With the release of our 2023 Diversity & Pay Parity report, we are proud to share the progress we’ve made toward creating an equitable, inclusive, and transparent company:

- We achieved pay parity based on gender (globally) and ethnicity (U.S.).[1]
- We both maintained our gender representation globally and increased representation of people of color in the U.S. — despite scaling back our hiring. Since first publishing these results, our representation of both women and people of color has improved, with big gains in women in leadership (7%) and people of color in technology roles (10%).[2]
- We welcomed four new GoDaddy Executive Leadership Team members in 2023 through internal promotions — each fantastic and bringing diverse perspectives to our company, our leadership team, our employees, and our customers.
- We continue to teach our team how to mitigate bias and enable equity in our day-to-day work, with a fair and consistent approach to hiring, performance evaluation, compensation, and promotion decisions.

Our mission does not change in challenging years. In fact, it’s in those times that it becomes more important — and the work to fulfill it is never complete. It’s both important and meaningful to be part of the improvements we want for the world, and it’s an honor to do this work alongside colleagues who are committed to making a difference.

[1] We define achievement of pay parity as pay that is equal to, or a few cents on either side of, a dollar.

A Message From Our Chief People Officer

Our mission at GoDaddy is to empower entrepreneurs everywhere, making opportunity more inclusive for all. We focus on the dreamers who bring their passion and craft to the world, and who create thriving communities. This is why GoDaddy exists — to be a catalyst to their success, and the platform and advocate for their brand.

Similarly, we believe in this fundamental principle for our employees, that opportunity should be inclusive for all. Pay parity is an important part of our inclusive culture. When we started our journey toward pay parity several years ago, it was both daunting and scary. Would we really share data externally? What if the gaps were too big to overcome?

We didn’t have all the answers — only a committed and strong belief that visibility and transparency could lead to improvement. We took on this important work with a caring, curious, and hard-working group who shared a willingness to learn and ultimately understand what must be improved within our organization. As one of our leaders once said, “We need to get comfortable with uncomfortable data.”

One of our values at GoDaddy is ‘Work Courageously,’ and that value was front and center as we dove into the unknown. Year after year, we have shared our data — both the data we are proud of and the data showing room for improvement. We believe that companies do not have to be, and frankly can’t be, perfect. But we can be courageous, do our best, and learn and improve along the way.

Monica Bailey
Chief People Officer, GoDaddy
About this Report

The content featured in the 2023 Diversity & Pay Parity Report is an extract of the GoDaddy 2023 Sustainability Report. Unless otherwise noted, this report reflects our performance across our global operations covering the fiscal year period from January 1 to December 31, 2023. To read more about GoDaddy’s sustainability and environmental, social and governance practices and programs, including information on our customers and operations pillars, please review our 2023 Sustainability Report available on our Sustainability page.
Our People-Centered Strategy

By valuing individuality, we grow together.

We’re building a culture that values diversity and prioritizes making opportunity inclusive for all. We know this fosters both a more successful work environment and global community.

Diverse representation not only makes GoDaddy a better place to work, but it also makes us more innovative, creative, and competitive. Our employees’ different viewpoints and life experiences help us improve our products and reach more people. Empowering a diverse range of entrepreneurs in our communities also strengthens society at large.

We want to foster a human-centered community that empowers our employees and their families. We do this by embedding Diversity, Equity, Inclusion, and Belonging (DEIB) principles into our strategy, focusing on fostering an environment supportive of diverse representation in recruitment, evaluating our practices to maintain parity, and building an inclusive company culture. We’re also committed to maintaining pay parity for all employees.3

An Integrated Strategy

We believe integrating inclusive and equitable principles into the core of how we work every day is the best way to fulfill our mission. That starts with our company values, which are inextricably tied to everything we do for our customers and how we treat each other. We also recognize that diversity helps fuel inclusion, which in turn helps power equitable workplaces and enables belonging.

Our objective is to further integrate, engage, and expand DEIB principles throughout GoDaddy by fostering inclusive behaviors and refining systems and processes through a lens of equity. We developed a multiyear strategic roadmap to continually implement our objectives and govern, support, and enable these company-wide priorities.

In 2023, our progress on this work included developing gender transition resources to support our transgender, non-binary, and gender diverse employees. We also continued to use structured ways to analyze and discuss demographic data, held a training to enable psychological safety and inclusive engagement among our teams, and launched a DEIB speaker and conversation series.

3 We define achievement of pay parity as pay that is equal to, or a few cents on either side of, a dollar.
Driven by Accountability

Building an inclusive and equitable workforce requires accountability and transparency. In 2023, we launched a DEIB Steering Committee to help govern, support, and enable our DEIB efforts. The Committee is comprised of senior leaders who discuss our DEIB strategy and plans, with a focus on achieving balanced representation and equitable employee experience. The DEIB Steering Committee provides support through feedback, intervention, and advocacy to our Board, their peers, our teams, and their partners.

Another way we reaffirmed our commitment to accountability was by signing onto the CEO Action for Diversity and Inclusion™ pledge in 2023. Through this initiative, we pledge to advance DEIB in the workplace and create a more inclusive culture while embracing having difficult conversations.

To enable accountability, we commit to transparency. We continually analyze and share our diversity and pay equity data through reports like this to ensure we’re on track to achieve our objectives and identify areas for improvement.

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

Awards and Honors

Human Rights Campaign
Participated in Corporate Equality Index for the fifth year in a row

Women Impact in Tech
2023 List of 100 Progressive Companies
Empowering Women in Tech

Representation Matters

GoDaddy believes teams with different identities, backgrounds, and experiences attract and retain the best talent; build better products and services; help inspire customer loyalty; and enable collaboration and innovation. We’re committed to continually fostering an environment that supports a balanced representation of those who have been historically underrepresented in the workplace — from our Board of Directors to employees just entering the workforce. We’ve made progress over the years, and we’ll continue to make GoDaddy representative of our customers and communities.
Board of Directors Diversity

Our business and ability to enhance long-term value are supported by our mission to make opportunity more inclusive for all through our work to serve our diverse customer base. It is important to our company that the Board reflects these values. As such, our Board, in conjunction with the Nominating and Governance Committee, seeks qualified individuals to serve as directors who broaden, among other things, the mix of experience, skills, knowledge, personal and professional backgrounds, age, and tenure of our Board. Our Board and Nominating and Governance Committee seek diverse director candidates as a reflection of the diversity among both our employees and customers.

For more information on our Board please review our 2024 Proxy Statement on our Governance page.

As of 2024 Annual Meeting.
Global Gender Diversity\(^5\)

In 2023, women represented 30% of GoDaddy’s global workforce. Across all categories, we were able to maintain the representation gains of women and non-binary employees in our workforce year-over-year, despite reduced hiring. Since we started reporting this information in 2015, women employed by GoDaddy increased by 5%, and women in leadership positions increased by 7%.

\(^5\) Categories are not mutually exclusive.
U.S. Race and Ethnic Diversity

Across GoDaddy’s U.S. team, 38% of employees identify as people of color. That’s up 1% from 2022 and 6% since we started reporting this data in 2017. When reviewing leadership roles, 31% of GoDaddy’s U.S. workforce are people of color, which is up 7% since we started reporting this information. The percentage of people of color in technical versus non-technical roles has increased 1% since last year to 41%, which is up 10% since we started reporting this information in 2017.

Categories are not mutually exclusive.
A Closer Review of U.S. Race and Ethnicity Representation Data

The graphs to the right break down how employees identify by ethnicity in the U.S., including the 38% of employees who identify as people of color in 2023. Our employees identifying as Asian increased by over 1%, while all other groups remained within a couple of tenths of percentage points year-over-year. We recognize that ethnicity and race are not one and the same, and we continue to assess our data collection efforts against government reporting agencies and best practices.

In 2023, we also welcomed four new GoDaddy Executive Leadership Team members through internal promotions, each bringing diverse perspectives to our company, our leadership team, our employees, and our customers. For additional information on our Leadership team, visit our Governance page.

For more details on our workforce diversity, please review the Framework and Metrics section.

Due to rounding, totals may not equal 100%. 
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 our current and prospective employees that we’re committed to equal pay for equal work.

In 2015, GoDaddy was among the first companies to announce and publish our pay parity results, and we’re proud to achieve gender pay parity (globally) for the ninth year in a row and ethnicity pay parity (in the U.S.) for the seventh year in a row.8

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.

In 2023, we continued to partner with a third-party expert to execute a 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.9 This supports our efforts in applying appropriate and accepted methods and standards to our analysis and mitigations.

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8 We define achievement of pay parity as pay that is equal to, or a few cents on either side of, a dollar.

9 All data is based on end-of-year global employee population data and includes total direct compensation received in 2023, such as base salary, company bonuses and equity awards. In 2022, we broadened our definition of ‘similar work,’ requiring one man and one woman in the same job level. We include employees who have declined to provide their personal demographic data, allowing us to evaluate our whole organization.
Gender Compensation Data

GoDaddy-wide, for every $1.00 a man makes, a woman makes the same. We continually achieve pay parity for men and women globally across various career levels and for non-binary employees as well.\(^{10}\)

\(^{10}\) We define achievement of pay parity as pay that is equal to, or a few cents on either side of, a dollar.
U.S. Race and Ethnicity Compensation Data

Our U.S. pay data shows that at the company level, for every $1.00 a white employee earns, an employee of color earns $1.01. In 2023, while we achieved pay parity across multiple career levels, we found that pay varies by employee ethnic group in the U.S.11 We continue to study the data to understand how we compensate employees from different underrepresented groups to ensure fairness.

A Closer Review U.S. Race and Ethnicity Compensation Data

[11] We define achievement of pay parity as pay that is equal to, or a few cents on either side of, a dollar.
Employee Experience

We’re fostering a culture of learning and engagement.

Everything we do rests upon GoDaddy’s incredible people who devote their time, talent, and energy to working here. That’s why we take a human-centered approach that focuses on individual needs. We facilitate the growth and success of our employees by creating an engaging and meaningful employee experience, providing career development opportunities, and offering competitive compensation and benefits. We continuously work to improve our talent management approach to better serve our employees and be an employer of choice.

Inclusive Recruitment

Our commitment to inclusion and equity starts at the beginning of a potential employee’s journey with us. We strive to attract diverse and talented candidates by showcasing our inclusive culture and principles to the world. We carry this through to different policies, benefits, products, resources, and other efforts that help create an inclusive environment for us and our customers. These include:

- Expanding candidate eligibility to include those with nonlinear or nontraditional backgrounds in early career talent positions, including university and early career partnerships with diversity and equity-related organizations and groups. We focused on partnerships with organizations like Rewriting the Code and their Black Wings group and ColorStack.

- Highlighting our employer brand and culture to attract diverse talent by attending events like Pride and Veteran’s Day Parades, Black Tech Fest, and Conferences for Women; featuring employees from employee resource groups (ERGs) with diverse backgrounds to spotlight personal and professional journeys; and running gender diversity ads on social media focused on representation in Science, Technology, Engineering, and Math (STEM)-based roles.

- Writing job descriptions to reduce gendered language bias and developing inclusive language across job descriptions.

- Posting nonconfidential job opportunities on internal job boards to encourage and enable mobility within the organization.

- Utilizing a virtual interview platform allowing applicants the opportunity to specify their pronouns, preferred names, and name pronunciation during the interview.

- Offering interviewer training on best practices for an inclusive candidate experience and to mitigate bias in the interview process.

Performance Reviews

We value transparency in all areas of our company, and that extends to both feedback and introspection. Our performance review process includes formal mid-year and year-end reviews for employees with appropriate tenure. At these reviews, employees and managers discuss goal setting, career development, performance insights, and peer feedback. Employees can evaluate their own performance via self-evaluations. Through our annual GoDaddy Voice employee survey, we ask employees to share their feedback and their perspectives on their career development.

Achieved average scores of 85 out of 100 (scores converted to 100-point scale) on the questions, “My manager helps me stay focused on our top priorities” and “My manager provides me with feedback that helps me improve my performance.”

Our performance management processes are also designed to be fair and equitable. We implement company-wide processes to help reduce variance in performance assessments between groups with different genders, ethnicities, socioeconomic backgrounds, ages, and other factors. This involves ensuring that we assess both the work that people complete and how they complete it in alignment with our values. It also includes focusing on action and outcomes as opposed to style and personality to ensure consistency in feedback and providing equal evaluation time.
Promotion Parity

We partnered with Stanford University’s VMware Women’s Leadership Innovation Lab to create company-wide processes that reduce variance in performance assessments between demographic groups.

As part of that effort, 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 an ongoing process to proactively identify qualified employees who should be considered for promotion. This proactive promotion flagging process identifies potential eligible employees who could be reviewed for promotion, rather than relying on subjective criteria and identification. 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.

Employee Engagement

GoDaddy is a global company with employees around the world. We operate a hybrid workplace model, with employees working both in offices and remotely. While this allows GoDaddy to best serve our diverse global customer base, it can create distance between teams. To narrow this distance, we strive to foster communication and collaboration among employees, create meaningful opportunities for engagement, and cultivate an inclusive community.

We do this through multiple employee engagement programs. The GoDaddy Fun Fund provides resources for employees to engage in important team building activities — either in-person or virtually. Everyday Champions is our global employee recognition program that connects our global workforce, allowing employees to recognize and celebrate each other’s successes, from going above and beyond at work to simply stepping in to lend a hand where needed. Employees can give recognition, and managers and people leaders can give points-based recognition to their coworkers. Recognized employees can redeem accrued points for items in our Everyday Champions catalog.

Employee Resource Groups

Even when we’re physically apart, we aim to bring together our employees working across different areas of the company and from different backgrounds. ERGs play a critical part in fostering our culture. They’re employee-led groups formed around common missions, identities, affinities, or interests. Each ERG is open to all employees, including allies and champions. ERGs provide a space for employees to develop relationships, support professional development (both for themselves and others), engage in corporate projects and programs, learn from each other, and have some fun. In addition to the personal benefits, ERGs help empower GoDaddy’s business priorities and goals across talent, learning, business, and community development.

In 2023, we continued to enhance employee engagement within ERGs and broaden their impact by developing new and refining existing procedures, processes, roles, and events.

Our 11 Global ERGs are:

- GD Abilities in Tech
- GD Asians in Tech
- GD Black in Tech
- GD Entrepreneurs in Tech
- GD Fitness in Tech
- GD Green
- GD LatinX in Tech
- GD Next in Tech
- GD United (LGBTQIA+)
- GD Veterans in Tech
- GD Women in Tech
Employee Feedback

Listening to our employees is a critical component of our talent management approach. Through GoDaddy Voice, our annual engagement survey, we learn firsthand from our employees what is working and where we need to improve. In 2023, 80% of our employees participated in the GoDaddy Voice survey, revealing insights such as:

90/100
Achieved an average score of 90 out of 100 (scores converted to 100-point scale) on the question, “Employees on my team treat each other with respect.”

89/100
Achieved average scores of 89 out of 100 (scores converted to 100-point scale) on the questions, “My supervisor/manager supports me” and “My manager models inclusive behavior.”

To address employees’ feedback, we created action plans and aim to share periodic updates to increase transparency.

Learning and Development

Through our learning and development program, we aim to activate the exponential power of our people. We believe investing in our employees’ growth and skills not only benefits them but also contributes to the overall success of our company and our customers. Through our learning and development initiatives, we aim to achieve three goals:

Our learning experiences help our employees develop their skills, enhance their knowledge, and grow their careers. Some of these experiences include:

- **The Care and Services Learning Summit**: A highly rated summit focused on global leadership, coaching, and change management, offered annually.

- **GoDaddy Learning Days**: Two full days of learning dedicated to professional development, inclusive engagement, and GoDaddy’s business, offered annually. More than 130 employees participated in Learning Days in 2023.

- **LinkedIn Learning**: A digital library offering more than 13,000 courses covering a wide range of technical, business, software, and creative topics. Licenses are available by request to enable employee learning and growth in a wide range of topics, including DEIB.

- **Decision Lab**: A decision-making simulation dedicated to fostering better and faster decision-making, helping to drive better outcomes and contribute to our company goals, offered several times throughout the year. Nearly 230 employees participated in Decision Lab in 2023.

- **Elevate**: A focused, nearly year-long leadership training program that connects GoDaddy Guides in Care and Services with opportunities to develop operational excellence and build leadership skill sets. There were 41 learners that participated in the Elevate Guide program in 2023.

In 2023, we continued to hold quarterly career workshops and released career spotlight podcasts to showcase the career stories of our own employees.
Leadership Training

We recognize that strong leadership inspires strong teams. In addition to our learning experiences, we offer several pathways for leaders to develop their skills, including:

- **New Manager Onboarding**: A required four-week course for new managers to learn about the high standards required for those in GoDaddy management positions and provide resources to help them succeed. More than 120 new or newly promoted managers were assigned and/or completed the curriculum in 2023.

- **GoDaddy Leadership Development Program (GoLD)**: A manager and leadership development program providing ongoing support through a suite of courses covering topics like leading virtually, leading through change, giving feedback, coaching, and having difficult conversations. Nearly 400 leaders engaged with GoLD content in 2023.

- **Lift Manager Development Program**: A multi-month program for Care and Services managers to enhance key leadership traits that enable leaders to achieve great results with their team. Almost 70 employees participated in this training program in 2023.

**16 Hours**

Employees spent an average of 16 hours on learning and development training in 2023.

We know everyone learns differently. GoDaddy believes conversation is a powerful learning tool to ignite change, help us learn more about each other, introduce new ways of thinking, and create a more inclusive environment. That’s why in 2023, we launched You Belong: A Speaker and Conversation Series. Through this series, we host both external and internal experts, thought leaders, and changemakers to discuss key topics such as DEIB, empathy, allyship, current events, and more. In 2023, we hosted conversations on critical topics including the importance of representation and equity in product design. Through this series, GoDaddy employees can expect fresh perspectives, thought-provoking discussions, and more opportunities to learn and grow.

In 2024, we continue our aim to empower employees, foster a culture of continuous learning, and provide opportunities for personal and professional growth. This includes evaluating the use of AI to facilitate opportunities to learn from each other and help identify what employees are seeking to create detailed, personalized development plans.

**Awards and Honors**

- **Brandon Hall Group HCM**  
  Best Advance in Creating an Extended Enterprise Learning Program — Gold

- **Brandon Hall Group HCM**  
  Best Results for a Learning Program — Silver

- **Brandon Hall Group HCM**  
  Best Use of Blended Learning — Bronze

- **2023 Stevie Award**  
  Human Resources Team of the Year — Gold

- **Jobgether**  
  Top 100 Flexible Employer 2023
Benefits

Our employee total rewards include a range of comprehensive and competitive offerings that support our human-centered approach and allow us to attract and retain top talent. Our global employee assistance provider, Lyra Health/ICAS, provides various confidential support options, including virtual and in-person therapy, coaching, and unlimited access to self-care apps to help navigate difficult topics like stress, anxiety, depression, substance use, and relationship challenges.

In 2023, to improve our benefits offerings, we provided a new medical plan option, improved network for dental care, increased GoDaddy contributions to the employee Health Savings Account, increased basic life insurance coverage, and added a surrogacy reimbursement, among other efforts.

Additional benefits available in many of our locations include:

- A U.S. benefits package offering comprehensive medical, dental, vision, and disability plans.
- 401(k) with employer-matching and 401(k) student loan provision (effective January 1, 2024).
- An equity plan and employee stock purchase program to promote a sense of company ownership among our employees.
- Professional development opportunities and tuition support.
- Global wellness days, which are four dedicated days for employees to disconnect from work and prioritize their well-being.
- Family benefits, like a day care subsidy, paid parental leave, foster care assistance, adoption assistance, and fertility coverage.
- Tuition assistance programs, which provide eligible full-time employees with up to $5,000 per year toward approved costs for higher education or professional certifications.

For more information on our employee benefits, please review our Careers page.

Employee Giving and Volunteerism

We inspire, enable, and encourage our employees to be a force for good through giving and volunteerism. All GoDaddy employees are eligible for 20 hours of paid time off annually to volunteer. On a first-come, first-serve basis, each GoDaddy employee can access up to $1,500 annually to match their donations to eligible nonprofit organizations and/or to reward eligible nonprofit organizations $35 per every hour the employee volunteers with the organization. Through this program lead by the Corporate Sustainability and ESG team, employees reported over 4,600 volunteer hours in 2023 alone.

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<td>4,639</td>
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<th>Donated through employees, volunteer rewards, corporate funds, and matching donations in 2023.</th>
<th>Lent to small businesses by employees and corporate funds through Kiva in 2023.</th>
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GoDaddy Employees Volunteering in their Community

Since 2017, GoDaddy employees volunteered their time to participate in the U.S. Department of State’s TechWomen Program, aiming to empower, connect, and support women leaders in the STEM field. TechWomen provides participants access to networks, resources, and knowledge to empower them to reach their full potential. During the five-week program, emerging women leaders from Africa, Central and South Asia, and the Middle East come together with GoDaddy employees at our U.S. offices for a project-based mentorship and exchange program.

Fostering Inclusive Entrepreneurship Through GoDaddy Employees and Kiva

Since 2015, GoDaddy has partnered with Kiva, an international nonprofit with a mission to expand financial access to help underserved communities thrive through crowdfunding loans. This partnership reflects our drive to make entrepreneurship more inclusive for all. In 2023, employees supported this mission by having the opportunity to choose which eco-friendly entrepreneurs received GoDaddy funds in celebration of Earth Day and by supporting the entrepreneurs of their choosing during U.S. Small Business Month. Additionally, GoDaddy publicly matched loans up to four times the giving amount, supporting select U.S. communities where Empower by GoDaddy has had programming. With employee help, in 2023, GoDaddy disbursed $114,050 across 640 loans to small business owners.

Ambitions for 2024

We’ve come a long way in building an inclusive and equitable employee experience in the past decade, and we are incredibly proud of our achievements. We know, however, there isn’t a finish line and we’re committed to improving our performance on our ongoing journey. The more our people are empowered here at GoDaddy, the more we can empower entrepreneurs around the world to pursue and achieve their dreams.
GoDaddy undertakes no duty to publicly update or revise any forward-looking statements, except as required by law. In addition, this report makes assumptions based on developing standards that may change, includes statistics or metrics that are estimates, and provides aspirational goals that are not intended to be promises or guarantees. Due to the use of estimates and assumptions, the information in this report may not be correct or may change at any time. We make no commitment to update any information in this report if it changes or becomes incorrect at any time, except as required by law.