards and disclosure frameworks — provide a structured, measurable approach for tracking and reporting progress across these areas.

ESG Oversight

Akamai's Board of Directors, assisted by its four standing Board committees, oversees significant risks affecting the company's business, including environmental, social, and governance matters.

The Board's ESG Committee is primarily responsible for overseeing management's environmental initiatives — including our sustainability goals — corporate governance matters, and social matters, and meets five times annually. This oversight includes receiving periodic management reports on environmental and social topics, corporate culture, and employee engagement, as well as the charitable activities of the Akamai Foundation. The committee also reviews Akamai's governance guidelines, bylaws, and other key governance policies, recommending changes to the Board as needed for approval. Additionally, it identifies and recommends qualified individuals for Director roles and committee assignments, and oversees the Board's self-evaluation process.

The Board's Audit Committee provides regular oversight of our ethics and compliance, data privacy protection program, and cybersecurity/network security and resiliency matters. The TL&C Committee reviews social matters on an ongoing basis, including employee and leadership development, and recommends certain compensation metrics. Our Board also exercises direct oversight, including at least annual reviews of employee-related matters with management, and provides feedback and insight into best practices that help guide the development of our corporate responsibility programs.

Akamai's ESG Expert Committee brings together subject-matter experts who guide Akamai's corporate responsibility strategy and initiatives. The committee provides insights into emerging trends and risk mitigation, advises on relevant environmental and social topics, and monitors progress toward internal and external goals. Its chair regularly reports to the Board's ESG Committee, ensuring alignment and oversight at the highest level.

ESG Management

Akamai's ESG Office drives the company's global ESG strategy, collaborating with internal experts and external stakeholders to understand their priorities and gather feedback to continuously improve our programs.

The ESG Office also monitors and addresses emerging ESG standards, frameworks, and regulations, including voluntary disclosure frameworks and evolving mandatory reporting requirements.

As of November 5, 2025, our company ranked in the 82nd percentile (top 20%) in the S&P Global Corporate Sustainability Assessment (CSA for Technology Services Vendor — IT Services). In early 2026, we were included in the Dow Jones Best-in-Class North America Composite Index, and we achieved an A- in the CDP Climate Change questionnaire in 2025 — reinforcing our commitment to environmental transparency and sustainable business practices.

Double Materiality Assessment

In 2025, building on traditional materiality assessments conducted in prior years, Akamai conducted its first comprehensive double materiality assessment (DMA) aligned with the requirements of the European Sustainability Reporting Standards (ESRS) under the Corporate Sustainability Reporting Directive (CSRD) as applicable at the time. Under this approach, topics are evaluated from both a financial perspective and an impact perspective. As the EU regulatory framework continues to evolve — including through the Omnibus I simplification package adopted in early 2026 — we will review and refine our assessment as needed to remain aligned with applicable standards.

Methodology: To determine material ESG topics, we identified impacts, risks, and opportunities (IROs) for each ESRS topic, building on prior assessments and covering all relevant topics and subtopics across our value chain. We assessed both actual and potential impacts as well as risks and opportunities arising from dependencies on natural, human, and social resources. Internal subject-matter experts across business units were engaged throughout, and external experts were retained to review and provide independent feedback on the process and results.

Approval: The DMA was approved by Akamai's General Counsel and Akamai's VP, Assistant General Counsel — Corporate. Following this, the ESG Expert Committee oversees the ongoing assessment of strategy and measures related to the identified impacts, risks, and opportunities (IROs).

Results: Akamai discloses only the data points related to material IROs. Our assessment identified material topics primarily in environmental and social matters, with some governance matters as summarized in the accompanying graphic.

Our material topics

	ESRS Topics	Subtopic
Environmental	E1 - Climate Change	E1.1 - Climate change adaption
		E1.2 - Climate change mitigation
		E1.3 - Energy
	E5 - Circular Economy	E5.3 - Waste
Social	S1 - Own Workforce	S1.1 - Working Conditions
		S1.2 - Equal treatment and opportunities for all
		S1.3 - Other work-related rights
	S4 - Consumers and End-Users	S4.1 - Information-related impacts for consumers and/or end-users
		S4.2 - Personal safety of consumers and/or end-users
Governance	G1 - Business Conduct	G1.1 - Corporate Culture
		G1.2 - Protection of whistleblowers
		G1.6 - Corruption and bribery

Responsible Business Practices

Business Ethics and Compliance

Akamai's culture and values form the foundation for earning and maintaining the trust of our customers, employees, investors, suppliers, and the communities where we operate.

Our Code of Ethics guides how we do business and interact with our customers, suppliers, and business partners. 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 continued success.

We review and update our Code of Ethics periodically and as needed in response to legal or business changes, and significant updates are approved by the Audit Committee of the Board.

Supporting a Culture of Compliance

Through our Global Ethics & Compliance program, we collaborate with internal stakeholders to embed procedures into business processes across the company, focusing on ethical conduct, transparency, anti-bribery, conflicts of interest, sanctions, and export controls. These procedures are routinely tested and audited to identify gaps and develop corrective actions. We actively assess risks arising from changes in the business climate, emerging laws, and regulations to help ensure that our procedures adapt accordingly.

Training and Education

Akamai employees — including full-time, part-time, and contract employees — receive annual Code of Ethics and Anti-Bribery/Anti-Corruption training. Upon completion, they must acknowledge their understanding of and certify their compliance with these policies. The Ethics & Compliance team supplements these efforts by providing live training focused on specific jurisdictions or business units based upon feedback from business leaders and ongoing risk assessments.

Transparency and Reporting

All Akamai employees and third parties can anonymously report actual or suspected ethics and compliance issues 24 hours a day, 7 days a week, 365 days a year, through our third-party, independent Ethics Hotline — both online and over the phone. The Ethics Hotline is widely promoted to employees and third parties through our Code of Ethics, Akamai's intranet, and our corporate website.

Employees are also encouraged to proactively report concerns to managers, Human Resources, or Legal. Akamai's Non-Retaliation Policy protects individuals who report concerns in good faith and enables the investigation and discipline of any employee who engages in retaliation.

Consistent with best practices that are common to large, public companies in the U.S. and guidelines published by the U.S. Department of Justice, the U.S. Securities and Exchange Commission, and other similar government agencies around the world, our Ethics & Compliance program encompasses three key elements, among others:



Investigations and Remediation

In collaboration with Human Resources, experienced attorneys from our Ethics & Compliance team play an active role in investigating and driving appropriate corrective action in response to concerns reported by employees and third parties through our global Ethics Hotline. Our Chief Ethics & Compliance Officer reports quarterly to the Audit Committee of the Board on the number of reports received, the types of alleged misconduct, and any investigative or corrective actions taken in response.

Lobbying

Akamai does not make contributions to political parties or candidates, has not formed a political action committee and maintains robust governance and transparency regarding political activities, including in our Code of Ethics which requires prior approval for any political contribution on behalf of Akamai, whether monetary or in kind, as well as for any use of Akamai's name, funds, property, equipment, or services in support of any political party, candidate, or initiative. In 2025, we were members of several industry organizations, such as the Information Technology and Industry Council, BSA (The Software Alliance), eco (Association of the Internet Industry), and the US-ASEAN Business Council. Akamai otherwise works with professionals to monitor and analyze policy developments and to anticipate and comply with emerging regulations.

Human Rights

We believe respect for human rights is essential to the communities in which we operate and to unlocking the full potential of the internet. We are committed to treating our employees, the people who work for our contractors, customers, and suppliers, and individuals in the communities affected by our activities, with dignity and respect. For detailed information, see our Human Rights Policy, which applies to Akamai and all our divisions, subsidiaries, and branches.

Akamai stands against slavery, servitude, compulsory labor, and human trafficking in all forms. Our corporate values and expectations are reinforced by our policies, including Akamai's Human Rights Policy and our Guiding Principles for Suppliers and Partners which have been replaced by Akamai's Code of Conduct for Suppliers and Akamai's Partner Code of Conduct in April 2026. We also abide by the principles established by the Universal Declaration for Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, and the United Nations Global Compact.

Since the inception of the UK Modern Slavery Act (2015) and the Australian Modern Slavery Act (2018), we have filed annual disclosures based on ongoing reviews of our business operations and applicable policies , which can be found here.

Our Human Rights expectations are also reflected in Akamai's Responsible Supply Chain Program (RSCP). We collaborate with our suppliers and business partners to assess risks and help ensure that our business activities are free from modern slavery or human rights violations.



Responsible Supply Chain Program (RSCP)

Akamai is committed to responsible supply chain practices that support ethical business conduct, regulatory compliance, and operational resilience. Our Responsible Supply Chain Program (RSCP) promotes accountability, transparency, and continuous improvement in collaboration with our suppliers and partners, guided by four strategic goals: minimizing environmental impact across our supply chain, promoting regulatory compliance, fostering ethical business practices throughout our supplier network, and generating positive financial impact for the company.

To address evolving regulatory expectations and manage risks across our value chain, we apply a risk-based approach to supply chain due diligence focused on identifying, assessing, and addressing environmental, social, and governance risks. Under this approach, we:

- **Assess suppliers** using defined risk categories, informed by data-driven analysis and direct engagement
- **Prioritize and collaborate with suppliers** based on risk exposure to address identified issues
- **Monitor regulatory developments and emerging best practices** to continuously strengthen our supply chain risk management program

Akamai's RSCP Goals

Collaborate with suppliers to minimize environmental impact across our supply chain.

Promote regulatory compliance with supply chain due diligence legislation.

To guide our efforts, we have established four key strategic RSCP goals:

Promote ethical business practices throughout our supplier network.

Generate positive financial impact for the company.

Supply Chain Standards

While Akamai's suppliers, resellers, and business partners vary in business type, size, geographic location, workforce, and scope, all are expected to comply with applicable laws and regulations and to align with the principles set out in Akamai's Guiding Principles for Suppliers and Partners, which were in effect throughout 2025.

In April 2026, Akamai replaced these Guiding Principles with a more comprehensive Supplier Code of Conduct complemented by a Partner Code of Conduct. We expect our suppliers and partners not only to comply with legal requirements, but also to embrace the spirit and intent of our Codes of Conduct by promoting respect for human rights, environmental sustainability, and ethical business practices across their operations.

Supply Chain Risk Assessment and Oversight

From 2022 to 2025, Akamai partnered with an established provider of business sustainability ratings, to assess supplier practices across four key areas: environment, labor and human rights, ethics, and sustainable procurement. These assessments enabled us to engage with suppliers on corrective actions, improvement plans, and ongoing performance monitoring.

As regulatory expectations and supply chain due diligence requirements continue to evolve, Akamai is enhancing its approach by transitioning to a new compliance platform and implementing a risk-based supply chain due diligence model. This transition enables broader supply chain coverage and risk assessment based on defined risk categories, supported by supplier self-assessments.

The platform increases supply chain visibility and supports the identification and management of environmental, social, and governance risks through AI-enabled, audit-ready processes. This approach allows Akamai to prioritize engagement and mitigation efforts based on risk exposure, while improving the efficiency and transparency of supplier due diligence.

Through this risk-based model, we aim to strengthen oversight, improve scalability, and align our supply chain risk management program with evolving regulatory requirements and recognized best practices, while continuing to drive responsible business conduct across our value chain.

RSCP Governance

The governance structure for Akamai's Responsible Supply Chain Program (RSCP) is designed to enhance risk management and to clarify the roles and responsibilities of program participants.



Driving Continuous Improvement

In 2025, we advanced our Responsible Supply Chain Program by transitioning from a strategic supplier evaluation approach to a risk-based model with broader supply chain coverage. In 2024, we invited Akamai's most significant and strategic suppliers and partners — representing a substantial portion of our annual spend or holding strategic importance to our business — to participate in our supply chain review. Building on this, we expanded our scope in 2025 to assess our entire supply chain using AI-enabled tools and a streamlined, audit-ready process with defined risk categories and supplier self-assessments.

Based on the initial screening and strategic importance, a subset of our suppliers and partners were invited to complete a more detailed self-assessment for enhanced due diligence on environmental, social, and governance risks. After reviewing these assessments will be reviewed during the first half of 2026 and will inform ongoing engagement and risk mitigation activities.

To support continuous improvement, we engage with suppliers and partners to promote responsible business practices and reduce environmental and social risks over time. We also invest in internal capabilities through a dedicated annual training program, introduced in 2023, covering our Responsible Supply Chain Program, human rights considerations, and modern slavery topics for procurement and network account managers.

Business Resilience and Platform Reliability

Maintaining operational resilience and platform reliability is essential to supporting our customers and protecting the availability of the internet services they depend on. Recognizing that the internet is inherently complex and subject to disruption, we design our products and services to anticipate and withstand a wide range of potential events.

Enterprise Resilience Program

Akamai's Enterprise Resilience Program (ERP) is a comprehensive strategy to minimize the impact of disruptions to applications, services, and the workforce. The program is led by our Global Real Estate and Workplace Productivity team and is reviewed and updated regularly as necessary. It is built on three pillars:

- **Business Continuity:** We maintain workforce continuity planning to ensure critical business functions can continue during outages or crises. This includes alternate work arrangements, cross-functional support models, and dedicated functions that monitor workforce safety, facility-related risks, and emerging events that could affect personnel or operations.
- **Disaster Recovery:** Our disaster recovery capabilities include failover across colocation sites, availability zones, and geographic regions; restoration of data through geographically distributed and offsite backups; and the use of alternate tools or services when primary systems are unavailable.
- **Operational Resiliency:** Our globally distributed platform is designed to absorb disruptions while maintaining service stability and regulatory commitments. Dedicated teams continuously monitor the platform and maintain defined incident response processes, supported by layered fault tolerance and redundancy. We conduct regular business impact assessments, recovery exercises, and scenario-based drills to validate readiness and inform ongoing improvements.

Akamai's ERP pillars

Business Continuity

Focus: Akamai Workforce & Offices

Ensure critical operations remain available through workforce planning & cross-functional dependencies

Disaster Recovery

Focus: Data Centers, Public Cloud & Third Party

Ensure technology services can recover rapidly through defined Recovery Time (RTO) and Recovery Point (RPO) objectives, resilient architecture & validated recovery steps

Operational Resilience

Focus: Compliance & Governance

Ensure Akamai can absorb crises & disruptions while maintaining stability & regulatory commitments including FedRAMP, DORA, NIS2 & ISO 27001

Corporate Reliability Program

Complementing our enterprise resilience efforts, Akamai's Corporate Reliability Program (CRP) focuses on platform-level reliability ensuring our products and services continue operating seamlessly despite the inherent complexities of the internet. The CRP is built on four pillars:

- **High Availability Architecture Design Principles:** Our products and services follow high availability distributed architecture principles, including patented technologies developed since the company's founding. Core principles include self-healing design, graceful degradation, fault isolation, real-time telemetry, and layers of safety mechanisms. Adherence is maintained through engineering training, management oversight, and design reviews.
- **Operations and Change Safety Practices:** We mitigate risks from changes with unintended consequences through phased rollout strategies that progressively deploy changes across the network, with delays between phases to detect anomalies. Near–real time feedback enables automatic rollback of problematic changes. All changes must follow centralized standards for documentation, communication, and formal approval.
- **Reliability Governance:** A dedicated team governs adherence to reliability best practices across development, architecture, testing, and operations - maintaining standards, conducting reviews and audits, and tracking identified risks that feed into engineering roadmaps for remediation.
- **Scenario Analysis:** Dedicated leaders conduct continuous analysis of risks that could cause significant service disruptions maintaining a set of Severe Outage Scenarios, evaluating existing mitigators, and prioritizing remediation where gaps exist.



Risk Oversight and Management

Enterprise Resilience Program

The Enterprise Resilience Program operates under an evolving governance structure. The responsible Executive Sponsor provides strategic oversight and direction, while the ERP team designs, implements, and manages business continuity, disaster recovery, and operational resiliency frameworks, policies, and procedures in collaboration with key internal stakeholders. Primary responsibility for the program rests with Akamai's Vice President, Global Real Estate and Workplace Productivity, who reports to the Chief Executive Officer through the Chief Human Resources Officer. As the program matures, we are working to strengthen governance practices, including enhanced reporting to Akamai's executive management team and the Audit Committee.

Corporate Reliability Program

Akamai's CTO of the Cloud Technology Group holds primary responsibility for overseeing platform reliability and the Corporate Reliability Program, operating under the oversight of Akamai's executive management team and reporting to the Chief Executive Officer through the Chief Operations Officer. The CTO leads Akamai's Technology Reliability team, which collaborates cross-functionally with legal, business, policy, and technical functions. On a quarterly basis, and as needed, the CTO reports to the Audit Committee on platform reliability matters, whose chair in turn reports to the full Board at least quarterly on network resiliency matters. For further details, please refer to Akamai's latest annual report.

Akamai Resilience

Together, our Enterprise Resilience Program and Corporate Reliability Program reflect Akamai's commitment to maintaining availability and performance for the customers and internet services that depend on us. As our platform and the broader digital landscape evolve, we continue to invest in strengthening these capabilities, enhancing governance, and adapting to emerging risks.

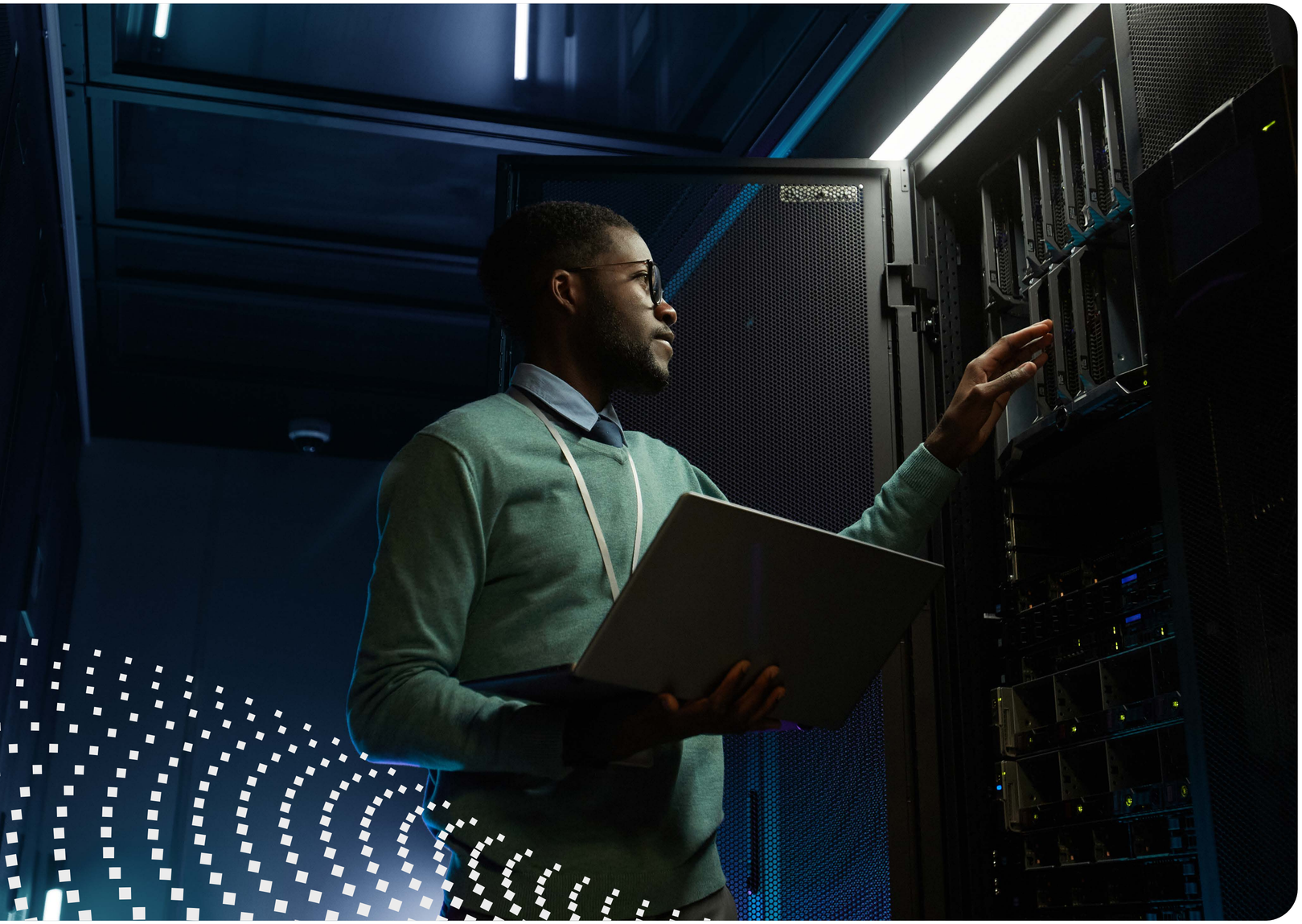


Data Privacy and Security

- **Maintained our rigorous data privacy and security programs** with strong data privacy and security oversight
- **Maintained key certifications** including ISO/IEC 27001, ISO/IEC 27701, SOC 2, FedRAMP High, and PCI DSS
- **Shared actionable threat intelligence** with the broader cybersecurity community through State of the Internet (SOTI) reports, blog posts, and free tools

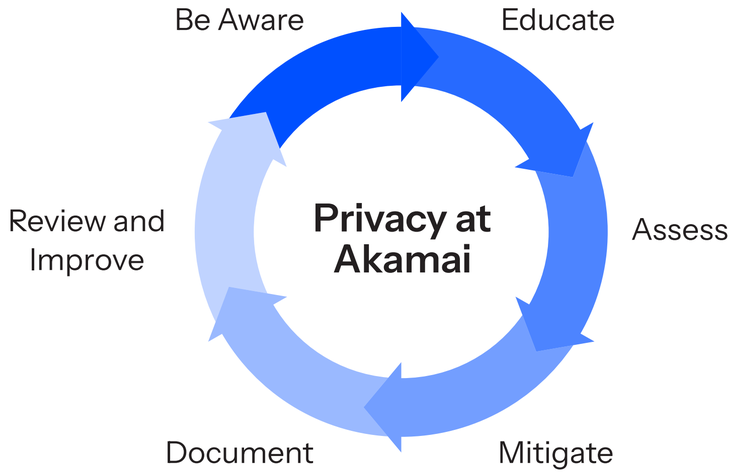
Accountability | Community | Trust





Trust is the foundation of Akamai's relationship with our customers, partners, and the broader internet community. We are committed to protecting the data that flows through our platform and maintaining the highest standards of privacy and security across our global operations.

Our approach integrates robust data protection practices, comprehensive security programs, and strong governance to safeguard our infrastructure, customers, and the billions of users who depend on the services we power. This chapter outlines how we manage data privacy and security, including our policies, certifications, oversight structures, and ongoing efforts to address emerging threats and regulatory requirements.



Data Protection and Privacy

In carrying out our mission to power and protect life online, Akamai recognizes that the way we process personal data is a critical part of the trust that our customers and the internet community place in us. We are committed to respecting the right to privacy and maintaining a robust privacy protection program. In addition to complying with the privacy laws of all countries in which we operate, we maintain a privacy-first approach grounded in globally established privacy principles.

Akamai's Data Protection and Privacy Program is designed to operationalize privacy, making ethical data use principles and privacy protection integral to our operations.

Akamai has made privacy a part of every employee's job through a Privacy by Design policy and approach, including security and privacy impact assessments prior to the launch of any new product or corporate data use initiative. We also established a review process to assess the security profile and data protection practices of third-party service providers that have exposure to Akamai's systems, assets, or data, including, as appropriate, review of vendor security policies and procedures and contractually required security commitments.

We do not process data with the intention of identifying individuals, nor do we rent, sell, or otherwise share identifying personal data, other than as required as part of our products and services or by applicable laws or regulations.

Processing with a Purpose

We process personal information for specific reasons, including:

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

Privacy Oversight and Management

Privacy at Akamai is managed by our Global Data Protection Office and led by our Chief Privacy Officer (CPO), who is responsible for Akamai's privacy policy, strategy, and oversight. The CPO reports to the Company's General Counsel. Additional oversight is provided by the Audit Committee of the Board, which reviews privacy risks and the associated programs managed by the Global Data Protection Office. The CPO reports to the Audit Committee multiple times annually.

The Akamai Trust Center provides detailed explanations of our security and privacy programs and practices, compliance with applicable laws, and the nature and scope of personal data processing at Akamai. The Trust Center also contains information and means for data subjects to make requests about their personal data, including marketing opt-outs and deletion requests.

Privacy Training

To make employees and contractors aware of Akamai's privacy programs and their individual obligations with respect to personal data protection, all employees and contractors receive privacy training upon joining Akamai and annually thereafter. The Global Data Protection Office also conducts team-specific training as needed and publishes information and program updates as needed on an ongoing basis.

Auditing and Certifications

We conduct ongoing reviews and audits of our security and privacy programs and controls, with the goal of continuous improvement. Akamai maintains two key certifications related to these efforts: ISO/IEC 27001:2022 and ISO/IEC 27701:2019. These certifications are granted by an independent auditor following review and testing of our security and privacy management systems against the requirements of these global standards. These standards are supplemented by ISO/IEC 27017:2015 and ISO/IEC 27018:2019 certifications, which specifically cover security and privacy management for cloud services.

Artificial Intelligence and Machine Learning

In collaboration with the Information Security team, the Global Data Protection Office works to ensure that Akamai's use of artificial intelligence (AI), including machine learning (ML), in products and corporate operations, is responsible and aligns with sound governance practices. We have implemented an AI Governance Program, including internal policies on Akamai proprietary and third party AI tools and services, designed to protect Akamai by balancing the potential benefits of AI tools and services with their corresponding risks.

In our service offerings, we include the review of AI/ML models as part of our risk assessment and mitigation efforts to ensure continued alignment with developing laws and industry best practices, and support the legal, ethical, and safe use of AI/ML.

To learn more about Akamai's certifications, attestations, audits, frameworks, alignments, and self assessments, visit our Trust Center.

Information Security and Cybersecurity

The data that flows through Akamai is critical to many organizations and billions of users worldwide. Protecting this data from an evolving and increasingly complex cyberthreat landscape is fundamental to maintaining the trust of our customers and stakeholders.

Making the Internet More Secure

Akamai plays a key role in enhancing the security of the global internet ecosystem through continuous innovation and responsible operations. Our security solutions are designed to protect infrastructure, websites, applications, application programming interfaces (APIs), and users from a wide range of cyberthreats, while also supporting performance and reliability at scale. By combining automation, configurable protections, and managed security services, we help organizations manage risk and safeguard their digital environments.

Our security portfolio includes web application and API protection, bot management and mitigation, distributed denial-of-service (DDoS) mitigation, Domain Name System (DNS) protection, in-browser threat protection, network segmentation, and the identification of malicious activity such as fake or phishing websites. These capabilities support customers across industries and geographies in protecting their operations, data, and users against an evolving threat landscape.

Beyond serving individual customers, Akamai plays a role in strengthening the integrity of the broader digital ecosystem. The global and interconnected nature of the internet means that cyber-enabled activities — including digital piracy — can create economic, security, and consumer risks across borders. To address this, Akamai works to protect intellectual property and reduce misuse of online infrastructure — leveraging firm policies, technical controls, and collaboration with customers, network partners, and public authorities. By helping prevent platform misuse and supporting lawful digital activity, we contribute to reducing exposure to malware, credential theft, and other threats commonly associated with illicit online ecosystems.

Through ongoing investment in security capabilities, partnerships, and responsible platform governance, Akamai seeks to advance a more secure, resilient, and trusted internet for businesses, creators, and users worldwide.



Proactive Threat Awareness

Akamai operates the world's most distributed platform for content delivery, security, and cloud computing. Across this infrastructure, we handle trillions of transactions daily, obtaining unique insights into the global threat landscape. This visibility enables us to identify and understand risk signals early, gaining intelligence that informs forward-looking defense.

As mentioned in our year 2025 in Review blog post, we observed a dramatic increase in very large distributed denial-of-service (DDoS) attacks — with an overall increase of 104% over the prior two years. Attacks in the multi-terabit range are becoming increasingly common. We are also seeing an increase in complex, multi-vector attacks, many having roots in hacktivism. This highlights the value of having a scalable platform with strong native capabilities combined with highly skilled individuals available to quickly address complex, zero-day attacks. We also observed organizations being targeted with bot attacks by extremely diligent attackers.

The explosive growth of AI-enabled tools has lowered the bar for both skilled and novice threat actors to conduct impersonation and other fraudulent activities, such as social engineering, phishing, and identity fraud with fake documents using AI-generated images. According to our observations, Commerce has the most AI bot activity of any industry, with more than 25 billion bot requests during a two-month observation period. At the same time, GenAI and LLMs are increasing the frequency and scale of ransomware attacks by enabling individuals with less technical expertise to launch sophisticated campaigns, as demonstrated by groups like FunkSec.

Consistent with our goal to make the internet more secure, Akamai has a dedicated Threat Ops & Vulnerability Management team within Information Security team, that monitors, analyzes, and responds to emerging threats, as well as conducts advanced security research to discover new vulnerabilities and attack techniques.

We use this knowledge and research to protect our infrastructure, systems, and customer properties, and share actionable intelligence and insights with our customers and the broader cybersecurity community through blog posts and our State of the Internet (SOTI) security reports. Through our dedicated hub, security professionals can easily access trusted resources containing insights, mitigation strategies, and attack trends to help them defend their organizations. They can also access free tools, including our RPC Toolkit, Botnet Encyclopedia, and our free and open source instance on the adversary emulation platform, Infection Monkey.

Akamai collaborates with industry partners, law enforcement agencies, and academic institutions to enhance its threat intelligence capabilities and contribute to the collective defense of the internet.



For more information, visit our Security Hub.

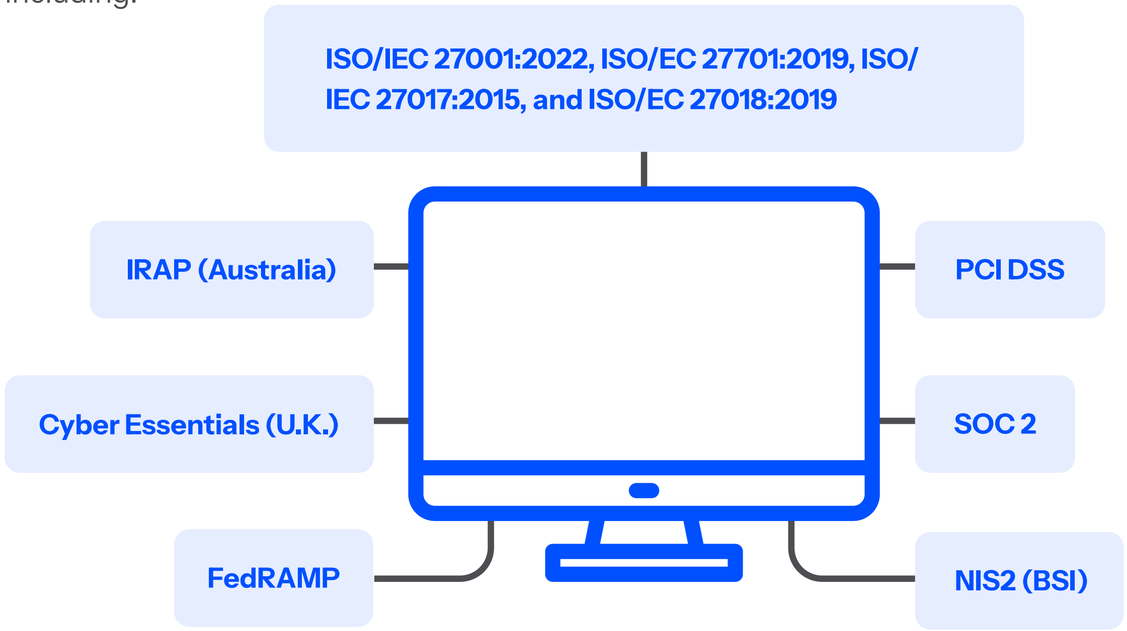
Security Oversight and Management

Under the oversight and direction of the Akamai executive management team and the Audit Committee of Akamai's Board of Directors, the Chief Security Officer (CSO) has primary responsibility for overseeing Akamai's management of cybersecurity risks. Reporting to the Chief Executive Officer through the Company's Executive Vice President and General Manager of the Security Technology Group, the CSO leads Akamai's Information Security Committee, which works cross-functionally with other Akamai departments, including legal, business, policy, and technical functions, as appropriate, to exchange information related to cybersecurity.

The CSO and Akamai's information security team regularly communicate the nature and state of security risks to senior business leaders across the organization. The CSO regularly convenes the Information Security Committee to provide cybersecurity program updates and to discuss potential risks and changes in the cyberthreat landscape. On a quarterly basis and as needed, the CSO reports to the Audit Committee on cybersecurity risk management programs, risk mitigation, cybersecurity incidents and related disclosure obligations, information on new or changing threats, and other cybersecurity matters. The Audit Committee chair reports to the Board at least quarterly on our cybersecurity risk management program, including risk mitigation, cybersecurity incidents, and other relevant developments in our cyberthreat landscape. For further details, please refer to Akamai's latest annual report.

Security Compliance

One way Akamai demonstrates its commitment to protecting our infrastructure, customers, and internet users worldwide is through compliance with global and national security standards and laws. We adhere to numerous international information security programs and standards, including:



To learn more, visit the Akamai Trust Center.



Industry Leadership

Akamai is an active participant in a variety of industry organizations and forums across the global cybersecurity community. We believe in the mission of and have a strong relationship with many Information Sharing and Analysis Centers (ISAC). We belong to and collaborate with HealthCare ISAC and Retail & Hospitality ISAC, and are a founding member of the Financial Services ISAC Critical Providers program. As part of these relationships, we participate in threat briefings and engage in active dialogue with these sectors regarding threat intelligence and cybercriminal tactics. We also engage with our customers, who provide valuable feedback and insights that feed into threat intelligence improvements.

With an extensive view of internet traffic, we have a number of threat researchers and data scientists focused on threat research that we publish. For 11 years, we have published Akamai's State of the Internet (SOTI) reports, sharing threat trends and best practices on how to mitigate emerging vulnerabilities. We use our research and interaction with customers on best practices to support multiple thought leadership efforts across conferences, blogs, webinars, and podcasts to share actionable insights on how companies can protect their employees and customers.

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

Annex



Akamai's FY25 Performance Data Table

Financial	FY25 Data	FY24 Data	FY23 Data
Total Annual Revenue (US$Millions)	4,208	3,991	3,812
GAAP net income per diluted share (US$)	3.07	3.27	3.52
Non-GAAP net income per diluted share (US$)	7.12	6.48	6.20

Environment*	FY25 Data	FY24 Data	FY23 Data
Gross Scope 1 GHG emissions (t CO_2e)	70	45	54
Gross Scope 2 Location-based GHG emissions (t CO_2e)	322,800	262,100	243,301
Gross Scope 2 Market-based GHG emissions (t CO_2e)	173,000	121,001	112,701
Total GHG emissions (Scope 1 and Scope 2, market-based) (t CO_2e)	173,070	121,046	112,755
Gross Scope 3 Categories 1-8 GHG emissions (t CO_2e)*	180,350	174,340	226,615
Total Energy Consumed (fuel + natural gas + steam + power) (MWh)	1,082,840	883,713	842,639
Total Renewable Energy Consumed (MWh)	555,600	519,400	464,471
% of Clean Energy (power only)	52	59	56
Average PUE	1.48	1.4	1.4
% of E-Waste recycled	100	100	100

Social: Our People	FY25 Data	FY24 Data	FY23 Data
Total no. of Employees	11,382	10,748	10,281
No. of Employees in the U.S.	3,820	3,798	3,839
Attrition/Turnover Rate Global (overall) - Excluding RIF (%)	7.3	6.5	6.0
Attrition/Turnover Rate U.S. - Excluding RIF (%)	6.4	5.4	4.3
Attrition/Turnover Rate Global - Women (%)	6.2	7.0	6.3
Attrition/Turnover Rate Global - Men (%)	7.7	6.3	5.9
Attrition/Turnover Rate U.S. - Asian (%)	5.5	3.6	3.4
Attrition/Turnover Rate U.S. - Black/African American (%)	8.2	8.6	6.3
Attrition/Turnover Rate U.S. - Hispanic/Latino (%)	7.5	5.1	5.2
Attrition/Turnover Rate U.S. - Other Minority (%)	5.1	8.9	4.0
Attrition/Turnover Rate U.S. - White (%)	6.7	6.1	4.6
New Hires Global - Including M&A	1,479	1,451	1,300
New Hires Global - Excluding M&A	1,479	1,275	1,239

* As of FY 25, Akamai has included Scope 3 Category 13 GHG emissions next to Scope 3 Categories 1-8 GHG emissions.

Social: Our People (continued)	FY25 Data	FY24 Data	FY23 Data
New Hires U.S. - Including M&A - Women (%)	29.5	27.9	29.2
New Hires U.S. - Including M&A - Men (%)	70.4	72.1	70.8
New Hires U.S. - Excluding M&A - Women (%)	29.5	29.0	30.0
New Hires U.S. - Excluding M&A - Men (%)	70.4	71.0	70.0
Total Promotions - Women (%)	29.2	27.2	32.4
Internal Hires (% of Total Hires)	16.5	17.7	21.8
Internal Hires U.S. (% of Total Hires)	22.8	14.8	15.0
Percentage of Employees Participating in Employee Resource Groups (ERGs)	20.2	20.1	19.7
Number of fatalities as a result of work-related injury	0	0	0
High-consequence work-related injuries (excluding fatalities)	0	0	0
Number of weeks of fully paid primary parental leave offered (US)	18	18	18
Number of weeks of fully paid secondary parental leave offered (US)	10	10	10

Gender Representation (Global Employees)	FY25 Data	FY24 Data	FY23 Data
All employees (% Women)	28.0	27.4	27.4
Technical (% Women)	23.1	22.5	22.5
Nontechnical (% Women)	46.3	45.7	45.1
Manager (% Women)	27.3	25.4	25.5
VP+ (% Women)	20.9	19.0	18.9
Executive Officers (% Women)	11.1	11.1	11.1
Total Management (% Women)	26.0	24.9	24.9
Senior Management (% Women)	21.7	19.0	18.9
Middle Management (%Women)	26.3	25.4	25.5
Nonmanagerial Positions (% Women)	28.6	27.9	27.9

Gender Representation (Global Employees)	FY25 Data	FY24 Data	FY23 Data
All employees (% Men)	71.8	72.5	72.5
Technical (% Men)	76.7	77.4	77.4
Non-Technical (% Men)	53.6	54.2	54.8
Manager (% Men)	72.3	74.4	74.4
VP+ (% Men)	79.1	81.0	81.1

Racial and Ethnic Groups Representation (U.S. Employees) (%)	FY25 Data	FY24 Data	FY23 Data
Asian	28.6	28.7	28.0
Black/African American	4.3	4.2	4.1
Hispanic/Latino	6.5	7.1	7.0
Other Minority	3.1	2.1	2.0
White	57.4	57.9	58.9

Racial and Ethnic Groups Representation (U.S. Employees) - Technical (%)	FY25 Data	FY24 Data	FY23 Data
Asian	33.9	34.0	33.0
Black/African American	4.2	4.0	3.9
Hispanic/Latino	6.5	7.0	7.1
Other Minority	3.1	2.1	1.9
White	52.3	52.9	54.1

Racial and Ethnic Groups Representation (U.S. Employees) - Non-Technical (%)	FY25 Data	FY24 Data	FY23 Data
Asian	9.8	10.0	10.5
Black/African American	4.6	4.9	5.1
Hispanic/Latino	6.5	7.2	6.6
Other Minority	3.4	2.3	2.1
White	75.6	75.6	75.7

Racial and Ethnic Groups Representation (U.S. Employees) - Manager (%)	FY24 Data	FY24 Data	FY23 Data
Asian	24.1	23.4	23.4
Black/African American	2.7	3.0	2.6
Hispanic/Latino	5.8	6.0	5.1
Other Minority	2.3	1.8	1.7
White	65.1	65.8	67.2

Racial and Ethnic Groups Representation (U.S. Employees) - VP+ (%)	FY25 Data	FY24 Data	FY23 Data
Asian	12.1	12.0	13.9
Black/African American	3.7	4.6	5.2
Hispanic/Latino	4.7	4.6	5.2
Other Minority	3.7	1.9	1.7
White	75.7	76.9	73.9

Racial and Ethnic Groups Representation (U.S. Employees) - New Hires - Including M&A (%)	FY25 Data	FY24 Data	FY23 Data
Asian	24.1	26.7	27.3
Black/African American	7.3	5.5	5.4
Hispanic/Latino	4.0	7.0	8.0
Other Minority	8.8	4.7	2.0
White	55.8	56.1	57.4

Racial and Ethnic Groups Representation (U.S. Employees) - New Hires - Excluding M&A (%)	FY25 Data	FY24 Data	FY23 Data
Asian	24.1	31.8	27.7
Black/African American	7.3	6.1	5.5
Hispanic/Latino	4.0	8.3	8.2
Other Minority	8.8	4.2	2.0
White	55.8	49.6	56.6

Our Communities	FY25 Data	FY24 Data	FY23 Data
Charitable Contributions in total ($US)	2.63m	2.75m	2.8m
Charitable Contributions in STEM Grants ($US)	2.14m	2.2m	2.1m
Charitable Matching (of employee and Akamai Foundation donations) ($US)	500,000	450,000	450,000
Employee Volunteer Hours in total (h)	9,093	9,987	6,700

Governance	FY25 Data	FY24 Data	FY23 Data
Board Directors (% Women)	36	30	30
Board Directors (% Independent)	91	90	90
Median Tenure of Board Members (Y)	7.75	8.5	6.75
Board Directors Diversity (%) - Gender or Ethnicity	45	30	30
Board Directors with Cybersecurity and IT Technology Experience (%)	82	80	80
Average annual training spend per employee (HR budget only) (US$)	130.20	47.92	130.12
Average hours of training or career development per employee (h)	7.4	8.2	7.7
Annual Anti-harassment Training* (% of employees who completed training)	~81	84	84
Annual Code of Ethics and Anti-Bribery/Anti-Corruption Training* (% of employees who completed training)	79	91.5	89.3
Annual Anti-Bribery & Anti-Corruption Training* (% of employees who completed training)	80	88.1	89.8
Annual Global Security & Safety Training* (% of employees who completed training)	85	59**	87***
Annual Privacy and Data Protection Training* (% of employees who completed training)	70	52	70
Annual Sustainability Training (% of employees who completed training) ****	83.5		

* Please note that for all annual training sessions (that are not offered for the first time), completion rates may seem lower as they actually are, as a significant number of employees will still have the validity of the previous year's completion or are within their due date period.
** Released as a replacement for Physical Security Training in Q4-2024 with a completion rate of 59% as of February 2025.
*** Initially released in Q2-2022 as "Physical Security Training" with a one time completion rate of 87% until Q3-2024.
**** Initially released as a voluntary training and only a mandatory training since FY25.

Sustainability Disclosures

Additional sustainability disclosures are available on our website.

Disclaimer

This report, published on June 30, 2026, speaks as of the date it is published. The contents of this report were developed based on feedback from our internal and external stakeholders and metrics used by corporate responsibility and sustainability rating providers. The metrics and quantitative data contained in this report are not based on generally accepted accounting principles and have not been audited. Neither Akamai Technologies, Inc. (the "Company") nor any of its affiliates assume any responsibility or obligation to update or revise any such information, data, opinions or activities. This report does not, and is not intended to, create any relationship, rights or obligations, legal or otherwise, and you should not rely upon this report to do so. The inclusion of information and data in this report is not an indication that such information or data or the subject matter of such information or data is material to Akamai for purposes of applicable securities laws or otherwise. Our goals regarding our corporate responsibility, ESG initiatives and other forward looking statements are aspirations. They are not guarantees or promises that we will meet all or any of our goals. There can be no assurance that Akamai's ESG initiatives and related policies and procedures will continue; such initiatives, policies and procedures could change, even materially. Akamai may determine, in its discretion, that it is not feasible or practical to implement or complete certain of its ESG initiatives based on cost, timing or other considerations. Any statistics and metrics regarding our corporate responsibility and ESG activities are estimates and may be based on assumptions or developing standards. No part of this report constitutes, or shall be taken to constitute, an offer to sell or the solicitation of an offer to buy any securities of the Company or any other entity. This report is not intended to be relied upon as advice to investors or potential investors and does not take into account the investment objectives, tax considerations, or financial situation or needs of any investor. This report and the information contained in this report are not incorporated by reference into and are not a part of any offer to sell or solicitation of an offer to buy any securities of the Company pursuant to any offering registered under or any offering exempt from the Securities Act of 1933.


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