**2026 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 creating a globally inclusive environment. We strive to promote fair and equal access opportunities for all, and create inclusive communities where all Twilio employees can thrive.

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.

**Our gender pay gap data in Ireland**

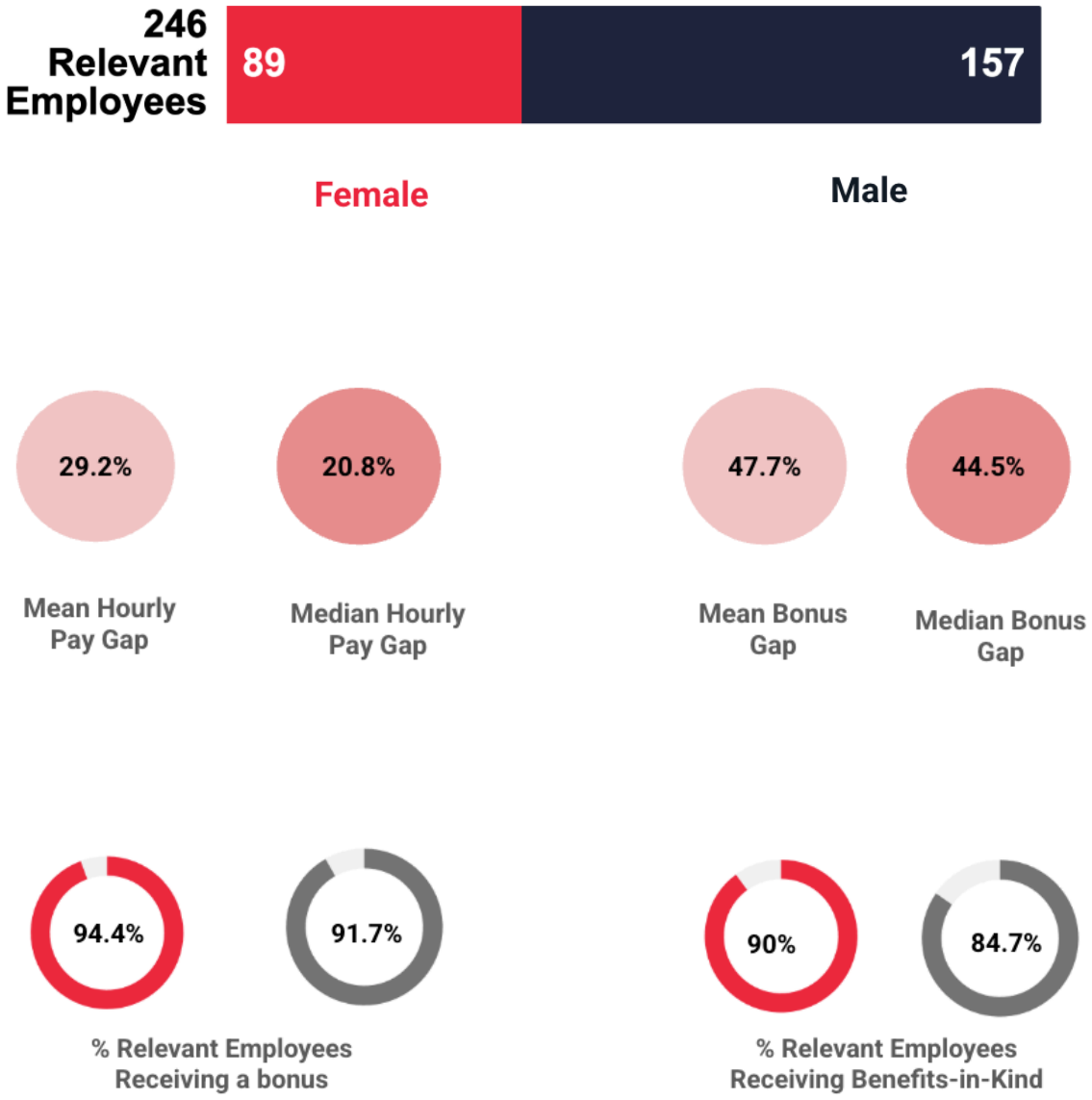
Ireland's Gender Pay Gap Information Act 2021 requires organisations to report on their gender pay gap, explain the reasons for any gap, and how the gap will be addressed. The gender pay gap does not equate to pay equity or pay parity in like-for-like roles. Rather, it is the difference between the hourly 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 2026 was made up of 63.8% employees who identify as men and 36.2% 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 fifth year of reporting, our median gender hourly pay gap is at 20.8% (lower from last year at 24.8%). The median bonus gap is at 44.5% (nearly flat from last year at 44.2%).

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

70 Sir John Rogerson's Quay
Dublin 2, D02 R296
Ireland

**Graphic 1: Key gender pay gap metrics**

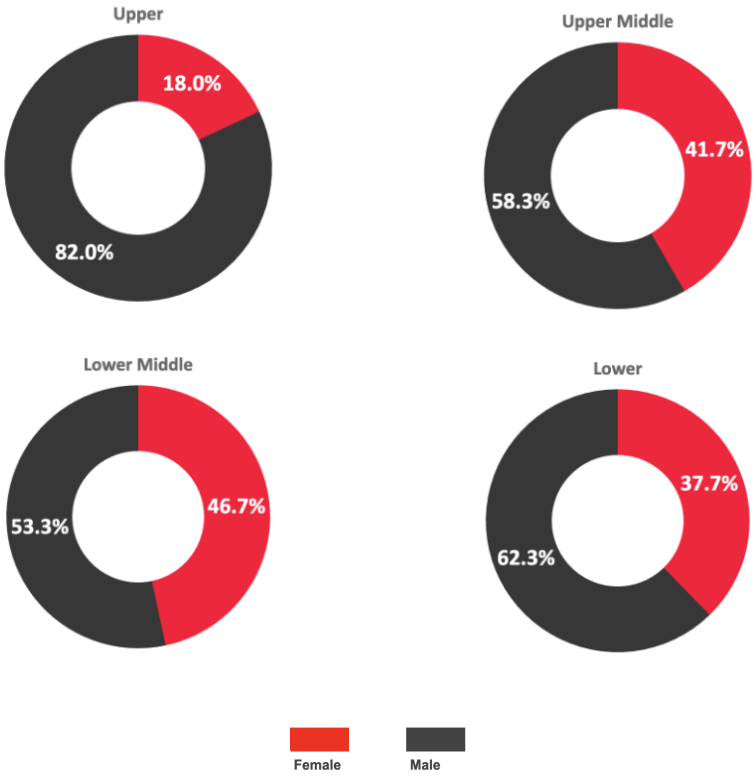



**Notes:**

● 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 specialities within the company. It is clear that Twilio needs to:

- Continue to advance efforts to support employees in their careers within the company and ensure that they have equal opportunities when it comes to career progression.

- Ensure access to career development and drive a global environment of inclusion.

**What are we doing about it?**

In 2026, Twilio refreshed Twilio Together, our philosophy focused on building a globally inclusive environment. As part of this, we are embedding inclusion best practices into people related processes and policies. Our global inclusion approach ensures that all Twilions can build the best products and solutions for our global customers.

Twilio's Employee Resource Groups (ERGs) are central to how community is built and belonging is cultivated across our global organisation. Designed to align with Twilio's commitment to inclusion, and social impact, ERGs offer career development, personal growth resources, and peer support for all employees. For example, Women@ Twilio is our ERG dedicated to women and non-binary employees. This group focuses on career development and overall wellbeing by fostering mentorship, sharing professional growth resources, and connecting members to Twilio benefits programs. In combination with open discussions, Women@ Twilio members feel valued and supported. In alignment with Twilio's commitment to inclusion, all of our ERGs welcome every employee, regardless of how they identify.

In 2026, our ERGs hosted a wide range of global initiatives and workshops focused on professional development, wellness, community impact, and cultural awareness, including:

- **Professional Growth & Career Advancement:** Navigating the Workplace as a Neurodivergent Professional, The Power of Perspective, and The Art and Science of Confident Communication.
- **Financial Education & Wellness:** Financial Essentials, From Paycheck to Portfolio, and Supporting Caregivers at Work.
- **Accessibility & Wellbeing:** Ability, Access, and Accommodation, The Energy Workshop: Recharge and Find Balance, and mental health sessions.

Looking ahead to 2027, our ERGs will remain a vital engine for inclusion, driving initiatives focused on professional advancement, cultural awareness, and meaningful employee connection globally.

In 2026, we moved our internal job board onto our skills management platform and launched our new Internal Mobility policy which added guidance that most roles must be posted internally for a minimum time on the platform. This positions us to further prioritize opportunities for growing leaders from within.

We also offer programs to build leaders of the future at Twilio, Twilio Accelerate is a high-impact career development program for all leaders, with a focus on people managers. Delivered in cohorts of 20 to 30 participants, this six-session, workshop-based program ties directly to Twilio's Leadership Expectations – with a goal of more than 80% of surveyed managers feeling confident in applying those expectations in their roles.

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 to do their best work.

These initiatives will help ensure greater access to career development, mobility, and leadership opportunities for women. Through these ongoing efforts, we'll ensure our leaders and employees have the resources and support necessary to thrive. We are confident our efforts will yield positive results in our future gender pay gap reporting.

Signed,
Elaine McAuley, Senior Director, Human Resources
Pat Hession, VP Engineering