



2023 UK 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.

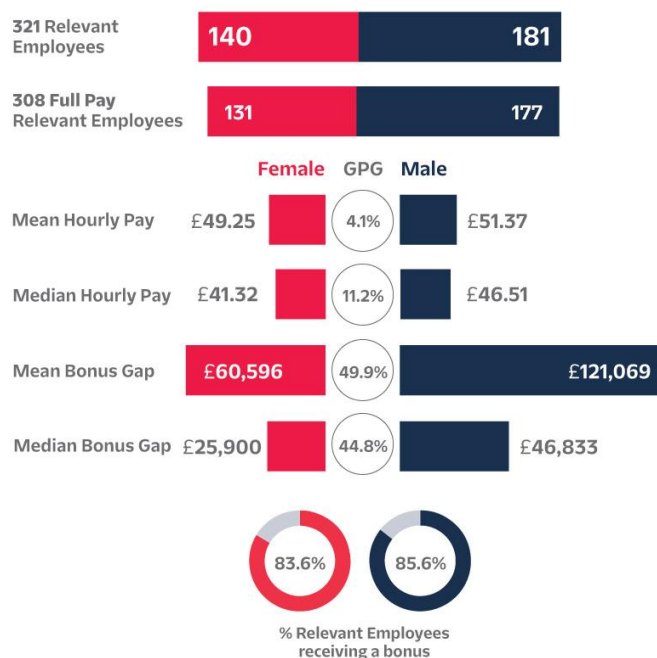
There are a number of ways in which Twilio is already working to support diversity and, as part of that, the women who contribute to the continued success of our company. Twilio continues to maintain healthy pay parity, ensuring that employees with the same job and location are paid fairly relative to one another, regardless of gender - this is highlighted by our 99.93% pay parity on a salary basis for roles in the UK.

Our gender pay gap data in the United Kingdom

In the UK, any employer with 250 or more employees on a specific date each year (the 'snapshot date') must report their gender pay gap data. 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 on vest and commission earnings.



Graphic 1: Key gender pay gap metrics



Notes:

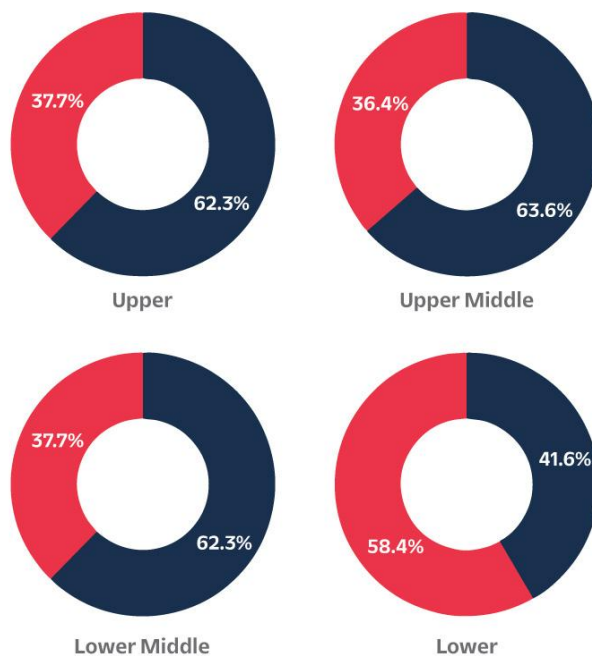
- A Full Pay relevant employee is defined as a relevant employee who is not receiving reduced pay as a result of leave during the relevant pay period; a Relevant Employee is any employee who was employed by Twilio UK Limited on the snapshot date of 5 April 2022.
- Hourly pay, is calculated according to the following formula:
 - $(\text{ordinary pay in the relevant pay period}^* + \text{pro-rated bonus pay during the relevant pay period}) \times \text{multiplier}^{**} / \text{weekly working hours}$
- Ordinary pay, as defined in the legislation, includes basic pay, allowances and any shift premia
- Bonus pay, as defined in legislation, includes commission and equity value on vest award date. Twilio does not have an annual bonus program, but equity value at vest is considered "bonus" compensation for the purposes of this report.

*April 5, 2022

**7/30.44, where 30.44 is the number of days in a month per the legislation



Graphic 2: Hourly pay quartiles*



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

Key conclusions and actions to be taken

Based on our evaluation of the data presented in graphics 1 and 2, Twilio has good representation of men and women across the UK organization as a whole, and this is reflected in our base salary pay gap. The primary factor that influences our bonus pay gap in the UK is lower representation of women at more senior levels of our UK organization, in higher paying specialisms within the company and in roles where commission and stock grants play a significant role in overall compensation; it is therefore 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 the UK is relatively healthy at 43.6% across all levels, when looking at more senior levels in the organization, the percentage of women falls and male employees make up a larger portion of the employee base in the upper pay quartiles.
- 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?

As a company, we will continue to develop our initiatives to support women as they progress through their careers to senior positions and are exploring further opportunities to put in place programmes to ensure that we support women and other employees from diverse backgrounds as they grow their careers with Twilio.

To engage and enable the women of Twilio, we will continue to host events and roundtables that 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 also continue to offer internal mentorship opportunities across EMEA in partnership with our global Employee Resource Groups (ERGs) and the business.

Aligning with the need to attract more women into technology and into certain roles within the industry, 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.

Additionally, the BetterUp online coaching program was initially offered to all people managers at Twilio but has since been opened up to all Twillions globally to promote career growth opportunities for underrepresented and marginalized communities.

Lastly, to ensure our hiring practices align to our diversity goals, 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 focus on diversity, equity, and inclusion in our workforce and, as part of that, ensure women are supported as they advance their careers at Twilio. Our programmes will deliver value to all of our employees, but notably to women and other underrepresented talent, and we are confident our efforts will positively influence the experience of working at Twilio as well as our future gender pay gap reporting.

I confirm that the gender pay gap information published within this document is accurate.

Signed,

Elaine McAuley, Director, HR Business Partner and Sarah DiLorenzo, Vice President of Ethics, Corporate Compliance and Risk Management