



A Note from Jack

Welcome to Twitter's first Global Impact Report.

Twitter has been serving the public conversation for 15 years, and we believe public conversation is better when as many people as possible can participate. With that philosophy in mind, we work hard to promote healthy participation on our service.

We navigated significant challenges in 2020 and made progress in promoting healthy participation in our product, policy implementation and within our company's culture. Our work is not done, but our progress and our clarity of purpose position us well to continue improving the health of the public conversation.

We are building trust through transparency and accountability, to make our company stronger and serve our customers better. We're committed to corporate responsibility, sustainability, and philanthropy, which are core to serving our purpose and we believe they are the right thing to do. We strive to unite philanthropy with our business objectives and be good stewards in the communities where we work and live.

Our goal in publishing this report is to share more information about the work we know is important to the people we serve: employees, partners, investors, and the people around the world who use Twitter.

We're proud of what we've accomplished so far and hope our work inspires others, but know we have so much more to do. We're always listening to your ideas and feedback. We believe this is how we will make Twitter and the world stronger, together.

A handwritten signature in black ink that reads "Jack".

Jack Dorsey

2020 Highlights

- **Promoting healthy participation:**

We're committed to promoting healthy conversations on our service. This includes significant investment to reduce the impact of harmful content using a combination of product, technology, and human review — both at the account and Tweet levels. While our work is never done, the impact we've made continues to grow. From our work to prevent dehumanizing speech, to public consultation on our policies, and collaboration with industry peers as part of the Global Internet Forum to Counter Terrorism — these critical efforts will continue to be at the forefront of Twitter's mission.

- **Prioritizing health and safety:**

The challenges created by COVID-19 in 2020 required us to rethink how we serve our communities remotely and safely. Across the company, we initiated a coordinated strategy to ensure that our product, policies, and partnerships were unified around reducing public health misinformation on Twitter, increasing the visibility of authoritative sources of public health information, supporting relief efforts in communities, and ensuring site reliability by keeping our employees and partners safe.

- **Investing in people and culture:**

In 2018, we launched a workforce and workplace strategy designed to start us on a path to greater decentralization, which has contributed to significant improvement in total attrition rate. This early move also gave us a significant advantage when our team was asked to work from home amidst the global pandemic. Twitter was one of the first large companies to announce a global work-from-home policy. We were able to execute quickly and successfully given our pre-COVID focus on embracing a decentralized structure. In mid-March 2020, we were one of the first companies that transitioned to a fully virtual workforce and introduced new programs and benefits to support our employees. We also doubled down on our diversity and inclusion efforts. We aim to be the most inclusive and diverse technology company, with at least half of our global workforce being women and at least a quarter of our US workforce being underrepresented minorities by 2025.

- **Strengthening our communities**

is part of Twitter's DNA and the core tenet of our social impact philosophy. As part of our Twitter for Good efforts, we've committed to investing \$100 million of our cash and investments as a founding partner to launch the Finance Justice Fund, a new socially responsible investment that aims to bring \$1 billion in capital from multiple corporate and philanthropic partners to the most underserved individuals and communities in America, while continuing to donate our time and capital around the world to nonprofits that serve our communities.

- **Expanding sustainability efforts:**

We have a robust long-term strategy for reducing our environmental footprint in several aspects of our operations. We're executing on our detailed roadmap to build sustainable workspaces, source renewable energy, efficiently operate our data centers, foster a company culture of environmental awareness, commit to international environmental protocols, and partner with global organizations to amplify environmental conservation and sustainability.



About Twitter

Twitter (NYSE: TWTR) is what's happening and what people are talking about right now. Twitter's purpose is to serve the public conversation. Public conversation helps the world learn faster, and solve common problems. We're an open service that's home to a world of diverse people, perspectives, ideas, and information. We foster free and global conversations that allow all people to consume, create, distribute, and discover information about the topics and events they care about most. We operate with the belief that together, we are and will continue to be a force for good in the world.

To learn more and read our latest updates, visit blog.twitter.com and follow @Twitter.

Our principles

Promoting health

Freedom of speech is a fundamental human right — but freedom to have that speech amplified by Twitter is not. Our rules exist to promote healthy conversations.

Earning people's trust

Twitter is what's happening. To stay reliable and credible, we must always be earning your trust.

Making it straightforward

Simple is good, but straightforward is better. Our product, our behavior, and our work habits should all be transparent and to the point.

Uniting profit and purpose

Twitter is a purpose-driven company that does good. Visit Twitter for Good to find out more about how we tie philanthropy to our business objectives.

Being fast, free, and fun

We should move fast, feel free to be ourselves, and have fun. That's Twitter.

Quick facts

FOUNDED

March 2006

192M

MONETIZABLE DAILY ACTIVE USAGE (MDAU) Q4 2020

\$3.716B

2020 REVENUE

35+

OFFICES WORLDWIDE

5,500+

EMPLOYEES AS OF DECEMBER 31, 2020

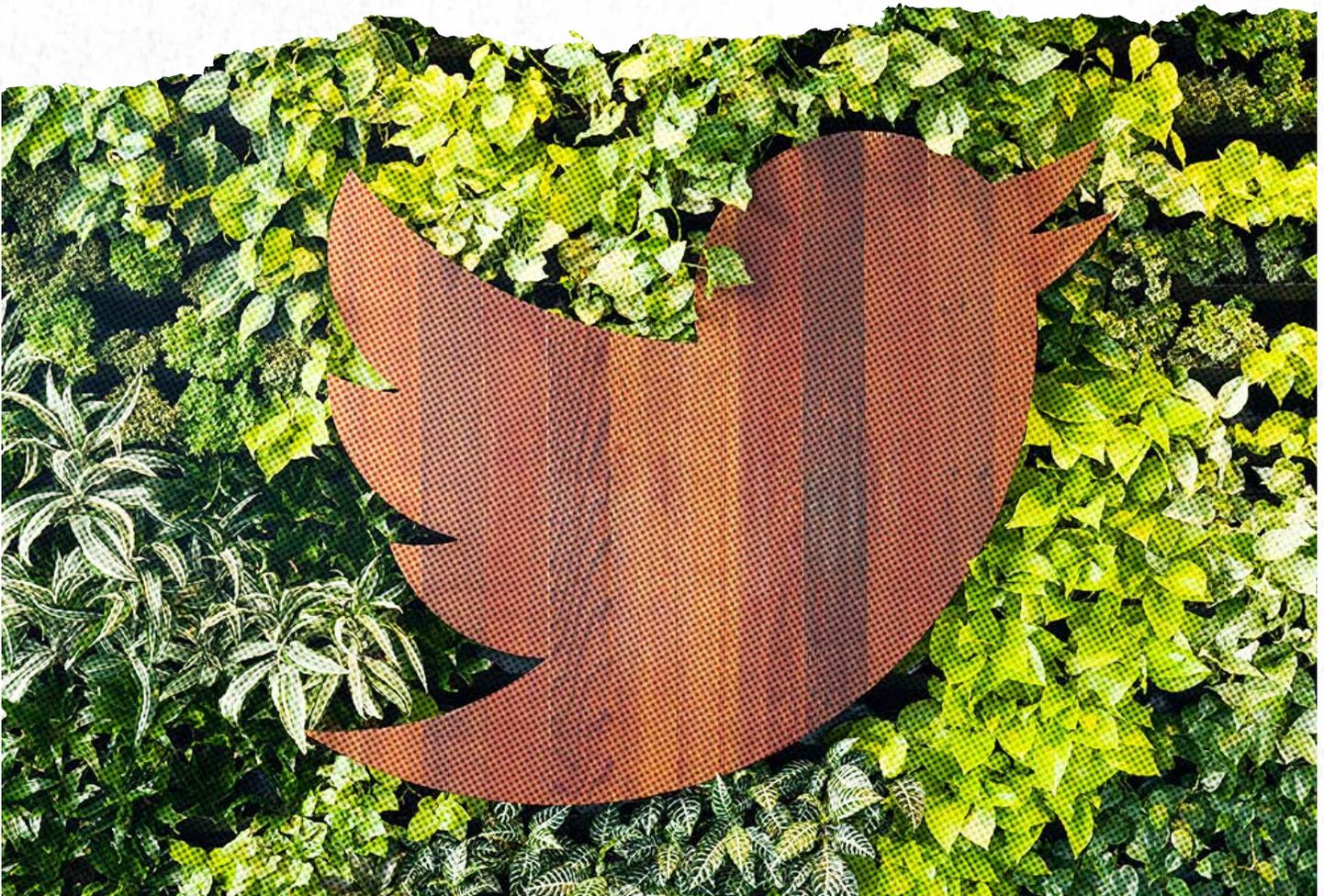
About this report

The positive power of Twitter is what connects us and allows us to impact the world around us. It is the driving force that propels our employees, or Tweeps, to invest time, energy, and talent to make the world a better place. It fuels our mission to be a purpose-driven company.

Doing good has long been a priority at Twitter, and we believe it's important to bring our initiatives together in one place through this inaugural Global Impact Report for all stakeholders. From employee days of service to our commitments to inclusion and diversity, we don't just talk about social impact, we prioritize and act to make positive social change. Many of our efforts have been organic and entrepreneurial, created by people throughout the

company wishing to apply our operating principles to their areas of responsibility. Other initiatives have been part of a concerted, organized effort to better serve the people that use our service, customers, partners, employees, and our shareholders. In this report, we aim to organize our varied initiatives to show how they all ladder up to our purpose, and embody responsibility to our stakeholders. While we're always striving to improve, do better and do more, we're excited to share highlights and results of our progress in 2020 and so far in 2021.

For our first Global Impact Report, we've organized our efforts by relying on several sources, including the frameworks of the Sustainability Accounting Standards Board (SASB) and the Global Reporting Initiative (GRI), to best understand the areas that may be most relevant to our broad array of global stakeholders.



We've organized our work into five areas:

1

Our service

Earning trust is one of our core operating principles, and it begins with how we act. We believe in growing our audience and our business in socially responsible ways.

2

Governance

We are committed to sound corporate governance and strong ethics and compliance practices, which promote the long-term interests of our stakeholders and help build public trust in Twitter.

3

People and culture

We often say that Tweeps come for the purpose and stay for the people, along with the unique experience and knowledge gained from working at Twitter. We see an incredibly vibrant and diverse conversation on our service every day, and we strive to reflect that within our company and communities.

4

Twitter for Good

Strengthening our communities is part of our DNA, and we strive to bring our company and community together as a force for good.

5

Planet

Climate change is one of the greatest challenges of our time. As a company, we're committed to protecting the environment and fostering long-term sustainability.

Our hope is that this Global Impact Report will aid important discussions about Twitter among our stakeholders, organizing and showcasing the work we've done and providing a roadmap for where we're headed.

1 Our service

Health

We believe that public conversation is better when as many people as possible can participate. With that philosophy in mind, we work hard to promote healthy conversations on our service. We know that people are less likely to speak if they feel intimidated or fearful. We aim to strike an appropriate balance between empowering freedom of expression and creating a safe service for participatory, public conversation.

Promoting healthy conversation is built into every facet of Twitter's culture, including our product and policy implementation and design. From [our work to prevent dehumanizing speech](#), to the ways in which we [leverage tech to tackle abuse](#), to our work with industry peers as part of the [Global Internet Forum to Counter Terrorism](#), the impact we've made in these areas continues to grow and evolve as the public conversation around us does too. Fundamentally, we believe that Twitter cannot be successful if people do not feel safe expressing themselves. Using a combination of product, technology, and human review, we're scaling our efforts and the level of sophistication at the Tweet and account level to be able to be increasingly proactive to reduce the burden on people using Twitter.



Focus areas that guide our work



Reduce the burden on the people we serve

We believe that we should be taking as much of the burden as possible away from the individual encountering abuse. That is why we automatically downgrade low-quality replies, offer Tweet-level controls, and provide as many simple, consumer-friendly, and granular tools as possible so people are empowered to shape their own individual experience of the public conversation.

Build our policies with transparency and with public input

We believe that we must consult with the public in the development of our policies — transparently and openly. That's why we're increasingly opening them up for public comment so we can ensure they are a reflection of the reality of the public conversation and the diverse global cultural contexts in which Twitter operates.

Increase proactive content moderation

We invest in both technology and human review in order to help us scale our ability to action harmful content. Through targeted acquisitions, investment in proprietary technology, and building our core operational policy enforcement functions, we're increasingly able to catch certain forms of harmful behavior proactively and to surface it for review. We focus on behaviors first and foremost. Thousands of public account signals allow us to generate a more sophisticated and comprehensive picture of when abuse is occurring and what we can do to intervene. We believe greater investment in machine learning is essential to our work.



1 Our service

Collaborate with industry peers

Whether it's child protection or countering violent extremism online, we work with our peers to advance our efforts to protect the public conversation. From the Global Internet Forum to Counter Terrorism to the Santa Clara Principles, the Technology Coalition, the Christchurch Call, and the Digital Trust and Safety Partnership, these cross-functional spaces allow collaboration, provide best practice advice, and ensure we're providing feedback to growing companies on how they can build their efforts to keep people safe.

Provide context

Particularly when it comes to misinformation, we've introduced a range of policy and product controls at the customer account level to ensure we're providing as much context as possible to accounts and Tweets, especially when there's an increased risk of real-world harm. From labeling government accounts and state-controlled media entities to removing political ads from our service and protecting election conversations, this nuanced approach is designed to provide the public with as much information as they need in order to make a judicious decision on the accounts they follow and understand the intentions behind the Tweets they're engaging with on our service.

Advance policy enforcement with fairness

Our range of enforcement actions and product interventions is designed to be as transparent as possible — we strive to make it clear why a rule has been violated or a Tweet has been removed. As such, we've made the product responsive to the needs of those we serve and created a space for people to better understand our policies, learn accordingly, and evolve their behavior in a way that promotes healthy conversation. We're acutely aware we don't always get it right. Thus, we've built a system for people to appeal our decisions and to ensure we're made aware when we make an error or need to re-review an enforcement decision.



Operate transparently

We stress the need for transparency in our actions because we know that the open exchange of information can have a positive global impact and lead to greater accountability. We are committed to providing meaningful transparency to the public through ongoing improvements and updates to the [Twitter Transparency Center](#). The center covers a broad array of our transparency efforts, including information requests, removal requests, copyright notices, trademark notices, email security, Twitter Rules enforcement, platform manipulation, and our work to remove state-backed information operations. We also have a [historic timeline](#) highlighting our transparency initiatives aimed at building and increasing public trust over the years.

Read more about our efforts to promote [healthy conversations](#) and access our [Help Center](#).

The Twitter Rules

The foundation of our health work is the [Twitter Rules](#). Our rules exist so all people can participate in the public conversation freely and safely. Violence, harassment, and other similar types of behavior discourage people from freely expressing themselves.



We continuously evolve our rules and policies to reflect the realities of the world in which we operate and to respond to new behaviors we observe on our service. As we develop our rules, we understand the importance of considering a global perspective and thinking about how policies may impact different communities and cultures. Deeper context is essential to this process.

To get this context and to think outside the company walls, we also look to outside experts — safety advocates, academics and researchers, public comment periods, expert organizations, and community groups — to help us evaluate our products, policies, and programs.

Much of this work happens through the [Twitter Trust and Safety Council](#), its issue-specific advisory groups, and special ad-hoc groups that convene on certain topics. Those topics include Online Safety and Harassment, Human and Digital Rights, Child Sexual Exploitation, Suicide Prevention and Mental Health, and Dehumanization. Additionally, we regularly partner with organizations around the globe that provide operational and educational support, tools, and resources to keep people on Twitter safe.

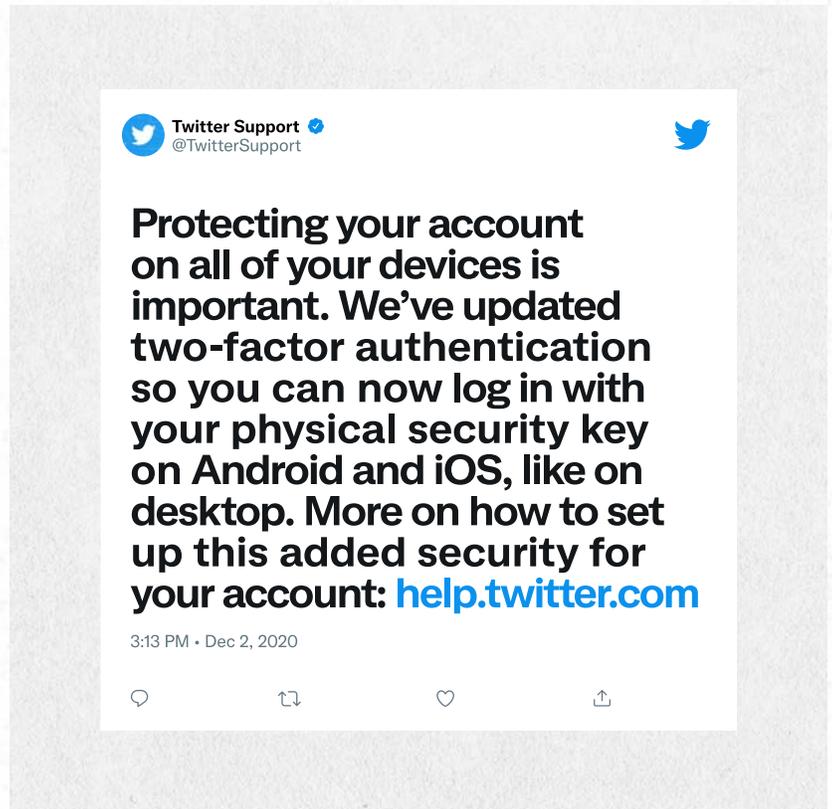
We believe strongly in being impartial and we strive to enforce our Twitter Rules fairly. Here's more information on our [enforcement efforts](#) and [philosophy](#).

Privacy and data security

Privacy

We believe privacy is a fundamental human right. From protecting people's ability to use the service pseudonymously to offering meaningful privacy and security controls, to our overall commitment to transparency — these fundamental principles are built into our DNA.

People's right to privacy and the protection of their data is something we've fought for since Twitter was founded in 2006. From the beginning, we've offered various ways for people to join the conversation on Twitter on their own terms — there is no greater tool to empower people to speak freely than the ability to create pseudonymous accounts or to allow people to control who sees their Tweets. We also partner with civil society, standing up to governments and evolving our efforts to document our work. Teams across the company are constantly working to protect people's privacy and data.



We care deeply about people's privacy and strive to show it in our products and our service. Our guiding principle is transparency. We have a single global privacy policy that is easily accessible, designed to explain what data we collect, how it is used, and when it is shared. When people on Twitter log into their accounts, they have immediate access to a range of tools and account settings to control the personal data we receive about them and associated with the account, including public or private settings, marketing preferences, and applications that can access their accounts.

The [Twitter Privacy Center](#) provides clarity around our privacy and data protection work, including related initiatives, announcements, new privacy products, and communication about security incidents. It explains what data we collect, how we use it, and the controls available for people. The center includes our [Privacy Policy](#), information about data processing, and links to our [Help Center](#).

In addition, people can always easily access their settings where they have ways to control the data we collect and how we use it, and to manage things like account security, marketing preferences, apps that can access their account, and address book contacts uploaded to Twitter. People can also download information they have shared on Twitter through the [Your Twitter Data tool](#).

We comply with a variety of global data privacy regulations including the [General Data Protection Regulation \(GDPR\)](#) and with the [California Consumer Privacy Act of 2018 \(CCPA\)](#).

For updates on the work we're doing to protect accounts and keep Twitter secure, follow our blog posts such as [this one](#).

1 Our service

Advertising standards

Twitter adheres to the Digital Advertising Alliance (DAA) Self-Regulatory Principles for Online Behavioral Advertising (also referred to as “interest-based advertising”) and respects the DAA’s consumer choice tool for people to opt out of interest-based ads on and off of Twitter, we provide account setting options to turn off this feature. In addition, our ads policies prohibit advertisers from targeting ads based on categories that we consider sensitive or are prohibited by law, such as race, religion, politics, sex life, or health.

We’ve joined the world’s leading advertisers in the [Global Alliance for Responsible Media \(GARM\)](#), an unprecedented, global collaboration with agencies, media companies, platforms, and industry associations to rapidly improve digital safety.



As part of our efforts to protect healthy conversations, we prohibit the paid promotion of [political content](#). We made this decision in 2019 based on our belief that political message reach should be earned, not bought.



Data security

At Twitter, we’re aware of the role we play in society and we take our responsibility seriously. In the 15 years since our founding, the threat landscape has grown significantly. We continuously improve our processes, including strengthening authorization checks, improving our detection and monitoring capabilities, and investing in tools and training for Tweeps and contractors.

The required annual compliance certification training for all Tweeps includes data privacy and data security. We’ve also enhanced training content on secure coding, threat modeling, privacy impact assessments, and how to integrate privacy into everything we design and build. We continue to invest in and scale the processes in place to review products for [security and privacy concerns](#) before they launch.

In addition to our information security and privacy professionals we have a novel internal network of Tweeps across a wide range of our teams — Twitter Doves. They dedicate 10-20% of their time to championing data privacy, security, and management, and act as their team’s day-to-day point of contact for questions about these areas. This helps distribute security awareness and focus throughout the organization rather than simply within expected verticals.

This cross-functional team receives best practices training and direct support from the privacy, security, and data management teams. Doves also have opportunities to pursue professional certifications related to privacy, security, and data management (like Certified Information Privacy Professional (CIPP) and Certified Information Systems Security Professional (CISSP)). They meet as a group at least once a month to discuss cross-functional data privacy, security, and management alignment and best practices, helping us build great products that respect, protect, and keep personal data secure.



Board oversight

Security and privacy are critical components of our risk management, with our Risk Committee and Audit Committee having responsibility for oversight of risks related to these areas. Management regularly engages with our full Board of Directors and our Risk Committee on Twitter’s security and privacy programs and their related priorities and controls.

Security and privacy updates are presented to the board at least annually. Additionally, the Risk Committee tracks security and privacy items with quarterly updates provided by our Chief Security Officer and our Chief Privacy Officer. The Engineering Leadership team addresses the management of and response to the risks presented. The Audit Committee had traditionally received a similar briefing in a separate session allowing for a robust discussion and strong oversight of these areas.

Information security

Our management of information security has been assessed according to the ISO 27001 Information Security Management framework biennially since 2011. Controls and systems are tested on a rolling basis and we participate in public bug bounty programs to help us proactively identify vulnerabilities or other issues in our products and service.

Additionally, because we accept payments via credit card, we comply with the global payments industry’s operating rules and certification requirements, which are governed by the PCI Security Standards Council and include the Payment Card Industry Data Security Standard.



Twitter is focused on keeping high-profile accounts safe and secure during the US election.

Starting today, a group of Twitter accounts in the US will see this notification detailing some security measures we’ll be requiring or strongly recommending going forward.

3:30 PM • Sep 17, 2020



Responsible sourcing

We rely on our trusted suppliers to ensure we get best-in-class goods and services at great values.

[Our Supplier Information](#) page helps new and existing suppliers navigate our supplier registration process and includes our [Supplier Code of Conduct](#).

Supplier relationships are managed through our Strategic Sourcing team and suppliers are vetted by the Compliance, Data Security, and Privacy teams. We have a robust cybersecurity risk assessment program that evaluates vendors and partners that work with us. As part of our initiative to identify and mitigate risk, we conduct due diligence on suppliers, screening new suppliers against sanctions and other watch lists, including but not limited to those maintained by the US Department of Treasury's

Office of Foreign Assets Control, and conducting continuous monitoring for ongoing compliance. Our supplier agreements contain contractual provisions that require suppliers to adhere to and respect all applicable laws and regulations. Any violation of the terms of our Supplier Code of Conduct may lead to termination of the business relationship. Our dedicated Sourcing, Legal, Data Security, Privacy, and Compliance teams work closely together in collaboration with our wider business to review and improve our supplier compliance oversight processes on an ongoing basis. In 2020, we rolled out a new SRM (Supplier Relationship Management) platform, which gives us a holistic view of our suppliers. Additional information on our Supplier Inclusion and Diversity program is detailed in the [Inclusion & diversity section](#) of this report.

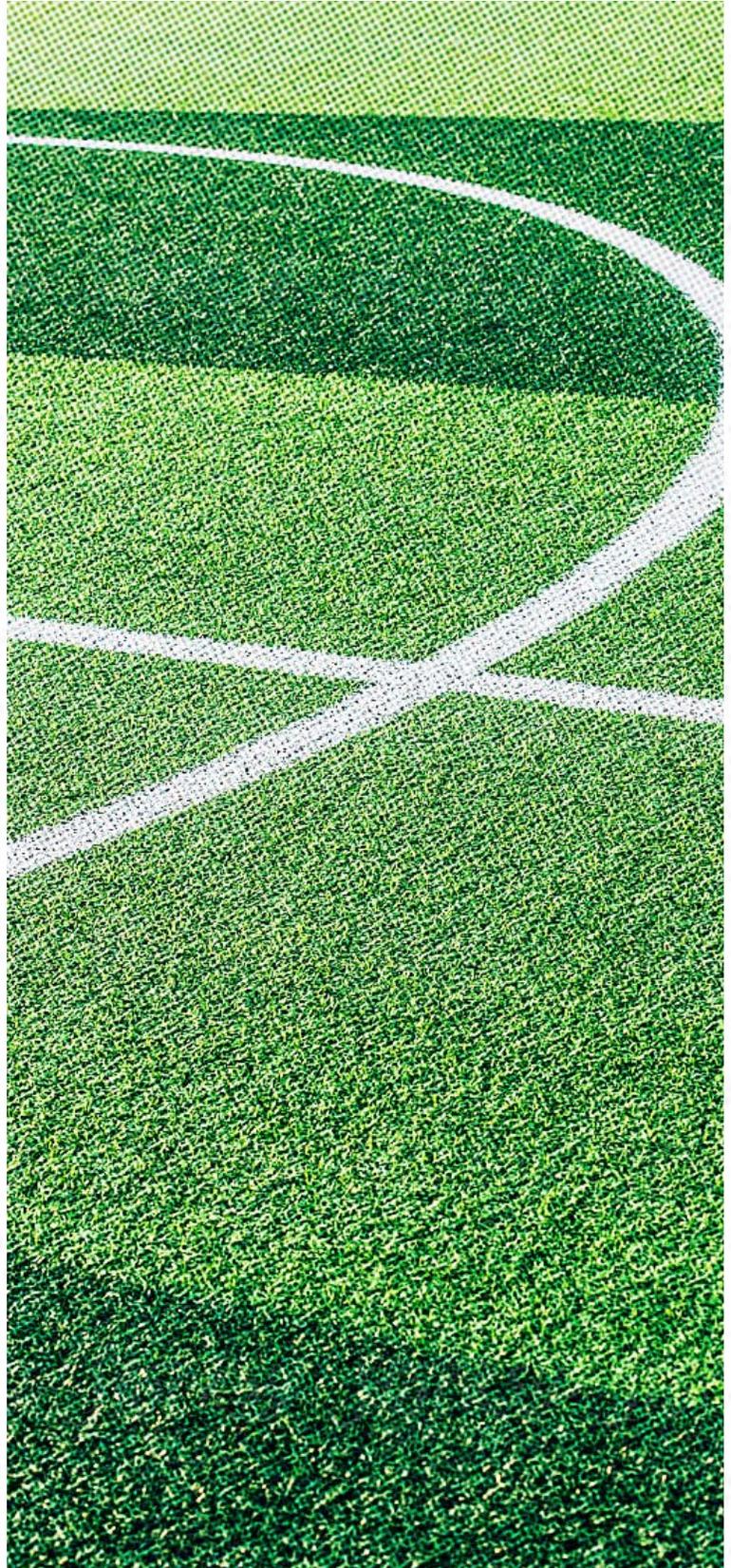


Innovation and competition

Our intellectual property efforts are focused on two objectives: The first is to ensure the freedom to operate our business today and tomorrow. The second is to protect our innovations, discoveries, and designs.

We rigorously pursue these objectives by relying on federal, state, local law, common law, and contractual rights in the United States and other jurisdictions. For example, we enter into confidentiality and invention assignment agreements with our Tweeps and, where appropriate, with third parties. We holistically and prospectively register and obtain intellectual property rights, including those related to trademarks, trade dress, domain names, copyrights, trade secrets, and patents. Additionally, we assist third parties in the proper use of our intellectual property by defining and propagating policies and guidelines and, where needed, enforcing compliance. To read more about our intellectual property principles, please see our [Annual Report](#).

We also face significant competition in every aspect of our business, including companies that provide tools to facilitate communications and the sharing of information, companies that enable marketers to display advertising, and other online ad networks, exchanges, and platforms. Our [Code of Business Conduct & Ethics](#) requires our employees, executive leadership, board members, contractors, and consultants to conduct business fairly and honestly and abide by antitrust and anti-corruption laws around the world. For more information about our Code of Business Conduct & Ethics, please see the [Business ethics and compliance section](#) in this report.



Business resilience

Our business is subject to the risks of earthquakes, fire, power outages, floods, and other catastrophic events, as well as to interruption by human events such as terrorism. In response to these threats, we have a robust disaster recovery program in place. Our business is ISO 22301 certified, the international standard for Business Continuity Management (BCM), and audited by a third party. We have board oversight of reliability, business continuity, and capacity risks related to our operational infrastructure, previously through our Audit Committee and now through our Risk Committee.

Site reliability is critical to our business. Our core systems are designed to tolerate a complete region loss. Our technical operations can run 24/7 with around-the-world staffing. Throughout the COVID-19 pandemic our data centers never stopped working, with our teams operating on rotation with extra protective

equipment and tailored guidelines for each facility. In the event of a catastrophe, our systems are designed to quickly move production to a backup data center.

Crisis management is the process we use to coordinate response and recovery activities during a disruptive incident or crisis. The process objectives are to protect people (like Tweeps, contractors, and visitors), manage risks and impacts associated with unplanned resource interruptions, protect our reputation, enable timely internal and external communications, reduce risk through proactive risk mitigation, and provide an effective response and recovery framework. Our Crisis Management team oversees four regional teams including America East, America West & LatAm, EMEA, and APAC. They perform training throughout the year with stakeholders from our offices around the world, focused on various crisis scenarios. Over the past three years, we've performed a total of more than 50 exercises globally. We use a variety of communications channels, including Twitter, to keep people informed of our actions during a crisis situation.

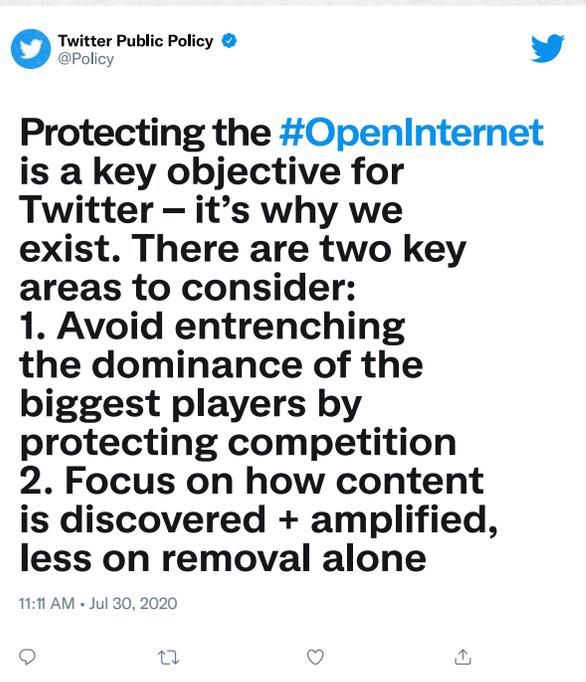


Public policy

The legal and regulatory landscape for Twitter is complex and rapidly evolving. Our Legal team monitors and guides the company on the wide variety of laws and regulations globally that directly impact our service, including privacy, data protection, security, advertising, rights of publicity, content regulation, intellectual property, competition, protection of minors, consumer protection, credit card processing, securities law compliance, and taxation.

Looking ahead, we expect to see a wide range of legislative policy proposals, and numerous new and changed laws enacted. Our Public Policy team is proactively and strategically engaged with policy makers and civil society around the world. Our advocacy is guided by Twitter's purpose, which is to serve the public conversation. We believe that the global public conversation is dependent on the free and open internet and protecting it is vital to fulfilling the potential of the internet as a global force for good and driver of economic growth. Some countries currently block access to our service. Other countries have done so on a temporary basis in the past. We believe that access to the open internet is a fundamental right and call on governments to reject the use of blocks and throttling as a policy tool. Twitter has proactively advocated, alongside partners around the world, for governments to [#KeepItOn](#).

In the years ahead, we'll directly advocate for policies that protect the rights of people on Twitter and the foundations of the open internet, while continuing our efforts to advance freedom of expression, privacy, competition, and transparency at every level of government.



2 Governance

Governance of ESG-related matters

We set high standards for our Tweeps, executive leadership, and Board of Directors. Sound corporate governance is important to our success, and our board of directors serve as a prudent fiduciary for shareholders and provide oversight of Twitter's business.

Our Board of Directors oversees our Environmental, Social, and Corporate Governance (ESG) strategy, initiatives, and policies, and assesses the effectiveness of executive management's implementation of the ESG strategy, initiatives, and policies. In 2021, we created a Risk Committee of the Board of Directors that, among other responsibilities, will focus on our most important ESG issues.



Our risk management practices are key to maintaining an effective organization. Risk is discussed at the board level, and detailed topics and discussions are delegated to various board committees.

- Our Audit Committee oversees risks associated with financial, accounting, legal, and regulatory procedures and reporting.
- Our Compensation Committee oversees risks associated with leadership assessment and executive compensation programs and arrangements, including overall incentive and equity plans.
- Our Nominating and Corporate Governance Committee oversees risks associated with board organization, membership, and structure, succession planning, corporate governance, and overall board effectiveness.
- The newly formed Risk Committee complements the Audit Committee to provide oversight of our risk management infrastructure, framework, and activities, with broad responsibility to oversee a number of top enterprise-wide risks, including ESG.

Our management reporting processes are designed to help our board clearly identify, assess, and manage risks as well as management's strategic approach to risk mitigation.

As part of our overall risk management process, we conduct a high-level enterprise risk assessment every year. This process requires a presentation of the risk assessment to executive management and is shared and discussed with our Audit Committee. Moving forward, it will also be shared with our Risk Committee.

Our management team is responsible for considering risks in annual planning, creating objectives and initiatives, and implementing and monitoring mitigation strategies, where appropriate. The Chairperson of the Audit Committee periodically meets with our Head of Internal Audit, Chief Compliance Officer, and General Counsel to discuss risks and exposures and provide feedback on management's mitigation plans.

We've integrated risk management responsibilities into our various business function strategy and operations teams. These teams focus on detailed functional strategic initiatives, which give them unique insights into respective risks and opportunities. These discussions are surfaced to our Head of Internal Audit and Chief Compliance Officer to consider any impact on the overall risk environment and provide relevant information for leadership and board reporting.



Board diversity and independence

We constantly strive for strong corporate governance and adapt our approach to reflect the environment. In 2020, we shifted our board leadership to an Independent Board Chair and we eliminated the role of Executive Chairman.

Our Corporate Governance Guidelines require our Nominating and Corporate Governance Committee to consider a broad range of backgrounds, experiences, and diversity for board members. We currently have 10 directors, including two women. We aim for our board to reflect the diversity of the voices on our platform and at this time, we're actively recruiting to incorporate more diversity into our board.

The majority of our board is considered independent, including the Independent Board Chair. We believe that at this point in time, the structure of a separate Independent Board Chair and Chief Executive Officer enables each member to focus on different aspects of the company and reinforces the overall independence of our Board of Directors.

Consistent with our ongoing initiatives to implement corporate governance best practices, we will propose at our upcoming annual meeting of stockholders to eliminate our classified board structure. Our Board of Directors will recommend that stockholders vote in favor of this proposal. If approved, at each election following the 2021 annual meeting of stockholders, our directors will be elected for a one-year term. Directors who have multiple-year terms will continue to serve those terms until they expire.



Business ethics and compliance

Integrity, honesty, transparency, and trust are essential to our service. Our Ethics and Compliance Program is designed to help our Tweeps put our values into practice, make good decisions, and do business the right way.



Code of business conduct & ethics

Twitter's [Code of Business Conduct & Ethics](#) was developed with the belief that everything we do should be measured against the highest standards of ethical business conduct.

Our Code of Conduct applies to all Tweeps, board members, contractors, and consultants, and broadly sets out our policies with respect to nondiscrimination, conflicts of interest, fair dealings, regulatory compliance, privacy and data protection, information security, anti-corruption, anti-competition, and intellectual property. Through our Ethics Helpline, a third-party managed whistleblower hotline, anyone can raise concerns without fear of retaliation, anonymously where permitted by law.

Compliance program

Our compliance program is designed to meet global standards for an effective compliance program. Our Chief Compliance Officer reports to the Chief Legal Officer and provides quarterly updates to the Audit Committee of the board. These presentations highlight our culture, risk profile, and changing regulatory landscape, program developments, and investigative activity. They also include the results of our annual legal regulatory and compliance risk assessment, which informs plans for the following year.

Training and awareness

Our Code of Conduct is the foundation for compliance training and awareness programs. As part of employee onboarding, all new Tweeps receive the code, complete mandatory training, and certify they understand and will comply with our Code of Conduct. In addition, all full-time Tweeps are required to complete Code of Conduct training annually and certify their understanding and compliance. Targeted and risk-based training and communication are also distributed throughout the year to help keep compliance top of mind, and supplemental training is provided on an as-needed basis to address regulatory changes or specific business needs.

We have a number of controls in place to ensure compliance with our policies, including mandatory training, a review process around potential conflicts of interest, pre-approval requirements before providing gifts and hospitality to third parties, due diligence of our suppliers and partners, and ongoing monitoring integrated across the business.

We draw on information from various compliance activities, as well as interviews across the company, to identify process and control gaps, weaknesses, and areas for improvement. We continuously strive to refine our program to provide the best possible guidance and support to our Tweeps.

3 People and culture

We often say that Tweeps — our employees — come for the purpose and stay for the people, along with the unique experience and knowledge gained from working at Twitter. The way we attract and retain our team is core to our business, and we continue to invest in hiring outstanding talent and retaining high-performing employees through a number of engagement initiatives and development opportunities.

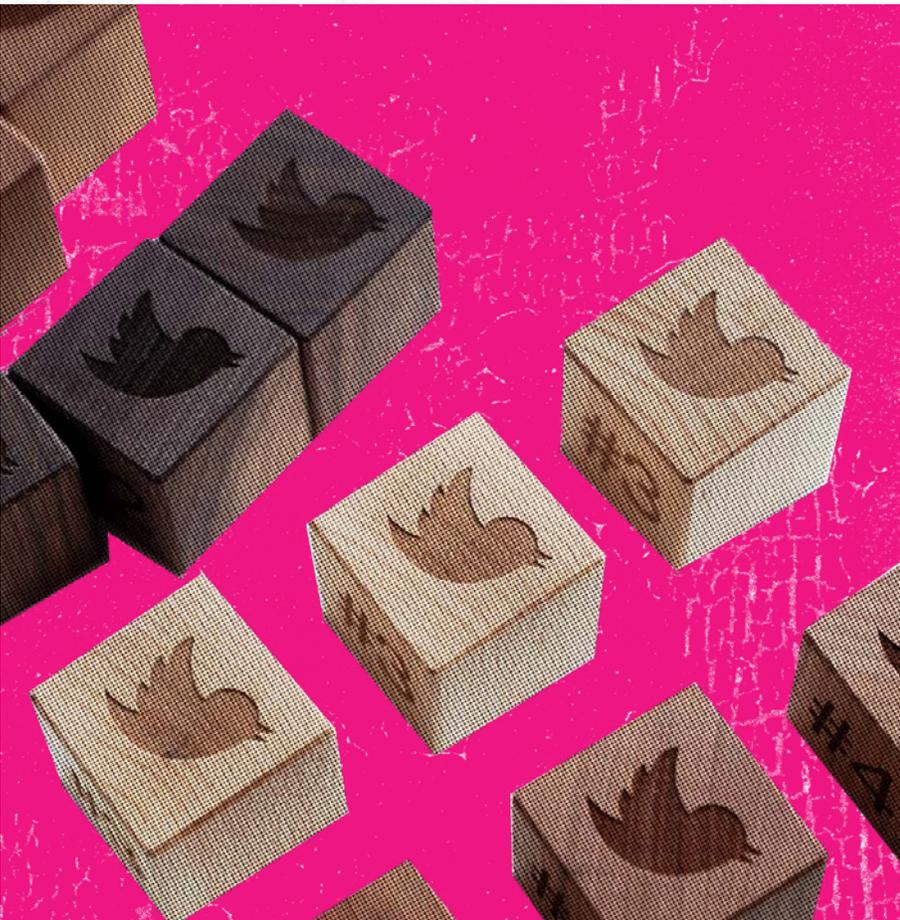
Our priority is to create an exceptional employee experience for our Tweeps. Some key areas of focus include Learning and Career Development, Health and Safety, and Inclusion and Diversity. We measure our success and progress across these areas through key metrics including workforce growth, decentralization, representation, engagement, and retention. Twitter’s leadership team updates our Board of Directors at least once a quarter on these employee-related initiatives, their progress, and areas for improvement.



Learning and career development

We prioritize how our Tweeps can grow, have an impact, and achieve their career goals at Twitter, and recognize that learning and development are key differentiators in making us the best career choice that Tweeps will ever make.

In 2020, we significantly expanded our virtual, on-demand format to support a more decentralized workforce. We continue to invest in a distributed-first approach to talent development and believe that access to resources and learning experiences is a key driver of employee engagement. We believe employees do their best work when given the option to work and live in their chosen communities, which might not be near an office location, and that travel should not be required to access critical company or role-related learning.



We have developed a robust Learning & Development portfolio that includes a number of key programs that support our Tweeps. A few of these include:

- **Our employee onboarding program, Flight School**, is how we welcome new Tweeps to Twitter. It starts the moment an offer is signed through the first quarter of a new Tweep's tenure. The primary focus is on connecting new Tweeps to our purpose, enabling them to confidently navigate the company and make an impact early on. We track employee sentiment throughout Flight School to assess the quality of the onboarding process and, in 2021, we will be establishing metrics to measure time to productivity.
- **The How We Work program** ensures our Tweeps can work effectively regardless of where they are or what they do. Focus areas include cross-functional collaboration, decision-making, project management, and work management. The goal of How We Work is to define and amplify effective work practices for employees and teams globally and create consistent practices of working across Twitter.



We have specific programs that aim to target engagement and retention of critical talent. Some examples are:

- **Managing@** is our management development onboarding program which is mandatory for all people managers globally. The goal is to drive consistent manager quality and practices across the company. We recognize that managers are the guardians of our culture, principles, and employee experience. Managing consists of a number of distinct modules including on-demand components focused on real-time virtual cohort training and skills. We also have functional management development for engineering and sales managers.

We recognize that there's cultural complexity when managing globally, and we offer cultural awareness training to all managers and teams. This helps bring awareness to an employee's own unconscious biases and how to best engage with others. We've made all manager training virtual to align with our distributed workforce.

- **Healthy Workplace** is a series of programs aimed at creating psychological safety at work. In 2020, we led every member of our senior leadership team and their direct reports through a Healthy Conversations workshop and follow-up practice session. The goal of this program is to create a common language for having tough conversations across the company and within teams. This module is offered to all teams across the globe.
- **Talent programs** are targeted investments in critical populations across the company. These populations can range by level from executive to more junior Tweeps and include emerging women and diverse leaders. Our goal is to create a diverse bench of future leaders from within Twitter and we recognize that talent development is a key driver in our efforts to achieve our inclusion goals. We have seen significant increases in engagement and retention (+50% versus control group) as a result of participation in targeted, high-touch, high-value programs.

- **Executive program in women's leadership:** A partnership with Stanford University to connect critical talent with the best thinking in leadership, business, and personal development.
- **WELead:** A program in partnership with UCLA focused on elevating emerging women leaders across the globe. For 2021 and beyond, we've designed this program to be 100% virtual to ensure we continue to create a level playing field globally.
- **Diversity leadership programs:** Partnering with our inclusion and diversity (I&D) teams at Twitter, we have pilot programs that focus on building leadership qualities and strengths through targeted talent development initiatives for our Black and Latinx employees. These initiatives aim to help individuals overcome any personal or systematic barriers to progression and range from programmatic development options to 1:1 coaching.

We believe that access to talent programming should be consistent and fair. We regularly work to ensure these programs and initiatives are easily accessible and integrated equally across our entire global employee population.

3 People and culture

Career development

At least once a year, we perform a company-wide career planning exercise, with the goal of helping leaders support Tweeps with career development opportunities within Twitter. We focus on learning and development resources as part of this process, with defined action plans and 360-degree feedback for employees on their progress.

In 2020, we improved the planning exercise by establishing a cadence of monthly check-ins between managers and individuals to discuss their performance and goals, but also as a way to talk about well-being, capacity, and overall health.

We strive to have 100% participation in meaningful learning and development annually. Our career research shows that growth is a key reason why people join Twitter and, more importantly, why they stay. We offer a number of trainings and resources to our Tweeps — through teams, open enrollment courses, targeted role-based training, and sponsored participation in talent programs — all of which can be accessed anywhere, anytime, regardless of where our employees are based.



Some examples of our career development resources include:

- **#GoodforTwitter:** Good for Twitter is a program designed to ensure our Tweep's involvement in activities that make Twitter a more inclusive place to work are recognized. These include participation in programs and initiatives such as Business Resource Groups (BRGs), Culture Committees, Twitter for Good, org-specific working groups, and/or technical training courses for fellow Tweeps. Employee engagement in these activities are incorporated through our people processes and help inform performance reviews, development, and advancement.
- **Personal learning budget:** We provide all employees with an annual \$1,000 personal learning budget that they can use toward external workshops, conferences, books, and resources that are relevant to their personal career journey.

We conservatively estimate that our investment in talent development programs (excluding labor) is more than four times the industry average amount spent on training per employee, according to the ATD (American Talent Development).

3 People and culture

Flexible work program

One way we focus on retaining the best people to achieve our purpose is by promoting a more distributed workforce at Twitter. In 2018, we launched a workforce and workplace strategy designed to start us on a path to greater decentralization, which gave us a significant advantage when our team was asked to work from home amidst the global COVID-19 pandemic in early 2020.

A core element of our strategy has been increasing our remote workforce and building more distributed teams who work effectively together without the need to be co-located. Our goal is to create a level playing field where there is parity in the employee experience, regardless of whether they'll be working in one of our offices full-time, in-house a few days a week, or be remote full-time. While we'll always have offices for our employees, this is about Twitter having a presence where our employees want to be. This strategy has contributed to the overall improvement of our total attrition rate:



While our **total number of Tweeps has grown over 40% in the last two years**, our **total attrition rate has decreased by 50%** in the same period. Furthermore, our attrition rate among employees who've relocated but stayed at Twitter is 35% lower than Twitter's overall attrition. **Our focus on decentralization and flexible work is helping us retain talent.**

We're also continuing to identify the locations where we see us attracting the best talent for Twitter, while also scaling our business. Twitter is a global service, and we're aiming to better align our company to best support the people who use it — whether that's an opportunity to attract more people to the service in an emerging market or responding to the needs of an existing market location where we currently don't have a physical presence.

Engagement

To measure employee engagement, we conduct company surveys at least twice a year, making adjustments to our programs and initiatives based on employee feedback. **In 2020, we doubled the number of company-wide surveys to ensure we consistently measured, tracked, and promoted a positive employee experience for our Tweeps throughout the year. We received high participation rates from employees (>80%) across each survey and found our Tweeps are more engaged and have greater pride in working at Twitter than ever, with company pride perceptions reaching record highs throughout 2020.**

We believe this is due in part to positive perceptions of our response to the pandemic, as well as the support programs available to help employees cope with changes to their work and home environments. These included wellness and productivity allowances, parent support initiatives, and frequent communication regarding the many changes we experienced.

Health and safety

We prioritize the safety, well-being, and security of our Tweeps. When the COVID-19 pandemic started we created a working group with cross-functional stakeholders to assess the impact and put a contingency plan into action for how to keep our facilities and personnel safe. This working group collaborates closely with our Board of Directors, where we continue to assess our work and areas we can improve.

Twitter was one of the first large companies to **announce a global work-from-home (WFH) policy**. For us, it was an easy decision and one we were able to execute quickly and successfully given our early focus on embracing a decentralized structure. To continue our work during the global pandemic, we transitioned to a fully virtual workforce, introduced new programs and benefits, and doubled down on our inclusion efforts.

One of our key business objectives is decentralization, diversifying our teams and workspaces and driving distributed work to provide maximum flexibility for our Tweeps. This is something we've been working toward since 2018, but we've since formalized this objective by empowering our employees with more choices about where and how they work. We've developed a roadmap to continue to expand our geographic footprint with the goal of providing Tweeps the option to work from as many locations as possible.

Working from home during a global pandemic, however, was never part of the plan. So, we reevaluated our global benefits to identify opportunities for enhancements. In addition to reimbursing up to \$1,000 of expenses associated with employees productivity and WFH allowances, we also increased our investments in mental and physical health benefits and explored ways to better support caregivers learning to navigate our new reality.

Our Global Wellness Program, led by a clinical psychologist, ensures that we're providing mental health resources like office hours and other opportunities to best engage with our employees. This includes health benefits such as several counseling sessions available to all employees and an internal program where designated mental health allies at Twitter provide confidential peer support to fellow Tweeps and help contribute to new mental well-being programs.

For our working parents, we have [@TwitterParents](#), a Business Resource Group that helps surface issues unique to parents. We've also used surveys and listening sessions to understand some of the challenges that people were having, especially as schools started to send their kids home in response to the global pandemic. This feedback led us to provide more benefits around day care support and flexible work hours, as well as other programs like Camp Twitter — a global, virtual program of live and on-demand classes designed with families in mind. We've also worked with managers to make sure that they're being as flexible as possible with working parents.



Inclusion and diversity

We see an incredibly vibrant and diverse conversation on Twitter every day and strive to reflect that diversity and representation within our own company. Our I&D efforts start with our own employees, but also include those we engage with — from our strategic partners and suppliers to where we choose to invest our capital. We're committed to making a positive impact and are grateful for the progress we've made so far.

We aim to be the most inclusive and diverse technology company, and have established key people management objectives in order to attract, retain, and develop the talent necessary to deliver on our commitment to serve the public conversation in a safe and responsible way through exceptional products and services.

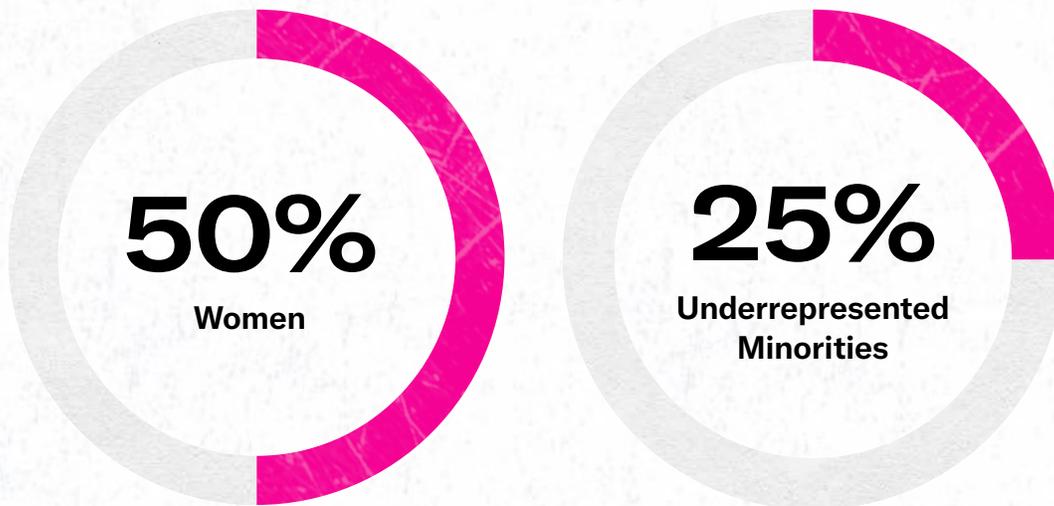
Twitter's purpose is to serve the public conversation, and we want to ensure our company reflects our service. This means building a team at Twitter as diverse as the people who use it.

In 2020, we strengthened our commitments across leadership, transparency, and accountability by focusing on more ways to build on our industry-leading transparency around workforce representation. One example is through our quarterly Inclusion and Diversity (I&D) reports, which outline our progress in making Twitter a truly diverse and global workforce.



In the **March 2020 quarterly report**, our I&D team laid out our vision for the future: **By 2025, at least half of our global workforce will be women and at least a quarter of our US workforce will be underrepresented minorities.**

2025 goals



To reach these goals, we've identified four strategic priorities:

1

Be the employer of choice for women and people from underrepresented communities.

2

Be the global leader in inclusive hiring.

3

Implement tailored I&D solutions to drive progress across the business.

4

Drive belonging through our world-class Business Resource Groups.

We've developed an I&D roadmap to align with these priorities and are establishing transparency, global pay equity, promotions review, inclusive hiring, mandatory I&D training, inclusive leadership in job descriptions and evaluations, and a focus on accessibility.

3 People and culture

We are committed to equal pay for equal work. As part of this commitment, every year we review Tweep's pay following the Q1 compensation planning cycle to make sure we're living these values. Our analysis compared pay across all US-based employees, as well as pay for employees in each of our global offices. We factored in every element of total compensation: base salary, incentive compensation (where applicable), performance bonus, and equity compensation. Our review showed that Tweeps are paid equitably across the board. Here are specific results:

Pay transparency*

Globally:

WOMEN EARN

100%

OF EQUIVALENT MALE TWEEPS.

In the US:

WOMEN, UNDERREPRESENTED MINORITIES (INCLUDING BLACK, LATINX, AND ASIAN) EARN AT LEAST

100%

OF EQUIVALENT WHITE AND/OR MALE EMPLOYEES.

WE ALSO LOOKED AT INTERSECTIONALITY AND FOUND THAT BOTH BLACK AND LATINX FEMALE TWEEPS EARN AT LEAST

100%

OF EQUIVALENT WHITE AND/OR MALE EMPLOYEES.



*Dalana Brand is Twitter's VP, People Experience and Head of Diversity and Inclusion.

We're dedicated to incorporating more impact or outcome-based metrics in the future and will continue to be transparent across these topics. Two internal initiatives that illustrate our commitment are:

- Our first quarterly Employee Relations (ER) report, which highlights how the ER team supports the organization in cases of conflict and helps managers make fair decisions.
- A pay transparency report that will give our employees access to their individual salary ranges based on roles to improve awareness, understanding, and transparency of our compensation philosophy and practices. We've committed to share with Tweeps the pay bands for their individual positions in 2021.

*Footnote: The cited pay equity results are from compensation data analyzed in Q1 2020. Total compensation includes base salary, incentive compensation (where applicable), performance bonus (where applicable), and equity compensation. Our 2021 pay equity analysis is currently underway and will be shared later this year.

3 People and culture

We also have an internal Diversity Dashboard, a resource we created in 2019 that allows Tweeps to track in real time how we're doing against our workforce representation goals by gender (global) and race/ethnicity (US). We've dramatically expanded transparency across these metrics, providing visibility across the board to give employees the opportunity to critically examine how their team is doing and what they can do to be part of the solution.

We track our progress quarterly and share our findings with the public on our [careers page](#). Our intention behind each initiative is to effectively communicate how we foster important conversations within our company and on our service, create programs that build a culture of inclusion, and partner with organizations that are focused on building more diverse workplaces across the broader tech industry. Click to view our [2020 Inclusion & Diversity Annual Report](#).



Business Resource Groups

Business Resource Groups are made up of employees who commit their time and skills to help make our culture inclusive and welcoming to everyone. They are the lifeblood of our inclusion efforts and play a central role in promoting a culture where everyone can bring their full authentic selves to work.

The BRG chairs empower our next generation of leaders, foster a culture of inclusivity and belonging, and give back to the greater community. In addition to performing their core job function, they navigate the complexities, nuances, and emotional labor of sometimes being the only person who looks, loves, worships, or has lived like them. They do this work to empower our next generation of leaders, so that being “the only” eventually becomes a thing of the past. This work is essential to our success, and not something we consider as a “side hustle” or “volunteer activity.” That’s why we recently introduced a new compensation program to formally recognize the global leadership team of all of our BRGs.



Diversity partnership strategy and engagement

While we've made clear our I&D goals at Twitter, we acknowledge that making a true impact requires working together with partners to advance our efforts.

In May 2019, we formalized our approach by launching the Diversity Partnership Strategy (DPS), a team focused on building trusted strategic partnerships with diverse organizations that support the advancement of inclusivity within the tech industry and diverse communities. Our objective through DPS is to bring awareness to Twitter's commitment to inclusion and diversity, inform and engage our Tweeps on how they can best participate, and support and collaborate with our partners to advance their top initiatives.

We've since worked to establish relationships with over 25 organizations, starting with those that focus on social justice and economic inclusion efforts for communities around the world that identify as Black, Latinx, women, LGBTQ+ and people with disabilities. Our goal is to continue to develop and grow our diverse partner engagements with these key groups.

We're proud of the progress we've made so far. One way we've been able to effectively engage with our partners this past year has been through our DPS Speaker Series, an event series that provides a space and opportunity for our various partner organizations to share their knowledge, perspectives, and work on relevant topics. We kicked off our speaker series in April 2020 with a discussion on the impact COVID-19 has had on underrepresented communities, a single event that evolved into an eight-week series featuring 37 different partner organizations. We've since expanded our speaker series with [#TwitterIgnite](#), an event that explores allyship, intersections, and the power of collective responsibility to take on systemic oppressions together.



Supplier inclusion and diversity

Our commitment to I&D also includes our supply chain and the business community. Our suppliers are an important part of our business success, and establishing an inclusive and equitable process ensures that we can continue to operate at the highest levels.

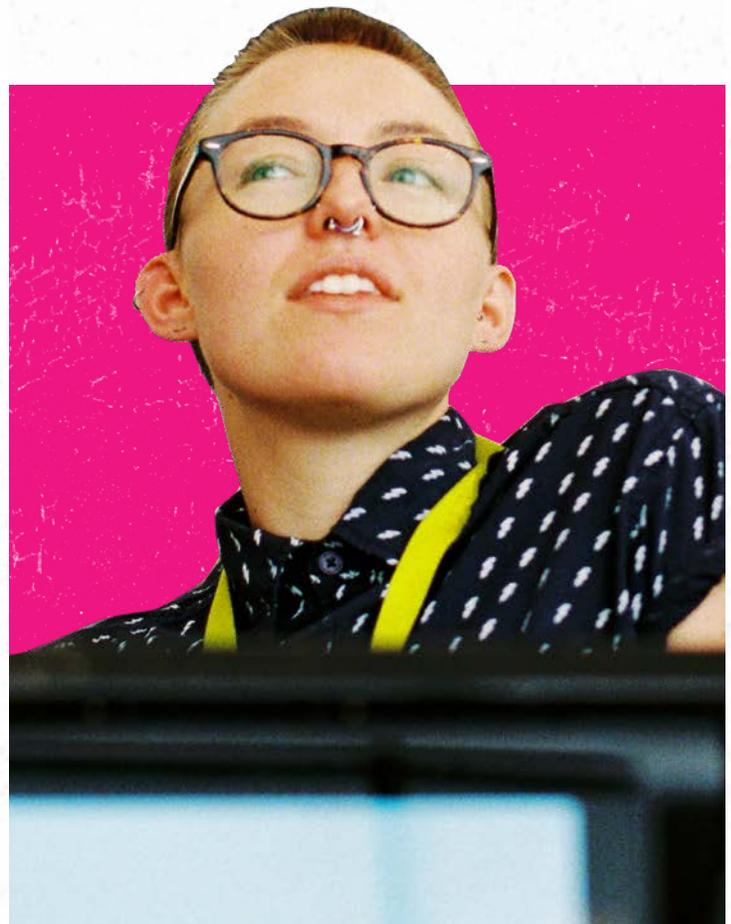
Diversifying our suppliers allows us to expand our corporate brand among underrepresented communities and advance innovation, agility, and cost savings in our supply chain. This diversification also provides opportunities to augment our supply chain with local and regional suppliers, supporting our communities and decreasing any overreliance on existing suppliers.

While we're headed in the right direction, we still have work to do. In 2019, we established our Supplier Inclusion and Diversity (SI&D) program to proactively encourage the inclusion, evaluation, and selection of businesses owned (51% or more owned and managed) by people from underrepresented communities (including minority groups, women, people with disabilities, LGBTQ individuals, and veterans). While our initial focus is on our US supplier community, we intend to grow the program to support our global footprint.



Since the inception of the SI&D program, we've focused on building a strong foundation with the following priorities in mind:

- Understanding our current spend with diverse suppliers, the resources that buyers need to be successful, and the unique value we can bring to diverse suppliers and our community partners.
- Leveraging community partners and a network of supplier diversity professionals to identify and connect with diverse-owned businesses.
- Establishing programs that help suppliers better compete and succeed.
- Creating accountability at all levels of the organization for achieving our near-and long-term diverse supplier spend goals.
- Building the processes and support systems that allow us to expand and deliver accurate and timely diverse spend reporting.



To help with our work, we rely on our community partners. These organizations currently include the [National Minority Supplier Development Council \(NMSDC\)](#), the [National LGBT Chamber of Commerce \(NGLCC\)](#), and the [Women's Business Enterprise National Council \(WBENC\)](#). These organizations certify the ownership of diverse businesses and provide important development programming to help diverse suppliers grow and better support corporate

America. We also participate in a variety of local and national programming that connect our strategic sourcing team and other purchasers to potential diverse suppliers. In addition, we're active members of [TechScale](#) and the Vendor Diversity Coalition, collaborative groups of technology companies that drive supplier inclusion through benchmarking, networking, and event co-sponsorship.



We're proud of the work we've accomplished so far. In 2020, for example, we:

- Established the ability to report monthly spend with diverse suppliers internally by business area.
- Created the ability for suppliers to self-identify as part of the supplier registration process.
- Launched an internal SI&D training program inviting approximately 500 Tweeps to participate.
- Joined the National Board of Directors for WBENC where we work to support our common mission to develop and support women-owned businesses.

Looking ahead, we're excited to embark on the next chapter in our supplier inclusion journey. You can follow our efforts at [#DiversifyYourBuy](#).



Finance Justice Fund

Twitter has over \$7 billion in cash and investments. We decided we can have more positive impact with our capital than just investing in traditional low-risk, low-return securities such as short-term municipal and corporate fixed income. We're committed to ensuring capital is more broadly available to underserved communities and we are dedicating our time and resources to better understand the varied opportunities where we can best increase access to capital, while ensuring the capital generates a return.

In late 2020, we demonstrated this commitment by partnering with the Opportunity Finance Network [to launch the Finance Justice Fund](#), a new socially responsible investment that aims to bring \$1 billion in capital from corporate and philanthropic partners to the most underserved individuals and communities in America. As the founding investor in the fund, we committed \$100 million, Twitter's single biggest investment to date, for long-term, below-market-rate loans, making a \$1 million grant and ongoing contributions to support the fund and the disbursement of loans.



The Finance Justice Fund will operate through the nation's network of community development financial institutions (CDFIs). CDFIs are lenders with a mission to serve low-wealth rural, urban, and Native communities. There are more than 1,100 CDFIs nationwide managing more than \$222 billion and creating thriving small businesses, affordable homes, critical community services, quality jobs, and economic opportunity for all. In 2018, customers of OFN-member CDFIs were 85 percent low-income, 58 percent people of color, 48 percent women, and 26 percent rural populations. CDFIs have worked in these markets, which are often considered high-risk by mainstream lenders, for more than 40 years.

Since announcing our partnership, the Fund closed its first two loans in February to CDFIs Indianapolis Neighborhood Housing Partnership and Illinois Facilities Fund. These two CDFIs provide responsible and equitable financing to underserved communities, with a focus on affordable housing and community-focused institutions (like nonprofits, community facilities, health care centers, and grocery stores).

We're actively soliciting other companies to join us in this important shift of investing balance sheet cash to ways that will be most productive to our undercapitalized communities, while still generating returns for investors. We believe the Finance Justice Fund and CDFIs will be ideal paths for other companies to pursue these objectives.

In addition to the Finance Justice Fund, Twitter also announced a new partnership with [Operation HOPE](#), a nonprofit organization that provides financial literacy and economic inclusion for underserved communities. Twitter will reinvest some of its returns from the below-market-rate loans made to CDFIs to fund five Operation HOPE Inside centers that provide financial coaching and tools to clients of Black banks, minority-serving financial institutions, or institutions serving underserved communities across the US.



4 Twitter for Good

Strengthening our communities is part of Twitter's DNA and the core tenet of our social impact philosophy. Our vision is to bring our company and community together as a force for good through the positive power of our platform, people, and profits.

Our social impact efforts around the world are created to support the local communities in which we work and live and to better connect our teams to their communities. We focus on the voices of community partners that make Twitter more diverse, inclusive, and authentic. We're deepening our investment in how we support nonprofits with the goal of empowering nonprofits, anywhere in the world, to further their causes through the power of Twitter. You can read more about [our priorities and purposes](#).



Our social impact at a glance

Platform

52

TWITTER TRAININGS HOSTED FOR 750+ NONPROFIT ORGANIZATIONS

\$4.5M

IN ADVERTISING CREDITS GRANTED TO 550+ ORGANIZATIONS

\$8.0M

IN-KIND VALUE THROUGH PRODUCTS DONATED ACROSS 44 ACTIVATIONS (BRANDED HASHTAGS, EMOJIS, SPOTLIGHT TREND)

People

19,245

HOURS OF SERVICE VOLUNTEERED BY EMPLOYEES THROUGH LOCAL COMMUNITY EVENTS

\$4M

DONATED TO 1,553 NONPROFITS BY 2,234 TWEETS AND OUR CORPORATE MATCH OF \$2,000 PER EMPLOYEE

Profits

\$100M

INVESTED IN THE FINANCE JUSTICE FUND THROUGH OPPORTUNITY FINANCE NETWORK

\$5M+

IN FINANCIAL GRANTS DONATED TO 116 NONPROFITS GLOBALLY

\$500K

IN HARDWARE PROVIDED TO 17 NONPROFITS

Special considerations in 2020: COVID-19

It's important to acknowledge the challenges created by COVID-19 in 2020 that required us to rethink how we serve our communities remotely and safely.

Across the company, we initiated a coordinated strategy to ensure that our product, policies, and partnerships were unified around:

1

Reducing public health misinformation on Twitter that could lead to harm.

2

Increasing the visibility of credible, authoritative sources of public health information on Twitter.

3

Empowering public health research.

4

Supporting relief efforts in response to the pandemic in communities.

5

Ensuring site reliability by keeping our Tweeps and partners safe.



To communicate how we're leveraging Twitter to respond to this pandemic, we launched an information hub, [Coronavirus: Staying safe and informed on Twitter](#), where we regularly communicate our product and policy changes as they happen. On Twitter, we launched multiple product interventions, including search prompts in 79 countries, live event moments in 32 countries, dozens of on-service activations with global and regional government and public health partners, and numerous soft product interventions that directed the conversation toward credible public health information.

We developed an exception to our rules that prohibit advertising around crisis and disasters to allow government and public health NGO clients and partners to use our advertising platform to promote PSAs aimed at stopping the spread of the virus. This allowed Twitter for Good to donate ad space to public health NGOs while also allowing our sales teams to support public sector clients wanting to run paid public service campaigns.

Our #WearAMask billboard campaign brought Tweets to the streets, the skies, and the waters of six cities across the US with billboards, murals, decals, chalkings, and projections on iconic landmarks. The goal was to help cities tackle caution fatigue with Tweets that grab people's attention and show real talk on Twitter. Alongside the billboard campaign, we also donated 29,500 physical masks across five US cities.

Platform

“Twitter for Good” happens every day through the democratizing power of Twitter and the altruism of people who use our service — raising money for others in need, sharing causes that need support, and mobilizing change through powerful social movements. This is why, with long-term success in mind, we train nonprofits on using Twitter to further their cause, donate advertising credits, and present #OnlyOnTwitter concepts with the support of our Brand Strategy team.

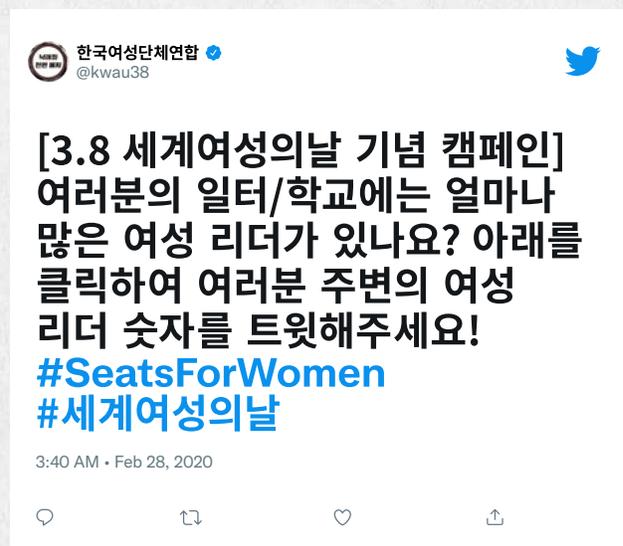
Ads for Good

We offer pro bono advertising credits as a way for nonprofits to reach their most valuable audiences. In 2020, Twitter provided \$4.5 million in #AdsForGood credits to more than 550 nonprofits.

As part of this program we provided \$1.5 million to promote credible and authoritative sources of information around COVID-19, \$500,000 to organizations dedicated to the fight for racial justice, \$60,000 to #SaferInternetDay, and \$40,000 to #RecoveryMonth. By delivering donated ad credits, we’re committed to amplifying the work of our nonprofit partners through the power of Twitter.

Campaigns for Change

In 2020, we provided 15 nonprofits with ad credits and creative support from our top strategy teams to launch wide-reaching social change campaigns on Twitter. These included: [helping people exercise their right to vote](#) the US, and [promoting digital citizenship](#) in the UK, [advancing women’s rights](#) in Korea and Indonesia, and fostering [environmental awareness](#) around the world.



4 Twitter for Good

Powered by Tweets

Some of the most successful social campaigns on Twitter have come through our program Powered by Tweets. Led by Twitter's Brand Strategy team and building off of the success of Campaigns for Change, Powered by Tweets has brought together hundreds of prestigious ad agencies and nonprofits to launch social change campaigns on Twitter. Many of these award-winning campaigns have been recognized for their positive impact on the world. The ad agency Ogilvy partnered with the Spanish Commission for Refugees (CEAR) to bring to life refugees' stories in a way that could happen [only on Twitter](#).

The campaign received 50 million impressions across all media, including 140,000 engagements on Twitter.

Twitter social impact campaigns

We know that not all causes fit into a box, and so there are myriad ways we empower and amplify social impact campaigns through products like emojis and Promoted Trends. Here are several that ran in 2020:

- **#LetsTalk:** We launched a global mental health campaign with over 60 partners to encourage people to talk about mental health and share resources for combatting stress and anxiety. Read [more](#).
- **#YouthLead:** We partnered with the UN Youth Envoy to raise awareness about the challenges of young people during COVID-19. Read [more](#).
- **#FirstLanguage:** Using voice Tweets, we partnered with the [United Nations Permanent Forum on Indigenous Issues](#) and the [Australian Literacy Numeracy Foundation](#) to mark the anniversary of the UN Declaration on the Rights of Indigenous Peoples and highlight the importance of First Language revitalization in the public conversation.
- **#OrangeTheWorld:** We partnered with the UN Women bring attention to the increased violence against women around the world and amplify the conversation on International Day for the Elimination of Violence Against Women.
- **#TalkingAboutRace:** We partnered with the Smithsonian National Museum of African American History & Culture to elevate the conversation on race.
- **#USCensus:** We worked with the NALEO Educational Fund to encourage members of the Latinx community to be counted in the US Census.



Twitter For Good
@TwitterForGood



Today, we continue our partnership with [@UNYouthEnvoy](#) to launch the [#YouthLead](#) emoji that celebrates the power of young people.

This emoji was created by young people for young people and came to life through the artwork of the talented [@xxMidnightSunx](#)

1:07 AM • Sep 24, 2020



4 Twitter for Good

Data for Good

Partner organizations around the world can access data through the Twitter API for free through our Data for Good program. We're the only major service to make public conversation data readily available via an API for the purposes of study. Data for Good partners are able to study the public conversation to bring about new insights and approaches to solving collective issues facing global communities.

This year, we launched the Academic Research product framework, which was created to empower more comprehensive academic study of the global public conversation on Twitter. This program provides qualified academics the opportunity to access new endpoints, including the full history of public conversation data, a higher volume of Tweets, and more precise filtering capabilities.



In 2020, we:

- Announced a new Data for Good partnership with the World Bank Group to help the World Bank provide financing, advice, and research to developing nations to aid their economic advancement. The World Bank has been using our Decahose and 30 day Search endpoints, as well as incorporating Twitter's API into its Data Development Platform.
- Renewed our partnership with the UN Global Pulse enabling continued access to Twitter's data to support efforts to achieve the UN's Sustainable Development Goals.
- Started a [Data for Good partnership](#) with the National Centre for Peace and Conflict Studies (NCPACS) and the University of Otago in New Zealand as part of our commitments to the Christchurch Call to Action.



People

Giving back is part of what it means to work at Twitter. Our Tweeps understand that together we have the potential to use our time, talents, and resources to make meaningful and positive change in our communities.

Twitter for Good days & ongoing volunteerism

Since 2010, we've organized biannual company-wide days of service and ongoing volunteering efforts, providing Tweeps around the world with opportunities to come together to make a positive impact through service. We have Twitter for Good leads in every office managing local programs and activities, with employee-led opportunities for civic engagement as well as those organized by community partners. In 2020, we held our first two fully remote days of service. In total, Tweeps volunteered 4,156 hours of service.



Donation matching

In 2020, Twitter's donation matching program raised nearly \$4 million for 1,553 nonprofits around the world. Tweeps donated over \$2 million and Twitter matched approximately \$2 million to many causes, including racial justice and natural disasters. In June of 2020 we donated approximately \$800,000 to 99 racial justice nonprofits. Later in 2020, when the Philippines experienced five separate typhoons, some of our employees were personally affected. In response, our employees raised over \$27,000 for the relief efforts, with Twitter donating an additional \$25,000 to the Philippine Red Cross.

Hack for Good

Additionally, as part of our annual Hack Week, we've empowered Tweeps to pitch and develop ideas that further Twitter as a force for good in the world through an initiative called Hack for Good. In 2020, we engaged 85 Tweeps in over 24 projects — from product features that provide resources to those at risk of self-harm resources to internal tools to track volunteer opportunities and service hours. Hack Week serves as a creative outlet for Tweeps to work on projects they are passionate about for the common good.

Houston #ONETEAM

In January 2020, we hosted Twitter's single largest day of service during our biannual company-wide gathering in Houston. Nearly 4,400 Tweeps dedicated 15,089 hours of service across 51 volunteer projects. We also donated over \$500,000 to community partners.

Profits

When Twitter succeeds, we believe our communities should too. That's why advancing the work of our partners through our corporate resources is a key element of how we give back.

Financial grants

In 2020, we donated more than \$5 million to 116 nonprofit partners, including \$1 million donation to Opportunity Finance Network to combat racial injustice and persistent poverty. This is incremental to our work with OFN on the Finance Justice Fund. To respond to the COVID pandemic, we donated \$1 million, split evenly between the Committee to Protect Journalists and the International Women's Media Foundation. This was a critical investment to directly support journalists covering the pandemic, many of whom were facing economic strain and difficult working conditions. Read more about that initiative [on our blog](#). We also supported the #BlackLivesMatter movement with \$250,000 each to the National Association of Black Journalists and the Equal Justice Initiative.

IT donations

Through our asset management team, in 2020, we provided 395 refurbished laptops and technology equipment valued at approximately \$500,000 to nonprofit organizations. This equipment has benefitted students and helped nonprofits build their capacity for expanded service.

Community impact through brick-and-mortar programs

We're developing innovative ways to partner with nonprofit organizations to serve local needs and empower people through technology learning.

NeighborNest in San Francisco

As our flagship brick-and-mortar program in San Francisco — and an example of how companies and nonprofits can work together as true partners in service — the [Twitter NeighborNest](#) has served for five years as a community space dedicated to empowerment through a shared love of technology. Much of our philanthropic strategy has been informed by working closely with our anchor partner, Compass Family Services.



Spotlight: Compass Family Services

We're continually inspired and bettered by our NeighborNest families. One of those families is Marisol and her two daughters, Joana and Vivian, who lost their housing in San Francisco in 2017. They rented a nonworking van and lived in it for five months until they were accepted into Compass Clara House. Marisol then began the hard work to overcome the barriers preventing them from achieving stable housing. This included therapy to address the trauma experienced while homeless, education, and developing employment goals. Within their first month at Compass Clara House the family took advantage of NeighborNest offerings, regularly attending classes, workshops, and Family Night events.

Taking full advantage of onsite housing workshops, Marisol's and Joana's hard work paid off when they were approved to move to a new two-bedroom apartment in December. The family continues to live in their new home with their dog, Juliet, who has been with them on their entire journey from homelessness to housing stability.

As much as we value our service as a way of making a positive impact in the world, we know that our roots are in community. We believe that the NeighborNest is a valuable asset not just for Twitter, but for our community. It's families like Marisol's that we continually hope to serve.

NeighborNest 2016-2020

5,900

HOURS OF PROGRAMMING
AND OVER 20,430
COMMUNITY VISITS
FROM FAMILIES AND
COMMUNITY PARTNERS

1,090

UNIQUE VISITS FROM
TWITTER VOLUNTEERS
AND 1,770 HOURS
OF SERVICE

COVID-19 has significantly impacted our work in this space. Unable to do in-person activities, we shifted to virtual STEM classes, career panels, and mock interview sessions. We fast-tracked cash grants to NeighborNest partners who faced unprecedented operational and financial challenges, and we maintained salaries for all NeighborNest providers. We also distributed refurbished laptops to help students and families with distance learning and prepared 18,000+ meals for individuals experiencing food insecurity.

#ImpactNest in Ireland

The #ImpactNest is Dublin's community space to provide support for social innovation startups. A series of events by Twitter Dublin encouraged the growth of social enterprises in the local community and on Twitter.

Since establishing the #ImpactNest in 2017, **we've conducted eight workshops for nearly 160 people, and engaged seven different partner organizations** such as the Trinity College Access Program, the Ballymun Job Centre, and Social Entrepreneurs Ireland.

In 2020, we partnered with Rethink Ireland, a state- and corporate-supported social enterprise fund and organized two workshops for 48 participants whose enterprises are focused on responding to the social and economic challenges presented by the COVID-19 pandemic.

Spotlight: Rethink Ireland

Twitter is a storytelling platform and many of our Tweepers are natural storytellers. Through the #ImpactNest event series, we curate programs of content for partner organizations where we draw on the experience and expertise of our Tweepers. At the end of an #ImpactNest event, attendees should feel like they're better equipped to build a narrative for their enterprise on Twitter.

For this event with Rethink Ireland, participants attended sessions on digital marketing, communications, and effective social media strategies. These modules were presented by Tweepers and the Head of Digital for the Havas Group media agency in Dublin. The sessions were designed as part presentation and part practical workshop where participants were given worksheets and specific questions in advance, all curated toward getting the entrepreneurs thinking about how to leverage the information from presenters to benefit their own enterprises. We also offered Ads For Good grants to eligible organizations. One success story from the day was the **Irish Refugee Council**. They embraced the sessions and used the Ads For Good grant to create a campaign for its alternative Christmas campaign.



5 Planet

We're committed to protecting the environment, reducing our carbon footprint, and using our service to make a positive difference in the world. While we still have a lot of work to do, we're proud of our efforts to develop a robust long-term strategy. Included in this strategy is a detailed roadmap to build sustainable workspaces, source renewable energy, efficiently operate our data centers, foster a company culture of environmental awareness, commit to international environmental protocols, and partner with global organizations to amplify environmental conservation and sustainability.

Sustainability strategy

Creating our environmental sustainability strategy has brought together passionate Tweeps across the company to determine how we can most responsibly operate our business and use our platform to make a positive environmental impact around the world. In 2019, we made a number of commitments to reduce our carbon footprint, including the launch of our partnership with Cool Effect, a non-profit organization that identifies projects around the world to reduce carbon emissions. We work with Cool Effect to offset emissions from our data centers and employee travel by funding green projects around the world.



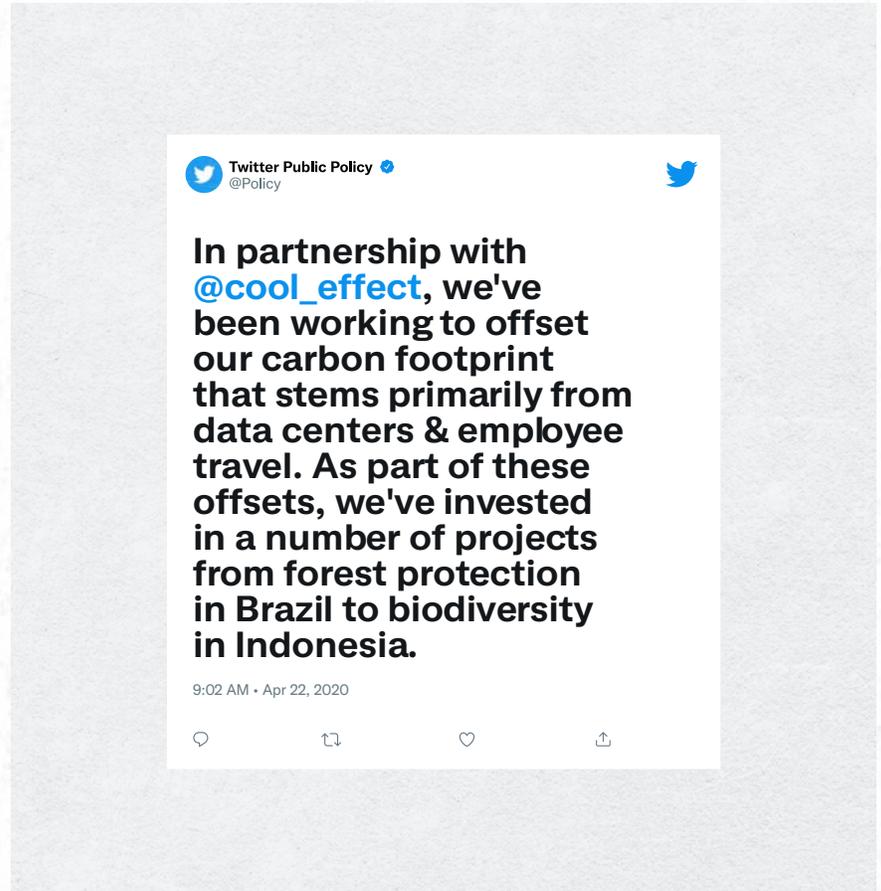
5 Planet

Tweeps voted and selected three distinct projects as the financial beneficiaries of our offsetting initiatives:

- **Protecting Brazil's Jacundá Forest Reserve:** This reserve aims to improve conservation of the rainforest while working to protect the livelihoods of those who live and work there.
- **Tree-planting initiatives in India, Kenya, and Uganda:** This project helps small communities replant trees so they can address the effects of poverty, deforestation, and harmful carbon emissions.
- **A biodiversity protection project in Indonesia:** Indonesia is losing forests at the rate of half a million hectares a year, which is one of the highest rates in the world. The Rimba Raya Biodiversity Reserve, the largest REDD+ project in the world, works to preserve these forests and stop deforestation.

In 2020, we added a Renewable Energy for Clean Cookstoves Project in the Sichuan Province of rural China and a Preservation of Peat Swamps Project for endangered animals and local communities in Indonesia.

Additionally in 2020, we expanded our strategic efforts and created the Twitter Sustainability Taskforce, a group of Tweeps across the company led by the Public Policy and Real Estate & Workplace teams. Early in its inception, the taskforce conducted an assessment and stakeholder engagement process to establish the company's strategic priorities and formulate a roadmap. The taskforce meets regularly with the employee-led Green team, Finance, and Compliance to execute on this company-wide decentralized strategy.



Earth Day 2020 — A meaningful moment in Twitter's commitment to sustainability

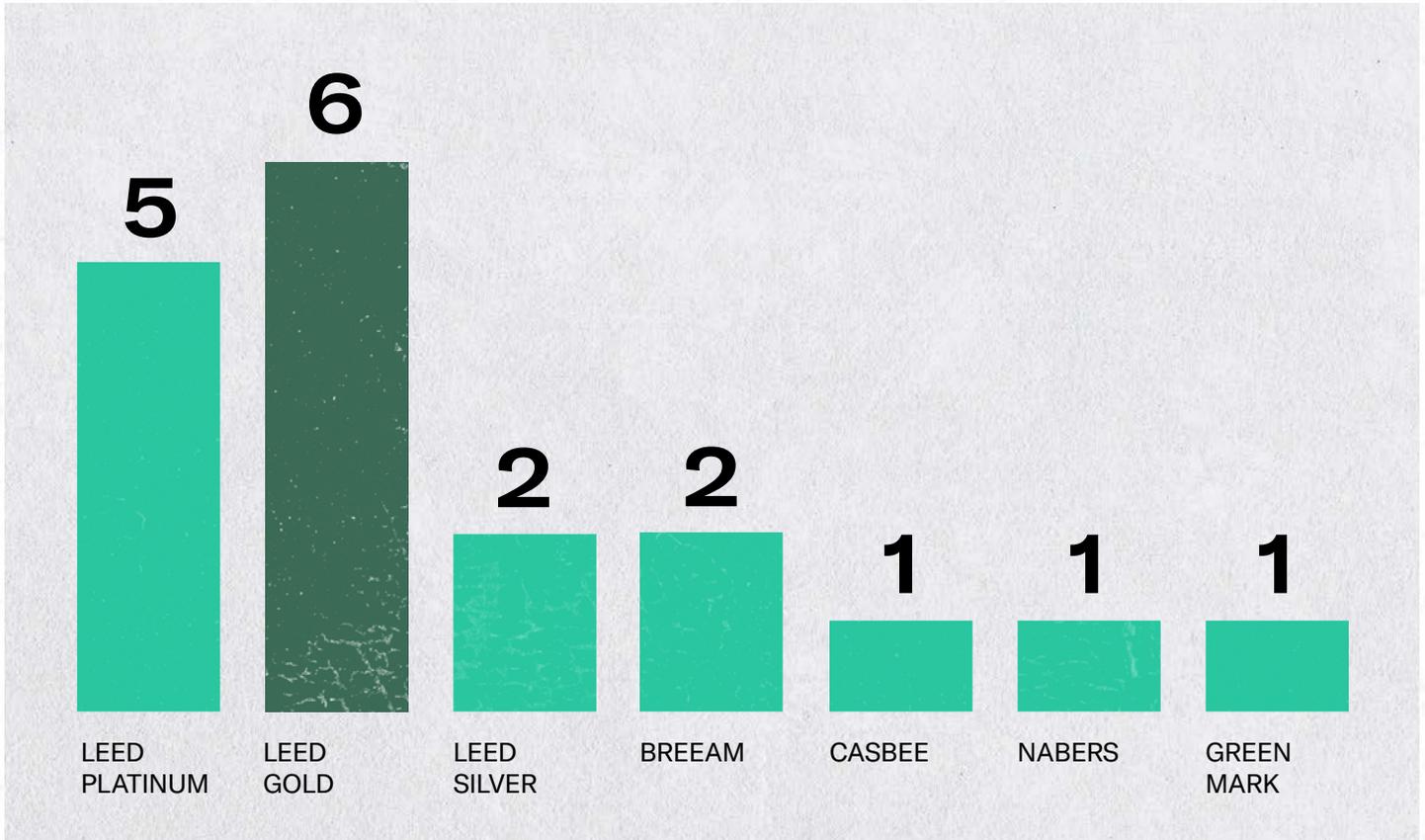
In celebration of the **50th anniversary of Earth Day** in 2020, we took a number of concrete steps to engage Tweeps in our sustainability efforts. We conducted internal programs to encourage Tweeps to learn, volunteer, and participate in the global conversation on Twitter. We also set up an internal fundraising campaign through our employee donation matching program to support organizations working on environmental conservation and sustainability.

Energy management

Managing the operational energy usage and emissions related to our office buildings has been a significant aspect of reducing our environmental footprint. In 2019, Twitter’s Real Estate & Workplace (REW) team formally developed a Workplace Sustainability team focused on implementing sustainability standards and reducing our impact on the environment. In early 2020, the team identified that one of our most material operational areas of impact on the environment was design and construction. This led to the creation of a set of guidelines, informed by LEED® and WELL certifications, that guide our internal and external stakeholders toward sustainable development.

To date, 92% of our global office spaces have achieved “Green Building Certified” status, including Leadership in Energy and Environmental Design (LEED®), Building Research Establishment Environmental Assessment Method (BREEAM), and Comprehensive Assessment System for Built Environment Efficiency (CASBEE). We work closely with our Workplace Sustainability team to ensure we’re retrofitting and installing environmentally friendly infrastructure into our workspaces. By 2025, we intend to achieve at least 95% “Green Building Certified” status and use 100% carbon-neutral energy in our directly leased buildings.

Currently, we operate out of two LEED® Silver, eight LEED® Gold, and five LEED® Platinum sites, including our San Francisco Headquarters. To acquire LEED® certification, these properties are required to meet environmental efficiency performance standards. In 2019, we converted 300,000+ square feet of office space, or roughly 300kWh/month of standard grid electricity, to 100% renewable energy through PG&E’s Solar Choice Program in our San Francisco office. We’re dedicated to engaging in similar initiatives across all our directly leased offices to improve our energy efficiency and clean energy usage.



Dublin Office at Cumberland Place LEED® platinum certification

One of our many “Green Building Certified” spaces — our EMEA headquarters in Dublin, Ireland — was the first Twitter office to achieve LEED® Platinum-level certification and is one of the few office buildings in Ireland to achieve the highest LEED® certification. This accomplishment was made possible by the partnership between our REW team and landlord Hibernia REIT to restore and repurpose Cumberland Place in accordance with the highest LEED® standards for a repurposed building.

In achieving LEED® Platinum, building aspects including water consumption, energy efficiency, indoor air quality, and material selection are designed and installed in line with LEED® guidelines and metrics ensuring considered design, occupant comfort, and building efficiency.

Environmental highlights from our Dublin Office include:

100%

OF ELECTRICITY DEMAND SOURCED FROM GREEN RENEWABLE ENERGY

10K

METRIC TONS OF WASTE AVOIDED DURING BUILDING RENOVATION AND RESTORATION

95%

EXISTING BUILDING MATERIALS REUSED DURING BUILDING REFURBISHMENT

10K+

LITERS OF HARMFUL CLEANING CHEMICALS REMOVED FROM THE WATER SYSTEM EVERY YEAR

100%

OF ALL ORGANIC WASTE GENERATED CONVERTED TO RENEWABLE ENERGY

100%

OF PLASTIC DRINK BOTTLES REMOVED, EQUIVALENT TO A REDUCTION OF 35,000 BOTTLES A YEAR

Sustainable data center infrastructure

Our data centers represent an area of opportunity for us to think of our business through the lens of sustainability and to put our dedication into practice. To date, we’ve prioritized carbon-free renewable energy sources such as solar, wind, and hydroelectric in our data centers. They maintain high energy-efficiency standards and achieved certifications such as LEED® Gold and the US Environmental Protection Agency’s ENERGY STAR certification. Additionally, our data centers employ water efficiency and savings efforts through auto on/off plumbing fixtures, water treatments to reduce water consumption, and water-free cooling technologies and evaporative cooling towers. Recycled materials are used throughout the facilities in carpeting, exterior concrete walls, cubicle furnishings, and steel used for cabinets and racks.

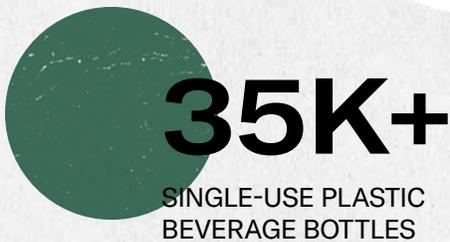
We’re continuing to work toward our first goal of achieving 100% carbon-neutral power sourcing in our current data centers by the end of 2022. While we work to reach that target, we’re continuing to offset our current carbon emissions through the environmental nonprofit, Cool Effect. As our program matures we’ll continue to explore innovative ways to reduce the impact our data centers have on our planet.



Waste management

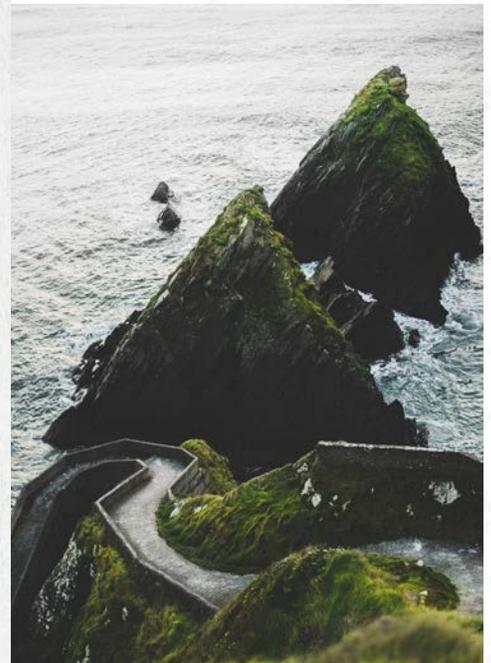
At Twitter, we've made significant efforts to reduce the volume of single-use plastics and divert waste from landfills in all of our offices. Most of our offices do not use single-use plastics, like bottles, utensils, and plates, and nearly half of our sites have completely stopped offering single-use plastic beverage bottles.

We've effectively removed more than:



We continuously strive to introduce and increase pre- and post-consumer recycled content in our office supply. In 2019, we introduced 100% recycled content mailer packages in our San Francisco mailroom and are still working toward our goal of using 100% recycled paper products. We've also partnered with TerraCycle in several offices to recycle products that otherwise would not be recyclable through existing municipal systems (like plastic bags, plastic shipping material, pens, and other writing utensils).

An important component of our waste management system is composting. In 2020, composting was adopted as a standard practice in 87% of our direct leased office space.



Working towards ISO 14001 standard

In 2020 Twitter began the journey of building a cohesive Environmental Management System by using the framework of the ISO 14001 standard. Through a combination of analysis and action we can transform our environmental footprint and the way we interact with our environment by:

- Establishing good environmental performance as a strategic objective
- Sustaining continual improvement of environmental performance
- Taking a cradle-to-grave approach to our products
- Reducing waste and pollution
- Reducing energy usage and increasing our renewable energy percentage
- Analyzing, planning, controlling and monitoring all activities that may have an environmental impact
- Complying with legislative and regulatory requirements
- Demonstrating to regulators, stakeholders, shareholders, and other interested third parties that we have an efficient environmental management system

We've certified our environmental management system for a third of our regions and will certify the remaining two in the coming year.

Along with certifying the remaining regions' environmental management system, we will focus our work toward developing a comprehensive strategy that showcases Twitter's net-zero ambitions and continued commitment to be good stewards to our planet.



Conclusion

We're proud of what we've accomplished so far — both as a corporate citizen and through our work to serve the public conversation globally. There's much more to do and we intend to build on this foundation, while learning from and hopefully inspiring other companies. We're committed to sharing more about our progress around these important initiatives in the years ahead.

SASB index

We leverage the **Sustainability Accounting Standards Board (SASB)** accounting standards to make sure we focus on the ESG risks and opportunities most relevant to our investors.

According to the SASB Industry Level Materiality Map, the following categories are the “most likely material issues for companies” in the Internet Media & Services industry. The below table references accounting metrics discussed or referenced within the indicated section of this report.

Topic	Accounting metric	Code	Report Section
Environmental footprint of hardware infrastructure	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	TC-IM-130a.1	Planet: energy management
	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	TC-IM-130a.2	
	Discussion of the integration of environmental considerations into strategic planning for data center needs	TC-IM-130a.3	
Data privacy, advertising standards & freedom of expression	Description of policies and practices relating to behavioral advertising and privacy	TC-IM-220a.1	Our service: privacy and data security
	Number of people whose information is used for secondary purposes	TC-IM-220a.2	
	Total amount of monetary losses as a result of legal proceedings associated with privacy	TC-IM-220a.3	
	(1) Number of law enforcement requests for people’s information, (2) number of people whose information was requested, (3) percentage resulting in disclosure	TC-IM-220a.4	
	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	TC-IM-220a.5	
	Number of government requests to remove content, percentage compliance with requests	TC-IM-220a.6	
Data security	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of people affected	TC-IM-230a.1	Our service: privacy and data security
	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	TC-IM-230a.2	
Employee recruitment, inclusion & performance	Percentage of employees that are foreign nationals	TC-IM-330a.1	People and culture: inclusion and diversity
Intellectual property protection & competitive behavior	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	TC-IM-520a.1	Our service: innovation and competition