



## 2022 Ireland Binary Gender Pay Gap Report

At Twilio we believe businesses should leave society better than they found it - this is more than an aspiration for us, it's a driving force behind how we operate. This extends into multiple areas of our business including our approach to diversity, equity, and inclusion; we strive to build a diverse workforce, promote equity in our practices, and create inclusive communities where all Twilio employees can thrive.

There are a number of ways in which Twilio is already working to support diversity and, as part of that, the women who contribute to the continued success of our company. Twilio continues to maintain healthy pay parity, ensuring that employees with the same job and location are paid fairly relative to one another, regardless of gender - this is highlighted by our 99% pay parity on a salary basis for roles in Ireland.

When hiring, Twilio ensures there are representative panels of candidates for open positions. For employees, our women's Employee Resource Group (ERG), Women@Twilio, strives to support and encourage all women and non-binary Twilio employees around the globe. The ERG enables them to discuss career development, health and wellbeing, as well as creating a safe space for discourse among women and allies.

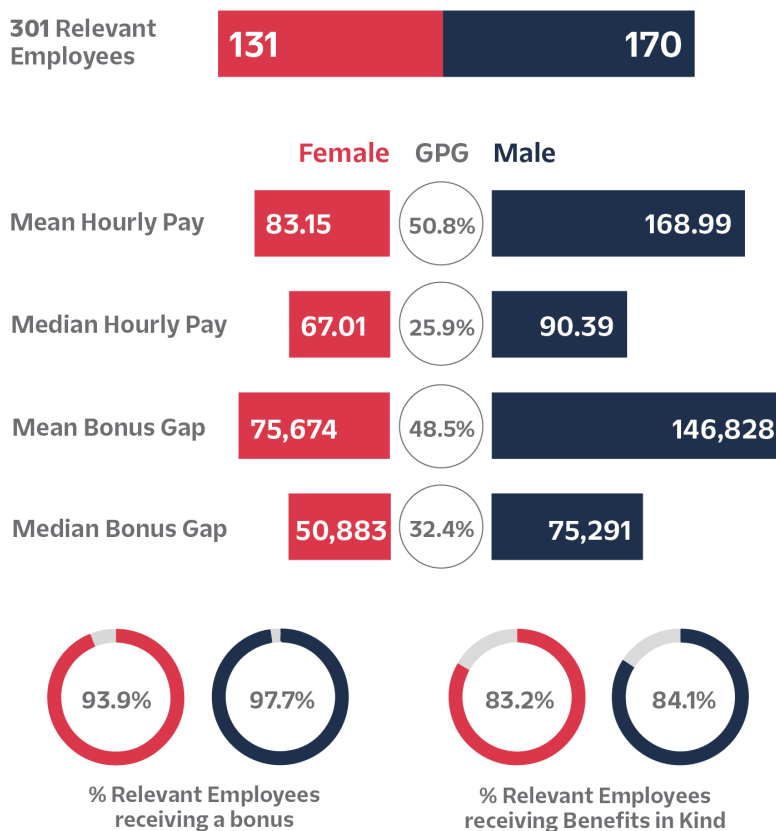
### Our gender pay gap data in Ireland

Ireland's Gender Pay Gap Information Act 2021 requires organizations to report on their gender pay gap, explain the reasons for any gap and how the gap will be addressed. The gender pay gap does not equate to pay parity in like-for-like roles. Rather, it is the difference between the hourly pay of men and women as a proportion of the male figure across all roles of the organization; the difference is also calculated for "bonus", which at Twilio includes equity grants and commission earnings.

In Ireland, Twilio's workforce on the snapshot day of 12 June 2022 was made up of 57.5% who identify as men, 41.5% who identify as women and 1% who chose not to disclose their gender. In line with legislation, the 1% of employees who chose not to disclose are removed from the data findings. Twilio welcomes the opportunity that the legislation has afforded us to identify our gender pay gap, to understand the potential reasons for the gap and to address it. In this first year of reporting, Twilio's gender pay gap and metrics for Ireland are summarized below:



Graphic 1: Key gender pay gap metrics

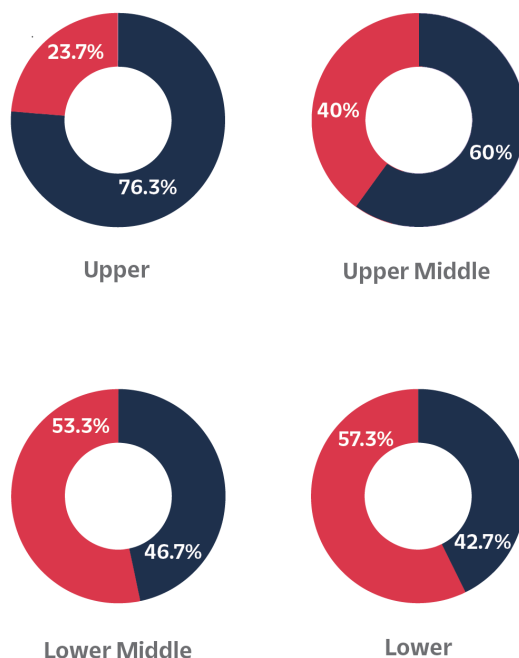


**Notes:**

- Hourly pay, as defined in legislation, includes base pay, all earned bonus pay (commission and equity value on award date), on-call, overtime, sign-on or retention pay, divided by the hours worked.
- Bonus pay, as defined in legislation, includes commission and equity value on award date. Twilio does not have an annual bonus program, but equity is considered "bonus" compensation for the purposes of this report.



Graphic 2: Hourly pay quartiles\*



\*pay quartiles illustrate the proportion of men and women in each hourly pay quartile banding

### Underlying issues and actions to be taken

Based on our evaluation of the data presented in graphics 1 and 2, the primary issue that influences our gender pay gap in Ireland is the low representation of women at more senior levels of our organization and in higher paying specialisms within the company; it is clear that Twilio needs to:

- Advance efforts to support women in their careers within the company and ensure that they have equal opportunities when it comes to career progression. While Twilio's representation of women in Ireland is relatively healthy at 42% across all levels, when looking at the director+ or manager level, the percentage of women falls significantly, to 24% and 28%, respectively.



- Focus on our efforts to attract more women into the higher paying specialisms, particularly tech roles and quota-carrying sales roles. This will not be without difficulty, as this is a systemic challenge: there are fewer women studying STEM subjects and therefore available to enter these higher-paying technically-oriented professions.

### **What are we doing about it?**

- Looking ahead to 2023, we will be rolling out a career development program for women across all functions in EMEA that focuses on development of leadership skills, manager skill sets, career planning, mentorship and coaching. As part of the program, participants' managers will participate in virtual workshops on the role they play in nurturing, developing and retaining talent and sharing best practices on how to best coach their talent.
- In 2023, we will host a series of roundtables in partnership with our Employee Resource Groups in EMEA. These roundtables will provide a safe space and avenue for two-way communication, enabling employees to share their lived experiences with senior management in EMEA, and for action plans to be created to address key themes raised.
- We will continue to offer internal mentorship opportunities across EMEA in partnership with our global Employee Resource Groups (ERGs) and the business.
- We've established new DEI partnerships with global organizations to help us find, grow, and keep diverse talent in various demographics, regions, and countries. In 2023, we will continue to partner with organizations like Advancing Women in Tech and INvolve to support the growth and development of women in the workplace.
- The BetterUp online coaching program was initially offered to all people managers. In 2022, we opened the program up to all Twilions globally to promote career growth opportunities for underrepresented/marginalized communities.
- We will continue to use the Inclusion Rule, an internal recruitment process by which we endeavor to have a representative slate of candidates at the onsite stage of the interview process.

Through the coming months and years, we will continue to further diversity, equity, and inclusion in our workforce and, as part of that, ensure women are supported as they advance their careers at Twilio. The programmes we put in place will deliver value to all of our employees, but notably to women and other underrepresented talent, and we are confident our efforts will yield positive results in our future gender pay gap reporting.

Signed

Avril O'Flynn, Senior Director, Human Resources and David Parry-Jones, Senior Vice President, International