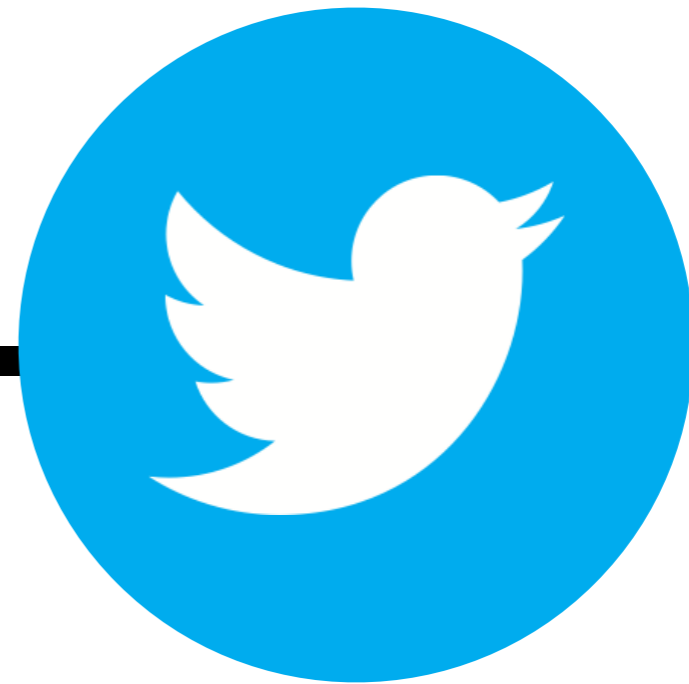


Culture @Twitter

February 26, 2016



Twitter Core Values

- Defend and respect the user's voice
- Reach every person on the planet
- Grow our business in a way that makes us proud
- Seek diverse perspectives
- Communicate fearlessly to build trust
- Recognize that passion and personality matter
- Simplify
- Be rigorous and get it right
- Ship it
- Innovate through experimentation



Twitter's Parental Leave Policy

Twitter's policy

- 10 weeks of full pay for child bonding to all new parents (birth, adoption, surrogacy, etc.)

How it works and how it's used

- On average, non birth parents (men and women) take about 6 weeks of the 10 weeks of bonding that Twitter offers. Most non birth parents take the time incrementally. Managers approve the time off.

Increased usage over time

- More employees has resulted in increased usage. Average time taken is staying constant.

Impact to taking time off for men

Why do Twitter's parental leave policies work?

- They keep employees 'whole' while out. The approval process is managed by a third party.

Considering initiating a similar programs?

- Make the policy as clear as possible so there aren't grey areas
- Treat everyone the same
- Encourage everyone to use the time that is determined to be appropriate for the company
- Encourage use by executives and leaders

