

2025 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 that extends into multiple areas of our business including our approach to diversity and inclusion (D&I). We strive to build a diverse workforce, promote fair opportunity for all, 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 creates a safe space for discourse among women and allies by enabling them to discuss career development, health, and wellbeing.

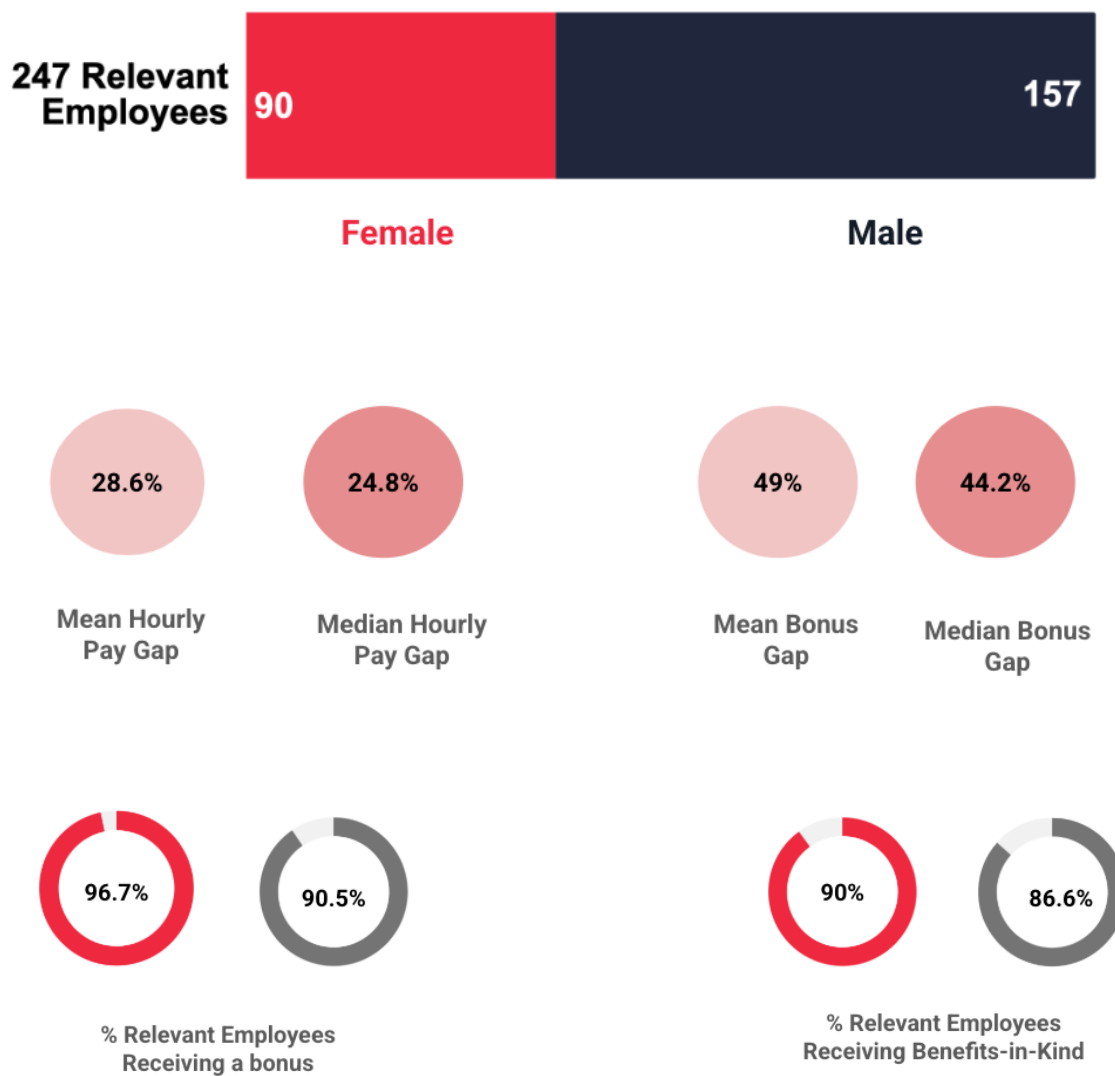
Our gender pay gap data in Ireland

Ireland's Gender Pay Gap Information Act 2021 requires organisations 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 across all roles in the organisation. The difference is also calculated for bonus pay, which at Twilio includes equity grants, annual bonus and commission earnings.

In Ireland, Twilio's workforce on the snapshot day of 15 June 2025 was made up of 63.56% employees who identify as men and 36.46% who identify as women. In line with legislation, employees who chose not to disclose are removed from the data findings. Twilio welcomes the opportunity 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 fourth year of reporting, our mean gender hourly pay gap is at 28.6% (essentially flat from last year at 28.8%). The mean bonus gap is at 49% (essentially flat from last year at 49.2%).

Twilio's gender pay gap and metrics for Ireland are summarised below.

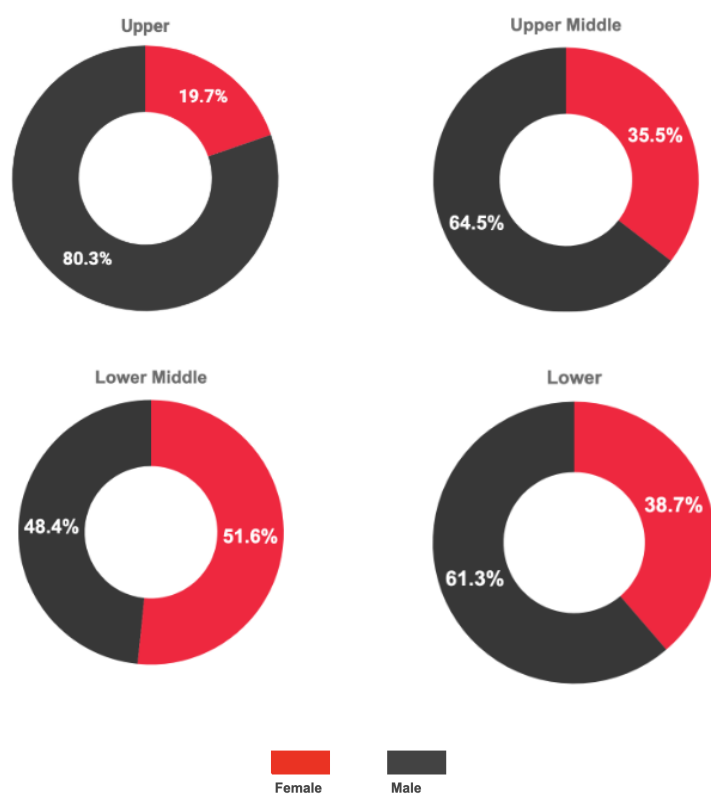
Graphic 1: Key gender pay gap metrics



Notes:

- Hourly pay, as defined in legislation, includes base pay, all earned bonus pay (bonus, commission and equity), on-call, overtime, and sign-on or retention pay, divided by the hours worked.
- Bonus pay, as defined in legislation, includes annual bonus, commission and equity.

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 organisation 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 36% across all levels, when looking at the Director & above or Manager & above level, the percentage of women falls to 22.7% and 34.4%, respectively.
- Continue to focus on our efforts to attract more women from non-tech specific industries and diverse educational backgrounds into roles where their skillsets and access to career growth and development opportunities enables them to succeed.
- Ensure equitable access to career development and drive a global environment of inclusion.

What are we doing about it?

In 2025, Twilio refreshed Twilio Together, our updated Diversity and Inclusion philosophy focused on building a globally inclusive environment. As part of this, we are embedding D&I best practices into people related processes and policies and fostering leadership and business engagement in D&I efforts. Our global inclusion approach, developed with input from women and under-represented groups, ensures that all Twilions can build the best products and solutions for our global customers.

Our goal is to increase gender representation at senior levels by ensuring equitable access to opportunities and addressing potential barriers throughout the employee lifecycle. In 2025 we launched a skills management platform that positions us to further prioritize skills-based hiring and development, while fostering inclusive hiring practices. In 2026, this platform will be utilized to provide greater visibility of and opportunities for internal mobility and support the career progression of women at Twilio.

In 2026, we will focus on rolling out an inclusive recruitment strategy that leverages external partnerships. This strategy aims to provide tools and resources to recruiters and hiring managers to support inclusive hiring practices and raise awareness about the gender pay gap. With Ireland recognised as a strategic location for tech talent, our external



partnership strategy will focus on increasing the recruitment of women for senior roles and enhancing gender representation Early In Career.

In 2026, in partnership with our EMEA based Employee Resource Groups, we will continue to host safe space roundtables providing an avenue for two-way communication, where employees can share their lived experiences with senior management in EMEA. These sessions will allow us to develop action plans to address key themes and challenges.

We recognize that one of the key barriers to career advancement for women is work-life balance. To mitigate this, Twilio is committed to our “open work” approach to remote work empowering employees with the flexibility they need.

These initiatives will help ensure greater access to career development, mobility, and leadership opportunities for women. Through the coming months and years, we will continue to further diversity and inclusion in our workforce and ensure that all employees – including women – are supported as they advance their careers at Twilio. We are confident our efforts will yield positive results in our future gender pay gap reporting.

Signed,

Elaine McAuley, Senior Director, Human Resources Business Partner

Pat Hession, VP Platform Engineering Messaging, EMEA