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# 2022 Diversity and Pay Parity Annual Report

# A Message From Our Chief People Officer

If there's one thing technology has taught us, it's that change and innovation happen through a deliberate focus on iteration and improvement. The same can be said about culture and community. As I reflect on our journey to reduce unconscious bias in our people processes and continue to build and grow a diverse team that best represents our 21 million customers, I'd like to outline some approaches that have been successful at GoDaddy. My hope is that sharing these ideas with our broader community may lead to even greater gains across our industry and beyond.

## **First, we embrace learning from the experts.**

It's exceedingly rare for a company to have in its ranks all the types of experts needed to be successful. That's why it's important to source different perspectives as often as possible. At GoDaddy, we leverage partnerships with external experts and organizations to learn more and improve the way we do things.

For instance, our flagship partnership with Stanford's VMWare Women's Leadership Innovation Lab (formerly known as the Clayman Institute for Gender Research) began in 2015. The Innovation Lab helped us realize that our well-intended people processes had not been intentionally designed to reduce unconscious bias. After learning that traditional performance evaluations often contain bias that holds women to a higher behavioral standard than men, we made changes to remove ambiguity from our behavioral criteria and published that criteria broadly to employees in hopes it would help all.

After conducting a series of internal focus groups and interviews, we refined the values in our performance review process criteria to amplify the themes of respect, authenticity and inclusion. As a result, all employees, regardless of their identity, are now assessed against a clear and inclusive set of criteria that limits variation and subjectivity in assessments. Of course, fairer performance reviews also lead to fairer opportunities for promotion and pay increases, which contributes to the pay parity results reflected in our 2022 Diversity and Pay Parity Annual Report.

## **Second, we continue to invest in the education and professional growth of our teams.**

This includes a special focus on our People Operations organization, which plays an essential role in how we create change. We must continue to make sure this important work in reducing unconscious bias is front and center for our functional People Operations teams and invest in training for them to understand the deeper concepts at play. This will enable these teams to support our people by prioritizing equity and inclusion across our processes, from recruitment and onboarding to performance management and career advancement.

## **Finally, we prioritize our culture while navigating challenging work.**

During a time when dialogue around fundamental human rights is intensifying, it's necessary to continually examine our culture to assess whether what we have is what we aspire it to be. This includes asking ourselves, "How are we enabling people's ability to have respectful, meaningful conversations about these crucial topics in our own workplace community?" To bring our whole, authentic selves to work, we must build an environment that does not assume we simply leave behind important parts of our thoughts, feelings and experiences when we log on or meet with colleagues. Like most companies, our customers are diverse, and all our employees play a vital role in supporting those diverse needs. This year, we will introduce a training series aimed at educating and talking about inclusive engagement and how to continually build and maintain an inclusive culture where we all belong.

Our approaches and goals require commitment, investment, planning and governance, which is why I'm happy to share we hired a dedicated leader of Diversity, Inclusion and Belonging (DIB). Vice President of DIB Kristy Lilas has brought fresh perspectives to our programs and is helping us further integrate equitable best practices into how we work and guide conversations around inclusion and belonging. Kristy brings incredible depth and critical thinking, combined with formidable capabilities to build partnerships and make a difference. I'm proud to take on this important work with Kristy and our many collaborators and stakeholders. I can't wait for next year, when we can share more about our progress on this important journey.



*Monica Bailey*

MONICA BAILEY  
CHIEF PEOPLE OFFICER  
GODADDY

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# We're building a culture that values diversity

and prioritizes the importance of making opportunity inclusive for all. Not only because it fosters a more successful work environment, but because it creates a foundation for a more successful global community.



# Building Culture

## Representation makes us—and our communities—stronger.

Diversity, equity, inclusion and belonging (DEIB) are more than buzzwords at GoDaddy.

Representation not only makes GoDaddy a better place to work, but it also makes us more innovative, creative and competitive within the tech industry. Our employees' different viewpoints and life experiences help us improve our products and reach more people. And empowering a diverse range of entrepreneurs in our communities strengthens society at large.

As a company that publishes its representation and pay parity results yearly, we are proud to affirm that we continue to achieve pay parity for women and underrepresented communities in almost all areas of our business. We conduct training about unconscious biases and are continually working to reduce its impact within our organization. Additionally, we are making significant inroads when it comes to increasing consistency in performance reviews, promotions and pay.

These, along with our other efforts outlined in GoDaddy's 2022 Sustainability Report, continue to earn GoDaddy [recognition](#) from external organizations.

We're proud of the strides we've made, but in an ever-changing world, our efforts will always be a work in progress. That's why it's important to be transparent and share both our successes and defined areas for improvement. By being open about where we are today, we invite accountability for our DEIB initiatives in the future.



GODADDY CEO AMAN BHUTANI & ERG MEMBERS

“

We believe ‘You Belong Here’. And while acquiring great talent is never easy, our ability to identify, attract and hire diverse talent is essential to our continued efforts to build and cultivate a highly engaged, respectful and inclusive culture.”



DAVID W.  
VICE PRESIDENT OF  
TALENT ACQUISITION



# Building Culture

## Joining forces from near and far.

GoDaddy is powered by a global workforce.

GoDaddy is a global company with employees around the world. We operate a hybrid workplace model, with some employees in offices and others working remotely. While this allows GoDaddy to best serve its diverse customer base, it can also create physical and temporal distance between teams. To close this gap, GoDaddy strives to create an environment that fosters communication and collaboration between employees, creates meaningful opportunities for engagement, and cultivates an inclusive community.

Included in these efforts are our 11 employee resource groups (ERGs) that bring together employees around common missions, identities, affinities and interests. Members of these ERGs often include allies and champions. ERGs provide a community for employees to develop relationships, enable their own and others' professional development, engage in corporate projects and programs, learn from each other, and have fun.

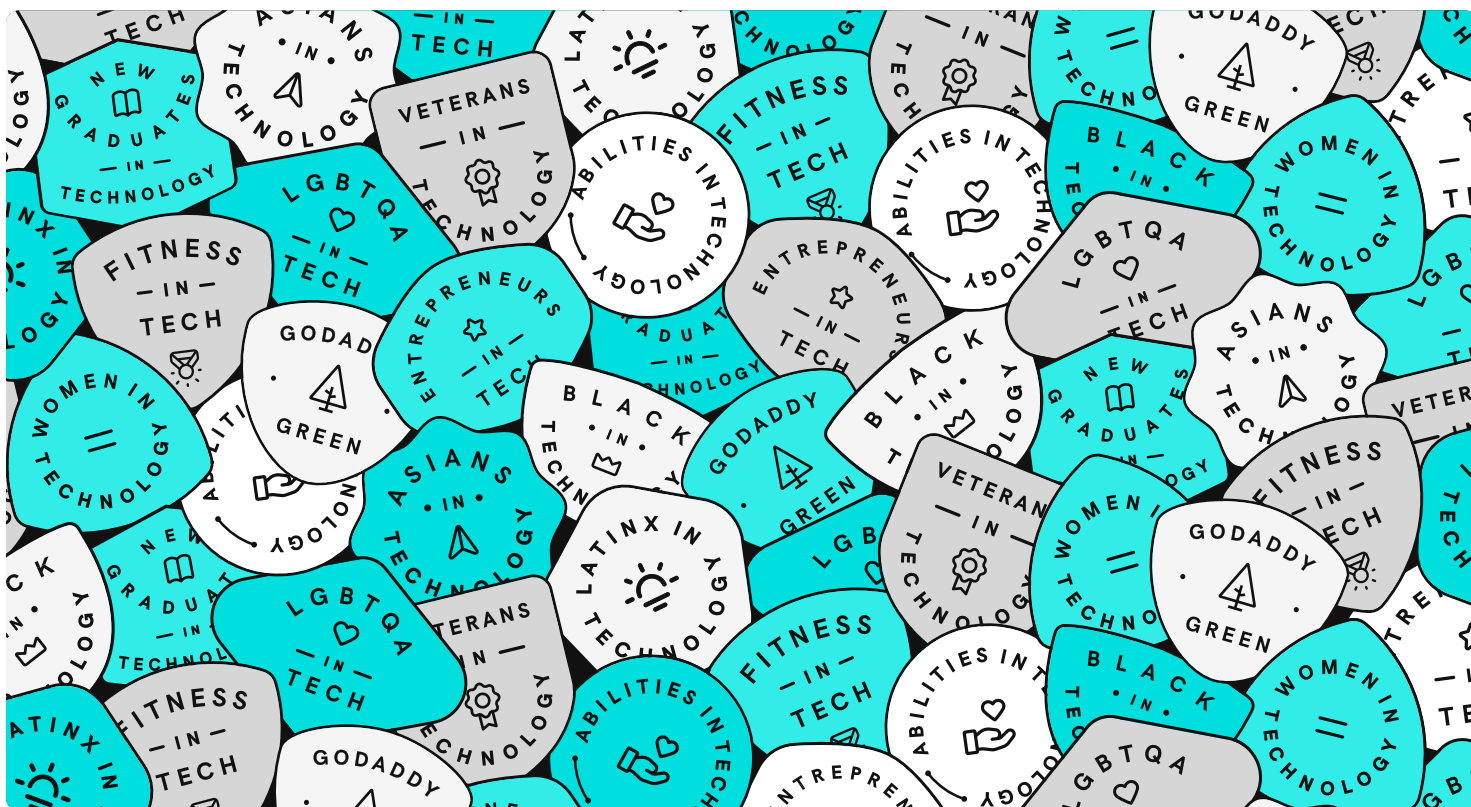
### TO LEARN MORE

About our ERGs and other employee programs, visit GoDaddy's 2022 [Sustainability Report](#).



# Building Culture

Our employee resource groups cultivate community and change.





“

Acceptance and support have never lacked during my last 10+ years working at GoDaddy, and I'm grateful to see that it's only increasing as time goes on. I would not have stayed with GoDaddy as long as I have if I believed that the company's fundamental core values didn't align with my own.”



JANE D.  
CARE PRODUCT OPERATIONS  
MANAGER, SERVICES

# The Specifics



# The Specifics

## Investing in our people is an ongoing pursuit.

Building an inclusive and equitable workforce requires accountability. That's why we report our progress publicly. For eight years, we've published our diversity and salary data to show where we've done well — and to spotlight areas where we can continue to improve.

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

### SUSTAINABILITY REPORT

Visit GoDaddy's 2022 [Sustainability Report](#) for more information on related efforts to mitigate unconscious bias and enable equity across all phases of the employee lifecycle.



“

Diversity, equity, inclusion and belonging isn't just about influencing behaviors—it's equally important to integrate these priorities into the fabric of what we do as a company every day.

GoDaddy knows real change can only be sustained if it's built into our processes and culture simultaneously.”



KRISTY L.  
VICE PRESIDENT OF DIVERSITY,  
INCLUSION AND BELONGING

# The Specifics

## Pay Parity

A critical part of building a more inclusive and equitable company is ensuring that employees are paid fairly for doing the same kind of work, regardless of demographics. Reporting pay parity data shows current and prospective employees that we are committed to equal pay for equal work.

While GoDaddy's pay parity target is \$1.00 for \$1.00, a few cents on either side of a dollar is considered an equitable result. This is due to the analysis being a single point in time data set, which includes total compensation awarded such as annual bonuses and equity grants, all of which are variable and impacted by employee performance.

Starting in 2022, we partnered with a third-party expert to execute a rigorous multivariate regression analysis that accounts for variables like performance and length of time in a role, which are considered reasonable explanations for differences in pay. This ensures that we are applying appropriate and accepted methods and standards to our analysis and mitigations.

While the results are similar year over year for our company-wide pay parity analysis despite the enhancements in our methodology, we can now proactively review pay recommendations during our annual compensation cycles to ensure pay decisions are equitable.

## Methodology

All data is based on end-of-year global employee population data and includes total direct compensation received in 2022, such as base salary, company bonuses and equity awards. Additionally, through our new partnership with a third-party expert, we can broaden our definition of "similar work." For example, our previous analysis required at least one man and one woman in the same geography, job family and job level to be included in the analysis. Now, with the use of enhanced statistical analyses, we only require one man and one woman in the same job level, which increases the total population represented globally.

In addition to the change in our definition of "similar work," we also expanded our representation data to include employees with unknown demographics. Previously, we excluded any employee who selected "Declined to Identify" when providing personal demographic data at the time of hire as they could not be accounted for in the pay analysis. Starting in 2022, this segmentation is part of the representation data, so we can evaluate our whole organization and identify where opportunities emerge to make progress in representation. With these improvements, we now capture a more complete picture of our employee population, including 98% of our global workforce and our non-binary employees for the 2022 results.



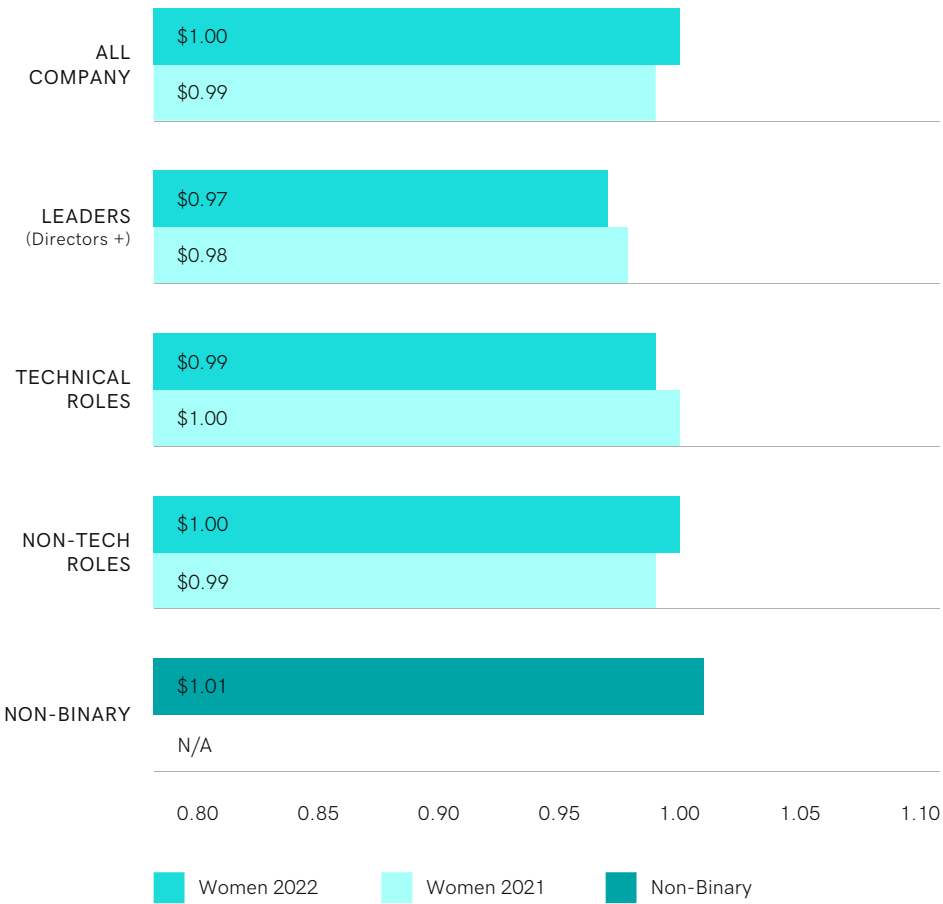
# The Specifics

## 2022 Salary Data – Global Gender

For every \$1.00 a man makes at GoDaddy company-wide, a woman makes the same. This is the eighth year in a row that GoDaddy achieved pay parity for men and women globally. Delving further into the numbers, women in leadership roles (defined as director level or higher) make \$0.03 less than their male counterparts. In technical positions, women make \$0.99 for every \$1.00 that men make in similar roles. Women in non-technical roles make the same as their male counterparts.

### Compensation Data — Gender

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





# The Specifics

## 2022 Salary Data – U.S. Race/Ethnicity

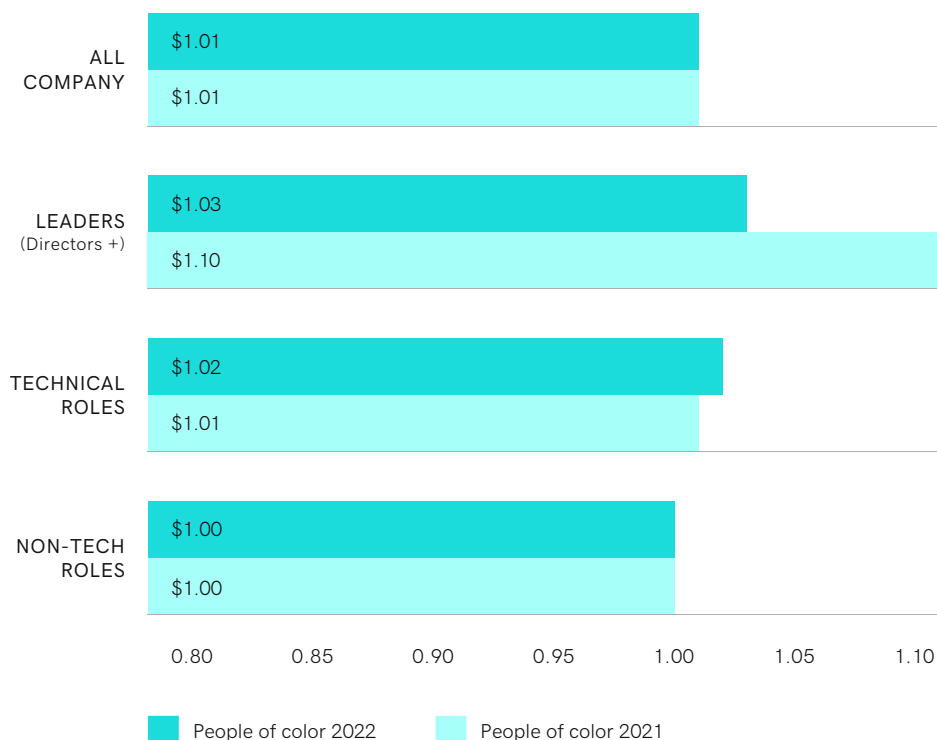
Our U.S. pay data shows us that for every \$1.00 a white employee earns at the company level, an employee of color earns \$1.01. The data also reveals that employees of color in the U.S. earn \$0.02 more than their white counterparts in tech roles and are at parity for non-tech positions.

The data also shows us that for every \$1.00 a white employee makes in a leadership position at GoDaddy, an employee of color makes \$1.03.

High growth and turnover, which many tech companies have experienced in the past few years, are likely responsible for these results. For example, we welcomed new executive leaders who increased our underrepresented population in 2021, and the data has since flattened after that bump.

## Compensation Data — U.S. Race/Ethnicity

For every dollar in the U.S. someone white makes, someone of color makes:



# The Specifics

## 2022 Salary Data – U.S. Race/Ethnicity

We continue to study the data to understand how we pay employees from different underrepresented groups in the U.S. to ensure fairness across each. We found that for every \$1.00, Black employees earn \$0.98; Asian American employees earn \$1.04; Hispanic or Latino/a/x employees earn \$1.00; American Indian employees earn \$0.97; Native Hawaiian and Pacific Islander employees earn \$1.02; and multiracial employees earn \$0.99 in the U.S.

## A Closer Look at Compensation Data — U.S. Race/Ethnicity

For every dollar in the U.S. someone white makes, someone of color makes:



# The Specifics

## Representation

Teams comprised of people with different identities, backgrounds and experiences attract and retain more diverse talent, build better products and services, help inspire customer loyalty, and enable collaboration and innovation. Beyond that, valuing diversity is good for everyone.

We're committed to continually increasing representation of those who have been historically underrepresented in the workplace.

We've made progress over the years, and we'll keep pushing to make GoDaddy representative of all our customers and communities.



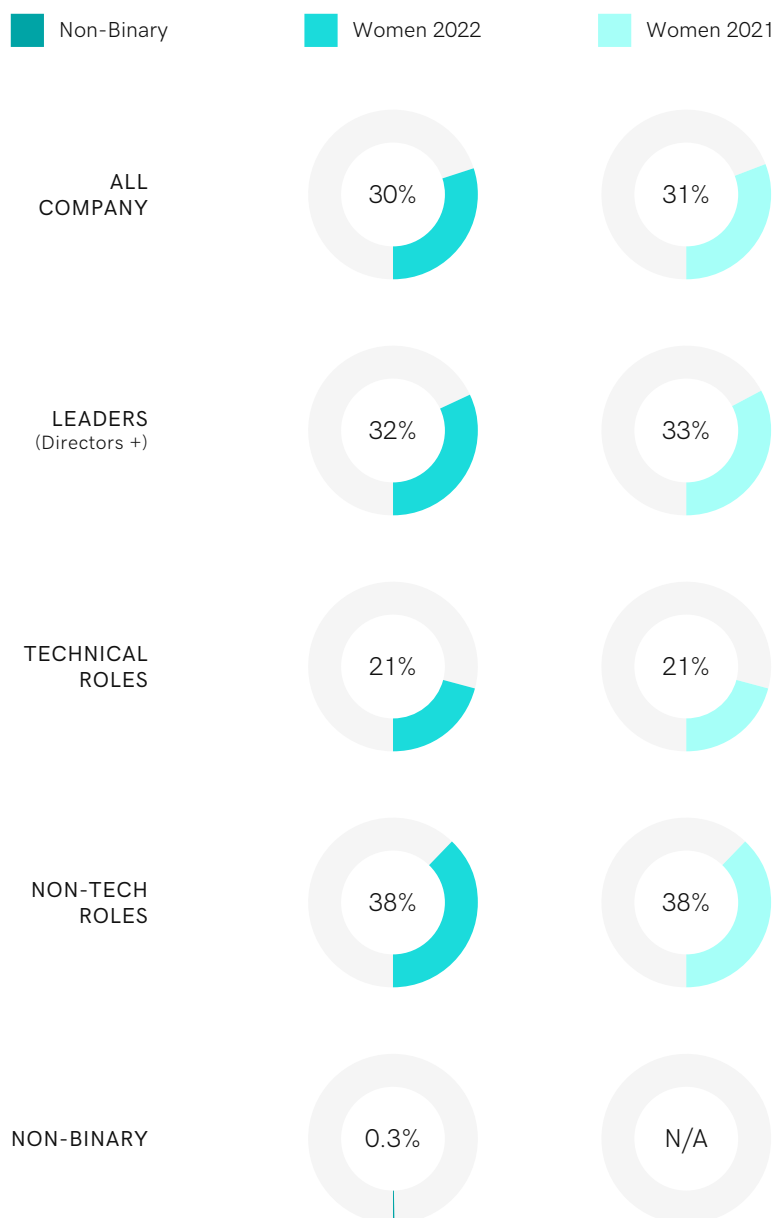
GODADDY UNITED (LGBTQIA+)

# The Specifics

## 2022 Global Gender Diversity

In 2022, women represent 30% of GoDaddy's global workforce. When these positions are placed into categories — leadership, tech and non-tech — the numbers stay flat apart from the leadership group, which decreases by 1%. Recruiting and retaining female leadership remains a key goal and priority. This is also our first year of being able to report on employees who identify as non-binary. Non-binary employees currently represent 0.3% of our workforce population.

### Representation Data — Gender

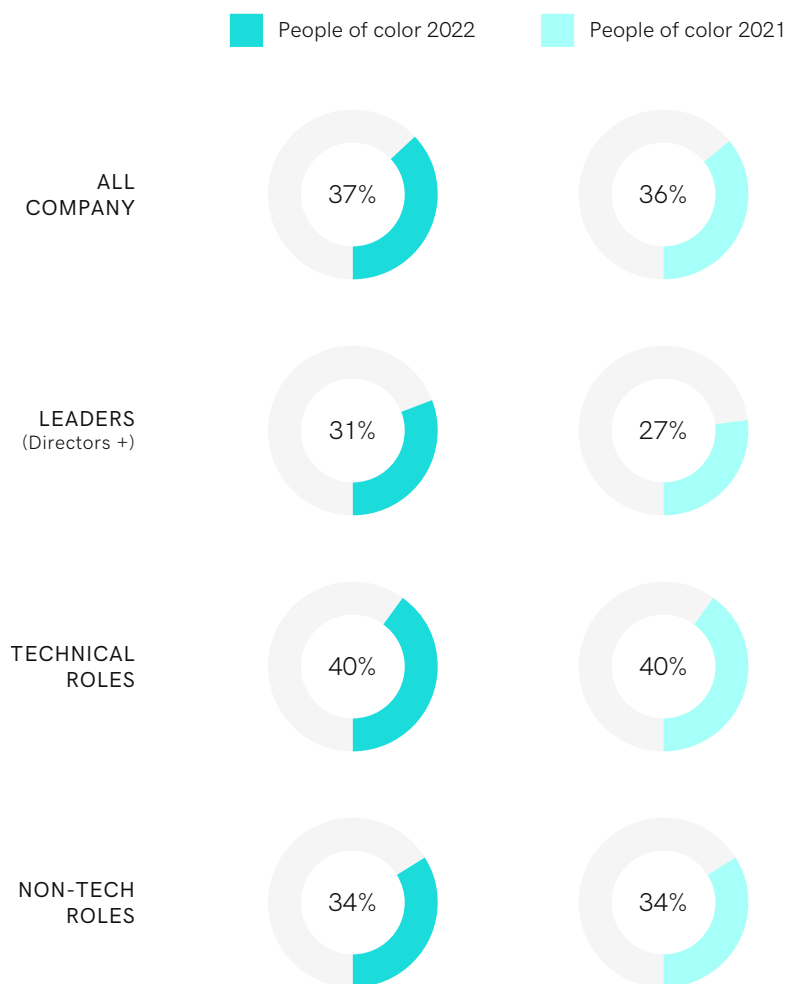


# The Specifics

## 2022 U.S. Ethnic Diversity

Across GoDaddy's U.S. team, 37% of employees are people of color. That's up 1% from 2021 and 5% since we began reporting this data in 2017. When looking at leadership roles, 31% of GoDaddy's U.S. workforce are people of color, which is up 4% from 2021 and up 7% in leadership of color representation overall over the past two years. The percentage of people of color in technical vs. non-technical roles remains flat since last year.

### Representation Data — U.S. Race/ Ethnicity



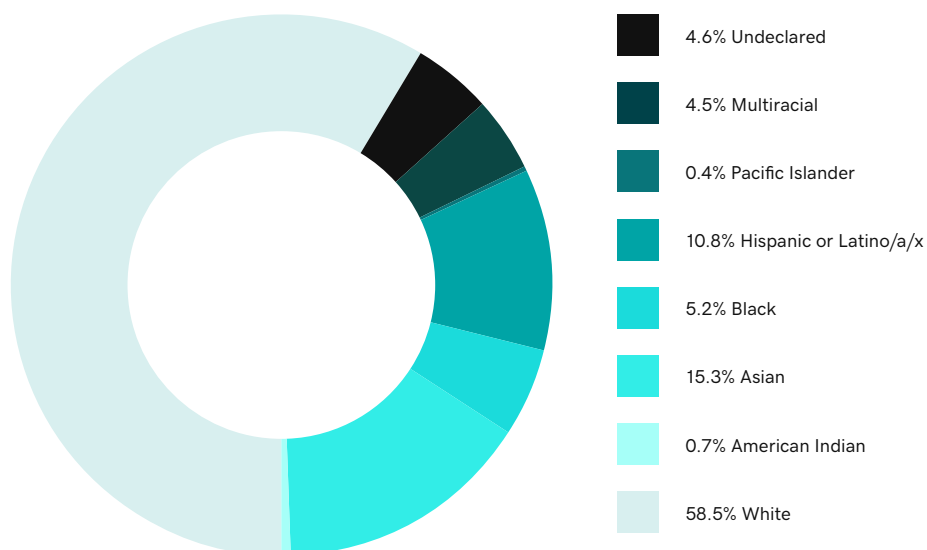
# The Specifics

## 2022 U.S. Race/Ethnicity

This graph breaks down our 37% employees of color by ethnicity in the U.S. There is a 0.8% increase of Black employees and 1.5% increase of Asian American employees. Hispanic or Latino/a/x employees decrease by 1% and multiracial employees fall by 0.8%. All other groups remain flat.

We recognize that ethnicity and race are not one and the same, and we are working to improve our data collection to better understand and report our representation more comprehensively.

### A Closer Look at Representation Data — U.S. Race/Ethnicity





# The Specifics

## Promotion Parity

When we shared our first pay parity analysis in 2015, it showed that while women and men were paid at parity for similar roles, women weren't advancing in all positions at the same rate as their male counterparts. This finding led us to create a process to proactively identify qualified employees who should be considered for promotion. The initiative immediately impacted and continues to enable our ability to support the career advancement of all employees, while mitigating the potential effects of bias through the process.

We also partnered with Stanford's VMware Women's Leadership Innovation Lab to create company-wide processes that reduce variance in performance assessments between demographic groups. In addition, our total rewards programs tightly align with performance assessments; the net impact is that our best performers achieve peak evaluations and rewards no matter how they self-identify.

### SUSTAINABILITY REPORT

Visit GoDaddy's 2022 [Sustainability Report](#) for more information on related efforts to mitigate unconscious bias and enable equity across all phases of our talent management processes.



GODADDY GREEN

# The journey continues



# The Journey

## The journey continues.

It's been eight years since we started studying diversity and inclusion data at GoDaddy. We've come a long way in that time, and we are incredibly proud of our achievements. We know, however, there isn't an endpoint. We'll keep setting aggressive goals and holding ourselves accountable to meeting them.

Our customers – entrepreneurs from all walks of life – should be reflected in the diversity of our workforce, demonstrating our dedication to creating a culture of equal opportunity and supporting customers who help our communities thrive. The more voices and representation we have at GoDaddy, the more we can reach and empower entrepreneurs around the world to pursue and achieve their dreams.

