



2021 **Diversity and Parity**

Annual Report



Over the past year, we've seen a growing demand from employees and candidates to make a bigger difference in the world. People are yearning for purpose in new ways: finding inspiration in our employer's mission, having pride in the role we play in the world, and being part of a company that cares about belonging — all belonging — between employees, with our customers, and within our communities.

At GoDaddy, we proudly declare that our company mission is to make opportunity more inclusive for all and to open economic doors for those who want to make their own way. We empower those who follow their passion to create a business, change the lives of their families and communities, and are part of a shift of the world's economy to everyday entrepreneurs.

If you ask employees what's special about GoDaddy, many will tell you about this mission and how it translates to our culture. We're proud to have a culture of trust, respect, and authenticity. Over 90% of employees say their team listens to their opinions and ideas, and even more say their manager respects their suggestions and ideas. We all have a voice and we feel obligated to use it on behalf of our customers and our employees. Nearly 92% of our employees also tell us that their manager creates an environment that allows them to be their authentic selves at work. Just think of all the energy it takes to act like another version of yourself, or to downplay the special and unique attributes that make you who you are.

At GoDaddy, we ask that you come as you are. In fact, one of our values reinforces this idea: "We all actively contribute to an environment where people can be their authentic selves, allowing ideas to rise without fear. We generate and support new ideas and encourage others to do the same." The words we often use to invite prospective candidates are simply, "You belong here."

And all of our efforts to create a welcoming, diverse, inclusive workplace environment are not just goals and aspirations, we've made real change in these areas. I'm extraordinarily proud of the progress we've made towards creating a more diverse company:

- We have increased ethnic minority representation in our leadership roles by 5% over the last two years, with 27% of our director-level roles being ethnic minorities. In addition, ethnic minorities now comprise 36% of our U.S. employee population and 40% of our U.S. technical roles
- We've achieved pay parity again this year for women (globally) and ethnicities (U.S.). And we remain committed to pay parity and ensuring that all individuals are compensated equitably for their work and experience and have an equal opportunity to contribute and advance in the workplace.
- We welcomed three new GoDaddy Executive Leadership Team members in 2021 — each fantastic and diverse. They bring so much to our company, our leadership team, and to our employees and customers.
- We expanded our pay parity analysis from merely base pay to that of total rewards, being inclusive of our global population (not solely U.S.) for gender and looked at similar job definitions to achieve nearly 90% inclusion.
- We continue to embed learning around unconscious bias to help leaders make consistent hiring, evaluation, compensation, and promotion decisions.

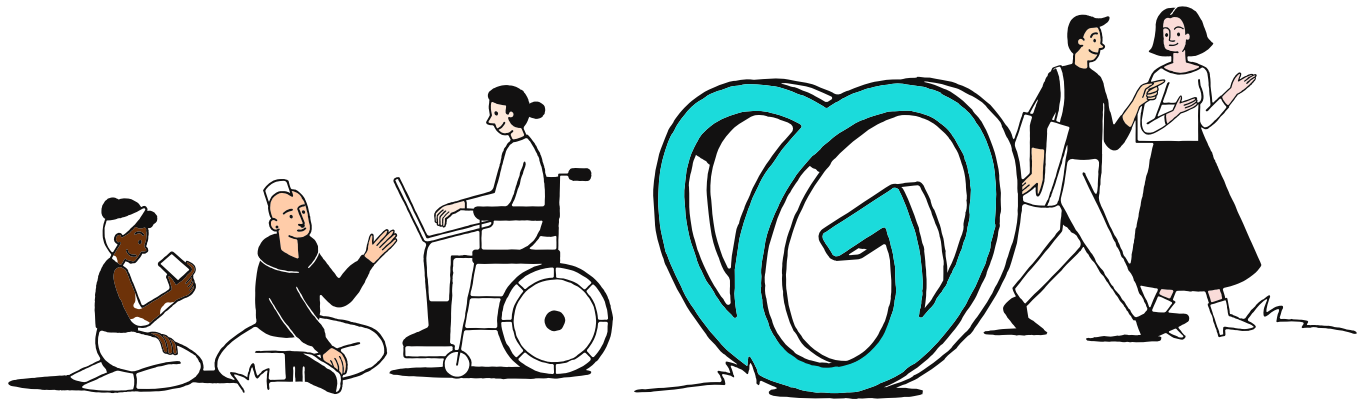
While our work remains far from done, it's aligned to a mission we all believe in, alongside colleagues that often feel like family. It's both important and meaningful to be part of the improvements we want to see in the world.



Monica Bailey

Monica Bailey
Chief People Officer,
GoDaddy

We're building a culture that champions difference.



London D.



Representation makes us stronger.

Diversity and inclusion are more than buzzwords at GoDaddy. Ensuring different groups — ethnicities, backgrounds, ages, education, etc. — are represented makes GoDaddy a better place to work, but it also makes us more innovative, creative, and competitive. Different viewpoints and life experiences help us improve our products and reach more people.

We've been publishing our representation and pay parity results for years and have achieved pay parity for women and underrepresented communities in almost all areas of our business. We've conducted training about unconscious biases and are working to reduce its impact within our organisation. Additionally, we've made big inroads across the board when it comes to increasing consistency in performance reviews, promotions, and pay.

These efforts have contributed to GoDaddy achieving a 100% Human Rights Campaign/Corporate Equality Index score the past three years.

For the third year, GoDaddy has achieved a 100% Human Rights Campaign/Corporate Equality Index score.

We're proud of the strides we've made, but in an ever-changing world, our efforts will always be a work in progress. That's why it's important to be transparent when sharing our successes along with areas we want to improve.

“Our culture is rooted in a **human-first approach**, where you can be who you are, and do great work. That begins with **treating everyone equitably**. Employees rightly expect it, and we’re committed to doing the work to make that possible.”



David W.
Head of Talent Acquisition

Joining forces from near and far.

GoDaddy is powered by a global workforce. That's truer than ever in 2021. Our employees team up across time zones and bring different backgrounds to their teams — and to the company at large. We may be physically apart, but we work hard to cultivate a diverse, connected community in meaningful ways.

Helping to bridge the gap are our Employee Resource Groups, or ERGs. These 11 groups bring together employees of different racial and ethnic backgrounds, genders, sexual orientations, and abilities for connection, dialogue, and support. They're open to any employee who either identifies with or supports the mission of the specific ERG they want to join.

ERG members aren't limited to raising awareness of relevant issues within the company.

They also work with local communities and organise events that make an impact. This kind of grassroots engagement enriches ERG members and lifts everyone their efforts touch.



GODADDY ABILITIES IN TECH



GODADDY UNITED



Our Employee Resource Groups cultivate community.

GODADDY BLACK IN TECH



GODADDY LATINX IN TECH



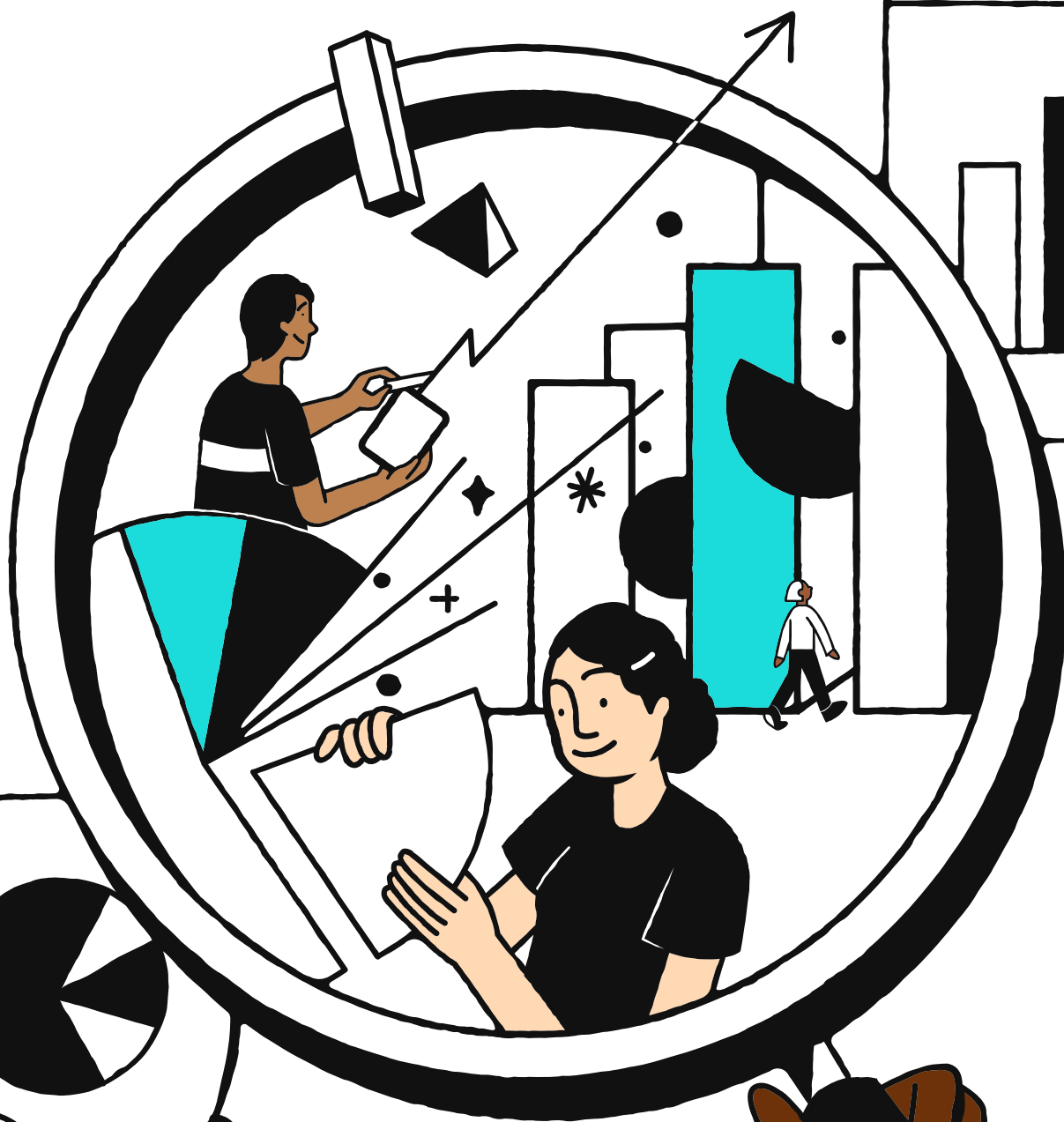
“Bringing your **whole self**
to work is so important.
GoDaddy really supports that,
and you feel it **every day.**”



Amber C.
Senior Software Developer

The specifics.

2021 GoDaddy Diversity and Parity Annual Report



Felicia G.

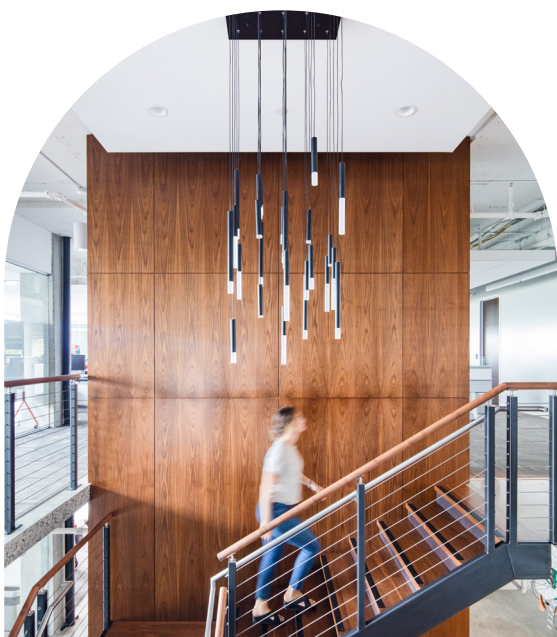


Progress is an ongoing pursuit.

We believe in building an inclusive team and being transparent. That's why we share our progress publicly. For seven years, we've published our diversity and salary data to show where we've done well — and to shine a light on areas that still need improvement.

The ideal way to measure where we need to improve is found in the data. The numbers we've gathered over seven years of reporting point clearly to where we can work harder as well as to where we've hit or surpassed our goals.

It's an ongoing journey, and we're in it for the long haul.



How we achieve promotion parity.

In 2015, we shared our first pay parity analysis, which showed that while women and men were paid at parity for like roles, women weren't advancing in all positions at the same rate as their male counterparts. This finding led us to create a system to proactively identify qualified employees who should be considered for promotion.

As part of this process, we discovered that some employees may not be as vocal as others in formally requesting a promotion. We wanted to make sure these qualified employees weren't left behind. The new programme had an immediate impact, with **promotions among women increasing by approximately one third.**

What's more, promotions for men did not decrease. This initiative is a great example of our commitment to expanding opportunities for everyone.

To align with U.S. government reporting requirements, our gender parity data uses traditional gender categories of male and female. GoDaddy deeply respects that gender is not binary, and we continue to review non-binary employee parity.





How we reduce unconscious bias.

We're committed to reducing unconscious bias at GoDaddy.

To that end, we've partnered with the Stanford Women's Leadership Innovation Lab to create company-wide processes that reduce variance in performance assessments between women and men as well as between non-minorities and minorities.

The net impact is that our best performers achieve peak evaluations and rewards no matter how they self-identify. We also continue to invest in equipping interviewers with the skills to prevent unconscious bias. These changes have helped us make significant progress to ensure that new employees are hired at the right level and receive consistent pay.



Suraiya J.



Pay parity

A critical part of building a more inclusive company is ensuring that employees are paid equally for doing the same kind of work, regardless of ethnicity or gender. Pay parity is also an important recruiting tool and by sharing these numbers, prospective employees can be assured that they'll receive **equal pay for equal work.**

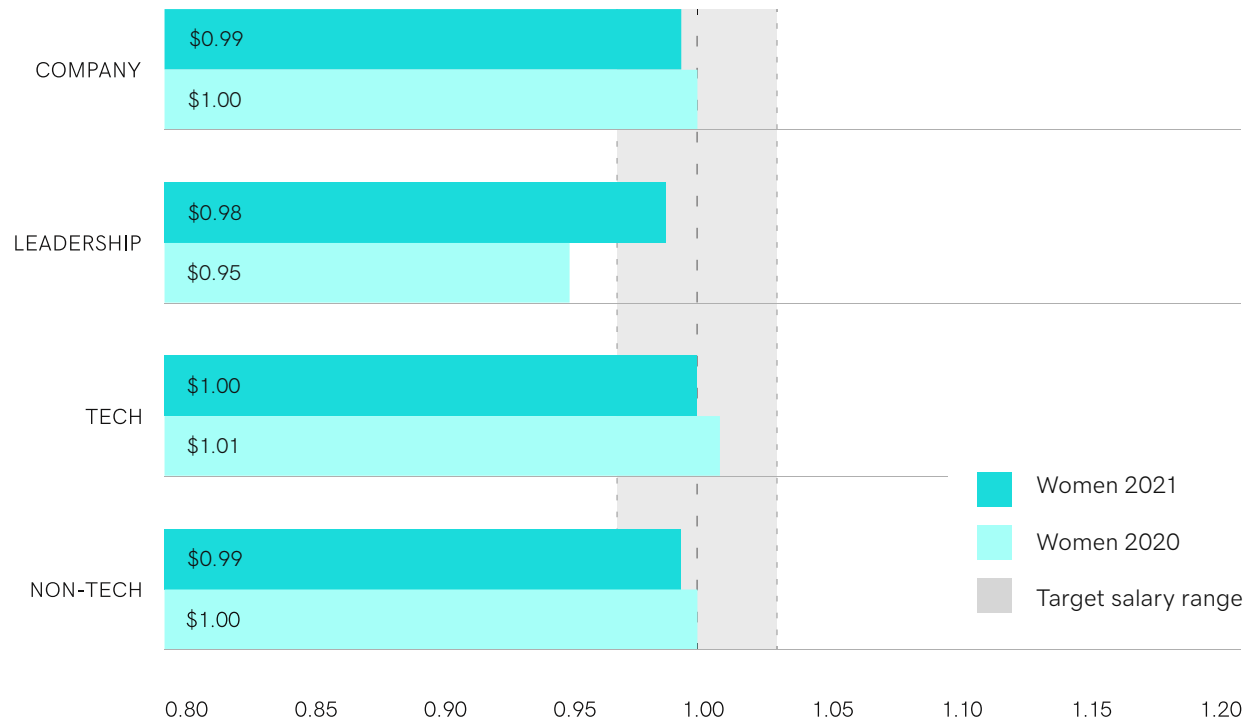
While GoDaddy's pay parity target is \$1.00 for \$1.00, a few cents on either side of a dollar is a good equitable result.

Charles C.



2021 salary data – global gender

For every dollar a man makes at GoDaddy, a woman makes:

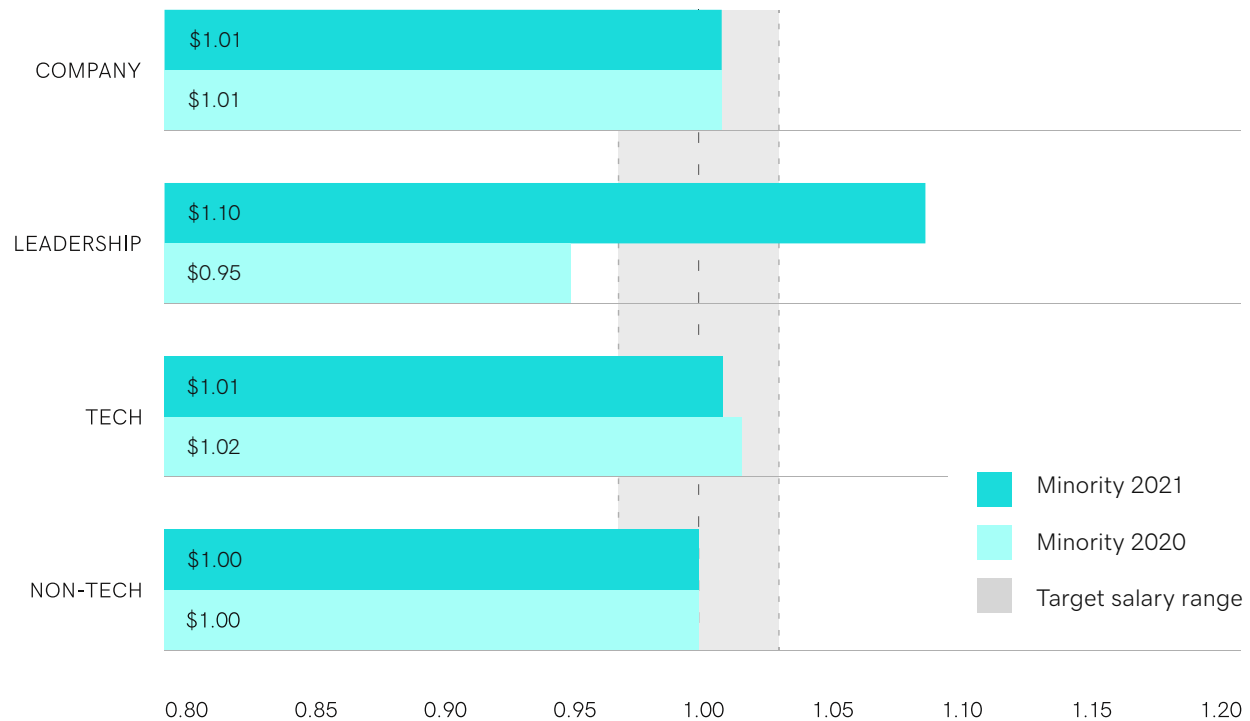


For every \$1.00 a man makes at GoDaddy company wide, a woman makes \$0.99 (compared to \$1.00 in 2020). Delving further into the numbers, women in leadership roles (defined as director or higher) make \$0.02 less than their male counterparts, compared to \$0.05 less in 2020. In technical roles, women make the same as men in similar roles.

Women in non-technical roles make \$0.01 less than their male counterparts. Our global pay analysis methodology accounts for similar job, level, and geography, which increases the employee inclusion rate to greater than 88% but does not account for explainable differences in compensation based on performance or experience.

2021 salary data – U.S. ethnicity

For every dollar in the U.S. a non-minority makes, a minority makes:



Our U.S. pay data shows us that for every \$1.00 a non-minority employee earns at the company level, an underrepresented minority earns \$1.01. We can also see that minority employees in the U.S. earn \$0.01 more than their non-minority counterparts in tech roles and are at parity for non-tech positions.

This data also shows us that for every \$1.00 a non-minority employee makes in a leadership position at GoDaddy (again, defined as a director or higher), an underrepresented minority makes \$1.10. And if you look at 2019, it was \$0.95, a swing of \$0.15.

While that's quite a swing, the cause comes down to what most companies have experienced in the last year, and that is turnover and growth. For example, we welcomed new executive leaders this year, whose addition increased our underrepresented minority population and contributed heavily to the \$0.15 change noted above.

For the second year, we also wanted to better understand how we pay employees from different underrepresented groups in the U.S. We found that for every \$1.00 a non-minority employee in the U.S. earns, their Black counterparts earn \$0.99, Asian employees earn \$1.03, Hispanic employees are at parity, American Indian employees earn \$0.97, and Native Hawaiian employees earn \$0.99.

Representation

Olivia F.



Employees and candidates have more options than ever when it comes to who they choose to work for. That's why creating an inclusive environment where everyone sees themselves represented is so critical to attracting and retaining talent. If a person from an underrepresented group looks at a company and senses it isn't truly diverse, they may be less likely to join. What's more, a lack of representation at the leadership level may give the impression that opportunities for advancement will be scarce. Because of these factors, companies who fail to prioritise and measure representation may lose out on the most talented candidates.

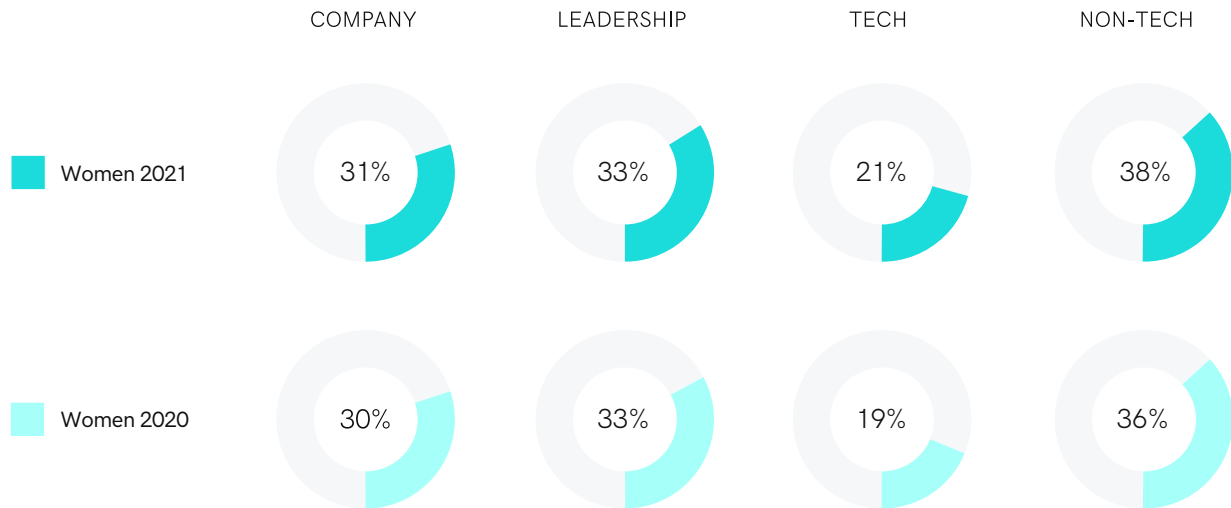
We're committed to making more headway in this area.

We've made progress we're proud of over the years, but we'll keep pushing to make GoDaddy as diverse and representative as all the communities we serve.

Enkidu D.

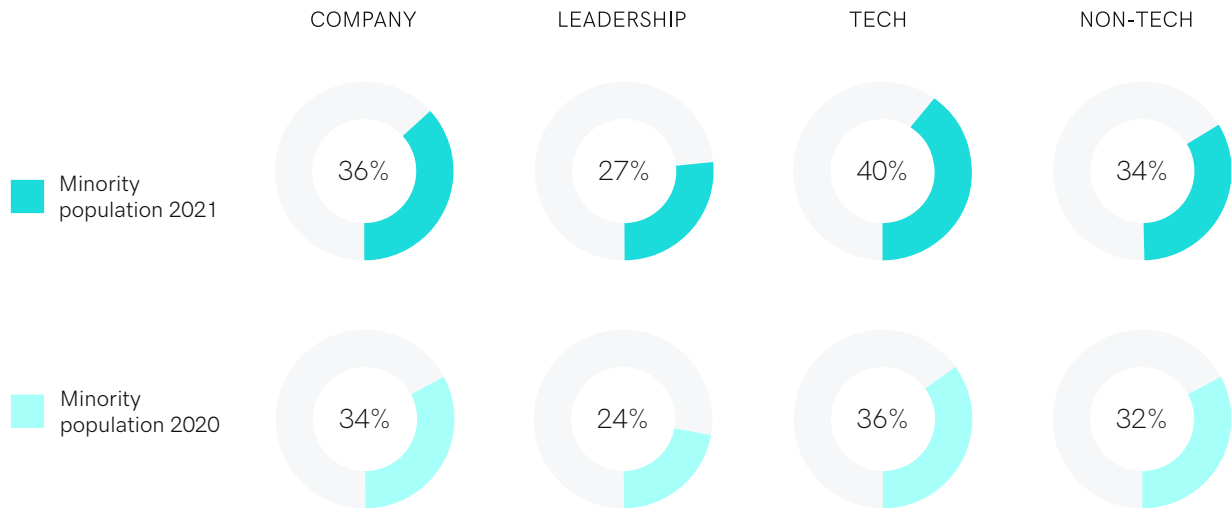


2021 global gender diversity



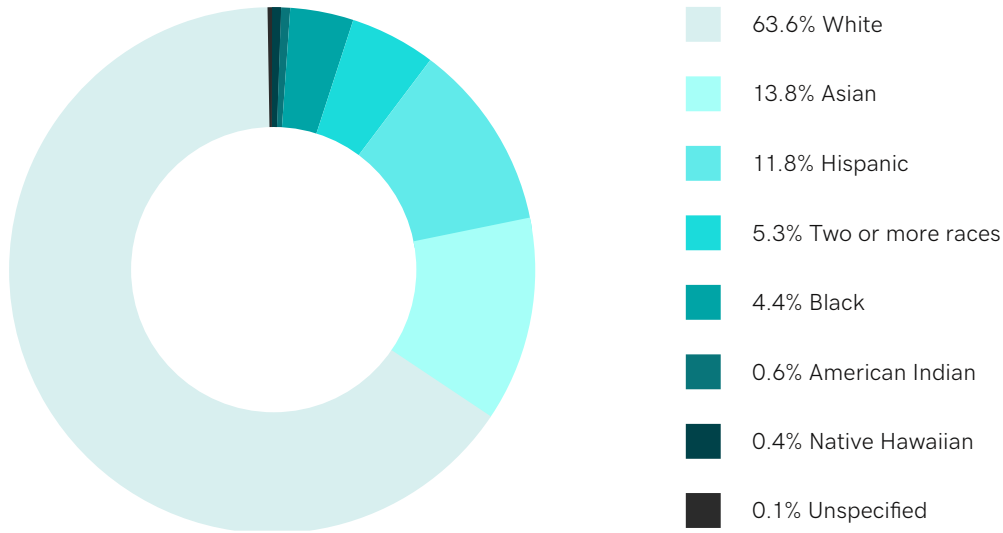
In 2021, women represent 31% of GoDaddy's global workforce. That's up 1% from 2020. When these positions are placed into categories — leadership, tech, and non-tech — the numbers go up in two out of the three groups. Leadership stayed flat, but both tech and non-tech positions are up 2%.

2021 U.S. ethnic diversity



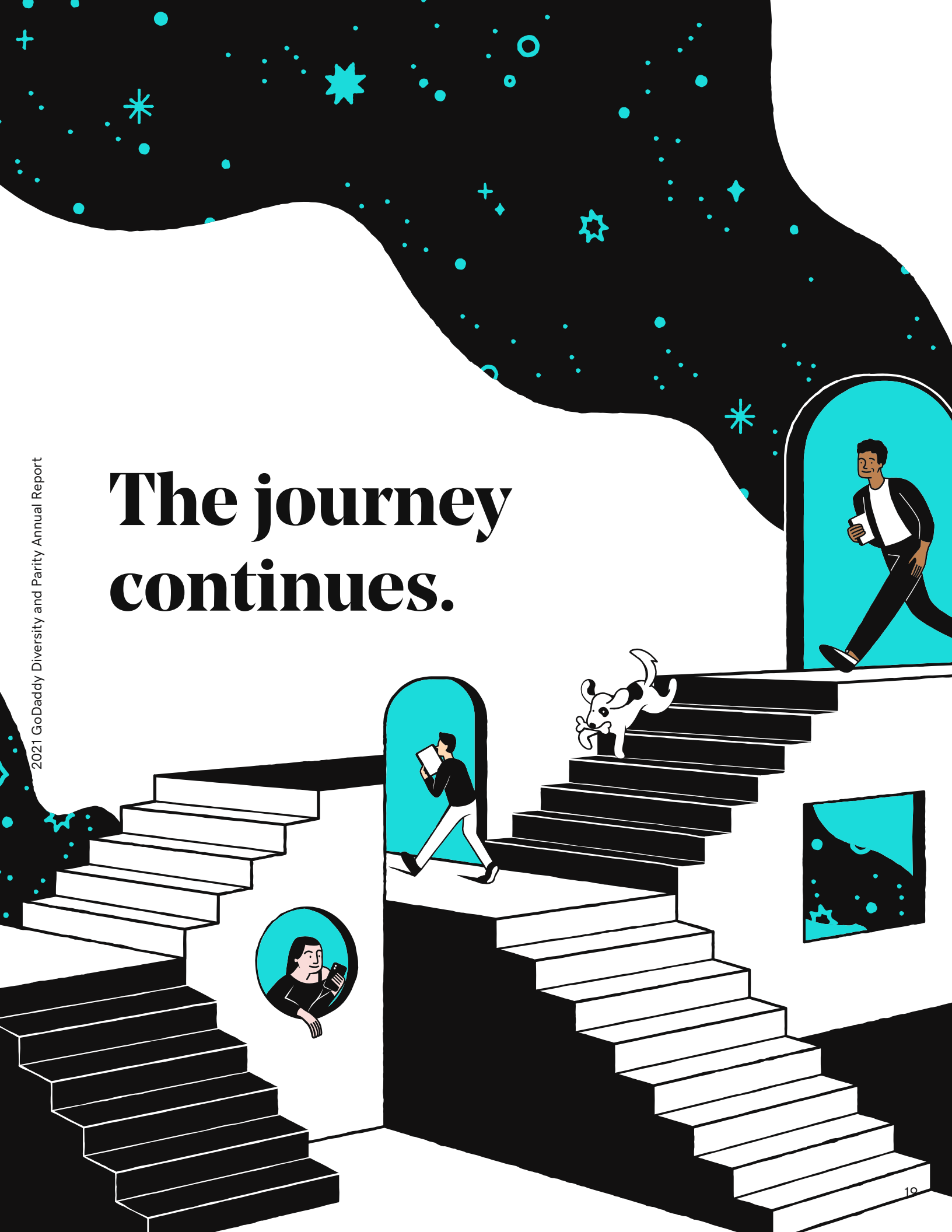
Across GoDaddy's U.S. team, 36% of all employees are ethnic minorities. That's up 2% from 2020. When looking at leadership roles, 27% of the workforce are ethnic minorities, up 3% from 2020, and is a 5% increase in minority leadership representation overall the past two years. And in tech and non-tech roles, the numbers have also increased: ethnic minority employees with technical roles are up from 36% to 40%, while non-tech roles are up 2% to 34%.

2021 U.S. ethnicity



In 2021, minorities composed 36% of GoDaddy's U.S. workforce population. That's a 4% increase since we began collecting this data. Above is a breakdown by ethnicity.

The journey continues.



We're walking our talk — and we won't stop.

It's been seven years since we started studying diversity and inclusion data at GoDaddy. We've come a long way in that time, but we know there isn't an endpoint — as the world continues to change, we'll keep making strides in diverse representation and pay parity and holding ourselves accountable to keep improving.

Our customers, everyday entrepreneurs from all walks of life, should be reflected in our workforce. The more diverse voices we have represented at GoDaddy, the more we can reach and empower them to chase their dreams.



