

AKAMAI TECHNOLOGIES, INC.

TALENT, LEADERSHIP AND COMPENSATION COMMITTEE CHARTER

(Revised September 8, 2021)

A. Purpose

The purpose of the Talent, Leadership & Compensation Committee (the “TL&C Committee”) of the Board of Directors (the “Board”) of Akamai Technologies, Inc. (the “Company”) is to assist the Board in its discharge of its oversight responsibilities relating to talent development and succession planning, compensation of the Company’s executive officers, directors and other employees, and employee health and safety and engagement.

B. Structure and Membership

1. Number; Chair. The TL&C Committee shall consist of such number of directors as the Board shall from time to time determine, and in no case shall have fewer than two members. Unless the Board elects a Chair of the TL&C Committee, the TL&C Committee shall elect a Chair by majority vote.
2. Independence. Except as otherwise permitted by the applicable Nasdaq rules, each member of the TL&C Committee shall be an “independent director” as determined in accordance with the applicable Nasdaq rules.
3. Selection and Removal. The Environmental, Social and Governance (“ESG”) Committee of the Board shall recommend directors for selection and appointment to the TL&C Committee; provided that, the Members of the TL&C Committee shall be selected and appointed by the Board. The Board may remove members of the TL&C Committee from such committee, with or without cause.

C. Authority and Responsibilities

General

The TL&C Committee shall assist the Board and its other committees in fulfilling its responsibilities to shareholders concerning executive compensation and related matters in accordance with its business judgment and in light of the overall business objectives and strategy of the company. The TL&C Committee shall also review and discuss with management the Company’s key human resource management strategies and programs, including (i) diversity, equity and inclusion, pay equity and other ESG initiatives and (ii) initiatives and programs related to corporate culture and enterprise-wide talent development and succession planning.

1. CEO Compensation. The TL&C Committee shall annually review and set the compensation of the Company’s Chief Executive Officer (the “CEO”); the CEO’s compensation shall reflect the Board’s evaluation of the CEO’s performance.
2. Executive Officer Compensation. The TL&C Committee shall review and approve, or recommend for approval by the Board, executive officer (including CEO to the extent not covered by (1) above) compensation, including salary, bonus and incentive compensation levels; deferred compensation; executive perquisites; equity compensation (including awards to induce

employment); severance arrangements; change-in-control benefits and other forms of executive officer compensation.

The TL&C Committee shall meet without the presence of executive officers (other than the Chief Human Resources Officer if invited to attend) when approving or deliberating on CEO compensation but may, in its discretion, invite the CEO to be present during the approval of, or deliberations with respect to, other executive officer compensation. The TL&C Committee shall periodically review compensation practices for incentives that may promote inappropriate risk-taking and any mitigating factors that the Corporation has or should consider implementing. At least annually, in accordance with Regulation S-K Section 402(s), the TL&C Committee shall consider whether the Company's compensation programs are reasonably likely to create risks that could have a material adverse impact on the Company.

3. Talent Development. As a complement to the Board's oversight of executive succession planning, the TL&C Committee will periodically review and discuss with management its talent development and related initiatives.
4. Employee Engagement and Well-Being. The TL&C Committee will support the Board's and the ESG's Committee's oversight of the Company's strategies, programs and initiatives related to employee health, safety and well-being; engagement; and diversity and inclusion.
5. Plan Recommendations and Approvals. The TL&C Committee shall periodically review and make recommendations to the Board with respect to incentive-compensation plans and equity-based plans. The TL&C Committee, or a majority of the independent members of the Board, shall review and approve any tax-qualified, non-discriminatory employee benefit plans and any parallel nonqualified plans for which stockholder approval is not sought and pursuant to which options or stock may be acquired by officers, directors, employees or consultants of the Company.
6. Administration of Plans. The TL&C Committee shall exercise all rights, authority and functions of the Board under all of the Company's stock option, stock incentive, employee stock purchase and other equity-based plans, including without limitation, the authority to interpret the terms thereof, to grant options thereunder and to make stock awards thereunder; provided, however, that, except as otherwise expressly authorized to do so by this charter or any such plan or a resolution of the Board, the TL&C Committee shall not be authorized to amend any such plan. To the extent permitted by applicable law and the provisions of a given equity-based plan, the TL&C Committee may delegate to one or more executive officers of the Company the power to grant options or other stock awards, and amend the terms of such awards, pursuant to such equity-based plan to employees of the Company or any subsidiary of the Company who are not directors or executive officers of the Company, such power to be subject to the parameters and limitations set forth in the applicable resolutions adopted by the TL&C Committee. The TL&C Committee, or a majority of the independent members of the Board, shall approve any inducement awards granted in reliance on the exemption from stockholder approval contained in Nasdaq Rule 5635(c)(4).
7. Director Compensation. The TL&C Committee shall periodically review and make recommendations to the Board with respect to director compensation.
8. Review and Discussion of Compensation Discussion and Analysis; Recommendation to Board. The TL&C Committee shall review and discuss annually with management the Company's "Compensation Discussion and Analysis" required by Item 402(b) of Regulation S-K (the "CD&A"). The TL&C Committee shall consider annually whether it will recommend to the

Board that the CD&A be included in the Company's Annual Report on Form 10-K, proxy statement on Schedule 14A or information statement on Schedule 14C.

9. TL&C Committee Report. The TL&C Committee shall prepare the annual TL&C Committee Report required by Item 407(e)(5) of Regulation S-K.
10. Employee Benefit Plans; Non-Executive Compensation Policies. The TL&C Committee shall periodically review the goals and objectives of the Company's non-executive compensation plans and other employee benefit plans (subject to oversight of retirement plans by the Finance Committee of the Board). The TL&C Committee shall also perform such duties and responsibilities, and have such authority, related to employee benefit plans specifically assigned to the Board under the terms of such employee benefit plans or applicable law or regulation. To the extent permitted by applicable law and the provisions of any employee benefit plan, the TL&C Committee may delegate any of its duties, responsibilities or authority in connection with any employee benefit plan to members of management as the TL&C Committee deems appropriate.
11. Additional Powers. The TL&C Committee shall have such other powers as may be delegated from time to time by the Board.

D. Procedures and Administration

1. Meetings. The TL&C Committee shall meet as often as it deems necessary in order to perform its responsibilities. The TL&C Committee may also act by unanimous written consent in lieu of a meeting. The TL&C Committee shall keep such records of its meetings as it shall deem appropriate.
2. Subcommittees. The TL&C Committee may form and delegate authority to one or more subcommittees as it deems appropriate from time to time under the circumstances (including (a) a subcommittee consisting of a single member and (b) a subcommittee consisting of at least two members, each of whom qualifies as a "non-employee director," as such term is defined from time to time in Rule 16b-3 promulgated under the Securities Exchange Act of 1934, as amended, and an "outside director," as such term is defined from time to time in Section 162(m) of the Internal Revenue Code of 1986, as amended, and the rules and regulations thereunder).
3. Reports to Board. The TL&C Committee shall report regularly to the Board.
4. Charter. The TL&C Committee shall, from time to time as it deems appropriate, review and reassess the adequacy of this Charter and recommend any proposed changes to the Board for approval.
5. Compensation Consultants; Legal Counsel and Other Advisors. The TL&C Committee may, in its sole discretion, retain or obtain the advice of compensation consultants, legal counsel or other advisors. The TL&C Committee shall be directly responsible for the appointment, compensation and oversight of the work of any compensation consultant, legal counsel and other advisor retained by the TL&C Committee. The TL&C Committee is empowered, without further action by the Board, to cause the Company to pay the compensation, as determined by the TL&C Committee, of any compensation consultant, legal counsel and other advisor retained by the TL&C Committee. The TL&C Committee may select, or receive advice from, a compensation consultant, legal counsel or other advisor, only after taking into consideration the applicable factors affecting independence that are specified in Nasdaq Rule 5065(d)(3)(D).

6. Investigations. The TL&C Committee shall have the authority to conduct or authorize investigations into any matters within the scope of its responsibilities as it shall deem appropriate, including the authority to request any officers, employee or advisor of the Company to meet with the TL&C Committee or any advisors engaged by the TL&C Committee.
7. Review of Committee Performance. The TL&C Committee shall review its performance on a regular basis; this review may be done in conjunction with the full Board's evaluation processes.