Twitter UK Gender Pay reporting 20/21

At Twitter, we're on a journey to become the world's most inclusive and diverse tech company. We've set a bold vision for workforce representation by 2025 and have doubled down on inclusion and diversity programs to accelerate progress. In the UK, our workforce has increased by 24% in 2019-2020, and as we grow our business we are continuing our efforts to meet these bold goals, including committing to recruit more females into our leadership and technical roles in the UK and globally. This report outlines the results we found as we completed our gender pay gap analysis in the UK, while also reaffirming our commitment to the programmes in place to make meaningful change over time to close this gap.

Our approach to Pay Transparency

Each year, Twitter completes a global pay equity analysis to ensure all employees (we refer to as Tweeps) are paid equitably. We use a pay equity model as it compares similar Tweeps, after taking into account factors like *level and experience.* The results of our analysis to date consistently show that Tweeps are paid equitably across Twitter, with Women earning 100% of equivalent to male Tweeps.
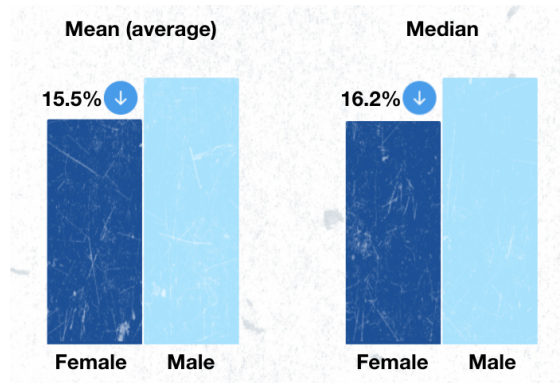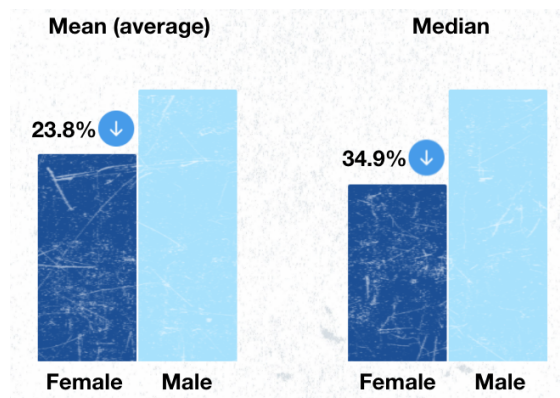
We wanted to go further by conducting additional analysis in 2020 that is fundamentally different from the methodology used in traditional pay equity and pay gender studies.

In contrast to our pay equity analysis which analyzes pay holding known factors that impact pay constant and seeing if remaining variation in pay is due to demographic differences, we looked at the overall distribution of Women and Underrepresented Minorities (URMs) at the company and compared that to the overall compensation earned by Women and URMs to better understand how pay is distributed to Women and URMs. In this analysis, which did not control for level or position, we found that while Women represented 42.6% of the global Tweepforce, they netted 36.6% of total compensation. In this analysis, we determined that the main driver of the gap is the lower number of Women in leadership / Sr. technical roles. We attribute the UK Pay Gender results (below) to the same driver.
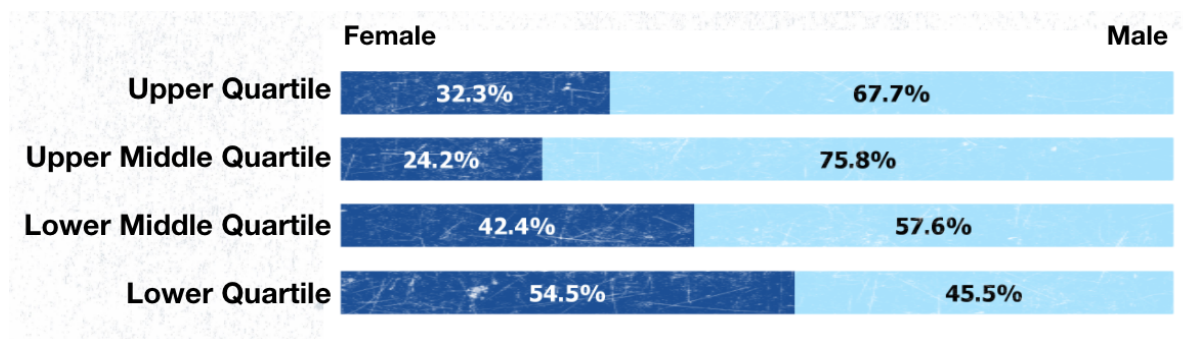
These insights have accelerated our efforts already underway to increase representation and retention of Women in leadership and technical positions via our hiring, talent development and promotion practices.

Our UK Pay Gender results

The UK Gender Pay Gap is the difference between what male and female employees in the UK are paid, measured by calculating their average earnings. As per the UK Government regulations, the data below is based on a snapshot of all Twitter UK employees employed on April 5, 2020. Twitter UK's mean (average) pay gap is 15.5% and its median pay gap is 16.2%. Currently, technical roles account for 43% of our UK workforce, and these roles have an unequal representation of females which results in this gender pay gap. This also flows through to our bonus pay results shown below.

Hourly pay:

Mean (average)   **Median**

15.5% ↓   16.2% ↓

Female   Male   Female   Male

Bonus pay

Mean (average)   **Median**

23.8% ↓   34.9% ↓

Female   Male   Female   Male

In 20/21 the proportion of females receiving a bonus is 95.2% and it is 92% for males

Quartiles:

	Female	Male
Upper Quartile	32.3%	67.7%
Upper Middle Quartile	24.2%	75.8%
Lower Middle Quartile	42.4%	57.6%
Lower Quartile	54.5%	45.5%

What we are doing to close the gap

At Twitter, we are taking a multifaceted approach that addresses the problem from all angles and empowers every single Tweep to be part of the solution. The biggest driver to eliminate this gap is to increase and grow women in leadership and technical roles. To accelerate this we have the following programmes in place:

Accountability and transparency - Accountability starts at the top. Therefore Twitter staff's (direct reports to the CEO) compensation are now linked to the achievement of our diversity metrics.

Inclusive hiring - Twitter has standardised job descriptions which mitigate possible bias. We have a diversity sourcing toolkit and prioritise diversity sourcing efforts for all open roles.We have also expanded our diverse candidate slate initiative, requiring that all open roles have an interview panel with a final slate of at least three qualified candidates, of which at least one must be a woman.

Promotion process - Launched a Consistency and Fairness Taskforce to review our promotions process across Twitter from end to end, which explores new measures to disrupt potential bias.

Twitter Women training programmes - Twitter has developed a suite of training programmes focused on developing and hiring women into tech. This includes hiring programmes like *DevelopHER* to bring in more women into our tech roles. As part of developing our female managers and leaders, we have several offerings available for our female leaders within the UK office like WeLead; a course ran in partnership with UCLA Anderson Executive Education, and Stanford's Women's Leadership program.
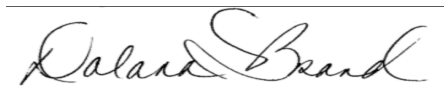
Twitter Women Business Resource Group (BRG) - Increasing and growing more women in tech roles is a key initiative and the one that will have the greatest impact on our gender pay gap. The Twitter Women BRG mission is to build and foster an inclusive and respectful community of technical Women@Twitter by creating avenues for connection and professional achievement.

WomEng - A community of technical women @ Twitter creating avenues for connection and professional advancement. They actively engage women engineers at Twitter to form a community of peers, empower women to advance their technical careers, and connect women engineers with each other beyond the walls of Twitter.

Twitter continues to look for ways to push ourselves and our industry, we know we can do more. This is important work, and we will continue to examine ourselves with a critical eye and push ourselves to do more towards closing this gap.

I confirm that the information and data in this report are accurate and in line with the requirements of the Gender Pay Gap Reporting Regulations.

Signed by:

Dalana Brand
VP, People Experience and Head of Inclusion & Diversity