

2020  
**Diversity  
and Equity**  
Annual Report





When people ask what makes me proud to work for GoDaddy, a few important things come to mind. Namely, our culture and our focus on building an inclusive environment where everyone has an opportunity to thrive. We don't use these words lightly, and we don't shy away from the hard work they entail.

In 2015, we were one of the first tech companies to share gender pay data with the world. We knew early on that we must discover the uncomfortable facts to guide us towards increasing the diversity of our global team. We continue to share our data every year because we believe in transparency, accountability and lending our voice to help improve our industry.

We are proud of our commitment over the years to reduce unconscious bias and ensure consistency for our people. A good example is from our recent annual employee survey where 90% of employees said, "My manager creates an environment that allows me to be myself at work." A culture of trust, respect and authenticity is one of the reasons so many of us come to GoDaddy and stay here.

We are committed to treating and paying all employees fairly. Looking at the numbers this year, we are proud to again pay employees in like roles at parity across gender and ethnicity. Historically, we have reported on U.S. data, but this year we expanded our gender analysis to look at pay parity across the globe.

We know our ethnic representation needs to be higher, which is a realization that might scare others away from making this data public. But we are firm believers in the value of transparency, in order to build our workforce to be as diverse as the customers we serve.

We are proud of the progress we have made in pay equality and creating a more diverse team, and we continue to do the hard work to make more gains. We will keep listening to our employees, let the data guide us on areas to improve, and continue our commitment to share it as we advance on this journey.

A handwritten signature in black ink that reads "Monica Bailey". The signature is written in a cursive, flowing style.

Monica Bailey  
Chief People Officer, GoDaddy



# GoDaddy's Vision





Put simply,  
diversity makes  
us better.

We prioritize transparency when talking about the diversity of our company. To that end, we want to share our progress and show the areas where we need improvement. Doing so will make us better and contribute to making the industry stronger.

We've been publishing our representation and pay equity results for years and 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. All of these efforts have contributed to GoDaddy achieving a 100% Human Rights Campaign/Corporate Equality Index score the past two years.

But it's just the beginning.

That's why this report exists: To hold us accountable for our inclusivity practices and make sure that we continue to strive to do better.

“I think representation matters, in every company, and if you’re going to go work somewhere where you’re judged on the work that you do and not the color of your skin, you can’t ask for anything more than that.”

-David Watson  
Head of Talent Acquisition

# Far apart, yet closer together.



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. Our 11 ERGs bring together employees of different racial and ethnic backgrounds, genders, sexual orientations and abilities. 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 making changes within the company. They work with the community and organize events that make an impact. It gives a boost to the spirits of not only the members of the ERG, but everyone they meet along the way.





**We don't have  
just one ERG.  
We've got 11.**

“I like not having to worry about diversity and being treated fairly at work. That speaks volumes to how committed and open GoDaddy is.”

-Amy Tencza  
Principal Software Engineer

# The Present





## Moving forward every day.

In our pursuit to build an inclusive workforce, we know we need to hold ourselves accountable and it's important to do it publicly. To that end we began to publish our diversity and salary data six years ago and have committed to sharing it yearly to show our steps forward, as well as where we still need improvement. Like any objective, it's an ongoing process, but we are making steady progress.

Ultimately, the best way to determine where we need more work sits within the data. The raw numbers we've collected over our six years of reporting show us where we can improve and where we've met or exceeded our goals. By following the data, we can hold ourselves accountable, as well as institute practices to ensure that we do better in the future.



## How promotion flagging for qualified employees works.

When we shared our first pay parity analysis in 2015, we learned that while GoDaddy paid women and men at parity for like roles, women were not advancing in all positions at the same rate as their male counterparts. As a result, a few months later we created a system that proactively identifies employees for promotion consideration.

Our goal is to make sure qualified employees aren't forgotten simply

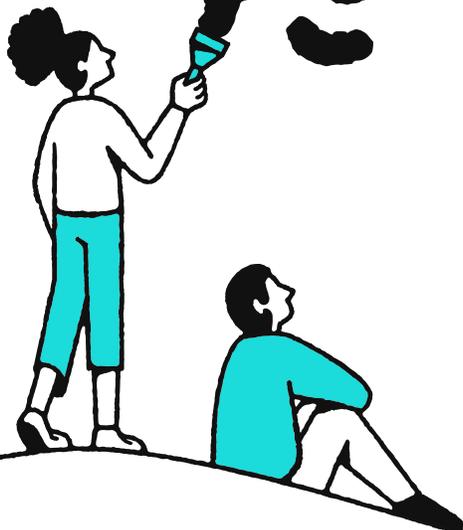
because they aren't vocal; we know some employees are less likely to formally request a promotion. The program produced immediate results. Promotions among women increased by approximately one third, while promotions for men did not decrease.

As we often like to share, the goal is not to take away from any of our employees, but instead to grow opportunities in a consistent way for all.

# How we reduce unconscious bias.

Over the years we've worked hard to reduce unconscious bias in all of our people practices and systems. We partnered with the Stanford Women's Leadership Innovation Lab to design new processes across the entire company that reduce variance in performance assessments between men and women, as well as non-minorities and minorities.

The result is that best performers achieve top performance marks and rewards, regardless of how an employee self-identifies. We've also invested in teaching our interviewers about unconscious bias and seen meaningful gains towards ensuring that new employees are hired at the right level and receive consistent pay.



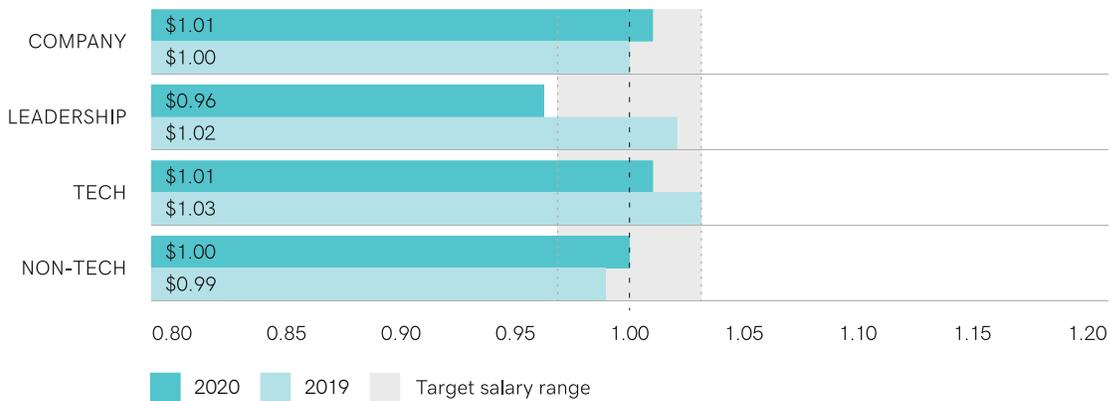
# Pay Equity

Making sure that employees are paid equally for doing the same kind of work, no matter their ethnicity or gender, is critical to an inclusive team. It also helps prospective employees understand that we pay folks consistently and they can expect the same.



# 2020 Salary Data – U.S. Gender

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



In 2020, on average in the U.S., for every \$1.00 a man makes as an employee of GoDaddy, a woman makes \$0.01 more. It's the sixth consecutive year that GoDaddy has paid men and women equitably in the U.S., and that's important. While our pay parity target is \$1.00 for \$1.00, a few cents either side of a dollar is an excellent result.

When you break that down further into different roles, things change. For example, women in a leadership role (defined as a Director position or higher) make \$0.04 less than their male counterparts. In 2019, women leaders made \$0.02 more than their male counterparts.

Why the year-over-year difference? Partially because we improved our methodology to include more of our employees. We now account for a similar job, level and geography, which lifts the employee inclusion rate to greater than 95%. This gives us a more accurate view of areas we need to improve and where we are succeeding. Our previous method included approximately 85% of our employee population.

# 2020 Salary Data – Global Gender

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



Just like in our U.S. Pay Equity chart, we've got a similar result in our global employee population: For every \$1.00 a man makes at GoDaddy company wide, a woman makes the same. This is the first year GoDaddy has included global employees in its pay equity analysis.

Breaking this down further, women in leadership roles make \$0.05 less than their male counterparts, and in technical roles, women make \$0.01 more than men in similar roles. Women in non-technical roles make a 1-to-1 match with their male counterparts. As in the U.S., our global pay analysis methodology accounts for similar job, level and geography, which increases the employee inclusion rate to greater than 91%.

# 2020 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 ethnic minority earns \$1.01. We can also see that minority employees in the U.S. earn \$0.02 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 makes in a leadership position at GoDaddy (again, defined as a Director or higher), an ethnic minority makes \$0.95. And if you look at 2019, it was \$1.09, a swing of \$0.14. What happened?

This comes down to the methodology change described earlier. Previously, our calculations accounted for approximately 85% of the

population. But now we use similar job, level and geography. The result is that it reflects a higher inclusion rate — greater than 95% — when looking at the U.S. ethnicity data. That gives us more accurate data moving forward, but also shows where we need to make improvements.

This year, we also wanted to better understand how we pay different minority groups in the U.S. We found that for every \$1.00 a non-minority employee in the U.S. earns, their Black or Asian counterpart earns \$1.01; Hispanic employees are at parity; and both American Indian and Native Hawaiian employees earn \$0.99 for every \$1.00 their non-minority counterpart makes.

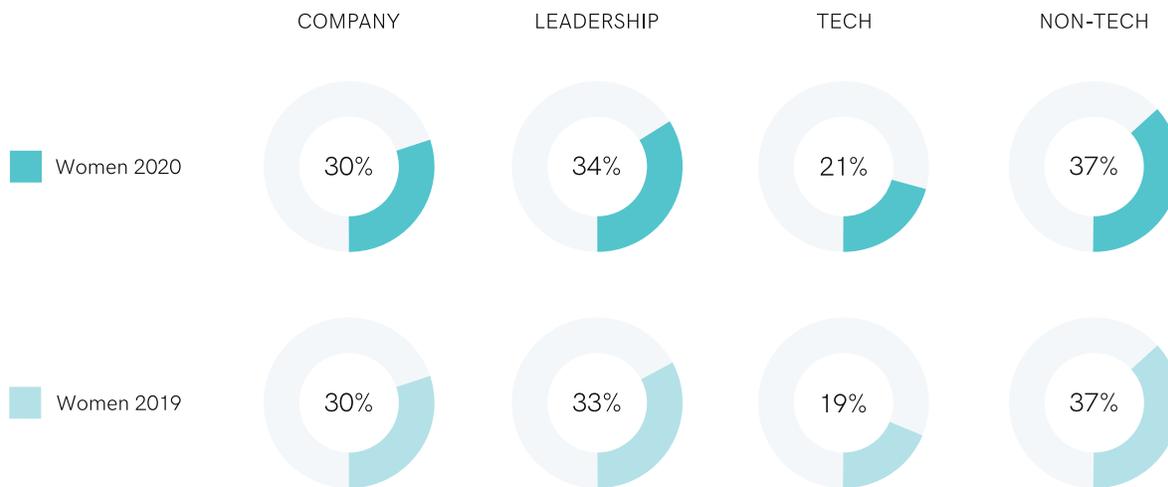
# Representation

Representation is an important topic when it comes to inclusivity. Here's why: If a person of a particular minority group looks at a new company and doesn't see people that look like them, they may be less inclined to join that company. Additionally, the lack of similar background at the leadership level may leave some people feeling there is little room for advancement. In short, it means that companies who fail to look at representation as a valuable metric may lose out on some of the most qualified and talented candidates.

We recognise the importance of representation, and it's why we continue to strive and make advances in this area. We've made progress over the years, and we need to push further.



# 2020 U.S. Gender Diversity



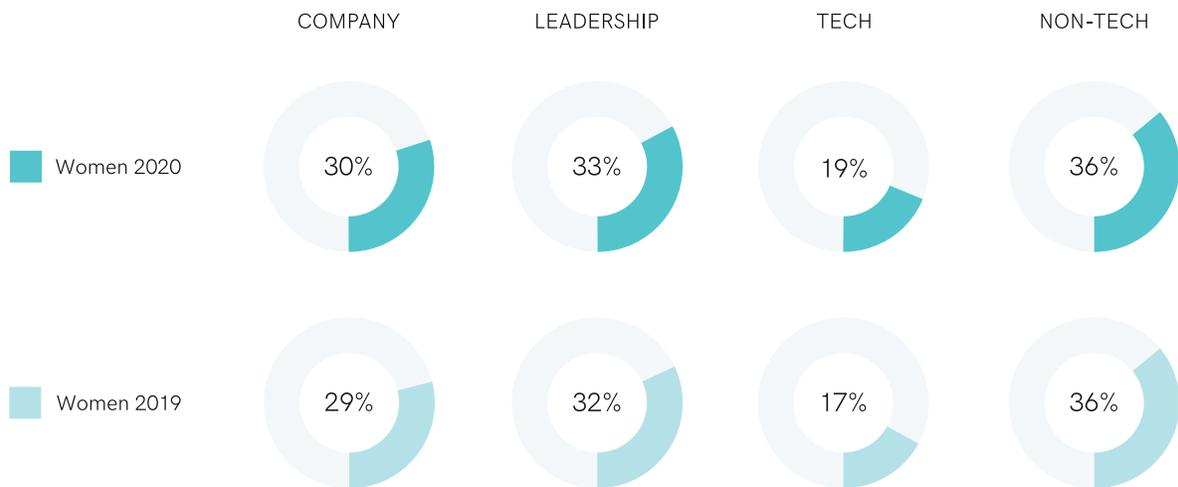
Our 2020 number is the same as 2019: 30% of our U.S. workforce are women. When broken down further into leadership and technical/non-technical roles, we continue to see improvement.

In leadership positions (defined as Director levels and above), gender representation is up 1%. For technical positions it's up from 19% to 21%, and it's flat for non-technical

roles at 37% women. There are good gains, although to truly appreciate the progress we have made, we have to start at the beginning.

Since our first report six years ago, representation among women is up 6% at the company level from 24% to 30%; tech is up 2% moving from 19% to 21%; and our non-tech employees are up 25% to 37%.

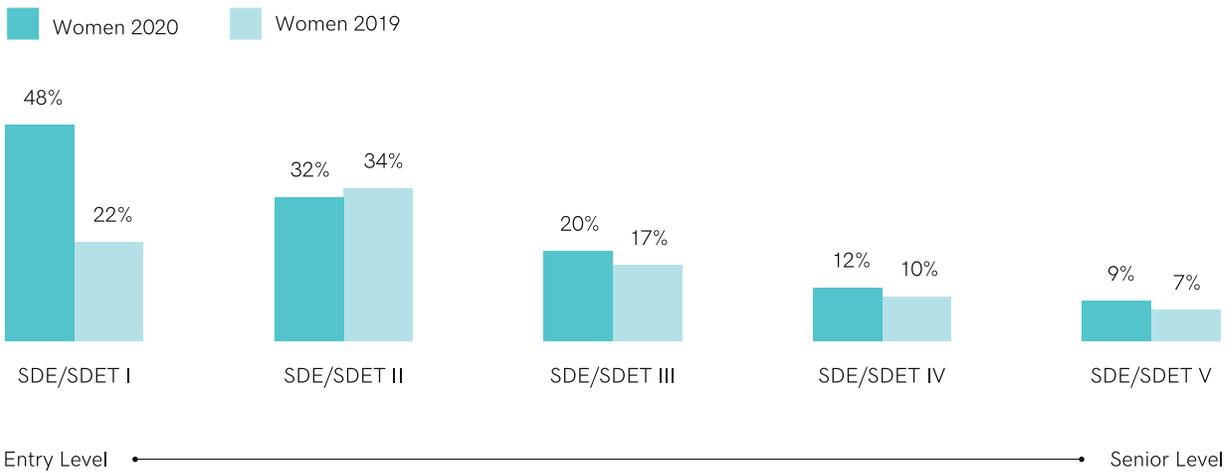
# 2020 Global Gender Diversity



In 2020, women represent 30% of GoDaddy’s global workforce. That’s up 1% from 2019. When you take those positions and put them into categories — leadership, tech and non-tech — the numbers go up in two out of three groups. Leadership is up 1%, tech is up 2% and non-tech positions stayed flat.

# 2020 U.S. Women in Tech Roles

Percentage of women engineers\* at GoDaddy:

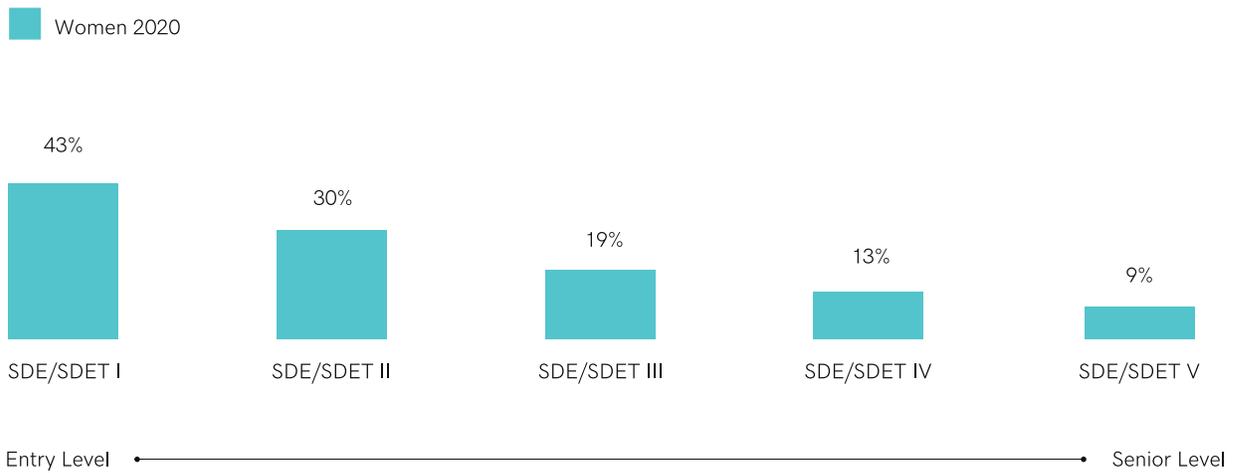


\*Combined view of Software Development Engineer & Software Development Engineer Test personnel

GoDaddy has a robust engineering team, and in 2020, we increased the number of female new hires substantially through our University Recruiting efforts. In the U.S., we increased the number of females in Level 1 engineering roles to 48%, which is up from 22% the year prior. For historical context, in 2015, 18% of our Level 1 engineering roles were women. But what about other levels? We also hired more women in mid- and senior-level engineering roles, which also was higher than in 2019.

# 2020 Global Women in Tech Roles

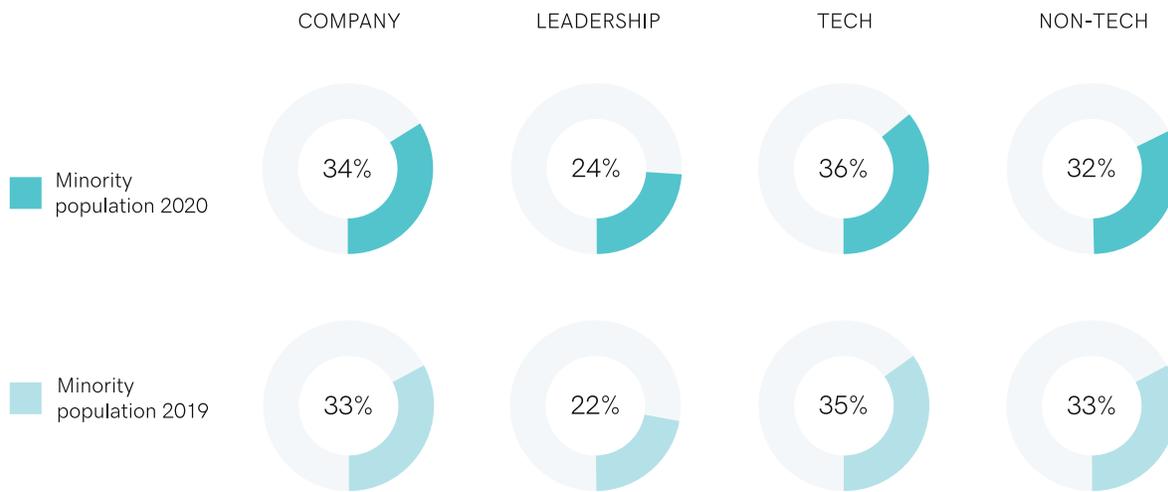
Percentage of global women engineers\* at GoDaddy:



\*Combined view of Software Development Engineer & Software Development Engineer Test personnel

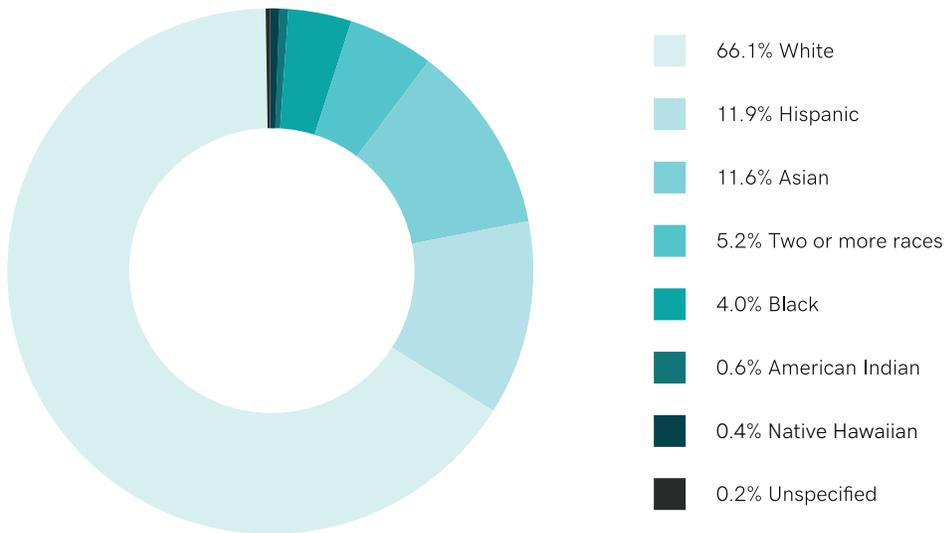
Globally, women comprise 43% of our Level 1; 19% of Level 3; and 9% of Level 5 engineering roles. This is the first year our representation data has included global employees, so we'll report year-over-year trends in 2021.

# 2020 U.S. Ethnic Diversity



Across GoDaddy’s U.S. team, 34% of all employees are ethnic minorities. That’s a 1% increase from 2019 and 2% from 2018, showing a modest rise over the past two years. When looking at leadership roles, 24% of the workforce are ethnic minorities, which is up 2% from 2019. And in tech and non-tech roles, the numbers split: ethnic minority employees with technical roles are up from 35% to 36%, while non-tech roles are down 1% to 32%.

# 2020 U.S. Ethnicity



In 2020, minorities comprised 34% of GoDaddy’s U.S. workforce population. Above is a breakdown by ethnicity.



# The Future





Reaching  
the goal, like  
many things,  
will take time.

In the six years that we've been studying the data closely, we've made significant strides forward — and we'll continue to do so. We're not just giving the concepts of diversity and pay equity lip service; diversity is a part of GoDaddy's DNA and it's something we push forward on every day.

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.

