



2023 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 and a diverse group of stakeholders participating in the interview process. 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.

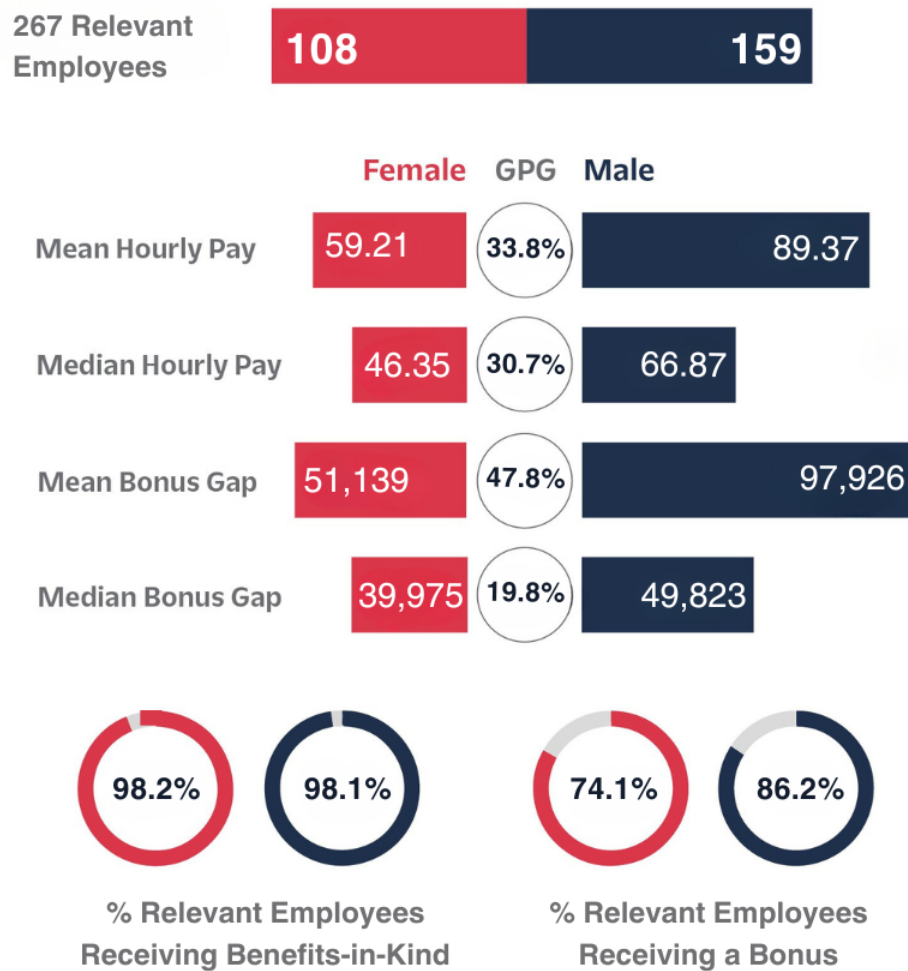
Our gender pay gap data in Ireland

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 equity or 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 30 June 2023 was made up of 59.55% who identify as men, 40.45% who identify as women. In line with legislation, 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 second year of reporting, we have made progress on our mean gender hourly pay gap (from 50.8% to 33.8%) and the median bonus gap (from 32.4% to 19.8%). Twilio's gender pay gap and metrics for Ireland are summarized below:



Graphic 1: Key gender pay gap metrics

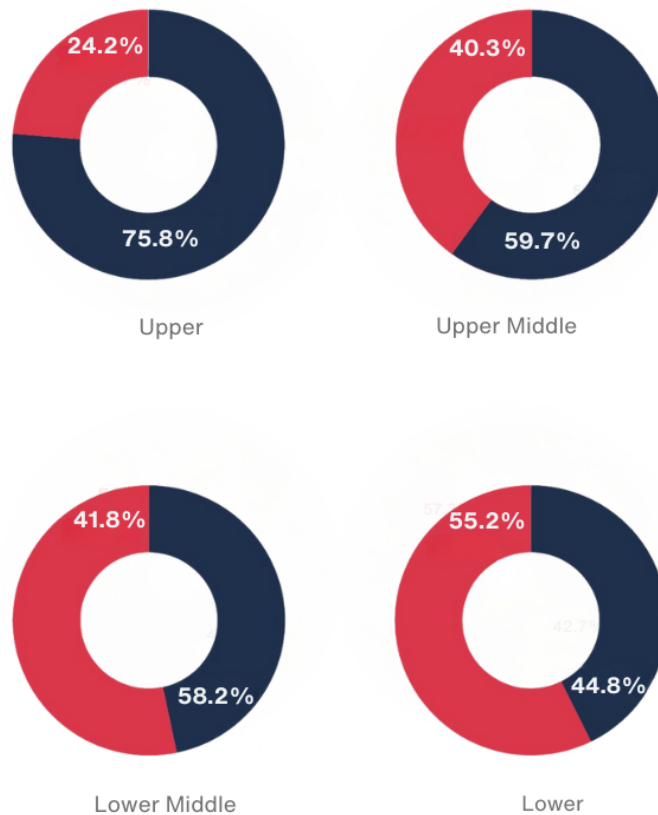


Notes:

- 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 lower 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:

- Continue 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 over 40% across all levels, when looking at the director+ or manager level, the percentage of women falls significantly, to 29% and 28%, respectively.



- Focus on our efforts to attract more women from non-tech specific industries and diverse educational backgrounds into roles where their skillset and proper mentorship allows them to succeed.

What are we doing about it?

- In 2023 and continuing in 2024, we are hosting 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 both business units and with the global Employee Resource Groups (ERGs).
- 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 2024, 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. Across the globe, 667 individual contributors were coached across 2700+ sessions with 93% reporting that their session helped them be more effective at work. 141 people managers coached across 900+ sessions and 95% reporting their coaching session helped them be more effective at work.
- We will continue to use a version of our Inclusion Rule for Senior Manager + hires in EMEA, an internal recruitment process by which we endeavor to have a representative slate of candidates within the interview process.
- Conduct enablement sessions to empower recruiters to discuss the pay gap with hiring managers.

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

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