

Twitter UK Gender Pay Gap Report

At Twitter, we're on a journey to become the world's most inclusive, diverse, equitable and accessible (IDEA) tech company. We've set a bold vision for workforce representation, including that at least half of our Tweepforce will be women by 2025, and have doubled down on inclusion and diversity programs to accelerate progress to achieve that.

This report outlines the results of our gender pay gap analysis in the UK for 21/22, while also reaffirming our commitment to the programmes in place to make meaningful change over time to close this gap, which is attributable to the representation of women in our technical and leadership roles. As we continue to grow at pace we are focused on increasing the representation of women specifically in these roles.

Our commitment to pay equity

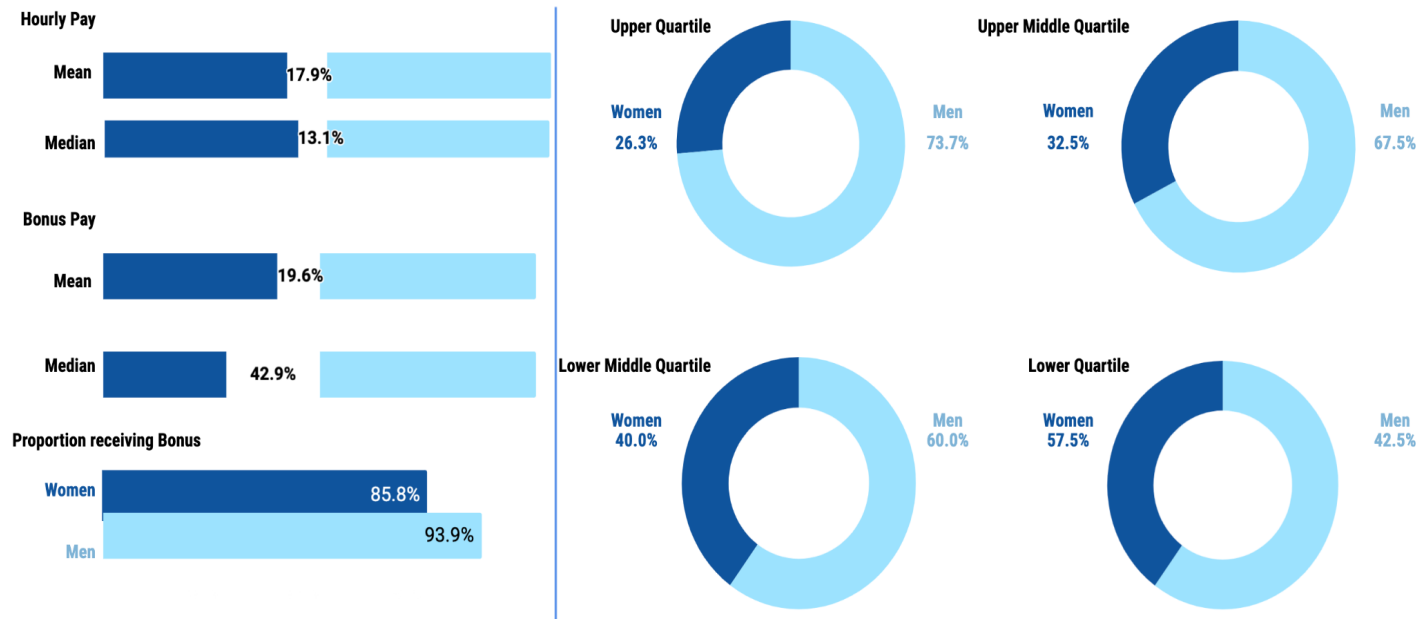
At Twitter, we are committed to #EqualPayforEqualWork. As part of this commitment, every year we review Tweeps' pay following the Q1 comp planning cycle to make sure we're living this value. Our analysis factors in every element of total compensation: base salary, incentive compensation (where applicable), performance bonus, and equity compensation. The results of our analysis to date (including our analysis completed in March 2022) consistently show that Tweeps are paid equitably across Twitter, and that on average, women earn 100% of equivalent men in equivalent roles.

Our UK Gender Pay results

Our pay equity methodology differs from the UK gender pay reporting methodology. The UK Gender Pay Gap is the difference between what men and women employees in the UK are paid, measured by calculating the average hourly rates for all men and women across Twitter UK. As per the UK Government regulations, the data below is based on a snapshot of all Twitter UK employees employed on April 5, 2021. Twitter UK's mean (average) pay gap is 17.9% (compared to 15.5% in 2020) and its median pay gap is 13.1% (compared to 16.2% in 2020). The mean is the average difference between what women and men are paid on an hourly basis. The median is the midpoint between the lowest to highest paid woman versus the midpoint of the lowest to highest paid man.

We have seen a small improvement in our median pay gap but we recognize there's more work ahead. Transparency and fairness are core to our culture, we will hold ourselves accountable to do better.

Currently, technical roles account for 58% of our UK workforce, and these roles have an unequal representation of women - which results in this gender pay gap. Like many tech companies, it has proved a challenge for Twitter to recruit women to those technical roles, which are some of the highest paying roles in our business. This imbalance flows through to our bonus pay results as shown below.



[Graphic Summary: The data in the graphs show that the mean (average) pay gap is 17.9% and the median gap is 13.1% in favor of a man with a bonus pay gap of 19.6% (compared to 23.8% in 2020) and a median gap of 42.9% (compared to 34.9% in 2020) in favor of a man. During the snapshot period, 93.9% of men and 85.8% of women received a bonus. While all Tweeps are eligible for variable pay (either through our Sales Incentive Plan or Performance Bonus Plan), the definition of 'bonus pay' under the Gender Pay Gap Regulations also includes equity grants, and at Twitter, the amount of equity granted is based on level. The differential in bonus reflects that women occupy 26.3% (compared to 32.3% in 2020) of the highest paid jobs and 57.5% (compared to 54.5% in 2021) of the lowest paid jobs].

What we are doing to close the gap

At Twitter, we are focused on improving the representation of women, particularly across our senior leadership and technical roles. Twitter has taken a multifaceted approach empowering every single Tweep to be part of the solution. To accelerate this work we have the following programmes in place:

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

Pay Transparency - Twitter sees Pay Transparency as a critical step in building trust and keeping ourselves accountable to our IDEA goals. In March 2022 during our Q1 compensation cycle, we shared with each Tweep their respective salary range, compa-ratio and annual refresh equity range. In April 2022, we'll internally publish all global salary ranges. This is a huge step forward for Twitter. This increased transparency provides Tweeps with a better understanding of their pay as well as increased clarity about other roles for those considering a career move. We are hopeful that taking the lead on pay transparency will help move our industry forward and attract more women to key roles.

Inclusive hiring - Twitter is very intentional about hiring more women in key roles. To specifically address the need for increased representation of women in tech and leadership roles in the UK, we have launched a pilot targeted hiring programme. This will include an external event series to target:

- Early career women in tech and engineering
- Experienced professional women in tech and engineering

In 2021, we launched new training to ensure every Tweep understands Twitter's principles of Inclusive Hiring. We doubled down on our global Diverse Slates Initiative (DSI), rolling out new training and resources for our Talent Acquisition organization and hiring managers. DSI requires that for all our professional roles, a slate of at least three finalist candidates must be considered by the interview panel before an offer can be extended — one must be a woman.

Career mobility is also very important at Twitter. We have supported a number of our UK women leaders moving to different locations to enhance their career aspirations. While a positive change for our women leaders, their move out of the UK has negatively impacted our gender pay results at this point in time. We've also become a much more distributed and global Tweepforce, putting our Tweeps in the center and prioritizing flexibility and choice in how and where we work is a key objective.

Self ID - As part of our acceleration of global inclusion initiatives, we launched a new Self-ID program in 2021. For the first time, we expanded the categories for voluntary Self-ID and invited Tweeps all around the world to share more about their identity. This program is helping us to unlock new regionally-relevant inclusion programming and talent planning as well as strengthening our inclusive culture. Critically, it also allows us to explore intersectionalities in our assessment of the gender pay gap. With additional data points into the future, Self-ID will also allow us to move beyond the binary in our gender pay gap assessment.

Twitter Women training programmes - Twitter has also developed a wider 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.

Sponsoring@ & Mentoring@ - Supporting these important learning initiatives is our Mentoring@ programme which launched in 2021 and connects those looking to grow their knowledge and skills with those who can help guide that growth. We are also launching Sponsoring@ in 2022 which is specifically for women talent and advocates for them taking the next step in their career at Twitter.

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. Twitter Women is a global [Business Resource Group \(BRG\)](#) that fosters professional development, skill-building, and networking for women, as well as our gender non-conforming/non-binary and men allies. Twitter Women aims to promote gender equity and support the inclusion and advancement of women at Twitter and beyond. More specifically, our WomEng group is a community of technical women @ Twitter that actively engages 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 to move faster and we know we can do more. This is important work, and we will continue to examine ourselves to accelerate 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:

A handwritten signature in black ink, appearing to read 'C McMillian', with a long horizontal flourish extending to the right.

Courtney McMillian
Head of Total Rewards, Twitter