



2022 Impact and DEI report

Connecting our product, capital, and people to advance our environmental, social, and governance (ESG) work



Action for the Climate Emergency

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Letter from the CEO

Tough times are, well, tough, but they're also clarifying. That's where I find myself as I reflect on the past year – in a turbulent macroenvironment that is pushing organizations to get very clear about what matters and what doesn't. For Twilio, what has always mattered is that as we build a generational company, we leave society better than we found it. In order to make good on this commitment, ten years ago we launched Twilio.org, the social impact arm of Twilio. This year, we're celebrating a decade of Twilio.org leveraging our product, capital and people to drive positive change in society. Today, that value remains core to our business, even as we adapt our organization to become a profitable growth company.

During a year of continued geopolitical conflict, climate change, and an unpredictable global economy, we continued to focus our social impact efforts where Twilio's products, funding and team could drive the most impact. To do that, we deployed Twilio technology and funding to help organizations support communities recovering from humanitarian crises around the globe. We also made improvements to how we measure demographic employee data, and challenged ourselves to make decisions through a more equitable lens, all in service of creating an inclusive environment where all of our employees

can do meaningful work. These are areas inside and outside the company where we are uniquely positioned to make the most difference.

Looking back on 2022, I'm inspired by the results of this focused work. Over 15,000 social impact organizations, including nonprofits, social enterprises, government agencies, and educational institutions rely on our customer engagement platform to reach 559 million people each year, and provide vital social support. Twilio.org partners leveraged our technology to aid people displaced by humanitarian conflict, inspire action around climate change, and create more equity in communities facing systemic barriers. Organizations like the Norwegian Refugee Council used Twilio chatbots and SMS to address financial requests from Ukrainian refugees in need of financial support as they fled the conflict in their country. Inside the company, Twilio employees volunteered more than 7,600 hours of their time to do good in their communities. We also continued our work to build a more inclusive and representative workforce, with Twilions from underrepresented backgrounds attending 102 leadership training opportunities.

I'm immensely proud of the impact Twilio employees, customers, and partners have made in the past decade to leave society better than we found it. As we continue to refine the scope of our efforts, I'm excited to see what we build next. Here's to the next ten years of impact.

Onward!
Jeff Lawson



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For Twilio, what has always mattered is that as we build a generational company, we leave society better than we found it. In order to make good on this commitment, ten years ago we launched Twilio.org, the social impact arm of Twilio. This year, we're celebrating a decade of Twilio.org leveraging our product, capital and people to drive positive change in society. Today, that value remains core to our business, even as we adapt our organization to become a profitable growth company.

JEFF LAWSON (HE/HIM),
CEO & Co-founder, Twilio

Driving impact where it matters most

We believe business should leave society better than we found it. Every year, we reflect on the work we're doing, taking stock of how much we achieved and where we need to push for more progress. We've integrated social impact into Twilio since nearly the beginning and continued to evolve our work along with growing our business. In the face of ongoing societal and geopolitical challenges, this continues to be important.

We're staying focused on where our products, funding, and team can make an outsized impact in society. We're continuing to promote equity in our practices to create an inclusive workplace where all Twilions can thrive. We're committed to reducing the environmental impact of our own operations to help build a more sustainable world. Our work is never done, and we're committed to continue growing, learning, and building for a better future. Here's a snapshot of how we did in 2022.

Social impact

559M

people reached worldwide by social impact organizations using Twilio products

15,000+

social impact organizations using Twilio products

Diversity, equity, and inclusion

140+

events and activities led by Twilio's Employee Resource Groups

102

leadership training opportunities for Twilions from underrepresented communities

People

7,600+

hours volunteered by Twilio employees

\$1.4M

in donations driven by employees



Section 02

Fueling positive change for good

Learn how Twilio.org deploys technology and funding to enable communities around the globe to resiliently recover from crises and achieve equitable long-term wellbeing.



A decade of impact with Twilio.org

About Twilio.org

For ten years, Twilio.org, the social impact arm of Twilio, has empowered social impact organizations—including nonprofits, social enterprises, government agencies, and educational institutions—to engage with people on the digital channels they use to provide the support they want.

Today, we partner with over 15,000 social impact organizations that use our customer engagement platform to reach 559M people each year.

Conflict, famine, climate change, economic instability, and the threat of more frequent global pandemics have significantly increased the demand for nonprofit services. As nonprofits seek to meet these growing needs, they are eager to adopt technologies that can help. In fact, in Twilio.org's [State of Nonprofit Digital Engagement Report](#), we learned that 89% of nonprofits consider digital engagement critical to achieving their missions. Twilio deploys its technology, funding, and expertise to help nonprofits respond to the growing needs.

Learn more about our methodology in the Appendix [here](#).



Investing our product, capital, and people to advance positive change

Twilio is uniquely positioned to help nonprofits accelerate their impact by leveraging our product, capital, and people.



Product

When every message matters, the speed, efficiency, and reliability of our platform is critical to changing more lives for good. Using Twilio, organizations can communicate across all of the digital channels people use everyday, allowing them to reach the right *person* at the right *time* on the right *channel*. We provide product discounts and credits, technical support, and grant funding to help make our products more accessible to social impact organizations. Through these organizations' efforts, more than 20B messages for good were sent using Twilio in 2022.



Capital

The Twilio.org [Impact Fund](#)¹ provides grants and investments that fuel our partners' digital transformation efforts. We prioritize funding technology-forward nonprofits and NGOs that are using digital communications in innovative ways to scale their reach and supercharge their impact. In 2022, the Impact Fund supported a total of 67 organizations with grants and donations, leveraging approximately \$11M in committed and deployed capital. We estimate that our grantees will serve 48M people over the course of their grant periods. Since its inception in 2016, the Impact Fund has deployed \$39M in grants, donations, and investments.

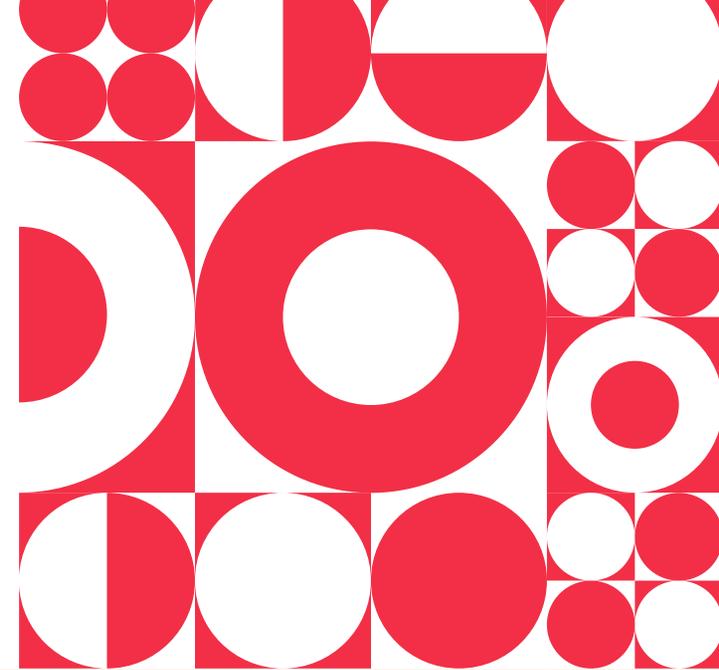


People

In 2019, we launched the WePledge 1% social impact movement in partnership with Pledge 1%. The movement empowers employees to be changemakers in their communities by pledging 1% of their time and/or financial resources to causes they care about. Through WePledge 1%, we offer employees 20 hours of paid volunteer time off to share their unique skills, knowledge, and experiences to create positive change via mentoring, pro bono projects, board service, and more. In 2022, our employees dedicated more than 7,600 hours to help build equity and opportunity around the world.

1. Our grants are made possible through the Twilio 1% equity pledge. In 2015, we reserved 1% of our common stock to fund the Twilio.org Impact Fund. Any grant funding does not come from our operating budget or impact our path to profitability.

Learn more about our methodology in the Appendix [here](#).

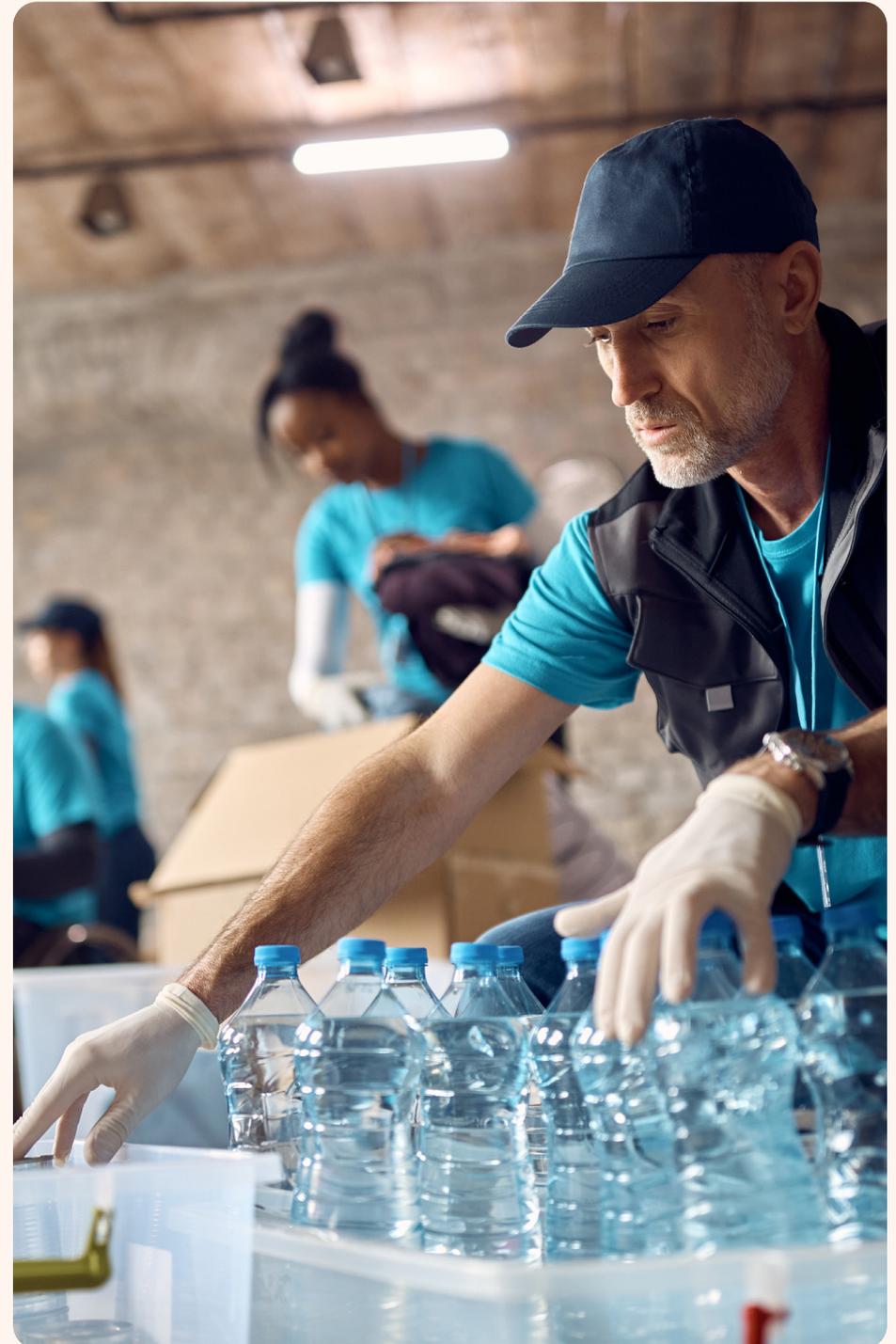


WePledge 1% Accelerator: Scaling impact through cross-sector collaborations

Today's societal challenges require creative problem-solvers and cross-sector collaboration. Through our WePledge Accelerator, we're bringing together social impact leaders across sectors to share and learn from each other. Each year, we convene corporate social impact practitioners for five free monthly sessions to foster knowledge-sharing that will help level up their employee impact programs. To date, nearly 40 companies, including Zoom, Asana, Box, and Headspace, have joined the WePledge Accelerator community. [Sign up to learn more.](#)

Applying an integrated approach to impact

At Twilio, our approach to social impact is a little different than the norm. Twilio.org, Twilio's social impact division, is structured as a profit center, not a cost center. We are held to impact targets AND revenue targets. Twilio.org drives impact by making our products more accessible to nonprofits at a discounted rate. Then, we take a portion of the profit and reinvest it into additional social impact opportunities like extra technical help and volunteer support. Integrating social impact into our business has allowed us to deepen our support for social impact organizations, and focus on profitable growth as a company.





World Central Kitchen

Our three impact focus areas at Twilio.org

Twilio.org's goal is to ensure our technology enables communities around the globe to resiliently recover from crises and achieve equitable long-term wellbeing. While this is an ambitious goal, we feel it is possible and necessary to achieve.

Over the years, we've learned how Twilio technology plays an important role in solving some of the biggest challenges facing nonprofits and the communities that they serve. In 2022, we evolved and crystalized our approach to social impact so that we're investing our product, capital, and people in three key areas where we can make the most positive difference.

Our focus areas



01. Supporting people displaced by humanitarian crises



02. Advancing equitable long-term wellbeing



03. Inspiring action on climate change

Each of these focus areas is important on its own, but they're also interconnected. Without swift action on climate change, the number and severity of humanitarian crises will worsen; and without increased support and resources for those impacted by these crises, we can't begin to help communities rebuild and achieve long-term stability.



International Federation of Red Cross and Red Crescent Societies (IFRC)

Our approach to social change

We Invest



Product



Capital



People

To Empower



Our social impact partners

To Help



01. Support people displaced by humanitarian crises



02. Advance equitable long-term wellbeing



03. Inspire action on climate change

01. Supporting people displaced by humanitarian crises

When people are displaced, effective digital engagement is critical to delivering rapid, life-affirming resources. In 2022, 274M people needed humanitarian assistance and more than 1B people lived in fragile settings across the world. Experts estimate that the number of people in need of assistance will continue to increase as the number and severity of natural disasters and other catastrophes grows.¹ With Twilio's technology, people can connect to organizations ready to help.

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When people are displaced from their homes, because of war, natural disasters, or other catastrophic events, they need assistance quickly and efficiently. Twilio's technology has the unique ability to support people in rebuilding their lives with dignity by helping them access resources and services that are right for them when so little is in their control.



ERIN REILLY (SHE/HER),
Chief Social Impact Officer, Twilio



Norwegian Refugee Council

1. <https://reliefweb.int/report/world/global-humanitarian-overview-2023-enaresfr>

Restoring choice and dignity in crisis

Soon after the conflict in Ukraine began, eight million people fled their homes into neighboring countries. To deliver assistance fast, the Norwegian Refugee Council (NRC) and the International Federation of the Red Cross and Red Crescent Societies (IFRC) partnered with Twilio to put cash into people's hands. Having access to funds gives individuals the power to decide what they need—whether it's clothes for their children, medicine for themselves or a family member, or food and water.

The NRC uses a Twilio-powered chatbot to securely manage requests for financial support, then collaborates with their payment processing vendor to provide cash, and keeps individuals and families updated through Twilio's SMS messaging and WhatsApp systems. Similarly, the IFRC uses Twilio's SMS messaging system to send updates and notifications to displaced people about their eligibility for assistance—via an app accessible from any smartphone.



It's not that face-to-face interaction is the wrong thing. It's just that there are so many ways that we can scale it now with digital tools. It gives us a much wider opportunity to assist more people quickly than we have in the past.

CHRISTOPHER HOFFMAN (HE/HIM),
Director of Digital Community Hubs,
The Norwegian Refugee Council



Accelerating positive change through proactive partnerships

In 2022, we committed \$2.5M to building an anchor cohort of multi-year strategic humanitarian aid partnerships fueled by our grant funding to proactively respond to crises and support displaced people. Our partner organizations address both immediate needs (such as food, clean water, housing, medical aid, and rescue) and the long-term needs of displaced people and underrepresented communities. Our anchor partners include: Doctors Without Borders (Médecins Sans Frontières), World Central Kitchen, ActionAid, Team Rubicon, International Federation of Red Cross and Red Crescent Societies, and Tech to the Rescue.



We're grateful for Twilio's support of World Central Kitchen to mobilize quickly and provide hot, nourishing meals to communities affected by climate, humanitarian, or community crises. Support from organizations like Twilio, and collective belief in our mission to bring hope and support communities in times of crisis, means the world to us.

ERIN GORE (SHE/HER),
CEO, World Central Kitchen





Twilions in Estonia making camouflage nets

Uniting to help people affected by the crisis in Ukraine

Twilions around the globe activated to share their time and skills in support of nonprofit organizations providing emergency support to individuals displaced as a result of the conflict in Ukraine. From offering translation support to refugees and humanitarian aid workers to helping with the distribution of necessities, our employees volunteered to provide timely assistance. Twilions also helped donate more than \$300,000 to 12 nonprofit organizations providing humanitarian relief in Ukraine.

“

Twilions around the world came together in different ways to show support for Ukraine, and I felt inspired to get involved. I helped organize an event for Twilions in Estonia to make camouflage nets to support Ukraine's front lines and organized multiple events at the local food bank to support Ukrainian refugees.



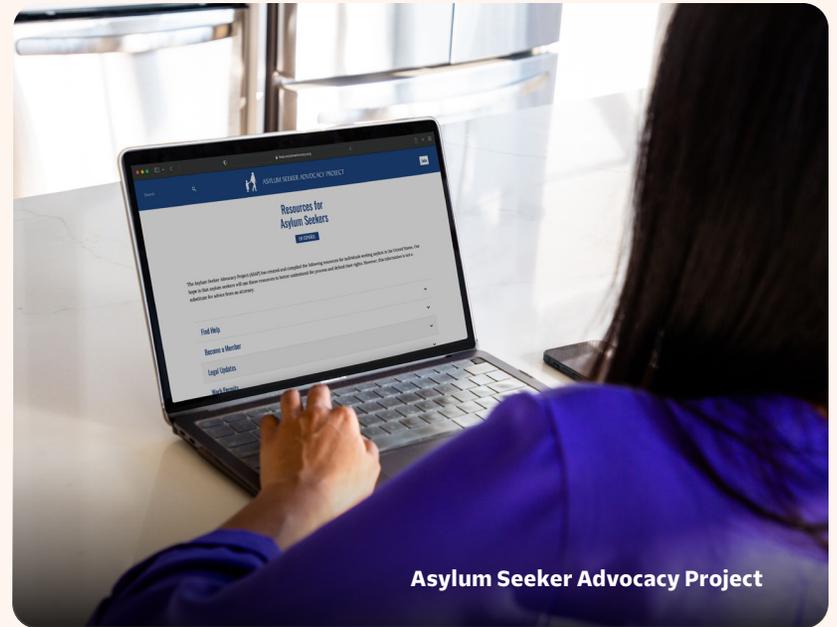
ENELIN KAVAK (SHE/HER),
Software Engineer, Twilio

02. Advancing equitable long-term wellbeing

At Twilio, we believe every person should have the tools, resources, and opportunity to thrive—and the stability and support needed to overcome unexpected hardships. Social impact organizations are using Twilio technology to break down systemic barriers that prevent people from living to their full potential, connecting people with the help they need, when they need it.

Using digital channels to make mental health support more accessible

When experiencing a mental health crisis, individuals and their families often need quick, trusted access to support resources. The National Alliance on Mental Illness (NAMI) is the nation's leading voice on mental health, but brick-and-mortar call centers limited their ability to meet increasing demand for mental health support. To increase their capacity to respond, NAMI worked with Twilio to develop a technology solution that would keep the lines open remotely and enabled NAMI to increase their staff and volunteer base by 3x. Using Twilio Flex (our cloud-based contact center) allowed NAMI to transition to a remote call center. NAMI can now help more people, more effectively, by providing several channels where people can access support.



Asylum Seeker Advocacy Project

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The Twilio Flex platform consolidated and elevated our technology. Using the Flex platform, we were able to multiply our volunteers participating, directly helping people four times over.

DAWN BROWN (SHE/HER),
National Director, NAMI HelpLine Services



Removing digital barriers to community-oriented support

We know that digital barriers and a lack of technical talent fuel systemic inequities. We also know that nonprofits that empower their own communities know the people they serve best. We believe the right approach is to give nonprofits the tools and financial capital they need to flexibly invest in their teams and their technology. We launched the Digital Innovation grant initiative and committed \$3.2M in funding to support organizations prioritizing digital equity. Our Digital Innovation grantees receive grant funds that allow them to hire technical talent and invest in technology development. We're proud to support 28 grantees in 2022, including organizations such as the Asylum Seeker Advocacy Project, Mobile Pathways, Norwegian Refugee Council, Action for Children, and more.

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With Twilio's support, we are developing the technology needed to highly customize digital communications for asylum seekers—providing information and support they need quickly, accessibly, and through a medium they already trust, ultimately helping them find safety in the United States.

SWAPNA REDDY (SHE/HER),
Co-Founder and Co-Executive Director,
Asylum Seeker Advocacy Project



Helping low-income students succeed in school and beyond

To help increase access to educational opportunity, we've teamed up with UPchieve, a leading edtech nonprofit providing free online tutoring and college counseling to low-income high school students across the US. Using the UPchieve app, students can request help and get matched with a live, volunteer coach in under five minutes. Twilions actively volunteer as academic coaches with UPchieve year-round. The platform also taps into the power of Twilio SendGrid email products to personalize interactions with volunteers, donors, and students.

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I am proud to volunteer with UPchieve because I can really feel the impact I'm making by directly helping students with problems that are stumping them. I know how important it is to feel supported as a student to help boost confidence and be set up for future success. I'm honored to be able to lend my skills to be a driving force in a student's academic trajectory.



ANGELA NG (SHE/HER),
Manager, Product Design, Twilio

Learn more about our methodology in the Appendix [here](#).



03. Inspiring action on climate change

Climate change is one of humanity's greatest challenges, sparking record-setting high temperatures, historic floods, and pervasive drought. We are committed to building a more sustainable future. In addition to reducing our own impact on the environment, we are uniquely positioned to help nonprofits tackle climate change at scale.

We at Twilio have an important role to play in helping people respond to, recover from, and mitigate climate-related events. With Twilio technology and support, we help organizations, governments, and companies reach and educate more people in order to build climate resiliency and inspire action to curb climate change. Social impact organizations are using Twilio Messaging, Flex, and our IoT solutions to reduce energy consumption, help displaced people access resources, and even monitor glacier loss.

As climate-related events occur more frequently, more severely, and at a greater scale, more people will be displaced. As a result, humanitarian aid efforts will be stretched even thinner. With this in mind, we designed our climate focus area to reinforce our work in humanitarian crisis response and our efforts to enable social impact organizations to support communities in achieving long-term wellbeing.



Citizens' Climate Education

Driving toward a sustainable future

The advancement of electric transportation will be critical in our collective journey to a sustainable future – and electric vehicles (EVs) will play an important role in getting us there. EV charging management software company [AmpUp](#) recognized that for EVs to become ubiquitous, a reliable and accessible network of Internet-connected chargers, even in remote areas, is a key prerequisite. Twilio's Super SIM proved to be the reliable solution AmpUp needed to keep pace with the speed at which the charging network needs to expand. Prior to Twilio, testing and swapping SIM cards to find the right carrier for every location impeded operations and increased costs. Twilio's global multi-carrier SIM connects chargers everywhere and contributes to the accelerated growth of the network making the EV revolution possible.

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Super SIM has simplified our operational flow. It's made deployments easier, and given us more visibility into troubleshooting connectivity issues.

LI ZHANG (HE/HIM),
Chief Technology Officer, AmpUp



Investing in climate education and awareness to spur action

Our inaugural Climate Education and Awareness grant cohort is leveraging digital engagement technology to educate, engage, and mobilize people to take climate action. We are excited to deploy \$650,000 to support organizations that are engaging people to grow the climate movement and foster pro-climate policy environments at the local, national, and international levels, including: Citizens' Climate Education, Climate Action Network, Georgia Conservation Voters Education Fund, Climate Cabinet Education, and Action for the Climate Emergency.

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Twilio.org's support is enabling us to scale our climate justice programming and expand our reach and impact to support young people in the fight for their future.

LEAH QUSBA (SHE/HER),
Executive Director,
Action for the Climate Emergency



Building sustainable habits together

Combating the climate crisis requires collective action and continuous learning. That's why we partnered with Ecochallenge.org to support the 2022 Earth Month Ecochallenge, which inspired thousands of people around the world to learn about the UN Sustainable Development Goals and build sustainable habits into their daily lives. Nearly 700 Twilions participated in the Ecochallenge, taking steps to learn about climate justice, volunteer in their communities, and take action to reduce their environmental footprint.

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Part of my 2022 goals was to be more present and conscious of my environmental footprint. Participating in the Ecochallenge showed me that small habits can generate a positive impact over time. I loved learning about what other sustainable habits Twilions around the world were building and it helped me foster more connections.



ERIKA ARAQUE (SHE/HER),
Manager, Technical Support, Twilio

2022 social impact results

559M

people reached worldwide by social impact organizations using Twilio products

15,000+

social impact organizations using Twilio products

20B+

messages for good sent using Twilio products

\$75M

provided in grants, donations, product credits, and discounts to social impact organizations

7,600+

hours volunteered by Twilio employees

\$1.4M

in donations driven by employees

Learn more about our methodology in the Appendix [here](#).



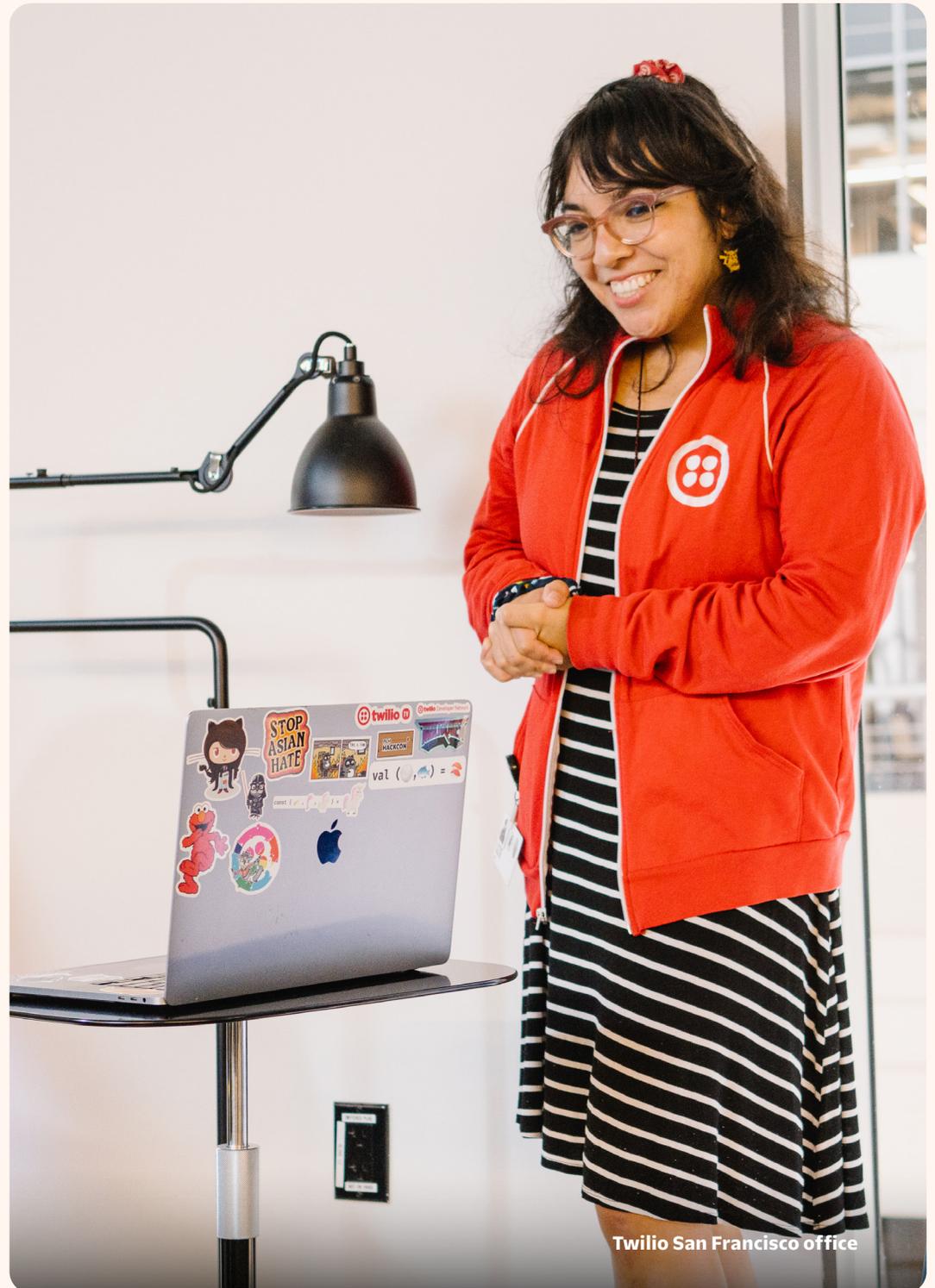
A Twilio volunteering in Bengaluru



Section 03

Building a more inclusive and representative workforce

How we're making progress to make Twilio more equitable for all employees across the globe.





Twilio leadership summit

Diversity, equity, and inclusion at Twilio

Our approach

Our diversity, equity, and inclusion (DEI) strategy is guided by our vision to make Twilio more equitable for all employees across the globe. We have complemented our strategy with an anti-racist/anti-oppressive/anti-bias approach, meaning we work to actively identify and eliminate both personal and systemic bias in the workplace so that our organizational structures, policies, and practices give all Twilions the opportunity to thrive.

We will continue to grow our support for employees with different backgrounds and identities, including race and ethnicity, gender identity, education, sexual orientation, socioeconomic status, military experience, and geography. By valuing and respecting one another for who we are and what we offer, Twilions will continue to build great things together.





Our journey

In 2020, Twilio committed to building a more equitable organization and leveraging our product, capital, and people to create positive systemic change in our world. With a clear understanding that transformational change takes time, we began 2022 by incorporating behaviors that support these commitments into the [Twilio Magic](#) and socializing them across our teams.

Additionally, Twilio began the process of actively educating and empowering all Twilions to identify and eliminate bias in the workplace, because we know that actively opposing oppression and bias will promote equity for all Twilions. Through a series of global workshops, titled “Living into Anti-Racism,” people managers in each region undertook the work of understanding their own personal journeys and the potential impacts of bias, power, and inequity on their colleagues and communities at work. These efforts help us foster an environment where Twilions from all cultures, ethnicities, communities, age groups, career paths, and work experiences have the opportunity to thrive.

In this report, we will highlight some of the key programs and initiatives that advanced our DEI goals at Twilio in 2022. As we did last year, we are disclosing our 2022 workforce representational data to be transparent about where we are making progress and where we need to improve.





Twilio leadership summit

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Twilio continues to evolve our collection, monitoring, and use of our global self-identification workforce demographic data in an effort to glean key insights into our workforce composition. These insights allow Twilio to assess, benchmark, and prioritize our DEI goals and programming while promoting accountability.



RENEE PRUDE (SHE/HER),
Senior Director of Diversity, Equity, and Inclusion, Twilio

2022 spotlight: Expanding our demographic data

Data is *essential* to driving an effective DEI strategy. In particular, our voluntary self-ID workforce representation data provides us with a better picture of Twilio’s representation and allows us to better understand the needs of our underrepresented employees. Historically, we have focused our global self-ID data collection efforts on gender and have only collected race and ethnicity data in the US, in alignment with US EEOC guidelines. Since then, we’ve continued to broaden our understanding of our global workforce.

In 2021, we expanded global fields for gender to include non-binary to reflect that gender is not binary and expanded our US fields to include sexual orientation. In 2022, we expanded where we collect data on race and ethnicity, sexual orientation, and disability globally through our voluntary self-ID campaign.

These expansions marked a major milestone for the company, as they allow us to better understand—and be transparent about—areas where we need to improve on a global scale. With this data, we are better equipped to remove barriers and build more equitable pathways for Twilions of all backgrounds and identities. Specifically, it allows us to look at diversity within the employee lifecycle more broadly and develop action plans to meet the greatest needs of our global workforce.



2022 DEI highlights

Advancing our learning journey

A major focus for us in 2022 was to help Twilions learn how they can challenge their own biases and make decisions through a more inclusive, equitable lens. We believe every Twilion, especially those in leadership roles, has the ability and responsibility to make Twilio a more diverse, inclusive, and representative company. Throughout the year, we coordinated workshops and other opportunities to help Twilions on this learning journey.

Leadership development

At Twilio's VP Summit, we hosted a "How to Be an Anti-racist in a Global Workplace" event with **Dr. Ibram X. Kendi**, author of *How to Be an Antiracist*. **92%** of surveyed attendees found the session to be "useful" or "very useful." Part of the discussion was also broadcast publicly in North America and Europe as part of our Transform Together series.



Anti-racism workshops

In partnership with an external vendor, we made anti-racism workshops available to people managers across the globe. **96%** of attendee survey respondents said they are likely to recommend these workshops to a colleague.

Global education

We hosted an "Introduction to Anti-racism/Anti-oppression" discussion with **Dr. Ebun Joseph**, a specialist in anti-racism education, for all EMEA people managers. In EMEA and APJ, we also hosted **three** Human Library sessions, which gave Twilions an opportunity to

challenge their own biases through storytelling and conversation. Lastly, we created a video to explain the difference between "anti-racist" and "not being racist," which was broadcast to our global workforce.

Strategic partnerships

We established new global DEI partnerships, including **Stonewall, INvolve, and Business Disability Forum**, to gain more expertise on how we can better support underrepresented employees at Twilio.

Supporting our Employee Resource Groups (ERGs)

We expanded our support of ERGs, with a focus on facilitating equitable experiences and opportunities for underrepresented communities at Twilio.

Professional development

Twilions from underrepresented communities benefited from **102** leadership training opportunities, including those offered through McKinsey & Company's Connected Leaders Academy and by Out Leadership. We also sponsored Twilions to attend DEI conferences like **Sistas in Sales, Women in Product**, and the **Hispanic Association of Corporate Responsibility Symposium**.

ERG programming

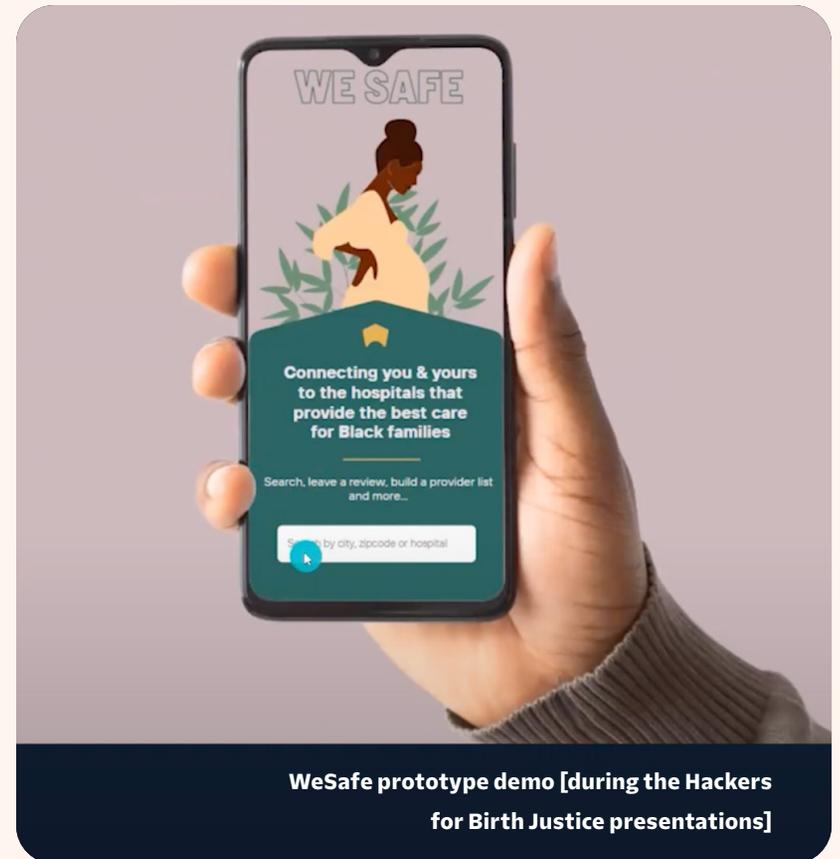
Twilio's ERGs coordinated **140+** engagements in 2022. These included cultural celebrations, volunteer activities, fundraising campaigns, wellness workshops, DEI panels, and more.

BetterUp

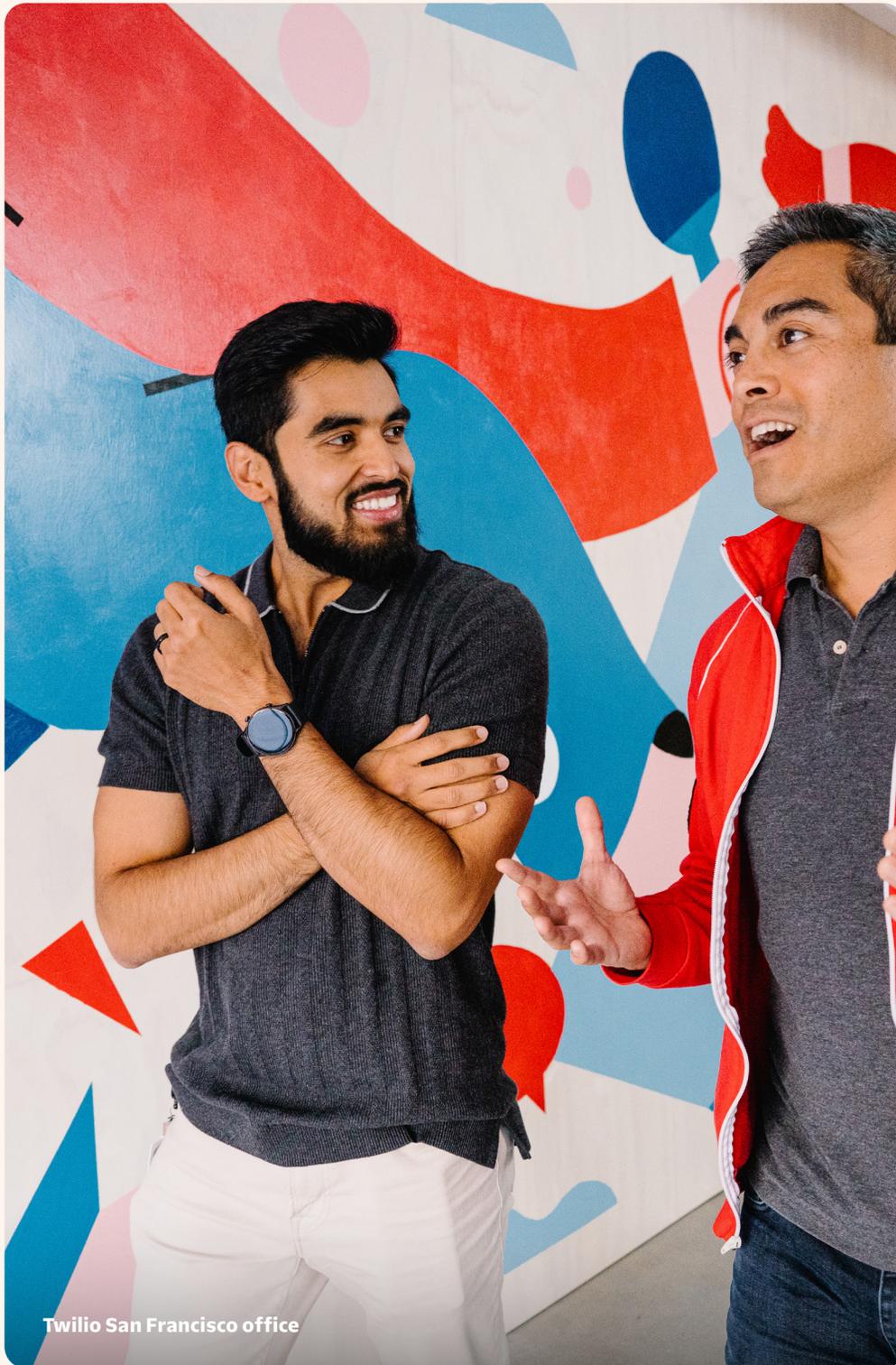
To help Black and Latinx Twilions grow and advance their careers, we extended our BetterUp coaching program offering to all Black and Latinx Twilions globally in 2020 and continued it through 2022. This past year, 169 Black and Latinx Twilions from around the globe participated in BetterUp, resulting in a **99%** percent average coaching session satisfaction score.

Safe spaces

This program was designed to provide a confidential, welcoming, and psychologically safe place for Twilions to process and talk about any major external or internal events that had a significant impact on them. In 2022, Twilio ERGs facilitated **13** safe space sessions for Twilions across the globe.



Hackers for Birth Justice: In partnership with the UCSF California Preterm Birth Initiative (PTBi), Voices for Birth Justice, and Twilio's Enterprise Evangelism team, our Black Twilions ERG co-hosted "Hackers for Birth Justice," a hackathon where tech and birth equity met to develop apps to support more positive Black infant and maternal health outcomes. Eight teams worked to design and prototype innovative solutions to address the Black maternal health crisis, from helping healthcare providers give culturally informed care to designing a telemedicine app built with Twilio Video that connects birthing parents with doulas and other on-demand support in moments of need.



Upholding fair & equitable hiring and compensation practices

While it's important to drive DEI through experimentation and new initiatives, it is equally important that we monitor, maintain, and reinforce the programs and processes we've implemented in the past to ensure they continue to promote fairness and equity in our decision-making today.

The Inclusion Rule

Inspired by the Rooney Rule, we implemented the Inclusion Rule, which supports a more inclusive and representative Twilio by ensuring we take the steps to have diverse representation of candidates at the onsite stage of the interview process.

Bar Raiser

This program is designed to identify and eliminate personal biases in hiring by introducing an interviewer, referred to as a Bar Raiser, who is well-versed on Twilio's culture, company values, and unbiased hiring techniques. In 2022, these interviewers were a formal part of Twilio's interview process for all positions, regardless of job level.

Pay parity

Every year, we run a rigorous statistical analysis on our compensation for all Twilio employees globally to ensure that our pay practices are fair. In 2022, we continued to maintain healthy pay parity, to help ensure that employees with the same job and location are paid fairly relative to one another, regardless of gender (globally) or race / ethnicity (US).

Our workforce representation data



Data informs and guides our DEI strategy at Twilio. As we progress toward making long-term systemic change, representational data serves as a pulse check to help us determine if we are moving in the right direction. It is also an important accountability measure that helps us remain vigilant in areas that require more immediate focus and attention.

We are happy with the progress we've made over the last year in increasing Asian, Black, and Latinx representation across our US workforce and amongst our US leadership team. This past year, we also increased our hiring rates for Asian, Black, and Latinx groups in the US. Globally, our representation of women decreased across our workforce, leadership, and hiring rates. While we are proud of the areas where we've made progress, we know there is still a lot of work ahead to make Twilio's workforce more representative.

As we look to 2023 and beyond, we are committed to a DEI strategy that is not only data-driven, but also prompts us to regularly revisit our representational data. In doing so, we will be able to face hard truths when we are not hitting the mark and take the necessary steps to ensure we are effectively supporting underrepresented communities and positioning ourselves for progress. We believe we are stronger as a business when our collective workforce—across all teams and levels—reflects the diversity of our customers, communities, and the world, and we will continue to strive for that.

New representational data methodology

In an effort to build more consistency in how we measure and track demographic data throughout the employee lifecycle, we introduced a new data methodology, which includes 1) better accounting for historical headcount, hires/rehires, terminations, and internal mobility, 2) a refreshed definition of

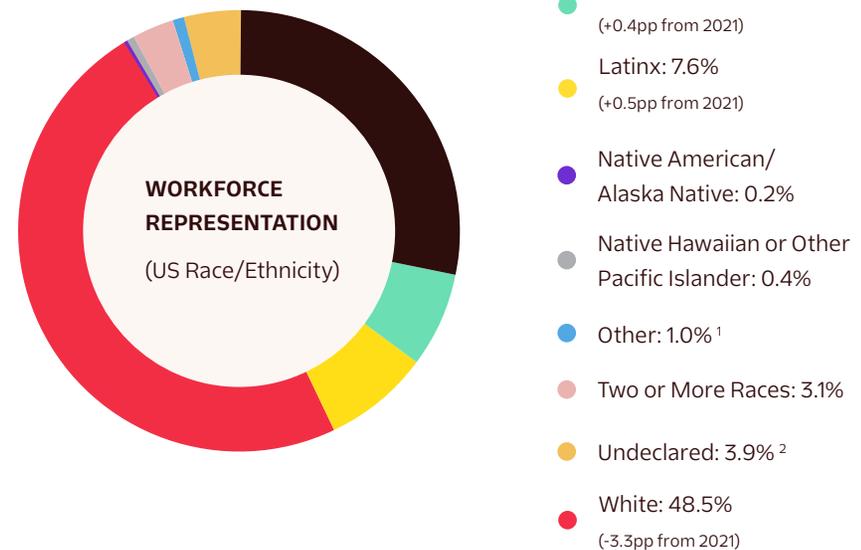
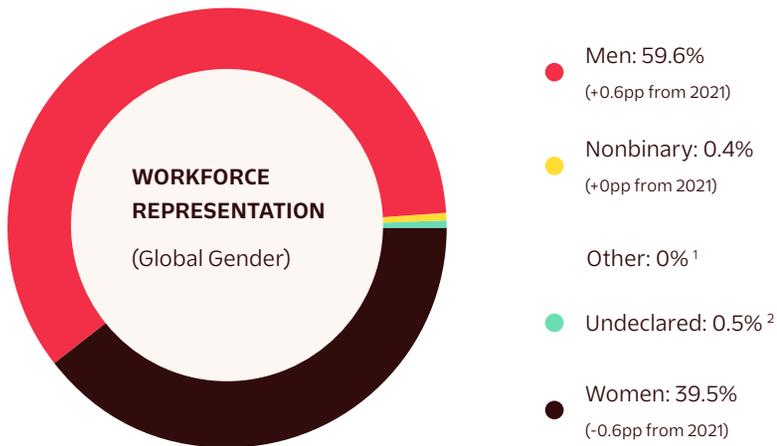
“hires” that excludes internal transfers, and 3) inclusion of the Zipwhip population who are now fully integrated into Twilio. To ensure we are presenting accurate year-over-year data in this report, we retroactively applied this new methodology to our 2021 Impact and DEI Report data.

1. Other denotes additional employee-defined categories
2. Undeclared denotes employees who selected “Do not wish to declare” as their self-ID selection. This data excludes employees who did not make any self-ID selections.

All employee data is pulled from Twilio’s Workday system as of December 31, 2022.

*pp” is an abbreviation for percentage point.

Learn more about our methodology in the Appendix [here](#).



LEADERSHIP REPRESENTATION

(Director+)¹

Global Men: 63.3%



(+2.3pp from 2021)

Global Non-binary: 0.0%



(-0.2pp from 2021)

Global Women: 36.5%



(-2.3pp from 2021)

US Asian: 22.8%



(+0.1pp from 2021)

US Black: 5.0%



(+1.2pp from 2021)

US Latinx: 5.0%



(+0.2pp from 2021)

US White: 58.0%



(-1.7pp from 2021)

HIRING RATES

Global Men: 61.0%



(+3.4pp from 2021)

Global Non-binary: 0.6%



(+0.2pp from 2021)

Global Women: 37.5%



(-4.0pp from 2021)

US Asian: 29.2%



(+6.1pp from 2021)

US Black: 9.4%



(+1.2pp from 2021)

US Latinx: 8.3%



(+1.1pp from 2021)

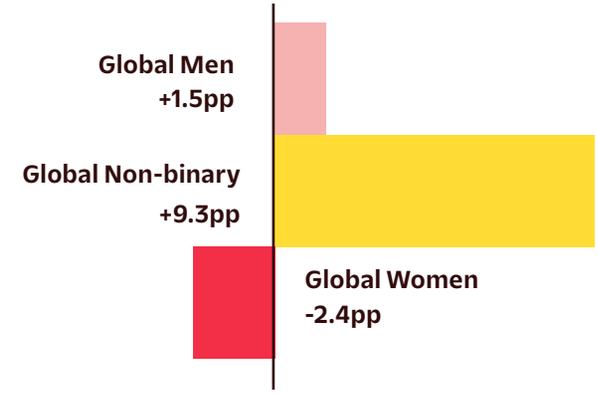
US White: 44.2%



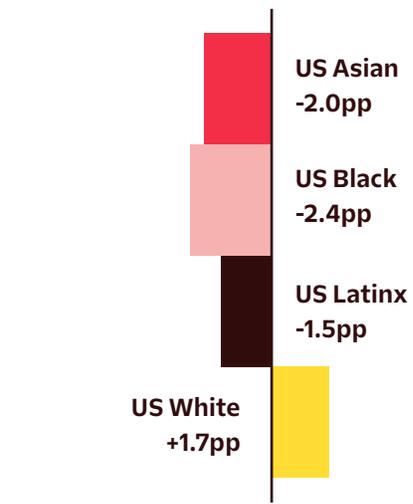
(-7.1pp from 2021)

Learn more about our methodology in the Appendix [here](#).

ATTRITION RATE²



OVERALL COMPANY ATTRITION RATE (GLOBAL)



OVERALL COMPANY ATTRITION RATE (US)

1. Director+ includes employees who are Director-level and above. This group does not include our Board of Directors.

2. Attrition includes both voluntary and involuntary attrition.

All employee data is pulled from Twilio's Workday system as of December 31, 2022.

pp is an abbreviation for percentage point.

Late 2022 presented a tight economic climate for the tech industry, and Twilio was not immune. Like other technology companies, we restructured our workforce, including a layoff announcement in September 2022. The attrition data calculated and presented in this report excludes employee attrition from the September 2022 layoff. This adjusted data helps present a clearer picture of comparison from 2021 to 2022. The impact of the September 2022 layoff was not excluded from any other workforce representation data.

Continuing the transformation

Twilio has undergone a period of realignment and reprioritization as we work diligently towards achieving our stated financial goals. As we move forward, we firmly believe that we can only achieve our objectives by strengthening our workforce and talent systems. Therefore, we reiterate our commitment to become a more equitable and representative organization.

We will not only look to identify and appropriately build new pathways for underrepresented communities to succeed at Twilio, but also to create systemic solutions for lasting change in the workplace. We will work closely with our ERG communities to foster an inclusive culture with community advocacy. Lastly, with our newly expanded set of employee data, we will drive a DEI strategy fueled by the insights and experiences of all Twilions globally.





Section 04

Serving Twilions around the globe

How we provide the resources and flexibility our employees need to be productive, creative, and collaborative.



Building for better, together

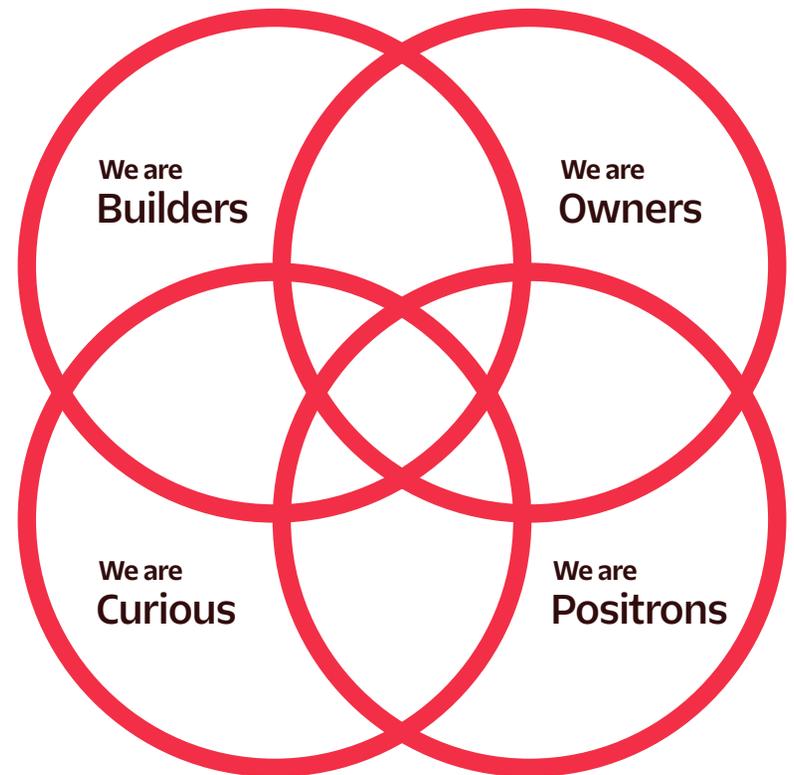
At Twilio, our mission is to unlock the imagination of builders, including our own. We strive to foster a culture of inclusivity and provide the resources and flexibility our employees need to be productive, creative, and collaborative. We are focused on cultivating an inclusive space where all feel welcome, celebrated, and that they can contribute meaningfully as we build great things together.

The Twilio Magic is our core operating system. It's a distillation of the values and principles we stand for as a company. The Twilio Magic guides how we show up each day and how we treat each other.

As we continue building the world's leading Customer Engagement Platform, the Twilio Magic will evolve to help us become stronger, more impactful, and more capable—as individuals, as teams, and as a company.

For deeper insights into the Twilio Magic values and their supporting principles, visit our [Twilio Magic](#) webpage.

Our four core Twilio Magic values





Twilio San Francisco office

“

Twilio's global workforce has adapted well to working remotely, and Twilions have discovered that—for most jobs—work isn't something you need to be in the office to do.



CHRISTY LAKE,
Chief People Officer, Twilio

Remote work: Evolving the way we work

To build the leading customer engagement platform, we must enable our employees to unlock their full potential and imagination as builders. That's why in 2022 Twilio became a remote-first company.

What is remote-first? It's a more effective, more equitable workplace experience where—job permitting—individuals and teams can work remotely and choose how and when they work—and it's been working out great for Twilions across the globe. In fact, 90% of Twilions believe they can make an impact regardless of location.

This remote-first approach will help us attract, engage, and grow the best talent, evolve our location strategy to better support our customers, and drive a healthy, high-performance culture.



Prioritizing employee wellbeing



We make comprehensive healthcare and mental health programs available to all Twilions and their families. We offer psychological support by providing all Twilions globally with access to mental health provider visits through our Employee Assistance Program (EAP) as well as regular mental health workshops that raise awareness on risk factors and address prevention strategies, such as stress management. We also make reasonable adjustments to workload and work content in response to accommodations requests. Special training is provided to HR staff on how to recognize and respond to an employee who is struggling with their mental health, implement proactive strategies, and connect them to appropriate care. Taking time away from work is critical for good mental health; all Twilions receive generous paid time off annually, company breaks, and other opportunities for time away to rest.

Twilions have access to paid maternity, paternity, adoption, and family medical care leave plus an inclusive family-forming benefit up to \$10,000 per year with a \$30,000 lifetime cap that allows Twilions to choose their route to parenthood (via fertility, surrogacy, and/or adoption). To help employees settle in when returning from leave of absence, we launched a four-week flexible return to work program. We also have a one-time remote work setup perk to ensure employees are equipped to work from home. All of these benefits and perks are available to all Twilions, worldwide.

Our approach to employee health and safety

Our Corporate Security team is responsible for proactively identifying and managing safety and health risks that Twilions may face while working in the office or remotely. The team promotes health and safety through policies, procedures, safety training courses, ergonomics, safety audits, risk assessments, and emergency notifications and response. Twilio uses various systems and tools to monitor, review, advise, and consult with employees and to support a culture of safety and response.

Resources that spark learning and professional development

In 2022, we offered Twilions full access to online learning resources and in-house learning content—including external resources and internally developed, business-specific training on topics such as the RAPID (Recommend, Agree, Perform, Input, and Decide) decision making model, career planning, living the Twilio Magic, and more.

We helped new Twilions with a complete New Hire Orientation program, including live sessions and resources for their first 90 days. We also launched On-demand and Specialty Coaching in partnership with BetterUp, providing all Twilions with online access to certified coaches throughout the year. Additionally, we offered six months of 1:1 coaching to our people managers and to all Black and Latinx Twilions globally.

To further support our people managers, we delivered manager-focused workshops, offered a quickstart program for new managers, and created a management portal with additional resources.

Honored to be recognized for our company culture

In 2022, Twilio was recognized on several Best Workplaces lists: Great Place to Work, Best Workplaces for Parents, Fortune Best Workplaces for Women, Fortune Best Workplaces in Technology, Fortune Best Workplaces for Millennials, and Fortune Best Workplaces in the Bay Area. Twilio was also named #14 on Glassdoor's Best Places to Work list in 2022.

“

Having access to professional coaching through BetterUp has been a great resource to help build my communication skills and my confidence, and the coaches have helped me navigate my career growth.



KRISTYN RODRIGUE (SHE/HER),
Technical Support Engineer, Twilio



Section 05

Building a responsible business

Our approach to reducing our environmental impact, advancing ESG activities, and protecting customers on our platform.



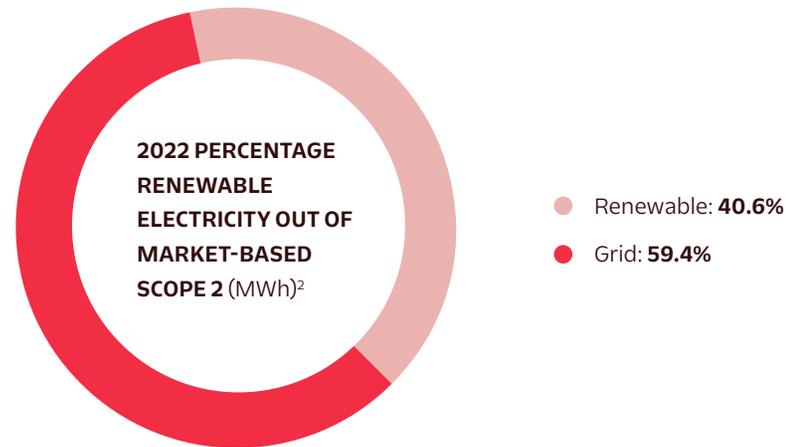
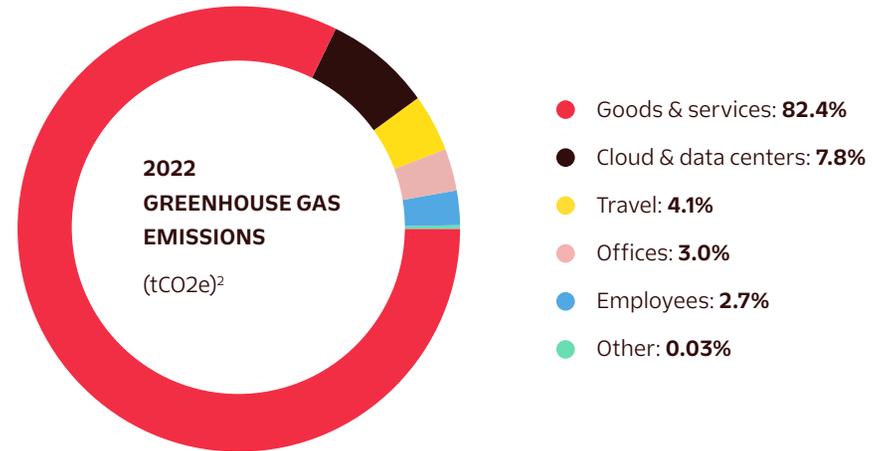
Reducing our environmental impact

Environmental sustainability

Human activities are changing the earth’s climate, impacting our health, wellbeing, livelihoods, and security, and disproportionately affecting historically marginalized and underserved communities.¹

At Twilio, we believe business should leave society better than we found it, which requires us to be thoughtful stewards of our natural resources. We are committed to reducing the environmental impact of our own operations and advancing climate action through our product, capital, and people in order to build a more sustainable future. We have measured our carbon footprints for 2021-2022 and restated our historical footprints from 2019-2020 following guidelines from the GHG Protocol Corporate Accounting and Reporting Standard. In 2022, Twilio voluntarily submitted a proposal to the Science Based Targets initiative for a greenhouse gas reduction target.

[Learn more](#) about the climate opportunities in our products and funding.



1. <https://www.ipcc.ch/report/ar6/syr/resources/press>

2. Twilio measured its 2022 carbon footprint in partnership with Watershed, a CDP gold accredited software solutions provider. Watershed’s methodology follows guidelines from the GHG Protocol Corporate Accounting and Reporting Standard and the Corporate Value Chain (Scope 3) Accounting and Reporting Standard, inclusive of scope 1, 2, and all relevant scope 3 categories. Watershed’s methodology received third-party verification and uses the most recent and relevant emissions guidance. We received external auditing from Apex, who verified our 2022 scope 1 and 2 emissions. Apex is a silver verification solutions provider accredited with CDP, and all of Apex’s lead auditors are either ISO 50001 or ISO 14001 Lead Auditor certified. Learn more about our methodology in the [Appendix here](#).

Sustainable operations

Environmental management

While we believe everyone at Twilio has a role to play, there are a few key teams responsible for our environmental management and performance, including Workplaces, Sourcing, Finance, and Twilio.org. Each team tackles the sustainability opportunities in their respective domains, and all work together collaboratively towards our sustainability efforts. Representatives of these teams are members of our ESG Management Committee, which is sponsored by our Chief Social Impact Officer and whose strategies and programs are subject to the oversight of the Nominating and Corporate Governance Committee of Twilio's Board.

We believe that education about and awareness of our environmental management and sustainability efforts are important. We aim to educate Twilions, our suppliers, and our customers about our sustainability efforts and related performance through our Impact and DEI Report, meetings, surveys, and training.

We actively assess, manage, and improve the environmental and energy performance of our workplaces through an environmental management framework and software

solutions. Starting in 2022, we partnered with Watershed, an emissions management and climate platform, to compile data for emissions tracking and management following the Greenhouse Gas Protocol's guidelines. Also in 2022, we piloted an energy management submetering project to help us better manage our office-level utility consumption.

Workplaces

Across our global workplaces, we strive to conserve and manage energy and emissions, optimize water consumption, source sustainably, reduce waste, and educate our employees. Our San Francisco headquarters is LEED Gold certified, powered by 100% renewable energy, and in 2022 received San Francisco's Green Business Certification.

Cloud and data centers

We work closely with our data center and cloud computing partners to measure our emissions. We work to minimize data center energy use by utilizing containerization, server virtualization, selecting efficient equipment that meets environmental industry standards, and streamlining our code to reduce energy consumption. Additionally, some of our colocation and cloud computing partners have established 100% renewable energy goals. Together, these efforts help us provide a reliable

experience for our customers, while reducing environmental impacts.

Procurement

We strive to embed sustainability into our purchasing practices, from our events and IT equipment to vendors and office supplies, such as paper. We are building out our sustainable sourcing program to engage our suppliers to set their own emission reduction targets. Read more about sustainable sourcing in our [Supplier Code of Conduct](#).

Responsible end-of-life management of hardware

We dispose of hardware in partnership with global asset disposition providers that work to recycle wherever possible and properly decommission and dispose of hardware in compliance with local laws. In addition, our asset disposition processes ensure we remove all hazardous equipment and participate in hardware take-back schemes and donation programs whenever possible.

Building an ethical business

Corporate governance

Effective corporate governance practices are important for business execution and ultimately benefit our shareholders. Our commitment to corporate governance is articulated in our annual [Proxy Statement](#) disclosure, which provides detailed information on our board structure and composition, stockholder rights and engagement, executive compensation, and other key governance topics. Additional information can also be found on our [Investor Relations](#) webpage.

ESG oversight

Twilio is committed to sound governance and oversight of our impact on our community and environment. For this reason, our Board's Nominating and Corporate Governance Committee has direct oversight in its charter

of our environmental, social, and governance (ESG) activities, programs, and disclosures. The Nominating and Corporate Governance Committee is regularly informed of Twilio's ESG progress and major updates.

Our Chief Social Impact Officer serves as our ESG Executive Sponsor. Their responsibilities include ESG strategy approval, implementation oversight, addressing ESG-related matters as they arise, and sponsorship of Twilio's ESG Management Committee. This committee is led by the Director of Environmental Sustainability and ESG, and is responsible for establishing, implementing, and tracking Twilio's ESG strategies and programs, subject to the oversight of our Board's Nominating and Corporate Governance Committee.

For more information on our ESG documents and disclosures, visit our [Investor Relations](#) webpage.

Risk management

We examine risks from a top down and bottom up approach and escalate risks to members of our management team and our Board of Directors. Our Board of Directors is ultimately

responsible for risk oversight, and our board committees assist our Board of Directors in fulfilling its oversight responsibilities.

Potential ESG risks are intentionally integrated into our enterprise risk assessment processes, and the Enterprise Risk Management function is also included in our ESG materiality assessment and subsequent ESG Strategy. Types of ESG risks assessed include operational risks from potential climate-related physical impact events and tightening of regulatory requirements regarding ESG and climate disclosures.

Our risk management structure is further described in our [Proxy Statement](#) disclosure.



Ethics and integrity

Codes of Conduct

Our commitment to ethical business practices is captured in the [Twilio Code of Conduct](#), which applies to all Twilio employees, consultants, contractors, suppliers, and board members. Upon joining Twilio, and annually thereafter, all employees are required to complete a series of compliance training courses covering the Code of Conduct, including ethical business conduct, data privacy, information security, anti-corruption, anti-harassment, reporting ethics and compliance concerns, and our anti-retaliation policy. The format of this training is an online course with industry-specific scenarios and interactive elements including knowledge check questions. Through this training we capture written employee certification of compliance with the Code of Conduct.

On the supplier side, we maintain the [Twilio Supplier Code of Conduct](#), which outlines Twilio's ethics, compliance, and legal-related expectations for suppliers and any subcontractors, providers, or agents that they use. Our contract template and Online

Purchase Order Terms & Conditions require suppliers to comply with our Supplier Code of Conduct. In addition, Twilio has adopted a new third party risk management process which includes screening vendors, suppliers, carriers, and customers against sanctioned parties lists. This third party risk management program is designed to ensure compliance with the Office of Foreign Assets Control (OFAC) legal requirements. Through these efforts, we are demonstrating our commitment to ethical business practices, transparency, and integrity.

Silenced No More Act

Speaking up has always been a valued practice at Twilio. We have updated our standard employment agreements globally to make clear that employees can and should speak up about settlement agreements involving all forms of harassment or discrimination. We made these updates globally because we want to continue to identify and prevent inappropriate and illegal behavior as we scale. We've also chosen to implement the protections under California's Silenced No More Act globally because it aligns with our values, and it's the right thing to do.

Whistleblower protection and anti-harassment

To ensure protection of whistleblower's employment status and protection from workplace harassment, Twilio has adopted the following policies:

- The U.S. Anti-Discrimination, Anti-Harassment, Non-Retaliation, Standards of Conduct, Workplace Concerns Policy outlines Twilio's commitment to providing a work environment that is free of discrimination, harassment, and retaliation for all employees, interns, apprentices, and contingent workers.
- The Global Speak Up Policy captures Twilio's prohibition on retaliation for raising good faith concerns about a violation of policy or law or participating in an investigation relating to a violation of policy or law, or assisting with an inquiry or investigation of a potential violation.

Human rights

Twilio is committed to doing our part to advance human rights and to identifying and mitigating risks that business operations could pose to such rights. Twilio's [Human Rights Statement](#) outlines our human rights approach with regards to privacy, labor practices, anti-discrimination, and diversity in the workplace.

2022 public policy actions

Twilio worked to encourage governments to support diverse communities in 2022. In line with our values, we activated our public policy efforts to support workforce education and training, marriage equality, broadband access, and voting access.

- **AI Technology Workforce and R&D:** Twilio submitted comments to the White House Office of Science and Technology Policy (OSTP) regarding updates to the National Artificial Intelligence Research and Development Strategic Plan calling for the creation of inclusive pathways for all Americans to participate in AI R&D and to build a more diverse technology workforce by increasing the number and diversity of students, researchers, and professionals.
- **Marriage equality:** Twilio supported passage and enactment of the Respect for Marriage Act that will continue to advance diversity and equality in the United States, ensuring the basic, fundamental, legal rights of marriage to all Americans.
- **Broadband access:** Twilio strongly believes in the right of affordable, high-speed broadband service for all. Through our telecommunications trade associations as well as the support of nonprofits such as the Internet Education Foundation, we are supporting policy efforts to eliminate the digital divide and promote digital equity. Twilio supports and contributes to the FCC's Universal Service Fund, which enables and expands broadband access to unserved and underserved communities. We also support the continuation of the FCC's Affordable Connectivity Program that provides funding assistance for low-income individuals and families to get broadband service. Finally, we applaud Congress, the Biden Administration, and state governments for their continued efforts to implement the NTIA's newly established Broadband Equity, Access, and Deployment (BEAD) Program, which will provide a once-in-a-generation investment

for broadband infrastructure across America.

- **Voting and democracy:** Twilio joined dozens of tech leaders to call on Congress to immediately pass voting rights legislation to protect the freedom of Americans to vote, which is critical to the long-standing stability of our democratic system—based on our belief in the fundamental ability of every eligible U.S. voter to have fair and equal access to cast a ballot.

Lobbying disclosures

Twilio does not have a political action committee and does not contribute to any individual political candidates. Total financial contributions to political parties, politicians, and PACs in 2020-2022: \$0.

Twilio and its lobbying consultants disclose our U.S. lobbying activities and associated costs, which can be found on the [House of Representatives](#) and [Senate](#) Lobbying Disclosure Act websites. For the EU, Twilio voluntarily reports lobbying contributions and activities to the [Transparency Register](#).



Doing right by our customers

Data privacy

While each Twilion plays an important role in helping to ensure compliance with data privacy standards, there are a few key teams responsible for our data privacy. Twilio's global privacy program is overseen by our Chief Privacy Officer with the support of an international team of privacy lawyers and compliance specialists. The foundation of the program is our [BCRs \(Binding Corporate Rules\)](#) for when we act as a controller or a processor of data, which were approved by European Data Protection Regulators in 2018 and are applied globally to align our processes and practices to the highest standards. In 2022, Twilio became certified under the [Asia-Pacific Economic Cooperation \(APEC\) Cross-Border Privacy Rules \(CBPRs\)](#) and Privacy Recognition for Processors (PRP) systems. These voluntary and enforceable privacy certifications demonstrate our commitment to privacy and facilitate international data transfers from APEC

countries participating in these programs. We have also continued to maintain our EU-US Privacy Shield Certification. Our participation in these programs requires that we regularly audit or re-certify our compliance.

We have implemented policies and procedures that facilitate compliance with applicable privacy laws, including the [California Consumer Privacy Act \(CCPA\)](#) and other US state privacy laws, [General Data Protection Regulation \(GDPR\)](#), UK GDPR, and others. We work to use privacy by design in the review and building processes for our products, services, and internal business operations. We publish privacy-specific guidance in Twilio's public-facing [help center](#) to help our customers use our products in a way that will help them meet their compliance obligations and to demonstrate our commitment to privacy. To learn more about our commitment to protecting the privacy of our developer ecosystem, customers, and users, visit our [Privacy webpage](#) and [Privacy Notice](#).

Data security

At Twilio, securing communications is a top priority and at the core of our platform. Twilio strives to maintain the confidentiality, availability, and integrity of data and services by

proactively mitigating cybersecurity risks and helping customers meet regulatory demands. While each Twilion plays an important role in helping to ensure compliance with data security standards, there are a few key teams responsible for our data security. Our security program is overseen by our Chief Digital Officer and focuses on securing our people, our products, and our data to maintain security in every customer interaction. We follow a set of core security principles to guide our tested security posture. Our security risk management framework ensures ongoing risk identification, assessment, treatment, and reporting, while ensuring continuous delivery of platform products and services. All of our employees and contractors are required to complete security training every year, and we use physical and procedural safeguards to help keep our facilities and equipment secure. We assess and continuously monitor the security posture of our critical third party vendors. As part of our information security management system, Twilio is formally audited by third parties against frameworks such as ISO/IEC 27001, SOC, and PCI on a continuous basis. To learn more about our security practices, principles, and certifications, visit our [Security webpage](#), [Security Overview](#), and [Security whitepaper](#).

Business continuity

Twilio takes measures to protect customers and their services through our high-availability platform architecture, resiliency practices, and requirements built into our development and operational processes. Twilio's Business Continuity program establishes a framework to ensure continued delivery of our products and services by following an annual program cadence of core activities ranging from the business impact analysis (BIA), plan development and updates, and testing and exercises. Twilio performs an annual BIA to understand business requirements, set recovery objectives, and identify gaps and areas of vulnerability. Risks identified during the BIA are included in our Information Security team's management processes. The requirements and objectives set during the BIA inform the strategy analysis. Recovery strategies are documented in the Business Continuity Plans (BCP) to specify how teams will respond and recover during a disruptive event. BCPs are tested via procedural walkthroughs, tabletop exercises, and simulations. Twilio's Business Continuity program core activities are updated, reviewed, and approved by leadership annually,

or as significant organizational changes occur. Additionally, Twilio leverages specialized tools to monitor server performance, data, and traffic load capacity and increase the capacity or shift traffic to relieve any suboptimal server performance or capacity overload. Twilio's approach to resilience is aligned to ISO 22301 Business Continuity Management System and the Business Continuity Institutes' Good Practice Guidelines. Learn more about our [Business Continuity program](#).

Acceptable platform use

Twilio's [Acceptable Use Policy](#) outlines the rules customers must abide by in order to use Twilio's platform. Twilio's Acceptable Use Policy is geared toward protecting not only Twilio's platform, but also Twilio's customers, recipients of communications, and the public at large. For example, Twilio prohibits any activity on its platform that is illegal or deceptive. Furthermore, customers are prohibited from transmitting communications that are unwanted, abusive, deemed to be criminal misinformation or hate speech, or otherwise pose a threat to the public. Finally, Twilio takes

these prohibitions a step further and disallows any hate group from using Twilio's platform.

Trusted communications

Robocalls and bogus text messages are not permitted under our rules on the Twilio platform because people don't want them and because they erode the overall trust in the communications ecosystem. To do our part to improve the industry and our customers' experiences, Twilio has engaged in a number of industry-wide and product initiatives that enhance trust and deliverability of wanted messages. For example, Twilio achieved [SHAKEN/STIR compliance](#) to combat the rise in unwanted robocalls and unlawful caller ID spoofing ahead of the Federal Communications Commission (FCC) imposed deadline. Twilio also partnered with U.S.-based telecom carriers to stop spam and increase trust in the business-to-consumer text messaging ecosystem (known as [A2P 10DLC](#)). Additionally, Twilio co-chaired a working group within a telecommunications trade organization, USTelecom, to develop [best practices](#) for notification and redress of harmful telephone call blocking and labeling practices. Learn more about our [commitment to trusted communications](#).

Trust, security, and privacy industry associations and efforts

Twilio is a trusted member of national and international committees that are shaping the future of telecommunications. We're committed to building best practices and standards to strengthen trust, security, and privacy among all stakeholders in the telco ecosystem. Twilio is a member of the following trust, security, and privacy industry associations and committees:

- [Future of Privacy Forum \(FPF\)](#)
- [International Association of Privacy Professionals \(IAPP\)](#)
- [Information Technology Industry Council \(ITI\)'s Privacy Committee](#)
- [BSA the Software Alliance](#)
- [Center for Democracy and Technology \(CDT\)](#)
- [Cellular Telecommunications Industry Association](#)
- [USTelecom](#)
- [Alliance for Telecommunications Industry Solutions \(ATIS\)](#)
- [North American Numbering Council \(NANC\)](#)
- SOMOS Toll Free Traceback Group

- [State Attorneys General Anti-Robocall Coalition](#)
- [Messaging, Malware and Mobile Anti-Abuse Working Group](#)
- [VON Coalition](#)
- [Enterprise Cloud Coalition \(ECC\)](#)
- [Japan Unified Communications Service Provider Association \(JUSA\)](#)
- [Australian Communications Alliance](#)
- [NICC Standards \(UK\)](#)

Accessible design

Twilio's design systems team is committed to helping everyone at Twilio build inclusive and accessible software. [Paste](#), Twilio's design system, adheres to the international standard Web Content Accessibility Guidelines (WCAG 2.1 AA). The system provides accessibility tips and an [inclusive design guide](#) to use while building new products. Paste aims to raise the floor for all Twilio products to start their product development lifecycle with accessibility as a baseline and is used across our entire product portfolio. To share our learnings, we have open-sourced the Paste design system so our customers can leverage

best practices when building their own customer engagement software.

Developing skills to last a lifetime

We aim to help developers reach their goals faster, through learning content, live trainings, and programs that make a lasting impact. Resources available to developers include [Level Up webinars](#), both live and on-demand, monthly hands-on [Superclass training](#), and our [Twilio Essentials course](#).



Appendix

ESG materiality¹ assessment

In 2022 Twilio conducted our first materiality assessment with support from [Business for Social Responsibility \(BSR\)](#), a nonprofit sustainable business network and consultancy. Through internal and external stakeholder engagement and in-depth research on the broader technology industry and sustainability landscape, we identified the environmental, social, and governance issues that are most important to our stakeholders, including employees, customers, investors, and community partners, and to our long-term business success. This assessment enables us to prioritize our ESG efforts and establish goals that feed into our ESG strategy, while also complementing Twilio's overarching company goals.

Important issues identified (in alphabetical order):

- Board & Executive Compensation, Independence, & Diversity
- Climate Impact, Resilience, & Disclosure
- Data Privacy and Security
- Diversity, Equity, & Inclusion
- Emerging Technology and Ethics
- Employee Health and Safety
- Ethical Business Practices
- Governance, Accountability, and Culture
- Products Address Environmental and Social Challenges
- Responsible Product Use
- Systemic Risks from Technology Disruptions
- Talent Attraction, Development, & Retention
- Tech for Good

1. In this report and in related communications, the term "materiality" and similar terms, when used in the context of environmental, social and governance topics, are defined in reference to sustainability frameworks and are not meant to correspond to the concept of materiality under the U.S. securities laws and/or disclosures required by the U.S. Securities and Exchange Commission.

Environmental sustainability data

GREENHOUSE GAS EMISSIONS (tCO ₂ e) ¹				
Metric	2019	2020	2021	2022
Scope 1				
Direct emissions	792.2	707.4	582.3	802.2
Scope 2				
Purchased electricity, steam, heat, and cooling (market-based)	6,543.6	5,526.3	4,823.8	4,072.2
Purchased electricity, steam, heat, and cooling (location-based)	6,683.5	5,923.6	5,680.8	5,923.8
Scope 3				
3.1 Purchased goods and services	65,485.0	78,725.4	138,261.7	222,955.6
3.2 Capital goods	11,947.4	6,617.6	6,607.7	2,485.8
3.3 Fuel and energy related activities	275.1	287.7	397.6	2,062.9
3.4 Upstream transportation & distribution	245.1	196.3	74.6	1.5
3.5 Waste generated in operations	382.4	115.9	220.2	146.1
3.6 Business travel	13,110.1	3,754.0	1,054.3	10,091.7
3.7 Employee commuting	3,758.2	2,448.7	4,312.1	6,499.9
3.8 Upstream leased assets	255.9	568.3	468.6	602.0
Scope 3 Subtotal	95,459.2	92,713.9	151,396.8	244,845.6
Total	102,795.0	98,947.6	156,802.9	249,720.0

ENERGY USE ¹				
Metric	2019	2020	2021	2022
Total energy consumed (MWh)²	30,837.3	36,095.8	45,528.2	59,710.2
Scope 1 Direct energy use	3,645.1	3,045.6	2,274.5	3,098.4
Scope 2 Indirect energy use	16,953.2	15,438.1	15,643.0	18,043.2
Scope 3 Other indirect energy use	10,239.1	17,612.0	27,610.7	38,568.6
Percentage renewable electricity out of market-based scope 2	5.4%	10.9%	20.0%	40.6%
Percentage grid electricity out of market-based scope 2	94.6%	89.1%	80.0%	59.4%
OFFICES				
Estimated water use (m3) ³				141,500.9
Percentage of buildings certified to a green building standard ⁴				27.1%

Footnotes:

1. Twilio measured its 2019 - 2022 carbon footprint in partnership with Watershed. Watershed methodology follows guidelines from the GHG Protocol Corporate Accounting and Reporting Standard and the Corporate Value Chain (Scope 3) Accounting and Reporting Standard, inclusive of scope 1, 2, and all relevant scope 3 categories. Watershed's methodology received third-party verification and uses the most recent and relevant emissions guidance. Watershed is a CDP gold accredited global software solutions provider. We received external auditing from Apex, who verified our 2022 scope 1 and 2 emissions. Apex is a silver verification solutions provider accredited with CDP, and all of Apex's lead auditors are either ISO 50001 or ISO 14001 Lead Auditor certified. For the 2022 footprint, we used region-specific power usage effectiveness values from one of our cloud computing partners that are incorporated into the cloud electricity emissions calculation, which is an improvement in data collection and quality from the 2019-2021 measurements. For the 2022 footprint, we collected access swipe data across key offices to estimate the percentage of employees commuting into the office. Scope 3.7 employee commuting emissions include estimated energy usage from employees working from home; these work from home emissions use location-specific carbon intensity factors to account for differences in emission intensity of the energy sources where our employees are working from home. We switched accounting systems during 2022; different filters were applied to data from the two different accounting systems to identify expenses on a cash-basis. We acquired multiple companies between 2019 and 2022. GHG protocol requires that the emissions from each acquired company are

included within our footprint during the year of acquisition prior to the acquisition close date as well as moving forward. Watershed estimated historical emissions for each acquisition using a proprietary machine learning algorithm. After the acquisition close date, these companies are folded into Twilio's systems, and their emissions appear in our carbon footprint using actual data. We have restated our 2019 and 2020 carbon footprint in order to improve upon the prior methodology, enhance data collection comprehensiveness and quality, and cover all relevant scope 3 categories.

2. Energy consumption is defined as natural gas and electricity usage.

3. Estimated water use is calculated for offices based on internal records and utility bills where available. For offices where water consumption data is unavailable, we estimate water use by applying an average water use (m3) per square foot based on our available data. These estimates are for freshwater use only and are calculated based on the square footage of all offices we leased during 2022. This is a new measure introduced this year, and we will continue reporting on it in the future.

4. The percentage is calculated based on the square footage of our San Francisco Spear Street office, which is LEED Gold certified, relative to the total square footage of all offices we leased during 2022. We do not own any real property. This is a new measure introduced this year, and we will continue reporting on it in the future.

Employee data

METRIC	2022
Regional breakdown of employees ¹	North America: 61.8% Europe, Middle East, Africa: 17.2% Asia Pacific: 14.5% Latin America: 6.5%
Workforce representation (Global Gender)	See our workforce representation data
Workforce representation (U.S. Race/Ethnicity)	See our workforce representation data
Leadership representation (Director+)	See our workforce representation data
Hiring rates	See our workforce representation data
Attrition rate	See our workforce representation data
Employee engagement ²	75%

Footnotes:

1. Mexico is designated as part of Latin America. Learn more about our methodology in the Appendix [here](#).
2. This result is based on employee ratings for the statement "I would recommend Twilio as a great place to work" as of Q4 2022. We conduct a bi-annual employee engagement survey, share the results, and refocus our work based on employee feedback.

Sustainability Accounting Standards Board (SASB) index

This index maps our disclosures to the SASB standards for the Software & IT Services industry.

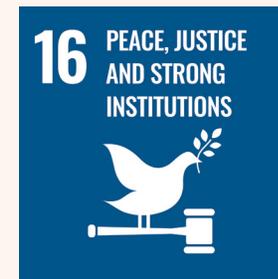
TOPIC	SASB CODE	METRIC	RESPONSE
Environmental Footprint of Hardware Infrastructure	TC-SI-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Environmental sustainability data
	TC-SI-130a.2	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Environmental sustainability data
	TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	Cloud and data centers
Data Privacy & Freedom of Expression	TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Data privacy ; Privacy
	TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	Any material legal proceedings would be disclosed in our most recent Form 10-K filed with the SEC.
	TC-SI-220a.4	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	Our Transparency Reports document the total volume of government requests for information received by us, how we responded to the requests, and how often we notified users of the requests.
	TC-SI-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	Twilio complies with U.S. regulations related to embargoed countries and regions.

TOPIC	SASB CODE	METRIC	RESPONSE
Data Security	TC-SI-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	Any material breaches would be disclosed in our most recent Form 10-K or applicable Form 8-K filed with the SEC.
	TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Data security ; Security
Recruiting & Managing a Global, Diverse & Skilled Workforce	TC-SI-330a.1	Percentage of employees that are (1) foreign nationals and (2) located offshore	Employee data
	TC-SI-330a.2	Employee engagement as a percentage	Employee data
	TC-SI-330a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	Our workforce representation data
Intellectual Property Protection & Competitive Behavior	TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	Any material legal proceedings would be disclosed in our most recent Form 10-K filed with the SEC.
Managing Systemic Risks from Technology Disruptions	TC-SI-550a.1	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	Service Status
	TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	Business continuity
Activity Metric	TC-SI-000.A	(1) Number of licenses or subscriptions, (2) percentage cloud-based	Total active customer accounts are disclosed in our most recent Form 10-K filed with the SEC.

Advancing the United Nations Sustainable Development Goals

The United Nations (UN) Sustainable Development Goals (SDGs) offer a blueprint for businesses, governments, and civil society organizations to come together as global partners to address society's most pressing issues. At Twilio, we are committed to helping advance this global mission to create an equitable and sustainable world.

We concentrate our efforts on the areas where we believe we can have the greatest impact. Specifically, we focus on advancing equitable long-term wellbeing, supporting people displaced by humanitarian crises, and enabling climate action. We believe our work contributes most to addressing the following 9 SDGs.



Methodology

All dollar values are presented in USD.

We define social impact customers based on their organization type and product spend. See the list of eligible social impact organization types [here](#). For these eligible organizations, we counted unique accounts that spent at least \$5 on products in December 2022. A single social impact organization may use multiple unique active accounts.

We define a “person reached” as an individual who has sent or received a message or phone call through one of our Twilio.org customers. We count each phone number only once, even if they have engaged multiple customers or received multiple messages. This count also includes the unique number of individuals who have received emails from Twilio.org customers that do not also use Twilio’s messaging and voice products. This information is tracked (anonymously) via Twilio’s backend system. This metric may exclude individuals who were contacted by one of our Twilio.org customers through products other than messaging, voice, and email.

Messages for good measure the total number of messages sent through one of our Twilio.org

social impact customers. Multiple messages can be sent to one individual.

To calculate grants provided in 2022, we count dollars the Twilio.org Impact Fund deployed in 2022, including capital that was committed in previous years and deployed in 2022.

International Federation of Red Cross and Red Crescent Societies is part of both the Digital Innovation grant initiative and the anchor cohort of humanitarian aid partnerships.

We collect the expected number of people served by our grantees through grantee applications. These numbers are only estimates and are subject to change over the course of the grant. Not all grantees estimate the number of people they will serve over the course of their grant period.

Product credits include \$500 in product credits for each social impact customer that joins Twilio.org’s Impact Access Program and additional credit pools for special programs like humanitarian crisis response. Product discounts are estimated as the average discounts for our identified social impact customers excluding for-profit customers with a social impact use case; discounts start at 25 percent.

In the US, we follow US Equal Employment Opportunity Commission (EEOC) guidelines in how we track employee data. In all other countries where we operate, we follow region-specific data privacy guidelines in how we track employee data. All employee data is pulled from Twilio’s Workday system as of December 31, 2022. All employee demographic data is self-reported by Twilions. This data includes regular and fixed-term employees only. This data excludes ValueFirst employees. While ValueFirst was acquired by Twilio in 2021, they operate as an independent subsidiary and their HR and employment records are managed in a separate system that does not connect with our Workday data.

Forward-looking statements

This report contains forward-looking statements within the meaning of the federal securities laws, which statements involve substantial risks and uncertainties. Forward-looking statements generally relate to future events and can be identified by words such as “may,” “can,” “will,” “would,” “should,” “expects,” “plans,” “anticipates,” “intends,” “could,” “target,” “projects,” “contemplates,” “believes,” “estimates,” “predicts,” “forecasts,” “potential,” or “continue” or the negative of these words or other similar terms or expressions. Forward-looking statements contained in this report include, but are not limited to, statements about: Twilio’s plans, expectations, timing, and ability to achieve its environmental, social, and governance (ESG) goals, its diversity, equity, and inclusion (DEI) goals, and other goals discussed in this report; and Twilio’s expectations regarding its ESG and DEI programs and initiatives. You should not rely upon forward-looking statements as predictions of future events.

The outcome of the events described in these forward-looking statements is subject to known and unknown risks, uncertainties, and other factors that may cause Twilio’s actual results, performance, or achievements to differ

materially from those described in the forward-looking statements, including, among other things: changes in economic conditions; changes in industry standards, laws, and regulations; changes to the operations of the social impact organizations we partner with; and the impact of social and environmental factors beyond Twilio’s control, including social unrest, natural disasters, and similar events.

The forward-looking statements contained in this report are also subject to additional risks, uncertainties, and factors, including those more fully described in Twilio’s most recent filings with the Securities and Exchange Commission (“SEC”), including its most recent Form 10-K and Form 10-Q, and subsequent periodic and current reports and other filings that Twilio makes with the SEC from time to time.

Forward-looking statements represent management’s beliefs and assumptions only as of the date such statements are made. Twilio undertakes no obligation to update any forward-looking statements made in this report to reflect events or circumstances after the date of this report or to reflect new information or the occurrence of unanticipated events, except as required by law.



Thank you to our customers, employees, grantees, and partners who helped us drive Twilio's impact in 2022.



Millions of software developers use Twilio's platform and communication APIs to help businesses build more meaningful relationships with their customers.