ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT · GODADDY · ANNUAL ENVIRONMENTAL

2020
ESG
Report

GoDaddy®

Aman Bhutani
Chief Executive Officer
GoDaddy

A MESSAGE FROM OUR CEO

As we reflect on the events of the last year, we recognize that our mission — to empower entrepreneurs everywhere and make opportunity more inclusive for all — is more important than ever.

The COVID-19 pandemic changed the way small businesses operate — a change that we believe will prove permanent. Our customers demonstrated a tremendous capacity to adapt, and we have been laser focused on helping our customers successfully pivot and expand their online presence. As we look to the future, we know that everyday entrepreneurs and their businesses are the backbone of local communities. They create vibrancy, prosperity and support recovery through economic downturns. We envision a world where the global economy radically shifts toward independent entrepreneurial ventures, bringing unprecedented opportunity, creativity and innovation.

As we continue to navigate through the global health crisis, we remain committed to the health and safety of our employees and to supporting our customers. Over the past year, we have continued to adapt to support their needs. We created new measures to ensure our workforce of 9,500+ stays safe, healthy and supported in their new work arrangements, and we launched resources that enable our customers to stay open — even if their doors are closed. We're staying the course with employee and customer well-being as our number-one priority.

In the midst of the most significant movement toward racial justice in a generation, we continue to confront the systemic racism that plagues our country. As one of many companies stepping up in creating a more just and equal society for everyone, we are on a journey to build an inclusive environment where everyone has an opportunity to thrive, striving to build a workforce as diverse as the customers we serve. We don't use these words lightly, and we don't shy away from the hard work they entail. For our customers and communities, we have doubled down on our commitment to equipping everyday entrepreneurs — particularly entrepreneurs of color in underserved communities — with resources needed to accelerate their journeys.

Our response to these events reflects our culture of trust, respect and authenticity — not simply in moments of crisis, but every day. In this, our inaugural ESG Report, we have outlined our progress as well as opportunities for improvement. Our notable achievements to date include:

- We conducted our first materiality analysis to define GoDaddy's ESG priorities. We also revised our approach to the management and oversight of ESG issues by establishing an ESG Steering Committee and ESG Working Groups.

- Our annual GoDaddy Voice survey demonstrated that employee engagement remains a highpoint despite the pandemic, with over 80% of our employees willing to recommend their team as a great place to work — and greater than 90% citing a culture of trust, high ethical standards, flexibility and an environment to be themselves at work.

- We proudly published the results of our annual pay parity and diversity report for the 6th straight year, which demonstrated that GoDaddy once again achieved equal pay across genders and ethnicities, as we have done every year we've reported. Additionally, GoDaddy was awarded a perfect score for the third year in a row in the Human Rights Campaign's 2020 Corporate Equality Index.

- Empower, our global community and philanthropic program, equips entrepreneurs in underserved communities with training, tools and peer networks to accelerate their journeys. We grew the program in 2020 to serve 27 cities and served more than 3,500 entrepreneurs.

- We introduced Venture Forward, a multi-year research project that demonstrates and quantifies the positive impact entrepreneurs and their microbusinesses have on their local communities as well as how they strengthen the U.S. economy.

We have an unwavering commitment to create a more sustainable, equitable and inclusive society. I feel confident that as a company and community, we create a better world by enabling more people to chase their dream and create the future they want. My confidence comes from the GoDaddy Team, who work tirelessly to achieve our mission and from our customers, who show extraordinary purpose, grit and resiliency.

Sincerely,

Aman Bhutani

Aman Bhutani
Chief Executive Officer
GoDaddy
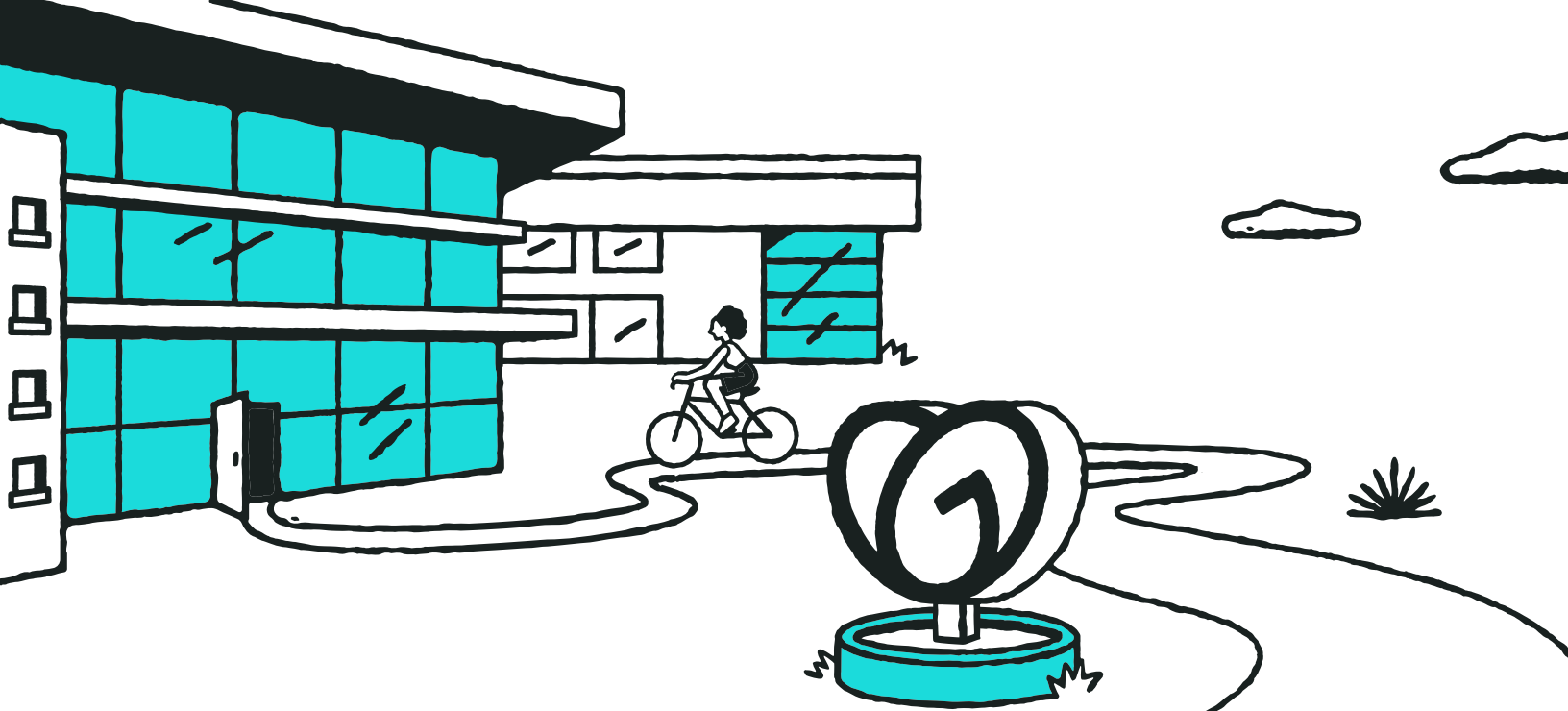
About
This Report

GoDaddy's 2020 ESG Report covers the company's environmental, social and governance (ESG) strategies, activities, progress, metrics and performance for the fiscal year that ended December 31, 2020, unless otherwise noted. This report references the Global Reporting Initiative (GRI) Standards and aligns with the Sustainability Accounting Standards Board's (SASB) Internet & Media Services sector standard.

GoDaddy is committed to regular, transparent communication of our ESG progress and will share case studies, updates and articles on an ongoing basis through our website and other key resources. We intend to continue providing updates about our ESG journey by publishing annual ESG reports.
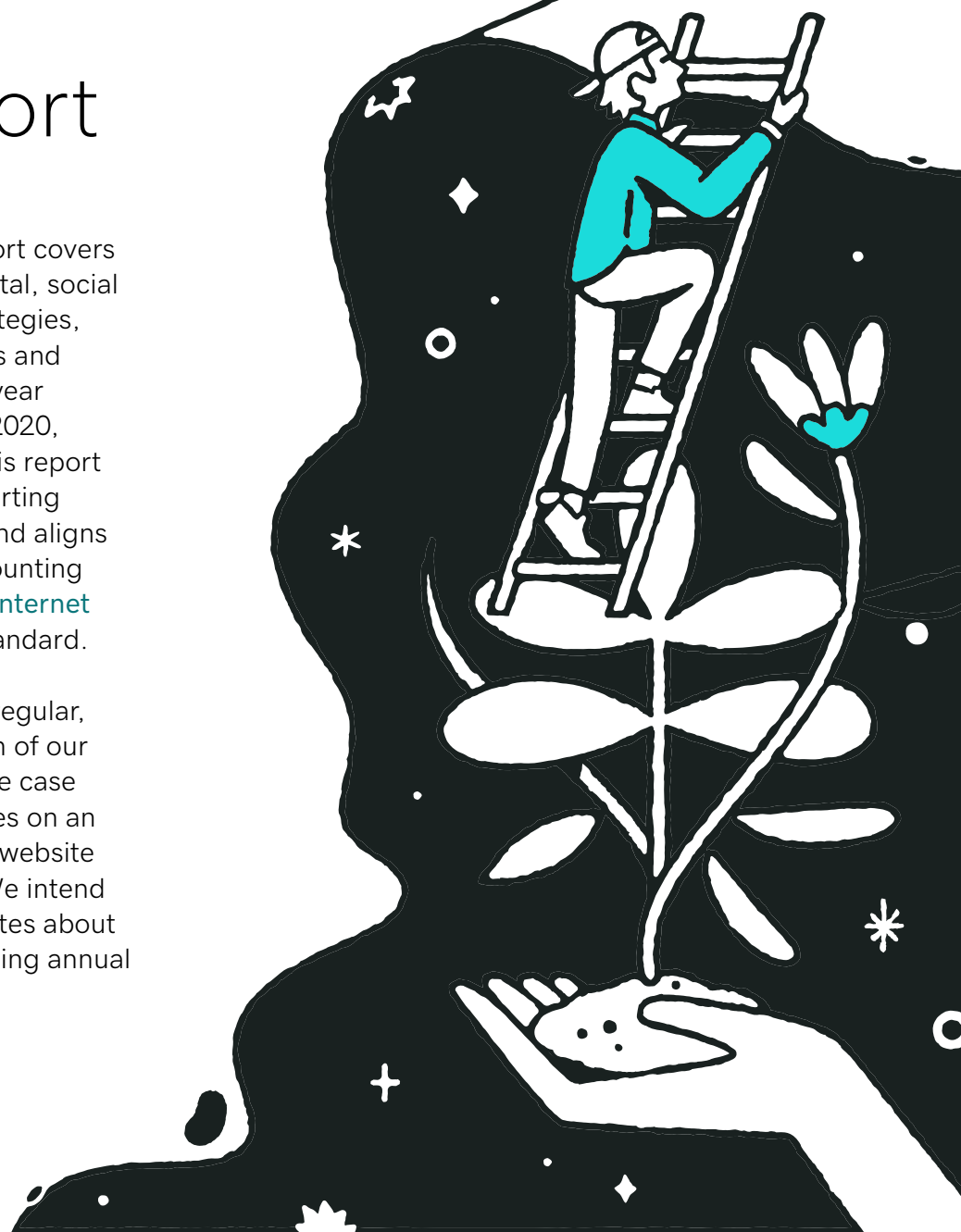
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On the Cover: John Melicor — Urban Plant Shop | URBANPLANTSHOP.COM

Ashten F — GoDaddy Employee

Bee Brown — The Bee Agency | THEBEEAGENCY.COM

About GoDaddy

About Us

We're a trusted growth partner to millions of everyday entrepreneurs.

GoDaddy (NYSE: GDDY) is the most outspoken champion for everyday entrepreneurs around the globe. We're on a mission to empower our worldwide community of 20+ million customers by giving them all the help and tools they need to grow online.

Founded in 1997, and based in Tempe, Arizona, GoDaddy's workforce of 9,500+ individuals located throughout North America, Latin America, Europe and Asia are dedicated to helping entrepreneurs everywhere make their own way.
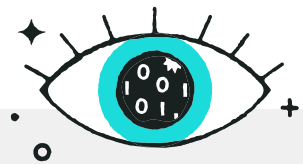
GoDaddy at a glance*

Founded in 1997

IPO in 2015

Headquarters Tempe, Arizona, USA

30 corporate offices, 9 data centers and 8 business partner sites in 20 countries worldwide

Workforce of 9,500+

Over 20MM everyday entrepreneurs

82+ million domain names under management

$3,316.7MM in FY20 Revenue

*As of December 31, 2020

Our Vision, Mission and Strategy

Having a unified vision, a north star, is vitally important to ensure that we are all headed in the same direction.

Our Vision

To radically shift the global economy toward independent entrepreneurial ventures.

Our Mission

To empower entrepreneurs everywhere, making opportunity more inclusive for all.

Our Strategy

To champion everyday entrepreneurs by empowering them with sage guidance set in seamlessly intuitive experiences to name, create and grow their ventures in select markets activating the exponential power of our community at a global scale to deliver profitable revenue growth.

Our Products and Services

At any stage — dreaming, creating or growing an entrepreneur's business — GoDaddy provides intuitive experiences to help navigate the entrepreneur's journey. We are proud to be the place folks come to name their idea, create a compelling brand and a great looking website, attract customers with digital and social marketing and sell their products and services. We give our customers direct, one-on-one guidance with a human connection that is unlike any other technology company in the industry.

For more information about our products and services, please visit GoDaddy.com.
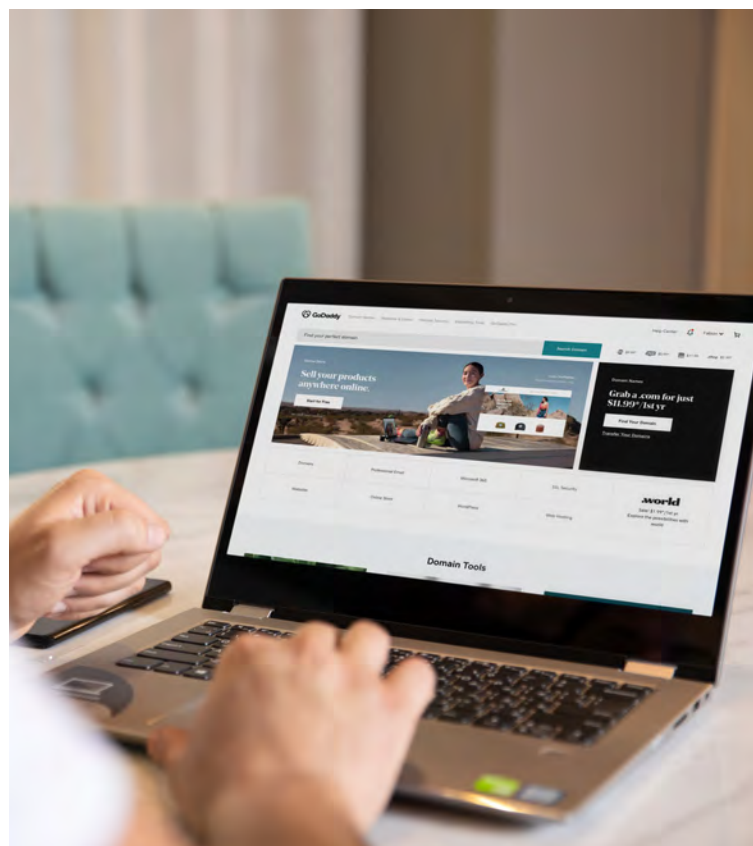
Our ESG Priorities

We focus on what matters.

Our mission is to empower entrepreneurs everywhere. To achieve that mission, we seek to understand the most important issues facing our stakeholders, our society, our business and our industry and to take proactive steps to ensure that we have adopted the best ESG practices possible.

Mats Christéen — Foundry Wood | FOUNDRYWOOD.COM

Identifying Our Strategic Priorities

GoDaddy conducted its first materiality analysis in 2020. The ESG priorities and important issues we identified are essential to our business success and reflect the topics of highest concern to us and to our stakeholders. By understanding the issues our key stakeholders care about, we can ensure that our priorities continue to align with their expectations, market trends and business risks and opportunities.

We conducted our materiality analysis by first compiling a comprehensive universe of ESG topics that intersect with our business. To assess the priority of each topic, we interviewed our executive team and key external stakeholders, surveyed internal subject matter experts and completed a landscape review of industry trends, research and risk factors. We partnered with an outside ESG advisory firm to ensure the analysis followed best practices and maintained a balanced third-party perspective.

Through the analysis, we identified the following "priority" issues, which define the key components of our strategic focus:

- Customer Experience

- Diversity, Inclusion and Belonging

- Innovation

- Talent Management and Engagement

- Web Security

We also identified five "important" issues:

- Content Governance

- Corporate Governance

- Energy Use and GHG Emissions

- Inclusive Entrepreneurship

- User Privacy

Though these issues are not in our "priority" issue group, they are still important to who we are as an organization and will receive a high level of attention and focus.

OUR MATERIALITY MATRIX
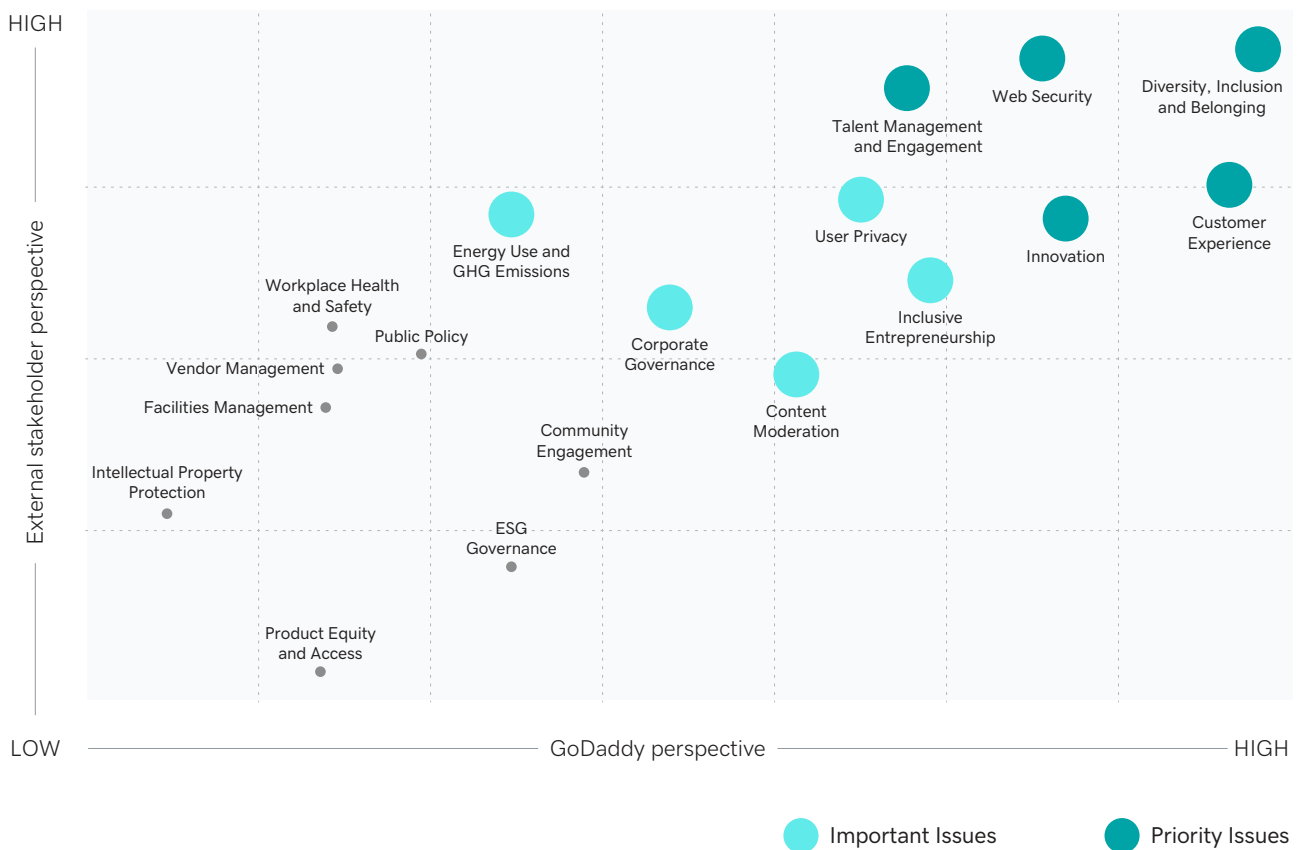
Our Pillars

Each priority issue aligns with one of three strategic ESG pillars:

Operations

Operating our business ethically, managing risk and reducing our environmental impact

Customers

Empowering entrepreneurs everywhere and making opportunity more inclusive for all

Employees

Creating an inclusive, collaborative culture and promoting professional growth

Going forward, our priority issues will guide our work and the content of this and future reports.

Operations

Corporate Governance

Robust corporate governance practices are essential to executing our strategy, creating long-term value and maintaining the trust of our stakeholders. Our corporate governance framework lays the foundation for effective oversight and management accountability and enables GoDaddy to remain competitive in the dynamic environment in which we operate.

GoDaddy Office — Kirkland

Our Board of Directors

Our business is managed under the direction of our board of directors, which is currently comprised of nine members, eight of whom are independent. Our board is divided into three classes with staggered three-year terms. At each annual meeting of stockholders, a class of directors is elected for a three-year term.

Our board has adopted robust Corporate Governance Guidelines. These guidelines address items such as the qualifications and responsibilities of our directors and director candidates and corporate governance policies and standards. A key function of our board is informed oversight of risk management. The Audit and Finance Committee has direct oversight of risk management and updates our board on our risk management efforts on a quarterly basis. In order to ensure tight alignment on GoDaddy's strategic direction, the board participates in an annual strategy day with the GoDaddy executive team and is highly engaged on the company's mergers and acquisitions strategy.

During their annual compensation review in 2020, the Compensation Committee introduced a total stockholder return (TSR) component into GoDaddy's executive compensation program. This change further enhances the link between the interests of GoDaddy executives and stockholders and provides executives with additional incentives to drive long-term stockholder value. And based on shareholder feedback, we adopted stock ownership guidelines in September 2020 that now cover our executive officers.

In response to corporate governance best practices and direct stockholder feedback in 2020, we intend to sunset the classified board beginning with the class of directors up for re-election in 2023, which will be presented for board action in 2021 and considered by shareholders at the 2022 annual meeting.

For more information about our governance policies and practices, please visit our Governance webpage.

BOARD SNAPSHOT

GENDER

22.2%
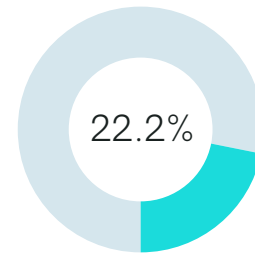
● Female Directors

INDEPENDENCE

89.9%
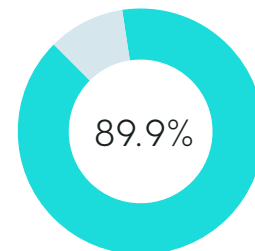
● Independent Directors

ETHNICITY

22.2%
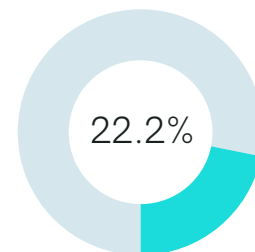
● Racially/Ethnically Diverse Directors

ESG Governance

We strive to responsibly manage our ESG efforts.

To ensure transparency and oversight, we revised our approach to the management and oversight of ESG issues to further embed ESG thinking in our overall strategy and leverage the expertise of leaders throughout the company:

Rakesh M — GoDaddy Employee

- **Formalized Board and Executive Level Oversight:**

  The executive committee reviews all ESG programs and practices and reports to the board quarterly, under the direction of the Chief Communications Officer.

- **Established an ESG Steering Committee:**

  The committee supports GoDaddy's ongoing commitment to ESG practices and disclosure as well as the company's ESG program development and goal setting. Committee membership includes leaders from across the company. The ESG program and committee is chaired by the Senior Director of Corporate Social Responsibility and Sustainability.

- **Established ESG Working Groups:**

  Aligned with each of the material ESG issues, the six working groups are responsible for supporting ESG data collection, reporting, program implementation and driving progress on GoDaddy's ESG priorities and goals.

| BOARD OF DIRECTORS | Oversight |

| EXECUTIVE COMMITTEE | Management |

| ESG STEERING COMMITTEE | |

| ESG WORKING GROUPS | Implementation |
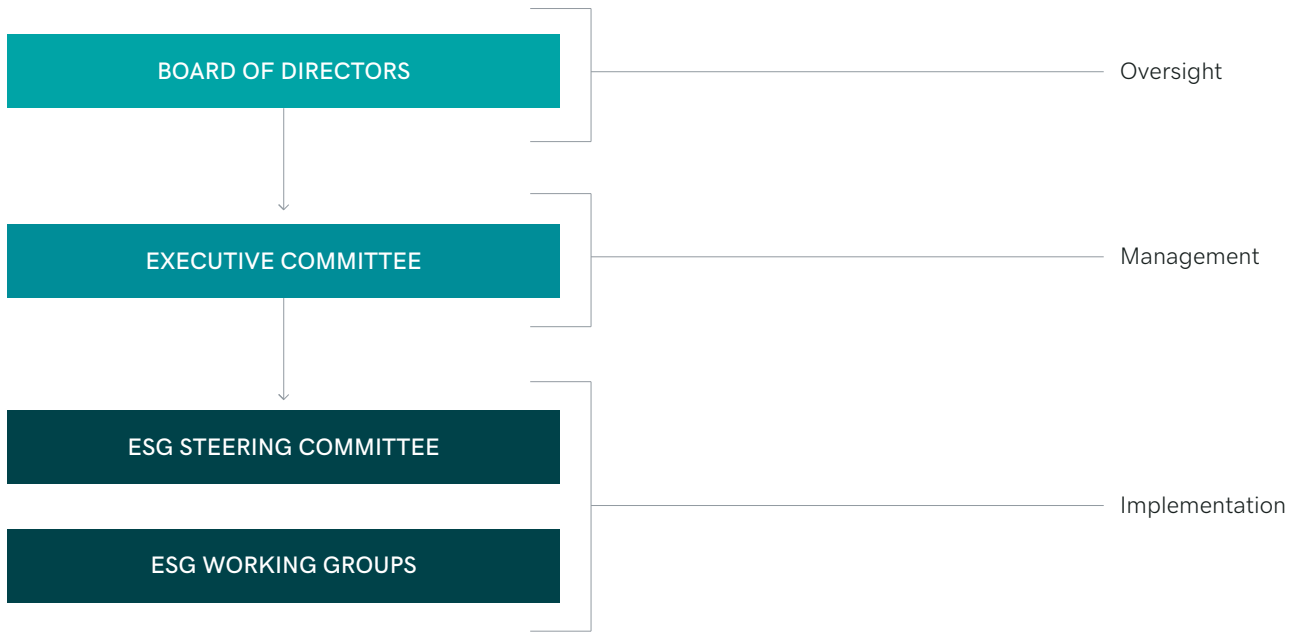
Additionally, our Board Chairman meets with top investors at least annually to share ESG progress and receive feedback.

WORKING GROUPS	TOPICS COVERED
Corporate Governance	Corporate Governance
Corporate Social Responsibility (CSR)	Inclusive Entrepreneurship
Employees	Diversity, Inclusion and Belonging Talent Management and Engagement
Facilities & Data Centers	Energy Use GHG Emissions
Policy	Content Governance
Privacy & Security	User Privacy Web Security

Honest and Ethical Conduct

We earn the trust of our stakeholders by upholding high standards.

Over 99% of GoDaddy's active workforce completed required DTRT training in 2020.

At GoDaddy, we are committed to upholding the highest level of professional and ethical standards to maintain the trust of our stakeholders and promote a culture of honesty, integrity and trust among ourselves, our customers and our business partners.

Upholding Our High Standards

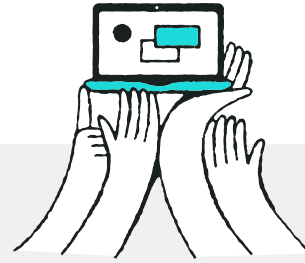Our commitment to conducting business with honesty and integrity is captured in our Code of Business Conduct & Ethics. The Code serves as a source of guiding principles and applies to all our employees, officers and directors, including our chief executive officer and other executive officers.

To ensure our workforce has received and will comply with the requirements of the Code, GoDaddy employees are required to complete online Do the Right Thing (DTRT) training during onboarding and then again once every two years.

Our entire workforce have access to GoDaddy's ethics helpline where they may report any violations of law, the Code or company policies. Every quarter, the Audit and Finance Committee receives a report on the issues raised and resulting actions from ethics helpline calls.

In our annual employee survey, we ask employees for feedback on the strength of GoDaddy's ethical compliance practices and whether they feel comfortable reporting ethics-related issues. 87% of GoDaddy employees participated in the annual GoDaddy Voice Survey. The 2020 results showed that 90% of employees believe GoDaddy's leaders maintain high ethical and compliance standards and 88% feel comfortable reporting ethics and compliance issues.

In 2021, we plan to continue driving awareness of strong ethical behavior by enhancing ethics training on various topics, such as anti-bribery and anti-corruption and competition laws.

Data Security and Privacy

We believe that making your own way online shouldn't come at the cost of privacy or security.

As an internet company, data protection, security and privacy are at the core of everything we do. We are dedicated to continuous privacy and security improvements that benefit our customers and take proactive measures to remain transparent with users, protect all data and keep up with an evolving regulatory landscape.

We take a cross-functional, risk-based approach to both user privacy and web security, which keeps our privacy and security controls and practices relevant to our business and customers:

- **The Audit and Finance Committee** assists the board in its oversight of our privacy and cybersecurity needs by keeping the board apprised of our data privacy and security programs, strategy, policies and standards and processes.

- **The Security Risk Oversight Committee**, comprised of our management and certain senior leadership members, meets quarterly with our Audit and Finance Committee to review our data privacy and cybersecurity program and risks.

- **The Chief Information Security Officer** (CISO) oversees GoDaddy's Information Security organization, which includes security risk and assessment, product, enterprise and customer security, threat intelligence and incident response functions. The CISO provides quarterly updates to the Security Risk Oversight Committee.

- **The Data Protection Office**, run by the Privacy Officer, manages GoDaddy's global privacy program and provides quarterly updates to the Audit Committee, as part of the regular legal update meetings. The Data Protection Office was formed in 2018 to enhance the responsibility and accountability structures around data protection.
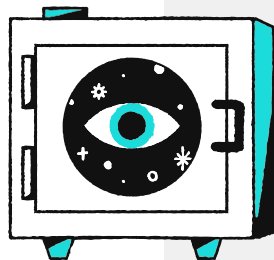
We know our customers need a trusted partner to help navigate the complicated world of privacy and security. That's why we built the TrustCenter.

The site houses all data protection, security and privacy resources in one easy location for our customers, giving them the resources they need to be sure their information — and their customers' information is safe.

Like the rest of the world, the recent surge of remote workers has increased the potential for data security risk, prompting us to rethink some information security policies and protocols. We launched an internal blog for employees and contractors to review tips and security best practices when working from home.

Security

Hackers. Malware. Social engineering. Phishing. There are many ways data can end up in the wrong hands. We work every day to protect against all of them. GoDaddy maintains a broad range of policies and procedures, training programs and company-wide systems designed to secure data, avoid breaches and respond to new threats:

- **Proactively addressing security vulnerabilities:**

  We continuously monitor for vulnerabilities. To proactively prepare for new and emerging threats, we research and monitor industry threats that could impact GoDaddy.

- **Keeping our team informed and responsible:**

  All GoDaddy employees receive annual customer privacy and security trainings to preserve our high standards. We also send regular and timely alerts to employees to keep them up-to-date on the latest security and privacy initiatives or activities at GoDaddy as well as industry best practices.

- **Building security into our products and services:**

  Teams within GoDaddy's Information Security organization partner with product development teams to make security a core consideration in building new products and services.

- **Adhering to security frameworks:**

  We align with best practices by adhering to leading security frameworks, such as the US National Institute of Standards and Technology (NIST) Cybersecurity Framework, PCI-DSS, WebTrust, SOW and auDA.

Improving Our Security Practices

The National Institute of Standards and Technology (NIST) Cybersecurity Framework consists of five functions — Identify, Protect, Detect, Respond, Recover. When considered together, these functions provide a high-level, strategic view of the lifecycle of an organization's management of cybersecurity risk.

In 2020, we took steps to improve our Identify function by measuring against the industry average. A subsequent assessment by PricewaterhouseCoopers (PwC) showed that we have advanced above the performance industry average in this functional area. In 2021, we plan to focus on improving security-related initiatives in the Protect, Detect and Respond functions.

NIST CYBERSECURITY FRAMEWORK

In 2020, over 95% of our global workforce completed mandatory data protection training. We regularly monitor industry best practices and update employee training accordingly.
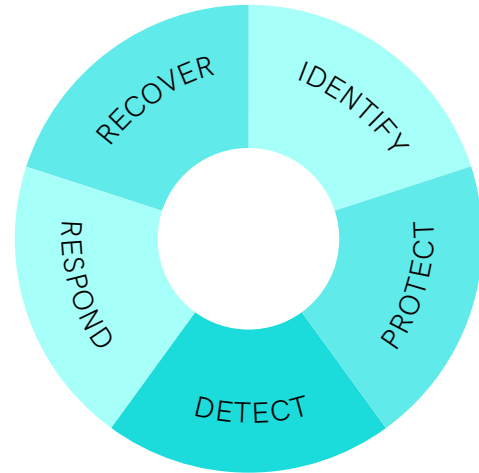
Privacy

Our business is built on helping customers make a name for themselves online — not selling their data to other companies, ever. Our Privacy Policy details our approach to protecting the personal data we collect, use, store and share.

We care about the privacy of our customers and employees and have established a robust and externally-verified privacy program based on the most stringent global privacy regulations. We continually work to comply with our obligations under applicable laws and regulations and enlist the help of partners to ensure we're on track. Our privacy program, for example, is annually reviewed and certified by TRUSTe LLC to ensure compliance with GDPR requirements.

Content Governance

We aim to help create platforms
that benefit society.

At GoDaddy, we believe the diversity of ideas and the freedom of expression
are critical to healthy societies and economies.

Our content governance philosophy is outlined in our Trust Center, with
specific policies identified in our Universal Terms of Service. It is a violation
of our policy to use our services to promote, encourage or engage in violence
or for any illegal activity, including, but not limited to the exploitation of
children, the promotion of terrorism, selling prescription medicine without
a valid prescription and fraudulent activity. We also review complaints of
harmful content, such as hate speech and misinformation.

GoDaddy's dedicated content governance team reviews each submitted
content complaint. Within 24 hours, we review reports of inappropriate or
illegal content. If there is content that violates our Terms of Service, we act
in accordance with our content governance policies.

In March 2020, we received an influx of complaints about suspicious
at-home COVID-19 tests. Acting in accordance with guidance from the FDA,
we protected our customers by adjusting our policies to prohibit the sale
of unauthorized testing kits. We expect to continuously review and enhance
our content governance practices starting with improved complaint
management protocols.

Environmental Impact

We operate our facilities with the future in mind.

GoDaddy is committed to an environmentally-sustainable future. As we grow, we hold ourselves to a high standard of stewardship in areas where we have the greatest impact and influence. We push ourselves to operate efficient spaces, use resources responsibly, reduce waste and limit our greenhouse gas (GHG) emissions footprint.

Gennieve T — GoDaddy Employee

Employee awareness and participation is essential to the success of GoDaddy's sustainability efforts. GoDaddy Green — one of our 11 Employee Resource Groups — focuses on raising awareness and educating employees about environmental issues and sustainable practices. In coordination with the Great Global Cleanup, the group led an environmental cleanup contest for their 200+ members.

Our Offices

At our offices around the world, we're working to minimize our environmental impacts by promoting resource efficiency, recycling and the use of sustainable products. Our offices are designed with sustainability in mind, with features such as:

- Energy efficient HVAC systems

- LED lighting

- Low-flow plumbing

- Recycled materials in furniture and carpet

- Recycling programs (including electronics and battery recycling)

- Solar array offsets*

- Reclaimed water used for landscaping*

- EV charging stations

- Low emission company cars with fuel efficient technology

In 2020, we adjusted the lighting, HVAC and IT systems to minimize power usage while our employees are working from home. Once we're able to transition back into offices, we plan to continue making progress on our plans to roll out new office upgrades through a Hub Club Home model, designed to provide flexible working arrangements to employees and promote resource efficiency in our offices.

Riley S — GoDaddy Employee

*At our Tempe facility only

Our Data Centers

Our data centers are the primary driver of our energy use and GHG emissions. To mitigate these impacts, we set a goal to begin simplifying our data center operations by running a smaller number of larger data centers within the different regions. This way, we reduce overall energy use and increase the energy efficiency per workload. In 2020, we migrated 15 of our smallest data centers into larger data center sites.

In addition, we proactively replace inefficient infrastructure, install energy-efficient fixtures, use renewable energy where possible and offset our non-renewable energy use by purchasing renewable energy certificates (RECs). We continue to test and implement state-of-the-art, resource-efficient technology. In our France data center, for example, we use groundwater for cooling, which significantly reduces energy use.
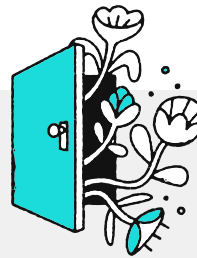
We have offset 100% of our non-renewable energy use by purchasing RECs.*

GoDaddy is participating in a greenhouse gas emissions inventory in 2021 and is committed to evaluating its results to reduce emissions.

*Refers to EMEA sites in 2020

Customers

Customer Experience

We believe our customers should have great technology and great customer support.

GoDaddy is the place folks come to name their idea, create a compelling brand and a great looking website and attract customers with digital and social marketing. And we provide one-on-one guidance with a human connection.

Serving our customers' needs creates a deep relationship where we're not just a solution provider, but also a guide and partner on their entrepreneurial journey.

Our customer retention rate has exceeded 85% for over five consecutive years. In 2020, our retention rate for customers who had been with us for over three years was approximately 93%.

Engaging Our Customers

Our goal is to be a trusted partner to everyday entrepreneurs, bringing together the technology, ease of use and care necessary to bring their ideas to life online. We take a consultative approach to our customer interactions no matter what phase of the entrepreneurial journey they're in. We act as a trusted partner to answer their questions, guiding them through technical solutions and offering real-time product suggestions that best suit their needs.

Through the thousands of conversations we have with our customers every day, we receive valuable feedback that enables us to continually evolve our products and solutions and better serve their changing needs. The effectiveness of our model is reflected in the high ratings we receive from our customers, the sales generated by our GoDaddy Guides and strong customer referrals.

Brandon B — GoDaddy Guides | Patti Curtis — Fogue Gallery | FOGUEGALLERY.COM

GoDaddy Guides

Our customers sometimes need guidance to set up a website, launch a new feature or try something new. They need real people who are available 24/7/365 and in the manner that works best for them, whether by phone, chat or in community forums. In addition to guiding our customers along the way, we also provide support by handling the most difficult and arduous tasks for them through a collection of managed service offerings.

Our award-winning GoDaddy Guides help everyday entrepreneurs around the world with their first and next steps. At nearly 6,300 strong, our GoDaddy Guide team operates through a variety of channels to provide tailored and timely support to our customers, handling approximately 19 million contacts in 2020.

Our customers can choose their preferred guidance channel, including WhatsApp, WeChat and SMS offerings as well as find guidance in our digital product experiences. In addition to the GoDaddy Guides located in our Arizona and Iowa facilities in the U.S., we have international specialists providing in-region support in native languages around the world.

Sage Guidance

We provide a variety of online tutorials through blogs and other services including The GoDaddy Blog and third-party sites like YouTube. The Blog enables customers to browse articles by topic or product. To help our customers navigate life and business in the midst of the COVID-19 pandemic, we published articles on topics including Supporting Your Customers, Adapting Business Strategies, Doing Business Online, Working Remote and Staying Healthy.
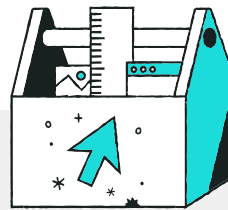
In 2020, GoDaddy delivered over 300 customer experience improvements. Some of our favorite examples include:

Front of Site pricing strategy and transparency:
A site-wide initiative to clearly display pricing, promotions, term and add-on defaults to help customers avoid any unexpected price changes through their purchase experience.

Focus on reducing calls into Customer Care:
By understanding the root cause or underlying reason customers call into Care, we're able to improve our products and the customer experience while avoiding unnecessary calls.

Hotlist and Hotlist Bugs:
The Hotlist and Hotlist Bugs are a list of initiatives to allow ongoing feedback captured by employees. This allows our customer experience teams to consistently test, iterate and scale solutions based on feedback.

Innovation

We embrace innovative thinking and the big ideas it creates, and we celebrate when ideas become reality.

The needs of everyday entrepreneurs are constantly changing. We keep up by embracing innovation and evolving our products and services to meet their needs.

Over the last year, we've embraced a culture of experimentation, which is allowing us to increase the pace of innovation on behalf of our customers. In 2020, we drastically increased our pace of innovation to keep up with the digital demand brought on by the global pandemic. For example, our product teams came together to design, test and launch solutions that help customers sell their goods through social media platforms and build beautiful websites with features to ensure seamless transactions. Looking ahead, we aim to continue innovating to enhance our commerce platform, Guide interactions and branding and marketing.

Domains Experimentation

To help entrepreneurs find the perfect name for their idea and bring it online, GoDaddy's engineering team began experimenting with its neural network for natural language processing machine translation. The goal was to improve the quality of results when a customer searches for a domain name that is already taken. The result: Happier customers who purchase more meaningful and useful domains.

Getting the Customer Experience Right

Sometimes customers aren't happy with their GoDaddy experience, and they share their thoughts with us in a survey. Our customers care team tested a proactive text outreach to engage with these customers. We then pair them with highly skilled Guides to address their concerns. This has turned once-detractors into GoDaddy promoters.
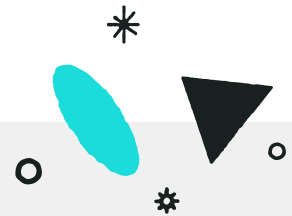
Our strategy has long been laser-focused on finding innovative solutions for customers. To that end, we've made a number of acquisitions that give us a wide variety of enhanced capabilities. Recent acquisitions include:

Poynt:
To provide a complete suite of commerce and payment services that enables entrepreneurs to sell everywhere

Uniregistry's Registrar and Marketplace:
To provide seamless solutions and enhanced experiences for domain investors

Over:
To help entrepreneurs easily create visual content online

Skyverge:
To help entrepreneurs sell online with WordPress and WooCommerce

Sellbrite:
To make it easier for entrepreneurs to offer products across multiple sales channels

Neustar's Registry business:
To deliver great customer experiences punctuated by speed, security and reliability

We've also innovated in how we use data and insights to personalize products and experiences and tailor our solutions to each of our customer groups. We also constantly improve our website, marketing programs and Customer Care to intelligently respond to our customers' needs.

Other recent investments in our platform capabilities include:

- **Ecommerce Platform and Application Services:**

  We have developed and begun to implement a new ecommerce platform to offer comprehensive, flexible and integrated solutions.

- **Data Platform:**

  Our horizontal data platform helps us to be a trusted source for customer data and their online ideas through accurate, meaningful and easily consumable data insights, which allow us to build best-in-class, personalized experiences for our customers.

- **Content and Marketing Platform:**

  Our content and marketing platforms leverage the latest tools, technology and operational and production models that enable us to deliver customer-centric digital experiences at an accelerated pace through multiple touchpoints and channels, enhancing our ability to drive new, high-quality products and customer experiences to market faster.

Inclusive Entrepeneurship

We rally behind entrepreneurs in underserved communities.

Our mission is to make opportunity more inclusive for all. As we catalyze a new wave of inclusive entrepreneurship, GoDaddy is changing the way people around the world work, and live, for the better. We believe in providing customized experiences to support underserved entrepreneurs in every stage of their journey. Our work to serve diverse entrepreneurs is rooted in our inclusive beliefs:

- Inclusive entrepreneurship fuels local economies across the globe and ultimately improves lives.

- Anyone, no matter their age, race, gender, sexual orientation or socio-economic background should have the opportunity to pursue their independent venture.

- Where someone lives — whether it be a thriving or struggling urban, suburban or rural community — should not hinder their ability to pursue their small business idea.

Amber Khan-Robinson — MokiPops | MOKIPOPS.COM

Through strategic partnerships with leading non-profits, activation of our workforce and consistent commitments to the community, GoDaddy provides community-based programs and virtual learning experiences to equip everyday entrepreneurs with the help and tools for their journey, including:

- Customized workshop curriculum

- One-on-one training, group mentorship and coaching

- In-kind products and services

- Wrap-around services such as childcare and transportation

- Network of support

Through GoDaddy for Good, our company's philanthropic arm, we have 7 different programs that allow us to rally behind inclusive entrepreneurship to empower people to succeed by leveraging philanthropic and in-kind donations, volunteerism, strategic partnerships and advocacy.

Demonstrating Our Inclusive Beliefs

In 2020, we demonstrated our support for the racial justice movement by providing direct grants to Black-owned businesses. Recipients of the funding were able to allocate resources to whatever their business needed most, including rent, food to feed their family or funds to pay their employees. Aligning with our inclusive beliefs, our support helps to ensure that anyone has the opportunity to pursue their independent venture.

In addition, GoDaddy launched a 2:1 employee donation matching campaign for organizations dedicated to racial equity and social justice — raising over $280,000.

Empower by GoDaddy

Empower by GoDaddy is GoDaddy's global community and philanthropic program equipping entrepreneurs in underserved communities with training, tools and peer networks to accelerate their journeys. Through the Empower program, GoDaddy partners with leading nonprofits to provide community-based programs and virtual learning experiences. Our employees apply their skills, passion and expertise as coaches and mentors. Since its launch in 2017, GoDaddy has served more than 3,500 entrepreneurs through the program, 77% of which are racial minorities.

Empower by GoDaddy Stats

40	**Number of cities with Empower by GoDaddy programming.**
3.5K+	**We've empowered more than 3,500 entrepreneurs.**
77%	**Of the entrepreneurs we have served, 77% are racially diverse.**

Supporting Entrepreneurs During the COVID-19 Pandemic

In response to the COVID-19 pandemic, GoDaddy doubled down on its support for everyday entrepreneurs. After pivoting to a 100% virtual model, GoDaddy was able to serve thousands of entrepreneurs and held more than 150 employee-led workshops through the Empower program to help businesses pivot to ecommerce amid COVID-19 shutdowns.

In 2021, we hope to double the number of entrepreneurs served in any previous year by reaching more than 5,000 entrepreneurs through the Empower Program.

Empower Participant Starts Non-Profit for Congolese Refugees

With a passion for social justice and a degree in Economics and Finance, George Dakonsa began his career in the Congo as a human services case manager, working to connect community members to the resources needed to improve their lives.

As the Second Congo War began, George fled to the United States, eventually landing in Cedar Rapids, Iowa. Immersion in a new country was not easy for George as he quickly encountered the difficulties faced by so many refugees and immigrants. Together with his passion for helping others, the challenges of learning a new language, experiencing unfamiliar cultures and determining a path forward inspired him start his own nonprofit organization to improve the immersion experience for others like him. All he needed was a business plan and a vision.

After discussing this idea with a close friend, George was introduced to the Empower by GoDaddy program where he participated in eight weeks of classes, began to build his business plan, met peer entrepreneurs and developed support networks.

By participating in the program, George gained the tools and expertise needed to launch Kinyange House, a nonprofit designed to support Congolese refugees by providing the tools, social services and resources necessary to help them transition successfully in America. Kinyange means "welcome forever" and that is exactly what George strives to do. With five volunteers working by his side, he familiarizes himself with the specific needs of immigrants and refugees and provides tailored services at no cost.

Venture Forward by GoDaddy

Microbusinesses are the building blocks of resilient economies and healthy communities. And now we have the data to prove it.

GoDaddy has long believed that everyday entrepreneurs are an important part of the fabric of our communities and economy. Yet, they have no voice in the policy and technology debates that affect their businesses — whether it be issues like credit, taxation, broadband, skills training, benefits portability or internet policy. Why? In the words of one policy maker we briefed: "You can't create policy for what you can't see."

Through the Venture Forward study, launched in 2018, GoDaddy is highlighting the impact of the 20 million microbusinesses our customers have created in the United States. The results show the outsized economic impact of everyday entrepreneurs

and a pathway for policy makers and elected officials to create a more inclusive and prosperous economy.

We've talked to hundreds of policy makers and influencers since the launch of Venture Forward, all of whom see how much more potential these everyday entrepreneurs have to positively impact their communities. Venture Forward is here to serve those policy makers and to support them with data, analysis and insight as they, in turn, create policy that will support the everyday entrepreneur. In 2020, the Venture Forward study equipped local cities and governments across the U.S. with key data needed to inform their support for small businesses throughout the COVID-19 crisis and recovery.

Venture Forward Assists COVID Small Business Relief Effort

The Office of Economic Development in Gilbert, Arizona needed to figure out how to get council approval for small business programs during COVID-19. They didn't have a lot of time.

As the Director of Economic Development for Gilbert, AZ, Dan Henderson needed to work with his team and come up with a plan. It had become clear the pandemic was going to significantly impact members of their community. Dan also knew that whatever they proposed, the plan needed to have a clear ROI in order to get quick approval and ensure accountability.

They started by leveraging data from Venture Forward and partnering on a survey to better understand the health of the 35,000 microbusinesses in Gilbert and the challenges they faced during COVID-19. Supplemented with their own social and economic data on the town of 250,000, the plan began to come together.

With data in hand, Gilbert proposed a new $18MM program in October 2020 to give them immediate pandemic relief, a sustainable recovery and long-term resilience. It passed unanimously.

"The Venture Forward data really helped us anticipate, listen and then create programs," says Henderson. His team was able to see who needed help and how it would affect their city. This information brought "wherewithal, insight and a data perspective to everything we're doing right now in response to COVID."

Gilbert's approach to supporting its small and microbusinesses can be a model for other officials and policymakers grappling with the same issues.

For more information, please visit our Venture Forward website or read our 2020 Venture Forward Report.

OpenWeStand

In early 2020, we began hearing from our customers about the drastic shocks small businesses were enduring, giving us an early window into how the crisis cut across every culture and type of independent endeavor. To provide aid and support, GoDaddy quickly expanded its own website to include COVID-19 resources for small businesses, tagging it #OpenWeStand on our social platforms. The initiative went far beyond GoDaddy's walls into a broad coalition of enterprises in support of struggling small businesses.

The coalition's site, OpenWeStand.org, became home for expert advice, services and special offers to ease the financial stresses of this crisis. Equally important, it houses a unique community element where small and independent businesses can share information, encouragement and new solutions to assist each other with the common challenges they face.

By the end of 2020, more than 50 companies pledged to leverage their unique product and service capabilities to make a difference for small business.
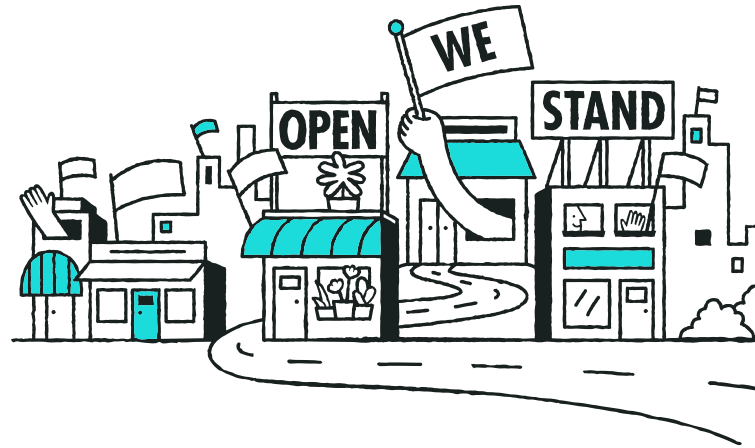
The coalition of partners pledged to join together under the #OpenWeStand tenets:

- **Open:** Providing resources to help businesses stay open, even when their doors must remain closed.

- **We:** Showing small businesses that we're in this together.

- **Stand:** Pledging to small businesses worldwide that the coalition will walk the walk, helping them weather this storm, wherever and however they can.

As part of our pledge, GoDaddy committed to maximize our company's purchasing power across independent businesses as much as possible, make the health and safety of employees our number-one priority and ask other businesses to join us in these efforts.

For more information, please visit OpenWeStand.org.

Employees

Talent Management and Engagement

We put the success of our employees at the heart of everything we do.

GoDaddy strives for a workplace culture where everyone has the opportunity to thrive. We continually challenge ourselves to evolve to the changing needs of our employees.
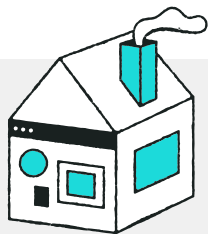
In our annual engagement survey, more than 91% of respondents said that GoDaddy gives them the flexibility to manage other aspects of their life while working from home.

Protecting the Health and Well-Being of Our Employees

Business is more than just the bottom line — it's a group of people working together to create something greater in the world. At GoDaddy, our employees give us their loyalty, their dedication, their trust. We must honor this by taking care of them in these uncertain times.

Since the beginning of the global pandemic, we've taken a human-first approach. Employee safety, health and well-being has been our number-one priority. We acted quickly to transition our teams to a work-from-home (WFH) model and made sure they had what they needed to perform their jobs safely.

Launched in 2020, GoDaddy Social Hub is a place for employees to connect with each other, share their interests, learn a new skill or visit a virtual coffee shop. With a curated list of events, virtual experiences, how-tos and resources, our employees are able to engage in GoDaddy's office culture while working from home.

Though working remotely is the safest option, it's not without its challenges. The effects of isolation, uncertainty and stress affect everyone's mental health and well-being. To support our employees, we scaled our support efforts globally with an expanded launch of our Global Employee Assistance Program (EAP), which gives our employees free access to virtual, confidential counseling for a wide range of topics from mental health and relationship support to legal and financial advice. Available in 16 languages 24 hours a day, 7 days a week, employees can receive up to five counseling sessions per issue per person. This resource is also available to every employee's immediate household family.

To further support our employees through this challenging time, we provided the following resources:

- COVID Q&A sessions with GoDaddy leadership

- Paid time off for COVID-19 recovery, home hardships or technical issues

- Quarterly WFH reimbursements

- Home office equipment pick-ups, drop-offs and delivery

- Relocation opportunities

- Additional employee engagement and socializing opportunities

Prioritizing Learning and Development

We strive to create a work environment where everyone can think creatively, have fun and achieve personal growth. Through unique and varied opportunities, employees can do groundbreaking work, develop their skills and advance their careers.

Personal Development

We provide multiple opportunities for individuals to learn, stretch and contribute, so anyone in any role can grow into a better professional, colleague and person.

In 2020, we launched MyCareer, an internal career management website, to provide a one-stop shop of curated resources for career development planning. MyCareer empowers employees to proactively take charge of their careers by connecting them to on-demand trainings, workshops, rotational programs and professional networks.

We also offer opportunities for employees to explore new pathways and train across teams within GoDaddy. Through iGrow, our 6-month rotation program, participants are able to explore their interests in a specific GoDaddy function outside their current role, network with teams through project-based roles, gain valuable knowledge and skills and learn more about GoDaddy.

We encourage our employees to pursue further education and advancement. We support many of our employees in attending conferences and seminars, and we provide up to $5,250 per year toward approved tuition costs through our Education Reimbursement Program.

Through GoDaddy Elevate, a year-long training program, GoDaddy Guides are connected with opportunities to learn, practice and apply new skills and knowledge. Elevate participants gain insights into how the business works while expanding their operational and leadership capabilities.

Leadership Training

At GoDaddy, we encourage our leaders to continue developing their knowledge and skills. We offer several learning opportunities, including:

- **New Manager Onboarding:**

  A required six-week course for managers to learn about the resources available and high standards required for those in GoDaddy management positions.

- **Manager and Leadership Development:**

  A suite of courses covering topics such as leading virtually, leading through change, giving feedback, coaching and having difficult conversations.

- **Vice President-Specific Development:**

  Courses focused on change management and strategic decision making.

GoDaddy Office — Kirkland

Performance Reviews

Consistent feedback is essential for career development. Our Performance Review process is structured as a formal year-end and mid-year process, both of which include goal setting, performance feedback, peer feedback and career development conversations. With the exception of GoDaddy Guides, who receive feedback on a monthly basis, approximately 95% of GoDaddy employees participate in this process.

As a result of our partnership with Stanford University, we have incorporated several strategies to reduce unconscious bias and improve performance conversations. These strategies help our employees give better feedback, improve performance and contribute meaningfully to GoDaddy's success. In any given year, we:

- Empower employees to recognize their accomplishments in self-assessments and talk about their performance in a balanced way

- Provide guidance to managers to help them consistently evaluate employee performance in addition to holding talent review sessions for managers to participate in

- Encourage employees to provide specific and actionable feedback to peers to help them grow

- Incorporate promotion flagging, a process designed to ensure employees are not overlooked for promotion opportunities

Providing a Great Employee Experience

We take pride in providing our employees a supportive work environment that empowers them to do meaningful work while being their true selves, fulfilling their passions and balancing work goals with life goals.

Benefits

We offer financial perks for our employees' futures, health benefits to keep them well and programs to reward and inspire great work. Benefits include:

- A first-class benefits package offering comprehensive medical, dental, vision and disability plans

- 401k and IRA retirement plans with generous employer matching

- An equity plan and employee stock purchase program to promote a sense of ownership

- Professional development and tuition support

- Generous paid time off

Laney R — GoDaddy Employee

- Family benefits such as a day care subsidy, paid parental leave, adoption assistance and fertility coverage

- Company-wide celebrations and events

- Peer recognition programs

- Employee donation matching programs and volunteer opportunities

For a full list of our employee benefits, please visit careers.godaddy.com/culture
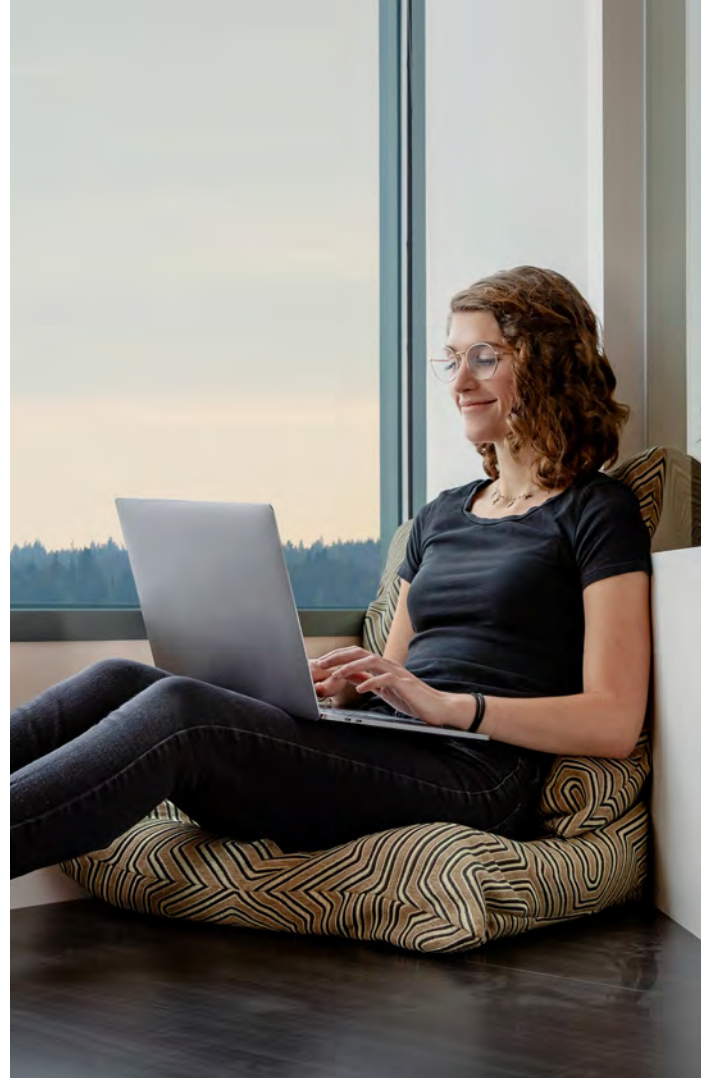
Listening to Our Employees

We strive to make sure all our folks feel supported, connected and heard. Through GoDaddy Voice, our annual engagement survey, we ask our employees for feedback to understand what is and isn't working and to identify opportunities for improvement.

87% of our employees responded to the 2020 GoDaddy Voice survey — a 3% increase from 2019. Despite the challenges of 2020, results showed that our employees believe GoDaddy is succeeding in creating a culture of trust and respect and appreciate the open and honest communication from leadership throughout the year's challenges. Other survey highlights include:

- Over **93%** believe colleagues treat each other with respect

- More than **90%** feel empowered to bring their authentic selves to work

- **90%** believe GoDaddy's leaders maintain high ethical standards

- Over **91%** have the flexibility to manage other aspects of life while working from home
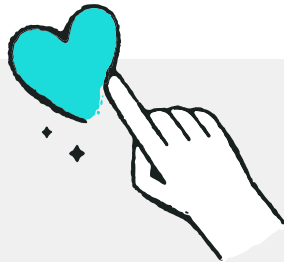
Our employees are a force for good in their local communities. We aim to amplify their efforts. Each year, GoDaddy employees receive a $1,500 budget to award the nonprofits where they volunteer with grants and matching donations. Employees are also provided 20 hours of paid time off annually to volunteer in their local communities.

Diversity, Inclusion and Belonging

We embrace individuality as we grow together.

Black in Technology — GoDaddy ERG

Nurturing a culture of diversity, inclusion and belonging is woven into the fabric of GoDaddy. Our employees' unique experiences enrich everything we do. We want our workforce to reflect the diversity of our customers — the everyday entrepreneurs around the world who are pursuing their passions.

Until we achieve this, GoDaddy will continue to take steps to create a more diverse global team that is inspired by and focused on empowering our customers to dream, create and grow their ventures.
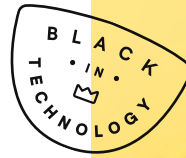
Standing Up for the Black Community

A culture of trust, respect and authenticity is one of the reasons so many of us come to GoDaddy and stay here. The killings of Black women and men like Breonna Taylor and George Floyd and the growing racial justice movement around the world served as a call to action for us to not only stand up in solidarity with the Black community, but to listen and learn from the lived experiences of our Black colleagues.

In summer 2020, we hosted and facilitated discussions, healing sessions and company-wide townhalls to encourage authentic dialogue around racial justice and equality. We also expanded the Employee Assistance Program to include specific sessions to focus on social justice issues and allow an open dialogue for employees to discuss, learn and heal together. In addition, we're recognizing Juneteenth as a company holiday for the first time in 2021.

Building a Stronger Company

Through a variety of internal and external efforts, we strive for inclusion and equality for all our employees. We've been publishing our representation and pay equity results for years and have achieved both gender and ethnic pay equity in almost all areas of our business. Our teams have learned more about unconscious biases and how we can reduce bias within our organization. And we've learned how to increase consistency in performance reviews and promotions, along with consistency in pay.

ACTIVE TRANSPARENCY

We're among the first companies to announce and publish our pay parity results and have achieved both gender and ethnic pay parity in nearly all areas of our business.

BEST PRACTICES, HIGH PROFILE

We've shared our best practices at the White House to help other companies strive for equal pay.

CONFRONTING UNCONSCIOUS BIAS

We partnered with Stanford to reduce unconscious bias in our people processes, including performance reviews and promotions.

Information included in the ESG report includes information as of Dec 31, 2020.

In our pursuit of creating an inclusive workforce, we know we need to hold ourselves accountable and that it's important to do so publicly. Like any objective, it's an ongoing process, but we're proud to be making steady progress.

In 2020, our notable diversity, inclusion and belonging achievements include:

- Pay parity for women 6 years in a row and for minorities for the 4th consecutive year

- Promotion equity for men and women for the first time

- Achieved a top score of 100 on the Human Rights Campaign's Corporate Equality Index for the 3rd consecutive year

- Named one of America's Best Employers for Diversity and for Women by Forbes

- Continued partnership with Stanford University to implement practices to reduce unconscious bias and promote equity across our company

- A partnership with Stanford's Graduate Business School, where we jointly presented on learnings from GoDaddy's diversity evolution for their Equity by Design course aimed at developing future leaders

Our awards and recognition reflect our focus on developing a culture that embraces the differences among us and champions people for who they are.

Forbes | 2020
THE BEST EMPLOYERS for WOMEN
POWERED BY STATISTA

Forbes | 2020
THE BEST EMPLOYERS for DIVERSITY
POWERED BY STATISTA

HUMAN RIGHTS CAMPAIGN FOUNDATION
BEST PLACES TO WORK
2020 for LGBTQ Equality
100% CORPORATE EQUALITY INDEX

62.1% White

11.5% Hispanic

10.8% Asian

4.8% Two or more races

3.9% Black

0.6% American Indian

0.4% Native Hawaian

6% Unspecified
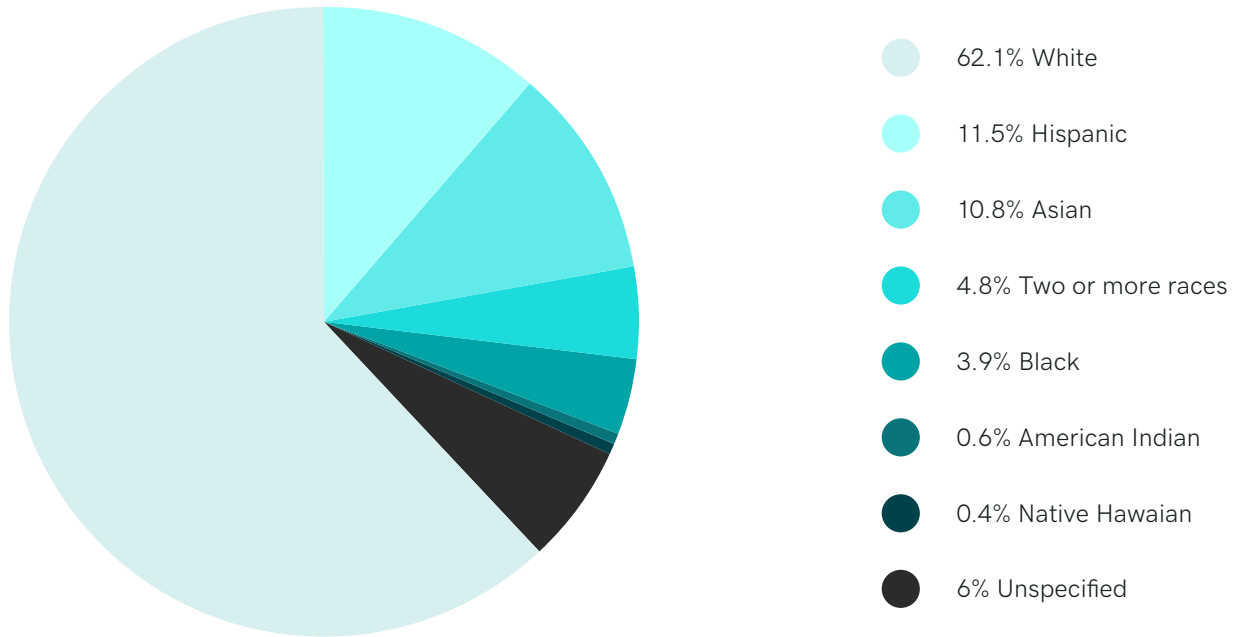
In 2020, minorities comprised 32% of GoDaddy's U.S. workforce population. Above is a breakdown by ethnicity.

Moving ahead, we hope to build on our progress by launching a new three-year Diversity, Inclusion and Belonging strategy, increasing the representation of women and minorities at the company level, hiring a DIB leader and developing learning resources to foster inclusive behaviors.

Promoting Diversity During Recruiting and Hiring

Over the years, we've worked hard to reduce unconscious bias in all of our people practices and systems. We've also invested in teaching our interviewers about unconscious bias and seen meaningful gains towards ensuring new employees are hired at the right level and receive consistent pay.

In addition, we employ a few key strategies that help us maintain a diverse talent pipeline:

- Reviewing job descriptions with an AI algorithm to reduce gendered language

- Requiring unconscious bias training for Interviewer Certification

- Posting all non-confidential jobs on internal job boards to promote mobility within the company

- Equipping interviewers with the guidance needed to consistently evaluate talent based on their capabilities and behaviors

- Identifying employees for promotion, or promotion flagging, to ensure underrepresented groups are not overlooked

We're also grateful for partnerships that help us fill our pipeline with top talent. Our partnerships include, but are not limited to, Afrotech, the Grace Hopper Celebration, Fairygodboss, Professional Diversity Network, Ada Developers Academy, Code2040 and the Engineering Bootcamp with Howard University.

GoDaddy Office — Kirkland

Celebrating Diversity, Inclusion and Belonging

GoDaddy employees come from varied backgrounds and live all over the world. How do we foster our diverse community when we're all physically separated? Our Employee Resource Groups, or ERGs, help bridge the gaps.

Women in Technology — GoDaddy ERG

Asians in Technology — GoDaddy ERG

We bring our teams together with our 11 Employee Resource Groups (ERGs). Many employees of different racial and ethnic backgrounds, genders, sexual orientations and abilities have organizations to call their own, resulting in over 6,000 ERG sign ups. Importantly, our groups are open to any employee that either identifies with or supports the mission of the ERG.

ERG members are not just limited to doing good within the company. They work with the community and organize events that make an impact. It boosts the spirits of the ERG members and everyone they meet along the way. ERGs are critical to fostering our culture of inclusivity.

United — GoDaddy ERG

Appendix

We continue to evaluate and elevate our environmental, social, and governance (ESG) disclosures. This report references the Global Reporting Initiative (GRI) Standards and aligns with the Sustainability Accounting Standards Board's (SASB) Internet & Media Services sector standard.

For further information, visit our **Corporate Social Responsibility website** or contact us at ESG@GoDaddy.com.

GRI CONTENT INDEX

GRI 102: General Disclosures 2016*		
Disclosure	**Description**	**Cross-Reference or Answer**
Organizational Profile		
102-1	Name of the organization	GoDaddy Inc.
102-2	Activities, brands, products and services	**2020 10-K**, pp. 7-18
102-3	Location of headquarters	Tempe, Arizona, USA
102-4	Location of operations	**2020 10-K**, pp. 18, 54 GoDaddy owns office space in Arizona and Iowa, while leasing additional space throughout the U.S. and internationally in Australia, Bulgaria, China, Germany, India, Norway, Romania, Serbia, Spain and the United Kingdom.
102-5	Ownership and legal form	**2020 10-K**, p. 18
102-6	Markets served	**2020 10-K**, pp. 7-15
102-7	Scale of the organization	**2020 10-K**, pp. 7-18 **Economic Performance**, p. 61 **Workforce Performance**, p. 67
102-8	Information on employees and other workers	**Workforce Performance,** p. 64
102-9	Supply chain	**2020 10-K**, pp. 7-18
102-10	Significant changes to the organization and its supply chain	Our employees have been working from home since March 2020. As such, we implemented a restructuring plan in June 2020 to address the sustainability of our U.S. outbound sales and operations. As part of this restructuring plan, we closed our leased offices in Austin, Texas.
102-11	Precautionary principle or approach	*GoDaddy has applied the precautionary principle in its approach to environmental challenges by adopting sustainable practices in its facilities. These efforts include the reduction of resource consumption, effective management of our waste stream and making informed decisions to create a more sustainable future, building a community of passionate folks across our entire workforce who are dedicated to environmental issues.*
102-13	Membership of associations	GoDaddy is a member of the following associations: AFNIC, APNIC, APTLD, APWG, BC, BRG, CCE, CCIT, CENTR, eco Forum, geoTLDs ICANN Group, I2C, ICA, ICANN-ccNSO, Internet Works, I&J, INTA, IPC, ISOC - Colombia, ISOC-DC, LACTLD, M3AAWG, DNS-OARC, RrSG, RySG, and Tech Coalition.

Disclosure	Description	Cross-Reference or Answer
Strategy		
102-14	Statement from senior decision-maker	**A Message from Our CEO,** p. 2
Ethics and Integrity		
102-16	Values, principles, standards and norms of behavior	**Code of Business Conduct and Ethics**
102-17	Mechanisms for advice and concerns about ethics	**Code of Business Conduct and Ethics**
Governance		
102-18	Governance structure	**Governance** **Operations,** p. 13
Stakeholder Engagement		
102-40	List of stakeholder groups	Customers Investors Regulators Employees Industry Peers and Associations Communities Board of Directors
102-41	Collective bargaining agreements	None of our employees are represented by a labor union or are party to any collective bargaining agreement in connection with his or her employment with us. Some of our employees in Germany, however, are represented by an employee works council pursuant to local regulations.
102-42	Identifying and selecting stakeholder groups	GoDaddy's stakeholders include those who impact or are impacted by GoDaddy and its operations. These individuals and entities may be connected to and interested in the company from an employment, business, investment, regulatory, legal and/or reputational perspective. **Our ESG Priorities,** p. 9
102-43	Approach to stakeholder engagement	All key stakeholder groups were engaged as part of our first materiality analysis in 2020. GoDaddy engages with all stakeholders through different channels and with varying frequency. Regular channels for engaging with stakeholder groups include surveys, written communication and interviews.
102-44	Key topics and concerns raised	The ESG issues identified in our materiality analysis are essential to our business success and reflect the topics of highest concern to us and to our stakeholders. By understanding the issues our key stakeholders care about, we can anticipate how the impact of our business activities will affect them and their engagement with GoDaddy. **Our ESG Priorities,** p. 9

Disclosure	Description	Cross-Reference or Answer
Reporting Practice		
102-45	Entities included in the consolidated financial statements	**2020 10-K**, p. 6
102-47	List of material topics	**Our ESG Priorities, p. 10**
102-48	Restatements of information	Because this is GoDaddy's inaugural report, there are no restatements of information.
102-49	Changes in reporting	Because this is GoDaddy's inaugural report, there are no changes in reporting.
102-50	Reporting period	This inaugural report provides information for the period beginning January 1 through December 31, 2020, unless otherwise noted.
102-51	Date of most recent report	June 2021
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Contact: Stacy Cline Email: ESG@GoDaddy.com
102-54	Claims of reporting in accordance with the GRI standards	This report references the GRI Standards.
102-55	GRI content index	**GRI Content Index,** pp. 54-58
102-56	External assurance	We have not received external assurance for this report.

GoDaddy's 2020 ESG Report applies the 2016 version of the GRI Standards; "2016" refers to the Standards issue date, not the date of information presented in this report.

GRI 200-400 Topic-Specific Disclosures 2016*			
Topic	**Disclosure**	**Description**	**Cross-Reference or Answer**
Economic			
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	**2020 10-K**, pp. 75-77 **Employees,** p. 45, 48
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	**Code of Business Conduct and Ethics** **Operations,** p. 17
	205-3	Confirmed incidents of corruption and actions taken	There were no confirmed incidents of corruption in 2020.
Environmental			
GRI 302: Energy 2016	302-1	Energy consumptions within the organization	**Environmental Performance,** p. 62, 63
	302-3	Energy intensity	**Environmental Performance,** p. 62, 63
	302-4	Reduction of energy consumption	**Operations,** p. 23-25
GRI 305: Emissions 2016	305-5	Reduction of GHG emissions	**Operations,** p. 23-25
Social			
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	**Workforce Performance,** p. 69, 70
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	**Employees,** p. 45 **Careers**
	401-3	Parental leave	**Employees,** p. 45
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	On average, employees received 19.4 hours of training in 2020.
	404-2	Programs for upgrading employee skills and transition assistance programs	**Employees,** p. 43, 44
	404-3	Percentage of employees receiving regular performance and career development reviews	**Employees,** p. 44

Topic	Disclosure	Description	Cross-Reference or Answer
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	**Diversity Performance,** p. 64-66
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments and development programs	**GoDaddy for Good** **Customers,** p. 33, 34
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no substantiated complaints concerning breaches of customer privacy and losses of customer data in 2020.

*GoDaddy's 2020 ESG Report applies the 2016 version of the GRI Standards; "2016" refers to the Standards issue date, not the date of information presented in this report.

SASB INDEX

	SASB Internet Media & Services Standard 2018*	
Code	**Accounting Metric**	**Cross-Reference, omission and explanation**
Environmental Footprint of Hardware Infrastructure		
TC-IM-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	**Environmental Performance,** p. 62, 63
TC-IM-130a.2	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	**Operations,** p. 24-25
TC-IM-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	**Operations,** p. 25
Data Privacy and Freedom of Expression		
TC-IM-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	GoDaddy does not sell customer data or personal information. Our **Privacy Policy** details our approach to protecting the personal data we collect, use, store and share.
TC-IM-220a.2	Number of users whose information is used for secondary purposes	GoDaddy does not sell customer data or personal information. Any personal information or data collected is used only by us or by our authorized service providers on our behalf.
TC-IM-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	There were no legal proceedings associated with customer privacy in 2020.
TC-IM-220a.4	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	GoDaddy does not publicly disclose this information.
TC-IM-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering or censoring	Our **Privacy Policy** prohibits the release of customer or account information without express permission from the customer, except when required by law, to conform to the edicts of the law, or to comply with legal process properly served on GoDaddy or one of its affiliates.
TC-IM-220a.6	Number of government requests to remove content, percentage compliance with requests	GoDaddy does not publicly disclose this information.

Code	Accounting Metric	Cross-Reference, omission and explanation
Data Security		
TC-IM-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	GoDaddy does not publicly disclose this information.
TC-IM-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	**Operations,** p. 18-21
Recruiting and Managing a Global, Diverse and Skilled Workforce		
TC-IM-330a.1	Percentage of employees that are (1) foreign nationals and (2) located offshore	GoDaddy does not publicly disclose this information.
TC-IM-330a.2	Employee engagement as a percentage	87% of GoDaddy employees responded to Voice, our annual employee engagement survey, in 2020.
TC-IM-330a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	**Diversity Performance,** p. 64
Intellectual Property Protection and Competitive Behavior		
TC-IM-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	There were no legal actions for anti-competitive behavior, anti-trust, or monopoly practices in 2020.
Code	**Activity Metric**	**Cross-Reference, Omission and Explanation**
TC-IM-000.A	Number of customers[1]	GoDaddy had 20.6 million active customers as of December 31, 2020.
TC-IM-000.B	(1) Data processing capacity, (2) percentage outsourced	(1) Data processing capacity: 13.5 MW (2) GoDaddy does not publicly disclose the percentage of outsourced data processing capacity.
TC-IM-000.C	(1) Amount of data storage, (2) percentage outsourced	GoDaddy does not publicly disclose this information.

*GoDaddy's 2020 ESG Report applies the 2018 version of the Software & IT Services Sustainability Accounting Standards; "2018" refers to the Standards issue date, not the date of information presented in this report.

[1] Note to TC-IM-000.A – The entity shall define and disclose a basic measure of customer activity suitable for its business activities. This may include, but is not limited to, sales transactions, purchase transactions, number of searches, monthly active users or page views.

GoDaddy 2020 Performance Data

Economic Performance				
	2020	**2019**	**2018**	**2017**
Financial Performance[1]				
Revenue (In millions, USD)				
Total revenue	**$3316.7**	**$2988.1**	**$2660.1**	**$2231.9**
Revenue by Region (%)				
United States	66.67%	66.25%	64.81%	67.41%
International	33.33%	33.75%	35.19%	32.59%
Costs and Operating Expenses[2] (In millions, USD)				
Total costs and operating expenses	**$3,044.5**	**$2,785.5**	**$2,510.5**	**$2,165.0**
Cost of revenue (excluding depreciation and amortization)	$1,158.6	$1,026.8	$893.9	$775.5
Technology and development	$560.4	$492.6	$434.0	$355.8
Marketing and advertising	$438.5	$345.6	$291.4	$253.2
Customer care	$316.9	$348.7	$323.1	$292.3
General and administrative	$323.8	$362.1	$334.0	$282.4
Restructuring charges	$43.6	-	-	-
Depreciation and amortization	$202.7	$209.7	$234.1	$205.8
Income Tax				
Benefit (provision) for income taxes	$1.3	$12.0	$9.0	$18.9
Net Income (In millions, USD)				
Net income (loss)	$(495.1)	$(138.4)	$(82.0)	$(139.8)

[1] For years ended December 31

[2] Costs and operating expenses include equity-based compensation expense, a breakdown of which is available on p. 59 of our 2020 10-K.

Environmental Performance[1]				
	2020	**2019**	**2018**	**2017**
Data Center Energy Use				
Energy Consumption (kWh)				
Total energy consumption[2]	**94,777,799**	**100,505,667**	**109,362,721**	**99,066,284**
Power Usage Effectiveness[2]				
Power usage effectiveness (PUE)[3]	**1.43**	**1.43**	**1.44**	**1.44**
EMEA	1.37	1.36	1.40	1.36
NCSA (North, Central and South America)	1.48	1.50	1.48	1.51

[1] For years ended December 31

[2] PUE data is for owned and operated sites only. The PUE data is not validated by a third-party.

[3] Includes data from our data centers in Cologne, Germany, Leeds, United Kingdom, Phoenix, Arizona, USA, Slough, United Kingdom, St. Louis, Missouri, USA and Strasbourg, France.

Environmental Performance[1]	
	2020
2020 Office Energy Use	
U.S. GoDaddy-managed offices electrical usage (kWh)	9,679,557
U.S. GoDaddy-managed offices gas usage (therms)	18,363
Tempe office solar power usage (kWh)	45,481
Total electricity consumption from grid electricity (%)[2]	99.5%
Total electricity consumption from renewable sources (%)[2]	0.5%

[1] For years ended December 31

[2] For Tempe location

Diversity Performance								
Racial/Ethnic Composition of U.S. Workforce and Board of Directors[1] [2]								
	American Indian/ Alaska Native		Asian		Black/ African American		Hispanic/Latino	
	2020	2019	2020	2019	2020	2019	2020	2019
U.S Workforce								
Total U.S. Workforce	**0.6%**	**0.5%**	**10.8%**	**9.1%**	**3.9%**	**4.5%**	**11.5%**	**12.2%**
Leadership	0.2%	0.2%	12.4%	13.1%	1.8%	1.2%	3.7%	3.2%
Tech	0.2%	0.1%	21.9%	21.4%	1.3%	1.1%	8.1%	6.9%
Non-Tech	0.9%	0.8%	4.1%	3.4%	5.7%	6.4%	14.8%	15.6%
U.S Workforce: Female								
Total U.S. Workforce	**0.6%**	**0.4%**	**13.2%**	**10.3%**	**3.2%**	**3.7%**	**11.6%**	**12.6%**
Leadership	0.6%	0.7%	14.5%	14.2%	1.2%	0.7%	3.6%	3.7%
Tech	0.0%	0.0%	36.9%	34.6%	1.5%	1.4%	5.2%	5.1%
Non-Tech	0.8%	0.5%	4.9%	4.0%	4.1%	4.5%	15.1%	15.4%
U.S Workforce: Male								
Total U.S. Workforce	**0.6%**	**0.6%**	**9.8%**	**8.7%**	**4.2%**	**4.9%**	**11.5%**	**12.1%**
Leadership	0.0%	0.0%	11.4%	12.6%	2.2%	1.4%	3.7%	2.9%
Tech	0.2%	0.2%	18.0%	18.2%	1.2%	1.1%	8.9%	7.3%
Non-Tech	0.9%	0.9%	3.7%	3.2%	6.6%	7.4%	14.7%	15.6%
Board of Directors								
Board of Directors	0.0%	0.0%	22.2%	22.2%	0.0%	0.0%	0.0%	0.0%

[1] For years ended December 31

[2] The data reported in this table differ from GoDaddy's 2020 Diversity and Equity Annual Report. The difference is due to the fact that this data is for the full calendar year and includes data for those individuals who declined to self-identify.

Diversity Performance

Racial/Ethnic Composition of U.S. Workforce and Board of Directors[1][2]

	Native Hawaiian/ Other Pacific Islander		Two or More Races		White		Not Specified	
	2020	2019	2020	2019	2020	2019	2020	2019
U.S Workforce								
Total U.S. Workforce	**0.4%**	**0.4%**	**4.8%**	**5.0%**	**62.1%**	**61.6%**	**6.0%**	**6.5%**
Leadership	0.2%	0.0%	3.7%	3.4%	71.7%	72.1%	6.3%	6.8%
Tech	0.4%	0.3%	3.7%	3.9%	58.1%	59.4%	6.3%	6.8%
Non-Tech	0.4%	0.5%	5.7%	5.7%	62.7%	61.3%	5.7%	6.4%
U.S Workforce: Female								
Total U.S. Workforce	**0.4%**	**0.5%**	**5.4%**	**5.4%**	**60.8%**	**61.7%**	**4.8%**	**5.3%**
Leadership	0.6%	0.0%	4.2%	3.0%	70.5%	73.9%	4.8%	3.7%
Tech	0.3%	0.3%	3.7%	3.4%	46.8%	49.0%	5.5%	6.2%
Non-Tech	0.4%	0.7%	6.2%	6.2%	63.9%	63.5%	4.5%	5.3%
U.S Workforce: Male								
Total U.S. Workforce	**0.3%**	**0.3%**	**4.6%**	**4.8%**	**62.7%**	**61.6%**	**6.4%**	**7.0%**
Leadership	0.0%	0.0%	3.4%	3.6%	72.2%	71.1%	7.1%	8.3%
Tech	0.4%	0.3%	3.7%	4.1%	61.1%	61.8%	6.4%	7.0%
Non-Tech	0.3%	0.3%	5.4%	5.4%	62.0%	60.3%	6.3%	6.9%
Board of Directors								
Board of Directors	0.0%	0.0%	0.0%	0.0%	77.8%	77.8%	0.0%	0.0%

[1] For years ended December 31

[2] The data reported in this table differ from GoDaddy's 2020 Diversity and Equity Annual Report. The difference is due to the fact that this data is for the full calendar year and includes data for those individuals who declined to self-identify.

Diversity Performance								
Age Composition of Workforce[1]								
	Over 50 years old		30-50 years old		Under 30 years old		Not Declared	
	2020	**2019**	**2020**	**2019**	**2020**	**2019**	**2020**	**2019**
Employee Category								
Company	**8.1%**	**7.6%**	**64.5%**	**59.5%**	**23.8%**	**29.3%**	**3.6%**	**3.6%**
Leadership	20.2%	21.8%	78.6%	76.7%	0.8%	1.0%	0.3%	0.4%
Tech	8.0%	8.0%	69.9%	66.6%	20.3%	23.4%	1.8%	2.0%
Non-Tech	6.3%	5.8%	59.3%	54.6%	29.3%	35.0%	5.0%	4.6%
Board of Directors								
Board of Directors	66.7%	66.7%	33.3%	33.3%	-	-	-	-

[1] For years ended December 31

Workforce Performance						
Workforce Breakdown by Gender[1]						
	Male		Female		Not declared	
	2020	**2019**	**2020**	**2019**	**2020**	**2019**
Employment Contract						
Permanent (Employees)	67.9%	68.4%	28.5%	27.9%	3.6%	3.6%
Interns	55.6%	57.1%	16.7%	19.0%	27.8%	23.8%
Employment Type						
Full-Time	68.2%	68.8%	28.1%	27.6%	3.7%	3.6%
Part-Time	30.6%	32.8%	64.5%	58.2%	**4.8%**	**9.0%**
Workforce Category[2]						
Company	67.8%	68.4%	28.5%	27.9%	3.7%	3.7%
Leadership	66.8%	67.8%	32.7%	31.6%	0.5%	0.6%
Tech	79.2%	80.8%	18.9%	17.1%	1.9%	2.0%
Non-Tech	61.6%	63.1%	33.2%	32.2%	5.1%	4.7%
Age Group						
Under 30 years old	62.4%	62.7%	37.4%	37.2%	0.2%	0.1%
30-50 years old	73.0%	74.6%	26.8%	25.2%	0.1%	0.2%
Over 50 years old	72.1%	73.4%	27.9%	26.6%	0.0%	0.0%
Not Declared	0.4%	0.4%	0.0%	0.0%	99.6%	99.6%

[1] For years ended December 31

[2] The data reported in this table differ from GoDaddy's 2020 Diversity and Equity Annual Report. The difference is due to the fact that this data is for the full calendar year and includes data for those individuals who declined to self-identify.

Workforce Performance						
Workforce Breakdown by Gender[1]						
	Male		Female		Not declared	
	2020	**2019**	**2020**	**2019**	**2020**	**2019**
Workforce by Region						
NORAM	69.6%	69.9%	30.3%	29.9%	0.1%	0.2%
EMEA	62.1%	62.3%	23.6%	20.5%	14.3%	17.3%
APAC	69.8%	66.7%	28.1%	28.3%	2.1%	5.0%
LATAM	76.9%	80.0%	20.0%	13.3%	3.1%	6.7%

[1] For years ended December 31

Workforce Performance				
Employee Turnover and Rate[1]				
	Employee Turnover		Employee Turnover Rate (%)	
	2020	**2019**	**2020**	**2019**
Total	**2,139**	**2,349**	**32.3%**	**35.5%**
Voluntary	1,181	1,716	17.8%	25.9%
Involuntary	958	633	14.5%	9.6%
Turnover by Region				
NORAM	1,829	1,938	27.6%	29.3%
EMEA	296	402	4.5%	6.1%
APAC	8	7	0.1%	0.1%
LATAM	6	2	0.1%	0.0%
Turnover by Gender				
Female	687	796	10.4%	11.4%
Male	1,376	1,417	20.8%	20.2%
Not Declared	76	136	1.1%	1.9%
Turnover by Age Group				
Under 30 years old	891	799	13.4%	11.3%
30-50 years old	1,023	1,239	15.5%	17.8%
Over 50 years old	225	311	3.4%	4.4%
Not Declared	-	-	0.0%	0.0%

[1] For years ended December 31

New Employee Hires[1]		
	2020	**2019**
Total	1,736	1,841
New Hires by Region		
NORAM	17.4%	19.5%
EMEA	7.5%	6.4%
APAC	0.7%	0.2%
LATAM	0.7%	0.1%
New Hires by Gender		
Female	9.3%	9.0%
Male	16.0%	15.7%
Not Declared	0.9%	1.5%
New Hires by Age Group		
Under 30 years old	11.0%	10.9%
30-50 years old	12.8%	11.7%
Over 50 years old	1.8%	2.7%
Not Declared	0.0%	1.0%

[1] For years ended December 31

Philanthropic Giving				
Philanthropic Giving[1] (USD)				
	2020	**2019**	**2020**	**2019**
Total giving	$2,634,512.0	$2,125,282.0	$1,493,595.0	$1,535,693.0
Employee nonprofit match program[2]	$1,515,000.0	$641,528.0	$376,463.0	$333,136.0
Partnerships or grants	$154,000.0	$264,250.0	$459,800.0	$518,275.0
Nonprofit sponsorships	$883,887.0	$726,479.0	$420,832.0	$298,832.0
In-Kind donations[3]	$73,850.0	$361,550.0	$147,000.0	$282,800.0
Kiva	$7,775.0	$131,475.0	$89,500.0	$102,650.0
Employee Contributions				
Volunteer hours[4]	4,430	11,604	6,817	7,557

[1] For years ended December 31

[2] Includes employee donations, the company match and volunteer grants.

[3] In-kind donations are estimated based on the front of site pricing at the time the products were purchased.

[4] 2020 volunteer hours are significantly lower than previous years due to the COVID-19 pandemic.

Make your own way.